

Planning and Development Process

Development Services

Core Service Review



Context

- CKL is over 3000 square kilometres in area.
- Very diverse landscape – natural, agricultural, rural, and urban landscapes.
- Over 250 lakes and rivers.
- Approximately 77,000 population – projected 100,000 population by 2031.
- Approximately 24,000 jobs – projected 27,000 jobs by 2031
- Oak Ridges Moraine and Greenbelt to the south.
- Canadian Shield to the north.
- Tourist destination proximate to the GTA (additional seasonal population of over 30,000).

Context

Annual Building permits:

- 2012 – 1107
- 2013 – 1017
- 2014 – 1235

Active Planning Applications:

There were 183 development applications processed and 705 inquiries, in 2014. There were 128 development applications processed and approximately 987 inquiries, in 2015.

Our collective goal is to attract and facilitate responsible growth and development in a timely, cost-effective and consistent manner through streamlined and efficient approval processes.

What is Land Use Planning?

- Efficient management of growth, development, and natural resources
- Land use decision-making to consider quality of life, prosperity, and a healthy environment
- Balancing the interests of individual property owners with the broader needs and objectives of the community
- Avoiding and minimizing land use conflicts

What governs the Planning process?



Who is involved in the Planning process?

- Province
- Municipal Council
- Municipal Staff
- Consultants
- Public and Community Stakeholders
- Developers/Builders
- Ontario Municipal Board (OMB)

Planning Summary

- *Planning Act* and Provincial Policies provide framework for planning
- Official Plan is the long-term policy document for the community's vision
- Zoning By-Law implements the Official Plan and Policies and contains the permissions and prohibitions of land use, buildings, and structures

Development Readiness

- Currently, the City has been preparing for development.
- Infrastructure projects and capacity reviews have been undertaken.
- Improvements to the Planning Process have been initiated and are on-going: scheduling, meeting agendas, standards review, template documents, etc.
- Targeted growth to 2031 is 100,000 people and 27,000 jobs.
- The City's role is to facilitate and accommodate.

What are we doing now?

Development Review



- Reviewing concepts (consultation/advice)
- Approving applications (reviews/approvals)
- Implementing approvals (monitoring, inspection, and construction)

Reviewing concepts?

- Answer all inquiries (counter, telephone, etc.)
- Conduct informal consultations
- Conduct formal pre-consultation meetings
- Assess/advise type of application and required information for a submission
- Examples: minor variance, consent, official plan and zoning by-law amendments, site plan, subdivision, condominium, etc.

Approving applications?

- Assess completeness of application
- Collect and process fees
- Circulate for review externally and internally
- Issue notices to invite public input
- Prepare report, recommendation, by-law, etc.
- Meet to confirm requirements
- Meet to coordinate comments
- Arrange peer review
- Prepare agreements
- Council renders a decision
- Respond to OMB appeals

Implementing approvals?

- Communicate with residents, developers, utilities, agencies, consultants, contractors, lawyers, real estate agents, staff, management, and Council
- Meet to confirm timelines, issues, compliance, changes to design, and requests
- Conduct inspections – roads, hydrants, sidewalks, parks, sewers, and ponds (by Engineering, Parks, Recreation and Culture, and Public Works)
- Report to Planning Committee and Council – acceptance, maintenance, and assumption

Implementation continued

- Review financial securities for inquiries (internal and external) or for requested reductions
- Provide water and sanitary services (and maintain services)
- Provide winter control to roads
- Issue building permits
- Report for asset management plan

What are we doing now?

In summary:

- Implementing process improvements
- Reviewing existing collected data and working on data collection
- Confirming best methods to represent the data to streamline the process
- Confirming coordination – internally and externally (e.g. Planning, Engineering, and conservation authorities)

What is it costing us?

Planning Division Budget 2016

<u>Budget</u>	2014	2015	2016
Revenues	\$406,665	\$319,062	\$439,280
Expenses	\$1,464,503	\$1,490,347	\$1,516,673
Total*	\$1,057,838	\$1,171,285	\$1,077,393

*subsidy from general levy

Costs continued

The costs are just a snapshot in time of the Planning Division.

Other costs/expenses are incurred by other City divisions and departments as well as, by external agencies for the Planning Process.

There are costs to the City for external agencies (e.g. conservation authorities – GRCA, KRCA, LSRCA, and ORCA).

Assumptions made in analysis

Currently, the challenges are related to resources based on issues arising in the public forum – clear information, time, staff, and volume.

Therefore, the review of options is based on ensuring process clarity, clear timeframes, and better recovery of costs.

The same pressures are being expressed by both the development industry and by staff.

Considerations for Improvement

The key considerations will benefit both the development industry and staff:

- 1. Consistency:** Improve clarity and communication – what information is required at what step in the process
- 2. Timeliness:** Improve timelines – timeliness is key to residents and staff alike (time=money)
- 3. Cost Effectiveness:** Ensure fee structure versus subsidy, from general tax levy, is clearly documented – open and transparent funding support of development and growth

1. Consistency – Description & Benefits

- Clear expectations for developers and clear decision making processes for staff will improve consistency.
- Confirming the requirements at each step in the process will assist in promoting complete submissions that meet the quality of information required.
- Conducting thorough Pre-Consultation meetings provides guidance prior to a submission.

1. Consistency – Description & Benefits Continued

- There must be support and transparency for the review of “completeness” and “quality of information submitted” to move forward.
- Updates are required to be consistent and current standards (industry standards – city standards).

1. Consistency – Risks

- The potential risk of providing more clarity is that the list may dissuade a proponent or may miss a requirement because of project changes.
- This risk can be mitigated through continuing coordination with external and internal reviews (confirm process mapping, points of contact, and consistent requirements at appropriate steps in the process).

1. Consistency - Costs

- There is no additional cost projected given that this initiative relies on current resources and is underway (standards development).
- Clarity will improve staff productivity through fewer inquiries or requirements for additional information and confirmation.
- Clarity will better facilitate the development industry to cost out projects.

2. Timeliness – Description & Benefits

- The City currently meets a reduced timeline (within less time than required by legislation) on some applications.
- Working through the data to demonstrate the City's actual timelines and confirming through process review (which actions and decisions extend or delay timelines) will provide for improved service delivery.
- The goal is to accommodate proponents' timelines.
- Time is money.

2. Timeliness - Risks

- One potential risk is that in haste something relevant is missed.
- There is always the risk that the proponent does not deliver on time.
- Therefore, the biggest risk is that the City can not control whether proponents are willing to follow the process.

2. Timeliness – Risks continued

- There is inefficient use of staff and agency time.
- Some portions of the process are external to the City (review agencies, consultant studies, etc.).
- If unclear expectations or schedules, then the timeline is extended.

2. Timeliness - Costs

- Increased productivity would result from consistent timelines.
- There is no cost to maintaining a rigid timeline to match the process.
- The City would only incur additional costs if there was a lack of willingness to hold the proponents to the timelines and requirements – duplication of efforts, re-submissions, potential appeals, etc.

3. Cost Effectiveness – Description & Benefits

- Currently, the City has a subsidized process.
- Fairness and transparency in the fees will better reflect the cost to development.
- Currently, application fees are not progressive based on number of submissions, reviews, inspections, etc.
- A fee structure related to the timeline of the project will provide for extensions or resubmissions and will help fund actual resource allocation.

3. Cost Effectiveness – Risks & Costs

- There is a risk that a fee may deter development (one size may not fit all – e.g. “mom and pop” versus commercial entity).
- The costs received to recover some of the resources for plan review may be insufficient to continue to work through inactive, stale, or long ago approved developments – there is no fee structure for re-activating a file.
- Operation & maintenance and capital costs are incurred when the City assumes infrastructure.

3. Cost Effectiveness – Risks & Costs Continued

- There are three cost regimes to consider:
 - i. Growth pays for Growth (pay fair share)
 - ii. What is a reasonable cost to the resident/taxpayer
 - iii. Shared objective – what is the fair approach – City subsidy versus growth share – “sweet spot”
- There is no cost to creating a robust fee structure – examples are available across the province.

Building Permit Process

What are we doing now?



- Reviewing concepts (consultation/advice)
- Approving complete applications within MMAH mandated time frames
- Inspection of construction

What is it costing us?

Building Division Budget 2016

<u>Budget</u>	2014	2015	2016
Revenues	\$1,100,000	\$1,481,700	\$1,531,700
Expenses	\$1,018,086	\$1,481,700	\$1,531,700
Total	\$81,914** <small>**transferred to Building Div. specific reserve as per Building Code Act</small>	\$0** <small>**surplus incorporated within expenses 2015 forward</small>	\$0**

Building Permit Process

Improvements To-date:

- Redeployment of staff to better meet development demands and timeliness
- Increased information available to public via website to improve consistency and timeliness
- Development of SOP's to standardize divisional procedures to improve consistency

Building Permit Process

Future Considerations and Next Steps:

- Consistency - Continue to increase information available to public via website
- Timeliness - Continue to review processes to eliminate waste
- Consistency - Develop “How To’s” and “Guides” for common application types

Conclusions

- Align with Council - Strategic Objectives and Priorities
- Dialogue and further review through the Planning Approvals Task Force
- Regularly review and adjust Plans to accommodate economic, social and environmental policy and trends, and conform to Provincial Policies
- Develop and implement consistent interpretation of policies, guidelines, and standards
- Regularly communicate and collaborate with the community and stakeholders to share information

Conclusions Continued

- Continue with process improvements
- Delegate approval authority where efficient
- Implement more diligence at application intake to avoid working with incomplete files and associated “disjointed” circulation processes

Consistency + Timeliness
=
Cost Effectiveness

Next Steps

- Activate the Planning Approvals Task Force
- Collaborate and coordinate with other approving agencies and City Departments to ensure consistent, timely, and cost effective reviews
- Continue to implement process improvements
- Advance and complete “development readiness” initiatives including policy documents, consolidated zoning by-law, approved development standards and major infrastructure