

MAYOR'S TASK FORCE ON DEVELOPMENT

BLUEPRINT FOR FUTURE ACTIONS

Date: April 13, 2012

Task Force Mandate

“The Mayor’s Task Force on Development will focus on the issues and challenges presented throughout the development process within the City of Kingston, recognizing the requirements of the Provincial Policy Statement and provincial legislation under the Planning Act, Heritage Act and Building Code Act and other relevant regulations. They will take a critical look at the current policies and practices of the departments that affect the way businesses, residents and developers move through the system.”

Benchmarking Study

As part of Kingston’s Strategic Plan 2011-2014, Council has adopted the following priority as part of its strategy to enable economic development: *“Build an open for business culture and enhance service by streamlining the development process”*. The Mayor’s Task Force on Development has been mandated to make recommendations on policy and process changes that Kingston needs to make to adopt best practices. In order to guide their process, the Task Force has identified a number of key areas on which to focus its work and recommendations going forward (See Appendix ‘A’). The Task Force has agreed that key parameters for the City’s development review process are that *“Time is Money”* (i.e. that inefficiencies and resulting delays represent additional costs), and the need for a *“Customer Service Focus”* (i.e. that the process must be open and transparent with a focus on excellent customer service and efficiency from both a time and cost savings perspective).

One of the specific actions of the Task Force is to identify best practices by reviewing the development review process in a minimum of five comparable Ontario municipalities. The City of Kingston will be requesting proposals from qualified companies to undertake a review of the development review policies and processes in the identified comparable Ontario municipalities and summarize the findings of that review. The key components of the Mayor’s Task Force on Development Benchmarking Study (as detailed further in the Draft Request for Proposals attached as Appendix B) are as follows:

The **Draft Study**, to be submitted in September, 2012, shall include:

- a) a detailed record of the Study, including the purpose, rationale, process, components, approach, analysis, considerations, and consultation program (including stakeholder consultation).
- b) a summary and analysis of the City of Kingston’s development review process from the point of pre-application through to building occupancy as compared with the development review process in each of the selected comparable Ontario municipalities;
- c) a summary of the main issues and concerns with current City of Kingston policies, processes and practices as identified by the consultant through their research and consultations and by stakeholders in the process through their submissions;
- d) identification of current best practices in the comparable municipalities that relate to the identified issues and concerns and the Task Force’s focus areas, together with other areas where implementation of best practices could improve or enhance the City’s existing development review process;

- e) documentation of feedback received from the public and other stakeholders; and,
- f) presentation of options and opportunities for consideration by the Task Force respecting potential improvements/enhancements to the City's development review process to achieve the goals of streamlining, efficiencies, coordination and customer service excellence.

The **Final Study**, to be submitted in December, 2012, shall incorporate all revisions as agreed to by the Task Force and the final Task Force recommendations on the required policy and process changes to the City of Kingston's development review process in order to implement the best practices review. It will also include a practical and cost-effective strategy for implementation of the recommendations in terms of short-term, mid-term and long-term timelines. The implementation strategy will identify which stakeholder in the process would take the lead on implementation, as well as other stakeholders involved in the implementation. The strategy will also provide an initial, high-level assessment of additional resources (e.g. staffing, capital works, etc.) that may be required to implement the recommendations.

Blueprint for Future Actions

The following sets out the proposed timelines, as discussed at the Task Force meeting on March 26, 2012, to enable the Task Force to fulfill its mandate and present its final recommendations to the Mayor in January, 2013.

Target Date	Key Action/Next Step	Role/ Responsibility	Special Notes
April 19, 2012	Facilitated Task Force Meeting – Finalize Framework and Focal Points Document and RFP	Facilitator / Staff / Task Force	
April 24, 2012	Issue RFP for Mayor's Task Force on Development Benchmarking Study	Staff	
May 7, 2012	Regular Task Force Meeting – receive further stakeholder input	Task Force / Staff	Stakeholders scheduled to present include the Downtown Kingston BIA and Rogers & Trainor Commercial Realty. Fire & Rescue and Utilities Kingston are tentatively scheduled.
May 30, 2012	Closing Date for RFP Submissions	Staff	Staff will review RFP submissions and award contract
June, 2012	Regular Task Force Meeting – receive further stakeholder input and update on RFP process	Task Force / Staff	Meeting date at Call of Chair – other Stakeholders on the list to present include Joan Bowie, the Williamsville Community Development Watch Group, Mac Gervan and Donaldson Plumbing and Heating.

Target Date	Key Action/Next Step	Role/ Responsibility	Special Notes
June 25, 2012	Special Task Force Meeting - Consultant meets with Task Force to finalize scope, process and comparable municipalities for Study	Task Force / Staff / Consultant	This will likely need to be a longer meeting than 2 hours to allow sufficient time to discuss all pertinent matters before the consultant commences work on the Benchmarking Study
July, 2012	Special Task Force Meeting – Consultant presents first interim update (progress, emerging findings, seek advice) – consultant also available to meet one-on-one with interested stakeholders (if requested)	Task Force / Staff / Consultant	Meeting date at call of Chair
July, 2012	Regular Task Force Meeting – ongoing consultations (if required)	Task Force / Staff	Meeting date at Call of Chair – could be combined with July Interim Update Meeting
August, 2012	Special Task Force Meeting – Consultant presents second interim update (progress, emerging findings, seek advice, key conclusions) – consultant also available to meet one-on-one with interested stakeholders (if requested)	Task Force / Staff / Consultant	Meeting date at call of Chair
August, 2012	Regular Task Force Meeting – ongoing consultations (if required) – should be final opportunity for stakeholder submissions on development review process	Task Force / Staff	Meeting date at Call of Chair – could be combined with Aug. Interim Update Meeting
September 1, 2012	Consultant concludes best practices work – research, policy and process review, analysis, options and opportunities identification	Consultant	
September, 2012	Consultant completes Draft Study and presents at Special Task Force Meeting – establish dates for facilitated sessions to develop final Task Force recommendations	Task Force / Staff / Consultant	Meeting date at call of Chair (Sept. 17 th ?) – establish cut-off date for stakeholder submissions on Draft Study
September, 2012	Regular Task Force Meeting – receive stakeholder input on Draft Study	Task Force / Staff	Meeting date at Call of Chair (Sept. 24 th or Oct. 1 st ?)

Target Date	Key Action/Next Step	Role/ Responsibility	Special Notes
October, 2012	Facilitated session(s) with Consultant to begin developing the Task Force's recommendations – consideration of stakeholder submissions on Draft Study	Task Force / Staff / Consultant	Meeting date(s) at call of Chair
November, 2012	Facilitated session(s) with Consultant to finalize the Task Force's recommendations	Task Force / Staff / Consultant	Meeting date(s) at call of Chair
November 26, 2012	Regular Task Force Meeting to present final recommendations for process improvements to stakeholders – establish date for submission of comments on final recommendations	Task Force / Staff Consultant??	Should consultant also attend this meeting? Will need to develop mailing list for stakeholders and prepare newspaper ad
December 10, 2012	Regular Task Force Meeting to consider submitted comments on final recommendations and make any revisions to the recommendations based on the stakeholder submissions	Task Force / Staff	Following meeting, the recommendations, as amended, will be forwarded to the Consultant for consolidation into Final Study
December, 2012	Consultant consolidates Task Force's final recommendations into the Final Study	Consultant	
January 7, 2013	Consultant presents Final Study to Task Force	Consultant	
January, 2013	Task Force completes its Mandate and presents the Final Study to the Mayor	Task Force	
January, 2013	Mayor makes decision whether or not Final Study should be presented to Council for implementation	Mayor	
Post January, 2013	The Corporation develops plans to incorporate recommendations into development practices, policies and process, as directed by Council	CAO and CMT	