

M&C 2015 – 104

May 26, 2015

His Worship Mayor Mel Norton and
Members of Common Council

Your Worship and Councilors:

Subject: One-Stop Development Shop Project Update

Background

On February 16, 2015, the One-Stop Development Shop team presented Council with a Final Service Delivery Model that included 61 service enhancements designed to achieve the vision of the One-Stop project, as outlined in the four guiding principles endorsed by Council in May 2014:

- Innovation and Continuous Improvement;
- Predictability and Clarity;
- Facilitated and Streamlined; and
- Customer and Community Focused.

The model was developed based on national best practice research, service area gap analyses, site visits to neighbouring municipalities, stakeholder feedback and the vision outlined above.

At that February 2015 Council meeting, Council adopted the One-Stop Development Shop Final Service Delivery Model recommended options; “The Essential Package” and “The Enhanced Compliance Package” (as outlined in M&C 2015-023) and directed staff to proceed with implementation.

The Essential Package

The Essential Package provides 58 service level enhancements, significantly improving the level of service while maintaining existing staffing levels. The package proposes a variety of improvements that enhance customer service, streamlines the development processes, supports economic development, increases information sharing with the Community and improves the efficiency of the development service.

The Enhanced Compliance Package

The Enhanced Compliance Package provides 3 service level enhancements that will provide an opportunity to; pilot several compliance programs with the goal of creating a stronger culture of compliance with development-related by-laws and contributing to reduced liability risks through improved enforcement.

It should be noted that all 61 service level enhancements are being completed within Council approved budgets. Since the February 16, 2015 Council milestone, the One-Stop team has been focused on the implementation of The Final Service Delivery Model and the team is pleased to present Council with an update on the implementation, an overview of the project status and project next steps.

Project Status

Improved Website with Instructional & Supportive Materials

Phase I of the **improved website** is nearing completion, meaning all development related applications have been updated, a comprehensive schedule of fees for all development related service areas created, the website rewritten and updated and all applications and the schedule of fees will be made available on the City's website in both official languages – before the start of summer.

In addition, to facilitate and streamline the permit application process some **instructional and supportive materials** have been updated. For instance there is a newly updated *Growth & Community Development Services – Permits* brochure that details what information is necessary when applying for specific permits as well as a *Residential Driveway Culverts* brochure that provides specifics on the process and the requirements associated with the construction of a residential driveway culvert. In addition, drawings that are to accompany applications are also being updated and made available online. All instructional and supportive materials are also being made available on the City's website in both official languages.

The updating and availability of these materials online will help customers prepare plans and submit applications with relative ease and the improved guidance will assist in ensuring that applications are not missing important pieces of information - improving operational efficiency.

Phase II of this project which will commence during the summer of 2015 will involve expanding the inventory of instructional and supportive materials by adding new pamphlets and brochures to detail the various applications and processes of the development service, and creating detailed application packages with instructional information/detailed checklists and formal

application and submission standards. Phase II will also include the addition of Permit Activity Reports that will outline active permits on the Growth and Community Development Services website to provide the Community with information on current and upcoming projects in the City.

New Online Services

The purchase of **Click2Gov**, a software extension of one of the City's SunGard NaviLine (HTE) enterprise solutions is complete. This software solution will provide public facing services for users such as the ability to track their permits and schedule inspections online.

Work is currently underway by the One-Stop team, the City's IT resources and SunGard's implementation team in planning and preparing for the installation and setup of the new program. Once complete, an internal testing phase will begin in the fall to familiarize staff with the program and online services will be made available to applicants beginning in early 2016.

A Single Front Counter Experience

The renovations that are necessary to fully merge the Community Planning, Building Inspection and Infrastructure Development service areas into one public facing new One-Stop **front counter** have been identified and the planning associated with the work is underway. These minor renovations will include the construction of a new front counter on the 10th floor within the Growth and Community Development Services area during the summer of 2015 to improve the customer experience.

An Efficient, Consistent & Seamless Process

The improved building inspection scheduling pilot for one and two unit buildings began April 1, 2015. Once fully operational, the new building inspection scheduling system will help to ensure that the inspection service is efficient while delivering a consistent level of service.

Procurement is completed and the City now has a **new large format scanner/plotter** which will play an integral role in reducing turnaround times for approvals.

A technology review was undertaken and completed for the **tablets** that will be part of a **pilot project** that is scheduled to occur during the summer of 2015. The pilot is meant to identify efficiencies that will come with the use of tablets by inspectors. The pilot will be assessed at the end of 2015 and provided the efficiency gains are realized, there will be full roll out of tablets to all inspectors in early 2016.

To reduce application turnaround times and improve operational efficiencies the **digitization of files** for the Infrastructure Development and Community Planning service areas has been underway and is scheduled to be completed during the third quarter of 2015.

By-Law Revisions

Central to the One-Stop shop is a suite of modernized development by-laws. The Subdivision and Building by-laws are being rewritten in 2015 to improve clarity and predictability for development while ensuring community standards set out in PlanSJ are met. The by-law updates will implement many of the new features of the One-Stop Development Shop including stormwater management and improved enforcement.

The team will host targeted engagement with stakeholders in June 2015 in a series of small focus groups, with a broader One-Stop event scheduled for fall. The target for first and second reading of the revised by-laws is December 2015.

Project Next Steps

The One-Stop team will continue with implementation of the more than 60 service improvements in preparation for the 2016 launch of the One-Stop Development Shop.

Engagement of key stakeholders will continue throughout the project, particularly in conjunction with by-law drafting.

The One-Stop team will continue to update Council on progress of the project on a quarterly basis, at a minimum, along with keeping its stakeholders updated through quarterly bulletins. The next bulletin will be issued during the first week of June 2015.

Recommendation

It is recommended that Common Council receive and file this report.

Respectfully Submitted,

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