

Update on Review of City Permitting Processes and Regulations

*Presentation to City Council
March 27, 2012*



January 17, 2012 Council Motion

“Undertake a review of City regulations and permitting processes, with the goal of supporting local businesses through updated regulations, improved speed and greater efficiency of processes; and

Review the permitting process related to home building construction, and provide recommendations for achieving a turnaround benchmark of six weeks for all home construction permits.”

Progress with Home Construction permits

Single Family processing times for 80% of our applications have been reduced, on average, by more than half in the last 3 months!

Was 15-18 weeks - Now 6-8 weeks

Agenda

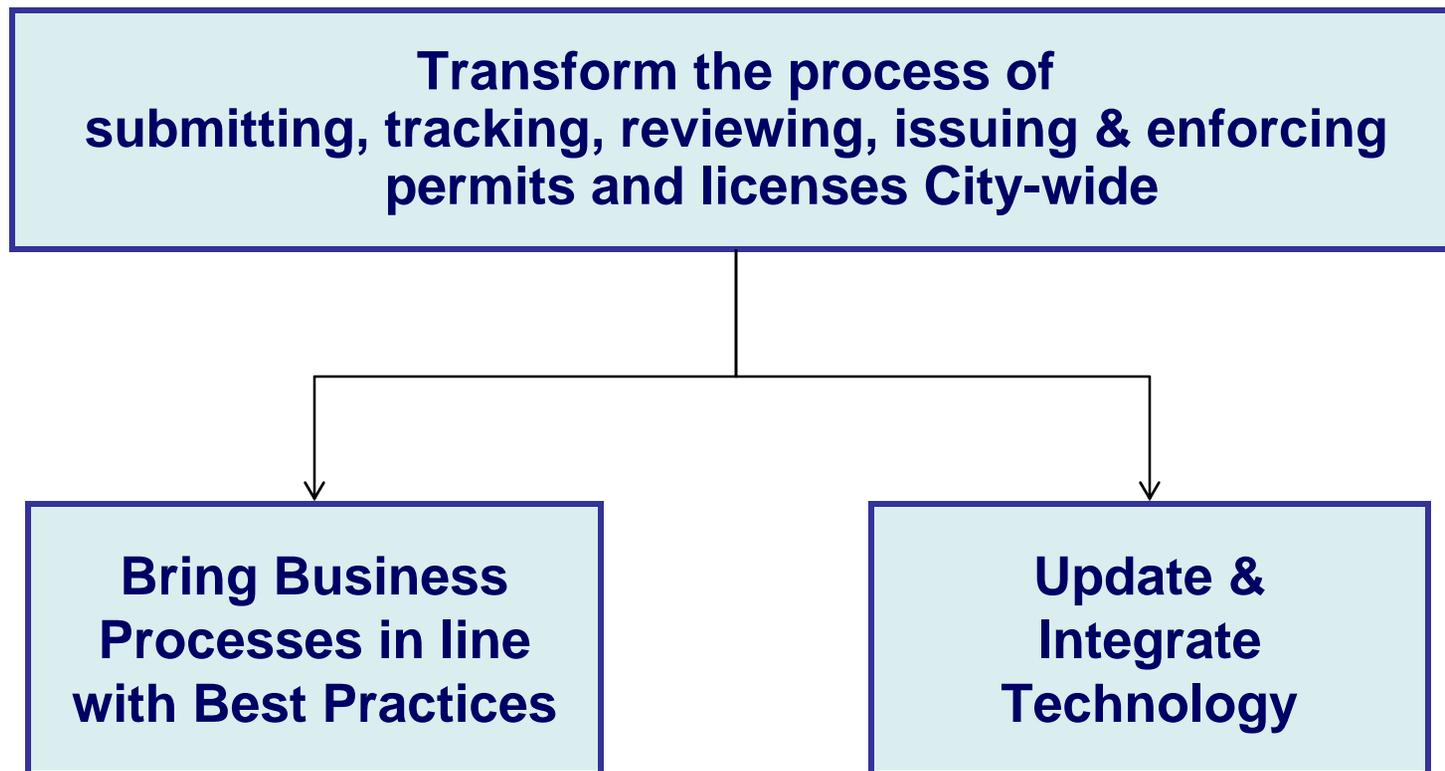
✓ Background

Overall Permit Process Review

Single Family Permit Review

Regulatory Review

Background - VSR Permit and Licence Transformation Project



Background - Council Priorities & Key Corporate Initiatives

Council Priorities

Affordability, Economic Vitality, Greenest City

Corporate Business Plan

Excellent Service, Effective Administration, Sustainable, Affordable
1C: Corporate Customer Service Strategy: Permit and Licence Transformation Project

Vancouver Services Review

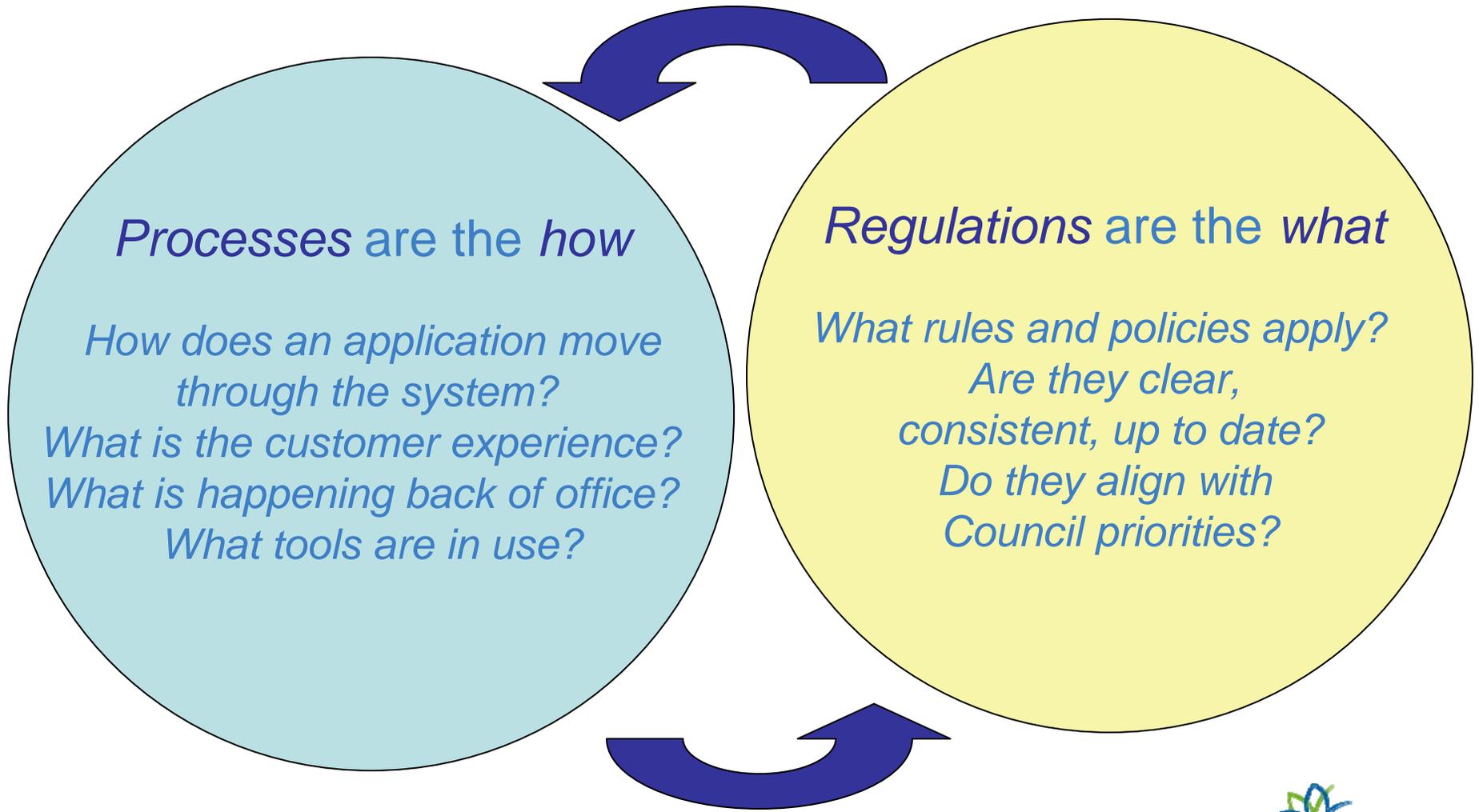
Improve the cost-efficiency of City operations, without sacrificing the quality of services

Web Redevelopment Project

Permits & Licences Transformation Project



Background - Processes versus Regulations



Background - Authorities, volumes, systems

Five City Departments Involved

CSG, (Development Services, Licenses and Inspections, Planning),
Engineering, Parks and Recreation, Vancouver Police
Department, Fire and Rescue Services

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45 Permit and Licence types

*

200,000+/- Issued Annually (Volume)

*

\$62m+/- revenue

*

39 different IT systems!

Background - Permit & Licence complexity

Simple types – Revenue \$32.5m

Single interaction, instant approval

(e.g. residential parking, security alarm dog license, many business licenses)

Medium types - Revenue \$13.5m

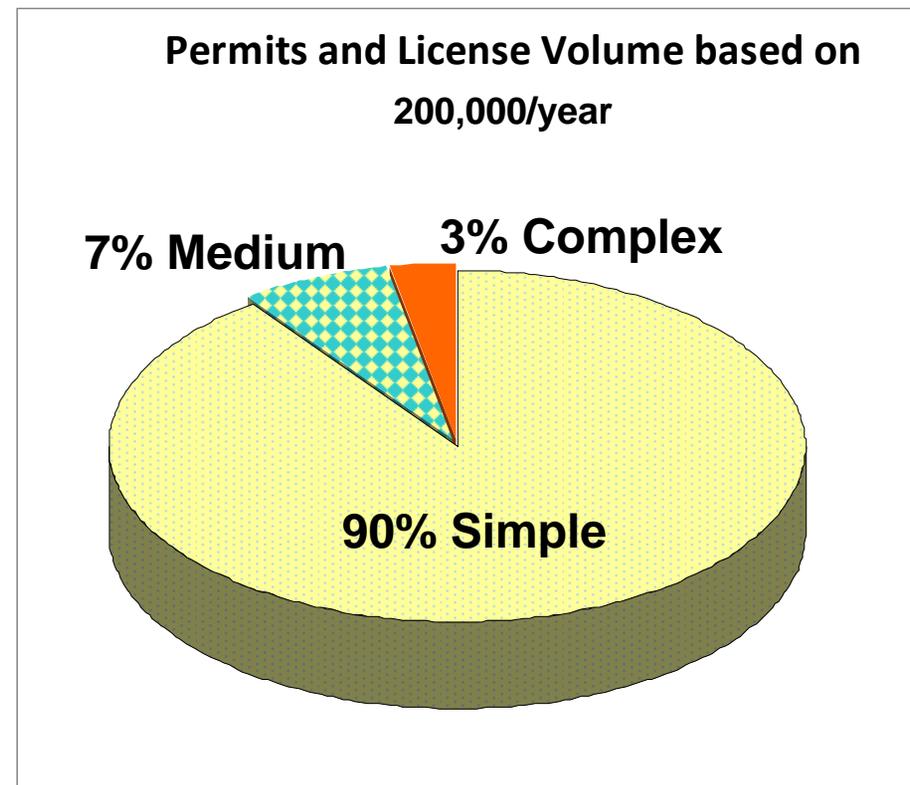
Plan review, substantive decision needed

(e.g. single family dwelling, sewer/water connections, vehicles for hire)

Complex types - Revenue \$16m

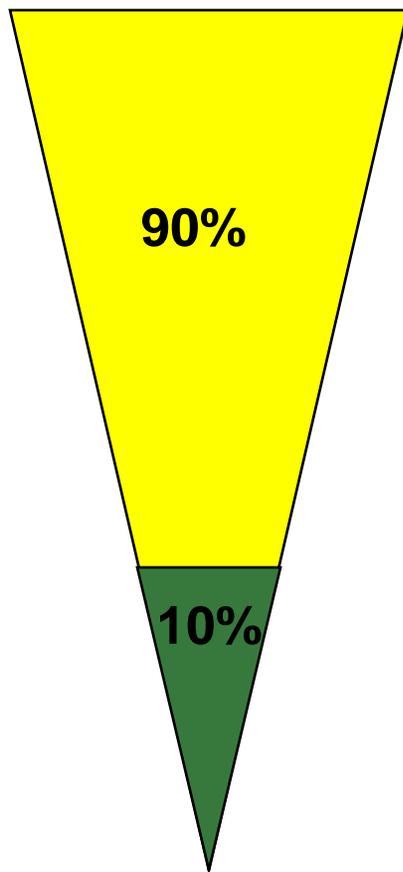
Significant plan review, interdepartmental coordination, multiple policies and guidelines, advisory panels, neighbourhood notification

(e.g. development/building, rezoning)



Permit & Licence Process – Summary of Issues

200,000 +/- annual transactions



Simple

\$28M revenue

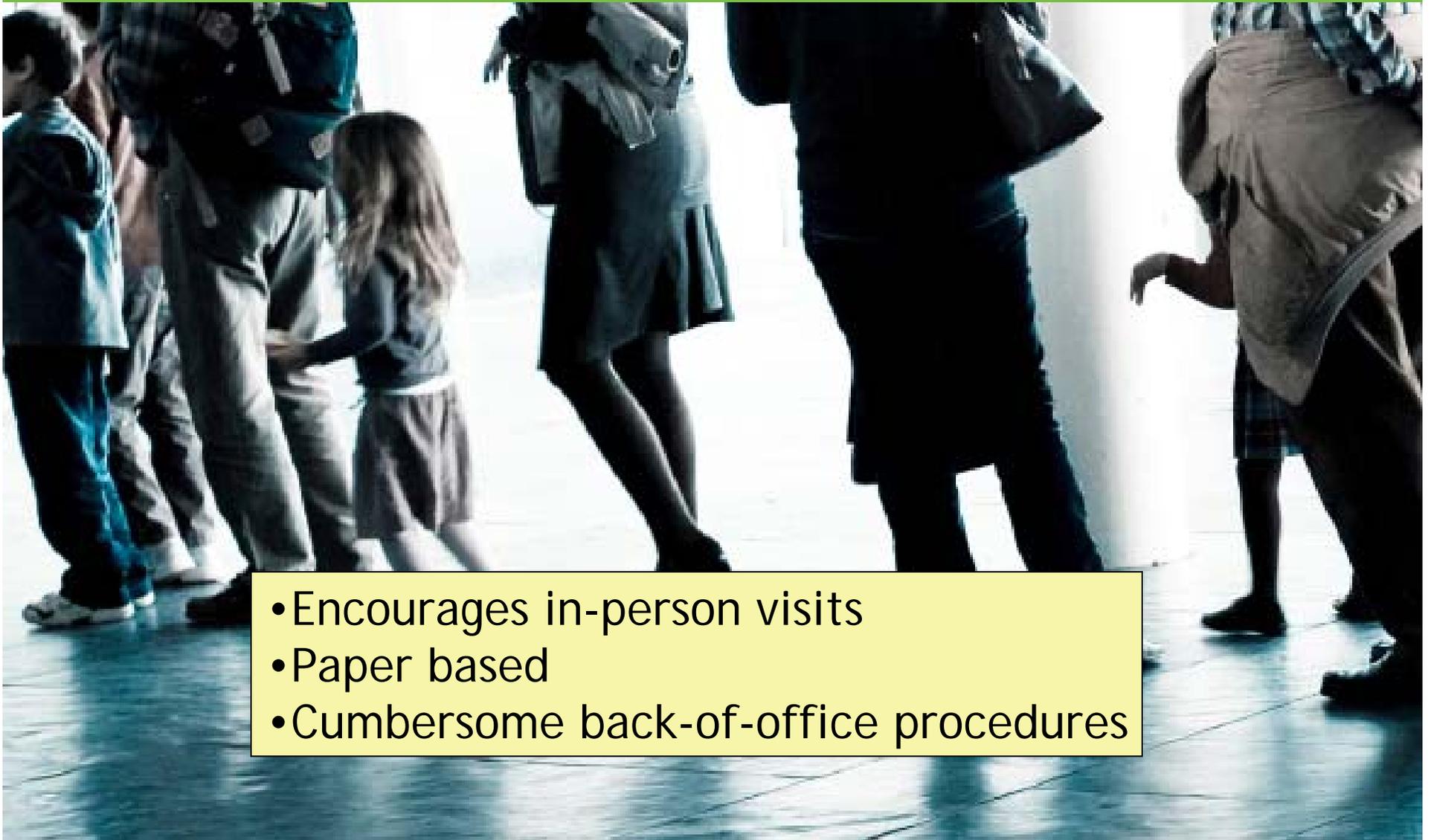
Medium to very complex

\$34M revenue

Issues

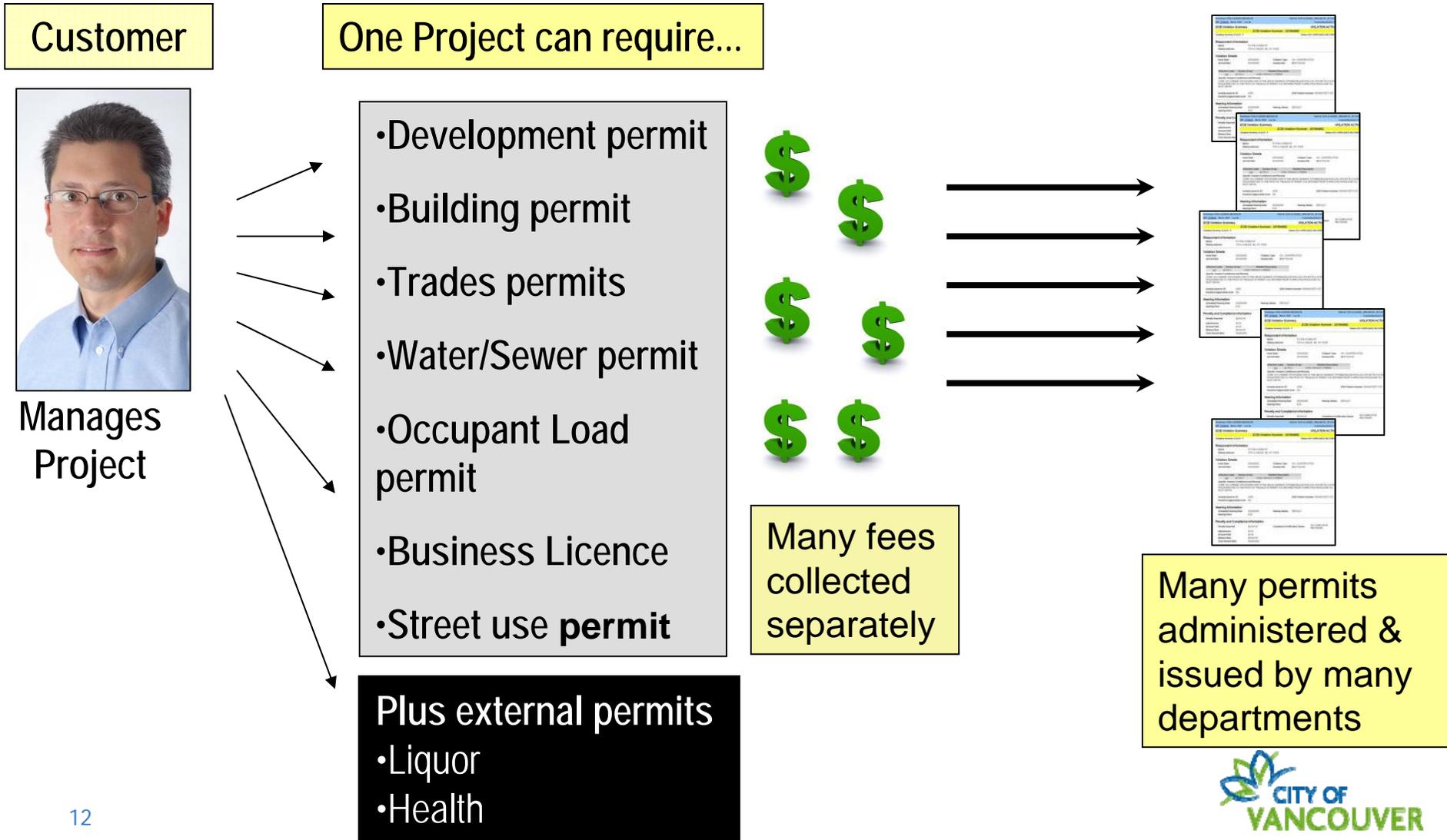
- Minimal online offering - inefficient for customer & CoV operations
- Lengthy processes
- Multiple hand-offs, no single-point-of-contact
- Increasingly complex rules to administer & comply with
- Largely paper-based process, no online offerings
- Lack of integrated technology
- Multiple service desks

Currently :
Few online offerings



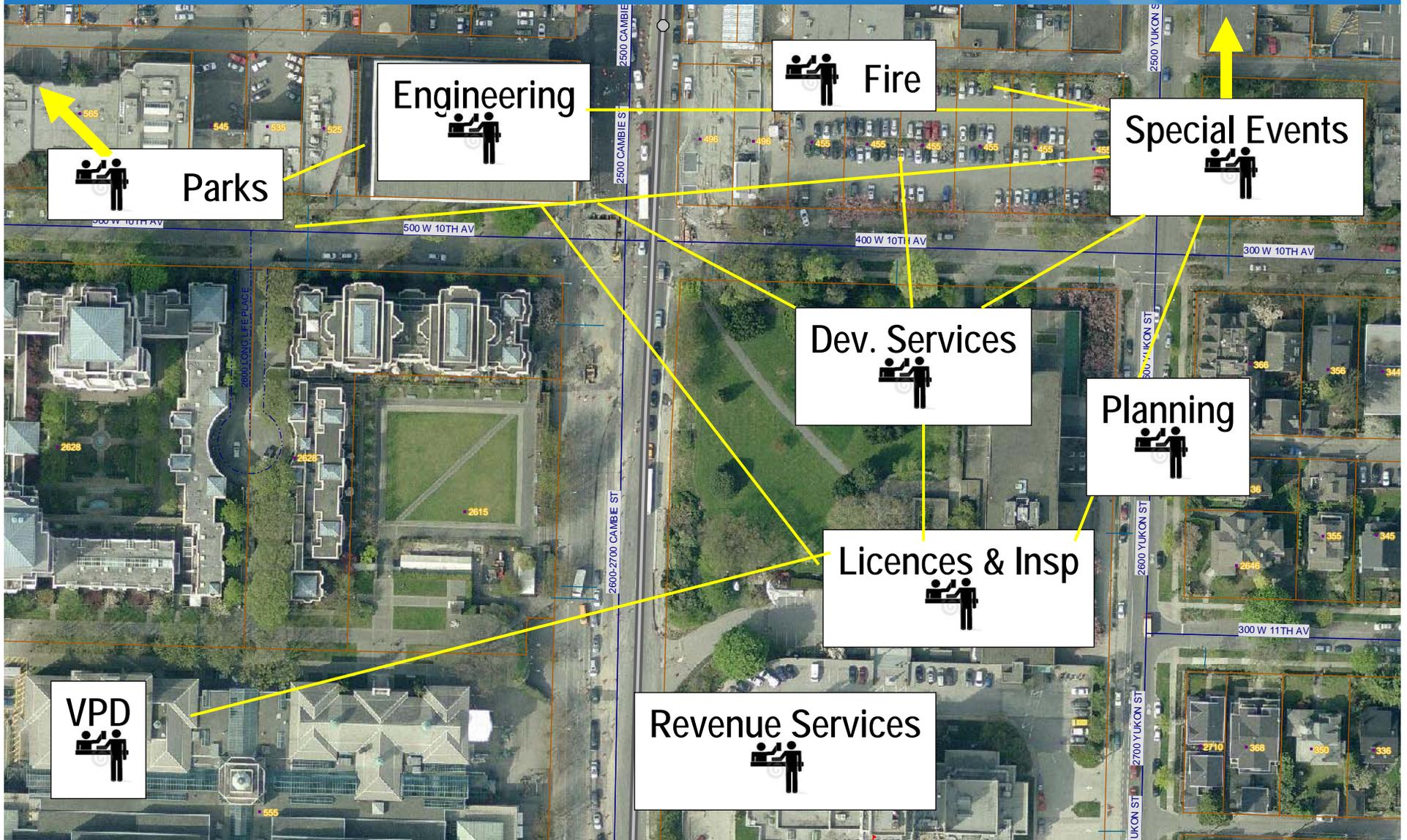
- Encourages in-person visits
- Paper based
- Cumbersome back-of-office procedures

Currently for Complex Permits: Multiple handoffs and administrators



Currently:

Nine Customer Service Desks and 39 IT systems... for 45 Permits and Licences!



Best Practice Highlights

- Use the full potential of technology
- Single point of contact
- Clear requirements, consistent advice
- Streamlined workflow
- Training staff and applicants

Changes Underway: Improve online offerings

Enhancing Online Services!

Starting with simple, high volume transactions

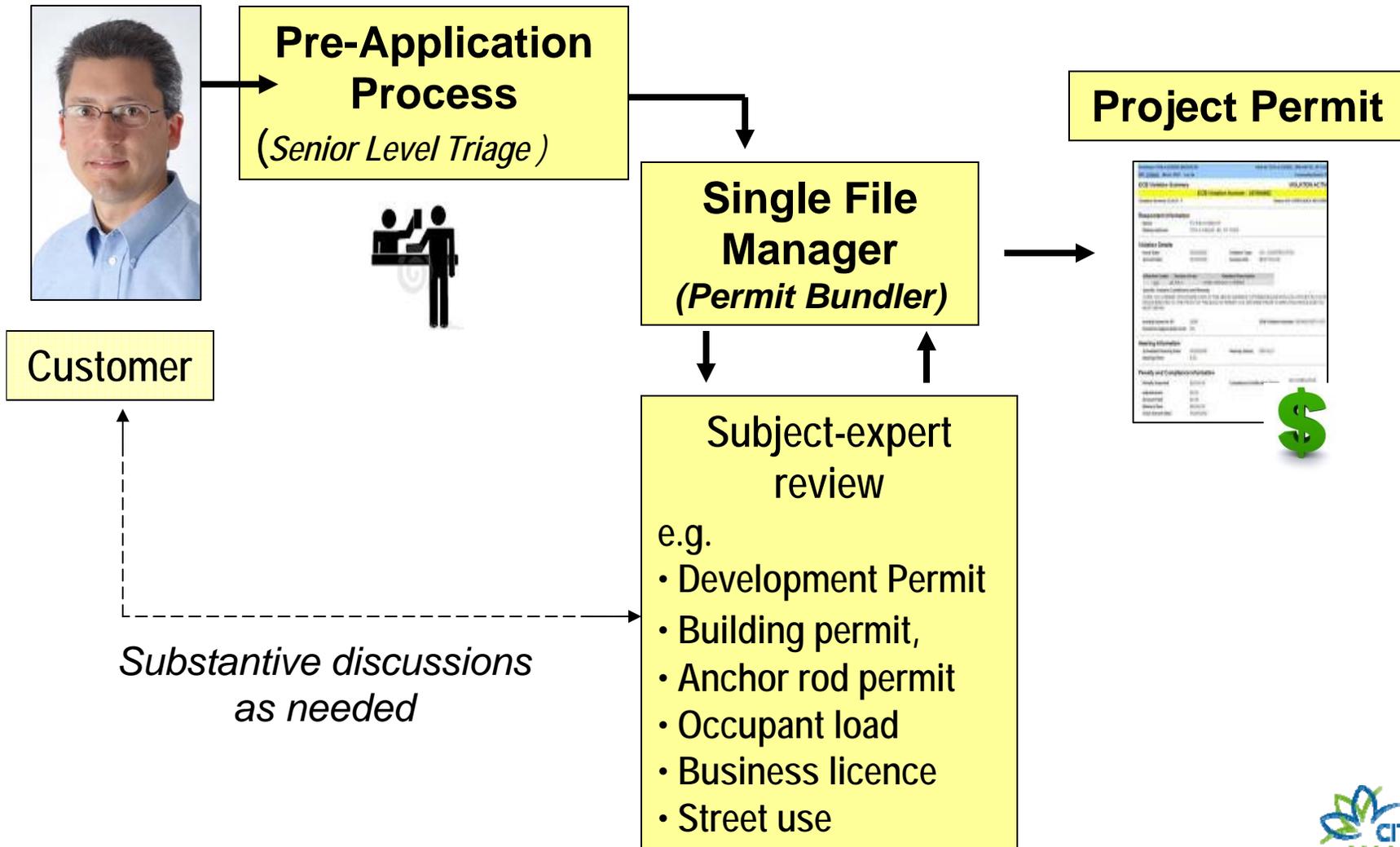
- Dog Licences
- Business Licences
- Security Alarm Permits
- Residential Parking Permits

Fully funded, underway, and phased implementation throughout 2012

Affects

***71%, or 140,000
permit & licence
transactions,
Citywide***

Changes Underway for Complex Projects: Single Point of Contact through Permit Bundling



Changes Underway Acquiring Software System

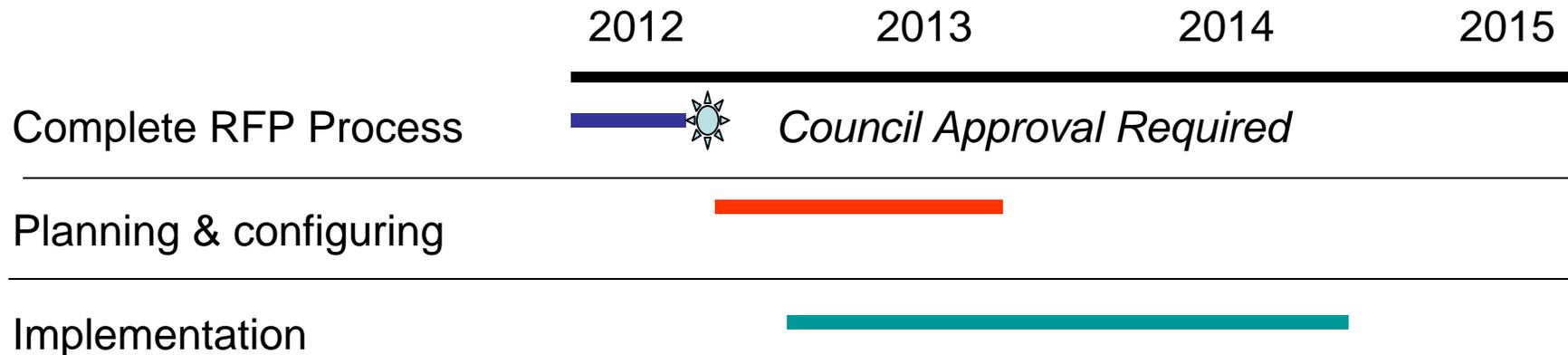
39 IT systems consolidated into one, for 600-800 users!

Industry Standard System

*Integrated * Automated workflow * Online Applications *
Electronic Plan Review * Field Mobility*



Implementation Timeline



Agenda

- Background
- Overall Permit Process Review
- Single Family Permit Review
- Regulatory Review

Single Family Permit Review - Why?

- Processing times are higher than other municipalities
- Represents high volume activity - greatest customer service impact
- Many novice applicants - different services levels needed
- Ensure regulations & guidelines reflect Council priorities - sustainability, affordability



How Do Permit Processes and Regulations Affect Housing Affordability?

Processes

- Delays increase holding costs

Regulations

- Complex, unclear and/or inconsistent regulations increase processing time
- Land use policies affect supply & demand
- Requirements affecting design, "green", life safety, & amenity aspirations all cost money



Single Family Permit Review - Objectives

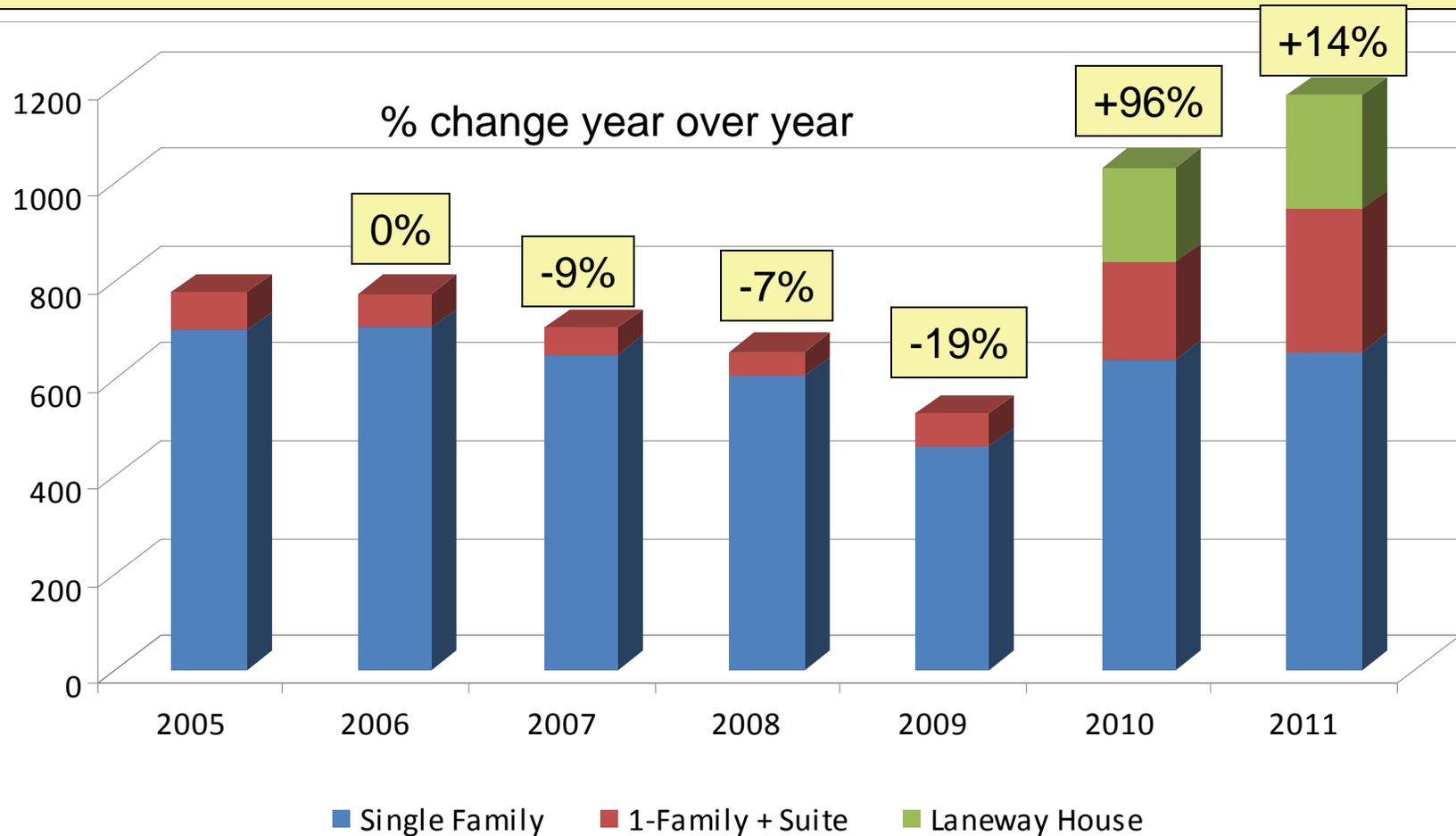
Reduce processing times to better match other lower mainland municipalities;

Coordinate & Consolidate processes to serve customers better, increase efficiencies

Review regulations to ensure alignment with Council priorities

“Single Family” Permit Review Application Volumes

- “Single Family” = main house, 1 suite, laneway house (95% of sites eligible for LWH)
- 60% of Vancouver is zoned for “single family”



Single Family Permit Applications- Average Processing Times

Outright *(meets all regulations)- 80% of applications*

CoV	6-8 weeks
Lower Mainland	4-6 weeks

Conditional *(varies regulations to achieve City objectives)-20% of applications*

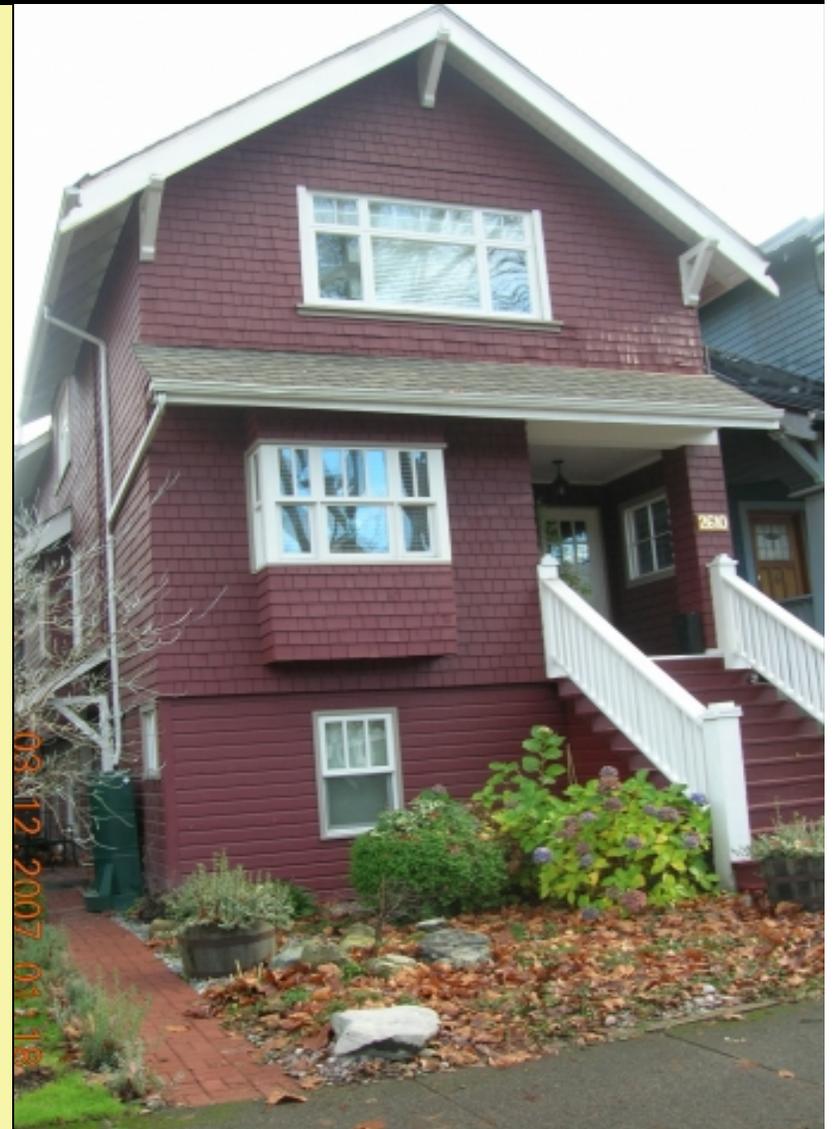
CoV	5-7 months
Delta	2 months (one historic area only)
Lower Mainland	No conditional processes

Laneway House

CoV	8-9 weeks
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Single Family Permit Review: Methods to Reduce Processing Times

1. Reward good, fully complete, applications
2. Stream applications according to work effort required
3. Conduct continuous monitoring - quality, processing time, volumes
4. Use "blitz" techniques to achieve processing time targets
5. Initiate regulation/guideline review



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Regulatory Review - Overview

Regulation Review...*Measuring regulations against criteria*

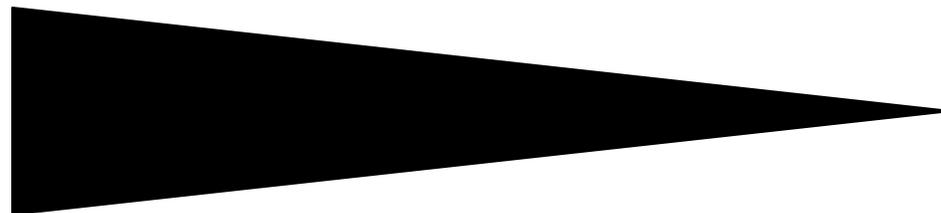


Desired Result: Regulations that are...

- Effective: meeting desired intent
- Simple: to understand, follow and implement
- Cost effective: for those being regulated and for the City as regulator

Best Practices Models

Comprehensive

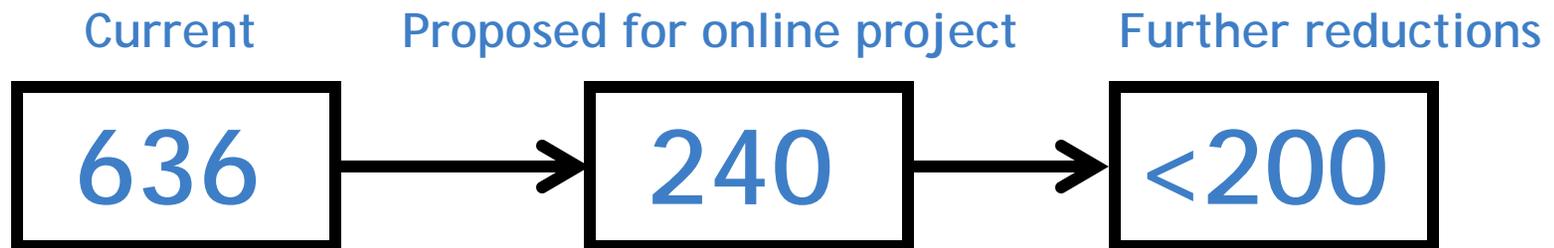


Targeted

Differ in terms of timeframe and cost

Regulatory Change Underway

Reduction in Business License Categories



Benefits:

- Facilitates online license applications
- Reduces multiple licensing of businesses
- Improves data for economic analysis (VEC, BIA's, Board of Trade & Planning)
- Introduces operating efficiencies

Regulatory Review: Other Key Initiatives

Underway

- Business Licence Category Reduction
- Animal Control Bylaw Amendments
- Vancouver Building By-law - comprehensive update
- Zoning & Development By-law - housekeeping amendments
- Laneway Housing - modify regulations based on experience, expand to other zones

Potential initiatives

- Single Family regulation and guidelines - review, update
- Sign By-law update

Next Steps

- Return to Council for IT contract approval
- Streamline Processes to Improve Service
 - Permit Bundling
 - Online services
- Continue to reduce time for Single Family permits, especially conditional
- Conduct targeted Regulation Review