

Attachment A – Consolidation of Improvements & Summary of Benefits

Improvement	Enhanced Customer Service/ Satisfaction	Digitization/ Automation	Education/ Communication	Reduces Risk	Reduces Cost	Quality Improvement	Efficiency
Consistent customer service standards when booking inspections with City of Kitchener staff.	✓					✓	✓
Hire a project manager to support independent business owners in navigating City processes to obtain the necessary approvals required to open their business faster with a single point of contact to answer questions and help resolve issues. This role will also take on accountability for ensuring improvements from this review are implemented successfully.	✓		✓	✓	✓	✓	✓
Provide independent business owners with the option to request an on-site in-person pre-application meeting where representatives from Building, Fire, Licensing, Planning and Economic Development (as applicable) will attend to explain the potential approvals that will be required for the business to open, educate the business owner, provide guidance and build relationships. Pilot with downtown business owners with the potential to expand beyond the downtown if successful.	✓		✓	✓	✓	✓	✓
Hire a consultant to work with staff to develop a visual roadmap that business owners can use as their 'handbook' when opening a business in Kitchener. The guide will include simple steps to help plan for opening a business, the types of City approvals required for common business types (e.g. restaurants, offices, retail, services), and contact information.	✓		✓		✓	✓	✓
Support businesses owners by escalating significant technical/code issues from customers quickly to the management-level so a meeting can be held to discuss a resolution.	✓		✓	✓	✓		✓
Increase Fire Prevention Officer’s capacity to complete inspections at businesses by ensuring there is equal coverage throughout the week and more consistent response timeframes.	✓				✓		✓
Undertake a review of the current licensing by-law to allow for multiple services under one licensing application to ensure City of Kitchener is aligning with current business best practices and trends as more of these types of businesses are opening. This will also ensure there are less fees for business owners and will reduce the number of inspections required before opening.	✓				✓		✓

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Develop a pre-approved encroachment agreement template and delegate preparation and sign-off of Patio Approval encroachment agreements to the Manager and Director of Economic Development. A delegation report will be submitted to Council to eliminate the requirement for the Mayor's and Clerk's sign-off.	✓						✓
Formalize an internal process for confirming if an encroachment agreement is needed, identify circulation criteria that can be established with utility companies to only include them on encroachments that have a higher likelihood of impacting utilities, and create a centralized circulation and commenting process.	✓			✓	✓		✓
Identify the types of façade improvements that could lead to additional mandatory amendments and added costs for business owners and streamline the reimbursement process so business owners can get reimbursed faster.	✓			✓	✓		✓
Accelerate the issuance of permit approvals by: - redlining and approving drawings - beginning the detailed review of incomplete applications as soon as they are received - prioritizing resubmissions - requesting a phone or teams meeting with the applicant or consultant after their status letter is issued to ensure they understand the requirements	✓		✓	✓	✓		✓
Staff to coordinate and host onsite pre-construction meetings with Fire and Building staff when permit approval is issued. Staff to print and bring approved/redlined drawing set, inspection schedule, and signage reminding contractors of top things to remember, for example, to call for inspections, leave work open if completed on weekends, etc.	✓		✓	✓	✓	✓	✓
Develop an occupancy letter template and begin to issue occupancy certificates that include what "occupancy" means and next steps to complete/close their permit. After occupancy is granted send regular, recurring, auto-generated emails to the business owner reminding them to complete the necessary work and call for an inspection if the permit is open after occupancy at the 6-month mark and every month thereafter until it is closed.	✓	✓	✓	✓	✓		

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Streamline the inspections process by narrowing the call-ahead window, eliminating duplication between Fire and Building when providing initial comments and during onsite inspections, and copying business owners on all correspondence related to permit status and inspections.	✓	✓	✓		✓		✓
Building staff to follow-up with the business owner via auto-generated emails if inspections are not booked after the building permit has been issued to undertake an inspection of the site and to notify them that the permit can be revoked if work is not completed within 12 months.	✓	✓	✓	✓	✓		
Create a more streamlined application process for downtown patios with key dates and timelines, as well as simplified, visual instructions/tools for business owners to complete patio drawings.	✓	✓	✓		✓	✓	✓
Automate and digitize processes by adding them to the AMANDA portal / enhancing them within AMANDA, with the goal of having one integrated portal interface for the following processes: • Zoning occupancy certificate • Interior finishing permit • Business license • Sign Permits • Patio permit • Façade grant	✓	✓		✓	✓	✓	✓