

Your Development Approval Process: Health Check



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About Us

Brandy has been working with the public and private sector for nearly 25 years as a land use and policy planner. She has worked on land development projects representing developers, and municipalities developing plans and policies to support their planning initiatives.

Kristen has over six years of experience in public and private sector planning, and is currently a land use and policy planner with Dillon. Kristen has a Master Degree in Urban and Regional Planning from Toronto Metropolitan University.



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Presentation Overview

01 What is the Development Approval Process (DAP)?

02 Roles and Responsibilities

03 A Timely Topic

04 Symptoms of an Unhealthy DAP

05 DAP Review Model

06 How to assess DAP Health



What is the Development Approval Process (DAP)?

What is the Development Approval Process (DAP)?



APPLICANTS &
APPLICANT CONSULTANTS



MUNICIPAL STAFF &
MUNICIPAL CONSULTANTS



Roles and
Responsibilities in the
DAP

MUNICIPAL PLANNING
COMMISSION &
COUNCIL

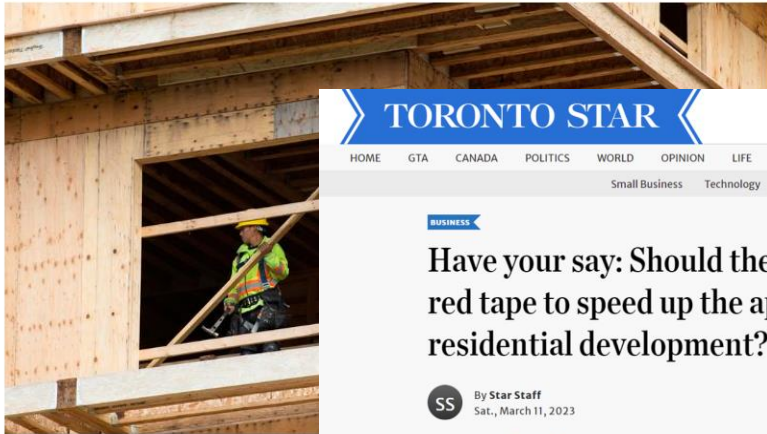
DAP - Planning and Politics

CityNews
Everywhere

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UPDATED

B.C. to streamline housing development application processes



A worker is seen working on a construction project at Hayward.

TORONTO STAR

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Small Business Technology Personal Finance Innovation

BUSINESS

Have your say: Should the Ford government cut the red tape to speed up the approval process for residential development?

SS By Star Staff
Sat., March 11, 2023

f t e in

Average Vancouver development approval timeline now 15.2 months: CHBA

Vancouver ranks in the middle of the municipality pack on approval times, processes and costs

By Claire Wilson | January 16, 2023, 3:12pm



DAP in the Alberta Context



**Watch for the symptoms of an
unhealthy DAP!**

Symptoms of an Unhealthy DAP

Do you suffer from....

Loss of sleep



Symptoms of an Unhealthy DAP

Do you suffer from....

Loss of sleep



**Long days at
the office**



Symptoms of an Unhealthy DAP

Do you suffer from....

Loss of sleep



**Long days at
the office**



**Pressure to
meet
timelines**



Symptoms of an Unhealthy DAP

Do you suffer from....

Loss of sleep



**Long days at
the office**



**Pressure to
meet
timelines**



**Redundant or
outdated
processes**



Other Symptoms

Lost productivity

Stressed out staff / Staff turnover

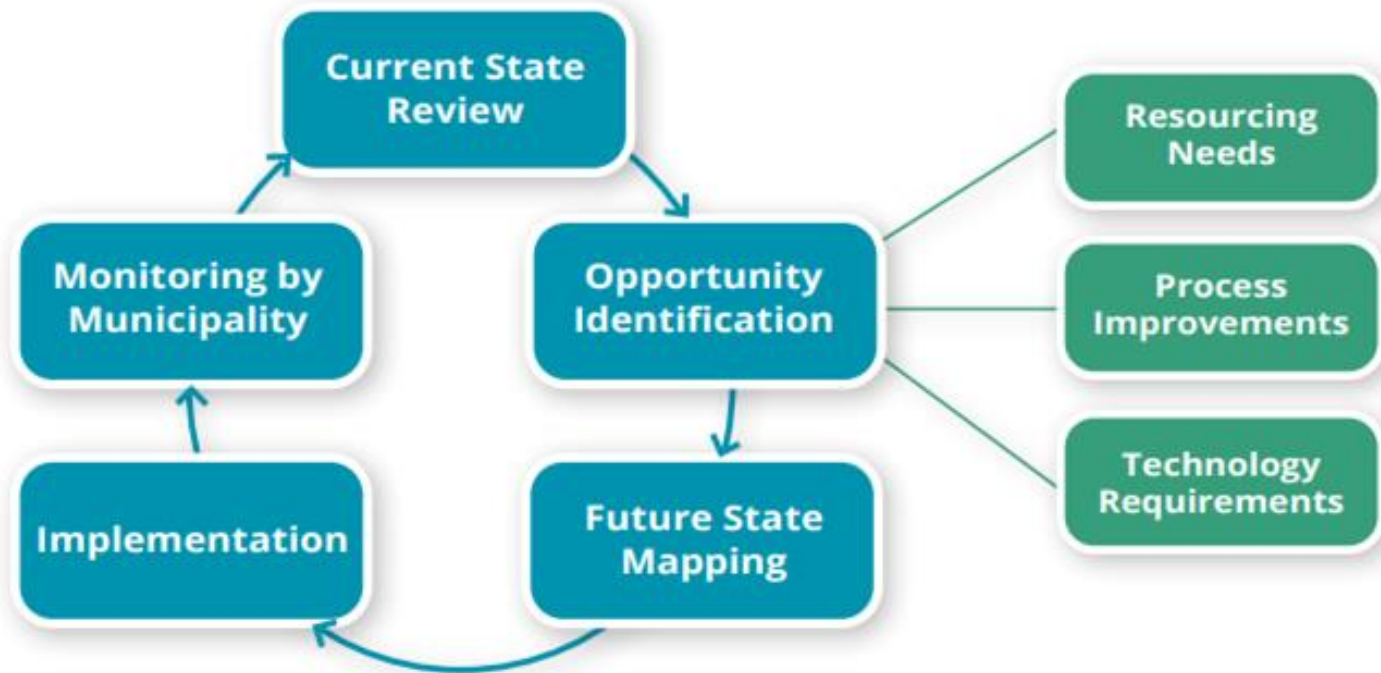
Frustrated applicants

Inquiries, inquiries, inquiries!

Then you might need a...
DAP Review



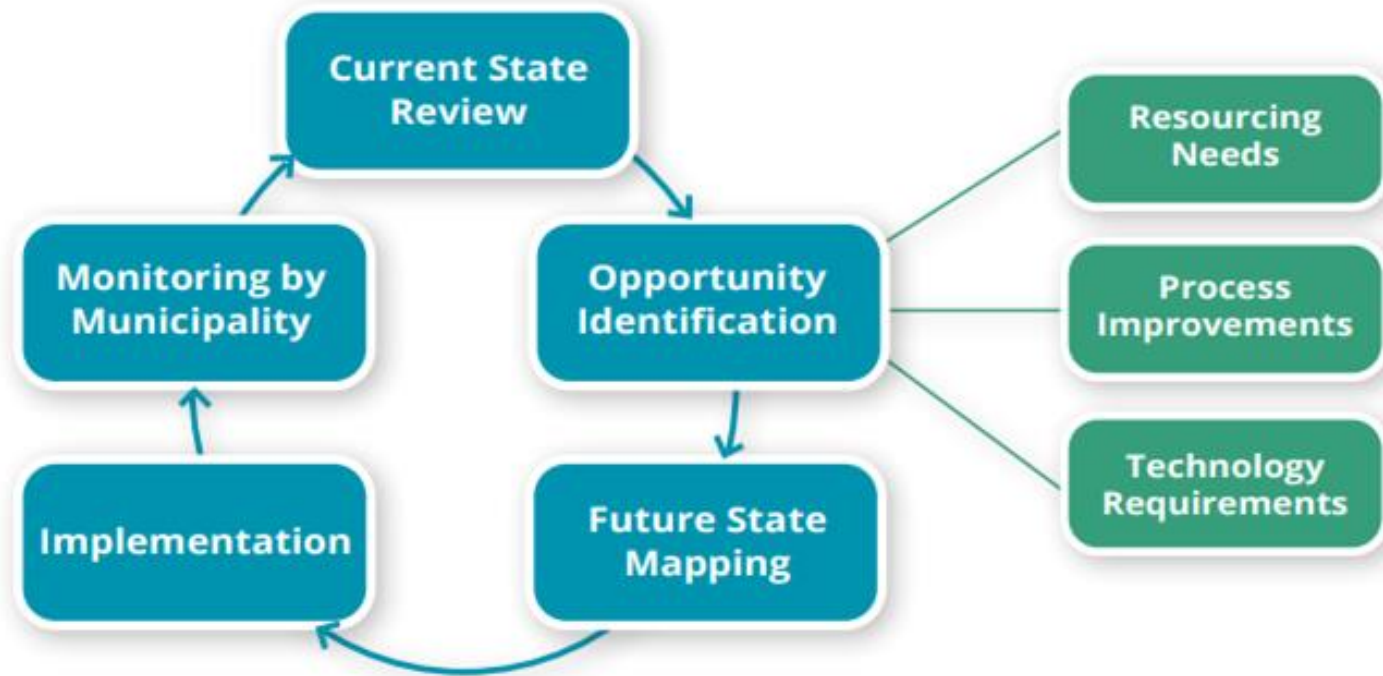
Development Approval Process Review Model



What does a DAP Review consider?



Development Approval Process Review Model



Take a minute.....and consider

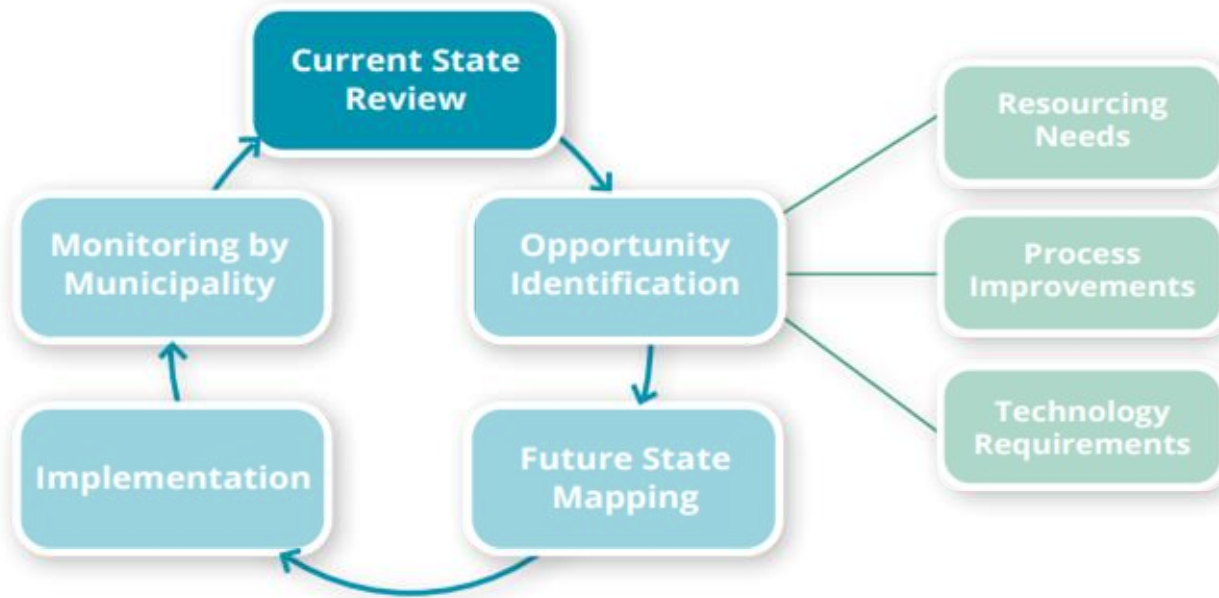
High level....

- What technology supports the DAP?
- What are staff saying?
- What are applicants saying?

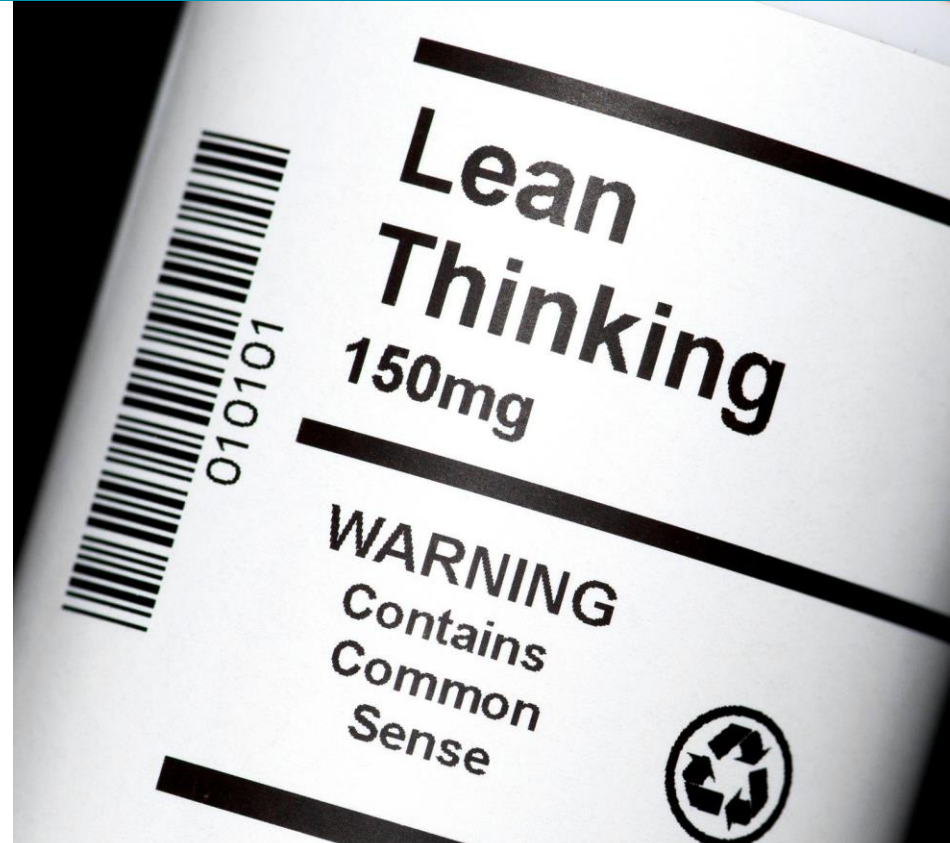
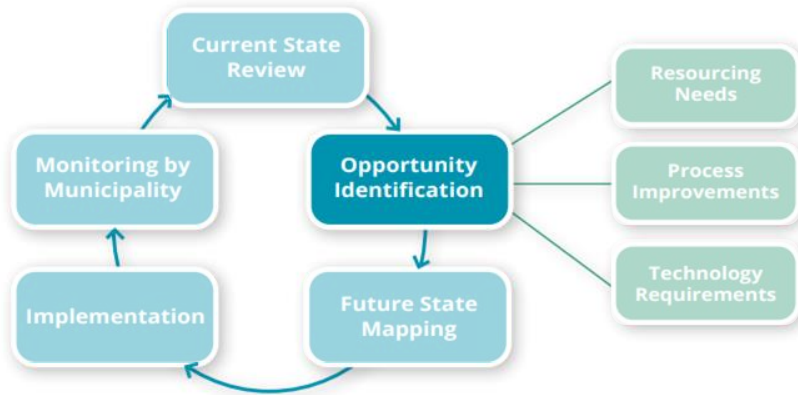
The little details....

- When was the last time process manuals were reviewed?
- When were bylaws last updated to support the DAP?
- When were submission checklists last reviewed?

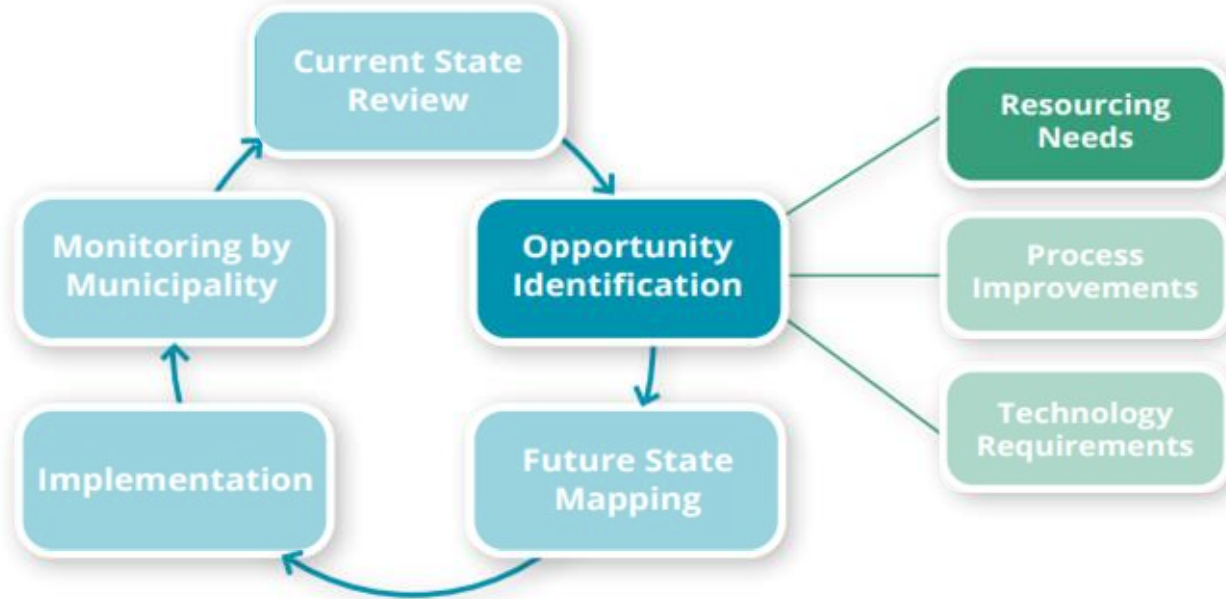
Current State Process Mapping



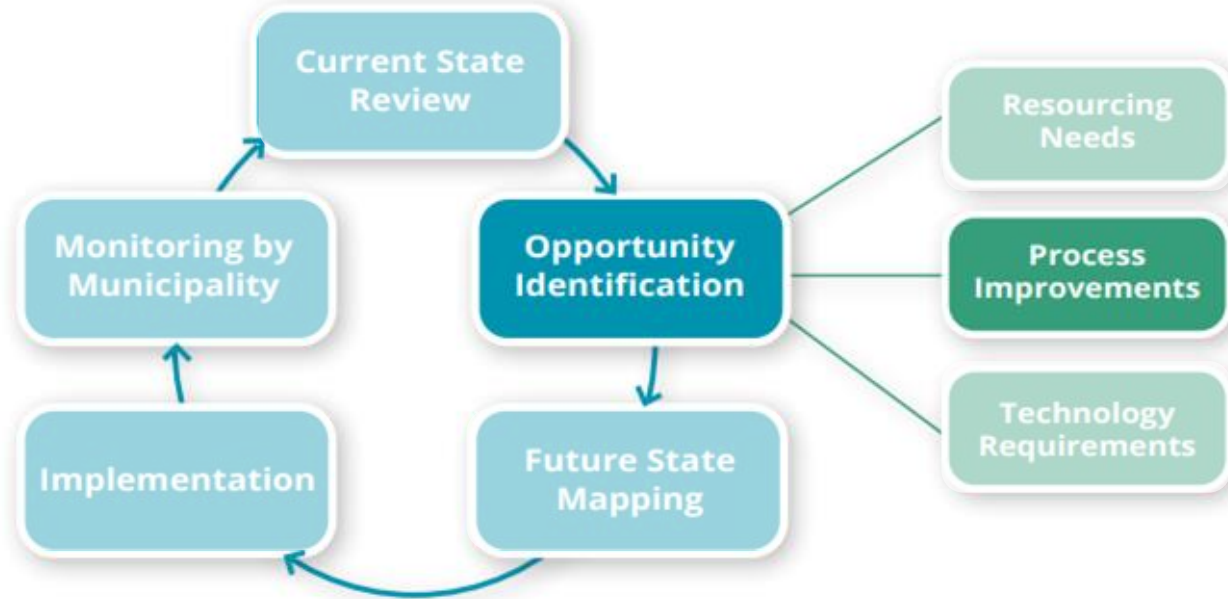
Opportunity Identification



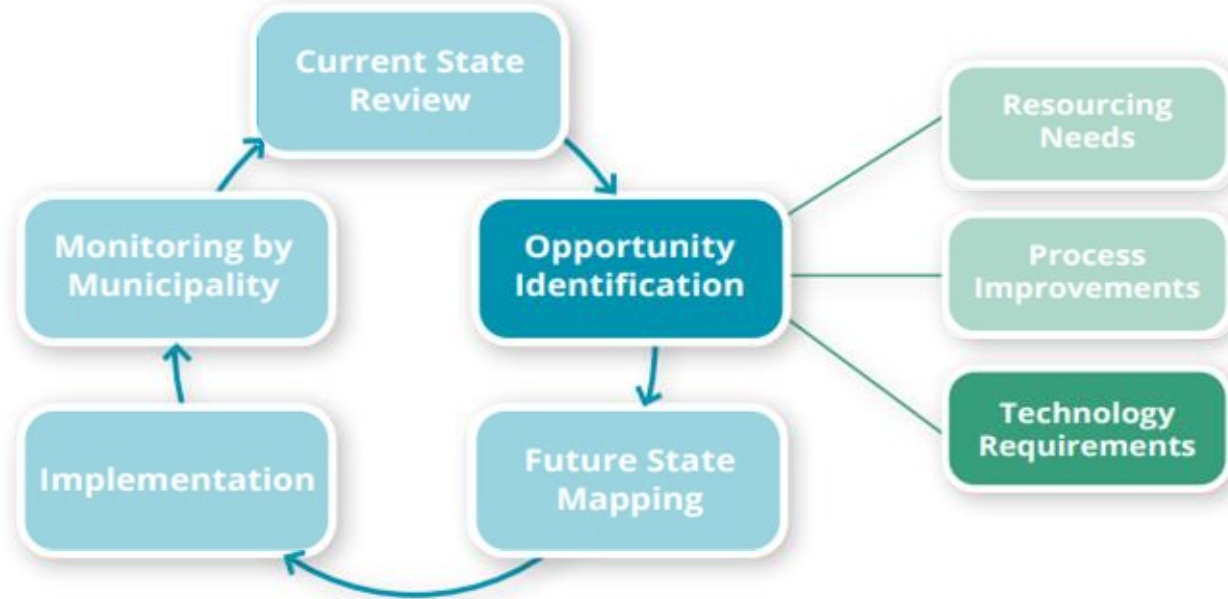
Opportunity Identification - Resourcing Needs



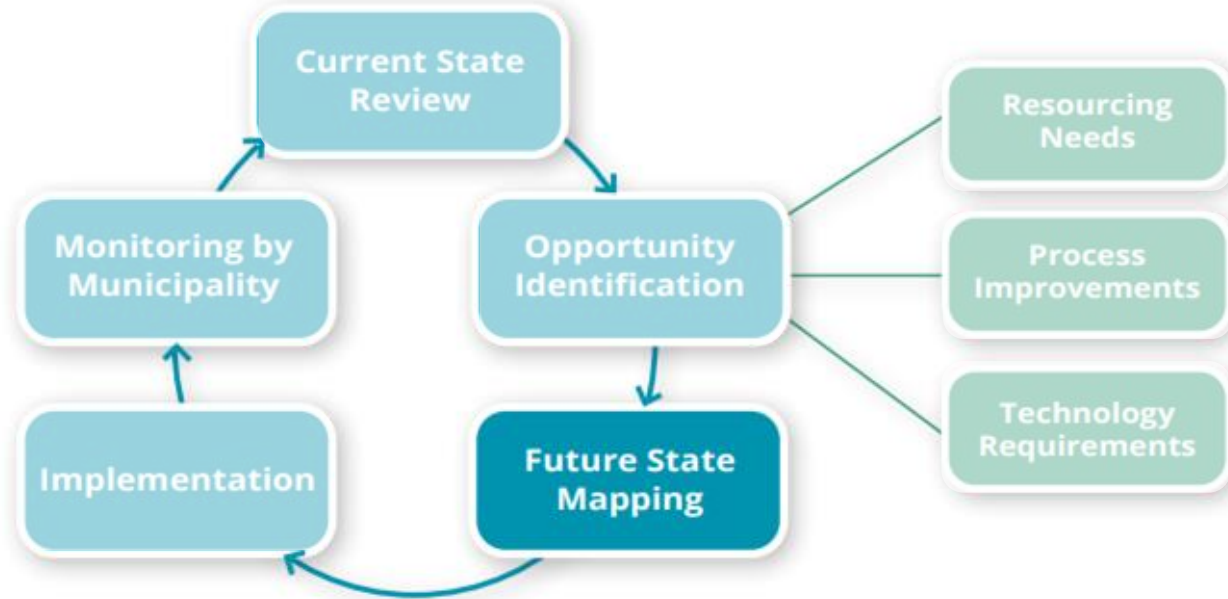
Opportunity Identification - Process Improvements



Opportunity Identification - Technology Requirements



Future State Process Mapping



Key Performance Indicators (KPIs)

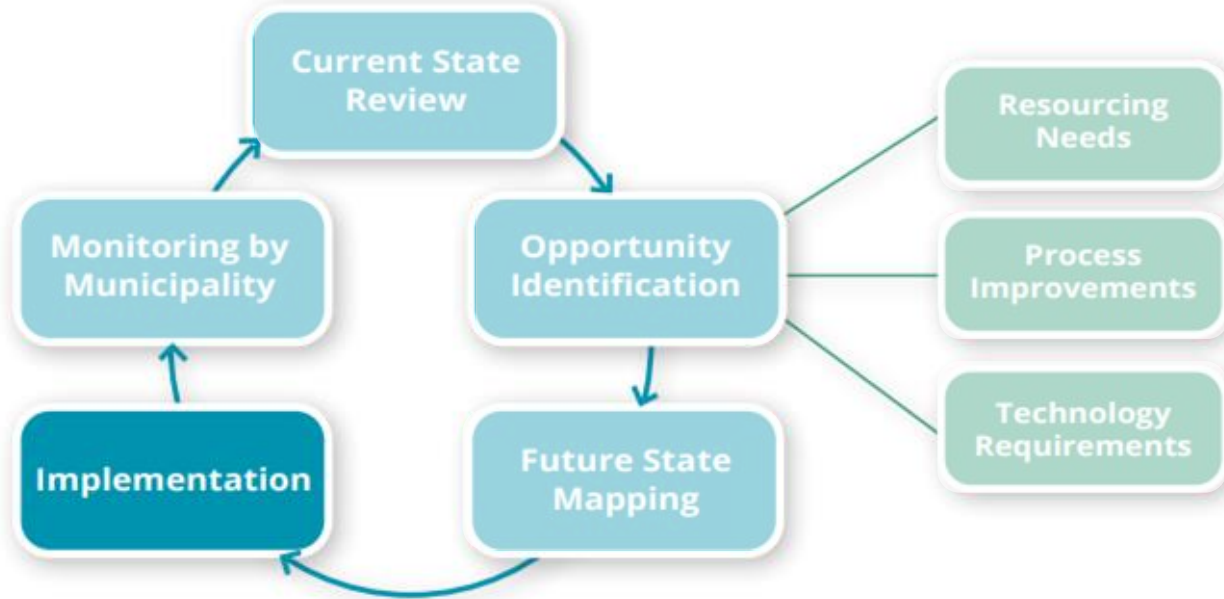
File tracking and reporting - actual vs. targeted timeframes

Countdown clocks

- Municipal controllable file processing days
- Applicant controllable file processing days

Timeframes - specific tasks in the process (e.g. technical review)

Implementation



Strategic Improvements

Longer Horizon

Change needing time and
resources

Tactical Improvements

Shorter Horizon

Quick Wins

Strategic Improvements

**Delegate Approval
Authority**

**Bylaw or Policy
amendment**

Tactical Improvements

**Update application
checklists**

**Timing of Technical
Review Cycles**

Timing of Improvements

Because you can't change the world in one day!

Do Now



Do Soon



Do Later

Usually tactical

Tactical OR initiating
Strategic Initiatives

Usually Strategic

To get you from here...



To here...



Results you can see

Shorter DAP timelines

Improved efficiency

Clear processes for staff and applicants

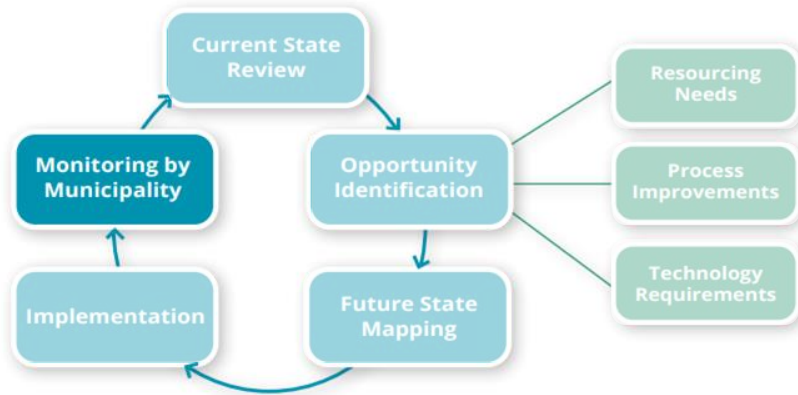
Clear expectations

KPIs established/met

Shorter Council agendas

Less staff reporting time

Monitoring by Municipality



.....ongoing review

.....continuous improvements

.....until another DAP Health
Check is needed

Assessing DAP Health

Internal Processes

- ✓ Process manuals
- ✓ Job descriptions
- ✓ Inter-Department coordination
- ✓ Archiving requirements

Technology

- ✓ Permitting software
- ✓ Internal communications
- ✓ Push notifications
- ✓ Shared drives
- ✓ Archiving software
- ✓ Scheduling inspections

Bylaws and Policies to support a streamlined DAP

- ✓ Land Use Bylaw
- ✓ Bylaws
- ✓ Delegated Approval Authority

Budget and Fee Review

- ✓ Regular fee review and updates
- ✓ Peer review
- ✓ Fee structure
- ✓ Budget review (staff hrs expended vs. cost recovery)

Staffing Levels and Roles

- ✓ Staffing levels
- ✓ Job descriptions
- ✓ Roles and responsibilities

Communication and Self-Service Opportunities

- ✓ Website
- ✓ Submission Checklists
- ✓ External Process Maps
- ✓ WebMaps
- ✓ “How-To Guides”

DAP Review Scalability

Identify key areas for improvement

What can I do myself?

When should I seek outside help?



Questions?

What are some of the DAP concerns you have?

What keeps you awake at night? (resourcing concerns, technology)

What are the signs you are seeing that indicate you may need to do a DAP Health Check?

