



CITY OF KINGSTON
INFORMATION REPORT TO COUNCIL

Report No.: 12-268

TO: Mayor and Members of Council

FROM: Cynthia Beach, Commissioner, Sustainability & Growth

RESOURCE STAFF: Grant Bain, Director, Planning & Development Department

DATE OF MEETING: August 14, 2012

SUBJECT: Customer Service / Development Review Process
Status Update – Recent Initiatives

EXECUTIVE SUMMARY:

On August 16, 2011, Council received Report 11-211 and on December 20, 2011 Council received Report 12-048, both of which provided status updates respecting Staff's Action Plan for initiatives related to customer service and the City's development review process. Also on December 20, 2012, Council received Report 12-019 which recommended that Council adopt new customer service standards and authorized staff to request that external reviewing agencies adhere to the response times established in the new standards.

As noted in the earlier reports, Council's adopted priorities include an emphasis on customer service excellence, building an "open for business" culture, and enhancing service by streamlining the development review process. Recent corporate communications continue to emphasize the importance of providing quality customer service and treating the customer as we would want to be treated. The corporate commitment to these priorities is to respect legislative requirements, by-laws and standards, to create flexibility in our practices, where possible, and to streamline the development review process to improve the flow of information and customer service and turnaround time.

In order to advance Council's priorities and demonstrate the corporate commitment to enhanced effectiveness and efficiency in the City's development review process and the achievement of customer service excellence, the following initiatives have been undertaken / completed since the last update in December, 2011:

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- **Staffing Resources** - Staff has been successful in recruiting for a number of positions in the Planning & Development Department related to the new Heritage & Urban Design Division, policy planning and transportation planning which will enhance staff's ability to advance the departmental work plan and facilitate in-house review of additional aspects of development applications;
- **Submission Requirements** - staff continues to work with the development community to address the quality and completeness of application submissions / re-submissions;
- **Customer Service Standards** - the new Customer Service Standards for all staff involved in the development review process were adopted by Council on December 20, 2011 and communications were sent to all external review agencies formally requesting that they adhere to the response times with respect to technical circulations;
- **Performance Measurement** - Natural Capital Resources Inc. conducted a series of in-person interviews with a broad range of external and internal stakeholders involved in the development review process and has now submitted the Final Report ("Customer Service Initiative, Development and Building Review Processes") which summarizes the results of the interviews and presents a series of recommended actions for the corporation as a whole, individual departments and the development community. The next steps in the process include preparing a Draft Action Plan to address the Report findings and organizing meetings with staff to focus on implementation of the Report findings. Meetings will be held during the summer of 2012 with various measures implemented during the fall of 2012;
- **Customer Satisfaction Survey** - Staff is currently in the process of designing a customer satisfaction survey to be provided to customers of the Planning & Development and Building & Licensing Departments commencing in the fall of 2012;
- **Website Improvements** - Staff has prepared written materials that have been posted on the City/KEDCO websites respecting the employment lands process. Information related to the overall development review process and other approval processes is also being prepared / updated to facilitate better access to the information and more comprehensive content to meet the needs of applicants and other stakeholders. This information will be posted to the website as soon as possible;
- **City/KCA/KHBA Liaison Meeting – June 1, 2012** - City staff chaired and attended the semi-annual liaison meeting with representatives of the Kingston Construction Association and Kingston Home Builders Association to provide updates on various City projects and discuss matters of mutual interest;
- **Delegation of Authority (Uncontested Consents and "Bump-Up" Procedures)** – Council approved amendments to the Delegation of Authority By-law to require a Council resolution for a "bump-up" of applications for site plan control and final subdivision

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approval to Planning Committee and to delegate to staff the approval authority for all uncontested consent applications that comply with zoning regulations;

- **Customer Service Training** - the Planning & Development and Building & Licensing Departments have been working with Human Resources & Organizational Development to organize customer service training for staff beginning in 2012. The training, to be delivered in the fall in three half-day sessions, will be for all staff involved in the development approval process (front-line staff as well as management);
- **Planning and Development Department Automation** - an automated file management/file tracking system project is being developed jointly by the Planning & Development and IS&T Departments for implementation in 2012-2013, in order to streamline the process where possible, increase transparency, enable applicants to check the status of their applications, and establish a means to measure and track performance and benchmark against other municipalities;
- **Heritage Committee Mandate** - on June 19th, 2012, Council revised the mandate of the Municipal Heritage Committee to clarify the specific functions of the Committee and authorized staff to implement a screening process for heritage permit applications. Further By-law amendments will be presented to Council to delegate a wider range of approval authority to staff respecting alterations to heritage properties;
- **Comprehensive Zoning By-law Review – Staged Project** - Stage 1, the Zoning Issues and Strategy Study, which is expected to be completed by December, 2012, will identify and consider fundamental issues and technical matters and then analyze them to determine a strategy for Stage 2, the Comprehensive Zoning By-law Review;
- **Utilities Kingston Initiatives** - Utilities Kingston has added additional resources to the development review process and has implemented a more streamlined approach from application review through to inspection. Utilities Kingston continues to review the internal processes and look for further improvements.

The expected results of the foregoing initiatives will be a consistent approach to customer service by all staff involved in the development review process, a more co-ordinated and integrated approach to the delivery of our services, enhanced communication with stakeholders, more timely approvals, more complete application submissions, additional resources to facilitate in-house review of certain aspects of development applications, and ongoing measurement of success and performance in achieving customer service excellence.

As indicated in Report 12-048, the Mayor created the **Mayor's Task Force on Development** with a Mandate to focus on issues and challenges presented throughout the development review process, including the policies and practices of the departments involved in the process, and present recommendations for changes to the City's current process based on a review of best practices in other comparable Ontario municipalities. As of the writing of this report, the Task Force has held 13 meetings and has received more than 20 formal submissions /

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presentations respecting the current development review process from interested stakeholders. Through facilitated sessions, the Task Force identified five guidelines integral to the process as well as ten focal points to help focus the research and best practices benchmarking review and established proposed timelines and deliverables to enable the Task Force to complete its mandate by January, 2013.

On June 19, 2012, Council approved the contract award for the Mayor's Task Force Municipal Benchmarking Study to GGA Management Consultants. The Consultant Team met with the Task Force on July 9th and finalized a list of benchmarking municipalities, the Benchmarking Interview and Information Gathering Guide, and the communication protocols for contacting the identified benchmarking municipalities. The Task Force also approved an optional task for the Consultants to conduct an Operations Review of the Current Development Review Process. The Consultants provided a Work Plan that proposed an Interim Update in September, 2012, submission of a Draft Report in October, 2012, and completion of the Final Study by November 30, 2012. The Consultants also met with a staff Technical Committee on July 9th in order to receive submissions and obtain further information respecting the roles of the various City departments in the existing development review process. As required by its Terms of Reference, the Task Force recently submitted its Mid-Term Progress Report to the Mayor.

RECOMMENDATION:

This report is for information purposes only.

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AUTHORIZING SIGNATURES:

Cynthia Beach, P.Eng., MCIP, RPP, Commissioner, Sustainability and Growth

Gerard Hunt, Chief Administrative Officer

CONSULTATION WITH THE FOLLOWING COMMISSIONERS:

Lanie Hurdle, <i>Community Services</i>	
Denis Leger, <i>Transportation, Properties & Emergency Services</i>	
Jim Keech, <i>President and CEO, Utilities Kingston</i>	

(N/R indicates consultation not required)

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OPTIONS/DISCUSSION:**Purpose**

The purpose of this Information Report is to provide Council with an update on recent initiatives related to customer service and the City's development review process. These initiatives, either commenced or completed since December, 2011, have been undertaken to advance Council's priorities and demonstrate the corporate commitment to achieving enhanced effectiveness and efficiency in the City's development review process and customer service excellence.

Background

On August 16, 2011, Council received Report 11-211 and on December 20, 2011, Council received Report 12-048, both of which provided a status update respecting a proposed Action Plan for customer service initiatives related to the City's development review process. Also, on December 20, 2011, Council received report 12-019 which recommended that Council adopt new customer service standards and authorize staff to ask external reviewing agencies to adhere to the response times established in the new standards.

The City's focus on an "open for business" culture, enhanced service by streamlining the development process, and facilitating economic development and growth, including an emphasis on customer service excellence, continues, with a number of improvements being made in response to feedback received from various sources. Staff are moving forward with an action plan based on the administrative principle of delivering services in a more "client centric" way. This translates into methods of service delivery that are designed to make the most sense for the customer rather than the organization.

In the past, a number of significant improvements were made to municipal approval processes. For example, delegation of approval authorities to staff, clarification of city standards, development of an established process to change subdivision design standards, streamlining of internal processes, mandatory pre-consultation meetings, standardized agreement formats, more user friendly application forms, introduction of pre-servicing and model home agreements, a new pre-consultation application form, to name a few. The City continues to work on systems and processes that will further enhance the customer service focus.

Customer service is everyone's responsibility - each time we interact with an individual, answer the telephone, send an e-mail, write a letter, or attend a meeting, we are making an impression. The City is committed to an "open for business" customer service philosophy and recognizes that employee training to follow that philosophy is essential to ensure consistency throughout the corporation.

It must, however, be recognized that customer service is not all about saying "yes"; it includes providing service and information to enable individuals to better understand legislation, policies, programs and related rationales. Customer service may be simple or may be complex, depending on the service need. Without taking the time to explain a situation, a customer can

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leave the situation feeling that the city is “not open for business”, when in fact that is not the case nor the intended result.

Recent Initiatives

As indicated in Kingston’s Strategic Plan 2011-2014, one of Council’s Guiding Principles is to increase its focus on facilitating economic development and growth, including an emphasis on customer service excellence. As part of Council’s priority to enable economic development, during its term, Council will review and update policies and practices to emphasize economic development and will build an “open for business” culture and enhance service by streamlining the development process. To this end, staff continues to develop and implement various customer service initiatives to achieve these priorities of Council while at the same time advancing the organization principles of customer focus and achieving results. These initiatives relate to both the overall development review process and the processes associated with the sale of municipal employment lands. Recent initiatives include the following:

Staffing Resources

In December, 2011, staff reported that a staff resourcing plan was being developed for the Planning & Development Department and implementation was underway. Implementation has progressed well in accordance with that plan. There is now a fully staffed Heritage and Urban Design division within the department with its own manager, ensuring that the important heritage function in the city is properly resourced. The department also now employs a Transportation Planner, filling an important role with respect to transportation demand management and on-site development review. Further, all vacant Sr. Planner positions in the Policy Planning group have been filled, enabling the department to get on with the development of the important regulatory and policy tools to manage anticipated growth, including a consolidated Zoning By-law and new secondary plan.

Submission Requirements

On an ongoing basis, staff continues to work with the development community to address the quality and completeness of application submissions / re-submissions. Providing complete application submissions and re-submissions in response to requests for additional information are keys to facilitating a timely review / approval process.

Customer Service Standards

New Customer Service Standards were adopted by Council on December 20, 2011 (Report 12-019). These new standards apply to all staff involved in the development review process in order to ensure that the quality of service to all of our customers is consistent across the corporation and meets or exceeds expectations. The standards include such matters as responding to technical circulations, accommodating requests for meetings, attending and being prepared for pre-consultation meetings and implementing a customer satisfaction survey. Further, in accordance with Council’s direction, staff formally requested that all external reviewing agencies adhere to the established response times with respect to technical circulations.

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Performance Measurement

To continually monitor service delivery, staff will solicit and welcome feedback from internal and external customers on the quality of service delivery. In that regard, Staff engaged the services of Natural Capital Resources Inc. (Kathy Wood) to conduct a **series of confidential in-person interviews with a broad range of external and internal stakeholders** involved in the development review process in order to solicit their feedback, benchmark and validate service delivery, and provide a measurement of our success and performance. Twenty-seven (27) interviews were conducted with external stakeholders involved in the submission of the full range of planning applications (Official Plan and Zoning By-law amendments, Plans of Subdivision, Site Plan Control, Committee of Adjustment and heritage applications). In addition, twenty-one (21) interviews were conducted with staff from the various departments and agencies involved in the development review process. The consultant has now submitted the Final Report ("Customer Service Initiative, Development and Building Review Processes") which summarizes the results of the interviews with the internal and external stakeholders and presents a series of recommended actions for the corporation as a whole, individual departments and the development community. The Report has been circulated to CMT and the Directors of the departments involved in the development review process and will be shared with staff in those departments. A copy of the Report has also been made available to the consultant preparing the Mayor's Task Force on Development Municipal Benchmarking Study. The results and recommendations of the Study will also be shared with external stakeholders.

The next steps in the process respecting the Final Report include:

- Preparing a Draft Action Plan to address the Report findings;
- Organizing meetings with staff to focus on implementation of the Report findings;
- Presenting an Action Plan to the various stakeholders in the process for feedback; and,
- Implementation of the Final Action Plan.

These meetings will be held during the summer of 2012 with various measures to be implemented during the fall of 2012.

In addition, Staff is currently in the process of designing a **customer satisfaction survey** with the assistance of the Institute for Citizen-Centred Services. The survey will be provided to customers of the Planning & Development and Building & Licensing Departments, the results of which will provide data to enable staff to identify those aspects of service delivery that are working well and those that may need some adjustment. The data will also enable the City to benchmark its progress over time as well as compare results with peer municipalities. The initial surveys will be distributed in the fall of 2012.

Website Improvements

As part of a recent analysis of the City's employment lands process, there was a need identified to improve the effectiveness of the city's website as a customer service tool in order to provide better coordination and access to development and building related

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information to customers. Staff retained the services of an experienced journalist to prepare written material that formed the basis of new web content respecting the employment lands process. This new information, added to the website in January, 2012, provides a description of the process from the initial agreement of purchase and sale stage, through pre-consultation, formal application submission, building permit issuance and through to building occupancy. It includes the key contacts at each stage of the process as well as the necessary links to all relevant forms, guidelines, etc. in order to facilitate a seamless process. This information is now available on the City/KEDCO websites.

The next step in the implementation of website improvements will be to build on the web content for the employment lands process and expand it to include the entire development review process. Work is now underway on developing this additional web content which will be added to the website as soon as possible.

City/KCA/KHBA Liaison Meeting – June 1, 2012

On June 1, 2012, the semi-annual liaison meeting was chaired by the City's Director of Planning & Development and attended by representatives of the City, the Kingston Construction Association (KCA) and the Kingston Home Builders Association (KHBA). These meetings provide an opportunity for City staff to update the development community on key projects that may impact their activities (e.g. Zoning By-Law consolidation, growth management, the new parkland conveyance by-law, design guidelines, pending and committed residential inventory, etc.). The meetings are also an opportunity to discuss technical issues that may be of concern (e.g. subdivision design guidelines) or the potential impacts of new legislation (e.g. changes to building code, source water protection). Matters discussed at the most recent meeting included: residential land supply; an update on the Zoning By-law Consolidation project; implementation of the Williamsville Study; an update on customer service initiatives; building permit fees; the Parkland Dedication By-law; review of the Site Alteration By-law; implementation of the urban design guidelines; secondary suites; the Mayor's Task Force on Development; "bump-up" procedures; and, an update on road cross-sections. These meetings provide a valuable opportunity for key representatives of the three organizations to get together to ensure that the lines of communication remain open, to share key information and to discuss issues of mutual concern.

Delegation of Authority (Uncontested Consents and "Bump-Up" Procedures)

On June 7th, 2012, staff presented a report to the Planning Committee recommending amendments to the Delegation of Authority By-law to change the "bump-up" provisions of the By-law related to site plan control and final subdivision approval. The report also recommended further delegation of approval authority to staff for all uncontested consent applications that comply with zoning regulations. The revised "bump-up" procedures now require a resolution of Council to refer a site plan control application or an application for final subdivision approval to the Planning Committee. These amendments to the By-law were adopted by Council on June 19th, 2012. The new By-law provisions are expected to

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streamline the processing of the noted development application types and create greater certainty for applicants.

Customer Service Training

The Planning & Development and Building & Licensing Departments have been working with Human Resources & Organizational Development to organize customer service training for staff beginning in 2012. The training is part of the broader plan to enhance customer service related to the delivery of development review services. The focus will be on staff involved in the development review process, and in addition to Planning & Development and Building & Licensing, staff from other departments including Engineering, Fire & Rescue, Utilities Kingston, Public Works, Parks Development and Transportation, will be involved. The training will be geared to all levels of the organization, up to and including Directors and Commissioners. In addition to the typical aspects of good customer relations and providing quality service, the training will also focus on communications and meeting the needs of a broad range of customers (i.e. not just developers and builders, but members of the public as well). Dates are yet to be confirmed, but staff anticipates the training to be delivered by an external professional trainer in three half-day sessions around the end of September / beginning of October, 2012. The interest in the training expressed by the various departments of the City administration has been very positive and we anticipate broad participation.

Planning and Development Department Automation

Planning & Development is working with the IS&T Department to put in place the necessary resources to implement automation software, such as CityView, to allow department staff to more effectively manage development review processes. If the necessary resource requirements are approved, it is anticipated that project design and implementation will proceed through 2012 and 2013. Application processes to be automated include planning applications made under the Planning Act, as well as heritage applications under the Ontario Heritage Act. Anticipated results of this work include:

- Streamlined processes where possible;
- Increased transparency;
- Provision of an external portal for applicants to stay informed re: the status of their applications;
- The ability to more accurately measure and track performance of administrative processes; and,
- Establish a means to benchmark against other municipalities.

Additional funds may need to be allocated in 2013 and a dedicated staff person will need to be provided from Planning & Development.

Heritage Committee Mandate

On June 19th, 2012, Council adopted a By-law to revise the mandate of the renamed Municipal Heritage Committee. The changes to the mandate bring greater clarity to the specific functions of the Committee and will result in more pre-consultations being facilitated

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by staff rather than going through the Committee. Pursuant to Sections 33(1) and 33(15) of the Ontario Heritage Act, Council authorized staff to develop a screening process for heritage permit applications to ensure that only those applications likely to affect the property's heritage attributes as set out in the Designation By-law are referred to the Heritage Committee and Council. Also, consistent with the new mandate, staff is preparing further By-law amendments to enable Council to delegate a wider range of approval powers to staff with respect to applications under the Ontario Heritage Act.

Comprehensive Zoning By-law Review – Staged Project

In August 2011, City Council endorsed a Two Stage project approach for the City's Comprehensive Zoning By-law Review Project. **Stage 1** is the **Zoning Issues and Strategy Study**, and **Stage 2** is the **Comprehensive Zoning By-law Review**. The Zoning Issues and Strategy Study will identify and consider fundamental issues and technical matters and then analyze them to determine a strategy for preparing a Zoning By-law in the next stage of the project. The second stage will be the preparation of a new comprehensive Zoning By-law(s).

Stage 1 commenced in Feb. 2012 and the Consultant Team (the MMM Group) has produced the *Initial Findings Report* and a *draft Technical and Discussion Papers Report*. The *Initial Findings Report* provided an inventory and synthesis of the City's Official Plan, existing Zoning By-laws, urban design guidelines and framed the significant zoning issues. The *draft Technical and Discussions Papers Report*, which includes a series of papers pertaining to key zoning issues which need to be addressed in order to establish a framework for the City's new Zoning By-law, will be presented to Planning Committee in early September. Following this, a Strategy Report, containing recommendations that will assist in developing a new Zoning By-law, will be the subject of an Open House on October 17th and the final report is expected to be presented to Planning Committee in early December, 2012. Stage 2 of the comprehensive Zoning By-law project will commence after Council's consideration of Planning Committee's recommendations.

Once completed it is anticipated that the new Comprehensive Zoning By-law(s) will implement the City's new Official Plan, be more up-to-date, reflect current standards and be more user friendly.

Utilities Kingston Initiatives

Utilities Kingston has added additional resources to the development review process by hiring 1 full-time equivalent. Utilities Kingston has reviewed the development review process internally and implemented a more streamlined approach from review to inspection. The staff involved in development review routinely review the development guidelines and technical standards to ensure that the Developers' and Utilities Kingston capital infrastructure is being built to the same standards. Most recently, Utilities Kingston has tightened up the scheduling of subdivision inspections to ensure a quicker turnaround time. Utilities Kingston will continue to review the internal processes and look for improvements as necessary.

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Expected Results

The expected results of these and other identified initiatives respecting customer service and the development review process will be:

- Enhanced service to the customer;
- A consistent philosophy across the corporation to delivering quality customer service;
- A coordinated and integrated approach to the delivery of services where all strive for the same goal functioning as a team;
- Adequate resourcing to facilitate in-house review of development applications;
- A clear process that facilitates more complete application submissions;
- A process producing more timely approvals;
- Enhanced communication with stakeholders;
- A recognition that customer service involves both an organization's policies and its people;
- An ability to view customer feedback as an opportunity to learn about the quality of service delivery;
- A corporate understanding that the word "customer" includes both external and internal parties; and,
- An improved understanding by staff of how service delivery by the City is perceived by our customers.

Mayor's Task Force on Development

The Mayor's Task Force on Development was created with a mandate to review the City's current development review process and to make recommendations on policy and process changes Kingston needs to make to adopt best practices. To date, the Task Force has held 13 meetings, all of which have been open to interested stakeholders. At these meetings the Task Force has received more than 20 formal submissions/presentations respecting the City's current development review process from interested stakeholders.

Through three facilitated sessions, the Task Force developed an Initial Framework and Focal Points document which identified five guidelines and parameters integral to the City's development review process as well as ten focal points for the process to help focus the research and best practices benchmarking review to be undertaken by a consultant and to assist in shaping the framework for the final study. Also, through the facilitated sessions, the Task Force developed a Blueprint for Future Actions document that established proposed timelines and deliverables to enable the Task Force to complete its mandate by January, 2013.

One of the specific actions of the Task Force is to identify best practices by reviewing the development review process in a minimum of five comparable Ontario municipalities. On June 19th, 2012, the firm of GGA Management Consultants was retained to undertake the benchmarking analysis. On July 9th, 2012, the Task Force held its initial meeting with members of the GGA Consulting Team. At that meeting the Task Force endorsed a list of benchmarking municipalities (Guelph, Hamilton, London, Belleville, Ottawa, Kitchener and Mississauga), the Municipal Benchmarking Interview & Information Gathering Guide which outlined a list of

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questions to be posed and the information to be gathered from the benchmarking municipalities, and the communication protocols for contacting the identified benchmarking municipalities. The Task Force also approved an optional task that had been outlined in the Consultant's Proposal for an Operations Review of the Current Kingston Development Review Process. Through survey questionnaires and selected interviews the Consultants will gather information about staff roles, decision-making processes, management information systems, inter-departmental coordination, coordination with external agencies, communications support and business processes related to the current development review process. The Consultants presented a proposed Work Plan that would result in the Final Study being completed by November 30th, 2012.

Also on July 9th, the GGA Consultant Team met with a staff Technical Committee comprised of representatives of the Planning & Development, Engineering, Building & Licensing and Parks Development Departments, as well as Utilities Kingston, and Fire & Rescue. Staff made presentations and submitted information (organization charts, process flow charts, etc.) and then responded to questions in order to enhance the Consultant Team's knowledge of the City's current development review process.

The following summarizes the next steps in the process of preparing the Municipal Benchmarking Study:

- The Consultants will conduct municipal benchmarking research and interviews with the selected municipalities throughout August and September;
- The Consultants will provide an Interim Update at a Task Force meeting in September to present information about their progress, findings to date and key conclusions and will also seek advice from the Task Force regarding any other items that need to be researched / addressed. Based on the input received from the Task Force, the Consultants will follow up with the benchmarking municipalities, as required;
- Coordinated with the Task Force meeting, the Consulting Team will also be available for confidential one-on-one meetings with interested stakeholders;
- Following completion of the benchmarking analysis, the Consultants will present their Draft Study and the identified options and opportunities for process improvements outlined therein at a Task Force meeting in October, 2012;
- During October and November, the Consultants will facilitate sessions with the Task Force in order to develop a series of recommendations for policy / process improvements, together with short, medium and long-term implementation strategies;
- The recommendations and implementation strategy will then be finalized at a Task Force meeting in November, 2012;
- Once finalized, the Task Force recommendations and implementation strategies will be consolidated into the Final Study which is to be completed by November 30th, 2012; and,
- The Task Force will then fulfill its mandate and deliver the Final Study to the Mayor in December, 2012.

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EXISTING POLICY/BY LAW:

Kingston's Strategic Plan 2011-2014

Key Corporate Strategies

Customer Service: meeting the needs of our internal and external customers promptly and courteously.

Performance management: evaluating and enhancing what we do and how we do it.

Council's Guiding Principles

Increase its focus on facilitating economic development and growth including an emphasis on customer service excellence.

Council's Priorities

1. Enabling economic development.

Kingston is open for business and is committed to expanding the tax base through intensification for greater economic resiliency. During its term, Council will:

2.2 Review and update policies and practices to emphasize economic development.

2.13 Build an "open for business" culture and enhance service by streamlining the development process.

Corporate Commitment

The Corporate commitment to this priority of Council is to "set conditions for growth in residential, commercial and industrial development. . . With an open for business philosophy, we will respect legislative requirements, by-laws and standards. We will create flexibility in our practices, where possible, to optimize service to the customer to expand our tax base and achieve economic results".

Corporate Focus Areas

Streamline the development review process to improve flow of information and customer service and turnaround time.

NOTICE PROVISIONS:

There are no notice provisions with this report.

ACCESSIBILITY CONSIDERATIONS:

There are no accessibility considerations with this report. This report is available in alternate format upon request.

FINANCIAL CONSIDERATIONS:

There are no financial considerations as part of this report.

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EXHIBITS ATTACHED:

N/A