

The City of Yellowknife

PLANNING AND DEVELOPMENT DEPARTMENT OPERATIONAL REVIEW

Final Report

July 7, 2017



EXECUTIVE SUMMARY

Introduction, Background, and Scope

Dillon Consulting Limited in collaboration with Performance Concepts Consulting was retained by the City of Yellowknife to complete a Planning and Development Department Operational Review (PDDOR). This report provides an analysis of the current situation, identification of issues, and discussion of solutions, as well as appendices with background material.

The Planning and Development Department is one of the City's significant "public facing" service lines with planning and development projects highly visible in the community, permit fees being one of the few non-tax revenue sources, issues of risk management and legislative compliance, and linkages to other business units. It is acknowledged by all stakeholders that improvements to the Planning and Development Department reap dividends to the City, industry, and citizens.

The scope of work for the operational review includes reviewing, assessing and providing recommendations on:

- The emerging operating context and associated impacts;
- Organizational structure; and,

- Resourcing and procedures to optimize alignment with the legislative and policy framework, Council's strategic priorities, and customer service.

In addition to the broad opportunity above, the scope of work for the operational review also explores specific dynamics related to land sales, including the rationale for the City to be involved in Land Sales, what risks there are, the potential benefits (financial or community), opportunities to improve the approach, and identification of any best practices from other jurisdictions.

Areas of Strength

While the purpose of the PDDOR was to find opportunities to improve the department's operations, the consulting team found that there are several areas of existing strength including:

1. The successful implementation of the CityView application intake, fee payment, tracking and workflow software for both development permits and building permits;
2. A strong management culture to be timely, responsive, and helpful, while adhering to by-laws and legislation;
3. A well-organized approach to maintaining the General Plan and Zoning By-law, as well as conducting planning studies; and,
4. A willingness to embrace innovation, in particular on public consultation, through the implementation of the PlaceSpeak public consultation software.

Opportunities for Improvement

We have organized our go-forward solutions based on the following performance lenses that are consistent with Council's mandate for this operational review:

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- Process Streamlining Lens;
- Staffing Capacity And Resourcing Lens;
- “Growth Pays for Growth” Sustainable Financing Lens;
- Clarity in the Land Fund System Lens; and,
- Growth Management Policy Lens.

Process Streamlining Lens

1. The coordination of fire safety reviews prior to building permits can be improved

Solution PS1

The City should work towards delegated authority from the GNWT for fire safety reviews as a means of improving coordination and overall customer service. This can be achieved by adding specialized staff in the Building Division or increased training of staff in the Fire Department to conduct the reviews. Staff would operate on a cost-recovery basis similar to the GNWT. This is a long-term initiative and other improvements need to be achieved prior to advancing this solution.



Benefit

Development stakeholders will have a coordinated service for fire safety reviews and building permits handled by one agency (the City). By operating on a cost-recovery basis, the staff resources do not burden the tax base. It is emphasized that this improvement may be a long-term initiative due to upgrading of staff skills and gaining delegated authority from the GNWT which will take time.

2. The transition from development permit to building permit does not need to be sequential

Solution PS2

The City should create a business rule to accept a building permit application during the two week appeal period of the related development permit. During this two week period, early activities in the building permit workflow such as zoning compliance and grading review could



Benefit

The parallel processing of building permit during the development permit appeal period improves the City's customer service to developers by shortening the total development and building permit process by up to two weeks.

be conducted. To manage risk, the City should update the workflow of the CityView software to ensure there is no development permit appeal prior to building permit issuance.

3. There is a disconnect between building inspection requests and the completion of inspections

Solution PS3

The City should establish a single point of contact to coordinate all inspection requests. An administrative staff person can be responsible for logging requests in CityView, Inspectors can be dispatched, and activity can be logged to demonstrate responsiveness.



Benefit

Development stakeholders will have a single point of contact for all inspection requests. Inspectors can maintain responsiveness and the City will have a strengthened system to ensure that inspections are effectively being completed. The enhanced logging of inspections can also assist the City with following-up on buildings where permits have been issued but the owner has not called for an inspection.

Solution PS4

After the City has established a centralized approach to coordination of inspections and can demonstrate its turn-around times, it should establish a service standard (likely 1 day) and report on the achievement of this service standard on an annual basis.



Benefit

The City will be able to demonstrate its timeliness to Council and development stakeholders. By tracking turn-around time on inspections and monitoring trends, it can also adapt workflows based on need (e.g., seasonal peaks).

4. While on-site building inspections are still the accepted norm, the City needs alternatives when appropriate

Solution PS5

There may be instances (primarily complex buildings) where the City will accept high resolution digital photos to facilitate “desktop” inspection of the construction. Certain rules need to be established to ensure that the photos provided to the Building Inspector clearly depict the correct building and appropriate stage of construction requiring the Building Inspector’s review. The Building By-law may need updating to implement this.



Benefit

Accepting high resolution digital photos allows the Building Inspector to quickly verify the construction – this meets the needs of the owner that is working with a tight construction schedule. Alternatively, if the owner chooses to proceed before the inspector arrives and elements are concealed, then the photos can help verify the suitability of the construction. The photos can be archived so that if questions ever arise about the construction of the building then the photos serve as records of the work in progress and/or completed work.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Solution PS6

The City should be willing to accept Letters of Assurance more frequently for construction as long as those letters are issued by a registered design professional as defined by the Building By-law. The Building By-law will likely need updating to implement this.



Benefit

Accepting Letters of Assurance allows a professional architect or professional engineer to verify that the construction has been completed in compliance with the Building Code and Building By-law, and allows the owner to proceed with the next stages of construction without any undue delay. While a municipality still shoulders liability for construction within its jurisdiction, a small portion of liability is now transferred to the registered design professional(s) that issued the Letter(s).

5. There can be delays in the applicant's submission of energy audit reports to the City that impact overall timeliness

Solution PS7

The City should coordinate with the energy auditor¹ for an owner's release of the energy audit to the City as soon as the audit is complete. Provision should be made in the CityView software for direct upload of the energy audit and creation of a workflow for the Building Division to verify the suitability of the



Benefit

The pre-authorized owner's release of the energy audit directly to the City will minimize any owner-related delay for submitting the audit. It is expected that this timeline will shrink to zero days (i.e., the energy auditor submits the report to the City on the same day it's completed), introducing enhanced efficiency

¹ It should be noted that it is the applicant's responsibility to submit the energy report, not the City's, however the City helping with this process is good customer service.

energy audit score prior to occupancy permit issuance.

and a customer service improvement for owners.

Solution PS8

The City should reach out to northern BC and Alberta communities (since they have somewhat comparable climates and similar high heating costs) to gather data on the gigajoules performance of new buildings. This information can help the City determine suitable minimum energy efficiency ratings for new buildings. To facilitate the transition, the City should continue to accept an EnerGuide rating under the current system or be willing to accept a rating under the gigajoules system. This will require an update to the Building By-law.



Benefit

The City will be prepared in advance for the transition to the EnerGuide gigajoules rating, allowing for a seamless transition when the new approach becomes standard in the GNWT. This helps avoid development being caught in the transition from the 0-100 rating to the gigajoules rating since there is no way to easily convert the old system's ratings to the new ratings. The other benefit of setting achievable targets is that buildings are unlikely to fail the energy audit, reducing the risk of non-compliant buildings and the owner having to take remedial action before an occupancy permit can be issued.

6. There is a need to coordinate Orders with By-law Enforcement when necessary

Solution PS9

The City should increase the re-inspection fee to recover the marginal cost of the Building Inspector conducting subsequent inspections, and make it applicable to all re-inspections. This requires a change to the Building By-law and Fees and Charges By-law.



Benefit

Re-inspection fees assist the City with cost recovery of a Building Inspector's time. While not necessarily a fine, it is a cost deterrent to unsuitable/illegal construction that is expected to encourage improved compliance over time.

Solution PS10

Once the City has determined that illegal construction will not be remedied and the problem needs to be escalated to enforcement, the Building Inspector and By-law Enforcement Officer should conduct the visit together so that the illegal construction can be documented and the fine issued at the same time.



Benefit

The coordination of a single visit by the Building Inspector and By-law Enforcement Officer is more efficient than separate visits by these City staff. Given that these situations are rare; this solution is perhaps best implemented in the future when By-law Enforcement is integrated into the CityView system so that the software can assist with the workflow coordination.

Staffing Capacity & Resourcing Lens

1. City Building staff need greater professional visibility and outreach to the construction industry and owners

Solution SCR1

The City should equip all Building Inspectors with City vehicles, and establish a business rule that the use of personal vehicles be limited to situations when a City vehicle from the fleet is not available (e.g., being repaired).



Benefit

The use of City vehicles by Building Inspectors presents a more professional image of the Division and its staff. Additionally, there is the added benefit of equipping vehicles with mobile technology (e.g., tablet computers and printers to issue inspection reports in the field that are synced with CityView) that can significantly increase efficiency of this workflow.

Solution SCR2

The City should host regular industry and owner forums on building issues to help educate and inform stakeholders about permitting and code matters.



Benefit

As noted by peer municipalities, the benefits of increased outreach include improved awareness of building requirements, reducing the incidences of illegal construction, strengthening of the professional reputation of staff, fostering rapport between the development industry and the staff, and maintaining a customer service-orientation of the division.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Solution SCR3

The Building Inspectors should be afforded regular opportunities for continuous professional development through their memberships in Building Official associations; the Division may wish to establish a local chapter of a Building Officials association, similar to the approach taken in Whitehorse.



Benefit

Continuous professional development will help ensure that Building Inspectors have up-to-date knowledge of the Code and interpretations of the Code. Adopting the best practice from Whitehorse on a local association chapter will also assist with strengthening the professional credentials of staff.

Solution SCR4

The City's Manager of Building, with the assistance of human resources staff, should continually monitor employee satisfaction and remuneration levels of the Building Inspections Division.



Benefit

Ensuring that employees in the Building Inspections Division are satisfied and remunerated competitively will help encourage retention of employees. This will reduce the frequency of the Division operating short-staffed and the burden of re-hiring and re-integrating new staff.

2. Construction that can be a contentious environment needs greater conflict resolution intervention by the City

Solution SCR5

The City should invest in conflict resolution training for its Building Division staff and continually provide refresher training to ensure up-to-date conflict resolution skills among the team.



Benefit

Staff's increased ability to de-escalate disputes can effectively help resolve issues in the field and minimize roadblocks. This helps construction projects move forward and helps strengthen staff's professional reputation in the industry as problem-solvers while still achieving compliance. It may also contribute to increased staff satisfaction and sense of safety.

Solution SCR6

The City should establish a building permit appeal body similar to the current Development Appeal Board, as an interim measure before an appeal goes to Council. It is important that checks-and-balances be established for this new system to ensure that it does not subvert the building permitting / inspection process, and that the appeal body operate at full cost-recovery. It is expected that it will take some time to implement this solution. The Building By-law will need updating to implement this solution.



Benefit

A technical appeal body can help resolve disputes using a neutral third party, creating a problem-solving stepping stone that ensures Council only has to contend with the most significant of appeals, rather than burdening Council as the default forum for dispute resolution.

“Growth Pays for Growth” Sustainable Financing Lens

1. The City needs to avoid subsidizing growth that creates a burden on the tax base

Solution SF1

The City should conduct a “true cost” fees review exercise to determine the full cost-recovery amounts for all application categories in planning and building, establish cost recovery targets, and phase-in new fees accordingly. The modernized fees should be updated annually and if Council wishes to discount fees then this can be done transparently during annual budget deliberations.



Benefit

Establishing full-cost recovery fees will help relieve the Planning and Development Department’s burden to the tax base, with the dual benefit of helping the department become more self-sustaining and freeing up tax dollars for other City needs. Giving Council the opportunity to discount fees during the annual budgeting process improves accountability and transparency. Rather than a major jump in fees next year, phasing-in fee increases will allow developers and owners an opportunity to transition to the new fee structures.

Solution SF2

The City should change its building permit fee approach so that fees are calculated based on the floor area of the building rather than estimated construction value. Differing permit categories should feature differing fees that reflect actual processing effort/true cost.



Benefit

Using the floor area of the building allows the calculation of the fee to be based on verifiable information and reduces disputes about building permit fees. Using historical trends and knowledge of planned development, the City is perhaps better able to forecast future building permit fee revenue, helping the department become more self-sustaining. Basing the fee calculation on floor area also normalizes the cost of fees for the owner so that fees are not artificially inflated during peak real estate market conditions.

Clarity in the Land Fund System Lens

1. Council is uncertain whether it should continue with the Land Sales program

Solution LF1

The City should maintain its role in the Land Sales program.



Benefit

The City has the ability to generate revenue for other projects through land sales that reduces the burden on the tax base during times when Land Sales generates surplus revenue.

Recognizing that economies are cyclical, there may be surplus revenue years and non-surplus revenue years. The City's long-term involvement in Land Sales affords it the ability to manage these economic ups-and-downs, thereby offering stability in the local real estate market (for both homeowners and businesses needing serviced land).

2. There is a gap in the cost accounting for Land Sales

Solution LF2

The City should implement full-cost accounting for Land Sales and track any interest carrying costs and staff time costs for all land development projects. This will require a change to the Land Administration By-law.



Benefit

Closing the accounting gap for Land Sales costs will help Council understand the full financial implications of land development in Yellowknife. On those occasions when Council chooses to reduce the price of lots, then it does so knowing the true differential between cost, the discounted price, and the margin of surplus revenue.

Solution LF3

The City should create a separate reserve fund for parks/amenities/street lighting/sidewalks for each development project, and transfer the portion of revenue from each lot sale at the time the sale is closed. This will require a change to the Land Administration By-law.



Benefit

Managing the funds necessary for parks/amenities for each development project ensures clarity with these “pre-committed” monies that must be used for the specific purpose of parks/amenities. It is also easier for the municipality to set a target to initiate the planning and construction of parks/amenities (e.g., upon reaching 80% it will begin work on parks/amenities). Furthermore, the interest accrued from the monies held in this separate

account can be easily calculated and used towards the development's parks/amenities.

3. The City needs to change its approach for lot pricing and revitalization reserve fund contributions

Solution LF4

The City should use a hybrid approach to set lot prices. It should set lot prices that represent fair market value (e.g., the lot price achieved between a willing buyer and willing seller). In addition, the City should set minimum lot prices based on all costs accrued plus a target expectation of surplus revenue (e.g., 15%, 30%, etc.), similar to how a private sector land developer sometimes approaches pricing. This requires an update to the Land Administration By-law.





Benefit

Fair market value pricing for the lands ensures that the City gains the full value of the lot upon sale. It also helps the City manage growth through pricing (i.e., helps normalize the real estate prices of suburban home ownership and home ownership in the core).

Cost-plus-surplus revenue pricing for the lands ensures that the City always recovers its development costs plus generates the desired revenue to feed into its revitalization fund.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

<p>Solution LF5 <u>Step 1:</u> The City should suspend the rule in the Land Administration By-law that 30% of revenue from Land Sales be directed to the revitalization fund. Suspension should continue until true all-in costing mechanisms are in place; afterwards, it is suggested that Step 2, below, be implemented. This requires an update to the Land Administration By-law.</p>		<p>Benefit <u>Step 1:</u> Suspending contributions from Land Sales to the revitalization fund is a risk management mechanism. If the City is not achieving 30% surplus revenue then the suspension ensures all Land Sales revenue is held until clarity is achieved on costs. This is a temporary measure until systems are in place to track the full costs of developing lands.</p>
<p><u>Step 2:</u> The City should change the rule in the Land Administration By-law that all surplus revenue from Land Sales be directed to revitalization, rather than 30% of revenue. A portion of this surplus revenue should be held in a separate reserve to protect Yellowknife during slow economic times and drop in the real estate market. This requires an update to the Land Administration By-law.</p>		<p><u>Step 2:</u> Using the surplus revenue from Lands Sales is the more transparent approach to municipal accounting and redirecting the revenue from Land Sales to the fund for revitalization projects. Holding back a portion of the surplus revenue in reserve as buffer for slow economic times is financially prudent for the municipality.</p>

4. The City needs greater self-accountability for providing amenities in Land Sales subdivisions

Solution LF6

The City should create self-imposed triggers for the development of parks/amenities in residential and non-residential subdivisions, similarly to how a private developer is subject to these types of triggers in a subdivision agreement.



Benefit

The creation of self-imposed triggers will ensure that parks/amenities are developed in accordance with the occupancy of residential subdivisions and the build-out of non-residential subdivisions. This is particularly important where trails are planned to create an interconnected active transportation network that supports both healthy living and an alternative mode of transportation than the private automobile.

Growth Management Policy Lens

1. The City's greenfield development pattern may be undermining its Smart Growth goals

Solution GMP1

The City should require an annual report from the Planning and Development Department that describes how the specific goals for greenfield and intensification development are being met, that links to the following year's business plan to focus development where it's needed.



Benefit

An annual report will offer accountability and transparency on how the City's development is meeting its growth objectives. This is an important feedback loop for Council as decision-makers and the Planning and Development Department in terms of staging development plans to guide and realize targeted growth.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Solution GMP2

The City should advance work on its downtown revitalization given the importance of this initiative and the funding that is available. Monies should be committed to specific projects and work should be initiated.



Benefit

Downtown revitalization is an important strategy in the Smart Growth Development Plan to encourage reinvestment, residential intensification, and mixed-use development. Improving the quality of the downtown area makes it desirable for future residents, which is a key requirement for the City to attract viable housing development that helps it meet its intensification targets.

Solution GMP3

The City should begin developing a work plan for the update of the General Plan so that it will be ready for Council adoption in 2020 to meet the legislated timeframe. The work plan should be linked to funding requests/forecasts for 2018 to 2020 that will be incorporated into the City's 2018 Budget Process.



Benefit

The planning ahead for the update of the General Plan and linkage to funding will ensure that the City's most important policy document that guides growth and development will be informed by strong background research and technical analysis. This in turn will help the City achieve the vision articulated in the Smart Growth Development Plan and enshrined in the General Plan: "An ongoing and integrated growth and development process that balances a long-range perspective with daily actions and initiatives, to measurably improve the quality of

life in Yellowknife and distinguish our unique northern community as a leader in urban sustainability.”

Implementation

The solutions identified in this operational review have been structured into an implementation plan. This implementation plan places each solution into a timeline of action based on the ease to implement the change, the resources required, and relevance to annual municipal process (e.g., new fees implemented at the beginning of a new year). It is expected that the Director of the Planning and Development Department will be responsible for implementing these changes with the support of other divisions as needed, with annual reporting to Council on the successes achieved.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

July 7, 2017

The City of Yellowknife
4807 52nd Street, Box 580
Yellowknife, NT X1A 2N4

Attention: Sheila Bassi-Kellet, CAO



Regarding Planning and Development Department Operational Review

Dear Sheila,

Dillon Consulting Limited, in collaboration with Performance Concepts Consulting, is pleased to submit our Final Report for the Planning and Development Department Operational Review.

We have enjoyed working with the City of Yellowknife on this important project and trust that you will find our report in order. Should you have any questions or need assistance with the implementation of our recommendations, please contact the undersigned at rbaksh@dillon.ca or 867-920-4555 x3409.

Yours truly,

Dillon Consulting Limited

A handwritten signature in blue ink, appearing to read "Rory Baksh", is written over a blue horizontal line.

Rory Baksh, MCIP, RPP
Associate & Project Manager

Table of Contents

Executive Summary	i
Project Background and Overview.....	1
Areas of Strength.....	15
Opportunities for Improvement	18
Implementation and Next Steps	54
Appendix A: Peer Benchmarking Matrices	60
Appendix B: Background Information.....	97

About This Report

Dillon Consulting Limited in collaboration with Performance Concepts Consulting was retained by the City of Yellowknife to complete a Planning and Development Department Operational Review. This report provides an analysis of the current situation, identification of issues, and discussion of solutions, as well as appendices with background material.

Acknowledgement

The consulting team would like to express our appreciation to City of Yellowknife staff, external stakeholders, and staff at the peer municipalities for their cooperation and input to this operational review.

PROJECT BACKGROUND AND OVERVIEW

The City Commissioned the Planning & Development Department Operational Review (PDDOR) to Identify Opportunities for Improvement

The Planning and Development Department is one of the City's significant "public facing" service lines with planning and development projects highly visible in the community, permit fees being one of the few non-tax revenue sources, issues of risk management and legislative compliance, and linkages to other business units. It is acknowledged by all stakeholders that improvements to the Planning and Development Department reap dividends to the City, industry, and citizens.

The Planning and Development Department has a broad range of policy, regulatory, and program responsibilities. The Department administers the building and development permitting processes, as well as ensuring planned development meets the requirements of applicable legislation, regulations, policies and codes.

The Planning and Development Department consists of the Planning & Lands Division and Building Inspections. The Planning and Lands Division coordinates and facilitates the planning, development, and disposition of lands within the municipal boundaries of the City of Yellowknife. The Building Inspections Division conducts inspections to maintain the safety and standards of all buildings within the City of Yellowknife.

The scope of work for the operational review includes reviewing, assessing and providing recommendations on:

- The emerging operating context and associated impacts;
- Organizational structure; and,
- Resourcing and procedures to optimize alignment with the legislative and policy framework, Council's strategic priorities, and customer service.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017


In addition to the broad scope above, the scope of work for the operational review also explores specific dynamics related to land sales, including the rationale for the City to be involved in Land Sales, what risks there are, the potential benefits (financial or community), opportunities to improve the approach, and identification of any best practices from other jurisdictions.

How the Planning & Development Department Operational Review was Scoped


Develop and implement an engagement plan to seek feedback from internal and external stakeholders in the Yellowknife system as it relates to both development and building.



Collect and analyze key baseline information and data as it relates to Yellowknife's development application processes, including: (a) timeline mapping of representative development applications; and, (b) timeline mapping of representative building permits.



Research and document characteristics of the development and permitting systems in similarly sized northern peer municipalities.



Provide recommendations on service improvements and process changes that identify: (a) priority actions for improvement; (b) who is responsible for priority actions; (c) time frame for improvement; and, (d) key measures of success.

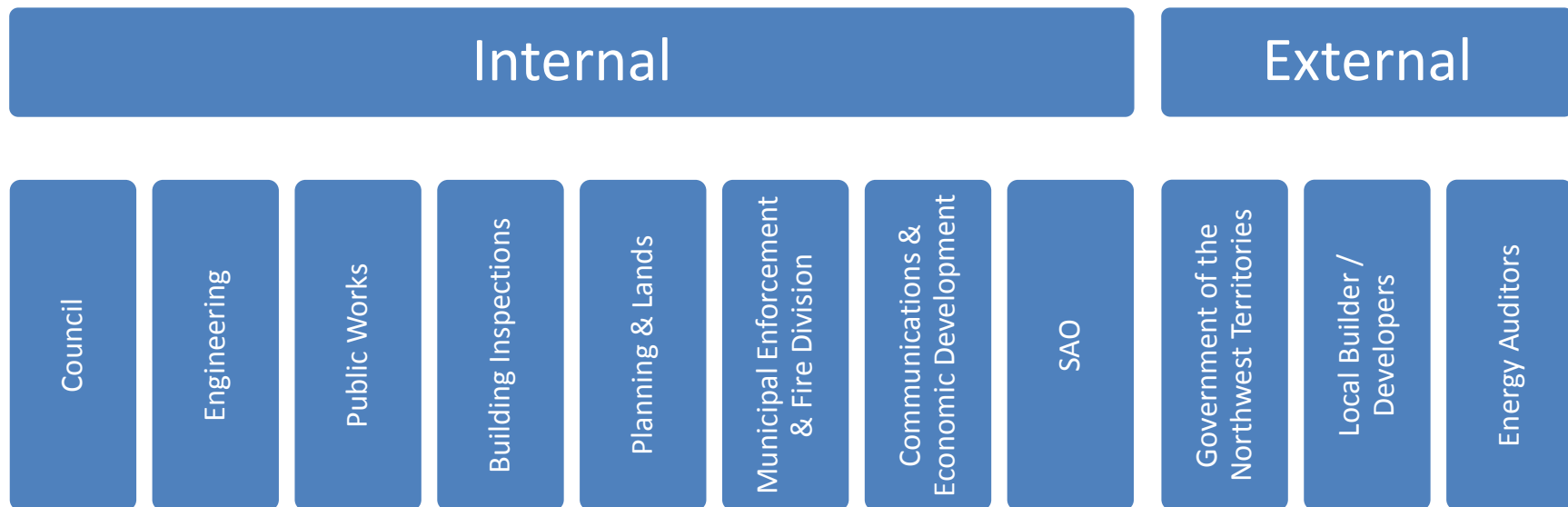
A Methodology Based on Evidence

The PDDOR used an evidence-based methodology for the scope of the service review so that the recommendations are informed by the results of the consultation, research / peer review, and the file audit.



The PDDOR Engaged a Wide Range of Stakeholders

The consulting team worked with the Project Steering Committee, the Planning and Development Department, other departments and external stakeholders during this operational review. The Project Steering Committee was made up of the Mayor, a Councillor, the SAO, the Director of Planning and Development, and an industry representative. The Project Steering Committee was directly engaged in the review to advise on stakeholder engagement, known system issues / opportunities for improvement, review deliverables, and participate in milestone meetings. Involving local builders also contributed to achieving an understanding of the Planning and Development Department's from the perspective of the "customer" or "client." The following range of stakeholders was consulted for the PDDOR:



Peer Municipalities Were Selected Based on Similar Characteristics

The selection of peer municipalities was guided by the considerations in the table below – recognizing that no municipality in Canada is truly comparable to Yellowknife because of the city’s unique location, terrain, economic drivers, and legislative context. Research was conducted through data gathering and an interview with staff from the representative divisions of each peer municipality. Comparative data was gathered and is presented in **Appendix A**. Relevant observations from the peer discussions and research are incorporated into the Opportunities for Improvement section of this report.

Municipality	Population (2011 Census)	Size & Population Density	Growth from 2006 to 2011	Housing Starts (2015)
Whitehorse, YT	23,276	417km ² 56 persons/km ²	13.8%	105
Fort St John, BC	18,609	23km ² 820 persons/km ²	6.9%	476
Campbell River, BC	31,186	143km ² 217 persons/km ²	5.5%	93
Grand Prairie, AB	55,032	73km ² 756 persons/km ²	16.8%	357
Brandon, MB	46,061	77km ² 599 persons/km ²	11.0%	381 (forecast)
Yellowknife, NWT	19,234	105km² 182 persons/km²	2.9%	105

Development Permit and Building Permit File Audits – Samples Selected to Assist with Identifying Patterns

An audit of both development permit files and building permit files was conducted using a representative randomized sample of 10% of 2015 applications. The randomized sample will help ensure that the observations / findings are relevant to the overall City's delivery of services and not skewed by file selection bias.

Staff provided a list of development permit and building permit files to the consulting team. The consulting team then conducted a randomized selection of the files, and City staff made the records available to the consulting team for the tabulation of timeline and observation of process patterns.

Development Permits are Handled on a Timely Basis

Of the sample, three of the applications resulted in file letters being generated and not the production of a permit, and are therefore excluded from these timeliness calculations. The remaining 32 permit applications were analyzed in detail, following the process from application submittal to the generation of a permit.

In addition to analyzing the overall time it took to process an application from submittal to generating a permit, three other interim milestones were selected for analysis, as follows:

- a) From the point of submittal to verification of a complete file;
- b) From the verification of a complete file to the completion of reviews; and,
- c) From the completion of reviews to the generation of the permit.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

The results are summarized in the table below.

	Development Permits (DP) Total Business Days	DP Business Days between Submittal to Verify Complete Application	DP Business Days between Verify Complete Application to Reviews Complete	DP Business Days between Reviews Complete to Generate Permit
Average (mean)	20 days	5 days	13 days	2 days
Median (middle value of all data; numbers do not sum horizontally in the table)	7 days	3 day	1 day	0 days (i.e., completed the same day)

Based on the files in the sample, the average amount of time it took for the entire development permit process to be completed was 20 business days. It should be noted that this figure is skewed upwards due to some anomalies with some permit applications. These anomalous development permits applications took 217 days, 76 days, 61 days and 47 days to process. The one for 217 days could not proceed since a rezoning application had to be completed first. The 76 day application was contentious and required the input of several stakeholders and numerous assessments, ranging from water and sewerage, to landscape and traffic. The application lasting 61 days involved more than usual public works and engineering involvement, as well as managing the development for two separate lots. Lastly, the application lasting 47 days required a second review of zoning regulations that is uncommon. These anomalous timeframes are driven by the applicant and specific circumstances, rather than the City's lack of timeliness.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

As a result of these anomalies, the median has been calculated as this demonstrates a more realistic view of how the City is able to handle development permit applications. The median shows a 7 business day processing time, demonstrating that it is common for the City to process a typical development permit application within a week-and-a-half.

As for the milestone periods, the average amount of time for an application to progress from submittal to verification was 5 days, from verification to all reviews completed was 13 days, and from all reviews completed to the generation of a permit was 2 days. These statistics are also subject to the same four anomalies mentioned above, and subsequently have lower median time frames. Nevertheless, it shows that the City handles all the interim milestones on a timely basis.

Each application is generally followed by an appeal period once the development permit has been granted. This time frame was purposefully left out of the calculation of these figures as it is a legislated requirement and a timeframe that the municipality has no control over. By including the appeal period in the calculation, the average and median figures would be artificially increased and therefore not present an accurate picture of how the City is performing.

With the majority of applications processed in less than 7 business days, there is little cause for concern with the City's processing of permits.

Building Permits Are Handled on a Timely Basis

A total of 52 building permits were assessed for timeliness with the exclusion of 7 permit files as they resulted in the generation of an informational letter and not the issue of a permit. In addition to the total time it took for a building permit to be issued from when it was submitted, we also analyzed the time it took for the application to be assigned to an inspector, and separately the time it took to then issue the permit. The results are summarized below.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

	Building Permits (BP) Total Business Days	BP Business Days between Submittal to Assign Inspector	BP Business Days between Assign Inspector to Issue Permit
Average (mean)	14 days	3 days	11 days
Median (middle value of all data; numbers do not sum horizontally in the table)	6 days	2 days	3 days

Based on the files in the sample, the average amount of time it took for a building permit to be issued from submittal was 14 days, with it taking an average of 2 days for the application to be assigned to an inspector after intake. The average of 14 days is influenced by three applications which took significantly longer to process – these files extended over 37, 100 and 141 days each. The 37 day application was due to the early submission of mechanical plans that were held until the plans were ready for review and permit issuance. The reason for the 100 day submission is not clear, although it is presumed that the processing was on hold until a development permit was issued for a new house. The 141 day application was due to an incomplete submission, which required the re-submittal of required documents. Once the City has assigned an inspector it takes an average of 11 days to issue a permit on average, with a median of only 3 days.

When looking at the median figure, the total processing time is reduced from an average of 14 to 6 days. With only three out of 52 permits being anomalies, there is again little cause for concern. At least half the files in the sample are processed in roughly a week, which indicates that the City is handling building permits in a timely manner.

Following the issuing of a permit, there are further steps involved that are detailed on the permit files in the CityView software. These involve inspections and examinations of building materials and components. These details were excluded from the timeliness

analysis as they are not entirely under the control of the City – it may be many weeks before the owner or contractor calls the City to request an inspection. However, an attempt was made to determine the turn-around time from when a request for inspection is made to the completion of the inspection. These details on inspections vary considerably among the sample files and it is difficult for the consulting team to draw any conclusions on the timeliness of inspections.

Observations on the Relationship between Development Permits and Building Permits

A large portion of development permits are followed by a building permit upon development approval, and there is interest in understanding how the development permit application process streamlines into the building permit application process.

Of the individually sampled development permits and individually sampled building permits, there are only a few instances where the files are related. When cross-referencing the samples of development and building permits, the following permits corresponded with each other:

- a) Development permit number PL-2015-0196 and building permit number PR-2015-0350; and,
- b) Development permit number PL-2015-0291 and building permit number PR-2015-0495.

In the case of the corresponding activities in item (a) above, the requests of the City were information letters from both planning and building. In the case of the corresponding activities in item (b) above, the permit granted was for demolition which logically preceded the development permit application. Noteworthy is that the development permit application was filed one day before the demolition permit was granted, so the processes were streamlined by one day. The limited number of correlating development permits and building permits in the sample make it difficult for the consulting team to provide a conclusive opinion on the relationship between development permits and building permits; however, we have received anecdotal information that the two

processes are well-coordinated because of the workflow in CityView software coupled with the simple fact that the department is small (i.e., staff communicate regularly with each other).

Observations on Non-Sample Files

In addition to the random sample of files, the consulting team was asked to review the permitting activity on the following projects:

- Twin Pine Hill
- Stanton Hospital
- GNWT Tower
- Redcliff (54th)
- Cavo
- Housing Corp (Hashad Appeal)
- Niven Heights 111-117
- “501”
- Enterprise Drive
- Bartam Hotel

It is difficult to compare the timelines of these projects to the average – in many cases their size and complexity mandates additional time for staff to review; it would be difficult for them to be processed within average processing timeframes. In terms of the workflow as documented in CityView, the projects followed the necessary steps, and request for additional information are logged, as well as the follow-on workflow leading to issuance of the permit. As noted above, the record-keeping on inspections is not consistent so it is difficult to draw any conclusions from the data on timeliness of inspections. Both City staff and development stakeholders acknowledge that challenges are going to occur with the complex projects in this group, and there certainly appears to be opportunities for improvement on resolving conflicts when they arise.

Land Sales – Understanding the Process and Cost Recovery

To better understand the dynamics of land sales in Yellowknife beyond the basics of cost-recovery, the consulting team examined the process of the current land sales regime at the City and consulted with the Government of the Northwest Territories. Staff provided spreadsheets used to track land sales and the consulting team attempted to segregate land sales from the overall activities of the Planning and Development Department. The discussion of Land Sales is addressed among the other issues in the following section of this report.

AREAS OF STRENGTH

While the purpose of the PDDOR was to find opportunities to improve the department's operations, the consulting team found that there are several areas of existing strength including:

1. The successful implementation of the CityView application intake, fee payment, tracking and workflow software for both development permits and building permits;
2. A strong management culture to be timely, responsive, and helpful, while adhering to by-laws and legislation;
3. A well-organized approach to maintaining the General Plan and Zoning By-law, as well as conducting planning studies; and,
4. A willingness to embrace innovation, in particular on public consultation, through the implementation of the PlaceSpeak public consultation software.

The above-mentioned areas of existing strength are explained in further detail below. The content that follows includes information that has been verified by multiple stakeholders and/or verified through the file audit.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Successful implementation
of CityView

- Yellowknife is a leader among Canadian municipalities through its extensive implementation of CityView
- Development stakeholders have praised the system's ease of use, ability to pay on-line, and ability to check the status of their application
- The City still accepts paper-based applications as a means of offering customer service

Management culture of
timeliness and
responsiveness while
adhering to the rules

- Evidence indicates consistent and timely processing of building and development permits
- The City consistently meets public consultation requirements for development permits
- There is a low number of development permit appeals and the decisions of the Development Appeal Board have been in the City's favour
- The City has allowed the use of "Assurance Letters" from recognized professionals to certify the suitability of construction

Well-organized approach to
maintaining the General
Plan and Zoning By-law,
and conducting studies

- Staff have shared responsibilities for development permitting and policy activities that helps to maintain work flow and foster collaboration
- The Building By-law was updated in October 2016 to comply with the updated Community Planning and Development Act
- The Department's business planning expects to deliver service for the next few years with a sustained 11 FTE of staff based on the local economy situation (i.e., forecasted permitting workload)

Willingness to embrace
innovation

- The City has implemented the PlaceSpeak public consultation platform for seven initiatives / studies that harness the power of the internet to engage citizens using an online method that is complementary to tradition consultation approaches
- The City is working on mobile reporting using the CityView platform to be more efficient issuing inspection reports

OPPORTUNITIES FOR IMPROVEMENT

Approach to Continuous Improvement: Performance Lenses

Through background research and discussions with stakeholders, the consulting team has been able to focus its subsequent analysis on core process, accountability, resourcing, and financial concerns and properly diagnose root causes – with the aim of moving towards implementable solutions through this operational review. We have organized our observations, key questions, and go-forward solutions based on the following performance lenses that are consistent with Council’s mandate for this operational review:



The sections below describe each opportunity for improvement and the go-forward solution(s). The sections are structured as follows:

1. An opportunity for improvement is identified;
2. Discussion is provided on the context and the evidence that led to the identification of the opportunities for improvement and the subsequent solutions. Evidence is drawn from multiple sources including stakeholder consultation, file audits, peer municipality benchmarking and past experience. Where possible, information was verified through the file audit, and in other cases information was considered most reliable when provided by multiple sources; and,
3. The solution(s) is identified and the benefits that will flow from the change are explained.

Process Streamlining Lens

1. The coordination of fire safety reviews prior to building permits can be improved

Discussion

While the City's Fire Department comments on development permits, the GNWT Office of the Fire Marshall is the authority for conducting review at the time of building permitting. The Office of the Fire Marshall's comments are customarily required before the City's building permitting process begins, so it is important that this front-end process led by the GNWT transitions smoothly to the City's building permit process.

- City staff have raised concerns that delays in fire safety reviews by the GNWT clouds the client's perspective of timeliness of the building permitting process, even though the City has no control over the fire safety review process

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- Some development stakeholders have indicated that the GNWT's fire safety reviews causes delay in the overall building process, particularly because of limited staff resources in the Office of the Fire Marshall
- Some development stakeholders have indicated that there is strong technical capacity in the GNWT's Office of the Fire Marshall and value the expertise of the GNWT's staff
- Some stakeholders have also noted that the fees for the GNWT's fire safety reviews are considered costly²
- The City's recent request to receive delegated approval from the GNWT for fire safety reviews was not approved, citing a lack of technical experience at the City to handle fire safety reviews.

Solution PS1

The City should work towards delegated authority from the GNWT for fire safety reviews as a means of improving coordination and overall customer service. This can be achieved by adding specialized staff in the Building Division or increased training of staff in the Fire Department to conduct the reviews. Staff would operate on a cost-recovery basis similar to the GNWT. This is a long-term initiative and other improvements need to be achieved prior to advancing this solution.



Benefit

Development stakeholders will have a coordinated service for fire safety reviews and building permits handled by one agency (the City). By operating on a cost-recovery basis, the staff resources do not burden the tax base. It is emphasized that this improvement may be a long-term initiative due to upgrading of staff skills and gaining delegated authority from the GNWT which will take time.

² The website for the Office of the Fire Marshall indicates that effective April 1st, 2017 the rate for OFM review of submissions has been revised from \$135/hour to \$147/hour.

2. The transition from development permit to building permit does not need to be sequential

Discussion

Strict interpretation of the Community Planning and Development Act would mean that an owner has to wait for the two week development permit appeal period to elapse before the owner could apply for a building permit. However, with an average of only two development permit appeals in a year, both the City and the owner are fairly certain that a development permit will go through without any objection. It is possible to initiate the building permit process during the development permit appeal period as a means of shortening timeframes and improving customer service, as long as risk management measures are in place.

- The City indicates that building permit applications are accepted during the two week development permit appeal period
- The City also notes that zoning and grading compliance are prerequisites for a building permit application
- It is not clear through the file audit that the CityView software has process tracking to ensure clearance of the development permit before issuance of the building permit

Solution PS2

The City should create a business rule to accept a building permit application during the two week appeal period of the related development permit. During this two week period, early activities in the building permit workflow such as zoning compliance and grading review could be conducted. To manage risk, the City should update the workflow of the CityView software



Benefit

The parallel processing of building permit during the development permit appeal period improves the City's customer service to developers by shortening the total development and building permit process by up to two weeks.

to ensure there is no development permit appeal prior to building permit issuance.

3. There is a disconnect between building inspection requests and the completion of inspections

Discussion

The City manages the permitting application process well using CityView but it is not clear that the inspection process is as effectively managed. Even though inspections are a client-driven process (i.e., the owner has to call the City for inspections), there is room for improvement once a call for inspection comes in.

- The City indicates that inspections are typically conducted on a same-day basis once the request is received
- Development stakeholders indicate that there can be delays in the City's response to inspection requests (more likely on complex buildings)
- The current inspection notification process at the City is decentralized: the inspection requests go directly to the Building Inspector rather than a centralized administrative staff that could log requests using the CityView software, dispatch an inspector, and measure response time
- The file audit confirmed that there is not enough information in the City's records to consistently determine the turn-around time for inspections
- The Building By-law (Section 24.7) requires that the owner provide the City with 72 hours' notice requesting an inspection for an occupancy permit – inferring a 3-day service standard for inspections

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Solution PS3

The City should establish a single point of contact to coordinate all inspection requests. An administrative staff person can be responsible for logging requests in CityView, Inspectors can be dispatched, and activity can be logged to demonstrate responsiveness.



Benefit

Development stakeholders will have a single point of contact for all inspection requests. Inspectors can maintain responsiveness and the City will have a strengthened system to ensure that inspections are effectively being completed. The enhanced logging of inspections can also assist the City with following-up on buildings where permits have been issued but the owner has not called for an inspection.

Solution PS4

After the City has established a centralized approach to coordination of inspections and can demonstrate its turn-around times, it should establish a service standard (likely 1 day) and report on the achievement of this service standard on an annual basis.



Benefit

The City will be able to demonstrate its timeliness to Council and development stakeholders. By tracking turn-around time on inspections and monitoring trends, it can also adapt workflows based on need (e.g., seasonal peaks).

4. While on-site building inspections are still the accepted norm, the City needs alternatives when appropriate

Discussion

It is expected that an owner will call the City for an inspection, that the inspection will be completed on a timely basis, and that the next stage of construction will proceed after the Building Inspector deems the construction satisfactory. Predominantly due to the short construction period in Yellowknife, construction usually happens with haste and many owners that do call for an inspection expect same-day service, or faster; if an Inspector does not arrive then they will continue forward with construction regardless. When the Building Inspector does arrive on-site, this causes a difficult situation since the components of construction to be inspected may already be concealed and the inspector cannot give clearance of the construction.

- Development stakeholders indicate that their design professionals on-site can provide adequate supervision of construction that reduces the need for the City to conduct inspections at every stage
- City staff are concerned that the lack of adequate inspection makes it difficult to credibly issue occupancy permits
- Section 20 of the Building By-law allows a registered design professional (i.e., engineer or architect) to issue a “Letter of Assurance” indicating that the construction substantially complies with the Building Code and the Building By-law³

³ For a Part 3 or Part 9 building under the Code.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Solution PS5

There may be instances (primarily complex buildings) where the City will accept high resolution digital photos to facilitate “desktop” inspection of the construction. Certain rules need to be established to ensure that the photos provided to the Building Inspector clearly depict the correct building and appropriate stage of construction requiring the Building Inspector’s review. The Building By-law may need updating to implement this.



Benefit

Accepting high resolution digital photos allows the Building Inspector to quickly verify the construction – this meets the needs of the owner that is working with a tight construction schedule. Alternatively, if the owner chooses to proceed before the inspector arrives and elements are concealed, then the photos can help verify the suitability of the construction. The photos can be archived so that if questions ever arise about the construction of the building then the photos serve as records of the work in progress and/or completed work.

Solution PS6

The City should be willing to accept Letters of Assurance more frequently for construction as long as those letters are issued by a registered design professional as defined by the Building By-law. The Building By-law will likely need updating to implement this.



Benefit

Accepting Letters of Assurance allows a professional architect or professional engineer to verify that the construction has been completed in compliance with the Building Code and Building By-law, and allows the owner to proceed with the next stages of construction without any undue delay. While a municipality still shoulders liability for construction within its jurisdiction, a small portion of liability is now

transferred to the registered design professional(s) that issued the Letter(s).

5. There can be delays in the applicant's submission of energy audit reports to the City that impact overall timeliness

Discussion

In May 2012, the Building By-law was amended to require minimum scores for single-family, two family, multi-family using the EnerGuide rating system. This same amendment also required that commercial, institutional, and industrial buildings achieve a building standard 25% higher than the minimum in the 1997 National Model Energy Code (NMEC) of Canada for Buildings. To verify that buildings meet this standard – since the design alone is not sufficient to confirm that the energy efficiency target for the building has been achieved – the owner has to arrange an energy audit (including an on-site air tightness test and energy modelling of the building's energy performance) and submit it to the City.

- There is only one company in Yellowknife that can conduct the energy audit and the nature of the work (requiring on-site testing of airtightness) makes it difficult for energy auditors from outside of Yellowknife to serve owners
- Some development stakeholders claim that the turn-around time for an energy audit can be up to six weeks
 - The consulting team's review of energy audit report records from the sample of building permit files indicates an average of 12 days (nearly three weeks) from when the energy audit report is issued to when it is date-stamped as received by the City – it appears that some of the delay is attributed to the owner's untimely submission of the audit report
- It is not clear what the consequences are if a building fails an energy audit
- Energy efficiency is transitioning away from the 0 to 100 score of EnerGuide to a Gigajoules rating; this is already in place in Alberta, British Columbia, Saskatchewan, New Brunswick, and Prince Edward Island

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- The gigajoules rating makes it easier to use the rating to compare the energy usage of one building to another
- The gigajoules approach encourages buildings to achieve a score as close to zero as possible (meaning that the building produces as much energy as it consumes)
- Research of NRCan’s website indicates that there is no way to convert the EnerGuide 0-100 score to gigajoules
- The consulting team recognizes the very high cost of heating buildings in Yellowknife and energy efficiency therefore remains a worthwhile goal for buildings that benefits owners through lower operating costs

Solution PS7

The City should coordinate with the energy auditor⁴ for an owner’s release of the energy audit to the City as soon as the audit is complete. Provision should be made in the CityView software for direct upload of the energy audit and creation of a workflow for the Building Division to verify the suitability of the energy audit score prior to occupancy permit issuance.



Benefit

The pre-authorized owner’s release of the energy audit directly to the City will minimize any owner-related delay for submitting the audit. It is expected that this timeline will shrink to zero days (i.e., the energy auditor submits the report to the City on the same day it’s completed), introducing enhanced efficiency and a customer service improvement for owners.

⁴ It should be noted that it is the applicant’s responsibility to submit the energy report, not the City’s, however the City helping with this process is good customer service.

Solution PS8

The City should reach out to northern BC and Alberta communities (since they have somewhat comparable climates and similar high heating costs) to gather data on the gigajoules performance of new buildings. This information can help the City determine suitable minimum energy efficiency ratings for new buildings. To facilitate the transition, the City should continue to accept an EnerGuide rating under the current system or be willing to accept a rating under the gigajoules system. This will require an update to the Building By-law.



Benefit

The City will be prepared in advance for the transition to the EnerGuide gigajoules rating, allowing for a seamless transition when the new approach becomes standard in the GNWT. This helps avoid development being caught in the transition from the 0-100 rating to the gigajoules rating since there is no way to easily convert the old system's ratings to the new ratings. The other benefit of setting achievable targets is that buildings are unlikely to fail the energy audit, reducing the risk of non-compliant buildings and the owner having to take remedial action before an occupancy permit can be issued.

6. There is a need to coordinate Orders with By-law Enforcement when necessary

Discussion

There are instances in Yellowknife when the non-compliance of a building necessitates the issuance of tickets or initiating legal proceedings. When this happens, it requires the involvement of both a Building Inspector and a By-law Enforcement Officer. Until that point, there is an opportunity for the owner to remedy the construction; however, the remedy requires additional time for the Building Inspector to conduct re-inspections.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- The Building By-law only mandates the payment of a re-inspection fee for “each inspection after the second inspection” but the re-inspection fee should apply to any re-inspection after the first inspection
 - Part 2 of the Fees and Charges By-law sets the re-inspection fee at \$90.95 and it is unlikely that this amount recovers the full re-inspection cost to the City, nor does the low fee act as a deterrent
- The Building By-law does not empower Building staff to issue fines/tickets or take non-compliant/un-permitted construction to court
- City By-law staff are the only staff empowered to issue tickets or initiate Court proceedings
- There is merit in maintaining a separation between Building staff (that are trying to be responsive to the needs of developers) and By-law Enforcement staff (that have a punitive role on compliance matters)

Solution PS9

The City should increase the re-inspection fee to recover the marginal cost of the Building Inspector conducting subsequent inspections, and make it applicable to all re-inspections. This requires a change to the Building By-law and Fees and Charges By-law.



Benefit

Re-inspection fees assist the City with cost recovery of a Building Inspector’s time. While not necessarily a fine, it is a cost deterrent to unsuitable/illegal construction that is expected to encourage improved compliance over time.

Solution PS10

Once the City has determined that illegal construction will not be remedied and the problem needs to be escalated to enforcement, the Building Inspector and By-law Enforcement Officer should conduct the visit together so that the illegal construction can be documented and the fine issued at the same time.



Benefit

The coordination of a single visit by the Building Inspector and By-law Enforcement Officer is more efficient than separate visits by these City staff. Given that these situations are rare; this solution is perhaps best implemented in the future when By-law Enforcement is integrated into the CityView system so that the software can assist with the workflow coordination.

Staffing Capacity & Resourcing Lens

Part of the scope of this operational review includes the assessment of the adequacy of staff in terms of numbers and role alignment. A review of overtime hours for the year 2016 was undertaken to determine if the department was understaffed. Based on data provided by the City's Human Resources division, there was roughly 175 hours of overtime, with approximately 30% of those overtime hours incurred by planning and development officer staff and 70% of those overtime hours incurred by building staff. It is recognized that the building division was short-staffed by one position during 2016 and with the recent hiring to fill the position, it is expected that overtime hours in the building division may be lower in 2017. Based on this data, overtime is considered reasonable and does not demonstrate the need for additional staff hires.

A review of the job descriptions was undertaken to determine how well the positions are matched to the tasks. The job descriptions for the Director, both Managers, Development Officer, Planners, Planning Coordinator, and Building Inspector II were provided. Based on the duties listed, there is clarity of role (i.e., the Director's duties involve strategic leadership, whereas the duties of a

Manager involve operational leadership). There is also clarity for the Development Officer, Planner (that has an overlapping function as a development officer that is acceptable), Planning Coordinator, and Building Inspector II roles. It is noted that the Building Inspector II duties include “issuing fines and orders” although only a By-law Enforcement Officer can issue a fine; however, this is a minor concern.

In addition to the above observations, the organizational structure of staff appears to provide effective leadership and management for the Planning and Development Department and no changes are necessary.

There are some opportunities for improvement related to staffing capacity and resourcing that are discussed below.

1. City Building staff need greater professional visibility and outreach to the construction industry and owners

Discussion

City staff are confident in their capabilities to interpret the National Building Code and conduct inspections, and believe their day-to-day work strikes a balance between professionalism, customer service, and code compliance. Those development stakeholders engaged during this study expressed concerns about the technical qualifications / credentials of City staff, and others have expressed concern about the City’s ability to retain staff noting that Building Inspectors that know the community can do their job more effectively.

- The City has expressed concern that Building Inspectors use their own vehicles to conduct inspections which does not present a professional image of them or the City
 - The City is also concerned that the use of personal vehicles may be more costly than the use of fleet vehicles

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- The consulting team is concerned that the use of personal vehicles puts the employee's vehicle at risk for potential vandalism in contentious situations
- The consulting team's review of Yellowknife's job advertisement for a Building Inspector II and review of nearly 20 job advertisements for Building Inspectors posted on websites of the building official professional associations in British Columbia, Alberta, and Ontario found the following:
 - It is uncommon for municipalities to require that Building Inspectors be journeypersons (e.g., carpenters)
 - It is uncommon for municipalities to require that Building Inspectors have in-depth knowledge of construction techniques
 - It is common for municipalities to require that Building Inspectors have in-depth knowledge of the applicable code, by-laws, regulations, and legislation
 - It is common for municipalities to require that Building Inspectors have a technical diploma in architectural technology, engineering technology, or similar
 - It is common for municipalities to require that Building Inspectors hold or obtain a building official professional designation (e.g., "BC Building Inspectors Certificate Level II")
 - The qualifications advertised for the Building Inspector position by Yellowknife conform to the above common requirements for knowledge of the code, technical diploma, and professional designation
- The qualifications of the Building Inspectors in Yellowknife reflect the above requirements, in particular:
 - Two staff are members of the Ontario Building Officials Association (Level II)
 - One staff is a member of the Northwest Territories Architects Association
 - All three staff are members of Wood Energy Technology Transfer (for the inspection of wood-burning systems)
 - All three staff are members of the Heating, Refrigeration, and Air Conditioning Institute of Canada

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- Peer municipalities indicate that a best practice is continual outreach to the construction industry and owners – this has helped raise awareness, reduce illegal construction, strengthens the professional reputation of staff, and maintains a customer service-orientation
 - This has occurred in Yellowknife; for example, in February 2015, the City’s Building staff and Arctic Energy Alliance held an information session on energy efficiency
- In Whitehorse, a best practice has been the creation of a local chapter of the Building Officials Association of British Columbia, that affords their Building Inspectors access to certification programs and continuous professional development
- At the time this operational review was launched the City was short-staffed by one FTE; however, the vacant position has since been filled

Solution SCR1

The City should equip all Building Inspectors with City vehicles, and establish a business rule that the use of personal vehicles be limited to situations when a City vehicle from the fleet is not available (e.g., being repaired).



Benefit

The use of City vehicles by Building Inspectors presents a more professional image of the Division and its staff. Additionally, there is the added benefit of equipping vehicles with mobile technology (e.g., tablet computers and printers to issue inspection reports in the field that are synced with CityView) that can significantly increase efficiency of this workflow.

Solution SCR2

The City should host regular industry and owner forums on building issues to help educate and inform stakeholders about permitting and code matters.



Benefit

As noted by peer municipalities, the benefits of increased outreach include improved awareness of building requirements, reducing the incidences of illegal construction, strengthening of the professional reputation of staff, fostering rapport between the development industry and staff, and maintaining a customer service-orientation of the division.

Solution SCR3

The Building Inspectors should be afforded regular opportunities for continuous professional development through their memberships in Building Official associations; the Division may wish to establish a local chapter of a Building Officials association, similar to the approach taken in Whitehorse.



Benefit

Continuous professional development will help ensure that Building Inspectors have up-to-date knowledge of the Code and interpretations of the Code. Adopting the best practice from Whitehorse on a local association chapter will also assist with strengthening the professional credentials of staff.

Solution SCR4

The City's Manager of Building, with the assistance of human resources staff, should continually monitor employee satisfaction and remuneration levels of the Building Inspections Division.



Benefit

Ensuring that employees in the Building Inspections Division are satisfied and remunerated competitively will help encourage retention of employees. This will reduce the frequency of the Division operating short-staffed and the burden of re-hiring and re-integrating new staff.

2. Construction that can be a contentious environment needs greater conflict resolution intervention by the City

Discussion

All of the construction stakeholders in Yellowknife acknowledge that conflict is a common occurrence yet none of the stakeholders have identified practical solutions for conflict resolution. From the perspective of customer service, City staff have the greatest ability to manage conflict if given the appropriate tools and techniques.

- City staff strongly acknowledge their responsibilities for compliance and risk management
- Some development stakeholders indicate that the City is too inflexible in its approach to code interpretation and/or too strict in its identification of construction deficiencies
- Any person served with an Order may appeal it to Council under Section 27 of the Building By-law by filing in writing within 7 days to the Clerk
 - Appeals to Council are infrequent; for example, one appeal in 2015 was the first of its kind in four years, however it was time-consuming and lasted six hours

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- There is a technical appeal process for development permits that relies on a Development Appeal Board that is independent from Council; this could be a model for adjudicating building disputes without immediately escalating them to Council in the capacity of an expert advisory panel or some other mechanism
- Appeal boards for building permit matters do exist in Canada and are all independent of municipal council; examples include:
 - the City of Vancouver has an eight person Building Board of Appeal that hears appeals of any decision of the Chief Building Official in respect of: interpretation of the bylaw; use of new methods of construction or materials; determination of extent of upgrading existing buildings; determination of an unsafe condition; determination of extent of building upgrading affected by change of occupancy; and, reasons for revoking a permit
 - the City of St. John's, NL, has a five person appeal board that hears (among other things) the refusal of the municipality to issue a building permit or an order issued by the municipality; outside of St. John's, there are four regional appeal boards that serve the rest of that province for development permit, building permit, and building order appeals
 - the Province of Ontario has a province-wide Building Code Commission that convenes as a three person tribunal from a roster of appointees; its mandate is to resolve disputes concerning the sufficiency of compliance with the technical requirements of the Building Code, time period disputes for site inspections, and time period disputes for processing permit applications

Solution SCR5

The City should invest in conflict resolution training for its Building Division staff and continually provide refresher training to ensure up-to-date conflict resolution skills among the team.



Benefit

Staff's increased ability to de-escalate disputes can effectively help resolve issues in the field and minimize roadblocks. This helps construction projects move forward and helps strengthen staff's professional reputation in the industry as problem-solvers while still achieving compliance. It may also contribute to increased staff satisfaction and sense of safety.

Solution SCR6

The City should establish a building permit appeal body similar to the current Development Appeal Board, as an interim measure before an appeal goes to Council. It is important that checks-and-balances be established for this new system to ensure that it does not subvert the building permitting / inspection process, and that the appeal body operate at full cost-recovery. It is expected that it will take some time to implement this solution. The Building By-law will need updating to implement this solution.



Benefit

A technical appeal body can help resolve disputes using a neutral third party, creating a problem-solving stepping stone that ensures Council only has to contend with the most significant of appeals, rather than burdening Council as the default forum for dispute resolution.

“Growth Pays for Growth” Sustainable Financing Lens

1. The City needs to avoid subsidizing growth that creates a burden on the tax base

Discussion

The Planning and Development Department’s annual operating budget is approximately \$1.6 million; however, the short-range planning activities, permitting of development, construction-related, and inspection activities have the potential to achieve a high degree of cost recovery. Historically, Canadian municipalities have subsidized these costs through the tax base on the premise that “low fees makes development affordable.” Over time, the low fees transfer the burden to the tax base for the department’s operating costs. The philosophy across Canada is changing to that of beneficiary-pay cost-recovery (with the proviso that the municipality has to deliver value-added, timely service if fees will increase). Yellowknife needs to establish a financially responsible and sustainable position on the affordability versus cost-recovery continuum that helps maintain planning/building revenue streams and cost-recovery sustainability.

- City planners and technicians can deliver an estimated 8,800 service hours for policy, development permits, and land fund activities
- Public works / engineering staff can deliver an estimated 5,600 service hours for servicing reviews, processing of servicing permits, and service inspection activities
- Building officials can deliver an estimated 5,600 hours of Building Code plans examination, permit issuance, and inspection activities
- The development permit fee revenue is recovering less than 50% of budgeted annual planning staff processing hours
 - There is no apparent cost recovery fee for engineering review of permit applications

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- The General Plan / zoning amendment fee of \$5,000 appears to be low in terms of the equivalent processing hours (62 full-cost hours)
- The estimated permit fee of \$1,600 for a 200 square metre (approximately 2,000 square foot) commercial building appears very low in terms of equivalent staff processing hours (20 full-cost hours)
- There is a single building permit fee rate for all residential and non-residential permits (currently the fee is \$7 per \$1,000 of construction value)
 - The single building permit fee rate results in significant cross-subsidization of large versus small development
 - It is not clear how the estimated construction value (i.e., the fee denominator) is determined or how it can be independently verified
 - Based on the fee-per-construction value approach, the City would require \$3M in permitted annual construction value to fully cost-recover the Building Division's operating budget
 - It is a better practice to base fees on square metres of floor area that can be independently verified; furthermore, this approach could make use of standardized construction values per square metre, eliminating the need to monitor or verify applicant-submitted construction values

Solution SF1

The City should conduct a “true cost” fees review exercise to determine the full cost-recovery amounts for all application categories in planning and building, establish cost recovery targets, and phase-in new fees accordingly. The modernized fees should be updated annually and if Council wishes to discount fees then this can be done transparently during annual budget deliberations.



Benefit

Establishing full-cost recovery fees will help relieve the Planning and Development Department’s burden to the tax base, with the dual benefit of helping the department become more self-sustaining and freeing up tax dollars for other City needs. Giving Council the opportunity to discount fees during the annual budgeting process improves accountability and transparency. Rather than a major jump in fees next year, phasing-in fee increases will allow developers and owners an opportunity to transition to the new fee structures.

Solution SF2

The City should change its building permit fee approach so that fees are calculated based on the floor area of the building rather than estimated construction value. Differing permit categories should feature differing fees that reflect actual processing effort/true cost.



Benefit

Using the floor area of the building allows the calculation of the fee to be based on verifiable information and reduces disputes about building permit fees. Using historical trends and knowledge of planned development, the City is perhaps better able to forecast future building permit fee revenue, helping the department become more self-sustaining. Basing the fee calculation on floor area also normalizes the cost of fees for the owner so that fees are not

artificially inflated during peak real estate market conditions.

Clarity in the Land Fund System Lens

1. Council is uncertain whether it should continue with the Land Sales program

Discussion

Council has asked whether the City should continue being involved in a Land Sales program, if the system can be improved, how lot pricing should be approached, etc. This aspect of the discussion examines the philosophy of the City's on-going involvement in Land Sales, and the specifics are addressed in further subsections of the report.

The City cites many good reasons to be involved in Land Sales, including:

- a) The ability to acquire land from the GNWT for only \$1 (which is a price that only the City can get for land from the GNWT);
- b) The provision of affordable housing;
- c) The ability to develop during soft market conditions when the private sector could not;
- d) The ability to manage the significant costs of land development that is difficult for the private sector to manage (for both residential and non-residential land);
- e) The ability to develop innovative forms of housing; and,
- f) The directing of financial returns from Land Sales for public good (the Land Administration By-law requires that a minimum of 30% of all Land Development Fund revenue from sales shall be targeted for revitalization initiatives).

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Discussions with Whitehorse reinforce Yellowknife’s reasons to be involved in Land Sales. They indicate that the purpose of government-run land development in the territory is because of the higher construction costs and the small populations that make it a relatively risky market that is not attractive for private developers.

Given the current lack of financial clarity (see below), it is difficult to determine how much surplus revenue the Land Sales program actually generates or whether it is in fact even recovering all costs. It is notable that experience from peer municipalities indicates that there is a surplus revenue margin that can be achieved from a Land Sales program, and this generates much-needed revenue for other City projects. Under this scenario there is a valid reason for the City to stay in the program. The alternative is that the Land Sales program does not generate surplus revenue – and if there is no surplus revenue (or break-even) then the City cannot rely on the private sector to take over land development since businesses do not exist to lose money – so the City must stay in the Land Sales program for the public good.

Solution LF1

The City should maintain its role in the Land Sales program.



Benefit

The City has the ability to generate revenue for other projects through land sales that reduces the burden on the tax base during times when Land Sales generates surplus revenue.

Recognizing that economies are cyclical, there may be surplus revenue years and non-surplus revenue years. The City’s long-term involvement in Land Sales affords it the ability to manage these economic ups-and-downs, thereby offering stability in the local real estate

market (for both homeowners and businesses needing serviced land).

2. There is a gap in the cost accounting for Land Sales

Discussion

The City has to account for all of the cost elements when developing land – in the same way that a private land development corporation would do. It has to factor in land acquisition costs, survey costs, site preparation costs, servicing costs, post-lot creation infrastructure and amenities. In addition to these obvious costs, it has to also factor in the staff effort needed to plan subdivisions, coordinate the development process, market the lots to buyers, and close deals on serviced land/lots.

- The City maintains spreadsheets that detail how costs are accrued on each specific land development project (e.g., Niven Lake Phase 5, Enterprise Drive Extension, Engle Phase 1, etc.)
 - The City does effectively manage and track its “out of pocket” expenses such as surveying, blasting, technical studies, appraisals, etc., in the cost accounting of Land Sales
 - Although it includes a 3% or 4% estimate of carrying costs over an estimated number of years until all lots are sold, the City does not appear to track the actual value of interest carrying cost for Land Sales (i.e., if it had to borrow money to pay for the significant costs of developing a project, the interest cost actually accrued from this borrowing is not reflected in the cost summary)
 - The City does not track any staff time costs for Land Sales (i.e., if staff effort is 220 hours to coordinate an entire land development project from start to finish, this human resources cost is not reflected in the cost summary)

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- The City does not set aside revenue in a specific account for the post-lot creation infrastructure and amenities, even though these amounts represent a cost component of developing the lands

Solution LF2

The City should implement full-cost accounting for Land Sales and track any interest carrying costs and staff time costs for all land development projects. This will require a change to the Land Administration By-law.



Benefit

Closing the accounting gap for Land Sales costs will help Council understand the full financial implications of land development in Yellowknife. On those occasions when Council chooses to reduce the price of lots, then it does so knowing the true differential between cost, the discounted price, and the margin of surplus revenue.

Solution LF3

The City should create a separate reserve fund for parks/amenities/street lighting/sidewalks for each development project, and transfer the portion of revenue from each lot sale at the time the sale is closed. This will require a change to the Land Administration By-law.



Benefit

Managing the funds necessary for parks/amenities for each development project ensures clarity with these “pre-committed” monies that must be used for the specific purpose of parks/amenities. It is also easier for the municipality to set a target to initiate the planning and construction of parks/amenities (e.g., upon reaching 80% it will begin work on parks/amenities). Furthermore, the interest accrued from the monies held in this separate

account can be easily calculated and used
towards the development's parks/amenities.

3. The City needs to change its approach for lot pricing and revitalization reserve fund contributions

Discussion

Like any developer, the City has to decide on the price to sell serviced lots, but there have been variations in how the price has been set. In addition to this, Council has the option to sell lots at a discounted price if it feels that it is pertinent to do so. Regardless of the price, the Land Administration By-law requires that 30% of the revenue be directed to the revitalization fund.

- There is a concern that the “appraised value” of the lots results in artificially low prices, since the appraisal is based on historical prices which themselves have been low
 - There is a concern that artificially low prices for suburban development undermines the City’s growth management goals by making suburban development cheaper than development in the core area, encouraging people to buy and live in the suburbs simply since the front-end ownership cost is lower
 - Compounding this issue is that upon resale, the current owner of the lot gets an added financial benefit since the owner had “bought low and sold high”
- The Land Administration By-law allows lots to be sold through a ballot draw, call for development proposals, or public ad
- The Land Administration By-law defines “market value” as the “appraised value”, whereas market value is commonly understood to be the price paid to a willing seller by a willing buyer, which does not always match the appraised value
 - The absence of actual “market value” in the Land Administration By-law, coupled with the use of appraisals, means that the City may be losing out on potential revenue from Land Sales

- It is noted in the GNWT's Land Pricing Policy that it would set the lot price in an active real estate market based on an appraised value or based on "market value through listing the property on the local real estate market" (i.e., fair market value)
- Given that some costs are not being accounted for, then there is some financial risk by taking 30% of the revenue from sales because the City could be eating into its margin of surplus revenue and not know it; worse still, there might not be surplus revenue on a given sale, and the City is then cannibalizing by taking a fixed amount from this revenue and redirecting to a reserve fund

Solution LF4

The City should use a hybrid approach to set lot prices. It should set lot prices that represent fair market value (e.g., the lot price achieved between a willing buyer and willing seller). In addition, the City should set minimum lot prices based on all costs accrued plus a target expectation of surplus revenue (e.g., 15%, 30%, etc.), similar to how a private sector land developer sometimes approaches pricing. This requires an update to the Land Administration By-law.



Benefit

Fair market value pricing for the lands ensures that the City gains the full value of the lot upon sale. It also helps the City manage growth through pricing (i.e., helps normalize the real estate prices of suburban home ownership and home ownership in the core).

Cost-plus-surplus revenue pricing for the lands ensures that the City always recovers its development costs plus generates the desired revenue to feed into its revitalization fund.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

<p>Solution LF5</p> <p><u>Step 1:</u> The City should suspend the rule in the Land Administration By-law that 30% of revenue from Land Sales be directed to the revitalization fund. Suspension should continue until true all-in costing mechanisms are in place; afterwards, it is suggested that Step 2, below, be implemented. This requires an update to the Land Administration By-law.</p>	▶	<p>Benefit</p> <p><u>Step 1:</u> Suspending contributions from Land Sales to the revitalization fund is a risk management mechanism. If the City is not achieving 30% surplus revenue then the suspension ensures all Land Sales revenue is held until clarity is achieved on costs. This is a temporary measure until systems are in place to track the full costs of developing lands.</p>
<p><u>Step 2:</u> The City should change the rule in the Land Administration By-law that all surplus revenue from Land Sales be directed to revitalization, rather than 30% of revenue. A portion of this surplus revenue should be held in a separate reserve to protect Yellowknife during slow economic times and drop in the real estate market. This requires an update to the Land Administration By-law.</p>	▶	<p><u>Step 2:</u> Using the surplus revenue from Lands Sales is the more transparent approach to municipal accounting and redirecting the revenue from Land Sales to the fund for revitalization projects. Holding back a portion of the surplus revenue in reserve as buffer for slow economic times is financially prudent for the municipality.</p>

4. The City needs greater self-accountability for providing amenities in Land Sales subdivisions

Discussion

A private land developer is subject to conditions in a development agreement that ensure amenities are built in subdivisions. With the City being the land developer, it is responsible for ensuring that amenities are built, and in fairness it must impose upon itself the same set of conditions that it would obligate a private land developer.

- City staff do monitor the planning of amenities (e.g., parks, sidewalks, etc.) in subdivisions, and funds are moved from the Land Development Fund to the Capital budget so that the amenities are built
- There does not appear to be any requirements in the Land Administration By-law dictating when the City is obligated to provide amenities in subdivisions

Solution LF6

The City should create self-imposed triggers for the development of parks/amenities in residential and non-residential subdivisions, similarly to how a private developer is subject to these types of triggers in a subdivision agreement.



Benefit

The creation of self-imposed triggers will ensure that parks/amenities are developed in accordance with the occupancy of residential subdivisions and the build-out of non-residential subdivisions. This is particularly important where trails are planned to create an interconnected active transportation network that supports both healthy living and an alternative mode of transportation than the private automobile.

Growth Management Policy Lens

1. The City's greenfield development pattern may be undermining its Smart Growth goals

Discussion

In the lead-up to the update of the General Plan, the City conducted an extensive exercise with substantial public consultation to help devise a “Smart Growth” development strategy for Yellowknife. The “compact growth vision” option from the Smart Growth Development Plan was selected as the City’s preferred vision for community growth and was incorporated into the update of the General Plan, distributing 45% of future residential units as intensification and 55% of future residential units to greenfield development. 64% of jobs were to be accommodated through commercial and industrial intensification and 36% of jobs were to be accommodated through greenfield development. The benefits of this compact growth vision as cited in the General Plan include, but are not limited to, more affordable housing, revitalization of the downtown core, the promotion of walkable neighbourhoods, the promotion of transit use, the reduction of the infrastructure deficit, and improvements to community sustainability.

- The City has plans and funding available for downtown revitalization that remain unrealized/uncommitted while there continues to be on-going suburban development
- It is not clear how the City’s acquisition of lands from the GNWT and development of these lands that facilitate suburban development correlates to the need for additional suburban land, especially considering the intensification opportunities in the community’s core area
- It is not clear whether the City has implemented all of the Recommended Actions in Section 4 of the Smart Growth Development Plan: Final Recommendations Report (July 2010)

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

- The department issues quarterly reports to Council and are working with the City’s GIS team so that this information can be mapped geographically
- The 2015 City-wide annual report⁵ and 2017 Budget includes statistics on the number of development permits and building permits issued; however, it is not clear whether the City has achieved increased densities of suburban development and/or intensification within the core area as guided by the Smart Growth Development Plan and General Plan
- Section 6 of the Community Planning and Development Act mandates Council to complete a review of the General Plan essentially every eight years
 - The review of Yellowknife’s General Plan that was adopted in March 2012 will be due for an update in 2020
 - In the City’s 2017 Budget, it is not clear that sufficient funding for background studies/analysis is being forecasted for the years 2018 and 2019 leading up to the completion of the General Plan in 2020

Solution GMP1

The City should require an annual report from the Planning and Development Department that describes how the specific goals for greenfield and intensification development are being met, that links to the following year’s business plan to focus development where it’s needed.



Benefit

An annual report will offer accountability and transparency on how the City’s development is meeting its growth objectives. This is an important feedback loop for Council as decision-makers and the Planning and Development Department in terms of staging development plans to guide and realize targeted growth.

⁵ The 2016 Annual Report was not available at the time this report was written.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Solution GMP2

The City should advance work on its downtown revitalization given the importance of this initiative and the funding that is available. Monies should be committed to specific projects and work should be initiated.



Benefit

Downtown revitalization is an important strategy in the Smart Growth Development Plan to encourage reinvestment, residential intensification, and mixed-use development. Improving the quality of the downtown area makes it desirable for future residents, which is a key requirement for the City to attract viable housing development that helps it meet its intensification targets.

Solution GMP3

The City should begin developing a work plan for the update of the General Plan so that it will be ready for Council adoption in 2020 to meet the legislated timeframe. The work plan should be linked to funding requests/forecasts for 2018 to 2020 that will be incorporated into the City's 2018 Budget Process.



Benefit

The planning ahead for the update of the General Plan and linkage to funding will ensure that the City's most important policy document that guides growth and development will be informed by strong background research and technical analysis. This in turn will help the City achieve the vision articulated in the Smart Growth Development Plan and enshrined in the General Plan: "An ongoing and integrated growth and development process that balances a long-range perspective with daily actions and initiatives, to measurably improve the quality of

life in Yellowknife and distinguish our unique northern community as a leader in urban sustainability.”

IMPLEMENTATION AND NEXT STEPS

Implementation

The solutions identified in this operational review have been structured into an implementation plan. This implementation plan places each solution into a timeline of action based on the ease to implement the change, the resources required, and relevance to annual municipal process (e.g., new fees implemented at the beginning of a new year). The implementation plan is presented on the following pages of this report.

Next Steps

It is expected that the Director of the Planning and Development Department will be responsible for implementing these changes with the support of other divisions as needed, with annual reporting to Council on the successes achieved.

**The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017**

2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 Q1	2019 Q2	2019 Q3
------------	------------	------------	------------	------------	------------	------------	------------	------------

Legend: ○ Start/In-Progress ◇ Completion

Process Streamlining Lens

PS1	The City should work towards delegated authority from the GNWT for fire safety reviews as a means of improving coordination and overall customer service.
PS2	The City should create a business rule to accept a building permit application during the two week appeal period of the related development permit.
PS3	The City should establish a single point of contact to coordinate all inspection requests.
PS4	The City should establish a service standard (likely 1 day) for coordination of inspections and report on the achievement of this service standard on an annual basis.
PS5	The City should define additional instances (primarily complex buildings) where the City will accept high resolution digital photos to facilitate “desktop” inspection of the construction.
PS6	The City should be willing to accept Letters of Assurance more frequently for construction as long as those letters are issued by a registered design professional as defined by the Building By-law.
PS7	The City should coordinate with the energy auditor for an owner’s release of the energy audit to the City as soon as the audit is complete.
PS8	The City should reach out to northern BC and Alberta communities (since they have somewhat comparable climates and similar high heating costs) to gather data on the gigajoules performance of new buildings.
PS9	The City should increase the re-inspection fee to recover the marginal cost of the Building Inspector conducting subsequent inspections.
PS10	The Building Inspector and By-law Enforcement Officer should conduct the visit together so that the illegal construction can be documented and the fine issued at the same time.

○	○	○	○	○	○	○	◇	
○	◇							
	◇							
	○	○	○	○	◇			
○	○	◇						
		◇						
	○	○	◇					
			◇					
			◇					
		◇						

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

2017	2017	2018	2018	2018	2018	2019	2019	2019
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3

Legend: Start/In-Progress Completion

Staffing Capacity & Resourcing Lens

SCR1	The City should equip all Building Inspectors with City vehicles, and establish a business rule that the use of personal vehicles be limited to situations when a City vehicle from the fleet is not available.			◆						
SCR2	The City should host regular industry and owner forums on building issues to help educate and inform stakeholders about permitting and code matters.			◆				◆		
SCR3	The Building Inspectors should be afforded regular opportunities for continuous professional development through their memberships in Building Official associations.			◆				◆		
SCR4	The City's Manager of Building, with the assistance of human resources staff, should continually monitor employee satisfaction and remuneration levels of the Building Inspections Division.		◆					◆		
SCR5	The City should invest in conflict resolution training for its Building Division staff and continually provide refresher training to ensure up-to-date conflict resolution skills among the team.				◆				◆	
SCR6	The City should establish a building permit appeal body similar to the current Development Appeal Board, as an interim measure before an appeal goes to Council.	○	○	○	○	○	○	○	◆	

"Growth Pays for Growth" Sustainable Financing Lens

SF1	The City should conduct a "true cost" fees review exercise to determine the full cost-recovery amounts for all application categories in planning and building, establish cost recovery targets, and phase-in new fees accordingly.				○	○	○	◆		
SF2	The City should change its building permit fee approach so that fees are calculated based on the floor area of the building rather than estimated construction value.				◆					

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 Q1	2019 Q2	2019 Q3
------------	------------	------------	------------	------------	------------	------------	------------	------------

Legend: Start/In-Progress Completion

Clarity in the Land Fund System Lens

LF1 The City should maintain its role in the Land Sales program.	○	○	○	○	○	○	○	○
LF2 The City should implement full-cost accounting for Land Sales and track any interest carrying costs and staff time costs for all land development projects.	○	○	◆					
LF3 The City should create a separate reserve fund for parks/amenities/street lighting/sidewalks for each development project, and transfer the portion of revenue from each lot sale at the time the sale is closed.					○	○	◆	
LF4 The City should set lot prices that represent fair market value (e.g., the lot price achieved between a willing buyer and willing seller). In addition, it should set minimum lot prices based on all costs accrued plus a target expectation of surplus revenue (e.g., 15%, 30%, etc.)			◆					
LF5 Step 1: The City should suspend the rule in the Land Administration By-law that 30% of revenue from Land Sales be directed to the revitalization fund. It should then implement Step 2 once the revenues are known.		◆						
Step 2: The City should change the rule in the Land Administration By-law that all surplus revenue from Land Sales be directed to revitalization, rather than 30% of revenue.			◆					
LF6 The City should create self-imposed triggers for the development of parks/amenities in residential and non-residential subdivisions.			○	○	◆			

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

2017	2017	2018	2018	2018	2018	2019	2019	2019
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3

Legend: ○ Start/In-Progress ◇ Completion

Growth Management Policy Lens

GMP1	The City should require an annual report from the Planning and Development Department that describes how the specific goals for greenfield and intensification development are being met.
GMP2	The City should advance work on its downtown revitalization given the importance of this initiative and the funding that is available.
GMP3	The City should begin developing a work plan for the update of the General Plan so that it will be ready for Council adoption in 2020 to meet the legislated timeframe.

			○	○	◇			
○	○	○	○	○	○	○	○	○
	◇							

APPENDIX A: PEER BENCHMARKING MATRICES

Table 1: Overview of Peer Municipalities

Municipality	Population (2011 Census)	Size & Density	Population Growth from 2006 to 2011	Housing Starts (2015)
Yellowknife, NWT	19,234	105km² 182/km²	2.9%	105
Whitehorse, YT	23,276	417km ² 56/km ²	13.8%	105
Fort St John, BC	18,609	23km ² 820/km ²	6.9%	476
Campbell River, BC	31,186	143km ² 217/km ²	5.5%	93
Grand Prairie, AB	55,032	73km ² 756/km ²	16.8%	357
Medicine Hat, AB ⁶	60,005	112km ² 565/km ²	5.3%	190
Lloydminster, AB/SK ⁷	27,804	42km ² 670/km ²	13.3-20.4% (AB vs. SK)	152 (AB only)
Brandon, MB	46,061	77km ² 599/km ²	11.0%	381 (forecast)

⁶ Additional Peer for Land Sales function only.

⁷ Additional Peer for Land Sales function only.

Table 2: Planning & Development

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
Organization Structure & Service Delivery							
Organization structure	<ul style="list-style-type: none"> How are the departments structured? Relevant services delivered by department. 	<ul style="list-style-type: none"> Planning and Development Department <ul style="list-style-type: none"> Building Inspections Division Planning & Lands Division Public Works & Engineering Department <ul style="list-style-type: none"> Works Division Engineering Division Public Safety Department <ul style="list-style-type: none"> Municipal Enforcement Division Fire Division Communications & Economic Development Department <ul style="list-style-type: none"> Communications & Economic Development Division Planning and Development Departments administers permitting processes, ensures that planned development meets the requirements of local regulations. Planning and Lands Division coordinates and facilitates the planning, development, and disposition of lands within the city. <ul style="list-style-type: none"> Disposition of lands 	<ul style="list-style-type: none"> Development Services: <ul style="list-style-type: none"> Engineering Services, Environmental Sustainability, Planning and Building Services, Economic Development Planning and Building Services <ul style="list-style-type: none"> Includes lot sales. administers building/plumbing permitting and business licencing Administers development permitting processes and ensures compliance with Zoning Bylaw and other regulations Administers subdivision, consolidation, boundary realignment and condominium applications Administers planning, design and consultation for new development areas (territorial 	<ul style="list-style-type: none"> General Manager of Integrated Services <ul style="list-style-type: none"> Director of Development <ul style="list-style-type: none"> Manager of Engineering (Building inspections falls under Engineering) Planning Manager Director of Public Works & Utilities 	<ul style="list-style-type: none"> Operations: <ul style="list-style-type: none"> Community Planning & Development Services <ul style="list-style-type: none"> Planning, Building & Development Also includes Transportation and Utilities 	<ul style="list-style-type: none"> 4 Overarching Service Areas: <ul style="list-style-type: none"> Community Growth Community Living Community Safety Corporate Services Community Growth: <ul style="list-style-type: none"> Planning & Development Services Also includes: Economic Development Land & Communications, Environmental Stewardship, GIS, Revolution Place, Transit Community Safety: <ul style="list-style-type: none"> Engineering, Inspection Services Transportation Also includes: Crime Prevention, Emergency & Disaster Planning, Fire Protection, and RCMP/Enforcement Services Planning & Development Services divided into 2 divisions: <ul style="list-style-type: none"> Development Permitting Unit and Planning Unit. Development Permitting 	<ul style="list-style-type: none"> Development Services Division: <ul style="list-style-type: none"> Planning Section Property Section Building Safety Section Development Services Coordination

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
		<p>includes the subdivision and development process (includes, studies, subdivision, grading, servicing, marketing, sales)</p> <ul style="list-style-type: none"> ○ Also does Development Permitting, Prepares memos for Council, conducts zoning by-law enforcement, subdivision review, land applications and manage city land sales. Represent the city on special interest working groups, address day-to-day inquiries from the public and council. • Engineering contributes to the land sales function and completes limited reviews of certain applications (ensures servicing hook ups are okay). 	<p>government owns, develops and sells lots)</p> <ul style="list-style-type: none"> ○ Administers planning, design and consultation for infill development areas (City develops and sells) ○ Disposition of City lands ○ Acquisition of lands for municipal purposes ○ Negotiation of easement agreements and development agreements 			<p>Unit is responsible for the City of Grande Prairie's Land Use Bylaw, reviewing and deciding on all major/minor development applications and issuing development permits.</p> <ul style="list-style-type: none"> • The Planning Unit is responsible for Maintaining, processing, and updating statutory land use plans and policies and amendments to non-statutory planning documents. This includes the Inter-municipal Development Plan, the Municipal Development Plan, Area Structure Plans, Outline Plans, Area Redevelopment Plans, and the Land Use Bylaw. • Community Safety: <ul style="list-style-type: none"> ○ Engineering, ○ Inspection Services (Administrates the City's Building Bylaw and the Building Code) ○ Transportation ○ Also includes: Crime Prevention, Emergency & Disaster Planning, Fire Protection, and RCMP/Enforcement Services (includes Bylaw Enforcement, Traffic Enforcement and Business 	

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
						Licensing)	
Development Framework	<ul style="list-style-type: none"> • Basis of development controls in your jurisdiction. • What is the development review structure? E.g. General Plan with Development Permits and Building Permits? Zoning by-law? 	<ul style="list-style-type: none"> • All Development (from large scale development to a deck or fence) requires a “Development Permit” • City of Yellowknife rather than private developers complete subdivision process for new communities, including preparing the lots for development through grading and building infrastructure. Then the City sells the construction ready lots. 	<ul style="list-style-type: none"> • All non-residential development and new residential housing development (not residential accessory structures) requires a “Development Permit” • Yukon Government rather than private enterprise is the main land developer in Yukon. Through Land Development Protocol City (planning/preliminary engineering/consultation/Y ESAB, zoning/subdivision) and YG (detailed engineering, construction, survey, lot sales) share responsibility for new large scale developments. Private developers purchase and develop the construction ready lots. • City has completed some small scale land development from planning to lot sales. 	<ul style="list-style-type: none"> • Oversees Official Plan and Zoning By-law and local area planning and subdivisions. • Development Area Permit system used for: <ul style="list-style-type: none"> ○ Multi-family residential ○ Downtown Core ○ Large Format Retail, and Highway & Service Commercial • Recently eliminated requirement for permits for fences. Fences must still comply with the zoning by-law. 	<ul style="list-style-type: none"> • Campbell River maintains an Official Community Plan and a Zoning By-law • Developments must comply with these documents and may also require additional permits • Developments may require: Form and Character Permits and/or Environmental Development Permits. • Private Developers rather than the City complete subdivision processes. 	<ul style="list-style-type: none"> • Development Permits required for all development with the exception of a few cases: <ul style="list-style-type: none"> ○ Maintenance/repair non-structural; Fences and gates; Some temporary uses; Accessory buildings under 20m²; etc. • Unlike the City of Yellowknife, the City of GP is not directly involved in the land development process. • For new communities, the City requires Area Structure Plans (statutory plans whose primary intent is to demonstrate how future development in new areas will link to the City's existing developed area usually at the section level or bigger. • ASPs are prepared sometimes by the City and sometimes by the land owners and/or developer of the land in question depending on the size, the ownership and the future need of the land in question) and Outline Plans (address land use and servicing issues in greater detail than in the ASP. • Since September 19, 2011, 	<ul style="list-style-type: none"> • Ensure all development reflects the Brandon and Area Planning District Development Plan, and comply with the Zoning Bylaw.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
						all existing and future Outline Plans are adopted as bylaws. The preparation of the OP is the responsibility of the land owners and/or developer of the land in question) before land can be subdivided out.	
Personnel	<ul style="list-style-type: none"> Numbers and roles Roles and responsibilities? Specialization of planners? 	<ul style="list-style-type: none"> Director of Planning and Development <ul style="list-style-type: none"> 6 FTE Manager of Planning & Lands <ul style="list-style-type: none"> 3 Professional Planners Development and Lands Officer Planning Coordinator 	<ul style="list-style-type: none"> Manager, Planning & Building Services 2 Administrative Assistants shared with Building. 9 FTE (Planning) <ul style="list-style-type: none"> 1 Senior Planner 3 Professional Planners 1 Land Development Supervisor 2 Subdivision & Lands Coordinators 2 Development Officers 	<ul style="list-style-type: none"> 1 Director of Development 1 Admin Assistant & 1 Clerk 1 Planning Manager 1 Planner 1 Planning Technician 2 GIS Engineering Manager (Supervises Building Inspections) 1 Engineer, 2 Technologists, 1 Assistant 	<ul style="list-style-type: none"> Not available. 	<ul style="list-style-type: none"> Manager, Planning and Development Services Planning Unit (6FTE) <ul style="list-style-type: none"> 1 Coordinator 2 Senior Planner 2 Planner 1 Planning Technician Development Permitting Unit (9 FTE) <ul style="list-style-type: none"> Supervisor 2 Development Officer II 3 Development Officer I 1 Municipal Compliance Officer 2 Planning and Development Assistants 	<ul style="list-style-type: none"> Under General Manager Chief Planner Heritage Planner 2 Community Planner 2 Planning Technician <p>Shared with the department:</p> <ul style="list-style-type: none"> Development services coordinator Administrator Finance 2 Permits and Applications Coordinators
Application volumes	<ul style="list-style-type: none"> from 2015 	<ul style="list-style-type: none"> Development Permits (2015) (Planning and Development Permit Quarterly Reports): <ul style="list-style-type: none"> Residential: 281 (including 144 home based business and 47 "Checklist" Applications) 	<ul style="list-style-type: none"> 2016 Development Permits issued: <ul style="list-style-type: none"> Residential: 434 (including 265 home based business) Non-Residential: 157 2015 Development Permits 	<p>For development area only:</p> <ul style="list-style-type: none"> 2016 Development Permits Issued: 25 2015 Development Permits Issued: 44 	<ul style="list-style-type: none"> Development Permits (2015): 76 	<ul style="list-style-type: none"> 2016 Applications: <ul style="list-style-type: none"> Residential: 198 Major Applications: 85 All applications (also includes minor permits, home businesses, compliance letters): 1308 	<ul style="list-style-type: none"> 2016 Applications: <ul style="list-style-type: none"> Residential: 434 Major Applications: (also includes minor permits, home businesses, compliance letters): 1308

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
		<ul style="list-style-type: none"> ○ Non-Residential: 29 	<p>issued:</p> <ul style="list-style-type: none"> ○ Residential: 375 (including 251 home based business) ○ Non-Residential: 146 			<ul style="list-style-type: none"> ● 2015 Applications: <ul style="list-style-type: none"> ○ Residential: 187 ○ Major Applications: 90 ○ All applications (also includes minor permits, home businesses, compliance letters): 976 ● In GP, we have two categories of home occupations: Home offices and Home businesses. Both require a business licenses that is issued by Enforcement Services. The difference from an administrative perspective is that Home Offices do not require a development permit 	<ul style="list-style-type: none"> ● 2015 Applications: <ul style="list-style-type: none"> ○ Residential: 434 ○ Major Applications: (also includes minor permits, home businesses, compliance letters): 976
Application Intake	<ul style="list-style-type: none"> ● How do you provide outbound information? ● If someone has a question about the application process, how/who addresses this? ● Intake process - preconsultation? ● Delays caused by variability of application quality? ● Any strategies to address this? ● Intake process? 	<ul style="list-style-type: none"> ● Client services is not familiar with planning and building functions; many queries are forwarded to the manager or planning and the manager of building. ● FAQ content is available online and information about what permits are required for specific types of developments. ● Pre-consultation on an “ad hoc” basis. 	<ul style="list-style-type: none"> ● Most information is found on City website or brochures available at counter. ● Many calls, meetings and emails for information requests. ● Depending on nature of call, most FTE can provide basic information. Generally calls directed based on expertise. ● Pre-consultation is typically completed by assigned FTE according to area (i.e. subdivision, development 	<ul style="list-style-type: none"> ● Applications and Guides can be downloaded from website but little introductory/explanatory text provided. ● Pre-consultation meetings available. 	<ul style="list-style-type: none"> ● Development Permit Handbook available on-line. ● Recommend always checking with the Development Services Department before starting any development. ● Pre-consultation via office hours that are held every two weeks and include the Development Review Committee (staff from planning, building, engineering, and environment and 	<ul style="list-style-type: none"> ● Inquiries are usually received by the 2 planning and Development Assistants and forwarded either to the Development Permitting Unit or to the Planning Unit based on the nature of the inquiry. ● FAQ content is available online and information about what permits or applications are required for specific types of developments. ● Information regarding the different statutory and 	<ul style="list-style-type: none"> ● Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
			permit, zoning amendment) <ul style="list-style-type: none"> Application quality improving, some subpar applications still for development permits, assigned development officer works significantly with applicant to improve quality before advancing through Development Review Committee 		sometimes parks, roads, emergency services and utilities).	regulatory documents are available online as well. <ul style="list-style-type: none"> Various brochures explaining the requirements and the timeline for different applications such as secondary suites, garages and etc. 	
Processes for Application Review and other core processes	<ul style="list-style-type: none"> How are applications reviewed? Who? When? How is it integrated? Internal Circulation? External Circulation? 	Development Permits: <ul style="list-style-type: none"> Applicant submits, Development Officer reviews and advises if additional information is necessary; this is customary in the CityView workflow Complete application is circulated to Engineering Development Permits: are approved by the Development Officer. 2-week appeal period 	<ul style="list-style-type: none"> Applicant submits, Development Officer reviews and advises if additional information is necessary Complete (or virtually complete) application is forwarded to the multi-department Development Review Committee – meetings every 2 weeks – where comments and concerns discussed. Requests for further information and/or recommendation to proceed are made. Development Permits: are approved by the Development Officer. 	<ul style="list-style-type: none"> A file manager is assigned to each application and they act as the single point of contact for the applicant. For Development Area Permits – Approving Officer intakes application and deems complete, refers application to applicable departments as needed: Public Works, Fire Department, and any external agencies. Planning and Engineering Review is completed. Front desk staff can answer basic questions and know where to direct questions. They make sure they understand what information the person is looking for so they can transfer them to the right person the first time. Goal to determine if application is complete within 2 days. When a 	<ul style="list-style-type: none"> Staff review application if deemed complete it is circulated to internal and external reviewers. All development permits must be approved by Council 	<ul style="list-style-type: none"> Development applications are reviewed by one of the Development Officer-DO (either I or II) based on the complexity of the application. Assuming the application is complete and that it complies with all the applicable regulations set forth in the Land Use Bylaw, the DO circulates the application for two weeks. Your comment on the left hand column highlighted in yellow is difficult to answer as applicants' familiarity with the process determines whether they will be able to provide all the required documents from the get-go or whether it is going to take a long time. The Development Authority that approves the development 	<ul style="list-style-type: none"> Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
				<p>new application is received, the new application is made a priority. If additional information is needed, it is requested right away. Once deemed complete, is added to the queue.</p>		<p>application can either be the Council, the Community Growth Committee (CGC) or the Development Officer based on the nature of the application and whether, for example, it requires a variance or a discretionary use.</p> <ul style="list-style-type: none"> • Applications are circulated to external agencies and internal City departments for two weeks. • Decision on application must be made within 40 days of receiving a complete application. • A notice of appeal must be submitted within 14 days of the decision. Appeal can be lodged to the subdivision and Development Appeal Board for rejection of an application or for the conditions imposed on a development permits. 	
<p>Review time frames</p>	<ul style="list-style-type: none"> • Do you have any timeframes or targets for reaching decisions for development review? What are they? • How do you track this? • Anything you do that you think helps to meet these targets? Anything that causes 	<ul style="list-style-type: none"> • Applications tracked through CityView • Seasonal peaks in workflow are accentuated by short construction season. Can lead to delays • CityView has due dates for each step in the Workflow but these are not established as turnaround times 	<ul style="list-style-type: none"> • No formal regulated targets or tracking process in place • Tracked by individual development officers • Seasonal peaks in workflow are accentuated by short construction season. Timeframe to issue permits during peak summer season takes longer. 	<ul style="list-style-type: none"> • Development Area Permit within 120 days. • Close files after a long period with no activity. Not popular with developers but important for accurate tracking. 	<ul style="list-style-type: none"> • Up-to 12 weeks 	<ul style="list-style-type: none"> • Decision on application must be made within 40 days of receiving a complete application. • Applications tracked through CityView • Delays can also be attributable to the lack of experience regarding some of the applicants. • Also sometimes draftsperson and 	<ul style="list-style-type: none"> • Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
	<ul style="list-style-type: none"> delays? Seasonality of workflow? <ul style="list-style-type: none"> Strategies for dealing with this? 					Engineering might be busy and as a result required site plans, elevation plans and/or landscaping plans might take longer.	
IT Tools	<ul style="list-style-type: none"> Systems in place for tracking applications? Integrating comments? Applying online or tracking applications on line? 	<ul style="list-style-type: none"> Fully implemented CityView software Public can file, pay for, and check status of applications online Staff work directly from the same system Online "BizPal" service suggests what applications/permits will be necessary based on a description of the project. 	<ul style="list-style-type: none"> No tracking systems currently in place City's tech department reviewing feasibility for implementation of online application submission 	<ul style="list-style-type: none"> CityView to track applications internally. Working toward making online applications submission and payment options available. 	<ul style="list-style-type: none"> A list of active applications is kept on-line and can be downloaded as a PDF. Report appears to be automatically generated by software 	<ul style="list-style-type: none"> CityView tracks applications. We are set up so that applications may be submitted electronically to devpermits@cityofgp.com. We then contact the applicant for credit card payment, and we do the CityView data entry. There has been talk about allowing online payment (like they already have within the City for things like swimming lessons) but it hasn't happened. If someone wants to know the status of their permit, they telephone us and we check CityView. It is not accessible to outside users. 	<ul style="list-style-type: none"> Not available.
Enforcement	<ul style="list-style-type: none"> Who enforces regulations (e.g. zoning by-law)? Is enforcement typically reactionary (i.e. complaint driven)? 	<ul style="list-style-type: none"> Enforcement is reactionary. Enforcement is initiated by Inspectors issuing Orders and follow-up by By-law Enforcement Officer. 	<ul style="list-style-type: none"> Zoning bylaw enforcement done by development officers however bylaw department constables are utilized for service of documents and attendance at properties Bylaw Department enforces all other City 	<ul style="list-style-type: none"> Bylaw Enforcement Officers responsible for addressing zoning by-law complaints. Online form available to report a problem. 	<ul style="list-style-type: none"> Bylaw Enforcement handles complaints including – over height fences, vision clearance at intersections. Building Department handles complaints about building bylaw and permits, unauthorized 	<ul style="list-style-type: none"> Bylaw regulations are enforced by Enforcement Services and it is complaint based. 	<ul style="list-style-type: none"> Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
			<ul style="list-style-type: none"> bylaws Enforcement action is complaint driven 		structures, sign permits.		

Subdivision/ Community Development * See also Table 3: Additional Information on Land Sales**

Role of City	<ul style="list-style-type: none"> In Yellowknife the City acts as a land developer and sells serviced lots. If different, describe the (high level) process for new development of subdivisions. Are there development corporations in your community where multiple developers work together on the front-end aspects of community development? 	<ul style="list-style-type: none"> In Yellowknife the City acts as a land developer and sells serviced lots. City requests chunks of land from GNWT and GNWT transfers them for \$1. The City prepares plans of subdivision, creates the lots, puts in the roads and other infrastructure then sells the lots usually one at a time, sometimes by lottery or auction. 	<ul style="list-style-type: none"> Yukon Government rather than private enterprise is the main land developer in Yukon. Through Land Development Protocol, City (planning/preliminary engineering/consultation/Y ESAB, zoning/subdivision) and YG (detailed engineering, construction, survey, lot sales) share responsibility for new large scale developments. Private developers purchase through lottery or bid process and develop the construction ready lots. City has completed some small scale land development from planning and construction to lot sales. City required to pay Yukon Government for land acquired for City land development projects (price varies) No development corporations 	<ul style="list-style-type: none"> City reviews subdivision proposal based on City policies including Official Community Plan and zoning regulations. 	<ul style="list-style-type: none"> City reviews subdivision proposal based on City policies including Official Community Plan and zoning regulations. 	<ul style="list-style-type: none"> Most of not all land is privately owned and the City does not all of it is privately owned. The City of GP is not involved in the development process. For new communities, the City requires Area Structure Plans (statutory plans whose primary intent is to demonstrate how future development in new areas will link to the City's existing developed area usually at the section level or bigger. ASPs are prepared sometimes by the City and sometimes by the land owners and/or developer of the land in question depending on the size, the ownership and the future need of the land in question) and Outline Plans (address land use and servicing issues in greater detail than in the ASP. Since September 19, 2011, all existing and future Outline Plans are adopted as bylaws. The preparation of the OP is the responsibility of the land owners and/or developer of the land in 	<ul style="list-style-type: none"> Not available.
---------------------	--	---	--	--	--	--	--

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
						<p>question) before land can be subdivided out.</p> <ul style="list-style-type: none"> We do not have development corporations and it is up to land owners or Developers to work together for creating ASPs for larger sites that includes multiples owners. 	
Developer Pays (for growth) Principle	<ul style="list-style-type: none"> How are you paying for new parks and trails? When do they get built? How about paying for other things like: <ul style="list-style-type: none"> Community centres? Roads? Upgrades to landfills and water treatment? 	<ul style="list-style-type: none"> 30% of gross revenue for land sales is placed in a Land Sales Bank for community projects - not clear if this reflects profits or is flawed accounting. Cost for community facilities such as trails and parks is included in the Land Sales Bank, but the land sales bank may also be used for other things 	<ul style="list-style-type: none"> Development undertaken by City is completed at minimum cost recovery. Community amenities are integrated into cost recovery model. Construction ready land is appraised for market value and Council makes final decisions on sale price. Yukon Government developments include required utility, road upgrades; contributions for community parks fit out through negotiated development agreements. Additional community amenities also funded through capital projects Working toward Infrastructure and Latecomer Bylaw for excess or extended services 	<ul style="list-style-type: none"> Collect 5% parkland or cash-in-lieu. Keep Community Plan up to date to ensure they are proactively deciding where parks should be located. Cash-in-lieu is kept separate from general revenue and can only be used for specific things (per the legislation). Generally not large sums in the account. 	<ul style="list-style-type: none"> Not available. 	<ul style="list-style-type: none"> As per Alberta MGA, part of land not exceeding 10% or cash in lieu of this land is dedicated as municipal reserve which can be used parks, green spaces and play grounds. For new areas, developers are responsible for improvements and after the warranty expires the City's Park's department is responsible for the maintenance. The landfill site, the sewage and water infrastructure is provided by Aquatera, utility company co-owned by the city of GP, the County of GP and Town of Sixsmith. 	<ul style="list-style-type: none"> Not available.
Cost Recovery for Land Sales (if applicable) ** In Yellowknife, the City sells serviced lots for residential building, the	<ul style="list-style-type: none"> Does cost recovery include staff effort? Profit? Are you subsidizing development? How 	<ul style="list-style-type: none"> Cost of staff time is not accounted for in costing model. Sometimes land is allocated by lottery or 	<ul style="list-style-type: none"> Cost of staff time is not accounted for in costing model. City land is sold at market value as determined by 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
City acts as the land developer, completing the subdivision process, grading the land and building infrastructure.	do you know?	<p>auction.</p> <ul style="list-style-type: none"> • “Market Price” is set by assessor – based on previous sales – may or may not capture the full cost to the city. 	<p>independent market value appraisal (unless Council authorizes less than market pricing model).</p> <ul style="list-style-type: none"> • Residential lots sold by either YG or City are usually allocated by lottery. Bid process with minimum upset value for larger multiple family or commercial lots. 				
Land Sales Profit, use of profit (if applicable) ** In Yellowknife, the City sells serviced lots for residential building, the City acts as the land developer, completing the subdivision process, grading the land and building infrastructure.	<ul style="list-style-type: none"> • If there is a profit, what is it used for? • How do you ensure accountability? • Is the same fund used to build amenities for the community, i.e. parks, trails, community centres. 	<ul style="list-style-type: none"> • City puts 30% of land sales revenues (gross) into a Land Sales Bank to be used for Community projects. 	<ul style="list-style-type: none"> • Profit goes into Land Bank Reserve for future development projects or other municipal land requirements. 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Not available.
Land Supply	<ul style="list-style-type: none"> • How do you make sure there is the right amount of land available to accommodate growth and development? • Do you have any strategies for avoiding sprawl? Other planning principles that are important for this function? • How are lots issued? 	<ul style="list-style-type: none"> • City General Plan looks at long-term land needs. • GNWT assesses applications to transfer land based on short-term land needs and supply. • Not clear if there more frequent monitoring of supply and demand, except every 8 years when the General Plan needs to be updated 	<ul style="list-style-type: none"> • OCP looks at long term growth. Policy to have 2 year lot supply available. Use most recent growth statistics to determine this number. • OCP has an Urban Containment Boundary and policy focuses on development within. Numerous “anti-sprawl” policies in the OCP. • Lots are issued through lottery or bid process. 	<ul style="list-style-type: none"> • Recently completed a boundary expansion. • Fort St. John is relatively dense, historically has not had a buffer area included in the municipal boundary. Growth occurs on the other side of the municipal boundary without regional oversight. • Boundary is disjointed because of the history, and there are chunks and fingers that are difficult to service. 	<ul style="list-style-type: none"> • Official Community Plan defines urban containment boundary and focused growth areas. 	<ul style="list-style-type: none"> • There is an Inter-municipal Development Plan including the City of GP and the surrounding County of GP and the City just annexed about 600 hectares of land in Jan. 2016. • Issue is the City of GP is surrounded by the County and unless Development (in the county) is within the Referral Area with the Jointly adopted Development Plan, County can issue development permits for residential development in close 	<ul style="list-style-type: none"> • Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
						<p>proximity to the City boundaries to attract residents as the tax base in the county is way lower than the one in the City.</p> <ul style="list-style-type: none"> The City is encouraging infill projects within mature neighbourhood to reduce the consumption of green field for residential uses. 	
Budget / Cost Recovery							
Budget	<ul style="list-style-type: none"> Overall Department/Division Budget (2015) 	<ul style="list-style-type: none"> 2017 Budget approved total department: \$1,539,000 Expenditures by category: \$1,393,000 wages and \$146,000 other operating Expenditures by activity: \$538,000 administration; \$338,000 building and inspections; \$663,000 planning and lands 	<ul style="list-style-type: none"> 2015: \$1,450,000 	<ul style="list-style-type: none"> Budget (2016): 732,491 	<ul style="list-style-type: none"> Total Department (2016): \$1,682,839 Total Department (2015): \$1,309,400 Inspections (2016) \$354,700 Inspections (2015) \$205,500 (from 2017 Draft Financial Planning Package) 	<ul style="list-style-type: none"> Planning and Development (2016): \$1,567,191 Planning and Development (2015): \$ 1,563,632 	<ul style="list-style-type: none"> Planning, Zoning, and Community Development (2016): \$978,024 Planning, Zoning, and Community Development (2015): \$818,341
Revenue	<ul style="list-style-type: none"> Total revenue Revenue from Applications and Development Permits (2015) [exclude building permits] Revenue from other sources 	<ul style="list-style-type: none"> 2017 forecasted revenue: \$774,000 	<ul style="list-style-type: none"> 2015 total revenue \$537,000 (Note: does not include business licence revenue) Revenue from Applications and Development Permits \$53,445 Development Cost Charges \$443,239 Quarry Leases \$6,878 Other Leases \$33,341 	<ul style="list-style-type: none"> Revenue (2016): 97,225 	<ul style="list-style-type: none"> Total Department (2016): \$908,300 Total Department (2015): \$1,285,700 Building Permits (2016): \$929,900 Building Permits (2015): \$400,000 (from 2017 Draft Financial Planning Package) 	<ul style="list-style-type: none"> Development Permits: \$319,947 Other Planning: \$71,760 	<ul style="list-style-type: none"> Development and Dedication Fees (includes fees in lieu) (2016): \$241,383 Development and Dedication Fees (includes fees in lieu) (2015): \$204,131
Cost Recovery	<ul style="list-style-type: none"> Do you aim for full cost recovery? What initiatives are you 	<ul style="list-style-type: none"> Not structured for full cost recovery 	<ul style="list-style-type: none"> Not aiming for full cost recovery 	<ul style="list-style-type: none"> Not aiming for full cost recovery. Comfortable if they can keep department 	<ul style="list-style-type: none"> No. Appears to be partially subsidized through municipal levy 	<ul style="list-style-type: none"> Increase in fees in 2017 will increase the revenue for the department. However, 	<ul style="list-style-type: none">

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
	taking to move towards full cost recovery?		<ul style="list-style-type: none"> Working toward allocation of business licence revenue to Planning (revenues currently allocated to Bylaw Department – in process of transferring to Planning department as the administrator of business licences) 	levy expenses to below 2% of municipality's overall budget.		the goal is not to move towards full cost recovery.	

Performance Monitoring / Business Planning

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
Risk management/Business Planning	<ul style="list-style-type: none"> How are fees set? How often are they reviewed? How is your annual budget set? (i.e. based on previous year's actuals and predicted activities...) How do you monitor the budget through the year? (i.e. Semi-annual reporting or informal "touch base" with finance department?) 	<ul style="list-style-type: none"> Annual budget is based on 2 years previous and 2 year forecast of future activity City produces an annual report for the entire organization 	<ul style="list-style-type: none"> Fees are set by Fees & Charges Bylaw adopted annually and updated quarterly Annual budget based on previous year actuals and anticipated changes Budget variance completed quarterly with Finance Department and reported through Council process 	<ul style="list-style-type: none"> Fees are reviewed regularly in comparison with other municipalities. Full cost recovery is not the objective. 	<ul style="list-style-type: none"> Not available. 	<ul style="list-style-type: none"> All fees are included in Schedule F of the Land Use Bylaw titled "fee schedule." (Available online). The fees have not been reviewed for a while and we are considering the potential for having them reviewed annually by Council. 	<ul style="list-style-type: none"> Fee Schedule was updated in 2016.
Performance measurement frameworks / reporting	<ul style="list-style-type: none"> KPIs and other monitoring or evaluating programs? Is reporting on KPIs automated? 	<ul style="list-style-type: none"> The budget includes "performance measures" for planning and lands division and building division [n.b., these are indicators and not true performance measures – Ed.] 	<ul style="list-style-type: none"> Quarterly activity reports to Council including number of development permits issued with comparison to previous year 	<ul style="list-style-type: none"> New score card, pilot in 2016 to be finalized 2017. Based on "Citizen First" methodology. Scorecard includes measures for: Transparency, Financial Performance, Asset Utilization, Integrity, Customer Perspective: Price, Quality, Availability, Timeliness, Service, Responsiveness, Risk Management, Environment, Safety, etc. 	<ul style="list-style-type: none"> Not available. 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Not available.
Recent/planned improvements	<ul style="list-style-type: none"> Have you done anything recently that has led to improvements in these service areas? Do you have anything planned? 	<ul style="list-style-type: none"> CityView: customer self-service, online application submission, payment, and workflow management; working on real-time field reporting (inspections) and expanding to other departments such as By-law Enforcement 	<ul style="list-style-type: none"> Annual update of application forms and brochures to ensure current and self-explanatory Ensuring application submissions include required elements, better site plans 	<ul style="list-style-type: none"> Underwent a comprehensive review in 2015 and have made many changes as a result. Biggest change has been to move to a single point of contact for applicants and improvements to applicant experience (service 	<ul style="list-style-type: none"> Monthly Builders and Development Forums hosted by the City (5 times per year). <ul style="list-style-type: none"> Lunch and learn format covers a range of topics. Targets local industry 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
		<ul style="list-style-type: none"> PlaceSpeak on-line public consultation platform has proven very useful for centralizing information about public participation opportunities and heightening the degree of positive public engagement 		<ul style="list-style-type: none"> improvements). • Difficult to track improvements in customer service, track through comments received. Have received positive feedback on changes so far. 	<ul style="list-style-type: none"> professionals. • An opportunity to share information and receive feedback. 		

Table 3: Additional Information on Land Sales (See also, Subdivision and Community Development Section from Table 2: Planning & Development)

Topic	Questions / Information we are looking for	Yellowknife, NWT	Lloydminster, AB/SK	Medicine Hat, AB
Organization Structure & Service Delivery				
Organization structure	<ul style="list-style-type: none"> • How are the departments structured? • Relevant services delivered by department. 	<ul style="list-style-type: none"> • Planning and Development Department <ul style="list-style-type: none"> ○ Building Inspections Division ○ Planning & Lands Division • Public Works & Engineering Department <ul style="list-style-type: none"> ○ Works Division ○ Engineering Division • Public Safety Department <ul style="list-style-type: none"> ○ Municipal Enforcement Division ○ Fire Division • Communications & Economic Development Department <ul style="list-style-type: none"> ○ Communications & Economic Development Division • Planning and Development Departments administers permitting processes, ensures that planned development meets the requirements of local regulations. • Planning and Lands Division coordinates and facilitates the planning, development, and disposition of lands within the city. <ul style="list-style-type: none"> ○ Disposition of lands includes the subdivision and development process (includes, studies, subdivision, grading, servicing, marketing, sales) ○ Also does Development Permitting, Prepares memos for Council, conducts zoning by-law enforcement, subdivision review, land applications and manage city land sales. Represent the city on special interest working groups, address day-to-day inquiries from the public and council. • Engineering contributes to the land sales function and completes limited reviews of certain applications (ensures servicing hook ups are okay). 	<ul style="list-style-type: none"> • Community Services <ul style="list-style-type: none"> ○ Land Division • Operations <ul style="list-style-type: none"> ○ Planning and Development 	<ul style="list-style-type: none"> • Development and Infrastructure <ul style="list-style-type: none"> ○ Planning and Development Services ○ Land and Business Support <ul style="list-style-type: none"> ▪ Land Development
Personnel	<ul style="list-style-type: none"> • Numbers and roles • Roles and 	<ul style="list-style-type: none"> • Director of Planning and Development <ul style="list-style-type: none"> ○ 6 FTE ○ Manager of Planning & Lands <ul style="list-style-type: none"> ▪ 3 Professional Planners 	<ul style="list-style-type: none"> • 2 FTE <ul style="list-style-type: none"> ○ Business Development Lead, Land Division (professional planner) ○ Admin support (planning technician) 	<ul style="list-style-type: none"> • Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Lloydminster, AB/SK	Medicine Hat, AB
	<ul style="list-style-type: none"> responsibilities? Specialization of planners? 	<ul style="list-style-type: none"> Development and Lands Officer Planning Coordinator 	<ul style="list-style-type: none"> Engineering consultant on retainer for general engineering and construction project management. 	
Subdivision/Community Development				
Role of City	<ul style="list-style-type: none"> In Yellowknife the City acts as a land developer and sells serviced lots. If different, describe the (high level) process for new development of subdivisions. Are there development corporations in your community where multiple developers work together on the front-end aspects of community development? 	<ul style="list-style-type: none"> In Yellowknife the City acts as a land developer and sells serviced lots. City requests land from GNWT and GNWT transfers the land for \$1. The City prepares plans of subdivision, creates the lots, puts in the roads and other infrastructure then sells the lots usually one at a time, sometimes by lottery or auction. Only the City can obtain land from the GNWT for \$1; private developers cannot get this price. 	<ul style="list-style-type: none"> In Lloydminster, the City (Land Division group) acts as a land developer and sells serviced lots for residential, commercial, and industrial uses. Lloydminster acquires land in the regular real estate market from private land owners (often farm land within the city limits). No recent or upcoming land acquisitions since existing land holdings are significant. Willing to sell raw land to developers, but this does not generally happen. Most sales are to local contractors who build a few houses per year. Some sales are directly to individuals for custom homes. 2-3 other land developers in the city: <ul style="list-style-type: none"> Also owns large areas of land Good working relationship with the City 	<ul style="list-style-type: none"> In Medicine Hat, the City (Land Development group) acts as a land developer and sells serviced lots for residential, commercial, and industrial uses. There are private land developers in the market as well. Rationale for the City doing land development: <ul style="list-style-type: none"> Provide affordable alternatives for residents Earn revenue for the City Forward community benefits that might not occur in the private market. Goals are not codified in a formal strategy or policy.
Developer Pays (for growth) Principle	<ul style="list-style-type: none"> How are you paying for new parks and trails? When do they get built? How about paying for other things like: <ul style="list-style-type: none"> Community centres? Roads? Upgrades to landfills 	<ul style="list-style-type: none"> 30% of gross revenue for land sales is placed in a Land Sales Bank for community projects [Not clear if this reflects profits or is flawed accounting. – Ed.] Cost for community facilities such as trails and parks is included in the Land Sales Bank, but the land sales bank may also be used for other things 	<ul style="list-style-type: none"> All capital projects are approved by City Council (i.e. infrastructure, landscaping, streetlights, finishing). <ul style="list-style-type: none"> In theory, Council could choose not to approve projects or to drop projects because of budgetary restraints. Like private land developers, Land Division enters into a subdivision agreement with the Planning Department to guarantee projects are completed. This includes some bonds tied to the subdivision agreements for security. One challenge has been in adequately budgeting for the costs of repairing any deficiencies that may arise and need to be 	<ul style="list-style-type: none"> Have an existing capital fund which pays for ongoing projects. Developments are 100% self-funded: <ul style="list-style-type: none"> Roads, sewers, etc. Parks, sidewalks, and trails are built by the department – there is a 10% land allocation for parks. Same fees as would be required from private developers e.g. subdivision fees, application fees...

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Lloydminster, AB/SK	Medicine Hat, AB
	and water treatment?		repaired before the asset (road, etc.) is transferred to the City after the warranty period.	
Cost Recovery for Land Sales (if applicable) ** In Yellowknife, the City sells serviced lots for residential building, the City acts as the land developer, completing the subdivision process, grading the land and building infrastructure.	<ul style="list-style-type: none"> Does cost recovery include staff effort? Profit? Are you subsidizing development? How do you know? 	<ul style="list-style-type: none"> Cost of staff time is not accounted for in costing model. Sometimes land is allocated by lottery or auction. “Market Price” (as defined in the Lands Administration By-law as the appraised value) is set by assessor – based on previous sales – may or may not capture the full cost to the city 	<ul style="list-style-type: none"> Operates as any other department <ul style="list-style-type: none"> With an operating budget for salaries, business development, professional development (etc.) Capital budget approved by council and project specific. Most staff time is captured within budgets for capital projects. <ul style="list-style-type: none"> Staff time for land sales is not accounted for in lot prices, looking into updating this – expect the additional cost to be minimal. Considering moving to a more self-sufficient model where budgets are more separate from the overall City budgets. Processes for pricing and selling lots are laid out in the Land Sale Policy & Procedures. This document is available online and is approved by Council. This gives TRANSPARENCY. <ul style="list-style-type: none"> Policy and procedures document is currently under review. Lot prices are based on market value then approved by Council. Generally begin with a lottery then move to first-come-first-served. Sometimes use an auction or RFP process where the Council approved price is the “reserve bid”. Lot prices are set through consultation with real estate agents, appraisers, looking at other lots on the market, even consultation with economists re. future outlook when needed. Take into account location, features (i.e. corner lot, backs onto green space), and baseline costs. Spreadsheet is set up to account for these factors. Land was purchased a long time ago (both by the City and the other local developer) this might be keeping lot prices lower. As a “rule of thumb” lot prices are properly set when you sell 30% of lots right away when they are released. 	<ul style="list-style-type: none"> Cost accounting includes staff time. Target is a minimum 15% return on investment for all costs. Have generally been able to see approximately a 30% return. Prices are established by an appraiser then approved by Council. Recently they have started pre-selling lots before completion of projects, if the buyer is willing to agree to certain conditions e.g. green building targets... Otherwise, lots are made available when complete, through a lottery.
Land Sales Profit, use of profit (if applicable)	<ul style="list-style-type: none"> If there is a profit, what is it used for? 	<ul style="list-style-type: none"> City puts 30% of land sales revenues (gross) into a Land Sales Bank to be used for Community projects. 	<ul style="list-style-type: none"> Land division revenues go back to general revenues. Goal is 30% profit. 	<ul style="list-style-type: none"> Development is self-funding. Goal is a minimum of 15% profit, generally achieve 30% (less

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Lloydminster, AB/SK	Medicine Hat, AB
<p>** In Yellowknife, the City sells serviced lots for residential building, the City acts as the land developer, completing the subdivision process, grading the land and building infrastructure.</p>	<ul style="list-style-type: none"> • How do you ensure accountability? • Is the same fund used to build amenities for the community, i.e. parks, trails, community centres. 			<p>for some types of development – recently commercial has been less profitable).</p> <ul style="list-style-type: none"> • Some of profits are retained in department to complete special studies etc. • Most of profit to a community development fund which has been used to fund affordable housing, a performing arts centre, new arenas etc.
Land Supply	<ul style="list-style-type: none"> • How do you make sure there is the right amount of land available to accommodate growth and development? • Do you have any strategies for avoiding sprawl? Other planning principles that are important for this function? • How are lots issued? 	<ul style="list-style-type: none"> • City General Plan looks at long-term land needs. • GNWT assesses applications to transfer land based on short-term land needs and supply. 	<ul style="list-style-type: none"> • Municipal Development Plan (MDP) speaks to growth management. • MDP shows what type of development can occur where and establishes minimum densities and the amenities that are required for new neighbourhoods. • More detailed Area Structure Plans must be prepared before subdivision/development process. 	<ul style="list-style-type: none"> • Growth Management is controlled by the Community Plan, which is the responsibility of the Planning Department. Land Development group acts as a stakeholder but does not directly decide where growth is designated to occur.
Performance Monitoring / Business Planning				

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Information we are looking for	Yellowknife, NWT	Lloydminster, AB/SK	Medicine Hat, AB
Risk management/Business Planning	<ul style="list-style-type: none"> How are fees set? How often are they reviewed? How is your annual budget set? (i.e. based on previous year's actuals and predicted activities...) How do you monitor the budget through the year? (i.e. Semi-annual reporting or informal "touch base" with finance department?) 	<ul style="list-style-type: none"> Revenue from sales goes into the Land Fund to pay for these activities Budget is set based on planning of development projects and budget estimates developed in an Excel spreadsheet Budgets are monitored on a cash-flow basis (i.e., as expenses are incurred and revenue is generated from sales, they are logged in the spreadsheet) 	<ul style="list-style-type: none"> Annual budget preparation for the following year. Quarterly reporting to Finance Department on capital projects. 	<ul style="list-style-type: none"> Development group is self-funded. Annual budgeting and detailed reports to council.
Performance measurement frameworks / reporting	<ul style="list-style-type: none"> KPIs and other monitoring or evaluating programs? Is reporting on KPIs automated? 	<ul style="list-style-type: none"> Reported in the annual Budget <ul style="list-style-type: none"> Full lots sold Total value (revenue) of residential sales Total value (revenue) of commercial, industrial sales 	<ul style="list-style-type: none"> Currently working with Finance to a better system for coding expenses. The goal is to generate better reports for monitoring purposes. 	<ul style="list-style-type: none"> Detailed reporting on Residential, Commercial, and Industrial Land Development. KPIs established and monitored. Examples: <ul style="list-style-type: none"> Minimum 15% ROI on investment. Maintain 2 year inventory of single-lots. Achieve Council's planning priorities through the development of flexible land uses...
Recent/planned improvements	<ul style="list-style-type: none"> Have you done anything recently that has led to improvements in these service areas? Do you have anything planned? 	<ul style="list-style-type: none"> The Land Administration By-law was revamped in 2010 to better serve the needs of the community and has been updated through five amendments; the last amendment updated the By-law to comply with the new Community Planning and Development Act 	<ul style="list-style-type: none"> Have been considering the role of the City as the land developer from a philosophical perspective: <ul style="list-style-type: none"> City can do things that other developers might not be willing to do (e.g. catalyst developments in the downtown, improve best practices for developments, work with libraries). Looking to improve marketing incentive programs and to improve customer service. Recently added an on-line interactive map to give greater access to information. 	<ul style="list-style-type: none"> Growth Management is controlled by the Community Plan, which is the responsibility of the Planning Department. Land Development group acts as a stakeholder but does not directly decide where growth is designated to occur. Maintain at least a 2 year inventory of lots, based on a 5-10 year rolling average for demand.

Table 4: Building & Inspections

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
Organization Structure & Service Delivery							
Organization Structure	<ul style="list-style-type: none"> How are the departments structured? Relevant services delivered by each department. 	<ul style="list-style-type: none"> Planning and Development Department <ul style="list-style-type: none"> Building Inspections Division Planning & Lands Division Public Safety Department <ul style="list-style-type: none"> Municipal Enforcement Division Fire Division Building Division <ul style="list-style-type: none"> Reviews building permit application and issues building permits Conducts inspections to maintain the safety and standards of all buildings within the city. 	<ul style="list-style-type: none"> Development Services: <ul style="list-style-type: none"> Engineering Services, Environmental Sustainability, Planning and Building Services, Economic Development Planning and Building Services includes lot sales. Building Division <ul style="list-style-type: none"> Reviews building permit application and issues building permits Conducts inspections to maintain the safety and standards of all buildings within the City. 	<ul style="list-style-type: none"> General Manager of Integrated Services <ul style="list-style-type: none"> Director of Development <ul style="list-style-type: none"> Manager of Engineering (Building inspections falls under Engineering) Planning Manager Director of Public Works & Utilities 	<ul style="list-style-type: none"> Operations: <ul style="list-style-type: none"> Community Planning & Development Services <ul style="list-style-type: none"> Planning, Building & Development Also includes Transportation and Utilities 	<ul style="list-style-type: none"> Community Growth: <ul style="list-style-type: none"> Planning & Development Services <ul style="list-style-type: none"> Also includes: Economic Development Land & Communications, Environmental Stewardship, GIS, Revolution Place, Transit Community Safety: <ul style="list-style-type: none"> Engineering, Inspection Services Transportation Also includes: Crime Prevention, Emergency & Disaster Planning, Fire Protection, and RCMP/Enforcement Services 	<ul style="list-style-type: none"> Development Services Division: <ul style="list-style-type: none"> Planning Section Property Section Building Safety Section Development Services Coordination
Personnel	<ul style="list-style-type: none"> Building <ul style="list-style-type: none"> Numbers and roles 	<ul style="list-style-type: none"> Director of Planning and Development <ul style="list-style-type: none"> Manager of 	<ul style="list-style-type: none"> Manager Planning and Building Services Supervisor Building 	<ul style="list-style-type: none"> Director of Development 2 Admins serve the entire department 	<ul style="list-style-type: none"> Not available. Currently have vacancies in the department 	<ul style="list-style-type: none"> Community Safety Director (not a direct member of the team) 	<ul style="list-style-type: none"> Under General Manager 1 Building Safety Manager

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
	<ul style="list-style-type: none"> Specialization of inspectors? 	<ul style="list-style-type: none"> Building Inspections <ul style="list-style-type: none"> 2 Building Inspectors Director of Public Safety and staff 	<ul style="list-style-type: none"> Inspections <ul style="list-style-type: none"> 3 Building Inspectors 3 Admin Assistants shared with building and development 	<ul style="list-style-type: none"> 1 Senior Building Inspector 1 Building Inspector Level 2 2 Building Inspector Level 1 1 Plan Checker 		<ul style="list-style-type: none"> 1 Manager (SCO) 1 Building Supervisor (SCO) 3 Building Safety Codes Officers <ul style="list-style-type: none"> 2 are Level 3 2 Electrical SCO 2 Plumbing/Gas SCO 2 Administrators 	<ul style="list-style-type: none"> 2 Commercial Projects 3 Building Inspector 2 Building Inspector/Plumbing <p>Shared with the department:</p> <ul style="list-style-type: none"> Development services coordinator Administrator Finance 2 Permits and Applications Coordinators
Application volumes	<ul style="list-style-type: none"> from 2015 	<ul style="list-style-type: none"> Building Permits (2015) : <ul style="list-style-type: none"> Residential: 426 Non-residential: 84 	<ul style="list-style-type: none"> Not available. 	<ul style="list-style-type: none"> Building Permits (2016): <ul style="list-style-type: none"> Residential: 42 (includes multiple unit buildings) Non-residential: 50 Garages/Renovations: 35 Building Permits (2015): <ul style="list-style-type: none"> Residential: 139 (includes multiple unit buildings) Non-residential: 52 Garages/Renovations: 86 	<ul style="list-style-type: none"> Building Permits (2016): 305 <ul style="list-style-type: none"> Residential: 149 (includes multiple unit buildings) Non-residential: 14 Ancillary, Demos, Additions & Alterations: 140 Building Permits (2015): 195 <ul style="list-style-type: none"> Residential: 88 (includes multiple unit buildings) Non-residential: 5 Ancillary, 	<ul style="list-style-type: none"> 2016 Building Permits: <ul style="list-style-type: none"> Total: 887 2015 Building Permits <ul style="list-style-type: none"> Total: 1134 Residential 904 Commercial 225 	<ul style="list-style-type: none"> 2016 Building Permits <ul style="list-style-type: none"> Total: 853 Dwellings: 293 2015 Building Permits <ul style="list-style-type: none"> Total: 791 Dwellings: 215

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
					Demos, Additions & Alterations: 102		
Application intake	<ul style="list-style-type: none"> • How do you provide outbound information? • If someone has a question about the application process, how/who addresses this? • Intake process - preconsultation? • Delays caused by variability of application quality? • Any strategies to address this? • Intake process? 	<ul style="list-style-type: none"> • Client services is not familiar with planning and building functions, many queries are forwarded to the manager or planning and the manager of building. • FAQ content is available online and information about what permits are required for specific types of developments. • Building recommends a preconsultation for large development projects. 	<ul style="list-style-type: none"> • Internet solutions/information • Handouts/ brochures at permit counter • Administration Assistants handle many generic questions • Inspectors handle code specific queries • Typically Supervisor handles detailed review of commercial projects (non-residential permits) • Incomplete plans, poorly drawn plans will delay permit issuance. Letters of Design Assurance from Professional required depending on project complexity. • Pre permit consultation with Supervisor and Development Officers and Development Review Committee illumine projects deficiencies beforehand to make permit processing a timely process for all parties concerned 	<ul style="list-style-type: none"> • Website has all application forms and information available including fees, and FAQ. • Permit applications are accepted in person. 	<ul style="list-style-type: none"> • Application Forms, guidelines, and FAQ available online. • Applications must be submitted in person. A preliminary scan for completeness is done when application is submitted. 	<ul style="list-style-type: none"> • Website has all application forms and information packages. • The information packages direct applicants as to what is required to submit for permits and instruction on how to apply. • Applicants submit online or in person. • Department staff is always willing to answer questions in person or over the phone. • Website dictates when permits are required, and a section is dedicated for Homeowners. • Pre-consultation done for larger commercial projects. • Applications are accepted and entered into City View even if a few submittal requirements are outstanding. It is made very clear the permit will not go on for further review until all 	<ul style="list-style-type: none"> • Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
Processes for Application Review and other core processes	<ul style="list-style-type: none"> • How are applications reviewed? Who? When? How is it integrated? • Internal Circulation? • External Circulation? 	<p>Building Applications:</p> <ul style="list-style-type: none"> • Generally submitted during 2 week appeal period. • Pre-consultation with a Building Inspector is encouraged for larger projects. • Building Inspector reviews application and may request additional information. • Permit is issued along with a Plan Examination specifying the inspection requirements • Commenting and sign off requirements. <ul style="list-style-type: none"> ○ Energy Audit. ○ Fire Marshall. ○ Engineering <p>Inspections:</p> <ul style="list-style-type: none"> • Occur at specific stages. Occupancy Certification is the final step. • Concern that business licencing is issuing licences that should have triggered a building or development permit. 	<ul style="list-style-type: none"> • Development Officer is first point of contact for commercial projects. • Admin Asst's handle most minor residential permits where it is yes/no based on stringent requirements. • Building Supervisor/Inspector reviews application and may request additional information. • Permit is issued when plans are verified code compliant • Conditions to be during/after construction are cited on customer copy of permit for Occupancy and Final stages of project. • EnerGuide audit • Electrical/Gas Final from YTG Inspections as required • Letters of Field Review from Licensed professional engineers as required • Inspections occur at specific stages. Occupancy and Final inspections are usually 	<ul style="list-style-type: none"> • Newly created position for plan checker. 	<ul style="list-style-type: none"> • Not available. 	<p style="text-align: right;">submittals are received.</p> <ul style="list-style-type: none"> • Accept building permit applications while Development Permit is under review, however not considered until the DP is issued. Then application is triggered in CityView, sends an e-mail and gets put on a Building SCO's list for the next day. • From there we try to get all BP's issued within 5 days. It is a standard that we can always request more information if need be. • One inspector reviews almost all residential plans, another does commercial. These two inspectors still spend the majority of their time in the field doing inspections. Both supervisors are able to fill in to do plan reviews as needed. • Permit is issued with conditions and they receive a stamped copy of everything submitted, as well as a permit placard that must be on 	<ul style="list-style-type: none"> • Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
			<p>given at same time, but can be separated as necessary.</p> <ul style="list-style-type: none"> Permit counter staff review contractor's license at permit application stage 			<p>site through construction in order to receive required inspections.</p> <ul style="list-style-type: none"> All contractors must have a valid Business License for the City in order to receive a permit. Enforcement Services gets consulted if the admin entering the Contractor is unaware of their status. However, one of the areas we are looking to improve our CityView use is to get Enforcement Services working with it so verifying the BL# can be done through CityView vs. calling over to confirm. 	
Review timeframes	<ul style="list-style-type: none"> Targets for reaching a decision on building permit applications? Anything you do that you think helps to meet these targets? Anything that causes delays? Seasonality of workflow? <ul style="list-style-type: none"> Strategies 	<p>Building Permits:</p> <ul style="list-style-type: none"> Applications tracked through CityView 2 week timeframe for the city, but external review is also required. 	<ul style="list-style-type: none"> Pre-permit consultation with the Development Review Committee. Meets every two weeks and included planning/development, inspections, and other departments and external bodies depending on the complexity of the project. Review generally completed by supervisor 	<ul style="list-style-type: none"> Try to issue building permits within 10 days of receiving an application. 	<ul style="list-style-type: none"> Licensed builders can apply for a two-day permit for a single family dwelling. This program is temporarily on-hold because of department vacancies. Summer is the busiest times. 	<ul style="list-style-type: none"> Try to get all Building Permits issued within 5 days of the DP. Subtrade permits only issued after BP is issued. IF they are able to be issued they are entered and issued by the end of the next day in which they were received. Admin enter and issue subtrade permits. The HVAC component is covered under the BP 	<ul style="list-style-type: none"> Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
	for dealing with this?		<ul style="list-style-type: none"> or senior inspector. • Try to complete review within 1 week, less for a house. • Development Permit is issued as required • Building permit is issued when compliance to code satisfied • Timeframe varies depending on thoroughness of submitted plans and complexity of project. 			(only recently this changed, it used to be a standalone)	
Inspections	<ul style="list-style-type: none"> • Seasonality of workflow? <ul style="list-style-type: none"> ○ Strategies for dealing with this? • How are inspections requested and scheduled and reported on? 	<p>Inspections:</p> <ul style="list-style-type: none"> • Contractors demand the results of the inspections right away; due to the short construction season, the industry is generally in a hurry during summer months • Inspectors receive phone calls with requests for inspections – they manage their own schedules and complete inspections that day or the next day. • Generally works well but informal process means there is room for error (i.e. forgetting about a request). 	<ul style="list-style-type: none"> • Supervisor is certified and will backfill to do inspections when needed. • 24 hours notice for inspection requests. • Admin Asst’s schedule daily inspections and assign inspectors if specifically requested. Each day gives building inspectors a list of inspections for the next day (divided into morning and afternoon slots) and attachments with information on the files and any notes. • Inspector must log their inspection activity and sign in as “completed” 	<ul style="list-style-type: none"> • 1 full day of notice required to book an inspection. • Inspections are booked by calling the main phone number for the department and leaving a voicemail. <p>Activity in 2016:</p> <ul style="list-style-type: none"> • Plan Checks: 127 • Office Appointments: 278 • Formal Inspections: 1005 • Site Visits: 284 <p>Activity in 2015:</p> <ul style="list-style-type: none"> • Plan Checks: 277 • Office Appointments: 257 	<ul style="list-style-type: none"> • 24 hours’ notice required to request an inspection. (website requests 48 hours) • Requests are filtered through the main number for the Land Services Department. • Building Placard and plans are kept at the site. Placard lists the required inspections. Inspector signs the placard when they complete each inspection. • Total number of inspections (2016): 2254 	<ul style="list-style-type: none"> • Two managers are able to backfill and inspections in emergencies, though this is not normal (i.e. a vacation or an illness during peak season). • Admin take all inspection requests and do all the bookings. We are typically able to book the inspection within 48 hours of the request for inspection. As an added measure, we have Admin email a confirmation to the person requesting the inspection to confirm date, inspection type and any specific notes the inspector would 	<ul style="list-style-type: none"> • Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
			<ul style="list-style-type: none"> on corporate software application. A copy of the inspection is typically left on site with the contractor /owner and/or emailed if desired. 	<ul style="list-style-type: none"> Formal Inspections: 2049 Site Visits: 375 	<ul style="list-style-type: none"> Total number of inspections (2015): 1418 	<p>need to know example: Call Tony at ### on your way.</p> <ul style="list-style-type: none"> Processed through Cityview. Inspectors take notes during inspections then complete report in the office at the end of the day, the results are then e-mailed back to the applicant by the end of the same day, or early the next morning as the worst case scenario. 	
Enforcement	<ul style="list-style-type: none"> Complaints based or proactive? Who does it? By-law? Building inspectors? Ticketing? Is there a dedicated By-law person for buildings? If inspectors, do you have problems establishing credibility? i.e. do they wear a uniform? Problems with compliance (e.g. continuing work 	<ul style="list-style-type: none"> Zoning by-law enforcement is done by the Municipal Enforcement Division, which is part of the Public Safety Department. Building Enforcement is reactionary. Building Enforcement is done by inspectors rather than by-law enforcement, some concern that they don't look "official" since they do not wear a uniform and they drive personal vehicles. 	<ul style="list-style-type: none"> Depending on type of infraction, inspectors may post a STOP WORK ORDER and proceed accordingly with Bylaw enforcement Division following up with permit holder if problems not dealt with. ID tags are worn by Building Inspectors on Field inspections Inspectors do not have specific uniforms. City trucks are used by inspectors identified as Building Inspections If work has progressed beyond inspection regimen, then the 	<ul style="list-style-type: none"> Bylaw Enforcement Officers responsible for addressing zoning by-law complaints. Online form available to report a problem. 	<ul style="list-style-type: none"> Bylaw Enforcement handles complaints including – over height fences, vision clearance at intersections. Building Department handles complaints about building bylaw and permits, unauthorized structures, sign permits. 	<ul style="list-style-type: none"> Inspection Services follows up on any inquiries that come in regarding the safety of a building. Or from Tenants questioning the status of a 'secondary suite' they are residing in. We seem to have a lot of non-legal suites that are slowly getting brought up to code. Our Building Bylaw gives the Inspectors some power in terms of issuing fines. The way in which we track permits and require Inspections, compliance is a lot higher than it has been 	<ul style="list-style-type: none"> Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
	before inspection is completed)?		construction work may have to be uncovered or signed off by a professional engineer.			in the past.	
Building inspectors	<ul style="list-style-type: none"> • Retention? • Pay scale? • Qualifications/Credentials? • Experience requirements? 	<ul style="list-style-type: none"> • In the past have had trouble retaining building inspectors beyond 6 months – 2 years. • (2013 job ad for Building Inspector II) • Requires <ul style="list-style-type: none"> ○ 3 year diploma in Architectural or Mechanical Engineering Technology ○ 3 years of related experience in the construction industry ○ National, Provincial or Territorial Building Official Designation ○ Multiple choice exam to demonstrate knowledge of the national building code. • \$68,500 – 82,500 + \$5,000 housing/vacation allowance. • for level 2 \$38 – 45/hour (need to double check – from collective agreement, does not list for a level 1) 	<ul style="list-style-type: none"> • Long serving inspectors in department – all three inspectors are red seal carpenters with construction experience. • Yukon is a remote chapter of the Building Officials Association of B.C. and all inspectors are certified members. • Pay scale as listed on PSAC/ CoW agreement: \$32 – 43/hour • Job requirements as listed with HR Department and is currently under review • Journeyman Carpenter or Plumber status • Building Construction Technologist diploma • BOABC Level I Certification (up to Level III). All testing completed thorough the BOABC Education office • Relevant Field experience as expressed on Resume and fleshed out in interview process. • Ongoing Professional 	<ul style="list-style-type: none"> • In BC, Building Officials must be members of the Building Officials Association of B.C. • Regulated by the Building Officials Association Act (2012) • Starting: \$32 – 38/hour 	<ul style="list-style-type: none"> • In BC, Building Officials must be members of the Building Officials Association of B.C. • Regulated by the Building Officials Association Act (2012) • Wage \$42 – 46/hour 	<ul style="list-style-type: none"> • The qualifications for becoming an SCO are laid out on the Safety Codes Council of Alberta’s website. • Level 2 needed to complete non-residential. • http://www.safetycodes.ab.ca/Pages/Home.aspx • Starting wage is around \$35/ hr and can go up to about \$50/hr depending on experience. 	<ul style="list-style-type: none"> • Manitoba Building Officials Association. To be certified must complete course (there are three levels) and renewal course every three years. • Wage \$32.45-36.5 /hour (from collective agreement)

The City of Yellowknife
 Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
			<p>Development through education/ conferences/ workshops as required. Every year someone attends the BC Association AGM and education conference as well as webinars and seminars.</p>				
Assurance Letters/ Liability	<ul style="list-style-type: none"> • Use of “Assurance Letters”? • Assurance Letters and City has an audit function completed by others. E.g. “Privatized Inspection/ Permitting System” – Architects/Engineers provide Assurance Letters and building inspector tracks them. 	<ul style="list-style-type: none"> • Privatized inspection model for complex projects, for example the hospital. Contractor provides “assurance letters” from relevant professionals at specific project milestones, and the building inspectors track assurance letters. Possible problem for liability? 	<ul style="list-style-type: none"> • Letters of Design assurance required for all major commercial projects. For Permit closure, Letters of Field Review establishing conformance with Design is required. • Generally still do periodic inspections – either by request or impromptu visits. 	<ul style="list-style-type: none"> • Not available. 	<ul style="list-style-type: none"> • (From By-law) when a registered professional provides letters of assurance, the City will rely solely on field reviews undertaken by the registered professional... Building Officials may still attend the site. 	<ul style="list-style-type: none"> • Generally do not take assurance letters. • Exception is receiving C schedule upon the completion of commercial projects where professional involvement was required 	<ul style="list-style-type: none"> • Not available.
IT Tools	<ul style="list-style-type: none"> • Systems in place for tracking applications? Integrating comments? Can people submit applications online or track 	<ul style="list-style-type: none"> • Fully implemented CityView software • Public can file, pay for, and check status of applications online • Staff work directly from the same system • Online “BizPal” service 	<ul style="list-style-type: none"> • Online application not possible with current software • Any permit inquiry is initially through Admin Asst’s. • Tracking permit issuance not possible. 	<ul style="list-style-type: none"> • Not available. 	<ul style="list-style-type: none"> • Not available. 	<ul style="list-style-type: none"> • Nothing in place for tracking. • CityView is used to initiate applications, once a BP is issued CityView is used to generate a list of required inspections. 	<ul style="list-style-type: none"> • Not available.

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
	<p>applications on line?</p> <ul style="list-style-type: none"> • Digitation/Use of mobile technology for Inspections? 	<p>suggests what applications/permits will be necessary based on a description of the project.</p> <ul style="list-style-type: none"> • Mobile printing technology for inspections was not working due to freeze-up in cold weather; working on a solution 	<ul style="list-style-type: none"> • Mobile technology inspection processes in development stage presently – fillable PDFs for reports that can be e-mailed to applicants and uploaded to City View. 			<p>These inspections and reports are entered into CityView.</p> <ul style="list-style-type: none"> • Inspectors reports tied to CityView so all data is in the system. • May implement tracking as a future application of the CityView Portal. • Applications can be submitted online. • In the process of getting the Inspectors in the field with tablets. Current issue with getting a network fast enough to run CityView in the field. 	
Budget / Cost Recovery							
Budget	<ul style="list-style-type: none"> • Overall Department/Division Budget (2015) 	<ul style="list-style-type: none"> • 2017 budget approved: \$338,000 	<ul style="list-style-type: none"> • 2016: \$601,932 • 2015: \$579,433 	<ul style="list-style-type: none"> • Not available. 	<ul style="list-style-type: none"> • Total Department (2016): \$1,682,839 • Total Department (2015): \$1,309,400 • Inspections (2016) \$354,700 • Inspections (2015) \$205,500 (from 2017 Draft Financial Planning Package) 	<ul style="list-style-type: none"> • Total Department (excluding Protective Services)(2016): \$17,774,868 • Total Department (excluding Protective Services)(2015): \$15,082,197 	<ul style="list-style-type: none"> • Building Inspection (2016): \$1,178,319 • Building Inspection (2015): \$1,013,022
Revenue from Application Fees	<ul style="list-style-type: none"> • Total revenue (2015) • Revenue from 	<ul style="list-style-type: none"> • 2017 forecast: \$714,000 • 2016 forecast: \$1,177,000 	<ul style="list-style-type: none"> • Total Revenue (2016): \$1,021,000 • Total Revenue (2015): 	<ul style="list-style-type: none"> • Total Revenue (2016): \$672,100 • Total Revenue (2015): 	<ul style="list-style-type: none"> • Total Department (2016): \$908,300 • Total Department 	<ul style="list-style-type: none"> • 2016 Approx \$1.2 million • 2015 Approx \$1 million 	<ul style="list-style-type: none"> • Building Permits (2016): \$1,205,914 • Building Permits (2015):

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
	<ul style="list-style-type: none"> Building Permits (2015) Revenue from other sources (2015) 	<ul style="list-style-type: none"> 2015 actual: \$537,000 	\$736,400	\$1,890,700	(2015):\$1,285,700		\$1,301,203
Fee Structure	<ul style="list-style-type: none"> How are building permit fees calculated, and what is the rate? (e.g. Square footage, Construction Value) 	<ul style="list-style-type: none"> \$7 per \$1,000 of construction value. 	<ul style="list-style-type: none"> Permit base fee \$75 plus \$6.60 per \$1,000 construction value. 	<ul style="list-style-type: none"> \$5 per \$1000 of construction value, plus flat fees for “plan processing” and specific permits (i.e. fire sprinklers). For residential, fees are based on a construction price of \$240 per square foot. Fee structure was recently changed from a price per square feet to a price based on construction value. Fees were determined based on what is charged in other municipalities rather than on cost of delivering service. 	<ul style="list-style-type: none"> Base fee \$50.00 \$8 per \$1,000 of construction value over \$5000. Reduced to \$6 per \$1,000 of construction value over \$400,000 Fee’s specific to plan review, and specific types of inspections most range from \$50-\$150. ** Building permit for a new float home based on floor area rather than construction value. Fees are increased by 50% for “owner-builders” who may require more guidance. Building Officials use “Marshall & Swift Residential Estimator” to estimate the value of construction. 	<ul style="list-style-type: none"> Residential fees are \$4.00/ \$1000 of Construction value and we base it on \$180/SF Commercial is \$7.00/\$1,000.00 The complete fee schedule is listed in our Building Bylaw available at cityofgp.com 	<ul style="list-style-type: none"> \$50, plus \$10 per \$1,000 of construction value (up to \$5,000,000). For single and duplex dwellings \$0.31/sq. ft

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
Cost Recovery	<ul style="list-style-type: none"> Do you aim for full cost recovery? What initiatives are you taking to move towards full cost recovery? 	<ul style="list-style-type: none"> The Building Division has greater revenue than expenditures, with net revenue ranging from \$233,000 (2015 actual) to \$376,000 (2017 budget) 	<ul style="list-style-type: none"> Yes. Typically larger projects cover the inspection costs for smaller permits activity. Yearly expenses are covered by revenue. 	<ul style="list-style-type: none"> Not available. 	<ul style="list-style-type: none"> Building inspections appears to be achieving full cost recovery (or greater). 	<ul style="list-style-type: none"> Not the goal, but has improved after updating fee schedule for the first time in 10 years. 	<ul style="list-style-type: none"> Yes. Appears to be close to revenue neutral/slight surplus.
Performance Monitoring/Business Planning							

The City of Yellowknife
Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
Risk management/Business Planning	<ul style="list-style-type: none"> • How are fees set? How often are they reviewed? • How is your annual budget set? (i.e. based on previous year's actuals and predicted activities...) • How do you monitor the budget through the year? (i.e. Semi-annual reporting or informal "touch base" with finance department?) 	<ul style="list-style-type: none"> • Results reported annually 	<ul style="list-style-type: none"> • Permit Counter Staff review contractor's licence when accepting applications. • Fees are set by City Council • Budget is set by Department Manager with discussions with senior Planners and Supervisor Building Inspections • Best "guesstimate" for revenue in upcoming year • Quarterly Variance reports are generated by Finance Department and distributed to appropriate personnel. • Business licences are inspected by front-desk staff when permit applications are made. 	<ul style="list-style-type: none"> • Not available. 	<ul style="list-style-type: none"> • Building Permit fees: "All fees to be increased by 50% for residential dwellings where the builder is not licenced by the Home Owner Protection Office" (Now called Licensing and Consumer Services) 	<ul style="list-style-type: none"> • The fees had not been revised for over 10 years, this year our new fee schedule was passed, with progressive increases for 2016, 2017, 2018, and will be reviewed again for 2019. • Budget is set off of previous trends and expectations, we do monthly reporting with Finance. • All Contractors must have a local business license to be able to pull a permit. 	<ul style="list-style-type: none"> • Not available.
Performance measurement frameworks / reporting	<ul style="list-style-type: none"> • KPIs and other monitoring or evaluating programs? • Is reporting on KPIs automated? 	<ul style="list-style-type: none"> • KPIs noted in the budget <ul style="list-style-type: none"> ○ Permits issued by category ○ Number of inspections performed ○ Number of energy audits complete ○ Construction values 	<ul style="list-style-type: none"> • None at this time. 	<ul style="list-style-type: none"> • Not available. 	<ul style="list-style-type: none"> • Monthly report on volume of Building Permits and Inspections with reference to previous year. 	<ul style="list-style-type: none"> • Could track through CityView, however not actively tracking any measures. • Able to pull reports as needed. E.g. Recently at the request of the homebuilding association pulled report to look for patterns in what inspections were 	<ul style="list-style-type: none"> • Not available.

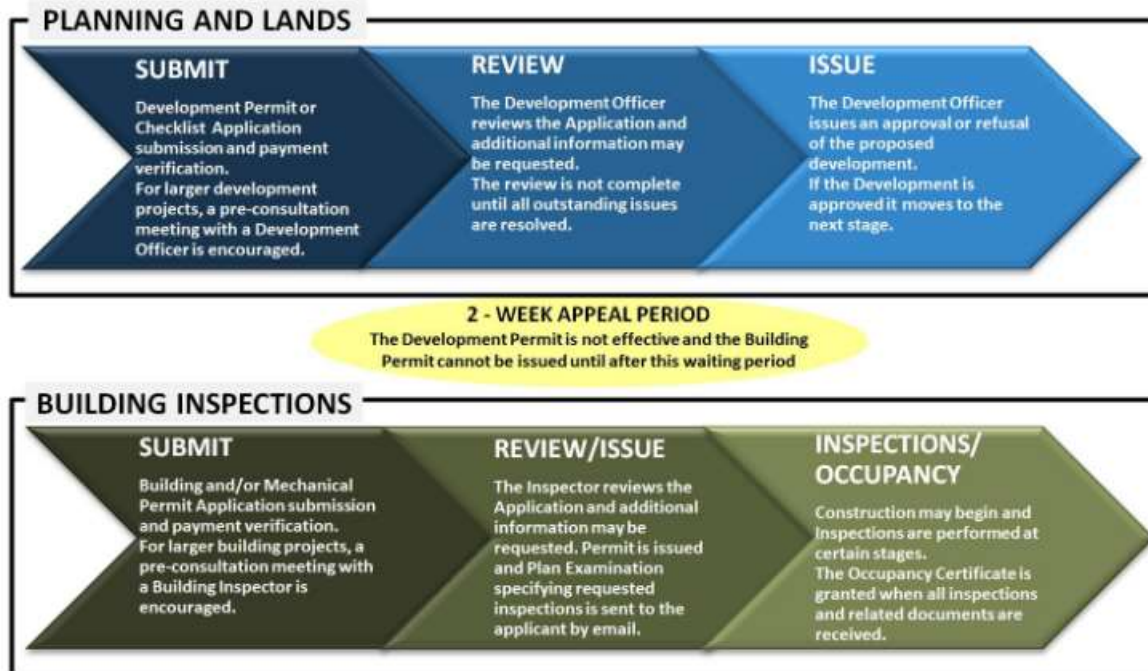
The City of Yellowknife
 Planning & Development Department Operational Review Final Report, July 2017

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
		<ul style="list-style-type: none"> ○ Days to issue a permit 				<p>failing and why. Offered to do an information session if any patterns are found.</p>	
Recent/planned improvements	<ul style="list-style-type: none"> • Have you done anything recently that has led to improvements in these service areas? Do you have anything planned? 	<ul style="list-style-type: none"> • Implementation of CityView (see further details above on customer self-service elements) 	<ul style="list-style-type: none"> • Mobile inspection software and digital plan retention • Substantially reduce hardcopy plans and reports – minimize storage problems • Participate (and sometimes host) Contractors breakfast which happens 2 or 3 times during the slow season. Includes Yukon Housing Corporation, Other Territorial Departments and external agencies, and the contracting community. Includes a presentation and is an opportunity to build relationships across the sector. 	<ul style="list-style-type: none"> • Working toward more on-line capabilities. • City joined the local Construction Association to improve relationships/communication. 	<ul style="list-style-type: none"> • Note that city seems to have a process in place to address floating homes – may interest Yellowknife. 	<ul style="list-style-type: none"> • Recently updated our Building bylaw. Increased fines/penalties for occupying building before inspections are complete and introduced progressive fines for repeat offenders (compliance has improved as a result). • Host/jointly host presentations with local industry – most recently hosted a presentation on new energy requirements. • Focus on CONSISTENCY – never make exceptions, builders may complain in the short term, but in the longer term they know exactly what to expect. • Hold a quarterly meeting with the local Homebuilders Association and the Planning Department to discuss any issues. 	<ul style="list-style-type: none"> • Not available.

Topic	Questions / Examples of Information we are looking for	Yellowknife, NWT	Whitehorse, YK	Fort St. John, BC	Campbell River, BC	Grande Prairie, AB	Brandon, MB
						<ul style="list-style-type: none">• Reports quote Building Code Section # when identifying an infraction to improve transparency and link directly back to the source of authority.	

APPENDIX B: BACKGROUND INFORMATION

PERMITTING PROCESS



<https://www.yellowknife.ca/en/living-here/i-want-to-build.asp>