Appendix B – Summary of High-Level Assessment of Recommendations by Project Working Group

#	Recommendation	Impact	Effort	Status	Public Service Comments
1	Conduct a comprehensive zoning by-law modernization exercise to align with current development objectives	**H**	**H**	**Underway**	This project is already underway, with the contract awarded in December 2025. This initiative is funded with HAF dollars from 2026 and 2027.
2	Consolidate the Building Permit and Development Permit intake and review workflows to improve applicant experience	**H**	**M**	**Underway**	City is now offering a concurrent review process for Development Permit and Building Permit applications, allowing both to be submitted and reviewed simultaneously. This process was launched as a pilot in March 2025 and has now been fully implemented in Permits Online. To further streamline intake the City will be implementing process improvements related to obtaining Status of Title (SOT) on behalf of applicants. The City is also working on a developer-led pre-approved house plans program, which will support standardized sets of house plans reviewed in advance to ensure they meet building code requirements. Once approved, these plans can be used to streamline the building permit process by providing preapproved drawings.
3	Ensure consistent and up to date application-related files are centrally located and easily accessible for City staff to improve consistency and communication	**M**	**H**	**Underway**	Application-related files are already saved in AMANDA. With the digitization of development applications, this will improve. Some Departments involved in the review are not on AMANDA, so further work to coordinate file sharing and communication would be needed.

4	Require an upload memo be used to accompany a re-submitted application	**M**	**L**	**To be initiated in 2026**	Should be initiated in 2026.
5	Introduce a formal internal knowledge-sharing forum for City staff	**M**	**L**	**Underway**	Already underway. PPD Mentorship Program was launched in Q3 2025.
6	Introduce training for Councillors to better equip them for their roles in the development review process	**H**	**M**	**Underway**	PPD Urban Planning has offered training to Councillors in the past following elections. Should be continued and expanded upon to include inputs from other divisions/departments.
7	Expand the use of digital dashboard reporting to incorporate additional development review metrics	**M**	**H**	**Underway**	Building Permit volume reports were implemented online in September 2025. The information on the permit statistics webpage will be expanded in 2026 to display the development permit volumes and activity to support the needs of industry
8	Introduce time tracking for all milestones in the development review process	**H**	**H/M**	**Pending**	Requires additional staff and financial resources to implement.
9	Expand the use of online submissions for all development applications to streamline application submission processes, digitalize workflows, and enable real-time application specific updates and information	**H**	**H**	**Underway**	Through the HAF Initiative 7, most development applications have now been fully digitized and can be submitted directly through Permits Online.
10	Adopt a fully integrated digital workflow management system to improve efficiency and consistency in the processing of development applications	**H**	**H**	**Underway**	Significantly improved via HAF 7.
11	Refresh and increase use of digital templates in AMANDA system	**H**	**M**	**Underway**	AMANDA-generated documents are being updated and refreshed through ongoing project work. Will be further enhanced in 2026.

12	Improve functionality of City Website related to development information and implement improvements to enhance applicant experience	**M**	**H**	**Underway**	- Departmental web content is being rewritten, redesigned, and migrated to the City's new website. The new site is organized around services and topics rather than departments, making it more intuitive for users. In accordance with Council direction, all content is being updated to meet the City's plain language standards. - Launched a redesigned version of Permits Online. The new customer portal is accessible, mobile-friendly, and easier to navigate, offering real-time updates through a secure, cloud based permitting platform. - Improved the Public Notices website to expand types of notices available, increasing transparency and accessibility for residents. - Launched a fully digital version of the Planning, Development & Building Fees and Charges schedule.
13	Implement application streaming to increase efficiency of application intake	**H**	**H**	**Pending**	Requires significant scope development, business plan, additional staff and financial resources to implement.
14	Consider implementing a new dedicated and empowered file lead to provide end-to-end oversight on all applications	**H**	**H**	**Pending**	Requires significant scope development, business plan, additional staff and financial resources to implement.
15	Change fee collection process to require fee payment at application submission and introduce re-examination fees when a specified limit has been reached for incomplete applications	**M**	**M**	**Pending**	Requires significant scope development, business plan, additional staff and financial resources to implement.
16	Adopt technological solutions to enable automatic application screening and support preliminary review	**H**	**M**	**Recommend initiating after the**	Requires significant scope development, business plan, additional staff and financial resources to implement.

				Zoning By-law Review	
17	Establish a Planning Commission to delegate approval authority for development applications	**H**	**H**	**Can only be considered 1 year after Zoning Bylaw re-write**	Per March 11th, 2025 Council decision, this can only be considered one year following the completion of the zoning by-law re-write..
18	Work with industry to review post approval processes for development applications and identify opportunities for efficiencies	**H**	**H/M**	**Underway**	Already underway. To be completed in 2026.
19	Implement a Voluntary Pre-Submission Consultation process	**H**	**H**	**Pending**	Requires scope development, business plan, additional staff and financial resources to implement.
20	Introduce formal training and mentorship to enhance consistency, onboarding, knowledge transfer, and career development opportunities for City staff	**M**	**M**	**Underway**	Already underway. PPD Mentorship Program was launched in Q3 2025. Can be expanded upon.
21	Develop clear public-facing user guides and terms of references for all the City's development application types	**H**	**M**	**Recommend initiating after the Zoning By-law Review**	Requires scope development, business plan, additional staff and financial resources to implement.
22	Implement a centralized internal knowledge database that serves as a file repository for all development review related information	**M**	**M**	**Pending**	Requires scope development, business plan to implement.
23	Introduce two-way training and learning opportunities with City staff and industry	**M**	**M**	**Pending**	Could be incorporated into the regular Industry Advisory Group (IAG) and Land Development Industry Advisory Group (LDIAG) meetings.
24	Enhance the performance management framework for the end-to-end development review process	**H**	**H**	**Pending**	Requires scope development, business plan, additional staff and financial resources to implement.
25	Conduct a comprehensive fee review and create a new fee structure that accurately recovers for staff time spent on processing the application	**H**	**H**	**Pending**	Requires scope development, business plan, additional staff and financial resources to implement.

26	Conduct a compensation review to help attract and retain talent	**M**	**H**	**Pending**	Requires scope development, business plan, and additional financial resources to implement.
27	Conduct a comprehensive resourcing assessment to match resourcing with target service levels	**H**	**H**	**Pending**	Requires scope development, business plan, and additional financial resources to implement.