

# Service Business Plan



<b>Service Name</b>	Community Design and Development Review	<b>Service Type</b>	Public
<b>Service Owner Name</b>	Tami Kitay & Jamie Tellier	<b>Budget Year</b>	2017
<b>Service Owner Title</b>	Manager of Development Planning & Manager of Urban Design		

## Service Description

A public service to provide property owners and developers with review and approval of the various types of development applications as per the Ontario Planning Act.

## Current State

Customers & Their Expectations	<p>This service is delivered to:</p> <ul style="list-style-type: none"><li>• Taxpayers</li><li>• Public</li><li>• Developers</li><li>• Consultants</li><li>• Council</li><li>• City departments</li><li>• Agencies, boards, and commissions</li><li>• Federal, Provincial, and Regional governments.</li></ul> <p>Their expectations include:</p> <ul style="list-style-type: none"><li>• An effective review process in place for developers and land owners that is accessible, efficient, predictable, cost effective, and timely.</li><li>• An effective review process in place for citizens and neighbours that is transparent, inclusive, fair, and leads to healthy, safe, affordable, and attractive neighbourhoods.</li><li>• An efficient, predictable, cost-effective, and timely development review and approval process that leads to healthy and prosperous communities and a range of amenities (parks, playgrounds, community centres).</li><li>• Fairness, trust, guidance, and confidence in the process through meaningful public engagement.</li><li>• An effective review process in place for Council/agencies, boards and commissions to ensure public engagement and transparency, and where professional advice is provided to implement the vision of the Official Plan and the Strategic Plan.</li><li>• Collaborating and providing Federal, Provincial, and Regional level of governments with professional, objective, and practical guidance in terms of higher level policy initiatives and how they can be implemented at the local level in a more efficient and effective manner.</li></ul>
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Existing Service Delivery	<p>This service champions corporate projects that support the City's strategic plan by providing innovative, strategic, and professional planning and development advice, recommending development proposals, and facilitating future development strategies.</p> <p>The service advises Council, property owners, the public, and industry professionals by providing information on the City's planning functions and procedures, emerging trends in the land development industry, and on the processing and recommendation of development proposals.</p> <p>This service liaises with all levels of government, municipal agencies, the development industry, and the public to represent the City, build business relationships, and promote the City's vision.</p> <p>The Development Service Division is made up of registered professional planners, urban designers, and zoning examiners who help customers with potential development applications. Staff provide information about City policies and procedures; direction regarding the appropriate application process; undertake pre-consultation meetings; advise of requirements for potential development applications; and offer advice on application submission procedures.</p> <p>Staff have made available online various documents and resources such as the City's Official Plan, Zoning By-law, Site Plan Design Guidelines, and Development Application Process to assist the customer.</p> <p>This service follows mandatory legislative processes and requirements, including application forms, processing times, notice requirements, and public meetings.</p>
Existing Customer Engagement Tools / Methods	<p>Planning staff regularly host and lead public meetings, design workshops, pre-consultations with applicants/consultants, and assist customers via email and telephone inquiries. Furthermore, we reach out to the public via direct mailings, newspaper ads, signage, and the 311 service.</p> <p>Planning staff regularly use technological tools to connect with customers including AMANDA, the municipal property system; mapping software; social media; online surveys; online engagement tools; the City's public website; and the City's internal website.</p> <p>Planning staff are members of the following professional organizations:</p> <ul style="list-style-type: none"> <li>• The Ontario Professional Planners Institute</li> <li>• Canadian Institute of Planners</li> </ul> <p>Planning staff undertake continuing professional development exercises as required by the above professional organizations.</p>

Is this Service Provincially Legislated?	Yes The Planning Act, The Municipal Act, Building Code Act, Statutory Powers and Procedures Act, Ontario Heritage Act, Niagara Escarpment Planning and Development Act.
For this Service are there Approved Service Standards?	Yes Official Plan, Zoning By-law, Growth Plan, Greenbelt Plan, Parkway Belt West Plan, Provincial Policy Statement, Ministry of the Environment Regulations, Ontario Provincial Standards and Drawings, Urban Design Guidelines.

## Sub-Services

Official plan amendments and zoning by-law amendments	<p>The Official Plan is a policy document that sets out the goals, objectives, and direction for long-term growth and development in the City. Amendments are most often made to the Official Plan as a result of a development proposal that is inconsistent with the City's policies. Official Plan Amendments are typically accompanied by an application to amend the Zoning By-law.</p> <p>The Zoning By-law defines and identifies the use of land (parks, schools, houses, retail, office, industrial) and sets performance standards for each permitted use. The rezoning process provides a way to change zoning regulations for individual properties and is generally initiated by the property owner. Not all zoning by-law amendments require an amendment to the Official Plan.</p>
Site plan / minor developments / zoning certificates	<p>Site plans and minor developments consist of a set of drawings that include the location and design of buildings and structures, landscaped areas, loading and garbage facilities, grading information, building elevations, floor plans, and landscape plans. All industrial, institutional, commercial, and multi unit residential development is subject to site plan approval. Minor developments include Niagara Escarpment Commission (NEC) permits, liquor licence reviews, and Holding "H" removal applications.</p> <p>A zoning certificate is required for most development, confirming that the proposed use complies with all applicable zoning regulations, prior to the issuance of a building permit. Furthermore, Zoning Examination staff review all development proposals for compliance with the Zoning By-law during the development review process and the Committee of Adjustment process.</p>

<p>Subdivisions / condominium / part lot control</p>	<p>A subdivision is created when land is divided into lots or blocks. A Plan of Subdivision is a legal survey that shows how the property has been divided, into lots and/or block, and includes the location of new roads and/or services and the proposed use of the lots or blocks. A registered plan of subdivision creates legally conveyable parcels of land.</p> <p>A plan of condominium creates conveyable legal descriptions and are typically used to legally describe multi-unit buildings and to define individual ownership areas, exclusive use areas, and common element responsibilities.</p> <p>If lands are contained with a registered plan of subdivision, exemption from part lot control can be obtained to to create legally conveyable parcels. This is typically used for semi-detached and townhouse development.</p>
<p>Variances / Consents</p>	<p>The Committee of Adjustment is an appointed body, regulated by the Ontario Planning Act.</p> <p>The Committee of Adjustment primarily considers two types of development applications: minor variances and consents.</p> <p>Minor variances are insignificant deviations from the provisions of the Zoning By-law. Furthermore, they can permit extensions, enlargements, or variations of existing legal non-conforming uses.</p> <p>Consents provide authorization to a landowner to divide, convey, and transfer part of lands. Consents may also be granted for long term leases and validation of title.</p>
<p>Property Standards Committee</p>	<p>The Property Standards Committee is made up of the same members of the Committee of Adjustment who hear appeals to Property Standards orders.</p>

## Recent Continuous Improvement Initiatives

In 2016:

- The Urban Design team and the Special Areas Coordinator have co-authored Character Area Studies for 3 distinct neighbourhoods, including recommendations for City-initiated amendments to the Official Plan and Zoning By-law to allow development to proceed in a compatible, sympathetic, and high quality manner.
- The Urban Design team has published interim Tall Building Urban Design Guidelines to guide high quality development with an emphasis on enhanced public realm.
- Furthermore, the Policy Team, in consultation with Development Planning, Urban Design, and industry stakeholders, are authoring sustainable development guidelines for implementation.
- Development Planning, Urban Design, and Zoning staff, in concert with Capital Works and Building staff, undertook a Business Process Management review to assess the site plan process for single detached residential development. Council eliminated the process and staff continue to work collaboratively at creating a transition strategy as well as a long term process solutions for reviewing the technicalities of low density residential development in absence of a formal site plan process.
- The Planning Department crafted, in collaboration with the Halton Area Professional Planners (HAPP), a critical response to the coordinated Provincial policy review exercise with regards to the Greenbelt Plan, Places to Grow Growth Plan, the Niagara Escarpment Plan, and Ontario Municipal Board reform.
- All Official Plan amendment, Zoning By-law amendment, draft plan of subdivision, and minor variance applications are open public processes with mandatory public meeting requirements. Furthermore, Planning staff typically have additional neighbourhood meetings in an effort to introduce development proposals to the community earlier.
- At our neighbourhood meetings, Planning staff are collecting customer satisfaction surveys in an effort to improve our community engagement process.

## Emerging Opportunities and Anticipated Risks

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Emerging Opportunities

In 2017:

- the Special Areas Coordinator will be leading a public consultation process resulting in a Downtown Waterfront Master Plan for the lands at the base of Brant Street to include a hotel, public access, amenities, and other yet to be determined uses.
  - The Planning Division, in concert with the Transportation and Transit Division, continue to collaborate together through a joint effort to ensure policy documents, such as the new Official Plan and the new Transportation Plan, are crafted in a way that support transit-oriented and complete street visions.
  - Zoning staff will be undertaking a Business Process Management review to evaluate existing review processes from a customer service perspective in an effort to eliminate redundancies and duplication.
  - Committee of Adjustment and Development Planning staff will be implementing the recommendations of a previous Business Process Management exercises in an effort to deliver more customer focused, timely, and efficient service.
  - Planning and Building staff are of the opinion that enhanced customer service delivery, internal collaboration, and more efficient productivity would result if these service areas were located on the same floor. This would greatly reduce inconvenience to our customers and assist with "breaking down silos" within the organization.
  - The introduction of online services, either through the AMANDA 7 project or the Client Relationship Management project, will provide opportunities for streamlined service delivery and improved customer satisfaction.
  - Once the Province issues the anticipated legislated changes to the various Provincial Plans and the results of the Ontario Municipal Board reform exercise, staff remain optimistic that a more efficient and transparent development application review process could result.
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Anticipated Risks	<p>The City's Grow Bold initiative is new, progressive, and a substantially different style of development than what the community is accustomed to. Adversity to change is expected. In order for the Strategic Plan to be successful, an increased amount of public dialogue and involvement will be critical to ensure compatibility and success in implementation. Grow Bold can not be successful without supporting Transportation's Go Bold strategy and the two directions must be jointly supported by staff in a collaborative fashion and by Council through the budget process and the decision-making process.</p> <p>The development of the Mobility Hubs secondary plans may temper development applications in these areas, as well as the downtown, until such time as the area plans are approved by Council and in force and effect.</p> <p>The pace of growth generated through intensification is not equivalent to historical growth levels created by greenfield development. Any major shift in the economy may affect anticipated revenues.</p> <p>Development review processes may take longer as infill and intensification projects require additional technical review and public engagement to ensure compatibility. Furthermore, anticipated changes in legislation and Provincial Plans may impact the complexity of the development review process.</p> <p>Planning and Building staff remain dependent on the AMANDA software system for data management. As support for the current version tapers off, a delay in the implementation of the AMANDA 7 program could result in unsupported data management. All online, internal, and external technology must be resourced with compatible equipment and training.</p>
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Service Objectives	Target Completion
Implement the recommendations of the Business Process Management exercise for the Official Plan amendment and Zoning By-law Amendment processes.	Dec 2017
Track turnaround times for OPA, ZBA, and major site plans.	Dec 2017
Undertake a Business Process Management exercise for the zoning processes.	Dec 2017
Implement the recommendations of the Business Process Management exercise for the Committee of Adjustment processes.	Dec 2017

# MEASURING SUCCESS

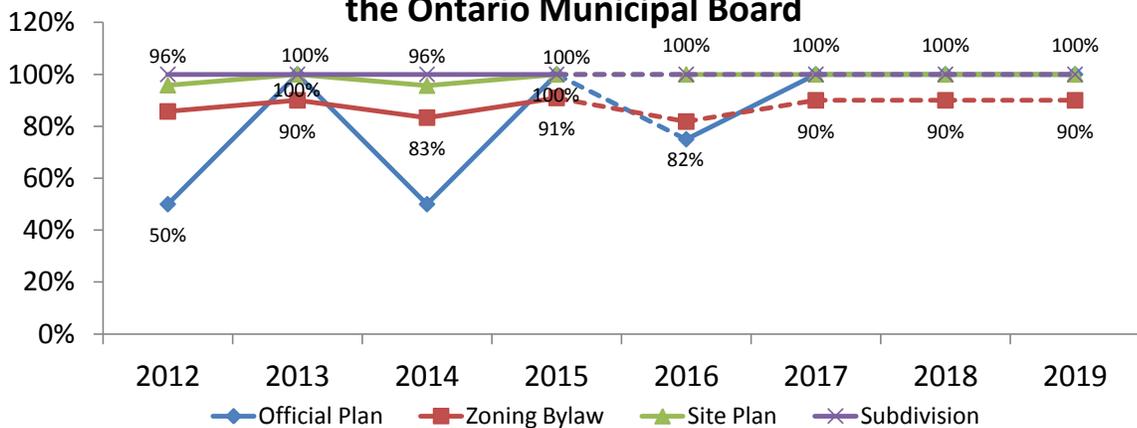
## How much did we do?

Performance Measurement	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Forecast	2018 Forecast	2019 Forecast
# of official plan amendment/rezoning applications	20	13	8	17	16	10	10	10
# of subdivision/condominium/part lot control/site plan/minor modification applications	53	50	50	50	40	40	40	40
# of minor development/zoning certificate applications/variance and consent	1,336	1,125	1,136	1,201	1,055	1,055	1,055	1,055

## How well did we do it?

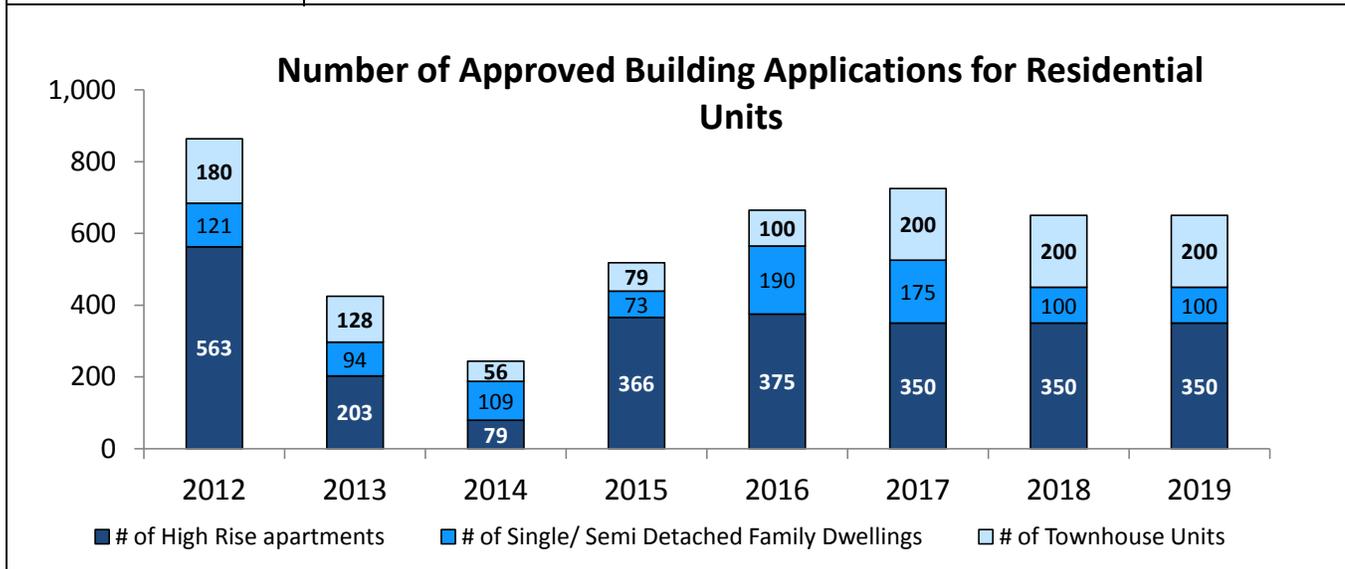
Performance Measurement	Percent of Applications Approved Without Appeal to the Ontario Municipal Board
Story behind the data	Development approval without appeal indicates that applications have been processed with full public and technical input and that staff have been able to work with the applicant to create a more compatible form of development. An approval rate without appeal is an indicator of consistency with good planning principles, public engagement, professional advice and transparency.

**Percent of Applications Approved Without Appeal to the Ontario Municipal Board**

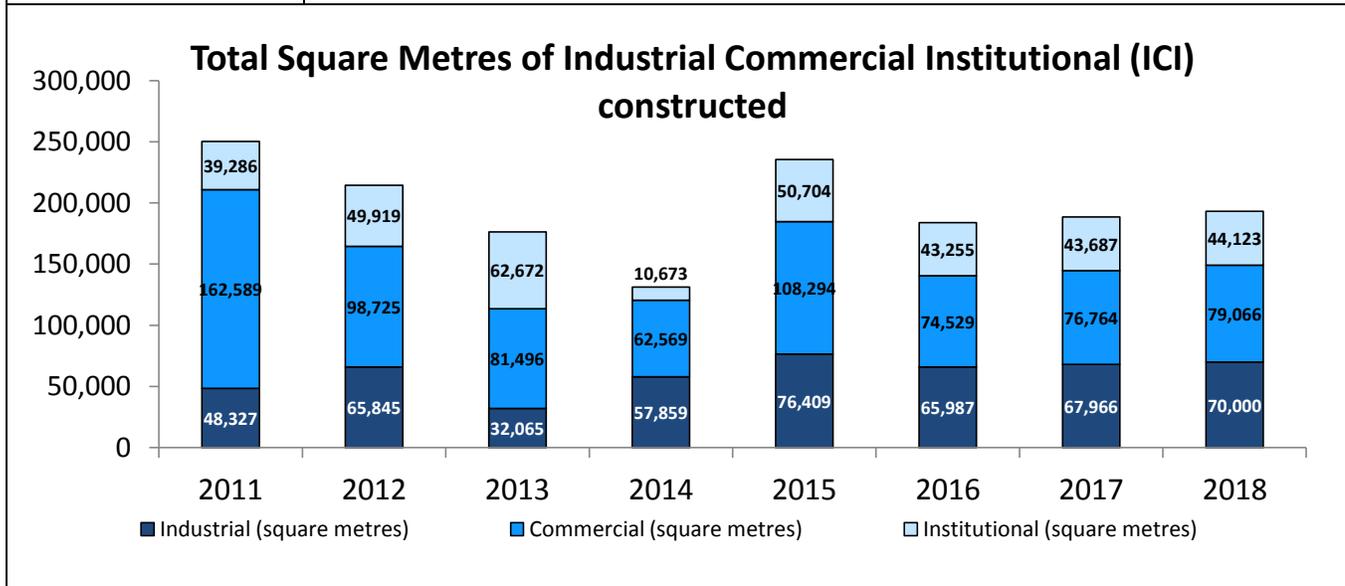


**Is anyone better off?**

<b>Performance Measurement</b>	Number of residential building applications approved without Ontario Municipal Board (OMB) appeals
Story behind the data	The City is providing a sufficient range of housing types to meet the needs of Burlington residents. Several major planning projects are currently at the application stage, and will create an increase in overall unit counts in the coming years.
Where do we want to go?	The Community Design and Development Service would like to maintain this service level, while processing complex infill and intensification development applications and providing a range of housing choices with convenient transit and pedestrian access and appropriate amenities.



<b>Performance Measurement</b>	Total Square Metres of Industrial Commercial Institutional (ICI) constructed
Story behind the data	The amount of industrial, commercial and institutional construction is a good indicator of economic growth. The Community Design and Development Service assists in this regard by protecting employment land and promoting opportunities for residents to work within the community.
Where do we want to go?	A continued strong trend in ICI growth will assist in maintaining a healthy assessment rate for the City.



## SERVICE RESOURCE SUMMARY

## COMMUNITY DESIGN &amp; DEVELOPMENT REVIEW

## Service Description

A public service to provide property owners and developers with review and approval of the various types of development applications as per the Ontario Planning Act.

## Service Owner Name

Tami Kitay

	2015	2016		2017 Proposed				
	Actual	Budget	Year End Projections	Base Budget	% Change vs. 2016 Budget	Business Cases	Total Budget	% Change vs. 2016 Budget
Human Resources	\$ 3,261,016	\$ 3,559,852	\$ 3,549,312	\$ 3,691,274	3.7%	\$ -	\$ 3,691,274	3.7%
Operating/Minor Capital Equip.	\$ 87,595	\$ 71,150	\$ 87,300	\$ 70,150	-1.4%	\$ -	\$ 70,150	-1.4%
Purchased Services	\$ 117,591	\$ 107,591	\$ 169,466	\$ 96,100	-10.7%	\$ -	\$ 96,100	-10.7%
Corp. Expenditures/Provisions	\$ 566,144	\$ -	\$ (10,500)	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ 1,550	\$ -	n/a	\$ -	\$ -	n/a
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,032,346</b>	<b>\$ 3,738,593</b>	<b>\$ 3,797,128</b>	<b>\$ 3,857,524</b>	<b>3.2%</b>	<b>\$ -</b>	<b>\$ 3,857,524</b>	<b>3.2%</b>
Controllable Revenues	\$ (2,300,672)	\$ (1,868,000)	\$ (1,905,940)	\$ (1,877,500)	0.5%	\$ -	\$ (1,877,500)	0.5%
General Revenues & Recoveries	\$ (200,633)	\$ (103,800)	\$ (104,207)	\$ (104,100)	0.3%	\$ -	\$ (104,100)	0.3%
<b>TOTAL REVENUES</b>	<b>\$ (2,501,305)</b>	<b>\$ (1,971,800)</b>	<b>\$ (2,010,147)</b>	<b>\$ (1,981,600)</b>	<b>0.5%</b>	<b>\$ -</b>	<b>\$ (1,981,600)</b>	<b>0.5%</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 1,531,041</b>	<b>\$ 1,766,793</b>	<b>\$ 1,786,981</b>	<b>\$ 1,875,924</b>	<b>6.2%</b>	<b>\$ -</b>	<b>\$ 1,875,924</b>	<b>6.2%</b>