



City of
Peterborough

To: Members of the General Committee

From: Michael Papadacos, Commissioner, Infrastructure, Planning and Growth Management (Acting)

Meeting Date: October 10, 2023

Report: Streamline Development Approval Funding Program Update, Report IPGPL23-001

Subject:

Streamline Development Approval Funding Program Update.

Recommendation

That Council approve the recommendation outlined in Report IPGPL23-001, dated October 10, 2023, of the Commissioner of Infrastructure, Planning and Growth Management (Acting) as follows:

That Report IPGPL23-001 be received for information.

Executive Summary

- For the period of January 19, 2022 to October 31, 2023, the Provincial Streamline Development Approval Fund has made up to \$1,750,000 available for the City to spend on eligible initiatives that streamline development approvals.
- As of October 31, 2023, the City will have spent all of the available Streamline Development Approval Funding on 10 eligible initiatives that make systemic change to the City's development approvals system, clear application backlog, and build both staff and developer capacity for efficient and trackable development approvals.

Background

On January 19, 2022, the Ministry of Municipal Affairs and Housing (Ministry) announced the Streamline Development Approval Fund (the Fund). Through this fund more than \$45 million was made available to Ontario's 39 largest municipalities to undertake:

- Initiatives to Streamline development approvals such as e-permitting systems, temporary staff (including F/T staff or interns) to address backlogs, online application portals, and other provincial priorities; and
- Diversity internship programs to support diversification of planning/building departments by offering internships to qualified students/new graduates with a focus on people with disabilities, Indigenous, Black, and racialized individuals, and people from diverse ethnic and cultural origins, sexual orientations, gender identities and expressions.

With Council's authorization (By-law 22-005, Report CLSFS22-004), the Mayor and Clerk executed a transfer payment agreement with the Ministry on February 25, 2022 for the City to use up to \$1,750,000 on projects under the Fund. Schedule C of that agreement, which defines project eligibility for funding, is attached hereto as Appendix A. In accordance with the original agreement terms, the City could receive reimbursement from the fund for eligible project costs incurred between January 19, 2022 and February 28, 2023. In January 2023 this end date was extended to November 1, 2023. Furthermore, in accordance with Schedule F of the agreement, the City must prepare a staff report to summarize all of the projects completed, how the Provincial funds were spent, and the expected outcomes from the projects completed. This report fulfils that obligation. Although the October 31, 2023 deadline has not been reached yet, the accumulated project costs are anticipated to meet \$1,750,000 by October 31, 2023. In accordance with the agreement requirements, this report will be posted to the City's website at www.peterborough.ca and will be submitted to the Province by November 1, 2023.

Summary of Projects Completed

Full-Cost Recovery Planning Fees/Development Approval Process Review

Project Description:

Performance Concepts Consulting Inc. (PCCI) was hired to review the City's planning and development application review process (both under current and anticipated future workloads) to establish the full cost of the process. This project built on a Development Approval Process Review completed in 2021 by PCCI (DAP Review) under the Province's Audit and Accountability Fund Grant Program and presented to Council in report IPSPL22-042. That study identified an immediate need for 5000 additional hours

of annual staff allocation to development review. This project was intended to recommend Planning and Development Application fee updates to provide a full cost “growth pays for growth” revenue stream for funding the additional staff resources to needed address both immediate and future needs. Achieving and maintaining adequate staffing is critical for the City to complete development reviews in a timely and efficient manner that meets Planning Act timeframes and helps address an urgent need for housing supply.

Expected Outcomes:

The project resulted in a revised Planning and Development Application fee structure being recommended to Council through report IPSPL23-002 and approved in the City's 2023 Operating Budget. The fee structure adjustments, which will be implemented over three years, better reflect the true cost of the City's development application review process.

Through revenues generated by the updated fee structure, three new full-time positions were approved in the 2023 budget that are dedicated to development application review: an Urban Design Planner, a Traffic Engineer and a Water Resource Development Engineer. The positions address the immediate staffing need identified in the 2021 DAP Review study and provides a means for supporting 4 additional staff positions in the future should anticipated development volumes come to fruition. The new Urban Design Planner position will specifically address an immediate need for staff capacity in the review/carriage of site plan applications. The Traffic Engineer and Water Resource Development Engineer positions will both also address a need for dedication staff capacity for development review. Based on the results of the 2021 DAP Review, Infrastructure and Planning Services has restructured to create a Development Engineering group dedicated solely to development application review. These additional engineering positions will provide the group with the expertise needed to be a full-service engineering team dedicated to development application review and will remove the need for staff to split their focus between development application review and corporate capital project review. These fee and staffing enhancements are expected to greatly enhance the City's ability to complete development application reviews within legislated time frames.

Development Engineering Guidelines and Standard Operating Procedures

Project Description:

DM Wills Associates Limited (DM Wills) was hired to prepare two standalone documents outlining the City's current Development Approval Process: Development Engineering Guidelines and Development Approval Standard Operating Procedures.

The Development Engineering Guidelines are to be a public facing document that complement the City's Engineering Design Standards. They are to provide clarity to the public and development community of the City's Development Approval Process

including Lot Grading Reviews, Committee of Adjustment, Zoning and Official Plan Applications, Site Plan Applications, and Subdivision Applications. Overlap between the Development Engineering Guidelines and Engineering Design Standards are to be identified and recommendations on how to address the overlap are to be provided.

The Standard Operating Procedures are to be a corporate-facing document that clarifies, details, and formalizes the City's current internal process, responsibilities, and authority of the Infrastructure and Planning Services Staff throughout the various Development Approvals Process.

As part of the project, DM Wills was tasked with providing "As Should Be" recommendations with respect to the SOPs and Development Engineering Guidelines to be implemented at the discretion of the City, including:

- Implementation of a two-step Completeness/Adequacy Quality Assurance process across all development approval process applications; and,
- Recommendations for development approval process timeframe targets.

Furthermore, the project reviewed municipal approaches to completing development-driven improvements within municipal rights-of-way (i.e. roads) and provided recommendations with respect to the City's municipal right-of-way improvement process.

Expected Outcomes:

Completion of Development Engineering Guidelines and "As Is" SOPs will provide an immediate benefit to Staff and Applicants by providing clarity and consistency in the development approval process at the City. Expected benefits include:

- providing Applicants with clear expectations of requirements and timeframes that will reduce Applicant confusion and frustration and minimize Staff time providing information to Applicants every time there is an application (this clarity will also minimize inquiries from Applicants over the duration of the approval process);
- providing Staff with clear scope and timeframes for commenting on applications that will minimize duplication of effort and will aid management staff in understanding workload and staffing, as well as any technical gaps or overlap;
- high quality and complete submissions from Applicants that will reduce the number of submissions required and the duration of the approval process thus saving staff time and providing Applicants a smooth approval process;
- consistency of documentation and clear processes will ensure continuity of projects throughout the approval process regardless of whether there are staff changes throughout the life of the project; and,

- a mechanism for formal feedback, including feedback from external sources and lessons learned, that will ensure processes do not remain static and that standards and processes can be updated as required and on an established timeline.

Eliminating uncertainty around process and standards for Applicants and Staff is expected to facilitate a smoother and faster development approval process.

Engineering Design Standards and Construction Specifications Gap Analysis and Recommendations for Improvement

Project Description:

GM BluePlan Engineering Limited (GM BluePlan) was hired to complete a third-party review and gap analysis of the City's current Engineering Design Standards and Construction Specifications and to provide recommendations for improvement that the City can implement at its discretion. Through this review, the City aims to provide the public and the development community with greater understanding of the City's expectations for Engineering Design and other projects thereby increasing the quality of submissions and reducing the time required in the development approval process.

In addition to the background review of available materials, GM BluePlan conducted a Municipal Peer Review of existing standards for comparable Municipalities and performed a survey of current users to identify best practice and understand the challenges associated with implementation of the City's current Engineering Design Standards and Construction Specifications.

Upon extension of the SDAF funding window in January 2023, the scope of this project was expanded to include preparation of: standardized formatting for each Engineering Design Standard; individual Engineering Design Standard Documents by discipline; a separate Development and Application Manual; and, terms of reference for a variety of engineering studies and reports most commonly required to support development applications.

Expected Outcomes:

Through implementation of the study recommendations, the City expects to achieve:

- greater understanding among the development community and staff of the City's requirements and expectations for new and upgraded Municipal infrastructure;
- clarity for prospective developers of the City's technical study requirements for development applications;
- improvements in the quality and completeness of Development Application submissions;

- a reduction in staff time for review of development applications;
- removal of ambiguity, uncertainty and discrepancies within the City's Engineering Design Standards and Construction Specifications;
- improved development application submissions that meet the requirements of applicable Provincial and Federal Regulations;
- provision of new City infrastructure in line with the City's adopted Plans, Policies and initiatives;
- an efficient and effective process for reviewing and updating the Engineering Design Standards and Construction Specifications, including identification of ownership, roles, responsibilities and timelines;
- Engineering Design Standards and Construction Specifications that reflect current and emerging technologies and practices; and,
- reduced infrastructure lifecycle costs through the standardization of storm sewer and storm water management infrastructure permitted within the City right of way and public spaces.

Amanda – Online Planning, Building and Related Approvals

Project Description:

North Lake Design Lab and Random Access have been hired to install a public portal product onto the front-end of the City's AMANDA Property Database and Permits/Approvals system. The AMANDA system has been upgraded and now includes features and operating systems to facilitate electronic plans review and document management for Building, Planning, Engineering and other divisions. The addition of the public portal will enable the City to receive and process applications and documents related to Planning Approvals, Building Permits and Engineering/other approvals digitally through the portal. In addition to creating the portal to provide access for external residents and clients, other solutions were found to be needed in terms of software and workflow process amendments that were either included in the original project proposal or were added from contingency funds as the need was discovered. The initial project and the increased scope work will deliver an efficient, streamlined online approvals application service.

Expected Outcomes:

Building Permit, Planning Approval and associated Engineering Approval applications will be made online with all documents being electronic. Approvals will be processed and eventually issued electronically. External agencies that provide comments and approvals in the course of municipal review for approval will be able to externally access the Peterborough system through the portal to submit comments and notify of approvals

electronically. Applicants and staff will be able to track the progress of the files in real time adding accountability. New work processes will identify areas of process that bottleneck time and flow and allow attention to those issues. New workflows in the system ensure timed hand-off between staff and divisions so a file's current status and owner/owners is always known. Payment collection will be fully on-line and tied to complete applications to ensure ready applications are priority. The overall outcome is improved efficiency, a more organized work structure with efficiencies to better support staff and overall accountability of the process.

Plan Build Peterborough

Project Description:

Special contract staff have been hired to provide direct client service, support and instruction in how to navigate the revised permit and planning approval application processes.

Expected Outcomes:

The public and clients of the new online approvals system will find increased personal support and will receive quicker responses to their issues through both the Plan Build counter staff and the automated routing of questions and correspondence to appropriate staff through the online portal. The Plan Build counter staff will also be a resource for collecting user feedback and processing those comments into actions from the service groups.

Overall the online development application process with the Plan Build initiative will provide personalized service to support prospective development proponents with filing complete applications.

City of Peterborough Tree Protection and Urban Forestry Guidelines

Project Description:

Urban Forest Innovations Inc. (UFI) was hired to assess the City's current approaches to tree protection, replacement and enhancement, to identify the strengths and weaknesses of those approaches, and to both provide recommendations for and develop new Tree Protection and Urban Forestry Guidelines.

The project critically reviewed all relevant City Urban Forestry policies and practices as well as best practices from numerous comparator municipalities. The second phase entailed the development of new guidelines that outline policy context and a guiding framework for tree protection procedures, tree inventory and preservation plan submissions, compensation, and securities to support and streamline the City's Development Approval Process.

Expected Outcomes:

When adopted and implemented, the new Tree Protection and Urban Forestry Guidelines will offer significant benefits to the City and its residents, as well as to development applicants. Firstly, the clear and comprehensive Guidelines will clarify the City's requirements for tree protection planning and implementation on development sites. This, in turn, will reduce the time and costs associated with staff technical review of tree-related components of development applications, as the City's expectations for the technical content of submissions will be clearly outlined and submission completeness, quality, and consistency will be significantly improved. Moreover, costs associated with tree protection planning will likely be reduced for development applicants, as it is anticipated that fewer submission revisions will be required and tree protection consultants will need less time to complete reports and plans to the City's satisfaction. Finally, application of the new Guidelines will support the urban forest policies of the City's new Official Plan and contribute to positive outcomes for Peterborough's urban forest as existing trees will be more effectively protected on development sites and tree and woodland compensation requirements will be more consistently applied to offset the loss of tree canopy and urban forest benefits associated with development and land use change.

Central Area and Mixed-Use Corridors Urban Design Guidelines**Project Description:**

The Planning Partnership (TPP) was hired to prepare urban design guidelines for the City's Central Area and Mixed-Use Corridors. The City's new Official Plan identifies the Central Area and Mixed-Use Corridors as Strategic Growth Areas, which are intended to be the focus of significant population and employment growth to 2051. The Central Area is the historic heart of the community which encompasses the City's designated urban growth centre and the Mixed-Use Corridors are major arterial roads which represent a key commercial component of the City's Urban Structure.

The Central Area and Mixed-Use Corridors Urban Design Guidelines provide general guidelines and recommendations with respect to urban design, streetscapes, built form, and sustainability initiatives for new development and redevelopment. The Official Plan prioritizes the development of urban design guidelines to support intensification within Strategic Growth Areas. The Official Plan also acknowledges the role of urban design guidelines in supporting a streamlined development review process and the achievement of planning objectives, including promoting a high-quality built form and supporting a healthy and sustainable urban environment.

Expected Outcomes:

The Urban Design Guidelines are expected to expedite the development review process by articulating consistent design objectives and expectations for development. The Guidelines will provide greater clarity to the development community and will serve as a

resource for Applicants when preparing their development proposals thus resulting in high quality application submissions and less debate over submission requirements. The Guidelines will also serve a reference for City staff and external agencies when reviewing development applications and will support design decisions for proposed studies and projects.

The Guidelines will also provide clarity regarding the scope and requirements of an Urban Design Brief/Report. As part of a complete application, the City may require the submission of an Urban Design Brief to assist in the review of an application. Any Urban Design Brief submitted in support of a development application will need to describe the project and demonstrate to the City how their proposal is consistent with the Urban Design Guidelines through written materials, graphic illustrations and diagrams necessary to demonstrate consistency with these Guidelines.

Retention of Temporary Staff, Peer Review Consultants to Clear Application Backlog, and Technology to facilitate Development Review

Project Description:

In April 2021, the City retained PCCI to undertake a comprehensive review of the Development Approval Process as previously noted. A key finding of the report was the annual need for an additional 5000 hours of staffing dedicated to development review. In particular, the report highlighted the need for more robust staffing of subject matter experts in the area of water resources engineering. Additional staff time is required to alleviate a backlog of stormwater technical review which has been a chokepoint in the development approval process for a number of years.

Upon confirmation of funding availability from the Fund, the City proceeded to hire a temporary part-time Water Resources and Development Engineer (WRDE) who began work with the City on May 24, 2022. This staff member complemented the existing WRDE in the review and approval of stormwater related reports and infrastructure in support of all forms of development applications. In addition, the City retained the services of a consulting engineer, McIntosh Perry Consulting Engineers Ltd. and a consulting arborist, ecologist, landscape architect, Aboud and Associates Inc., to perform peer review services on site plan applications.

In September 2023, the City procured tablets and associated software for the purpose of conducting field reviews as part of planning application and streamlining the security release process and well as oversized computer monitors to facilitate the review of digital technical drawing submissions.

The tablets will be used to capture photos and conduct field reviews during the development approval process. This will assist in identifying opportunities and constraints on properties that are subject to development applications by ground truthing staff's desktop review. This technology will enable staff to review drawings in the field, make annotations, and attach photos with location information. Site visits are

regularly conducted for virtually all development applications including Official Plan Amendments, Zoning By-law Amendments, Plans of Subdivision, and Site Plan Approval. In addition, the tablets will be used to streamline the process of performance security release by utilizing software that allows for the review of drawings, preparing deficiency lists, and attaching photos with location details to provide clarity to the developer.

Additionally, with the migration of development applications to digital submissions through an online portal, larger computer monitors are required to facilitate staff review of large format technical drawings that in the past would have been submitted in hard copy.

Expected Outcomes:

In 2022, a significant backlog existed related to the review and approval of various forms of development applications. A primary reason for this was the delayed review and submission of comments from subject matter experts reviewing stormwater management related reports and designs. In 2021, the average time from circulation of Site Plan documents, to receive stormwater management-related comments was 82 days.

In the 12-month period between June 2022 and June 2023 with the additional part time WRDE support, comment response times were reduced to an average of 58 days. Early indications from this period suggest these timelines can be reduced further with additional staff capacity. Furthermore, consultants hired in June 2022 for peer review services provided engineering review support for three delinquent Site Plan files which further reduced current backlog and allowed staff to eliminate the backlog (stormwater) entirely in the coming months. Peer review services were also acquired in May 2022 to complete the review and approval of site plan-related landscape plans, supporting Urban Design staff during a time of staff turnover and shortage. The success shown in reducing review times through additional subject matter experts prompted the City to include a full time WRDE in the Development Engineering Division in the 2023 Budget.

The tablets will help staff document and gain an enhanced understanding of site conditions which in turn will allow them to scope their comments based actual site conditions. Furthermore, the tablets will aid the completion of site performance inspections and help expedite the release of performance security back to development proponents which is a critical component of closing out Site Plans and Plans of Subdivision. The return of these funds is critical to allow developers to progress with subsequent phases or new development.

The procurement of large screen (i.e., 34-inch) computer monitors will facilitate and create efficiency in the review both digital development engineering technical submissions and digital site plan submissions.

Parking By-laws

Project Description:

In May 2023 the City retained Paradigm Transportation to undertake a comprehensive review of the City's parking requirements for new development as found in the Zoning By-Law to revise the requirements for residential developments and establish updated parking standards and cash-in-lieu of parking policy. The purpose of this study is to identify and address any issues to ensure the effectiveness of the City's parking standards as a tool for implementing planning policy and ensuring parking ratios address parking demand whilst addressing all applicable regulations and competing design constraints.

The initiative aims to reduce or eliminate minimum required residential on-site parking in the City's Zoning By-law. The initiative will enable greater densities and reduced land area requirements for on-site parking facilities for new developments. Updating the cash-in-lieu of parking policies for strategic growth areas will provide opportunities to reduce on-site parking requirements, increase lands available for development of additional housing units and encourage a shift to active transportation.

Expected Outcomes:

The proposed revisions to the Zoning By-law, aimed at decreasing the minimum on-site parking requirements, are anticipated to foster growth in areas well-served by public transit and alternative transportation options, while simultaneously lowering development costs. The City will adopt a comprehensive approach to evaluate minimum parking regulations in relation to actual demand, thereby minimizing or eliminating the need to seek exemptions or justify parking reductions. These streamlined approvals process will facilitate higher urban densities and encourage intensification, particularly focusing on multi-unit developments such as the "missing middle" housing and affordable units. Furthermore, it will promote a reduction in car ownership, increased reliance on public transit, and a decrease in carbon emissions.

Feasibility Study for Community Planning Permit System

Project Description:

SGL Planning and Design and Dillon Consulting were hired to prepare a Background Review and Directions Report to provide options and recommendations for the implementation of a CPPS (either city-wide or area-specific). This project reviewed the legislative framework for the CPPS, best practices from other Ontario municipalities, City's new Official Plan, Zoning By-law, and Central Area and Mixed-Use Corridors Urban Design Guidelines and performed a cost-benefit analysis to assist the City in understanding the financial impact of switching (either fully or in-part) to a CPPS.

Expected Outcomes:

The new Official Plan acknowledges the CPPS as a strategic planning tool to facilitate intensification and redevelopment and its potential to support the City's desired vision and objectives. This study is expected to identify and implement more efficient processes for the development approvals, noting that the CPPS represents a streamlined process that provides flexibility and combines traditionally separate planning approval processes (Zoning By-law amendment, site plan approval and minor variances) into a single process to facilitate permit-ready proposals within 45 days of a complete application (as opposed to 150 days under the aforementioned processes). Correspondingly, the report will offer recommendations for council decision-making processes related to development approvals and options to streamline the process through increased staff delegations.

Strategic Plan

Initiatives completed with the SDAF support all four pillars of the City's 2023–2050 Strategic Plan (Growth and economic development, Community and well-being, Governance and fiscal sustainability, and Infrastructure) by positioning the City to foster and support development opportunity, fill community need for housing and economic growth, provide transparent and traceable development service, and ultimately generate community investment and revenue to address infrastructure and service needs.

Engagement and Consultation

Council, staff, stakeholder and community engagement has been undertaken on an individual project basis including:

- Full-Cost Recovery Planning Fees/Development Approval Process Review;
 - January 2023: Report IPSPL23-002 received by Council;
- Development Engineering Guidelines and Standard Operating Procedures;
 - July 2022 – detailed interviews with staff from Planning, Development and Urban Design, Asset Management and Capital Planning, and Engineering and Capital Works;
- Engineering Design Standards and Construction Specifications Gap Analysis and Recommendations for Improvement;
 - July-August 2022 – surveys conducted with City staff (Planning, Development and Urban Design, Asset Management and Capital Planning, and Engineering and Capital Works) and members of the Peterborough development community;

- Amanda – Online Planning, Building and Related Approvals;
 - Extensive staff participation (Planning, Development and Urban Design, Building Services, Legal Services, Peterborough Technology Services);
 - External stakeholder user learning sessions – September, October 2023;
- City of Peterborough Tree Protection and Urban Forestry Guidelines;
 - March-April 2023 – review with staff from Planning, Development and Urban Design, Asset Management and Capital Planning, and Engineering and Capital Works, Public Works, Building Services, Parks and Recreation and Facilities and Planning Initiatives;
- Central Area and Mixed-Use Corridors Urban Design Guidelines;
 - April 2023: Report PAC23-001, Central Area Urban Design Guidelines received by Planning Advisory Committee;
 - April 2023: Report IPSPL23-007, Central Area Urban Design Guidelines Adopted by Council;
 - May 2023: Central Area Urban Design Guidelines building/development community stakeholder workshop and public open house;
 - September 2023: Report PAC23-003 Mixed-Use Corridors Urban Design Guidelines to Planning Advisory Committee;
 - October 2023: Report IPSPL23-029 Mixed-Use Corridors Urban Design Guidelines to General Committee; and,
 - October 2023: Mixed-Use Corridors Urban Design Guidelines building/development community stakeholder workshop and public open house.

Budget and Financial Implications

In accordance with the eligibility criteria of the Streamline Development Approval Funding Program, the City is anticipated to incur \$1,750,000.00, including non-rebateable HST, in total eligible program expenses.

Any project costs incurred after November 1, 2023, are not eligible for support under the Streamline Development Approval Funding Program. There is sufficient funding within the capital project budget to cover any ineligible expenses.

Conclusion

The Provincial Streamline Development Approval Funding Program is a one-time financial tool intended to help Ontario's 39 largest municipalities to modernize, streamline and accelerate their processes for managing and approving housing applications. The City of Peterborough has utilized this fund to undertake multiple projects and hire temporary staff and peer review consultants to achieve these objectives. The projects undertaken have established the rationale for additional staff to support development application review, will streamline development approvals with new standards and guidelines, and will modernize the City's system for receiving, processing and tracking applications and for communicating with Applicants.

Attachments

Appendix A: Project Eligibility Criteria

Submitted by,

Michael Papadacos, P.Eng
Commissioner, Infrastructure, Planning and Growth Management (Acting)

Contact Name:

Brad Appleby
Director, Planning, Development and Urban Design
Phone: 705-742-7777 Ext. 1886
Toll Free: 1-855-738-3755
Email: bappleby@peterborough.ca

Appendix A: Project Eligibility Criteria

**SCHEDULE "C"
 PROJECT**

Project Title
City of Peterborough Streamline Development Approval Fund Initiative
Objectives
The objective of the Project is to streamline the Recipient's development approval processes or support a diversity internship program in connection with the Recipient's development approvals processes.
Description
<p>The Recipient will undertake one or more of the following:</p> <ol style="list-style-type: none"> 1. Procuring consulting or fee-for-service resources to do one or more of the following: <ol style="list-style-type: none"> a. Identify and assist the Recipient to implement more efficient processes for the Recipient's development approvals; b. Prepare draft changes to the Recipient's zoning by-laws and explore opportunities to accommodate new housing development as-of-right; c. Implement or enhance implementation of a Community Planning Permits system with a housing component; d. Review council decision-making processes related to development approvals and make recommendations for streamlining those processes, including delegating certain planning decisions to the Recipient's staff where considered appropriate; e. Develop draft Community Improvement Plans that include housing incentives; and f. Undertake studies to support new housing types; 2. Implementing e-permitting systems or online "Manage My Application" systems that provide for online status checking, interaction between the applicant and planners, fee payments, and ability to start additional permits and view agency comments; 3. Implementing systems that enable the use of online application forms, which allow for the submission of supporting documents, drawings, and studies as well as standardizes forms, drawings, studies and data submissions; 4. Developing online application guides to help applicants select a location, identify development type, and follow a step-by-step guide to determine application submission requirements; 5. Implementing online booking and web meetings systems for pre-consultation and planning meetings; 6. Purchasing data/application management/workflow software, digital drawing software, or 3D tools to assist with design and visualization of development applications;

7. Purchasing software or hardware to improve the Recipient's efficiency in handling payments related to development approvals, such as new hardware or software to handle online payments or credit card payments;
8. Standardizing terminology, application processes, and data requirements as well as developing terms of reference to improve the customer experience and position partners for simpler data sharing;
9. Hiring temporary staff to deal with backlogs related to development approvals, including inspectors and Committee of Adjustment clerks;
10. Implement diversity internship programs to support diversification of planning or building departments including internships for qualified students or new graduates with a focus on people with disabilities, Indigenous, Black, and racialized individuals, and people from diverse ethnic and cultural origins, sexual orientations, and gender identities and expressions; and
11. Other initiatives to streamline the Recipient's development approval processes, with the written approval of the Province.