

Appendix A - Implementation of Recommendations from DAP Review (as of June, 2021)

DAP#	Recommendation	Recommended Term*	Status	Implementation Notes
Section 1: Cost Recovery				
R1	Implement 4-year phased revenue plan to secure Development Permit fees based recovery of at least 50% of direct operating costs consumed by Development Permit related processes.	Now	Not yet implemented	This work may include significant Operating Budget, along with potential corporate and client implications. Some items require additional evaluation from a corporate viewpoint before being considered for implementation.
R2	Include Engineering review SWB+ support costs in the proposed 4-year DP fees-driven cost recovery plan (2 positions totaling approximately \$200k to \$225k).	Now		
R3	Develop a multi-year Building Permit reserve fund accumulation strategy	Later		
R4	Modernize Building Permit fee structure by replacing the current "estimated value of construction" based fee denominator with a standardized "cost per square metre" fee denominator.	Soon		
R5	Implement 4-year phased DAP fees budget plan to secure fees-based recovery of at least 66% of direct operating costs for all Land and Building Services development approvals (DP/BP/Eng).	Now		
Section 2: Staffing and Org Design				
R6	Qualified staffing continuity (building inspectors with Part 3 qualifications and compensation to match)	Now	Not yet implemented	Requires strategic support from multiple City departments and includes Operating Budget implications. Corporate feasibility must be evaluated prior to consideration for advancement of any implementation measures.
R7	Move Development Engineering to L&B. One now, one within 5 years.	Soon		
R8	Ensure DAP approval engineering FTE is physically located adjacent to L&B and planning staff are nearby. Need for co-location will be solidified by cloud-based tool.	Soon		

DAP#	Recommendation	Recommended Term*	Status	Implementation Notes
Section 3: Processing Performance				
R9	Adopt cloud-based solution for DP, BP and Grading review process. Fund pilot project in 2021 - \$100,000 capital.	Soon	Not yet implemented; in progress	Preliminary research is being conducted to determine feasibility of cloud-based solutions. If feasibility is supported, a Capital Budget submission would be advanced to fund a pilot project for new software.
R10	Mandatory pre-application consult for complex applications	Now	Partially implemented; in progress	Pre-application reviews have been introduced - currently optional, but Administration will consider making mandatory in future.
R11	Implement mandatory check for completeness, no acceptance of sub-standard submissions.	Now	Implemented	Standards for application quality and completeness have been established, resulting in fewer delays, less uncertainty during review process.
R12	Use Cloud-based workflow tool to streamline review process	Soon		See R9.
R13	Require Building Permit applications to include from DP review process: <ul style="list-style-type: none"> - Approved Site Plan - DP and Conditions List - Approved Drainage Plan 	Now	Partially implemented; in progress	Requirement for developers to demonstrate follow-through on drainage plan by providing Main Floor Elevation on siting certificate is pending adoption of 2021-24.
R14	Timely completion of building inspection reports; no scheduling of subsequent inspections without up-to-date progress documentation; re-format inspection reports using software	Now	Partially implemented	Re-formatting of inspection reports not yet completed.
R15	No Occupancy until grading certificate accepted by Engineering	Now	Not yet implemented; in progress	Process for occupancy being implemented through Zoning Amendment Bylaw 2021-24 currently before Council.
R16	Use cloud-based software to enforce R15	Soon		See R9.
R17	Establish permit process target timelines and implement annual public reporting of actual versus target timelines. Base timeline targets on 'controllable file days'. Cloud-based software would make this much easier.	Later	Not yet implemented; in progress	Requires establishment of baseline data, which is currently being collected.

Other department process improvements (not stemming direction from a recommendation in the DAP report):

Action	Description/Outcomes
Implemented:	
Online inspection requests for hard-surfacing and landscaping	Clearer and more consistent process for releasing hard-surfacing and landscaping deposits.
Online fee payments	Fees for DP, BP, and Business Licenses can now be paid online. Saves staff time and is more convenient for clients.
Development group email address	Improved communication internally and externally.
Technical Review Reports	Provided to applicants at conclusion of technical review of Development Permit application. Clearly lays out requirements and recommendations that must be addressed prior to issuance of Development Permit.
Updated <i>Lot Grading Plan Examples</i>	Revised examples for Residential, Infill and Country Residential developments provides clear standards for quality and completeness of lot grading plans.
Created <i>Development Guidelines – Lot Grading Guidelines for Simple Developments</i>	Describes the process for ensuring proper lot grading throughout the development process.
Application Tracking	Introduced a temporary method for internal tracking of complex applications, until a cloud-based solution is implemented.
Forthcoming:	
DP fee payment up-front	Currently fees are paid at end of process, when DP is ready to approve. Payment up-front will enable better tracking of overall review timelines and avoid lost revenue from applications which are reviewed but permit never issued.
Overhaul DP application forms	Substantial revisions to project information tables tailored to each development type. Will enable collection of more consistent information for each application.

*Recommended terms from DAP report were: Now (3-6 months); Soon (1 year); Later (2 years).