



Report to Mayor's Task Force - Review of Development Process & Building Services Including Benchmarking Study

GGA • Management Consultants
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Councillor Kevin George & Members of the Mayor's Task Force
City of Kingston
216 Ontario Street
Kingston, ON
K7L 2Z3

December 7, 2012

Dear Councillor George:

GGA • Management Consultants are pleased to submit this Mayor's Task Force report on Municipal Development Benchmarking a recommendations focused on the City's development application review, building permit processing and inspection services. We believe that the Mayor's Task Force recommendations, when implemented, can help the City encourage and manage its growth and use its development review and services to support a sustainable and livable community.

We would like to thank the Mayor's Task Force and its members, Councillor Bryan Paterson, Derek Winton, Megan Knott, Margo Watson, Neal Ritchie and yourself for the constructive comments and suggestions which contributed to our understanding of development issues and potential improvements. With you, we would like to also thank the residents and business representatives who shared their experience in using the City's development related services. With you, we would also like to thank Commissioner Cynthia Beach and the directors, managers and staff in the City and Kingston Utilities who contributed thoughtful comments on issues and improvements which informed the recommendations. The cities of Hamilton, London, Kitchener, Ottawa, Guelph, Belleville and Mississauga provided comparative information on their own development related processes and we would like to thank their managers as well. With you, we would also like to thank CAO Gerard Hunt for his support to the Task Force and George Wallace who helped with communications and study administration.

We appreciated very much this opportunity to be of assistance to the Mayor's Task Force on Development and the City of Kingston and wish the City well as it provides needed municipal development related services for the benefit of the Kingston community.

Yours truly,



Gerald A. Grant
GGA • Management Consultants

c.c. Jane Londerville Hannah Calinescu, Paul Kraehling



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Development Process & Building Services Including
Benchmarking Study**

Executive Summary

City of Kingston

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& Building Services Including Benchmarking Study**

Executive Summary

A. Introduction

The City of Kingston has a unique heritage as the capital of Upper Canada with many historic buildings and neighbourhoods. The City, with its growing population of 123,363 (CSD - 2011 Census) is a major regional economic centre in eastern Ontario and is home to one of Canada's foremost educational institutions, Queen's University, the Royal Military College and St. Lawrence College. The City has a vibrant downtown; its waterfront on Lake Ontario at the entrance to the St. Lawrence River, and its many parks provide recreational opportunities for its residents. Recognizing this, the **Mayor and City Council** established the **Mayor's Task Force on Development to review the City's development processes** to ensure that current and future development reflects the community's values and is carried out in an efficient and effective manner which respects the interests and rights of applicants, as well as community stakeholders and the general public. The Mayor's Task Force has initiated this Development Municipal Benchmarking Study, which has had the following objectives.

- a) To identify the main issues and concerns respecting the City of Kingston's current development-related processes, policies and practices;
- b) To compare the City's development review processes and practices with the processes and practices in seven comparable Ontario municipalities;
- c) To identify best practices in the comparable municipalities that relate to the identified issues and concerns related to Kingston's current processes, policies and practices and that align with the Task Force's identified focus areas;
- d) To provide an opportunity for applicants, business associations, residents and community organizations who have had experience with the City's development review and building services processes to provide their views in confidence to the Mayor's Task Force;
- e) To provide an opportunity for the City's management and staff involved in development review and building services provision to describe the manner in which they provide their services and to offer their comments and improvement suggestions for consideration by the Task Force; and
- f) To develop recommendations in consultation with the Mayor's Task Force based on the benchmarking research, the comments received from business and community representatives and City management and staff, and to provide

these in a report for submission by the Task Force to the Mayor.

GGA • Management Consultants was pleased to be asked by the Mayor's Task Force on Development to assist them with this important undertaking. This report presents:

- ◆ the findings of the municipal benchmarking research, including best practices;
- ◆ the perspectives on the current development review and building permit and inspection processes of the applicants, including applicants, business associations, residents and community organizations as provided through interviews with the consultant and presentations to the Mayor's Task Force;
- ◆ the perspectives of management and staff as provided through interviews and a completed questionnaire, as requested by the Mayor's Task Force; and,
- ◆ the Mayor's Task Force's recommendations to improve Kingston's approach to development review and building permit and inspection processes based on the benchmarking and other research. An implementation plan for the recommendations is also provided.

B. A Call to Action for Improved Development Review & Building Services Provision

The City of Kingston is committed to providing development review and building services in an effective and efficient manner to the benefit of the community. Based on our interviews, focus groups and completed questionnaires, we believe that the City's managers and staff involved in the provision of these services are dedicated professionals who see that they have an important role in supporting community development, protecting the public interest and following Council's direction and approved policies.

Staff recognize that the decisions that are made with respect to development have a long-term impact not only for the foreseeable future, but for many generations to come. The City has established a new Official Plan which supports intensification, heritage preservation and environmental sustainability, amongst other objectives. In their review processes staff are seeking to support the commitments in the Plan. They are also mindful that they must abide by the provisions of the Ontario Planning Act and other provincial acts and regulations. They are also aware that development decisions can be challenged at the Ontario Municipal Board.

Communications & Process Issues a Major Concern of the Development Industry & Other Stakeholders

Based on the presentations made to the Task Force on Development and our own interviews where information was provided by Kingston businesses, business associations, community organizations and residents, it is clear that there are very important communication and process issues which are of major concern to stakeholders. These must be taken seriously and addressed professionally, expeditiously and with a spirit of true public service.

Opportunities for Improvement Need to be Addressed

Our review of the development review processes, informed by the contribution of stakeholders, as well as comments made by managers and staff, has found that there are significant opportunities for improvement. The City must make a major commitment to improving its service delivery, its communications with applicants and other stakeholders, and to becoming a leader, not a follower in the implementation of new systems and technologies to make processes more efficient and effective and more easily understandable to applicants and the community.

Organization culture and attitudes towards development must change. Management needs to be more engaged and staff must give greater attention to a team approach to customer service, improved communications and bring a more positive, problem-solving approach to development review and building services provision. The institution of the mandatory pre-consultation process to start the development review process has been helpful and is appreciated by applicants. However, City staff need to be better informed with respect to applications and prepared to give guidance. All those whose review and support is necessary for application approval should be in attendance at this pre-consultation meeting and all subsequent review meetings related to an application.

The City must make a financial commitment to improving the information systems infrastructure which could provide applicants with web-based access to their applications and the review comments; provide development review and building services staff with better information to track applications and to manage documents, and to provide management with performance monitoring information which would allow them to properly oversee the processes to improve accountability and customer service. The City's website needs to become a more effective communication tool with more easily accessible and understandable information on the development review process, with welcoming graphics, interactivity and navigation.

The best practices of other municipalities can provide insights and guidance as to how best to address current challenges and to make improvements to service delivery. In the section which follows information on these best practices is provided and these best practices have informed the development of recommendations which are described subsequently in this Executive Summary.

B.1 Municipal Benchmarking & Best Practices

At the Mayor's Task Force on Development's direction GGA carried out a benchmarking and best practices study involving Ontario municipalities. Information was also gathered on the City of Kingston's development review and building services processes and documented for comparative reference purposes.

The 7 benchmark municipalities were:

- ◆ London;
- ◆ Hamilton;
- ◆ Kitchener;
- ◆ Ottawa;
- ◆ Mississauga;
- ◆ Guelph; and,
- ◆ Belleville.

The study was carried out through interviews with senior municipal managers, Internet research and review of documents with these benchmark municipalities.

Benchmark Municipalities

Development application review and building permit processing and inspection are seen as challenging services to provide by all benchmark municipalities. In our interviews with senior staff in the benchmarked municipalities it was clear that it is often difficult to balance the expectations and interests of all stakeholders, including developers, builders, homeowners, (applicants), and community organizations, neighbours to development, future residents and the general public. Like Kingston, all municipalities recognize the importance which development has for the economic vitality and quality of life of their community whether it be the location of a new industrial development, or the provision of housing to meet a growing population and changing demographics. All municipalities indicated that the balancing of these expectations and interests requires good communications between the city, applicants and the community, and that effective communications are critical to the provision of good customer service.

City managers also noted that their city's commitments to sustainability, energy conservation, heritage preservation and an increased emphasis on intensification and redevelopment are making development review more complex. They also noted that the Ontario Government has been actively developing policies which have a significant impact on their review of development applications and limit their scope of decision-making.

Team Approach Important to Delivering Quality Customer Service

Municipal managers stated that a team approach, staff development and good management / staff working relationships are important for customer service, consistency in communications and decision-making relative to development applications, building permit approval and inspection processes. Senior managers in several municipalities reported that they are trying to build strong teams where staff work together to process applications, sharing information and discussing planning issues in team meetings. Senior managers in describing their approach stated that this team approach encourages the sharing of information, increases consistency in decision-making and code interpretation and is also contributing to positive morale; it also allows staff to present a consistent viewpoint to applicants.

Role of Planning Department & Planner Must be Clear & Striking the Right Balance Between Service & Regulatory Responsibilities is Important

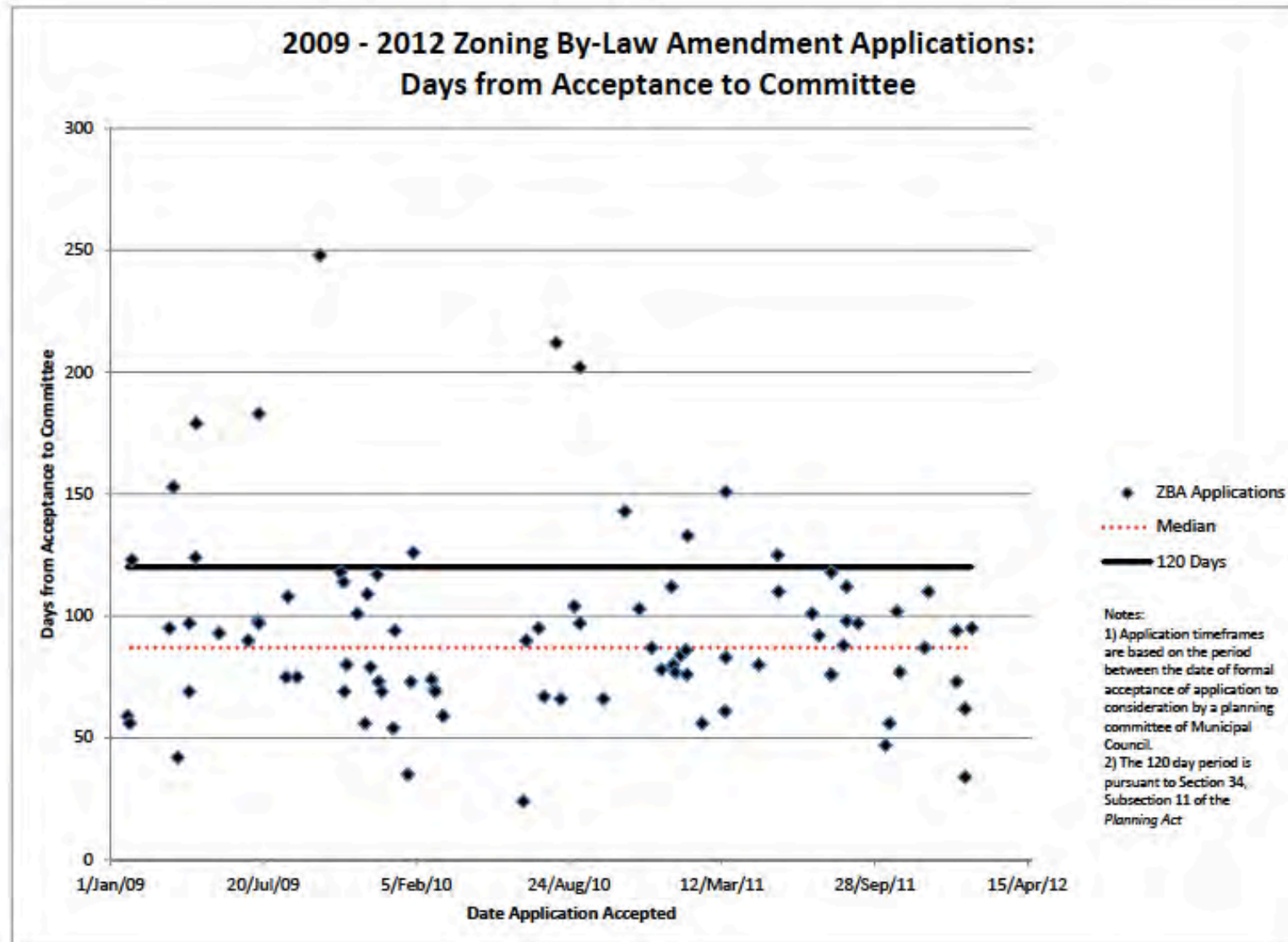
Municipalities with whom we spoke also indicated that having a clearly defined and explained role for the Planning Department and planner is key to effective and efficient development review. The Planning Department should have the lead role in development application processing. It should bring together the comments of all other departments and agencies relative to an application and should synthesize the comments into a coherent communication to the applicant.

All municipalities recognize that City staff have both a service and regulatory role when processing development applications and building permits and carrying out inspections. These senior managers indicated that their staff are encouraged to have a balanced perspective and that a problem-solving approach is beneficial. They have discussions with their staff on how good development supports the local economy and how bad development has long-term consequences and costs for community.

Well Structured, Transparent Review Processes

London, Mississauga, Ottawa, Hamilton and Mississauga especially emphasized the importance of having well structured, and transparent review processes with supportive guides / manuals and to provide this information through comprehensive and well-designed websites and supportive printed materials. London, for example, uses flowcharts to describe each step in their review processes with each step being supported by a description of associated benefits. Ottawa describes its 12-step process for development application review clearly on its website. Mississauga is implementing an E-plans system to support development review and to track applications. London uses Livelink system to track applications. London is seeking to exceed provincial standards for processing.

Example of London Report on Zoning By-law Amendment Application Processing



Clarity at the Start of the Review Process Reduces Issues & Delay & Effective Mandatory Pre-Consultations is Beneficial

Clarity in initial communications with applicants regarding what is necessary for a complete application, and the identification of the person who can assist the applicant with application processing and communications are key success factors. Hamilton encourages all applicants to visit its business services centre and to speak with one of its business facilitators. London's file manager is the person who oversees all applications and with his or her team is ready to respond to applicant concerns.

All cities, except Guelph and Belleville, have a mandatory pre-consultation meeting as a requirement in place. Guelph is in the process of putting this in place. That said, these senior municipal managers pointed out that holding a meeting was not sufficient. It was also necessary for staff to be informed and prepared to provide sound advice and direction to applicants based on an interdepartmental review discussion before the pre-consultation meeting.

City Websites & Service Centres – Very Important Communications & Customer Service Tools

London, Mississauga, Hamilton and Ottawa have particularly well-developed and comprehensive websites to support their development application review and building permits. Processes are comprehensively described and include flowcharts with manuals and guidelines detailing each step to be followed. It is easy to find the development review application and building permit information and there is ready access to application forms and information on municipal requirements for different types of reviews. The best city websites have inviting, convivial graphics and formats with ease of navigation supported by "hotlinks" to other relevant webpage information.

Service centres can communicate an "open for business" message and provide a welcoming "one-stop shop" for business to access municipal services. Mississauga, Hamilton, Ottawa and Toronto have established services centres staffed with service providers. Hamilton and Toronto in particular promote their business service centres online with complementary e-commerce services. Hamilton provides videos to illustrate some of its services and processes.

Example of Hamilton's Web Page Providing Development & Other Business-Related Services (<http://www.hamilton.ca/CityDepartments/PlanningEcDev/>)



Prioritization of Applications

The benchmarked municipalities process development and business permit applications on first-in-first-out basis but informally expedite some applications, e.g. applications involving municipal land sales or where there are major potential employment and tax assessment benefits.

Toronto takes a more proactive approach where, based on an initial review, it designates certain applications with major potential employment and tax benefits as worthy of its Gold Star program which gives these applications greater attention and follow-up during the review process.

Well-Managed Heritage Review Processes & Delegation of Authority

All municipalities recognize the importance of heritage conservation and are seeking to follow provincial direction with respect to preserving both built heritage and cultural heritage as defined by the Heritage Act. All cities we benchmarked

have a Heritage Committee which acts in an advisory role on heritage related policies. In most cities the Heritage Committee is involved in the review of some but not all heritage related development applications.

Increasingly, there is a trend to delegation of authority to the Director of Planning such that only the most significant heritage applications are reviewed in detail by the Heritage Committee e.g. applications to demolish a designated heritage building. Hamilton, Guelph, Ottawa, London are among the cities where such delegation has taken place.

Building Services Provision Supported by Teamwork & the Increasing Use of Technology

Excellence in building services provision is supported by effective teamwork, improved technology and communications. Building services managers indicated that staff development and teamwork were key to maintaining consistency in Ontario Building Code interpretation. Hamilton and Kitchener have provided their building officials with laptop computers so that inspection reports can be completed online from the building site. Mississauga will provide laptops to their staff as they roll out the E-plans system. Ottawa is currently piloting use of laptops with their building services staff.

Application Management, Online Access & Filing of Applications Receiving Increased Attention

All cities use computerized information systems to track their building permit applications and inspections. All benchmarked cities are using AMANDA software with the exception of Ottawa and Belleville. Ottawa has just purchased the AMANDA system to replace an in-house one. Belleville is currently installing CityView, which is used by Kingston. Using Livelink, London monitors the processing of development applications against performance standards which it publishes on its website and seeks to exceed provincial standards established by the Ontario Planning Act. Guelph has been monitoring and tracking site plan applications, including turnaround time, meeting provincial time standards and the time the application is with the applicant versus the City. Mississauga is the most advanced in providing online access to applicants to track their applications on-line. Applicants can access their application on the city's website using a password to maintain confidentiality. They can monitor the status of their application and view departmental review comments online which has the added benefit of reducing the number of calls made to the City's Planning Department to check on the progress being made on their application.

Kingston's Development Review & Building Services Provision Relative to Best Practices

Kingston has a number of best practices associated with its development review and building services provision and these best practices include:

- ◆ the establishment of a pre-consultation process to provide clarity of direction with respect to most types of development applications
- ◆ a concurrent approvals process whereby a building permit can be given conditional approval at the same time a development application is being reviewed. This concurrent process can allow a builder to obtain a foundation permit and to begin construction while final development review and site plan approval is taking place

- ◆ customer service standards have been established and are available on the City's Planning web page which have been supported by recent customer service training for all staff involved in development review and building services
- ◆ urban design guidelines and guidelines for solar energy facilities
- ◆ GIS and mapping services available to assist builders and developers with their applications
- ◆ no charge for plan review until the building permit is issued and a fee-based express service to expedite building permit applications

Kingston could benefit from the best practices as carried out in other benchmark cities in the following areas as described previously and summarized in the following:

- ◆ a more team-oriented approach to development review and building services
- ◆ improved, well-structured, transparent and managed review processes
- ◆ more effective pre-consultation process
- ◆ a website with easily accessed development and building services information with comprehensive guides and information presented within a convivial web-site environment
- ◆ managed heritage review process with increased delegation of authority
- ◆ building services which are supported by more use of up-to-date technology and work methods
- ◆ improved application management systems with web-based access for applicants, online submission of documents and effective tracking of applications through the review process

B.2 Applicant & Community Perspectives on Development Application Review, Building Permit Processing & Inspection

The Mayor's Task Force invited applicants or others who would like to share their experiences and views on the City's development review, building permit processing and inspections processes to contact GGA to arrange for a confidential interview. Advertisements were placed in the Kingston Whig Standard and eight individuals with experience as applicants provided their views to the consultants. These applicants included representatives from both large and smaller development and building companies including companies whose activities were principally focused in the Kingston area as well as companies with development and building experience in other cities.

In addition, the Mayor's Task Force received presentations from residents, community organizations, businesses and their associations. The content of these presentations has also been considered in this summary and the report

recommendations. Both applicants and presenters from the community sought to assist the Task Force to understand the issues affecting development in Kingston and to assist the Task Force to develop practical and informed recommendations for change.

Applicants Would Like to See a More Positive Attitude Towards Development at City Hall

Applicants expressed the view that City staff involved in development review and building services take a bureaucratic and rules-oriented approach to their provision of development review services and building permit processing and inspection. Based on their experience, these applicants indicated that they believe that City staff do not have an understanding of development economics or the impacts which their regulatory approach has on overall development including delays, cost and marketability and, in particular, housing costs. If they do understand then their approach suggests they do not care about the cost impacts. The applicants who were interviewed stated that based on their experience some City staff can be adversarial and confrontational in the manner in which they provide their services and in the way they communicate with applicants. All applicants believe there is a need for staff to be educated relative to development, its economics and its benefit to the City. Most importantly, they would like to see staff attitude change to be more positively disposed towards supporting development.

Some of these applicants were also critical of the City Planning Committee and Council, noting that even when the Planning Department is supportive of a development application the Planning Committee and Council may not follow the recommendations coming from the Planning staff.

The views of businesses and business organizations that made presentations to the Task Force were generally supportive of the observations and comments of applicants, but not as pointed in their comments.

Residents and representatives of community organizations were more complimentary towards City staff but believe that the City and staff should provide more public access to information on development applications, including Committee of Adjustment, reports and agendas, and provide this information online. They would also like to see greater consistency in how planning reports are prepared, communicated and made available.

Development Application Review Process Needs Improvement – Pre-consultation a Step Forward

Applicants and several of those who made presentations to the Task Force spoke favourably with respect to the mandatory pre-consultation process which has been in place in the City over the past few years. They see this as an improvement and a sign of positive change. They believe that it is a good idea to have a meeting early on between the applicant and the City, so that the applicant can get a clear understanding of the City's requirements. They spoke positively about the opportunity to have a meeting where representatives of all relevant departments who will be involved in the review of their development application would be present. However, in applicants' experience staff from the relevant departments are not always present and those who are present often seem to be unprepared and lack knowledge of their development proposal. One representative of a community organization stated that they believed that

the public should be invited to the pre-consultation meetings. Applicants and presenters indicated that there need to be clear criteria for when specific studies are required to support an application and also under what circumstances a peer review will be required. Interviewees stated that these studies and peer review cause delays and increased costs. It was noted by several community presenters that technical studies and peer reviews assist the City to make good decisions on development applications and are seen as useful planning tools. Applicants and presenters would like to see clearer policies, design guidelines, e.g. façade improvements, and a better information system to track applications.

Another common comment was that it was unclear to the applicants interviewed as to who was coordinating and ensuring that their application was being processed on a timely basis. Planning staff do not expedite the review and approval process in coordination with other departments. Coordination between Kingston Utilities and the City with respect to subdivision-related approvals and delays in receiving final agreements from the City Legal Department was also an applicant stated concern.

Zoning ByLaw Needs Updating & Development Policies & Regulations Increasing Costs

Applicants and community representatives who made presentations to the Task Force stated that the zoning bylaw¹ needs to be updated as soon as possible. This is a major factor contributing to conflicting interpretations and inconsistent decision-making. Applicants also pointed out that Official Plan policies, e.g. sustainability, energy conservation, the encouragement of development on smaller lots, do not match market realities, can increase costs and are not consistent with what Kingston homebuyers want to purchase.

Industry representatives would like to see incentives to reduce the costs of “building green”. Several community presenters indicated that residents and small builders cannot afford to undertake archaeological and other types of studies for small development projects and would like to see incentives or a less rigorous set of requirements.

Greater Consistency in Building Code Interpretation & Less Reliance on Engineering Letters Needed

The most commonly cited issue stated by both applicants and some presenters with regard to the provision of building permit and inspection services was the inconsistency in the interpretation of the Ontario Building Code as expressed by City Building officials when inspecting buildings. Some inspectors were deemed to be reasonable to deal with - will help explain Code issues and problem-solve, while some individuals are perceived to have a negative attitude, are slow to respond to telephone requests for service, and lack Building Code knowledge. Another common issue raised by applicants was the excessive requirement for engineering letters when the inspector is unable or unwilling to support a particular building method, technology or approach. Several applicants indicated that there is a need to clarify the role of building inspectors and Fire Department officials relative to building inspection and approval requirements.

¹ Currently there are five zoning bylaws applicable within the City's boundaries. These bylaws were in place prior to amalgamation of the City.

B.3 Staff Perspectives on Development Application Review, Building Permit Processing & Inspection

Role of the Planning Department, Planners & Other City Staff Involved in Development Application Review

It is clear from the survey responses, interviews and focus groups that City staff view themselves as professionals who are committed to the City and its residents. They want residents to have a high quality of life and believe they have an important role to play in this regard. Most staff in all departments view the Planning Department as having the lead role in the development review process and expect the Department to coordinate the review process and be the principal point of contact for the applicant. Some staff pointed out that this is somewhat unclear to applicants when subdivision applications are involved as the Engineering Department takes the lead. Staff expressed a range of views relative to their role and authority in development review. In some cases, planners see their principal role to be that of protecting the public interest and providing their professional independent objective advice to Council. They do not see their role as one to support development of the City or resolve development issues to enable development to take place. Others would include ensuring that development applications and the resulting development is in compliance with Council approved Official Plan, policies and zoning regulations. They indicate that this is quite difficult because of the out of date zoning bylaw and inconsistencies between the existing zoning bylaw and the Official Plan. Some staff expressed concerns with regard to management direction and indicated they were uncomfortable expressing their opinions on development applications and should be more involved in discussions with applicants when issues are being resolved.

Coordination of Departmental / Agency Comments / Consensus / Resolution of Conflicts

Staff indicated that coordination of departmental and agency comments on development applications could be improved. Staff indicated that comments were not always provided on a timely basis and that communications to applicants often did not include the full range of information that would benefit applicants. Some staff pointed out that any differences between departments relative to a development issue should be discussed and a consensus developed before the pre-consultation and other meetings with the applicants takes place.

Zoning Bylaw, New Official Plan & Other Policies

Staff indicated that the current zoning bylaws are a major source of problems of interpretation and create conflict with applicants. Staff indicated that the wording is archaic and permitted uses need to be more generic recognizing that in particular the potential business uses of commercial and industrial buildings have changed over the past ten years as the City has grown and the economy has changed. Staff indicated that the new Official Plan is quite detailed in its land use designations and there are inconsistencies with the zoning by-laws which have not been updated since the time of amalgamation. Staff indicated that the zoning bylaws need to be updated/consolidated as soon as possible.

Applicant Relationships / Communications

Staff stated that communications with applicants can be difficult because applicants do not know or understand fully the City's development policies. Staff stated that application submissions are often incomplete and /or in conflict with existing policies. They state that applicants are often not well served by their consultants who vary in their knowledge & competence and often provide incomplete or inaccurate submissions.

Staff believe that communications could be improved with applicants & residents through an improved City website with online explanation of processes and requirements as well as increased communication during application review.

Finally staff would like greater support, recognition, and trust from development industry – We are trying to do a good job and are “getting weary of being beaten up” in discussions with applicants and in public forums.

Development Review Process, Coordination Amongst Departments & Communications

Staff indicated that more clearly-defined & documented processes & guidelines relative to development application review and building permit processing and inspection would be beneficial particularly for new employees and to ensure that all staff are consistent in their approach and work well together e.g. procedures manuals with roles & responsibilities identified for each step. Improved, updated and more accessible maps would reduce the time staff currently have to take to check application-related information. Staff indicated that it would be beneficial to develop an online application process, including submission of drawings & reports which could be accessed online by departments. This would improve customer service with applicants and would simplify information sharing amongst departments and agencies. There is also a need to make planning information more accessible. It is scattered across various databases and files and it takes too much time to assemble relevant information

Planning and other departmental staff pointed out that delayed review comments and tardy processing of required documents affects customer service. While this was a concern shared relative to the performance of all departments and agencies. The Legal department's slow processing of documents was the department most often mentioned by staff. Planning and Building Services provide customer service support at the counter at the John Counter Boulevard service area but several staff indicated that they believe Utilities Kingston & Engineering staff should be more available at the service counter to assist applicants.

Lack of File Management & Supportive Information Systems

Staff identified many problems with respect to accessing and managing relevant information for processing purposes. Information in paper files can be incomplete and difficult to access and e-mailing of large documents between departments is difficult due to system constraints, there is no cross-referencing of information on a property specific basis relative to development applications, building permit applications or other city information. Staff stated that the City's mapping & GIS are inadequate - “once we were leaders amongst municipalities, now our mapping is not functional”.

Work Environment

All staff stated that their work area at John Counter Boulevard is crowded, congested and does not serve the needs of staff or the community. They pointed out that there is very limited private meeting space for discussions with applicants which can be very problematic if there are differences of opinion being exchanged. Staff report that the working environment is affecting staff morale. Managers state that the lack of private space is affecting their ability to discuss issues with staff and with applicants effectively.

B.5 Implications for Change for Kingston Development Review and Building Services

When reviewing the perspectives of Kingston's applicants, community representatives and residents and comparing these with those of Kingston staff involved in development application review and building permit processing and inspection as expressed to the Task Force, it is clear that these groups agree to a large extent on what the issues are but there are differing views as to the causes and what can be done to address them. The municipal benchmarking research has found that many of these issues are or have been experienced in these municipalities as well. The best practices being pursued in these municipalities offer insights and possible solutions which could help Kingston to address these issues in a constructive and pragmatic manner.

It is clear for some issues that there is agreement between applicants and City staff on what needs to be done. This includes:

- ◆ Updating of the zoning bylaws and other policies;
- ◆ Improved communications regarding applications between applicants, staff and the community; and,
- ◆ Improved coordination between departments in the review process.

Communications & Organization Development Key to Successful Implementation of Mayor's Task Force Recommendations

Many of the issues and opportunities for improvement identified by applicants and by City management and staff point to the need to improve communications and to use all possible means to do this, e.g. improved website, clearer documented application requirements, and supporting rationales. There will also be a need for continued organization development to build the "culture of continuous improvement" envisioned by the City's Strategic Plan and a willingness to "change the way things are done" to improve development review, building permit processing and inspection services.

Finally, and most importantly, there is a need for more goodwill and communications to prevail amongst the City staff, applicants and other stakeholders. There is a need for:

- ◆ more civil, diplomatic, problem-solving focused discourse amongst City staff and stakeholders;

- ◆ more recognition that the City must balance the interests of applicants and many other stakeholders in community development and has a responsibility for ensuring public safety with respect to the built environment;
- ◆ more recognition that applicant investments are needed for community development and Kingston's quality of life, and that the risks and costs associated with these investments increase if application review is not timely and flexible in its approach;
- ◆ recognition that both the City and applicants have contributions which could improve development review – clarified processes; more flexible, problem-solving approach from City staff; more complete and better quality submissions from applicants, their consultants and agents; and,
- ◆ cooperative efforts going forward to use the Mayor's Task Force report and recommendations as the basis for further communications and discussions between the City, applicants, KEDCO, Kingston Homebuilders Association, and other stakeholders, to build a climate for positive change.

C. Improvement Opportunities & Recommendations

Drawing together all of the information gathered through the municipal benchmarking interviews, research and best practices, the interviews with applicants, the presentations by residents, community representatives, businesses and business organizations, and the interviews, focus groups and completed questionnaires provided by Kingston management and staff, **Five Major Opportunities for Improvement & Recommendations** have been developed. It is noted that the City has taken action to address some of these issues, including: the establishment of the Kingston Strategic Plan 2011-14; recent Customer Service Initiative; the establishment of concurrent development and building application review and approvals, and the establishment of Development Teams for application processing for employment lands.

Recommendation # I Improve Communications Relative to Development Review & Building Services Provision

Recommendation 1.1 Establish a Development Consultation Forum – Planning & Building Services with Development / Builder Community – a Series of Workshops with Cooperation of Kingston Economic Development Corporation, Greater Kingston Home Builders Association & Kingston Construction Association to Discuss Development & Building Services Issues

Currently City management meet with KEDCO and the Kingston Home Builders Association on a semi-annual basis. Given the service delivery issues which have been raised in this study, a more formal series of discussions is warranted focused on the issues.

Implementation Actions:

- ◆ A joint committee with representatives from KEDCO, the Kingston Home Builders Association and the City should be established to plan the agendas for a series of monthly or bi-monthly consultation workshops. Each workshop should have a pre-set agenda, minutes should be taken and action plans and next steps developed with the participation of all parties. Where topics might be of interest to others, e.g. heritage, environmental planning issues, other organizations and their representatives could be invited to participate in such a meeting. These workshops should:
 - Review Task Force findings and recommendations;
 - Discuss issues of mutual interest, e.g. common issues affecting development and building permit applications; and,
 - Explore Official Plan and policy education topics as possible workshop themes, including recent policy initiatives, e.g. tree by-law, green space parks dedication, quality of applicant submissions, address attitude / perception issues regarding customer service standards.

Recommendation 1.2 Improve Website & Availability of Development Application & Building Services Information

Implementation Actions:

- ◆ The City should establish a plan to improve its website and the provision of development application and building services information. The new website should be visually appealing and inviting, using images and graphics to support word-based content. At a minimum, the website should include:
 - Applications and guidelines
 - Process descriptions and rationale
 - Process flowcharts
 - Service standards
 - Contact information
 - Detailed internal processes with appropriate forms for internal training and use
 - Access to reports, meeting agendas, etc.

for all types of development and building services applications. This content could be supplemented with illustrations, examples of completed technical drawings, videos explaining services, etc.

Recommendation 1.3 Continue Customer Service Initiatives & Establish Customer Service Survey

The City under the direction of the Commissioner of Sustainability and Growth has been carrying out Customer Service Initiatives focused on the development review process with the staff involved. The Customer Service

Initiatives which were reported to the Task Force included customer service training for staff, revision of the Heritage Committee's mandate, changes to the delegation authority providing staff approval authority for all uncontested consent applications that comply with zoning regulations, updated website information related to the development review process for employment lands amongst other initiatives. Work was reported to have commenced on performance measurement, customer service standards and the Comprehensive Zoning By-law Review.

Implementation Action:

- ◆ These activities should be continued and the Customer Service Survey should be finalized and made available on the City's website and at John Counter Boulevard as a priority.
- ◆ The results of the Customer Service Survey should be gathered, analyzed and reported to the Commissioner, CAO and Council. The results should be used to further support continuous improvement in the development review and building services processes.
- ◆ A team approach to customer service should be fostered through continuing customer service training and improved interdepartmental service coordination.

Recommendation 1.4 Provide Education / Information-Sharing Opportunities for Developers & Community

Implementation Actions:

- ◆ The City should provide more opportunities for all residents who have an interest in such matters as development, improving their homes and businesses through expansions and renovations, heritage preservation, sustainability and environmental conservation, to learn more about the City's community development goals, its development-related policies and the development review process, the Ontario Building Code, and the need for a building permit to ensure public safety.
- ◆ The City should pursue the best practices as found in other cities, e.g. education programs and seminars on development topics (Ottawa), and videos on City processes, e.g. Committee of Adjustment (Hamilton), and on development issues (Ottawa and Hamilton).

Recommendation 1.5 Review all Communications Materials Used to Support the Development Review & Building Services Delivery & Develop Communications Standards & Guidelines for Communicating with the Public

Currently, communications with applicants and the public are provided by individual staff members in each department involved in development review. No communications standards are in place for verbal and written communications. Current customer service training can assist staff to be professional and customer service oriented in their communications.

Implementation Action:

- ◆ Customer Service training should be supported by the establishment of communications guidelines, improved forms and sample letter formats and wording to support development review and building services revision.

Recommendation #2 Establish a More Robust Team Approach to Development Review, Clarify the Planner's Role & Ensure that Dedicated Resources are in Place in all City Departments involved in Development Review

Recommendation 2.1 Establish a More Robust Team Approach to Development Review

Currently applications are received by the Planning Department and assigned to a planner who then reviews the application and circulates the application to staff in other departments for their review and comments. Coordination and ensuring comments are received on a timely basis for communication to the applicant has been a problem. Applicants and staff have reported that the comments can be incomplete or in conflict with each other. Current systems do not allow for departments to see the comments submitted by others and this needs to be addressed.

Planners need to synthesize comments, consult with management and other planners on the interpretation of policy and seek to resolve conflicting comments from other departments. Communications with applicants should reflect the collective departmental policy interpretation and judgment of the public interest and be provided in an informative and tactful manner which can assist the applicant to improve or revise their application.

Implementation Actions:

- ◆ Establish a more robust team approach to development review which builds a common understanding of the City's planning policies, their application and interpretation. Planners and all other review staff should consult with their managers and with other professionals when reviewing applications and preparing comments. Planners should be recognized as the coordinators of the review process on an application and should seek to address differences in interdepartmental views and develop a synthesized communication to applicants relative to their submissions. Teams should improve their communications with applicants and stakeholders, taking advantage of recent customer service training.
- ◆ Planning department management should have regular meetings with planning staff (policy and development review) where policy interpretation issues are discussed using various applications as case studies.
- ◆ Managers of departments, including Utilities Kingston, involved in development review should be prepared to contribute to the Interdepartmental Management Committee for Development and help to address application processing issues.
- ◆ Dedicated staff for development review should be identified in every department that has a role in development review.

- ◆ Recruitment processes should ensure departments have the full complement of professional and technical skills needed to support review processes. Monitor the use of external peer review resources to determine whether there is sufficient need to justify recruiting the skills in-house.

Recommendation 2.2 Establish a Program to Manage the Review of High Priority Applications

The City has recently established a development review team to process high priority applications involving employment lands and has reportedly had success in more effectively managing processing interdepartmentally and addressing specific development issues on a timely basis.

Implementation Action:

- ◆ The development review team should be more formally institutionalized with clear guidelines and criteria for determining the type of applications which would qualify for designation as High Priority Program applications. Candidate applications for inclusion in the High Priority Program should be limited to the most major projects with a high potential for significantly increased employment and assessment. KEDCO should be consulted in the preparation of these guidelines. Once prepared, Council should approve the High Priority Program guidelines, criteria and process for review. Once Council has given its approval to the High Priority Program, designation of an application as high priority should be made by the Interdepartmental Management Committee for Development (see Recommendation 3.1) based on the Pre-consultation Application submission and the established criteria and this should be communicated to the applicant at the pre-consultation meeting.

Recommendation #3 Improve Management & Governance Relative to Development

Recommendation 3.1 Establish Interdepartmental Management Committee for Development (IMCD)

Implementation Action:

- ◆ Establish an Interdepartmental Management Committee for Development to oversee application processing. The IMCD should be chaired by the Director of Planning and be composed of Directors overseeing development review in their respective departments. It should monitor application processing and track applications against established customer service / performance standards. The Committee should meet monthly to review progress on applications and discuss any issues or conflicts brought forward by development review teams. The Committee should address issues, e.g. complex development issues which may arise with respect to specific applications, application delays and timelines, interdepartmental coordination. The Committee should also approve the designation of High Priority Program applications.

Recommendation 3.2 Undertake Organization Development Initiative Focused on Development Review & Building Services

Implementation Actions:

- ◆ Undertake an organization development initiative to clarify Council and Planning Committee's expectations and priorities with respect to development review and building permit processes. Conduct a workshop on development which would include members of Council, Planning Committee and senior management – Planning, Building Services, Engineering, Utilities Kingston, amongst others, to:
 - review Council priorities relative to development, including existing policies which they may wish to amend;
 - clarify roles of Council, Planning Committee and City departments in development review and implications of the OMB process; and,
 - review Task Force recommendations and their directions for change.

Use the results of the Council / Planning Committee workshop to undertake staff workshops to discuss the directions and priorities of Council and how staff can help to achieve Council's priorities.

Recommendation 3.3 Management & Supervisory Skills Training to Support Teambuilding, Staff Development & the Implementation of Change

Implementation of the Mayor's Task Force recommendations calls for a new approach to service delivery. It is essential that all managers and supervisors have the requisite skills to develop effective teamwork with the staff in their departments.

Implementation Action:

- ◆ The City should provide additional opportunities for managers and supervisors to upgrade their skills and knowledge to build more effective teams.

Recommendation #4: Improve Development Review & Building Services Processes to Improve Customer Service

Recommendation 4.1 Fast Track the Update of the Zoning Bylaw as High Priority to make it Consistent with the New Official Plan

Kingston Policy Planning staff have contracted with an external consultant to undertake a Stage I - Zoning Issues & Strategy study over the past year. The report of the consultant is expected by December 2012 and it will identify and consider fundamental issues and technical matters which would have to be addressed in the Zoning Bylaw update. The City's plan is then to develop a strategy for the Stage II Comprehensive Zoning Bylaw Review with the goal of completing the update by 2015.

Implementation Actions:

- ◆ Given the importance of the need to update the City zoning and the difficulties which are currently being experienced in interpreting the 5 zoning bylaws, including 100 zone categories and 45 primary maps, it is imperative that the process to update the Zoning Bylaw be completed as expeditiously as possible.
- ◆ The City should establish a plan to fast track the updating of the Zoning Bylaw to the maximum extent possible while maintaining the quality of the final product. This may require the application of additional resources and the undertaking of certain research and analytical tasks in parallel.

Recommendation 4.2 Further Clarify & Document City Development Application Review Processes

Implementation Actions:

- ◆ The City's Planning Department should document the City's development application review processes for all types of applications, both for the purposes of providing the content for an updated website, and also to provide the content for a procedures manual which would clarify the roles and responsibilities of all staff in all departments involved in development application review. This manual would then be used for training purposes and for the orientation of newly-hired staff. When resources allow, uniform letters and forms should be developed and accessible online as part of this manual to allow for consistent communication with applicants.
- ◆ Develop guidelines and criteria for determining when peer review would be part of the review process, and maintain statistics on how often it is asked for and being used.
- ◆ Investigate the possibility of providing incentives or other means to support "green" development and to reduce the regulatory costs, particularly for small developments.

Recommendation 4.3 Establish a Facilitator Position to Assist in Communications & Coordination with the City's Business Community

Implementation Action:

- ◆ The City should establish a Facilitator position to assist in communications and coordination with applicants whether they be businesses or residents. The Facilitator's involvement would begin at the time an applicant visits the Service Centre and requests information or submits an application. This position would not involve any business development activity. The Facilitator would be available to assist applicants who experience difficulties during the development review process, and would be a neutral party whose objective is to help keep processes flowing and to address bottlenecks. The Facilitator would bring together relevant parties in a meeting and seek to facilitate consensus around any development-related issues. This position could provide support at John Counter Boulevard and assist with the explanation of City policies, and be available to assist applicants to access City resources. This position could be established as a contract position and be subject to

evaluation after one year, recognizing as improved team approach, customer service and processes are implemented, the need for such a position might decline over time.

Recommendation 4.4 Improve the John Counter Boulevard Facility's Capacity to be a Service Centre

The City currently has plans to expand the John Counter Boulevard facility. It is critically important that the planning for this facility focus on the provision of improved customer service related to development review, building services, business licensing, and other City services which support business and the community. As well, improved space for staff to improve their ability to perform their roles efficiently is important (e.g. plan examining space). Currently, management and staff are located at both City Hall and at John Counter. Therefore, an expanded facility providing opportunities for staff to be located at one site would benefit communication and coordination. Facility improvements should be complemented by an improved service delivery model with better coordination between departments.

Implementation Actions:

- ◆ An upgraded facility should provide a welcoming and convivial atmosphere which is inviting to any business person seeking to access City services.
- ◆ Space plans should include a reception area large enough to accommodate both those seeking business services and those who are seeking to provide service.
- ◆ There should be improved meeting spaces, some of which should be private, where applicants and service providers can meet to review application documents and drawings.
- ◆ Workspaces should be designed to meet the needs of professional and technical staff and take into account the implications of implementation of the recommendations. For example, currently staff have to review large documents, including drawings and maps at the counter and on their desks.
- ◆ Improved technology and systems, changed work methods and organization could change space requirements and may provide opportunities to use workspace differently, e.g. online submission and access to applications and documents; provision of laptops or tablets for entering building inspection reports remotely. This should be addressed in plans for the new facility.
- ◆ Management should be provided with private office space to allow for confidential telephone discussions with the City's clients, staff and other managers.
- ◆ Management and staff should be consulted in the development and finalization of the facility and space plans.
- ◆ Staffing to provide frontline customer service at the service counter should be provided by all relevant departments, including Development Planning, Engineering, Building Services, Business Licensing, Utilities Kingston, to provide the full range of services to the public and business.

- ◆ Management should develop a new service delivery model with improved interdepartmental coordination and ensure a coordinated staffing plan is in place with knowledgeable trained staff available at all times to serve the public.

Recommendation 4.5 Continue Concurrent Review & Approvals Process with Improved Information Systems Support

The City of Kingston currently provides applicants for development with the opportunity to submit concurrent applications for review and approval for Official Plan and zoning amendments, draft plans of subdivisions, site plans, heritage approvals and building permits and inspections, and have them reviewed as part of one process. This is a municipal best practice and an advantage to applicants. It does, however, increase the complexity of these review and approval processes. Currently, information management to support this concurrent review and approvals process is inadequate and is contributing to a lack of coordination, information-sharing and file management related to the applications.

Implementation Action:

- ◆ The City should develop improved information systems to support application tracking and the coordination and sharing of information between relevant departments (see Recommendations 5.1).

Recommendation 4.6 Improve Pre-consultation & Subsequent Review Processes by Ensuring that Relevant City Staff are Fully Prepared & in Attendance to Provide Guidance to Applicants

The City established a mandatory pre-consultation process several years ago and this has been viewed positively by the development industry. Currently, there are regularly scheduled times for pre-consultation meetings where staff can provide guidance to applicants relative to their development proposals.

Implementation Actions:

- ◆ To improve the effectiveness of the pre-consultation process, management should ensure that designated development review staff attend these meetings and be prepared in advance to provide informed advice.
- ◆ Prior to each pre-consultation meeting and based on the submitted pre-consultation application, City management should establish the requirement that there be an inter-departmental meeting to review the application, identify issues and requirements.
- ◆ Once a complete application submission has been received, development review staff should meet and be prepared to give synthesized / integrated comments to the applicant relative to their submissions.
- ◆ Establish a regularly scheduled day with an agenda for review of submissions with applicants where feedback is to be provided to applicants keyed to established customer service / performance standards.

Recommendation 4.7 Improve Development Review Coordination between Departments & Agencies through Memorandum of Agreement & Performance Monitoring

Implementation Actions:

- ◆ The Interdepartmental Management Committee for Development should establish a Memorandum of Agreement regarding interdepartmental coordination building on recent Customer Service Initiatives. The memorandum of agreement should spell out the roles and responsibilities of each department in development review including the Planning Department as principal coordinator of the process.
- ◆ Time standards should be established for each step in the review process and the performance of each department or agency should be monitored and measured against these time standards.
- ◆ The Interdepartmental Management Committee for Development should monitor performance and discuss coordination issues as well as any policy issues which may be delaying an application's progress through the review process.
- ◆ Existing processing bottlenecks e.g. processing/preparation of documents by Legal Services should be given immediate attention both by the department and the Interdepartmental Committee.

Recommendation 4.8 Improve the Effectiveness & Efficiency of Heritage Related Application Review through Delegation of Authority & Provision of Heritage Building Conservation Information & Education

Kingston City Council recently approved a new mandate for the Heritage Committee. Our benchmarking with other Ontario municipalities suggests that the Heritage Committee should focus its review activities on the most important applications e.g. demolitions, major restorations to designated properties. In other cities, with significant heritage assets e.g. Ottawa, London, Guelph, Hamilton, the Director of Planning has delegated authority to deal with more minor heritage applications.

Implementation Actions:

- ◆ It is our recommendation that Kingston put in place a similar approach with increased delegation of authority and with the Heritage planning staff preparing a heritage assessment with regard to major heritage related applications prior to their presentation at a Heritage Committee meeting. In most cases, review and advisory comments by the Committee should be completed in one meeting. The City will need to ensure that staff have the requisite heritage-related professional and technical skills.
- ◆ The City should establish a Heritage Information Centre and online, information resources which would assist applicants to make informed restoration decisions, e.g. window and roof treatments, plaster and paint options, to reduce the advisory related workload of Heritage Planners. The City should investigate the possibility of

establishing a Community Improvement Program and Facade Improvement Program as are in place in other communities to encourage preservation of heritage properties.

Recommendation 4.9 Establish & Publish Customer Service Standards on Website, Monitor & Measure Achievement against Standards

Implementation Action:

- ◆ Building on its customer service initiatives, the Interdepartmental Management Committee for Development, working with each department involved in development review and building services provision should establish and publish customer service standards for each major step in their service delivery process. These customer service standards should include turnaround times for submissions and the department should target to exceed any provincially established standards, e.g. 180 days for review of a complete subdivision application, 48-hour response to an inspection request. The metrics should be focused and provide a clear picture of service quality as well as timeliness – a limited number of good metrics backed up with sound performance data would be better than a long laundry list. The Interdepartmental Management Committee for Development should collect data with respect to these performance measures and prepare a quarterly monitoring report. In addition, a quarterly report should be prepared on the completed results of customer service surveys once the customer service survey has been made available. Relative to the customer service survey results, the Interdepartmental Management Committee for Development and the departments involved should seek to improve the level of satisfaction expressed in the surveys over time.

Recommendation 4.10 Improve the Delivery of Building Services through Teamwork, Scheduling, Training & the Use of New Technology

Comments from applicants suggest that there is a need to give greater attention to the consistency of interpretation of the Building Code by building officials, and that building officials are not always timely in their response to inspection requests. Currently, the effective and efficient processing of applications is being affected by service at the counter in John Counter Boulevard, which is staffed by a permit clerk and building officials who are available on a rotational basis half a day a week. Building officials are organized geographically and process permits and carry out inspections in their area. Building officials complete their inspections in the field and then return to the office to review permit applications and to enter their inspection reports online in CityView.

Implementation Actions:

- ◆ The Building Services department should improve delivery by developing a more team-oriented approach to building service provision to address consistency issues and by establishing a call centre and / or online system for scheduling and tracking inspections.

- ◆ Departmental management is currently preparing a procedures manual. Completing this procedures manual should be a priority and a new orientation program for new employees should be established and make use of the manual.
- ◆ A plan should be established to provide each building official with a tablet computer which would allow them to enter their inspection reports online in real time from their onsite inspection location. Building officials make use of their existing Blackberry technology to support their inspection activities and to consult their managers by using e-mailed photographs to discuss Building Code issues and interpretation.
- ◆ Establish in consultation with builders relative to larger building projects a technical binder which provides specific Building Code compliance areas relative to more complex buildings and the City's expectations relative to the permit and drawings (Hamilton best practice).
- ◆ Departmental management should increase the opportunities in departmental staff meetings to review Building Code interpretation issues and to discuss with staff the appropriate situations requiring use of engineering letters, which is currently a concern of the industry.
- ◆ Management should also increase training opportunities and use job shadowing to assist staff to deal with complex Building Code interpretation on site.
- ◆ The Building Services department should participate in the Development Consultation Forum (see Recommendation 1.1) and discuss with the industry issues of common interest, e.g. consistency of interpretation, common Building Code issues found in new construction and renovations in Kingston. Proactively, they should also seek opportunities to increase communications with builders by requesting the opportunity to speak at their meetings on Building Code issues.

Recommendation #5: Improve File Management, Information Access & Information Systems to Support Development Review & Building Services

Recommendation 5.1 Establish Requirements / Specifications for File Management & Tracking System & Implement

Currently, Kingston does not have a system to track development applications. Kingston is currently using CityView to track building permit inspections. Further systems development capability is critically important; the City needs to make the required infrastructure investment and take advantage of available software and technologies which can improve service quality and provide management with the information needed to ensure efficiency and effectiveness. Investment must be made with a view to the requirements of a growing city – a limited “band-aid” upgrade is not appropriate. The City is behind and must be competitive with other Ontario cities.

Implementation Actions:

- ◆ Review the information requirements associated with development review and building services, including requirements to track applications through the development review process. Document the categories of information that should be recorded for each application file.
- ◆ Identify the system features which would be beneficial to supporting interdepartmental and agency coordination, submission and access to comments, advance notices when time deadlines are approaching. Consider the need for internal administration, as well as improved communications with applicants and the public.
- ◆ Identify document management requirements relative to the digital recording, storage and access to documents; ensure that policies are in place with respect to information management and storage in coordination with the City's corporate file / data manager.
- ◆ Establish the desired features and requirements for a web-based system to provide applicants with access to monitor the status of their applications online and to provide for the online submission of development applications, drawings, reports.
- ◆ Evaluate CityView's capabilities to meet these requirements currently and through readily available additional software. Research and determine whether alternative software would be required to fully meet the City's requirements, looking to the future.
- ◆ Upgrade CityView system or purchase new system and implement, if necessary.
- ◆ Ensure that the required technical resources are available to support ongoing systems management, report generation and analysis.

Recommendation 5.2 Improve Kingston's GIS & Mapping Capabilities to Support Development

Implementation Actions:

- ◆ Review City's current mapping capabilities and its ability to provide accurate maps online.
- ◆ Develop a plan to implement a more comprehensive geographic information systems-based capability within the City to provide both accurate mapping for both internal City infrastructure planning and management purposes, for asset management, for managing information relative to properties across the City and to support the development review process. The plan should include provision of an online mapping service whereby residents and the business community can access maps and map-based information, e.g. zoning, assessment.

Further information on the recommendations, as well as recommended Implementation Actions, can be found in Section 7.0 Improvement Opportunities & Recommendations for Discussion with Mayor's Task Force of this report.

D. Implementation & Change Management

Once the Mayor and Council have approved the Mayor's Task Force on Development's report and recommendations in principle, the City's management and staff should prepare an Implementation & Change Management Plan.

The Implementation & Change Management Plan should be submitted to Council and should include:

- ◆ The approach which will be taken to each of the recommendations and the roles which will be played by the Interdepartmental Management Committee for Development and individual departmental managers;
- ◆ The steps to be undertaken and their sequence in implementing each recommendation;
- ◆ A schedule which assigns a timeframe for completion of each step. (This schedule could vary somewhat from that presented in this report);
- ◆ The key milestones in the implementation process and the expected outcomes to be reported;
- ◆ A timetable for reporting to Council on the progress being made; and,
- ◆ An estimate of resource requirements.

Once approved, the Implementation & Change Management Plan should be implemented by the City with periodic progress reports to Council.



**Report to Mayor's Task Force - Review of
Development Process & Building Services Including
Benchmarking Study**

Final Report

City of Kingston

Report to Mayor's Task Force Review of Development Process Including Benchmarking Study

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City of Kingston

Report to Mayor's Task Force on Development Process Including Benchmarking Study

1.0 Introduction

The City of Kingston has a unique heritage as the capital of Upper Canada with many historic buildings and neighbourhoods. The City, with its growing population of 123,363 (CSD - 2011 Census) is a major regional economic centre in eastern Ontario and is home to one of Canada's foremost educational institutions, Queen's University, the Royal Military College and St. Lawrence College. The City has a vibrant downtown, its waterfront on Lake Ontario at the entrance to the St. Lawrence River, and its many parks provide recreational opportunities for its residents. Recognizing this, the Mayor and City Council established the Mayor's Task Force on Development to review the City's development processes to ensure that current and future development reflects the community's values and is carried out in an efficient and effective manner which respects the interests and rights of applicants, as well as community stakeholders and the general public. The Mayor's Task Force has initiated this Development Municipal Benchmarking Study, which has the following objectives.

- a) To identify the main issues and concerns respecting the City of Kingston's current development-related processes, policies and practices;
- b) To compare the City's development review processes and practices with the processes and practices in seven comparable Ontario municipalities;
- c) To identify best practices in the comparable municipalities that relate to the identified issues and concerns related to Kingston's current processes, policies and practices and that align with the Task Force's identified focus areas;
- d) To provide an opportunity for applicants, business associations, residents and community organizations who have had experience with the City's development review and building services processes to provide their views in confidence to the Mayor's Task Force;
- e) To provide an opportunity for the City's management and staff involved in development review and building services provision to describe the manner in which they provide their services and to offer their comments and improvement suggestions for consideration by the Task Force; and
- f) To develop recommendations in consultation with the Mayor's Task Force based on the benchmarking research, the comments received from business and community representatives and City management and staff, and to provide these in a report for submission by the Task Force to the Mayor.

GGA • Management Consultants was pleased to be asked by the Mayor's Task Force on Development to assist them with

this important undertaking. This report presents:

- ◆ the findings of the municipal benchmarking research, including best practices;
- ◆ the perspectives on the current development review and building permit and inspection processes of the applicants, including applicants, business associations, residents and community organizations as provided through interviews with the consultant and presentations to the Mayor's Task Force;
- ◆ the perspectives of management and staff as provided through interviews and a completed questionnaire, as requested by the Mayor's Task Force; and,
- ◆ the Mayor's Task Force's recommendations to improve Kingston's approach to development review and building permit and inspection processes based on the benchmarking and other research. An implementation plan for the recommendations is also provided.

Recommendations to improve Kingston's approach to development review and building permit and inspection processes, with an implementation plan, are provided based on the benchmarking and other research.

1.1 Methodology

In pursuit of the Mayor's Task Force objectives, GGA undertook the following methodology, which included interviews, focus groups, data gathering and Internet research, and involved the following initiatives:

- ◆ Meeting with Mayor's Task Force to review methodology and to select municipalities for benchmarking research;
- ◆ Participation in Technical Committee meeting with Kingston managers to gain an understanding of Kingston's approach to development application review and building services;
- ◆ Benchmarking research and interviews with Ottawa, Mississauga, Hamilton, London, Guelph, Kitchener and Belleville;
- ◆ Interviews with directors and managers in Planning, Engineering, Utilities Kingston, Building Services, Parks, Legal, Transit / Transportation and the Chief Administrative Officer regarding Kingston development application review and building permit and inspection processes;
- ◆ Presentations to Kingston staff regarding Mayor's Task Force, its objectives and the importance of the staff survey;
- ◆ Preparation, distribution and analysis of survey to Kingston staff involved in development review, building permit processing and inspection; 55 surveys were distributed and 45 completed surveys were returned;
- ◆ Interviews with Kingston area business representatives relative to their development experience in Kingston and elsewhere;

- ◆ Review of submissions made to the Mayor's Task Force on Development from residents, community organizations, businesses and business organizations;
- ◆ Preparation of draft working paper on Municipal Development Benchmarking and discussion with the Mayor's Task Force;
- ◆ Preparation of draft final Report, including Recommendations and Implementation Plan in consultation with the Mayor's Task Force;
- ◆ Review of draft final Report with Mayor's Task Force, revisions made based on feedback from the Mayor's Task Force; and,
- ◆ Submission of final Report to the Mayor's Task Force for its submission to the Mayor and Council.

2.0 Municipal Benchmarking & Best Practices – Summary Overview of Municipal Development Application Review & Building Services

2.1 Introduction

The Mayor's Task Force on Development considered 15 Ontario municipalities as possible candidates for the benchmarking research based on a range of factors, including:

- population;
- rate of growth;
- whether they were a single tier or two-tier municipality;
- whether they had a university located within their municipal boundaries;
- whether the municipality included both urban and rural areas; and,
- whether the municipality was seen to have significant heritage assets.

Along with these factors, the consultant team identified from its experience several cities that were known to them as having some unique features to their development review and building services processes. Exhibit A presents an overview of the municipalities which were considered and the factors upon which the decision to include them in the benchmarking was based.

Exhibit A: Municipal Candidates for Benchmarking

Municipal Benchmarking Review Matrix: City of Kingston Development Review									
Municipalities	Population urban	Growth (past 5 years)	Single Tier	Two Tier	University	Urban / Rural Components	Significant Heritage Assets	Comments	Selected
Kingston	123,363	5.3	X		X	X	H		
Guelph	121,688	5.9	X		X	X	H	Similar size / characteristics	✓
Hamilton	519,949	3.1	X		X		M	Best Practices	✓
London	366,151	3.9	X		X	X	H	Heritage & University	✓
Belleville	49,454	1.3	X			X	M	E. Ontario competitive for investment	✓
Ottawa	883,391	8.8	X		X	X	H	High growth	✓
Kitchener	219,153	7.1		X		X	M	High growth	✓
Mississauga	713,443	6.7		X			L	Best Practices	✓
Barrie	135,711	5.7	X			X	L		
Markham	301,709	15.3		X			L		
Oshawa	149,607	5.7		X	X		L		
Brantford	93,650	3.8	X			X	M		
Brockville	21,870	-0.4	X			X	M		
Waterloo	98,780	1.3		X	X	X	M		
Cambridge	126,748	5.3		X		X	M		
Burlington	175,779	6.9		X			L		

The following municipalities were selected by the Task Force for benchmarking:

- London
- Hamilton
- Kitchener
- Ottawa
- Mississauga
- Guelph
- Belleville.

Benchmarking information was gathered through interviews, Internet research, and the review of information provided by the municipalities and is summarized in Section 2.2 which follows. Fuller descriptions of each municipality's approach to development application review and building services can be found in Section 3.0. A description of Kingston's approach to development review can be found in Section 3.8 and Appendices A and B and further information on the benchmark municipalities' development application review and building services can be found in Appendix B.

2.2 Summary Findings – Municipal Benchmarking & Best Practices

Development application review and building permit processing and inspection are seen as challenging services to provide by all municipalities. In our interviews with senior staff in the benchmarked municipalities it was clear that it is often difficult to balance the expectations and interests of all stakeholders, including developers, builders, homeowners, (applicants), and community organizations, neighbours to development, future residents and the general public. Like Kingston, all municipalities recognize the importance which development has for the economic vitality and quality of life of their community whether it be the location of a new industrial development, or the provision of housing to meet a growing population and changing demographics. All municipalities indicated that the balancing of these expectations and interests requires good communications between the city, applicants and the community, and that effective communications are critical to the provision of good customer service. All the senior municipal staff who were interviewed emphasized the importance of communications and gave us examples of how they sought to provide ongoing opportunities for discussion and feedback with respect to municipal development application, building permit and inspection practices with stakeholders.

2.2.1 Sustainability, Heritage & Intensification Policies Impact Development Review

City commitments to sustainability, energy conservation, heritage preservation and an increased emphasis on intensification and redevelopment are making development review more complex. For example, Guelph has committed itself to a Community Energy Initiative and incorporated energy conservation goals and policies into its new Official Plan. Applicants are encouraged to incorporate energy conservation in their proposed developments and to link into a district energy initiative, and this is adding complexity to their review process. Like Kingston, all municipalities are committed to heritage and environmental conservation and recognize that preserving heritage and conserving environmentally sensitive areas can contribute to more complex and potentially lengthier review processes.

2.2.2 Municipalities Must Follow Provincial Government Policies

All municipalities noted that the Ontario Government has been actively developing policies which have a significant impact on their review of development applications and limit their scope of decision-making. These Ontario Government policies include the Ontario Planning Act, Provincial Policy Statement, Long-Term Affordable Housing Strategy, Intensification

goals, and the Ontario Heritage Act, amongst others. Applicants may not be fully aware of these provincial policies and that City policies, e.g. Official Plan, and development decisions must comply with provincial policies. Across Ontario infill development, which is supported by provincial policies, is increasing the complexity of development review and public reaction. Provincial policies are not seen by these municipalities as supportive of traditional building / market practices, e.g. single family detached housing and that this is a concern for their development industry as many applicants have concentrated on large scale single housing developments on "greenfield sites". The senior municipal managers we interviewed again emphasized the importance of communications and the importance of using different communications methods including meetings with associations, workshops and seminars and the Internet to provide information on policies and procedures.

2.2.3 Team Approach Important to Delivering Quality Customer Service

Our interviews also found that a team approach, staff development and good management / staff working relationships are important for customer service, consistency in communications and decision-making relative to development applications, building permit approval and inspection processes. Senior managers in several municipalities reported that they are trying to build strong teams where staff work together to process applications, sharing information and discussing planning issues in team meetings. Hamilton has established integrated teams to review development applications with each team including application review planners as well as planners with specialized knowledge in urban design, heritage and landscape architecture. London has established teams with a senior planner as file manager and where together with other municipal staff application review is coordinated with other municipal staff. Ottawa sets up a team for each application and file and Mississauga has established teams on a geographical basis. In Kitchener and Guelph building permits are processed separately from building inspection by different teams of staff so that several staff will be knowledgeable of each permit application and related inspections (e.g. "more than one set of eyes viewing a permit file"). Senior managers, in describing their approach, stated that this team approach encourages the sharing of information, increases consistency in decision-making and code interpretation and is also contributing to positive morale; it also allows staff to present a consistent viewpoint to applicants.

2.2.4 Role of Planning Department & Planner Must be Clear

Municipalities with whom we spoke also indicated that having a clearly defined and explained role for the Planning Department and planner is key to effective and efficient development review. The Planning Department should have the lead role in development application processing. It should bring together the comments of all other departments and agencies relative to an application and should synthesize the comments into a coherent communication to the applicant; others involved in the review should be made aware of this position. The planners should be knowledgeable of city policies and should seek to highlight and resolve any interdepartmental differences of opinion which might hold up review

and eventual approval of the application. The planner, while having his or her own professional opinion, should consult with management and other team members to develop the departmental position relative to each application. London, Kitchener, Belleville, Hamilton and Ottawa all emphasized the importance of team discussion and the communication of the departmental position on a file.

2.2.5 Striking the Right Balance Between Service & Regulatory Responsibilities

All municipalities recognize that City staff have both a service and regulatory role when processing development applications and building permits and carrying out inspections. These senior managers indicated that their staff are encouraged to have a balanced perspective and that a problem-solving approach is beneficial. They have discussions with their staff on how good development supports the local economy and how bad development has long-term consequences and costs for the community. They encourage staff to think holistically relative to the benefits that development brings including needed tax revenue, increased employment, needed reinvestment in deteriorating areas of the City etc. as well as considering the specific details of each application. Where complex development issues are involved these managers encourage team discussion relative to policy interpretation and an “open door” approach to encourage staff to consult with management on application issues.

2.2.6 Well Structured, Transparent Review Processes

London, Ottawa, Hamilton and Mississauga especially emphasized the importance of having well structured, and transparent review processes with supportive guides / manuals and to provide this information through comprehensive and well-designed websites and supportive printed materials. London, for example, uses flowcharts to describe each step in their review processes with each step being supported by a description of associated benefits. Ottawa describes its 12-step process for development application review clearly on its website. London uses Livelink system and Mississauga is implementing an E-plans system to support development review and to track applications.

2.2.7 Clarity at the Start of the Review Process Reduces Issues & Delay

Clarity in initial communications with applicants regarding what is necessary for a complete application, and the identification of the person who can assist the applicant with application processing and communications are key success factors. Hamilton encourages all applicants to visit its business services centre and to speak with one of its business facilitators. The business facilitator explains the development review process and introduces them to a planner who will be the person they will be communicating with throughout the review process. The facilitator also explains that should the applicant experience any problems during the development review process or later during building permit processing and inspection they can call the business facilitator who will arrange a meeting with the planner and other city staff and try to facilitate a solution to the issue at hand. Hamilton also recognizes the importance of the pre-consultation meeting and

seeks to ensure that staff are present and prepared to provide the applicant with clear direction with respect to the City's requirements. London's file manager is the person who oversees all applications and with his or her team is ready to respond to applicant concerns. In Mississauga, a somewhat different approach is taken to ensuring effective communications with applicants. Applicants first meet with an experienced planner in Planning Services for a pre-consultation meeting with appropriate staff who will be involved in the review. All administrative requirements and communications regarding an application are then made the responsibility of a designated coordinator which allows the planners to concentrate their efforts on review of the application. Further Mississauga provides each applicant with a password which allows them to view their application on-line and to review comments which have been provided by the various departments and agencies. In this way they can track the review of their application which reduces the need for the applicant to contact the planning staff for status up-dates.

2.2.8 Prioritization of Applications

The benchmarked municipalities process development and building permit applications on first-in-first-out basis but informally expedite some applications, e.g. applications involving municipal land sales or where there are major potential employment and tax assessment benefits.

Toronto takes a more proactive approach where, based on an initial review, it designates certain applications with major potential employment and tax benefits as worthy of its Gold Star program which gives these applications greater attention and follow-up during the review process. Toronto also assigns both a planner and an economic development official to work together to help coordinate the review process. Kingston has recently revised and improved its review process for employment lands-related development.

2.2.9 Mandatory Pre-consultation is helping to Clarify Development Requirements

All cities, except Guelph and Belleville, have a mandatory pre-consultation meeting as a requirement in place. Guelph is in the process of putting this in place. Like Kingston, these cities view pre-consultation as a positive step in improving the review process and communications with applicants. That said, our interviewees pointed out that holding a meeting was not sufficient. It was also necessary for staff to be informed and prepared to provide sound advice and direction to applicants.

A staff meeting prior to a pre-consultation meeting to develop a consensus position on the application, critical issues and their possible resolution, required studies, etc. was seen as beneficial to ensuring staff are prepared and able to provide clear and consistent direction to the applicant.

2.2.10 Service Centres to Support Customer Service

Service centres can communicate an “open for business” message and provide a welcoming “one-stop shop” for business to access municipal services. Mississauga, Hamilton, Ottawa and Toronto have established services centres staffed with service providers. Hamilton and Toronto in particular promote their business service centres online with complementary e-commerce services. Kingston’s John Counter Boulevard facility provides one location for some business services, but lacks the welcoming atmosphere, signage and meeting spaces. Counter staff are predominantly administrative rather than professional / technical staff with good communications skills.

2.2.11 Well-Managed Heritage Review Processes & Delegation of Authority

All municipalities recognize the importance of heritage conservation and are seeking to follow provincial direction with respect to preserving both built heritage and cultural heritage as defined by the Heritage Act. All cities we benchmarked have a Heritage Committee which acts in an advisory role on heritage related policies. In most cities the Heritage Committee is involved in the review of some but not all heritage related development applications. Prior to review of any application the Heritage Planner makes available to the Heritage Committee his / her analysis and recommendations. Ottawa has developed guidelines as to what should be included in a formal Heritage Impact Statement.

Increasingly, there is a trend to delegation of authority to the Director of Planning such that only the most significant heritage applications are reviewed in detail by the Heritage Committee as mandated under the Ontario Heritage Act, e.g. applications to demolish a designated or listed heritage building. Hamilton, Guelph, Ottawa, London are among the cities where such delegation has taken place. In all cities review of an application by their Heritage Committees takes place at one meeting with few exceptions. Staffing to support heritage – related review is highest in cities with major heritage asset portfolios. Ottawa has two heritage planning staff, Kingston has three, the other cities have one heritage planner.

2.2.12 City Website – Very Important Communications & Customer Service Tool

London, Mississauga, Hamilton and Ottawa have particularly well-developed and comprehensive websites to support their development application review and building permits. Processes are comprehensively described and include flowcharts with manuals and guidelines detailing each step to be followed. It is easy to find the development review application and building permit information and there is ready access to application forms and information on municipal requirements for different types of reviews. The best websites differentiate amongst the different types of applicants and tailor the information to their specific needs and experience.

Separate application streams for the different types of applicants include: for development – separate webpage streams for developers, home owners, and business owners, and for building permits – homeowners, developers, commercial

applicants, and institutional applicants. Information is also separated by type of application: subdivision approval, site plan approval, rezoning etc.

The best city websites have inviting, convivial graphics and formats with ease of navigation supported by “hotlinks” to other relevant webpage information. The best websites provide access to other supporting collaterals e.g. design guidelines with colour illustrations and examples of completed applications and standard technical drawings for common building permit applications (decks for example). Ottawa and Hamilton have gone further and provide videos explaining city processes e.g. Hamilton -Committee of Adjustment, and city development policies e.g. Ottawa - Benefits of Intensification. Kitchener's website provides access to geographic information system based mapping to support application preparation.

2.2.13 Building Services Provision Supported by Teamwork & the Increasing Use of Technology

Excellence in building services provision is supported by effective teamwork, improved technology and communications. The building services managers with whom we spoke emphasized the importance of customer service as well as consistency in applying the Building Code. All municipalities are seeking to exceed provincial standards for permit processing and inspections. All municipalities have invested in computerized systems to track permit processing and inspections. These municipalities are using AMANDA as their preferred system with the exception of Belleville which currently is using ESRI but is moving to use City View, and Ottawa which is moving to AMANDA from an in-house system. Kingston uses CityView for this purpose. Inspections are scheduled online and / or through a call centre or administrator in Guelph, Mississauga, London, Kitchener. Hamilton and Kitchener have provided their building officials with laptop computers so that inspection reports can be completed online from the building site. Mississauga will provide laptops to their staff as they roll out the E-plans system. Ottawa is currently piloting use of laptops with their building services staff.

Building services managers indicated that staff development and teamwork were key to maintaining consistency in Ontario Building Code interpretation. Orientation programs for new staff, procedures manual, job shadowing and mentoring by supervisory staff and ongoing discussions of Building Code issues and cases both in team meetings and on site were seen as important in supporting consistency, good communications and customer service. Kitchener promotes a team approach under the “pillars” – Communications, Customer Service, Technical Capability, Health and Safety in Workplace, and Fun. Ottawa has established a Building Official Internship Program – a 2-year program to train building officials internally, in addition to the provincial certification required.

Communications with the industry deemed to be very important. Kitchener managers meet with the industry monthly – “Want to be open and honest. If we make mistakes we admit them and make changes”. Hamilton meets with each of its large builders and develops a technical binder related to each major building / housing development which includes key

information on building code matters related to the permit and sets out requirements. The binder is then used as a guide by both builder and inspector.

2.2.14 Application Management, Online Access & Filing of Applications Receiving Increased Attention

All cities use computerized information systems to track their building permit applications and inspections. All benchmarked cities are using AMANDA software with the exception of Ottawa and Belleville. Ottawa has just purchased the AMANDA system to replace an in-house one. Belleville is currently installing CityView, which is used by Kingston. Using Livelink London monitors the processing of development applications against performance standards which it publishes on its website and seeks to exceed provincial standards established by the Ontario Planning Act. Guelph has been monitoring and tracking site plan applications, including turnaround time, meeting provincial time standards and the time the application is with the applicant versus the City. Hamilton, Mississauga and Ottawa use staff time sheets to track and monitor review activities and to set fees.

Mississauga is the most advanced in providing online access to applicants to track their applications on-line. Applicants can access their application on the city's website using a password to maintain confidentiality. They can monitor the status of their application and view departmental review comments online which has the added benefit of reducing the number of calls made to the City's Planning Department to check on the progress being made on their application. Further Mississauga's departments and agencies can submit their comments electronically. These departments and agencies can see each other's comments on-line and the planner seeks to resolve any interdepartmental issues before releasing the comments on-line to the applicant. Mississauga is developing the capacity to allow applications to be submitted online through the City's website so that "red-lining" on plans can be carried out and shared electronically. London, Hamilton and Ottawa are also moving in this direction.

Section 3.0 provides further detail on how each municipality provides its development application review and building services, including best practices.

3.0 Municipal Benchmarking – Development Review & Building Permit Processing & Inspection Services

This section of the report provides a description of the approach taken to development application review and building permit processing and inspection as carried out in each of the seven municipalities selected by the Mayor's Task Force for benchmarking. Information is also provided on the City of Kingston's development review and building services processes for reference purposes. The best practices evident in each city are summarized at the end of each description. (See also Appendix B for additional information on each city's practices).

3.1 City of Hamilton

3.1.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011
Subdivision Development Applications	N/A	5	10
Site Plan Applications	N/A	161	189
Zoning By-law Amendments	N/A	51	81
Official Plan Amendments	N/A	16	23

3.1.2 Departmental Roles, Development Review & Building Services Processes

3.1.3 Development Review

- ◆ The Hamilton Planning Department receives and coordinates the processing of all development applications with Engineering and other relevant city departments (see Organization Chart, Appendix C). Applications are not accepted unless the applicants first go through a formal pre-consultation process; this is mandatory.
- ◆ Concept plans, draft proposals, preliminary submissions are submitted to the Planning Department for a mandatory pre-consultation. Planning staff circulate to all relevant departments and comments are requested within three weeks. The City of Hamilton has established a Development Review Committee (DRC) which consists of all departments responsible for land development application processing (Engineering, Forestry,

Parks, Legal, Planning, Fire etc). The City of Hamilton maintains very strict timelines and ensures that there is a maximum 4-week turnaround from the date of application to the DRC meeting. The DRC meetings are scheduled for every Wednesday at hourly increments. Staff from the pertinent departments attend the DRC and the applicant is invited. A form is completed outlining the various concerns and comments from each department and the form also outlines the need for support studies for a formal application together with requisite fees. The owner / applicant and all departments sign the form. This form has to be included with any development application. Minor applications or revisions to previous applications can be exempted from the DRC Pre-consultation process. The DRC also deals with Site Plan approvals in much the same manner.

- ◆ Formal planning applications are processed by the Planning Department; currently the City is divided into west and east development sections and the manager of the section is the team leader who coordinates application review and distributes files amongst team members. Depending on the complexity, the file is initially processed by a Senior Planner, Intermediate Planner, Planner or a Planning Technician with input from other team members. Each team consists of the section manager (Senior Planner), Intermediate Planner, Planner and a Planning Technician. Recently each team has been expanded to include an Urban Designer, an Environmental Planner and a Heritage Planner. The use of these “complete planning teams” provides for increased mentoring opportunities amongst experienced and less experienced staff and ensures that there is coverage on individual files when team members are away on vacation or other form of leave. Where there are multiple applications associated with the site, e.g. OP amendment, Site Plan, the same individual is asked to handle this file in order to bring continuity to the process. With all planning applications having to go through a Pre-consultation process the City can quickly determine whether or not an application is complete and ensure that all the requisite studies have been included. The application is circulated to other departments and agencies with comments expected within a 30-day period. Notice also goes to the Ward Councillor and to all property owners within a 120-meter radius. A Public notice sign is also erected on the property.
- ◆ A departmental position relative to each application is taken and signed off by the Director of Planning. Individual planners are encouraged to provide their comments and to assist in problem-solving with applicants. However, they make it clear that they cannot speak for the department and that given the complexity of each file that there will be discussion of any contentious issues amongst the complete planning team. Meetings are held on a regular basis each month to discuss specific files and any particular issues that need to be addressed relative to a file. In this way, the direction provided to the applicant at the pre-consultation meeting and following receipt of the complete application reflects the collective view of the team and the department.
- ◆ Planning staff endeavour to follow-up with agencies to ensure comments are submitted as quickly as possible. Comments received are automatically circulated to the proponent.

- ◆ Upon receipt of comments Planning staff convene a meeting with the owner and agents and try to resolve issues or concerns. Typically within 90-120 days a report is prepared for consideration at Planning Committee. The staff report, the applicant presentation and delegations from the public are presented at the Formal Public Hearing before the Planning Committee.
- ◆ Hamilton has an internal tracking system used by planning staff to keep track of development applications. The tracking system and its information, however, are not accessible to the applicant or the public.
- ◆ The City of Hamilton has very effectively and efficiently streamlined the Site Plan process. In the past, like most municipalities, Hamilton required a full submission including, Site Plan, Grading and Servicing drawings, Landscaping, Lighting, Stormwater Management and a complete set of Building Elevations. These would then be reviewed by the various Departments, changes made and coordinated by Planning staff and returned to the applicant for negotiations and revisions. This was a cumbersome time consuming process, which resulted in significant delays and costs to the industry. For example, the removal of one parking space on a site plan triggered revisions to all of the drawings and the need for a full re-submission of everything.
- ◆ In an effort to streamline the Site Plan process, the City of Hamilton has modelled it to generally follow the Draft Plan of Subdivision process. The City established a Development Review Committee (DRC) which consists of all the Departments involved with Land Development matters (Zoning, Building, Legal, Planning Recreation & Parks, Fire, Growth Management) etc. This Committee meets every Wednesday and deals with development requests, new development applications and site plan approvals. The process is coordinated by the Planning Department; applicants are required to complete a form and there is a municipal application fee for this process. A key aspect of the streamlined site plan approval process has been the delegation of approval authority to the Director of Planning and Manager of Development Planning. For initial Site Plan submission, applicants are required to provide a Site Plan, a preliminary Grading Plan and Building Elevations. No other drawings are not necessary at this time. The Planner responsible for the file, circulates it to other members of the DRC and if necessary to outside agencies. Comments are required within 3 weeks. This response time is mandatory and one of the key cornerstones resulting in the success of the Hamilton Site Plan process. The comments are circulated to the applicant, and the applicant is invited to a subsequent DRC meeting. Applications are scheduled every hour and the drawings are reviewed and any necessary changes or concerns are marked on the drawings. The City has a standard form 'Site Plan Conditions' document which contains a list of standard site plan conditions. At the conclusion of the review the DRC and the applicant go over all of the standard conditions and identify with a check mark those conditions which apply, including any special conditions. The applicant then leaves the DRC meeting with formal Conditional Site Plan Approval. Owner/agent is sent a letter outlining the conditions and a copy of the stamped, redlined approved plans and is required to sign, date and return a copy to the Planner

within 5 days. Approval is good for one year. Hamilton prides itself on giving such site plan approval generally within a 4-week turn around period.

- ◆ Following receipt of Conditional Site Plan Approval, the applicant is responsible for satisfying the identified Conditions of Approval. This will typically involve revising the Site Plan in accordance with the comments received and then submitting the Grading, Servicing and Landscaping drawings to correspond with the approved Site Plan. The applicant's various consultants work with their municipal counterparts in finalizing and fine-tuning their respective drawings. For example a Consulting Engineer will work with Public Works staff in finalizing the grading and servicing details while the applicant's Landscape Designer works with their municipal counterparts in finalizing the landscaping components. All are working from the same approved site plan and thereby multiple submissions are eliminated and the onus is on the applicant to prepare all final plans and drawings and to satisfy all the conditions of Site Plan Approval. Zoning conformity is an integral part of the Conditions of Site Plan Approval, and if variances are involved, a standard condition is to obtain variance approval. The applicant is provided a degree of certainty with Conditional Site Plan Approval in that all variances have been identified and can be dealt with following Conditional Site Plan Approval. Under the previous system, variances were the last thing to be obtained and could not be applied for until formal Site Plan approval had been issued leaving uncertainty for the applicant. Now, with Conditional Site Plan approval, the Site Plan will not change further and no additional variances would be created.
- ◆ When all site plan conditions have been satisfied, these are reviewed by the Planning Department. A Site Plan Agreement generally is not required, as the owner signs an undertaking on the actual face of the Site Plan. Any Special Conditions of Site Plan Approval are also included within this undertaking. Securities are provided for the site works, and the applicant has a choice between providing securities based on a lump sum calculation using unit costs for servicing, asphalt, curbing and landscaping, or alternatively, can provide the City with a detailed cost estimate in order to determine the value of securities. Upon receipt of final plans with a signed undertaking and securities, the Planning Department then issues final Site Plan Approval and immediately forwards a memorandum to the Building Department indicating that Site Plan Approval has been obtained and that Building Permits can be issued.
- ◆ The Hamilton Site Plan process works very well, and helps eliminate delays and unnecessary costs for the development industry and duplication of work for planners. Multiple submissions are avoided and Site Plan applications are processed more quickly. Most of the delays encountered are as a result of the applicant having to complete final plans and obtain clearances for the Draft Site Plan Conditions. The City of Hamilton also has different fees and processes dealing with modifications to existing Site Plans and/or exemptions.

3.1.4. Heritage-Related Development Review Process

- ◆ Applications for renovation or alterations to a designated or listed building are reviewed by the Planning Department and by the Heritage Planner who is a member of the Development Review Committee. The Director of Planning has been given delegated approval authority for all alterations and renovations under a municipal bylaw. Only applications involving demolition or new construction in a heritage district, or involving a dedicated building, go to the Heritage Committee for review. The Heritage Committee, composed of two City Councillors and volunteers, is an advisory committee to the Planning Department and Council. It is predominantly involved in providing comments on policies and when demolition or new building construction is involved.

3.1.5 Public Involvement in Development Review

- ◆ Hamilton has a Public Consultation Policy relative to applications for Official Plan Amendments, Re-zonings and new Plans of Subdivision. Following receipt of a complete application notice is sent to all property owners within 120m, as well as the Ward Councillor, explaining the nature and effect of application(s), with a request to advise Department of any concerns or support for the application(s) within 21 days. Concerns are addressed in staff report a copy of which is forwarded to all respondents within one week of the Public Meeting date. Alternatively, the applicant can hold a Community Information Meeting prior to submission of the application where Manager of Development Planning, Ward Councillor and all property owners within 120m have been provided individual invitations. Applicant is required to submit requisite documentation (e.g. minutes, comment cards, list of attendees, etc.) with formal application. This enhanced public participation process contributes to a collaborative approach which recognizes the interests of all parties in an effort to reconcile conflicts.

3.1.6 Key Operational Issues Impacting Application Process & How they are Being Addressed

- ◆ The mandatory pre-consultation process ensures that complete applications are submitted and thereby allows the City to maintain the timelines established under the Planning Act. Most departments co-operate and development applications are given immediate review and processing. The use of the DRC has really streamlined the development approval process and the applicant can meet with all the departments at one sitting and resolve issues to the satisfaction of the departments.

3.1.7 Management of Development Review Process & Performance Measures

- ◆ Applications are tracked internally by the Planning Department. Staff also complete timesheets and charge their time to each project. This allows the Project Managers to properly track both staff involvement and processing of application. Planning applications fees are based on a summary of yearly time sheet information. Fees are adjusted accordingly.

- ◆ Hamilton Site Plan process is unique in that it is treated the same as the Draft Plan process. Applicants submit Grading Plan, Site Plan and Building Elevations which are reviewed by the DRC and within 4 weeks Conditional Site Plan approval is issued. At the DRC meeting a form letter containing standard Site Plan conditions is prepared so that at the end of the DRC meeting the applicant walks away with formal Conditional Site Plan approval. The onus is on the applicant to prepare final Landscaping, final Grading and Servicing Plans and work with each department to get the approval and clear all conditions to get final Site Plan approval. We are not aware of any other Municipality in Southern Ontario that processes a Site Plan and grants conditional approval within a 4-week period.
- ◆ Hamilton has a complement of 53.5 management and planning staff involved with development review (see Organization Chart Appendix C).
- ◆ City of Hamilton also has Business Facilitation staff that are responsible for troubleshooting applications and addressing application processing difficulties. In essence they operate similar to an Ombudsperson in that they help expedite processing, coordinate problem solving and reduce delays. These staff are part of the Planning Department but operate independently and deal with many issues, including development application processing, Zoning issues, Licensing, and others. The Facilitators are experienced planners with good communication and mediation skills. The Facilitator position is seen as a stepping stone for career advancement. These staff have been instrumental in reducing planning approval delays and coordinating problem solving.
- ◆ Hamilton has established a “one stop” business centre and services to assist business to access City services including preparation of development applications, building permits and business licenses. The Business Facilitators are located in the centre and the centre is located on the first floor of City Hall where it is very visible to the public. Also, City staff are accessible in the evening once a week to receive building permit applications.

3.1.8 Building Services

- ◆ Hamilton's Building Services Division provides permit processing, including plan review, zoning review, as well as building inspection services. Developers and builders can submit their application for a building permit in the business service centre. Hamilton does not have a totally online permit application capability, but is moving in this direction. Applications are recorded in Amanda. Developers and builders can check the progress on the review of their plans and on the completion of inspections on line. Applications for sign permits will be on-line within the next few months.
- ◆ Building inspection can be scheduled by contacting the dedicated call centre for Building Services, or by contacting inspectors directly via their cell phone. The process is currently being changed to ensure that all

contact is with the call centre and then forwarded by the call centre to the inspectors. This is being done to facilitate record keeping, follow-up on delays and to facilitate performance monitoring relative to customer service standards. Hamilton has established customer service standards and has published these on-line and is monitoring its performance against them. While provincial regulations require inspections within a 48-hour timeframe, Hamilton has established a performance measure of completing inspections the same day if the request has been received by 12 noon of that day.

- ◆ Building inspectors use tablet computers to complete inspection reports on site and to file their reports electronically immediately. This allows builders to review the status of their inspections on-line at anytime of the day or night and schedule their construction work accordingly.
- ◆ Hamilton recognized that ensuring continuity of decision-making relative to the Building Code is a complex matter and one which requires continuous attention. Each month management and staff get together to review specific permits and construction activity and discuss any issues which may be causing conflicts in interpretation between the applicant and his advisors and the building inspector. Discrepancies which have been identified in communications between the Chief Building Official and an applicant are also discussed in these meetings and the appropriate interpretation is discussed with staff. Information on the interpretation relevant to these discrepancies or other technical issues are provided in a written form which is included in staff binders. This information is also provided on a regular basis to the Home Builders Association. For large builders the Building Services Division will meet with the builder and together they will assemble a technical binder which details all aspects of the buildings to be constructed and their relationship to the Building Code requirements. This binder is made available both to the inspection staff, as well as to the builder. The preparation of these binders and the common understanding which has evolved as a result of the collaboration between Division and builder has streamlined the inspection process for large housing developments. Builders have embraced this process after some hesitation and now a majority of Hamilton's larger builders have technical binders for their developments.
- ◆ Hamilton Building Services management are committed to the development of their staff and each supervisor job shadows each of their inspection staff on a regular basis to help them improve their inspection and interpretation of the code under different circumstances. Four of the Division's senior staff have completed the Ministry of Housing's Building Code Facilitators Program and provide in-house training for plan review and inspection staff.
- ◆ Hamilton has a process whereby an application for site plan approval and an application for a building permit can be undertaken concurrently. The City has put into place a process whereby if conditional site plan approval has been provided, a conditional building permit will be issued which will allow for the installation of foundations and in some cases building structures prior to complete approval of the site plan. Developers / builders are required

to sign a legal agreement, pay a security fee and agree to remove any construction if the Site Plan approval is not forthcoming. This process is viewed positively by the developers and builder communities.

- ◆ Building Services has 85 staff located in 3 sections – Building Inspection, Engineering Review and Zoning Review, and also support on a rotational basis the staffing of the One-stop Business Service Centre.

3.1.9 Best Practices / Features of Development Review & Building Services Processes in Hamilton

- ◆ Team approach to application review by Planning staff – “complete planning team” including 4-level hierarchy of planning positions and specialists, including heritage planners, environmental planners and urban designers.
- ◆ Departmental position established on all planning applications and signed off by Director.
- ◆ Very timely development review process.
- ◆ Extensive use of the DRC to expedite development applications and to coordinate municipal departments.
- ◆ Fixed scheduling of DRC meeting (every Wednesday).
- ◆ Mandatory pre-consultation.
- ◆ Highly efficient site plan review process which gives applicants assurance that their applications will be accepted if conditions are met, and a process which limits the requirements to change all documents as a result of a change requested by one department to their part of the application.
- ◆ Business Facilitators to mediate and resolve conflicts between applicants and City staff.
- ◆ “One-stop” business service centre to assist business and developers to access City services, including development-related and building services (see below webpage describing Hamilton’s One-stop approach).
- ◆ Concurrent site plan and building permit processing permitted and conditional site plan approval supported.
- ◆ Established and publicized performance standards for building permit processing and inspections.
- ◆ Effective communication with builders, e.g. the development of technical binders for major construction / development prepared cooperatively to act as a reference during the construction and inspection process.
- ◆ Building inspectors use tablet computers to complete inspection reports on site and to file their reports electronically immediately.

Exhibit B: Hamilton One-Stop for Business & Development Web Pages (<http://www.hamilton.ca/CityDepartments/PlanningEcDev/OneStop/>)

City of Hamilton - Planning & Economic Development

One-Stop for Businesses

[Print](#)

One-Stop for Businesses

WHAT: Free resources, consultation and assistance for small business owners who are looking to open or expand.

WHO: Small business owners, entrepreneurs, Real Estate Agents, consultants and new or expanding businesses.

WHY: Helping businesses understand what they need to do BEFORE they OPEN or EXPAND, which helps them:

Save Time and Money: Access key resources at one location.

Make Informed Decisions: Know the timelines, required applications, costs and processes for starting or expanding your business.

Get the Right Resources: Access customized resources, key contacts and information to moving your business forward faster and more efficiently.

WHERE: First floor at City Hall (71 Main Street West, 1st Floor).

MORE: One-Stop for Business' three key services include:

Planning Application Assistance: (Business Facilitation)

- Step-by-step guidance on how to navigate through the municipal processes from the start to end of your business project (business location expansion or new building).
- Understand the development approval requirements and processes and make it easier for business decisions to be made and faster to receive approvals.
- Business Facilitators will work with City planners to find creative solutions and facilitate development and guide businesses through the clearing of Site Plan Approval conditions
- Access information, advice, mediation, and problem solving.

Small Business Assistance delivered by Small Business Enterprise Centre (SBEC):

- Provides assistance for aspiring entrepreneurs and those already in business.
- Access to qualified business consultants who will help with the review and development of business and marketing plans, advice on incentives and financing programs, rules and regulations for business.
- Access to professionals program; clients can register to meet one-to-one with a business banker, accountant, lawyer and marketing professional.
- One-stop business resource area; featuring directories, demographics, wireless internet and two client research computers.
- Business registration (Master Business License) assistance for sole proprietorships and partnerships.
- Business networking opportunities and private consulting rooms.
- Community service provider for the Canadian Youth Business Foundation (CYBF), Summer Company Program and Self Employment Benefit Program for the City of Hamilton Community Services Department, Employment and Income Support Division.

Business Licensing:

- Understand if your business needs to be licensed.
- Find out what your business needs to become licensed.
- Get your application processed.

Contact Information

City Hall
71 Main Street West (Main Floor)
Phone: 905-540-6400

Online Services

- [BizPaL](#) (Identify permits and licences for your business)
- [Online Building Permit Query](#)
- [Customer Feedback Survey](#)
- [Request a Zoning Verification](#)

YouTube™ Videos

- [Before You Open Your Business](#)
- [Starting A Business in Hamilton](#)
- [Getting Your Business Licensed](#)
- [Small Business is Continuing to Grow](#)
- [Obtaining a Zoning Verification for your Property](#)

To view more videos, visit our [InsideCityofHamilton YouTube™ Channel](#)

Things You Need to Know

- [Application Forms](#)
- [Maps](#)
- [Publications](#)

Most Requested Info

- [More Resources for Business](#)
- [Building Permits](#)
- [Committee of Adjustment](#)
- [Fees for Business Licences](#)
- [Official Plans](#)
- [Understanding Building Permits for Small Businesses \(Change of Use\)](#)

<http://www.hamilton.ca/CityDepartments/PlanningEcDev/>

City of Hamilton - Planning & Economic Development

Planning and Economic Development (PED) Department



[Print](#)

Welcome to the City of Hamilton's Planning and Economic Development Department. This Department works to provide healthy communities, economic growth and opportunities and develops strategies and plans to shape the look and overall design of the City. You'll find a wide variety of resources and information regarding animals and pets, municipal by-laws, building permits, zoning, tourism, Business Improvement Areas, parking, infrastructure planning, business licensing, heritage permits and municipal planning and approval processes.

To help you navigate through all of this information, we've organized our resources to meet your needs as a business owner, developer, resident or visitor. Please select the category that best fits you.

Resident



Developer

**Business
Owner**



Visitor

Want to better understand our processes, resources, services and events? Watch a collection of short [videos](#).

3.2 City of London

3.2.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011
Subdivision Development Applications	3	4	5
Site Plan Applications	85	105	121
Zoning By-law Amendments	37	28	36
Official Plan Amendments	4	5	9

3.2.2 Departmental Roles, Development Review & Building Services Processes

3.2.3 Development Review

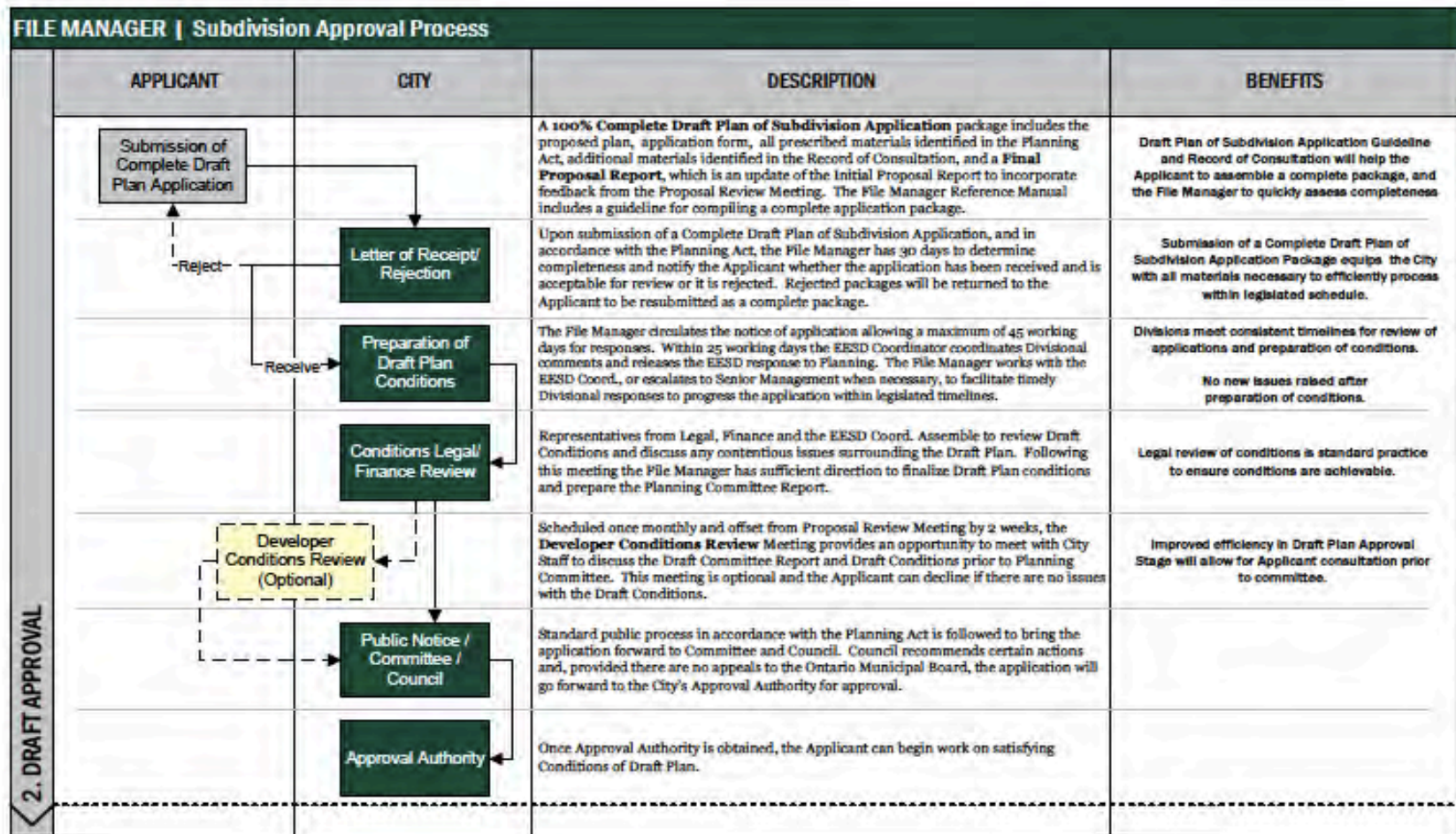
- ◆ The City of London processes a full range of development applications similar to most Southern Ontario Municipalities
- ◆ There are three service areas that are coordinated to address planning and development approvals in London - Development Services, Planning, and Engineering. Development Services is involved with the review of site plan, subdivision and consent applications, as well as processing building applications. Processing minor variances will soon be moved to Development Services from Planning. Planning is responsible for processing Official Plan and zoning amendments, as well as developing planning policy. Planning management and staff complement is 44.
- ◆ Every application that is processed in Development Services is assigned a File Manager – there are two staff persons in this role, one for the east of the city and one for the west. Their role is to coordinate the City review and comments and to keep the review process moving. They are also responsible for the “big picture” – workload, consistency of comments etc. Reporting to each File Manager are two planners, a landscape architect, a site plan officer and technical support person who work as a team. This process has been in place for a few

years. There was a buy-in and adjustment period, and the system is still not without issues. However, it is improving as the “cultural shift” is made.

- ◆ The file management system and the steps in the development application review process are well documented on the City's website:

Exhibit C: File Manager System London – Example from Subdivision Approval Process

(http://www.london.ca/Planning_and_Development/Development_Approvals/PDFs/FM_Process_Map_No_cover_FINAL.pdf)



- ◆ Calls coming in on applications are logged in AMANDA however, so all staff are aware of previous comments to the applicant during any subsequent contact.
- ◆ London uses Livelink to store applications, plans, comments etc. electronically; these can be viewed internally but not by applicants or the public. The City is moving in the direction of making more information available externally.
- ◆ London also uses AMANDA extensively in the Building department to keep track of building permit applications, however, not too much in other areas. The City realizes they are not using AMANDA to its full potential and have plans to develop it further.
- ◆ Councillors get circulated applications within their wards. Generally councillors deal only with the manager/directors and avoid staff contact in regards to development applications.
- ◆ Inquiry: Applicant comes in and gives a high level overview of the proposal. City advises what the process will be and what they will require to do.
- ◆ Proposal/Pre-application: Applicant submits a proposal in writing and this initiates a mandatory pre-consultation procedure. The City commits to responding within 2 weeks with any issues and requirements (basically staff's opinion on the proposal). A meeting is held with a written summary produced. This ensures the City requirements are clear and avoids "surprises" e.g. unanticipated requirements later in the process.
- ◆ The applicant then makes their application and City commits to processing a re-zoning within 3 to 4 months and an Official Plan Amendment within 6 months (the average processing times are less than the statutory requirements).
- ◆ The site plan review process is very straightforward and the process is streamlined. The subdivision process by its nature tends to be more complex.
- ◆ The Environmental & Ecological Planning Advisory Committee (EEPAC), Transportation, Heritage Advisory, and Agricultural Committees are volunteer advisory committees that report directly to council. There is a staff person assigned to each committee. Selected applications are reviewed by the committees based on the nature of the application. Typically the City finds there are not too many issues.
- ◆ Plans are sent to committees such as Environment for review but committees are aware of the tight schedule for review; if their comments are not received in time for the next review committee meeting, they are not considered.
- ◆ London has an Urban Design Peer Review Panel made up of volunteers. They review those applications which meet certain criteria (currently approximately 50 per year). The Panel has an advisory role to staff. Initially

applicants were somewhat concerned but they have come to see the benefit. Council is more inclined to approve an application that has had objective review and applicants value the level of input from senior professionals they receive at no cost. The comments from the Panel are advisory not binding.

3.2.4 Heritage-Related Development Review Process

- ◆ London has a Heritage Review Committee which is an advisory committee on heritage policy and reviews applications for demotion or major renovations of Part IV designated buildings. London has 4 heritage districts with a 5th district (Downtown) with 300 Part IV designated buildings.
- ◆ The Committee is supported by a Heritage Planner. Applications (one or sometimes two a month) are reviewed at one meeting and advice incorporated in a Planning Department report to Council. The Director of Planning has delegated authority for all other types of heritage-related applications. The Heritage Planner can sign off on minor applications, e.g. window, roof changes. The Planning Department has retained a consultant to develop policies on cultural landscape preservation.

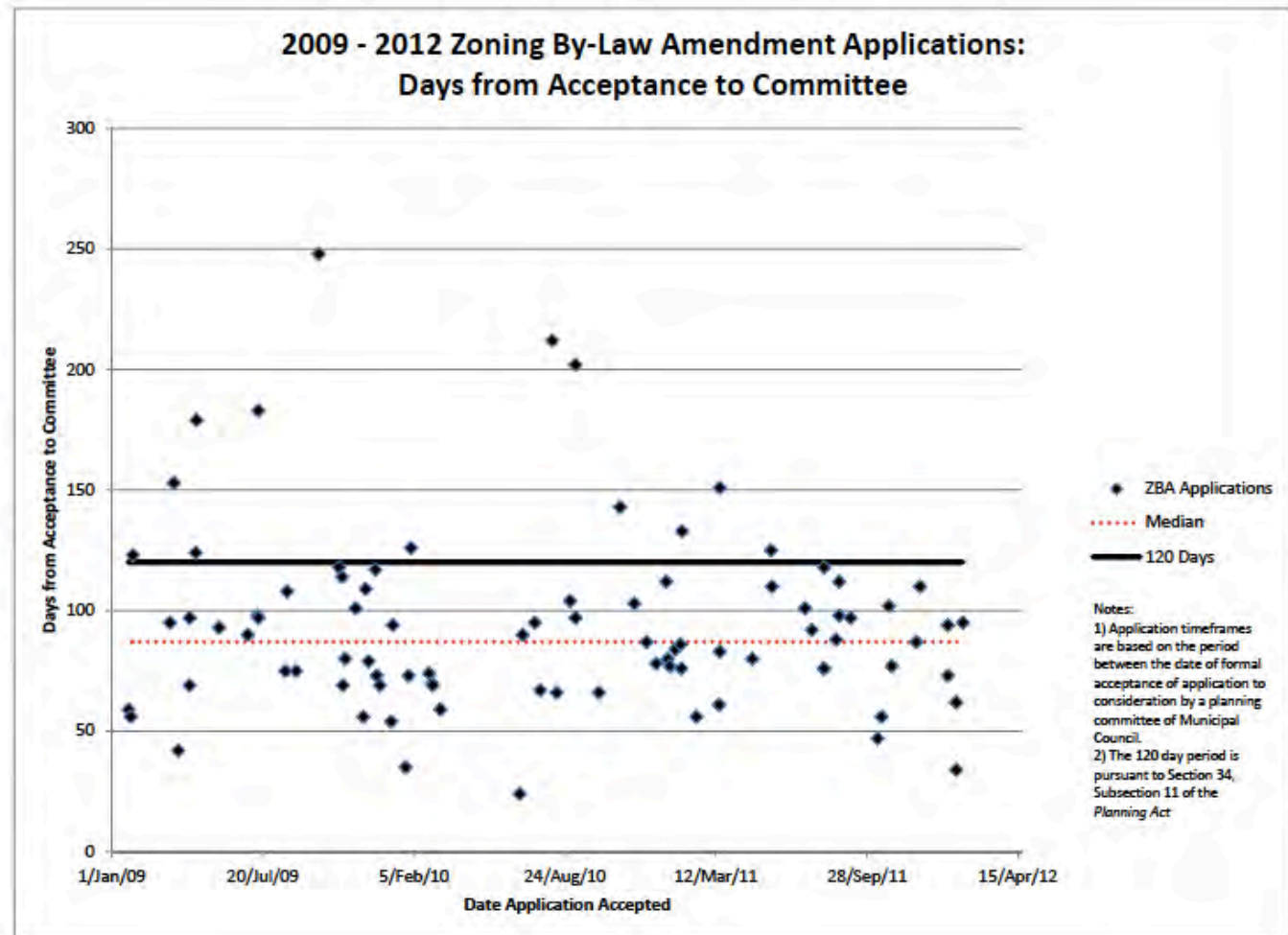
3.2.5 Public Involvement in Development Review

- ◆ Public participation in the development review process is encouraged through committee participation and through public meetings.
- ◆ Depending on application, applicants are encouraged to have a neighbourhood/community meeting early in the process.
- ◆ Public meetings are held at end of approval process in front of council.

3.2.6 Key Operational Issues Impacting Application Process & How they are Being Addressed

- ◆ London does not prioritize applications and does not have a fast track process – “all applications are expedited”.
- ◆ London has performance targets for the timing of application processing based on provincial standards and monitors progress against these time standards. This is particularly the case of OP amendments and rezoning applications where they monitor all applications and review those applications which are “outliers” (applications whose timing deviates significantly one way or the other from the median time taken for all applications) to assess factors leading to delays or too rapid an approval (see Exhibit D).
- ◆ London is moving toward e-services to attempt to expedite applications.

Exhibit D: 2009-2012 Zoning By-Law Amendment Applications: Days from Acceptance to Committee (An Example of Performance Monitoring)



Source: City of London

3.2.7 Management of Development Review Process & Performance Measurement

- ◆ Planning monitors the length of time to process applications for OP and rezoning and analyzes the results. This analysis is of both types of outliers – those applications which were processed quickly and those that have taken a longer time. Those applications which were processed quickly are analyzed both for best practices and to ensure due diligence was done. The applications which took longer to reach the approval stage are examined to see if they could have been expedited in some way.

3.2.8 Building Services

- ◆ London is moving towards a fully-automated on-line application system for building permits. Currently, permit applications for semi-detached, row and single detached houses, as well as minor plumbing applications can be applied for on-line. Otherwise applications can be submitted by mail or in-person to the Building Department. London seeks to achieve Ontario standards relative to performance, e.g. 48 hours for inspections.
- ◆ London offers a special 3-day permit processing service for residential permits. This permit costs an additional 50% fee premium and is subject to staff availability. Staff tend to complete permit review on these applications as overtime off site.
- ◆ Inspections can be scheduled in two ways, either through an interactive voice recording system where the applicant is given a 2-digit code and pin number which relates to their inspection request, or they can call a customer service representative.
- ◆ Inspectors have a specific geographic area for which they are responsible. Inspectors are mostly college graduates trained in building inspection and construction. Trades qualifications are not a requirement.
- ◆ Rotation of plans examiners and inspectors has decreased complaints from the development community and increased communications between plans examiners and inspectors relative to applications and common problems of code interpretation.
- ◆ London is seeking to improve consistency of code interpretation through training and monthly staff meetings. Also Building Services prepares a list of the most common deficiencies identified on plans in the previous year. This is discussed with staff and then forwarded to the London Home Builders Association. Also have implemented random audits of inspections by managers and supervisors.
- ◆ London allows applicants to apply for a site plan and building permit at the same time. Based on receiving conditional site plan approval, applicants are able to include a foundation permit and begin construction. In some cases this has been extended to allow construction of the shell of a building. Process is working well.

- ◆ Has a reserve fund which is based on 30% - 50% of annual operating costs; will be increased in November through fee increases.
- ◆ Building permit fees payable on line but not development charges.

3.2.9 Best Practices / Features of Development Review Process & Building Services in London

- London requires an early mandatory pre-consultation, together with the submission of complete applications prior to formal development application review to ensure that all development issues and requirements are identified early on and to inform applicants what is required to gain approval of their applications.
- London has designated file managers who coordinate development review with a supportive team approach.
- London monitors its application processing against published performance standards and uses the information for management purposes.
- London tracks and reviews applications as a whole relative to the time taken for processing as a means to improve their review process and also to ensure due diligence is undertaken. e.g. OP and zoning amendments
- London has an Urban Design Review Panel made up of professionals from the community who volunteer. Selected applications are referred to them for comment, which is seen as beneficial and to provide additional input on design issues which can sometimes be contentious.
- London's Official Plan and zoning application processing is timely and expeditious and most applications are processed well within provincial standards.
- Offer 3-day building permit processing, subject to additional fee.
- On-line submission of building permit applications for semi-detached, row and single detached housing and minor plumbing, and moving to fully automated online application.

3.3 City of Mississauga

3.3.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011
Subdivision Development Applications	4	1	6
Site Plan Applications	212	180	201
Zoning By-law Amendment and /Official Plan Amendment Applications	16	16	19
Zoning By-law and Official Plan Amendments	52	26	21

3.3.2 Departmental Roles, Development Review & Building Services Processes

3.3.3 Development Review

- ◆ The Mississauga Planning Department has a mandatory pre-consultation process (which can be waived if not deemed necessary). Applicants first visit Planning Services Centre (PSC) to discuss their proposal. - PSC is staffed with senior planners with extensive experience. For potential site plan application a pre-consultation (preliminary meeting) is scheduled with the PSC Planner and other staff, Urban Designer/Landscape Architect, as required to review and comment on the proposal.
- ◆ The Development and Design Division of the Planning and Building Department currently holds weekly Development Application Review Committee (DARC) meetings to discuss development proposals for OPA/rezoning/subdivision applications. These meetings are attended by the proponent, PSC Planner, other Planning staff, including the Planner who will handle the file and other departments involved in the review. and staff from other departments and agencies, including Transportation and Works, Community Services, Region of Peel and relevant conservation authorities, as required. . A checklist is completed outlining exactly what will be required for a complete application. They have instituted a - \$2700 fee for a DARC meeting which is credited to

future fees if the application - is submitted. This has greatly reduced “frivolous” potential applications. Site Plans do not go to DARC unless they are proposed developments in the City Centre

- ◆ Planning staff are organized into three geographic areas; each has a manager and a team of planners and support staff. Urban design staff are a separate group but are also allocated geographically. They are a resource to the planning team. Planners -responsible for processing development applications have at least three years experience. Many are senior and write and “own” their reports to the Planning Committee.
- ◆ All comments on applications are submitted online by internal and external reviewers. The planner reviews these for consistency and clarity before releasing them to the applicant to be viewed online. This has been very positively received by both planning staff and applicants. Mississauga is moving towards ePlan – online submission of all plans and documents relating to an application. This will start with Building Permit applications and Site Plan applications up to 4 storeys (expected in 2013) and move to - most building and planning applications over time. This allows for review by all staff simultaneously; their comments are marked in red on the electronic version of the plans, the planner reviews and they are released to the applicant. One remaining issue is the tendency for other departments to say they have submitted their comments to the planner when contacted by the applicant. The planner is then pressured by the applicant to release the comments, sometimes before they have had a chance to thoroughly review.
- ◆ Applications are sent to other committees such as environment, accessibility, crime prevention through design as appropriate. These committees provide advisory comments which the planner tries to incorporate through plan revisions by the applicant, but they are not binding.
- ◆ Important projects in the City Centre and in other areas are subjected to a peer review. This is a volunteer committee of prominent local architects, landscape architects, and other design professionals. After initial reluctance, applicants have embraced this since they feel they are getting free expert advice that will improve the design function and marketability of their building.
- ◆ For conditions of approval:
 - Development S-services ensures these are cleared before -consideration by Council
 - Transportation clears for Subdivisions, then Development services
 - Planners get clearances for site plan approval conditions
- ◆ Mississauga regularly gets review process feedback from the development community.

- ◆ Mississauga recently reviewed all planning costs with the goal of -100% cost recovery of development related activities through fees (excluding policy and design related project costs)

3.3.4 Heritage-Related Development Review Process

- ◆ Heritage is a relatively small number of applications in Mississauga (Streetsville mainly) Applications for renovation or alterations to a designated or listed building are reviewed by the Planning Department and then referred to the Heritage Committee. The Committee makes a recommendation to Council which is then passed or rejected and the result incorporated in the approval by planning.

3.3.5 Public Involvement in Development Review

- ◆ Councillors in Mississauga are notified of proposed development in their wards and are encouraged to hold a public meeting to hear residents concerns before the formal public meeting. This has turned into several meetings for some applications which becomes costly in terms of notices, booking venues, delays for the applicant etc. Planning staff are looking at training facilitators -and to develop and implement a consistent and cost effective methodology for planning public participation.

3.3.6 Key Operational Issues Impacting Application Process & How they are Being Addressed

- ◆ The context for planning in Mississauga has changed over recent years. They have much less Greenfield Development and more infill and intensification applications. These are more complicated, require more reports and lead to much greater public input. This has increased workload substantially for any given application. Those administering the planning process tend to “get sucked into the complexity vortex”. Planning comments need to consider the size of the development. Complaints about the process, which used to be rare in Mississauga, have become more common.
- ◆ Organizing planners into geographic teams has helped with this. Applicants know who will handle their file in a particular area and multidisciplinary teams help to sort out issues.
- ◆ As the planning process has become more complex, they have moved to more specialized staff functions – e.g. a planner who writes all bylaws, planner with Heritage expertise
- ◆ The -division has two –project coordinators who handle all the administrative work for the department (stamping plans, preparing and circulating packages, following up to get comments, preparing public meeting notices, filling in initial information in reports). They are not planners but are excellent communicators and are the point people for the applicants to call. This was done a few years ago, with initial resistance from planners, but they now find it greatly reduces their administrative burden and allows them to concentrate on large planning issues

3.3.7 Management of Development Review Process & Performance Measures

- ◆ Planning staff in Mississauga are not unionized. They complete time sheets with time allocated by task rather than by file. This information is used to justify new staff and reallocate resources
- ◆ Mississauga prepares a monthly application status report to allow management to review workload, where applications are in the system and identify any that are bogged down.

3.3.8 Building Services

- ◆ Building permit applications received and circulated to all relevant departments/agencies for comments; "Complete applications" follow the timelines set out in Table 1.3.1.3, Division C – Part 1, Ontario Building Code. Where control is within the building department, time limits are met 97% of time; if outside agencies (e.g. fire re fire suppression review) are involved, meeting target timelines can be more difficult.
- ◆ Working on a system to allow fees up to \$10,000 can be accepted online. Payments can be made by credit card, debit or cheque but most fees and development charges still paid by cheque
- ◆ Actively shopping for an ePlans system to add on to their internally developed MAX system (or a newly purchased system); ePlans will plug into any system such as AMANDA.
- ◆ Building Inspections is not part of the City's Call Centre. Those needing an inspection call the inspections division to book. There is a 24 hour turnaround time once the inspection is booked. Inspectors carry cell phones and pagers so the office can keep in touch with them.
- ◆ Inspectors use own vehicles rather than city ones.
- ◆ Inspections recorded on paper; inspectors come in for 2 hours each morning and enter reports from previous day; then organize schedule for day and go out; as ePlans is implemented it is expected that inspectors will be able to view plans on tablets or laptops when they are in the field.
- ◆ Inspectors are highly trained; cross training on items like heating and plumbing so not relying on just one person. Documented job binders for training and reference.
- ◆ Inspectors are assigned geographic areas of the city to inspect. Geographic boundaries may shift depending on workload and building activity.
- ◆ Mississauga has a revenue stabilization fund but it has been spent down as costs exceeded revenues; fees recently raised to compensate for this and it is anticipated that some monies will be directed back to the stabilization fund

3.3.9 Best Practices / Features of Development Review & Building Services Processes in Mississauga

- ◆ Team approach to application review by Planning staff
- ◆ Online comments available to all internal reviewers and to the applicant
- ◆ Fixed scheduling of DARC meeting (every week).
- ◆ Mandatory pre-consultation.
- ◆ Planning Services Centre staffed with senior experienced planners – first people applicants meet.
- ◆ Development coordinators who handle all the administrative work for the department, greatly reducing admin burden for planners and allowing them to concentrate on large planning issues
- ◆ Cross-training of inspectors
- ◆ Building Inspection requests– have a 97% rating of being dealt with within 24 hours

3.4 City of Ottawa

3.4.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011
Subdivision Development Applications	42	37	32
Condominium	27	42	40
Site Plan Applications	229	306	246
Zoning By-law Amendments	101	102	129
Official Plan Amendments	11	13	14

3.4.2 Departmental Roles, Development Review & Building Services Processes

3.4.3 Development Review

- ◆ Pre-consultation meetings are mandatory in Ottawa and are arranged by the Planning manager in the appropriate geographic area of the proposed development. The applicant is sent a pre-consultation application form electronically and a planner is assigned for the pre-consultation meeting (this may not be the ultimate planner on the file depending on when it comes in and relative workloads).
- ◆ The Ottawa Planning Department receives applications in one of 6 satellite offices scattered around the City (former municipal offices of amalgamated towns) and Development Service Officers in these Customer Service Areas record the application data in the GIS data base and assign a file number before forwarding the application to the appropriate planning area manager using interoffice mail. Development Service Officers review

applications to ensure they are completely filled out before forwarding them to planning. They are not part of the Planning Department.

- ◆ Planners are organized into geographic teams – central urban, suburban east and west, urban outside the greenbelt and rural (see Organization Chart, Appendix C).
- ◆ Once an application is deemed complete, the planner assigned prepares a written summary and circulates to all concerned.
- ◆ The department has a 100+ page online manual with all procedures related to review of applications. Included in this are links to preformatted forms and letters. Planners can click on these links to pull up a form with prompted links to reduce effort in continually retyping the same information and the prompting ensures all necessary information is included
- ◆ For each application there are a series of tasks that must be done and a timeline attached to each; these times add up to the legislated maximum time. This allows a planner to know immediately if an application is getting off track. The planner must input the date each task is completed into the MAP system (see description later)
- ◆ Applications packages are circulated through external and interoffice mail to those who are required to comment. Ottawa has circulation technicians (3-4) who complete the administrative tasks for planners – photocopying summary from planner and preparing circulation packages, sending out notices of public meetings (notices prepared by planners) etc. to take the administrative burden off planners
- ◆ Planning allows 28 days for comments on a first review; if haven't heard within 21 days send reminder email; they have a statement saying if they haven't heard in 28 days they will assume there are no concerns but this cannot be enforced with agencies such as the conservation authority on sites where they know there may be issues. Often delays from engineering and outside agencies; most will say they need more time as a warning before the deadline.
- ◆ The Conservation Authority has "hotel" office space in City Hall; often an officer will be there reviewing plans; improves communication when they can be in the same building as planners
- ◆ The Mayor has guaranteed that "Green" applications will proceed in an "Express Lane" through planning. They only receive this privilege if they meet designated criteria – e.g. a true LEED certified building. There is no change in the fee for these applications and no specific shorter timeline. However, they are assigned a certified LEED planner to ensure the application will proceed smoothly

- ◆ As well, the Chair of the Planning Committee guaranteed “timely review” of certain types of simpler applications such as part lot control lifting, lifting of holding designations, condo application extensions. If the review is not done in the specified time, fees are waived for the next review by the applicant.

3.4.4 Heritage-Related Development Review Process

- ◆ Ottawa has approximately 3500 designated/listed properties and 17 designated heritage conservation districts.
- ◆ Planning staff holds a pre-consultation meeting with applicants who wish to build an addition to or demolish a heritage building. Planning approves more routine heritage interventions, (restoration and small additions etc.); only more complex interventions to designated buildings go to the Ottawa Built Heritage Advisory Committee (OBHAC) for approval; however, OBHAC is circulated all planning applications for comment, as are other committees in the city.
- ◆ OBHAC is composed of 4 city councilors and 3 others with heritage expertise chosen through an application process. There are limits on how long members can serve.
- ◆ Buildings in heritage conservation districts are generally categorized as 1-4 with 1 being most significant. Category 4 the least. Demolition requests of Category 4 buildings permits would generally be supported by staff in its report for committee and council All demolition applications go to OBHAC and would not be supported under the OHA without a replacement building, regardless of its category.
- ◆ Before any application goes to OBHAC, staff does a thorough review, ensuring the application is complete and all necessary reports are filed; then they decide on a recommendation to OBHAC, using Parks Canada's Standards and Guidelines, or where applicable, the relevant Heritage Conservation District Plan or Guidelines. Applications only go to the committee once. OBHAC can accept the staff recommendation, accept it and add conditions or changes, reject it, or reject it with changes. The report, including staff and OBHAC's recommendation (if different) then goes to the Planning Committee for its consideration and a recommendation and then to Council. Council can accept staff or OBHAC recommendation or pass its own. Although in most cases Planning Committee and Council accept staff's recommendation, they also have accepted OBHAC's recommendations, when they differ from staff.
- ◆ Cultural Heritage Impact Statements are required in approximately 35-40% of the applications that go to OBHAC. The City recently passed guidelines for CHISs to ensure they were of a similar standard in terms of completeness without being excessively detailed.
- ◆ Planning can request a Cultural Heritage Impact Statement to ensure that “experience of place” is not affected by a development. Ottawa's definition of “adjacent” is within 35 metres.

3.4.5 Public Involvement in Development Review

- ◆ Most planning applications have a public information meeting; this is at the discretion of the ward councilor and the planner on the file depending on the enormity of the issues. Every second or third application will have a public information session prior to the required public meeting (generally these are related to zoning or OP changes)
- ◆ If these are deemed necessary planning will organize; if not and the councilor wishes to hold one, his staff organize.
- ◆ The purpose of the meeting is established at the beginning of the meeting; purely for information, no decisions will be made
- ◆ Planners are just there to provide factual planning information (e.g. what would be allowed under the requested zoning change) not to be a proponent for one side.

3.4.6 Key Operational Issues Impacting Application Process & How they are Being Addressed

- ◆ Delays in review of plans and miscommunication among reviewers led to a reorganization of planning in 2009. Engineering, roads etc were in separate building which led to problems with communication; now at City Hall.
- ◆ Planning now operates a “1 stop shop”. Applicants need only to communicate with the planner on their file; the planner will then follow up with other departments regarding concerns. Teams are set up for each planning file (planners, engineers, urban design etc.); as they are in close proximity, allows for daily consultations and impromptu meetings to ensure applications are proceeding smoothly. Huge benefit in understanding other groups professional concerns. Work better together over time and resolve issues internally before meeting with applicants. The planner prevails in dispute resolution and is the lead on each team.
- ◆ All team members are up to speed on all files to ensure continuity during vacations or other leaves.
- ◆ Online manual and forms eases administrative workload as do Development Technicians.
- ◆ New software to replace MAP; expected that ePlans will follow once this is implemented

3.4.7 Management of Development Review Process & Performance Measures

- ◆ Ottawa developed a Municipal Applications Program (MAP) in 1997 and has been using it since. Through this they are able to track numbers and status of applications; this is where the data provided regarding planning applications came from. Quarterly reports to Planning Committee are prepared using data from this system (e.g. % of applications on track) and management use it to manage workload and files. One of the functions in this

system is to place applications “on hold” when they are sent back to the applicant with comments; this effectively stops the clock until the application is resubmitted and counts only the days the application is with the planning staff for regulatory timing. However, the program is considered dated and the City has just purchased AMANDA.

- ◆ Planners complete time sheets (since 2009) with generic categories of tasks rather than related to a specific file, although they can input a file number if they wish and the time will be allocated to that application.
- ◆ A large public consultation meeting was recently held with the Ottawa/Carlton Homebuilders association regarding planning performance and to disseminate information regarding Official Plan and other changes.
- ◆ The Manager of Growth Management meets with major players in the development field approximately once a year to discuss any concerns they may have as well as concerns of the planning department.
- ◆ The General Manager meets 3-4 times a year with a delegate committee of BOMA and homebuilders.

3.4.8 Building Services

- ◆ Building permits applications received at 7 counters across the city by Technical Clerks (TC) and Building Officials/Plans Examiners. TCs reallocated among offices as workload dictates. TCs are trained to review application contents for completeness.
- ◆ Flawed applications are rejected. Applicants can submit for building permit approval before compliant with applicable law (e.g. at the same time as application for site plan approval) however, but approval is not guaranteed within mandatory review and decision times.
- ◆ The term Building Official is used to represent ‘inspectors’ whether conducting building permit application reviews or inspections. Building Officials, whether in the Permit Approvals Unit or Building Inspections Unit, have one of three levels of qualifications (Building Official I, Building Official II and Building Official III) which determine the size and complexity of building they are qualified to review and inspect, in addition to a fourth level, Building Official Specialist, that relates to inspecting plumbing and mechanical systems specifically.
- ◆ Permit Approvals staff which includes plans examiners, zoning plans examiners and development information officers, are located in 4 offices to review applications by geographic area (except Part 3 applications which are reviewed centrally), although have staff that relocate one day a week at the other 3 locations in the rural areas. Each office has a Program Manager, Permit Approvals to guide review and interpretation of Building Code for consistency.
- ◆ First review done within mandatory time frame. Resubmissions to correct deficiencies are not subject to mandatory guidelines but are done as expeditiously as possible.

- ◆ Building Officials/inspectors in 3 offices and responsibilities within 5 geographic areas. Program Manager, Building Inspections are located at the 3 offices to oversee inspection work and ensure consistent application of the Building Code.
- ◆ Building Officials are required to update their Building Code Compendium binders with updates to the Building Code issued by MMAH. Management, through in-house training sessions, rolls out significant changes.
- ◆ Building Officials are required to be members of the Ontario Building Officials Association (OBOA) and for Building Officials II, III and Specialists, they must become Certified Building Code Officials (certification program of the OBOA) and are required to pass the courses coordinated by MMAH and/or OBOA.
- ◆ Consistency is maintained through regular staff meetings, SOP manuals and training.
- ◆ Most Building Officials start with a 2-year training and development program, the Building Official Internship Program, developed internally. The CBO has entered into a Memorandum of Understanding with the MAH covering the Internship Program.
- ◆ The local chapter of the OBOA holds training and information sessions 8 - 10 times per year for the industry and Building Officials. OBOA courses are provided in-house to lower the costs and disruptions to work scheduling.
- ◆ Program Managers and Managers of Permit Approvals and Building Inspections meet bi-weekly to review and discuss work and Code issues, to review progress of Interns, and to again promote consistency in interpretation of the Code, managing resources (to reassign staff based on workloads) and direction to staff despite being located across the City.
- ◆ All staff within the branch meet 2 times per year for updates and training of soft skills to offset the communication problems of staff being in 4 locations.
- ◆ Inspectors are cross-trained to reduce risk of lack of coverage in any area (e.g. permit approvals or inspections) and to increase flexibility of workforce allocation.
- ◆ Building inspections are arranged through calls to one of the 4 offices by the permit holder directly to the inspector (they are in at the beginning of the day each day). The inspector will inspect within 48 hours but most of the time the inspection is done within 24 hours.
- ◆ Permit holders are asked to batch inspections where possible to reduce need for inspector site visits, otherwise the Branch would require additional resources which would drive up the permit fees paid by permit holders.

- ◆ Refundable inspection fee is paid up front (\$1000 per unit up to max of \$4,000) for single, semi, and row or townhomes only. If permit holder calls inspector prematurely, a \$100 fee is drawn down for requiring additional visit. This has greatly reduced premature calls and sloppy work that doesn't pass inspection. Remainder that is left after the 'building final' inspection has passed is refunded if it occurs within four years of permit issuance. Otherwise the applicant forfeits the entire amount. This performance deposit system is an effective cost avoidance measure that assigns the additional costs to the builder that occasions the additional costs. The industry was very supportive of this approach. It also ensures the permit holder gives notice of completion so that the permit file can be closed, thus reducing the incidents of being unnecessarily becoming involved in litigious actions between an unsatisfied buyer and the builder and generally claims.
- ◆ Ottawa CBO feels it is essential that building inspectors not work out of their car or home. They need to be in the office regularly to be able to consult each other, train and mentor junior Building Officials, and consult their program managers to ensure performance and consistent application of Building Code.
- ◆ No evening or weekend processing of building permit applications but inspections of large buildings mechanical systems done in the off hours since lights etc. may need to be shut off; builder invoiced for additional cost for these inspections.
- ◆ Inspectors have targets of 8-10 inspections per day in the downtown area and 15-20 for subdivisions; new AMANDA software will assist with tracking this.
- ◆ Piloting mobile technology for inspection data entry; inspectors enter data on laptop and wirelessly submit to MAP (soon to AMANDA).
- ◆ Used to hire part time contractors (retired Building Officials) to ramp up inspection staff in busy times; this is no longer possible as the retired Building Officials refused to obtain their Provincial qualifications.
- ◆ CBO does not aspire to let staff go in slower times as it is difficult to recruit as it is, and the amount of investment made in training and development of the staff. Pre amalgamation layoffs resulted in the permanent loss of skilled staff who moved on and were not available or interested to resume work with the City when the construction boom arose in 2000. Ottawa's stabilization fund is large – approximately 100% of annual direct operating costs. The BMA report recommends stabilization fund be at 150% of total operating costs, direct and indirect. The Branch is planning to recommend to Council the revision of the OBC Reserve By-law to reflect this ratio.
- ◆ Also have a capital contribution fund which has been used recently to purchase AMANDA, vehicles and laptops.

- ◆ Third fund is for insurance against lawsuits related to the Branch's discharge of the statutory duties related to servicing building permits and enforcement of the Building Code Act.
- ◆ Building permit fees must cover 100% of costs per the Building Code Act.

3.4.9 Best Practices / Features of Development Review & Building Services Processes in Ottawa

- ◆ Team approach to application review by Planning staff; improves understanding of concerns of other professional areas and issues are resolved internally before meet with applicant
- ◆ Development Technicians take administrative burden off planners
- ◆ Online planning manual and preset forms assist in expediting review
- ◆ Hoteling office space for Conservation Authority improves response times for comments and communication with planner
- ◆ Enhanced turnaround times for homeowner projects and tenant fit-ups in permit approval
- ◆ Building Code Services Branch has built capacity for electronic submission and review of applications to construct production homes and for the issuance of permits of production homes
- ◆ Building Official Interns trained through the 2 year training and development program, the Building Official Internship Program developed internally
- ◆ Up front Refundable Inspection Fee Program for single, semi, row and townhomes.
- ◆ Piloting inspection input electronically and printing inspection reports in the field using laptops and printers

3.5 City of Kitchener

3.5.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011
Subdivision Development Applications	2	2	5
Site Plan Applications	63	39	59
Zoning By-law Amendments	14	12	14
Official Plan Amendments	6	1	2

3.5.2 Departmental Roles, Development Review & Building Services Processes

3.5.3 Development Review

- ◆ All applications are received by and processed by Kitchener's Planning Division.
- ◆ Each application type (i.e. site, subdivision) has its own process and submission requirements. Processes are described on Kitchener's website.
- ◆ There is internal protocol (procedure manual) for staff to follow in processing each application type. This includes timing of recommendation to council, form letters, circulation and contact lists.
- ◆ Kitchener has adopted a complete application process. As prerequisite to submission of any development application, the proponent must participate in a mandatory pre-submission consultation meeting.
- ◆ Pre-submission consultation involves Kitchener departments, external agencies (e.g., Region, GRCA, school boards, etc.). Proponent completes a pre-submission consultation application form with the required information which is circulated for review and comments. A pre-submission consultation meeting is then scheduled where proponent hears from each department or agency as to what they require in the formal application. A written meeting report identifying submission requirements is provided by City staff. Participation by departments and

agencies is expected to be comprehensive to minimize surprises or requests for further information following formal submission.

- ◆ There are committees involved in development review process. Heritage Committee and Environment Committee are made up of individuals with experience or interest in field. The Heritage Committee reviews heritage impact statements that accompany planning applications and provides comments and recommendations to staff, which in turn is incorporated into staff report and discussed along with all other circulation input. The Environment Committee carries out a similar role with respect to Environmental Assessments and some environmental studies that are sometimes connected to development applications. Committees do not report directly to Council on typical planning applications. The Heritage Committee does report directly to Council on heritage permits (referred to as alteration permits in the OHA) and heritage designations under Part IV and Part V of the OHA which are sometimes connected to development applications.
- ◆ Planning applications are assigned to staff by a manager based on a number of factors which may include workload, experience or history with the site.
- ◆ Applications are assigned by the Planning Division Manager to a staff Planner. The Planner is responsible for the entire development review process from submission through to decision as file manager.
- ◆ File manager is contact person for applicant and public.
- ◆ Applications are not prioritized and there is no need to do this because of manner in which applications are assigned. There is no fast tracking of any individual applications.
- ◆ Kitchener Planning staff circulates applications based on type as prescribed by Planning Act as well as to other agencies it deems appropriate. Application is also circulated to other internal City Departments. Ward Councillor is copied on initial notice of application.
- ◆ The assigned Planner, whether it be senior or junior level, is responsible for the process and recommendations. Planners are empowered to make recommendations and decisions. There is good support system within the Division to provide assistance to the planner if and when issues arise regarding an application. Section Manager and Director ultimately have to sign off on all planning recommendations to Council.
- ◆ Planning is a Division within Community Services and is comprised of 28 manager and staff in total, excluding Sign & Dependency Permit Administrator (see Organization Chart, Appendix C).
- ◆ Kitchener utilizes AMANDA as a tracking system. It is managed by two full-time staff assigned to program, input and update information. Everyone involved in development review has access to view AMANDA and can update

within their area of responsibility. System is set up to do more than record information; letters, conversations and reports outside of the formal application process are uploaded into AMANDA so that Kitchener has a proper history of who has said what, etc. in advance of pre-submission and application. Serves as check to confirm that specific steps, approvals or releases have been issued

- ◆ A building permit is not issued until all required information has been entered into AMANDA.
- ◆ Kitchener also enters all counter contacts with property owners, developers etc. in AMANDA using street address or property identifier.
- ◆ Kitchener also has a well developed GIS and mapping capability to support its planning activities and as a service to those preparing development applications.

3.5.4 Heritage-Related Development Review Process

- ◆ Kitchener has a Heritage Committee which advises on policy and reviews applications related to designated properties. The Committee is supported by a Heritage Planner. Director has delegated authority for approving minor renovations to heritage listed buildings.

3.5.5 Public Involvement in Development Review

- ◆ Most planning applications require that at least one public meeting be held. City of Kitchener holds its statutory public meeting at end of process after all of the issues pertaining to departments and agencies have been identified and addressed if possible. The public is then fully aware of what the issues were and how they were addressed, what is still outstanding and staff recommendation. It is an opportunity for public to advise Council of its concerns with the knowledge of knowing how everyone else in the process has dealt with the application.
- ◆ Public meeting is held with Council in attendance, it is only opportunity for public to express views to all of Council in an open forum.
- ◆ Holding of an informal Open House meeting in early stages for certain types of applications or where it is determined that there may be high level of interest or concern, has been beneficial to all parties. The meetings are usually attended by the ward councillor and occasionally by a handful of councilors.
- ◆ Occasionally there is direct contact by applicants or public with Councillors outside of formal meetings as part of the process. City Councillors also contact Division managers if they have any questions about an application. If someone is not satisfied with potential outcome of a planning application, their only recourse in advance of a formal decision is to Council on a particular issue at the Public Meeting as part of the public process. The City has

procedure for hearing delegations. If someone is still not satisfied, their only recourse after Council decision is an appeal to OMB.

3.5.6 Key Operational Issues Impacting Application Process & How they are Being Addressed

- ◆ Kitchener has adopted a complete application process. As a prerequisite to submission of any Planning application, the proponent must participate in a formal pre-submission consultation.

3.5.7 Management of Development Review Process & Performance Measures

- ◆ Planning Act sets target dates for certain types of applications; Kitchener makes best efforts to follow these timelines.
- ◆ Kitchener does not track precise % of cost recovery related to application fees, not evaluated.
- ◆ Kitchener believes that Planning serves more than the interests of development industry; as a result some of the cost of the development review process should be absorbed by taxpayers. Revenue is shared with other divisions, including Engineering.

3.5.8 Building Services

- ◆ Building Services receives building permit applications, reviews drawings, issues permit, carries out inspections and processes fees and development charges. It provides a one-stop shop for fee payment for all municipal services. Applications are reviewed by qualified building officials, in entry or level 1 positions.
- ◆ Once the permits are processed, inspections are carried out by 2 groups of more senior inspectors, one that focuses on houses and renovations and the other on high rises, churches and more complex industrial buildings. This organizational arrangement ensures that 2 – 3 people are involved in viewing each application, which helps to identify overlooked issues.
- ◆ The department places a high priority on teamwork and has five “service delivery pillars” – Communications between industry and staff; Customer Service; Technical Capability; Health and Safety in the Workplace, and Fun.
- ◆ All building permit and inspection information is recorded in AMANDA. Requests for inspection are processed through a digital IVR call centre system. Staff have laptop computers in their City-owned vehicles and complete their inspection reports on line, which are immediately uploaded to the AMANDA system. Inspection calls made before 8:00 a.m. are completed that day.
- ◆ Management and staff meet weekly to discuss building issues and technical matters as a way of ensuring consistency. Supervisors also assist building officials through job shadowing. Staff are encouraged to take a

problem-solving approach, working with the builder to work through specific problems. Particular help is given to inexperienced homeowners building decks and sheds.

- ◆ Management meets with the building industry once a month and attends dinner and luncheon meetings; look for opportunities to talk to the industry “on their own turf”. Department wants to be perceived as open and honest. If a builder points out a mistake that the department has made, the department will admit its mistake and correct it.

3.5.9 Best Practices / Features of Development Review & Building Services Processes in Kitchener

- ◆ Complete application process as prerequisite to Planning application review.
- ◆ Mandatory pre-submission consultation meeting required to ensure that development issues and requirements are identified early to expedite application preparation and review process
- ◆ Taking full advantage of AMANDA as file management tool. Reports and correspondence are digitized and uploaded to the system with information accessible to all departments involved in development review
- ◆ GIS / interactive mapping to support application preparation
- ◆ Development Manual and Development Handbook– comprehensive guides to the development process available on-line
- ◆ Urban Design Manual with urban design guidelines and standards provides guidance on City's requirements
- ◆ Homebuilder's Liaison Committee, two-way dialogue, information sharing and problem-solving
- ◆ Major focus on teamwork in Building Services, staff development and a good working atmosphere - “Five Pillars”
- ◆ Customer service focus on problem-solving with builders
- ◆ Use of technology, e.g. building inspection reports filed remotely using laptops

3.6 City of Guelph

3.6.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011
Subdivision Development Applications	1	4	3
Site Plan Applications	58	45	64
Zoning By-law Amendments	12	10	19
Official Plan Amendments	0	2	8

3.6.2 Departmental Roles, Development Review & Building Permit Processes

3.6.3 Development Review

- ◆ An application for development can arise either by a private sector developer or landowner submitting an application to the Planning Department, or by a private sector investor or company approaching Enterprise Service's Economic Development department seeking to locate or expand their business in the City. These latter applications are often for industrial development and may involve the City's Hanlon Creek Business Park. A private sector investor or business could also contact the Downtown Renewal department, particularly if they were interested in establishing a commercial business or major residential development in the downtown core. If the investor or business is in the energy sector, or is attracted to Guelph because of its reputation as a sustainable, energy conserving community, it may initially contact the Community Energy Initiative department.
- ◆ When an application is received by the Planning Department it is reviewed relative to the City's Official Plan Update, Zoning Bylaw and other relevant policies and the required information as set out in the application guidelines. The Planning Department has the lead role in overseeing the development review process and it is the Planning Department that ultimately recommends to Council whether or not the proposed development should be approved. If the application is deemed to be incomplete upon receipt and review by the Planning Department, the applicant must revise or add to their application and resubmit it to the Planning department for

further review. Concurrent with the initial review by the Planning department or subsequent to a revision by the applicant, the application is reviewed by Engineering, Building Services and other relevant City departments.

- ◆ Guelph does not have a mandatory pre-consultation meeting requirement. Often, particularly for subdivision and other major developments, the applicant is required to conduct a series of studies to support their application relative to transportation, environmental and infrastructure impacts.
- ◆ Once the application is deemed complete it is circulated again to other local agencies, e.g. Grand River Conservation Authority, Guelph Hydro, and to one or more advisory committees which have been established by Council or the City to assist it in the review of applications, e.g. the Environmental Advisory Committee, the Heritage Advisory Committee or the Site Plan Review Committee. The applicant is often required to revise the application. The Planning department then undertakes a final review of the proposal and recommends a course of action to Council. Council reviews the application and makes a decision to approve or not approve the proposed development.
- ◆ If the Council approves the development, the applicant can then apply to Building Services for a building permit. Building Services will review the application and drawings and issue the permit. If there are conditions to development application approval, Building Services must verify that these conditions have been met prior to issuing the permit, which can be time consuming if the necessary sign-offs from City departments are not available. Following issuance of the permit and as construction is undertaken, Building Services conducts a series of inspections and upon completion of all required inspections issues an Occupancy Permit which allows the applicant and / or building owner to occupy buildings constructed in the development.

3.6.4 Heritage-Related Development Review Process

- ◆ Heritage Committee is an advisory committee of volunteers. The Committee comments on policy and some applications, e.g. major renovations to designed properties. The Committee is supported by a Heritage Planner. The Heritage Planner determines if applications should be reviewed with the Committee. Guelph has completed a secondary plan for downtown and is creating a heritage district as well as a new Official Plan which supports heritage conservation. Using zoning to protect view corridors, e.g. "Catholic Church on Hill", if downtown development applications would impact view corridor this is assessed and addressed prior to approval.

3.6.5 Public Involvement in Development Review

- ◆ With the exception of Site Plans and applications related to minor variances, the proposed development is subject to review by the public through one or more public meetings. At the public meetings, neighbours of the development, community interest groups and members of the general public can provide their views with regard to the proposed development and whether it should be changed in some manner or should be approved or not approved by Council. Following the public meeting(s), the applicant may be asked to revise their proposed development to take into account the feedback from the public and resubmit a revised application to the Planning department. The Guelph community, its community interest groups and other stakeholders are very active in contributing their views to the development review. Planners report high attendance and many comments from the public and these interest groups at public meetings. Responding to these comments and revising applications can lengthen the review process.

3.6.6 Key Operational Issues Impacting Application Process & How they are Being Addressed

- ◆ Newly approved Official Plan increasing expectations on applicants to assist City in achieving energy, environmental and sustainability goals.
- ◆ Lack of application / file management system limiting ability to share comments amongst departments and track application processing.

3.6.7 Management of Development Review Process & Performance Measures

- ◆ Guelph has not established specific performance measures against which it is monitoring the development review process with the exception of site plan review. Guelph has monitored the time it takes to process site plan applications, including the time the application is within the City's purview relative to the time it is with the applicant from receipt of the initial submission until approval. Guelph has also been seeking to reduce the number of submissions required to obtain approval and has seen the average number of submissions declining as a result of improved communications and coordination of the review process.

3.6.8 Building Services

- ◆ Guelph's Building Services Department has divided the City into 4 quarters, with each quarter staffed with 2 inspectors for major buildings and 3 for residential building inspections.
- ◆ Guelph has an on-line permit application process which was the first enacted by any Ontario city, which is facilitating timely processing of permit applications. Guelph uses AMANDA to track building permit application processing and inspections.

- ◆ Inspections can be scheduled on-line, as well as through an appointment clerk who schedules the inspections for the inspection staff. This allows for effective tracking of the turnaround and completion of inspections. Guelph seeks to exceed Ontario standards for permit application processing and for inspections. Rather than the 48-hour Ontario standard, Guelph has a policy of completing inspections within the same day if the inspection request has been received before 3:00 p.m. If after 3:00 p.m, it will be completed the next day.
- ◆ Inspectors have mobile devices which can allow for the download of information relative to the permit and allows for the inspection report to be completed on site.
- ◆ Guelph is committed to ensuring good customer service and consistency in directions provided by its permit inspection staff. This is done through training and job shadowing. Team meetings are held on a regular basis every two weeks and discussions are held with regard to identified construction / code issues which have emerged on specific developments. Staff are encouraged to take photos of particular problems and these digital photos are then projected for discussion at the team meetings.
- ◆ Have provided extended hours for residents to submit building permit applications during the summer months. However, this was cancelled for this year due to lack of demand.
- ◆ Guelph supports the simultaneous application for site plan and building permit concurrently. Based on conditional site plan approval, a foundation permit can be issued. This process has worked well with few problems.
- ◆ Maintain a Building Stabilization Fund of up to \$1.5 million supported by fees to allow staff retention during periods of slow building permit and inspection activity. While the Building Services Department would like to move to the receipt of development charges on-line, this is not currently in place.

3.6.9 Best Practices / Features of Development Review & Building Services Processes in Guelph

- ◆ Monitoring and tracking of site plan applications with a view to reducing the number of submissions and the time required for application review.
- ◆ First city in Ontario with online building permit application submission.
- ◆ Use of AMANDA to track building permit applications and inspections and currently moving to expand its use to tracking development applications.
- ◆ Building permit processing and inspections seeking to significantly exceed Ontario government requirements.

3.7 City of Belleville

3.7.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011
Subdivision Development Applications <i>In these 3 years we also worked on the final approval of different phases of draft plans from earlier years</i>	1	1	1
Site Plan Applications	21	18	12
Zoning By-law Amendments	20	22	9
Official Plan Amendments	1	4	1

3.7.2 Development Roles, Development Review & Building Services Processes

3.7.3 Development Review

- ◆ Belleville prides itself on the informal approach and customer service it provides with regard to the development application approvals process. The City is supportive of and is seeking to attract investment and development. Belleville has a Planning Committee which is composed of 5 members of Council and 4 public citizens which review applications and give advice. The City's Planning Committee has prepared Guiding Principles to guide its decision-making and that of staff. The Guiding Principles are published on the City's website.
- ◆ Belleville's Manager of Development Approvals receives all applications. With his staff of a planner, two professional engineers and a certified engineering technician he reviews site plan and subdivision applications. The Manager of Planning Policy reviews OP and rezoning applications and coordinates with the Manager of Development Approvals.

- ◆ Applications are generally processed on a “first in first out” basis but the department has the flexibility to prioritize applications if deemed a priority by the Mayor or for economic development reasons, e.g. new major employer.
- ◆ Applications are circulated to other relevant departments and agencies.
- ◆ Belleville has a pre-consultation guide to assist applicants, but does not have a formally mandated pre-consultation meeting.
- ◆ Planning Department finds it easy to bring everyone together – the applicant and those involved in application review – because most City departments have a small number of staff and work in the same building.
- ◆ Site Plan review and approval has been delegated to the Planning Department and there is no requirement for Council approval and public comment. Belleville does not have a site plan committee involving outside people. Everything is reviewed at the staff level.
- ◆ Local developers are well-known to the Department and they are generally knowledgeable of the City’s review process.
- ◆ Where consultants are advising the applicant, the quality of their submissions can have a major impact on the speed at which applications can be processed. Staff encourage e-mail correspondence with the applicant or his/her consultant and the submission of informal pdfs of drawings by e-mail where comment can be provided by City staff. This helps to speed up the process.
- ◆ Planning staff try and find acceptable solutions within the requirements of the Official Plan, and try and be as accessible as possible to the applicants, “we pride ourselves on getting this done, with quick turnaround on development applications and building inspections”.

3.7.4 Heritage-related Development Review Process

- ◆ Belleville has a Heritage Committee but it is not very active. The Manager of Policy Planning is advisor to the Committee and the City does not employ a heritage planner.

3.7.5 Public Involvement in Development Review

- ◆ The City follows the statutory requirements of the Ontario Planning Act with regard to setting up public meetings to review applications.

3.7.6 Key Operation Issues Impacting Application Process & How they are Being Addressed

- ◆ No major issues. City is not experiencing major growth, therefore workload is manageable.

3.7.7 Management of Development Review Process & Performance Measures

- ◆ The City has an informal process for tracking development applications and generally meets provincial time standards for application processing. Has only been to the OMB once for a time processing related issue.

3.7.8 Building Services

- ◆ Building permit applications are submitted to the Building Department and recorded by the Permit Clerk, who also reviews minor permits, e.g. decks, which are signed off by the Deputy Chief Building Official.
- ◆ Residential building permits are usually issued within 3 – 4 days.
- ◆ City has 4 building officials who undertake inspections on a geographic basis. However, in the certain cases for more complex buildings the more senior officials will take responsibility for inspections outside their geographic area. Chief Building Official will randomly review files as a quality assurance measure.
- ◆ Have had consistency issues in the past. However, Chief Building Official is working with building officials to ensure consistency.
- ◆ Chief Building Official and senior building officials meet informally with the Home Builders Association twice a year to discuss issues.
- ◆ Currently using ESRI to record building permit applications but moving to CityView.

3.7.9 Best Practices / Features of Development Review & Building Services Processes in Belleville

- ◆ Open and informal approach to customer service.
- ◆ Planning Committee Guiding Principles relative to development published online.
- ◆ Close-working relationship with applicants encouraged; problem-solving approach to development issues.

3.8 City of Kingston

3.8.1 Development Activity

Development Applications:

Total New Applications Received	2009	2010	2011	Oct 1, 2012
Subdivision Development Applications	12	3	8	8
Site Plan Applications	49	45	46	41
Zoning By-law Amendments	34	24	33	32
H-Lift	10	2	11	3
Official Plan Amendments	11	5	7	8

3.8.2 Departmental Roles, Development Review & Building Services Processes

3.8.3 Development Review

- ◆ Applicants wishing to undertake a development can contact the City at the John Counter Boulevard Service Centre where they can speak with a planner from the Development & Approvals section of the Planning & Development Department.
- ◆ The applicant receives information from the planner relative to the steps in the development review process and the general requirements associated with applications.
- ◆ Kingston has a mandatory pre-consultation requirement for most planning applications.

- ◆ Pre-consultation meetings are held every second Tuesday morning for applications for Official Plan Amendment (OPA), Zoning By-law Amendment (ZBLA), Site Plan Control (SPC), Draft Plan of Subdivision (DPS) and Draft Plan of Condominium (DPC). Pre-consultation for Committee of Adjustment applications is typically arranged with the planner assigned to deal with these applications.
- ◆ The purpose of the pre-consultation meetings is to facilitate timely processing and approval by identifying the required planning approvals, supporting studies (e.g. traffic impact, tree preservation, stormwater management, parking, noise), plans and other information to be submitted and any key technical issues that will need to be addressed. The proponent is required to submit a preliminary site design and written overview of the proposal to the Planning & Development Department one week in advance of the meeting. The proponent's submission is distributed to the technical staff (e.g. Planning, Building, Engineering, Utilities and Parks) and external agencies (e.g. Conservation Authority and Health Unit) that attend the pre-consultation meeting for their review and preparation of preliminary comments on the development proposal. Details of proposals discussed at pre-consultation are considered to be confidential until such time as a formal application is submitted.
- ◆ Following the pre-consultation meeting, the proponent receives a Development Application Pre-Consultation Form that has been completed by the planner assigned to the file. That Form identifies the required approvals, application fees, the necessary plans and supporting studies for each approval, as well as any key technical requirements, concerns or comments that were identified during the meeting based on the proponent's initial submission.
- ◆ Applicants then complete their applications and submit them to the Planning & Development Department, which coordinates review of the applications involving the City departments and relevant agencies. The planner assembles the comments and provides them to the applicant in writing, as well as verbally in a meeting attended by other department and agency staff.
- ◆ The applicant then submits the required additional information to address the comments and this new submission is then provided to the departments and external agencies for further comment. The process of the applicant submission, City review / comment, and applicant resubmission continues until such time as all departments and agencies have signed off on the proposal. The applicant may be requested to have some of the supporting studies to their application peer reviewed at the cost of the applicant. Typically, studies subject to peer review include, market impact studies, traffic impact studies, employment lands review and noise impact studies.
- ◆ The City has established procedures which staff follow in exercising Council's delegated authority and the Bylaw provides for a "bump-up" process. Most bump-up requests relate to site control applications, but other

applications can be the subject of bump-up requests. Kingston has recently amended its bump-up provisions to require the support of two local councillors rather than just one with the objective of expediting the review process.

3.8.4 Heritage-Related Development Review Process

- ◆ Development applications which fall under the criteria set out in the Ontario Heritage Act are reviewed by a heritage planner in the Heritage & Urban Design section. The Heritage & Design section is a recently established unit to coordinate the approval process related to heritage applications. The City's heritage planners have limited delegated authority and, as such, most applications involving a heritage consideration are brought to the Heritage Committee for review. The applicant presents their submission to the Committee and often there are multiple meetings before the Committee gives it support to a project. Recently, Council has revised the mandate of the Heritage Committee and current processes are under review.

3.8.5 Public Involvement in Development Review

- ◆ Kingston planning staff follow provincial requirements and hold public meetings as required with respect to specific types of development applications. Informal notice of public meetings. Informal notice is also posted on the City's website and is included in the "courtesy notice" published on the City page of the Kingston Whig Standard.

3.8.6 Key Operational Issues Impacting Application Process & How they are Being Addressed

- ◆ The Planning & Development Department, along with other City departments, has put in place a Customer Service Initiative to improve the development review process. This Customer Service Initiative has included the establishment and publication of customer service standards on the City's website; the provision of customer service training for all staff involved in development review and building services, and has revised the mandate of the Heritage Committee. These initiatives have followed on from previous undertakings which included the establishment of mandatory pre-consultation, and the introduction of pre-servicing and model home agreements. External agencies have been formally requested to adhere to response times for the provision of review comments.

3.8.7 Management of Development Review Process & Performance Measures

- ◆ The planner with responsibility for coordinating review of an application oversees the review process. The Manager of Development Review is available to advise on planning issues which may arise. There is no formal tracking of applications relative to provincial requirements.

3.8.8 Building Services

- ◆ Applicants requiring a building permit submit their application at the John Counter Boulevard Service Centre. The application and required supportive documentation is reviewed by a Building Services technologist relative to the City's requirements. The application is then distributed to the City's building officials who review and process the permit and carry out all inspection activity associated with the permit. The City is divided geographically into 13 service areas and applications which lie within a service area are reviewed, processed and inspected by the officials responsible for that area. The City has put in place a concurrent review process which allows applicants who have submitted a development application to have their building permit reviewed and approved at the same time. If applicants meet the City's requirements, they can receive a foundation permit which allows them to start construction while awaiting the final approval of their development application. This is a best practice which is viewed positively by both the City and the development and building industry.
- ◆ Once a building permit has been issued and construction is underway on a building project, applicants contact the City's building official by telephone. Building officials schedule their own inspection times and have Blackberries to facilitate communication. Following inspections the building officials return to their work stations at John Counter Boulevard to complete their inspection reports.

3.8.9 Best Practices / Features of Development Review & Building Services Processes in Kingston

- ◆ Pre-consultation meetings to streamline approval process with pre-scheduled, publicized day for meetings
- ◆ Customer service standards on Planning webpage, including performance measures, e.g. response to letter in 3 days
- ◆ Planning Director and Commissioner name & telephone number provided on webpage for easy contact
- ◆ Urban design guidelines available
- ◆ Guidelines for large-scale ground-oriented solar energy facilities
- ◆ "BizPal
- ◆ Download updater – a developer can sign up for automatic notification whenever certain electronic documents get electronically updated
- ◆ Express fee to expedite Building Permit applications
- ◆ No charge for plan review until the Building Permit is issued

- ◆ GIS and mapping services available to assist developers & builders with their applications
- ◆ Special area 14 to expedite high priority and large projects
- ◆ 5 staff are Ministry certified code instructors, offer courses locally at college & in other municipalities

3.9 Municipal Best Practices for Consideration Relative to the City of Kingston

Kingston has a number of best practices associated with its development review and building services provision as noted in 3.8 above.

Kingston could benefit from the best practices as carried out in other benchmark cities in the following areas:

- ◆ a more team-oriented approach to development review and building services
- ◆ improved, well-structured, transparent and managed review processes
- ◆ more effective pre-consultation process
- ◆ a website with easily accessed development and building services information with comprehensive guides and information presented within a convivial web-site environment
- ◆ managed heritage view process with increased delegation of authority
- ◆ building services which are supported by more use of up-to-date technology and work methods
- ◆ improved application management systems with web-based access for applicants, online submission of documents and effective tracking of applications through the review process

The following Exhibit E summarizes the municipal best practices which should be given consideration relative to improvements to current Kingston development review and building services practices. These best practices have been taken into consideration in the development of this report's recommendations.

Exhibit E: Municipal Best Practices for Consideration Relative to Current Kingston Practice

Best Practices	Hamilton	London	Kitchener	Mississauga	Ottawa	Guelph	Belleville	Kingston
Team approach emphasized	✓ Integrated planning teams, including urban designer, environmental planner, heritage planner.	✓ File Manager & review teams. Team meetings to review application of policy.	✓ Team approach & problem-solving emphasized. Team meetings to review application of policy.	✓ 3 geographic teams – team approach to application review. Team meetings to discuss application issues.	✓ Geographically defined teams meet to resolve application issues. Conservation Authority, development review staff located at City Hall.	✓ Currently developing more effective team approach.	✓ Small inter-departmental application development team.	Individual File Management. Few team meetings to discuss application of policy.
Well-structured, transparent, managed review processes	✓ One-stop service centre with online support.	✓ Well-structured processes with flowcharts & time standards provided.	✓ Development Handbook. Flowcharts for processes.	✓ Development process manuals & flowcharts.	✓ 12-step approval process described. Online staff procedure manual and forms	Currently improving process documentation, flowcharts, etc.	Informal process, limited documentation.	Processes not well documented. Lacking flowcharts and time standards.

Best Practices	Hamilton	London	Kitchener	Mississauga	Ottawa	Guelph	Belleville	Kingston
Effective pre-consultation	Mandatory pre-consultation.	Mandatory pre-consultation.	Mandatory pre-consultation.	Mandatory pre-consultation. Online receipt of comments reviewed prior to meetings with applicant.	Mandatory pre-consultation.	No mandatory pre-consultation – currently implementing.	Informal – no mandatory pre-consultation.	Mandatory pre-consultation. Reported lack of preparation and attendance.
Informative city website. Easily accessed development & building services-related information. Comprehensive guides to processes & requirements Excellent graphics	Straightforward access to business service centre information & development application & building permit processes. Includes guidelines & flowcharts.	Easily accessible information. Well-described processes with flowcharts. Convivial graphics.	Accessible information on processes with flowcharts.	Plan & Build E-services Centre provides status updates on development applications & building permits. Some accessibility / navigation issues.	Provides 12-step approval process. Easily navigable site.	Currently improving website to provide better access to development-related and building services information.	Incomplete information on approval processes. Some navigation issues.	Accessibility & Ability to find information needs improvement. Applications provided without guidelines. Communication technical without convivial graphics – exception urban design guidelines.

Best Practices	Hamilton	London	Kitchener	Mississauga	Ottawa	Guelph	Belleville	Kingston
Managed heritage process / delegation of authority	✓ Delegated authority.	✓ Delegated authority.	✓ Delegated authority.	Few applications.	✓ Delegated authority.	✓ Delegated authority.	✓ De facto Heritage Committee inactive	Multiple Heritage Committee meetings on applications. No delegation of authority.
Building Services use of call centre, use of technology	Moving to online building permit application submission. Permit / inspection status accessible online. Call centre transition away from direct calls to officials. Use of technology i.e. laptops for inspection reports.	Online submission of building permit applications. Interactive automated call / centre customer service rep.	Call centre. Use of technology, i.e. laptops.	Building inspection call centre.	Building staff schedule own inspections. Online submission of building permit applications. Use of technology to access permit information / file inspection reports.	Online scheduling & call centre. Online submission of building permit applications. Use of technology to access permit information / file inspection reports.	Call centre for scheduling.	Officials schedule own inspections. Limited access to technology. Complete inspection reports in office.

Best Practices	Hamilton	London	Kitchener	Mississauga	Ottawa	Guelph	Belleville	Kingston
Application management systems	AMANDA	AMANDA LiveLink application management.	AMANDA Using it for application tracking to a degree.	AMANDA Online access applications. Establishing E-plans to track applications.	AMANDA	AMANDA Tracking site plan applications	Moving to CityView	CityView No on-line tracking of development applications.

In Section 4.0 the views of applicants and their business associations are presented regarding the City's development-related services as expressed to the Task Force and the consultant team.

4.0 Applicant & Community Perspectives on Development Application Review, Building Permit Processing & Inspection

The Mayor's Task Force invited applicants or others who would like to share their experiences and views on the City's development review, building permit processing and inspections processes to contact GGA to arrange for a confidential interview. Advertisements were placed in the Kingston Whig Standard and eight individuals with experience as applicants provided their views to the consultants. These applicants included representatives from both large and smaller development and building companies including companies whose activities were principally focused in the Kingston area as well as companies with development and building experience in other cities.

In addition, the Mayor's Task Force received presentations from residents, community organizations, businesses and their associations. The content of these presentations has also been considered in this summary and the report recommendations. Both applicants and presenters from the community sought to assist the Task Force to understand the issues affecting development in Kingston and to assist the Task Force to develop practical and informed recommendations for change (see Appendix D).

4.1 Applicants Would Like to See a More Positive Attitude Towards Development at City Hall

Applicants expressed the view that City staff involved in development review and building services take a bureaucratic and rules-oriented approach to their provision of development review services and building permit processing and inspection. Based on their experience, these applicants indicated that they believe that City staff do not have an understanding of development economics or the impacts which their regulatory approach has on overall development including delays, cost and marketability and, in particular, housing costs. If they do understand then their approach suggests they do not care about the cost impacts. The applicants who were interviewed stated that based on their experience some City staff can be adversarial and confrontational in the manner in which they provide their services and in the way they communicate with applicants. All applicants believe there is a need for staff to be educated relative to development, its economics and its benefit to the City. Most importantly, they would like to see a staff attitude change to be more positively disposed towards supporting development.

Some of these applicants were also critical of the City Planning Committee and Council, noting that even when the Planning Department is supportive of a development application the Planning Committee and Council may not follow the recommendations coming from the Planning staff. They noted that this often leads to an OMB appeal and that when this happens it is often settled in favour of the applicant at the OMB hearing, or, more often, in a mediated settlement prior to the OMB hearing. This adds costs for the applicant and to the City and contributes to the anti-development perception.

These applicants believe the City should be known as pro-development, but is not. The anti-development perspective is reportedly widely held in the development industry and business community, as reported by the people who were interviewed. Belleville, Ottawa, St. Catharines and Cornwall are mentioned as being more supportive of development with less regulatory red tape. The individuals interviewed believe that Kingston's approach should be more "how can I help you achieve your development objectives?" rather than an approach which is focused on constraining development based on rules and regulations. The views of businesses and business organizations that made presentations to the Task Force were generally supportive of the observations and comments of applicants, but not as pointed in their comments.

Residents and representatives of community organizations were more complimentary towards City staff but believe that the City and staff should provide more public access to information on development applications, including Committee of Adjustment, reports and agendas, and provide this information online. They would also like to see greater consistency in how planning reports are prepared, communicated and made available.

4.2 Development Application Review Process Needs Improvement – Pre-consultation a Step Forward

Applicants and several of those who made presentations to the Task Force spoke favourably with respect to the mandatory pre-consultation process which has been in place in the City over the past few years. They see this as an improvement and a sign of positive change. They believe that it is a good idea to have a meeting early on between the applicant and the City, so that the applicant can get a clear understanding of the City's requirements. They spoke positively about the opportunity to have a meeting where representatives of all relevant departments who will be involved in the review of their development application would be present. However, in applicants' experience staff from the relevant departments are not always present and those who are present often seem to be unprepared and lack knowledge of their development proposal. Several applicants indicated that while they valued the information they received at the pre-consultation meeting, they found later on that expectations / requirements often changed, e.g. additional studies being required, change in interpretation of stated policy, and that this often delayed the approval process and increased their costs. One representative of a community organization stated that the believed that the public should be invited to the pre-consultation meetings. Applicants and presenters indicated that there need to be clear criteria for when specific studies are required to support an application and also under what circumstances a peer review will be required. Interviewees stated that these studies and peer review cause delays and increased costs. It was noted by several community presenters that technical studies and peer reviews assist the City to make good decisions on development applications and are seen as useful planning tools. Industry applicants would like to see the City hire the necessary expertise so that the need for peer review is reduced. They also believe that a development facilitator should

be hired to act as a “go-between” who could bring together the applicant and City staff in a meeting and help to facilitate the resolution of development related issues.

Applicants and presenters would like to see clearer policies, design guidelines, e.g. façade improvements, and a better information system to track applications.

Another common comment was that it was unclear to the applicants interviewed as to who was coordinating and ensuring that their application was being processed on a timely basis. They indicated that the planners are not managing the files and they wonder “who is in charge?” They indicated that when they contact the planner who they perceive as being in charge of their application regarding the status of their application, they often receive the response, “I am waiting for comments from other departments” and a suggestion that they contact one or more of the departments to encourage them to submit their comments.

Coordination between Kingston Utilities and the City with respect to subdivision-related approvals and delays in receiving final agreements from the City Legal Department was also an applicant stated concern.

It appeared to the applicants that there was no attempt by the Planning staff to expedite the review process, although there was some recognition of the concurrent review processes.

4.3 Zoning By-Law Needs Updating & Development Policies & Regulations Increasing Costs

Applicants and community representatives who made presentations to the Task Force stated that the zoning bylaw² needs to be updated as soon as possible. This is a major factor contributing to conflicting interpretations and inconsistent decision-making. Interviewees questioned, “why is/has this been taking so long – amalgamation was a long time ago?”

Applicants also pointed out that Official Plan policies, e.g. sustainability, energy conservation, the encouragement of development on smaller lots, do not match market realities, can increase costs and are not consistent with what Kingston homebuyers want to purchase. The experience of the development industry is that houses on 50ft lots in any development sell first and new homebuyers do not want to pay an additional premium for energy conservation measures. One applicant indicated that a builder who had made a major commitment to energy conservation in this housing development went bankrupt because buyers were not prepared to pay the associated costs, even if there was a longer-term payback for the homebuyer. Industry representatives would like to see incentives to reduce the costs of “building green”. Several community presenters indicated that residents and small builders cannot afford to undertake

² Currently there are five zoning bylaws applicable within the City’s boundaries. These bylaws were in place prior to amalgamation of the City.

archaeological and other types of studies for small development projects and would like to see incentives or a less rigorous set of requirements.

Several individuals pointed out that regulatory costs have increased significantly in the past 10 years; by one account these costs have tripled which has added \$35,000 to a 50 ft. lot, therefore increasing housing costs for Kingston residents. Examples of new regulations adding to costs included compensation for trees cut down for development, and parkland dedication requirements which exclude forests, slopes and areas near waterways, thereby reducing the available land on a site for development. Concern was also expressed regarding the City policy to allow "bump up" of site plan applications to the Planning Committee by an individual Councillor, which lengthened the approval process, although this policy was supported by a presenter.

4.4 Greater Consistency in Building Code Interpretation & Less Reliance on Engineering Letters Needed

The most commonly cited issue stated by both interviewees and presenters with regard to the provision of building permit and inspection services was the inconsistency in the interpretation of the Ontario Building Code as expressed by City Building officials when inspecting buildings. Some inspectors were deemed to be reasonable to deal with - will help explain Code issues and problem-solve, while some individuals are perceived to have a negative attitude, are slow to respond to telephone requests for service, and lack Building Code knowledge. Another common issue raised by applicants was the excessive requirement for engineering letters when the inspector is unable or unwilling to support a particular building method, technology or approach. These engineering letters add to building costs which must be passed on to the homebuyer or recovered through rents on commercial and industrial buildings.

Several applicants indicated that there is a need to clarify the role of building inspectors and Fire Department officials relative to building inspection and approval requirements. They indicated that fire inspectors are aggressive in interpreting the Building Code related to fire safety and that it would seem that there is continually changing inspection personnel and no accountability - "If you are dissatisfied with an inspection, to whom do you complain?". They indicated they thought that building inspectors should be able to undertake Ontario Building Code fire-related inspection.

Applicants stated that responses to general building permit applications were processed within provincially established time standards. They reported, however, that the Department would often identify a minor inadequacy and reject the application on the last day, thereby meeting the time standard but requiring the applicant to start the process again with a revised application.

In Section 5.0 the views of City managers and staff relative to their experience in providing development-related services is summarized, along with their suggestions for possible improvements.

5.0 Staff Perspectives on Development Application Review, Building Permit Processing & Inspection

To provide an opportunity for Kingston staff who are involved in development application processing and building permit processing and inspection to contribute to the Mayor's Task Force's deliberations and recommendations. The Task Force asked GGA to prepare and distribute a confidential questionnaire to relevant managers and staff in Planning, Engineering, Utilities Kingston and other involved departments. A total of 55 questionnaires were distributed with 45 completed questionnaires being received by the consultants for a response rate of 82%. This a good response rate for a survey of this type and it was clear from the quality of the information provided that staff gave thoughtful consideration to their answers and were desirous of providing constructive comments and suggestions for process improvements to the Mayor's Task Force. GGA was also able to interview and conduct focus groups with staff which contributed to our understanding of development application and building service issues. The following provides a summary of the themes and comments which were received through the questionnaires, interviews and focus groups.

5.1 Role of the Planning Department, Planners & Other City Staff Involved in Development Application Review

It is clear from the survey responses, interviews and focus groups that City staff view themselves as professionals who are committed to the City and its residents. They want residents to have a high quality of life and believe they have an important role to play in this regard. Most staff in all departments view the Planning Department has having the lead role in the development review process and expect the Department to coordinate the review process and be the principal point of contact for the applicant. Some staff pointed out that this is somewhat unclear to applicants when subdivision applications are involved as the Engineering Department takes the lead. Staff expressed a range of views relative to their role and authority in development review. In some cases, planners see their principal role to be that of protecting the public interest and providing their professional independent objective advice to Council. They do not see their role as one to support development of the City or resolve development issues to enable development to take place. Others would include ensuring that development applications and the resulting development is in compliance with Council approved Official Plan, policies and zoning regulations. They indicate that this is quite difficult because of the out of date zoning bylaw and inconsistencies between the existing zoning bylaw and the Official Plan. Some indicated while they followed the provisions of the Official Plan and other policies they were prepared to evaluate each application and where the application did not fully comply tried to help problem-solve with the applicant taking into account the unique attributes of the proposed development and the intent of the policies of the Official Plan and zoning.

Several planners indicated that they were uncomfortable expressing their opinions on development applications because they were unclear what position management would take and were fearful of having the positions overturned or of being criticized. Others stated that management should not take positions that differed from their position because they were qualified professionals and their position should be supported. In some cases staff said that they would not state a position to the applicant but would refer the matter to management. Some staff expressed the desire that they receive more support from management and that management not resolve applications issues through discussions with the applicant at meetings where they are not present. Staff believe that there is a need for more meetings involving review staff where the interpretation of policies can be discussed relative to specific applications.

5.2 Coordination of Departmental / Agency Comments / Consensus / Resolution of Conflicts

Staff indicated that coordination of departmental and agency comments on development applications could be improved. Staff indicated that comments were not always provided on a timely basis and that communications to applicants often did not include the full range of information that would benefit applicants. Some staff pointed out that any differences between departments relative to a development issue should be discussed and a consensus developed before the pre-consultation and other meetings with the applicants takes place.

5.3 Zoning Bylaw, New Official Plan & Other Policies

Staff indicated that the current zoning bylaws are a major source of problems of interpretation and create conflict with applicants. Staff indicated that the wording is archaic and permitted uses need to be more generic recognizing that in particular the potential business uses of commercial and industrial buildings have changed over the past ten years as the City has grown and the economy has changed. Staff indicated that the new Official Plan is quite detailed in its land use designations and there are inconsistencies with the zoning by-laws which have not been updated since the time of amalgamation. Staff indicated that the zoning bylaws need to be updated/consolidated as soon as possible pointing out that the City has had two Official Plans prepared without a new zoning by-law being prepared. Staff also believe that the current Official Plan would benefit with further policy development in such areas as student housing, rural subdivisions, overdevelopment, arterial commercial and rural severances. It was also pointed out that there was a need for landscape design guidelines to complement the Official Plan and that the development review process and client service would benefit if there was more discussion of the potential costs of landscaping with applicants earlier on in the review process. They report that applicants are often surprised that landscaping to meet site plan requirements can incur an unanticipated level of expenditure. Finally there was some concern expressed by development application review staff that they had not been consulted in the policy development process and that policy staff were not involved in or fully knowledgeable of development review issues.

5.4 Applicant Relationships / Communications

Staff stated that communications with applicants can be difficult because applicants do not know or understand fully the City's development policies. They believe that applicants need education on Kingston Official Plan and policies and need to understand that these policies are requirements, not guidelines. Staff indicated that they understand that a resident, small business or developer or an applicant from outside the City beginning a development may not have full knowledge but believe that experienced local developers should know our policies and recognize that the City's requirements are common in all Ontario municipalities especially as many policies are in response to provincial directives.

Staff stated that application submissions are often incomplete and /or in conflict with existing policies. They state that applicants are often not well served by their consultants who vary in their knowledge and competence and often provide incomplete or inaccurate submissions. They believe that delays in processing often are due to applicants and /or their consultants not taking time to improve inadequate submissions or delaying the overall process by not revising their submissions for several months. They indicated that they believe that the principal concern of many applicants is solely focused on project approval and profits not the overall longer-term health and sustainability of the Kingston community.

Staff believe that communications could be improved with applicants and residents through an improved City website with online explanation of processes and requirements as well as increased communication during application review.

Finally staff would like greater support, recognition, and trust from development industry – We are trying to do a good job and are “getting weary of being beaten up” in discussions with applicants and in public forums.

5.5. Development Review Process

Staff indicated that more clearly-defined & documented processes and guidelines relative to development application review and building permit processing and inspection would be beneficial particularly for new employees and to ensure that all staff are consistent in their approach and work well together e.g. procedures manuals with roles & responsibilities identified for each step. Some staff also stated the City should consistently follow a “complete application process” where applications are not reviewed by some departments until all information, drawings and studies requested during the pre-consultation have been received. Review of partially complete applications is contributing to inconsistencies amongst review comments & leads to the applicant wasting time contacting various departments throughout process.

Staff indicated that it would be beneficial to develop an online application process, including submission of drawings & reports which could be accessed online by departments. This would improve customer service with applicants and would simplify information sharing amongst departments and agencies.

The new mandate for the Heritage Committee provides an opportunity to redefine the heritage review process and change the way applications are currently processed.

Improved, updated and more accessible maps would reduce the time staff currently have to take to check application-related information. There is also a need to make planning information more accessible. It is scattered across various databases & files. It takes too much time to assemble relevant information.

Interactive online mapping & info-graphics of planning & development processes provided in a user-friendly form through the City's website would help to improve customer service. Currently residents can't view Official Plan and zoning mapping online.

5.6 Coordination Amongst Departments

Planning and other departmental staff pointed out that delayed review comments and tardy processing of required documents affects customer service. While this was a concern shared relative to the performance of all departments and agencies, the Legal Department's slow processing of documents was the department most often mentioned by staff.

Planning needs to coordinate comments & help to resolve inter-departmental issues regarding applications before meeting with and providing the applicant with comments on their applications. Some staff pointed out that departmental comments should be less repetitive and better tailored to the specific application under review. Some staff also stated that Planning should provide a more integrated rationale for requested changes to the applicant.

Staff recognize that more communications & conflict resolution amongst departments relative to application issues would be beneficial. Planners pointed out that they don't have authority to ensure timely comments by other departments & agencies and find it stressful contacting other departments soliciting the required comments as deadlines approach.

Another coordination improvement opportunity cited by staff is related to subdivision review. As Engineering is responsible for coordinating subdivision application review and guidelines, if Policy Planning changes related policies this needs to be communicated inter-departmentally.

Planning and Building Services provide customer service support at the counter at the John Counter Boulevard service area but several staff indicated that they believe Utilities Kingston & Engineering staff should be more available at the service counter to assist applicants.

5.7 Lack of File Management & Supportive Information Systems

Staff identified many problems with respect to accessing and managing relevant information for processing purposes. Information in paper files can be incomplete and difficult to access and e-mailing of large documents between departments is difficult due to system constraints.

Currently staff in departments other than Planning cannot see the whole application file, other department comments, correspondence with applicant, reports, etc. which affects processing.

There is no cross-referencing of information on a property specific basis relative to development applications, building permit applications or other city information. A computerized system to cross-reference all property-related information, including applications linked to each property within the City's boundaries is needed. Staff stated that the City's mapping & GIS are inadequate - "once we were leaders amongst municipalities, now our mapping is not functional". Staff are having to use Google Maps to incorporate maps into zoning applications even though there is no zoning information on these.

5.8 Work Environment

All staff stated that their work area at John Counter Boulevard is crowded, congested & doesn't serve the needs of staff or the community. They pointed out that there is very limited private meeting space for discussions with applicants which can be very problematic if there are differences of opinion being exchanged. Staff also stated that reviewing large drawings and documents at the counter is difficult due to lack of space. Staff also noted that heritage planners are not located together with other staff which does not contribute to effective coordination within the Planning Department. There is also insufficient space for departmental meetings and managers are using the cafeteria for some meetings.

Staff report that the working environment is affecting staff morale. Managers state that the lack of private space is affecting their ability to discuss issues with staff and with applicants effectively.

5.9 Communications

Staff believe the City's website could be more effective in providing information related to the development application and building permit processes. More information needs to be available online; staff report spending too much time providing basic information to residents which could be better provided through the City's website. They also would like to see more education and outreach to applicants who are members of Kingston's development industry.

6.0 Summary Conclusions & Their Implications for Change

When reviewing the perspectives of Kingston's applicants, community representatives and residents, and comparing these with those of Kingston staff involved in development application review and building permit processing and inspection as expressed to the Task Force, it is clear that both groups agree to a large extent on what the issues are but there are differing views as to the causes and what can be done to address them.

Applicants would like to see the following changes made:

- ◆ Attitude change / more cooperative approach to development;
- ◆ Updated Zoning Bylaw;
- ◆ Transparent, structured processes supported by well-prepared and helpful staff;
- ◆ Improvement in communications, including process documentation and website with reports, agendas;
- ◆ Consistent Interpretation of Policy and Building Code; and,
- ◆ Greater clarity regarding the need for peer review and technical studies.

Community representatives and residents would like to see:

- ◆ Updated Zoning Bylaw;
- ◆ Improvement in communications, including process documentation and website with reports, agendas; and,
- ◆ Greater clarity regarding the need for peer review and technical studies.

City management and staff would like to see:

- ◆ Greater clarity regarding the role of the Planning Department and planner and coordination with other departments in development review
- ◆ Updated Zoning Bylaw;
- ◆ Improvement in the quality of development submissions;
- ◆ Improvement in information systems and mapping; and,
- ◆ Improvement in communications, including website, supportive materials and education for development industry and public.

It is clear for some issues that there is agreement between applicants, community representatives and City staff on what needs to be done. This includes:

- ◆ Updating of the zoning bylaws and other policies;
- ◆ Improved communications regarding applications between applicants and staff; and,
- ◆ Improved coordination between departments in the review process.

The municipal benchmarking research has found that many of these issues are or have been experienced in these municipalities as well. The best practices being pursued in these municipalities offer insights and possible solutions which could help Kingston to address these issues in a constructive and pragmatic manner.

Municipal Best Practices Provide Guidance to Needed Changes

Clearly, there is more which needs to be done to improve the City's development review and building permit and inspections processing. The municipal best practices documented in this report can provide guidance to addressing opportunities for improvements identified by both applicants and City management and staff. These best practices can be summarized as follows:

- ◆ Team approach which supports information-sharing, decision-making and consistent interpretation of policy, regulations and Building Code;
- ◆ Transparent, structured, well-documented processes accessible to applicants and supported by informed and prepared staff;
- ◆ Effective communications with respect to the application process, using website and other communications materials, as well as education and information-sharing opportunities to assist applicants; and,
- ◆ File management systems, information access and tracking capabilities with respect to the management of applications and provision of online access to applications for the benefit of applicants.

Exhibit F illustrates the identified issues as perceived by the applicants, the community, as well as staff. Many of the municipal best practices relate to these issues as well and together all of these sources have been used to develop the improvement opportunities and recommendations in Section 7.

Exhibit F: Municipal Best Practices Research, Perspectives of Applicants, Community Representatives & City Staff – Basis for Developing Opportunities & Recommendations



6.1 Communications & Organization Development Key to Successful Implementation of Mayor's Task Force Recommendations

Many of the issues and opportunities for improvement identified by applicants, community representatives and by City management and staff point to the need to improve communications and to use all possible means to do this, e.g. improved website, clearer documented application requirements, and supporting rationales. There will also be a need for continued organization development at the City to build the “culture of continuous improvement” envisioned by the City's Strategic Plan and a willingness to “change the way things are done” to improve development review, building permit processing and inspection services.

Finally, and most importantly, there is a need for more goodwill and communications to prevail amongst the City staff, applicants and other stakeholders. There is a need for:

- ◆ more civil, diplomatic, problem-solving focused discourse amongst City staff and stakeholders;
- ◆ more recognition that the City must balance the interests of applicants and many other stakeholders in community development and has a responsibility for ensuring public safety with respect to the built environment;
- ◆ more recognition that applicant investments are needed for community development and Kingston's quality of life, and that the risks and costs associated with these investments increase if application review is not timely and flexible in its approach;
- ◆ recognition that both the City and applicants have contributions which could improve development review – clarified processes; more flexible, problem-solving approach from City staff; more complete and better quality submissions from applicants, their consultants and agents; and,
- ◆ cooperative efforts going forward to use the Mayor's Task Force report and recommendations as the basis for further communications and discussions between the City, applicants, KEDCO, Kingston Homebuilders Association, and other stakeholders, to build a climate for positive change.

In Section 7.0 which follows the Opportunities for Improvement and the Task Force's Recommendations are provided.

7.0 Improvement Opportunities & Recommendations for Discussion with Mayor's Task Force

Drawing together all of the information gathered through the municipal benchmarking interviews, research and best practices, the interviews with applicants, the presentations by residents, community representatives, businesses and business organizations, and the interviews, focus groups and completed questionnaires provided by Kingston management and staff, the following improvement opportunities and recommendations which are presented in this section were developed through consultations between the Mayor's Task Force and the consultant team. In developing these recommendations, the Task Force notes that the City has been addressing some of the issues raised in this report.

Strategic Plan

A Kingston Strategic Plan 2011-2014 for the City has been developed which has recognized "how we do business is as important as the business we conduct". The Strategic Plan has been widely discussed by City and management and staff and the City has been focusing on fostering a "culture of continuous improvement", and has made a commitment to streamlining decision-making, defining and clarifying expectations, improving accountabilities and enhancing communications with a major focus on improving customer service and performance management.

Customer Service Initiative

A Customer Service Initiative has been undertaken involving consultation with the development and building industry, as well as management and staff. The industry interviewees noted that there have been some improvements in customer service recently and noted specifically the establishment of the pre-consultation meetings, more flexibility, e.g. fast tracking of building permit and site plan review to provide foundation permits, and that some staff are trying to improve communications and coordination. The City has provided Customer Service training to all staff who are involved in development review, has posted updated Customer Service Standards on its website, and carried out other initiatives to support customer service.

Concurrent Development & Building Application Review & Approvals

The City has put in place a process supporting concurrent review and approval of Official Plan, zoning, draft plans of subdivision, site plan, heritage approvals and building inspections. This allows the applicants to work through issues to process applications while the technical documents are being prepared. This has been done to help fast track the approval process, however, this has made coordination between departments more complex which the City is currently working to address.

Development Teams for Employment Lands

Through discussions with KEDCO and other stakeholders the City has recently improved its process with regard to development of employment lands and assigns a predetermined development team to process these high priority applications with the goal of quicker turnaround and addressing any issues early on.

7.1 Five Major Opportunities for Improvement & Recommendations

The five major opportunities for improvement and related recommendations are as follows:

- 1. Improve Communications Relative To Development Review & Building Services Provision**
- 2. Establish a More Robust Team Approach to Development Review, Clarify the Planner's Role & Ensure that Dedicated Resources are in Place in all City Departments involved in Development Review**
- 3. Improve Management & Governance Relative to Development**
- 4. Improve Development Review & Building Services Processes to Improve Customer Service**
- 5. Improve File Management, Information Access & Information Systems to Support Development Review & Building Services**

The improvement Opportunities & Recommendations are further presented in the following Exhibit G:

Exhibit G: Improvement Opportunities & Recommendations



Recommendation # I Improve Communications Relative to Development Review & Building Services Provision

Recommendation 1.1 Establish a Development Consultation Forum – Planning & Building Services with Development / Builder Community – a Series of Workshops with Cooperation of Kingston Economic Development Corporation, Greater Kingston Home Builders Association & Kingston Construction Association to Discuss Development & Building Services Issues

Currently City management meet with KEDCO and the Kingston Home Builders Association on a semi-annual basis. Given the service delivery issues which have been raised in this study, a more formal series of discussions is warranted focused on the issues.

Implementation Actions:

- ◆ A joint committee with representatives from KEDCO, the Kingston Home Builders Association and the City should be established to plan the agendas for a series of monthly or bi-monthly consultation workshops. Each workshop should have a pre-set agenda, minutes should be taken and action plans and next steps developed with the participation of all parties. Where topics might be of interest to others, e.g. heritage, environmental planning issues, other organizations and their representatives could be invited to participate in such a meeting. These workshops should:
 - Review Task Force findings and recommendations;
 - Discuss issues of mutual interest, e.g. common issues affecting development and building permit applications; and,
 - Explore Official Plan and policy education topics as possible workshop themes, including recent policy initiatives, e.g. tree by-law, green space parks dedication, quality of applicant submissions, address attitude / perception issues regarding customer service standards.

Recommendation 1.2 Improve Website & Availability of Development Application & Building Services Information

Implementation Actions:

- ◆ The City should establish a plan to improve its website and the provision of development application and building services information. The new website should be visually appealing and inviting, using images and graphics to support word-based content. At a minimum, the website should include:
 - Applications and guidelines
 - Process descriptions and rationale
 - Process flowcharts
 - Service standards
 - Contact information
 - Detailed internal processes with appropriate forms for internal training and use
 - Access to reports, meeting agendas, etc.

for all types of development and building services applications. This content could be supplemented with illustrations, examples of completed technical drawings, videos explaining services, etc.

Recommendation 1.3 Continue Customer Service Initiatives & Establish Customer Service Survey

The City under the direction of the Commissioner of Sustainability and Growth has been carrying out Customer Service Initiatives focused on the development review process with the staff involved. The Customer Service Initiatives which were reported to the Task Force included customer service training for staff, revision of the Heritage Committee's mandate, changes to the delegation authority providing staff approval authority for all uncontested consent applications that comply with zoning regulations, updated website information related to the development review process for employment lands amongst other initiatives. Work was reported to have commenced on performance measurement, customer service standards and the Comprehensive Zoning By-law Review.

Implementation Action:

- ◆ These activities should be continued and the Customer Service Survey should be finalized and made available on the City's website and at John Counter Boulevard as a priority.

- ◆ The results of the Customer Service Survey should be gathered, analyzed and reported to the Commissioner, CAO and Council. The results should be used to further support continuous improvement in the development review and building services processes.
- ◆ A team approach to customer service should be fostered through continuing customer service training and improved interdepartmental service coordination.

Recommendation 1.4 Provide Education / Information-Sharing Opportunities for Developers & Community

Implementation Actions:

- ◆ The City should provide more opportunities for all residents who have an interest in such matters as development, improving their homes and businesses through expansions and renovations, heritage preservation, sustainability and environmental conservation, to learn more about the City's community development goals, its development-related policies and the development review process, the Ontario Building Code, and the need for a building permit to ensure public safety.
- ◆ The City should pursue the best practices as found in other cities, e.g. education programs and seminars on development topics (Ottawa), and videos on City processes, e.g. Committee of Adjustment (Hamilton), and on development issues (Ottawa and Hamilton).

Recommendation 1.5 Review all Communications Materials Used to Support the Development Review & Building Services Delivery & Develop Communications Standards & Guidelines for Communicating with the Public

Currently, communications with applicants and the public are provided by individual staff members in each department involved in development review. No communications standards are in place for verbal and written communications. Current customer service training can assist staff to be professional and customer service oriented in their communications.

Implementation Action:

- ◆ Customer Service training should be supported by the establishment of communications guidelines, improved forms and sample letter formats and wording to support development review and building services revision.

Recommendation #2 Establish a More Robust Team Approach to Development Review, Clarify the Planner's Role & Ensure that Dedicated Resources are in Place in all City Departments involved in Development Review

Recommendation 2.1 Establish a More Robust Team Approach to Development Review

Currently applications are received by the Planning Department and assigned to a planner who then reviews the application and circulates the application to staff in other departments for their review and comments. Coordination and ensuring comments are received on a timely basis for communication to the applicant has been a problem. Applicants and staff have reported that the comments can be incomplete or in conflict with each other. Current systems do not allow for departments to see the comments submitted by others and this needs to be addressed.

Planners need to synthesize comments, consult with management and other planners on the interpretation of policy and seek to resolve conflicting comments from other departments. Communications with applicants should reflect the collective departmental policy interpretation and judgment of the public interest and be provided in an informative and tactful manner which can assist the applicant to improve or revise their application.

Implementation Actions:

- ◆ Establish a more robust team approach to development review which builds a common understanding of the City's planning policies, their application and interpretation. Planners and all other review staff should consult with their managers and with other professionals when reviewing applications and preparing comments. Planners should be recognized as the coordinators of the review process on an application and should seek to address differences in interdepartmental views and develop a synthesized communication to applicants relative to their submissions. Teams should improve their communications with applicants and stakeholders, taking advantage of recent customer service training.
- ◆ Planning department management should have regular meetings with planning staff (policy and development review) where policy interpretation issues are discussed using various applications as case studies.
- ◆ Managers of departments, including Utilities Kingston, involved in development review should be prepared to contribute to the Interdepartmental Management Committee for Development and help to address application processing issues.
- ◆ Dedicated staff for development review should be identified in every department that has a role in development review.

- ◆ Recruitment processes should ensure departments have the full complement of professional and technical skills needed to support review processes. Monitor the use of external peer review resources to determine whether there is sufficient need to justify recruiting the skills in-house.

Recommendation 2.2 Establish a Program to Manage the Review of High Priority Applications

The City has recently established a development review team to process high priority applications involving employment lands and has reportedly had success in more effectively managing processing interdepartmentally and addressing specific development issues on a timely basis.

Implementation Action:

- ◆ The development review team should be more formally institutionalized with clear guidelines and criteria for determining the type of applications which would qualify for designation as High Priority Program applications. Candidate applications for inclusion in the High Priority Program should be limited to the most major projects with a high potential for significantly increased employment and assessment. KEDCO should be consulted in the preparation of these guidelines. Once prepared, Council should approve the High Priority Program guidelines, criteria and process for review. Once Council has given its approval to the High Priority Program, designation of an application as high priority should be made by the Interdepartmental Management Committee for Development (see Recommendation 3.1) based on the Pre-consultation Application submission and the established criteria and this should be communicated to the applicant at the pre-consultation meeting.

Recommendation #3 Improve Management & Governance Relative to Development

Recommendation 3.1 Establish Interdepartmental Management Committee for Development (IMCD)

Implementation Action:

- ◆ Establish an Interdepartmental Management Committee for Development to oversee application processing. The IMCD should be chaired by the Director of Planning and be composed of Directors overseeing development review in their respective departments. It should monitor application processing and track applications against established customer service / performance standards. The Committee should meet monthly to review progress on applications and discuss any issues or conflicts brought forward by development review teams. The Committee should address issues, e.g. complex development issues which may arise with respect to specific applications, application delays and timelines, interdepartmental coordination. The Committee should also approve the designation of High Priority Program applications.

Recommendation 3.2 Undertake Organization Development Initiative Focused on Development Review & Building Services

Implementation Actions:

- ◆ Undertake an organization development initiative to clarify Council and Planning Committee's expectations and priorities with respect to development review and building permit processes. Conduct a workshop on development which would include members of Council, Planning Committee and senior management – Planning, Building Services, Engineering, Utilities Kingston, amongst others, to:
 - review Council priorities relative to development, including existing policies which they may wish to amend;
 - clarify roles of Council, Planning Committee and City departments in development review and implications of the OMB process; and,
 - review Task Force recommendations and their directions for change.

Use the results of the Council / Planning Committee workshop to undertake staff workshops to discuss the directions and priorities of Council and how staff can help to achieve Council's priorities.

Recommendation 3.3 Management & Supervisory Skills Training to Support Teambuilding, Staff Development & the Implementation of Change

Implementation of the Mayor's Task Force recommendations calls for a new approach to service delivery. It is essential that all managers and supervisors have the requisite skills to develop effective teamwork with the staff in their departments.

Implementation Action:

- ◆ The City should provide additional opportunities for managers and supervisors to upgrade their skills and knowledge to build more effective teams.

Recommendation #4: Improve Development Review & Building Services Processes to Improve Customer Service

Recommendation 4.1 Fast Track the Update of the Zoning Bylaw as High Priority to make it Consistent with the New Official Plan

Kingston Policy Planning staff have contracted with an external consultant to undertake a Stage I - Zoning Issues & Strategy study over the past year. The report of the consultant is expected by December 2012 and it will identify and consider fundamental issues and technical matters which would have to be addressed in the Zoning Bylaw update. The City's plan is then to develop a strategy for the Stage II Comprehensive Zoning Bylaw Review with the goal of completing the update by 2015.

Implementation Actions:

- ◆ Given the importance of the need to update the City zoning and the difficulties which are currently being experienced in interpreting the 5 zoning bylaws, including 100 zone categories and 45 primary maps, it is imperative that the process to update the Zoning Bylaw be completed as expeditiously as possible.
- ◆ The City should establish a plan to fast track the updating of the Zoning Bylaw to the maximum extent possible while maintaining the quality of the final product. This may require the application of additional resources and the undertaking of certain research and analytical tasks in parallel.

Recommendation 4.2 Further Clarify & Document City Development Application Review Processes

Implementation Actions:

- ◆ The City's Planning Department should document the City's development application review processes for all types of applications, both for the purposes of providing the content for an updated website, and also to provide the content for a procedures manual which would clarify the roles and responsibilities of all staff in all departments involved in development application review. This manual would then be used for training purposes and for the orientation of newly-hired staff. When resources allow, uniform letters and forms should be developed and accessible online as part of this manual to allow for consistent communication with applicants.
- ◆ Develop guidelines and criteria for determining when peer review would be part of the review process, and maintain statistics on how often it is asked for and being used.

- ◆ Investigate the possibility of providing incentives or other means to support “green” development and to reduce the regulatory costs, particularly for small developments.

Recommendation 4.3 Establish a Facilitator Position to Assist in Communications & Coordination with the City’s Business Community

Implementation Action:

- ◆ The City should establish a Facilitator position to assist in communications and coordination with applicants whether they be businesses or residents. The Facilitator’s involvement would begin at the time an applicant visits the Service Centre and requests information or submits an application. This position would not involve any business development activity. The Facilitator would be available to assist applicants who experience difficulties during the development review process, and would be a neutral party whose objective is to help keep processes flowing and to address bottlenecks. The Facilitator would bring together relevant parties in a meeting and seek to facilitate consensus around any development-related issues. This position could provide support at John Counter Boulevard and assist with the explanation of City policies, and be available to assist applicants to access City resources. This position could be established as a contract position and be subject to evaluation after one year, recognizing as improved team approach, customer service and processes are implemented, the need for such a position might decline over time.

Recommendation 4.4 Improve the John Counter Boulevard Facility’s Capacity to be a Service Centre

The City currently has plans to expand the John Counter Boulevard facility. It is critically important that the planning for this facility focus on the provision of improved customer service related to development review, building services, business licensing, and other City services which support business and the community. As well, improved space for staff to improve their ability to perform their roles efficiently is important (e.g. plan examining space). Currently, management and staff are located at both City Hall and at John Counter. Therefore, an expanded facility providing opportunities for staff to be located at one site would benefit communication and coordination. Facility improvements should be complemented by an improved service delivery model with better coordination between departments.

Implementation Actions:

- ◆ An upgraded facility should provide a welcoming and convivial atmosphere which is inviting to any business person seeking to access City services.

- ◆ Space plans should include a reception area large enough to accommodate both those seeking business services and those who are seeking to provide service.
- ◆ There should be improved meeting spaces, some of which should be private, where applicants and service providers can meet to review application documents and drawings.
- ◆ Workspaces should be designed to meet the needs of professional and technical staff and take into account the implications of implementation of the recommendations. For example, currently staff have to review large documents, including drawings and maps at the counter and on their desks.
- ◆ Improved technology and systems, changed work methods and organization could change space requirements and may provide opportunities to use workspace differently, e.g. online submission and access to applications and documents; provision of laptops or tablets for entering building inspection reports remotely. This should be addressed in plans for the new facility.
- ◆ Management should be provided with private office space to allow for confidential telephone discussions with the City's clients, staff and other managers.
- ◆ Management and staff should be consulted in the development and finalization of the facility and space plans.
- ◆ Staffing to provide frontline customer service at the service counter should be provided by all relevant departments, including Development Planning, Engineering, Building Services, Business Licensing, Utilities Kingston, to provide the full range of services to the public and business.
- ◆ Management should develop a new service delivery model with improved interdepartmental coordination and ensure a coordinated staffing plan is in place with knowledgeable trained staff available at all times to serve the public.

Recommendation 4.5 Continue Concurrent Review & Approvals Process with Improved Information Systems Support

The City of Kingston currently provides applicants for development with the opportunity to submit concurrent applications for review and approval for Official Plan and zoning amendments, draft plans of subdivisions, site plans, heritage approvals and building permits and inspections, and have them reviewed as part of one process. This is a municipal best practice and an advantage to applicants. It does, however, increase the complexity of these review and approval processes. Currently, information management to support this concurrent review and approvals process is inadequate and is contributing to a lack of coordination, information-sharing and file management related to the applications.

Implementation Action:

- ◆ The City should develop improved information systems to support application tracking and the coordination and sharing of information between relevant departments (see Recommendations 5.1).

Recommendation 4.6 Improve Pre-consultation & Subsequent Review Processes by Ensuring that Relevant City Staff are Fully Prepared & in Attendance to Provide Guidance to Applicants

The City established a mandatory pre-consultation process several years ago and this has been viewed positively by the development industry. Currently, there are regularly scheduled times for pre-consultation meetings where staff can provide guidance to applicants relative to their development proposals.

Implementation Actions:

- ◆ To improve the effectiveness of the pre-consultation process, management should ensure that designated development review staff attend these meetings and be prepared in advance to provide informed advice.
- ◆ Prior to each pre-consultation meeting and based on the submitted pre-consultation application, City management should establish the requirement that there be an inter-departmental meeting to review the application, identify issues and requirements.
- ◆ Once a complete application submission has been received, development review staff should meet and be prepared to give synthesized / integrated comments to applicant relative to their submissions.
- ◆ Establish a regularly scheduled day with an agenda for review of submissions with applicants where feedback is to be provided to applicants keyed to established customer service / performance standards.

Recommendation 4.7 Improve Development Review Coordination between Departments & Agencies through Memorandum of Agreement & Performance Monitoring

Implementation Actions:

- ◆ The Interdepartmental Management Committee for Development should establish a Memorandum of Agreement regarding interdepartmental coordination building on recent Customer Service Initiatives. The memorandum of agreement should spell out the roles and responsibilities of each department in development review including the Planning Department as principal coordinator of the process.
- ◆ Time standards should be established for each step in the review process and the performance of each department or agency should be monitored and measured against these time standards.

- ◆ The Interdepartmental Management Committee for Development should monitor performance and discuss coordination issues as well as any policy issues which may be delaying an application's progress through the review process.
- ◆ Existing processing bottlenecks e.g. processing/preparation of documents by Legal Services should be given immediate attention both by the department and the Interdepartmental Committee.

Recommendation 4.8 Improve the Effectiveness & Efficiency of Heritage Related Application Review through Delegation of Authority & Provision of Heritage Building Conservation Information & Education

Kingston City Council recently approved a new mandate for the Heritage Committee. Our benchmarking with other Ontario municipalities suggests that the Heritage Committee should focus its review activities on the most important applications e.g. demolitions, major restorations to designated properties. In other cities, with significant heritage assets e.g. Ottawa, London, Guelph, Hamilton, the Director of Planning has delegated authority to deal with more minor heritage applications.

Implementation Actions:

- ◆ It is our recommendation that Kingston put in place a similar approach with increased delegation of authority and with the Heritage planning staff preparing a heritage assessment with regard to major heritage related applications prior to their presentation at a Heritage Committee meeting. In most cases, review and advisory comments by the Committee should be completed in one meeting. The City will need to ensure that staff have the requisite heritage-related professional and technical skills.
- ◆ The City should establish a Heritage Information Centre and online, information resources which would assist applicants to make informed restoration decisions, e.g. window and roof treatments, plaster and paint options, to reduce the advisory related workload of Heritage Planners. The City should investigate the possibility of establishing a Community Improvement Program and Facade Improvement Program as are in place in other communities to encourage preservation of heritage properties.

Recommendation 4.9 Establish & Publish Customer Service Standards on Website, Monitor & Measure Achievement against Standards

Implementation Action:

- ◆ Building on its customer service initiatives, the Interdepartmental Management Committee for Development, working with each department involved in development review and building services provision should establish

and publish customer service standards for each major step in their service delivery process. These customer service standards should include turnaround times for submissions and the department should target to exceed any provincially established standards, e.g. 180 days for review of a complete subdivision application, 48-hour response to an inspection request. The metrics should be focused and provide a clear picture of service quality as well as timeliness – a limited number of good metrics backed up with sound performance data would be better than a long laundry list. The Interdepartmental Management Committee for Development should collect data with respect to these performance measures and prepare a quarterly monitoring report. In addition, a quarterly report should be prepared on the completed results of customer service surveys once the customer service survey has been made available. Relative to the customer service survey results, the Interdepartmental Management Committee for Development and the departments involved should seek to improve the level of satisfaction expressed in the surveys over time.

Recommendation 4.10 Improve the Delivery of Building Services through Teamwork, Scheduling, Training & the Use of New Technology

Comments from applicants suggest that there is a need to give greater attention to the consistency of interpretation of the Building Code by building officials, and that building officials are not always timely in their response to inspection requests. Currently, the effective and efficient processing of applications is being affected by service at the counter in John Counter Boulevard, which is staffed by a permit clerk and building officials who are available on a rotational basis half a day a week. Building officials are organized geographically and process permits and carry out inspections in their area. Building officials complete their inspections in the field and then return to the office to review permit applications and to enter their inspection reports online in CityView.

Implementation Actions:

- ◆ The Building Services department should improve delivery by developing a more team-oriented approach to building service provision to address consistency issues and by establishing a call centre and / or online system for scheduling and tracking inspections.
- ◆ Departmental management is currently preparing a procedures manual. Completing this procedures manual should be a priority and a new orientation program for new employees should be established and make use of the manual.
- ◆ A plan should be established to provide each building official with a tablet computer which would allow them to enter their inspection reports online in real time from their onsite inspection location. Building officials make

use of their existing Blackberry technology to support their inspection activities and to consult their managers by using e-mailed photographs to discuss Building Code issues and interpretation.

- ◆ Establish in consultation with builders relative to larger building projects a technical binder which provides specific Building Code compliance areas relative to more complex buildings and the City's expectations relative to the permit and drawings (Hamilton best practice).
- ◆ Departmental management should increase the opportunities in departmental staff meetings to review Building Code interpretation issues and to discuss with staff the appropriate situations requiring use of engineering letters, which is currently a concern of the industry.
- ◆ Management should also increase training opportunities and use job shadowing to assist staff to deal with complex Building Code interpretation on site.
- ◆ The Building Services department should participate in the Development Consultation Forum (see Recommendation 1.1) and discuss with the industry issues of common interest, e.g. consistency of interpretation, common Building Code issues found in new construction and renovations in Kingston. Proactively, they should also seek opportunities to increase communications with builders by requesting the opportunity to speak at their meetings on Building Code issues.

Recommendation #5: Improve File Management, Information Access & Information Systems to Support Development Review & Building Services

Recommendation 5.1 Establish Requirements / Specifications for File Management & Tracking System & Implement

Currently, Kingston does not have a system to track development applications. Kingston is currently using CityView to track building permit inspections. Further systems development capability is critically important; the City needs to make the required infrastructure investment and take advantage of available software and technologies which can improve service quality and provide management with the information needed to ensure efficiency and effectiveness. Investment must be made with a view to the requirements of a growing city – a limited “band-aid” upgrade is not appropriate. The City is behind and must be competitive with other Ontario cities.

Implementation Actions:

- ◆ Review the information requirements associated with development review and building services, including requirements to track applications through the development review process. Document the categories of information that should be recorded for each application file.

- ◆ Identify the system features which would be beneficial to supporting interdepartmental and agency coordination, submission and access to comments, advance notices when time deadlines are approaching. Consider the need for internal administration, as well as improved communications with applicants and the public.
- ◆ Identify document management requirements relative to the digital recording, storage and access to documents; ensure that policies are in place with respect to information management and storage in coordination with the City's corporate file / data manager.
- ◆ Establish the desired features and requirements for a web-based system to provide applicants with access to monitor the status of their applications online and to provide for the online submission of development applications, drawings, reports.
- ◆ Evaluate CityView's capabilities to meet these requirements currently and through readily available additional software. Research and determine whether alternative software would be required to fully meet the City's requirements, looking to the future.
- ◆ Upgrade CityView system or purchase new system and implement, if necessary.
- ◆ Ensure that the required technical resources are available to support ongoing systems management, report generation and analysis.

Recommendation 5.2 Improve Kingston's GIS & Mapping Capabilities to Support Development

Implementation Actions:

- ◆ Review City's current mapping capabilities and its ability to provide accurate maps online.
- ◆ Develop a plan to implement a more comprehensive geographic information systems-based capability within the City to provide both accurate mapping for both internal City infrastructure planning and management purposes, for asset management, for managing information relative to properties across the City and to support the development review process. The plan should include provision of an online mapping service whereby residents and the business community can access maps and map-based information, e.g. zoning, assessment.

8.0 Implementation & Change Management

It is clear from the benchmarking research and the information provided by applicants, residents, community organizations and staff that successful implementation of the Task Force recommendations would best be achieved through an organization development and change management process. Change management involves:

- ◆ Vision and leadership
- ◆ A recognition and acceptance of the need for change
- ◆ A change in organizational goals
- ◆ A change in the way services are provided
- ◆ An understanding that the City's organization is a dynamic system of departmental inter-dependencies which is (or should be) working together, pursuing excellence in public service
- ◆ A process of communication and education involving management and staff which focuses on the need for change and the methods by which it can be achieved
- ◆ A process for monitoring and reporting on progress towards new goals and ways of operating or "doing business"

The organization and change management process will require a communication plan and a process for involving managers across all departments to discuss the importance of continuing to identify new ways of delivering services more efficiently and effectively and how the Mayor's Task Force, the City's Strategic Plan and the recent Customer Service Initiatives call for a new approach to service provision.

Implementation of the Mayor's Task Force recommendations will require an understanding and acceptance by all departmental managers and staff of the rationale for and need for change and the continuous pursuit of excellence in development application processing and building services provision. For these reasons, it is our view that the Mayor's Task Force recommendations should be implemented as a complementary package over a three-year period and continuing thereafter. The Interdepartmental Management Committee for Development should take the lead in this organization development and change management process. It will be important that all City departments, Utilities Kingston and staff that are involved in development application review and building services provision be involved in the implementation process through facilitated consultations and workshops led by their management and focused on implementation of the recommendations. Several of the recommendations specifically describe how management and staff can be involved in implementation.

The Task Force expects that after review and approval of this report in principle by the Mayor and Council, that an Implementation and Change Management Plan will be prepared by the City's senior management which describes how it will implement the recommendations over the coming three-year period and include in this Plan any changes in approach or priority which they believe would be beneficial to the overall implementation. This Plan should conform with or revise the timing of the individual recommendations, based on Exhibit H. Once this Plan is approved by Council, more detailed sub-plans and actions should be developed and carried out with respect to individual recommendations.

The Implementation and Change Management Plan should be submitted to Council and should include:

- ◆ The approach which will be taken to each of the recommendations and the roles which will be played by the Interdepartmental Management Committee for Development and individual departmental managers
- ◆ The steps to be undertaken and their sequence in implementing each recommendation
- ◆ A schedule which assigns a timeframe for completion of each step. (This schedule could vary somewhat from that presented in this report)
- ◆ The key milestones in the implementation process and the expected outcomes to be reported
- ◆ A timetable for reporting to Council on the progress being made.
- ◆ An estimate of resource requirements

Once this Plan is approved by Council, more detailed sub-plans and actions should be developed and carried out with respect to individual recommendations and actions. These more detailed sub-plans associated resource requirements for each recommendation and action could also be brought forward as part of the annual budgeting process and timed to the implementation schedule.

8.1 Recommendations & Implementation Plan

As a guide to the development of the Implementation & Change Management Plan, the following draft implementation plan is provided to guide the City's senior management and Council in their decision-making. Exhibit H presents the Mayor's Task Force Recommendations and a suggested implementation schedule. The implementation plan provides for implementation of the Recommendations over a three-year period. Lead and principal support departments who would have principal responsibility for implementing each recommendation are identified coordinated by the Interdepartmental Management Committee For Development. In order for these lead and principal support departments to carry out the implementation, there will be a need for much coordinated effort across all involved departments, as well as with other departments within the City administration, including the CAO's Office, Human Resources, Legal Services, Communications, Information Technology, Finance, amongst others, as well as advisory committees and external agencies as appropriate.

Some of the recommendations can be implemented without an increase in existing resources. Expenditures, where needed, would be spread over several years for planning and implementation activities as shown in Exhibit H. The resource implications provided in Exhibit H should be considered as “ball park” estimates only. The availability or lack of availability of internal resources could affect funds required. Management will need to develop detailed plans with more specific expenditure requirements determined to implement each recommendation and include these in their departmental budgets when the latter are presented in the annual budget development and approval process.

Exhibit H: Draft Implementation Plan

Recommendations & Draft Implementation Plan												
Recommendations	Lead & Principal Support Departments / Managers	Resource Implications	Timing									
Recommendation # I: Improve Communications Relative to Development Review & Building Services Provision			2013		2014					2015		
1.1 Establish a Development Consultation Forum – Planning & Building Services with Development / Builder	Commissioner, Director Planning, KEDCO, CBO, KHBA	L										
1.2 Improve Website & Availability of Development Application & Building Services Information	Directors & Managers Planning; CBO & Managers Building Services; Corporate Communications	M										
1.3 Continue Customer Service Initiatives & Establish Customer Service Survey	IMCD, Planning & Building Services Depts.	L										

Key:
Timing

Plan	
Implement	
Maintain/Continue	-----

Resource Implications (“ball park” estimates only for staffing, consultants, software, etc.)

L	0 - \$75,000
M	\$50,000 - \$150,000
H	\$150,000 plus

Recommendations & Draft Implementation Plan												
Recommendations	Lead & Principal Support Departments / Managers	Resource Implications	Timing									
			2013				2014				2015	
1.4 Provide Education / Information-Sharing Opportunities for Developers & Community	Planning Dept., Corporate Communications	M Could be offset by fees									-	-
1.5 Review all Communications Materials Used for Development Review & Building Services Delivery, Develop Communications Standards & Guidelines for Communicating with the Public	Planning & Building Services Depts., Corporate Communications	M									-	-
Recommendation #2: Establish More Robust Team Approach to Dev. Review, Clarify Planner's Role, Ensure Dedicated Resources in all City Departs. involved in Dev. Review			2013				2014				2015	
2.1 Establish a More Robust Team Approach to Development Review	Director & Managers Planning, Engineering, UK, & other depts.. involved in dev. review	L					-	-	-	-	-	-
2.2 Establish High Priority Program to Manage the Review of High Priority Applications	IMCD, Planning Dept., other depts.. involved in review, KEDCO	No cost					-	-	-	-	-	-

Recommendations & Draft Implementation Plan													
	Lead & Principal Support Departments / Managers	Resource Implications	Timing										
Recommendation #3: Improve Management & Governance Relative to Development			2013				2014				2015		
3.1 Establish Interdepartmental Management Committee for Development	Commissioner, Director Planning, Directors Review Depts., CBO	No cost		–	–	–	–	–	–	–	–	–	–
3.2 Undertake Organization Development Initiative focused on Development Review & Building Services	CAO, Commissioner(s), CAO UK, Directors	No cost											
3.3 Provide Management & Supervisory Skills Training to Support Teamwork	IMCD, Corporate Human Resources	L								–	–	–	–

Recommendations & Draft Implementation Plan										
	Lead & Principal Support Departments / Managers	Resource Implications	Timing							
Recommendation #4: Improve Development Review & Building Services Processes to Improve Customer Service			2013	2014				2015		
4.1 Fast Track the Update of the Zoning Bylaw as High Priority to Make it Consistent with the New Official Plan	Director Planning, Manager Planning Policy	Currently budgeted. M for additional consultants may be required						-	-	-
4.2 Further Clarify & Document City Development Application Review Processes	Director Planning, Manager Dev. Planning, Planning staff	L						-	-	-
4.3. Establish Facilitator Position to Assist in Communications & Coordination with the City's Business Community	Commissioner, Director Planning	L - M						-	-	-
4.4 Improve the John Counter Boulevard Facility's Capacity to be a Service Centre	IMCD, Engineering	Currently budgeted								

Recommendations & Draft Implementation Plan													
	Lead & Principal Support Departments / Managers	Resource Implications	Timing										
			2013				2014				2015		
4.5 Continue Concurrent Review & Approvals Process with Improved Information Systems Support	IMCD, Manager Dev. Planning, Manager Building Services, Supervisor Permits	See Rec. 5.1	-	-	-	-	-	-	-	-	-	-	-
4.6 Improve Pre-consultation & Review Process by Ensuring that Relevant City Staff are Fully Prepared & in Attendance to Provide Guidance to Applicants	IMCD, Director Planning, Manager Dev. Planning, Managers Review Depts.	No cost		-	-	-	-	-	-	-	-	-	-
4.7 Improve Development Review Coordination Between Departments and Agencies Through Memorandum of Agreement and Performance Monitoring	IMCD	No Cost					-	-	-	-	-	-	-
4.8 Improve the Effectiveness and Efficiency of Heritage Related Application Review Through Delegation of Authority & Provision of heritage Building Conservation Information	Manager Heritage & staff	L					-	-	-	-	-	-	-

Recommendations & Draft Implementation Plan												
	Lead & Principal Support Departments / Managers	Resource Implications	Timing									
			2013			2014			2015			
4.9 Establish & Publish Customer Service Standards on Website, Monitor & Measure Achievement Against Standards	IMCD	No cost				-	-	-	-	-	-	-
4.10 Improve the Delivery of Building Services through Teamwork, Scheduling, Training & the Use of New Technology	CBO, Manager Building Services, Supervisor Permits, Building Services staff, Corp. IT.	M Tech cost may be offset by lower facility costs.				-	-	-	-	-	-	-

Recommendations & Draft Implementation Plan										
	Lead & Principal Support Departments / Managers	Resource Implications	Timing							
Recommendation #5: Improve File Management, Information Access & Information Systems to Support Development Review & Building Services			2013		2014		2015			
5.1 Establish Requirements / Specifications for File Management & Tracking System & Implement	IMCD, Director Planning, Manager Dev. Planning, CBO, Manager Building Services, Corp. IT.	M - H							-	-
5.2 Improve Kingston's GIS and Mapping Capabilities to Support Development	Director Planning, Managers Planning, Corp. IT.	M - H							-	-

Report to Mayor's Task Force: Review of Development Process Including Benchmarking Study

Appendices:

- Appendix A: Kingston Development Review Process
- Appendix B: Benchmarked Municipalities' Development Application Processing & Building Services
- Appendix C: Benchmarked Municipalities' Organization Charts
- Appendix D: List of Applicants Interviewed by GGA • Management Consultants & Individuals & Organizations who have Made Presentations to the Task Force
- Appendix E: Kingston Land Use Policy Program
- Appendix F: Bibliography

Appendix A: Kingston Development Review Process

KINGSTON DEVELOPMENT REVIEW PROCESS

The June, 2000 Report of the Development Review Task Force noted that “The development review process is not one single process but rather a series of interrelated processes that involve a number of internal and external stakeholders. Timelines for one development application can be impacted by a number of factors, as it travels through internal business units . . . as well as external agencies. Due to the complexity of the development application process, there is no simple structural or procedural solutions to the concerns raised . . .” As discussed at the initial meeting of the Mayor's Task Force on Development, the development review process is heavily regulated by municipal, provincial and federal Acts, By-laws, Regulations and Guidelines. The legislative framework is continually changing, sometimes adding to the requirements of approval authorities and development proponents. For example, there have been numerous changes to the Planning Act over the past few years and the 2005 Provincial Policy Statement is currently under review by the Province.

The Mandate of the Mayor's Task Force on Development is to focus on the issues and challenges presented throughout the development review process in Kingston while recognizing the mandated requirements of the legislated framework. The Task Force is charged with identifying the main issues and concerns, reviewing the current policies and processes, identifying best practices in comparable Ontario municipalities and preparing a comprehensive report with recommendations to Council outlining the changes considered appropriate to the City's current practices in order to adopt best practices.

Since the submission of the June, 2000 Report of the Development Review Task Force, the City has undertaken a number of initiatives to improve the effectiveness and efficiency of the City's development review process and to ensure that staff involved in the process are more customer focused and results oriented. As a result of these initiatives, a number of significant improvements have already been made to the municipal approval processes over the years (e.g. delegation of approval authority to staff, clarification of City standards, established process to change standards, streamlining of internal processes, standardized agreement formats, more user friendly application forms, introduction of pre-servicing and model home agreements, mandatory pre-consultation, etc.). Recent Reports to Council have identified a number of further staff initiatives respecting customer service that are intended to achieve a consistent, more coordinated and integrated approach to service delivery, more timely approvals and ongoing performance measurement. New customer service standards for all staff involved in the development review process have been endorsed by Council

and external agencies are being formally requested to adhere to the response times set out in the customer service standards with respect to technical circulations (See Tabs #12 and #13 of the Background Information Binder).

One of the main functions of the City's Planning & Development Department is to co-ordinate the municipal response to development applications. As noted above, the timely processing of applications requires co-operation from and co-ordination with numerous internal and external stakeholders, including development proponents.

The intent of this document is to assist the Task Force in their review of the current processes and policies by providing the following:

- a summary of the key legislation that impacts the development review process;
- a description of the various types of development applications;
- a summary of the existing Council approval authority that has been delegated to staff; and,
- an overview of the main steps involved in the development review process.

When reviewing the following information, it should be recognized that:

- many of the steps in the process are legislated by the Planning Act, other Provincial or Federal legislation and municipal By-laws or policies;
- many of the external agencies are subject to other legislative requirements that govern their activities and are beyond the City's control;
- not all of the identified steps are necessarily applicable to each application type;
- pre-consultation is mandatory;
- legislated timelines for a decision generally commence once an application is deemed complete;
- many applications require more than one technical circulation – rarely, if ever, does the City receive a “perfect” first submission;
- where multiple approvals are required, the City encourages applicants to file all applications concurrently in order to streamline processing;
- applicants are encouraged to file Site Plan Control applications and building permit applications concurrently in order to streamline processing;
- the City routinely issues conditional building permits (subject to conditions) to allow developments to proceed in advance of final Site Plan Control approval or approval of a full building permit;
- processing time will vary based on the nature and complexity of the proposal, the completeness of submissions, turnaround times when additional information is requested from the applicant, the need for peer reviews of submitted reports / studies, appeals of Council / Committee decisions, etc.

KEY LEGISLATION

The development review process is subject to a highly regulated and legislated policy framework. In addition to the key policies / By-Laws of the municipality, there are a number of Provincial and Federal Acts and Guidelines that directly impact on time lines, information requirements, procedures and approval authority for the various development applications which are submitted for review and processing.

The key **provincial legislation** includes the following:

Section 2 of the Planning Act indicates that the Minister of Municipal Affairs and Housing, municipal councils, local boards, planning boards, and the Ontario Municipal Board, in carrying out their responsibilities under the Act, shall have regard to matters of provincial interest. The matters of provincial interest are listed in Clauses (a) through (q) inclusive of Section 2 of the Act and are further detailed in the Provincial Policy Statement.

Section 3 of the Planning Act provides that the Minister of Municipal Affairs & Housing may issue statements that ensure that all land use planning decisions are consistent with provincial policy. With this in mind, the 2005 **Provincial Policy Statement** (PPS) sets the foundation for regulating land uses and development within a provincial context by recognizing that there are various environmental, economic and social factors involved in land use planning. This includes, for example, when the City develops its Official Plan and Zoning By-laws. In so doing, it provides a balanced framework for accommodating appropriate development while protecting resources, public health and safety and the natural environment. The requirement that municipal decisions “shall be consistent with” the PPS ensures that the policies in the PPS are an essential part of making decisions on land use planning matters. Given these inter-relationships, the 2005 PPS provides a long-term comprehensive approach to land use planning based on 3 areas:

- Building Strong Communities;
- Wise Use and Management of Resources; and
- Protecting Public Health and Safety.

The PPS includes policies on key issues that affect our communities, such as: the efficient use and management of land and infrastructure; protection of the environment and resources; and ensuring appropriate opportunities for employment and residential development, including support for a mix of uses.

The Government of Ontario is undertaking a review of its land use planning policies contained in the Provincial Policy Statement, as required by the Planning Act. The goal of the review is to make sure that the province's land use planning policies are effectively protecting Ontario's interests and to determine whether any changes need to be made to the policies.

Overall, the **Planning Act** is key piece of Provincial Legislation that impacts the City's development review functions. The main elements of the **Planning Act** are as follows:

- The promotion of development within a provincial policy framework that aims to protect the health, safety and welfare of residents;
- The provision of a land use planning system dealing mainly with Official Plans, Zoning By-laws, Site Plan Control, Subdivisions and Public Consultation / Participation;
- Empowering Municipal councils to make local planning decisions and engage in various planning forms and processes; and
- The integration of provincial interests such as protecting farmland, natural resources and the environment into local planning decisions through the Provincial Policy Statement.

The **Planning Act** establishes approval authority, provides for application fees, and regulates such matters as notice procedures, public open houses / meetings, required time lines for advertising public meetings and issuing notices of adoption, passing and / or decision, appeal processes, information requirements for applications, amendment processes, establishment of some Committees, delegation of authority, etc., and Council's actions with respect to submitted applications. Further information about the **Planning Act** is provided in Citizen's Guide #1 located under Tab 14 of the Background Information Binder.

The **Ontario Heritage Act** provides the legislative framework for preserving the City's built cultural heritage resources and outlines the respective roles of Council, the Municipal Heritage Committee (where established by Council), municipal staff, licensed archaeologists, the owners of designated properties, and the Conservation Review Board in the protection of the heritage resources and the implementation of the City's heritage program. The Act provides for the designation of individual buildings of architectural and or historical significance and the establishment of Heritage Conservation Districts, and establishes controls respecting alterations to or the demolition of designated buildings and the management of archaeological resources. With the passage of amendments to the **Ontario Heritage Act** in 2005, municipalities have greater power to manage and identify heritage resources and greater responsibility to ensure that heritage conservation broadly reflects community values and that it is considered in the overall planning of the community. Further information about the **Heritage Act** and conserving heritage resources is provided under Tab 15 of the Background Information Binder.

The provisions of the **Condominium Act** regulate the development, registration and the running of condominium corporations within the province. Section 9(2) of the Act provides that a draft plan of condominium is subject to the provisions of Sections 51, 51.1 and 51.2 of the **Planning Act** that apply to a plan of subdivision with necessary modifications to a condominium description or an amendment to a description. Sections 9(3), (6) and (7) provide for an

exemption from draft plan approval (usually where there is a Site Plan Control or Development Agreement in force on the property) and Sections 9(4) and (5) set out provisions respecting the conversion of rental properties to condominium. Further information about the Subdivision / Condominium process is provided in Citizen's Guide #4 located under Tab 14 of the Background Information Binder.

The provisions of the **Municipal Act** provide the authority for certain special purpose By-laws that impact the development review process, such as the Civic Addressing and Road Naming By-law, Tree By-law and Site Alteration By-law. In addition, the **Municipal Act** is also the authority for certain conditions imposed on development to ensure implementation of Site Plan Control or Subdivision Agreement conditions.

Under the provisions of the **Building Code Act**, municipalities are responsible for enforcement of the Act and the appointment of a Chief Building Official and inspectors. It includes provisions regarding enforcement authorities, fees, construction and demolition of buildings, building occupancy, municipal property standards, inspection of unsafe buildings, powers of entry, qualifications for various positions (e.g. chief building official, inspectors, designers, etc.), dispute resolution, reviews and appeals (e.g. Building Code Commission), and, authorizations and rulings (e.g. Building Materials Evaluation Commission).

The **Ontario Building Code** sets minimum standards for the design and construction of all new buildings and for additions, alterations and change of use of existing buildings. The Code is a mandatory document used by architects, engineers, designers, builders, suppliers and manufacturers respecting construction projects which are regulated by the Code. The purpose of the Code is to set minimum standards for construction to minimize the risk to health and safety of the building occupants and to provide barrier-free accessibility and energy efficiency, thereby allowing the building occupants to enter, occupy and leave buildings safely. The Code sets the standards for the various components of a building, including the structure, types of materials, plumbing, fire protection systems, occupant load, and the other systems installed in a building. Municipalities have the responsibility to enforce the **Building Code Act** and the Code. The City appoints a Chief Building Official and inspectors to issue building permits, perform inspections and otherwise implement the requirements of the Code.

The **Clean Water Act** helps protect drinking water from source to tap with a multi-barrier approach that stops contaminants from entering sources of drinking water - lakes, rivers and aquifers. The Act:

- requires that local communities - through local Source Protection Committees - assess existing and potential threats to their water, and that they set out and implement the actions needed to reduce or eliminate these threats;
- empowers communities to take action to prevent threats from becoming significant;

- requires public participation on every local source protection plan - the planning process for source protection is open to anyone in the community;
- requires that all plans and actions are based on sound science.

The Act also introduces the Ontario Drinking Water Stewardship Program which offers financial assistance to farmers, landowners, and small or medium businesses for activities that reduce threats to local drinking water sources.

The **Draft Source Protection Plan (SPP)** is currently being prepared by the Cataraqui Source Protection Committee. The main objectives of the SPP are to make sure that every significant drinking water threat ceases to be a significant risk and that no other drinking water threats ever become significant risks. The SPP will contain policies that relate to the Cana Wellhead Protection Area, the Point Pleasant and Kingston Central Intake Protection Zones and the Highly Vulnerable Aquifers and Significant Groundwater Recharge Areas. Once approved by the Minister of the Environment, amendments to the City's Official Plan and Zoning By-law will be required to delineate the vulnerable areas and to restrict / prohibit certain uses or activities that pose significant risks to the sources of drinking water. The City will also be required to have regard for certain policies and require the submission of certain information when reviewing development applications within the vulnerable areas.

Where development / redevelopment sites abut major roadways, rail lines or airports, **Provincial Guidelines** require the preparation of Noise and Vibration Impact Studies in order to identify the required mitigation measures to be imposed. Old industrial or commercial sites may be subject to provincial guidelines with respect to the redevelopment of contaminated sites in order to determine the appropriate Site Clean-Up Procedures that would be required in order to permit the site to be redeveloped for the intended use. Where an intended development site abuts or includes a designated wetland area, provincial guidelines may require an Environmental Impact Study to identify significant features of the wetland and assess any impacts on those features by the proposed development. In rural areas, the Minimum Distance Separation (MDS) Formulae is a land use planning tool that determines a recommended separation distance between a livestock barn or manure storage and another land use in order to prevent land use conflicts and minimize nuisance complaints from odour.

In addition to approvals required from the Ministry of Natural Resources where fish habitat is impacted, proposals for in-water works may require approvals from the Federal Government pursuant to the **Fisheries Act** and the **Navigable Waters Protection Act**.

The foregoing list is not all inclusive, and demonstrates that there are many areas where approval authority and/or information requirements may supersede the Planning Act and fall outside of the jurisdiction of the Municipality. Other examples include the Green Energy Act which exempts renewable energy projects from municipal Official Plans, Zoning By-laws and Site Plan Control, the Aggregates Act, and the federal regulation of cell towers. Projects proposed on federal

or provincial lands (e.g. CFB Kingston, Corrections Canada) may also be exempt from the City's development review process (for some projects, plans may be submitted to the City for comment or City staff may be requested to be a member of a Technical Steering Committee to provide input into the project).

The key **municipal legislation** that impacts the development review process includes:

Section 17 of the Planning Act requires a Municipality to have an **Official Plan**. An Official Plan outlines a municipality's vision for its future. It is a policy document that guides City Council in its decisions about how lands in the community should be used and how growth and change can or should occur over a 20-year horizon in accordance with the Provincial Policy Statement. An Official Plan is a legal document that is adopted by City Council by By-law and approved by the Provincial Ministry of Municipal Affairs & Housing. The City's new Official Plan was approved by the Ministry in January, 2010. The development and redevelopment of land has to comply with the Official Plan in a community. Given this important role, the Official Plan contains objectives, policies and development standards for:

- Various residential, commercial, industrial, institutional, agricultural, rural, recreational and environmental land use designations as well as future growth areas that are shown on a series of maps;
- The location of public services; and
- The protection of cultural heritage and natural resources.

Section 9 of the Official Plan, "Administration & Implementation", contains a number of policies that directly relate to the development review process. These policies include:

- Section 9.3 regarding Official Plan Amendments;
- Section 9.4 regarding Delegated Authority & Advisory Committees (e.g. Planning Committee, Committee of Adjustment, Heritage Committee, Accessibility Committee);
- Section 9.5 regarding By-laws (includes Zoning By-law, non-conforming uses, minor variances, temporary use, Holding By-laws, Interim Control, height & density bonus, and site plan control);
- Section 9.6 regarding Land Division – includes subdivision control and consent authority;
- Section 9.7 regarding Studies and Guidelines – includes secondary plans, urban design guidelines; and,
- Section 9.12 regarding Public Consultation and Application Requirements, including required information and materials for development applications, additional studies and assessments that may be requested by the City, and public consultation and notice requirements.

Section 7 of the Official Plan, "Cultural Heritage Resources", includes policies respecting the City's protected heritage properties, cultural heritage landscapes, the UNESCO World Heritage Designation (Rideau Canal and Kingston Fortifications), heritage conservation districts, areas of heritage character, and archaeological resources.

The Planning Act requires that the City review its Official Plan every five years. The next review of the City's Official Plan will be 2014. Further information about Official Plans is provided in Citizen's Guide #2 located under Tab 14 of the Background Information Binder.

Section 34 of the Planning Act gives the City the authority to implement land use regulatory controls through **Zoning By-laws**. Zoning By-laws are adopted by City Council as a By-law but approval by the Ministry of Municipal Affairs and Housing is not required. Currently there are 5 main Zoning By-laws applicable to the City of Kingston (there are another 5 By-laws that apply to individual properties or small areas of the City). A Zoning By-law is used to implement the policies in the Official Plan. The Zoning By-laws are more specific, detailing provisions that must be met. It regulates the use of land, lot sizes and lot development standards (e.g. setbacks, lot coverage, amenity space, density, parking and loading spaces). If a development proposal does not conform to the requirements of the Zoning By-law, a building permit cannot be issued. The City has initiated the process to consolidate all of the existing Zoning By-laws. Further information about Zoning By-laws is provided in Citizen's Guide #3 located under Tab 14 of the Background Information Binder.

There are also several types of special Zoning By-laws that can be used to control land use, including:

- Section 36 of the Planning Act gives the City the authority to pass **Holding By-laws** which allow future uses for land or buildings but delay development until, for example, local services, such as roads, are in place or required Agreements have been executed. Section 9.5.21 of the Official Plan includes policies respecting the use of Holding Zones.

Section 38 of the Planning Act gives the City the authority to pass **Interim Control By-laws** which put a temporary freeze on some land uses while the municipality is studying or reviewing its policies. The freeze can be imposed for only a year, with a maximum extension of another year (unless the Interim Control By-law is appealed to the OMB). Sections 9.5.23 and 9.5.24 of the Official Plan includes policies respecting the use of Interim Control By-laws.

Sections 39 and 39.1 of the Planning Act give the City the authority to pass **Temporary Use By-laws** to zone land or buildings for specific uses for a maximum period of three years at a time, with further extensions of three years each possible. The use to be permitted must comply with the City's Official Plan. When the temporary use is a garden suite (i.e. a one-unit detached residential structure containing bathroom and kitchen facilities that is ancillary to an existing structure and that is designed to be portable) it is authorized for a period not exceeding 10 years, with further extensions of three years each possible. Section 9.5.20 of the Official Plan includes policies respecting the use of Temporary Use By-laws.

Section 37 of the Planning Act gives the City the authority to pass **Increased Height and Density By-laws** that allow buildings to exceed permitted standards, but only if the developer provides certain public benefits to the City in return, such as affordable housing, parkland or other community facilities. Section 9.5.25 of the Official Plan includes policies respecting the use of Increased Height and Density By-laws.

Other key pieces of municipal legislation include:

- By-Law No. 2006-75 – **delegates Council's approval authority** to staff for certain planning applications and administrative procedures;
- By-Law No. 2006-65 – designates the City as a **Site Plan Control Area** and establishes procedures for processing Site Plan Control applications;
- By-Law No. 2008-128 – **Site Alteration** By-Law (pursuant to Municipal Act);
- By-Law No. 2007-170 – **Tree By-Law** (pursuant to Municipal Act);
- By-Law No. 2005-10 – **Fees** and Charges By-Law;
- By-Law No. 2005-98 – **Civic Addressing** and Street Naming By-Law.

Other By-Laws and guidelines may also be adopted by the municipality which provides more detailed policies and regulations for identified issues or specific sites. These would include secondary neighbourhood plans (e.g. Rideau Community and the Cataraqui West Neighbourhood), Urban Design Guidelines, Subdivision Design Guidelines, Site Plan Control Guidelines, as well as transportation studies, commercial studies, studies of zoning standards (i.e. parking) and industrial land use studies.

DEVELOPMENT APPLICATIONS

Official Plan Amendment (OPA)

The City's Official Plan can be amended at any time. Section 22 of the Planning Act and Ontario Regulation 543/06 set out the procedures and requirements respecting Official Plan Amendments (OPA). An OPA is a formal document approved by Council By-law that changes a municipality's Official Plan. An OPA may be initiated by the municipality or by an individual land owner. While the Official Plan is intended to be a long-term document (planning horizon of 20 years), occasionally changes may be necessary to amend the policies or land use designations because of new circumstances in the community or to accommodate a new development or redevelopment proposal that was not anticipated when the Plan was prepared. City Council is the approval authority for an OPA unless Council's decision is appealed to the Ontario Municipal Board (OMB).

OPAs generally require a processing time of four (4) to six (6) months from submission of a complete application to a Council decision (the [Planning Act](#) provides that Council must make a decision within 180 days). The approval process may be longer for applications that propose major developments, deal with complex supporting information or extensive public input or require additional development approvals such as a Draft Plan of Subdivision. Appeals of Council's decision must be filed within 20 days from the date of the Notice of Adoption. An appeal to the OMB could add four (4) to six (6) months to the approval process. Further information about the Official Plan amendment process is provided in Citizen's Guides #2 and #9 located under Tab 14 of the Background Information Binder.

Zoning By-Law Amendment (ZBLA)

If a proposed use is not permitted in the zone for a property, or if the standards of that zone (e.g. density, parking, height) cannot be met by a proposed development, the Zoning By-law may need to be amended. Sections 34, 36, 39 and 39.1 of the [Planning Act](#) and Ontario Regulation 545/06 set out the procedures and requirements respecting Zoning By-law Amendments (ZBLA), including By-laws establishing Holding Zones or authorizing Temporary Uses. A ZBLA, or rezoning, is a By-law passed by City Council. Since the Zoning By-law implements the Official Plan, a proposed ZBLA must conform to the Official Plan, and if it does not, an [Official Plan Amendment](#) may also be required. City Council is the approval authority for a ZBLA unless Council's decision is appealed to the Ontario Municipal Board (OMB).

It will generally require two (2) to three (3) months to process a ZBLA to the stage where a decision can be made by City Council (the [Planning Act](#) provides that Council must make a decision within 120 days). The approval process may be longer for applications that propose major developments, deal with complex supporting information or extensive public input or require additional development approvals such as a Draft Plan of Subdivision or an OPA. Appeals of Council's decision must be filed within 20 days from the date of the Notice of Passing. An appeal to the OMB could add four (4) to six (6) months to the approval process. Further information about the Zoning By-law amendment process is provided in Citizen's Guide #3 located under Tab 14 of the Background Information Binder.

Removal of Holding Symbol

Section 36 of the [Planning Act](#) and Ontario Regulation 545/06 set out the procedures and requirements respecting Council's approval of By-laws using Holding "H" Symbols, which specify the use of lands, buildings and structures at such time in the future as the Holding Symbol is removed by further amendment to the Zoning By-law. Holding symbols are commonly used where the ultimate land use and zoning regulations for a particular property are resolved, but where certain requirements must be undertaken before the ultimate zoning may be implemented. Typically, the holding symbol has been used in Kingston to ensure that all applicable municipal conditions are satisfied prior to development, including final subdivision approval and final site plan control approval and confirmation that adequate servicing capacity exists for

the proposed development. Each of the City's Zoning By-laws contains General Provisions which govern the use and removal of Holding Symbols.

Most Holding Symbol approvals are of a routine or housekeeping nature. The process to remove a Holding Symbol typically takes between four (4) to six (6) weeks from the date of submission of a complete application to approval of the amending By-law by Council (the Planning Act provides that Council must make a decision within 120 days). Council has delegated its approval authority for uncontested applications to staff, however the Planning Act requires that the amending By-law be presented to Council for enactment. Appeals to the OMB are limited to the Owner of the land only.

Draft Plan of Subdivision

Approval of a plan of subdivision is a two-stage process consisting of: (1) draft plan approval; and, (2) final approval. A plan of subdivision divides a large parcel of land into several components including lots, blocks, easements and roadways. Sections 50, 51, 51.1 and 51.2 of the Planning Act and Ontario Regulation 544/06 set out the procedures and requirements respecting plans of subdivision. The Draft Plan of Subdivision generally establishes the intended uses for the various blocks and lots comprising the subdivision and the physical form of the development (boundaries, road layout, public lands, sizes of the blocks and lots, stormwater management facilities, etc.). Draft Plan Approval is essentially a commitment on the part of the Municipality to permit the proposed subdivision, once all the conditions of Draft Plan Approval have been fulfilled by the Owner. The Conditions of Draft Plan Approval set out the municipality's requirements with respect to such matters as naming of roads, civic addressing, lands to be dedicated for park purposes, required easements, servicing (water, sewer, gas, electric, communication), lot grading, required studies / reports, and clearances from other agencies (e.g. Hydro One, Conservation Authority, gas utilities). The Draft Plan Conditions must be satisfied prior to Final Subdivision Approval. Draft Plan Approval lapses three (3) years from the date of issuance of Draft Plan Approval if final approval has not been given, unless an extension has been granted by the approval authority.

The Draft Plan of Subdivision process typically takes between four (4) to nine (9) months from the submission of a complete application to approval by City Council (the Planning Act provides that Council must make a decision within 180 days). However, complex applications, for example those involving considerable public input, substantial and perhaps complicated supporting information, or consideration of related applications (such as Official Plan and Zoning By-law Amendments) may take longer. The City of Kingston (City Council) has been delegated approval authority for Plans of Subdivision by the Minister of Municipal Affairs and Housing. Appeals of Council's decision must be filed within 20 days from the date of the Notice of Decision. An appeal to the OMB could add four (4) to six (6) months to the approval process. Further information about the Subdivision process is provided in Citizen's Guide #4 located under Tab 14 of the Background Information Binder.

Final Subdivision Approval

Once Draft Approval of a Plan of Subdivision has been granted by City Council and has come into effect pursuant to the Planning Act, the proposal then proceeds to the Final Approval stage (aside from the lapsing provision noted above, there is no mandated timeline for submission of an application for Final Subdivision approval). Final Approval includes, among other matters, final engineering design approval, implementing the recommendations of supporting reports, execution of a subdivision agreement, submission of financial securities, the deeding of lands for Municipal purposes (parklands and easements) and Final Plan registration. The clearance of all of the conditions to Draft Plan Approval is the responsibility of the Owner and is a requirement leading to approval of the engineering design for the development and registration of the Final Plan of Subdivision. Prior to Final Approval being granted, the proponent has the option to apply for a Pre-Servicing Agreement and Model Home Agreement to allow the installation of site services and construction of model homes to begin, subject to the engineering drawings being approved and the required financial securities being submitted. The City of Kingston has been delegated approval authority for Plans of Subdivision by the Minister of Municipal Affairs and Housing. Council has delegated the approval authority for Final Subdivision Approval to staff. Prior to issuing Final Approval, staff prepare a memo to file outlining how each condition of Draft Approval has been fulfilled and confirming the receipt of all required plans and information (executed Subdivision Agreement, transfer documents for public lands / easements, copies of M-Plan, tax certificate, etc.). Once Final Subdivision Approval has been issued, the Subdivision Plan, Subdivision Agreement and associated land transfer documents are registered on title and the owner may begin selling lots / blocks within the subdivision. Further information about the Subdivision process is provided in Citizen's Guide #4 located under Tab 14 of the Background Information Binder.

Lifting Part Lot Control

Section 50(5) of the Planning Act prohibits the conveyance of any part of a parcel of land within a registered plan of subdivision, with limited exceptions. Section 50(7) empowers a municipality to pass a By-law for the purpose of removing Part-Lot Control from all or part of a registered plan of subdivision. Lifting part lot control is used as an alternative to land severance and is commonly used to facilitate the division of semi-detached dwellings and street townhouses into individual lots that follow common party walls and can also be used to adjust lot lines between lots and blocks in plans of subdivision.

The process to Lift Part Lot Control typically takes between six (6) to eight (8) weeks from the date of submission of a complete application to approval of the required By-law by Council. The By-law must be registered on the title of the lands to which it applies. Council has delegated its approval authority for uncontested applications to staff, however the Planning Act requires that the By-law to Lift Part Lot Control must still be presented to Council for enactment.

Draft Plan of Condominium

A condominium plan is similar to a plan of subdivision, in that it is a way of dividing property in which title to a "unit", such as an individual apartment in a high-rise building, is held by an individual (exclusive use area) together with a share of the rest of the property, which is common to all of the owners ("common elements"). Condominiums can involve a brand new

development, or an existing rental project which is converted to condominium ownership. They can apply to any type of residential building (usually apartments or townhouses) as well as commercial and industrial buildings. Condominium conversions in Kingston are governed by Official Plan policies (Section 9.6.25) which require the submission of certain engineering reports, notification to the existing tenants and consideration of the existing vacancy rate, as well as other matters.

There are five types of condominium provided for under the Condominium Act:

- Leasehold Condominiums – where the “owner” possesses only a leasehold interest in the property for a period of between 40 and 99 years;
- Standard Condominium – where the building is divided into “units” available for freehold ownership and the balance of the building and surrounding lands are designated as “common elements”;
- Phased Condominium – a Standard Condominium that is developed in stages over a period not to exceed 10 years;
- Common Elements Condominium – comprised only of common elements (e.g. rear laneways) shared by surrounding parcels of land; and,
- Vacant Land Condominium – divided into “units” and “common elements” but must include parcels of vacant land as a “unit”. It can be described as equivalent to a plan of subdivision without the requirement for public roads (e.g. Stephentown Creek).

The Draft Plan of Condominium generally establishes the exclusive use areas and common elements for the proposed buildings. The Conditions of Draft Plan Approval set out the municipality's requirements with respect to such matters as required easements, servicing (water, sewer, gas, electric, communication), lot grading, required studies / reports, and clearances from other agencies (e.g. Hydro One, Conservation Authority, gas utilities). The Draft Plan Conditions must be satisfied prior to Final Condominium Approval.

The Draft Plan of Condominium process typically takes between three (3) to six (6) months from the submission of a complete application to approval by City Council.

(the Planning Act provides that Council must make a decision within 180 days). However, complex applications, for example those involving considerable public input, substantial and perhaps complicated supporting information, or consideration of related applications (such as Official Plan and Zoning By-law Amendments) may take longer. The City of Kingston (City Council) has been delegated approval authority for Plans of Condominium by the Minister of Municipal Affairs and Housing. Appeals of Council's decision must be filed within 20 days from the date of the Notice of Decision. An appeal to

the OMB could add four (4) to six (6) months to the approval process. Further information about the Subdivision / Condominium process is provided in Citizen's Guide #4 located under Tab 14 of the Background Information Binder.

In those situations where the Official Plan designation and Zoning are already in place and there is an existing Site Plan Control or Development Agreement in place on the property, the proposed condominium may be "exempted" from the draft plan of condominium stage and proceed directly to an application for Final Condominium approval.

Final Plan of Condominium

Once Draft Approval of a Plan of Condominium has been granted by City Council and has come into effect pursuant to the Condominium Act, the proposal then proceeds to the Final Approval stage (aside from any lapsing provision, there is no mandated timeline for submission of an application for Final Condominium approval). An application for final condominium approval includes two documents, to be approved by the municipality, which will be registered on title following approval. The "Declaration" sets out various matters pertaining to the governance of the condominium, including a legal description, a written definition of the components that make up the units, the proportionate shares of the common expenses to be paid by each owner and other rules and provisions as deemed appropriate to address such matters as permitted uses of the units and common elements, any restrictions on occupancy, sales or leasing of the units and the conditions under which an owner must indemnify or pay additional expenses to the condominium corporation. The "Description" is a survey that illustrates the overall property boundaries, each of the units and the common elements and may include architectural and structural plans of the building(s).

The City of Kingston has been delegated approval authority for Plans of Condominium by the Minister of Municipal Affairs and Housing. Prior to Final Approval, staff prepare a report to Planning Committee / Council outlining how each condition of Draft Approval has been fulfilled and confirming the receipt of all required plans and information (executed Condominium Agreement, any transfer documents for public lands / easements, copies of the final condominium plans, the condominium declaration and description, etc.). In the case of an application under the Exemption Process, the staff report will summarize the proposal, the rationale for proceeding under the Exemption provisions and outline any conditions to be included in a Condominium Agreement. Once Final Condominium Approval has been issued, the plans, Declaration, Description, Condominium Agreement and associated land transfer documents are registered on title and the owner may begin selling units within the condominium. Once the Declaration and Description are registered on title, the condominium corporation, the units and the common elements are legally created.

Site Plan Control (SPC)

Site plan control is a form of development control provided to municipalities by Section 41 of the Planning Act. No one can undertake any development which is subject to site plan control unless the City has reviewed and approved certain plans.

All of the City of Kingston is designated as a Site Plan Control Area and By-law No. 2010-217 sets out the types of development that are subject to Site Plan Control. Once the plans are approved, a Site Plan Control Agreement is generally executed. This Agreement contractually binds the owner to develop and maintain the site in accordance with the approved plans and the terms of the Agreement. Typically, Site Plan Control is one of the final approvals required prior to building permit issuance.

The SPC process examines the design and technical aspects of a proposed development to ensure it is safe, functional, attractive and compatible with the surrounding area and contributes to the economic, social and environmental vitality of the City. The review process also ensures that development is in compliance with the City's zoning and development standards. Typically features such as building design, site access (vehicle and pedestrian), site servicing, drainage, stormwater management, traffic impacts, parking, garbage storage, snow storage, and landscaping are reviewed during the Site Plan Control process.

The SPC process typically takes between eight (8) to ten (10) weeks from the date of submission of a complete application (the Planning Act provides that Council must make a decision within 30 days). The approval process may be longer for applications that propose major developments or deal with complex supporting information. Council has delegated its approval authority for SPC applications to staff. Pursuant to the Delegation of Authority By-law, any member of Council, the applicant or staff can request that an application be "bumped-up" to Planning Committee for final approval. A "bump-up" request could add a minimum of two (2) to four (4) weeks to the approval process. Appeals to the OMB are limited to the applicant only. An appeal to the OMB could add two (2) to six (6) months to the approval process depending on the nature of the appeal and the complexity of the application.

Committee of Adjustment – Consent

A land severance, also referred to as a consent, is the authorized separation of a piece of land to form a new lot or a new parcel of land. Section 53 of the Planning Act and Ontario Regulation 197/96 set out the procedures and requirements respecting consent applications. Consent to sever is required if a portion of land is to be sold, mortgaged, charged or is to form part of a lease agreement lasting more than 21 years. In addition to the division of land, consents include the registration of right-of-ways, easements and any changes to existing property boundaries. If several severances for new lots are intended for the same property or area, a plan of subdivision may be more appropriate.

The consent process typically takes about two (2) months from the submission of a complete application (the Planning Act provides that the approval authority must make a decision within 90 days). The approval authority for consent applications proposing the creation of a new lot is the Committee of Adjustment. Approval authority for technical consents (severance along a common party wall, to create or extend a right-of-way or easement, lot boundary adjustment, lot addition, consent to power of sale or mortgage, consent to a lease in excess of 21 years, and validation of title) has been

delegated to staff. There is a 20 day appeal period during which the approval authority's decision may be appealed to the Ontario Municipal Board (OMB). An appeal to the OMB could add two (2) to four (4) months to the approval process.

Committee of Adjustment – Minor Variance

A minor variance is a change to the Zoning By-law that 'varies' the regulations for a zone, but does not change the zone itself. Section 45 of the Planning Act and Ontario Regulation 200/96 set out the procedures and requirements respecting minor variance applications. Minor variances cannot be used to re-zone a property to a different zone or allow a land use that is not currently permitted in that zone. Typical minor variances might involve changes to the minimum building setbacks from a property line, minimum lot area or minimum lot width. Other types of minor variance include permission to change or extend a legal non-conforming use and to permit a specific use in situations where the use of land, buildings or structures is defined in general terms. In considering a variance, the Planning Act sets out four tests: that the general intent and purpose of the Official Plan and the Zoning By-law are maintained; that the variance is desirable for the appropriate development or use of the land; and, that the variance is minor. Changes to the Zoning By-law which are beyond the limited scope of the Committee of Adjustment must be considered via the process for Zoning By-law Amendments.

The minor variance process typically takes about two (2) months from the submission of a complete application (the Planning Act requires that the approval authority must hold the public hearing within 30 days of the receipt of the application and that the Committee's decision be issued within 10 days after the decision is made). The approval authority for minor variance applications is the Committee of Adjustment. There is a 20 day appeal period during which the Committee's decision may be appealed to the Ontario Municipal Board (OMB). An appeal to the OMB could add two (2) to four (4) months to the approval process.

Heritage Permit Application

A heritage permit is required where changes are proposed to properties that are designated under either Part IV or Part V of the Ontario Heritage Act. Listed properties do not require a heritage permit where changes are proposed. As set out in Section 33(1) of the Ontario Heritage Act, a heritage permit is required prior to any alteration to a designated property that is "likely to affect the property's heritage attributes as set out in the description of the property's heritage attributes" contained within the applicable designation By-law. Heritage permits are also required for any proposals to demolish all or part of a designated building or to repeal or amend a Designation By-law.

Under the City's current process, heritage permit approvals typically require six (6) to eight (8) weeks from the receipt of a complete application. Under the Act, Council has 90 days to respond to a complete application; failure to do so results in deemed approval. The Kingston Municipal Heritage Committee discusses the application and then formulates a recommendation to Council. City Council is the approval authority for heritage permit applications. City Council has

delegated its approval authority for some routine applications to staff. Once Council has approved the application, the Building Department may be in a position to issue any required building permits. If the applicant disagrees with Council's decision, an appeal can be filed with the Conservation Review Board within 30 days from the receipt of Council's decision.

APPROVAL AUTHORITY DELEGATED TO STAFF

Dating back to 1998, the City of Kingston has progressively streamlined the development review process by delegating to staff Council's authority to approve various municipal processes (e.g. Site Plan Control, Final Subdivision Approval, technical consents), by providing for direct referral to Council of other planning applications (e.g. Part Lot Lift, Removal of '-H' Holding Symbols) and certain administrative matters (e.g. release of agreements, amendments to condominium descriptions / declarations). As indicated in the Report of the Development Review Task Force, dated June 21, 2000, delegating authority to staff to make as many decisions as possible at the administrative level is a best management practice that can help municipalities to improve their planning approvals process. Finding additional internal efficiencies to streamline approval processes is also consistent with the objectives outlined in Kingston's Strategic Plan 2011-2014 which include: to meet the needs of our internal and external customers promptly and courteously; to enhance service by streamlining the development process; and, to improve the flow of information, customer service and turnaround time. The following is a summary of Council's approval authority that has been delegated to staff:

To the Director of Planning & Development or Designate

By-law No. 2006-75, as amended, sets out the **planning approvals** that have been delegated to staff and the procedures for the processing of planning applications that are subject to the delegated authority. The approvals delegated to staff include:

- Approval of Site Plan Control applications (application can be "bumped-up" to Planning Committee for final approval at request of a member of Council, the applicant or staff);
- Requests to reduce or release Site Plan Control securities;
- Draft Plans of Subdivision – to sign the Draft Plan once approved by Council and to approve minor changes to the Draft Plan or the Conditions of Draft Plan Approval;
- Approval of applications for Final Subdivision Approval (application can be "bumped-up" to Planning Committee and Council for final approval at request of a member of Council, the applicant, or staff);
- Approval of Technical Consents (applications to sever along a common party wall, to create or extend a right-of-way or easement, to adjust a lot boundary or facilitate a simple lot addition, for consent to a power of sale or mortgage, consent to a lease in excess of 21 years, and, for validation of title);
- Approval of applications to Lift Part Lot Control (By-law must be presented to Council for enactment);
- Approval of applications to Remove Holding Symbol (By-law must be presented to Council for enactment);

- Requests to Release Agreements (e.g. Development Agreements, Site Plan Control Agreements, Subdivision Agreements);
- To sign amendments to a Condominium Description and/or Declaration;
- Approval of applications for Cash-in-Lieu of Parking.

By-law No. 2005-227, as amended, sets out the **heritage permit approvals** delegated to staff pursuant to the Ontario Heritage Act and the procedures for the processing of heritage permit applications that are subject to the delegated authority. The approvals delegated to staff include:

For properties designated under Parts IV and V of the Ontario Heritage Act:

- Repainting in the same or similar colour;
- Replacement of asphalt roofing where there is little or no change in colour or design;
- Repaving of driveways;
- Landscaping which does not require heavy machinery and which will not significantly change the appearance of the designated property; and
- Replacement of siding where the material and colour is not being changed.

For newer properties, defined as being constructed after 1960:

- Re-pointing of masonry based on the Masonry Guidelines developed by the Kingston Municipal Heritage Committee;
- Replacement/repair of windows and doors unless these were part of the reasons for designation;
- Replacement of any roofing material where there is little or no change in colour or design; and
- Replacement of any deteriorated material provided it is done in kind and replicates the original.

To the Director of Engineering or Designate

By-law No. 2006-116 sets out the delegated approvals to staff for the processing of the assumption of public works and the dedication of highways, lanes and walkways, including the release of easements, blocks and lots and the procedures to be followed in the exercising of such delegated authority. The approvals delegated to staff include:

- Approval of the dedication of City-owned lands for public highway, lane or walkway purposes;
- Approval of the issuance of the Preliminary Certificate of Approval of the Works (PCAW) to accept the public works in a plan of subdivision;
- Release of easements, blocks or lots that were transferred to the City for temporary turning circles, access roads or stormwater management facilities within plans of subdivision.

Any required By-laws associated with the foregoing delegated authority must be presented to Council for enactment.

To the President and CEO of Utilities Kingston or Designate

By-law No. 2003-170 authorizes the President and CEO of Utilities Kingston or designate to approve and sign applications to the Ministry of the Environment under Sections 52 and 53 of the Ontario Water Resources Act (works for the collection, transmission, treatment and disposal of sewage or any part of such works).

DEVELOPMENT REVIEW PROCESS

PRE-CONSULTATION

Pre-Consultation meetings are a mandatory part of the development review process (Planning Act and City By-law) for most planning applications. Pre-consultation meetings are held every second Tuesday morning for applications for Official Plan Amendment (OPA), Zoning By-law Amendment (ZBLA), Site Plan Control (SPC), Draft Plan of Subdivision (DPS) and Draft Plan of Condominium (DPC). Pre-consultation for Committee of Adjustment applications is typically arranged with the Planner assigned to deal with these applications.

The purpose of the pre-consultation meetings is to facilitate timely processing and approval by identifying the required planning approvals, supporting studies (e.g. traffic impact, tree preservation, stormwater management, parking, noise), plans and other information to be submitted and any key technical issues that will need to be addressed. The proponent is required to submit a preliminary site design and written overview of the proposal to the Planning and Development Department one week in advance of the meeting. The proponent's submission is distributed to the technical staff (e.g. Planning, Building, Engineering, Utilities and Parks) and external agencies (e.g. Conservation Authority and Health Unit) that attend the pre-consultation meeting for their review and preparation of preliminary comments on the development proposal. Details of proposals discussed at pre-consultation are considered to be confidential until such time as a formal application is submitted.

Following the pre-consultation meeting, the proponent receives a Development Application Pre-Consultation Form that has been completed by the Planner assigned to the file. That Form identifies the required approvals, application fees, the necessary plans and supporting studies for each approval, as well as any key technical requirements, concerns or comments that were identified during the meeting based on the proponent's initial submission. While the intent of the pre-consultation meeting is to identify all requirements related to the proposal, on occasion additional information / studies may be required based on staff's review of the formal application submission and further project details. There are no mandated timelines between pre-consultation and formal application submission.

APPLICATION SUBMISSION

Applications are submitted to the Planning & Development Department which is responsible for coordinating the municipality's response to development applications. As a minimum, the following information must be provided in order to accept an application:

- Development Application Pre-consultation Form with proponent's portion filled out;
- One (1) copy of the completed Application Form(s);
- Required application fee(s) paid in full;
- The required number of drawings and reports as identified on the Pre-consultation Form.

For some application types (e.g. Draft Plan of Subdivision) the Planning Act Regulations prescribe the information and material that is required to be submitted. The assigned Planner will review the proposal and completed Pre-Consultation Form with the proponent to ensure that all required applications and supporting materials have been submitted with the application. Processing of an application may be delayed until such time as all required information has been submitted. The quality of the plans and supporting information may also result in delays in the processing of an application.

Following the submission of the application, a number of administrative matters are required, including: opening the files; entering the files into the City's electronic database; processing the fees; creating the file tracking checklists; etc.

NOTICE OF COMPLETE APPLICATION

For an OPA, ZBLA, DPS and DPC, once it has been determined that the application submission includes all the required information, a [Letter of Complete Application](#) must be provided to the proponent. While the municipality has 30 days under the Planning Act to make this determination, this is typically done as soon as possible.

Where the submitted application is not deemed complete, a [Letter of Incomplete Application](#) is provided as soon as possible to the applicant outlining the additional information, reports or studies that are required. This information is relayed initially by telephone call, with a written letter following immediately thereafter. (Should the applicant disagree with the City's assessment of the completeness of the application, the Planning Act provides the applicant with 30 days to make a motion to the Ontario Municipal Board for a determination on the matter and the Board's decision is final.) When all information has been submitted to the satisfaction of the Department, the Planner can then issue a Letter of Complete Application, as noted above. As this is a requirement of the Planning Act, it is an important step in the process to avoid procedural irregularities.

In addition, the legislation now requires that for an OPA, ZBLA, DPS and DPC, the City shall provide a Notice of Complete Application to the prescribed persons or public bodies within 15 days after the City issues the Letter of Complete Application to the proponent. Said Notice is generally to be provided in the same form as a Notice of Public Meeting. Whenever possible, the City combines the Public Notice of Complete Application and the Public Meeting Notice, provided

that the notice requirements for both can be met (i.e. 20 days in advance of the public meeting and within 15 days after the Letter of Complete Application is issued). If there is a period of time between the initial application submission and the scheduling of a public meeting, then the Notice of Complete Application will be given separately in order to meet the legislative requirements, and the Notice of the Public Meeting will be given later.

Any **mandated timelines** for a decision by the approval authority generally commence once an application has been deemed complete. For some applications (SPC and COA) the timeline commences upon receipt of the application and required information, but there is no requirement to issue a notice of complete application. The mandated timelines as set out in the Planning Act and Heritage Act are:

- Official Plan Amendment – 180 days;
- Zoning By-Law Amendment – 120 days;
- Draft Plan of Subdivision / Condominium – 180 days;
- Site Plan Control – 30 days;
- Committee of Adjustment Consent – 90 days;
- Committee of Adjustment Minor Variance – public hearing must be held within 30 days of receipt of application and notice of decision issued within 10 days;
- Heritage Permit Applications – 90 days.

TECHNICAL CIRCULATION

The Planner assigned to the project will circulate the details of an application together with the appropriate plans and studies to various internal departments of the City and external agencies, as part of the technical circulation (typically within 5 working days from complete application receipt). For most applications, the Planning Act Regulations prescribe the persons and bodies to be notified. The circulation list varies depending on the application type. For Committee of Adjustment and heritage permit applications the circulation list is relatively short. For Draft Plans of Subdivision, the circulation list is much more extensive. Depending on the application type and location of the property, the circulation list may include municipal departments (e.g. Planning & Development, Building & Licensing, Engineering, Utilities Kingston, Parks, Fire & Rescue, Transit, etc.), external agencies (KEDCO, Conservation Authority, Health Unit), school boards, abutting municipalities (e.g. Loyalist Township, South Frontenac Township), utility companies (e.g. Hydro One, Bell, Cogeco, Union Gas, Trans-Canada Pipelines), railway companies, provincial ministries (e.g. Municipal Affairs and Housing, Environment, Natural Resources) and federal departments (e.g. Parks Canada, Fisheries and Oceans, Canada Post).

Responses to the initial technical circulation are required within 10 working days from the date of circulation (30 days for plans of subdivision) and within five working days for subsequent circulations (15 days for plans of subdivision).

Responses received are consolidated by the assigned Planner and forwarded to the applicant and/or agent. Where there are a significant number of responses, a meeting may be arranged to review the comments with the applicant / agent to ensure there is an understanding of the issues and any additional information to be provided.

The applicant / agent submits the required additional information and revised drawings to address the initial technical circulation comments to the assigned Planner, who then re-circulates the material to the appropriate departments / external agencies (there is no mandated timeline for the applicant / agent to resubmit revised plans or updated information). The assigned Planner will also work with the applicant and arrange meetings with departments or external agencies, if required, to address technical comments or concerns. Complete re-submissions that address all of the technical responses are key to enabling the various departments / agencies to fully review the revised drawings and updated information in the context of their previous comments and provide a response within the requested time frame. This process of applicant submission, City review / comment and applicant re-submission continues until such time as all departments / agencies have signed-off on the proposal.

BUMP-UP PROVISIONS

By-law No. 2006-75 (Delegated Authority) establishes the procedures to be followed by staff in exercising Council's delegated authority. For Site Plan Control applications, applications for Final Subdivision Approval and technical consents, the By-law provides for a "bump-up" process. In the case of a Site Plan Control application, the "bump-up" is to Planning Committee for final approval. For Final Subdivision Approval the "bump-up" is to Planning Committee and Council for final approval. Where a technical consent is "disputed", the application is referred to the Committee of Adjustment. Council is circulated applications for Site Plan Control (at the same time as the initial technical circulation) and Final Subdivision Approval (following receipt of the application) and provided with a response date for any "bump-up" requests to be submitted in writing together with the reasons for requesting the "bump-up". If the reasons for requesting the "bump-up" can be satisfactorily addressed during the processing of the application, the "bump-up" request may be rescinded. The procedures also provide that staff or the applicant can also request a "bump-up". This would typically occur if the applicant disagreed with one or more of the municipal conditions of approval or where there was disagreement between staff and the applicant respecting required works.

Most "bump-up" requests relate to Site Plan Control applications. In the majority of those situations, the application is considered by the Committee, "approved in principle" and then referred back to staff to issue final approval once any remaining issues are addressed and the Site Plan Control Agreement has been executed.

If there is a “bump-up” request, the timelines for processing the application will be impacted given the need for preparation of a staff report to Committee / Council and consideration of the application at a Committee and / or Council meeting.

PUBLIC MEETING

The Planning Act requires that at least one public meeting be held respecting applications for Official Plan and Zoning By-law amendments, Draft Plans of Subdivision / Condominium and Committee of Adjustment applications (consents and minor variances). For technical consents, if there are no objections raised during the technical circulation process, there is no requirement for a public hearing.

The Act prescribes the notice procedures (form, content and timing) and the persons and bodies to be notified. Where applications are being processed concurrently, one consolidated public meeting will be held for all the applications. Staff prepares a report to the approval Committee that typically includes a description of the subject lands, a summary of the proposed development and an outline of the applicable regulations and policies in the Official Plan, Zoning By-law and the Provincial Policy Statement. Reports to the Committee of Adjustment also include a planning analysis and staff recommendation. For some Zoning By-law amendments, a combined Public Hearing / Comprehensive report will be presented to Planning Committee, which report also contains a planning analysis and staff recommendation.

Notice of the Public Meeting must be given in accordance with the requirements of the Planning Act. The formal notice required by the Act is provided by: (1) first class mail to all property owners within 120 metres (60 metres for consents and minor variances) of the subject lands and to other interested parties requesting to receive notification; and (2) the installation of signage on the subject lands by the applicant in accordance with the City's signage specifications. Informal notice is also posted on the City's website and is included in the “courtesy notice” published on the City page of the Kingston Whig Standard. Where the matter affects large areas or the entire municipality, Notice may be provided by publishing it in a newspaper of sufficiently general circulation in the area. Notice of the public meeting must be given:

- At least 20 days in advance of the meeting for applications for OPA and ZBLA;
- At least 14 days in advance of the meeting for applications for draft plan of subdivision / condominium;
- At least 14 days in advance of the meeting for applications for consent;
- At least 10 days in advance of the meeting for applications for minor variance.

There is no requirement to hold a public meeting or provide formal public notice for Site Plan Control (SPC) applications, applications for Final Subdivision / Condominium approval, or applications to Lift Part Lot Control and Remove a Holding Symbol (notice is provided to the owner of the lands and any person requesting to receive notice). The City's procedures require the applicant to post signage on the property for a SPC application. Where a SPC application is “bumped-up” to Planning Committee, the courtesy notice published in the Whig-Standard will list the SPC application as a matter to be

discussed by the Planning Committee. If an application for technical consent is “disputed” and referred to the Committee of Adjustment, then the notice requirements for a consent application would apply.

The Planning Committee typically meets on the 1st and 3rd Thursdays of each month and the Committee of Adjustment meets the 4th Monday of each month. At the public meeting, the applicant / agent is afforded the opportunity to make a presentation describing the proposed development, summarizing any key studies / reports and providing the rationale for the submitted applications. Staff may then supply any supplementary information as well as a brief summary of the staff report and any public input received. Committee members may then ask questions of the applicant / agent or staff for clarification. Interested members of the public may make written submissions to the Committee or appear before the Committee to comment on the application or ask questions. Once all public input has been received, the applicant / agent is afforded an opportunity to respond to the comments and summarize the application. After this, the public meeting is closed.

In some cases an **application may be amended** following the public meeting in response to technical comments or issues identified by the public or the Committee at the public meeting. The nature and extent of the changes may necessitate the holding of a second public meeting. If there were any procedural irregularities in terms of the giving of notice for the public meeting (e.g. signage not posted 20 days before the meeting), a second public meeting would also be required. Where there are changes to the application following the public meeting, the Planning Act indicates that it is the responsibility of Council to determine whether or not further public notice is required and said determination of Council is final.

Following the public meeting, Planning Committee, in the case of a combined Public Hearing / Comprehensive Report, will discuss the application and make a recommendation to Council as part of its regular meeting. Where it is a Public Hearing Report only, the Committee will consider a comprehensive report and make its recommendation at a future Committee meeting. Following the public portion of a Committee of Adjustment meeting, the Committee discusses and makes a recommendation on the application.

PREPARATION OF COMPREHENSIVE STAFF REPORT

Following the public meeting, the assigned Planner prepares a comprehensive staff report to Planning Committee. This report will include an analysis of the proposed development and the applicable policies and by-laws, a summary of submitted reports / studies, a discussion of the issues raised in any of the technical responses and at the public meeting (including any specific matters identified by Committee members), and a recommendation on whether the application(s) should be approved or rejected. If the comprehensive report recommends approval of the application(s), any conditions to the approval will be included (e.g. conditions of draft plan approval) together with a draft of the proposed Amending By-

laws (Official Plan and / or Zoning By-law). The draft conditions and amending by-laws are circulated to the applicant / agent for their review and comment prior to finalizing the report.

The time required to prepare the Comprehensive Report will depend on the complexity of the project, the type of application(s), the amount and nature of public input, any identified technical matters to be addressed, and the need for any additional information from the applicant. In some cases, particularly for significant developments or ones that have become controversial, the applicant may be requested to have some of the **supporting studies peer reviewed**. The applicant is responsible for the cost of the peer review. Studies that are typically the subject of a peer review include Market Impact Studies, Traffic Impact Studies, Employment Lands Review and Noise Impact Studies.

Once the report is drafted by the assigned Planner, it is reviewed / approved by management staff in the Planning & Development Department and then forwarded to the Commissioner of Sustainability & Growth for review. The report is then submitted to the Clerks Department for inclusion on the Planning Committee agenda. All reports are also reviewed / signed by the Chief Administrative Officer. Some reports may also require sign-off by other Commissioners.

COMMITTEE DECISION

The comprehensive report and recommendations will be considered during a regular meeting of the Planning Committee. During the Committee's discussion of the application, questions may be directed to staff respecting the report or recommendations, however no further public comment or input by the applicant is permitted (written correspondence may be submitted at any time up to Council's approval of the application). The Committee may recommend to City Council that the application(s) be approved with or without changes to the staff recommendation and draft By-laws or that the application(s) be denied. In some cases, based on the Committee's discussion, the application may be deferred or referred back to staff until additional information is received, either from the applicant or staff.

COUNCIL DECISION

Planning Committee's recommendations are forwarded to City Council for final approval. The Planning Committee Report is considered by Council in open session and Council may adopt the Committee's recommendation, amend it, reject it or refer it back to the Planning Committee or staff for further consideration / information. If an application is approved by City Council, the amending By-law(s) respecting Official Plan and Zoning By-law amendments will be given all three readings and passed at that City Council meeting.

NOTICE OF DECISION

After the Committee of Adjustment or City Council makes a decision on an application, the Planning Act requires that Notice of that decision be issued. The Act prescribes the form of the Notice, the timing for issuing the Notice, and the persons and bodies to whom the Notice must be given.

For Committee of Adjustment applications, Notice respecting a minor variance application must be given not later than ten days after the decision is made and for consent applications, within 15 days after the decision is made. For technical consents approved by staff, Notice must be given within 15 days after the decision is made. The Notice includes information on the approved variances and land severance together with any conditions imposed by the Committee. The Notice also sets out the final day for any appeals to be submitted. For all Committee of Adjustment decisions, the City typically provides Notice within 2-3 days following the decision.

For applications for Official Plan and Zoning By-law amendments and Draft Plans of Subdivision / Condominium, Council must give Notice within 15 days from the date of the decision / passing of the amending By-law(s). The Notice of Adoption (Official Plan amendment), Notice of Passing (Zoning By-law amendment) and Notice of Decision (Draft Plan) include information on the By-law amendments (location, purpose and effect) as well as the conditions of draft plan approval. The Notice also sets out the final day for any appeals to be submitted. In most cases, the City provides the required Notice within 7 – 10 days following the decision.

If no appeals to the Committee / Council decisions are received, the decisions are final and come into effect.

APPEAL OF DECISION

The Planning Act provides for an appeal process for decisions on planning applications. Any person with an interest in the matter may appeal a decision of the Committee of Adjustment or Council to the Ontario Municipal Board (OMB) provided that they made a presentation at the public meeting or provided a written submission prior to the decision being made. The appeal must be filed within 20 days of the making of the decision. An appeal must be submitted to the City Clerk prior to expiration of the appeal period and must set out the portion of the decision being appealed and the reasons in support of the appeal and be accompanied by the fee prescribed by the OMB (\$125.00). In most cases the appeal must be forwarded by the City to the OMB within 15 days after the appeal period expires together with the required Record (all reports, minutes, comments, studies, plans, affidavits of service and other relevant information pertaining to the matter).

If an application is appealed to the Ontario Municipal Board (OMB), the final decision will be made by the Board following a Municipal Board Hearing. The OMB is an independent administrative tribunal that is responsible for hearing appeals. It operates similar to a court of law, but with less formality. Members of the OMB are appointed by the Ontario Cabinet and the Board operates under the Ontario Municipal Board Act as well as its own rules of practice and procedure. The Board takes the place of the approval authority and can make any decision that the approval authority could have made. A Hearing may last only a few hours if the matter is quite simple, but for more complicated matters, the Hearing may last for several days or even weeks. Depending on the complexity of the matter, it may take 2 – 6 months for the OMB to

schedule the Hearing. Typically, Notice of a Hearing is required to be provided at least 35 days in advance of the Hearing to all parties and participants. For appeals respecting Official Plan and Zoning By-law amendments, a 60 day notice may be required.

In advance of the full Board Hearing, the following practices may be utilized by the OMB:

- Telephone conferencing – where appropriate, for example, to deal with procedural matters;
- Mediation – to bring the various parties together to see if the matter can be settled with the guidance of a mediator;
- Pre-Hearing conference – to better organize a complicated hearing and potentially shorten the hearing by identifying the parties/participants, narrowing the issues, establishing rules for pre-filing documents, and setting out the order and presentation of evidence.

The OMB has expanded powers to dismiss an appeal without a hearing based on a number of grounds, which include: appeal not based on land use planning grounds; the appeal is frivolous or vexatious; appellant did not make submissions before the decision was made; written reasons for the appeal were not provided; the Board fee was not paid; and, the appellant did not respond to requests by the Board for further information.

Once the Hearing has been held, the Board will issue its Decision and / or Order. If the matter is relatively straight forward, the Board may issue an Oral Decision at the conclusion of the Hearing and then follow up with its written Decision / Order. For more complex matters, the Board typically reserves its Decision. Receipt of the written Decision / Order may take a few weeks or months depending on the issues that were before the Board and the amount of evidence submitted to the Board.

Source: City of Kingston Planning Department

Appendix B: Benchmarked Municipalities' Development Application Processing & Building Services

Hamilton

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Municipal Description			
Date Founded	1846		
Tier 1, Tier 2 or Amalgamated Municipality	Single Tier		
Total Population 2011 – Urban Centre Growth in Past 5 years	519,949 + 3.1%		
Geographic Size	1,117.23 sq.km		
Post-secondary Institutions - Names	McMaster U.	Mohawk College	Brock U. Satellite
Location – City Centre or Suburb	Suburb	3 locations	Suburb
Total Study Population – Undergrad and Graduate	24,500 undergrads 4,000 graduates	11,700 FT students 46,000 continuing ed. 4,500 apprentices 460 international	
# of Residential Beds provided by Institution	3,700	342 Fennel campus	None
Municipal Organization Structure Related to Development Review/Building Permit Processing	Planning & Economic Development <ul style="list-style-type: none"> • Planning <ul style="list-style-type: none"> – Development Planning – Community Planning & Design • Cartographic & Graphic Services • Growth Management (Development Engineering) 		

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	<ul style="list-style-type: none"> – Infrastructure Planning – Engineering Design & Construction • Building Services <ul style="list-style-type: none"> – Building Engineering & Zoning – Buildings Inspections – Customer Service
Planning Dept. Management & Staff	
Total # of Staff	53.5
Date of Current Official Plan & is it Currently Under Review?	Rural Official Plan – March 7, 2012 Urban Official Plan Adopted July 2009 (under appeal)
Date of Current Zoning Bylaw & is it Currently Under Review?	May, 2005 – not currently under review
Overall Description of Development Application Review Process	
• What happens when development applications come in? Who receives them?	The Hamilton Planning Dept. receives and coordinates the processing of all development applications with Engineering and other relevant City departments.
• Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development?	Applications are not prioritized. Applications involving the potential for significant job creation or tax advantages are identified and monitored on an informal basis.
Application Process – Subdivision	<ol style="list-style-type: none"> 1. formal mandatory Pre-consultation Meeting 2. submission of complete application and draft plan 3. review of application, draft plan & required studies/reports 4. circulation to city departments, agencies, property owners; comments forwarded to

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	<ul style="list-style-type: none"> applicant 5. information community meeting, if required 6. notice of formal public meeting 7. public meeting 8. decision of City Council 9. approved/denied 10. City issues formal notice of decision (20 day appeal period) 11. agreement prepared and conditions cleared 12. registration of plan 13. if appealed, application referred to OMB
Application Process - Condominium	<ul style="list-style-type: none"> 1. formal Mandatory Pre-consultation Meeting 2. submit complete application 3. review & circulation of application 4. tenant meeting requirement if converting from rental to condominium 5. preparation of Planning staff report 6. formal public meeting 7. decision of City Council 8. formal notice of decision 9. appeal to OMB, if denied 10. draft plan of condominium approval 11. registration of plan
Application Process - Site Plan, including urban design guidelines	<ul style="list-style-type: none"> 1. formal Mandatory Pre-consultation Meeting 2. submit complete application 3. if considered "development" assigned to a Development Planner 4. letter sent to applicant with date of DRC meeting 5. circulation to DRC members & other agencies 6. DRC meeting to review plans; revisions or redesign may be required; if application refused owner may appeal to OMB 7. site plan approval issued with summary of conditions 8. applicant given written acknowledge of approval with conditions and a copy of redlined approval plans 9. applicant satisfies all pre-building permit conditions

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	<ol style="list-style-type: none"> 10. submission of approved final drawings 11. building permit issued
Application Process Official Plan Amendment	<ol style="list-style-type: none"> 1. formal Mandatory Pre-consultation Meeting 2. submit application 3. notice of complete application and preliminary circulation' 4. community information meeting 5. posting of public notice sign 6. notice of public meeting 7. statutory public meeting 8. City Council meeting 9. approvals 10. OMB appeal 11. City requires applicant to post sign on property – sign wording provided by Planning & Development Dept.
Application Process – Zoning by-law Change	<ol style="list-style-type: none"> 1. Formal Mandatory Pre-consultation Meeting 2. submit application 3. notice of complete application and preliminary circulation' 4. community information meeting 5. posting of public notice sign 6. notice of public meeting 7. statutory public meeting 8. City Council meeting 9. approvals 10. OMB appeal 11. City requires applicant to post sign on property – sign wording provided by Planning & Development Dept.
Application Process - Minor Variance	<p>Committee of Adjustment</p> <ol style="list-style-type: none"> 1. Submit completed application form and fee 2. Date for Public hearing is set – within 30 days of submission of application 3. Notice of Public hearing circulated a minimum to 10 days prior to hearing date 4. Public hearing 5. Decision to approve/deny circulated within 10 days of hearing

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	6. 20 day appeal period from date of decision 7. If no appeal, letter sent confirming decision is final and file closed 8. If appeal, information is sent to OMB for decision
Application Process - Severance	Committee of Adjustment 1. Submit completed application form and fee 2. Date for Public hearing is set – within 30 days of submission of application 3. Notice of Public hearing circulated a minimum to 10 days prior to hearing date 4. Public hearing 5. Decision to approve/deny circulated within 10 days of hearing 6. 20 day appeal period from date of decision 7. If no appeal, letter sent confirming decision is final and file closed 8. If appeal, information is sent to OMB for decision
Costs Guidelines	Planning and Building Permit Fees on-line
• Are there regularly scheduled pre-consultation meetings?	Yes, once a week.
• Are there regularly scheduled meetings for site plans and other reviews?	Yes, once a week.
• Are there regularly scheduled meetings for Committee of Adjustment – minor variances, consents, etc.	Committee of Adjustment meets Thursday afternoons
• Is one person responsible for coordinating the review process for each application? If not, how is this done?	Formal planning applications are processed by the Planning Department; currently the City is divided into west and east development sections and the manager of the section distributes files to pertinent staff. Depending on the complexity, the file is processed by a Senior Planner, Intermediate Planner or a Planning Technician.
• Is the process documented in paper form or online for reference and the education	The requirements are documented within the guidelines for each application but the process is only documented in a flowchart for a Site Plan application.

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of new staff and applicants?	
<ul style="list-style-type: none"> How are reviews with other departments and agencies coordinated? How are the varying response timelines addressed? 	<p>Key departments, e.g. Engineering, are represented on the Development Review Committee. The completed application is circulated to other departments and agencies with comments expected within a 30 day period. Notice also goes to the Ward Councillor and to all property owners within a 120 meter radius. A Public notice sign is also erected on the property. Planning staff endeavour to follow-up with agencies to ensure comments are submitted as quickly as possible. Comments received are automatically circulated to the proponent.</p> <p>Upon receipt of comments Planning staff convene a meeting with the owner and agents and try to resolve issues or concerns. Typically within 90-120 days a report is prepared for consideration at Planning Committee. The staff report, the applicant presentation and delegations from the public are presented at the Formal Public Hearing before the Planning Committee.</p>
<ul style="list-style-type: none"> How are applications tracked through the review process? 	<p>Development applications tracked using internal system. Building permits are tracked using AMANDA.</p>
<ul style="list-style-type: none"> Building Services 	<p>The Building Services Division provides three distinct services:</p> <p>Customer Service</p> <ul style="list-style-type: none"> Small scale residential building permits (e.g. houses, townhouses, decks, etc.) Building Permit fees and Development Charges Building permit submission requirements and applications Swimming Pool Enclosures Alterations to lot grading Online Building Permit Query (New) <p>Building Engineering and Zoning</p> <ul style="list-style-type: none"> Industrial, Commercial and Institutional Permits Large scale residential (e.g. apartment buildings) Zoning Inquiries <p>Building Inspections</p> <ul style="list-style-type: none"> Building Inspections and Building Code Enforcement Understand property owner's and contractor's responsibilities

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	<ul style="list-style-type: none"> • Access Construction summaries and statistics of monthly building and demolition permit activity within Hamilton
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing. 	<p>Yes.</p>
<ul style="list-style-type: none"> • Best Practices 	<p>Development Process:</p> <ul style="list-style-type: none"> • Mandatory pre-consultation • “One Stop for Business” with specific location at City Hall to help businesses and developers with <ul style="list-style-type: none"> – Planning application assistance – Small business assistance (SB Enterprise Centre) – Business Licensing • Streamlined its Site Plan process, modelling it to generally follow the Draft Plan of Subdivision process • Comments required from agencies / depts. within 3 weeks • Business Facilitators – help proponents understand applications required and review processes ; how much it will cost; how long it will take; who they need to speak to; assist in addressing any conflicts or impediments that might arise during the planning review. If a planning issue arises and if it cannot be resolved between the planning staff and the applicant, the applicant can request mediation by the facilitator, who tries to assist the applicant and the planning staff to find a solution acceptable to both parties • Development Review Committee with representatives of all departments who will review the application <p>Extensive use of the DRC to expedite development applications and to coordinate municipal departments.</p> <p>Fixed scheduling of DRC meeting (every Wednesday).</p> • Youtube videos explaining planning and building, permitting, housing policies, Committee of Adjustment

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	<ul style="list-style-type: none"> • On-line building Permit Query & “BizPal” helps builder to know what permits will be required • Customer Feedback Survey • GIS and mapping services available to assist developers with their applications • Highly efficient site plan review process which gives applicants assurance that their applications will be accepted if conditions are met, and a process which limits the requirements to change all documents as a result of a change requested by one department to their part of the application. • Very timely review process
	<p>Building Permit Process:</p> <ul style="list-style-type: none"> • On-line service Building Permits Query where homeowners and/or contractors are able to review the status of their Building Permit application(s). • Informational brochures & applications on-line. • You-tube videos on-line. • BizPal.

London

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Municipal Description		
Date Founded	1826	
Tier 1, Tier 2 or Amalgamated Municipality	Single Tier	
Total Population 2011 – Urban Centre Growth in Past 5 years	366,151 +3.9%	
Geographic Size	420.57 sq.km.	
Post-secondary Institutions - Names	University of Western Ontario	Fanshawe College
Location – City Centre or Suburb	City Centre	City Centre & 4 other campuses in SW Ontario
Total Study Population – Undergrad and Graduate	20,056 FT undergrads 2,996 PT undergrads 4,220 FT graduates 159 PT graduates	16,000 FT students 30,000 PT continuing ed. 2,500 apprentices 1,200 international students
# of Residential Beds provided by Institution	4355	1,220 in suites
Municipal Organization Structure Related to Development Review/PP Processing	Planning, Environmental & Engineering Services Department In March/April 2012 the two positions of General Manager of Planning and General Manager of Engineering were amalgamated and one integrated division called “Planning, Environment and Engineering Services” was established. Within this division there are Development services, Planning, and Engineering. Development services is involved with the review of site plan, subdivision and consent applications, as well as processing building applications. Processing minor variances will soon be moved to Development services from Planning. Planning is responsible for processing Official Plan and Rezoning change, as well as	

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	developing planning policy. – Development Applications Business Unit (DABU) coordinates development application processing
Planning Dept. Management & Staff	
Total # of Staff	44
Date of Current Official Plan & is it Currently Under Review?	2008, not currently under review
Date of Current Zoning Bylaw & is it Currently Under Review?	1993
Overall Description of Development Application Review Process	
• What happens when development applications come in? How are they submitted? Who receives them?	Inquiry: Developer comes in and gives a high level overview of the proposal. City advises what the process will be and what they will require to do. Every application in Development Services is assigned a senior planner as file All Subdivision, Site Plan, Condominium and Consent Applications are processed by DABU's (Development Approvals Business Unit) two Development Planning Teams. Development Approvals Business Unit
• Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development?	No – “all applications are expedited”
Application Process - Subdivision	Consultation 1. Pre-consultation Meeting (Optional) – File Manager assigned to file for duration of process 2. Submission of Initial Proposal – City has information to prepare for Proposal Review Meeting

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	<ol style="list-style-type: none"> 3. Issue of Scoping Proposal Review – identifies issues with appropriate staff ahead of Internal Proposal Review Meeting 4. Internal Proposal Review – Internal group discuss opportunities to identify potential planning & service integration issues 5. Proposal Review Meeting – Application presents servicing & planning assumptions for development. Staff highlight areas of concern & identify site-specific requirements for draft approval. 6. Prepare Record of Consultation – Minutes of Proposal Review Meeting form legal Record of Consultation identifying the requirements for a 100% Complete Draft Plan of Subdivision Application. 7. Applicant submits 100% Complete Draft Plan; reviewed by File Manager for completeness 8. Letter of Receipt / Rejection issued
	<p>Draft Approval</p> <ol style="list-style-type: none"> 1. Submission of Complete Draft Application 2. Preparation of draft plan conditions: conditions Legal/Finance Review 3. Developer Conditions review 4. Public Notice / Committee / Council 5. Approval Authority <p>Design Studies</p> <ol style="list-style-type: none"> 6. Design Studies Consultation Meeting 7. Design Studies Review Meeting 8. Submission of revised studies by developer and review at Design Studies Review Meeting 9. Final Design Studies clearance <p>Servicing Drawings</p> <ol style="list-style-type: none"> 10. Submission of Servicing Drawing Package by developer 11. Assessment and Review 12. Submission of Revised Servicing Drawing Package 13. Acceptance <p>Final Approval</p> <ol style="list-style-type: none"> 14. Request Subdivision Agreement by developer

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	<ul style="list-style-type: none"> 15. Preparation of Agreement Clauses: Agreement Legal / Finance Review 16. Review by Committee / Council 17. Registration of Subdivision Agreement
Application Process - Condominium	<ul style="list-style-type: none"> 1. Consult with DABU 2. Submit complete application package 3. If accepted, application circulated to public, agencies and departments 4. Post-circulation meeting with DABU to discuss agency or public issues 5. Report recommending Draft Approval / Refusal to Approval Authority 6. Finalize planning report for Planning Committee 7. Public Meeting & Recommendation to Council 8. Recommendation of Council to Approval Authority 9. Draft approval with conditions or refusal by Approval Authority 10. Notice of draft approval or refusal circulated 11. Appeal period
Application Process - Site Plan	<p>Proposal/Pre-application: Developer submits a proposal in writing and this initiates a mandatory pre-application procedure. A File Manager is assigned to the application. The City commits to responding within 2 weeks with any issues and requirements (basically the City's opinion on the proposal). A meeting is held with a written summary produced. This ensures the City requirements are clear and avoids "surprises" e.g. unanticipated requirements later in the process.</p> <p>Site Plan Application: The developer then makes their application and City commits to processing a re-zoning within 3 to 4 months and an official Plan Amendment within 6 months (the average is 4 months).</p> <p>Councillor's get circulated applications within their wards. Generally councillors deal only with the manager/directors and avoid staff contact in regards to development applications.</p>
Application Process - Official Plan Amendment	<ul style="list-style-type: none"> 1. Speak to Planner and Urban Designer 2. Submit proposal summary 3. Pre-application consultation meeting 4. Make complete application 5. Assessment 6. Circulation of Public Notice 7. City receives comments & feedback

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	<ol style="list-style-type: none"> 8. City Planner prepares planning analysis and staff recommendation 9. City circulates Notice of Public Meeting 10. Public Meeting 11. Decision made by Municipal Council 12. City circulates notice of decision 13. Opportunity for appeal to OMB 14. Possible OMB hearing
Application Process - Zoning by-law Change	<ol style="list-style-type: none"> 1. Speak to Planner and Urban Designer 2. Submit proposal summary 3. Pre-application consultation meeting 4. Make complete application 5. Assessment 6. Circulation of Public Notice 7. City receives comments & feedback 8. City Planner prepares planning analysis and staff recommendation 9. City circulates Notice of Public Meeting 10. Public Meeting 11. Decision made by Municipal Council 12. City circulates notice of decision 13. Opportunity for appeal to OMB 14. Possible OMB hearing
Application Process - Minor Variance	<ol style="list-style-type: none"> 1. Submit Zoning Referral Request Form to City 2. Receive Zoning Referral Record 3. Speak with Minor Variance Coordinate 4. Submit application 5. Circulation of Public Notice 6. City receives comments & feedback 7. City Planner prepares planning analysis and staff recommendation 8. Public Meeting of Committee of Adjustment 9. City circulates Notice of Decision 10. Possible OMB hearing

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Application Process - Severance	<ol style="list-style-type: none"> 1. Consult with Development Planning Staff 2. Consultation with other City departments 3. Submit complete application package 4. Circulation of Application 5. Consent Authority reviews requirements of the Planning Act, the Provincial Policy Statement, the policies in the Official Plan, comments from municipal departments, agency comments and input from the public 6. Notice of decision
Costs Guidelines	Planning Application Fees are available on-line for all types of applications.
<ul style="list-style-type: none"> • Are there regularly scheduled pre-consultation meetings? 	<p>Yes, 2nd Wednesday of every month. The purpose of the meeting is to:</p> <ol style="list-style-type: none"> i) Review the proposed plan of subdivision application and submitted material/information ii) Identify key Departmental and Agency issues in processing iii) Identify any concurrent applications that may be required iv) Identify any studies required to be completed prior to acceptance of an application v) Identify staff contact assigned to the file.
<ul style="list-style-type: none"> • Is one person responsible for coordinating the review process for each application? If not, how is this done? 	Every application that is processed in Development Services is assigned a File Manager – there are two staff persons in this role, one for the east of the city and one for the west. Their role is to coordinate the City review and comments and to keep the review process moving.
<ul style="list-style-type: none"> • Is the process documented in paper form or online for reference and the education of new staff and applicants? 	The process for development applications is illustrated on the File Manager webpages with flowcharts for the application processes.
<ul style="list-style-type: none"> • How are reviews with other departments and agencies coordinated? How are the varying response timelines 	EAPAC, Transportation, Heritage Advisory, and Agricultural Committees are volunteer advisory committees that report directly to council. There is a staff person assigned to each committee. Selected applications are reviewed by the committees based on the nature of the application.

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addressed?	<p>Plans are sent to committees such as Environment for review but committees are aware of the tight schedule for review; if their comments are not received in time for the next review committee meeting, they are not considered.</p> <p>London has an Urban Design Peer Review Panel made up of volunteers. They review those applications which meet certain criteria (currently approx 50 per year). The Panel has an advisory role to staff. Initially developers were somewhat concerned but they have come to see the benefit. Council is more inclined to approve an application that has had objective review and developers value the level of input from senior professionals they receive at no cost. The comments from the committee are advisory not binding.</p>
<ul style="list-style-type: none"> • How are applications tracked through the review process? 	<p>Development Planning:</p> <p>London uses Livelink to store applications, plans, comments etc. electronically; these can be viewed internally but not be developers or the public. The City is moving in the direction of making more information available externally.</p> <p>Building Permits:</p> <p>London uses AMANDA extensively in the Building department to keep track of building permit applications, however, not as much in other areas. The City realizes they are not using AMANDA to its full potential and have plans to develop it further</p>
<ul style="list-style-type: none"> • Building Services 	<ul style="list-style-type: none"> • Depending on the complexity of the project, the application may be reviewed in two stages: <ul style="list-style-type: none"> • Zoning Plan Examination staff will check for compliance with the regulations and provisions of the Zoning by-law such as proposed use, minimum setback requirements, lot coverage and building height, etc. • Plan Examination staff will review the proposed construction to ensure compliance with the Ontario Building Code. • Registered home builders can apply online and submit CAD drawings for permits • Non-registered users, e.g. one-time applicants, can also apply online for simple plumbing permits, residential additions & alternations for single detached homes <p>Completed application forms should be brought to the Building Division counter</p>

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	<p>accompanied by the following:</p> <ul style="list-style-type: none"> – Two sets of building plans (floor plans, elevations and cross-sections, roof trusses and heating, as appropriate) – Two copies of property survey or site plan. – A building permit fee may be paid by cash, Interac Direct Payment, or cheque. The fee is determined by staff at the Building Division Counter and is based on the fee schedule in the latest Building By-law. The minimum permit fee is currently \$90.00. <ul style="list-style-type: none"> • Plans Examiners review house plans, red-line any revisions and notify builders when the permit is ready to be issued. Fees can be paid online. • Once the building permit is issued, the applicant should ensure that both the permit and approved drawings are available on the construction site. The permit card provides information regarding Mandatory Inspections required
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing? 	<p>London has developed customer service standards for each step in its review process and publishes these on its websites for view by developers and other stakeholders. Planning monitors the length of time to process applications for OP and rezoning and analyzes the results. This analysis is of both types of outliers – those applications which were processed quickly and those that have taken a longer time. Those applications which were processed quickly are analyzed both for best practices and to ensure due diligence was done. The applications which took longer to reach the approval stage are examined to see if they could have been expedited in some way.</p>
<ul style="list-style-type: none"> • Best Practices 	<p>Development Process:</p> <ul style="list-style-type: none"> • London requires an early mandatory pre-consultation, together with the submission of complete applications prior to formal development application review to ensure that all development issues and requirements are identified early on and to inform developers what is required to gain approval of their applications. • London has designated file managers- senior planners who coordinate development review with a supportive team approach. • London has advanced file management systems with digital document management and tracking of applications London monitors its application processing against published performance standards and uses the information for management purposes. • London tracks and reviews applications as a whole relative to the time taken for processing

www.london.ca	London
	<p>as a means to improve their review process and also to ensure due diligence is undertaken. e.g. OP and zoning amendments</p> <ul style="list-style-type: none"> • London has an Urban Design Review Panel made up of professionals from the community who volunteer. Selected applications are referred to them for comment which is seen as beneficial and providing additional input on design issues which can sometimes be contentious. • File Manager process on website with flowcharts for subdivision application – very lucid and clear
	<p>Building Permit Process:</p> <ul style="list-style-type: none"> • Registered home builders can apply online and submit CAD drawings for permits • Non-registered users, e.g. one-time applicants, can also apply online • Online service where permit holders can interactively check the approval status and results of building permit inspections as well as schedule or cancel an inspection • On-line submission of building permit applications for semi-detailed, row and single detached housing and minor plumbing, and moving to fully automated online application

Mississauga

www.mississauga.ca	Mississauga	
Municipal Description	http://www.mississauga.ca/portal/home	
Date Founded	Incorporated 1974, as a city	
Tier 1, Tier 2 or Amalgamated	Tier 2: Peel (upper level) – Mississauga (lower level)	
Total Population 2011 – Urban Centre Growth in Past 5 years	713,443 +6.7%	
Geographic Size	288.42 km ²	
Post-secondary Institutions - Names	University of Toronto Mississauga (UTM – Erindale College)	Sheridan College – Hazel McCallion Campus
Location – City Centre or Suburb	Suburban	City Centre
Total Study Population – Undergrad and Graduate	12 000 - Undergrads: 11 500 400 Postgraduate	1760 (2011) – 1200 Business Students and 255 in language training incl. programs for newcomers to Canada
# of Residential Beds provided by Institution	1500 students in residence	
Municipal Organization Structure Related to Development Review/BP Processing		
Planning Dept. Management & Staff	City Hall Departments> Planning and Building Department> • Building: – Building Permits	

www.mississauga.ca	Mississauga
	<ul style="list-style-type: none"> – Inspection Services – Plan Examination Services – Sign Permits – Zoning • Business Services <ul style="list-style-type: none"> – Development Charges/Lot Levies • Development & Design <ul style="list-style-type: none"> – Rezoning, Site Plans, Subdivision Applications • Policy Planning <ul style="list-style-type: none"> – Information Planning (growth planning, census data)
Total # of Staff	19
Date of Current Official Plan & is it Currently Under Review?	Mississauga Official Plan – Regional Council adopted on Sept. 22/2011
Date of Current Zoning Bylaw & is it Currently Under Review?	Zoning By-Law (2007) recently had amendments made in March 2012
Overall Description of Development Application Review Process	<p>Information is available on-line for the various different kinds of development applications.</p> <p>Also useful:</p> <p>Plan and Build eServices Centre</p> <p>Plan and Build Forms Centre</p>
• What happens when development applications come in? How are they submitted? Who receives them?	<ul style="list-style-type: none"> • Applications can be submitted on line accessing forms from the Forms Centre. • Planning Services Centre – first point of contact providing: <ul style="list-style-type: none"> • professional planning advice • information and direction concerning City policies and procedures • direction regarding the appropriate application stream • facilitation of preliminary meetings • application requirements for potential development applications • facilitation of DARC (Development & Review Committee) meetings • setting up preliminary meetings prior to full review of site plan applications • review of development application submissions

www.mississauga.ca	Mississauga
<ul style="list-style-type: none"> • Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development? 	<p>No, but the Development and Design Division of the Planning and Building Department currently holds weekly Development Application Review Committee (DARC) meetings to discuss development proposals. Site plans do not go to DARC unless they are in the City Centre.</p>
<p>Application Process – Subdivision</p>	<ol style="list-style-type: none"> 1. Pre-application Meeting with D & D Division 2. Complete Application submitted to D & D Division including: <ol style="list-style-type: none"> a. Complete Application Form b. List of required information studies c. Filing Associated Applications d. Payment of Fee e. Subdivision Notice Signs 3. Application circulated to various departments/agencies for comments (Agencies have 20 – 30 days to provide comments) 4. Public / Ward Meetings at Councillor's discretion 5. Application to Planning and Development Committee 6. Conditions of Approval - Recommend to Council with or without conditions 7. Draft Approval 8. Draft M-Plan Submission 9. Second Engineering Submissions 10. By-law to execute Agreements 11. Release for registration 12. Development of Area Boundary Map
<p>Application Process - Condominium</p>	<p>Condominium Application Guide and Application are both available on-line Condominium Conversion Acknowledgement form on line</p> <p>Steps for Application Processing:</p> <ol style="list-style-type: none"> 1. After accepting the application as complete, the City may confer with officials and appropriate ministries, commissions and authorities, and with others who may be concerned, to obtain information and recommendations.

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	<ol style="list-style-type: none"> 2. After an evaluation of the plan and the recommendations from other bodies, as noted above, conditions will be imposed by the City in granting draft approval of the plan. 3. Section 51(39) of the Planning Act provides that any person or public body may, not later than 20 days after the giving of notice, appeal the decision to the Ontario Municipal Board. 4. The agencies affected by the conditions must indicate to the City that they have been fulfilled to their satisfaction prior to the approval of the final plan for registration.
Application Process - Site Plan, including urban design guidelines	<p>Process for Site Plan Applications:</p> <ol style="list-style-type: none"> 1. Pre-application meeting with Development & Design Division 2. Complete Application submitted to the Development & Design Division 3. Application circulated to various departments/agencies for comments 4. Comments received and reviewed by Development and Design Division and released to the applicant via Web ID 5. Red-Line Meeting to clarify comments/major issues as requested by either staff or the applicant if applicable 6. Re-submission(s) of revised Site Plans with cover letter, (responding to the comments on the Application Status Report) to the Development & Design Division, for circulation to the relevant departments/agencies for comments and clearance 7. Submission of Landscape Plans and cost estimate to Development and Design Division 8. Review of Landscape Plans by Development and Design Division and comments forwarded to the applicant 9. Re-submission(s) of revised Landscape, Site Plan Undertaking and Securities to the Development and Design Division 10. Landscape Plan Approval 11. Submission of Site Plans to Development & Design Division for final approval 12. Plans forwarded to the Building Division and Building Department to clear the Site Plan Approval condition for Building Permit Issuance <p>Site Plan Application Form includes:</p> <ul style="list-style-type: none"> - Site Plan Process Flow Chart - Site Plan Approval application form to be completed by the applicant - Site Plan Application Checklist completed by the Counter Planner at the time of submission of application

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	<ul style="list-style-type: none"> - Environmental Site Screening Questionnaire and Declaration to be signed by the owner - Conservation Authority Fee Collection form - Tree Injury or Destruction Questionnaire and Declaration form - Development Application Review Committee (D.A.R.C.) requirements for Site Plan applications - Fee Calculation Sheet <p>Design Guidelines for New Dwellings, Replacement Housing & Additions with flowchart and associated documents available on-line.</p> <ul style="list-style-type: none"> - Historic Streetsville Design Guidelines (July 2011) - Urban Design for Low-rise, and Multiple Dwellings (2007) - Green Development Standards: Going Green in Mississauga (December 2010) <p>Urban Design Guidelines and Reference Notes are currently being updated or reformatted.</p>
Application Process Official Plan Amendment	<ol style="list-style-type: none"> 1. Request to attend Development Application Review Committee (DARC) 2. Pre-application meeting 3. Complete application submitted to Development & Design Division, Planning & Building Dept. 4. Applicant informed whether application is complete (30 days) 5. Community, departments, agencies notified of application 6. Notice of application issued 7. Application circulated to depts. ,agencies for comment 8. Ward meeting held, if necessary 9. Dev. & Design Div. prepare planning information report for Planning & Development Committee (PDC) 10. Notice of Public Meeting sent out 11. Public Meeting 12. PDC meeting to consider Supplementary Planning Report 13. PDC directs Supplementary Planning Report to Council if no concerns raised 14. Council approves/refused 15. If approved, goes to OMB for approval 16. If refused, appeal to OMB

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Application Process – Zoning by-law Change	<ol style="list-style-type: none"> 1. Request to attend Development Application Review Committee (DARC) 2. Pre-application meeting 3. Complete application submitted to Development & Design Division, Planning & Building Dept. 4. Applicant informed whether application is complete (30 days) 5. Community, departments, agencies notified of application 6. Notice of application issued 7. Application circulated to depts., agencies for comment 8. Ward meeting held, if necessary 9. Dev. & Design Div. prepare planning information report for Planning & Development Committee (PDC) 10. Notice of Public Meeting sent out 11. Public Meeting 12. PDC meeting to consider Supplementary Planning Report 13. PDC directs Supplementary Planning Report to Council if no concerns raised 14. Council approves/refused 15. If approved, goes to OMB for approval 16. If refused, appeal to OMB
Application Process - Minor Variance	<p>Application for Sign Permit/ Sign Variance available on-line</p> <p>Committee of Adjustment</p> <p>The Committee of Adjustment is authorized by the Ontario Planning Act to grant minor variances from the provisions of the Zoning By-law, to permit extensions, enlargements or variations of existing legal non-conforming uses and give consent to an owner of land who wishes to sell, convey or transfer an interest "part" of their land.</p>
Application Process - Severance	<p>Exemption from Part Lot Control Application</p> <p>Exemption from part-lot control is used to facilitate the creation of technical severances for properties that were subject to a previous public meeting process, such as semi-detached and townhouse lots, and the creation of vacant non-residential lots.</p>
Application Process - Heritage	<p>Heritage Advisory Committee Responsibilities</p> <p>Identification of cultural heritage properties:</p>

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	<ul style="list-style-type: none"> • examine, research and evaluate all properties and areas that may deserve protection now and in the future <p>Involving the community and developing partnerships:</p> <ul style="list-style-type: none"> • provide a forum for discussion and understanding heritage conservation opportunities and issues <p>Educating and informing the community:</p> <ul style="list-style-type: none"> • promote heritage conservation as well as advise property owners on appropriate conservation and maintenance practices <p>Assess other legislation affecting cultural heritage properties</p> <ul style="list-style-type: none"> • assist in building awareness and the best use of other legislation such as the Planning Act that may have implications in heritage conservation
Costs Guidelines	All "typical" costs associated with application development on-line. Typical Development approval cost guidelines
• Are there regularly scheduled pre-consultation meetings?	Development Application Review Committee (DARC) meets every Wednesday for rezoning/official plan amendment and draft plan of subdivision applications, however, some site plan applications will also be reviewed before this Committee. In some instances, a full review at DARC may not be necessary for site plan applications. Instead, a preliminary meeting can be set up through the Planning Services Centre.
• Is one person responsible for coordinating the review process for each application? If not, how is this done?	No, Mississauga has a team approach.
• Is the process documented in paper form or online for reference and the education of new staff and applicants?	<p>Process is documented and forms are available on-line for:</p> <ul style="list-style-type: none"> - Site Plan - Subdivision Manual - Condominium
• How are applications	On-line tracking service for development applications available to City staff, developers and

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tracked through the review process?	<p>general public. City issues a Web ID and application no. to approved persons associated with the application.</p> <p>My Application feature allows applicants to bookmark and monitor both Building Permit applications and Development applications on-line.</p>
<p>• Describe the building permit application review and inspection process as carried out in your municipality.</p>	<p>Residential Building Permit Process: Comprehensive residential building permit guide on line with process flowchart</p> <p>Industrial, Commercial, Institutional, Multi-Use Building Permit Process: Comprehensive Industrial, Commercial, Institutional, Multi-Use building permit guide on line with process flowchart</p> <ol style="list-style-type: none"> 1. Submission received (Complete) 2. Application Reviewed by: Zoning, Building Architectural/Structural, Fire, Mechanical/Plumbing/HVAC, Development and Construction 3. Application must satisfy all conditions for approval (or will be returned to applicant with Status Report; will require further recirculation and revisions) 4. Building Permit Issuance 5. Call for Inspections <p>The eCity Web Portal allows access to City's Plan and Build eServices Centre to access Planning and Building Department services online, providing Building Permit Applicants with the ability to manage their building applications at any time from the convenience of their offices or home computers through features like:</p> <ul style="list-style-type: none"> • View Building Permit Application Status • View Development Application Status • Schedule Inspections • My Applications <p>Purchase Permits Online There are (5) simple steps to complete the permit process on-line:</p>

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	<ul style="list-style-type: none"> • Select a type of permit • Complete an on-line application form • Schedule an inspection • Pay for permit via Mississauga e-Store using your credit card (Visa, MasterCard, or AMEX) • Print the completed application form and permit notice
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing. 	<p>Mississauga regularly gets review process feedback from the development community. Important projects in the City Centre are subjected to a peer review.</p>
<ul style="list-style-type: none"> • Best Practices 	<ul style="list-style-type: none"> • Team approach to application review by Planning staff • Online comments available to all internal reviewers and to the applicant • Fixed scheduling of DARC meeting (every week). • Mandatory pre-consultation. • Planning Services Centre staffed with senior experienced planners – first people applicants meet. • Development coordinators who handle all the administrative work for the department, greatly reducing admin burden for planners and allowing them to concentrate on large planning issues • Cross-training of inspectors • Building Inspection requests have a 97% rating of being dealt with within 24 hours

Ottawa

www.ottawa.ca	Ottawa		
Municipal Description	http://www.ottawa.ca/en/index.html		
Date Founded	Incorporated 1855 as a city		
Tier 1, Tier 2 or Amalgamated Municipality	Tier 1: single-tier result of merger		
Total Population 2011 – Urban Centre Growth in Past 5 years	883,391 +8.8%		
Geographic Size	City: 2,778.13 km ² Metro: 5,716.00 km ²		
Post-secondary Institutions - Names	Carleton University	University of Ottawa	Algonquin College
Location – City Centre or Suburb	Urban	Urban	Urban
Total Study Population – Undergrad and Graduate	<ul style="list-style-type: none"> • 25, 890 students • 22, 278 Undergrads • 3,612 Post-grads 	<ul style="list-style-type: none"> • 39, 600 students • 33, 917 Undergrads • 5, 682 Postgrads 	<ul style="list-style-type: none"> • 18 000 Undergrads
# of Residential Beds provided by Institution	3,529	3,100 (9% of undergrad pop)	1,050
Municipal Organization			

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Structure Related to Development Review/PP Processing	
Planning Dept. Management & Staff	<p>Home> City Hall> Planning projects and reports> Planning</p> <p>Planning and Growth Management Department</p> <p>Planning and Infrastructure Portfolio – Deputy City Manager</p> <ul style="list-style-type: none"> - Planning and Growth Management Department – GM, Planning and Growth Management <ul style="list-style-type: none"> ▪ Building Code Services Branch – Chief Building Official ▪ Development Review Urban Services Branch – Mgr. Development Services (Urban) ▪ Development Review, Suburban Services Branch – Mgr. Development Services (Suburban) ▪ Neighbourhood Sustainability Branch – Mgr. Neighbourhood Sustainability ▪ Development Review Rural Services Branch – Mgr. Development Services (Rural) ▪ Policy Development & Urban Design Branch – Mgr., Policy Development & Urban Design ▪ Transportation Planning Branch – Mgr., Transportation Planning ▪ Business Support and Evaluation Branch – Program Mgr., Business Support and Evaluation <p>Management Org. Chart on-line</p>
Total # of Staff	10
Date of Current Official Plan & is it Currently Under Review?	<p>Official Plan for the City of Ottawa – adopted May 14th, 2003</p> <p>Is not currently under review but Annex 13 shows the various Official Plan Amendments made since 2003.</p>
Date of Current Zoning Bylaw & is it Currently Under Review?	<p>Council adopted the new City of Ottawa Zoning By-law 2008-250 on June 25, 2008, which harmonizes the existing 36 zoning by-laws from the former municipalities into one by-law. Property zoning information is easily accessed through a simple address search leading you to the appropriate section of the by-law. The new By-law reflects the Ottawa 20/20 Vision and is designed to recognize Ottawa's distinctive urban and rural areas. The new By-law implements many of the policies of the City's 2003 Official Plan, which focuses growth within the urban part of the City; promotes increased transit ridership; emphasizes good urban design; preserves environmental integrity; conserves resource areas; focuses rural growth within</p>

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	our villages; and will achieve compact mixed-use communities over the next two decades.
Overall Description of Development Application Review Process	<p><u>12 steps involved in the development application review process:</u></p> <ol style="list-style-type: none"> <u>1. Pre-Application Consultation</u> <u>2. Application Submission</u> <u>3. Application Deemed Complete / Reviewed for Adequacy</u> <u>4. Community "Heads Up"</u> <u>5. Circulation to Technical Agencies, Community Organizations and Ward Councillor</u> <u>6. Posting of On-Site Signs</u> <u>7. Community Information and Comment Session</u> <u>8. Issue Resolution - Staff Memorandum or Committee Report Preparation</u> <u>9. Notice of Decision by Staff (Applications Under Delegated Authority)</u> <u>10. Notice of Public Meeting</u> <u>11. Notice of Decision by Committee or Council</u> <u>12. Post Application</u>
• What happens when development applications come in? How are they submitted? Who receives them?	The Ottawa Planning Department receives applications in one of 6 satellite offices scattered around the City (former municipal offices of amalgamated towns)
• Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development?	<p>Yes. There are different departments within the Planning and Growth Management Department. The following departments would deal with applications according to whether or not they are suburban, urban, rural etc.</p> <ul style="list-style-type: none"> ▪ Development Review Urban Services Branch – Mgr. Development Services (Urban) ▪ Development Review, Suburban Services Branch – Mgr. Development Services (Suburban) ▪ Neighbourhood Sustainability Branch – Mgr. Neighbourhood Sustainability ▪ Development Review Rural Services Branch – Mgr. Development Services (Rural) ▪ Policy Development & Urban Design Branch – Mgr., Policy Development & Urban Design ▪ Transportation Planning Branch – Mgr., Transportation Planning

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Application Process - Subdivision	The various steps and corresponding length of time required in the Plan of Subdivision processes are illustrated in the following chart:		
	Calendar Days/Weeks Elapsed		
	Pre-application consultation with City Staff (required)	Prior to Filing Application	
	Pre-application consultation with Public (optional)	Prior to Filing Application	
	Milestone Step	Delegated Authority	Authority Withdrawn
	Application Submission	Day 1	
	Application Deemed Complete	Day 6	
	Community "Heads Up" (if required)	Day 9	
	Circulation to Technical Agencies, Community Organizations and Ward Councillor	Day 14 (Week 2)	
	Posting of On-site Sign	Day 17 (Week 2.5)	
	End of Circulation Period. Preferred last day to withdraw delegated authority (Issue Resolution)	Day 45 (Week 6.5)	Day 45 (Week 6.5)
	Statutory Public Meeting (in community)	Day 66 (Week 8.5)	N/A
	Report Preparation (Delegated Authority or Planning or Agriculture and Rural Affairs Committee PC/ARAC)	Day 80 (Week 11.5)	Day 68 (Week 10)
	Report Sign off by Program Manager	Day 87 (Week 12.5)	N/A
	Report Sign off by General Manager	N/A	Day 70 (Week 10)

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	Report Sign-off by Deputy City Manager	N/A	Day 77 (Week 11)
	Statutory Public Meeting Notice (at PEC/ARAC)	N/A	Day 83 (Week 12)
	Planning or Agriculture and Rural Affairs Committee Meeting	N/A	Day 98 (Week 14)
	Notice of Decision	Day 102 (Week 14.5)	Day 112 (Week 16)
	End of Appeal Period	Day 122 (Week 17.5)	Day 132 (Week 19)
Application Process - Condominium	The various steps and corresponding length of time required in the condominium approval processes are illustrated in the following charts.		
	Public Notification and Consultation		
	Calendar Days/Weeks Elapsed		
	Pre-application consultation with City staff (required for vacant land or common elements condominiums)	Prior to Filing Application	
	Pre-application consultation with Public (optional)	Prior to Filing Application	
	Milestone Step	Delegated Authority	Authority Withdrawn
	Application Submission	Day 1	
	Application Deemed Complete	Day 6	
	Community "Heads Up" (if required)	Day 9	

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	Circulation to Technical Agencies, Community Organizations and Ward Councillor	Day 14 (Week 2)	
	Posting of On-site Sign	Day 14 (Week 2)	
	End of Circulation Period Preferred last day to withdraw delegated authority (Issue Resolution)	Day 42 (Week 6)	Day 42 (Week 6)
	Statutory Public Meeting	Day 63 (Week 9)	N/A
	End of Issue Resolution	Day 77 (Week 11)	Day 63 (Week 9)
	Report Preparation (Delegated Authority or Planning or Agriculture and Rural Affairs Committee Report)	Day 86 (Week 12.5)	Day 63 (Week 9)
	Report Sign Off by Manager	Day 87 (Week 7)	N/A
	Report Sign Off by General Manager	N/A	Day 70 (Week 10))
	Report Sign Off by Deputy Manager	N/A	Day 77 (Week 11)
	Notification of Committee Meeting And Report Mail out to Public	N/A	Day 83 (Week 12)
	Planning Committee Meeting	N/A	Day 98 (Week 14)
	Notice of Decision	Day 102 (Week 14.5)	Day 113 (Week 16)
	End of Appeal Period	Day 123 (Week 18)	Day 134 (Week 19)

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Application Process - Condominium (cont'd)	No Public Notification or Consultation		
	Calendar Days/Weeks Elapsed		
	Pre-application consultation with Public and/or City staff (optional for standard leasehold or phased condominiums)	Prior to Filing Application	
	Milestone Step	Delegated Authority	Authority Withdrawn
	Application Submission	Day 1	
	Application Deemed Complete	Day 6	
	Community "Heads Up" (if required)	N/A	
	Circulation to Technical Agencies, Community Organizations and Ward Councillor	Day 14 (Week 2)	
	Posting of On-site Sign	N/A	
	End of Circulation Period Preferred last day to withdraw delegated authority (Issue Resolution)	Day 28 (Week 4)	Day 28 (Week 4)
	Community Information and Comment Session (CICS) (if required)	N/A	N/A
	End of Issue Resolution	Day 35 (Week 5)	Day 43 (Week 6)

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	Report Preparation (Delegated Authority or Planning or Agriculture and Rural Affairs Committee Report)	Day 42 (Week 6)	Day 51 (Week 7)
	Report Sign Off by Program Manager	Day 49 (Week 7)	N/A
	Report Sign Off by General Manager	N/A	Day 53 (Week 7.5)
	Report Sign Off by Deputy City Manager	N/A	Day 60 (Week 8.5)
	Notification of Committee Meeting And Report Mail out to Public	N/A	Day 67 (Week 9.5)
	Planning or Agriculture and Rural Affairs Committee Meeting	N/A	Day 82 (Week 12)
	Notice of Decision	Day 64 (Week 9)	Day 96 (Week 14)
	End of Appeal Period	Day 84 (Week 12)	Day 116 (Week 16.5)
Application Process - Site Plan, including urban design guidelines	The various steps and corresponding length of time required in the Site Plan Control processes are illustrated in the following chart:		
	Calendar Days/Weeks Elapsed		
	Pre-Consultation with City staff (required)	Prior to Filing Application	
	Pre-Consultation with Public (optional)	Prior to Filing Application	
	Milestone Step	Delegated Authority	Authority Withdrawn
	Application Reviewed for Adequacy	Day 6	

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	Community "Heads Up" (if required)	Day 9	
	Circulation to Technical Agencies, Community Organizations and Ward Councillor	Day 14 (Week 2)	
	Posting of On-site Sign	Day 17 (Week 2.5)	
	End of Circulation Period	Day 45 (Week 5.5)	Day 45 (Week 5.5) Preferred last day to withdraw delegated authority
	Community Information and Comment Session (CICS) If Required	(add two weeks to all subsequent steps)	(add two weeks to all subsequent steps)
	End of Issue Resolution	Day 60 (Week 8.5)	Day 60 (Week 8.5)
	Report Preparation (Delegated Authority Or Planning or Agriculture and Rural Affairs Committee)	Day 67 (Week 9.5)	Day 68 (Week 9.5)
	Report Sign-Off by Staff or Manager	Day 74 (Week 10.5)	N/A
	Report Sign-Off by General Manager	N/A	Day 70 (Week 10)
	Report Sign-Off by Deputy City Manager	N/A	Day 77 (Week 11)
	Notification of Committee Meeting and Report Mail out to Public	N/A	Day 83 (Week 12)
	Planning and and Environment or Agriculture and Rural Affairs Committee Meeting	N/A	Day 98 (Week 14)

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	(Review/Decision)		
Staff Approval - No Public Notification or Consultation Calendar Days/Weeks Elapsed			
	Pre-application consultation with Public and/or City staff (optional)	Prior to Filing Application	
	Milestone Step	Delegated Authority	Authority Withdrawn
	Application Submission	Day 1	
	Application Reviewed for Adequacy	Day 6	
	Community "Heads Up" (if required)	N/A	
	Circulation to Technical Agencies And Ward Councillor	Day 14 (Week 2)	
	Posting of On-site Sign	N/A	
	End of Circulation Period	Day 28 (Week 4)	Day 28 (Week 4) Preferred last day to withdraw delegated authority
	Community Information and Comment Session (CICS) If Required	N/A	N/A
	End of Issue Resolution	Day 35 (Week 5)	Day 43 (Week 6)
	Report Preparation (Delegated Authority or Planning and Development Committee)	Day 40 (Week 6)	Day 51 (Week 7)
	Report Sign Off by Manager	Day 42 (Week 6)	N/A
	Report Sign Off by General Manager	N/A	Day 53 (Week 7.5)
	Report Sign Off by Deputy City	N/A	Day 60 (Week 8.5)

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	Manager																							
	Notification of Committee Meeting And Report Mail out to Public	N/A	Day 67 (Week 9.5)																					
	Planning or Agriculture and Rural Affairs Committee Meeting	N/A	Day 82 (Week 12)																					
Application Process Official Plan Amendment	Information about Official Plan Amendments incl. timelines: Official Plan Amendment Process The various steps and corresponding length of time required in the OPA process are illustrated in the following chart: <table><tr><th colspan="2">Calendar Days/Weeks Elapsed</th></tr><tr><td>Pre-application consultation with City Staff (Required)</td><td>Prior to filing Application</td></tr><tr><td>Pre-application consultation with Public (optional)</td><td>Prior to Filing Application</td></tr><tr><td>Milestone Step</td><td>Delegated Authority</td></tr><tr><td>Application Submission</td><td>Day 1</td></tr><tr><td>Application Deemed Complete</td><td>Day 6</td></tr><tr><td>Community "Heads Up" (if required)</td><td>Day 9</td></tr><tr><td>Circulation to Technical Agencies, Community Organizations and Ward Councillor</td><td>Day 14 (Week 2)</td></tr><tr><td>Posting of On-site Sign</td><td>Day 17 (Week 2.5)</td></tr><tr><td>End of Circulation Period</td><td>Day 45 (Week 6.5)</td></tr></table>				Calendar Days/Weeks Elapsed		Pre-application consultation with City Staff (Required)	Prior to filing Application	Pre-application consultation with Public (optional)	Prior to Filing Application	Milestone Step	Delegated Authority	Application Submission	Day 1	Application Deemed Complete	Day 6	Community "Heads Up" (if required)	Day 9	Circulation to Technical Agencies, Community Organizations and Ward Councillor	Day 14 (Week 2)	Posting of On-site Sign	Day 17 (Week 2.5)	End of Circulation Period	Day 45 (Week 6.5)
Calendar Days/Weeks Elapsed																								
Pre-application consultation with City Staff (Required)	Prior to filing Application																							
Pre-application consultation with Public (optional)	Prior to Filing Application																							
Milestone Step	Delegated Authority																							
Application Submission	Day 1																							
Application Deemed Complete	Day 6																							
Community "Heads Up" (if required)	Day 9																							
Circulation to Technical Agencies, Community Organizations and Ward Councillor	Day 14 (Week 2)																							
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End of Circulation Period	Day 45 (Week 6.5)																							

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	Community Information and Comment Session (CICS)	(add 2 weeks to all subsequent steps in the process)
	End of Issue Resolution	Day 60 (Week 9)
	Report Preparation	Day 68 (Week 10)
	Report Sign-off by General Manager	Day 70 (Week 10)
	Report Sign-off by Deputy City Manager	Day 77 (Week 11)
	Committee Meeting Advertisement and Report Mail out to Public	Day 83 (Week 12)
	Planning or Agriculture and Rural Affairs Committee Meeting	Day 98 (Week 14)
	City Council Review	Day 111 (Week 16)
	Passage of By-law	Day 125 (Week 18)
	Notice of Decision	Day 140 (Week 20)
	End of Appeal Period	Day 160 (Week 23)
Application Process – Zoning by-law Change	Zoning By-law Amendment Process	
	Calendar Days/Weeks Elapsed	
	Pre-application consultation with City staff (required)	Prior to Filing Application
	Pre-application consultation with Public (optional)	Prior to Filing Application
	Milestone Step	Delegated Authority
	Application Submission	Day 1
	Application Deemed Complete	Day 6
	Community "Heads Up" (if required)	Day 9

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	Circulation to Technical Agencies, Community Organizations and Ward Councillor	Day 14 (Week 2)
	Posting of On-site Sign	Day 17 (Week 2.5)
	End of Circulation Period	Day 45 (Week 6.5)
	Community Information and Comment Session (CICS)	(add 2 weeks to all subsequent steps in the process)
	End of Issue Resolution	Day 60 (Week 9)
	Report Preparation	Day 68 (Week 10)
	Report Sign-off by General Manager	Day 70 (Week 10)
	Report Sign-off by Deputy City Manager	Day 77 (Week 11)
	Committee Meeting Advertisement and Report Mail out to Public	Day 83 (Week 12)
	Planning or Agriculture and Rural Affairs Committee Meeting	Day 98 (Week 14)
	City Council Review/Passage of By-Law	Day 111 (Week 16)
	Notice of Decision	Day 126 (Week 18)
	End of Appeal Period	Day 146 (Week 21)
Application Process - Minor Variance	<p>Information about the Committee of Adjustment and its role with regard to applications for Minor Variances is available on-line.</p> <p>Committee of Adjustment process</p> <p>Once an application has been filed it will be reviewed for completeness. For complete applications, a Hearing Date will be established and notices will be mailed out to all assessed property owners within 60 metres of the subject property. As part of the circulation process, the applicant is also required to place a sign on the property. A signed statutory declaration indicating that the sign has been posted on the</p>	

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	<p>property, and has remained posted up to and including the day of the Hearing, must be filed with the Committee before the application can be heard. Failure to do so may result in delays in the hearing of the application and/or a possible adjournment. All submission materials on file, including the applications and plans, will be made available to the public for viewing at the Committee office, as required under Section 1.0.1 of the Planning Act, R.S.O 1990 C.P.13. Personal information on file with the Committee of Adjustment office is collected under the Authority of the Planning Act and will be used to process the application.</p> <p>The Committee of Adjustment holds regular Public Hearings to consider the applications that fall within its mandate. The meetings are open to the public and any interested party can appear before the Committee to present their views in support or in opposition to an application.</p> <p>Note: The Committee has adopted a five minute rule and would ask that all presentations be limited to five minutes or less, and any exceptions will be at the discretion of the Committee Chair. If there is a group of residents, a spokesperson should be appointed to speak on their behalf.</p>		
Application Process - Severance	Calendar Days/Weeks Elapsed		
	Pre-application consultation with Public and/or City Staff (optional)	Prior to Filing Application	
	Milestone Step	Delegated Authority	Authority Withdrawn
	Application Submission	Day 1	
	Application Reviewed for Adequacy	Day 6	
	Community "Heads Up" (if required)	N/A	
	Circulation to Technical Agencies And Ward Councillor	Day 14 (Week 2)	
	Posting of On-site Sign	N/A	
	End of Circulation Period	Day 28 (Week 4)	Day 28 (Week 4) Preferred last day to withdraw delegated authority

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	End of Issue Resolution	Day 35 (Week 5)	Day 43 (Week 6)
	Report Preparation (Delegated Authority or Planning or Agriculture and Rural Affairs Committee)	Day 40 (Week 6)	Day 51 (Week 7)
	Report Sign Off by Program Manager	Day 45 (Week 6.5)	N/A
	Report Sign Off by General Manager	N/A	Day 53 (Week 7.5)
	Committee Report Sign Off by Deputy City Manager	N/A	Day 60 (Week 8.5)
	Notification of Committee Meeting And Report Mail out to Public	N/A	Day 67 (Week 9.5)
	Planning or Agriculture and Rural Affairs Committee Meeting	N/A	Day 82 (Week 12)
	City Council Review and Passage of By-law	Day 59 (Week 8)	Day 95 (Week 13.5)
Costs Guidelines	Information about all fees available on-line		
<ul style="list-style-type: none"> • Are there regularly scheduled pre-consultation meetings? 	Yes - a meeting is usually held 10 – 15 days following submission of the pre-consultation application		
<ul style="list-style-type: none"> • Is one person responsible for coordinating the 	The application, required fee, plans and studies are submitted at a City of Ottawa Client Service Centre and forwarded to the appropriate department where staff are assigned to the application.		

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review process for each application? If not, how is this done?	
<ul style="list-style-type: none"> Is the process documented in paper form or online for reference and the education of new staff and applicants? 	<p>Process is very well documented on-line for public and staff. Each step in the process has detailed information available.</p> <ol style="list-style-type: none"> 1. Pre-Application Consultation 2. Application Submission 3. Application Deemed Complete / Reviewed for Adequacy 4. Community "Heads Up" 5. Circulation to Technical Agencies, Community Organizations and Ward Councillor 6. Posting of On-Site Signs 7. Community Information Session 8. Issue Resolution – Staff Memorandum or Committee Report Preparation 9. Notice of Decision of Staff (Applications Under Delegated Authority) 10. Notice of Public Meeting 11. Notice of Decision by Committee or Council 12. Post Application
<ul style="list-style-type: none"> How are reviews with other departments and agencies coordinated? How are the varying response timelines addressed? 	<p>The assigned staff circulates the application to the Ward Councillor, various public bodies and other internal and external technical agencies. At the same time, the application is sent to community organizations in the affected area. This bilingual circulation is a brief description of the proposed development with a location map and plans where applicable. A period of 28 days from the date of the mailing of the notice is provided for comments to be submitted to the assigned staff. Site Plan Control Approval, under the delegated authority of the assigned staff, Part Lot Control with no public consultation, Lifting of 30 cm Reserves and Lifting of Holding By-laws are only circulated to Ward Councillors and technical agencies and comments are required within 14 days from the date of the notice.</p>
<ul style="list-style-type: none"> How are applications tracked through 	<p>Through Municipal Applications Program (MAP): soon to use AMANDA.</p>

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the review process?	
• Building Services	<p>Permit Review Process Depending on the complexity of the project, the application will be reviewed to confirm that the proposed construction or demolition will comply with the Ontario Building Code and applicable laws. The review process includes:</p> <ol style="list-style-type: none"> 1. Zoning Plan Examination: staff will check for compliance with the regulations and provisions of the Zoning By-Law such as proposed use, minimum setback requirements, lot coverage and building height, etc. 2. Building Code Examination: staff will review the proposed construction to ensure compliance with the Ontario Building Code, and applicable laws. 3. Grading Approval: staff from the Infrastructure Approvals Division will review the grading plan for compliance with city specifications. <p>If during the review, additional clarification is required or deficiencies are identified, applicant will be notified by email, fax, telephone, or mail delivery.</p> <p>Processing times vary depending on available resources, volume of applications and the completeness of your application. Technical staff at the counter will advise of the projected time for providing first response to the application.</p> <p>Submitting Application Applications for a building permit must include:</p> <ul style="list-style-type: none"> • Completed application form • Plans, drawings and specifications • Fee payment (see fee calculation) <p>Permits and Regulations: Information about Building permits and application process is available on-line in the following categories: Projects that Require Building Permits</p> <ul style="list-style-type: none"> - Project Specific Permits - Access to Building Permit Records - Projects that Don't Require Building Permits - Permit Submission and Review <p>Fee schedule for the permits available online. Link to by-law of the City of Ottawa respecting Building BY-LAW NO. 2005-303</p>

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	<p>Urban Design Review Panel - an independent advisory panel of volunteer professionals who provide an objective peer review of both capital and private sector development projects throughout the City's Design Priority Areas.</p> <p>Homeowner's Guide online on preparation & application for building permits</p>
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing? 	<p>Processing times vary depending on available resources, volume of applications and the completeness of your application. Technical staff at the counter advise of the projected time for providing you with a first response to your application.</p>
<ul style="list-style-type: none"> • Best Practices 	<ol style="list-style-type: none"> 1. Development Application Search Tool – on-line tool created to search for information regarding existing development applications in the following categories <ul style="list-style-type: none"> - Official Plan Amendment - Zoning By-law Amendment - Plan of Subdivision - Site Plan Control - Cash in Lieu of Parking - Demolition Control - Plan of Condominium 2. Development application submission information and forms are available on-line. 3. City of Ottawa has set up seven "Client Service Centres". These centres provide residents with one convenient point of access to a wide range of municipal services. They provide forms and assistance with Development Applications, Building Permit Applications, Noise By-Law Exemption permits, and

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	<p>Zoning Information.</p> <ol style="list-style-type: none"> 4. Video on intensification: A Sound Investment 5. Ottawa Urban Design Awards 6. Courses – a Planning Primer for residents – land use planning, legislation, policies & how to make a development application 7. Community design plans to guide development in various neighbourhoods and communities 8. Urban Design Review Panel - an independent advisory panel of volunteer professionals who provide an objective peer review of both capital and private sector development projects throughout the City's Design Priority Areas. Meetings once a month. 9. Homeowner's Guide online on preparation & application for building permits

Kitchener

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Municipal Description		
Date Founded	1853 (as Berlin)	
Tier 1, Tier 2 or Amalgamated Municipality	Tier 2	
Total Population 2011 – Urban Centre Growth in Past 5 years	219,153 +7.1%	
Geographic Size	136.86 sq.km.	
Post-secondary Institutions - Names	University of Waterloo	Conestoga College
Location – City Centre or Suburb		Suburb
Total Study Population – Undergrad and Graduate	29,000 FT & PT undergrads 4,800 FT & PT graduate	9,300 FT 4,000 apprentices 35,000 PT
# of Residential Beds provided by Institution	5,100	500
Municipal Organization Structure Related to Development Review/PP Processing	Building & Planning departments in Community Services Division Engineering in Infrastructure Division	
Planning Dept. Management & Staff		
Total # of Staff	28	
Date of Current Official Plan & is it Currently Under Review?	1994 – currently under review	

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Date of Current Zoning Bylaw & is it Currently Under Review?	1985
Overall Description of Development Application Review Process	
• What happens when development applications come in? Who receives them?	Applicants submit completed applications and plans to Planning in City Hall. The site plan application form must be completed, signed, and witnessed by a Commissioner for taking affidavits. A landowner may authorize, in writing, an agent to act on their behalf. Application fees should be made payable to the "City of Kitchener". All applications are received by and processed by Kitchener's Planning Division
• Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development?	Applications are not prioritized and there is no need to do this because of manner in which applications are assigned. There is no fast tracking of any individual applications.
• What are the steps in the process that are followed for each application, from initial receipt to final decision?	<ul style="list-style-type: none"> • Each application type (i.e. site, subdivision) has its own process and submission requirements. Processes are described on Kitchener's website. • There is internal protocol (procedure manual) for staff to follow in processing each application type. This includes timing of recommendation to council, form letters, circulation and contact lists. • Kitchener has adopted a complete application process. As prerequisite to submission of any development application, the proponent must participate in a mandatory pre-submission consultation meeting.
Application Process - Subdivision	<ul style="list-style-type: none"> • The application is reviewed by planning staff to ensure all prescribed information and the required fee has been provided. Within thirty (30) days of the receipt of an application, the applicant will be notified in writing, whether the application is considered "complete". Instructions regarding the Notice Signs will be sent to the applicant at this time. • Within fifteen (15) days of the application being deemed complete, a "Notice of

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	Application" will be circulated to land owners within 120 metres of the subject land and various departments and agencies for comment. Erection of the notice signs should be coordinated with the circulation of the Notice of Application. Any major issues arising from this circulation will be brought to the attention of the applicant for review and appropriate action.
	<ul style="list-style-type: none"> • Following the circulation period and the resolution of any issues that may arise, a staff report containing a recommendation and any conditions of approval will be formulated. This report is sent to any persons who responded to the preliminary circulation outlined above.
	<ul style="list-style-type: none"> • A Notice of the Statutory Public Meeting to be held by the City's Planning & Strategic Initiatives Committee of Council is advertised in The Record twenty (20) days in advance of the Statutory Public Meeting. • At the public meeting, opportunity is afforded to the applicant and any other interested parties to make verbal and/or written submissions to The City's Planning & Strategic Initiatives Committee concerning the application. The City's Planning & Strategic Initiatives Committee may choose to approve, refuse or defer the application.
	<ul style="list-style-type: none"> • If recommended for approval or refusal by the Planning & Strategic Initiatives Committee, the by-law is then forwarded to City Council for consideration. • After the application has receive approval from City Council, a further notice of passing of the by-law is given to property owners and various public agencies and there is a 20 day appeal period commencing the day after this further notice is given in which an appeal may be made to the Ontario Municipal Board. Should no appeal be lodged, the conditions of draft plan approval are final. • Subsequent to the final approval a Subdivision Agreement may be registered and the owner may begin to fulfill the conditions of draft approval.
Application Process - Condominium	A <u>site plan application</u> will be required for a new condominium development.
Application Process - Site Plan, including urban design guidelines	Applicants submit completed applications and plans to Planning in City Hall. The site plan application form must be completed, signed, and witnessed by a Commissioner for taking affidavits. A landowner may authorize, in writing, an agent to act on their behalf. Application fees should be made payable to the "City of Kitchener".

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	<p>The Supervisor of Site Plan Development reviews the application to ensure that it is considered a “development” application. If it is not considered a “development” application, then the application is “Deemed Not Development”, and the applicant is advised to proceed to building permit stage. If the application is not acceptable (e.g. does not comply with Zoning By-law or is incomplete), the applicant is advised in writing and the application and the fee is returned.</p>
	<ul style="list-style-type: none"> • If the application is in fact a “development” application it is then assigned to staff. • If it is complete a letter is sent to the applicant accepting the application. • The application is circulated to Site Plan Review Committee members and other agencies for 15 - 25 business days. • The applicant will be invited to attend the Site Plan Review Committee meeting that is held to review the proposed application. • If no agreement is required, the site plan is stamped approved (with possible conditions) and sent to the owner for their agreement. In this instance, no further Site Plan Review Committee meetings are required.
	<ul style="list-style-type: none"> • The site plan could be approved with conditions to be registered on title, deferred for revisions or a redesign or refused with reasons. If approved, the applicant will receive a summary of conditions that will be registered on title. • The site plan is digitally submitted by email or disk to the assigned staff in the template format with the Site Plan Application. If the template format is not followed the application will be considered incomplete.
	<ul style="list-style-type: none"> • All site plan approval conditions must be satisfied prior to the building permit being issued. • Once all the site plan approval conditions have been completed to the satisfaction of the City, the City will then issue a letter providing site plan approval. • Building permit drawings are reviewed and approved by a Plan Examiner in Building. The applicant is advised if changes are required. • The building permit is issued subject to the compliance of drawings to the Ontario Building Code, and applicable law. • Construction is completed. Satisfy conditions of Occupancy and/or release of Letter of Credit.
Application Process Official	To begin the process, a pre-submission consultation meeting request form must be

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Plan Amendment	<p>completed. The following has to be provided:</p> <ul style="list-style-type: none"> • 25 copies of the Pre-Submission Request Form • 25 copies of a key map showing the extent & boundaries of the lands affected • One digital copy of the key map in pdf form <p>Application forms are submitted to the Manager of Development Review and assigned to staff.</p>
Application Process – Zoning by-law Change	<p>An application for a Zone Change generally requires approximately four (4) to nine (9) months to process. Pre-consultation is mandatory. This procedure generally encompasses the following steps:</p> <ul style="list-style-type: none"> • The application is reviewed by planning staff to ensure all prescribed information and the required fee has been provided. Within thirty (30) days of the receipt of an application, the applicant will be notified in writing, whether the application is considered “complete”. Instructions regarding the Zone Change Notice Signs will be sent to the applicant at this time.
	<ul style="list-style-type: none"> • Within fifteen (15) days of the application being deemed complete, a “Notice of Application” will be circulated to land owners within 120 metres of the subject land and various departments and agencies for comment. Erection of the notice signs should be coordinated with the circulation of the Notice of Application. Any major issues arising from this circulation will be brought to the attention of the applicant for review and appropriate action. • Following the circulation period, a staff report containing a recommendation and any conditions of approval, if required, will be formulated. This report is sent to any persons who responded to the preliminary circulation outlined above.
	<ul style="list-style-type: none"> • A Notice of the Statutory Public Meeting to be held by the City’s Planning & Strategic Initiatives Committee of Council is advertised in The Record (a local newspaper) twenty (20) days in advance of the Statutory Public Meeting. No advertisement will be undertaken until such time as the final staff report has been signed by all Departmental staff required.
	<ul style="list-style-type: none"> • At the public meeting, opportunity is afforded to the applicant and any other interested parties to make verbal and/or written submissions to The City’s Planning & Strategic Initiatives Committee concerning the Zone Change application. The City’s Planning & Strategic Initiatives Committee may choose to approve, refuse or defer the application.

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	<ul style="list-style-type: none"> • 6. If recommended for approval or refusal by the Planning & Strategic Initiatives Committee, the by-law is then forwarded to City Council for consideration.
	<ul style="list-style-type: none"> • After the amending zoning by-law has been passed by City Council, a further notice of passing of the by-law is given to property owners and various public agencies and there is a 20 day appeal period commencing the day after this further notice is given in which an appeal may be made to the Ontario Municipal Board. Should no appeal be lodged, the amending zoning by-law is final and binding as of the date of Council's passing.
Application Process - Minor Variance	Committee of Adjustment has authority to grant minor variances from the City's zoning bylaw. Applicants must submit one original plus 13 copies of the application form and 14 detailed plans.
Application Process - Severance	Committee of Adjustment has authority to give consent for land severance to divide a parcel of land into more than one lot or as lot additions to abutting properties.
Costs Guidelines	<ul style="list-style-type: none"> • Schedule of Application fees available online and in Development Handbook
<ul style="list-style-type: none"> • Are there regularly scheduled pre-consultation meetings? 	<ul style="list-style-type: none"> • Yes, Tuesdays and Thursdays
<ul style="list-style-type: none"> • Are there regularly scheduled meetings for site plans and other reviews? 	<ul style="list-style-type: none"> • Site Plan – yes, twice weekly • Heritage - yes, once a month
<ul style="list-style-type: none"> • Are there regularly scheduled meetings for Committee of Adjustment – minor variances, consents, etc. 	<ul style="list-style-type: none"> • Yes, once a month
<ul style="list-style-type: none"> • Is one person responsible for coordinating the review process for each application? If not, how is 	<ul style="list-style-type: none"> • Applications are assigned by the Planning Division Manager to a staff Planner based on a number of factors which may include workload, experience or history with the site. The Planner is responsible for the entire development review process from submission through to decision as file manager. • The assigned Planner, whether it be senior or junior level, is responsible for the process

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this done?	<p>and recommendations. Planners are empowered to make recommendations and decisions. There is good support system within the Division to provide assistance to the planner if and when issues arise regarding an application. Section manager and Director ultimately have to sign off on all planning recommendations to Council.</p> <ul style="list-style-type: none"> • File manager is contact person for applicant, developer and public.
<ul style="list-style-type: none"> • Is the process documented in paper form or online for reference and the education of new staff and applicants? 	<p>Yes in Development Handbook</p>
<ul style="list-style-type: none"> • How are applications tracked through the review process? 	<ul style="list-style-type: none"> • Kitchener utilizes AMANDA as a tracking system. It is managed by two full-time staff assigned to program, input and update information. Everyone involved in development review has access to view AMANDA and can update within their area of responsibility. System is set up to do more than record information; letters, conversations and reports outside of the formal application process are uploaded into AMANDA so that Kitchener has a proper history of who has said what, etc. in advance of pre-submission and application. Serves as check to confirm that specific steps, approvals or releases have been issued
	<ul style="list-style-type: none"> • A building permit is not issued until all required information has been entered into AMANDA. • Kitchener also enters all counter contacts with property owners, developers etc. in AMANDA using street address or property identifier. • Kitchener also has a well developed GIS and mapping capability to support its planning activities and as a service to those preparing development applications
<ul style="list-style-type: none"> • Building Services 	<p>Applications for building permits can be made at Building Division in City Hall. The building permit application is generated based on information provided by the applicant for the type of permit required. The owner or an authorized agent of the owner must submit the application personally to sign a declaration and answer questions pertaining to the project. Two sets of complete drawings are required for new buildings and interior alterations. 2 copies of the following should also be provided:</p> <ol style="list-style-type: none"> 1. Site Plan; 2. Grading Plan with Siltation/Erosion Control Measures;

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	<ol style="list-style-type: none"> 3. Landscaping, Lighting, and Tree Management Plans; 4. Floor Plan(s); 5. Elevation(s); 6. Wall Sections and Details; 7. Reflected Ceiling Plan(s); 8. Door/Hardware, Window, and Room Finish Schedules; 9. Structural Drawings; 10. Mechanical (HVAC and Plumbing); 11. Electrical; and 12. Soil Report (Geotechnical Investigation).
	<p>Once the application process is completed and all required items have been submitted the application is then assigned to a Plan Examiner in Building. The application is then examined to ensure it complies with the Building Code and any other applicable laws.</p>
	<p>The building permit cannot be issued until acceptable building drawings (architectural, structural, mechanical and electrical) have been reviewed and approved, permit fees and development charges have been paid, and all applicable law is complete. Building receives confirmation from the Project Facilitator when all conditions have been satisfied.</p>
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing. 	<ul style="list-style-type: none"> • Planning Act sets target dates for certain types of applications; Kitchener makes best efforts to follow these timelines. • Kitchener does not track precise % of cost recovery related to application fees, not evaluated. • Kitchener believes that Planning serves more than the interests of development industry; as a result some of the cost of the development review process should be absorbed by taxpayers. Revenue is shared with other divisions including Engineering.
<ul style="list-style-type: none"> • Best Practices 	<p>Development Applications</p> <ul style="list-style-type: none"> • Complete application process as prerequisite to Planning application review. • Mandatory pre-submission consultation meeting required to ensure that development issues and requirements are identified early to expedite application preparation and review process • Taking full advantage of AMANDA as file management tool. Reports and correspondence are digitized and uploaded to the system with information accessible to

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	<p>all departments involved in development review</p> <ul style="list-style-type: none"> • GIS / interactive mapping to support application preparation • Development Manual and Development Handbook– comprehensive guides to the development process available on-line • Urban Design Manual with urban design guidelines and standards provides guidance on City's requirements • Homebuilder's Liaison Committee, two-way dialogue, information sharing and problem solving • Developed a set of standards for submitting digital planning application drawings
	<p>Building Permits</p> <ul style="list-style-type: none"> • comprehensive list of requirements, forms and guidelines on website • standard technical details & drawings for construction • extended hours in summer for permits for home projects

Guelph

	Guelph	
Municipal Description		
Date Founded	1827	
Tier 1, Tier 2 or Amalgamated Municipality	Tier 1	
Total Population 2011 – Urban Centre Growth in Past 5 years	121,688 +5.9%	
Geographic Size	593.52 sq.km.	
Post-secondary Institutions - Names	University of Guelph	Conestoga College Satellite
Location – City Centre or Suburb	Suburb	Suburb
Total Study Population – Undergrad and Graduate	21,915	
# of Residential Beds provided by Institution	5,000 + in single and family residences	
Municipal Organization Structure Related to Development Review/PP Processing		
Planning Dept. Management & Staff		
Total # of Staff	11	
Date of Current Official Plan & is it Currently Under Review?	Official Plan 2001 & 2006 consolidation. Official Plan Update adopted June 2012	

	Guelph
Date of Current Zoning Bylaw & is it Currently Under Review?	Certified August, 1997
Overall Description of Development Application Review Process	
<ul style="list-style-type: none"> • What happens when development applications come in? Who receives them? 	<p>Received by the Planning Department.</p> <p>Some developers approach the Economic Development Dept. if seeking to locate or expand their business in the City. A private sector investor or business could also contact the Downtown Renewal department if establishing a commercial business or major residential development in the downtown core. If the investor or business is in the energy sector it may initially contact the Community Energy Initiative department.</p>
<ul style="list-style-type: none"> • Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development? 	No.
<ul style="list-style-type: none"> • What are the steps in the process that are followed for each application, from initial receipt to final decision? 	<p>When an application is received by the Planning department it is reviewed relative to the City's Official Plan, Zoning Bylaw and other relevant policies and the required information as set out in the application guidelines.</p> <p>If the application is deemed to be incomplete upon receipt and review by the Planning department, the applicant must revise or add to their application and resubmit it to the Planning department for further review.</p> <p>Once the application is deemed complete it is circulated again to other local agencies and to one or more advisory committees which have been established by Council or the City to assist it in the review of applications.</p> <p>The proposed development can be subject to review by the public through one or more public meetings.</p>

	Guelph
	<p>The Planning department then undertakes a final review of the proposal and recommends a course of action to Council. Council reviews the application and makes a decision to approve or not approve the proposed development.</p>
Application Process - Subdivision	<ul style="list-style-type: none"> • Consultation with City & liaison agencies prior to producing plans for application is encouraged. • Pre-submission of plans by Planning & other departments – consultation with public is encouraged. • Application received & reviewed for completeness. Sign wording approved by Planning & sign erected by applicant. • Property owner / agency circulation. • Planning analysis of proposal & circulation comments. Developer & Planner discuss issues raised & hold Public Information Meeting if significant concerns are raised. • Notice of Public Meeting circulated to owners & agencies 20 days prior to Council meeting. • Planning Report & recommendations prepared. • Statutory Public Meeting before City Council. • Council decision on subdivision application. • Approval of Implementing By-law. • Notice of passing of By-law to implement the subdivision circulated. 30-day appeal period. • Planning red-lines draft plans, if required; prepares plan for signatures of Mayor & City Clerk (following appeal period without appeals or after OMB decision on appeals. Applicant receives official notification of draft plan approval following appeal period or OMB decision.
Application Process - Condominium	<ul style="list-style-type: none"> • Consultation with City prior to producing plans for application is encouraged. • Application received & reviewed for completeness. • Limited agency circulation. • Planning analysis of proposal & circulation comments. Developer & Planner discuss significant concerns that may be raised.

	Guelph
	<ul style="list-style-type: none"> • Recommendation for approval / refusal with any conditions prepared by Planning • GM of Planning decision on draft approval of application. • City Clerk Notice of decision • GM of Planning stamps & signs plans
Application Process - Site Plan, including urban design guidelines	<ul style="list-style-type: none"> • Pre-consultation with Planning is encouraged. • Applicant submits preliminary or formal application & related plans & fee • Plans circulated to SPRC members and meeting held to review plans. SPRC recommends refusal with reasons given; recommends condition approval subject to minor modifications or conditions, or requires major revisions / redesign. • Applicant amends plans • Clearance from agencies, depts.. when issues have been addressed. • Owner enters into Site Plan Agreement, if required. • Manager of Development Planning gives final approval. • Approved plans are sent to applicant and owner & Planning signs-off for building permit.
Application Process Official Plan Amendment	<ul style="list-style-type: none"> • Application is reviewed by Planning & Building Services; wording for Notice of Application sign approved by PB&S, and notice circulated to depts., agencies & owners of properties within 120 metres • Informal public meeting arranged by PB&S • Notice of Public Meeting held by Council circulated 20 days in advance of meeting • If Council approve amendment, applicant submits Development Approval fee to allow for preparation of documents • City Council approves proposed OP amendment, a By-law adopting the amendments will be passed at subsequent Council meeting • Written notice of adoption is given to each person or public body that files a written request with City Clerk • 20-day appeal period commences after notice in which an appeal can be made to OMB • If no objections received after 20 days, amendment is approved and in effect.
Application Process – Zoning by-law Change	<ul style="list-style-type: none"> • Formal application reviewed by Planning Services; wording for Notice of Application sign approved by PB&S • Notice of Application circulated to agencies, depts., and owners within 120 metres • Informal public meeting arranged by PB&S • Notice of Public Meeting held by Council circulated 20 days in advance of meeting

	Guelph
	<ul style="list-style-type: none"> • If Council approve amendment, applicant submits Development Approval fee to allow for preparation of documents • If required, site plan agreements covering conditions of approval prepared and forwarded to applicant for execution • Implementing Zoning By-law amendment submitted to Council • 20-day appeal period commences after notice in which an appeal can be made to OMB • If no objections received after 20 days, amendment is approved and in effect.
Application Process - Minor Variance	<ul style="list-style-type: none"> • Consult with staff before filling out application • Consult with Planning and Engineering staff re application • Complete application • Public Hearing held within 30 days of receipt of application • Committee of Adjustment gives notice of decision within 10 days to applicant • Decision can be appealed to OMB
Application Process - Severance	Application for removal of part lot control on line.
Costs Guidelines	Planning Development & Building Permit fees on-line
• Are there regularly scheduled pre-consultation meetings?	Pre-consultation is not mandatory.
• Is one person responsible for coordinating the review process for each application? If not, how is this done?	No. The Planning department has the lead role in overseeing the development review process and it is the Planning department that ultimately recommends to Council whether or not the proposed development should be approved.
• When are other departments, e.g. Engineering, Building Services and/or other organizations, e.g. conservation authorities,	<p>Once the application is deemed complete it is circulated again to other local agencies, e.g. Grand River Conservation Authority, Guelph Hydro, and to one or more advisory committees which have been established by Council or the City to assist it in the review of applications, e.g. the Environmental Advisory Committee, the Heritage Advisory Committee or the Site Plan Review Committee.</p> <p>Concurrent with the initial review by the Planning department or subsequent to a revision by</p>

	Guelph
utilities, school boards, involved in the process?	the applicant, the application is reviewed by Engineering, Building Services and other relevant City departments. This may be done in the form of a pre-consultation meeting or the applicant may consult with each department individually.
• Is the process documented in paper form or online for reference and the education of new staff and applicants?	Application forms with flowcharts for approval processes are available online.
• How are reviews with other departments and agencies coordinated? How are the varying response timelines addressed?	Departments & agencies review application concurrent with initial review by Planning Department. Once application is deemed complete, it is re-circulated to agencies & departments.
• How are applications tracked through the review process?	AMANDA to track building permit application processing and inspections
• Building Services	<ul style="list-style-type: none"> • Guelph's Building Services Department has divided the City into 4 quarters, with each quarter staffed with 2 inspectors for major buildings and 3 for residential building inspections. • Guelph has an on-line permit application process which was the first enacted by any Ontario city, which is facilitating timely processing of permit applications. Guelph uses AMANDA to track building permit application processing and inspections. • Inspections can be scheduled on-line, as well as through an appointment clerk who schedules the inspections for the inspection staff. This allows for effective tracking of the turnaround and completion of inspections. Guelph seeks to exceed Ontario standards for permit application processing and for inspections. Rather than the 40-hour Ontario standard, Guelph has a policy of completing inspections within the same day if the inspection request has been received before 3:00 p.m. If after 3:00 p.m, it will be completed the next day. • Inspectors have mobile devices which can allow for the download of information relative to

	Guelph
	the permit and allows for the inspection report to be completed on site.
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing. 	<p>With the exception of Site Plan review, Guelph has not established specific performance measures against which it is monitoring the development review process.</p>
<ul style="list-style-type: none"> • Best Practices 	<p>Development Process:</p> <ul style="list-style-type: none"> • Monitoring and tracking of site plan applications with a view to reducing the number of submissions and the time required for application review.
	<p>Building Permit Process:</p> <ul style="list-style-type: none"> • Use of AMANDA to track building permit applications and inspections and currently moving to expand its use to tracking development applications. • Building permit processing and inspections seeking to significantly exceed Ontario government requirements. • Training & job shadowing • Inspectors have mobile devices which can allow for the download of information relative to the permit and allows for the inspection report to be completed on site • On-line permit application process

Belleville

www.city.belleville.on.ca	Belleville
Municipal Description	
Date Founded	1816
Tier 1, Tier 2 or Amalgamated Municipality	Tier 1
Total Population 2011 – Urban Centre Growth in Past 5 years	49,454 + 1.3%
Geographic Size	247.21 km ² (95.45 sq mi)
Post-secondary Institutions - Names	Loyalist College
Location – City Centre or Suburb	
Total Study Population – Undergrad and Graduate	3,200 in total
# of Residential Beds provided by Institution	500
Municipal Organization Structure Related to Development Review/PP Processing	
Planning Dept. Management & Staff	
Total # of Planning Staff	5, including Manager of Approvals & Manager of Policy, includes admin. assistants
Date of Current Official Plan & is it Currently Under Review?	2002, currently under review
Date of Current Zoning Bylaw & is it Currently Under Review?	3 By-laws have not been consolidated since 1998

www.city.belleville.on.ca	Belleville
Overall Description of Development Application Review Process	
<ul style="list-style-type: none"> • What happens when development applications come in? How are they submitted? Who receives them? 	Belleville's Manager of Development Approvals receives all applications.
<ul style="list-style-type: none"> • Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development? 	No
Application Process - Subdivision	(See Site Plan application)
Application Process - Condominium	No guidelines, application form on line.
Application Process - Site Plan, including urban design guidelines	No guidelines, application form on line (included with subdivision application).
Application Process - Condominium	<p>Approval Process in Site Plan Guidelines:</p> <ul style="list-style-type: none"> • Pre-consultation • Application preparation & submission • Application review & circulation to depts., agencies • Approval issued by Manager of Approvals • Applicant can appeal to Technical Review Committee if not approved • Applicant can also appeal to Planning Advisory Committee • If approved, submitted to City Council • Applicant can appeal to OMB if not approved by Council
Application Process Official Plan Amendment	Guidelines and application on website (also related to Zoning by-law change). Forms obtainable from Planning Section, City Hall. 2 copies to be submitted with 26 copies of any associated plans or supporting material, e.g. environmental impact studies, soil, water analysis, traffic studies, etc.

www.city.belleville.on.ca	Belleville
	<ul style="list-style-type: none"> • Pre-consultation required. • Application is reviewed by Planning Advisory Committee • Recommendation forwarded to City Council • Application is circulated to departments and agencies • Date for public meeting is set and notice sent to the applicant and other interested parties • Report prepared by Planning Staff for review and recommendation to Council by Planning Advisory Committee • Planning Advisory Committee recommendation referred to Council • If refused, applicant may appeal to OMB
Application Process – Zoning by-law Change	<p>Guidelines and application on website (also related to OP amendment). Forms obtainable from Planning Section, City Hall. 2 copies to be submitted with 26 copies of any associated plans or supporting material, e.g. environmental impact studies, soil, water analysis, traffic studies, etc.</p> <ul style="list-style-type: none"> • Pre-consultation required. • Application is reviewed by Planning Advisory Committee • Recommendation forwarded to City Council • Application is circulated to departments and agencies • Date for public meeting is set and notice sent to the applicant and other interested parties • Report prepared by Planning Staff for review and recommendation to Council by Planning Advisory Committee • Planning Advisory Committee recommendation referred to Council • If refused, applicant may appeal to OMB
Application Process - Minor Variance	Application forms on line pdf fillable
Application Process - Severance	Application forms on line pdf fillable
Costs Guidelines	Table of Fees online
• Are there regularly scheduled pre-consultation meetings?	Pre-consultation guide available but no mandated pre-consultation meeting.

www.city.belleville.on.ca	Belleville
<ul style="list-style-type: none"> • Is one person responsible for coordinating the review process for each application? If not, how is this done? 	<p>Manager of Approvals, a planner, two professional engineers and a certified engineering technician review site plan & subdivision applications. The Manager of Planning Policy reviews OP & rezoning applications.</p>
<ul style="list-style-type: none"> • How are applications tracked through the review process? 	<p>Informal process for tracking development applications. Use ESRI for building permits, but moving to CityView.</p>
<ul style="list-style-type: none"> • Building Services 	<ul style="list-style-type: none"> • Applications are submitted to the Buildings Department & recorded by the Permit Clerk • Signed off by the Deputy Chief Building Official, residential building permits are usually issued within 3 – 4 days. • 4 building officials who undertake inspections on a geographic basis
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing. 	<ul style="list-style-type: none"> • No, but have Guiding Principles relative to development
<ul style="list-style-type: none"> • Best Practices 	<ul style="list-style-type: none"> • Open and informal approach to customer service. • Planning Committee Guiding Principles relative to development published online. • Close-working relationship with applicants encouraged; problem-solving approach to development issues. • Site Plan Manual on line.

	Kingston		
Municipal Description			
Date Founded	1846 – incorporated as a city		
Tier 1, Tier 2 or Amalgamated Municipality & Date	Tier 1		
Total Population 2011 – CMA & % change since 2006	159,561 – +4.7%		
Total Population 2011 – Urban Centre	123,363		
Geographic Size	450.39 km ² (City) 1,906.82 km ² (Metro)		
Post-secondary Institutions - Names	Queen's University	St. Lawrence College	Royal Military College
Location – City Centre or Suburb	City Centre	suburb	suburb
Total Study Population – Undergrad and Graduate	14,951 undergraduate 3,580 graduate	2,000+ graduate	1,032 undergraduate 5000 continuing education 660 postgraduate
# of Residential Beds provided by Institution	3,500+	600	1032+
Municipal Organization Structure Related to Development Review/PP Processing	Sustainability and Growth Group <ul style="list-style-type: none"> ▪ Environment & Sustainable Initiatives ▪ Planning and Development Department ▪ Building and Licensing ▪ Cultural Services 		
Planning Dept.			

	Kingston
Management & Staff	
Total # of Staff	29
Date of Current Official Plan & is it Currently Under Review?	New OP approved Jan. 27 th , 2010 (Latest updates – August 1 st , 2011)
Date of Current Zoning Bylaw & is it Currently Under Review?	<p>Updated 2011-06-10</p> <p>Five Principal Zoning Bylaws which are currently under review:</p> <ul style="list-style-type: none"> • Zoning Bylaw No. 8499 of the former City of Kingston (approved in 1975); • Zoning Bylaw No. 96-259, Downtown and Harbour Zoning Bylaw of the former City of Kingston (approved in 1996); • Zoning Bylaw No. 76-26, of the former Kingston Township (approved in 1976); • Zoning Bylaw No. 97-102, Cataraqui North Zoning Bylaw of the former Kingston Township (approved in 1997); • Zoning Bylaw No. 32-74, of the former Pittsburgh Township (approved in 1974).
Overall Description of Development Application Review Process	<p>Pre-consultation meetings have been implemented to streamline the approval process and are required for these planning applications:</p> <ul style="list-style-type: none"> • Official Plan Amendment; • Zoning Bylaw Amendment; • Draft Plan of Subdivision / Condominium; • Final Plan of Subdivision / Condominium; • Site Plan Control; • Consent*; and, • Minor Variances <p>The Planning and Development Department will:</p> <ol style="list-style-type: none"> 1. Schedule the application on the next available agenda once all required information has been received. 2. Send an email to the proponent confirming the Pre-Consultation Meeting date and time. 3. Distribute the submission to the appropriate technical staff and agencies.

	Kingston
	<p>4. Provide the proponent with a completed Development Application Pre-Consultation Form based on the comments received at the Pre-Consultation Meeting. The information on the form will identify the planning approvals required, application fees and necessary plans and supporting studies that will be required for each approval.</p> <p>The Planning and Development Department will review the proposal with the proponent and complete the pre-consultation form which provides information concerning conformity with the Official Plan and Zoning Bylaw, any necessary variances and a list of the information (ie. plans, studies) required with the submission of the application.</p> <p>Next step is to consult a City Planner prior to submitting an application. The City Planner may ask that the applicant submit a Planning Rationale in the case of an Official Plan amendment.</p> <p>Development Application forms (the same form) are available on-line for:</p> <ul style="list-style-type: none"> ▪ Zoning By-Law Amendment ▪ Official Plan Amendment ▪ Site Plan Control ▪ Site Plan Modification ▪ Part-Lot Control ▪ Holding Provision (H) Removal ▪ Draft Amending or Final Plans of Subdivision ▪ Draft Amending or Final Plans of Condominium <p>Also for:</p> <ul style="list-style-type: none"> ▪ Heritage Permit Application Form ▪ Site Plan Control Guidelines ▪ Model Home Application Form ▪ Civic Addressing Application Form ▪ Change in Civic Address Application Form
• What happens when	Received by Planner in development review section of Planning & Development

	Kingston
development applications come in? Who receives them?	Department at John Counter Blvd.
• Are the applications categorized and dealt with differently, e.g. industrial, commercial, residential development?	No, processed as received.
Application Process - Subdivision	<ul style="list-style-type: none"> – Draft Plan Pre-consultation meeting – Draft Plan of Subdivision approval – Design Pre-consultation meeting – Technical pre-submission meeting – 1st Design Submission – 1st Submission Comment Review Meeting – 2nd Submission submitted directly to Engineering – Pre-Servicing Agreement – Model Home Agreement – Subdivision Agreement – Security Reductions – PCAW and Assumption of the Works
Application Process - Condominium	
Application Process - Site Plan, including urban design guidelines	<p>Planning and Development> Employment Lands > Overview of Site Plan Control</p> <p>The Site Plan approval process can take anywhere from a few weeks to several months depending on the complexity of the project and completeness of submissions. Once the Site Plan is approved, the City and developer enter into a legally binding Site Plan Control Agreement [PDF 74KB] . A building permit is generally not issued until Site Plan Control requirements are addressed and final approval is granted. Depending on circumstances and timelines, a conditional or</p>

	Kingston
	<p>partial building permit may be an option to allow foundation work to commence. This is considered at the request of the applicant and reviewed by all technical departments prior to a decision being made.</p> <p>http://www.cityofkingston.ca/pdf/planning/SitePlanControlGuidelines.pdf</p> <p>Several different kinds of Urban Design Guidelines are available on-line including: Kingston Residential Intensification / Community Design Guidelines Very Comprehensive document.</p> <p>http://www.cityofkingston.ca/pdf/planning/urbandesign/UD_DraftGuidelines-1006.pdf</p> <p>Also available are:</p> <ul style="list-style-type: none"> ▪ Architectural Study - Downtown & Harbour Area Architectural Guidelines ▪ Recommendations for the Sustainable Redevelopment of the North Block District and Guiding Principles for the Redevelopment of City Owned Properties ▪ Downtown Action Plan ▪ Williamsville Main Street Study ▪ Landscaping and Site Design Guidelines for Large-Scale, Ground-Oriented Solar Energy Facilities <p>http://www.cityofkingston.ca/business/development/urbandesignprojects/index.asp</p>
Application Process Official Plan Amendment	<ul style="list-style-type: none"> – Pre-Consultation Application and meeting – Meet with/ contact a City Planner – Prepare a Planning Rationale <p>http://www.cityofkingston.ca/pdf/planning/PlanningRationale.pdf</p>
Application Process – Zoning by-law Change	<p>Amending a Zoning By-Law information available on-line: What is a Zoning By-law Amendment? What is Minor Variance? How is a Zoning By-law Amended?</p>

	Kingston
	<p>How long does it take to amend a Zoning By-law? How is a Zoning by-law amended? Steps in process include: Step 1 - Consult with Planning & Development Staff: Step 2 - Submit the Application: Step 3 - Application Review: Step 4 - Public Meeting Report to the Planning Committee: Step 5 - Notice of Public Meeting: Step 6 - Public Meeting: Step 7 - Comprehensive Report to the Planning Committee: Step 8 - Regular Meeting of the Planning Committee: Step 9 - City Council Meeting: Step 10 - Notice of Passing: Step 11 - Approval:</p>
Application Process - Minor Variance	<p>Planning and Development > Application Forms Committee of Adjustment (COA) Applications available on-line:</p> <ul style="list-style-type: none"> Minor variance application package available on-line http://www.cityofkingston.ca/pdf/planning/COA_MinorVariance.pdf <p>Also available on-line under COA Applications are:</p> <ul style="list-style-type: none"> New lot, Lot addition, Easement, Mortgage Right-of-way Power of Sale Validation of Title Section 45(2) Other Powers - Non Conforming Uses <p>http://www.cityofkingston.ca/business/development/app-forms.asp</p>
Application Process - Severance	
Application Process - Heritage	<p>Owners of a property designated under Part IV or V of the Ontario Heritage Act are required to complete the Heritage Applications process prior to obtaining a building permit. Also, a heritage application and permit may be required for work not requiring a building permit.</p>

	Kingston
	<p>Heritage Permit Application available on-line: http://www.cityofkingston.ca/pdf/heritage/App_HeritagePermit.pdf</p> <p>Information about obtaining a Heritage Permit: The City's Building Department will not issue a building permit for a designated property without formal approval from Council or Heritage Staff http://www.cityofkingston.ca/residents/licences/heritage/index.asp</p>
Costs Guidelines	<p>All Application Fees and associated costs are available on-line:</p> <ul style="list-style-type: none"> ▪ Public Meeting Notices ▪ Official Plan Amendment ▪ Zoning By-law Amendment ▪ Removal of Holding Symbol 'H' ▪ Temporary Use By-law ▪ Removal of Part Lot Control ▪ Plan of Subdivision ▪ Plans of Condominium ▪ Site Plan Control ▪ Committee of Adjustment ▪ Community Improvement Plans ▪ Deeming By-law ▪ Cash in lieu of Parking ▪ Site Alteration Permit ▪ Tree Permit Fee ▪ Tree Permit Renewal Fee ▪ Administration Fees ▪ OMB Related Legal Fees <p>http://www.cityofkingston.ca/business/development/app-fees.asp</p> <p>Also information about all Development Charges and Impost Fees (Residential and Non-Residential) available on-line for:</p> <ul style="list-style-type: none"> ▪ City-wide Development Charges ▪ Fees Imposed under By-law 2009-138

	Kingston
• Are there regularly scheduled pre-consultation meetings?	Yes, every two weeks
• Are there regularly scheduled meetings for Committee of Adjustment – minor variances, consents, etc.	Once a month
• Is one person responsible for coordinating the review process for each application? If not, how is this done?	Yes, Planner in Planning Department for all applications, except subdivision review process which is coordinated by an Engineer in Engineering Department.
• How are applications tracked through the review process?	Planning and Engineering Departments review application concurrent with initial review by Building Department. Development applications are not tracked – paper-based review process. Building applications and inspections recorded in CityView.
Building Services	<ul style="list-style-type: none"> • Application forms are obtainable on line and the applications are made to the Building & Licensing Department. • Small scale accessory permits (pools, decks etc.), Residential (houses, apartments etc.), Industrial, Commercial, Institutional and Agricultural Permits plan review and inspections • Building Permit fees and Development Charges • Permit submission sufficiency and code requirements • Swimming Pool Enclosures • Online Building Permit and related approvals and licenses for all 3 government levels through BizPal • Informational Brochures On-line (pools, decks, energy efficiency and Green Buildings) • Zoning enforcement through building department

	Kingston
	<ul style="list-style-type: none"> • Various meetings monthly with developers and construction associations • Specialized Heritage and Plumbing inspectors • Permit Activity Report summaries and statistics posted monthly on-Line • Policy for completing inspections within 24 hours of the requested inspection or same day if the inspection request has been received before 12:00 p.m. • Reviews, Inspections, Zoning and Code Enforcement done by same official through to occupancy to maintain continuity and to avoid miscommunications between staff where many become involved in other models • Same day permit process available for smaller projects • Foundation permits and additional stage permits (structural shell, mechanical etc) to allow projects to start earlier prior to receiving all drawings. • Issuance of Model home permits before the subdivision provisions are fully complete • Standard model permits to speed up the review process of like applications. • 98% of reviews are sent electronically for speed and to enable quick discussion • Blackberry's for staff for reliable communication and pictures for quick decisions to be made on the spot. • 14 inspection areas, with 4 teams of 4 inspectors to ensure coverage and consistency within an inspection area for plan reviews and inspections. • Use of CITYVIEW as a file management tool to track building permit applications, inspections and provide reports to other departments • Building Permit webpage lists all work that requires a building permit.
<ul style="list-style-type: none"> • Do you have customer service standards and / or performance measures which you use to monitor and improve application and permit processing. 	<p>Yes. 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.</p> <p>Performance Measurement</p> <p>To continually monitor service delivery, staff will solicit and welcome feedback from</p>

	Kingston
	internal and external customers on the quality of service delivery.
• Best Practices	<ul style="list-style-type: none"> • Pre-consultation meetings to streamline approval process & pre-scheduled, publicized day for meetings • Customer service standards on Planning webpage, including performance measures, e.g. response to letter in 3 days • Planning Director and Commissioner name & telephone number provided on webpage for easy contact • Urban design guidelines available • Guidelines for large-scale ground-oriented solar energy facilities • "BizPal" <ul style="list-style-type: none"> ▪ Download updater – a developer can sign up for automatic notification whenever certain electronic documents get electronically updated ▪ Express fee to expedite Building Permit applications ▪ No charge for plan review until the Building Permit is issued ▪ GIS and mapping services available to assist developers & builders with their applications ▪ Special area 14 to expedite high priority and large projects ▪ 5 staff are Ministry certified code instructors, offer courses locally at college & in other municipalities

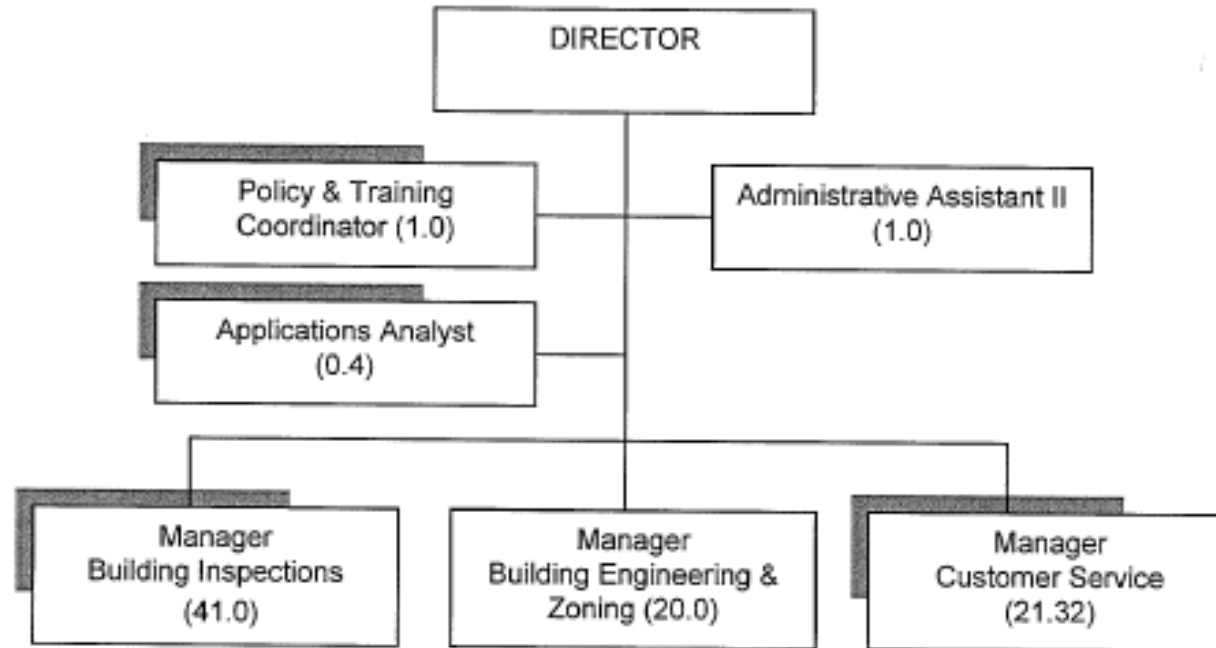
Appendix C: Benchmarked Municipalities' Organization Charts

City of Hamilton – Planning Department

City of Hamilton

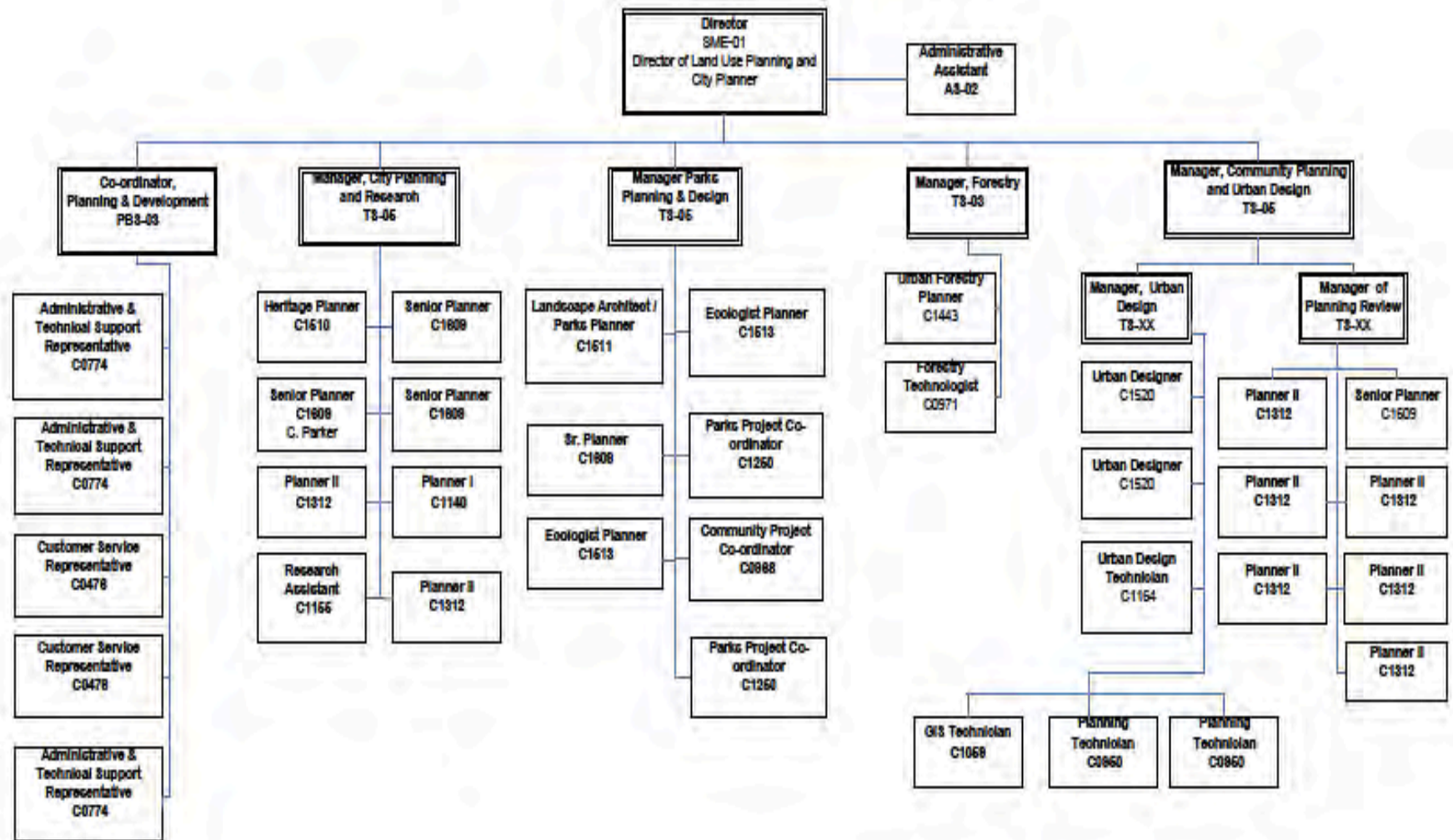


City of Hamilton – Building Services

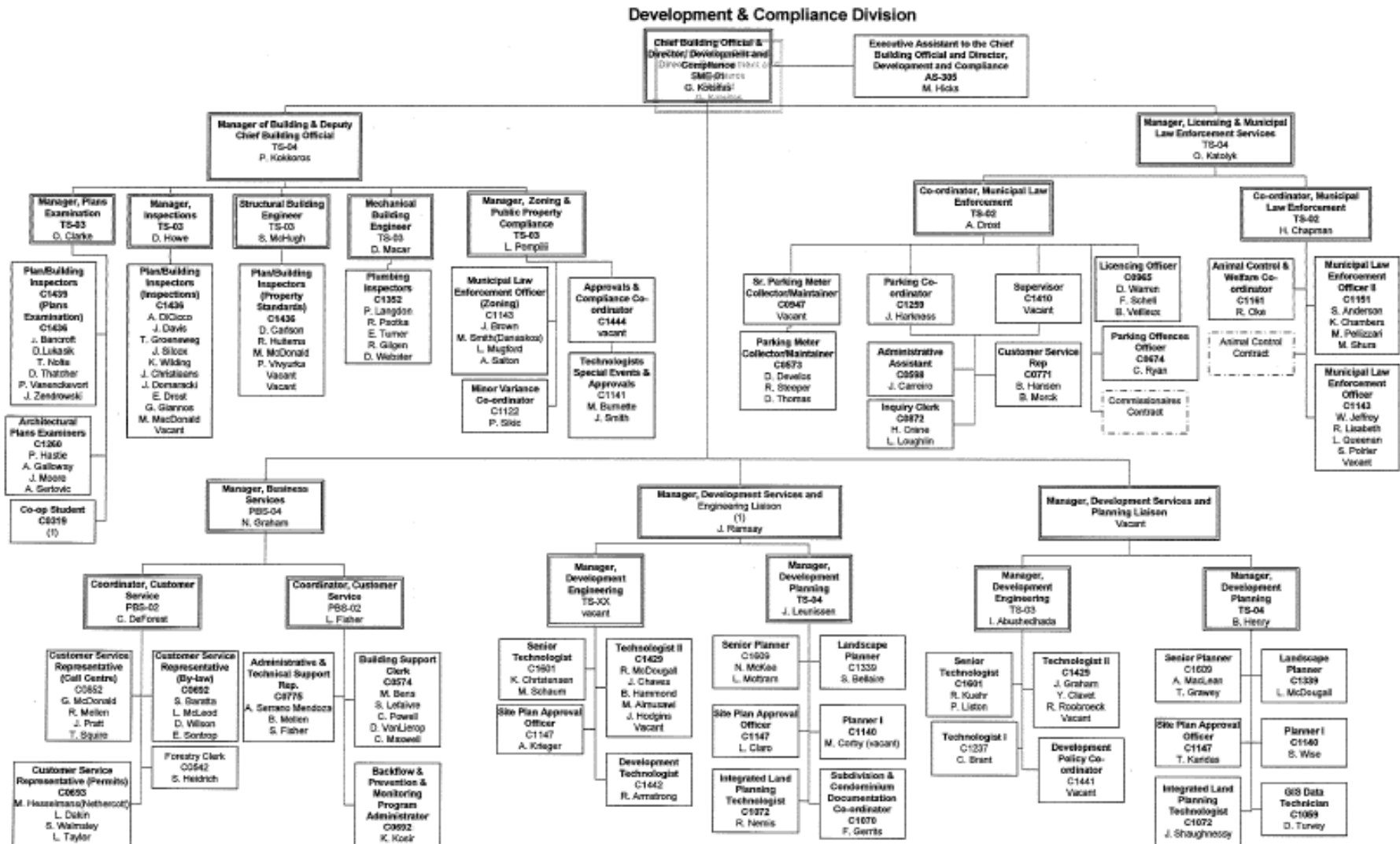


Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2011	4.0	84.72	88.72	21.18:1
2012	4.0	81.72	85.72	20.43:1
Change	0.0	(3.0)	(3.0)	

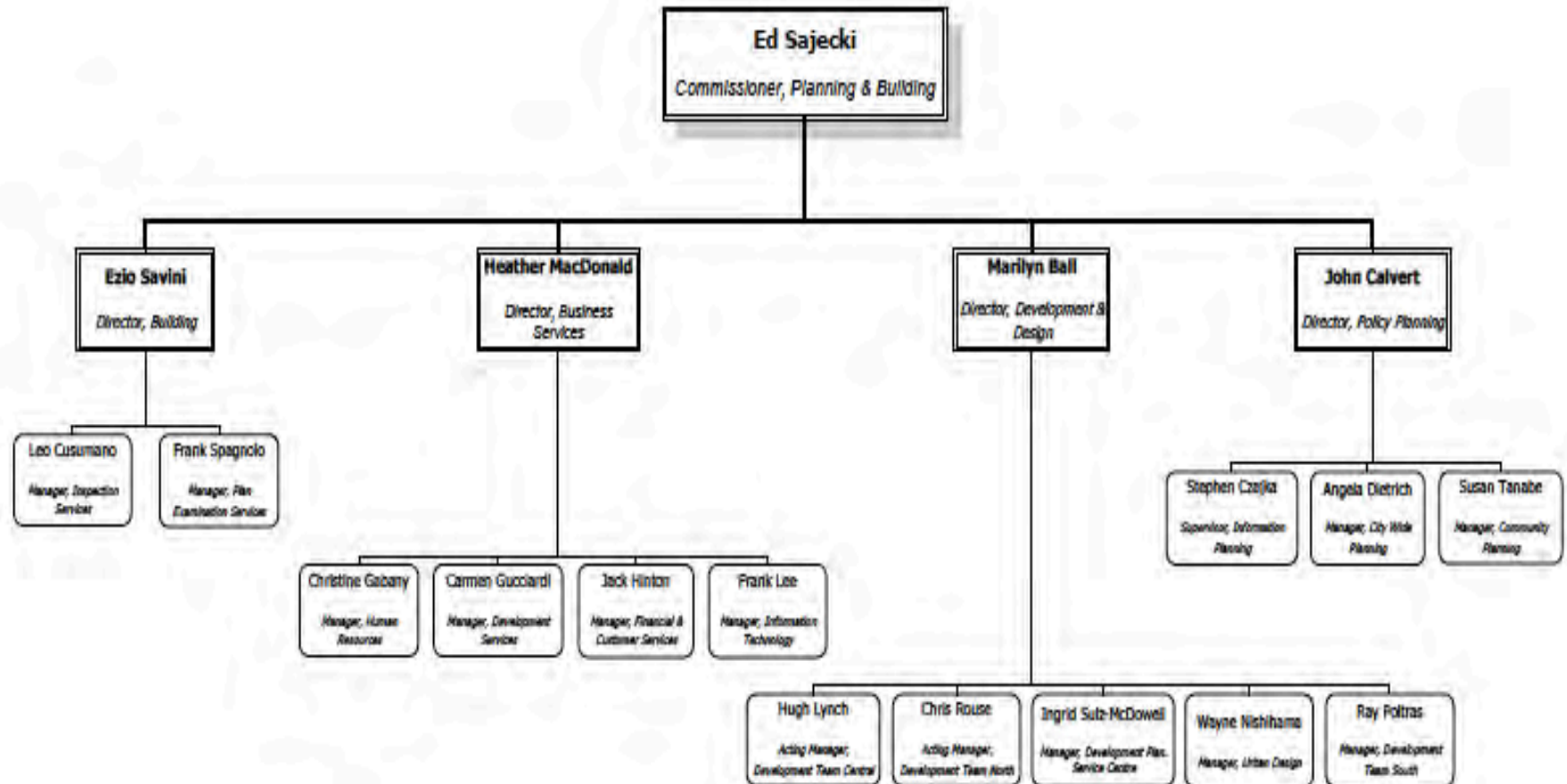
City of London – Land Use Planning



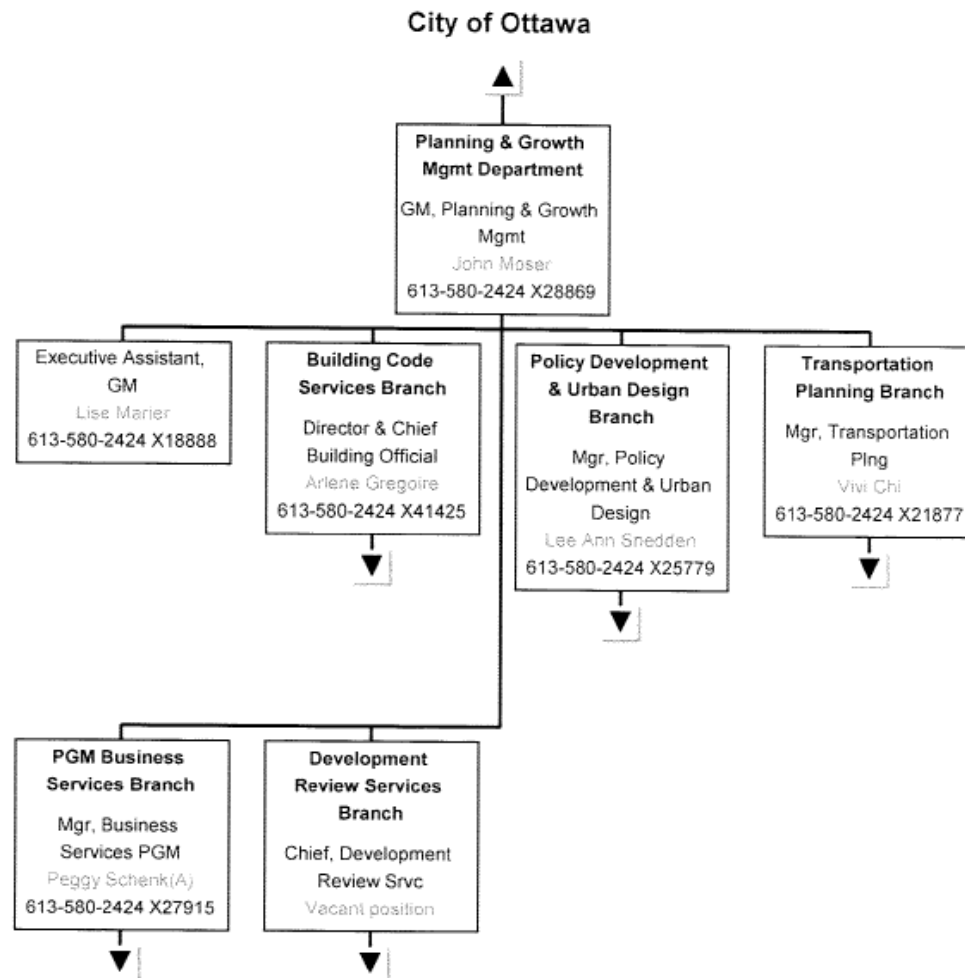
City of London – Building Services (Development & Compliance Division)



City of Mississauga – Planning & Building

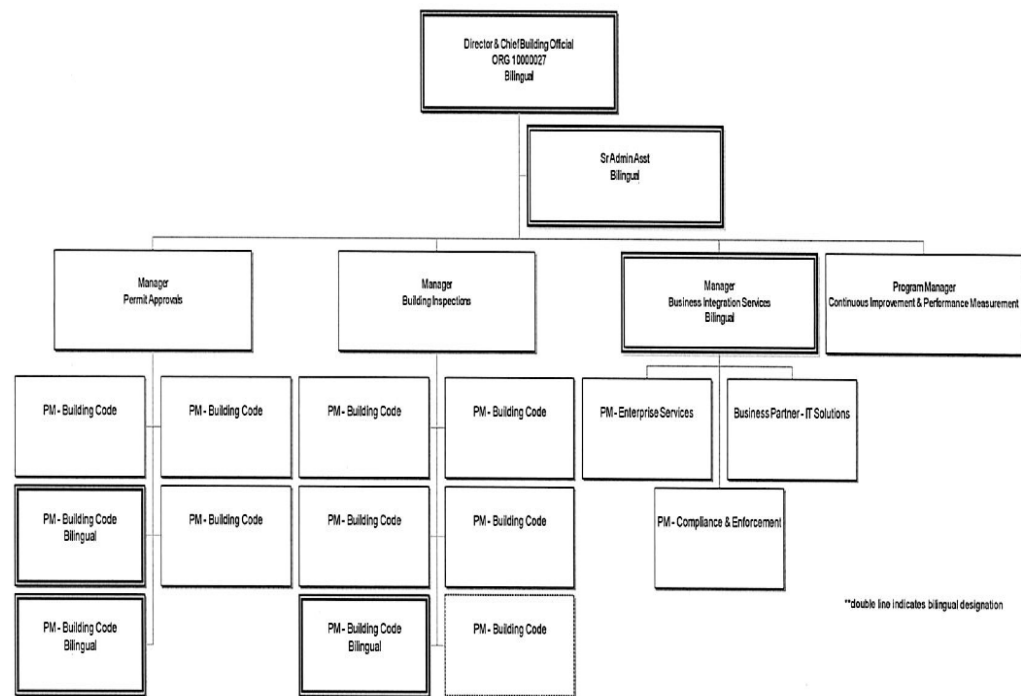


City of Ottawa – Planning & Growth Management Department



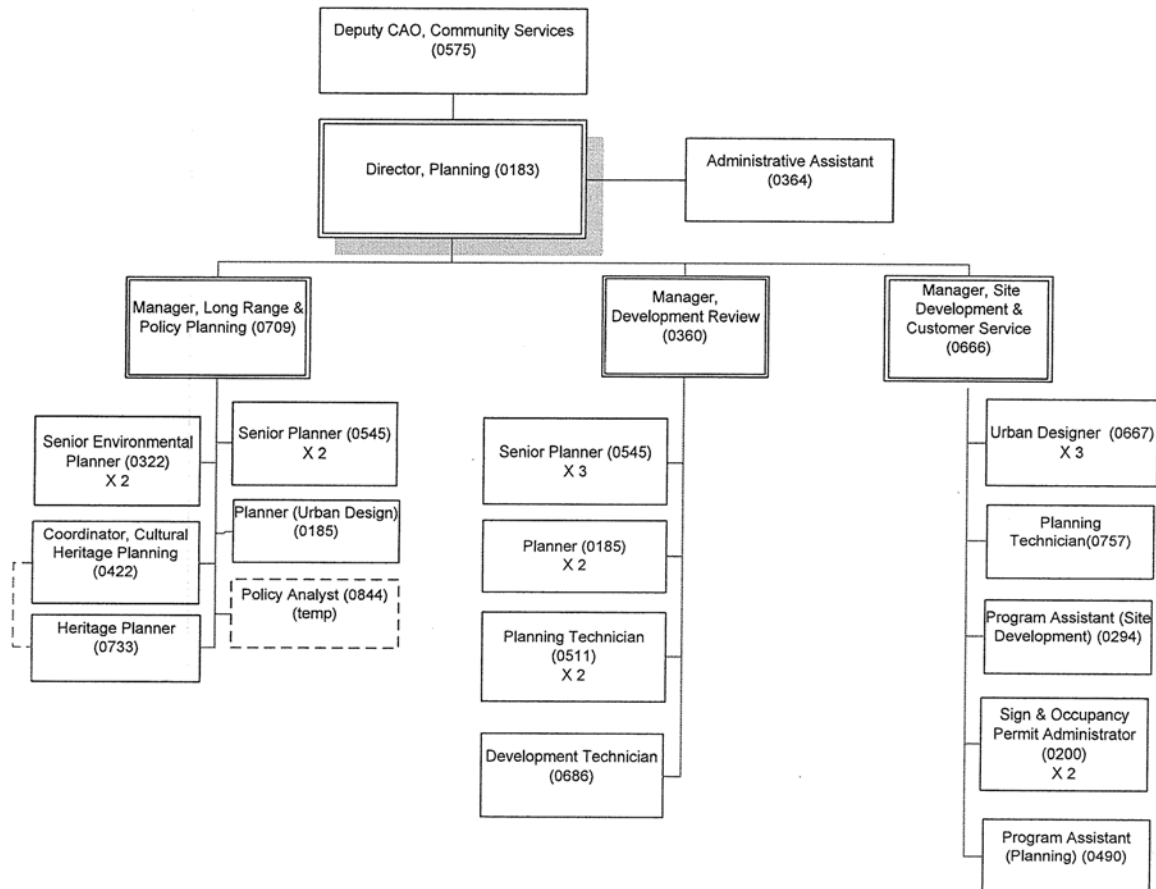
City of Ottawa – Building Code Services Branch

Building Code Services Branch Chief Building Official 2012



City of Kitchener – Community Services - Planning

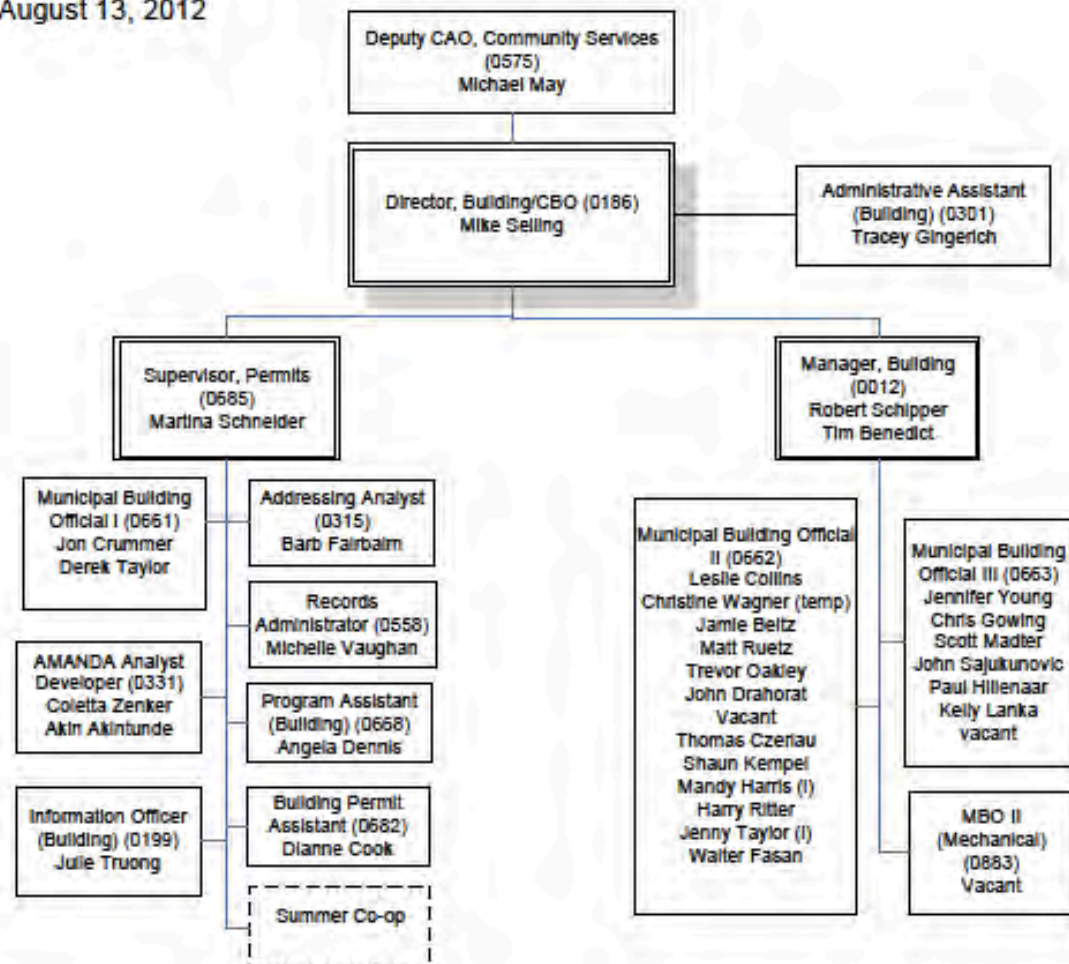
Community Services--Planning



City of Kitchener – Community Services - Building

Community Services--Building

Updated: August 13, 2012



City of Guelph – Development Planning

Development Planning

General Manager, Planning Services

Vacant– (519) 837-5616 Ext. 2361

Manager, Development Planning

Vacant– (519) 837-5616 Ext. 2359

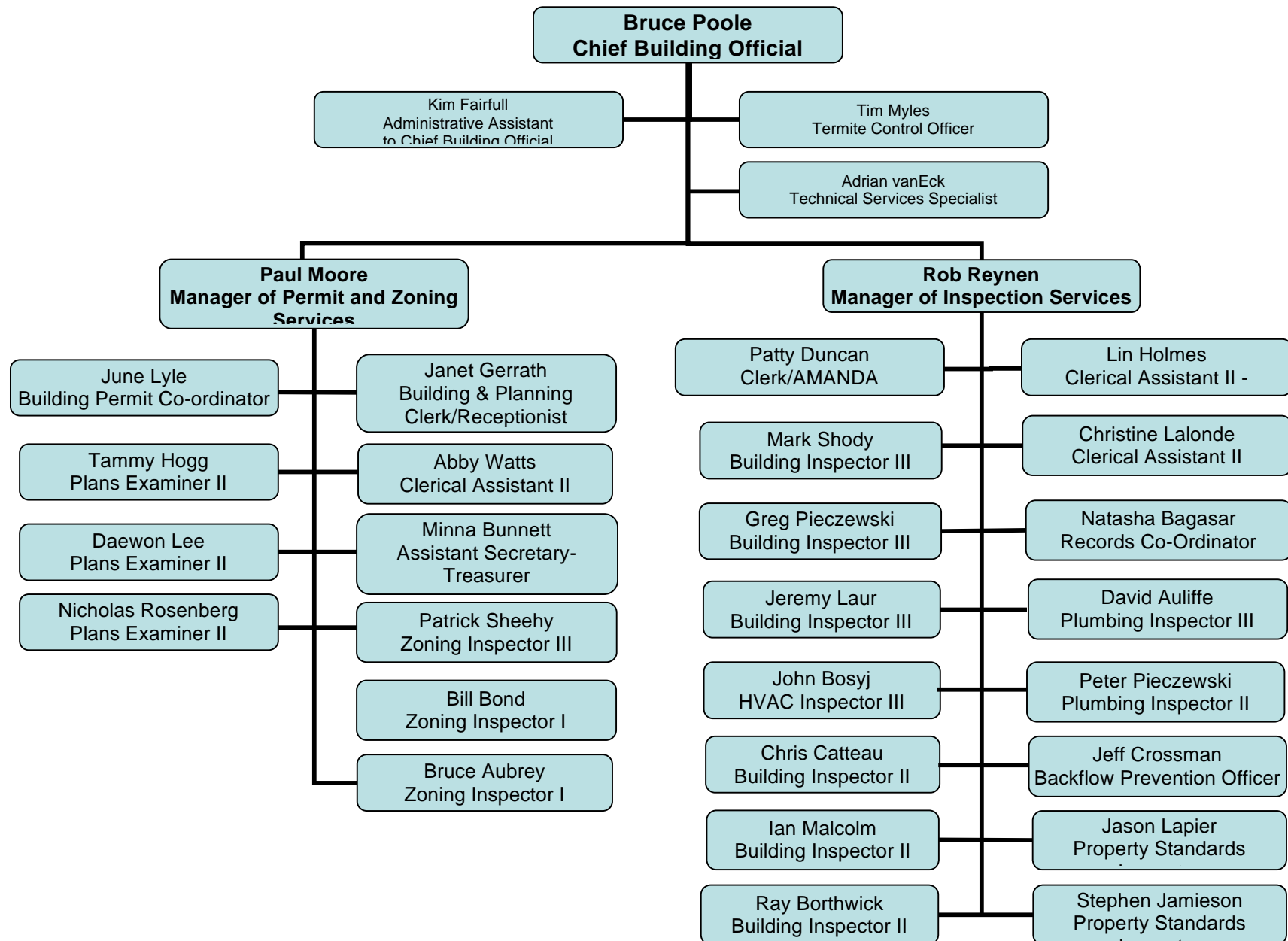
Development Planning:

- Review and evaluation of various development applications including subdivision and condominiums; zoning by-law and official plan amendments; minor variances and consents (severance); site plans and part lot control exemptions;
- Preparation of the annual Development Priorities Plan (DPP);
- Administers the City's Environmental Advisory Committee;
- Functional guidance for Committee of Adjustment Team; Site Plan Team; Infill/Downtown Team; Greenfield Development Team; Development Priorities Plan Team; Condominium/Subdivision Registration Team

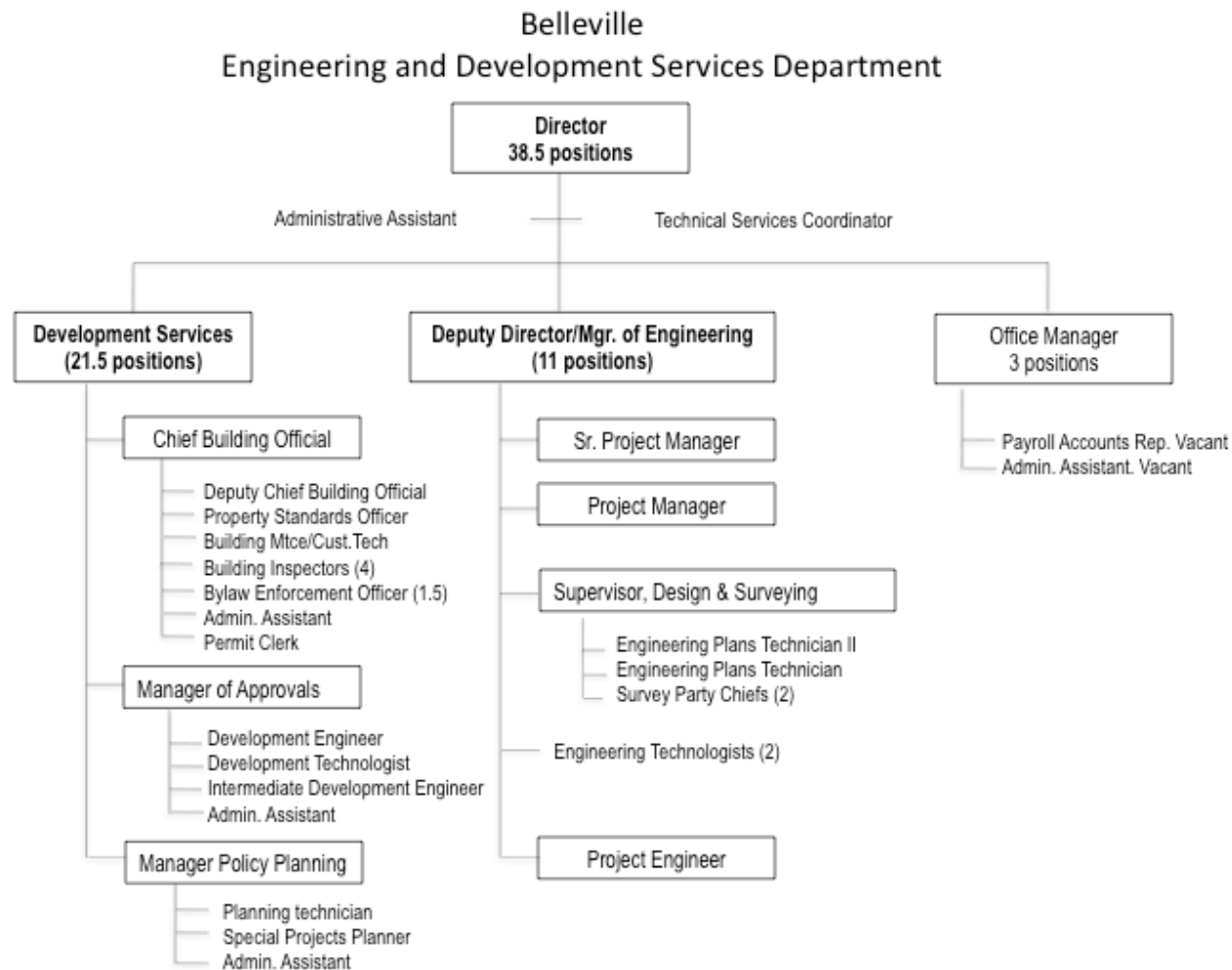
Planning:

- Senior Development Planner – Al Hearne
- Senior Development Planner – Chris DeVriendt
- Senior Development Planner – Katie Nasswetter (Mat Leave)
- Environmental Planner - Vacant
- Development and Urban Design Planner – Stacey Laughlin
- Planning Clerk – Connie Fach
- Site Plan Coordinator - Julie Owens
- Administrator of Technical Services – Randy Harris
- Landscape Planner – Rory Templeton

City of Guelph – Building Services



City of Belleville – Engineering & Development Services

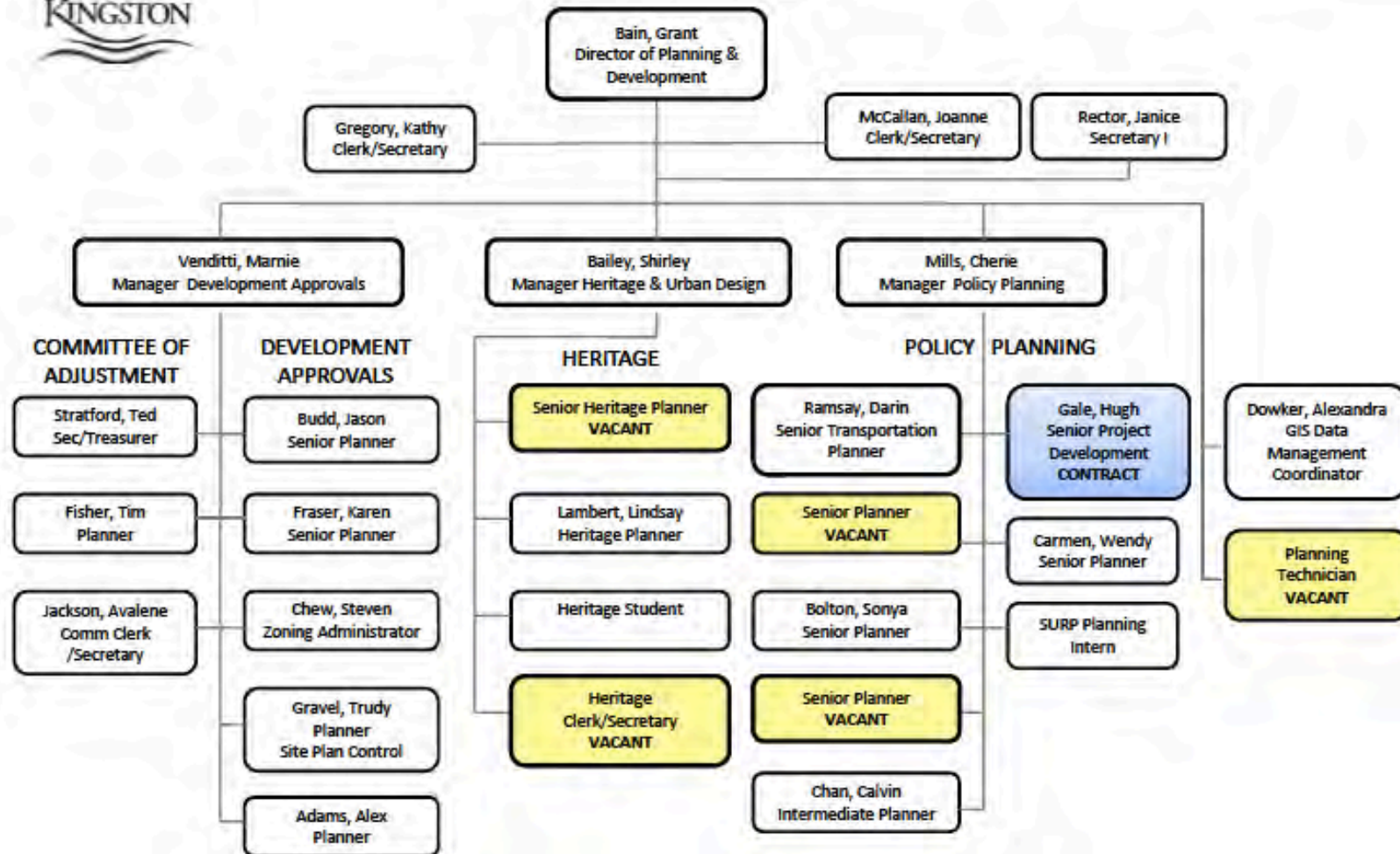


City of Kingston



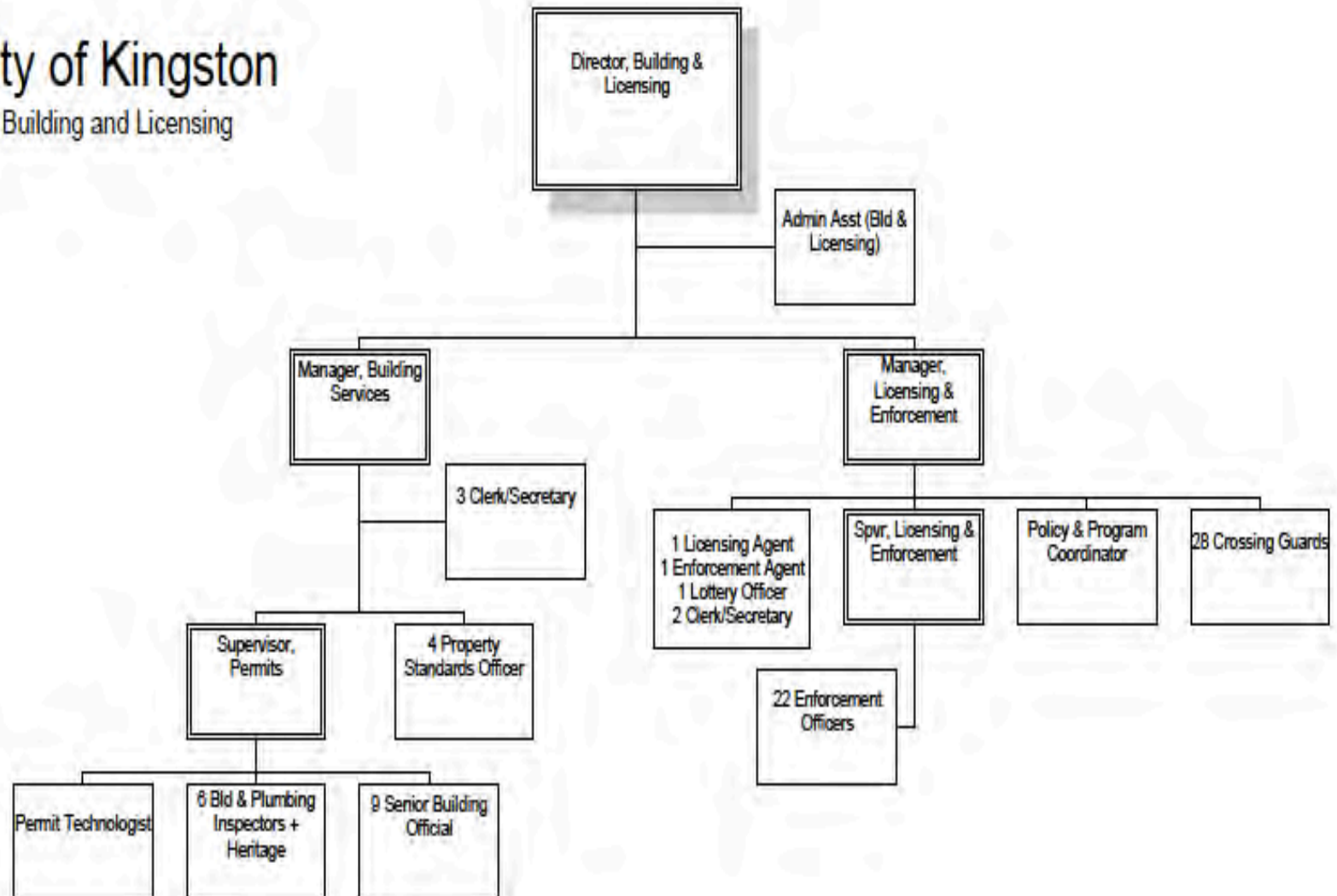
Planning & Development

FEBRUARY 2012



City of Kingston

Building and Licensing



Appendix D: List of Applicants Interviewed by GGA • Management Consultants

The Task Force appreciated the information provided by the following business representatives who provided information on their experience with the City's development-related services:

Ken Dantzer – CaraCo Development Corp.
Jeff Garrah – CEO, KEDCO
Joe Hawkins
John Mirski
Ben Pilon – BPE Development
Bernie Robinson – Robinson Solutions
Barry Smith - Taggart Group
Ronald Smith – Ronald Smith Limited

Individuals & Organizations who have made Presentations to the Mayor's Task Force on Development

The Task Force appreciated the information it received by presentations and letters made to the Task Force from the Kingston community as follows:

John Aidenbrack, Habitat for Humanity
John Armitage, Lynlea Homes
Joan Bowie
Cataraqui Region Conservation Authority
Bruce Downey, Hughes Downey Architects
John Grenville, Williamsville Community Association
Matt Hutcheon, Greater Kingston Chamber of Commerce – Presentation to the Mayor's Task Force. February 13, 2012
KEDCO
Penny Porter, Noble Homes
Robin Quantick, Excalibur Learning Resource Centre
Jeff Scott, Councillor, Countryside District
Vicky Schmolka
Rob Tamblyn & Ed Smith, BIA, Downtown Kingston
David Trousdale, Homestead Land Holdings

James Ward, Rogers & Trainor

Appendix D: Municipal Interviewees Who Contributed to Municipal Benchmark Research

Hamilton

Paul Mallard
Director, Planning Division
City of Hamilton

Ed VanderWindt, CBCO, CMM III
Chief Building Official
Director, Building Services
Planning and Economic Development Department
City of Hamilton

Joe Gravina, CPT Business Facilitator
Business Facilitation,
Planning Division Planning and Economic Development
Department
City of Hamilton

Belleville:

Rod Bovay
Director, Eng & Dev Services,
City of Belleville

Art MacKay
Manager of Policy Planning
Engineering and Development Services
City of Belleville

Spencer Hutchinson
Manager Development Approvals
Engineering & Development Services Department
City of Belleville

London

John M. Fleming, MCIP, RPP
Director of Land Use Planning and City Planner
City of London

Don Menard
Heritage Planner
City of London

Peter Kokkoros, P.Eng.
Deputy Chief Building Official,
Manager, Building Permits
Development & Compliance Division
City of London

Kitchener

Alain Pinard, MA, MCIP, RPP
Director of Planning
City of Kitchener

Michael Seiling, CET, CBCO
Director of Building & Chief Building Official
City of Kitchener

Guelph

Todd Salter
Director of Planning
Planning, Building, Engineering and Environment
City of Guelph

Bruce Poole
Chief Building Official
City of Guelph

Ottawa

Arlene Gregoire, B.A., LLB
Director, Building Code Services and Chief Building
Officer
Building Code Services
City of Ottawa

Lynn Fuller, BScN, MBA
Program Manager, Continuous Improvement and
Performance Measurement
Building Code Services
City of Ottawa

Michael J. Boughton, MCIP, RPP
Senior Planner
Development Review (Suburban Services) - East
Planning and Growth Management Department
City of Ottawa

Mississauga

Jack Hinton
Manager – Financial and Business Services
Strategic Planning and Business Services Division
Planning and Building Department
City of Mississauga

Tim Gallagher
Supervisor, Permit Administration
Customer Service Centre
Building Services Division
Planning and Building Department
City of Mississauga

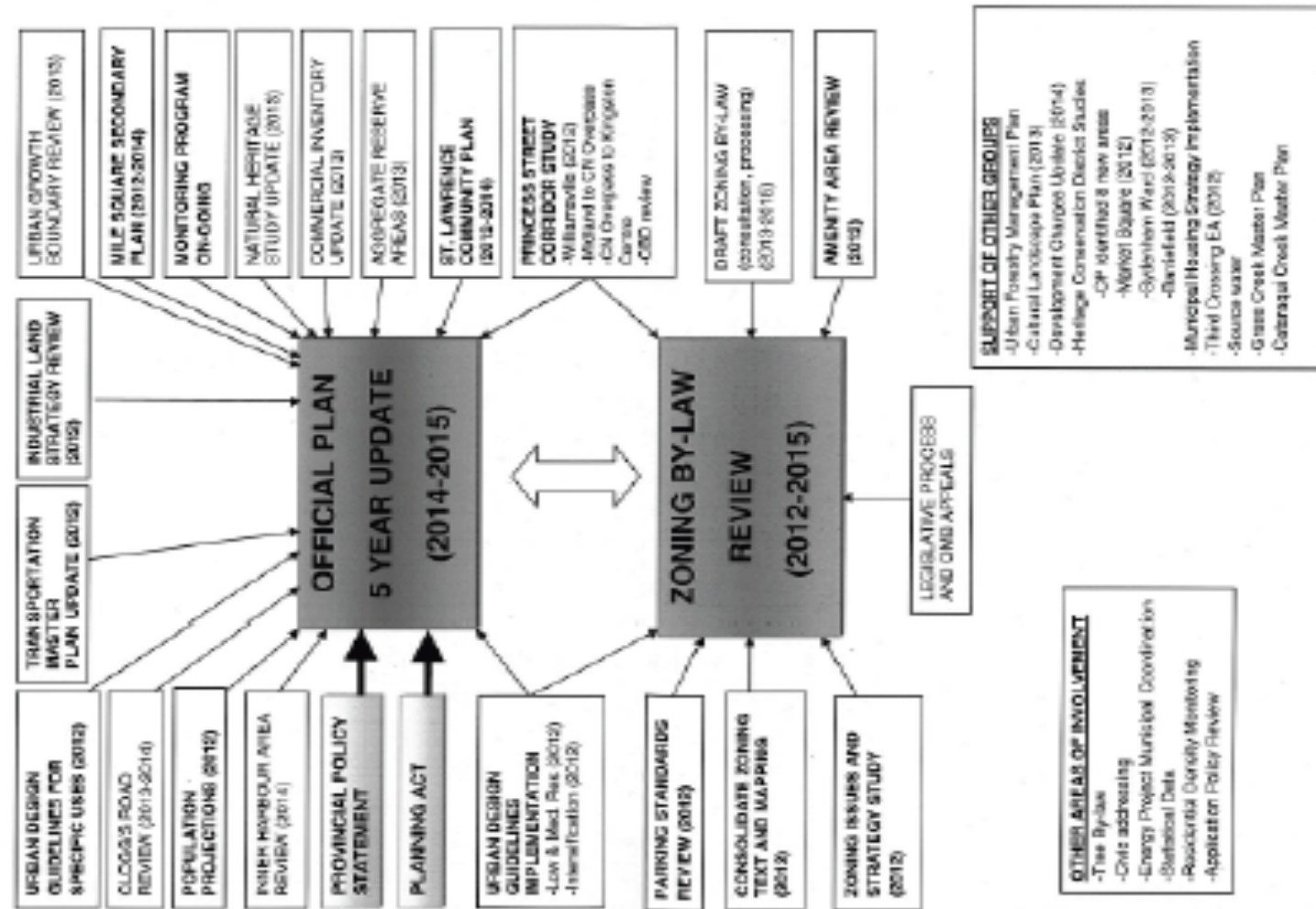
Marilyn Ball
Director, Development and Design
Planning and Building Department
City of Mississauga

Ingrid Sulz McDowell
Manager, Planning Services Centre
Planning and Building Department
City of Mississauga

Sally Coutts
Heritage Planner
Urban Services
Planning and Growth Management Department
City of Ottawa

Appendix E: Kingston Land Use Policy Program

LAND USE POLICY PLANNING PROGRAM 2012 TO 2015



Note: Dates are approximate and may shift due to Council priorities.

NOVEMBER 14, 2011 CMAA 04/04/2012

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Commissioner, Sustainability & Growth, City of Kingston – Report to Council: Customer Service / Development Review Process Status Update - Recent Initiatives. August 14, 2012.

Kingston Economic Development Commission – KEDCO Presentation to the Mayor's Task Force on Development. February 6, 2012.

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Mayor's Task Force on Development – Blueprint for Future Actions. April 23, 2012

Natural Capital Resources Inc. Report to Kingston Home Builders Association – Customer Service Initiative – Development and Building Review Processes. June, 2012.

Natural Capital Resources Report to the City of Kingston – Customer Service Initiative Development and Building Review Processes. July, 2012.