



MAKE IT HAPPEN TASK FORCE COMMITTEE **DRAFT** ISSUES AND OPPORTUNITIES LISTING October 1, 2007  
Working Group# 1

TIMELINES FOR APPROVALS AND REPORTING OF KPI'S COMMITTEE			
ISSUE/OPPORTUNITY	POTENTIAL SOLUTION	IMPLEMENTATION	TIMEFRAME
Returned comments from Outside Agencies affect Towns return timelines for overall approval. Outside Agencies include, Region of York, TRCA, Power Stream, District Energy, MTO, MNR, MOE, CNR, 407, etc.	<ul style="list-style-type: none"><li>- Prepare service agreements with outside agencies.</li><li>- Revise processes to create efficiencies between Town and outside agency</li></ul>	<p>All agencies suggested a standing review committee be established to review applications before they were circulated</p> <p><b>Region</b></p> <ul style="list-style-type: none"><li>- Region have agreed to reduce certain types of site plans to be circulated</li><li>- Town forwards applications by e-mail and web</li><li>- Further efficiencies will be looked into by Region/Town</li></ul> <p><b>TRCA</b></p> <ul style="list-style-type: none"><li>- They made a proposal to have Markham include \$200,000 per year into our DC charge to be used by them to review Environmental Assessments</li></ul> <p><b>Powerstream</b></p> <ul style="list-style-type: none"><li>- They will share their internal process with us</li></ul> <p><b>Federal Government, Susan Kadis, MP</b></p> <ul style="list-style-type: none"><li>- We have asked Susan to see if Department of Transportation and Department of Fisheries could delegate their authority to the</li></ul>	<p>Done</p> <p>Done</p> <p>Fall</p> <p>Fall</p> <p>Fall</p> <p>Fall/Winter</p>



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		<p>TRCA. The Federal Government involvement in our municipality makes little sense</p> <p><b>Minister of Municipal Affairs</b></p> <ul style="list-style-type: none"> <li>- We hope to deal with all Provincial agencies through Victor Doyle as it is too time consuming to meet every ministry.</li> </ul> <p><b>District Energy</b></p> <ul style="list-style-type: none"> <li>- We had one meeting with the Chair but have not yet scheduled a meeting with staff</li> </ul>	<p>Fall/Winter</p> <p>Fall/Winter</p>
<p>Have no method of determining how well we are doing with review and approval of applications. There is no commitment to the length of time it takes to process an application. Processing an application takes too long</p>	<ul style="list-style-type: none"> <li>- Provide process flow charts for subdivisions and site plans available for both internal and external customers to include all changes from other working groups.</li> <li>- Identify targeted time frames for each milestone within the application review process that is within Town's control</li> <li>- Provide information brochures to the public to educate them on application timeline expectations and processes</li> <li>- Track on a quarterly basis, whether the Town has met the targeted timeframes (KPI's)</li> <li>- Review KPI's when determining resource requirements at budget stage</li> </ul>	<ul style="list-style-type: none"> <li>- Incorporate process changes from other working groups into existing flow charts</li> <li>- Set targeted time frames for specific milestones</li> <li>- Complete brochures</li> <li>- Update Amanda, DAP and ensure all users update Amanda</li> <li>- Create reports on a quarterly basis and use numbers at budgeting time</li> </ul>	<p>Fall</p> <p>Fall</p> <p>Fall</p> <p>Fall/Winter Create report in Fall and monitor on an ongoing basis</p>



**MAKE IT HAPPEN TASK FORCE COMMITTEE DRAFT ISSUES AND OPPORTUNITIES LISTING October 1, 2007**  
**Working Group# 2**

<b>COMMUNICAITONS &amp; SUPPORT TO CLIENTS &amp; TEAM BUILDING COMMITTEE</b>			
<b>ISSUE/OPPORTUNITY</b>	<b>POTENTIAL SOLUTION</b>	<b>IMPLEMENTATION</b>	<b>TIMEFRAME</b>
Resurgence of the District Team structure and Orientation	It has been determined to set up an action plan to assess the team dynamics and its personality profiles, to enable the team structure to build motivation and create a unison approach to processing development applications	Human Resources have presented their action plan to assist the District Teams*. To be reviewed by Senior Staff for implementation.	Fall/Winter*
Revising Core Competencies to be worded specifically to review Planning/Engineering/Urban Design staff	It is recommended that the Corporate Core Competency Review be customized to the development application District staff members, to be more specific and accountable for their business procedures and acknowledgements of public/client inquiries	Valerie has customised the Core Competencies statements and has tabled the revised changes to her Senior Mgmt team for their endorsement.	Fall
Create project celebrations and acknowledgements	Within Team meetings and the annual Commission wide meeting, these celebrations/acknowledgements take place. Tours could take place regarding visiting the projects that are completed.	Currently being done. Re-establish the team tours for projects completed.	Fall
AMANDA USE for all Staff	Within the team meetings, the endorsements for process sign offs should be concluded so that AMANDA is up-to-date and can be related to the applicant.	To be supported and managed by the District Manager	Fall/Winter
Staff Attitude and Expectations	An alignment of individual staff attitude/expectations to that of the dynamic of the District Team.	PMR and the re-building of District teams, individuals will be assessed for team dynamic and workshops.*	*
Project Management	Encourage a heightened expectation of Project Management to be managed by the District Managers. Increase their experience, knowledge and accountability for the projects within their team.	PM Courses to be explored and encouraged.	2008



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Staff Survey	Conduct a staff satisfaction survey or project specific survey on their work contributions to the team. Take results and assess the action plan for staff satisfaction and re-newel of team development within the District Teams.	Request assistance from Rick Dominico and Human Resources to develop the survey	2008
Comprehensive Urban Design Guidelines	The Urban Design create, compile and submit for Council endorsement the Town's Comprehensive Urban Design guidelines to order to facilitate staff and applicant's a one window design approach for developments. Hire a consultant to assist Urban Design.	Development Services Senior Staff review	TBD
Staff Effective skill set	Human Resources can identify the abilities and skills necessary to be a district discipline member, (Planning, Engineering and Urban Design). This will determine what skills are necessary in order to operate efficiently within a District team and for future candidate hiring process/screening.	Development Services Senior Staff review	TBD



**MAKE IT HAPPEN TASK FORCE COMMITTEE DRAFT ISSUES AND OPPORTUNITIES LISTING October 1, 2007**

**Working Group# 3**

**Title: Streamlining Legal Agreement Process**

<b>SUBDIVISIONS</b>			
<b>ISSUE/OPPORTUNITY</b>	<b>POTENTIAL SOLUTION</b>	<b>IMPLEMENTATION</b>	<b>TIMEFRAME</b>
Communicate Subdivision Agreement process and requirements to inexperienced applicants	Revise (and abridge) the DAP manual as a publicly accessible Guide to explain the process to applicants and make it available on the Town's website, including: <ul style="list-style-type: none"> <li>- Flow charts (x-referenced to the Guide)</li> <li>- Agreement/submission requirements</li> <li>- Team responsibilities</li> <li>- Financial requirements including standard form of Letter of Credit</li> </ul>	Revise DAP manual for applicant usage, in consultation with other departments	September/October
Improve the process for commencing the Subdivision Agreement	Review application and revise to include only necessary information Automate the application form for submission electronically (rather than handwritten PDF) Checklist of requirements for commencement of application revised to include only those items necessary (other requirements deferred as requirements for final approval)	Application revised Requires implementation of Amanda V (Planning) Agreement/Final approval requirements checklist amended	Completed Requires capital budget approval  Completed
Facilitate early pre-servicing	Review process for pre-servicing approval and composite utility plans  Review pre-servicing "undertaking" and determine whether it should be an agreement and review currency of requirements for pre-servicing	Revise process to streamline requirements and clearly assign responsibilities (Brian Lee) Revise undertaking so that it is an agreement (Catherine Conrad)	September/October  August
Improve subdivision agreement preparation for commenting departments	<ul style="list-style-type: none"> <li>• Update Subdivision Agreement for currency</li> <li>• Prepare "pick list" of recurring provisions for Subdivision Agreements to facilitate planners, engineers, etc., instructing Legal Department on contents of agreement</li> </ul> Facilitate pre-consultation meetings between applicant Legal Department and Planning at start of application process Consider increasing Legal Agreements Clerk's involvement in preparation of comments from departments	<ul style="list-style-type: none"> <li>• Revise Subdivision Agreement (All commenting Departments)</li> <li>• Prepare pick list (all commenting Departments)</li> <li>• Planning and Legal to facilitate meetings Budget implications</li> </ul>	November November Immediately 2008



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SITE PLAN CONTROL			
ISSUE/OPPORTUNITY	POTENTIAL SOLUTION	IMPLEMENTATION	TIMEFRAME
Streamline Routine/ Uncomplicated applications	Review Site Plan Control by-law to determine if some forms of development can proceed without site plan approval for example street based townhouse development where architectural guidelines in place and external control architect has signed off	Revise Site Plan Control By-law	Sept/Oct
	Develop guidelines to determine which applications require agreements and which require only undertakings , for example: Minor changes to approved plans No additional construction	Develop guidelines for use of Undertakings (Planning)	September
	Review application form and develop specific applications tailored to complexity of application, for example: Heritage application Minor application (“Moms and Pops”) Major application	Revise Application forms to tailor submission requirements and processes to minor and major applications Defer to Working Group #6	September
Communicate Process Requirements	User friendly process manual Establish Target Timeframes for routine evaluation	Revise DAP manual for outside use (Jamie Bosomworth) Defer to Working Group #1	August
Reduce Regional involvement	Reduce the number and type of applications circulated to the Regional comment Reduce or eliminate the Region’s need to be a party to site plan agreements Commissioner or Director to authorize proceeding without Regional comments in the event of extraordinary delay	Jim Baird and Jamie Bosomworth As above	September
			September Immediately
Expedite Commencement of Agreement Preparation	Refresh protocol with planners, to provide application to Agreements Clerk immediately upon endorsement	Planning Department staff meetings/internal memo (Valerie Shuttleworth)	Immediately



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Reduce Multiple Submissions of Plans	<p>Redline prepared drawings for revisions, where appropriate, for example, landscaping, Engineering and Fire, rather than request resubmission of digital documents which can lead to loss of information/unanticipated changes</p> <p>Establish “complete application” requirements, as a guideline</p> <p>Review Mandatory Engineering requirements and those of other Departments if applicable</p>	<p>Notify Planning and other commenting departments of available option Red-lined, large scale plans to be scanned and attached to Amanda file</p> <p>Refer to Working Group #6 and revise application forms (Jamie Bosomworth) Brian Lee</p>	<p><b><i>Requires capital budget allocation for appropriate scanning equipment</i></b></p> <p>September</p> <p>September</p>
Integrate Condominium application process (tenure only) into SP process	<p>Distinguish process for condominium approval, as a tenure tool (for instance, condominium townhouses already site plan approved), from condominium approval as a land use tool (for instance condominium townhouses exempt from site plan approval)</p> <p>Add condominium process to site plan chart, by dotted line</p>	<p>Review DAP manual/ revise if necessary to include definition of common element condominium, vacant land condominium, and establish process/guidelines for staff (Gary Sellars and Jamie Bosomworth) Amend site plan process chart</p>	<p>September</p> <p>Immediately</p>



**MAKE IT HAPPEN TASK FORCE COMMITTEE DRAFT ISSUES AND OPPORTUNITIES LISTING October 1, 2007**  
**Working Group# 4**

<b>LETTER OF CREDIT COMMITTEE</b>			
<b>SSUE/OPPORTUNITY</b>	<b>POTENTIAL SOLUTION</b>	<b>IMPLEMENTATION</b>	<b>TIMEFRAME</b>
<b>1. Acceptance for Maintenance</b> <ul style="list-style-type: none"> <li>Developers requesting reduced security amounts during 2 year Acceptance for Maintenance period.</li> </ul>	<b>Securities at Acceptance for Maintenance for Public Works (including lot grading, monitoring, etc.)</b> <ul style="list-style-type: none"> <li>\$1.0 million or less (cost of public works – Schedule J) – 30% of aboveground and underground but not less than \$300,000, plus lot grading for uncertified or vacant lots</li> <li>\$1.0 million to \$3.5 million (cost of public works – Schedule J) – 20% of aboveground and underground but not less than \$300,000, plus lot grading for uncertified or vacant lots</li> <li>\$3.5 million or greater (cost of public works – Schedule J) – 15% of aboveground and underground but not less than \$700,000, plus lot grading of uncertified or vacant lots</li> </ul>	<ul style="list-style-type: none"> <li>Developers in agreement with proposed Letter of Credit amounts (i.e. sliding scale) based on value of Public Works.</li> <li>Council approval required</li> </ul>	Fall/Winter
<b>2. Length of Acceptance for Maintenance Period</b> <ul style="list-style-type: none"> <li>Developers requesting reduced Acceptance for Maintenance period from 2 years to 1 year.</li> </ul>	<b>Reduced Acceptance for Maintenance Period</b> <ul style="list-style-type: none"> <li>Town advised that Maintenance Period to remain at 2 years due to potential risk of deficiencies and repairs during 2 year period.</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance period to remain at two years.</li> </ul>	No Action Required
<b>3. Master Maintenance Letter of Credit.</b> <ul style="list-style-type: none"> <li>Release of Public Works Letter of Credit @</li> </ul>	<b>Master “Maintenance” Letter of Credit</b> <ul style="list-style-type: none"> <li>To be used by developers with multiple projects at Acceptance for Maintenance stage.</li> <li>The Master Maintenance Letter of Credit Agreement to be in the name of</li> </ul>	<ul style="list-style-type: none"> <li>Developers in agreement with proposed Master Maintenance Letter of Credit for Acceptance for Maintenance</li> </ul>	Fall/Winter



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Maintenance and use Master Maintenance Letter of Credit to secure.	<p>the developer/owner or development agent acting on behalf of the developer/owner.</p> <ul style="list-style-type: none"><li>• For subdivisions at Acceptance for Maintenance and where the sum of the required Letters of Credit for multiple developments under one developer or agent are between \$1.5 million and \$3.0 million the Master Maintenance Letter of Credit value shall be \$1.5 million for underground and aboveground servicing plus lot grading for all uncertified or vacant lots. For those developments under one developer or agent and are \$3.0 million or greater, the Master Maintenance Letter of Credit shall be \$2.0 million for aboveground and underground servicing plus lot grading for all uncertified or vacant lots.</li><li>• Town to reserve the right to utilize a Master Maintenance Letter of Credit for the purpose of securing multiple developments, at it's sole discretion.</li><li>• Smaller developers where total maintenance securities are less than \$1,500,000 would remain individually secured.</li><li>• The Master Maintenance Letter of Credit is to include the cost of construction for public works including aboveground and underground servicing and uncertified or vacant lots. Securities for well monitoring, watercourse monitoring, noise, attenuation etc. to remain individually secured and under the security posted as part of the original subdivision agreement and to be reduced when works are completed/certified etc. in accordance with the agreement.</li><li>• Under the Master Maintenance Letter of Credit agreement, the underground and aboveground securities as posted under subdivision agreement shall be reduced to zero or reduced to the value required for the Master Maintenance Letter of Credit upon the subdivision being placed on Acceptance for Maintenance. Underground, aboveground and uncertified or vacant lots to then be secured under Master Maintenance Letter of</li></ul>	<p>Period.</p> <ul style="list-style-type: none"><li>• Council approval required</li></ul>	
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	<p>Credit.</p> <ul style="list-style-type: none"> <li>• The Master Maintenance Letter of Credit agreement shall be prepared at the discretion of the Town and upon the developer's written request. As additional developments become eligible for Acceptance for Maintenance, the Master Maintenance Letter of Credit agreement and schedules to be amended accordingly.</li> <li>• The use of the Master Maintenance Letter of Credit is to be "grandfathered" to include those securities currently held under existing subdivision agreements that have been placed on Acceptance for Maintenance.</li> <li>• Under the Master Maintenance Letter of Credit and as developments are assumed, the value of Master Maintenance Letter of Credit to be reviewed periodically by the Town and the value of the Letter of Credit may be reduced at the discretion of the Director of Engineering or his delegate, at levels sufficient to ensure that the developers meet their obligations under the respective subdivision agreements.</li> </ul>		
<p><b>4. Delegation of Authority</b></p> <ul style="list-style-type: none"> <li>• Requesting delegation of authority to staff for Acceptance for Maintenance to reduce wait time and approval for Council report/meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Report to Council required to delegate authority to staff</li> <li>• No significant savings in time would result. Road dedication and traffic control (speed, stop and no parking) would still need to go to Council for approval</li> <li>• Existing practices work if developers complete the works/deficiencies etc. when requested and on time.</li> <li>• No benefit to delegate authority</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed that no significant benefit in time savings would result</li> <li>• No further action or consideration required</li> <li>• No change to current process recommended</li> </ul>	No Action



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<b>5. Backdating Acceptance for Maintenance Period</b>	<ul style="list-style-type: none"> <li>• Backdating start of Acceptance for Maintenance Period</li> </ul>	<ul style="list-style-type: none"> <li>• Town to review on an individual basis, the backdating of the start date for Acceptance for Maintenance period where it has been delayed by the Town (i.e. Summer Council recess, delays in municipal inspections due to work load etc.)</li> </ul>	<p>Fall/Winter</p>
<b>6. Partial Acceptance for Maintenance of Subdivisions</b> <ul style="list-style-type: none"> <li>• To allow development to proceed to Acceptance for Maintenance where servicing cannot be fully completed due to other factors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partial Acceptance for Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Town to review on an individual basis developers request for partial Acceptance for Maintenance of Subdivisions save and except specific roads or services within the Subdivision that due to adjacent development timing/progress have not been completed (i.e. top asphalt, sidewalks etc.) and which are out of the control of the subject development</li> </ul>	<p>Fall/Winter</p>



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<b>7. Ranking of Developers</b> Rank developers based on their past performance and track record. Higher ranked developers to provide lower Letter of Credit security requirement	<ul style="list-style-type: none"> <li>• Potential to be discriminating</li> <li>• Difficult/impossible to rank fairly</li> <li>• Prohibitive against new developers</li> <li>• Administrative nightmare</li> </ul>	<ul style="list-style-type: none"> <li>• No further consideration of this issue to be provided</li> </ul>	No Action
<b>8. Site Plan Letters of Credit</b>	<ul style="list-style-type: none"> <li>• Town to review the need for individual minor and miscellaneous Letters of Credits for residential and industrial, commercial and institutional Site Plan applications etc. (i.e. Fire Route Signage, Waste Management, etc.) with respective departments and to consider the use of Letter of Credit cross utilization for individual securities less than \$5,000.</li> </ul>	<ul style="list-style-type: none"> <li>• Further Review with effected Department required with respect to cross utilization of securities</li> </ul>	Fall/Winter
<b>9. Letter of Credit Processing Time</b>	<ul style="list-style-type: none"> <li>• Town's Expenditure Control Policy and levels of "sign off" authorization for the reduction or release of Letters of Credit be amended to delete the limitation of the Director of Engineering (currently up to \$350,000) and to increase the signing authority for the Manager of Municipal Inspections up to \$350,000 (currently up to \$100,000).</li> </ul>	<ul style="list-style-type: none"> <li>• Requires Finance Department to revise Expenditure Control Policy</li> </ul>	Fall/Winter
<b>10. Amanda Access</b> <ul style="list-style-type: none"> <li>• Developers requesting access to Amanda</li> </ul>	<ul style="list-style-type: none"> <li>• Amanda 5 and future Amanda modules to include provision for external (developers access via a public portal) to allow the development industry to review current status and securities of development.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement at time of Amanda upgrade</li> </ul>	Fall/Winter



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<b>11. Snowploughing and Streetlight/Energy Costs charged to Developers</b>	<ul style="list-style-type: none"> <li>• Town Operational and Maintenance charged to developers to provide winter maintenance for snowploughing/sand/salt prior to full build out/occupancy of development. Town currently charging developer for cost of winter maintenance based on cost/km x length of road x 2 year period.</li> <li>• Town currently invoices developers for streetlight repair and energy costs for period prior to Acceptance for Maintenance.</li> <li>• Developers expressed objection/disagreement to Town's current practice for charging for road winter maintenance and streetlight repair/energy costs as said costs are included in property taxes.</li> </ul>	<ul style="list-style-type: none"> <li>• Town to review current practice of additional charges to developers for roads winter maintenance and streetlight repair/energy costs.</li> </ul>	Fall/Winter
<b>12. Potential Town charges for watermain operational inspections, flushing, testing etc.</b>	<b>Waterworks Operational Inspection at Acceptance for Maintenance</b> <ul style="list-style-type: none"> <li>• Developers currently hire private licensed Waterworks Operations to conduct operational inspections of watermain systems at Acceptance for Maintenance stage.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend that further discussion with Town Waterworks Department and developers is required prior to Town's Waterworks Department providing additional inspection flushing and testing services under the Subdivision Agreement.</li> </ul>	Fall/Winter
<b>13. Lot Grading Security</b> <ul style="list-style-type: none"> <li>• Reduce lot grading security requirements</li> </ul>	<b>Lot Grading Security</b> <ul style="list-style-type: none"> <li>• Lot grading securities to remain unchanged at \$50,000 minimum amount and not to exceed \$250,000</li> </ul>	<ul style="list-style-type: none"> <li>• Lot Grading Security to remain unchanged</li> </ul>	No Action



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<b>14. Site Plan Completion of Works</b> <ul style="list-style-type: none"> <li>Deficiencies remain/not addressed by Developer. No action to complete</li> <li>Often 10+ years.</li> </ul>	<ul style="list-style-type: none"> <li>Town to review available options within site plan process to require developers to complete works as set out under Site Plan Agreement including the possible implementation of a “sunset” clause to require all works to be completed within set time frame failing which the securities would be drawn upon and placed in a “holding” account or other options available. Finance, Engineering and Legal to review implications further.</li> </ul>	<ul style="list-style-type: none"> <li>Finance, Legal and Engineering to review available options and solutions.</li> </ul>	Fall/Winter
<b>15. Phase Site Plan Securities</b> <ul style="list-style-type: none"> <li>Security requirements for multiple phased site plans</li> </ul>	<ul style="list-style-type: none"> <li>When phasing of site plan occur and where subsequent phases of a site plan proceeds prior to the completion of the works as set out in the original or previous phases and respective securities reduced or released, the amendment to the site plan agreement shall reflect the value of the uncompleted works from previous phases plus additional securities required to secure all new works.</li> </ul>	<ul style="list-style-type: none"> <li>Security amounts to be reviewed with Developer at time of Site Plan Agreement preparation</li> </ul>	On going
<b>16. Letter of Credit Recommendations</b> <ul style="list-style-type: none"> <li>Periodic review</li> </ul>	<b>Letter of Credit Recommendations</b> <ul style="list-style-type: none"> <li>The recommendations of the Letter of Credit Task Force Committee be reviewed again in one year time.</li> </ul>	<ul style="list-style-type: none"> <li>To be considered by Task Force</li> </ul>	



**MAKE IT HAPPEN TASK FORCE COMMITTEE DRAFT ISSUES AND OPPORTUNITIES LISTING October 1, 2007**

**Working Group# 5**

<b>DEVELOPMENT APPLICATION PROCESSING SOFTWARE/AUTOMATING USER INTERFACE COMMITTEE</b>			
<b>ISSUE/OPPORTUNITY</b>	<b>POTENTIAL SOLUTION</b>	<b>IMPLEMENTATION</b>	<b>TIMEFRAME</b>
AMANDA upgrades as budgeted not in place or implemented	Approvals to purchase, develop and implement UNIT TRACKING module and the PROPERTY CONDITIONS module are implemented immediately.	Approvals have been provided	September
Access to Application Approval Status	Web Access for high volume developers (ultimately all permits/applicants) should be able to view how their application is moving along and show real time statuses.	AMANDA 5/ WEB portal	2008-2009
Zoning By-Law on-line Access	GIS interface to provide a layer to include the ZONING information on each parcel in Markham	Technology is available now, to be implemented by our IT department with 2-WAY GIS adaptor module.	TBD
Document Management/Retrieval	Document Management system should be acquired to assist staff and management to locate corporate and business units documents	TBD	
Digital Submissions	Standardizing the submission requirements and providing the portal to submit digital drawings to link to the AMANDA application folder.	TBD	
Integration with other agencies	Web portal opportunities could enable commenting agencies to submit their comments directly to the AMANDA application folder	TBD	
e-Commerce	Web portal e-commerce opportunities to accept on line payments for many of Markham permits/licences and applications.	TBD	
Letter of Credit MGMT	The module is purchased and requires to be fully developed to automate releases for the applicants. Finance controls the business rules and manages the data input/maintenance of the releases manually. Markham could enable the full functionality of this module so that applicants can view their Letter of Credit on line and timelines with approvals would automatically release (or hold for deficiencies) once the module has been developed	This could be implemented within 3 - 6 months with the stakeholders adding their input & business rules for development purposes. Currently, we have in house expertise available for development.	2008



**MAKE IT HAPPEN TASK FORCE COMMITTEE DRAFT ISSUES AND OPPORTUNITIES LISTING October 1, 2007**  
**Working Group# 6**

<b>COMPLETE APPLICATION SUBMISSION &amp; PRE-CONSULTATION REQUIREMENTS ISSUES &amp; OPPORTUNITIES</b>			
<b>ISSUE/OPPORTUNITY</b>	<b>POTENTIAL SOLUTION</b>	<b>IMPLEMENTATION</b>	<b>TIMEFRAME</b>
Draft Proposed Official Plan Amendment (Passing by Council)	The wording of the draft OP amendment be finalized and passed by Council for adoption.	To be tabled at Development Services FALL	2008
Peer Reviews (Engineering)	To explore alternate options to conducting Engineering peer reviews.	It was determined that is it necessary for staff to continue the Peer Review procedure in order to provide information necessary to provide unbiased application reviews.	NA
MESP updates	MESP shall be deemed time sensitive and will be updated upon the discretion of the Director of Planning.	Updates of MESP will be requested on a given agreed time period.	TBD
Pre-consultation Meetings	This preliminary application meeting has been determined to provide both the Town and the applicant advantages of all inclusive development information that should be tabled and all requirements to be agreed upon (COMPLETE APPLICATION) to help minimize submission lags and expedite the development application approval process.	Valerie to investigate and promote to the Senior MGMT group	2008
Study Requirements	A comprehensive list of potential and mandatory studies will be identified within the Official Plan complete application proposed amendments. Site specific and development study criteria will be discussed and documented at the time of the Pre-consultation Development Application meeting.	The studies will be tabled and listed in the proposed draft OP amendment.	David Miller
Application Forms	Review and revision (if necessary) and transfer application forms to an electronic format for online submission	Review and revision of all development applications.	2008
Standardizing Application Submissions/Requirements	The submission requirements and the standardizing of information have been repeated in other working groups as Timelines and Automation. This must be incorporated into the proposed OP amendment in order to implement.	Passing of the OP amendment and the review/revision of all development application forms be implemented, approved and posted in electronic format to enable applicants to submit electronic application forms for affiance.	2008