



STAFF REPORT Planning

Title: Streamline Development Approval Fund: City of Waterloo
Report Number: IPPW2023-058
Author: Joel Cotter
Council Date: October 30, 2023
File: 2021-12-1-1656777053
Attachments: Appendix A, B
Ward No.: City Wide

Recommendations:

1. That Council approve IPPW2023-058 and the directives therein.
2. That Council approve the hiring of one (1) Assistant City Solicitor, to be funded from staff savings in 2023, and that the financial implications of said position be referred to the 2024-2026 operating budget for permanent ongoing funding.
3. That Mayor McCabe formally thank the Premier of Ontario and the Minister of Municipal Affairs and Housing for the Province's support of its municipal partners by way of the Streamline Development Approval Fund, and recommend that the Province continue to support municipalities by funding more initiatives that bring housing to market faster and streamline development approvals.

A. Executive Summary

The Province of Ontario is committed to building 1.5 million homes by 2031 to address the housing supply crisis. The Streamline Development Approval Fund ("SDAF") is an important part of the Province's tool kit to support municipal partners, so that much needed housing can be built faster. It recognizes that the Province and municipalities need to work together to increase the supply of housing and make housing more affordable for Ontarians.

Under the SDAF, the City advanced twelve (12) different initiatives, including a workforce review, hiring contract staff to address backlogs, analyzing and investing in software solutions to improve development processing timelines and data reporting, clarifying requirements for complete applications, retaining professional consultants to identify opportunities to reduce the number / magnitude of development applications and streamline approvals, and purchasing equipment that creates processing efficiencies.

Under the SDAF, the City of Waterloo has made significant strides forward to address application backlogs, modernize planning processes through investments in technology, improve our webpage and better leverage Engage Waterloo, enhance communication tools, and position the City well to update planning policies and regulations with the goal of streamlining development approvals while maintaining our urban design and community planning objectives.

We thank the Province of Ontario for the Streamline Development Approval Fund, and recommend that the Province continue to support its municipal partners by funding more initiatives that bring housing to market faster and streamline development approvals.

B. Financial Implications

The Streamline Development Approval Fund is a provincial allocation grant, providing more than \$45 million to Ontario's 39 largest municipalities. Under the grant, the City of Waterloo was approved to receive up to \$1,000,000 for eligible initiatives.

The SDAF funding has been directed to the following initiatives (re: #220034 – IPPW-PLN-Streamline Development). At the time of preparing this report, the City of Waterloo has spend \$945,000 of it's \$1,000,000 Streamline Development Approval Grant Funds or 95%. In addition, the City has committed another \$30,000 via approved purchase orders which will be fully paid before the November 1, 2023 deadline. The Streamline Development Approval Grant is set to end on November 1, 2023. Once the remaining cost are paid via these purchase orders the City will have spent \$975,000 or 97.5% of its grant funds. This is summarized below by the twelve (12) approved initiatives:

<u>Item #</u>	<u>Description</u>	<u>Amount – Actuals (\$)</u>
1	Planning & Building Services Workforce Review	\$51,000
2	Contract Development Planner	\$130,000
3	Contract Site Plan Coordinator	\$99,000
4	Legal Services – Contract Law Clerk	\$61,000
5	Software Upgrades – AMANDA Planning Module	\$56,000
6	Regulatory Management Services (RMS) and Market Scan	\$13,000

7	Streamlined Consultation / Engagement Initiatives	\$156,000
8	Complete Applications: Terms of Reference	\$62,000
9	Parking Review	\$88,000
10	Community Planning Permit System Study	\$90,000
11	Built Form Review Study	\$123,000
12	Equipment Purchases – Efficiencies	\$16,000
TOTAL		\$945,000

Eligible expenses financed through the SDAF must be incurred between January 19, 2022 and November 1, 2023.

C. Technology Implications

Software and technology solutions funded through SDAF:

- acquisition and customization of the AMANDA Planning Module, and training documents and sessions for the new software module
- design/development of a new public facing website/online portal for applicants, to support site plan applications (apply, attach documents, payment)
- new website/online portal assists external agencies to electronically comment on site plan applications, to expedite and track the consultation process
- Regulatory Management Services (RMS) and Market Scan
- improvements to the City's website to modernize development information, notices and engagement
- new landing page on Engage Waterloo for development applications
- online application forms

D. Link to Strategic Plan

(Strategic Objectives: Reconciliation, Equity, Accessibility, Diversity and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready)

(Guiding Principles: Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

Operational Excellence; Complete Community; Innovation & Future Ready

E. Previous Reports on this Topic

N/A



**Streamline Development Approval Fund: City of Waterloo
IPPW2023-058**

1. OVERVIEW

Project Title:	Streamline Development Approval Fund
Location:	City of Waterloo
File Number:	2021-12-1-1656777053
Program:	Province of Ontario: Streamline Development Approval Fund
Program Goal:	To unlock housing supply by streamlining, digitizing, and modernizing municipal approaches to managing and approving applications for residential developments.
Start Date:	January 19, 2022
Progress Report Date:	April 22, 2023 (Report ID 1-RZ6GM9)
End Date:	November 1, 2023
Funding Amount:	Up to \$1,000,000 from the Province of Ontario

2. BACKGROUND

The Province of Ontario is committed to building 1.5 million homes by 2031 to address the housing supply crisis. On January 19, 2022, the Minister of Municipal Affairs and Housing sent a letter to the City of Waterloo outlining the newly established **Streamline Development Approval Fund** (“SDAF”). The SDAF is an important part of the Province’s tool kit to support municipal partners, so that much needed housing can be built faster. It recognizes that the Province and municipalities need to work together to increase the supply of housing and make housing more affordable for Ontarians.

The SDAF is a provincial allocation grant, providing more than \$45 million to Ontario’s 39 largest municipalities. Under the grant, the City of Waterloo was

approved to receive up to \$1,000,000 to streamline development approvals, to enable housing to be built faster.

Eligible project under the SDAF are set out in **Appendix A**, and include:

- electronic approval software and systems
- hiring temporary staff to address backlogs
- creation of online application portals
- implementing more efficient development approvals systems
- undertaking studies to support new housing types
- enhance implementation of a Community Planning Permits System with a housing component

The City of Waterloo accepted the SDAF opportunity on January 21, 2022, using the grant to fund twelve (12) different initiatives as described in Section 3, focusing on:

- reviewing existing development approval systems and processes
- hiring contract staff to address backlogs
- analyzing software and e-portals solutions to improve development processing timelines and data reporting

3. SDAF INITIATIVES

3.1 Planning & Building Services Workforce Review

Initiative Summary

To retain a third-party consultant to examine staffing needs to support anticipated development review workloads, and identify resource gaps that can be addressed through proactive operational planning and strategic recruiting, with the goal of streamlining development approvals.

SDAF Funding

\$51,000

Lead

Planning Division

Comments

The Corporation of the City of Waterloo retained KPMG to complete a Planning & Building Services Workforce Review. The review primarily examined staffing needs to support anticipated development review workloads. The review was comprised of four steps:

1. Review Strategy with Leadership
2. Validate Current State with Direct Reports
3. Identify Needs and Validate Drivers
4. Finalize Model Projections

The review focused on the six (6) divisions in the Corporation that primarily work on development approvals:

- Planning
- Building Standards
- Engineering Services
- Transportation Services
- Legal Services
- Finance

The review validated the existing service delivery model, staff skills, functional processes, supporting technology, and governance. The review identified various types of labour available to the City that could be leveraged to perform development review work as necessary, including contractors, coop students, and consultants. The review recommends the continued investment in technology and support systems to better leverage staff resources and process efficiencies.

The review identified 97.6 individuals in the Corporation involved in development review, which translates to ~53 FTEs. Based on existing and projected workloads, the modeling suggests that up to an additional 18 FTEs may be needed, primarily in the Planning Division (~10 FTEs) and Legal Services Division (~2 FTEs). A primary driver influencing the need for additional staff resources is the Province's directive to expedite planning approvals, including the legislated timeframes to process zoning by-law amendments (90/120 days) and site plan applications (60 days) pursuant to Bill 109. Such timelines are very challenging for municipalities like the City of Waterloo, where the majority of our residential growth is from large scale infill and intensification projects which are complex and multi-faceted. To achieve more expedient development approvals, more staff are required.

In response to the KPMG review, the Corporation has taken action by incorporating new staff positions in the 2024-2026 3-year budget for Planning (approved via report IPPW2023-031) and Legal Services (recommended as part of report IPPW2023-058), while being fiscally responsible and mindful of rate impacts. New staff positions include:

- Senior Development Planner (2023), focusing on intensification applications
- Senior Development Planner (2024), which has been advanced to Q3 2023 via IPPW2023-031
- Senior Development Planner (2024), which has been advanced to Q3 2023 via IPPW2023-031
- Assistant City Solicitor (2024), which is recommended to be advanced to Q3 2023 via IPPW2023-058

These new positions will allow the City to process development reviews faster, to bring new housing to market sooner.

While the review focused on the next three years (2024-2026), KPMG also created a model for the City of Waterloo that can be updated from time to time, with inputs

modified based on new current state conditions or projected conditions, to forecast workforce needs as part of operational planning and budgeting.

3.2 Contract Development Planner

Initiative Summary

To hire a Development Planner on contract to assist with processing of development applications, reducing application backlogs, and undertaking general amendments to the City's Official Plan and Zoning By-law (including delegation of authority to streamline certain planning processes).

SDAF Funding

\$130,000

Lead

Planning Division

Comments

The Corporation of the City of Waterloo hired a Development Planner on contract from January 24, 2022 to August 20, 2023 to work on development applications. This individual projected managed the following:

- a.) multiple applications to amend the City's Official Plan and Zoning By-law 2018-050, for a combined estimated 1,019 residential units (1,054 bedrooms), including:
 - i. Official Plan Amendment No. 34 and Zoning By-law Amendment Z-22-01, being housekeeping and general amendments to the City's Official Plan and Zoning By-law, including:
 - expand and clarify permissions around Additional Residential Units
 - clarifying the definition for VisitAble Housing
 - establishing criteria for development applications proposing to increase height and density of residential uses in Commercial designations
 - delegation of minor planning decisions to the Director of Planning
 - clarifying submission requirements for deeming an application complete
 - adding Triplex Buildings as a permitted use in the RMU-20 zone
 - reducing the required minimum height of the first storey from 4.5m to 4.0m in various zones, to minimize minor variance applications for missing middle housing
 - modify various site specific exemptions for housing developments
 - ii. Official Plan Amendment No. 42 and Zoning By-law Amendment Z-22-13, 83-85 Hickory Street West and 265-267 Hemlock Street, for a proposed 6 storey residential building containing 168 units (203 bedrooms)

- iii. Zoning By-law Amendment Z-23-01, being housekeeping and general amendments to the City's Zoning By-law, including:
 - amend definitions and regulations throughout Zoning By-law 2018-050 related to Additional Residential Units and Coach Houses
 - amend the Residential Northdale zones to remove Site Plan Control endorsement as a condition of Holding (H) symbol removal
 - clarify the definition of Landscape Open Space, as requested by the development industry, to minimize minor variance applications
- iv. Zoning By-law Amendment Z-23-03, 20 University Avenue East, for a proposed 25 storey mixed-use building containing 260 units (260 bedrooms)
- v. Zoning By-law Amendment Z-23-04, 143 Columbia Street West, for a proposed 25 storey mixed-use building comprised of three towers above a shared podium, containing 591 units (591 bedrooms)
- b.) nine (9) in-depth pre-consultation reviews for pending Official Plan Amendment and Zoning By-law Amendment applications across the city, totaling a combined potential for more than 4,420 units
- c.) twenty eight (28) applications to the Committee of Adjustment
- d.) one complex (1) demolition control application (217 King Street South), where two 24-storey high-rise residential towers are contemplated, containing an estimated 347 purpose built residential rental units (468 bedrooms)
- e.) registration of Draft Plan of Subdivision 30T-18401, "Generation Park", comprised of employment lands at 928, 960, 980 and 975 Columbia Street West and 100 The Wilmot Line, enabling other staff resources to be redirected to priority housing applications across the city

This contract enabled the more expeditious processing of multiple development applications for new housing, and streamlined the development approval process via Official Plan Amendment 34 (e.g., delegation of minor planning decisions to the Director of Planning).

This individual accepted a permanent position in the Planning Division on August 21, 2023, to continue to assist the City of Waterloo in managing its high volume of complex development applications in accordance with Provincial legislation, and further our efforts to streamline development regulations and processes.

3.3 Contract Site Plan Coordinator

Initiative Summary

To hire a Site Plan Coordinator on contract to assist with processing of site plan applications, reducing site plan application backlogs, and modernizing the site plan process.

SDAF Funding

\$99,000

Lead

Planning Division

Comments

The Corporation of the City of Waterloo hired a Site Plan Coordinator on contract from June 22, 2022 to September 1, 2023. Site Plan applications received in 2022 to September 2023 are summarized as 36 pre-application consultations, 25 site plan applications, and 57 site plan addendum applications.

In addition to administering and processing site plan applications, this individual participated in the modernization of the site plan process, assisting with the new AMANDA module and supporting technologies described in SDAF Initiative #3.5.

This contract enabled the more expeditious processing of site plan applications for new housing, and streamlined development approvals through internal process efficiencies and modernization through technology.

3.4 Legal Services

Initiative Summary

To hire qualified legal professional(s) on contract to assist with processing development applications, reducing application backlogs, and streamlining development approvals.

SDAF Funding

\$61,000

Lead

Legal Services

Comments

1. Law Clerk

The Corporation of the City of Waterloo has a small in-house legal division to assist with development approvals. The Corporation of the City of Waterloo hired a Law Clerk on contract from September 13, 2022 to May 31, 2023 to undertake a wide range of legal services related to development approvals, including:

- property searches
- preparation of development agreements, including site plan agreements
- review and verification of property descriptions
- registration of legal agreements on title
- retrieval of legal documents registered on title

This contract enabled the more expeditious processing of development applications for new housing. This individual accepted a permanent position in the Legal Services Division on June 1, 2023, to continue to assist the City of Waterloo in processing development applications in an expeditious manner.

2. Assistant City Solicitor

The Corporation had intended to direct Streamline Development Approval Funds to hire an Assistant City Solicitor on contract, to advance the following projects:

- review and modernize City legal agreements related to development applications
- assist with policy development to streamline development approvals
- assist with processing development applications, as required
- conditional building permit review
- special servicing agreement review
- other legal work to streamline development approvals, as identified by the City Solicitor

Due to labour market conditions, this temporary position was not pursued in favour of the contract Law Clerk identified above.

Supported by the KPMG Workforce Review (SDAF Initiative #3.1), the Corporation has taken action to incorporate a new permanent staff position in the 3-year budget for an Assistant City Solicitor in Legal Services (2024), which is being recommended to be advanced to Q3 2023 via IPPW2023-058, and a candidate to be hired with a start date of November 1, 2023. This new position will add much needed operational capacity to Legal Services, allowing the City to process development applications faster, to bring new housing to market sooner.

3.5 Software Upgrades – AMANDA Planning Module

Initiative Summary

To acquire the planning module for AMANDA (with necessary customizations) to modernize the site plan process and electronically integrate site planning with the building permit process and committee of adjustment process for efficiencies and process reporting capabilities.

SDAF Funding

\$56,000

Lead

Information Management & Technology Services (IMTS) (supported by Planning Division)

Comments

Site Plans are currently processed manually by staff, without the benefit of processing software. To modernize the site plan process, the City worked with Granicus to acquire the planning module for AMANDA.

City staff and contractors specializing in AMANDA coding were retained to customize the stock planning module to meet City needs and processes, and create an online portal. This software and portal will enable the City to:

- more efficiently process development applications subject to site plan control
- undertake analytics (track and report on data)
- improved integration of development approvals with other divisions, in particular the Building Standards Division

More specifics are contained in **Appendix B**.

In early October 2023, the AMANDA module and portal for site plan were activated for live internal testing.

The AMANDA planning module also provides future benefits. It can be expanded to other application types such as plans of subdivision, zone changes, condominium applications, and demolition control. This will require continued investment from the Corporation, to enable IMTS and contractors to customize the module for each application type. Grant opportunities will be explored to fund this work, with the goal of continued modernization of the planning process, leveraging technology, and streamlining development approvals.

3.6 Regulatory Management Services (RMS) and Market Scan

Initiative Summary

To issue a Request for Information (RFI) to identify candidate software solutions to simplify and streamline:

- processing of development applications
- processing of building permit applications and mobile inspections
- managing engineering clearances for development applications
- data tracking and reporting
- online applications and online payments

SDAF Funding

\$13,000

Lead

Information Management & Technology Services (IMTS) (supported by IPPW)

Comments

The City of Waterloo currently uses AMANDA to manage and process building permit applications and other services. AMANDA was originally built and sold by CSDC Inc., a Canadian based company servicing a wide range of municipalities in Canada, the US, and Australia. More recently, the product has been sold twice in the last decade, and is now owned by Granicus, a large government technology vendor based in the US, raising some concerns about the future focus of the firm and sustainability of the software.

Perry Group Consulting Ltd was retained to evaluate AMANDA and other products on the market, to identify which software solution best meets the needs of the City going forward, before the Corporation makes further investments to modernize its Regulatory Management System (RMS), with a focus on enhancing development approvals.

Perry Group undertook a review of the City's RMS and a market scan, which identified, evaluated and ranked candidate software solutions for processing development applications, in particular building permit applications. The review culminated in a recommended path forward for the implementation of an integrated regulatory management environment with service enhancements to:

- help improve customer experiences
- increase transparency and public engagement opportunities
- improve back-office process efficiencies
- use data for better decision-making in a cost effective manner

Evaluation criteria included confirmation of compliance with privacy and security standards, evaluating public facing elements (communications), identifying costs (capital and operating), and advancing a recommendation on a preferred software solution.

Perry Group's recommendations include:

1. That the City commit to continuing to use AMANDA as the Corporate RMS.

2. That the City commit to improving and expanding AMANDA to meet the needs of the Corporation, service users and the community.
3. Adopting a product management approach to the management of RMS solutions and systems, including a project team and steering committee.
4. Implement necessary AMANDA modules, including document management, analytics, GIS integration, public search, Open Text integration and correspondence modules.
5. Replace the current portal.
6. Pursue a phased enhancement of back-office processes and digitization in Planning, Building Standards, Municipal Enforcement Services, and Engineering Services, allied with the launch of online services.
7. Develop and operationalize an AMANDA training program to help support staff and improve the literacy of all AMANDA users.

Perry Group's report contains a 5-Year Work Plan to assist the City in transforming its Regulatory Management Services (RMS) through a conscious and iterative process that includes people, process and technology changes.

Perry Group concluded that the City of Waterloo is well positioned to improve and expand its use of AMANDA further, to achieve better customer and staff experiences including process efficiencies to streamline development approvals. The Perry Group report will be used to guide future state planning of the Corporate RMS, budgeting, technology investments, and staff work plans.

3.7 Streamlined Consultation / Engagement Initiatives

Initiative Summary

In 2021, the City of Waterloo retained Optimus SBR to review the City's current approach to public and stakeholder engagement, and make recommendations to improve the engagement process. This initiative (SDAF #3.7) is aimed at advancing a number of the Optimus SBR recommendations, with the goal of improving user experiences and to better leverage communication technology in the development application process, including the use of online application forms and online community engagement tools.

SDAF Funding

\$156,000, with another \$18,000 committed via Purchase Order to be paid by November 1, 2023.

Lead

Corporate Communications (support from IPPW)

Comments

With consideration to the Optimus SBR recommendations, Corporate Communications hired a Digital Services Consultant on contract to advance various initiatives in collaboration with the Planning Division, including:

Communication, Signage, Notices

- update development application signage and identify procurement options
- update visual and written notice materials

Electronic Platforms

- leverage Engage Waterloo
- improve the City's website to modernize development information, notices and engagement
- create electronic forms for development applications - enable the use of online application forms
- enable / improve electronic consultation and notices
- other communication enhancements / efficiencies, as identified

The following tasks have been completed:

1. Implementation of a new webpage template and landing page using the Engage platform, including:
 - online survey and question management tools to collect feedback from the public and enable electronic responses from the Planning Division
 - reporting of feedback for decision-making
 - plain language development application webpages, with information more accessible (enhanced readability, improved layout)
 - relevant links to the www.waterloo.ca main website
 - searchable from the www.waterloo.ca main website

<https://www.engagewr.ca/zoning-change-applications>

2. Updated development application webpage to make processes more clear. Updates include:
 - on page reference section
 - simplified language

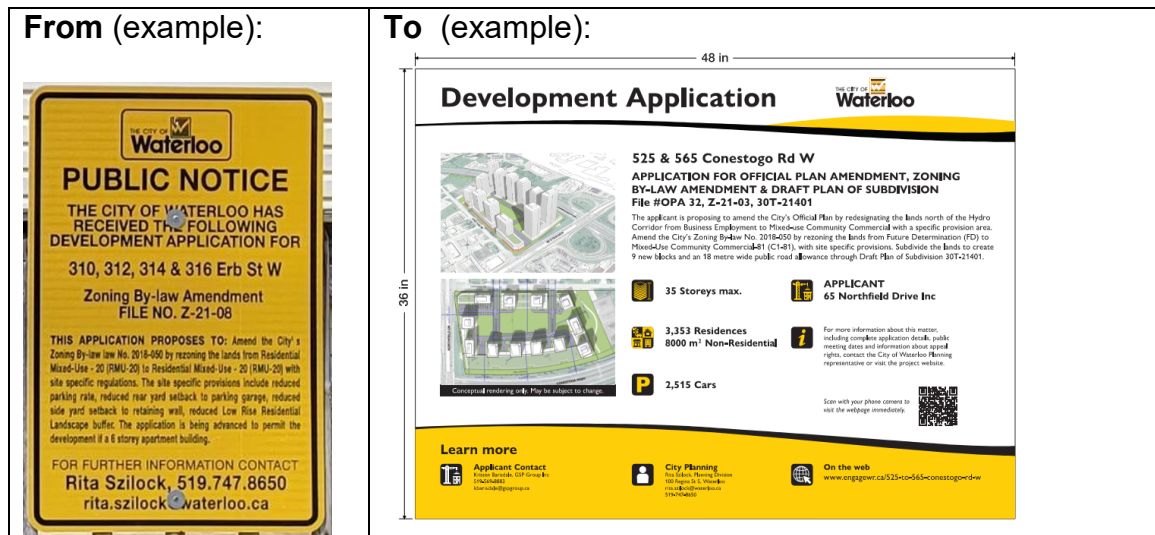
<https://www.waterloo.ca/en/government/submit-a-development-application.aspx>

3. Coordinated with SDAF #3.5, enhanced engagement for agencies by moving the feedback mechanism to an online portal. The new process includes:
 - easier notifications to agency reviewers when documents are ready for review
 - secure login and easy user interface

- ability to download documents for review and upload feedback in one place for all projects
4. Simplified and streamlined the application process by moving to online forms. The new process includes:
- application forms modified from paper to online
 - separation of the affidavit process, to enable online data collection
 - standardized form fields across application types, to create a common experience for users to make it easier to fill out applications

The new online forms are anticipated to go live in late October or early November 2023.

5. New development application signage, as illustrated below. Features include:
- simplified language and easy to read layout
 - inclusion of a concept image
 - website link and QR code for easy access to more information
 - standard format and colours to make development application signage easier for the public to identify
 - larger signage



3.8 Complete Applications: Terms of Reference

Initiative Summary

In order to process applications in a timely manner, development applications received by municipalities must be complete, accurate and contain sufficient justification in support of the planning merits of the development proposal. To improve transparency, clarity, consistency, and expectations in relation to complete

applications, this initiative focuses on formalizing terms of reference for common studies, reports, and plans.

SDAF Funding

\$62,000

Lead

Integrated Planning & Public Works (IPPW)

Comments

The City retained professional consultants to research and prepare Terms of Reference (“TOR”) for the following common studies, reports, and plans:

Planning

- Planning Justification Report
- Urban Design Brief
- Heritage Impact Assessment
- Master/Block Plan
- Complete Condominium Application

Engineering

- Functional Servicing Report
- Geotechnical Report
- Stormwater Management Report

Design

- Noise Study
- Vibration Study
- Wind Study
- Sun/Shadow Study
- Energy Study

Transportation

- Transportation Impact Study
- Parking Study

A terms of reference was not completed for Environmental Impact Studies (EIS). The City, in collaboration with the Region of Waterloo and Grand River Conservation Authority, already have a template for EIS reports, which are modified on a case by case basis having regard for relevant studies (e.g., subwatershed studies), known constraints (e.g., sensitive habitat), and site conditions (e.g., topography, hydrogeology, environmental features, etc.).

The SDAF terms of reference can be found here:

https://www.waterloo.ca/en/living/Terms_of_reference_for_development_applications.aspx

Consistent with our collaborative approach to municipal governance in the region, the above Terms of Reference have been shared with the Region of Waterloo, cities of Kitchener and Cambridge, and townships of Woolwich, Wilmot, Wellesley and North Dumfries, to assist with streamlined development approvals in those municipalities.

3.9 Parking Review

Initiative Summary

To retain a professional consultant to review, research, analyze, and prepare recommendations regarding parking rates, including candidate locations in the city where parking rates could be reduced, with the lens of enabling more housing, streamlining development approvals, and reducing development costs, while ensuring parking impacts are mitigated (in particular in relation to municipal highways).

SDAF Funding

\$88,000

Lead

Planning Division

Comments

The majority of new developments in the City of Waterloo are within designated nodes and corridors, with structured parking. Underground structured parking can be challenging in the local context, due to the high groundwater table. In staff's experience, it is relatively common for developments to be delayed because of non-compliance with parking regulations. The primary purpose of this initiative is to identify candidate locations in the city where parking rates could be reduced, providing a technical basis for the City of Waterloo to update Zoning By-law 2018-050. If parking rates can be lowered more comprehensively by the City, rather than on a case by case basis via privately initiated development applications, fewer* or lesser** development applications are anticipated to advance development, thereby streamlining the approval process.

* eliminate the need for a zoning by-law amendment or minor variance, allowing Applicants to proceed directly to site plan

** zoning by-law amendment application turns into a minor variance application that can be evaluated and processed more expeditiously

While the City of Waterloo's objective is to streamline the development approval process, it is noted that lower parking rates have additional benefits, including:

- reduced development costs (affordability)
- potential to more efficiently use land (e.g., could allow for increased densities)
- facilitating transit-supportive communities
- advance climate change mitigation objectives

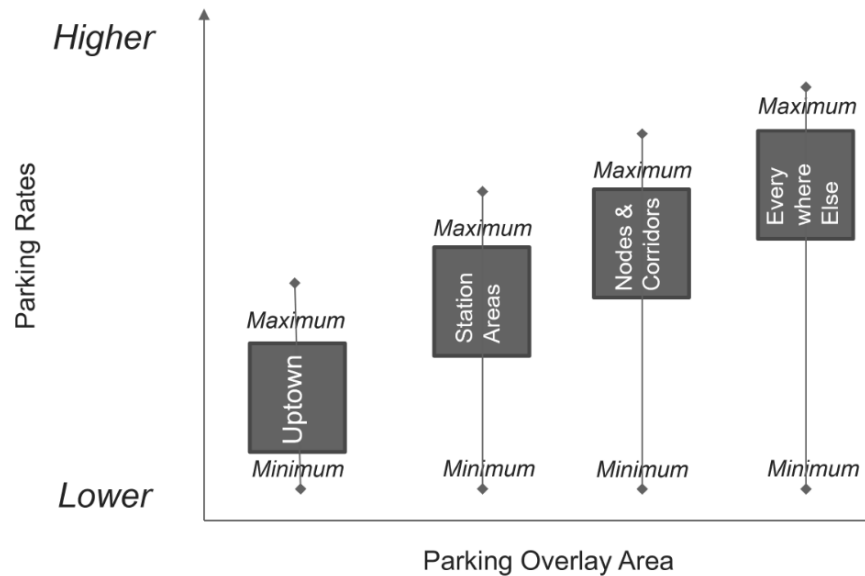
The above planning objectives are shared by both the Province and the City of Waterloo. These objectives must be balanced against parking demands, which are to be accommodated on-site as part of the new development with minimal reliance on municipal parking facilities, and no reliance on municipal highways.

The City retained Stantec Consulting Ltd to complete a Parking Standards Study (the “Parking Study”), to review, research, analyze and prepare recommendations regarding the City’s parking standards, including identifying candidate locations in the city where parking rates can be re-evaluated/lowered. The Parking Study will inform a subsequent amendment to the City of Waterloo Zoning By-law 2018-050.

The Parking Study examined some peer cities, explored our existing approach to parking including benchmarking to Institute of Transportation Engineers (ITE) studies, and advanced recommendations on candidate locations in the city where parking rates could be re-evaluated/lowered. This included an evaluation of existing plans and policies that guide parking rates in the zoning by-law. From the analysis, Stantec established a structure for determining parking rates, by identifying a use category, finding the use type within each zone, and considering parking area overlays.

The Parking Study generated multiple recommendations and key opportunities, including:

1. to align and simplify planning boundaries for parking rates, to reduce the complexity of the existing approach in Zoning By-law 2018-050 Schedule A1 - Parking Overlay, more specifically to focus parking reductions to only three area categories: Uptown; Major Transit Station Areas; and, Nodes and Corridors;
2. consider an alternative regulatory structure for setting parking maximums and minimums. An innovative “whiskers” option was identified (see inset image below), based on set parking minimums and maximums, but within a framework that would allow projects to exceed the maximum or provide less than the minimum through the provision of additional resources and appropriate justification for a particular development. The process for requesting parking rates above the maximum or below the minimum would be predictable and consistent. The implementation mechanism for this approach would be Section 40 of the Planning Act (Parking Exemptions):

Whiskers Parking Option

3. parking rates were studied through comparison to ITE studies, which found that opportunities exist to amend parking rates generally towards a reduction, primarily for non-residential land uses. The City's existing parking rates for residential uses are generally below ITE studies, however refinements could be considered with supportive actual parking utilization data;
4. evaluate shared parking opportunities for mixed-used developments;
5. on-going data collection should be undertaken to confirm actual local parking demands, prior to amending the zoning by-law (i.e., obtain actual demand data to understand what is happening on the ground);
6. formalize cash-in-lieu of parking charges;
7. update electric vehicle (EV) parking regulations, with the goal of "future proofing" electric vehicle requirements in response to government mandates*
 - * The Government of Canada has established regulations that will require 20% of new vehicles to be zero emissions by 2026, 60% by 2030, and 100% by 2035. Actual 100% of electric vehicle adoption will likely occur in the decades beyond 2050.
8. some non-zoning related solutions were identified for consideration through the Parking Study, including recommendations on updated language in the official plan, adopting a comprehensive parking management strategy, and continued engagement with the development industry on parking policies and rates.

The recommendations of the Parking Study provide the basis for progressing Waterloo's approach to regulating parking, including refinements to existing parking rate standards that can be adopted to facilitate long-term urban planning and transportation goals. The study identifies both benefits and limitations associated with certain approaches to regulating parking, to be weighed as part of any future amendment process. The recommendations of the Parking Study can be implemented independently or as part of a structured holistic program of updates.

It is recommended that Council direct staff to:

1. confirm actual parking demands through local parking utilization data (to understand the actual magnitude of demand compared to supply);
2. incorporate the Parking Study into the active review of the City's Official Plan, to inform parking policies as appropriate;
3. initiate a general amendment to Zoning By-law 2018-050 to update parking regulations, as appropriate; and
4. consider the Parking Study analysis when evaluating privately-initiated development applications, as appropriate.

3.10 Review of Community Planning Permit System (CPPS)

Initiative Summary

To retain a professional consultant to review, research, analyze, and prepare recommendations regarding one or more Community Planning Permit Systems (CPPS) in the city, including:

- identifying candidate locations for CPPS
- drafting a policy framework to effectively implement CPPS
- preparing a template for CPPS in the City of Waterloo that can be replicated

SDAF Funding

\$90,000

Lead

Planning Division

Comments

The City of Waterloo retained SGL Planning & Design Inc ("SGL") to under this initiative.

The Community Planning Permit System (CPPS) is a land use planning tool available to municipalities in Ontario that combines Zoning By-law Amendments, Minor Variances and Site Plan Applications into one single application and approval process. A CPPS provides an alternative to the traditional planning approval process, enabling greater efficiencies and a streamlined development process as well as the opportunity to apply a broader scope of review as part of the permit process. The process is administered through a CPP By-law in place of a Zoning By-law.

The City is considering the use of a CPPS as a potential tool to streamline the development approvals process and more efficiently meet local objectives such as increased housing diversity and promoting high quality, sustainable urban design.

In terms of benefits, by combining Zoning By-law Amendments, Minor Variances and Site Plan applications into a single application and approval process, a CPP By-law allows for considerable flexibility in the application of development standards and land use permissions, providing more certainty to the public and stakeholders on the future use of land. One application system allows City Staff to make approval decisions more quickly and with all relevant information. In some situations, it may reduce decision time by several months. It also reduces the number of applications proponents have to submit to the municipality and improves certainty in the process, providing clear requirements that development must adhere to.

A CPPS provides the ability to fine-tune development proposals by controlling site layout details and establishing development agreements. A CPP By-law may include details on site alteration, grading, landscaping requirements, urban design criteria, tree removal, natural feature protection, floodplain and natural hazard limitations, heritage character and community benefits. Additionally, a CPP By-law provides the ability to impose conditions to obtain a Community Planning Permit which, for example, can help ensure developments protect environmentally significant areas and other community assets.

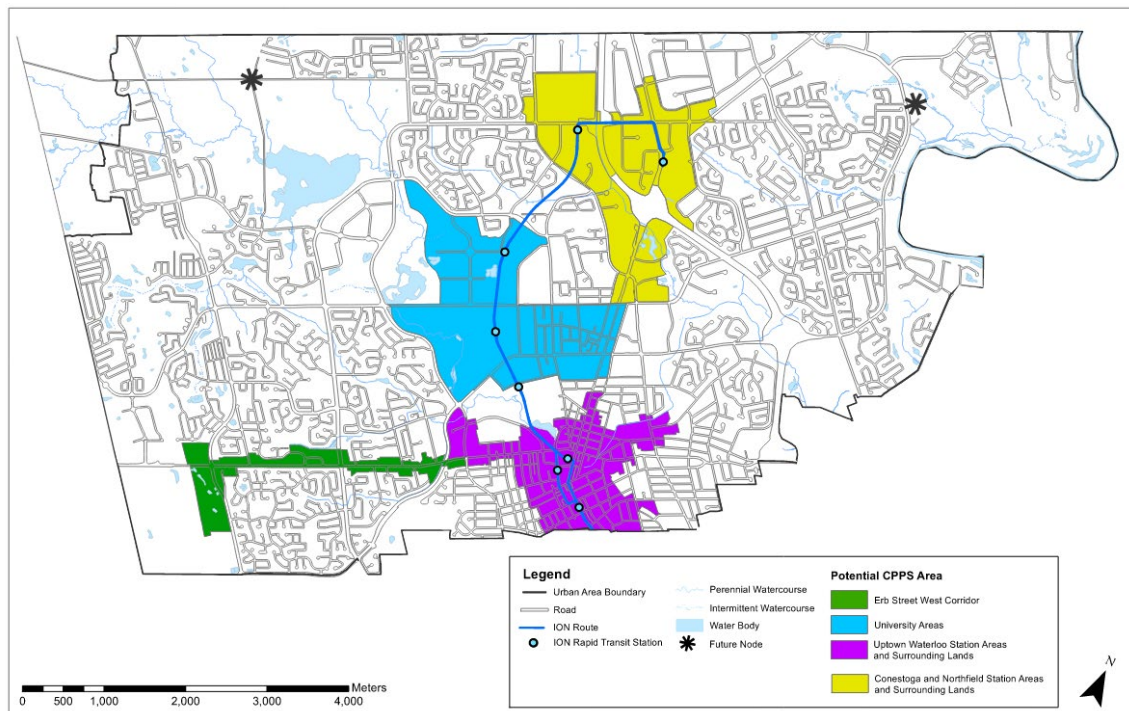
In comparison to Zoning By-law Amendments and Minor Variances, there are no mandatory public meetings as part of the CPPS process. However, some municipalities have decided to incorporate public notification as part of the process. There are also no third-party appeals for CPP applications; only the applicant has the right to appeal a decision on a CPP application. As part of the CPPS development process, all stakeholder consultation is front ended as the CPP By-law is drafted and established, where the right of appeal exists.

There is a 45-day development review timeframe for CPP applications, which may pose some concerns for the City (e.g., staffing and workload uncertainties) and concerns regarding the timing of gathering relevant department and agency comments. Effective internal systems are needed to implement a CPPS.

Under a CPPS, a development application may either be approved by staff, a Planning Advisory Committee, or Council. Permits subject to staff review and approval typically meet all development standards or propose minor variations to the standards, whereas Council approval is typically required for more significant development proposals. Upon review of a complete application, the application may be approved, approved with conditions or refused. The CPPS offers flexibility as it is up to the individual municipality to structure their permit classes and thresholds for variations.

SGL completed the following work for the City:

1. **CPPS Study Report:** The report provides an overview of the CPPS in Ontario, including its benefits and challenges, as well as an analysis of key goals and objectives that could be achieved through the use of a CPPS in Waterloo. The report also provides recommendations for pilot areas and future implementation. More specifically, the report identifies four (4) potential options for CPPS in Waterloo, which could be implemented on an individual basis or combined together (see inset below):



2. **CPPS Education Booklet:** The Education Booklet provides a succinct and engaging summary of the key components of the CPPS Study to assist in conveying and explaining the important concepts of what a CPPS is, the benefits it could bring to Waterloo and recommendations for implementation.
3. **Draft CPPS Official Plan Policies:** Chapter 12: Implementation of the City's Official Plan contains policies for the establishment of a Development Permit System (DPS), now known as CPPS. These policies will need to be updated to reflect the current Provincial CPPS regulations in O. Reg 173/16 which set out specific Official Plan policy requirements. Draft policies to consider implementing through the ongoing Official Plan Review have been developed as part of this initiative.

Collectively, the work undertaken by SGL provides the necessary background, analysis, and focus necessary to advance a CPPS in the City of Waterloo. To streamline development approvals, it is recommended that Council direct staff to:

1. update the City's Official Plan to reflect current Provincial CPPS regulations;
2. report back to Council with recommendations on implementation of a CPPS in Waterloo, including funding requirements.

3.11 Built Form Review Study

Initiative Summary

To retain a professional consultant to review, research, analyze, and prepare recommendations regarding building heights in the city, and massing provisions in the Zoning By-law, including:

- candidate locations in the city where building heights could be increased, with the lens of more efficiently using land, increasing housing supply, while maintaining principles of good planning and urban design
- refinements to the massing provisions in the Zoning By-law, with a lens to optimizing density while maintaining the City's desired built-form for tall buildings (podium + tower)

SDAF Funding

\$123,000, with another \$12,000 committed via Purchase Order to be paid by November 1, 2023

Lead

Planning Division

Comments

The City of Waterloo retained SvN Architects + Planners ("SvN") to complete a Built Form Review Study ("BFRS") to assess mid-rise and high-rise development in the City of Waterloo, examining 'tall buildings' from a number of perspectives:

- Development trends - where development has occurred and potential areas of growth;
- Policy framework - official plan policies and mapping that create the framework for intensification;
- By-law framework - zoning regulations that define the form and character of buildings;
- Guideline framework - design guidelines and plans that set out the objectives for urban form and character; and
- Best practices - benchmarking regulations and guidelines in other municipalities.

The BFRS seeks to understand what is working well and what can be improved, and provides considerations and recommendations for change. These considerations are focused on achieving high quality design outcomes regardless of the method of

implementation through policy, zoning, non-statutory plans, and development review processes.

The BFRS conclusions include:

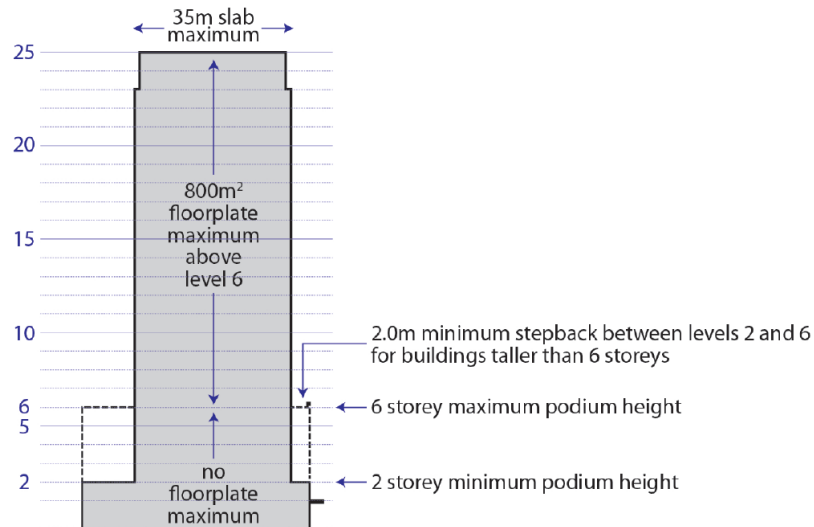
1. The City's Official Plan policies could be strengthened to better define the desired urban design character of development, including: (i) using more assertive language; and, (ii) providing additional detail for design outcomes and defining specific goals, particularly for the public realm and tall building character and massing.
2. There is an estimated 479.3 hectares of lands in the city designated for tall building intensification, that have not yet been developed to their full potential as per Official Plan and Zoning By-law designations. Based on existing densities ranging from 450 to 750 bedrooms per hectare, the 479.3 hectares represents a capacity for 215,685 to 359,475 additional bedrooms in tall buildings on designated lands. It should be noted that the foregoing does not account for existing population on these sites, and not all sites will intensify or intensify to maximum permissions.
3. Reasons to consider additional height and density within the City of Waterloo include:
 - The cost of land and the cost of development are both increasing. In order to deliver economically feasible projects to the market place, developers may need additional height and density than is currently permitted.
 - There is a significant need to increase the supply of housing in southern Ontario, including Waterloo.
 - Continued shift towards intensification due to rising awareness of the environmental, social and economic cost of sprawl.
 - Achieving great urban forms – '15-minute cities' or 'complete communities' – is only achievable with higher densities and the suite of public benefits and amenities that higher densities can help pay for and deliver, such as great public spaces, community facilities, transportation choices, and lively streets with services and retail. There is a clear increase in the preference for these environments among a variety of demographics.
 - It makes more efficient use of existing infrastructure that is currently underutilized, including hard services such as roads, transit, and utilities, and soft services such as streetscapes, parks, and community facilities.

4. Areas to consider potential increases to height and density include:
 - Uptown
 - Major Transit Station Areas
 - large sites along the King Street, Weber, Erb Street and Bridgeport Road corridors
 - mall sites

Permitting taller buildings in these areas may incentivize trade-offs with the development industry to deliver high quality urban forms with great community benefits. The primary focus areas should be Uptown (and adjacent nodes), Research & Technology Station Area, University of Waterloo Station Area, and the Laurier-Waterloo Park Station Area.

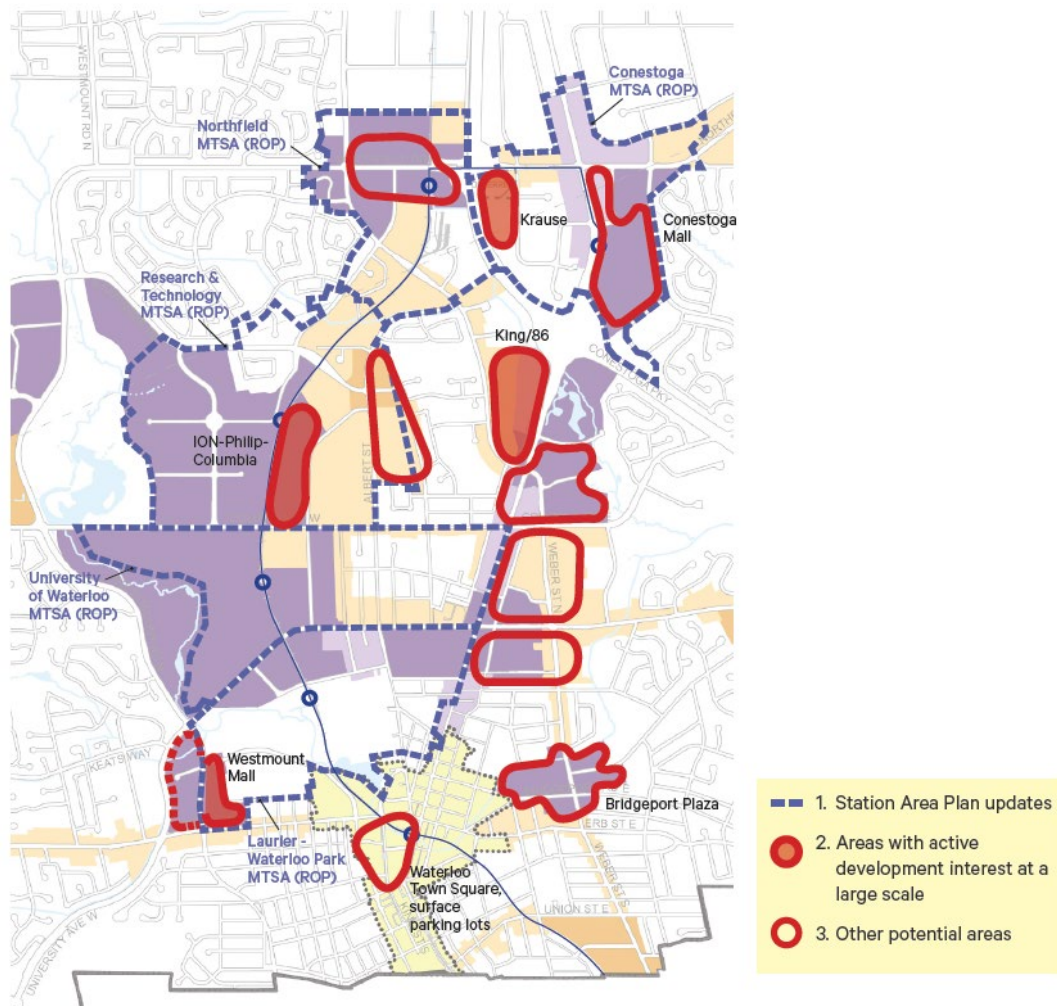
5. Taller buildings must deliver the urban forms the City is looking for, including great design and enhanced community benefits.
6. Zoning By-law 2018-050 promotes good fundamental principles to shape the building envelope that reflect best practices in urban design, including the tower-podium form with defined street edges.
7. The City's height map (Zoning By-law 2018-050 Schedule A) works well. It establishes a logical structure for height peaks along Nodes and Corridors, with built-in transitions to lower heights in the surrounding neighbourhoods. Urban design best practice advocates for appropriate transitions between development of different types and heights.
8. A high proportion of tall buildings go through some form of zoning amendment. This is to be expected. It is common for intensification projects to vary from the established zoning, as every site is unique, as is every development proposal. Site location, land value, topography, water table, natural or cultural heritage resources, lot size and shape, access restrictions, and proposed building program can result in design solutions that differ from the zoning standards.
9. SvN carried out precedent research on the tall building provisions found in Toronto, Mississauga, Ottawa, Burlington, Kingston, Hamilton, Richmond, Halifax, and Portland, Oregon. Waterloo's existing regulations are consistent with or more generous than comparator municipalities.
10. Consider smaller floorplate for tall buildings, in line with industry standards, to reduce bulk and ensure access to sky views and sunlight. For the City of Waterloo, the Northdale standard of 800 square metre floorplate maximum and 35 metre slab length maximum may be the most appropriate for a city-wide application since it is familiar to the City and development industry (see inset below).

11. Consider a flexible approach to podium heights of 2 to 6 storeys. Stepbacks would only be required for buildings above 6 storeys, and the stepback could be located anywhere from the 2nd to 6th storey (see inset below).
12. Maintain a requirement for a stepback, but consider a minimum 2m stepback to allow more flexibility for development (see inset below).



13. Consider reduced building setbacks from the street line. If the City does not wish to reduce setbacks, there should be strong design direction for the street edge and related landscaping.
14. Landscaped open space for tall building development should focus on high quality streetscapes and public realm. This could be a requirement for landscape strips, in the front yard for streetscaping, and in side and rear yards adjacent to sensitive uses. If a minimum percentage is still desired, consider 10-15% based on comparator municipalities.
15. Maintain the density cap as a way to ensure development that exceeds the cap is providing appropriate design or public benefits. In reviewing applications, focus on design quality and be prepared to grant density exceptions.
16. The zoning for the Uptown Centre (16 metre / 4 storey height limit for properties fronting onto King Street, from William Street to Young/Spring Streets), is appropriate because they reinforce its existing character. No changes are needed. Flexibility for development applications that maintain the character of the Uptown Centre is appropriate.

17. Consider master planning areas, to expedite development approvals:



18. With respect to streetscapes, find ways to include street trees on both sides of the street for design, health and environmental benefits.

The BFRS is one of a number of initiatives that are feeding into the Official Plan Review and Urban Design Manual Refresh processes. To streamline development approvals, it is recommended that Council direct staff to update the City's Official Plan to reflect the policy recommendations in the BFRS as appropriate, including policies to enable increased height and density in specified areas.

3.12 Equipment Purchases

Initiative Summary

To purchase equipment that creates processing efficiencies.

SDAF Funding

\$16,000

Lead

Planning Division

Comments

The following equipment was purchased to support contract staff hired under SDAF and improve internal efficiencies, to streamline development approvals:

1. Two (2) laptops to support contract staff hired under SDAF #3.2 and SDAF #3.3.
2. One (1) Apple iPad (interactive tablet) for Engineering Services staff, to enable inspections to be electronically completed in the field.
3. Larger (27 inch) and dual computer monitors to enhance the processing of development applications in Planning and Engineering Services, enabling paperless plan reviews, and eliminating screen toggling to speed up reviews and approvals.

4. CONCLUSION

The Province of Ontario is committed to building 1.5 million homes by 2031 to address the housing supply crisis. The Streamline Development Approval Fund (SDAF) is an important part of the Province's tool kit to support municipal partners, so that much needed housing can be built faster. It recognizes that the Province and municipalities need to work together to increase the supply of housing and make housing more affordable for Ontarians.

Under the SDAF, the City of Waterloo was approved to receive up to \$1,000,000. Under the SDAF grant, the City advanced twelve (12) different initiatives as described in Section 3 of IPPW2023-058, general described as:

- Planning & Building Services Workforce Review
- hiring contract staff to address backlogs
- analyzing and investing in software solutions to improve development processing timelines and data reporting
- clarifying requirements for complete applications, including terms of reference for common studies, reports, and plans

- retaining professional consultants to evaluate parking rates, built form, and community planning permit systems, to identify opportunities to reduce the number / magnitude of development applications, and streamline approvals
- purchasing equipment that creates processing efficiencies

Under the SDAF, the City of Waterloo has made significant strides forward to address application backlogs, modernize planning processes through investments in technology, improve our webpage and better leverage Engage Waterloo, enhance communication tools, and position the City well to update planning policies and regulations with the goal of streamlining development approvals and increasing our housing supply, while maintaining our urban design and community planning objectives.

We thank the Province of Ontario for the Streamline Development Approval Fund, and recommend that the Province continue to support its municipal partners by funding more initiatives that bring housing to market faster and streamline development approvals.

APPENDIX A

Eligible Projects:

1. Procuring consulting or fee-for-service resources to do one or more of the following:
 - a. Identify and assist the Recipient to implement more efficient processes for the Recipient's development approvals;
 - b. Prepare draft changes to the Recipient's zoning by-laws and explore opportunities to accommodate new housing development as-of-right;
 - c. Implement or enhance implementation of a Community Planning Permits system with a housing component;
 - d. Review council decision-making processes related to development approvals and make recommendations for streamlining those processes, where considered appropriate;
 - e. Develop draft Community Improvement Plans that include housing incentives; and
 - f. Undertake studies to support new housing types;
2. Implementing e-permitting systems or online "Manage My Application" systems that provide for online status checking, interaction between the applicant and planners, fee payments, and ability to start additional permits and view agency comments;
3. Implementing systems that enable the use of online application forms, which allow for the submission of supporting documents, drawings, and studies as well as standardizes forms, drawings, studies and data submissions;
4. Developing online application guides to help applicants select a location, identify development type, and follow a step-by-step guide to determine application submission requirements;
5. Implementing online booking and web meetings systems for pre-consultation and planning meetings;
6. Purchasing data/application management/workflow software, digital drawing software, or 3D tools to assist with design and visualization of development applications;
7. Purchasing software or hardware to improve the Recipient's efficiency in handling payments related to development approvals, such as new hardware or software to handle online payments or credit card payments;

8. Standardizing terminology, application processes, and data requirements as well as developing terms of reference to improve the customer experience and position partners for simpler data sharing;
9. Hiring temporary staff to deal with backlogs related to development approvals, including inspectors and Committee of Adjustment clerks;
10. Implement diversity internship programs to support diversification of planning or building departments including internships for qualified students or new graduates with a focus on people with disabilities, Indigenous, Black, and racialized individuals, and people from diverse ethnic and cultural origins, sexual orientations, and gender identities and expressions; and
11. Other initiatives to streamline the Recipient's development approval processes, with the written approval of the Province.

APPENDIX B**PLANNING MODULE – AMANDA****PROJECT MANAGEMENT:**

- Manages all people and property master data
- Automates business processes
- Automated emails, notifications, document attachment
- Maintains a complete history of property changes
- Tracks workflow, processes, dependencies, reviews, inspections, fees, violations and related support documents
- Generate reports and documents from individual applications or applications as a whole

FOLDER:

- Provides the folder / application summary of the project (PRSP or SPR)
 - General folder information
 - Tracking Dates and Reference Information
 - Map
 - Workflow
 - Primary Property
 - Description
 - Conditions

PEOPLE:

- Allows for the addition, revision or removal of primary people associated to the application
 - Applicant
 - Owner
 - Agent
 - Consultant

INFORMATION (Application Details)

- Assigned staff & roles (internally)
- Assigned external agencies
- Development Proposal information
- Official Plan information
- Zoning Review
- Site Plan Design
- Development
- Internal information
 - Comment deadline
 - Submission number
 - Prior meeting date(s)

FEES

- Bill creation
- Payment processing and tracking

PROCEDURE

- Tracks and provides the ability to process the application
 - Internet Pending – initial status from an online application before process/accepting application
 - Applied – application is submitted and fees are paid (not yet reviewed)
 - Preliminary Review
 - Preparation: Document / Maps
 - Checklist Review
 - Approval Circulation
 - Under Review
 - Internal Department Review (Comments)
 - Engineering Review
 - Landscape Review
 - Zoning Review
 - Urban Design Review
 - Building Review
 - Transportation Review
 - Other Internal Review
 - External Agency Review (Comments)
 - Region of Waterloo
 - GRCA
 - Enova Power
 - Enbridge Gas
 - Bell Canada
 - Rogers
 - Canada Post
 - Other Agency
 - Completing Review
 - Final comments summary
 - Approval
 - Meeting Required
 - Documents and payments complete
 - Final approval
 - Final Site Plan
 - Director Approval
 - Checklist Review
 - Final Site Plan Signed

DOCUMENTS:

- Site Plan Report
- External Agency Comments

STATISTICS:

- Units
- Bedrooms
- Commercial Floor Area (sq.m.)
- Resident Parking
- Visitor Parking
- Commercial Parking
- Loading
- Road Widening – another statistics tab
- Zoning Deficiencies – another statistics tab

PLANNING PORTAL**CITIZEN APPLICATION SIDE:**

- My Profile
 - Maintains your profile information and implements a people profile in AMANDA
- My Current Applications
 - Allows for user to see all the applications they've submitted
 - User can edit and complete the application if the status of the application is in Draft or Internet Pending
 - If application is in applied status, user can view their application and upload additional documents – changes to their submitted application cannot be made
- My Completed Applications
 - Users can view their previous applications
- New Application:
 - Pre-Consultation Site Plan
 - Fill out application requirements
 - Attach required documents
 - Pay fee (to be implemented on upgrade)
 - Site Plan Review
 - Fill out application
 - Attach required documents
 - Pay fee (to be implemented on upgrade)

EXTERNAL AGENCY SIDE:

- UserID and password are maintained by the Planning Division and only supplied to selected individuals from each external agency
- My Current Tasks:
 - Allows you to see the application details, the team assigned to the task and the review period timeframe

- You can download, view and upload your attachment/document to submit your comments for the application process/review
- My completed tasks
 - You can view previous comments submitted; changes to the comments cannot occur at this stage of the folder

Components in Planning Portal Server on Windows Server

- Amanda Web Services
 - Amanda Security
 - Amanda Services
- Google Angular UI Framework
 - Agency-Login
 - Login
 - My-task
 - My-application
 - SitePlan-review
 - SitePlan-consultation
- Microsoft Asp Dot Net Core Server
 - Controller
 - Model
 - Security
 - Repository