



BUILDING PERMIT AND PROCESSES SERVICE DELIVERY REVIEW –FINAL REPORT

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Presented to: Whitewater Region Township Council
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AGENDA



Service Delivery Review Objectives and Context

Building Service Delivery Review

Deep Dive analysis of Building Services and Permitting Processes to review and assess services delivered with the view to identify opportunities and recommendations that focus on:

- a) improve service results and outcomes;
- b) meet new or increased demand from customers for services;
- c) improve how services are delivered, and processes;
- d) maintain existing service levels in the face of competing priorities or decreasing revenues;
- e) reduce costs; and/or improve revenues.

2020-2030 Strategic Priorities

Strategy:



To foster economic development by encouraging the redevelopment and improvement of business and commercial corridors throughout the township.

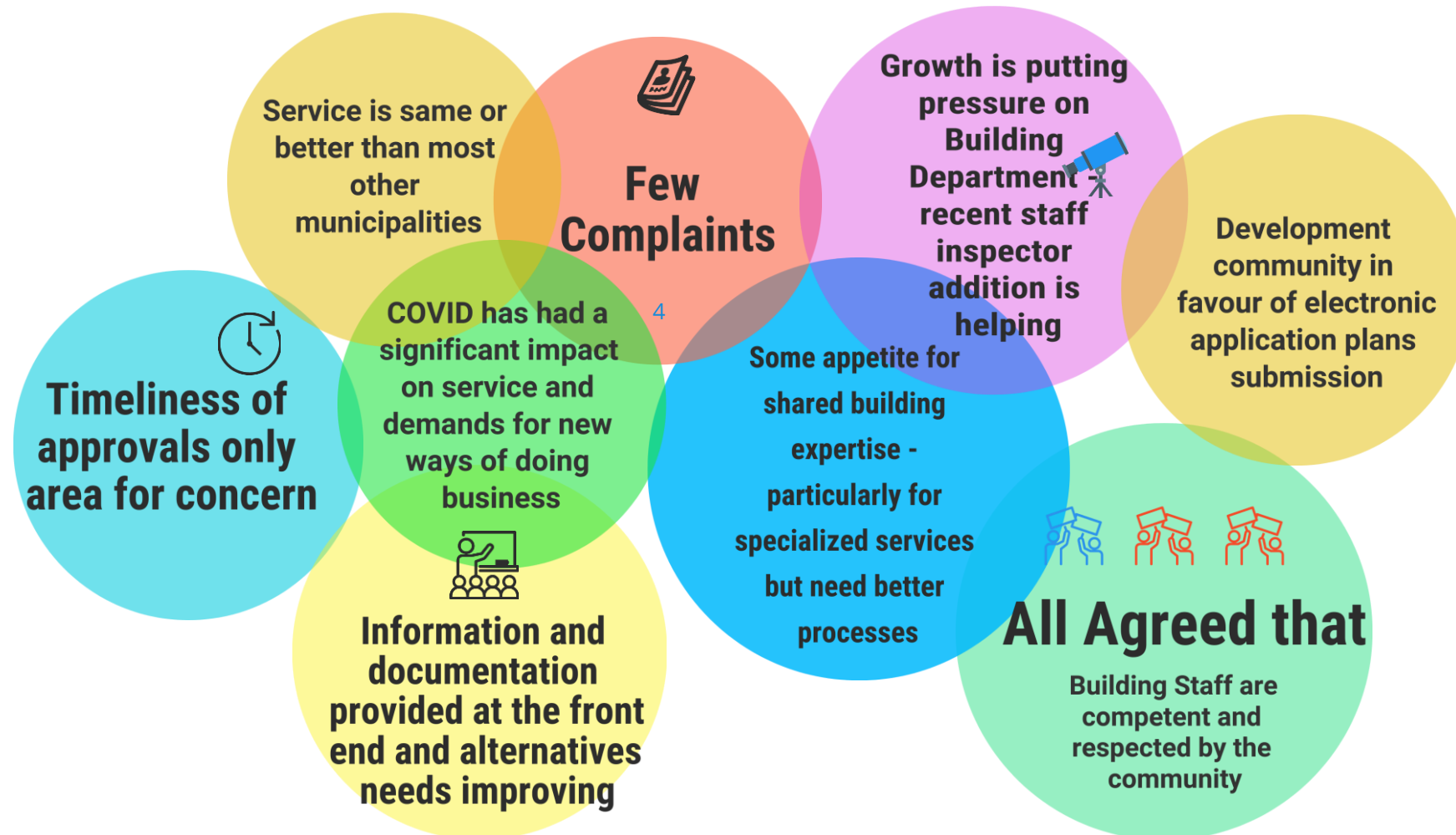
A large orange downward-pointing arrow with a blue outline, indicating a flow from the objectives and context to the recommendations.

Recommendations



SERVICE PROFILE

WWR Building Service Delivery Review Consultations Council and Customer Highlights



About the WWR's Building Services Environment

Service delivery is defined directly or indirectly and how it is delivered by Ontario Regulation(s)

- The Municipal Act Section 44
- Ontario Building Code Act – Under review – Chief Building Official Appointment
- The Planning Act – CBO provides advice and review on some applications
- Development Charges Act



Source: County of Renfrew Geocortex)

Key Plans & Policies:

- 2020 LEG Service Delivery Review
- 2020-2030 WWR Strategic Priorities
- 2020 WSP Final Growth Study Report
- 2020 Watson & Associates Development Charges Background Study
- 2018 WSCS Consulting Finance/IT Service Delivery Review

Building Services

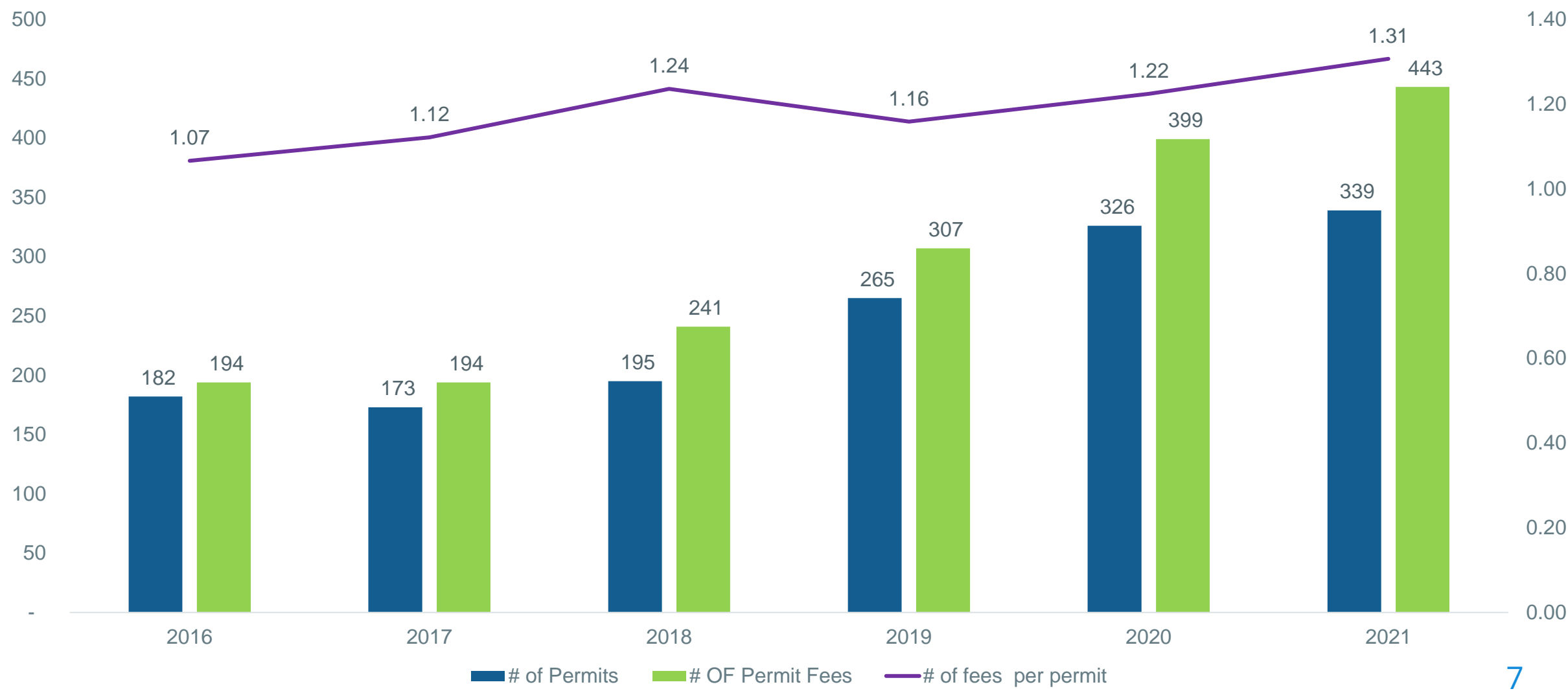
Operating Financial Results / 2016-2021

Operating Statement	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Actuals	2021 (no accruals)
Expense	\$137,589	\$103,512	\$151,413	\$128,150	\$141,990	\$184,174
Compensation	\$119,314	\$88,767	\$133,639	\$101,057	\$105,409	\$161,957
Contractual Services	\$661	\$0	\$1,534	\$11,566	\$22,114	\$6,618
Materials and Supplies	\$12,880	\$11,394	\$11,398	\$11,003	\$11,557	\$13,600
Travel & Training	\$1,824	\$441	\$1,932	\$1,614	\$0	\$1,999
Amortization	\$2,910	\$2,910	\$2,910	\$2,910	\$2,910	\$0
Revenue	-\$54,298	-\$64,852	-\$78,547	-\$74,941	-\$146,044	-\$188,982
Building Permits	-\$45,283	-\$53,487	-\$66,924	-\$58,476	-\$116,324	-\$146,847
Miscellaneous	\$0	\$0	-\$53	\$0	\$0	-\$12,065
Pool Permits	-\$180	-\$50	-\$300	-\$200	-\$1,400	-\$800
Septic File Search	-\$105	-\$630	-\$575	-\$175	-\$700	-\$1,200
Septic Permits	-\$8,730	-\$10,685	-\$10,695	-\$16,090	-\$27,620	-\$28,070
Net	\$83,291	\$38,660	\$72,866	\$53,209	-\$4,054	-\$4,808

Does not include Capital or Transfers (2021 does not include accruals)

About the Township's Building Permit Activity

2006-2021 WWR BUILDING PERMITS AND NUMBER OF FEES



About the Township's Building Permit Values

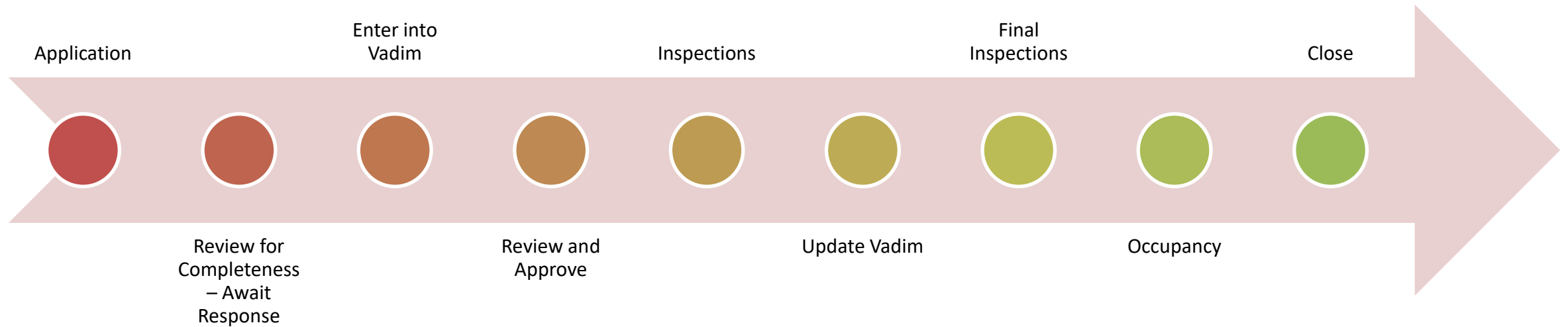
Year	▼ # of Permits with Value	Project Values	Estimated Annual Property Taxes
			Attributable to permit
2016	179	\$9,462,618	\$81,424
2017	180	\$13,235,347	\$102,552
2018	196	\$23,781,413	\$309,062
2019	273	\$16,938,831	\$193,802
2020	315	\$20,758,793	\$247,782
Grand Total	1143	\$84,177,001	\$934,620

About the Township's Plan Review, Inspection Processes – Estimated Hours & Costs

Year	Fees	Plan Review/ Inspection Costs	Plan Review/ Inspection Hours	FTE'S REQUIRED
2016	\$56,117.91	\$75,079.08	1,580	0.9
2017	\$68,193.91	\$76,641.24	1,581	0.9
2018	\$84,970.15	\$77,698.76	1,588	0.9
2019	\$82,437.87	\$117,970.07	2,348	1.3
2020	\$165,524.58	\$133,517.86	2,939	1.6
2021	\$203,033.36	\$178,922.45	3,802	2.1
Grand Total	\$660,277.78	\$659,829.45		

Total Other Services		924	352.5	\$18,934	0.19
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Building Permitting Processes





FINDINGS & RECOMMENDATIONS

Commendations

Good Customer Service

Website Framework

New Inspection Resources

Connected Development Community

Council Support

Solid Growth

VADIM

Strategic Plan

GIS

Knowledgeable, Dedicated Staff

Strong Leadership

Document Management Improving

Mix of Seasoned and New Resources

“

Without continual growth and progress,
such words as improvement, achievement,
and success have no meaning.

BENJAMIN FRANKLIN



BUILDING SDR FINDINGS

1. Technology & Processes

- Technology use is low
- Nonintegrated Systems - some unsupported
- VADIM significantly underutilized.
- No online submissions or plan reviews.
- Payments are all in person.
- Paper Manual processes/many spreadsheets - time consuming processes
- Inspections are done with files and paper then re-entered upon return to office
- Underutilized functionality
- Lack of Mobile Solutions
- Lack of Workflow
- Limited IT Application support
- Lack of documentation/SOPs for building processes, Development Charge calculations, document management.

2. Organization

- Planning Manager has assisted in lifting the burden for the CBO
- New contract inspector has allowed better response - but part time- risk if this is not solidified - more difficult to plan work - Growth expected to continue.
- Large Building Inspector - Casual - new inspector being trained
- No Succession Planning
- Unclear Accountabilities
- Limited Administrative Support
- Detailed Training in Building Code, requirements and VADIM is needed.
- More defined roles are needed particularly to allow Admin to better support and CBO
- Time not tracked so building expenses may be too low.

3. Customer Service

- Website is not customer centric - Need strategy
- Access E11 - Customer Service Strategy not linked to VADIM (Building Permit Software)
- Response time appears to be a challenge - not tracked effectively
- Front Counter staff attempt to assist but most customer service queries handled by the Chief Building Official.
- Website and instructions are poor - results in incomplete applications

4. Planning, Performance & Reporting

- Work is primarily reactive - over 200 open files to close - No deposits
- No time tracking against applications or inspections
- Reactive, Verbal Work Planning
- No performance framework - monitoring against legislative requirements is not tracked nor measured.
- Reporting is a challenge. MPAC and Stats Can Reporting has had errors. Could be a set up or training issue.
- Fees, while recently increased, are not quite cost recovery.

5. Alternative Service Delivery

- Growth is demanding new service delivery - Remote applications and plan reviews/mark ups.
- Opportunities for additional shared services with other municipalities and specific types of inspections
- Lot Grading is a pinch point for staff - consider outsourcing
- Possible outsource Septic Re Inspections - After new technology

NOTE:

Overall there is satisfaction with the quality of work and response from the Building Department. However, growth is impacting the ability to meet demands without new processes.



BUILDING SDR RECOMMENDATIONS



1. Technology & Processes

1.1 Procure and Implement a Cloud-Based Permitting, Inspection and Applicant Tracking System (preferably with municipal neighbours). Online scheduling of inspections and mobile technology will eliminate the need for paper files in the field.

1.2 Reimplement VADIM and ensure permitting application software is integrated with payment options. This involves detailed instructions and changes to base information and attaching all inspections and documents.

1.3 Digitize processes, move to full electronic document management with associated training. All forms should be error proofed with detailed instructions in plain language.

1.4 Hire Software implementation and Training Consultant to assist in implementation and documentation.



2. Organization

2.1 Train front line Admin staff on building and planning technical information to reduce questions being handed off to CBO. Most online permitting systems provide for this as well as Vadim time sheets.

2.2 Refocus Admin Staff to assign specific time allocation to Building. Time should be tracked and captured as building services (more accurate costing).

2.3 Insource Inspector - Convert to full time \$30k including benefits - meet demand and reduce risk of loss of expertise. Offset by increased permit fees. Once trained, move 'large building' inspections to this position as opposed to casual position.

2.4 Consider backup/Succession for CBO (either current inspector or neighbouring municipality).

2.5 Provide VADIM Training and Excel for staff to better assist in performance monitoring.



3. Customer Service

3.1 Integrate AccessE11 and VADIM - tracking of customer requests and responses. Training in Access E11 is likely required with associated processes to integrate information with Vadim.

3.2 Undertake a Deep dive change to website for building services with consistent touch and feel. This should be done in consultation with the development community.

3.3 Consider utilizing a booking system for meetings with staff when customer needs additional support for building information.



4. Planning, Performance & Reporting

4.1 Create a more formal work planning approach and estimation of required inspections. Implement deposits to encourage closing of building permits.

4.2 Redefine the fields and processes in VADIM to track date of application, number of 'returns' for incomplete applications and completion date. This reporting should be included in the quarterly reporting.

4.3 Upon implementation of the new cloud software and mobile technology, consider tracking time against each application. The time spent by administrative staff should also be tracked and charged to building services. From this data, undertake fee study and for permits applications. Consider 'discount' for online, completed applications.

4.4. Engage outside assistance to resolve the reporting processes for MPAC and Stats Canada.



5. Alternative Service Delivery

5.1 Consider outsourcing lot grading to relieve internal work - fee recovery - perhaps with other municipalities.

5.2 Consider sharing inspector with other municipalities (make Full Time).

5.3 Consider septic re-inspection system but outsourced on a fee-for-service basis, perhaps a shared service with other municipalities.

5.4 Develop a long-term strategy to share specialized building services with other municipalities starting with fee harmonization, implementing 'one' building permitting and inspection system.

Summary of Cost and Payback/Cost Avoidance/Savings

Category	#	Opportunity/Recommendation	External Cost (3 years)	Year 1 Internal Costs (Savings)	Year 2 Internal Cost (Savings)	Year 3 Internal Cost (Savings)	Total 3 year Internal Costs(savi	Total Cost/Savings _Internal + External	Years to payback	Estimated Savings/Cost Avoidance over 10 years
1. Total Technology and Processes			\$118,000	-\$43,000	-\$59,500	-\$59,500	-\$162,000	-\$44,000	2.0	-\$460,500
2. Total Organization			\$7,000	\$17,800	\$15,000	\$15,000	\$47,800	\$54,800	1.0	\$159,800
3. Total Customer Service			\$10,000	\$5,200	\$0	\$0	\$5,200	\$15,200	1.0	\$15,200
4. Total Planning & Performance			\$1,000	\$1,000	\$0	\$0	\$1,000	\$2,000	1.0	\$2,000
5. Alterntaive Service Delivery			\$80,000	-\$76,000	\$13,000	\$0	-\$63,000	\$17,000	2.0	\$17,000
Total			\$216,000	-\$95,000	-\$31,500	-\$44,500	-\$171,000	\$45,000		-\$266,500



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Think Beyond



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