

# THE CORPORATION OF THE CITY OF COURTENAY

## NOTICE OF COMMITTEE OF THE WHOLE MEETING

**DATE:** Monday, September 29, 2014  
**PLACE:** City Hall Council Chambers  
**TIME:** 4:00 p.m.

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### AGENDA

#### 1.00 STAFF REPORTS/PRESENTATIONS

1. Strategic Priorities Update (PowerPoint presentation)
2. Development Process Improvement Update

#### 2.00 ADJOURNMENT



THE CORPORATION OF THE CITY OF COURTENAY

## STAFF REPORT TO COMMITTEE OF THE WHOLE

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**To:** Committee of the Whole

**File No.:** 3060-00

**From:** Chief Administrative Officer

**Date:** September 29, 2014

**Subject:** Development Process Improvement Update

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### **PURPOSE:**

To provide an update on recent development activity, introduce the newly adopted development application referral system intended to accelerate the process and therefore reduce turnaround time, and outline other development application process improvements.

### **CAO RECOMMENDATIONS:**

That based on the staff report "Development Process Improvement Update", Committee of the Whole approve OPTION 1 and determine if the recent and current improvements to the City development process are satisfactory.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer

### **BACKGROUND:**

The City's 2013 Strategic Priorities Chart identifies the following operational priorities:

- Development Process Review
- Subdivision Bylaw & DCC Bylaw Reviews
- Preferred Procurement Standards

In addition, staff has determined that there are other opportunities beyond those outlined above to undertake improvements to the City's development processes that will reduce both staff time, and the time required to process development applications. A summary of the work done to date is outlined in this report and is intended to serve as a starting point for discussion on progress to date and for future direction.

Beginning in July 2014 the senior management team (all the CAO's direct reports) started using the new Corporate Work Plan (CWP) to estimate and track the time spent of various projects. Developed in-house, this Open Source program will allow staff to track the time spent on projects and tasks, including the time spent on development applications. This program will be expanded in January 2015 to other exempt staff and used to develop a draft CWP for Council approval.

## **DISCUSSION:**

### **Engineering Department – Development Process Improvements 2014**

#### March 2014 – Development Engineer:

Established and filled the new position of Development Engineer. This position provides more dedicated technical resources within the department to support development inquiries as well as undertakes the role of the City's Approving Officer.

#### May 2014 – Engineering Specifications, Standards, Design Guidelines (1993/2002) and Subdivision Bylaw (1986) Update:

Staff engaged the consulting services of Aplin and Martin to undertake a revision to the City's engineering specifications and design criteria, construction standards and update the City's Subdivision Control Bylaw (soon to be the Works and Services Bylaw – to apply more generally to all forms of development and not just subdivision). This work is being undertaken to join the City's current specifications/standards/design criteria with those already broadly applied in the province through the Master Municipal Contract Documents (MMCD) Association. The MMCD provides municipalities with a tool that encompasses common specifications and design practices and permits "supplementals" to be created to meet the specific needs of a community. The MMCD committee reviews and updates these specifications on a regular basis, saving the City time and effort in having to maintain a large unique document. The City is required to be a member of MMCD for a subscription to all the updates to the document and to have access to their library and resources. The annual fee for this subscription is \$540 + GST.

Aplin & Martin's work is underway and staff has received and are in the process of reviewing the first draft of the specification supplemental. Once a draft of all of the information is complete, the Town of Comox, the CVRD, the Village of Cumberland and the development industry at large will be engaged to provide feedback and comments.

The project schedule is as follows:

- Draft supplementals – anticipate completion by Dec 2014 (including stakeholder engagement);
- Bylaw revision – Q1 2015; and
- Transition from 1986 bylaw to 2015 (6 months following adoption) – anticipate completed by August 2015.

#### August 2014 – Development Process Mapping/Opportunities:

In addition to the work above, Aplin & Martin are supporting the City in formalizing our development process for all aspects including subdivision. Furthermore, they are providing their expertise in identifying process efficiencies to reduce internal staff efforts and more readily advance development applications, such as concurrent applications, rezoning/subdivision; rezoning/DP, etc. Some of the desired outcomes for this exercise are:

- A flow chart that clearly demonstrates the City's processes;
- Process steps that indicate triggers where studies or engineering details may be required to further an application and provide Council clarity to support decision making;
- Expanding on the City's new DART process (see below) and support the development community in understanding how this new system as an integral step in the greater process;
- Integrating the existing Development Procedures Bylaw information as a framework across the Corporation;

- Checklists and other forms for use by the applicant to demonstrate that their applications are, in fact, complete. This will permit staff to quickly review an application and return it immediately if incomplete (or not accept it at the counter);
- The practice of these defined processes will allow the City to establish timeframes and targets for review which in turn provides more certainty to development community;
- Staff anticipates unveiling some of these tools over the next few months;

#### September 2014 – Engineering Services On Contract:

Staff will soon let an RFP/RFQ for Engineering Services on contract to be issued later this fall. This will be a multi-year term position for an engineering firm to support City staff in the delivery of our work. The scope will include services for sewer and storm water modelling, some mapping, small designs to support Public Works construction, development project construction drawing review, preparing RFP's for other capital projects/program, traffic/transportation and structural engineering support (specialities not available in-house); bylaw review and updates; long range planning support, etc. This will bolster our capacity and permit us to complete outstanding projects while preparing for subsequent year's work.

#### Q4 2014 – DCC Bylaw (2005) Review/Update

The current DCC Bylaw (2005) is budgeted for review in 2014 with completion anticipated in 2015. In order to inform the bylaw update, projects for the various categories (drainage, sanitary, water, roads, parks) must be identified through revisions to the utility master plans. These plans are of various vintages (2005 or older) and require significant revision prior to completing the bylaw update. The sewer master plan is almost complete, the Roads, Water and Drainage master plans will be proceeding this fall. As presented to Council by our consultant from Urban System on May 12, 2014, staff will be exploring opportunities to support other Council initiatives (such as Downtown Revitalization) through this Bylaw update.

### **Development Services Department - Development Process Improvements 2014**

#### Development Review Process

Bylaw Amendments adopted July 21/14. Principle objectives included reducing approval time for an application and to reduce staff time that goes into a review. All DP applications will now be issued by the Director of Development Services and there are new provisions for the closure of an application.

#### Downtown Land Use Amendments

A draft report was presented to Council on August 5th. The principle changes including a new residential component and to expand the commercial uses were presented in Bylaw form at the September 2<sup>nd</sup> Council meeting, with public hearing for September 18<sup>th</sup>.

#### New Hospital

A building permit was issued for excavation in July and for the foundation in September. This project has been broken into six phases for the purposes of the issuance of building permits. Following the foundation, there will be a permit for the structure, servicing and the final permit for the finishing. A separate permit will be issued for the four-storey parkade. The bonding for services and DCCs will be collected prior to the structure permit stage.

### Secondary Suite Policy

Staff are preparing a draft policy based on a Discussion Paper provided to Council on March 31<sup>st</sup> to develop options relating to location of suites, approaches to enforcement and municipal service fees.

### Tree Protection Bylaw review

This will provide more flexibility and more clarity for a clearer process and to identify and protect more significant trees.

### Major Projects approved:

#### April

- Rezoning for mixed use development and 5 residential units (L'Arche).
- Development Permit for Galaxy Motors car Dealership.

#### May

- Rezoning for 14 lot industrial subdivision – Christie Parkway.
- Building Permit for Phase 1 of the Grove (Crown Isle Residential) – \$1.4 m.
- Building Permit for Mr. Lube - \$0.8 m.

#### June

- Building Permit for McDonald's - \$2.0 m.

#### July

- Building Permit for the Baptist Church renovation - \$1.0 m.
- Building Permit for the CV Hospital excavation - \$2.1 m.
- Rezoning for a 93 unit residential development on Arden Road.
- Development Procedure Bylaw amendments approved.

#### August

- Building Permit for Phase 2 of the Grove (Crown Isle Residential) – \$1.4 m.
- Building Permit for the CV Hospital foundation - \$5.4 m.
- Building Permit for Galaxy Motors - \$0.9 m.
- Rezoning for Crown Isle to accommodate a 31 lot residential subdivision.

#### September

- Received Building Permit for super structure for the CV Hospital.
- Completed public hearing for amendments to the zoning for the Downtown.

### Summary of Applications:

#### Development Applications

- Official Community Plan – 3
- Zoning Amendments – 10 new this year and 3 carried over from 2011 to 2013
- Development Permits – 10 new this year and 6 carried over from 2013
- Board of Variance – 6
- Signs – 30
- Agricultural Land Reserve – 1 application for exclusion from December 2013

#### Building Permits

At the end of August, Building Permits valued at \$29M had been issued as compared to \$32M for the same period in 2013. During this same period 127 permits had been issued in 2014 as compared to 163 in 2013.

## **Creation of the Development Application Review Team (DART)**

### Purpose

The DART began holding regular bi-weekly meetings on September 11, 2014 with key staff from all affected departments for all development, subdivisions and capital project applications. These are held early in the review process to identify and expedite any issues or required information. Focused on problem solving and cross-department understanding of issues and options, the DART will reduce application processing times and give developers greater certainty in understanding and meeting the City's requirements.

### Who Regularly Attends?

Director of Development Services	Manager of Parks
Senior Manager of Engineering	Development Engineer (Approving Officer)
Manager of Renewal Engineering	Senior Manager of Public Works
Manager of Planning	Land Use Planner
Planning Clerk	Other Staff Invitees as required

Member Directors/Managers are responsible to the DART for timely department feedback and completion of action items. Records, Agendas, Minutes and action items are kept/distributed on behalf of the DART by the Planning Clerk.

### What is discussed?

- Subdivision Applications
- Larger Scale Capital Works Projects
- Zoning Amendment Applications
- Development Permits
- Major Projects
- Studies/Bylaws (amendments & new)/Policies
- Round Table Discussion

Note: All Strata conversions and all inquiries regarding them will be directed to the Approving Officer, not the DART.

The following functional areas are represented for each specific DART agenda item and may be supplemented with additional internal or external expertise as necessary:

Community Planning	Building	Water
Sewer	Drainage	Transportation
Geotechnical	Environmental	Parks
Fire/Emergency Services	Public Works	Approving Officer
Legal/Administration	Other(s) as required	

### Advantages

- A traditional referral process is 'blind' in that little background information is given, little feedback on the recommendations made and no information on comments from other departments. In the DART format there is an appropriate amount of background, with members asking for clarification, followed by an open discussion of departmental requirements.

- Often recommendations made by one department will have implications to another. By being in the same room these details can be identified and resolved quickly and openly.
- Common ground is established.
- Broader foundational questions are brought to the table. Examples include design standards, bylaw or OCP/RGS requirements and asset management issues such as on-going operating costs, etc.
- Staff reports, bylaws, policies are discussed. These may include the introduction of new/proposed initiatives or the reconsideration of old ones.
- The roundtable discussion informs managers of projects, initiatives or regulatory changes that may impact the way we do business.
- It facilitates quick 'idea bouncing' conversations that no longer require a dedicated meeting.

**FINANCIAL IMPLICATIONS:**

Not applicable at this time. Starting in 2015 the staff time required to process development application will be identified and used to assist in any amendments to the City's development fees and charges.

**ADMINISTRATIVE IMPLICATIONS: (*work plan, etc.*)**

The 2015 Corporate Work Plan will track the time required to process development applications, and identify any process and capacity issues that need to be addressed.

**STRATEGIC PLAN REFERENCE:**

The City's 2013 Strategic Priorities Chart identifies the following operational priorities:

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- Preferred Procurement Standards

**OFFICIAL COMMUNITY PLAN REFERENCE:** Not applicable

**REGIONAL GROWTH STRATEGY REFERENCE:** Not applicable

**CITIZEN/PUBLIC ENGAGEMENT:** Will depend on the nature of proposed change to development processes (i.e. bylaw amendments, internal procedures, council policies, etc.).

**OPTIONS:**

OPTION 1: Committee of the Whole determine if the recent and current changes to the City development process are satisfactory

OPTION 2: Committee of the Whole direct staff to make changes and/or consider additional development process improvements and report back at the October Committee of the Whole.

Prepared by:



David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer