

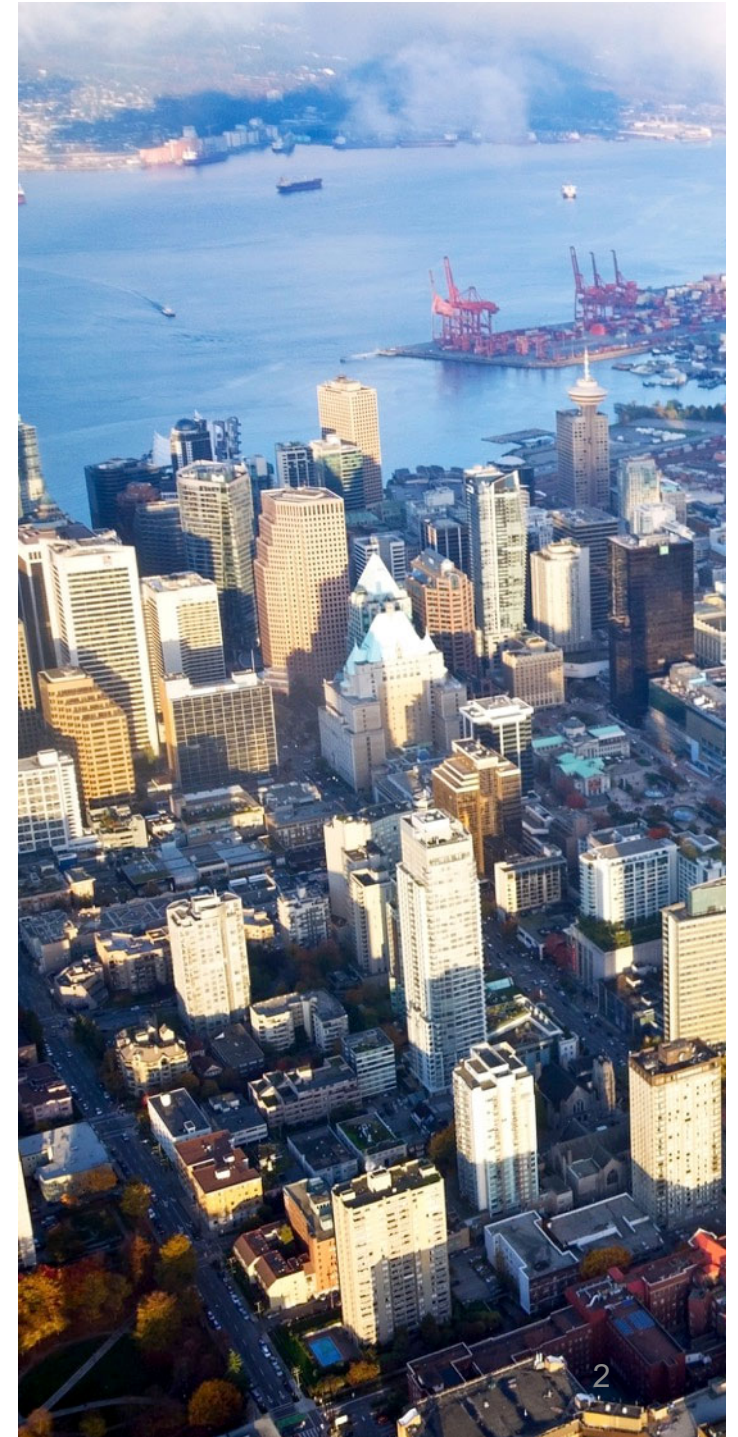


Commercial Renovation Improvements Initiative Update

February 13, 2019



-
1. Context
 2. Project Overview
 3. Actions & Next Steps



Planning & Development Priorities



Policy and Planning

1. Prepare area plans with “pre-zoning”
2. Review system for development charges
3. Conduct regulatory review & implement updates
4. Clarify advisory committee roles & mandates

Process and Service Delivery

5. Implement customer service improvements
6. Enable affordable housing production priorities
7. Remove barriers for ground-oriented housing development
8. **Review commercial renovation processes**

Organization and Industry Capacity

9. Enhance process, technology, data and reporting
10. Train and build capacity across development-related staff
11. Engage and support development industry

Planning & Development Priorities



Affordable Housing Expedited

- SHORT pilot
 - 900 units approved, >1,200 in the pipeline; 12 weeks to DP decision (50% reduction over normal timelines)
- Temporary modular housing
 - Expedited over 600 units; All permits issued in 4-9 weeks

Low Density Housing Expedited

- 80% reduction (12 weeks) in approval times for landscape reviews
- Aging permit backlog reduced from >400 to <30
- 96.5% permits turned around in under 12 weeks in Q418 vs 9% in Q117
- 'Nexus Lane' ASAP pilot underway

Improved Customer Service

- Launched Commercial Renovation Centre for small businesses (2017)
- 30% reduction in wait times at service counters (2018 vs. 2017)

Organization and Staffing

- 42 new staff hired in 2018 with a further 43 planned to be hired in 2019
- PDS re-organization completed in 2018
- Over 230 staff trained in new development policies and procedures

Commercial Renovations Permitting



The City issued over 2,200 commercial renovation permits in 2018.

| Type of Permit | Related CoV Programs | 2018 Volumes | Expected Permit Time (wks) | Mean Actuals* (wks) |
|-----------------|---|--------------|----------------------------|---------------------|
| Minor Reno (BP) | TIPS, Field Review, Enquiry Centre | 1,511 | 2-4 | 5.5 |
| Major Reno (BP) | CP; Commercial; Mixed Use | 382 | 8-12 | 8.3 |
| Use Impact (DP) | Design Review; Neighbourhood Notification | 376 | 10-12 | 13.6 |
| TOTAL | | 2,269 | | |

Project Objective & Scope



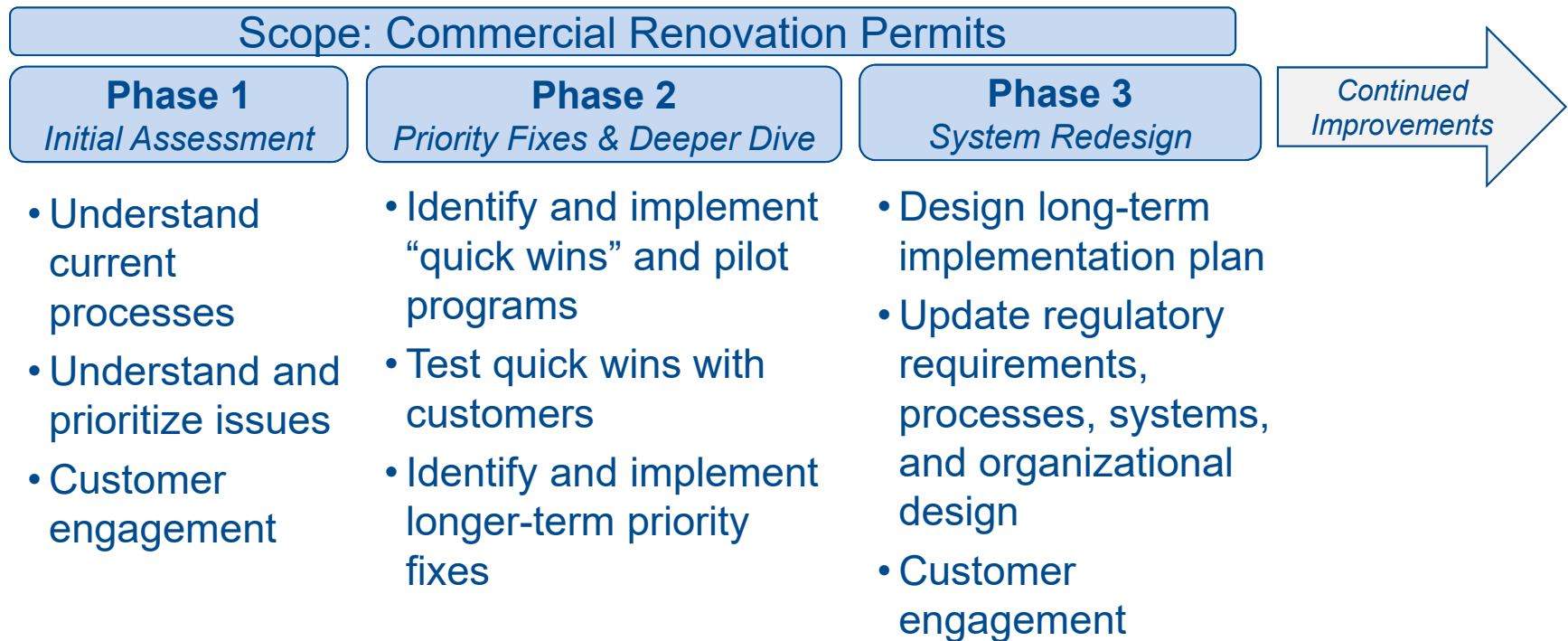
Objective:

Evaluate the current state of commercial renovations, in partnership with industry stakeholders, and identify opportunities to increase transparency and consistency, improve service delivery, and speed-up permit times over the near- and long-term.

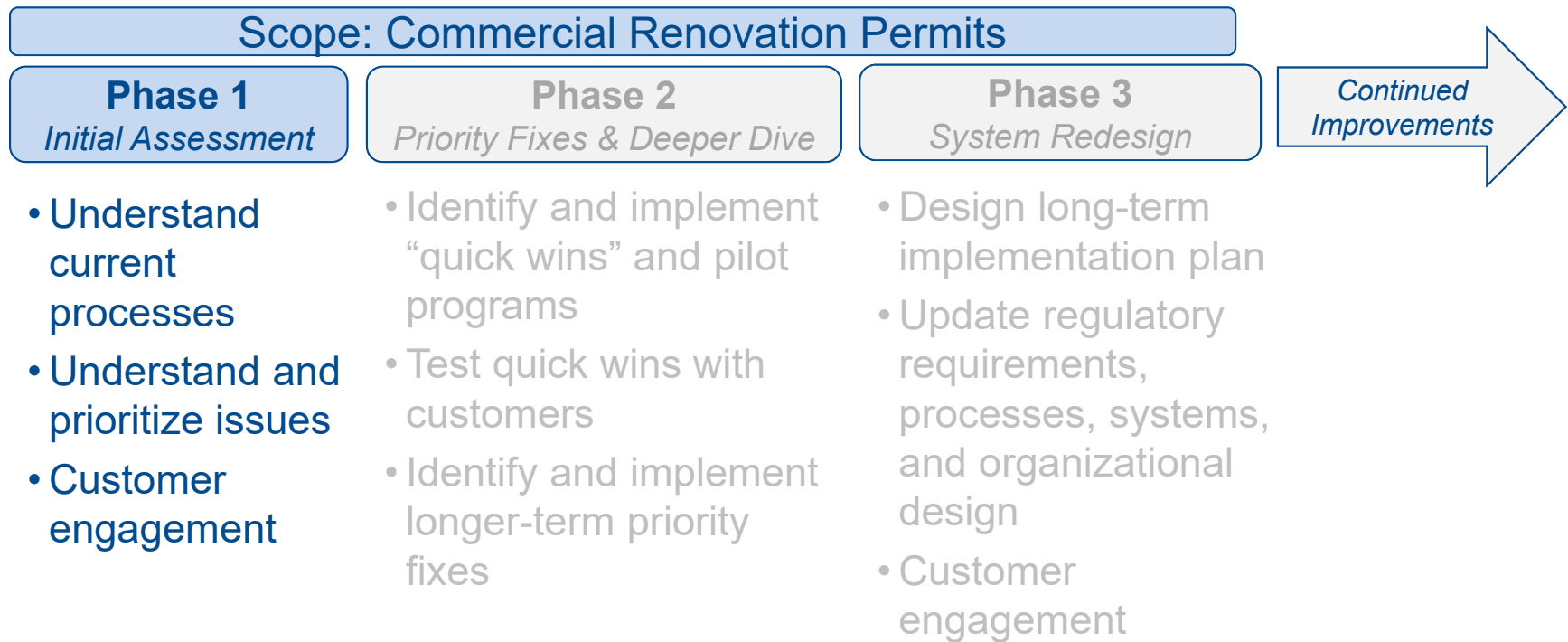
Scope:

- Development permits
- Building permits
- Trade permits

Key Project Activities



Key Project Activities



Customer Engagement



Two focus groups

- Small-medium sized business - 21 participants
- Commercial landlords and property managers - 16 participants

Stakeholder Interviews

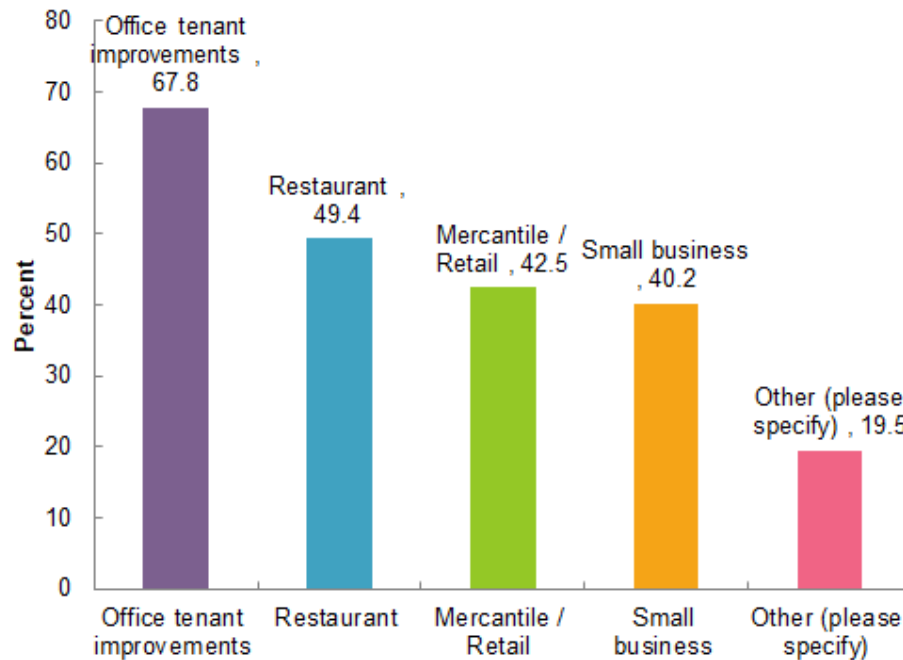
- 20+ interviews with associations and high-volume customers

Commercial renovations survey

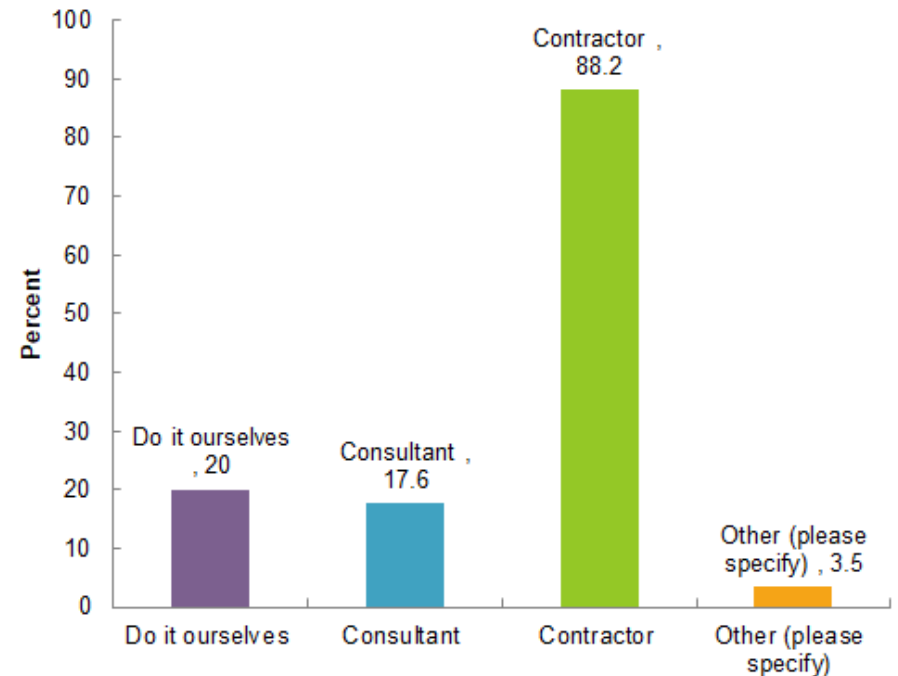
- Over 130 stakeholders, 20 CoV staff
- Hundreds of ideas for improvements, key issues, and suggestions for what is working well today

Customer Profiles

What types of commercial renovations do you carry out?



Who does your renovation work for you?



Customer Feedback: Issues

“Navigating
the different
departments
can be
challenging”

“Answers
from staff
can be
inconsistent /
incomplete”

“It takes too
long to get
a permit”

“Moving a
demising wall
should not
trigger a
major
upgrade”



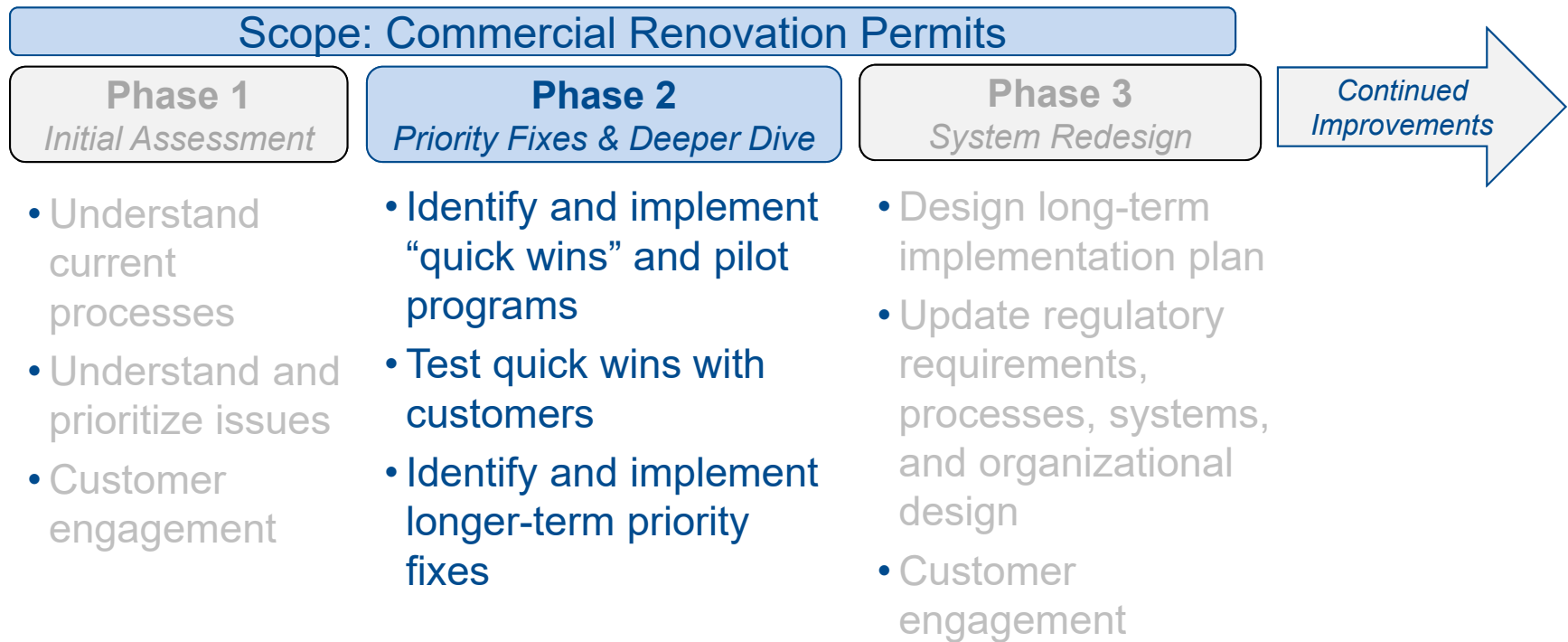
“Permit
requirements
are not
always clear”

“Hard to plan
with no
forecast
timelines on
permit”

Customer Feedback: Ideas



Key Project Activities



Key Themes to Address

The quick wins, and pilot programs will address five key themes:

1. The application requirements, policies and processes are **complex and confusing** to both customers and staff
2. The **timelines** for permits, queuing at the Services Centre, and lack of visibility into the timing, cause significant challenges
3. Permitting delays and fees are causing a **financial burden** for businesses, especially small business
4. Perception that renovations which are minor in nature trigger requirements for extensive **building upgrades**
5. Request for more **trust in registered professionals**, and more distinction between commercial and residential permitting processes

2019 Actions: Policy & Regulatory



Key Actions:

1. Eliminate building upgrade trigger for demising wall
2. Pilot: Pathway for buildings to remain eligible for rapid approval program (TIPS)
3. Simplify energy requirements for small business / small renovation projects

2019 Actions: Process & System



Key Actions:

1. Pilot: Fast track to application intake
2. Create strategy for online commercial services
3. Develop forecasting for permit completion times

2019 Actions: Service Delivery



Key Actions:

1. Services Centre Plan Screening
2. Pilot: Commercial Enquiry Line at Services Centre
3. Expand Commercial Renovation Centre scope/team
4. Explore deferred permit fees for small businesses
5. Enhance communications and engagement

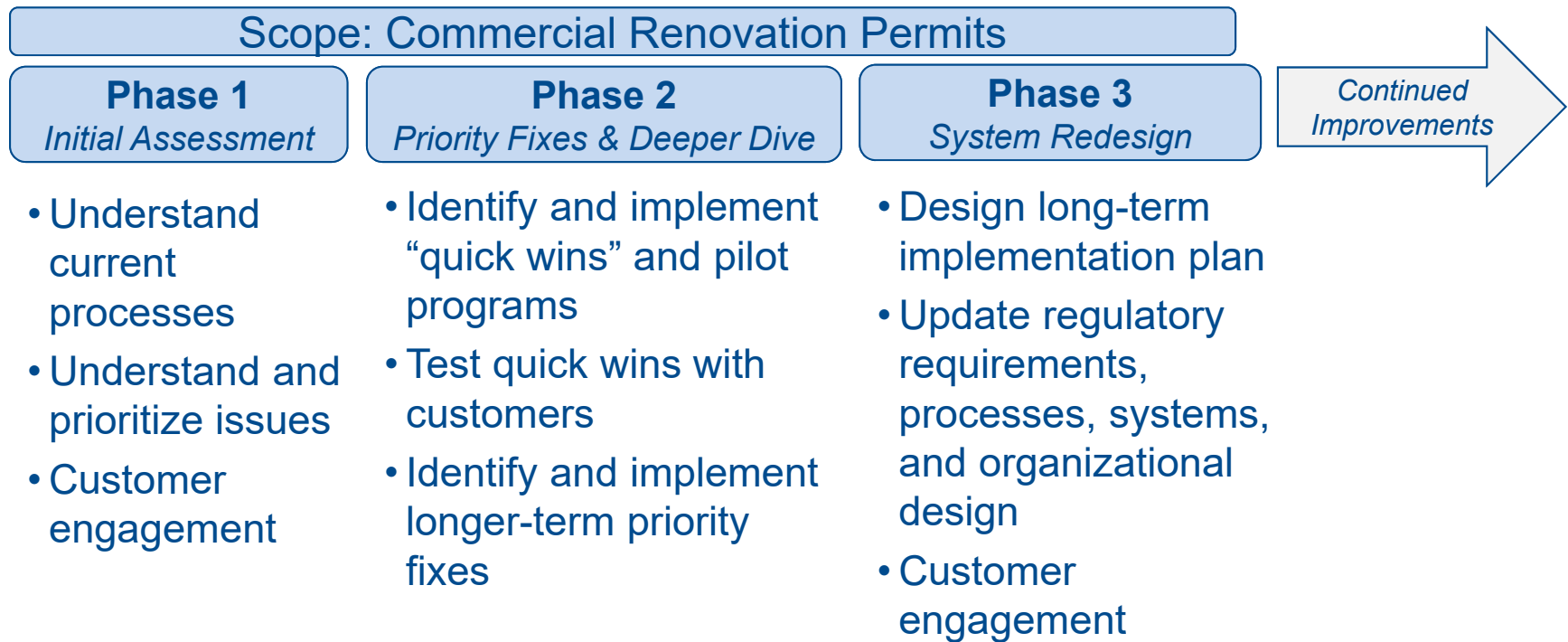
2019 Actions: Capacity-Building



Key Actions:

1. Decision matrix for staff
2. Staff training across groups
3. Increased staffing for Commercial Renovation Centre & Sprinklers
4. Providing training to industry on most challenging issues
5. Sample plans and checklist online
6. Zoning and Building Code Interpretation Database for staff

Key Project Activities





Thank you