Action Plan for the Achievement of Housing Targets (June 2024)

This action plan seeks to align the efforts of Council and Staff to ensure prioritization of work and resources that achieve the goals set by Council through documents such as but not limited to: the City's Strategic Plan, Vision to Focus workplan, Housing Pledge, Housing Strategy, Digital Strategy, and Pipeline to Permit Committee.

This plan organizes various staff initiatives that will facilitate the achievement of housing targets for 2024 and beyond. These actions will also enable housing supportive funding such as Housing Accelerator Fund (HAF) and Building Faster Fund (BFF) from senior levels of government.

There is a lot of work to be done and it does not reside with just one individual or department. A multidisciplinary approach with supports across the corporation is essential to deliver expected outcomes. This action plan is a tool that will organize the management of corporate resources and ensure focus is maintained so that the work is completed as anticipated. Commitment to the action plan is critical to ensure a predictable conclusion of work priorities.

Expected Outcomes:	• Increased number of units built compared to 2023 • Streamlined application processing • Improved submission quality & reduction in review cycles • Empower staff to use discretion and flexibility	• Improved customer experience ratings • Data analytics to support business decisions & improvement initiatives • Performance tracking • Self-serve options for customers	• Improved visibility and transparency of process and outcomes • Progressive Policy and Regulatory framework • Flexible Business Processes • Progress toward housing pledge

Goal	Immediate Priority Work (3-6 months)	Mid-Range Work (6-18 months)	Long Term Work (18+ months)
Obtain 2024 BFF Funding	• Update HI Impact Criteria • Business Development Manager to facilitate overlap of Site Plan with	• Audit deficiency letters for Building Permit and Zoning Clearance applications to ID trends in redundant errors	• Audit plan revisions required for Site Plan applications to ID trends in redundant errors

	• Building Permit application wherever possible • Refine development prioritization processes to include focus on projects contributing to BFF goal (excluding processes with legislated timelines) • ID files close to completion and assist using the new prioritization process • Execute building permit pre-con for prioritized files to support improved submission quality	• ID improvements to planning pre-con to make quick win changes	
Streamline Development Services Processes **Improve the Customer Experience**	• Implement Community Planning Permit System (CPPS) • AMANDA/Site plan conditions • Business process review for development applications • Use of redline to minimize resubmissions	• AI enabled review • Digital one window portal for development applications • AMANDA/Folder updates • AMANDA/Development charges • Bill 109 complete applications • Update Site Plan application manual	
Policy and Regulatory Updates	• MTSA/CPPS framework • Development appeals (ongoing) • Delegated Authority By-law updates	• Realignment of 2020 Official Plan • ROPA 49 – future growth areas	• New Zoning By-law (non residential zones) • BOP 2020 litigation • Development appeals (ongoing)

	• Ongoing implementation of Integrated Mobility Plan (IMP)	• New Zoning By-law (residential zones) • BOP 2020 litigation • Development appeals (ongoing) • Various Engineering policy and by-law updates	• Flood Hazard Impacts and Mitigation Assessment
Operational Modernization	• Recruitment of HAF Program Manager • Housing Accelerator Fund Implementation • Planning Application Fee Review • Building Permit Fee Review • Expand/refine building permit data to capture foundation completions and occupancy • Create development data dashboard	• NG911 – addressing • City wide parking permit initiative • Refinement of development data and analytics	• Downtown parking plan

Progress so far…

Initiative Completed	Outcome Achieved
AMANDA/Pre-consultation	• Modernized pre-consultation process to implement Bill 109 • Enhanced documentation and communication to help applicants succeed • Updated AMANDA folder to improve data capture for key performance indicators

AMANDA/Pre-building	• Modernized pre-building process to enable more efficient transitions to building permits • Updated AMANDA folder to improve data capture for key performance indicators
MyFiles	• Design and implementation of a minimum viable product that allows applicants to see where their application is in the process • Ability to apply this solution to additional processes
AI experiment	• Trained AI tools in applying zoning by-law accurately to test submission files to ID when applications were not in compliance
Major planning application dashboard	• Design and implementation of pipeline to permit data that visualizes where applications are in the process of becoming new units • Improved understanding of ability to meet housing pledge
CofA	• Updated Terms of Reference for CofA • Reduction in wait time for CofA hearing through process enhancements • Implementation of a "Consent" agenda
"One Window" counter	• Established a multidisciplinary staff counter on ground floor of City Hall with Zoning, Planning, CofA, Development Engineering, Forestry, Building and Licensing all in one place to assist customers
IMP	• Council approval of IMP to facilitate mobility options through the City that supports residential growth
Engineering Services	• Reorganization of Development Engineering and Parks teams and additional staff capacity added to meet service demands
Housing Strategy	• Recruitment of Manager of Housing Strategy
Bill 109 – legislative compliance	• Re-design of related development processes to ensure the City can meet legislative requirements