

PIPELINE TO PERMIT COMMITTEE TERMS OF REFERENCE

NAME: Pipeline to Permit Committee
CLERK: Committee Clerk
REPORTS TO: City Council
REFERENCE: CM-15-23 and MO-01-23

PURPOSE

On March 21, 2023, City Council accepted the Province of Ontario's housing pledge for 29,000 units to be built in Burlington by 2031. The Pipeline to Permit Committee (the Committee) will focus on tracking growth, issues, and continuous improvement opportunities for the development approval process within the City of Burlington, recognizing overarching legislative planning requirements and any other relevant regulations. The Committee will take an informed and analytical approach to the current procedures and development approval processes that affect the way businesses, residents and developers move through the development processing system. The Pipeline to Permit Committee (P2P) will make recommendations to Council to ensure the timely and efficient issuance of development approvals and building permits for residential and commercial customers to enable the development of Complete Communities.

Report MO-01-23 outlined the significant financial implications if Burlington's housing pledge is not realized, including but not limited to:

- Maximizing funding from the Building Faster Fund
- Opportunity for new property tax assessment growth
- Avoiding Planning Act application fee refunds if applications aren't processed within legislated timelines
- Additional revenue associated with growth

APPROACH

The Committee will work collaboratively with staff to help refine the development process, from application to occupancy. Fulfilling the Provincial housing pledge is paramount; however, the City of Burlington also recognizes the need to accommodate growth, by increasing housing availability of all forms including affordable and attainable housing.

GUIDING PRINCIPLES

To achieve its goals the Committee will adopt the following guiding principles when approaching its work:

Quality Customer Service:

The development review process must be transparent with expectations clearly and respectfully communicated. Overall, the process must be seen to be fair. Positive customer experiences will contribute directly to improved brand reputation for the City.

Efficiency and Timeliness (“Time is Money”):

Inefficiencies in the process and any resulting delays represent additional costs in time and money both to the applicant and to the departments/agencies involved in the process.

Public Interest:

In its consideration of matters before the Committee, the Committee will ensure the public interest in health and safety is maintained through required development engineering and building permit review.

Easy and Accessible Navigation:

Applicants and other stakeholders must have easy access to up-to-date and clearly articulated policies/guidelines, consistent rules/interpretations, and organized processes.

Complete Communities:

The enduring goal of the Committee’s work is to enable development of complete communities and high quality of life for the next seven generations, and beyond, including housing, jobs, shops, services, community amenities and greenspace, transportation choices, affordability and inclusivity.

COMMITTEE RESPONSIBILITIES

The Pipeline to Permit Committee shall make recommendations directly to Council on the following:

Process:

- Explore opportunities to improve processes and timelines in the issuance of development approvals and building permits in the City of Burlington to support its housing pledge to the Province, and the issuance of non-residential permits to support business development and economic growth.
- Recommend guidelines for applicants to promote quality applications.
- Review and provide comments on development metrics including but not limited to, setting or revising service standards, objectives and related key performance measures (KPIs).
- Compare and provide comment on processing timelines through jurisdictional scans and review of leading practices from comparable municipalities.

- Review development services processes and related policies and procedures within the City of Burlington from the point of initial application through to occupancy.
- Recommend procedure updates or amendments using data and analytics to ensure an efficient development approval and building permit process.
- Develop and recommend processes, procedures, guidelines, and measurable objectives, to enhance overall customer experience.

External Agencies:

- Increase collaboration and synergy with external agencies to ensure more timely and integrated responses to development application circulations.
- Recommend strategies to achieve compliance with response deadlines by external agencies.
- Investigate opportunities for the City to be provided delegated approval authority from external stakeholders.
- Work with external agencies to ensure mutual understanding of the development review process, clear roles in the process, timing expectations and applicant needs.
- Develop strategies to foster stronger relationships and ongoing collaboration with external review agencies.

Resources:

- Recommend additional human, technology and other resources required to achieve recommended processes and procedures changes.

Technology:

- Review and report on leveraging digital transformation opportunities, such as integrated process and workflow management systems for development applications, application of artificial intelligence or other advanced technology enhancements.

Oversight:

- Receive and provide comment on monthly reports detailing the status of applications by type and progress of permit approvals for all housing and commercial units in Burlington's development pipeline.
- Review and provide comment on the *Red Tape Red Carpet Task Force Reports*, with the intent to incorporate applicable findings towards issuing development approvals and building permits more efficiently.

Government Relations:

- Receive periodic reports on pending application status for upper-level government development related funding programs.
- Identify and provide input on appropriate advocacy opportunities to upper levels of government, on development matters.

Engagement:

- Receive input from the public and the development industry by way of delegations and correspondence regarding processes, procedures, and intergovernmental advocacy.

COMMITTEE COMPOSITION

The Committee is comprised of thirteen (13) members, one vote per member:

- Four members of Council:
 - Mayor
 - Three members of Council, ideally tied to relevant Deputy Mayor portfolios
- One representative from non-profit housing association
- One representative from Halton Region housing division
- One representative from Conservation Halton
- One representative from West End Home Builders Association (WE-HBA)
- One representative from Building Industry and Land Development Association (BILD)
- One Planning Professional from a consulting firm, that does business in Burlington
- Three public member representatives

The Co-Chairs will be Mayor Marianne Meed Ward and a member of Council determined by Council resolution.

All members of Council are invited to attend meetings and may be recognized by the Co-Chairs to speak. If in attendance, they will not be counted towards quorum purposes or be allowed to present motions or vote on matters before the Committee. Motions may only be presented by a member of the Committee.

City staff to support as follows:

Subject to the agenda items the following staff supports may be required:

- City Manager
- Executive Director of Community Planning Regulation & Mobility and relevant staff in development services
- Executive Director of Environment Infrastructure & Community Services, and relevant staff involved in development matters
- Executive Director of Strategy, Risk and Accountability, and relevant staff with subject matter expertise on process improvement, continuous improvement, performance measurement, as well as government relations
- Executive Director of Community Relations & Engagement
- Executive Director of Legal Services and Corporation Counsel
- Executive Director & Chief Financial Officer
- Executive Director – Burlington Digital Services and Chief Information Officer
- Executive Director - Burlington Economic Development
- Burlington Lands Partnership - Executive Lead

TERM OF OFFICE

The Mayor is a member of Committee as of right.

Councillors are appointed by Council resolution, with a term specified. Where possible, appointees will be considered based on their Deputy Mayor portfolios.

Non-Council members shall be appointed in accordance with the City's Public Appointment Policy. The term of office is two years. The term limit is three consecutive appointments or six years served.

Where a member ceases to be a member before the expiration of their term, Council will appoint another eligible person for the remainder of that appointment term.

MEETINGS

The Committee is expected to meet monthly as part of the standing committees meeting cycle. Meetings are anticipated to be approximately two hours.

Additional meetings are at the discretion and the call of the Co-Chairs.

The Committee will operate according to established Standing Committee process, with the following exemptions:

- Non-members of the Committee may be permitted to speak upon recognition by the presiding Co-Chair.
- Open discussion will be allowed in advance of motions being moved.
- No member shall speak for more than five minutes at a time.
- All members shall be allowed to speak one time before going to second-time speakers. This also applies to any subsequent rounds of speakers.
- There is no limit on the number of times members may speak to an item.

Subcommittees may be established at the Committee's discretion to carry out additional work. Subcommittee sessions will be informal and neither clerked nor broadcast.

The City of Burlington conducts hybrid meetings, with participants in person and virtually. Members, staff, the public and stakeholders are afforded the opportunity to participate either in person or virtually.

Closed Session items, which meet the test of closed meetings, will be considered in accordance with the City's Procedure By-law and section 239 of the Municipal Act 2001.

AGENDA MANAGEMENT

The Co-Chairs will work with the Committee Clerk to prepare the meeting agenda, in keeping with the City's Procedure By-law. The Committee Clerk will publish the meeting agenda concurrent with the other Standing Committee agendas publication releases. Meeting minutes and webcasting of the meetings will be posted on the City's website.

Members, staff, residents, and other stakeholders will be afforded the opportunity to observe meetings virtually or in-person.

ACCOUNTABILITY

Participants on the Committee and or delegates must understand their roles and accountabilities in relation to the broader municipal development review process. When Committee convenes, all must be aware how actions, interactions, and subsequent recommendations will impact the overall timeliness and efficiencies of the development process.

Members must adhere to the City of Burlington's Code of Good Governance for Council, for public members, they are accountable to the Code of Conduct for Local Boards and Committees. These functions are supported by the City's appointed Integrity Commissioner. Members may also have and be bound by other professional codes of ethics.

QUORUM

Quorum is constituted by the attendance of 50% +1 of appointed members and at least one of whom is an elected member of Council.

BUDGET CONSIDERATIONS

There is no additional cost related to the establishment of the standing committee. Staffing and resources required would be absorbed within existing budgets as part of the normal course of business in the municipality. Should additional resources be identified, these will proceed via recommendations from Committee to Council for approval.

REQUIREMENTS AND CRITERIA FOR CITIZEN APPOINTEES TO THE PIPELINE TO PERMIT COMMITTEE

- Be a resident of the City of Burlington
 - ** Representatives appointed in their professional capacity or by membership in an identified organization are not required to be a resident of Burlington.
- Relevant and applicable background or experience such as but not limited to:
 - Housing sector development and building
 - City planning or urban design
 - Land-use economics
 - Architectural and Landscape design
 - Real estate
 - Public policy
 - Performance measurement and continuous improvement
 - Community development
- University/college student in a related post-secondary field such as Architecture, Planning, Business Administration, or Construction Engineering (encouraged to apply)
- All appointed public members must complete a police record search, paid for by the City of Burlington.

TERMS OF REFERENCE REVIEW DATE:

A review of the Pipeline to Permit Committee shall be done one year after commencement, then at a minimum once per term of Council.

Next review by February 2025.