Attachment 1: Summary of 18 Recommendations from DAP 01

Optimize, Organize and Resourcing	
1.	• Establish a formalized single point of contact. • Establish and formalize an internal owner/project coordinator.
2.	• Establish a team-based model / multidisciplinary team.
3.	• Define and document development review related roles and responsibilities. • Include delegated authorities.
4.	• Undertake a detailed staff resourcing assessment. • Develop and implement a staffing plan.
5.	• Establish a formal weekly departmental resourcing meeting.
6.	• Implement a Certified Professionals program for Building Permit reviews and approvals.
Drive Consistency and Performance	
7.	• Create and document standard operating procedures. • Establish a service level framework that defines service timelines for the different application types. • Integrate the service level expectations into a formal customer experience charter.
8.	• Establish a formal staff onboarding program.
9.	• Establish a Performance Management Framework for the Development Approval Process with clear Key Performance Indicators (KPIs) and accountability.
10.	• Develop and refresh external documents.
11.	• Develop and implement a plan to update key policies and bylaws.
12.	• Mandate the use of EnerGov by all departments involved in the Development Approvals Process. • Digitize all documents pertaining to the Development Approval Process.
13.	• Establish the business requirements for inputting and managing digital records in the Development Approval Process. • Develop and implement a plan identifying an owner of digital records within the Development Approval Process.
14.	• Undertake a (Lean) continuous improvement review to identify opportunities to further streamline the Development Approvals Process. • Develop and implement a plan to manage the Lean review.

	Improve Predictability and Transparency
15.	• Implement an application completeness check
16.	• Introduce a formal tier-based application review, based on application type and complexity. • Formalize an application intake meeting process.
17.	• Introduce time tracking.
18.	• Implement an external facing web-based portal and dashboard to consolidate all application and Development Approval related information.