

Background

At the September 24, 2019, Council meeting, Council approved the following motion:

"THAT Administration prepare a report identifying opportunities for red tape reduction with a goal of streamlining departmental operations and increasing efficiencies in order to improve the business climate within Strathcona County with consideration given to:

- streamlining the permitting process;
- reviewing departmental policies that create bottlenecks;
- striking a task force that includes members of the Chamber of Commerce and the Urban Development Institute to identify opportunities for red tape reduction; and
- reporting back to council by the end of the second quarter of 2020."

As a result of the motion being passed, Bylaw 43-2019, a Bylaw to establish the Planning and Development Red Tape Reduction Task Force was approved at the December 10, 2019 Council meeting. Bylaw 43-2019 is attached as Appendix I.

Also at the December 10, 2019, Council meeting, the following members of the public were appointed to the Task Force:

Cathy Olesen – Chamber of Commerce President

Todd Banks - Chamber of Commerce - Executive Director

Darwin Holm - Contrast Homes

Russell Dauk - UDI

Nicole Matos - Rivet Management

Seana Almer - Sherwood Park Mall

Sumita Fons - Kinder Morgan

Len Walters - Coventry Homes

Blair Buchholtz - public member

A total of seven Task Force meetings were held, with the first meeting held on January 14, 2020. At that meeting, Todd Banks was named as Chair, and Seana Almer was named as Vice-Chair.

Meeting Summaries

January 14, 2020

 The Task Force received an orientation and presentation on requirements and details regarding serving on a Council Committee.

February 5, 2020

- The Task Force received a presentation on the County's permitting process by administration and discussed the processes in place with the members of the administration to address Part II 7 (a) and (c) of Bylaw 43-2019 (the presentation is attached as Appendix II).
- The Task Force discussed the process of placing items for future discussion in a parking lot.
- The Task Force selected the following comparator municipalities to address Part II 7 (b) of Bylaw 43-2019: Parkland County, City of Leduc, Fort Saskatchewan, Edmonton, St. Albert and Spruce Grove.

March 4, 2020

• The Task Force went through the list of items raised for discussion resulting from the presentation at the previous meeting and clarified each point for administration's review.

June 4, 2020

- The Task Force reviewed the survey questions that were to be sent to the comparator municipalities.
- The Task Force discussed possible impacts the COVID-19 virus may have to business and development in the future.

July 22, 2020

- The Task Force reviewed comparator municipality responses to the survey questions (Appendix III aggregate summary of responses)
- The Task Force discussed preparing a final report on findings, including any recommendations to administration or Council, as appropriate, on process improvement to address Part II 7 (d) of Bylaw 43-2019.

September 1, 2020

 The Task Force reviewed and discussed the draft final report and provided feedback.

September 10, 2020

• The Task Force reviewed the final report with feedback incorporated.

Recommendations of the Task Force

The Task Force provides the following recommendations:

- 1. Development permit application process
 - a. Maintain development permit exemptions for minor developments
 - i. The current Land Use Bylaw adopted in 2015 exempts many minor accessory developments (such as uncovered decks and sheds) and some tenant improvements/alterations from a Development Permit. This has impacted landowners and builders positively. Reduced process allows projects to proceed based on zoning parameters identified with no need to wait for development review.
 - b. Maintain and continue to grow facilitation services
 - i. The current application facilitation services are working well. The pre-application process (whereby an applicant can meet with a team comprised of various County department members to discuss their project in advance of submission) is valued and there may be opportunity to continue refining (such as progress meetings throughout the development review process).
 - c. Continue to provide conditional development permit approval to help facilitate applicants getting financing in advance of expending costs for finalizing engineering details.

- i. Strathcona County includes the engineering review (where connection to public infrastructure) with the Development Permit review/approval which makes the subsequent Building Permit process seamless.
- d. Reduce the amount of securities currently required and reduce the length of time held.
 - i. Currently applicants are required, for complex developments, to secure 115% of the cost to complete, which is returned once the project is fully complete and record drawings have been provided or until two growing seasons have passed (in the case of landscaping). The County has, over the last two years, partially reduced securities upon installation inspection (on-site) and after first growing season (landscaping). There is still room for improvement, particularly in the current economic times.
 - ii. Ensure securities for on-site utilities are for connections to public infrastructure and not for private infrastructure.
- 2. Building permit (and safety codes) application processes
 - a. Continue to process applications concurrently
 - i. Strathcona County's building and inspection process is highly valued by the construction industry, applications are processed concurrently with the development permit, ensuring there are minimal delays.
 - b. Maintain next day inspections
 - i. Strathcona County provides next day inspections (scheduled as late as 3:00 p.m. the preceding day). This is highly valued by the construction industry. Although homeowners are sometimes frustrated with not being able to schedule a specific time (other than a.m./p.m.), by keeping the schedule open, the County is able to schedule inspections as late as 3:00 p.m. for the next day. This gives the construction industry tremendous flexibility with the least amount of delays.

3. Signage

- a. Allow for new technologies such as digital messaging (photos/images with a six second delay between).
 - i. The Land Use Bylaw currently allows static messaging (text and characters) only. Amendments to the Land Use Bylaw will be proposed as part of the Land Use Bylaw Refresh for Council's consideration.
- b. Develop consistent sign regulations
 - i. Direct control districts/special purpose districts have their place, however there is limited ability for the development authority to vary even minor items and many have unique regulations on development (particularly signage). This can be confusing to landowners, tenants and sign companies. Administration should look at referring to general regulations regarding signage and other regulations wherever possible (versus creating separate regulations for each development).

4. Technology

- a. Further develop the online platform (ePermits), by adding additional application types with a priority for high volume applications such as Single-Family Homes.
 - i. ePermits is valued by our applicants as it allows the application submission, payment, and the ability to track a project through to completion, including scheduling inspections.
- b. Add the ability to schedule inspections for all permit types on ePermits
 - i. Currently, only applications applied for on ePermits can be scheduled/tracked online.
- c. Add a portal for landowners (and applicants) to check the status of an application in process.

i. With an easily accessible portal, landowners are more apt to check on their application and may find that an application is on hold for more information or in some situations, not submitted at all. The ability for landowners to check on status may help with perceptions that the permit process is lengthy and onerous. Builders would also have the ability to check on status of subtrades.

Observations of the Task Force

Through the various meetings and discussions of the Task Force, several items were identified which were not part of the terms of reference of Bylaw 43-2019. The following are items which the Task Force wished to identify which may potentially benefit from an analysis outside of the scope of this Task Force:

- 1. Review Strathcona County's land development processes, specifically the County's risk tolerance for development standards that reflect the majority of applicants that will do the right thing.
 - a. In an effort to protect taxpayers, in some cases the County has developed land development standards and processes based on inexperienced applicants versus around the majority of applicants who are responsible landowners, developers and builders. This is to minimize risk to taxpayers and future purchasers, however, it means a more onerous process for all.
- 2. Consider allowing rezoning prior to a Development Agreement being signed.
- 3. Consider other forms of security (bonds) for Development Agreements (offsite improvements) and consider a grading system for developers based on experience.

- 4. Work towards municipalities, in the capital region, having similar application processes and interpret the Municipal Government Act similarly for exemptions (such as incidental to a pipeline). This was raised in relation to complex industrial applications.
- 5. Support a provincial appeal process for code interpretations (Safety Codes Act). Safety Codes Officers across jurisdictions may interpret things differently and currently there is no ability to appeal the interpretation of a Safety Codes Officer and/or the Authority Having Jurisdiction (AHJ). This is not a municipal jurisdiction.
- 6. Review and streamline the process of obtaining a water meter installation for new homes (Utility Services).

Summary

The Task Force would like to acknowledge the progress made to date to reduce processes for applicants. These include continued accessibility to information and support, clear information submission requirements, security reductions at various stages, reduced permitting timelines (flexible trained staff that can be mobilized at busy times), enhanced communication with applicants (automated status emails) and improved tracking (deemed complete process).

Some members on the task force work in multiple jurisdictions and have indicated that Strathcona County's permitting processes, particularly the inspection program, are among the best in the region. In reviewing permitting processes from comparison municipalities, the Task Force has found that the County's processes and timelines meet and, in some instances, exceed those compared. The current technology (ePermits) provides enhanced service to applicants and its continued expansion has been recommended and highlighted through this process.

The Task Force has emphasized areas for continued support and growth along with opportunities for further improvement.

Appendices

BYLAW 9-2020

STRATHCONA COUNTY

A BYLAW TO AMEND BYLAW 37-2019, PLANNING AND DEVELOPMENT RED TAPE REDUCTION TASK FORCE

AS:

- A. The bylaw number "37-2019" was assigned to two bylaws, "Planning and Development Red Tape Reduction Task Force" bylaw and "2020 Fees, Rates and Charges" bylaw; and
- B. Each bylaw requires a unique number;

Council enacts:

1. Bylaw 37-2019, Planning and Development Red Tape Reduction Task Force bylaw is amended by replacing the bylaw number "37-2019" with "43-2019".

First reading: February 25,2020

Second reading: February 25,2020

Third reading: February 25,2020

Date Signed:

Mayor

Director, Legislative and Legal Services

BYLAW 37-2019

STRATHCONA COUNTY

A BYLAW TO ESTABLISH THE PLANNING AND DEVELOPMENT RED TAPE REDUCTION TASK FORCE.

AS:

- A. Section 145 of the *Municipal Government Act* provides that a council may pass bylaws in relation to the establishment and function of council committees and other bodies;
- B. Section 153 of the *Municipal Government Act*, the Mayor is a member of all Council committees unless specifically excluded; and
- C. it is desirable to establish a Planning and Development Red Tape Reduction Task Force.

Council enacts:

Part I - Purpose, Definitions, and Interpretation

Short title

1 This bylaw may be cited as the "Planning and Development Red Tape Reduction Task Force Bylaw".

Purpose

2 The purpose of this bylaw is to establish a council committee known as the Planning and Development Red Tape Reduction Task Force, and to prescribe a mandate, terms of reference, composition and procedural rules for the Committee.

Interpretation

- 3 The following rules apply to interpretation of this bylaw:
 - (a) The marginal notes and headings in this bylaw are for reference purposes only;
 - (b) If there is a conflict between a provision of this bylaw and an enactment, the enactment governs;
 - (c) Any reference to an enactment or bylaw includes all amendments or successor enactments or bylaws, and applicable regulations or orders established under the enactment or bylaw; and
 - (d) Actions authorized by this bylaw must be performed in compliance with all applicable trade agreements and treaties, enactments, bylaws, and the County's policies and procedures.

Definitions

- 4 In this bylaw, words have the meaning given to them in this section, but if not defined in this bylaw, they have the same meaning as under the *Municipal Government Act*:
 - (a) "Act" means the Municipal Government Act, RSA 2000, c M-26;
 - (b) "Chief Commissioner" means the Chief Administrative Officer for the County or delegate;
 - (c) "Committee" means the Red Tape Reduction Task Force;
 - (d) "Council" means the elected governing body of the County;

- (e) "Councillor" means an individual elected to Council, including the Mayor; and
- (f) "County" means the specialized municipality and municipal corporation of Strathcona County, established under Order 761/95 pursuant to the Municipal Government Act.

Part II - Establishment, Mandate, and Terms of Reference

Establishment

5 The Planning and Development Red Tape Reduction Task Force is established as a Council committee.

Mandate

The Committee will meet regularly to identify opportunities to streamline departmental operations and increase efficiencies related to the County's Planning and Development Services' permitting process.

Terms of Reference

7 The Committee will fulfill its mandate by:

- (a) Reviewing the current permitting process, the various legislated requirements, any impediments to efficiency, and identify any opportunities for improving the current process;
- (b) Conducting a cross jurisdictional review of the permitting process to understand how Strathcona County compares to other municipalities in the region;
- (c) Receiving stakeholder presentations on the permitting process; and
- (d) Preparing a final report on findings, which will include any recommendations to Administration or Council, as appropriate, on process improvement.

Part III - Membership and Quorum

Members and voting

- 8 Council will appoint up to nine (9) voting members of the Committee, including:
 - (a) representatives of the Urban Development Institute;
 - (b) representatives of the Sherwood Park Chamber of Commerce;
 - (c) representatives with expertise in the hotel or restaurant industry;
 - (d) representatives of the engineering industry; and
 - (e) a representative of the general public.

Mayor not a member

9 The Mayor is not a member of the Committee.

Chair and Vicechair

10 The Committee will elect a Chair and Vice-Chair from among its voting members.

Chair's Duties

11 The Chair will preside at all Committee meetings and decide all points of order that may arise. If the Chair is unable to perform the Chair's duties, the Vice-Chair will perform those duties.

Quorum

12 A majority of voting members of the Committee are required for quorum at a Committee meeting.

Part IV - Procedures

Procedures

13 The Committee will follow the meeting procedures set out in the County's Meeting Procedures Bylaw.

Public Meetings

14 Committee meetings will be held in public unless the meeting is closed for reasons permitted by the Municipal Government Act.

Part V - Chief Commissioner's Role

Chief Commissioner 15 The Chief Commissioner is not a member of the Committee and cannot vote on any matter before the Committee.

Chief Commissioner duties

- 16 The Chief Commissioner will perform the following duties and functions for the Committee:
 - (a) Publish the Committee's meeting schedules and notices;
 - (b) Provide technical, administrative, meeting space, meeting management and other supports to the Committee as required for its meetings; and
 - (c) Manage the Committee's minutes and records.

Part VI - General

Repeal

17 The Committee terminates and this Bylaw is repealed the earlier of thirty days after the day that the Committee delivers its final report on Red Tape Reduction to Priorities Committee or Council or 18 months after this Bylaw is passed.

First reading: December 10, 2019

Second reading: December 10, 2019

Third reading: December 10, 2019

Date Signed:

Mayor

Director, Legislative and Legal Services

APPENDIX II

Red Tape Reduction Task Force

Land Use & Permitting

Presented by Linette Capcara and Ryan Hall Planning & Development Services February 5, 2020



Regulatory & Statutory Plans

- Municipal Government Act
- Municipal Development Plan
- Area Concept Plans, Area Structure Plans etc.
- Land Use Bylaw
- Safety Codes Act (and respective codes)



Land Use Bylaw 6-2015

- Land Use Zones/Districts
 - Permitted/Discretionary Uses
 - Development/subdivision criteria (height, site coverage, setbacks)
- Regulations
 - Interpretation (definitions, discretion, variances)
 - General regulations (parking criteria, landscaping, etc.)
 - Specific use regulations (specific types of uses*)
- Direct Control Districts
 - Special purpose district
 - Unique regulations (as opposed to general regulations)
 - Limited, if any ability to vary



Accreditation

Strathcona County is an Accredited Municipality in the following disciplines:

- Building
- Electrical
- Plumbing
- Gas
- Private Sewage Regulation
- Fire Code

Operating under a Quality Management Plan (QMP)



Customer Service/Relations

- Inform/educate
- Assist with submission requirements
- Preview application submission
- Coordinate meetings with technical staff ('one stop shop')
- Proactively monitor issues/clarifications with legislation
- Maintain software (tracking and workflow management)
 - POSSE/Winchester
 - ePermits



Development Permit Application Review/Decision/Compliance

Development Officer is the File Manager/Champion

- 1. Pre-application (recommended for complex projects)
- 2. Submission
- 3. Review for completeness (deemed complete process)
- 4. Engineering review for tie in w/ public infrastructure
 - I. Circulation internal/external (where applicable)
 - II. Resubmission required? Start again at #2
- 5. Decision
- 6. Notification to adjacent landowners (when legislated)
- 7. Appeal period (21 days)
- 8. Submission of record/as-builts drawings
- 9. Security release
- 10. Compliance monitoring (conditions of decision)



Land Use Compliance/Enforcement

Designated officers authorized to conduct Land Use Enforcement (Land Use Bylaw, Development Permit compliance)

- Land Use Bylaw provides legislation for enforcement
- Policy (prioritizing infractions)
- Compliance through education and cooperation (vs. litigation)
- 5 year statistics

2015	409
2016	322
2017	248
2018	202
2019	172



Building Permit Application Review/Decision Inspections/Construction Monitoring

- Plans and information submitted (concurrently/separately)
- Submission requirements as legislated in the applicable code(s)
 - Professional involvement for the building (engineering, architectural drawings)
 - Engineering (servicing) drawings accepted by Land Development Engineering
- Permit issued
- Required inspections as per QMP (listed in issued permit)
- Permission to occupy/joint inspections w/ Emergency Services
- Next day inspections (book before 3:00pm, next working day)

Inspections responsibility of owner/applicant and can be scheduled via ePermits (if applied via ePermits), phone, email.



Permit Fees

How are fees established?

- Benchmarked against municipalities in the capital region
- Activity based fee model
- Ultimately, approved by Council



2019 Permit/Inspection Stats

Development Permits 857(1027*)
Building Permits 1356 (1413*)
Electrical Permits 2243 (2530*)
Gas Permits 1719 (1630*)
Plumbing and Private Sewage 937 (1091*)
Statement of Compliance 705 (974*)
Land use compliance/enforcement 172 (271*)

Total number of inspections (safety codes) 14,536

Percent/Number of trades permits issued via ePermits

Decks 39%

Electrical 60%

Gas 69%

Plumbing 73%



¹⁰

Permit issuance targets

•	New Houses	3-5
•	Compliance Statements	5-7
•	Commercial tenant (new/alterations)	7-10
•	Discretionary uses	10-15
•	New commercial/multi-residential/institutional	40 (from deemed complete)
•	New industrial development	40 (from deemed complete)

2019 actual averages (based on categories)		2014 Actual
Residential	14 days to deem complete, 3 days to issue	27 days
Agriculture	19 days to deem complete, 3 days to issue	30 days
Commercial	12 days to deem complete, 5 days to issue	31 days
Industrial	9 days to deem complete, 28 days to issue	55 days
Institutional	10 days to deem complete, 27 days to issue	73 days



Process Improvement Implementations 2013 to Present

- Land Use Bylaw Amendments
 - Items that no longer needing a development permit
 - Regulations/uses reflecting rural and urban (size differences)
 - One application/approval (including signs, landscaping)
 - Home Business categories
 - Landscaping on industrial lands
 - No waiting for Alberta Transportation approval
- Development Permit Application review process
 - Neighbor letters/circulation
 - Landscaping and securities
 - On-site/storm water servicing security (reduce after installation/inspection)
- Compliance Statements
- Safety Codes Permits
- Communication/Participation Initiatives
- Resource/staff changes

Ongoing initiatives



Questions?

Thank you!



Appendix III Comparison Municipalities Aggregate Data Collected from Questionnaire

Development Permitting

What is the typical timeline for issuance of a development permit for single and semi-detached dwellings?

SC	3-5 Days
Α	2 Days (Development Review Expedited), 10 Days (Development Review Non-Expedited Greenfield), 12 Days (Development Review
	Non-Expedited Infill)
В	3 Weeks (Includes preliminary review, lot grading review, development permit)
С	3-4 Weeks
D	3-5 Days
E	1-3 Days
F	2-3 Days

What is the typical timeline for issuance of a development permit for commercial tenant?

SC	5 – 7 Days
Α	Same day for permitted uses, 1-4 weeks for discretionary uses
В	2 to 4 Weeks
С	3 Weeks
D	3-5 Days
E	4-10 Days
F	1 Week

Does your municipality have business licensing in addition to the development permit process?

SC	No
Α	Yes
В	Yes
С	Yes
D	Yes
E	Yes
F	No

What is the typical timeframe for issuance of complex applications (multi-family, commercial or industrial)?

SC	6-8 Weeks including Development, Engineering, and Building Permit (where submitted concurrently)
Α	10-12 Weeks Development Permit (+ Engineering + Building Permit)
В	2 – 4 Weeks Development Permit (+ Building Permit)
С	3 Weeks Development Permit (+ Engineering + Building Permit)
D	3 – 4 Weeks Development Permit (+ Engineering + Building)
E	6 Weeks Development Permit (+ Engineering + Building Permit)
F	4 Weeks Development Permit (+ Engineering + Building)

Does your municipality hold security for landscaping and onsite servicing (connections to municipal infrastructure?

SC	Yes/Yes
Α	Yes/No
В	Yes/Yes
С	Yes/Yes
D	Yes/Yes
E	Yes/Yes
F	Yes/No

What is the amount held? And for how long?

SC	115% Landscaping (held for two growing seasons (50% release after one, if requested)
	115% On-site (50% release at CCC remainder w/ accepted record
	drawings submission)
Α	10% - 200% depending on the category of builder
В	100% Landscaping (80% released once planted w/ 20% held for two
	growing seasons)
	\$5K On-site Deposit (refunded upon issuance of Final Grade or FAC)
С	\$50K Landscaping or as determined by engineering (released after one
	growing season)
	\$50K On-site (upon receipt of record drawings)
D	125% Landscaping (released after one growing season)
	\$7K On-site (released upon receipt of record drawings)
Е	100% (landscaping released once as-builts have been accepted)
	20% onsite water and sanitary/sewer (released once as-builts have
	been accepted)
F	100% (landscaping released after 1 growing season)
	0 (do not secure for on-site on private property)

What form of security does your municipality accept?

SC	Cash (cheque or bank draft), Letter of Credit
Α	Cash (cheque or bank draft), Letter of Credit, Developer Bonds
	(piloting)
В	Cash (cheque or bank draft), Letter of Credit
С	Cash (cheque or bank draft), Letter of Credit
D	Cash (given the nominal fee) however, would accept other forms
E	Letter of Credit
F	Cash (cheque or bank draft), Letter of Credit

Does your municipality require record/as-built drawings be submitted prior to release of onsite securities?

SC	Yes
Α	No (any release of security requires an inspection)
В	No (final grade approval or FAC)
С	Yes
D	Yes
E	Yes
F	Yes

Building (and Safety Codes) Permits

Is the building permit process done concurrently with the development permit and/or engineering approval/acceptance?

SC	Yes
Α	No, it is a sequential process
В	No, it is a sequential process (but, it can be submitted at the same
	time)
С	No, it is a sequential process
D	No, it is a sequential process
E	Yes
F	No, it is a sequential process

What is the typical timeframe for issuance of a building permit for a new dwelling (or duplex)?

SC	3-5 Days
Α	7 Days
В	5 Days
С	3-5 Days
D	2-3 Days
Е	1-2 Days
F	10 Days

Is your municipality accredited to provide safety codes services?

SC	Yes
Α	Yes
В	Yes
С	Yes (but, use Agency for inspections)
D	Yes
E	Yes
F	Yes

If yes, how long from the date/time of request are you able to conduct the inspection?

SC	Next day if scheduled before 3:00pm
Α	1-5 Days
В	2-4 Days
С	2-5 Days (rely on Agency)
D	Next day service
E	Next day if scheduled before 3:00pm
F	1 Week

Direct Control Districts/Signage

Does your municipality allow digital signage? Do you limit the display?

SC	Yes (limited area, type, location) allows only scrolling text, characters
	w/ no images
Α	Yes (limited type/location) no restriction on display
В	Yes (limited type/location) display static images w/ 6 sec duration
С	Yes (limited type/location) display static images w/ 6 sec duration
D	Yes (limited types/location) no restriction on display
E	Yes (limited types/location) display static images w/ 6 sec duration
F	No

Does your municipality have direct control districts?

SC	Yes
Α	Yes (Two DC Districts)
В	Yes (one DC District)
С	Yes
D	Yes
E	Yes (One DC District)
F	Yes

If yes, is there any ability for the development officer to vary?

SC	Limited (some allow ability to vary)
Α	Limited (some allow ability to vary)
В	No (Council is the authority)
С	No (Council is the authority)
D	Yes
Е	No (Council is the authority)
F	Limited (some allow ability to vary)

Technology

Does your municipality have an online permitting submission tool?

SC	Yes (limited application types)
Α	Yes (all permit types)
В	No (preparing to launch an online portal fall 2020)
С	Yes (limited application types)
D	Yes (limited application types)
E	No
F	No

If not, do you accept applications via email? Do you bear the cost of printing?

SC	Yes/Yes (haven't typically but, have through Covid)
Α	No, applicants responsibility
В	Yes (currently no separate charge for printing)
С	Yes (currently will print 11x17 only, larger format requires applicant to print)
D	No, we direct applicants to the online portal (use digital versions only)
E	Yes/Yes
F	Yes (no, printing must be done by the applicant)

Does your municipality have a tool for applicants to track the status of their application?

SC	Yes (limited to applications applied for via ePermits)
Α	Yes
В	No
С	No
D	No
Е	No
F	No

Can you schedule an inspection via an online application?

SC	Yes (limited to applications applied for via ePermits)
Α	Yes
В	No (anticipated fall of 2020)
С	No
D	No
E	No
F	No

Do you publish your permitting timelines?

SC	No (building permits available on Open Data)
Α	No
В	No
С	No
D	No
E	No
F	No