

# The Corporation of the City of Kawartha Lakes

## Council Report

Report Number DEV2017- 001

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**Date:** January 24, 2017

**Time:** 2:00 p.m.

**Place:** Council Chambers

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**Ward Community Identifier:** All

**Subject:** Planning Approvals Task Force Recommendations

**Author/Title:** Chris Marshall, Director

**Signature:**

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### Recommendation(s):

**RESOLVED THAT** Report DEV2017-001, **Planning Approvals Task Force Recommendations**, be received;

**THAT** staff be directed to implement the recommendations outlined in Report DEV2017-001 **Planning Approvals Task Force Recommendations**; and

**THAT** the Director of Development Services report to the Planning Committee semi-annually, starting in June 2017, outlining the implementation status of the recommendations listed in Report DEV2017-001 **Planning Approvals Task Force Recommendations**.

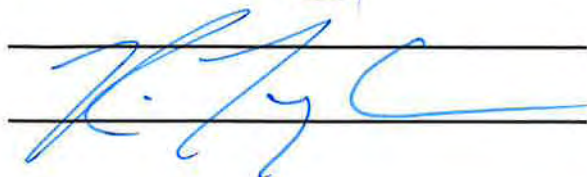
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**Department Head:**



**Corporate Services Director / Other:**

**Chief Administrative Officer:**



## **Background:**

By 2041, the City of Kawartha Lakes is targeting a population of 107,000, an increase of over 30,000 new residents.

The City has been preparing for this forecasted growth through various infrastructure projects and studies such as, but not limited to:

- The completion of the Northwest Trunk Sanitary Sewer line (Lindsay);
- Sturgeon Rd Sanitary Pump Station and system upgrades (Omeme);
- Ellice St Sanitary Pump Station and Francis St Pump Station upgrades (Fenelon Falls);
- Second Feeder Watermain from Water treatment plant to Canal Street (Bobcaygeon);
- Colborne St Sanitary Pump Station expansion (Lindsay); and
- Various traffic corridor studies in Lindsay and Fenelon Falls;

Planning documents such as the new Secondary Plans for the settlement areas have also been completed to accommodate the projected growth. As part of the preparation for this growth and a commitment from Council to review the Planning Approvals processes through the City's Core Service Review program, Council initiated the establishment of a multi-stakeholder Planning Approvals Task Force.

At the October 27, 2015 Council Meeting, Council adopted the following resolution:

**Moved by Councillor Breadner, seconded by Councillor Dunn,**  
**RESOLVED THAT** the memorandum from Councillor Breadner regarding Planning Process Task Force, be received; and  
**THAT** staff be instructed to develop a Terms of Reference to form a Planning and Development Approval Process Task Force to review and find strategies to improve the planning and development approval process for the public with the report to be presented to Council no later than Q2 of 2016.

**CARRIED CR2015-1120**

At the November 24, 2015 Council Meeting, Council adopted the following resolution:

**RESOLVED THAT** Report PLAN2015-095, **Recommended Terms of Reference for City of Kawartha Lakes Planning Approvals Task Force**, be received;  
**THAT** the Terms of Reference for the City of Kawartha Lakes Planning Approvals Task Force in the form attached as Appendix A to Report PLAN2015-095, be approved and adopted by Council; and

**THAT Councillors Breadner, Yeo, and Pollard be appointed to the City of Kawartha Lakes Planning Approvals Task Force.**

**CR2015-1232**

Council also committed to a Core Service Review of Conservation Authorities. The Planning Approvals Task Force was structured to collaborate with the Kawartha Region Conservation Authority, with a focus on integration of Conservation Authority development permitting and approvals.

The objective of the Planning Approvals Task Force was to streamline the planning and development approval processes, and implement strategies to accelerate growth and development in the City. There is a perception of the public, development industry and stakeholders that the City is difficult to work with. The objective of the Planning Approvals Task Force was to analyze what was creating this perception and to recommend ways in which the City could improve the development process so that it is more customer-friendly and perceived as being "Open for Business".

In January and February of 2016, members of the Planning Approvals Task Force were selected and the first meeting was held on March 4, 2016. The Planning Approvals Task Force met a total of 16 times over a 9 month period. Interested members of the public attended the meetings and were given an opportunity to provide input at the meetings.

The Task Force organized a series of public open houses to get input on the Planning and Building application processes including:

- An Open House held in Lindsay for larger developers on May 24, 2016;
- An Open House held in Fenelon Falls for the general public on June 20, 2016;
- An Open House held in Lindsay for the general public on July 13, 2016; and
- A final Open House held on July 14, 2016 in Omemee.

In conjunction with the Open Houses, a survey was circulated to the public for input. The survey asked people about their experience with the Planning and Building approval processes (see Appendix "F"). At each of the Planning Approvals Task Force meetings, members of the public were able to attend and provide input.

### **Rationale:**

In reviewing the input from the open houses and surveys it became clear that there were a number of key concerns that were repeated over and over. These concerns were broken into four categories and members of the Task Force teamed up to work on recommendations to resolve these concerns raised by the

public. An example of the kinds of issues the public raised concerning the Planning and Building Departments are:

- City is difficult to deal with
- Staff are adversarial and impatient and do not have a welcoming helpful attitude;
- Telephone calls and emails are not returned;
- The rules change midstream;
- Additional information is required late in the process causing delays and additional costs;
- Lack of consistency – get different answers depending on the staff member you talk to;
- Lack of clarity of the steps in the process and the cost of the process;
- Process is driving investors away;
- Time is money and processes are taking too long
- Customers get lost amongst departments and are bounced from one department to another;
- Poor communication between City Departments and with Kawartha Region Conservation Authority (KRCA) that causes delays in the process;
- Too much process for small applications;
- Timelines ignored;
- Processes are difficult to understand;
- Multitude of Zoning Bylaws in the City makes it confusing for developers;
- Too many upfront costs
- Staff need to use more common sense;
- Customer needs to be walked through the process by staff
- Kawartha Region Conservation Authority (KRCA) mapping is not accurate and creates unnecessary process
- KRCA is an unreasonable delay

The list of issues above is not an exhaustive list of the concerns raised by the public but reflect the most common issues raised by the public. For a full list of the issues raised by the public at the Open houses please refer to Appendix "G" of this report. The Task Force summarized the issues raised by the public into four main categories and the members selected an issue to complete their research on these grouped issues. The categories included:

1. Customer Service/Checklists;
2. Security Deposits and Application Guidelines
3. Communications
4. KRCA Process Improvements

In order to create a manageable list of recommendations to bring to Council, the Task force members provided a shortlist of recommendations for each category.

Below is a summary of the issues the Task Force was attempting to resolve and the recommendation for how to resolve the issue. At the end of the description of each recommendation a projected time frame to implement the recommendation has been provided in italics.

## **1. Customer Service/Checklists (See Appendix A and C)**

The most common complaint from the public was the lack of customer service that was being provided by the Planning and Building Departments to the public. There is a perception of the public that staff has a negative or adversarial attitude, without care for the applicant. There is impatience when dealing with those not familiar with the process.

The application processes are seen as being very complicated and confusing and there was consensus that there needed to be more staff to work with the public and walk them through and explain the application process.

In order to resolve these concerns the Task Force recommended that:

### **I. City Staff be required to take customer service Training:**

As customer service was the most common complaint by the public, customer service training was set up for the Development Services staff and was completed in *December 2016*.

There is also a Corporate-wide development of a Customer Service Standard that will be rolled out in 2017 with a commitment to timely customer service. Customer service staff will also be realigned throughout the City to provide better support for departments with high volume inquiries such as the Development Services Departments.

*Timeline: Corporate-wide Customer Service Standard training is scheduled for March 2017.*

### **II. Two new staff members be hired:**

Two new staff has been budgeted for 2017 including a new Building and Zoning Clerk who will handle many of the counter inquiries for the Planning and Building Departments and provide consistent interpretations of the Zoning Bylaws. This staff member will help to steer the general public to the right staff and departments for their inquiries and reduce some of the confusion that the public faces when it comes up to the Building and Planning Departments.

The Building and Zoning Clerk will be paid for by the proceeds of Building Permit applications and will not be paid for through general taxation.

*Timeline: February 2017*

The second new staff person will be in the Planning Department and is intended to take on the larger more complex development applications and help to guide these applications through the process. This person will have an economic development focus. Providing a dedicated staff person to these complex applications will speed up their processing time and free up the other planning staff time to process the other applications in a more timely way.

*Timeline: March 2017*

Both new staff members will free up time for the Planning Staff and Building Inspectors to process the backlog of applications and speed up the processing of applications. Presently, new applicants are looking at about a 2 to 3 month waiting period to get a pre-consultation meeting. The Task Force is recommending that staff hold more than one pre-consultation meeting per month. This is not possible for the existing staff to do so; however, the additional staff will help with this backlog and speed up the application process. The department will review the impact of new staff on the pre-consultation meeting backlog and evaluate the frequency of pre-consultation meetings after the new staff members have been in place for approximately 3 months.

*Timeline: June 2017*

### III. Pre-Consultation Summary, Application Guides and Checklists

It is recommended that staff develop simple checklists for the various application processes so that it is easy for the public to understand the steps they need to go through and the information they will need to provide with each application.

In order to clarify what the applicant will be expected to provide in terms of studies and plans with their application and provide some understanding of the fees they will incur, the Task Force is recommending that the following changes be made to the pre-consultation process:

- Provide outline of costs of application process and fees – *Timeline: June 2017.*
- Provide a basic checklist of reports followed by project specific details. This will enable staff to understand the scope of the project and make a judgement call on whether particular professional studies are required or not. *Timeline: June 2017.*
- Communicate time frames for the various steps in the application process. The expectation is that applicants will not see the process as a delay if the timelines meet expectations set out at the outset of the application process – *Timeline: March 2017.*

- The proposed two new staff members will enable the City to hold more pre-consultation meetings and reduce backlog of applications – *Timeline June 2017.*
- Enable applicants for minor applications to attend pre-consultation meetings via telephone conference to help streamline the process.  
*Timeline: March 2017*

It is recommended that the application guides for each of the planning application processes be shorter and easier to read. It was suggested that staff look at the Township of Selwyn pamphlets as an example – *Timeline: September 2017*

It is recommended that the City's Engineering Design Guidelines be updated to incorporate recommendations from the Integrated Community Sustainability Plan such as:

- Low Impact Design (LID) drainage standards to be used in City road reconstruction projects and new development projects;
- Update approved Road Right-Of-Way cross-sections to include improvements that encourage active transportation such as multi-use pathways, bicycle lanes and room to implement low maintenance LID features;

It is recommended that drafts of the updated Engineering Design Guidelines, application guides and updated Right of Way standards cross-sections be reviewed with the development community prior to being finalized – *Timeline: December 2017*

#### IV. Application Tracking System be Implemented.

Presently when a member of the public phones in to complain about a pothole in the road or a ditch being over grown, customer service staff document the complaint, give it a number and send it to the appropriate department to deal with the complaint. With this type of tracking system the public can follow up on their issue and track its progress.

The Task Force is recommending that a similar tracking system be put in place so that applicants can go on line punch in a tracking number and see what stage their application is at and who is responsible for the file. This would enable the applicant to follow the process and make staff more accountable for the timing of the application. This task will take longer to implement as the software that will enable this tracking has not been installed yet.

*Timeline: December 2017*

## V. Delegation of Authority

In order to help reduce redundancy and application processing time, the Task Force recommended that the Director of Development Services and the Mayor be given delegated authority in the draft plan approval motion by Council to execute the subdivision agreement once conditions of Draft Plan Approval are met. Presently, this subdivision agreement must be presented to Planning Committee and Council after the conditions of Draft Plan Approval are met, which can add approximately two months to the subdivision process.

*Timeline: April 2017*

## 2. Financial Securities and Application Costs (Appendix D)

Staff completed a survey of application fees with comparable municipalities for Planning applications and Building Permits and our fees were fairly similar to the other municipalities. The Task Force did not see any need to rise or lower the application fees and the public did not say that application fees were an issue. Although the application fees are comparable, it is recommended that the fees be adjusted on a sliding scale to acknowledge the size or complexity of the application.

*Timeline: June 2017*

The Task Force heard from a number of builders and developers that all of the costs of development were requested at the beginning of the development process prior to any of the vacant lots, houses or apartments being sold. For example, the developer is required to pay a per lot development charge at the time of Draft Plan of Subdivision which is approximately \$18,000 a lot. The securities for servicing for a subdivision require the developer to put up the total cost of all the servicing for a subdivision (roads, water, sewer, drainage, lighting etc.) and this could add up to hundreds of thousands if not millions of dollars. The developer has to also pay to put in the services so in effect is paying for the services twice until they are able to get the securities back.

### Security Deposits

The Task Force is recommending that the City of Kawartha Lakes staff do a review of other municipalities system of financial security deposits for subdivision applications. The City of Peterborough was highlighted as a municipality that staff could use as a local example.

*Timeline: September 2017*

It is understood that in 2016, the City reduced the security deposit required for pre-servicing to 50%. When the subdivision agreement is executed the pre-

servicing securities are rolled into the subdivision agreement securities which are set at 100% of construction costs. After the site works are completed the holdback can be reduced to 10%. Based on the review of financial exposure to the City and other municipality's financial security structure, the Task Force recommends further review of the City's financial requirements

### **Development Charge Deferral Policy**

To better align developers' costs and cash flows, and thereby encourage development, the Task Force recommended that a Development Charge Deferral Policy be adopted to enable the payment of development charges to be deferred. This policy was adopted at the September 20, 2016 Council meeting. Subject to a maximum deferral period of 3 years, the policy gives developers/builders a number of options, including:

- (a) Deferral to Condominium Registration and Occupancy: For residential condominium buildings, development charges for units occupied prior to condominium registration are payable at time of registration; otherwise, they are payable at time of occupancy.
- (b) Deferral by Phase-In: For high-density residential buildings, development charges for each half of the units are payable at 1.5 and 3 years, respectively, after time of development agreement.
- (c) Deferral to Occupancy: For low-density residential buildings (e.g. single-detached homes), development charges are deferred to time of occupancy.
- (d) Deferral to Building Permit Issuance: For any building, development charges are deferred to time of building permit issuance.

The deferral of Development Charges provides substantial relief to the development industry. For instance, in 2017 a developer building a 75 unit condominium would have previously paid 75 times \$13,133/unit, or almost a million dollars, at the time of building permit issuance. This would especially be burdensome during the early stages of development as proceeds from condominium unit sales must be held in trust until registration. Now the condominium developer can defer development charge payments over time to registration and occupancy, aligning payment and cash flow timelines.

*Timeline: Completed.*

### **3. Communications (See Appendix “E”)**

#### **External:**

Develop multi-platform approach that includes traditional and social media approaches to effectively communicate externally the new customer service standards and helpful tools available for residents and developers.

*Timeline: 2016/2017 City is working on a Communication Strategy and the new City website that will provide these tools.*

#### **Internal:**

- a) Better use of technology/software to ensure effective communication by or between departments throughout a project, including outside agencies involved in the project. For example, City Staff could review septic applications and get KRCA to provide comments as opposed to KRCA processing these applications. *Timeline: December 2017 proposed application tracking system will hopefully achieve this recommendation.*
- b) Alignment of Economic Development Department with Building & Planning Departments to help promote particular areas for growth.

*Timeline: This was started in 2016 and will be further pursued as part of the Economic Development Strategy in 2017*

#### **Advocacy for Development with Government Agencies:**

- a) Increase advocacy efforts with MTO on both the staff and political levels to find solutions to help facilitate development along provincial highways.
- b) Look for ways to assist the development community, businesses, and residents in obtaining development approvals from MTO, MOECC, KRCA, and TSW.

*Timeline: September 2017*

### **4. Kawartha Region Conservation Authority Process Improvements (See Appendix “B”)**

Further to Kawartha Conservation's continuing effort to integrate process improvement with those of our primary municipal partner; the Conservation Authority will make every effort to align staff resources so that major planning applications within the CKL (e.g. Plans of Subdivisions, Large Fill Permits) are dealt with as a priority through a dedicated staff member usually the Director of Planning, Development and Engineering.

*Timeline: Ongoing*

Kawartha Conservation has instituted a customer service survey following permit issuance to each customer to assess our customer service performance (including a call back for further discussion within 5 days if requested). Furthermore, the Conservation Authority will develop an evaluation and reporting process for the Board of Directors which summarizes input received and actions taken to address any potential issues. Please refer to Appendix B of this Report.

*Timeline: Completed 2016*

### **Recommendations that have been implemented:**

The following is a list of the recommendations that have already been implemented since the inception of the Task Force in March of 2016:

- Customer Service training for Development Services staff – December 2016.
- Office policy for staff to return phone calls and emails within 2 days – March 2016.
- Two additional staff positions approved through the 2017 Operating Budget – December 2016.
- Staff to consolidate Zoning Bylaws (in 2017 Operating Budget – approved by Council).
- Survey of Application fees - April 2016
- Better alignment between Economic Development and Planning Department goals and policies.
- Changes to the City Website which will include better information for the applicants, save staff time and provide answers to applicant (part of new Website being developed 2016/17)
- Development Charge Deferral Policy – adopted September 20, 2016
- Kawartha Conservation instituted a customer service survey following permit issuance to each customer to assess our customer service performance (including a call back for further discussion within 5 days if requested).
- KRCA has implemented reorganization of their staff
- KRCA held a two day customer service training for all of their staff
- KRCA has implemented monthly reporting to the Board of Directors on performance in meeting established timeline requirements
- KRCA has streamlined permit processes for minor permit applications (docks, decks, septic beds, sheds)
- KRCA has simplified and revised the new application guide, application form and list of information requirements to expedite approvals.
- KRCA has created flowcharts for processing, planning and permitting applications to assist in internal processing effectiveness and inform customers

- KRCA developed a new Municipal Drain petition procedure with CKL Solicitor to integrate City requirements under the Drainage Act and KRCA requirements under the CA Act.
- KRCA has continued piloting of a one-window permitting process with Ontario Waterways (Parks Canada) to streamline and integrate approval requirements from both agencies for shoreline works.
- KRCA completed the large fill procedure
- KRCA has completed Sediment and Erosion Control guidelines for use by consultants and municipalities and information to the customers.
- KRCA has completed Website updates to help customers understand and navigate our planning and permitting processes

### **Other Alternatives Considered:**

There were no other alternatives considered in this report.

The establishment of the Task Force was intended to provide an open and transparent venue for development and public stakeholders to provide inputs and advice to improve the City's planning approval processes.

City staff also capitalized on this opportunity to review and improve processes and efficiencies, while educating the public and development stakeholders of legislated and risk management process requirements. Council and the City are committed to implementing ongoing process improvements and efficiencies, priority infrastructure supporting growth, and investment attraction efforts to realize forecasted growth in the City.

The Director of Development Services will report to the Planning Committee semi-annually to update on the implementation status of the recommendations of the Task Force, and other ongoing and planned process improvements and major growth-supporting special projects.

### **Financial Considerations:**

#### **Cost Benefit Analyses of Hiring Two New Staff:**

- The cost of the Building and Zoning Clerk position will be funded by Building Permit fees and the Planning Position will cost about \$100,000 and will be funded by tax revenues.
- Applicants are looking at about a three month wait in order to get on a pre-consultation agenda which is the first step in the planning application process. Additional staff will help to reduce the backlog and reduce processing times. As one member of the public put it so eloquently "Time is money and processes are taking too long"

- A new staff member that can focus on the larger more complex planning applications will be able to reduce the time these projects come to market. If a new staff member can reduce the processing time of a 100 lot subdivision by six months or a year, the City can benefit from those houses being built that much sooner and collecting taxes that much sooner.
- If a developer becomes so frustrated with the length of time it takes to get through the planning process because there is not enough staff to do the work and decides not to do any more work in the City of Kawartha Lakes what will this cost the City?
- The addition of two staff members will shorten application times, ensure more consistency in information provided, ensure better internal and external communication during the application process and generally reduce the frustration of the applicant. If the perception of the City of Kawartha Lakes Development Services is improved as a result, this will increase development in the City and all the resultant economic spin offs.

### **Relationship of Recommendation(s) To the 2016-2019 Strategic Plan:**

Council adopted the Strategic Plan identifying the following Strategic Goals namely:

- Goal 1 – A Vibrant and Growing Economy
- Goal 2 – An Exceptional Quality of Life
- Goal 3 – A Healthy Environment

This report aligns with the vibrant and growing economy Strategic Goal as it provides excellent municipal services.

### **Review of Accessibility Implications of Any Development or Policy:**

N/A

### **Servicing Comments:**

N/A

### **Consultations:**

Planning Approvals Task Force  
Ron Taylor, CAO  
Large Developers/Stakeholders – public Open House  
Public consultation through 3 public Open Houses

## **Attachments:**

### **Appendix A: Customer Service Report**



2016.12.12  
Customer Service Tas

### **Appendix B: KRCA Process Improvements**



2016.11.18 Planning  
Task Force - R. Mess

### **Appendix C: Checklists and Planning Guides Report**



2016.11.18 PATF  
Checklist Recommend

### **Appendix D: Timelines and Securities Report**



2016.11.17 Copy of  
Timelines Reconnenc

### **Appendix E: Communications Report**



2016.10.06  
Communication - Rec

### **Appendix F: Planning Approvals Task Force Satisfaction Survey**



2016.06.07 Planning  
Task Force survey.pc

### **Appendix G: Complete Planning Approvals Task Force List (including issues raised at all of the Open Houses)**



2016.05.09 - PATF -  
Issues by group.docx

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**Phone: (705) 324-9411 ext. 1239**

**E-Mail: [cmarshall@city.kawarthalakes.on.ca](mailto:cmarshall@city.kawarthalakes.on.ca)**

**Department Head: Ron Taylor, CAO**

**Department File: D00-99-018**

APPENDIX "A" to REPORT  
 DEV 2017-001  
 000-99-018

**PLANNING APPROVALS TASK FORCE – RECOMMENDATIONS TO COUNCIL**

**Customer Service**

Task Number	Perceived Issue/Opportunity	Task Completed/Implemented	Proposed Idea	RECOMMENDATIONS
1	Community impression that staff do not have the proper customer service etiquette.		<ul style="list-style-type: none"> <li>Customer service training</li> </ul>	Implement a customer service training course offering regular training to new and existing staff
2	Lack of direction from front line staff on which department to go to when someone enters the building/planning departments.		<ul style="list-style-type: none"> <li>Hire front line customer service staff.</li> </ul>	Hire 1 or 2 staff whose responsibility would be to greet people for both departments when they come in with a question or issue. These staff would be responsible for directing and guiding the customer in the proper direction and supporting them along the way.

3	Confusion from customers applying for permits about which stage of the permit process they are at.		<ul style="list-style-type: none"> <li>Track permit process using issue tracking system.</li> </ul>	Use current issue tracking system track people through the building plan process. This will allow for the customer to see which stage they are at and who currently has their file. It will also offer accountability for the timelines to be adhered to more strictly.
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**Revised****KRCA Planning and Permitting Mandate****1) Plan Review under the Planning Act and Conservation Authorities Act****KRCA Role:**

- As delegated by the Province under the Planning Act, review and comment on municipal land use policies and planning documents (e.g. Official Plans, Secondary Plans, Zoning By-laws)
- Review and comment on applications to address natural hazard policies in the Provincial Policy Statement
  - Flooding
  - Erosion
  - Unstable slopes
- Under Technical Services Agreement with City of Kawartha Lakes, provide advisory comments on relevant environmental considerations
- e.g. Natural heritage features such as significant woodlands, wetlands, fish habitat
- Input on low impact development design for storm water

**KRCA Value:**

- Protects people, property and their investments from flood damage; prevents building on unstable sites
- Protects people and property from erosion associated with bank and slope failures where they build
- Protects municipal infrastructure – bridges, roads, stormwater management facilities
- Reduces emergency management costs by reducing flood and erosion hazards
- LID – reduces municipal infrastructure costs for stormwater facilities
  - increases area available for development
  - increases value of homes

**2) Ontario Regulation 182/06 and Permitting****KRCA Role:**

- Under provincial regulation made under Conservation Authorities Act, regulate and issue permissions for
  - Alterations to watercourses
  - Interference with wetlands
  - Development within river and stream valleys
  - Development along shorelines
  - Development on unstable slopes
  - Development on unstable soils (e.g. organic soils, leda clays) and unstable bedrock (e.g. karst)

**KRCA Value:**

- Protects people's safety and their property and their investments from flooding hazards, erosion hazards and unstable soils
- Protects upstream and downstream properties from increase in hazard risks such as flooding
- Ensures new developments do not introduce pollution (eg. contaminated fill, excessive sediment erosion)

- Protection of sensitive wetland areas which help control flooding, store excess water, improve water quality and recharge groundwater sources, also provide habitat for wide variety of wildlife and plants important for a healthy environment
- Protects water quality of the lakes and watercourses through requiring sediment and erosion controls and pollution reduction on all construction projects (this helps keep property values high and protects the recreational fishing industry)
- 

## **Process and Customer Service Enhancements**

### **In Place: Reorganization**

- creation of a dedicated Planning, Development and Engineering department headed by a Director reporting directly to the CAO
- recruitment of an additional planning and permitting technician to help move permits through the system – accomplished through realignment of internal resources

### **In Place: Process and Customer Service Improvements**

- institution of a customer service call back within 5 days of permit issuance to each customer to assess customer service performance
- 2 day customer service training conducted by Schulich School of Business involving all staff in the organization
- monthly report to the Board of Directors on performance in meeting established timeline requirements in deeming an application complete and getting permits out the door (see [CALC performance reporting chart below as most recent monthly report example](#))
- streamlined permit process for simple applications (docks, decks, septic beds,) with 5 day permit timeline
- new application guide, application form and list of information requirements that applicants can take away to explain what is needed and why so that we can expedite applications through the system
- flowcharts for processing planning and permitting applications to assist in internal processing effectiveness and inform customers of what we do
- New Municipal Drain Petition Procedure developed with the City of Kawartha Lakes Solicitor to integrate City requirements under the Drainage Act and KRCA requirements under the CA Act
- Continued piloting of a one-window permitting process with Ontario Waterways of Parks Canada to streamline and integrate approval requirements from both agencies for shoreline works
- Completion of Large Fill Procedure
- Completion of Sediment and Erosion Control Guidelines for use by consultants and municipalities, and information for customers
- Website updates to help customers understand and navigate our planning and permitting processes

### **In Process**

- Guideline for Environmental Impact Studies and Wetland Compensation (consultant)
- Guideline for Geotechnical Studies (consultant)
- Examination of additional opportunities for integration of processes with municipal processes such as joint pre-consultation meetings, sharing of permit information

- Exploration of feasibility of obtaining municipal property fabric layer (MPAC) to reduce information requirements from applicants
- New floodplain mapping to inform municipal planning documents and provide precise information to applicants on flood hazards in development areas
- Optimizing use of electronic and internet technologies to simplify application and permit sign off process

## **Our Top 2 Priorities**

### **Priority # 1 INTEGRATION OF PROCESSES/DEDICATED SUPPORT TO CKL PLANNING FILES**

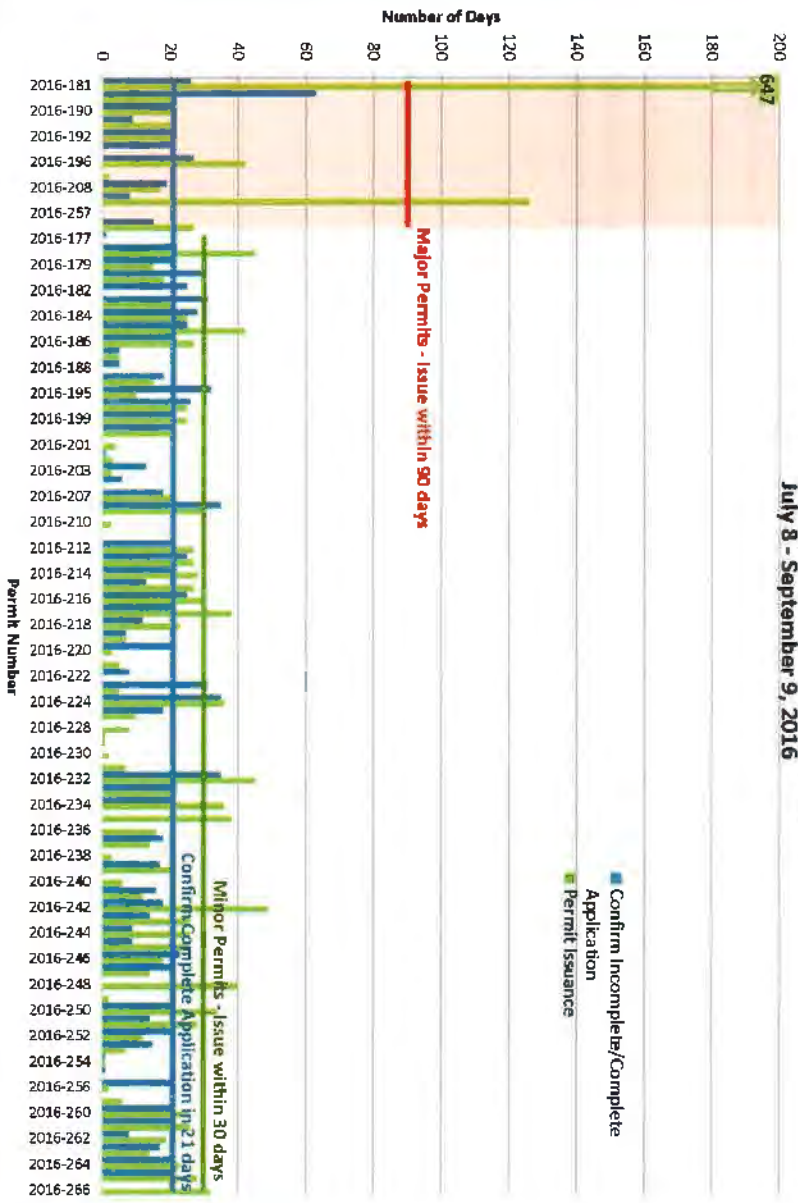
Further to Kawartha Conservation's continuing effort to integrate our processes with those of our primary municipal partner, we are making every effort to align staff resources so that major planning applications (e.g. Plans of Subdivision, Large Fill Permits) within the CKL are dealt with as a priority through a dedicated staff member – namely, the Director of Planning, Development and Engineering.

### **Priority # 2 CUSTOMER SERVICE PROCESS IMPROVEMENTS**

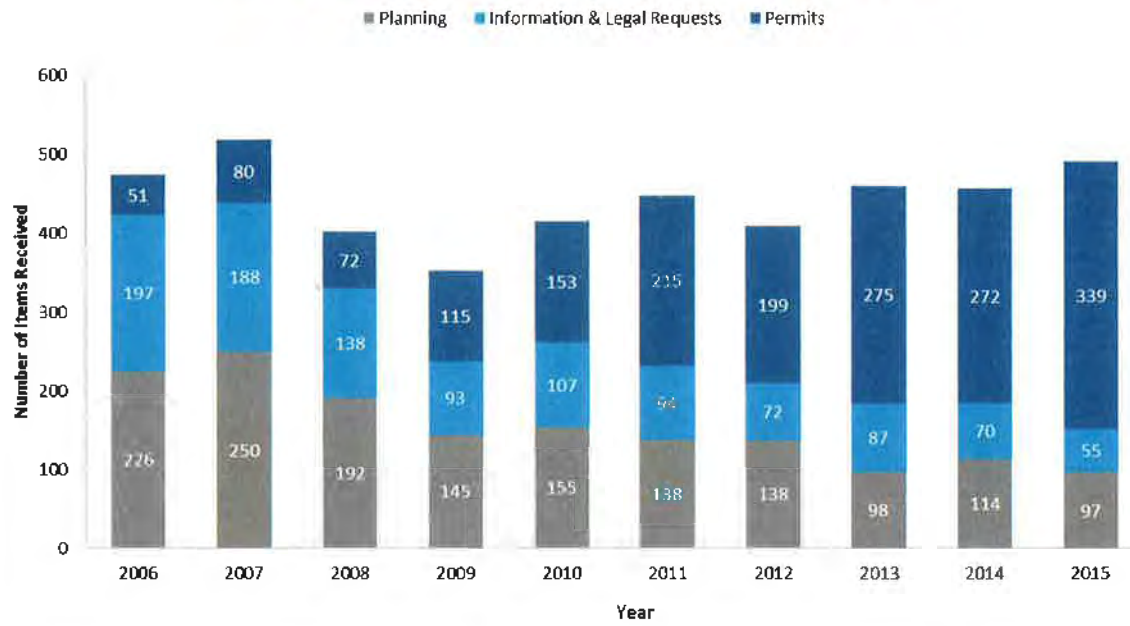
We have instituted a customer service call back within 5 days of permit issuance to each customer to assess our customer service performance. We need to develop a develop an evaluation and reporting process for the Board of Directors which summarizes input received and actions taken to address issues.

Rob Messervey  
Chief Administrative Officer  
Kawartha Conservation  
November 18, 2018

# CALC Performance Reporting July 8 - September 9, 2016



## Planning, Information & Legal Requests, and Permits



**PLANNING APPROVALS TASK FORCE – RECOMMENDATIONS TO COUNCIL****(CHECKLISTS)**

Task Number	Perceived Issue/Opportunity	Task Completed/Implemen ted	Proposed Idea	RECOMMENDATIONS
1	Checklist provided by staff after pre-consultation is not comprehensive or clear.		<ul style="list-style-type: none"> <li>Detailed scope of technical studies shown.</li> </ul>	That the Pre-Consultation Summary Report template include a basic list checklist of reports with a list of project-specific details and scope.
2	Expectation of costs – there is no outline of fees, other than a vague reference in the application guides. Applicants appear to be "blindsided" by fees at time of submission.		<ul style="list-style-type: none"> <li>Show application fees in Pre-Consultation Summary</li> <li>Summary template can be updated when fees are increased.</li> </ul>	That the Pre-Consultation Summary Report template include a fee structure for required applications.
3	Studies listed in the internal staff checklist are repetitive and vague. Staff uses this checklist as a template.		<ul style="list-style-type: none"> <li>Allow staff to use discretion and judgement to identify requirements/scope for supporting technical studies. (Cite PPS, CKLOP, etc.)</li> <li>Provide only a basic list of studies. Staff can provide specific requests for each</li> </ul>	That the Pre-Consultation Summary Report template include a basic checklist of reports followed by project-specific details. Allow for change in scope through technical analysis and discussion with Staff.

			study (see County of Peterborough checklist)	
4	Applicant's lack of understanding of timelines.		<ul style="list-style-type: none"> <li>• Provide a concise and detailed description of timing (according to statutory requirements)</li> <li>• Provide applicants with information regarding timelines and potential "road-blocks". People are more understanding when delays are anticipated.</li> <li>• Guides should be shorter and not as overwhelming (see Township of Selwyn pamphlets)</li> </ul>	That the existing guides be reformatted and revised to include timing; guides must be provided with Pre-Consultation Summary Reports.

## Subdivision Process

## Planning Process

Issue / Opportunity	Proposed Idea	Priority Ranking
Planning Committee and then Council Approval of subdivision agreements are redundant to the draft plan approval. adds up to 2 months of unnecessary process.	<b>Include delegated authority to the Director of Development Services and Mayor in the draft plan approval motion by Council.</b> The director and mayor can then execute the agreement once draft conditions are met without the need to put the project on agendas for planning committee and council.	
Opportunity to remove duplication in review.	<b>Get City approved for transfer of review program for MOE approvals.</b> Saves up to 6 months on application process timelines.	
Lack of consistent process/City makes up rules along the way	<b>Draft a subdivision process guide with similar detail to the site plan guide.</b>	
Offsite road improvements to support developments are contracted by the City and paid by developer.	<b>Allow developers to contract offsite road improvements</b> so they get economy of scale pricing and private pricing with on-site works.	
Clarify security requirements / pre-servicing process	<b>Clarify Pre-Servicing Process.</b> <b>Set up flexible security requirements.</b> Two options suggested for flexibility: 1. Applicants can post 100% securities and make Building Permit requirements conditional only on consulting engineer's certificate of substantial completion. 2. Model after Peterborough and allow 10% to 15% securities to be posted for on-site works and require 'interim acceptance' documentation prior to Building Permit issuance. Other options for security flexibility: - Allow applicants to complete works prior to executing a subdivision agreement under a nominal security and then require 10% for completed works and 100% for uncompleted works. Define required documentation prior to city acceptance of the works. - For larger projects, structure agreement to require payment of full securities in phases, where building permits are only issued for phases that have securities in place.	

Planning Process	Issue / Opportunity	Proposed Idea	Priority Ranking
	OP constraint on phasing cap of 100 units in Section 34.8	<b>Allow Draft Approvals larger than 100 units.</b> Does this OP restriction apply to draft plan approvals? If so, this limits ability for long term planning/vision for larger development areas. Suggest draft plans can cover larger areas and registration can proceed phased to embody the intent of this OP section. If 3 year limit is applied to the approval, there is the opportunity to update conditions as required.	
	Draft Plan Approval questions/opportunities	<b>Allow block zoning on a draft plan such that a range of use is specified but lotting patterns are confirmed at each phase of registration.</b> Draft plans would have a minimum and maximum density range. Allows developers to adapt a plan to suit market conditions at registration without the need to go through draft plan approval again, saving everyone time.	
		<b>Clarify model home building permit process in subdivision guide.</b> Structure to allow builders flexibility to build as early as possible.	
	Give flexibility to payment of DCs (all or in split of hard and soft) in the standard subdivision agreement. Currently, City policies allow for request by applicant to council on case-by-case basis. Opportunity to clarify the options in the template agreement.	<b>Suggest allowing payment of DCs at building permit or occupancy with 3 year cap,</b> after which time DCs for all registered lots would be payable.	Complete
<b>Site Plan</b>	Offsite road improvements to support developments are contracted by the City and paid by developer.	Same as above. Allow developers to contract offsite road improvements so they get economy of scale pricing and private pricing with on-site works.	
<b>Zoning ByLaw Amendment</b>			
<b>Official Plan Amendment</b>			
<b>Minor Variance</b>	Transparency in decision	<b>Provide details of the 4 tests and outline whether they were met or not met in the minutes of decision.</b>	
<b>Consent</b>			

Planning Process	Issue / Opportunity	Proposed Idea	Priority Ranking
All Processes/General Service Standards	Communication/Response Time	<b>Set CKL responsiveness guidelines</b> , such as: <ul style="list-style-type: none"> <li>- call backs - 24 hrs</li> <li>- emails 24 hrs</li> <li>- pre-consultations - scheduled within 'x' weeks (PATF Suggest 4 weeks)</li> <li>- SPA review - 'x' weeks (PATF Suggest 3 weeks)</li> <li>- Sub-division review - 'x' weeks general target and for larger projects allow 1 week per 'x' lots. (PATF Suggest 4 weeks general target and 1 week per 50 lots for subdivisions larger than 250 units up to maximum 7 weeks)</li> </ul>	
	Initial application screening	Issue receipts for complete application & set a reasonable timeline for the review of 'completeness' and communication that gives anticipated internal City target for completing detailed review. Committee suggests 10 days may be reasonable.	
	Reviewing beyond scope of application	<b>Set up comments in chart against quoted regulations.</b>	
	Reviewing beyond scope of application	<b>Tool for applying a Big Picture Test'</b> Have guide for staff and applicants to give 'big picture' of purpose of process level of detail required at various stages of approval process. i.e. for engineering; different level of detail is required for reports that support re-zoning, vs draft plan, vs subdivision agreement.	
	May need to wait until after a weekly interdepartmental communication meetings to get response to general inquiries	<b>Improvements to general inquiries</b> <ul style="list-style-type: none"> <li>- More frequent department communication meetings, or:</li> <li>- Allow staff to solicit input in between meetings</li> </ul>	
	City may add additional comments or requirement throughout process	<b>Establish 60%, 90% and 100% submission processes to scope comments and review timelines.</b> Idea is that a 90% submission would give City assurance that no major changes are expected and applicants would get assurance that no further comments or requirements should be added after 90% review.	

Planning Process	Issue / Opportunity	Proposed Idea	Priority Ranking
	Promote Low Impact Development and Sustainability in Projects	Offer incentives such as expedited review, reduced development charges, or reduced application fees for projects that include LIDs, active transport features, or other features that promote the ICSP	
Building Permit	Only receive one comment at a time on additional information required so that applications can be deemed incomplete more than once.	Screen entire file for all deficiencies in completeness at first viewing. (Recommend internal policy)	
	Best practices	Free up staff time by streamlining simple application similar to new KRCA policy with 'near-automated' approvals for decks, garages, etc.	
Pre-Consultation Process	Perception that timelines are long.	Set expectations for minimum duration for various planning approvals at the pre-consultation stage, including timelines for other agency approvals.	
	General Improvements to information provided and accessibility.	Increase frequency of pre-consultations in response to the data shows the planning applications are on the rise. Timeliness of post-meeting summary.	

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## PLANNING APPROVALS TASK FORCE – RECOMMENDATIONS TO COUNCIL

Task Number	Perceived Issue/Opportunity	Task Completed/Im plemented	Propos ed Idea	RECOMMENDATIONS
<b>External Communications</b>				
1.	Perception of public that staff have a negative or adversarial attitude, without care for the applicant, impatience when dealing with those not familiar with the process.			<ul style="list-style-type: none"> <li>a) Implement a 'Customer Service Focus' through all processes (not a 'Process Focus'). I.e. Positive attitude of staff – we can help, how can we help, this is important to us.</li> <li>b) Ensure proactive knowledgeable front line staff with a customer focus are in place.</li> <li>c) Investigate possibility of assigning a 'case manager' for each project to help alleviate the conflicting messages throughout the project and promote the 'customer focus'.</li> <li>d) Solutions-based approach (within the rules) to be implemented instead of rules-based approach.</li> </ul>
2.	Response time to inquiries (phone or email) are too long – sometimes weeks in length.			<ul style="list-style-type: none"> <li>a) Set responsiveness guidelines/timelines and accountability for those once implemented.</li> </ul>
3.	Response timelines for circulation to other departments not upheld, which leads to partial comments, then other comments added later			<ul style="list-style-type: none"> <li>a) Set expectations for timelines for various planning approvals at the pre-consultation stage.</li> <li>b) Clearly lay out requirements and expected</li> </ul>

	which prolongs the process, sometimes adding more requirements than initially perceived, and adds frustration.			<p>timelines in simple language.</p> <p>c) Response times for comments from other departments upheld.</p>
4.	Quick 'no's to proposed projects given without the reasons why they are not permitted in CKL.			<p>a) When staff feel they cannot support an application, reasons must be communicated and other options for the proponent to explore should be provided where possible.</p>
5.	Lack of consistency in answers to queries by different staff members to the same question. Perception that requirements for project change mid-way through the process.			<p>a) Summary of all meetings between staff and proponents to be documented and shared with proponent in a timely manner (management to determine appropriate timeline).</p> <p>b) Investigate possibility of assigning a 'case manager' for each project to help alleviate the conflicting messages throughout the project and promote the 'customer focus'.</p> <p>c) Implement a communication documentation system that will track communication between staff and proponent, with dates and key information recorded.</p>
6.	Perception that it is too difficult to build in CKL.			<p>a) Simplification of language in all documents meant for the customer audience.</p> <p>b) Review website tools, checklists, info with customer experience in mind.</p> <p>c) Once simplified process and checklist is complete, communicate new resource via website, email to development community, service centres, etc.</p> <p>d) Develop a communications plan once PATF recommendations are approved by Council to help reduce this perception through education of new processes focused on simplicity, how CKL</p>

				<p>fee structures compare with other municipalities and other key points that have deterred development in the past.</p> <p>e) Utilize website, social media, and service centres to communicate simple information and processes for people to follow.</p> <p>f) Promote 'One Stop Shopping' once this is in place.</p>
<b>Internal Communications</b>				
1.	Staff work in silos and do not talk to each other. Proponents receive different answers to the same questions when addressing different staff members.			<p>a) Better use of technology to ensure effective communication throughout a project by different departments (similar to a sales model of moves management perhaps?).</p> <p>b) Connect all departments and have all project documents on file for all departments to access.</p>
2.	Lack of coordination between CKL departments and service centres. Communication is inconsistent between departments (ie. Planning & Engineering).			<p>a) Internal communication and information sharing is a must! We are one 'city' - a person should not have to go from town to town to consult with different staff members or get pieces of their required info from different sites. One stop shopping needs to be the goal.</p>
3.	Lack of coordination between CKL departments and outside agencies (ie. Kawartha Conservation).			<p>a) All information pertaining to a permit application that needs approval from KRCA should be shared by the City with KRCA in an easy-to-access system (ie. A shared drive, perhaps?) to help eliminate delay in timelines and frustration for the proponent in dealing with many different</p>

				agencies for one project – especially for simple applications.
4.	Need to be proactive in finding developers for targeted properties in CKL.			<ul style="list-style-type: none"> <li>a) Alignment of Economic Development Department with Building &amp; Planning.</li> <li>b) Develop promotional resources for properties targeted for re-development with as much information as possible from all departments.</li> </ul>
<b>Advocacy for Development with Government Agencies</b>				
1.	Limitations placed on villages located on a Provincial Highway are so restrictive as to strangle development. Despite investment by OMAFRA into Downtown Revitalization efforts, another ministry (MTO) will not allow implementation of the initiatives.			<ul style="list-style-type: none"> <li>a) Increase advocacy efforts with MTO on both the staff and political levels.</li> <li>b) Utilize relationships developed within OMAFRA to help advocate for implementation of the recommendations coming from their program with MTO.</li> </ul>
2.	Permitting processes are sometimes repetitive and greatly lengthened when the permit processes must engage an outside agency such as TSW, MOECC, MTO, KRCA.			<ul style="list-style-type: none"> <li>a) Look for ways to assist the development community and residents in obtaining approvals from MTO, MOECC, KRCA, TSW by reviewing their processes to determine where they might be duplication of efforts.</li> </ul>

Please tell us about your interactions with the City of Kawartha Lakes Development FILE NO. 000-99-018  
Services Department, and Building Division.

1. Which department handled your application or question?

- a) Building department
- b) Planning department
- c) other \_\_\_\_\_

2. What was the nature of your application? (eg; residential building permit, plan of subdivision, land severance, etc..... )

\_\_\_\_\_

3. How would you rate your experience in obtaining your permit and or approvals ?

- a) very poor
- b) poor
- c) fine
- d) good
- e) excellent

4. Briefly describe which part(s) of the application process did not work well in your circumstance. (eg. understanding the process, timelines, fees, outside Agencies, etc.)

\_\_\_\_\_

\_\_\_\_\_

5. Do you feel more information and guidance at the beginning of the process would have been beneficial to your application?

YES

NO

6. a) Do you feel having a Staff person dedicated to assisting applicants through the process would be helpful?

YES

NO

b) Would you be willing to pay a higher permit fee for this service?

YES

NO

7. COMMENTS; please use this section to add your thoughts on what you feel works well, what needs to be improved, and any suggestions you have to help make us better. Include issues or suggestions regarding any outside Agencies involved in the process (KRCA, MTO, TSW, etc..)

**COMPLETE LIST OF THE PLANNING APPROVALS TASK FORCE ISSUES**  
**INCLUDING ISSUES RAISED AT ALL OF THE OPEN HOUSES**

Processes:

- We should revisit the overview given to Council in Q4 2015 re: approvals processes and remain consistent with some of the over-riding principles – time, money and consistency - all shared interests
- Effort/value of pre-consultation – and standards.
- Multiple applications/permits/approvals – integrate and streamline where possible
- Supporting committees, agencies, departments – value and possible improvements, clarity of roles/interests, consistency
- ECA approvals – bring in-house??
- KRCA approvals – consistent, timely (and what about consultative services they provide outside of their jurisdiction – how does City implement those recommendations
- What is legislated/required vs. supplementary (and why asked for)
- Grading/drainage – what prescribed and level of detail/analysis equal to approval being sought
- Permit related comments being supplied at planning approvals stage is often perceived as a "road block" and "should be left out at that stage" – problem being that there are costs related to the items we point out and we are just trying to give the best info at the front end so applicants know as many hidden costs as possible going in
- Engineering to consider rooftop storage of water
  - Retain external consultants for new projects / ideas such as this (Robyn's comments: increase application fee to cover external retainers)
- Timeliness in Engineering and Land Management to be addressed
  - Land Management to get survey and appraisal before know all the details (of who will buy what); when the only issue is who will pay for the survey
- Simplicity of process
- Sustainability opportunities such as incentives to help implement ICSP
- Ensure we factor other approval agencies (MTO/MOECC/KRCA) into the review and look for ways to assist the development community in these additional approvals
- Opportunities to encourage intensification
- Identify municipalities with similar rural/urban mix and similar challenges to CKL for use in comparing various aspects of the planning process (Clarington and Peterborough, etc.)
- Urban/Rural split
- What is legislated and involved with Legislation.
- One size fits all – too much of hurdle
- Complexity of project
- Lack of direction – improving processes, cost efficiencies
- Black & white Checklist (other requirements are added on) – easier for public
- Understanding – Legislation required in Planning Act & Building Code, required by Province. Are we adding process/road blocks from Legislation.
- Guidelines – environmental

- Pre-consultation with applicants
- Ensure regular sessions with community partners
- Simplify the process/information requirements
- Pre-consultation – no sensitivity to individual application
- Pre-con -Takes place once a month, occurs more than once a month.
- Checklist – good idea (helpful at pre-consultation stage)
- Planning process – streamline
- Checklist
- Developer Agreements – rules are clear and consistent
- Consistency – inspections, approval process (City/twps.)
- Case studies – real life planning/building situations. Understand planning processes.
- Set Agendas off this Task List.
- Serve as Forum – broader community. (Question Period). Later on a broader Forum that Task Force does exist. (Council & larger developments).
- Invite applicant – explanation of process and how it worked. (Timed appointment).
- Case studies
- Legislation requirements/CKL requirements
- Pre-consultation reports
- Get City approval to complete transfer of review for MOE approvals.
- Allow developers to contract off-site road improvements
- Clarify Pre-Servicing Process.
- Provide details on how each of the 4 tests are met or not met in the minutes of decision.
- Set CKL responsiveness guidelines.
- Allow option for applicant to request and pay for Engineering's Peer Review.
- Set up comments in chart against quoted regulations.
- Tool for applying a 'Big Picture Test' for staff and applicants alike.
- Establish 60%, 90% and 100% submission processes.
- Set expectations for minimum duration for various planning approvals at the pre-consultation stage.
- MTO Policy and agreements with CKL

#### Communication (Planning/Building & Engineering – Outside Agencies):

- Better communication between Engineering and Planning
- Customer service in to be addressed
  - Staff and developers meet and greet
  - Development community should be specifically invited to the planning process meetings/ open houses
- Develop better perception CKL & KRCA – working together
- Customer Service focus
- Clear requirements expected – simple language
- Communication – site plan approvals (between depts.)
- Improved Customer Service – information at front line (service centres)
- More information provided to customer
- Identification of what is required (CKL & Planning Agencies). What is suggested on top of requirements.

- Improvements to general inquiries

#### Fees:

- Fees and Charges – cumulative impact and reasonableness, time of payments to assist industry (DC's for example at time of permit vs. subdivision registration)
- Fee comparison may be beneficial to show the task force we are in line with the surrounding municipalities
- Planning review fee structures from various municipalities
- Fee structure for smaller projects /larger projects
- Fee schedule – graduated fee schedule (other municipalities) staff use discretion for applicant to be charged.
- Overall fee by-law – CKL – based on scale of planning projects (Major/minor)
- Comparison of different municipalities (fee schedules) – road maps/checklists – process. Timeliness – staff complements.
- Offer incentives such as expedited review, reduced Development Charges, or reduced application fees for projects that include Low Impact Developments, active transport features, or other features that promote the Integrated Community Sustainability Plan.

#### Site Plan/Subdivisions – financial securities:

- Site plan approval – value/consistency – viewed as wish list from City and expensive to implement requests (landscaping for example). Can we consider 1-window zoning/site plan/building permit approval and value of implementing
- Planning to consider severance in conjunction with registration of a plan of subdivision for retained lot rather than plan of vacant land condominium and plan of subdivision
- Bradford is a good example – 1 month turnaround time on site plan, updates policies
- Site Plan approval expectations
- Include Delegated Authority to the Director of Development Services and Mayor in the Draft Plan Approval motion by Council.
- Draft a subdivision process guide with similar detail to the Site Plan Guide.
- Set up flexible security requirements (SPA and Subdivision).
- Allow Draft Approvals larger than 100 units.
- Allow block zoning on a draft plan such that a range of use is specified but lotting patterns are confirmed at each phase of registration.
- Explore options to allow model home building permits as early as possible.

#### Building Permits:

- Lack of sample drawings for building permits – legally staff cannot design for the public, but I will attempt to incorporate a sample set on the website this year, that will be a reference tool but not able to be submitted for permit purposes
- Prequalified permits – decks, small projects
- Presentation to Council – building permits – price per permit (comparison) (Susanne to provide to Task Force).
- Understanding septic requirements.

- Suggest allowing payment of DC's at building permit or occupancy with 3 year cap.
- 2016 goal to increase webpage info with FAQ's, Guides, links to agencies, etc.

#### Fenelon Falls Open House Issues List:

- Staff does not have a welcoming/helpful attitude – front desk – not guiding the applicant
- Telephone calls/e-mails are not returned
- Late responses and missed timeframes
- Change requirements and add requirements later in the process
- Staff provide their opinions (understanding there are grey areas) – once opinion given their done (them against us attitude)
- Codes dictate the recommendation but are not explained
- Conservation Authority is an unreasonable delay and is not a priority, problem with everyone
- Conservation Authority has vague guidelines and do not provide accurate mapping (done from 5,000 feet) and there are delays with applications

#### Solution:

- Front line staff to be more proactive (find best practices in other municipalities)
- Other municipalities are doing things right and quickly.
- Issues with Conservation Authority with respect to shoreline properties – stringent standards
- Difficulty with subdivision approvals (Secondary Plans)
- Severance approvals - farmlands, lots (residential), the length of time is six months which is too long
- Issues with staffing

#### Solution:

Contract out reviews, create three piles – by complication (1. Easy (e.g. adjustments 2. Environmentally sensitive 3. Building issues

- Vacations during summer, City staff away in the building period is inappropriate
- Building inspectors (scheduling issues) during building season
- CKL is not responsive to needs of public, the customer service/feeling welcome needs to be improved and explaining the process and giving advice instead
- Understanding the varying policies – zoning setbacks.
- Common policies amongst municipalities – different due to historic plans and hard to understand
- More customer friendly attitude:
- Welcomes development, needed to pay for services, make people want to comply, need staff to use skills to understand
- Management practices to encourage customer service, Conservation Authority as well and respond back to the public in a timely manner.
- Planning Consultant request is unreasonable and unfriendly

- Too restrictive in the zoning matters (small homes), can't give percentage and "stops dreams"
- Expectation to make it easier
- Responding back to the public – no call backs, no one answers the phone, this needs to be triaged, organize ways to be more efficient
- Development proposals, difficulty with process, staff opposed.
- Only cost analysis – no revenue estimates
- Too much "end game" – if this happens then this will
- Staff not showing up to scheduled meetings
- Zoning changes without consulting with property owner
- Fee first before they answer a question
- An issue with staff passing the buck, applicant sent to department by department, massive hold-ups and costs
- The rules seem to change mid stream in the process
- Expecting citizens to do City work, surveys and roads
- They work too hard at creating obstacles
- Timeframes

### **Solutions:**

- A person to stick handle the applications, look at the actual property and use common sense in solving issues without having to pay and part of a permit fee
- A checklist developed, guidelines to include the process and timing
- Improve user-friendliness of Website
- Focus on dealing with permits within 10 business days (as per OMB)
- Assemble a "package" for people wanting an application explaining steps of process
- Using common sense – straight forward approaches
- Quarterback to guide applicant through process

**Comment** – I have observed call backs have improved.

- Customer service - told not supporting the application and need to provide options
- Fees for required documentation, they are excessive and there needs to be a scale for size of projects
- There needs to be some common sense options as opposed to policy
- Customer service to offer to look at the site, to see what needs to be done
- More solution based approach than a rules approach
- Provide an explanation to the applicant why it can't be done
- Fees for small development are too high, there is understanding for larger projects but the hassle is too much
- Pre-consultation meetings, the comments were positive but the opinion was changed afterwards.
- Applicant advised to submit a minor variance application then told to go forward to Committee of Adjustment halfway through the process.
- Cannot sever a lot in a "no growth" area – no frontage on municipal road even though deeded easement exists
- Lack of respect in the Committee of Adjustment and other processes as well, staff to respect people

**Solutions:**

- Offer common sense options, start with “let’s have a look at the site and see what we can do”, based approach versus process (rules) based approach would be more helpful to explain why something can’t wait.
- Road permits integrated with other processes (all at pre-consultation stage)
- Planning and building departments should work with same documentation (more of a pipeline)
- A case manager to follow through the process with the applicant and to assist and explain everything and to provide consistency and continuity
- Consistency with staff, to use same documentation in other divisions
- Better use of technology to streamline process
- Better communication CKL & Conservation Authority and better integration
- Better way to streamline the processes

**Issue:**

- Attitude is very adversarial

**Solution:**

- Listening to local knowledge “how can we help you attitude”, offer how applicant can help speed up the process
- Different municipalities show the driveway location and go stake it out. We can save time by taking a look at it by a site visit. This will help the public to improve the process
- Staff changing their minds and different interpretation/consistency of requirements

**Issue:**

- Building permits there is a timing factor (waiting 3 – 4 months)

**Solution:**

- KRCA often limits turnaround, dedicated reviewer (septic systems)
- Accelerate Conservation Authority approvals of septic systems

**Issue:**

- Changes after permit is issued, unexpected items along the way

**Solution:**

- Deal with issues at pre-consultation stage
- Improving timelines in general, setting automatic timelines
- Timeframes for automatic granting of applications.

- Timely response for e-mails/phone calls

**Solution:** e-mail software to flag an issue to respond back to an applicant

Issue:

- OMB process on the Secondary Plans, only deals with part of the application

**Solution:** Be prepared

- Ability to make decisions for the context of the community (i.e. grandfathered) practical
- decisions (common sense) and having the right people.

**Solution:** Driving the City forward and empowering staff to make decisions

- More thorough pre-consultation

Issue:

- The range of fees and the lack of clarity
- Lengthy permit process handicaps community development
- Time is money and the processes are taking too long
- Kawartha Conservation Authority application does not include all of the information required

**Solution:** streamline the process and link City land lot resources to KRCA resources

- Unnecessary additional “hoops” for the applicant to go through building inspections there was new information requested halfway through the process

**Solution:**

Hire inspectors who have building experience and not only theory. When a new inspector is hired the City should shadow a seasoned building inspector to help them with decisions.

- Permit fees should be based on square footage and not on the tax value of the building
- Collaboration with neighboring communities, neighbor municipalities share their building inspectors on a short term to assist with the heavy workload
- Differing by-laws in different communities that are not similar

**Solution:** Amalgamation of government structure

- House all departments under one roof to centralize services in one location

**Solution:** Amalgamation of CKL services

- Standard process for “receipt” of documents, there is no tracking process
- Fees are excessive in cost and volume
- Taxpayers are people and need to be treated with respect

Lindsay Open House Issues List:

- Staff is quick to say “no” too quickly at front desk
- Complications of situation/request is not explained
- Property line disputes are based on images (MPAC), need to be well defined, KRCA as well
- Regulated areas vs. non-regulated boundaries are vague
- Staff have no discretion to make decisions – by senior staff
- Conservation Authority – wetland exchange, a more reasonable consideration
- Staff must conform to Provincial guidelines (PPS) with Official Plan and Secondary Plans
- Problem with 30 metre setbacks of waterfront not being available for new lot ownership (common ownership) – protection of shoreline – Lake Management Plan, lot lines are hazardous
- Land Management department is difficult to deal with and are slow

Solutions:

- Merging the 16 Zoning By-laws to help with site plan guidelines, need consistency (downtown revitalization)
- Simplify the Checklists – improves consultation afterwards (ie. In Vaughan – created laundry lists)
- Preconsultation – too many changes afterwards – computerize the responses (lower Trent/Huntsville – meet with planner at the start of the process depending on the complexity)
- Front line approach – let us see how this can work attitude, dedicate work time
- Conservation Authority to define more readily information on requirements Bradford – 24 hour response
- Breakdown on the “silos” – the right people prepared
- Priorities not given by complexity (e.g. Minor Variance), pre-screening application done by a Planning Technician

Issue:

- Drainage and elevation Surveys - acreage

Solution:

- limiting to 1 acre (City By-law)

Issue:

- Consistency – interpretation of the Act – staff is not always consistent what applicant is trying to accomplish. Changes are made from pre-consultation to application.

Solution:

- staff quote from legislation or By-law (interpretation), a time limit on staff comment

Issue:

- Cost implications

Solution:

- More incentive for growth, Development Charges are the security deposits (1/4 of project)

Issue:

- Upfront costs to be lower, City is making the most money more than the investment

Solution:

- Encourage development

Issue:

- Severances are difficult to do, why?

Solution:

- Make more tax base
- Cost to sever is value of lot

Issue:

Front desk attitude

Solution:

- Positive training
- Ombudsman
- Project Coordinator (Economic Development) – to work through processes with staff

Issue:

- Timelines

Solution:

- Automatic 30 day Building permit approvals
- Date stamp e-mails
- Time limit on staff comments
- Timelines under City's control

Issue:

- Software

Solution:

- Connecting the departments
- Documents on file

Issue:

- Communication between departments

Issue:

- Answering the phone, returning e-mails and messages

Issue:

KRCA – timelines

- work outside their jurisdiction

Omeme Open House Issues List:

- Inconsistency of information at the front counter
- More information upfront to solve problems down the road
- Consolidation of the Zoning By-laws
- In Millbrook you submit a building permit application and receive a permit in 5 days where it takes 10 days in the City of Kawartha Lakes
- If you have over 2 acres of land you don't need a site drainage plan
- Nobody is aware that you don't need a drainage plan if waived by the Chief Building Official
- Shouldn't need drainage plan over 1 acre
- How do we get development outside the settlement area
- In Omeme there needs to be more growth but they can't develop in settlement area as services has no capacity
- Minor Variances take too long.
- Lindsay office is more impersonal and the public feels like they are an inconvenience – customer service
- In the Building and Septic Inspection department, no one answers the phone.
- Why is Millbrook able to sever lots and the City cannot

Solutions:

- All information provided at once to the applicant to save time down the road
- Builders want to build in Millbrook because it is easy – find out why
- Need to allow more severances in the rural areas
- Service Centre staff could provide answers to the public, building and planning questions
- Service Centres should be one stop shopping so clients are not sent from place to place
- People to pay \$125 up front for the septic permit instead of paying \$75.00 initially and then pay \$50.00 for the septic inspection, this saves the applicant coming back to the office twice.

- Things need to be simpler and faster

Issue:

Expectation there will be a problem, attitude and issue on both sides of the table.

Solution:

- “Welcome, glad you’re here” from counter staff
- Liaison/hand holder on the inside
- Economic Development support in this process
- Upbeat, friendly, positive, informative, public relations training  
e.g. care map in the healthcare system, Air Canada vs. West Jet – cultivate culture

Issue:

Slower process than it should be and confusing and complex

Solution:

- What processes or steps don’t need to happen (e.g. conservation commenting on culvert – common sense)
- Research what is legislated and what is “extra” to free up staff time to speed up processes

Issue:

People trying to do things right are incorrect, enforcement too tough

Solution:

- Attitude of staff are poor, try to be helpful and reach the end goal
- Train in sales/customer service
- Shape the culture of staff

Issue:

Process time too long

Solution:

- Service standard
- Educate staff to communicate general process and timelines with responsibility on developer to have full application

Issue:

- Pro-business/development attitude of Council not reflected in staff
- Some staff internally have different views on development

Solution:

- Analyze if the development will be good for the City and have one voice, does the public cost for development outweigh the future benefit/income
- Promote the right type of development

Issue:

Old Official Plan and multiple Zoning By-laws

Solution:

Get through OMB and consolidate 3<sup>rd</sup> party to work on documents

Issue:

Planning done for the car (90% of time not used, 1/3 of land)

Solution:

- Plan for the future in our design for a community based community rather than a car. People first and active transportation
- Compact walkable developments
- Vision from CKL that sets an example for other municipalities

Issue:

Urban design challenging

Solution:

- Develop urban design guidelines to create/maintain a unique identity