

Subject: Resources for Development Applications Review and Approval

File Number: ACS2022-PIE-GEN-0010

Report to Planning Committee on 23 June 2022

and

Agriculture and Rural Affairs Committee on 30 June 2022

and Council 6 July 2022

Submitted on June 13, 2022 by Vivi Chi, Acting General Manager, Planning, Real Estate and Economic Development

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Ward: Citywide

Objet : Ressources pour l'examen et l'approbation des demandes d'aménagement

Dossier : ACS2022-PIE-GEN-0010

Rapport au Comité de l'urbanisme le 23 juin 2022

et

Comité de l'agriculture et des affaires rurales le 30 juin 2022

et au Conseil le 6 juillet 2022

Soumis le 13 juin 2022 par Vivi Chi, Directrice par intérim, général de la planification, des biens immobiliers et du développement économique

Personne ressource : Charmaine Forgie, Gestionnaire, Services de soutien techniques et aux activités, Département Services de la planification, de l'immobilier et du développement économique

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Quartier : À l'échelle de la ville

REPORT RECOMMENDATIONS

That Planning Committee and Agriculture and Rural Affairs Committee recommend Council:

1. Approve the addition of 10 full-time equivalent (FTE) Building Code Services positions at an approximate cost of \$1.44 million, funded entirely from building permit revenues, and the conversion to permanent of one (1) temporary Finance position supporting Building Code Services, funded from within from within existing resources, to address the continued increasing number of building permits issued and the complexity of building application inspections and reviews to enforce the *Building Code Act*;
2. Approve the conversion of eleven (11) existing temporary positions to new permanent positions to be funded entirely from within existing resources, affecting service areas including Planning Services, Legal Services and Finance Services; and
3. Approve at an approximate cost of \$1.395 million funded from within existing Planning Services revenues:
 - a) The following additional six (6) full-time equivalent (FTE) positions, representing a total of \$870,000:
 - (i) The addition of two (2) new permanent Co-op student positions in Planning Services
 - (ii) The revision of classification of four (4) existing permanent positions to higher levels in Planning Services
 - (iii) The addition of three (3) new full-time equivalent (FTE) positions in Planning Services
 - (iv) The addition of one (1) full-time equivalent (FTE) positions in Business and Technical Services
 - b) The second phase of the Allocation for Corporate Support of \$525,000 with the remaining allocation to be phased in through the 2023 budget, if required.

RECOMMANDATIONS DU RAPPORT

Que le Comité de l'urbanisme et le Comité de l'agriculture et des affaires rurales recommandent que le Conseil :

1. approuve l'ajout de 10 équivalents temps plein (ETP) aux Services du Code du bâtiment, pour un coût d'environ 1,44 million de dollars financé entièrement par les droits de permis de construire, et la conversion d'un poste temporaire des Services des finances en poste permanent pour assister les Services du Code du bâtiment, financée par les ressources existantes, pour traiter le nombre toujours croissant de permis de construire délivrés et la complexité des inspections et des examens des demandes de construction en application de la *Loi sur le code du bâtiment*;
2. approuve la conversion de onze (11) postes temporaires en postes permanents, entièrement financés par des ressources existantes, qui toucheront les Services de planification, les Services juridiques et les Services des finances; et
3. approuve, pour un coût d'environ 1,395 million de dollars financé par les revenus existants des Services de planification :
 - a) les six (6) ETP supplémentaires suivants (total de 870 000 \$) :
 - (i) Ajout de deux (2) postes permanents d'étudiant en enseignement coopératif aux Services de planification;
 - (ii) Révision à la hausse de la classification de quatre (4) postes permanents existants des Services de planification;
 - (iii) Ajout de trois (3) ETP aux Services de planification;
 - (iv) Ajout d'un (1) ETP aux Services de soutien technique et aux activités;
 - b) la deuxième phase de l'allocation de soutien municipal de 525 000 \$. Le montant restant sera distribué dans le budget 2023.

EXECUTIVE SUMMARY

This report recommends immediate changes to resources for Development Applications Review and Approvals, affecting staffing in several Service Areas including Building Code Services, Planning Services, Business and Technical Support Services, Legal

Services and Finance Services. These changes can be funded through existing budgets, or through existing user fees in the form of application fees for planning approvals, or through building permit revenues and/or the Building Code Services stabilization reserve. The changes support immediate actions to improve the timelines for approvals, particularly for Site Plan Control and Zoning By-law Amendments that will be subject to mandatory fee refunds in 2023 if applications are not approved within the regulated timeframe set by the Province in Bill 109, recently passed into law. The changes also support increased demand for Building Code inspection and reviews and increasing complexity and frequency of technical Building Code amendments and changes in applicable laws.

The report acknowledges that the department has pre-existing timeline challenges for planning applications due to high volume of applications, inconsistent quality of applications, internal business practices that need improvement and a backlog of legal registration of the development agreement approvals. The quick wins proposed in this report are primarily directed at those issues.

The quick wins address the following:

- Adding 10 FTE positions, and converting 1 temporary position, for Building Code Services to address continued increasing activities needed to enforce the *Building Code Act*;
- Mitigating staff retention and recruitment in Planning Services by converting 11 temporary positions to permanent, including Legal Clerks to address backlogs in agreements;
- Adding more management capacity in Planning Services to help issues resolution by creating:
 - A Manager responsible for Operations, Quality Control and Training;
 - An additional Development Review Area Manager;
 - A Senior Project Manager engineer to resolve disputes and consistency
 - An additional Report Coordinator to handle the high volume of reports to Committee and Council and enhance quality control; and
- Making some positions a higher level in Planning Services to address more complex files and to allow capacity for training and mentoring.

There is no expected negative impact to the tax-supported budget. The revenues raised by current fees have historically generated a surplus for Planning Services which can cover the costs of the proposed quick wins. In financial terms, the quick wins can be funded through an adjustment to the base revenue, based on 2021 revenues and application trends for 2022.

Should the actual 2022 revenue be inconsistent with past trends and fall short of the projected revenue, fees will be adjusted through the 2023 and/or future budget process(es).

The department is doing a full analysis and business process review to respond to Bill 109, and further steps will be recommended in a subsequent report to Committee and Council.

RÉSUMÉ

Le présent rapport recommande des changements immédiats aux ressources affectées à l'examen et à l'approbation des demandes d'aménagement, ce qui touchera la dotation dans plusieurs secteurs d'activité, soit les Services du Code du bâtiment, les Services de planification, les Services de soutien technique et aux activités, les Services juridiques et les Services des finances. Ces changements peuvent être financés par des budgets existants, les frais d'utilisation (frais d'approbation des demandes d'aménagement), les droits de permis de construire ou le fonds de réserve de stabilisation. L'objectif est la mise en œuvre immédiate de mesures visant à réduire les délais d'approbation, particulièrement pour l'approbation des plans d'implantation et les modifications du *Règlement de zonage* associées à un remboursement obligatoire des droits en 2023 si les délais d'approbation prescrits dans le projet de loi 109, récemment adopté, ne sont pas respectés. Les changements pallient également la hausse du nombre d'examens et d'inspections demandés en vertu du Code du bâtiment et la complexité et la fréquence croissantes des modifications techniques du Code du bâtiment et des changements apportés aux lois applicables.

Le rapport reconnaît que la Direction générale a déjà des difficultés à respecter les délais des demandes d'aménagement en raison du grand volume de demandes, de la qualité inégale de ces dernières, des pratiques opérationnelles internes qui ont besoin d'être améliorées et des retards d'enregistrement officiel des approbations d'ententes d'aménagement. Les mesures à résultats rapides proposées dans le présent rapport visent principalement ces problèmes.

Ces mesures visent les changements suivants :

- Ajout de 10 ETP et conversion d'un poste temporaire pour que les Services du Code du bâtiment puissent fournir les efforts accrus nécessaires pour faire respecter la *Loi sur le code du bâtiment*;
- Amélioration du maintien de l'effectif et du recrutement dans les Services de planification par la conversion de 11 postes temporaires en postes permanents, y compris des postes de commis juridiques, pour rattraper les retards dans les ententes;
- Augmentation de la capacité de gestion des Services de planification pour favoriser la résolution des problèmes par la création des postes suivants :
 - Un gestionnaire responsable des opérations, du contrôle de la qualité et de la formation;
 - Un poste supplémentaire de gestionnaire de secteur, Examen des projets d'aménagement;
 - Un ingénieur gestionnaire principal de projet pour résoudre les différends et assurer l'uniformité;
 - Un poste supplémentaire de coordonnateur des rapports pour gérer le volume élevé de rapports destinés au Comité et au Conseil et améliorer le contrôle de la qualité;
- Élévation du niveau hiérarchique de certains postes des Services de planification pour traiter des dossiers plus complexes et permettre la formation et le mentorat.

Il ne devrait y avoir aucune répercussion négative sur le budget financé par les recettes fiscales. Les revenus provenant de ces derniers génèrent depuis longtemps un excédent pour les Services de planification, qui peut couvrir le coût des résultats rapides proposés. Sur le plan financier, les résultats rapides peuvent être financés par un ajustement de l'assiette de revenus, en fonction des revenus de 2021 et des tendances en matière de demandes pour 2022.

Si les revenus de 2022 venaient à différer des tendances passées et à être inférieur.

BACKGROUND

The City's Planning, Real Estate and Economic Development Department (PRED) is committed to making Ottawa the most liveable mid-sized city in North America. This

means meeting the needs of residents and development industry in providing the advice and review required for development applications to occur in a timely fashion.

The Building Code Services last reported its staffing complement in September 2018, Building Code Services – Staff Increase ([ACS2018-PIE-PS-0095](#)). That report approved the addition of 12 FTE positions, funded entirely from building permit revenues and/or the stabilization reserve, to help address continued increasing activities needed to enforce the *Building Code Act*. During Budget 2022, the PRED General Manager confirmed that the department had difficulty finding the right individuals for these positions and committed to coming back to Planning Committee with staffing asks should the department fill outstanding vacancies. Given that outstanding positions have been filled, this report delivers on the commitment to ask Council to add more staff complement to BCS to address an increasing amount of Building permits that need processing. Since 2018, the issuance of building permits has increased each year, with no increase to staffing levels. Building permits have increased gradually each year:

- 2018: 9,392
- 2019: 9,793 (+4%)
- 2020: 10,059 (+3%)
- 2021: 11,436 (+14%)

On top of the increase in building permits, which require more staff time to complete permit inspections and application reviews, there has also been an increase in the complexity of plan application reviews and the subsequent construction inspections due to applicants and/or development managers requesting for alternative solutions during construction activities. Rather than meeting the prescriptive requirements of the Building Code, applicants often find alternative solutions in construction that can deviate from approved plans. This causes significantly more time to analyze and investigate alternative solutions as well as additional time needed for consultation with clients which impacts the Service Area's ability to meet the service levels required.

Planning Services (PS), supported by many other Service Areas in the organization, recognizes the need to consistently meet development application timelines. The services rendered by the department should support industry and residents who wish to build, by ensuring they meet the City's policies and guidelines, not by providing extended approval timelines.

The role of the development application review by staff is to either make recommendations to Council to assist in its decision making or make decisions acting under delegated authority. The review process must confirm that proposed projects are consistent with provincial policy, the Official Plan, and consistent with other municipal standards and guidelines, and if not, there is an adequate rationale why the project is still in the public interest.

The process is time-consuming; however it does give internal departments, review agencies and the public the chance to review the proposal, identify issues and flag matters that need to be resolved prior to approval or in subsequent stages. The negotiation that goes on between applicants and City staff is needed to make improvements to projects and address concerns. As much as the department is cognizant of the need for timely decision making, there are parts of the process that need minimum time commitments for due process to occur.

In an ideal world, a straightforward application, founded in strong technical supporting studies should proceed as quickly as reasonably possible through the system. Less well conceived applications will take longer.

Planning Services last reported on its staffing complement and fees in September 2019, Planning Services Funding Review and Staff Increase ([ACS2019-PIE-PS-0095](#)). That report approved funding seven FTE positions funded entirely from fees. In addition, Agricultural and Rural Affairs Committee resolved that the fee increase in rural applications should be phased in over two years. Planning Committee resolved that the department in conjunction with Finance Department should:

1. Report on the desirability of creating a reserve fund for Planning fees, and
2. Submit a report with respect to improving the co-ordination of Legal Services with Planning Services.

Staff were directed to bring reports on those two matters by the second quarter of 2020. With the onset of the global pandemic, the Department's focus was on continuity of operations, this report was not brought forward.

In recent years, there have been numerous changes to legislation and regulations at both the Provincial and City level. The changes have had an impact on the timelines for applications as staff need to be trained and then apply more complex rules. Provincial changes include Bill [108, which became law in 2019](#) (reduction of decision timelines for Official Plan amendments changed from 210 to 120 days, zoning by-law amendments

changed from 150 to 90 days and plans of subdivision changed from 180 to 120 days, and the requirement to determine “prescribed events” to initiate earlier identification of built heritage interests on the part of the municipality). [Bill 109](#), which became law on April 14, 2022, lengthened the approval timelines for site plan control applications from 30 to 60 days. A mandatory refund for site plan control and zoning by-law amendment applications if the City does not make a decision in the legislated timeline. Bill 109 delegated Site Plan approval to staff.

City-generated changes include but not limited to new [R4 Zoning rules](#), changes to the [Mature Neighbourhood Overlay](#), the [Urban design guidelines for high rise buildings](#), [Traffic Calming Design Guidelines](#), [Local Residential Streets 30 km/h Design Toolbox](#), [Bird Safe design guidelines](#) and the recently adopted [High Performance Design Standards](#). Every new layer of regulations added onto application review increases the level of effort and associated time pressures on staff. Additional changes are coming, with the new Official Plan, the Road Activity By-law, a number of new urban design guidelines, and Inclusionary Zoning.

On April 14, 2022, the department provided its 2021 Year End Report [ACS2022-PIE-GEN-0002](#). Committee discussed concerns with existing timelines performance and the implications of Bill 109 in future years. Staff were directed to bring forward a “quick wins” plan for staffing to address immediate needs, and staff advised that a fulsome review of Bill 109 and its process and resource implications will be forthcoming at a later date.

Also separate to this report, the City submitted an application to the Province of Ontario’s [Streamline Development Approval Fund. This funding will contribute to supporting the City with interim funds to streamline development application review processes, and may help implement some of the changes mandated by the Province through Bill 109.](#)

DISCUSSION

Building Code Services

Building Code Services is the principal authority in building code knowledge and enforcement. The Service Area plays a key role in construction by facilitating and enforcing compliance with the Ontario Building Code and other applicable legislation to ensure safe and orderly development for residents and industry. The City is being challenged in meeting its legislated timelines and enforcement activities.

Increasing complexity and frequency of technical Building Code amendments and changes in applicable laws, legislated regulatory requirements, the year over year rise in issuance of building permits, and increased building activity has affected the Service Area's timelines, responsibilities and service level performance.

There has also been an increase in the complexity of plan application reviews and subsequent construction inspections due to applicants and/or development managers requesting for alternative solutions during construction activities, rather than meeting the prescriptive requirements of the Building Code. Significantly more time is required to analyze and investigate alternative solutions with the number of requests rising annually which impacts the Service Area's ability to meet acceptable service levels. Additionally, ongoing Building Code changes that support environmental protection, enhanced fire safety, and barrier-free access requirements need additional time to review. Large scale development projects such as Light Rail Transit also contribute to the additional time and resources needed to complete inspections and plan reviews.

For these reasons, Building Code Services are recommending the addition of 10 FTE positions to support meeting legislated timelines and managing increased volumes and complexities of building inspections and reviews.

The FTEs under this approval shall be funded directly from building permit revenues and/or reserves with no impact on the general tax base.

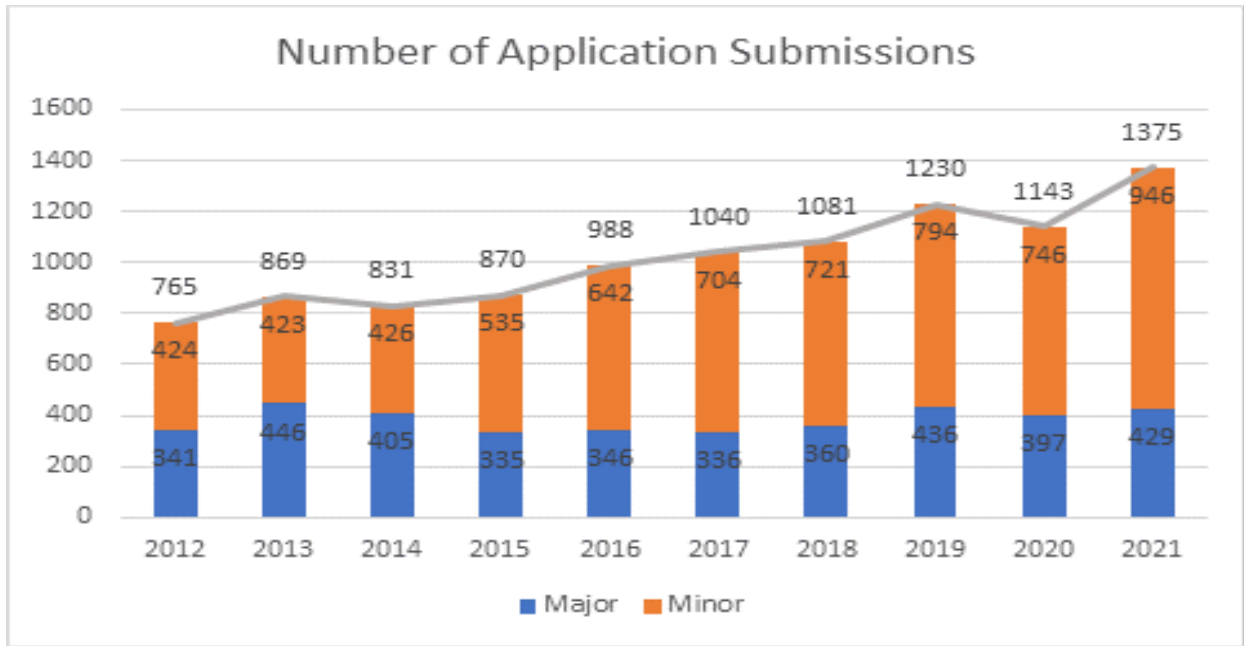
By approving these FTEs, Building Code Services will be better supported to meet current and future demands.

Planning Services

Workload and Staffing Levels

The number of applications in any given year fluctuates considerably, driven by market conditions for housing, broader economic trends, regional unemployment, municipal election years, major changes of policy by the City, and other factors. The following chart illustrates the trend since 2013.

Figure 1: Total application volume



Note: Streetscape Character Analysis applications were introduced in 2015 while Historical Land Use Inventory and Front Ending applications were introduced in 2017.

In 2021, the number of applications received is 21% greater than the previous year, 12% higher than 2019 and 35% higher than the ten-year average, however staffing levels have not increased to meet this demand.

One factor that is not shown in the data above is the very significant growth in requests for Historical Land Use Inventory data, general information inquiries, pre-application consultations, and informal pre-consultations (which staff colloquially refer to as “tire-kicking”) by property owners considering making land transactions. These tasks can consume considerable time, and there may be insufficient fee recovery to provide the resources for this work.

This is an example of a number of types of staff time that are not currently recovered through fees. Staff will discuss the problem of non-fee services in a future report to Council, along with a discussion on the strategy to recover other costs not currently allocated through fees.

Pre-application consultations are a leading indicator of the number of files anticipated in the coming year(s). Although not all pre-application consultations turn into applications, a year over year comparison of the number is a reasonable indicator of the pending

trend for applications. In 2020, there were 262 mandatory pre-consultations, in 2021, there were 331, a 26% increase.

Figure 2 shows a chart of staffing levels against the number of applications. Although there have been some modest fluctuations in staffing, the Department has been processing more applications with effectively the same complement.

Figure 2: Applications and Staffing levels



Although the Department has different performance against timelines for different file types, there are no staff dedicated to work solely on site plan control, subdivisions, or zoning by-law amendment applications, etc. Staff are given a variety of files in their geographical area. Some files are straight-forward and some are more complex. If staff are working on a variety of development applications at a given time, one complex file can become very time consuming and can significantly impact the timelines of all files within their portfolio, regardless of application type.

It is reasonable to assume that with additional staff, the Department could either reduce the total number of files per planner/engineer or deploy those additional resources to targeted improvement in specific file types, depending on the allocation of work.

Temporary and Co-op student positions

The Department relies on temporary positions to address workload variations. Temporary positions pose a challenge in recruitment and retention. Temporary staff seek permanent employment, which contributes turnover.

The Department relies on Co-op student positions to do certain essential tasks. With a limitation on Co-op student hiring in 2020 as a result of COVID-19 financial pressures on the organization, other staff (Planner I's) had to take on these tasks in addition to their regular responsibilities. This reduced their capacity for reviewing complex development applications. In 2021, Co-op student hiring was restored back to a level comparable to 2019.

As a result of the high volume of applications per staff, and retention of temporary staff, the report recommends conversion of eleven temporary positions to permanent for Planning Services, as was contemplated in [ACS2019-PIE-PS0095](#) (Recommendation 1). This would have no impact on existing development application fees since the City's fee schedule already collects for these positions. There is also no impact to existing budgets since the positions are already funded. The eleven (11) positions are:

- One (1) Forester
- Two (2) Legal Clerks
- One (1) Finance position
- Seven (7) Planning Services positions including:
 - One (1) engineer intern
 - Three (3) Planner I
 - Three (3) Planner II

Planning Services would be in a better position to deal with recruitment and retention challenges by approving the conversion of these positions from temporary to permanent.

Additionally, staff are also recommending re-classifying existing positions to higher classifications to reflect the increasing complexity of files in Planning Services. The positions are:

- Three (3) Planner II to Planner III
- One (1) Project Manager to Senior Project Manager

In an effort to also increase the talent pool coming into the department, it is also proposed to add two (2) new permanent Co-op student positions for Planning Services.

Legal Process Review and Addition of Legal Clerks

As a result of a motion on report “Planning Services Funding Review and Staff Increase” ([ACS2019-PIE-PS-095](#)), Planning and Legal Services have looked at a number of aspects leading to backlogs in legal agreements to support approved applications.

Planning and Legal Services retained Municipal Government Wayfinders in 2019 to conduct a review of the legal aspects of various approvals, namely the process to legally register development agreements. Staff have reviewed the 19 recommendations of the 2019 Legal Review, and some of these recommendations have already been implemented while others are in the process of being implemented. Examples of those implemented recommendations include reducing scope of legal review, inviting legal representatives to Planning Services management meetings for issue resolution, and hiring of an additional Legal Clerk. This process was discussed in the department’s 2021 Annual Report ([ACS2022-PIE-GEN-0002](#)).

Although there are procedural improvements in progress, the fundamental issue is the volume of files per staff in Legal Services, similar to the issues described earlier. Council approved in Budget 2022 two temporary legal clerks, given the high demand for staff with legal clerk skills, the City has been unable to recruit staff for temporary assignments. Staff therefore recommend making those two positions permanent Legal Clerk positions. Staff will monitor the effect of an increased complement on the turnaround time and take further steps in the future if merited.

Enhancing Management Capacity, Quality Control, Consistency, Oversight and Staff Mentoring

The department requires two additional management positions in Planning Services.

One management position would allow the redistribution of districts, staff and workload. The current Central, East, West, South and Rural would be re-evaluated based on the 2022 Ward Boundaries.

The other management position would be a new role of Manager of Operations and Continuous Improvement. This new management role would oversee the existing team that manages circulations and operational requirements. In addition, they would address Continuous Improvement initiatives including but not limited to new legislation, new Official Plan, and the new Land Management System.

Planning Services has implemented many process improvements over the past five years. However, it is difficult to continue to move initiatives forward if there is not dedicated resources.

Reporting to this position will be a new role of Senior Project Manager, Engineering Consistency. This role will be responsible for ensuring consistency of engineering approaches and will work with the Infrastructure and Water Services Department to manage any changes in standards. This role will be a resource to help bring resolution to disputes and provide an overall quality control function.

The Department also requires an additional Report Coordinator. This function assists report authors in the final steps of completing a report to Committee and Council and they also provide a quality control function. The Department previously had two Report Coordinators assigned to Planning Services, however it repurposed one role in a previous year to address other pressing priorities. Restoring this position creates additional capacity to address the high volume of reports and enhance quality control.

RURAL IMPLICATIONS

This report addresses City-wide administration of development review services. The changes proposed will benefit rural development application files as well as urban files.

CONSULTATION

This report is administrative in nature and as such, there has been no specific consultation.

Previous consultations with the Greater Ottawa Home Builders Association of the 2019 interim fee increases and subsequent reports that were not brought forward by the Department have led to a good dialogue. While GOHBA remains very concerned about the cumulative impact of multiple City policy changes, charges and user fees, they are generally supportive of tactical improvements in the Department's staffing strategy that would resolve long-standing concerns such as management oversight, issue resolution, engineering consistency and the backlog of legal agreements. They remain interested in further discussions on the creation of a reserve fund comparable to what is in place for Building Code Services.

COMMENTS BY THE WARD COUNCILLORS

This is a City-wide report – not applicable.

LEGAL IMPLICATIONS

As outlined in the report, Bill 109 has effected changes to the Planning Act that require the City to modify the process by which applications for site plan approval are considered and approved. With respect to Recommendation 3, the repeal and replacement of the Development Application Study Policy By-law, it is open to the City to identify the possible array of studies that might be required in a planning application. However, an applicant has the ability, through a motion for directions to the Ontario Land Tribunal to dispute whether one or more studies are in fact properly required for an application to be deemed complete.

RISK MANAGEMENT IMPLICATIONS

There are no direct risk management implications associated with the recommendations in this report.

As stated in the report, should the actual revenue for the year 2022 be inconsistent with past trends and fall short of the projected revenue, fees in the 2023 Budget would have to be adjusted to meet budget actuals associated with the new staff positions.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications.

FINANCIAL IMPLICATIONS

Recommendation 1: The eleven (11) full-time equivalent positions will be funded from within existing and forecasted building permit revenues. Building Code Services budget will be increased by \$1.44 million, offset by an increase to the building permit revenues budget, to fund the ten (10) new FTEs. In the event that revenues are not achieved, a transfer from the stabilization reserve will be completed to fund the shortfall. There are no financial implications associated with the conversion of the one temporary position to permanent. Funding has previously been approved by Council through the 2022 Operating Budget.

Recommendation 2: There are no financial implications associated with the conversion of the eleven (11) temporary positions to permanent. Funding has previously been approved through the 2022 Operating Budget.

Recommendation 3: The six (6) full-time equivalent positions and the allocation for corporate support will be funded from within existing and forecasted Planning Services development revenues. Planning Services budget will be increased by \$1.395 million,

offset by an increase to revenues. In the event that revenues are inconsistent with past trends and are not achieved, fees will be adjusted through the 2023 and/or future budget process(es).

Update on Planning Services Reserve Fund

There has been discussion in recent years about the Planning Service Area surplus at year end, and whether there should be a reserve fund established comparable to what is used for Building Code Services. Council has directed that staff assess the feasibility of a reserve fund. It is premature to address the issue of a reserve until the full implications of Bill 109 undergo more assessment and a full fee review has been completed. It also needs to be linked to a review of the City's Reserve Policy which should occur in the next term of Council. Staff have initiated the work to complete a re-projection of fees based on updated time tracking, updated estimates of overhead costs, and reviewing positions to ensure that those that work primarily on development review and could be paid for through fees are being captured.

ACCESSIBILITY IMPACTS

This report has no specific impacts on Accessibility.

ECONOMIC IMPLICATIONS

An efficient planning approvals process leverages economic benefits from new construction and supports the provision of housing, and non-residential buildings in the City that supports on-going economic activity.

TERM OF COUNCIL PRIORITIES

Efficient processes that support the City's consideration of planning applications support several Term of Council priorities including Economic Growth and Diversification, Thriving Communities, Environmental Stewardship and Service Excellence through Innovation.

DISPOSITION

Staff in Planning, Real Estate and Economic Development Department and Finance will implement the recommendations of the report.