STREAMLINING BUILDING PERMIT PROCESSES

Moderated By:
Monday, August 21, 2023

AMO Association of
Municipalities Ontario

MPAC's Role in the Building Permit Process.

Municipalities rely on MPAC to take their building permits and plans **and turn them into assessment.**

Municipalities tax property owners **based on those assessments.**

The sooner MPAC delivers assessments, the faster municipalities realize **new revenue.**
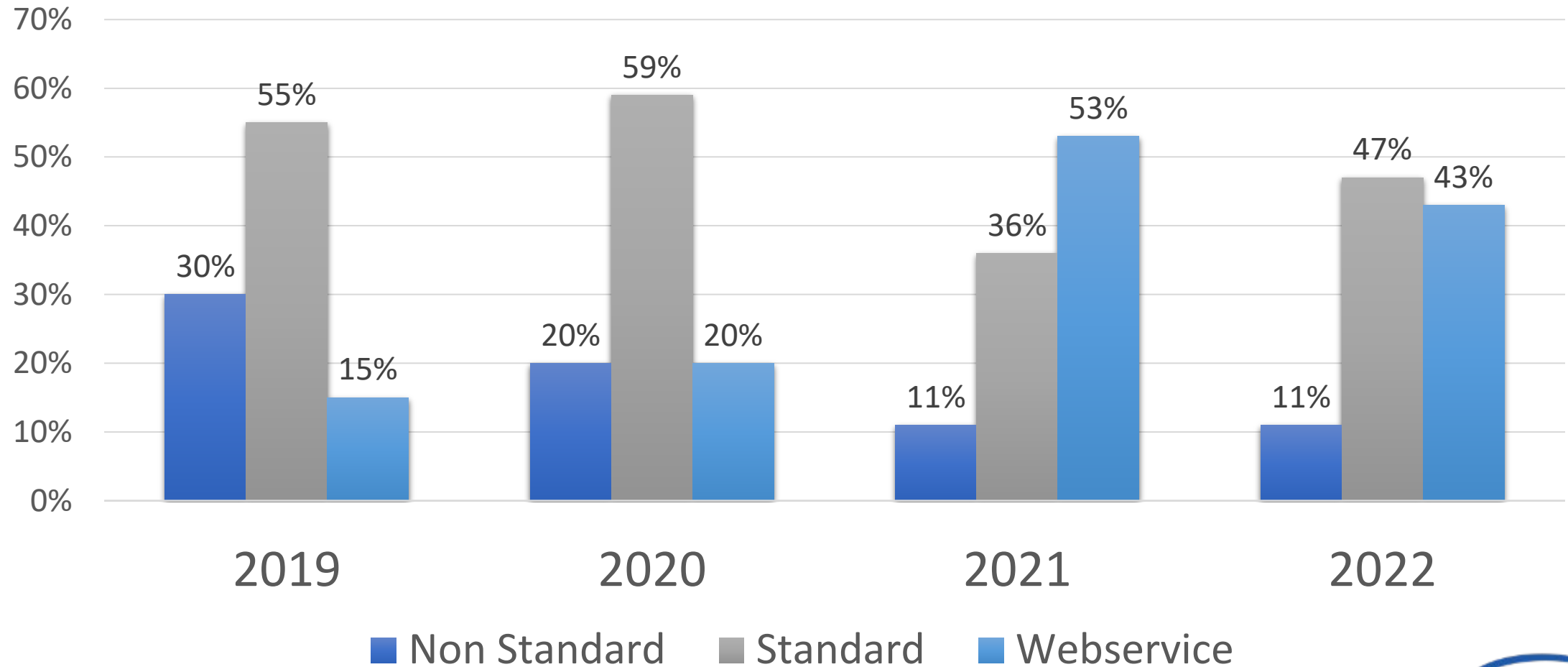
E-Permitting Pilot Program.

Pilot Project Goals.

- A fully digitized, end-to-end, e-permitting process should include:

  - an online application
  - the ability to pay online
  - online scheduling of inspections
  - access to online application status updates
  - mobile inspections
  - data sharing with MPAC and Stats Can
  - an intuitive customer interface and digital approval process to automate internal business functions
  - an end-to-end digitized process which improves customer service and reduces the cost-of-service delivery for municipalities

mpac

Municipalities Involved in the E-permitting Pilot.

Building Permit Submissions.

Building Permit Submissions chart showing percentages by year:

Year	Non Standard	Standard	Webservice
2019	30%	55%	15%
2020	20%	59%	20%
2021	11%	36%	53%
2022	11%	47%	43%

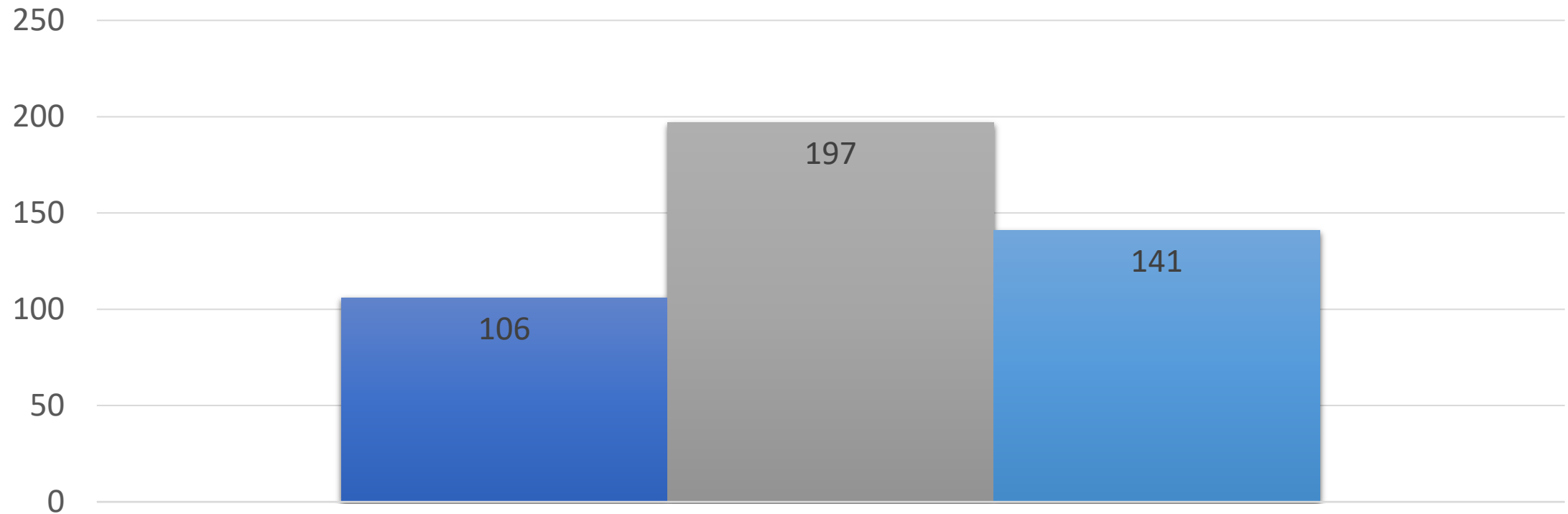**Legend:** Non Standard, Standard, Webservice

mpac

What is Webservice?

- Webservice uses an Application Programming Interface (API) that allows MPAC's system to talk to third party vendors in order to ingest building permits and plans automatically.

- This ensures a flawless transition of information to MPAC for our assessment purposes.

- Two APIs are available:
  - monthly submission of listing of permits
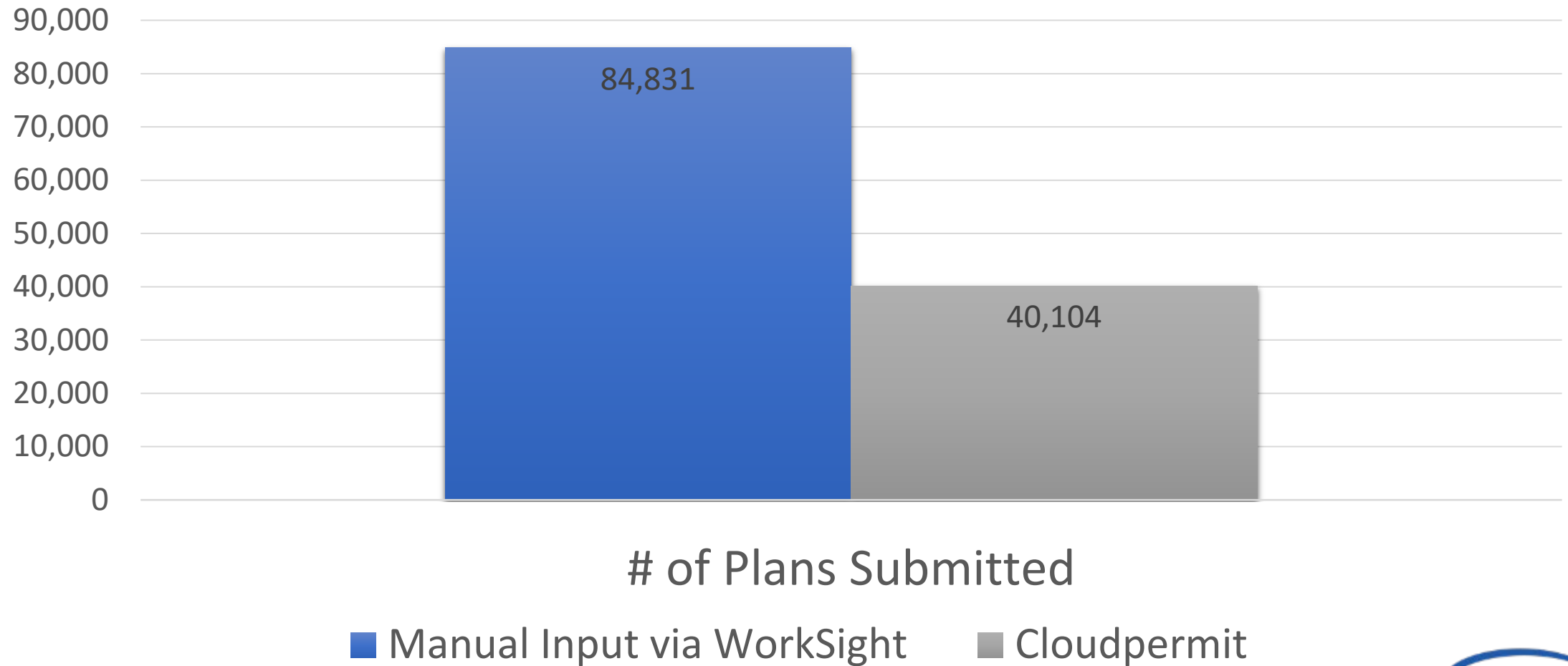 - building plans (final approved plans)

Building Plan Submissions.

Chart showing Municipal Count (444):
- No Plans Submitted: 106
- Manual Input via WorkSight: 197
- Cloudpermit: 141

Building Plan Submissions.

90,000
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0

84,831

40,104

# of Plans Submitted

■ Manual Input via WorkSight   ■ Cloudpermit

Status of Building Plan Submissions.

- The number of municipalities submitting building permits to MPAC has more than doubled since the start of 2023:
    - 105 municipalities are regularly submitting their plans every month

- With electronic submissions of building plans, MPAC can capture new assessment up to 150 days sooner

- There is an efficiency improvement of 40% - 400% depending on the municipality

mpac

The Future of Building and Assessment.

5.6 million properties
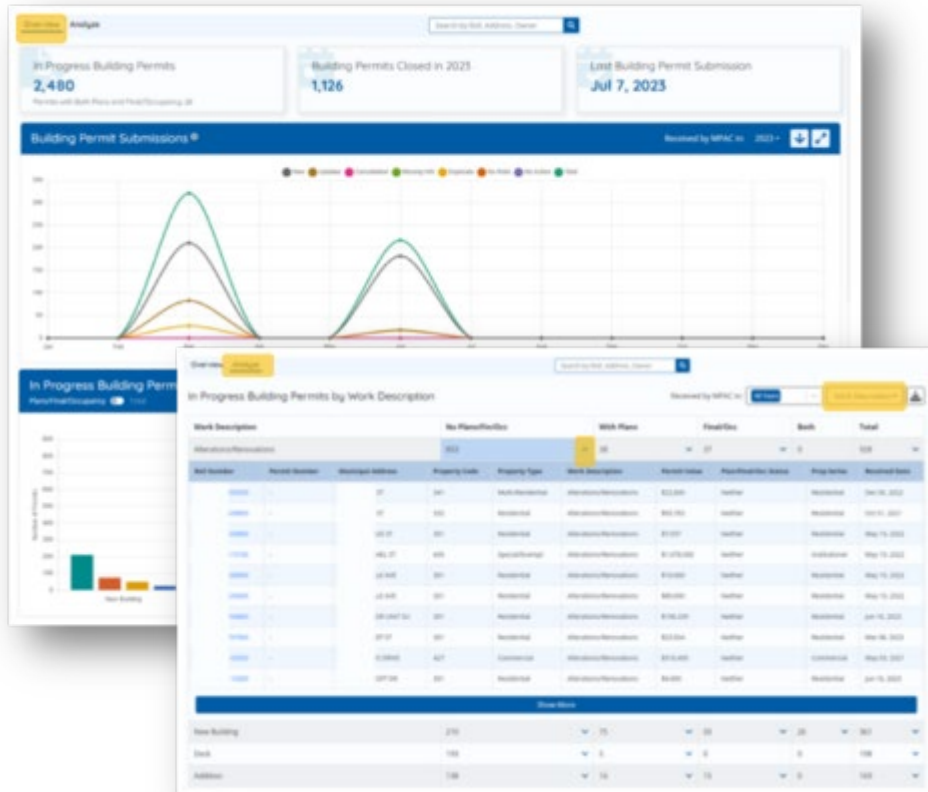**$37.8 billion** captured
$3 trillion total property value
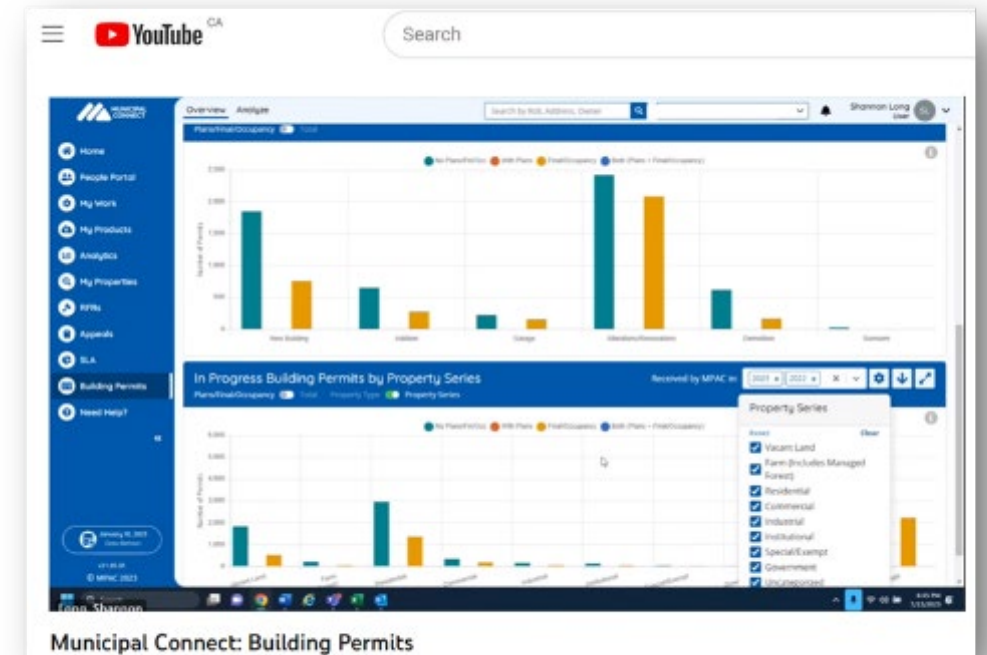
50K new homes currently assessed each year

1.5 million homes constructed and assessed over the next 10 years

mpac

Municipal Connect
New Building Permit Dashboard.
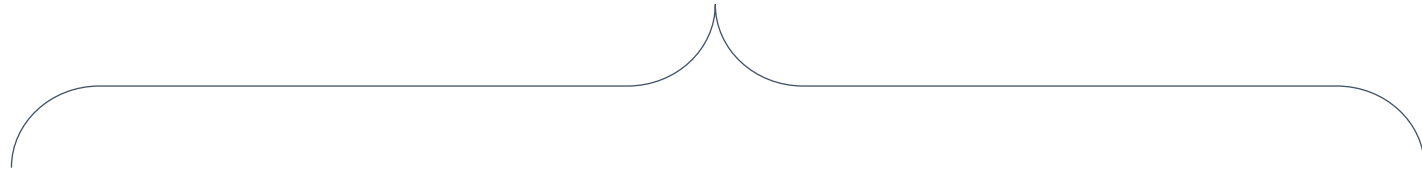
Dashboard & Analyze Tab

Building Permit Demo

Municipal Connect: Building Permits
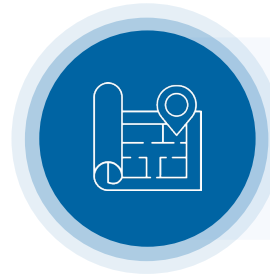
Community Development Software

for all Sized Communities **Just Like You**

Building Permitting

Business Licensing

Planning & Zoning

Enforcement

- **Fast** implementation
- **We handle the complex** IT Tasks
- Built to **fit small and medium budgets**

So, What is Cloudpermit?

✓ Cloudpermit provides local governments with cloud-based software solutions for community development – building permitting, business licensing, planning & zoning, and code enforcement

✓ Experienced and talented staff in the GovTech space

✓ Made with local governments for local governments

✓ User-friendly software for front-end and back-end – all users benefit

Key Benefits

- Issue building permits 80% faster than paper-based systems.

- Conduct on-site mobile inspections on any mobile device.

- Interact with online maps integrated with GIS (geographic information system).

- Allow applicants to pay for building permits online.

- Enable shared services between governments with online access to the building permit process.

- Accept, review, and approve planning applications.

- Circulate planning applications internally and externally.

- Set regulatory processing timelines.

- Organize public notice notifications.

- Streamline complaint submission and tracking.

Happier Citizens are Informed Citizens

✓ Keep your citizens in the know for improved transparency

✓ Reduce phone calls and emails to your front counter

✓ Move conversations online for better accountability

✓ Get permits to your citizens faster

✓ Let your citizens work on their permits when it's convenient for them

What do you want?

Why the need for online software?

📂 No paper submitted, handled, or archived

✓ Better quality in applications

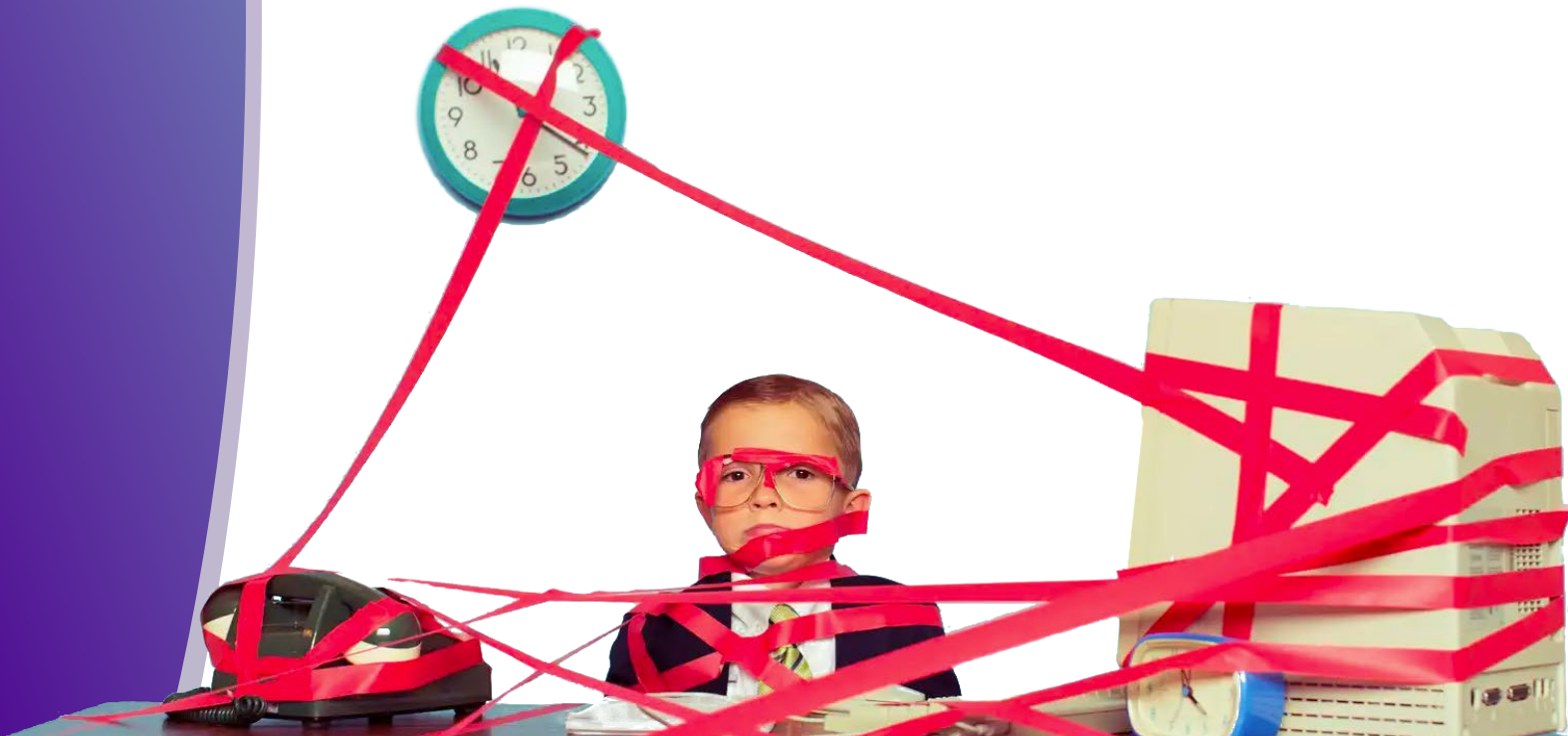⧗ Remarkably shorter lead times

💬 Less inquiries

🐷 Cost savings

🔍 Transparency

What do your customers think?

- ✓ Complex Process
- ✓ Multiple Applications
- ✓ Frustrating
- ✓ Red Tape

Re-think the whole process

Brings approvals together

Citizens see simpler process

Real-time communications

Citizen perspective

Think like a business

Simplified

Free up the front counter

Technology can make this process easier

Permits and Applications Made Easy

- Use anytime, anywhere – access Cloudpermit 24/7 on your phone, tablet, or laptop with any browser or operating system.

- Accept, review, and issue permits online.

- Enable online and over-the-counter payments, send notifications for due payments, and determine a detailed list of fees.

- Keep all communication in one place with direct and group messages for organized conversations.

Collaborate with Other Departments for Emergency Response

✓ Work together on the same files and add information simultaneously.

✓ Keep all information, conversations, and photos in the same place.

✓ Communicate with citizens, architects, and engineers to assess damage.

Provide Excellent Customer Service to Citizens

- ✓ Issue permits 80% faster than paper-based applications.

- ✓ Eliminate confusion over what makes an application complete by only allowing complete applications to be submitted.

- ✓ Schedule building inspections online without back-and-forth phone calls finding the right time for an inspection.

- ✓ Give citizens more insight into their information with improved transparency.

- ✓ No travel, time restrictions or travel costs – citizens can work with their government in their own time.

Niagara-on-the-Lake

Marnie Cluckie, *Chief Administrative Officer*

Cloudpermit Project Rollout

August 21, 2023

Overview

➤ Why Cloudpermit?

➤ Timeline: Project Rollout

➤ Old Way vs. New Way

➤ Stats and Feedback

➤ Change Management: *The Challenges*

➤ Change Management: *The Strategies*

➤ Putting it all Together: *Lessons Learned*

Why Cloudpermit?

The Town purchased and implemented Cloudpermit with the goal of:

- **Modernizing** services;
- Facilitating a more **efficient** and **effective** building permit process; and,
- Providing citizens with **accurate**, **timely**, and **accessible** information.
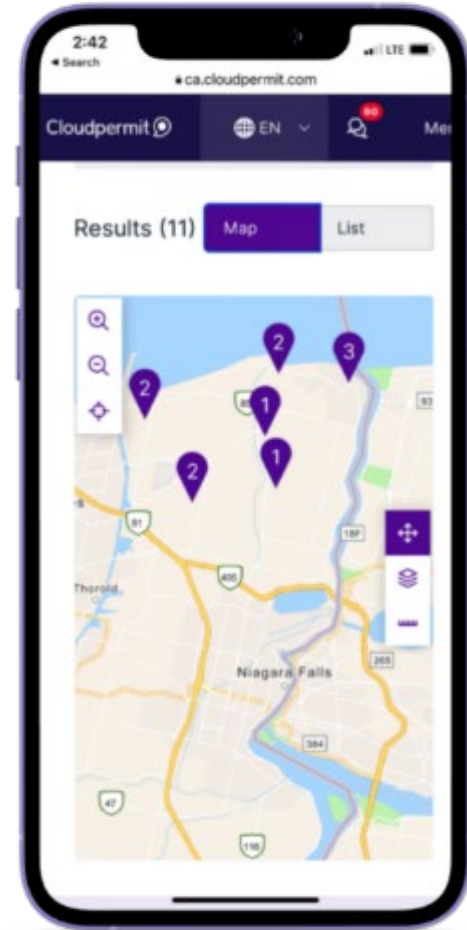
This was made possible by:

- AMO/LAS Pilot
- MMP3 Funding

Benefits of Cloudpermit to NOTL

- Online submission of all documents / Electronic uploads
- Online payment options
- Less/no travel time to and from the Municipal Office *(environmental benefits)*
- Ability to track several permits at one time
- Inspection scheduling completed electronically and results received immediately
- Availability of approved plans online at all times
- Building projects in multiple municipalities can be viewed and maintained on one 'dashboard'

Timeline: Project Rollout

January 2022

Request for Proposal
- Cloudpermit announced as the successful candidate by AMO/LAS

March 2022

Pilot Project
- Town Staff authorized to implement the pilot project

September 2022

Implementation
- PM Hired
- Project Kickoff
- Implementation & Configuration of Cloud permit
- Staff Training

November 2022

Soft Launch
- Staff testing of software
- Select clients given access to Cloud permit for testing
- Open house for builders

May 2023

Hard Launch
- Customer Experience Rep training
- Website updates
- Open House for residents & builders

Old Way vs. New Way

	Building Permit Applications THEN	Building Permit Applications NOW
Database	HCL Notes (Lotus Notes)	Cloudpermit - online
Application Form	PDF form	Cloudpermit - online
Document Upload	Hightail	Cloudpermit - online
Payment Options	In Person (Cash, Cheque, or Debit)	In Person (Cash, Cheque, or Debit) Cloudpermit - Online (Debit or Credit Card)
Communication	Email Phone In Person	Cloudpermit – Online (directly in the database) Phone In Person
Checking Application Status	Phone In Person	Cloudpermit – Online Phone In Person

Stats: Current Status

- 243 Applications Received
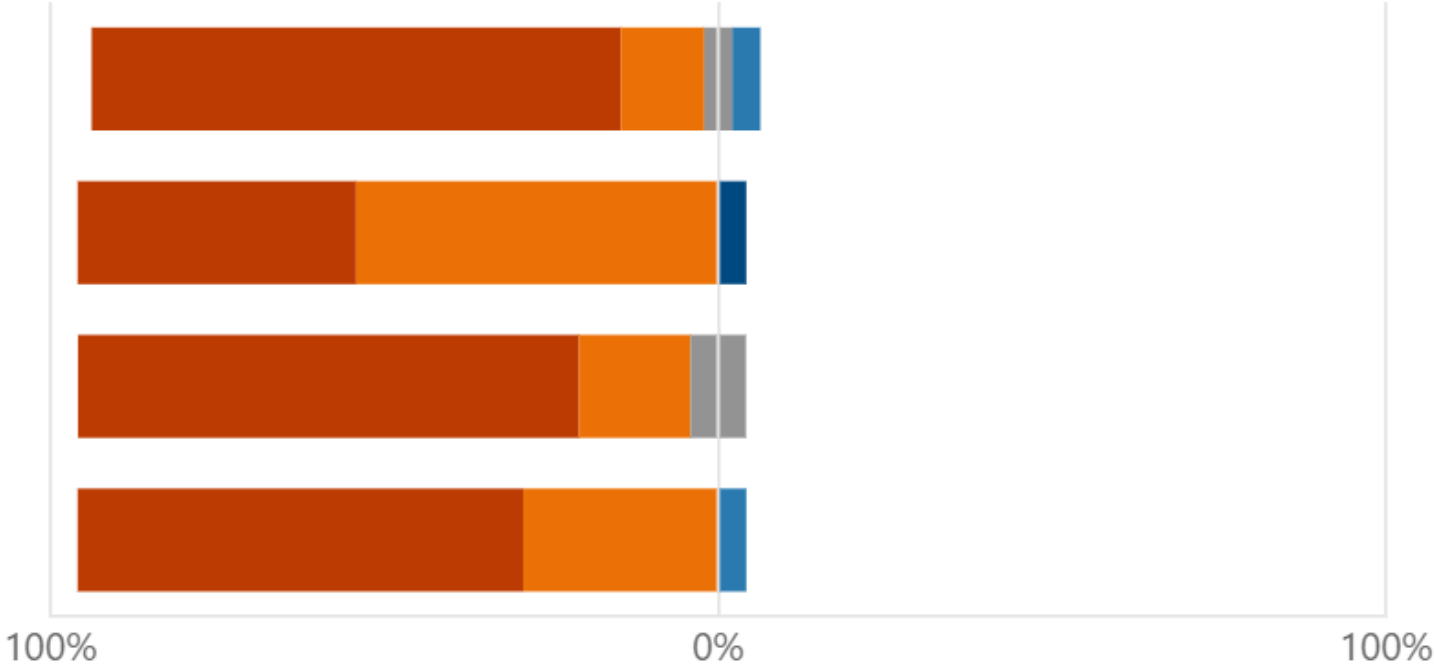- 167 Permits Issued

Feedback: Customers

Please rank the following statements.

Feedback: Customers

"Cloudpermit is very efficient and effective. Every municipality should be using it!"

"We appreciate our municipality for embracing online / digital building permit application submissions, as a convenient, efficient, and sustainable alternative to the traditional multi-hard copy format."

"The CloudPermit platform was easy to set up, and the notifications kept us informed of the various stages of the intake & review process."

Change Management

Niagara -on-the- Lake EST.1781

Change Management: The Challenges

Staff expressed resistance to this change

- **Fear of the Unknown:**
  - Worried what this meant to them (*role, responsibilities, work, impact*)
- **Lack of Understanding about Need for Change:**
  - Comfortable with their current practices
  - No need ("*If it isn't broken, don't fix it*")
  - Negative Feedback
- **Feeling of Being Excluded:**
  - Feeling they were not included in the decision to acquire the software
  - Feeling that the process should have started sooner to allow more review time
- **Change Fatigue:**
  - Volume of changes / modernization efforts

Change Management: The Strategies

How We Managed Change

- **Identified the need for Change**
  - Identified the "Why" and the "WIFM"
  - Created a sense of urgency

- **Build a Change Coalition and Foster Collaboration**
  - Identified Change Champions to drive the change forward
  - Included people from a range of areas and levels
  - Reached out to other Municipalities

Change Management: The Strategies

- **Create a Vision and Demonstrate Leadership**
  - Active and Visible Sponsorship
  - Buy-in and support from Senior Staff
  - Articulate the vision for change

- **Communicate the Vision**
  - Communicate widely and frequently
  - Kick-off Meeting
  - Weekly Team Meetings
  - Senior Leadership Team Updates

- **Empower the Team**
  - Listen
  - Remove barriers
  - Provide resources and adequate time
  - Provide Training (*Multiple Staff training sessions, engage with Cloudpermit reps*)

Change Management: The Strategies

- **Listen, Learn, & Adapt**
  - Heard concerns
  - Adjusted the software as a result of testing
  - Adjusted the timing - pushed the soft and hard launches back until staff were comfortable with the rollout

- **Monitor Progress & Celebrate Success**
  - Celebrated the launch
  - Solicited Staff feedback
  - Solicit ongoing feedback from customers
  - Anchor the change
  - Evolve over time

Putting it all Together: Lessons Learned

10 Key Points to Remember

- **Change management** is **critical**
- Create a sense of urgency around the *need* for change
- Garner Staff involvement at the **early** stages
- Build a coalition of change champions
- Create a vision, communicate it clearly & often
- **LISTEN**
- **Empower** team members
- Time the rollout appropriately
- Create short-term wins & a sense of momentum
- **Celebrate** success!!!