



COMMITTEE INFORMATION REPORT

Committee of the Whole

Date: June 16, 2026
To: Mayor Milligan and Members of Council
From: Jeremy Johnston, Director of Planning and Development
Subject: Development Approvals Review Tracker

PURPOSE

To update Council on the progress of implementation of the Development Approvals Review Report project.

BACKGROUND

The Development Approvals Enhancement project was initiated in 2022 with funding from the Local Government Development Approvals Program (LGDAP) administered by UBCM. This project included significant internal and external engagement of development approvals processes. The resulting the [Development Approvals Review Report](#) (DARR) included a large number of implementation steps and action items including “quick wins”, “progressive” actions, and “transformative” actions.

DISCUSSION

The Planning and Development Services department has been working hard to address action items from this report, and these enhancements have supported the measurable outcomes that the department is seeing today in terms of improved permitting timelines and more effective processes.

This progress has not yet been comprehensively collected and measured against the initial report. A tracking tool has been created to maintain a register of action items and progress against this them. This report is the first presentation of this Development Approvals Review Tracker (DART).

Reviewed by:			
Chief Administrative Officer 	Corporate Officer 	Director of Finance 	Other:

Completing this exercise has highlighted the significant achievements of the department and organization following completion of the 2023 report. Several include:

- Comprehensive update to the Building and Plumbing Bylaw for improved definitions, cost-recovery, clarity, and enforceability.
- Comprehensive update to the Subdivision and Development Servicing Bylaw for improved definitions, cost-recovery, clarity, and enforceability.
- Comprehensive update to the Land Use Application Procedures and Fees Bylaw for improved definitions, cost-recovery, clarity, and enforceability.
- Initial temporary, and recent permanent expansion of the department to improve capacity and better align resourcing to demand
- Development and implementation of a cost-recovery based fee structure and associated updates to fees bylaws.
- Implementation of a digital permitting tool with the Cloudpermit Building Module
- Completion of progressive zoning bylaw amendments to provide more flexibility for housing in alignment with Provincial Bill 44.
- Establishment of a Technical Review Committee that meets regularly to discuss major projects and issues
- Development of a skills matrix for the planning team and initiation of a formalized training program that aligns with needs and development
- Improved procedural communication/education, and internal workflows

The tracking tool also provides brief notes on next steps on actions and tentative timelines. Several highlights of next actions include:

- Launch of the Cloudpermit Planning Module - June 24, 2026
- Refinement of internal procedures and workflows to match the digital transition - June 24, 2026
- Publishing of updated development application guidance and process maps – Q3, 2026
- Publishing of updated building bulletins and checklists for typical applications – ongoing in 2026
- Presentation of a Permit Prioritization Policy for Council consideration – Q3, 2026
- Scheduled review of updated processes and approaches for effectiveness – early 2027
- Consideration of long-term departmental needs to reflect current demand and future growth – ongoing with annual budget cycles
- Advancing the Records Information Management project will support certain actions – ongoing
- Launch of a publicly accessible interactive GIS property information map – 2027

The following table provides a high-level snapshot of progress against the items listed in the DARR.

Development Approvals Review Tracker Snapshot		
Initiatives Listed		156
Quick Wins	Completed	21
	In Progress	28
	Outstanding	3
	Total	52
Progressive	Completed	9
	In Progress	35
	Outstanding	15
	Total	59
Transformative	Completed	3
	In Progress	20
	Outstanding	22
	Total	45
Totals	Completed	33
	In Progress	83
	Outstanding	40
	Total	156

Staff note that with the expected launch of the Cloudpermit Planning Module in late June 2026, and the work developing supporting procedures and documentation, a number of “In Progress” items will be “Completed” shortly after the presentation of this report.

COMPLIANCE WITH CORPORATE STRATEGIES & POLICIES

Council Strategic Plan 2023-2028

- 1. Digitize building and development application intake, tracking, and approval processes.*

The department's efforts continue to align with Councils desire for improved service and processes.

IMPLICATIONS

This information has value across the Fernie community to compile what has been a collection of distinct initiatives into the context of overall service development.

There are implications across the organization to continue this work, including refining processes, communications, financial reporting, and skills development.

CONCLUSION

The department has made significant progress towards the goals and actions from the 2023 Development Approvals Review Report. This report continues to provide valuable guidance for the department for several more years to come.

Respectfully submitted,

Jeremy Johnston, Director of Planning and Development

Attachments:

- Development Approvals Review Tracker

DAPR ID	Summary (not verbatim)	Priority	Status	% Complete	Current Status	Next Action
1.1	Create a matrix of required skills/competencies by role and assess current staff.	Quick Win	In progress	75	A matrix based on job descriptions has been drafted. Training plans/meetings have been initiated to align training with needs.	Continue testing of training planning with matrix and complete across department. To be marked complete once each staff member has participated in training meeting with this approach.
1.2	Use existing courses/materials to quickly address identified skill gaps.	Quick Win	In progress	75	Training plans/meetings have been initiated to align training with needs.	Continue testing of training planning with matrix and complete across department. To be marked complete once each staff member has participated in training meeting with this approach.
1.3	Run informal cross-dept knowledge shares to spread best practices.	Quick Win	In progress	25	Occuring informally through standing meetings with other departments, where subject matter experts can raise issues with other team members to expand awareness for future applications.	To hold meeting with relevant department Directors and/or Managers to determine desire and capacity for more formal approaches.
1.4	Publish onboarding manual for the development approvals process and tools.	Quick Win	In progress	25	Procedures documentation has been created but not packaged into a formal part of onboarding package. Content is being redeveloped in tandem with Cloudpermit Planning module development.	Once documentation for new process with Cloudpermit is complete, can be packaged into onboarding-style materials. May require coordination with Corporate Services/HR manager
1.5	Use temp/contract staff to relieve workload hotspots.	Quick Win	Completed	100	In 2023-2025, a casual Building Official I was added to help alleviate heavy workloads. In 2025/2026, several changes were made: - BOs supported with routine overtime approvals - 1x BO Level 1 FTE added - 1x Temporary BO Level 1 FTE added (2x total for 2026) - 1x Planning Coordinator added to increase department capacity by removing clerical tasks from planning and building staff.	
1.6	Start developer Net Promoter Score (NPS) to track satisfaction.	Quick Win	Outstanding	0	Not initiated.	This may be examined as part of Economic Development Service, or other broader City engagement and satisfaction efforts. At this time, the department does not have capacity to complete a separate satisfaction-style survey. This is recommended to be de-prioritized in the short-term.
1.7	Design a comprehensive training program for planning/engineering/building.	Progressive	In progress	75	A City-wide training policy is in effect for all departmental staff. Planning and Development Services has developed a training matrix to align needs with training efforts. For planning staff, the department encourages alignment of training efforts with PIBC requirements. Building Officials are required to complete continual learning/annual training to maintain positive status with BOABC. Engineering training occurs in alignment with established annual professional development goals and requirements to maintain P.Eng status.	Continue testing of training planning with matrix and complete across department. To be marked complete once each staff member has participated in training meeting with this approach.
1.8	Collect staff feedback regularly and refine the training curriculum.	Progressive	In progress	25	Training meetings and regular check-ins are used to discuss what training opportunities are available and relevant and to consider adjustments to our approach.	Continue testing of training planning with matrix and complete across department. To be marked complete once each staff member has participated in training meeting with this approach.

1.9	Deliver targeted training to close priority skill gaps from the matrix.	Progressive	In progress	25	Training meetings and regular check-ins are used to discuss what training opportunities are available and relevant and to consider adjustments to our approach.	Continue testing of training planning with matrix and complete across department. To be marked complete once each staff member has participated in training meeting with this approach.
1.10	Partner with external providers/SMEs to keep content current.	Progressive	In progress	10	Currently training delivery is done using third parties in response to opportunities that arise, rather than procuring training.	Directors and/or Managers to meet to discuss if there is a need or desire to procure training in 2027 as opposed to rely on third party opportunities.
1.11	Enable cross-training to increase team versatility and resilience.	Progressive	In progress	25	Currently occurring informally as a result of cross-departmental meetings and through day to day management of files between staff.	To discuss potential for a more structured or formalized approach to this.
1.12	Establish mentorship and job-shadowing for knowledge transfer.	Progressive	In progress	25	Occurring informally as part of daily duties such as application review and discussion. As planning staff move toward registered designations, formal mentorship will be required as part of that process. Building staff have formal mentorship as part of BOIT program.	To discuss potential for a more structured or formalized approach to this.
1.13	Identify successors for key roles and build internal candidates.	Progressive	In progress	15	This type of discussion is had informally between the CAO, Directors and Managers during performance reviews and ongoing discussions of the evolution of the department. At current, training is focused on the identified skills matrix as opposed to development into potential future roles.	To be discussed more formally in 2026 through career discussions and performance reviews.
1.14	Use the skills matrix in performance and career development.	Progressive	In progress	25	City's career chat process is used to identify training needs and development goals. This updated process is being launched in 2026 so will be monitored for effectiveness.	Continue testing of training planning with matrix and complete across department. To be marked complete once each staff member has participated in career chat with this approach.
1.15	Evolve NPS with deeper surveys/interviews for actionable insight.	Progressive	Outstanding	0		To be discussed as part of broader City engagement/satisfaction strategies.
1.16	Create a centralized training hub as a one-stop learning library.	Transformative	In progress	15	Central location on the network has been identified, however many training programs are delivered through online hubs that don't easily translate to local storage.	To be determined how to adapt for this goal/outcome. Over the long-term, a centralized training hub may not be the most effective tool, given that training resources are often delivered by third parties through online medium that are not conducive to network storage.
1.17	Populate role-based courses (technical + soft skills).	Transformative	Outstanding	0		To be discussed - as the third party training environment (webinars, courses, conferences) is dynamic, any formal compilation of options could quickly become outdated.
1.18	Offer on-demand/self-paced learning options for flexibility.	Transformative	In progress	15	Most formal training is occurring through third parties and much of it is completed outside of work time. Budgets and selections are done as part of formal training meetings initiated in 2026. Several staff are currently completing self-paced/online training outside of work ours.	
1.19	Bring in internal/external experts for specialized sessions.	Transformative	Outstanding	0	Currently training delivery is done using third parties in response to opportunities that arise, rather than procuring training.	Directors and/or Managers to meet to discuss if there is a need or desire to procure training in 2027 as opposed to rely on third party opportunities.
1.20	Launch leadership development for high-potential staff.	Transformative	In progress	15	Historically, broader training have been support to support staff development where leadership potential is identified - for instance with the Manager of Planning. This would continue to be supported as policy and budgets permit where this potential is discussed as part of performance reviews and career chats.	To be discussed more formally in 2026 through career discussions and performance reviews.
1.21	Adopt a diversity & inclusion strategy for a representative workforce.	Transformative	In progress	15	This has partially be initiated through items such as the Corporate Vision and Mission documentation, Accessibility Plan, and equitable pay efforts.	
1.22	Maintain a dedicated approvals knowledge repository.	Transformative	In progress	25	The department has initiated improved filing practices for interpretations and records management as a partial step. The Records Information Management (RIM) project will formalize improved organization of procedures, guides, and resources.	Continue incremental improvements until RIM project advances to major re-organization efforts.
1.23	Continuously evaluate the hub and improve content.	Transformative	Outstanding	0		

1.24	Fully integrate NPS results into continuous improvement.	Transformative	Outstanding	0		To be discussed as part of broader City engagement/satisfaction strategies.
2.1	Pilot short-term cost recovery for select high-priority files.	Quick Win	Completed	100	2025: Development Procedures and Fees bylaw was updated based on cost-recovery model as a permanent change. Building Bylaw updates in 2024 were also based on cost-recovery model.	
2.2	Introduce graduated/expedite fees for complete, accelerated files.	Quick Win	In progress	75	In 2025 the Development Procedures and Fees bylaw was updated to provide fees for different types of development, as well as an hourly fee on qualifying larger projects.	Department to consider potential amendments for prioritization and associated fees. Permit prioritization policy is in development and anticipated for Council review in late summer 2026.
2.3	Form a cross-dept team to design the cost-recovery model and revenue matrix.	Quick Win	Completed	100	Considered complete following adoption of Development Procedures and updated fees bylaws.	
2.4	Review current fees/charges for immediate right-sizing.	Quick Win	Completed	100	2025: - Adopted Building and Plumbing Bylaw with modernized fees to reflect cost-recovery model. - Adopted New Development Application Procedures and Fees Bylaws with modernized fees to reflect cost-recovery model.	
2.5	Research peer cost-recovery approaches and adopt quick wins.	Quick Win	Completed	100	2025: Research for the Development Procedures and Fees bylaw updates included looking at multiplicities from across the province. This knowledge was applied to the bylaw	
2.6	Analyze current fee distribution across departments.	Quick Win	Completed	100	2025: Fees updated was done in consultation with departments involved in permitting process to reflect level of effort.	
2.7	Enable routine financial data sharing between departments.	Quick Win	In progress	75	Current process reflects an improved level of communication between departments from historical.	Refining process maps to finalize improved communication procedures and factoring in financial accounting will consider this complete.
2.8	Make immediate adjustments to relieve under-resourced areas.	Quick Win	In progress	90	2023-2025: Casual Building Official I was added to help alleviate heavy workloads. 2025: - BOs supported with routine overtime approvals - 1x BO Level 1 FTE added - 1x Temporary BO Level 1 FTE added (2x total for 2026) - 1x Planning Coordinator added to increase department capacity by removing clerical tasks from planning and building staff. - 1x Development Engineer FTE added	Determination of long-term departmental needs to be reviewed as part of budget preparations in 2026, and again in 2027.
2.9	Clarify when applicants cover third-party/peer review costs.	Quick Win	In progress	75	2025: Development Procedures and Fees bylaw update considers an hourly "user-pay" fee that can be applied to qualified larger projects that would potentially allow a third-party representative of the City handle these files to increase or maintain staff capacity.	Confirm if this bylaw extends to peer review scenario. A policy may needed to support decisions to use this.
2.10	Implement formal time-tracking for processing effort.	Quick Win	In progress	75	2025: This is implemented as part of the Cloudpermit software for building permits - although not reported in a structured way - and will be implemented for the Cloudpermit planning module.	Establish preferred approach to reporting on these metrics.
2.11	Consider a development reserve fund to expand capacity.	Progressive	Outstanding	0		To be discussed as part of 2026 budget process. Recent process of re-investing in the department has yielded significant and immediate positive impacts to permit timelines and public perception.
2.12	Calculate full costs (incl. overhead) and allocate by application type.	Progressive	Completed	100	2025: Fees update was done to reflect level of effort.	

2.13	Fund temporary staff to clear delays during peaks.	Progressive	Completed	100	2023-2025: Casual Building Official I was added to help alleviate heavy workloads. 2025: - BOs supported with routine overtime approvals - 1x BO Level 1 FTE added - 1x Temporary BO Level 1 FTE added (2x total for 2026) - 1x Planning Coordinator added to increase department capacity by removing clerical tasks from planning and building staff.	
2.14	Set cost-recovery targets by service type.	Progressive	In progress	75	2025 fees update was completed and reflects this intent.	Director and Manager to discuss what a review step should look like for 2027 before calling this action complete.
2.15	Adopt clear cost-recovery policies.	Progressive	In progress	75	2025 fees update was completed and reflects this intent.	Strategic intent and direction was established in Council Strategic Plan. However a policy would support more prolonged intention to maintain this direction beyond the strategic plan life. To be considered.
2.16	Confirm legal compliance of the cost-recovery model.	Progressive	In progress	75	2025 fees update was completed.	To be considered as part of potential 2027 review.
2.17	Build the revenue distribution matrix with departments.	Progressive	In progress	75	2025 fees update was completed using this concept. Further work could be done to review allocation of departmental revenues and future fee updates.	To be considered as part of potential 2027 review.
2.18	Standardize finance reporting on application revenues/fees.	Progressive	In progress	75	Quarterly reporting focuses on construction value. Updates could be considered to include fee tracking and associated revenue distribution.	To be discussed as part of quarterly reporting updates, in collaboration with other departments.
2.19	Assess long-term financial needs for approvals capacity.	Transformative	In progress	75	2025 fees update was completed based on existing needs.	Department to coordinate a meeting to discuss this longer term outlook once more projections are completed through the OCP update process. Anticipated for late 2027.
2.20	Implement the cost-recovery model.	Transformative	Completed	100	2025 Building and Plumbing bylaw (adopted) and Development Procedures and fees bylaw (adopted) implements the cost-recovery model. As discussed in other actions, some iteration is expected; however this can be completed for the sake of this tracking tool.	
2.21	Advocate for more flexible fee-setting authority as needed.	Transformative	Completed	100	Achieved with updated fees bylaws	
2.22	Communicate cost-recovery model's purpose, mechanics, and benefits.	Transformative	Completed	100	Cost Recovery has been communicated to, and is supported by Council via their Strategic Priorities. Growth funding growth has been established as preferred practice.	
2.23	Phase in the revenue distribution matrix and monitor.	Transformative	Outstanding	0		Department to coordinate a meeting to discuss this longer term outlook once more projections are completed through the OCP update process. Anticipated for late 2027.
2.24	Schedule regular reviews/updates to the matrix.	Transformative	Outstanding	0		
2.25	Consider a centralized financial management system.	Transformative	Outstanding	0		
2.26	Adopt data access and sharing policies for finance data.	Transformative	Outstanding	0		
2.27	Link revenue distribution to performance metrics over time.	Transformative	Outstanding	0		
3.1	Meet with staff to understand current roles, issues, and pain points.	Quick Win	Completed	100	Communication with Staff is ongoing with every project that the Planning Department is undertaking. The Department has established a structure of reviewing missing policies and procedures to address procedure adjustments.	
3.2	Map overlaps, gaps, and miscommunications in workflows.	Quick Win	In progress	75	2025: Refined referral processes and checklists to ensure guidance is given to internal departments and issues are brought-up at project initiation rather than at the 11th hour.	2026 project to refine process maps will support this concept. Continual review/refinement of policies/procedures has been established in 2026.
3.3	Shift non-technical inquiries to admin staff where appropriate.	Quick Win	Completed	100	2024: Template to answer non-technical inquiries (ie: where to find self-serve information / BCOne locates / Land Title inquiries) provided to staff. Direction to updated website as a resource for planning and building information. 2025: Planning Coordinator position supported as 1x FTE to address non-technical inquiries.	

3.4	Form a provisional Technical Review Committee (TRC) with ToR.	Quick Win	Completed	100	Bi-weekly meetings between PDS and related departments are occurring as standing meetings.	
3.5	Hold cross-department meetings to build collaboration.	Quick Win	Completed	100	Bi-weekly meetings between PDS and related departments are occurring as standing meetings.	
3.6	Create FAQs, standard responses, and referral templates.	Quick Win	In progress	25	Review process has been initiated as part of 2026 work plan.	Establish service standards for initial inquiries and completeness. Continue to proceed through template development as part of 2026 work plan. Review completion and next steps in late 2026/early 2027.
3.7	Document roles/responsibilities by application type.	Progressive	Completed	100	Matrix established.	Continue to review as demands evolve. Considered complete for the sake of this tracking tool.
3.8	Document and roll out standard application procedures.	Progressive	In progress	50	Significant improvements have been achieved through Cloudpermit building permit launch.	Address in Cloudpermit planning module and communications review.
3.9	Standardize referrals and handoffs between departments.	Progressive	In progress	75	Internal referral checklist form has been updated and launched. With Cloudpermit planning module launch, referrals will be standardized by adding the desired referral agency to the workspace.	Procedural documentation under development. Expected to be complete by time of Cloudpermit planning module launch in early summer 2026.
3.10	Develop a common glossary for approvals terms.	Progressive	In progress	75	This has occurred through the alignment of relevant bylaws with consistent definitions. Through the launch of the Cloudpermit planning module, a glossary of relevant terms for the software is also being developed.	To be reviewed and considered for effectiveness and need.
3.11	Implement/test the documented procedures end-to-end.	Progressive	In progress	75	Completed through the Cloudpermit planning module development.	Expected to be completed by the time of Cloudpermit launch in early summer 2026.
3.12	Train staff on the full workflow to see the big picture.	Progressive	In progress	50	Presented building permit application and approval workflow at joint leadership and management meeting. Made presentation available to all staff and Council, as well as the community at-large. Broad participation in Cloudpermit planning module training will support more comprehensive understanding across staff and roles.	Expected to be completed by the time of Cloudpermit launch in early summer 2026.
3.13	Train admin staff to handle non-technical queries.	Progressive	Completed	100	Completed with 1x FTE Planning Coordinator Role	
3.14	Assess admin capacity for additional workload.	Progressive	Completed	100	Completed with 1x FTE Planning Coordinator Role	
3.15	Establish formal collaboration channels/tools.	Progressive	In progress	75	New technologies and meetings are being used to improve collaboration between departments, particularly between planning and engineering staff.	More formalized channels within existing technologies are being considered to improve collaboration.
3.16	Regularly assess workloads of technical/admin staff.	Progressive	In progress	75	This occurs informally through informal check ins with staff on a near-daily basis. Regular formalized check-ins have also been initiated in 2026.	Once formalized check-ins are initiated with all development staff, this will be marked as completed.
3.17	Cross-train between admin and technical roles.	Progressive	In progress	50	This occurs informally through application intake and discussions about new applications, challenges, and processes.	Proposed to continue as a day-to-day informal process.
3.18	Create a feedback mechanism for staff suggestions.	Progressive	Completed	100	This is designed to occur through check ins and departmental meetings where desires for new procedures and processes are discussed.	
3.19	Review roles/responsibilities regularly and update.	Transformative	In progress	75	Has recently been evaluated as part of the development of skills matrix and new positions.	To be reviewed towards the end of 2026/early 2027 and established as regular process before considering this complete.
3.20	Keep FAQs/templates/glossary current and shared.	Transformative	In progress	50	Updates are underway as part of the Cloudpermit planning module.	Once a regular process of review is established in 2026/2027, this will be marked complete.
3.21	Periodically review TRC effectiveness and impact.	Transformative	In progress	50	This is occurring informally. Recent adjustment was made to refine the scope of this group and improve meeting effectiveness.	Review proposed after construction season 2026
3.22	Reinforce accountability culture linked to performance.	Transformative	In progress	75	This is integrated in part in performance reviews and career chats which focus on development, goals, and alignment with organizational mission and vision.	This item will be considered complete after successful completion of reviews in 2026.
3.23	Provide a transparent, shared application status dashboard.	Transformative	In progress	25	Internal cloudpermit uses can access status through that tool. A separate tracking tool has been developed for major applications to be regularly shared with departments. More efforts are underway to highlight key milestones for major projects for the public.	Formal launch of internal tracking tool and external milestone highlights effort.

3.24	Automate referrals/notifications where feasible.	Transformative	In progress	90	Cloudpermit includes automated notifications as part of the referral process.	Continue to refine and improve referral process. This item may be marked complete after successful launch of Cloudpermit planning module which should complete digitization of all referrals for development.
4.1	Publish pre-application guidelines with expectations and requirements.	Quick Win	In progress	75	2025: Building Permit checklists published and in use, and built into Cloudpermit. Information on City's website to assist developers in understanding what is required for projects to move forward within the regulations. 2025: New Development Procedures and Fees bylaw adopted to formalize pre-application conference fees and procedures.	Some work is still required for refine the pre-application process and materials.
4.2	Provide summarized applicable legislation early in the process.	Quick Win	Completed	100	2024-25: Updated City of Fernie Planning Website to share links to bylaws, processes and regulations (ie: Step-Code / Professional Governance Act / Small-Scale Multi-Unit Housing). On an ongoing basis, the department publishes bulletins through planning and building to advertise changes in processes to conform to legislation. This has been established as typical procedure. Due to the rate of change in provincial legislation, summaries are to be completed via udpates to the City's website and via bulletins depending on content. Those can be repurposed for pre-application meetings as well.	
4.3	Issue complete intake/completeness checklists by application type.	Quick Win	In progress	75	2025: Adoption of Building and Plumbing Bylaw, containing detailed permit application requirements. Building Permit Document Checklist consistent with Building and Plumbing Bylaw published and built into Cloudpermit. 2025: Development Procedures and Fees Bylaw underway to modernize requirements for development permit applications.	Refining application checklists in 2026. Expected to be complete before the end of 2026.
4.4	Publish plain-language intake guidance and “complete” definition.	Quick Win	In progress	75	2024-25: Website materials summarize these processes. 2025: Implementation of Cloudpermit and related educational materials and communication to summarize processes. 2025: Procedures and Fees Bylaw to establish processes.	The department is working on a service standard for completeness checks which would confirm this definition. This is expected to be completed in either Q2 or Q3 2026.
4.5	Adopt a standard SLA for completeness determination.	Quick Win	In progress	75	2025: Cloudpermit intake feature is that required general documents must be submitted before application is accepted. Investigation into expanding this feature to require documents that are unique to the subject property of the application (ie if the property is in the floodplain, automatically ask for the HLDP to be uploaded).	The department is working on a service standard for initial inquiries and completeness checks to create this SLA. This is expected to be completed in either Q2 or Q3 2026.
4.6	Regular updates to applicants on their application status. Use system auto-updates to keep applicants informed.	Quick Win	Completed	100	Cloudpermit currently allows applicant to view the status of their applications. The City's website has been updated with a permit timelines table that gives estimated time to review for new applications, and when the current application being reviewed was submitted.	
4.7	Pilot expedited reviews for applications meeting criteria.	Quick Win	In progress	25	A draft Permit Priotiziation Policy is being developed.	A draft permit prioritization policy is being developed and is tentatively targed for Council review in late summer 2026.
4.8	Set a fee for pre-application consultations based on staff cost.	Quick Win	Completed	100	A pre-application conference fee has been established in the updated fees bylaw.	
4.9	Assign primary points of contact for applicants.	Quick Win	Completed	100	This has been established through the formalization of the Planning Coordinator role and departmental responsibilities matrix.	
4.10	Research Certified Professional (CP) programs and design a framework.	Quick Win	In progress	15	This review has been initiated by the building team.	A business case is expected to be considered internally. If feasibile, it will be brought to Council for review in 2027.
4.11	Formalize the pre-application process and early feedback.	Progressive	In progress	50	Pre-application meeting template established in 2026 and piloted.	Some documentation of procedures will be developed.
4.12	Create an applicant toolkit/guidebook with templates and tips.	Progressive	In progress	25	This has been developed as as series of updates to the websites and documentation.	Formalize and refine documentation, and organize for easy access.
4.13	Adopt standard intake and correspondence templates.	Progressive	In progress	25	This has been developed as as series of updates to the websites, checklists, and documentation.	Formalize and refine documentation, and organize for easy access.

4.14	Report processing times routinely and explain variances.	Progressive	In progress	15	Quarterly reporting has been updated recently but as new data is available from Cloudpermit, these timelines can be better understood and published. Website updates provide more timing information related to current permit status and time to review.	Update quarterly reporting process with more permitting timeline information once the dataset is large enough and has been reviewed for validity and understanding.
4.15	Scale expedited review based on pilot outcomes.	Progressive	Outstanding	0		To be considered as part of Permit Prioritization Policy and implementation.
4.16	Train designated points of contact in applicant guidance.	Progressive	In progress	50	This is occurring informally but is intended to be completed as part of training meetings.	To be considered complete once all staff have compelted training/development meetings in 2026.
4.17	Develop a formal CP program and run a pilot.	Progressive	Outstanding	0		This is being reviewed for feasibility and business case as it requires significant investment from staff to develop the program.
4.18	Require mandatory pre-application process.	Transformative	Outstanding	0		To be considered as appropriate. Currently pre-application is directed to larger, more complex projects.
4.19	Provide a digital pre-application portal and tracking.	Transformative	In progress	50	Applicants are able to submit pre-application requests in Cloudpermit.	
4.20	Add QA/peer review to ensure intake consistency.	Transformative	Outstanding	0		At this time resources are directed to other priority actions. This could be considered once the department completes a first build out of updated processes/procedures.
4.21	Introduce staff performance standards for processing.	Transformative	In progress	15	The department is exploring service standards to establish target timelines. This is focused on initial inquiries and completeness checks as first items.	Depending on the success of service standard approach, to be expanded to other areas of applications (e.g. timelines to issuance)
4.22	Fully implement the CP program citywide.	Transformative	Outstanding	0		This is being reviewed for feasibility and business case as it requires significant investment from staff to develop the program.
5.1	Review current systems and identify gaps and must-have features.	Quick Win	Completed	100	2024-25: Cloupermit implementation for Building Permit applications and future implementation for development permit applications.	
5.2	Confirm/shortlist user-friendly online permitting (CloudPermit context).	Quick Win	Completed	100	2024-25: Cloupermit implementation for Building Permit applications and future implementation for development permit applications.	
5.3	Ensure digital solution includes e-plan review, e-signatures, online payments, and inspections.	Quick Win	Completed	100	2024-25: Cloupermit implementation for Building Permit applications and future implementation for development permit applications.	
5.4	Adopt an open data policy (what/when/how to publish).	Quick Win	In progress	25	2025: In progress in cooperation with Corporate Services and other City departments.	To be discussed with Corporate Services and/or Asset Management department.
5.5	Stand up a basic open data portal for public datasets.	Quick Win	Outstanding	0		To be considered
5.6	Run staff workshops to refresh GIS capabilities.	Quick Win	In progress	50	In 2024-25 GIS enterprise training and tutorials were provided to Staff by the GIS Technologist. A new person has recently started in this role and can help to resume improved training and use of these technologies.	Re-established training options as capacity permits in 2026.
5.7	Offer preliminary access to basic infrastructure models.	Quick Win	In progress	50	Current practice is to run infrastructure modeling through our consultant using a cost-recovery model where the user pays. Some discussion has been had about how there could be sharing of the model.	Discuss with EPW about potential for sharing of the models with restrictions and agreements as needed.
5.8	Pilot the online permitting system with a simple permit class.	Progressive	Completed	100		
5.9	Roll out online permitting in phases after pilot success.	Progressive	In progress	90	Building permit module completed for all application types. Planning module under development with launch scheduled for June 2026.	After launch of the planning module this is expected to be marked completed.
5.10	Use AI-assisted checks for application completeness.	Progressive	Outstanding	0		This is not currently planned with the Cloudpermit program. With the development of the Provincial Building Permit Hub and digitization efforts for building submissions, it is expected that over time automation will be possible for compliance checks with building submissions.
5.11	Adopt records management software and workflows.	Progressive	Outstanding	0		To be discussed - may be a fit for later stages of the RIM effort.
5.12	Create a city data catalogue with metadata and update cycles.	Progressive	Outstanding	0		To be discussed - may be a fit for later stages of the RIM effort.

5.13	Define the request/access process for infrastructure models.	Progressive	Outstanding	0		To be discussed - may be a fit for later stages of the RIM effort.
5.14	Publish a navigable library of bylaws, maps, and illustrations.	Progressive	Outstanding	0		To be discussed - may be a fit for later stages of the RIM effort.
5.15	Design a user-friendly public GIS mapping portal.	Progressive	In progress	15	This is established in the GIS workplan.	A target timeline is to be determined.
5.16	Fully implement online permitting; centralize comments and stats.	Transformative	In progress	75	This is established in the Building Permit module of Cloudpermit.	To be considered complete after successful launch of Cloudpermit planning module.
5.17	Provide guided, step-by-step digital application journeys.	Transformative	In progress	15	Procedural documentation is available but has not yet been packaged in this way.	As new documentation is developed in 2026, this will be considered for framing as "Journey" in public facing content.
5.18	Integrate permitting with Finance and GIS systems.	Transformative	Outstanding	0	Current systems are not well interconnected.	To be discussed with Asset Management team for possible approaches.
5.19	Adopt integrated/AI records management (auto tag/classify).	Transformative	Outstanding	0		To be discussed - may be a fit for later stages of the RIM effort.
5.20	Connect open data platform to internal systems for live updates.	Transformative	Outstanding	0		To be discussed with Asset Management team for possible approaches.
5.21	Establish open data governance (team/board/audits).	Transformative	Outstanding	0		To be discussed with Asset Management team for possible approaches.
5.22	Provide a secure platform for updated infrastructure models.	Transformative	Outstanding	0		To be discussed with Asset Management team for possible approaches.
5.23	Let applicants request models within the online application.	Transformative	Outstanding	0		To be discussed with Asset Management team for possible approaches.
5.24	Fully digitize bylaws/maps with prompt online updates.	Transformative	Outstanding	0		To be discussed - may be a fit for later stages of the RIM effort.
5.25	Launch the full public GIS Mapping Portal.	Transformative	In progress	15	This is established in the GIS workplan.	A target timeline is to be determined.
6.1	Scan bylaws to flag outdated/irrelevant sections.	Quick Win	In progress	50	Updated bylaws are available online via the City's website.	Some organization and centralization of these records would support clearer access.
6.2	Improve online access to frequently used bylaws.	Quick Win	In progress	75	2024-25: City of Fernie website updated with links to relevant bylaws and regulations.	To be discussed with Corporate Services to ensure organization of these records.
6.3	Simplify sign bylaw and reduce permit burden where possible.	Quick Win	In progress	10		Department tentatively scheduling a review/update of Sign Bylaw for 2027.
6.4	Quickly assess growth trends and infrastructure needs.	Quick Win	In progress	75	Utility capacity analysis using recent Housing Needs Report population projections are under way and anticipated for completion in summer 2026.	Complete capacity model updates.
6.5	Start using basic growth/infra forecasts in reviews.	Quick Win	Completed	100		
6.6	Identify zoning bylaw changes for suites and detached units.	Quick Win	Completed	100	Completed through updates to the zoning bylaw as part of Bill 44. Minor amendments expected in June 2026 through Bill 25, but this can be considered complete.	
6.7	Develop a Densification Policy to guide denser approvals.	Quick Win	In progress	25	Permit prioritization policy is being drafted. Targeted for Council review in late summer 2026.	Review and approval of the Permit Priortization Policy.
6.8	Set criteria to waive hearings when consistent with the OCP.	Quick Win	Completed	100	2024-25: Provincial legislation for this related to housing has been implemented and supported by staff and Council.	
6.9	List incentives for prioritized multi-family projects.	Quick Win	In progress	20	No incentives developed, however, staff have prioritized permit review for several multi-family / affordable / employee housing projects. Formal policy is being developed and targeted for Council in late summer 2026.	Review and approval of the Permit Priortization Policy.
6.10	Launch an Infill Housing Challenge to spur designs.	Quick Win	Outstanding	0		This item has not been actioned. Current capacity and budgets may not support advancing this at this time. The market is adapting to SMMUH legislation and starting to provide more forms of housing without the City's intervention.
6.11	Audit short-term rentals (STRs) and verify compliance.	Quick Win	In progress	90	2024-25: Completed through City's contract with Granicus software. Have since transitioned to Provincial tracking.	
6.12	Complete comprehensive bylaw review and updates.	Progressive	In progress	75	Significant efforts have been completed including Building and Plumbing Bylaw, Subdivision and Developmetn Servicing Bylaw, and the Land Use Application Procedures and Fees Bylaw.	A review to be completed of remaining updates to be consistent across relevant bylaws. This cycle will restart after completion of the Official Community Plan update in 2027.

6.13	Adopt zoning-like tiers for sign permits to streamline.	Progressive	Outstanding	0		Department tentatively scheduling a review/update of Sign Bylaw for 2027.
6.14	Co-create design guidelines for suite-ready detached/ADUs.	Progressive	Outstanding	0		This item has not been actioned. Current capacity and budgets may not support advancing this at this time. The market is adapting to SMMUH legislation and starting to provide more forms of housing without the City's intervention.
6.15	Issue policy guidance for asset management in development.	Progressive	In progress	25	Asset Management Policy was adopted in 2022.	An Asset Management current practice review is underway which includes intention to understanding new development. This topic ahs already been raised in the Official Community Plan update for consideration at that policy level.
6.16	Align bylaws with policy objectives	Progressive	In progress	75	Significant efforts have been completed including Building and Plumbing Bylaw, Subdivision and Developmetn Servicing Bylaw, and the Land Use Application Procedures and Fees Bylaw.	A review to be completed of remaining updates to be consistent across relevant bylaws. This cycle will restart after completion of the Official Community Plan update in 2027.
6.17	Incorporate population and infrastructure forecasts into development review.	Progressive	Completed	100	This is compelted as standard practice. Where needed, developments submit design breifs to better understand impacts to infrastructure capacity.	
6.18	Amend bylaw to enable eligible hearing waivers.	Progressive	Completed	100	Provincial lesigation has made created the framework for hearing waivers - no public amendments required.	
6.19	Prioritize eligible multi-family and offer incentives.	Progressive	In progress	15	No incentives developed, however, staff have prioritized permit review for several multi-family / affordable / employee housing projects. Formal policy is being developed and targeted for Council in late summer 2026.	Review and approval of the Permit Priotization Policy.
6.20	Study locations well-suited to multi-family housing.	Progressive	In progress	50	Multi-unit housing has been distributed throughout the community through the Bill 44 zoning changes permitting up to 4 units on most properties.	Further work is being done as part of the Official Community Plan update to determine where more dense developments are appropriate.
6.21	Pre-zone areas; use winning infill designs as templates.	Progressive	In progress	75	Pre-zoning has been done in effect for many areas through the Bill 44 adjustments.	There has not been further action to intentionally pre-zone for more specific development types. Staff have generally followed provincial guidance for recommended zoning.
6.22	Evaluate STR market impacts (conversion, prices, supply).	Progressive	Outstanding	0		This item has not yet been initiated. To be reviewed as part of 2027 work planning and budget processes.
6.23	Create a pre-approved plans library (start with ADUs).	Progressive	Outstanding	0		This item has not been actioned. Current capacity and budgets may not support advancing this at this time. The market is adapting to SMMUH legislation and starting to provide more forms of housing without the City's intervention.
6.24	Set a routine bylaw review/update cycle.	Transformative	In progress	15	Initial update cycles have be completed.	As part of the Official Community Plan process, there is desire to see more robust implementation planning and action steps which could include this type of formal review cycle of related bylaws.
6.25	Review the OCP to reflect current values/priorities.	Transformative	In progress	50	Official Community Plan update project underway. Anticipated for completion in 2027.	Complete OCP update project.
6.26	Adopt policy to encourage suites/ADUs/home conversions.	Transformative	In progress	15	No incentives developed, however, staff have prioritized permit review for several multi-family / affordable / employee housing projects. Formal policy is being developed and targeted for Council in late summer 2026.	Review and approval of the Permit Priotization Policy.
6.27	Develop a long-term STR management strategy.	Transformative	Outstanding	0		This item has not yet been initiated. To be reviewed as part of 2027 work planning and budget processes.
7.1	Study feasibility/impacts of fast-tracking non-market/rental.	Quick Win	In progress	15	Have informally prioritized permits for affordable and attainable housing projects.	Permit prioritization policy is being drafted and targeted for review by Council in late summer 2026.

7.2	Identify public–private partnership opportunities.	Quick Win	Completed	100	692 - 3rd Avenue (FKA "Old Firehall) project and Pine Avenue childcare and employee housing project. Lands Acquisition and Disposition Policy provides some guidance for potential partnerships involving municipal land. Staff regularly meet with non-profit housing providers and other developers and discuss potential for partnerships where feasible.	
7.3	Draft policy and pilot the fast-track approvals process.	Progressive	In progress	15		Permit prioritization policy is being drafted and targeted for review by Council in late summer 2026.
7.4	Create a PPP policy framework for housing/development.	Progressive	Outstanding	0		This item has not yet been initiated. To be reviewed as part of 2027 work planning and budget processes.
7.5	Policy for timely letters of credit/accept indemnity (e.g., BC Housing).	Progressive	Outstanding	0		This item has not yet been initiated. To be reviewed as part of 2027 work planning and budget processes.
7.6	Create a policy/template for affordable housing agreements.	Transformative	Outstanding	0		This item has not yet been initiated. To be reviewed as part of 2027 work planning and budget processes.
7.7	Fully implement fast-track; monitor and iteratively refine.	Transformative	Outstanding	0		This item has not yet been initiated. To be reviewed as part of 2027 work planning and budget processes.