



**City of Kingston  
Information Report to Council  
Report Number 16-045**

---

**To: Mayor and Members of Council**  
**From: Lanie Hurdle, Commissioner, Community Services  
Jim Keech, President and CEO, Utilities Kingston**  
**Date of Meeting: January 26, 2016**  
**Subject: Service Improvement Plan – Mayor’s Task Force on  
Development Final Update**

---

**Executive Summary:**

In March 2013, Council approved the Mayor’s Task Force on Development Implementation and Service Improvement Plan which forms the basis of Customer Service Improvements. The Plan outlines a 3-year schedule for the implementation and the resources required.

The core of the work in the implementation of the Service Improvement Plan is to:

1. Improve communications relative to development review and building services provision;
2. Establish a more robust team approach to development review, clarify the Planner’s role and ensure that dedicated resources are in place in all City Departments involved in development review;
3. Improve management and governance relative to development;
4. Improve development review and building services processes to improve customer service; and
5. Improve file management, information access and information systems to support development review and building services.

The five priorities can be categorized under the following three goals which enhance and evolve the customer service delivery throughout the development review process:

- Goal 1 Performance Measurement
- Goal 2 Customer Service Development and Training
- Goal 3 Information and Technology Access/Process Documentation and Streamlining

January 26, 2016

Page 2 of 6

This is the final update being provided on the Service Improvement Plan to the Mayor's Task Force on Development. Exhibit A to Report Number 16-045 provides a final status update of all action items identified for completion. Most recommendations have now been completed/implemented and will continue to be monitored on an ongoing basis. Two of the recommendations, the zoning by-law consolidation project which is scheduled for completion in 2017 and the possibility of a community improvement program for heritage properties which will be explored in 2016/2017.

This report is jointly authored by City staff and Utilities Kingston staff as the recommendations have an impact on customer service approach of both City operations and that of Utilities Kingston.

**Recommendation:**

This report is for information purposes only.

January 26, 2016

Page 3 of 6

**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

**Lanie Hurdle, Commissioner, Community Services**

ORIGINAL SIGNED BY PRESIDENT & CEO, UTILITIES KINGSTON

**Jim Keech, President and CEO, Utilities Kingston**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Gerard Hunt, Chief Administrative Officer**

**Consultation with the following Commissioners:**

Cynthia Beach, Corporate & Strategic Initiatives

Not required

Denis Leger, Transportation, Facilities & Emergency Services

Desiree Kennedy, Chief Financial Officer & City Treasurer

January 26, 2016

Page 4 of 6

**Options/Discussion:**

The purpose of this report is to provide Council with an update on the status of actions/tasks identified in 2013 within the Service Improvement Plan on the Mayor's Task Force on Development. These initiatives, either commenced or completed in the past years, have been undertaken to advance Council's priorities and demonstrate the corporate commitment to achieving enhanced effectiveness and efficiency in the City's development review process and customer service excellence.

The implementation and service improvement plan sets the context and direction for implementing the recommendations in order to address the following gaps in the provision of customer service in the development review process in the following six areas:

- Corporate Culture
- Decentralized Customer Service
- Inconsistent Service Standards
- Staffing Levels and Training
- Inconsistent Process Documentation
- Information and Technology

The Plan outlined a 3-year schedule for the implementation and the resources required.

Previous reports reflected work accomplished on this plan in 2013 and 2014. This report reflects the final year of the action items.

**Final Update**

The following section provides high level information on some major initiatives undertaken in 2015. It is important to note that although this is the final report on the Service Improvement Plan for the Mayor's Task Force on Development, staff will continue to implement a continuous improvement philosophy to these services.

**John Counter Boulevard Renovations**

One of the recommendations included in the Service Improvement Plan was to renovate 1211 John Counter Boulevard in order to create a better customer service space. Utilities Kingston (UK) relocated its offices from John Counter Boulevard to its new location on Lappan's Lane in the spring of 2015. Renovations at John Counter Boulevard were completed in the fall of 2015 with an official opening on September 29, 2015. Renovations have enabled the relocation of some staff and services currently provided at John Counter Boulevard including Engineering, Planning, Building, Licensing, By-Law Enforcement and Property Standards. Additional meeting spaces and a consolidated customer service desk have been created.

**Official Plan Update and Zoning By-Laws Consolidation**

Work on the Official Plan update has been ongoing since early 2015 with the award of the work to Dillon Consulting Ltd. This work has included significant public involvement and a second draft of the Official Plan update was presented at a Planning Committee meeting in November for public input. It was decided that another public meeting would be held in early 2016 to present final updates to the Official Plan. The intent is to have an approved updated plan in the

January 26, 2016

Page 5 of 6

second quarter of 2016. The Ministry of Housing and Municipal Affairs has granted the City an extension into early 2016 for its update to the Official Plan as the 5 year update was due to be approved in 2015. The consolidation of Zoning By-Laws is being completed on a compressed schedule of two years and will involve a number of internal departments and external key stakeholders. Significant public consultation will take place over the next two years, including a number of ways to provide input through social media.

### **Customer Service Surveys**

With the official opening of John Counter Boulevard, staff introduced a customer survey to collect information on customer service experience with each transaction at the customer service hub. Customers are invited to fill out a quick survey to describe their customer service experience. Data has been collected since October 2015 and is reviewed every week by the management team and areas of improvements are identified and addressed in a timely manner. Results from the surveys from October until December 11<sup>th</sup> are compiled in Exhibit B of this report. So far, feedback from customers has been very positive, with an overall satisfaction rate exceeding 90% on average. Staff will continue to monitor survey results on a weekly basis.

### **Heritage Resource Centre**

The establishment of a Heritage Resource Centre was in the Service Improvement Plan. The Heritage Resource Centre was initially established in 2013 in the Shoal Tower room in the basement of City Hall. That location was quite small and lacked public visibility. Staff have completed plans to relocate the Heritage Resource Centre to the main floor at City Hall which is a much larger and accessible space. Staff will be available to meet with applicants to consult on various heritage applications. Staff are completing the displays and content of the Heritage Resource Centre which will not only include built heritage but also cultural heritage information. This is an integrated approach to Heritage which supports the Cultural Master Plan. The official opening of the Heritage Resource Centre is planned for February 2016.

### **Information and Technology**

Staff have finalized the implementation of the new land management system (Development and Service Hub - DASH) and the public launch of this system took place on January 18, 2016. This system allows staff to achieve the following goals established in the Service Improvement Plans:

- Re-engineer and enhance current manual processes and documentation, and leverage technology and automation to improve processing times and to provide a coordinated and integrated approach to the delivery of services.
- Monitor customer service performance standards for development review and application processing.

Applicants are now able to monitor the progress of their planning and permit applications in real-time. Training has been provided to the development community and staff will continue to reach out to provide additional training as required.

The Mayor's Task Force on Development and the Service Improvement Plan have been a priority for the City of Kingston for the past four (4) years. A number of departments and agencies have been involved and worked on implementing positive changes within the development process. As a result, communication between departments, agencies and

January 26, 2016

Page 6 of 6

customers has improved significantly; service standards were developed to establish more consistency in service delivery; some services have been integrated; a land management system was established which will facilitate online applications and monitoring; and John Counter Boulevard offices were renovated to improve experience to customers. Staff recognize that the implementation of the Service Improvement Plan is a significant step forward but that continuous improvement in service delivery will be critical on an ongoing basis.

**Existing Policy/By-Law:**

Not applicable

**Notice Provisions:**

Not applicable

**Accessibility Considerations:**

Not applicable

**Financial Considerations:**

Not applicable

**Contacts:**

Lanie Hurdle, Commissioner, Community Services 613-546-4291 extension 1231

Jim Keech, President & CEO, Utilities Kingston 613-546-4291 extension 2217

**Other City of Kingston Staff Consulted:**

Mark Van Buren, Director, Engineering Department

Jim Miller, Director, Utilities Engineering, Utilities Kingston

Sheila Kidd, Director, Transportation Services Department

Luke Follwell, Director, Recreation & Leisure Services Department

Speros Kanellos, Director, Facilities Management & Construction Services Department

David Johnston, Chief Information Officer, Information Systems & Technology Department

**Exhibits Attached:**

Exhibit A Service Improvement Plan – Mayor’s Task Force on Development Final Update

Exhibit B Customer Service Survey Results

TASK FORCE RECOMMENDATIONS	ACTION/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
<p><b>1.1</b> Establish a development consultation forum - Planning and Building Services with development/builder community - a series of workshops with the cooperation of KEDCO, KHBA and KCA to discuss development and building services issues.</p>	<p>1. Establish a joint committee with representatives from KEDCO, KHBA and the City of Kingston to plan the agendas for a series of consultation forums.</p>	<p>Will address the service delivery issues which were raised in the MTF report. Enhanced communication with the development community.</p>				X				<p><b>Complete.</b> Meetings are taking place on a quarterly basis with the Land Management Committee set up through the KHBA. These meetings have been expanded to include other developers and stakeholders.</p>
	<p>2. Establish the practice to schedule a series of consultation forums on a quarterly basis to discuss items of mutual interest with the development community including developers and consultants. Items to discuss will be set by the joint committee noted above. Areas for discussion – Parkland Dedication By-Law, Heritage Impact Statements, Building Code Changes, Design Guidelines.</p>	<p>To improve the communication and educate the development community on the City’s policies and practices. Facilitate understanding and improvement.</p>					X			<p><b>Complete.</b> These topics are included within the Land Management Committee meetings.</p>
<p><b>1.2</b> Improve website and availability of development application and building services information.</p>	<p>1. New website launched February 21, 2013. The website includes:</p> <ul style="list-style-type: none"> <li>- development applications and guidelines</li> <li>- process descriptions and rationale</li> <li>- contact information</li> <li>- access to reports, meeting agendas</li> </ul>	<p>Enhanced service to the customer.</p>		X						<p><b>Complete</b> Enhance service to the customer on-line services are available 24/7 to the public.</p>

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	2. Post launch review of the website to identify any improvements to address any issues or concerns that arise from the launch of the new website including new requirements for contact and or features.	Establish continuous improvement plan.			X					<b>Complete</b>
	3. Schedule meeting with members of the development community to provide an overview on the City's new website and highlight current customer service initiatives.	Enhanced communication to the customer.			X					<b>Complete</b> City-KCA-KHBA Liaison meeting – June 25 <sup>th</sup> .
	4. Schedule consultation session with members of the development community on the use of the website for development processes.	Receive customer feedback on the delivery of services on the website.			X					<b>Complete</b> Presentation on website and use at June 25 <sup>th</sup> Liaison meeting and at June 6 <sup>th</sup> public forum.
	5. Schedule a meeting with staff to provide an overview of the website and to provide and update on the implementation of the MTF Report.	Establish a corporate understanding that the customer is both internal and external parties.			X					<b>Complete</b> Met with staff to review the Service Improvement Plan and a survey was sent to all staff involved in the development review process to comment on website. Feedback received was implemented into the new website.
	6. Schedule a public consultation session after the launch of the new website.	Receive customer feedback on the delivery and quality of the website.			X					<b>Complete</b> Public Forum – June 6 <sup>th</sup> with members of the public.

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	7. Develop process flowcharts for all development applications. <b>See Section 4.2</b>	A process producing more timely and efficient approvals.						X		<b>Complete</b> Service Standards attached to Report 15-172. Information incorporated in the land management system.
	8. Develop service standards. <b>See Section 4.7</b>	A process producing more timely approvals Manage expectations.						X		<b>Complete</b> Final service standards attached to Report 15-172.
	9. Develop internal process charts with appropriate forms for internal training and use by customers.	A consistent philosophy to delivering quality customer service.						X		<b>Complete</b> The implementation of DASH and Service Standards have been mapped with timelines for all application types.
	10. Post examples of completed technical drawings on the website.	Will facilitate more complete application submissions						X		<b>Ongoing.</b> Staff will continue to update information.
	11. Develop and produce videos explaining services – i.e. Committee of Adjustment process and building permit process.	Facilitates more complete application submissions.							X	<b>Ongoing</b>
<b>1.3</b> Continue customer service initiatives and establish customer service survey.	1. Conduct customer service training for all staff involved in development review.	Enhanced service to the customer.	X							<b>Ongoing</b> Ongoing work and coaching with the team has occurred and will continue to be integrated into staff training and professional development.

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	2. Heritage Committee mandate revised and approved by Council June 2012.	Produce more timely approvals.	X							<b>Complete</b> To produce more timely approvals with the intent on having the committee review the major applications instead of spending time on minor matters.
	3. Delegation of authority for uncontested consent applications that comply with zoning regulations approved by Council in 2012.	Produce more timely approvals.	X							<b>Complete</b> To produce more timely approvals.
	4. Amended Delegation of Authority By-Law to amend 'Bump-Up' process for Final Subdivision Approval and Site Plan Control Approval to require a Council resolution for a "bump-up" of applications.	Consistent approach to customer service and more timely approvals.	X							<b>Complete</b> To provide consistent approach to customer service and more timely approvals.
	5. Develop customer service training based on staff, core competencies and skill deficiencies.	Consistent customer service. Enhance service delivery and customer focus.					X			<b>Ongoing</b> Staff in both the Building and Planning Services have received training. Ongoing training will be implemented.
	6. Develop and establish an internal program structure that will deliver customer service training on an ongoing basis.	Enhance competency levels internally Increase staff effectiveness.						X		<b>Complete</b> As per Section 1.3.5
	7. Develop a customer service survey around the 5 key drivers of service quality – timeliness, knowledge, going the extra mile,	Service improvement initiatives. To view customer feedback				X				<b>Ongoing</b> An ongoing customer survey process was established in October

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	fairness, and outcome. Survey customers involved in the development review process.	as an opportunity to learn about the quality of service delivery.								at JCB. Results are reviewed on a weekly basis with staff to identify areas of improvement. Survey results up to December 11 <sup>th</sup> are attached to Report 16-045
	8. Analyze and report on the results from customer service survey to support continuous improvement in the development review and building service processes.	Assess and determine service improvement initiatives and progress on the introduction of changes resulting from implementing MTF recommendations. Enhanced service to the customer.						X		<b>Ongoing</b> As per Section 1.3.7.
<b>1.4 Provide</b> education/information sharing opportunities for developers and community.	1. Conduct courses for home owners, designers and builders on: <ul style="list-style-type: none"> <li>Part 9, House Structural – a 5 day course</li> <li>Wood Heat safety</li> <li>Energy Efficiency</li> <li>Part 9, House Structural – a one day seminar</li> </ul>	Facilitates more complete application submissions.	X							<b>Complete</b> This course has improved the consistency in the review of building permit applications and the information that is provided to by inspectors.
	2. Host a booth at the Spring Home Show where building department staff assist home owners with the completion of a building permit as well as providing information on	Facilitates more complete application submissions. Service improvement				X				

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	different types of building permit applications. Topics covered will include decks and pools seminar, wood heat, minor variance application process, green initiatives, site servicing and heritage resources.	initiatives.								
	3. Host public forum session for City residents. Purpose of forum to provide information on expansion and renovations of home or business, heritage preservation, sustainability and environmental conservation, development review process and the need for a building permit.	Enhanced communication to the customer. Manage expectations Facilitates more complete application submissions Service improvement initiatives.					X			<b>Ongoing</b> Virtual public forums were provided on various topics. Staff will continue to work on awareness initiatives.
	4. Implement best practices from other cities on education programs, seminars and videos and report recommended implementation to IMCD. (See 1.2).	Identifying best practices can lead to service improvements and cost savings.							X	<b>Ongoing</b> Educational videos are also being developed to help support the launch of DASH for customers.
1.5 Review all communications materials used to support the development review and building services delivery and develop communications standards and guidelines for communicating with the public.	1. Develop standardize communication to the customer with: <ul style="list-style-type: none"> <li>• communication guidelines,</li> <li>• improved professional forms</li> <li>• sample letter formats</li> </ul>	Enhance communication and customer service to the stakeholder.					X			<b>Complete</b> Building has standardized its communication. Planning has standardized technical comments letter to applicants, zoning enforcement letter, letter deeming applications complete. Work is being done on

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
										the Committee of Adjustment applications and letters.
2.1 Establish a more robust team approach to development review.	1. Establish an integrated planning team approach to the development review which builds a common understanding of the City's planning policies, their application and interpretation.	Enhance communication to the applicant. More timely approvals.					X			<b>Complete</b> Changes to the pre-application process were implemented to improve internal communications and provide proponents with more integrated information.  Heritage reorganization reduced the number of planners involved in applications requiring both a Heritage and a planning approval.
	2. Dedicate staff for development review from all departments involved in development review process.	A coordinated and integrated approach to the delivery of services.	X							<b>Complete</b> To provide a coordinated and integrated approach.
	3. Standardize communication to applicants. <b>See Section 1.5</b>	Enhance communication and customer service to the stakeholder.					X			<b>Complete</b> A number of communications to applicants have been standardized. Manager reviews technical comments before they are issued to applicants.
	4. Ensure departments have access to a full complement of professional and technical skills needed to	Adequate resourcing to facilitate in-house review of							X	<b>Complete</b> Heritage expertise is being retained to

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	support review processes.	development applications. More timely approvals.								support staff in the review of certain applications and policies. A protocol for peer reviews was developed. It was also determined that an internal resource is not required for peer reviews based on information included in Report 14-042.
	5. Analyze the use of external peer review resources over the past five years to determine the rationale for the use and whether there is a need for in-house expertise and report to IMCD.	Adequate resourcing to facilitate in-house review of development applications. Producing more timely approvals.				X				<b>Complete</b> It was determined that an internal resource is not required. Addressed in Report 14-042.
2.2 Establish a program to manage the review of high priority applications.	1. Streamline development process for employment lands to assist with reducing the review time.	To effectively manage interdepartmentally processing of applications. Producing more timely approvals.	X							<b>Complete</b> To more effectively manage interdepartmental processing of applications and to reduce approval timelines.
	2. Implement expedited building permit process for the redevelopment of existing space in the downtown area.	Producing more timely approvals in the redevelopment of the downtown area.	X							<b>Complete</b> Achieving more timely approvals in the redevelopment of the downtown area.

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	3. Report to Council on the consideration of options for the review of high priority applications.	Establish interest.					X			<b><u>Complete</u></b> This is not recommended and addressed in Report 14-042.
	4. Implement policies and programs to manage the review of high priority applications establish guidelines and criteria for "High Priority Program applications".	To formally establish guidelines and criteria for determining the types of applications that qualify for a High Priority Program.						X		<b><u>Complete</u></b> Addressed in Report 14-042.
3.1 Establish Interdepartmental Management Committee for Development (IMCD) (See 4.9).	1. Establish the IMCD Committee.				X					<b><u>Complete</u></b>
	2. Develop mandate to monitor application processing and track applications against established customer service/ performance standards. Review progress on applications and discuss issues or conflicts brought forward by development review teams. Provide assistance to Steering Committee.	Service improvement initiative to oversee and monitor application processing.			X					<b><u>Complete</u></b>

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
3.2 Undertake organization development initiative focused on development review and building services.	1. Conduct focus group for council to review priorities and existing policies relative to development.	Identifying Council's priorities for service improvement.			X					<b><u>Ongoing</u></b> Presentation as part of the 2013 strategic planning sessions. Workshop on urban growth took place in 2014 Education session was provided to Council in 2015. Staff will continue to update Council on a regular basis.
	2. Conduct focus group for planning committee to review council priorities, existing policies relative to development, clarify roles of Council, Planning Committee and City departments and implications of OMB process. Review MTF Implementation and Service Improvement Plan.	To encourage a shared commitment to improving service delivery.				X				<b><u>Complete</u></b>
	3. Conduct meetings with staff to review Task Force recommendations and the direction for change. Review implementation plan and seek feedback on ideas to enhance the initiative.	To communicate to staff how service delivery by the City is perceived by the customers and encourage a shared commitment to improving service delivery.			X	X				<b><u>Ongoing</u></b> It is anticipated that although meetings with staff have taken place, there will be ongoing education for staff.
3.3 Management and supervisory skills training to support team building, staff	1. Developed a Leadership Development program for managers and supervisors focused on key skills and competencies needed to		X							<b><u>Complete</u></b>

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
development and the implementation of change.	manage / supervise and develop effective teamwork.									
	2. Meetings with HR department to review and identify opportunities for training in the implementation of the MTF Implementation and Service Improvement Plan.	Focus on improving the workplace. Continuous improvement strategy.		X						<u>Ongoing</u>
	3. Directors to identify additional training/coaching and leadership skills as required for managers and supervisors to ensure they have the requisite skills to develop effective teamwork and ensure the training is undertaken as identified.	Focus on improving the workplace. Continuous improvement strategy to help achieve a supportive corporate culture.				X				<u>Ongoing</u> As per Section 3.3.2
4.1 Fast track the update of the Zoning By-Law as high priority to make it consistent with the new official plan	1. The Zoning By-Law Strategy Report approved by Council February 5, 2013. This completes Phase 1 Zoning Issues and Strategy Study which forms the first phase of the City's overall Comprehensive Zoning By-Law Review Project.	Improve development review and a coordinated and integrated approach to the delivery of services.		X						<u>Phase 1 Complete</u>
	2. Phase 2; Stage 1 Rationalization/Harmonization/Background Review. Expedite Stage 1 process from 1 year to 6 months with the addition of a staff resource.								2017	<u>In Progress</u> Combined with the Official Plan 5 year update and will be completed in 2017.
	3. Phase 2, Stage 2 - Draft/Application of Zoning and By-Law Development. Expedite Stage 2								2017	Same as 4.1.2

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS	
	process.										
	4. Phase 2, Stage 3 – Statutory Process under the Planning Act. Expedite Stage 3 process.								2017X	Same as 4.1.2 and 4.1.3	
<b>4.2</b> Further clarify and document City development application review processes.  Implementation of this recommendation to be coordinated with <b>1.5, 2.1 and 2.2.</b>	1. Map development application processes for all types of development applications:  1.1 Official Plan Amendment	- Enhance service delivery - Customer focused - Predictability - Reliability and accountability - Streamline processes to be more effective - Transparency for the customer.				X				<b>Complete</b> All of the processes and workflows have been mapped in detail as part of the land management system. This will be combined with the service standards that have been implemented. The implementation of the land management system provides the necessary tools to measure and assess if service standards are being met.	
	1.2 Zoning By-law Amendment							X			<b>Complete</b> As per above
	1.3 Minor Variance Application						X				<b>Complete</b> As per above
	1.4 Site Plan Control Approval							X			<b>Complete</b> As per above
	1.5 Site Plan Modification							X			<b>Complete</b> As per above

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	1.6 Draft Plan of Subdivision							X		<b>Complete</b> As per above
	1.7 Amending Plan of Subdivision									<b>Complete</b> As per above
	1.8 Final Plan of Subdivision							X		<b>Complete</b> As per above
	1.9 H-Removal						X			<b>Complete</b> As per above
	1.10 Draft Plan of Condominium							X		<b>Complete</b> As per above
	1.11 Amending Plan of Condominium							X		<b>Complete</b> As per above
	1.12 Final Plan of Condominium							X		<b>Complete</b> As per above
	1.13 Part Lot Control						X			<b>Complete</b> As per above
	1.14 Building Permit	Enhance service delivery.				X				<b>Complete</b> As per above
	2. Prepare training manual for staff which documents the mapped development processes and the roles and responsibilities of all staff in all departments involved in development application review.	Continuous improvement strategy for staff training on the coordinated and integrated approach to delivery of services.						X		<b>Complete</b> Processes are mapped in land management system including a step by step approach to the work flow associated with each type of application and the relevant staff involved with each step. The work flow processes for each application will be regularly monitored by management for the purpose of trouble-shooting and

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
										continuous staff improvement and customer experience.
	3. Develop guidelines and criteria for determining when peer review would be part of the review process and maintain statistics on how often it is asked for and being used.	Producing more timely approvals and enhanced customer service.				X				<b>Complete</b>
	4. Report on the possibility of providing incentives or other means of support to various types of development.	To reduce the regulatory cost for particular types of development, particularly for small developments.							X	<b>In Progress</b> A detailed review of the approvals process related to small business development in underway with recommendations on opportunities for greater streamlining of service for customers to come forward in 2016.
<b>4.3</b> Establish a facilitator position to assist in communications and coordination with the City's business community.	1. A number of changes being implemented are expected to significantly improve outcomes and streamline processes with improved accountability.	Staff recommend deferring this MTF Recommendation with a reassessment following introduction of the majority of changes in this report.							X	<b>Complete</b> Facilitation position has been established.

<b>TASK FORCE RECOMMENDATIONS</b>	<b>ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS</b>	<b>RATIONALE FOR CHANGE</b>	<b>2012</b>	<b>2013 Q1</b>	<b>2013 Q2</b>	<b>2013 Q3</b>	<b>2013 Q4</b>	<b>2014</b>	<b>2015</b>	<b>STATUS</b>
<b>4.4</b> Improve the John Counter Blvd facility's capacity to be a service centre.	1. Scope, budget, construction plan to be developed and brought to Council in early 2014.	Appropriate space for service delivery.						X		<b><u>Complete</u></b>
	2. Construction management to commence in 2014.							X		<b><u>Complete</u></b>
<b>4.5</b> Continue concurrent review and approvals process with improved information systems support.	1. Review current processes and documentation (See Section 4.2).	Increase applicant's satisfaction with the approval process.						X		<b><u>Complete</u></b> Implemented with the Land Management System.
	2. Conduct visioning workshop with staff from engineering, planning, building, fire, finance, parks and Utilities Kingston, to determine view and needs of staff on file management and tracking systems.	Produce more timely approvals.				X				<b><u>Complete</u></b>
	3. Evaluation of CityView vs. Amanda and other software. See <b>Section 5.1</b>						X			<b><u>Complete</u></b>
	4. Selection of Product; See <b>Section 5.1</b>						X			<b><u>Complete</u></b>
	5. Implementation of software and training; See <b>Section 5.1</b>							X		<b><u>Complete</u></b>
<b>4.6</b> Improve pre-consultation and subsequent review processes by ensuring that	1. Enhance the current pre-consultation process by:  Appointing designated development review staff for the pre-consultation	To provide synthesized/ integrated comments for the applicant.			X					<b><u>Complete</u></b> The pre-application process was changed in 2014.

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
relevant City staff are fully prepared and in attendance to provide guidance to applicants.	process.									
	2. Implement scheduled meetings of the staff involved in development review prior to the pre-consultation meeting with applicant to review the application and identify issues and requirements prior to the meeting with the applicant.					X				<b>Complete</b> Changes implemented in 2014.
	3. Establish regularly scheduled day for the pre-consultation meetings.		X							<b>Complete</b> To provide synthesized/integrated comments for the applicant.
	4. Implement feedback process to the applicant with coordinated comments from development review staff.	Produce more timely approvals and enhanced service to the applicant.				X				<b>Complete</b> The technical comments letter provides coordinated comments from all development review staff and reviewed by the manager. The requirement to reduce the number of times that a technical review has also been built into the draft service standards that requires in writing that all department meet to resolve the issues after the 2 <sup>nd</sup> submission.

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	5. Introduce change to the pre-consultation for heritage applications in 2012, major applications are reviewed by Municipal Heritage Committee, and minor applications are reviewed by staff.		X							<b>Complete</b> Improved the effectiveness and efficiency of heritage related application review through delegation of authority Produce more timely approvals. Enhanced service to the applicant.
4.7 Improve development review coordination between departments and agencies through memorandum of agreement and performance monitoring.	1. Presentation to IMCD on current timelines for request for comments to agencies and staff, develop standards and policy.	Produce more timely approvals. Ability to measure on service standards.			X					<b>Complete</b> Service Standards attached to Report 15-172.
	2. Conduct workshop with staff involved in development review to discuss form and structure of comments received.	To provide a consistent delivery for improved customer service.				X				<b>Complete</b> Discussion on the form and structure of comments to applicants is reviewed regularly at staff meetings to ensure the division provides consistent delivery to the applicants.
	3. Develop standard forms and process for planners to track comments received from staff and agencies on development applications.	Emphasis the importance of the timelines for comments to be communicated to all staff involved in the development review.					X			<b>Complete</b>

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	4. Establish a memorandum of agreement regarding interdepartmental coordination. The MOU will define the roles and responsibilities of each department in development review.	To provide a coordinated and integrated approach to the delivery of services.						X		<b>Complete</b> Service standards developed to establish the expected response time and a process will be established to ensure accountability. Staff training will be ongoing. Staff will work with outside agencies to develop a protocol.
	5. Establish service standards for the development review process.	To provide a coordinated and integrated approach to the delivery of services.						X		<b>Complete</b> Attached to Report 15-172.
	6. Monitor the performance of each department against the standards.	Service improvement							X	<b>On-going</b>
<b>4.8</b> Improve the effectiveness and efficiency of heritage related application review through delegation of authority and provision of heritage building conservation information.	1. Heritage Committee mandate revised and approved by Council June 2012									<b>Complete</b> To produce more timely approvals with the committee review the major applications instead of spending time on minor matters.
	2. Revise procedural by-law to allow for increased delegation of authority on minor heritage applications for Council's consideration.	Produce more timely approvals.			X					<b>Complete</b> Report 13-154

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	3. Appoint designated building inspector for Heritage. This inspector attends the Heritage Committee meetings.	Produce more timely approvals. Enhanced service to the applicant.	X							<b>Complete</b>
	4. Prepare staff report for heritage committee for all heritage related applications prior to presentation to the Heritage Committee.	Produce more timely approvals. Enhanced service to the applicant.	X							<b>Complete</b> Improved efficiency of heritage related applications. Produce more timely approvals. Enhanced service to the applicant.
	5. Report on the establishment of a Heritage Resource Centre with information to assist applicants to make informed restoration decisions.	Improve service quality and reliability. Better customer interaction.			X					<b>Complete</b> Report MHC 13-009 Approved May 2013
	6. Post online resources on the City's website regarding heritage restoration.	Enhanced service delivery.						X		<b>Complete</b> Policies have been posted on the website.
	7. Investigate the possibility of establishing a Community Improvement program and Façade Improvement program for Heritage Designated Properties.	Customer focused							X	This will be explored in 2016.
4.9 Establish and publish customer service standards on website, monitor and measure achievement	1. Establish a standard timeline for issuance of building permit which exceeds the provincial standard in 2012. (Provincial standard is 10 business days)	Produced more timely approvals.	X							<b>Complete</b> An expedited permit review process which was established cuts inspector review time by 1/3.

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
against standards.	2. Establish a standard timeline to complete scheduled inspections within one day which exceeds the provincial standard. (Provincial standard is 48 hours from the time the inspection is booked)	Enhance customer service.	X							<b>Complete</b> Internal shift in policy which is enforced through our service standard of 24 hours for inspection requests.
	3. Establish service standards for development review processes. See Section 4.7	Development of a metrics to measure process efficiency To ensure continuous service improvements.						X		<b>Complete</b>
	4. Collect data with respect to performance measures and prepare an annual monitoring report.	To ensure continuous service improvements and to monitor customer service.						X		<b>Complete</b> Data on customer service experience is being collected with each transaction at the 1211 John Counter customer service hub and reviewed and compared on a weekly basis with frontline staff for trouble-shooting related to process improvement. Results are attached to Report 16-045.
<b>4.10</b> Improve the delivery of building services through teamwork, scheduling,	1. Develop procedures manual for staff on building permit processes.	To ensure consistency in the issuance of building permits		X						<b>Complete</b>



TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
		authorization.								created to determine when a letter is required to support permit applications.
	6. Review the information requirements for building inspections and determine mobile device options and usability criteria. Establish a pilot project for building inspectors to test the use of mobile devices in the field and report findings to IMCD. Deploy mobile devices to building inspectors.	More timely communication to applicant, increased effectiveness and efficiency.					X			<b>Complete</b> Building Inspectors have been using mobile devices in the field.
	7. Establish the desired features and information requirements for a call centre and/or online system for scheduling and tracking building inspections. Research and evaluate the capabilities of existing and/or commercially available software required to meet the requirements for scheduling building inspectors. Purchase and deploy new systems/software as required.	More timely communications to applicant, increased effectiveness and efficiency.						X		<b>Complete</b> The issue of a call in centre was discussed with the development industry, but they felt that the existing policy is better as the developer can call or e-mail directly to the inspector to book inspections.
	8. Establish a technical binder for office and online use which provides specific Building Code compliance areas relative to more complex buildings and the City's expectations relative to the permit and drawing.	A clear process that facilitates the submission of a complete application.					X			<b>Complete</b> There is a builder's resource section on the City's website. There is a document called Guidelines for Industrial, Commercial, Institutional and Multi Unit Residential Projects.

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	9. Hold monthly departmental staff meetings to review Building code interpretation issues and to review the situations requiring use of engineering letters and other matters as identified.	To deliver consistent quality customer service.		X						<b><u>Complete</u></b> To deliver consistent quality customer service. Meetings are now scheduled on a monthly basis rather than intermittently as was previous practice.
	10 Develop training plan to assist staff to deal with complex Building Code interpretation on site, including job shadowing.	To deliver consistent quality customer service.						X		<b><u>Complete</u></b> Job shadowing program has been created for staff mentoring.  Multi-year training plans developed for 2016-2018
5.1 Establish requirements/specifications for file management and tracking system and implement.	1. Review the information requirements associated with development review, including requirements to track applications through the development review process. Document the categories of information that should be recorded for each application file.	Serves as a feedback or performance measurement tool Improve reporting capabilities Increase efficiencies and effectiveness.					X			<b><u>Complete</u></b>
	2. Review the information requirements associated with building services, including requirements to track applications through to the closing of the building permit. See <b>Section 4.5</b> . Document						X			<b><u>Complete</u></b>

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
<p><b>5.1</b> Establish requirements/specifications for file management and tracking system and implement.</p>	<p>the categories of information that should be recorded for each application file. See <b>Section 4.2.</b></p>									
	<p>3. Identify the system features which would be beneficial to supporting interdepartmental and agency coordination, submission and access to comments, advance notices when time deadlines are approaching. Consideration to staff, applicants and general public.</p>						X			<u>Complete</u>
	<p>4. Identify document management requirements relative to the digital recording, storage and access to documents; ensure that policies are in place for information management and storage in coordination with the City's corporate file/data manager.</p>						X			<u>Complete</u>
	<p>5. Establish the desired features and requirements for a web-based system to provide applicants with access to monitor the status of their applications online and to provide for the online submission of development applications, drawings,</p>						X			<u>Complete</u>

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	and reports.									
	6. Evaluate the capabilities of existing software owned by the City (e.g. CityView, LifeRay) to meet the requirements of the planning development review process and whether additional software is required. Research and determine whether alternative software (e.g. AMANDA) would be required to fully meet the City's current and future requirements.	Enhance customer focus clear accountability for service delivery consistency in service delivery and quality.					X			<b><u>Complete</u></b>
	7. Upgrade and configure the CityView system or purchase new system/software and implement, if necessary.							X		<b><u>Complete</u></b>
	8. Ensure that the required technical resources are available to support ongoing systems management, report generation and analysis.							X		<b><u>Complete</u></b>
<b>5.2</b> Improve Kingston's GIS and mapping capabilities to support development.	1. Provide building staff with refresher and/or additional training on current GIS features, capabilities and available data/mapping.	Increase staff effectiveness.				X				<b><u>Complete</u></b> All staff had a half day of training on GIS

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
5.2 Improve Kingston's GIS and mapping capabilities to support development.	2. Establish requirements/specifications for enhanced and more comprehensive GIS and mapping capabilities, supporting and integrated with new development review and building services processes and systems, and expanding/enhancing current online mapping services to include the ability for residents and the business community to access maps and map-based information, e.g. zoning assessment.	Enhance customer service. Increase efficiencies and effectiveness.					X			<b>Complete</b> Mapping layers for property standards, building and zoning has been added to the City's website for citizen access and also linked in CityView for easy staff access.
	3. Develop required plans to expand and enhance the City's GIS based capability, with an initial focus on supporting the development review and building services processes. Ensure plans include timely and accurate mapping for managing property-based information and infrastructure/asset planning and management purposes. Ensure plans include expansion/enhancement of current online mapping services to provide citizen/business access to maps and map-based information e.g. zoning assessment. Ensure plans address the ongoing technical resources to support ongoing systems	Enhance customer service Increase efficiencies and effectiveness.								<b>In progress</b>

TASK FORCE RECOMMENDATIONS	ACTIONS/TASKS TO IMPLEMENT RECOMMENDATIONS	RATIONALE FOR CHANGE	2012	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014	2015	STATUS
	management, core data management and data stewardship.									

**Exhibit B to Report Number 16-045  
Development Survey Results**

**Was our customer service atmosphere inviting and comfortable?**

Response	Chart	Percentage	Count
Yes		99.1%	108
No		0.9%	1
Undecided		0.0%	0
<b>Total Responses</b>			<b>109</b>

**Did we greet you upon your arrival?**

Response	Chart	Percentage	Count
Yes		96.3%	105
No		2.8%	3
Undecided		0.9%	1
<b>Total Responses</b>			<b>109</b>

**Exhibit B to Report Number 16-045  
Development Survey Results**

**Which City service helped you during your visit today?**

Response	Chart	Percentage	Count
Building		34.4%	40
Engineering		14.7%	17
Licensing		25.0%	29
Planning		25.9%	30
<b>Total Responses</b>			<b>116</b>

**Were we able to answer your questions today?**

Response	Chart	Percentage	Count
Yes		98.1%	107
No		0.9%	1
Undecided		0.9%	1
<b>Total Responses</b>			<b>109</b>

**Exhibit B to Report Number 16-045  
Development Survey Results**

**If we were not able to answer your questions, did we assist in helping you to find the answers you were looking for?**

Response	Chart	Percentage	Count
Yes		23.9%	26
No		1.8%	2
Not Applicable		74.3%	81
<b>Total Responses</b>			<b>109</b>

**Would you like to speak with someone about your comments?**

Response	Chart	Percentage	Count
Yes		23.9%	26
No		1.8%	2
Not Applicable		74.3%	81
<b>Total Responses</b>			<b>109</b>