



PBD-2023-65

Report

Report to:	Mayor and Council
Date:	October 24, 2023
Title:	Provincial Streamline Development Approval Funding Final Report

Recommendation(s)

That Staff be directed to submit the final report along with all the necessary invoices and supporting documents to the Province.

Executive Summary

The City of Niagara Falls (the "City") is pleased to present this final report to Council and the Province on the successful utilization of the \$1 million to streamline the development planning and building permit process. The funding was allocated across three key areas for improvement: process improvements, technology enhancements, and human resources.

These three key initiatives were aimed at expediting development approvals, improving efficiency, and enhancing customer service. Throughout the course of 2022 and 2023, the City has:

1. Worked with a planning and process improvement consultant to identify bottlenecks and improvements needed in the planning and building permit process. The consultant recommended a series of recommendations that have been and will continue to be implemented. A summary of the recommendations is included in "**Appendix 1 and Appendix 2**".

This work was important to ensure we deliver customer centric services with a focus on efficiency.

2. Worked with CityView (Harris Computer Corp.) to implement a new software system to allow the development community:

- the ability to submit planning and building permit applications electronically;
- monitor planning and building permit applications and view comments in a central portal;
- the ability to submit studies online;

- to accept payments online;
- to permit digital drawing review; and
- to support online collaboration between departments.

These outcomes align with our commitment to Council and the general public to provide a conducive environment for development and growth within our city while optimizing the use of public resources

3. Worked to reduce the backlog of applications and to ensure sufficient resources were allocated to implement the CityView project. For example, this year to date, the City has received 24 Zoning and/or Official Plan amendment applications and city staff are optimistic that all applications will be before council for a decision within the allocated provincial timeframe of 90 or 120 days respectively. Previously, in 2021 28 Zoning and Official Plan amendment applications were processed and none of them met the current timeline requirements.

The Streamline Development Approval Funding provided the City with an opportunity to undertake several necessary initiatives to help streamline development approvals and improve customer service.

Background

On February 25, 2022, the Ministry of Municipal Affairs and Housing advised the City of Niagara Falls that we were eligible for up to \$1 million in funding to implement initiatives in streamlining the development approval process. There were 11 provincial process improvement categories that would qualify for the funding. City staff, through Report PBD-2022-29, selected three key areas for improvement and 6 provincial process improvement categories.

The three key areas for improvements were:

1. Process Improvements to determine bottlenecks or issues in the process- (Provincial category #1)

1. Procuring consulting or fee for service resources to do one or more of the following:
 - to identify and implement efficient processes;
 - to prepare changes to zoning by-laws to accommodate new housing development as-of-right;
 - to Implement a Community Planning permit system with a housing component;
 - to review Council's decision making process related to development approvals;
 - to develop Community Improvement Plans that include housing incentives; and,
 - to undertake studies to support new housing types.

2. Technology Improvements to improve efficiency and customer service (Provincial Categories # 2, #3, #6 and #7)

- Implement e-permitting systems or online “Manage My application” systems.
- Implement systems that enable the use of online application forms and study submissions.
- Purchase data/application management workflow software, digital drawing software or 3D tools.
- Purchasing software or hardware to improve efficiency in handling payments related to development approvals.

3) Human Resources to improve timeliness of applications (Provincial Category #9)

- Hiring temporary staff to deal with backlogs related to development approvals.

On March 4, 2022, the Minister of Municipal Affairs and Housing advised the City of Niagara Falls that the transfer payment agreement was signed to provide the municipality with up to 1 million dollars in funding to implement initiatives to assist in streamlining the development approval process. As part of this agreement the City was required to complete the qualifying work by March 31, 2023. The City along with a number of other municipalities in Niagara and beyond were granted another extension to November 1, 2023.

The City is now required to prepare a final report back to the Province on:

- 1) How we completed the streamline project.
- 2) How the initial \$500,000 was spent and the additional costs incurred; and
- 3) A description of the anticipated cost savings or outcomes related to the work.

Analysis

The City of Niagara Falls embarked upon three key areas to focus improvements and streamline approvals. These areas were process improvements, technological improvement and human resources. Below each improvement area has been assessed to identify how the work was completed, the cost of the work, and the outcomes or cost savings of the work.

1) Process Improvements to determine bottlenecks or issues in the process (Provincial category #1)

To complete this initiative the City hired consultants with expertise in process improvement and planning to review the Committee of Adjustment (COA), the Site Plan and the Subdivision development approval process in the City of Niagara Falls. This work included a benchmarking exercise against seven comparator municipalities, a facilitated step by step process analysis to determine issues and bottlenecks, and one on one interviews. The consultant contacted our development customers to ask

questions on our efficiency, communication and to gather their thoughts on what improvements were needed to make our processes more efficient and effective. In addition, the consultant conducted a series one on one internal staff meetings to discuss the process.

The objective of this work was to evaluate the current process to ensure it was efficient and effective and focused on the needs of the customer. There were two phases, the first phase focused solely on the COA and Site Plan process and the second phase focused on the end to end (from pre-consultation to building permit issuance) review of the subdivision approval process.

In Phase 1, there were general recommendations as well as specific recommendation on the Site Plan and COA approval process. For example, it was recommended that the City prepare an online FAQ guide for COA, website improvements to clearly communicate processing timelines and explanatory videos for the COA. The videos, FAQ's and details on the process and processing timelines are now available on the City website: <https://niagarafalls.ca/city-hall/planning/minor-variance.aspx>

The full list of Phase 1 recommendations are included in “**Appendix 1**”.

In Phase 2, there were 7 themed recommendation categories.

1. People and Organization
2. General Customer Service and communications
3. Policies and Procedures
4. Technology
5. Performance Measurement
6. Financials
7. Processes

Some of the key recommendations were to clearly define roles and responsibilities for staff, establish a project manager for each file, improved communication with developer on status of the application, customer satisfaction surveys, a creation of a developers guide etc. Staff are currently working on a number of the initiatives of the Phase 2 process. A summary of the Phase 2 recommendations are listed in “**Appendix 2**”.

As part of this work, we are now keeping our customers up to date on changes and improvements to our system through our newsletter updates. A copy of the first newsletter can be found:

<https://us1.campaign-archive.com/?u=1d661df4b8485a598ec699f74&id=8f41989e81>

The cost of the consultant's work amounted to \$50,829.22 (exclusive of HST rebate) and was paid by the up front funding of \$500,000 the City received from the Province. In addition, the City has incurred additional costs to fulfill some of the recommendations,

such as the COA videos which were incurred at an additional cost of \$4,579.21 (exclusive of HST rebate)

2) Technology Improvements to improve efficiency and customer service (Provincial Categories # 2, #3, #6 and #7)

The City purchased and implemented software from CityView to allow for electronic submission and monitoring of planning and building permit applications, to allow for study submissions online, to accept payments online, to permit digital drawing review and to allow for processing and commenting in a central portal.

At the time of writing this report the City has established the online dashboard system which allows the user to submit applications, make payments, accept study submissions and to mark up drawings online. The final stage of our work will involve the central portal so that applicants can monitor their application and see agency comments in real time online. As of writing this report, the City is in the final testing/training stage of the central portal and has a scheduled GO live date in mid November. The second phase Go Live date was delayed by two weeks after detailed testing revealed some necessary improvements.

The City's new CityView software is expected to yield a range of significant cost savings and other positive outcomes across various departments and functions. The anticipated outcomes of the project include:

1. Faster Processing of Building Permits and Development Applications with online submissions

CityView's workflow automation will expediate the permit and planning approval process by:

- Automatically assigning and scheduling inspections
- It puts an end to City's time consuming manual processes.
- Ensures the City meets deadlines and adheres to legislative timelines with its rule enforced workflow
- Allows Managers and staff to see the current status of all planning projects as well as the actual time spent on reviews, rather than just start and finish dates.

2. Reduction of Administration Costs, data gathering and paper pushing

Over time, as the use of online submissions will become more widely used by the general public, the software will reduce the City's physical administration requirements. This will free up administrative staff time.

3. Operational efficiencies

CityView will allow the development community to manage and track your permits and planning applications including CIP's in a central location. Everything the applicant will need to know about their permit will be instantly available and also accessible by other key departments such as Fire and Municipal Works. This program will assist the City in minimizing the information silos that happen in larger corporations.

CityView automatically controls the number of agenda items that can be considered at each pre-consultation meeting and it will automatically generate neighbourhood notifications, saving the City staff time.

CityView allows the City to digitally review drawings through the Bluebeam platform. This platform also allows for online collaboration between departments such as Fire and Building.

4. Data Driven Decision Making

CityView will also allow staff and management to run reports on timelines, fees, and other key metrics to determine efficiencies or bottlenecks. Removing the current manual reporting process through excel will save the City valuable time.

5. Improved Customer Service

This new software makes it easy for customers to receive the information they need, through the self-serve online CityView portal.

6. Environmental Benefits

CityView online portal, along with the Bluebeam drawing review program will reduce the excessive amounts of paper being generated through the process.

The City incurred \$836,005.53 (exclusive of HST rebate) for the implementation of the CityView Software. This represents a strategic investment in our City's future. By leveraging the capabilities of this innovative software, we anticipate not only a significant time savings but also improved operational efficiencies and better customer service.

3) Human Resources to improve timeliness of applications and implement technology (Provincial Category #9)

In July 2022, as part of the streamlining initiative, the City hired a Junior Zoning Administrator and a Planner 1. In addition, the City hired a student which was partially funded through the Provincial streamline funding and partially through MITAC.

The Junior Zoning administrator was hired to address the planning and building permit zoning review backlog. Previously the City only had one person reviewing zoning on all

planning and building permit applications, above an R3 Zone. This led to a significant delay in processing applications. With the introduction of a second position, development applications timelines are improving and customers are receiving quicker responses on zoning inquiries. In addition, staff were able to create a one stop zoning compliance certificate process as recommended by our consultants to assist in streamlining the approval process. Lastly, with two zoning experts assisting the Planners, the City has been able to prepare a draft document to merge the City's three zoning by-laws into one consolidated document.

The Planner 1 was hired to address backlog issues as well as backfilling a planner who was seconded to work on the planning portion of the CityView software project.

In addition, a student was hired to work on various process improvement initiatives such as delegated authority, website improvements etc. The cost of the student over the period was \$5,088.01

The City has received 24 Zoning and/or Official Plan amendment applications this year and while it has been very difficult, City staff are optimistic that all applications will be before Council for a decision within the allocated provincial timeframe of 90 or 120 days respectively. Previously in 2021, 28 Zoning and Official Plan amendment applications were processed and none of them met the current timeline requirements.

The total cost for the human resource projects which included the Planner 1 and the Junior Zoning Administrator position and student cost \$190,033.99

Operational Implications and Risk Analysis

The Streamline Development Approval fund project was a significant drain on human resources during the active phases of the work and as such not all of the recommendations contained in the process improvement work have been implemented. These recommendations, some longer term recommendations, will continue to be implemented over the course of the next couple years and may be subject to additional budget requests and/or additional office spaces in the Wayne Thomson building. For example, additional explanatory videos were recommended for building permits and this work will need to be budgeted for in 2024.

Financial Implications/Budget Impact

The Provincial Streamline Development Approval fund allocated up to \$1 million dollars to the City to complete projects that meet their key initiatives. The City focused on process improvement, technology and human resources. The total expenditures incurred by the City for the project as of the date of this report amounts \$1,081,447.95 and is shown in detail in "Appendix 3".

The City has exceeded the \$1 million in funding that was allotted for the implementation of the recommended enhancements. As a result the City was able to fully utilize the Streamline Development Approval funding to invest in process improvements, technology enhancements and human resources. Some of the additional costs incurred beyond the grant allocation include: additional implementation-related costs for CityView and additional human resource costs.

The total costs to date for this project has been provided in "**Appendix 3**".

Strategic/Departmental Alignment

The provincial funding allowed the City to review the current processes and purchase the CityView software. Both of these initiatives have led to significant departmental alignments and the removal of bottlenecks in process. This work aligned with Council's strategic initiatives from 2019-2022. Specifically,

1) A Vibrant and Diverse Economy- Support economic growth and development through streamlined business practices to meet both local and city wide priorities:

- Explore creating a city wide Development Permitting System to create efficiencies for private sector investment
- Use a Customer Relationship Management program to track business trends and expedite responses to businesses challenges
- Streamline development services for expedited permits to enhance the private sector business investment experience
- Implement technology to create operational efficiencies, and accessible data that are customer and community centric

2) Engaging and Accountable Government- Deliver great customer service experiences to our residents, businesses, and visitors:

- Improve access through web, phone, and in person
- Expand payment options for the public
- Include additions to City Dashboard
- Streamline approval processes
- Enhance the use of performance metrics to assess results and program effectiveness.

List of Attachments

[Appendix 1 -Stage 1 process improvement](#)
[Appendix 2 Stage 2 Process Improvement](#)
[Appendix 3 - PBD 2023-65 with travel](#)

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Appendix "1" to Report PBD-2023-065

STAGE 1 PROCESS IMPROVEMENT	PRIORITY	STATUS
#1 - General Recommendations		
City lead Comprehensive User Fees Study including phasing of fees, special meetings for Committee of Adjustment etc.	Medium	Underway
New position-Urban Designer/Landscape Architect Position to act as site plan facilitator and comment on urban design and landscaping	High	Completed
Establish a Neighbourhood/ Secondary Planning Program for new and existing neighbourhoods	Medium	Completed
Establish a Internal Planning Advisory Committee- Development Review Team Senior Level Team	High	Underway
Convene a Technical Coordinating Committee for all planning applications to address conflicts and issues	High	
Add to the weekly Managers Meeting a Section to discuss projects currently under review	Low	Completed
Review of Site Plan and Vacant Land Condominium – Exemption process	Low	Underway
Customer Service Expectations linked to performance metric	High	Underway
Development Charges to be calculated by Finance Department	Low	Underway
On-line guides for the public on planning matters, FAQ's COA is the first priority	Low/Medium	Completed
Parking Study and update zoning by-law	Low	Underway
#2 Site Plan Process Recommendations		
Fees related to site plan phasing	High	Underway with Fee Study
Site Planning and Public involvement under Section 41 of the Planning Act-Legal Opinion	High	Completed
Lot lighting policies to address issues with light sensitive lands uses in housekeeping Zoning By-law	Low	Underway
Change in process site plan applications to be given to Manager first for assignment	Medium	Completed
Official plan amendment changes -what is a complete application	High	Completed
Change in process-Fees cashed after Planner deems application complete	High	Completed
Communal Directory where all site plan comments are housed and can be viewed by all departments	High	Underway with Cityview
All comments on site plan are to be sent in one collective comment letter	High	Complete
Commenting time frame for site plan be changed from 3 weeks to 2 weeks	High	Complete
By-law enforcement complaints on all site plan agreements to be dealt with by By-law staff	High	Complete

Due dates for staff comments included in calendars of key dept contacts and included in department meeting agendas	High	Underway with Cityview
Site Plan fee cover 1 st and 2 nd submission only	High	Underway
Process Change -Second submission applicant to submit document to detail how they addressed each comment -staff to create an excel/doc format document that goes out with first submission to be filled out by applicant.	Medium	Complete
Process Change report must be signed off by agency before submitted for complete application	Low	Not supported by development community
Site plan process parking lot items	Low	Underway
#3 Committee of Adjustment Process Recommendations		
Confirmation by Manager that no additional agency requirements are added after preconsultation	High	Completed
Timeline processing for all applications including Bill 109- Create a form for website	Medium	Completed
Delegation of uncontested consents to Director Report	High	Underway
COA Secretary Treasurer create a policy for calling of special meetings including fee	High	Completed
COA Secretary Treasurer post dates of COA meetings on an annual basis with submission dates	High	
COA application requirements on City's website and application	High	
Explanatory You tube videos with Dales group	Low	Completed
Online software City View	High	Underway
Number of staff circulated on application be streamlined	Medium	Completed
Conditional site plan approval included for Bill 109- follow up with Halton Hills, Milton and Waterloo	High	Completed
Parking lot site plan issues: Parkland dedication appraisals, servicing external to the site through site plan or development agreement, condominium exemption, site plan by-law and guidelines, flow chart for site plan applications-phasing and amendments when are amendments required, when is a masterplan needed advise council public comment is limited, inspections of site plan works, enforcement of by-laws on sites under construction.	High	Underway

Appendix 2 to PBD-2023-065		
STAGE 2 -PROCESS IMPROVEMENT	Priority- ST, MT and LT short, medium and long term	Status
4. PEOPLE and ORGANIZATION		
4.1 Consider a Staged Approach to enhance accountability and collaboration across divisions providing service.		
Improve collaboration across divisions and enhance accountability, a staged approach is recommended	LT	
<i>Combined counters with Building, Engineering, Planning all represented to improve customer service and streamline operations</i>		Planning and Building to be combined Nov/Dec
<i>Implement performance standards and monitoring systems</i>		Underway
<i>Continue use of Development Review Committee and strengthen its role</i>		Underway
<i>The planner assigned to application assumes role of Project manager</i>		Training Underway
<i>Establish MOU with all internal depts. and outside agencies participating in subdivision approval process</i>		Underway
<i>Pending results of the above recommendations, that the City consider combining all development related functions into one Department</i>		
4.2 Establish Interdepartmental Management Committee		
City establish an Interdepartmental Management Committee (IMC) composed of managers overseeing the development review process including Economic Development, purpose to:	MT	Underway
<i>Address any policy issues which may be delaying an application and make recommendations for new policies/practices</i>		Underway- Building and Fire Lean process 1st meeting
<i>Establish Time Standards for each step in review process and the performance of each department or outside agency and monitor application processing against established customer service/performance standards</i>		Completed
<i>Reduce bottlenecks to support economic development</i>		Underway
<i>Enhance accountability by centralizing oversight of process related issues</i>		Underway
<i>Focus on bigger picture and address issues of complex development issues which may arise with respect to specific applications, application delays and timelines and interdepartmental co-ordination</i>		
<i>Define the roles and responsibilities of each dept. and outside agency in the development review process</i>		
<i>Resolve coordination and interdepartmental conflict issues</i>		Underway
4.3 Formally Appoint a Project Manager for each Planning Application		
Planner formally appointed as the Project Manager for each Subdivision Application. This will include responsibility for the coordination of an application from pre-consultation stage through to draft plan registration. The Planner assigned as Project Manager would be the single point of contact with owner or agent and act as a champion for the project mindful of the best interests of the City Niagara Falls. this role will crate a balance between the necessary function of acting in the best interests of the City while providing customer service to clients, ensuring their project is process in the most expeditious manner possible. Some duties would include:	MT	Partially completed/training still underway
<i>Ensuring full communication amongst all participants in the project</i>		
<i>Tracking/time monitor status of project - ensuring the approval process follows all Planning Act timelines</i>		
<i>Anticipating demands on other depts.</i>		
<i>Conveying project priorities to all internal staff</i>		
<i>Routinely communicate with the developer on the status of their application, including what may be causing delays, integrating recommendations and resolving issues that may arise amongst internal departments, external agencies and stakeholders that the public meeting and assisting the applicant in understanding any resubmission requirements</i>		
<i>Reviewing comments from dept/agencies to ensure they are "reasonable, understandable and do not conflict w each other" and address any conflicting statements. The comments would be consolidated and direction on how applicant should respond will be provided to the applicant from the project manager</i>		

That the Planner maintain the Project Manager role up to and including coordination of the Subdivision Agreement preparation, approval by Department's, execution of the agreement, clearing of conditions and final registration of the agreement. Following this there should be an official transfer of the Project Manager Role from Planning to Municipal Works. The reason for this shift is the significant involvement of Engineering during the construction phase up to the project assumption by the City. There is no value added by the continued involvement of the Planner at this stage.	MT		
4.4 Hold a Team Building Exercise for all staff that Participate in the subdivision application process			
That staff from all areas in Subdivision Application Process participate in a team building exercise to continue the development of common framework for processing development applications.	MT		
5. GENERAL CUSTOMER SERVICE AND COMMUNICATIONS			
5.1 General Customer Service and Quality Assurance			
City provide customer service training for each staff member involved in processing applications	MT		
City develop a process to distinguish between residents looking for advice on decks/fences/small renovations and builders in the industry:	MT		
<i>Create 2 streams of customer service representatives - one for Building industry and residents seeking alteration permits</i>			
<i>Setting up appointments to avoid delays and long wait times for service due to large developments</i>			
<i>Offer a non-peak time when residents can come to have plans reviewed after hours</i>			
<i>Special days for over the counter plan review - e.g. Tuesday is deck day and concierge service - decks, sheds, detached garages and permit within 3 days</i>			
That the City implement regular satisfaction surveys in all areas of the processes to enhance the City's ability to measure, monitor and improve customer service. The following aspects should be measured:	MT	Underway	
<i>Timelines</i>			
<i>Customer Service</i>			
<i>Clarity and Transparency</i>			
<i>Cost</i>			
5.2 Website			
That the City update its Planning, Development, Building, Engineering website in accordance with leading practices and to include:	ST	Underway	
<i>Applications and guidelines</i>			
<i>Process description and rationale</i>			
<i>Process flowcharts and step by step guide understanding what is required of applicants and what department/area is responsible for completion</i>		Completed	
<i>Service standards</i>			
<i>Contact information</i>			
<i>One location of all forms and user friendly links</i>			
<i>Access to reports, meeting agendas, etc. Of all types of development and building services - supplements with illustrations, examples of technical drawings, videos explaining services, etc.</i>			
5.3 Development Manual Guide			
The City establish a comprehensive guide to assist developers in the subdivision process - from end to end. This guide should be posted online and easily accessible to all stakeholders	ST-MT	Underway	
5.4 Front Counter Service			
The City consider establishing a front counter team composed of technical and administrative staff from the three (3) functional areas involved in the development process (Municipal Works, Planning, Building) - this would provide a coordinated approach to customer guidance/quality control. The new team would also be able to expedite the review process for smaller development applications by providing expedited approvals	LT	Underway with Planning and Building	
6. POLICIES AND PROCEDURES			

That the City develop standard operating policies and procedures to improve the consistency predictability and transparency of the subdivision review process and issuance of permits. Documentation of policies procedures would assist in training of new staff.	ST-MT		
7. TECHNOLOGY			
Ensure that the implementation team for CityView is adequately resourced and that the City use this process to identify opportunities to streamline business processes.			
<i>That given the effort required to implement CityView software, the City should ensure the implementation team is adequately resources and that the City use this process to identify opportunities to review and streamline existing business processes</i>	MT	Underway	
<i>That the rollout of CityView include training for all users to ensure appropriate skill sets are developed to fully utilize the system - staff should be trained on the software's functionality features</i>	MT	Training Planned end of October/early November	
8. PERFORMANCE MEASUREMENT			
Develop a comprehensive set of key performance indicators for each area involved in the subdivision process			
That a comprehensive set of key performance indicators be developed to improve the management and evaluation of the subdivision review process and issuance and inspection of Building permits	MT	Underway	
9. FINANCIALS			
9.1 Development Charges (DC's) - transfer responsibility for interpreting DC fees to the Finance Department			
That the responsibility of interpreting DC's be transferred to the Finance Department from the Building division	MT-LT	Underway with the new DC by-law	
9.2 User Fees - Undertake a comprehensive review and Planning and Engineering Fees			
That the City undertake a comprehensive user fee study for Planning and Engineering Fees to better reflect actual cost of processing applications. A comprehensive user fee study currently being done for Building Fees.	MT	Planning underway to be completed before the end of the year. Building completed.	
10. PLANNING SUBDIVISION APPLICATION PROCESS			
10.1 Pre-consultation			
Pre-consultation form be reviewed and updated to ensure it provides the necessary information from each commenting agency to provide a comprehensive assessment for the applicant	ST		
That the City establish protocol to ensure commenting agencies are represented at preconsultation meetings	ST		
That applicants are provided with guidelines and/or formal terms of reference available for each study, report or drawing required with the formal application and individual contact information for further clarification	ST	Completed	
That the Planning department provide agendas and project background info to internal depts/agencies "at least 2 weeks" before mtng - help to ensure that each designated member of the dvlpmt review committee has time to conduct a full review of the proposal in advance of the meeting	ST	Completed	
10.2 Complete Application and Circulation			
City review submission requirements, guidelines, standard forms and checklists to ensure clarity and comprehensive for applicants	ST-MT		
The terms for what constitutes a complete subdivision application be clearly outlined to assist proponents in preparing a complete application	ST-MT		
Applicants for subdivisions be required to submit a letter from a Registered Planner stating that the application is completed to the best of their knowledge	ST-MT		
City implement a training session to instruct staff and outside agencies regarding the appropriateness and standard wording for comments and/or condition preparation	ST-MT		
As part of the implementation of CityView - the City develop a Portal whereby staff submit comments/conditions electronically - access to the portal would allow all depts access to all submitted information submitted to help ensure there are no conflicts. This would also allow the developer to see comments and understand where the application is in the process. In the interim, the planner assigned to the application should regularly communicate to the applicant the status of the application.	ST-MT	Underway	
City establish circulation guidelines stating criteria to trigger circulation of an application to each internal and external commenting agency - guidelines should state issues that should be addressed by each commenting partner	ST-MT		
10.3 Subdivision Agreement			

The Project Planner take the lead in drafting the Subdivision Agreement - and also continue to ensure that the clearing of conditions and final registration of the agreement - following the registration of the agreement there would be a transfer of project manager role from Planning to Municipal Works during the construction phase and up to the point of project assumption	MT		
The City review the Subdivision Agreement template with a goal of simplifying and expediting development approvals	ST-MT		
11. ENGINEERING SUBMISSIONS AND PROCESSES			
11.1 Engineering Design Standards			
City establish a formal preconsultation process for engineering submissions consistent with the planning application process - the outcome would be a formal pre-consultation document to assist the applicant in their Engineering Design submission package	MT-LT		
City establish a three-circulation limit for Engineering Design submission and charge an additional fee for the fourth and subsequent submission where the reason of the additional submissions lies with the applicant	MT-LT		
Once engineering standards are updated, Engineering Design Standards Manual be prepared and posted online	LT		
11.2 Pre-Servicing Agreement			
City establish a formal council approved pre-servicing policy that includes:	MT-LT		
<i>Requirements to qualify for a pre-servicing agreement</i>			
<i>Procedures to conclude a pre-servicing agreement</i>			
<i>Be revised once the Design Guidelines has been completed</i>			
City require that developers enter into a pre-servicing agreement with the City to:	MT-LT		
<i>Ensure sufficient financial securities are provided</i>			
<i>Establish insurance requirements and any other terms and conditions deemed necessary to protect the interests of the City</i>			
11.3 Subdivision Security Policy			
To increase transparency, it is recommended the City prepare a Subdivision Agreement security policy - and contain the following elements:	MT-LT		
<i>Details on how security requirement are calculated</i>			
<i>How estimated cost of works are to be provided</i>			
<i>How inflation adjustments are calculated to determine the value of work remaining</i>			
<i>Policy for maintenance holdbacks</i>			
<i>Procedure and policy for the release of securities</i>			
<i>Acceptable forms of security</i>			
<i>Process the City used to have Works completed in the event the developer has not completed the work to the City standards</i>			
<i>Policy for clearing long-held securities</i>			
12. BUILDING PERMITS			
12.3 Zoning Verification			
The applicant must submit a zoning clearance certificate which indicates zoning is approved before applying for a building permit application	MT-LT	Completed	
That the responsibility for the issuance of zoning clearance certificates be undertaken by the Planning Division	ST-MT	Completed	
12.4 Lot Grading			
That Municipal Works be responsible for final lot grading inspections and that a new user fee be established for this service	MT		
That the amount of the deposit fee for final lot grading be reviewed to help ensure that it is an effective deterrent for Builders to provide an "as built" lot grading plan within seven months of issuance of the occupancy permit	MT		
That the City follow up on outstanding lot grading deposits over 7 months old	MT		
That the City create an education /communication strategy targeted at the residents (especially residents in new subdivisions) of the impact of structural changes (landscaping, fences, pools, etc.) to a property on grading	MT		

12.5 Fire Inspections			
That a memorandum of agreement be established with the Fire Department. The memorandum should have commitment from the Fire Department stating that they will meet the established time frames for the review of the various types of building permit applications. A summary report should be prepared on a quarterly basis and submitted to the interdepartmental management committee showing the actual performance against the service commitment and explanations where the target has not been met.	MT	Underway	
That building permit fees include the costs incurred by the Fire Department to ensure full cost recovery. These revenues should be allocated back to the Fire Department to offset cost of building permit plans examination and inspections so there is no impact on the tax levy - this will help ensure that there is sufficient funding to hire additional fire staff if required for building plans examinations and inspections	MT	Completed with the Building permit fee review	
12.6 Inspections and Re-Inspections			
That the City develop a policy and procedure guiding staff on when to charge a re-inspection fee after the third and subsequent re-inspection. The re-inspection fee could be applied to the performance deposit fee	MT		
That the City review the fee for re-inspections to ensure full cost recovery	MT		
12.7 Open Permits - Performance Security Deposit			
That the City consider securing a designated contract staff resource to focus on closing post-occupancy open permits	ST		
That the City increase the performance deposit to provide an additional incentive to developers to obtain final inspections and close the permit	MT		
That the City develop an electronic method for advising building owners of open permits and (revoking/closing if necessary) rather than further burdening inspectors with the responsibility of pursuing contractors and owners	MT		

Appendix 3 to PBD-2023-65

	Total Invoice Without HST	Non Deductible HST	Total Cost Incurred
Cityview	\$ 821,544.70	\$ 14,460.83	\$ 836,005.53
Process Improvements	49,950.00	879.22	50,829.22
Video Cost	4,500.00	79.21	4,579.21
Subtotal - Excluding Human Resource Costs	\$ 875,994.70	\$ 15,419.26	\$ 891,413.96
Human Resource Costs			190,033.99
Total Expenditures	\$ 875,994.70	\$ 15,419.26	\$ 1,081,447.95