"MAKE IT HAPPEN TASK FORCE"

Presentation to
Developer's Round Table
October 25, 2007

Background:

Mayor's December 2006 Inaugural Address
"Building Markham's Future Together"

'Service Levels' is one area of the strategic focus of Council.

Goal of Continuous improvement by:
- Consulting users
- Addressing gaps
- Streamlining processes
- Improving value added services
- Key performance indicators

Task Force Mandate:

◆ Created January, 2007
◆ To review development approval processes, related conditions and agreements and building permits
◆ To report back to Council (Fall 2007) on opportunities and action items for service level improvements

Members of Task Force:

Councillor Dan Horchik, Chair
Deputy Mayor Jim Jones
Regional Councillor Gordon Landon
Councillor Alex Chiu
Councillor Joseph Virgilio
Councillor John Webster

Work Program:

To consult with Town staff, the public and users of the Town's development services to:

1. Identify issues and opportunities for improvement
2. Analyze issues and opportunities
3. Generate potential solutions
4. Select and plan implementation of solutions and improvements
5. Report to Council, and seek any authorization required to implement improvements
6. Provide for ongoing monitoring and reporting of results

Consultation Process to date:

◆ Fall 2006 Development Industry Survey (Subdivision Approval Process)
◆ Developers Round Table Meeting, May 2007
◆ Direct Feedback/Input to Council from applicants, public and industry
◆ Development industry volunteer representatives on Task Force working groups
◆ Consultation with outside agencies (Region of York; TRCA, Powerstream and others)

Consensus Around Six Key Focus Areas:

1. Timeline for approvals, and reporting of KPI's (includes coordination with external agencies)
2. Communications, support to clients and Team Building
3. Streamlining of legal agreement process
4. Letters of credit, and release thereof
5. Development application processing software/automating user interface
6. Complete application submission and pre-consultation requirements

Six Working Groups Formed:

◆ Each chaired by Member of Council
◆ Staff leads assigned
◆ Cross-Department staff representation
◆ Three development industry representatives per working group
◆ Extensive meetings over summer months
◆ Staff Leads have prepared summary reports with recommendations

Working Group 1
Timelines For Approvals and the Reporting of KPI's

Project Purpose

To identify timelines of defined processes for site plan control, subdivisions & building permits. To develop KPI's measures.
To engage external agencies in streamlining comments and approvals.

Working Group Member Composition

		Development Industry Representatives:	
Chair:	Regional Councillor Gordon Landon	**Steve Upton**	Deltera
Lead:	Jamie Bosomworth	**Randy Pettigrew**	Remington Homes
Staff:	Brian Lee Chris Bird	**Bob Crews**	JD Barnes

Recommendation and Action Items Summary

- Update process mapping and the Development Services Manual (DAP).

- Establish timelines for Application processes.

- Promote automated efficiencies via AMANDA.

- Produce Information Brochures for Development Applications.

- Create team approach with External Agencies (including a Technical Co-ordinating Committee).

- Upgrade to AMANDA 5 (Web access by clients & agencies).

- Explore service contract with TRCA for EA Review of Capital projects

Working Group 2
Communication, Support to Clients and Team Building

Project Purpose

To improve communications between the various parties involved in the processing of development applications. Focus included communication between applicant/clients and staff as well as communication between staff of various departments. To ensure accurate, consistent and timely communication is conveyed to the right parties, at the right time, and in a positive, proactive manner.

Working Group Member Composition

Chair: **Councillor John Webster**
Lead: **Valerie Shuttleworth**
Staff: **Sharon Laing**
Ronji Borooah
Nadine Daley
Miriam Comerford
Sabbir Saiyed

Development Industry Representatives:
Niomie Massey Madison Group
Glenn Crosby J. J. Barnicke
Mac Cosburn Markham Stouffville Hospital

Recommendation and Action Items Summary

- Reaffirm and enhance District Team Approach

- Comprehensive Team Training Program including:

    Defining Roles and Responsibilities
    Team Building Program
    Conflict Resolution Training Skills
    Project Management

- Clearly define specific core competencies for Development Manager and team members (customer focus, team orientation, effective communication)

- Promote team workflow process sign offs and efficiencies via AMANDA

- Promote and enhance use of the available tools, (i.e. report tracking lists, application mapping, weekly team meetings, etc)

- Develop comprehensive Urban Design guidelines and re-enforce through pre-consultations.

- Celebrate the team successes!!!

Working Group 3
Streamlining the Legal Agreement Process

Project Purpose

Streamline and expedite the subdivision and site plan agreement processes; evaluate the current process and determine areas that can be "standardized"; improve consistency.

Working Group Member Composition

Chair: **Councillor Dan Horchik**
Lead: **Catherine Conrad**
Staff: **Jim Baird**
     Alan Brown
     Stacy Larkin
     Gary Sellars
     Isa James
     Jamie Bosomworth
     Brian Lee

Development Industry Representatives:
Joanne Barnett Kerbel Group
Nik Mracic Metrus Development
Wayne Hancock Liza Homes

Recommendation and Action Items Summary

- ◆ Improve communication to applicants using brochures, flowcharts, revised application forms, AMANDA 5 web portal access

- ◆ Improve the process for initiating the Subdivision Agreement, including pre consultation and standardized checklist

- ◆ Improve Subdivision Agreement preparation for internal departments by updating agreement and 'Pick List' clauses

- ◆ Introduce separate pre-servicing agreement to facilitate early pre-servicing of Subdivisions

- ◆ Streamline routine/uncomplicated Site Plan applications.

- ◆ Reduce Regional involvement in minor Site Plan applications.

- ◆ Integrate Condominium process into Site Plan work process.

Working Group 4

Letters of Credit

Project Purpose

To examine and make recommendations related to the letter of credit processes for the Town of Markham including value of letters of credit, reductions, releases, administration and risk management.

Working Group Member Composition

Chair: Councillor Alex Chiu
Lead: Alan Brown
Staff: Barb Cribbett
        Kevin Young
        Linda Irvine

Development Industry Representatives:
Sal Crimi S.SC. Land Management
Michael Montgomery Angus Glen
Peter Murphy Metrus Development

Recommendation and Action Items Summary

- Revise Security amounts to recommended risk management levels

- Use a Master Letter of Credit for multiple phase developments or multiple developments under one company

- Allow Partial Acceptance for Maintenance of Subdivisions, where not all works can be fully completed due to external factors.

- Pursue cross utilization of LC's across departments

- Review the need for Snowploughing and Streetlight/Energy Costs by the Roads and Asset Management Departments be charged to Developers

- Further automate process sign offs using AMANDA and allow clients web access (AMANDA 5)

- Improve LC processing/release times

Working Group 5

Development Application Software/ Automating User Interface

Project Purpose

To identify where process automation would reduce approval times and improve service quality. To identify an Internet enabled interface that may improve the speed and effectiveness of communication among the Town, developers, builders, other agencies and the public.

Working Group Member Composition

Chair: Deputy Mayor
Jim Jones
Lead: John Wright
Staff: Jamie Bosomworth
Greg Cookson

Development Industry Representatives:
Jeff King MMM
Nik Mracic Metrus Development
Bill O'Donnell Liberty Development

Recommendation and Action Items Summary

◆ Group 5 (and other working groups) recommend ongoing commitment to AMANDA as the Town's application processing & software.

◆ Implement current AMANDA modules (Property Condition Module, Letter of Credit, Time & Activity flows) in 2008.

◆ Acquire and implement AMANDA 5 in 2008/2009 (External web access/improved user interface/online application submission).

◆ AMANDA Property records to be linked to INSIDE MARKHAM to improve GIS property information.

◆ Integrating Departments to sign off on AMANDA folders and processes in real business time. (no delays)

◆ AMANDA web interface will improve communication and coordination with applicants and external agencies.

◆ Future years integration with Town Financial software, online zoning By-Law capability, full digital submission/annotated drawings.

Working Group 6

Complete Application Submission and Pre-Consultation Requirements

Project Purpose

To consider and recommend changes to the Town's Official Plan to set out requirements for complete Official Plan, Zoning By-law, Plan of Subdivision and Consent applications

To define 'pre-consultation' requirements for applicants to consult with Town staff prior to submitting applications for Official Plan Amendment, Zoning By-law Amendment, and Plan of Subdivision.

Working Group Member Composition

Chair:	Councillor Joseph Virgilio	**Development Industry Representatives:**
Lead:	David Miller	Joanne Barnett Kerbel Group
Staff:	Valerie Shuttleworth	Sal Crimi S.SC. Land Management
	Brian Lee	David Stewart TACC

Recommendation and Action Items Summary

Present a report to DSC for authority to call Public Meeting to receive input on the draft Complete Application Official Plan amendment.

- The report will also include:

- A description of the procedures and submission requirements to evaluate Consent, Official Plan, Subdivision and Zoning By-law application completeness; and

- A description of complete application notification procedures for Official Plan, Subdivision and Zoning By-law applications; and

- Recommendations regarding the enactment of a pre-consultation consultation By-law to require applicants to consult with municipal staff before submitting applications for Official Plan amendment, Draft Plan of Subdivision and Zoning By-law Amendments.

- Encourage applicants to pre-consult on site plan applications (not mandated by Planning Act)

Next Steps:

- ◆ **Presentation to Developers Round Table Meeting October 25, 2007**
- ◆ **Report to Development Services Committee November, 2007**
- ◆ **Subject to DSC & Council endorsement, develop action plans around recommendations and improvements**
- ◆ **Implementation by staff**
- ◆ **Regular progress reports throughout 2008 to DSC and Round Table**
- ◆ **Coordination with public agencies (Province, Region, TRCA, Powerstream and others)**