

Service Business Plan



Service Name	Planning Policy	Service Type	Internal
Service Owner Name	Andrea Smith	Budget Year	2017
Service Owner Title	Manager of Policy and Research		

Service Description

An internal service that develops, monitors and reviews Official Plan policy for the physical development of the City.

Current State

Customers & Their Expectations

This service is delivered to:

- Mayor and Members of Council
- Development community
- Property owners.

Our customers expect that:

- information will be available, current, accurate and clear
- staff will be knowledgeable, accessible and responsive to emerging issues
- staff will be positive drivers of change to policy, as needed
- staff will seek ways to bridge urban growth management objectives between the Province, Halton Region and the City
- short- and long-term public interests are factored into decisions.

Existing Service Delivery	<p>The range of planning policy and research services provided includes:</p> <p>POLICY DRAFTING: Preparing new Official Plan policies, based on research, analysis, public and stakeholder communication and engagement.</p> <p>PROCESS MAPPING: Establishing transparent and replicable decision making planning processes.</p> <p>ADVICE: Providing a range of planning advice and opinions to the Mayor and Members of Council, through briefings, meetings, staff reports, memos, emails and telephone calls.</p> <p>INFORMATION: Providing a range of planning information to identified customers, and those who receive feedback from identified customers.</p> <p>RESEARCH AND PROJECT MANAGEMENT: Managing the New Official Plan process and other special projects, from initiation to completion. Conducting research through data synthesis and public and stakeholder engagement as part of policy development.</p> <p>CO-ORDINATION AND ALIGNMENT: Facilitating alignment between various corporate projects and the Official Plan, and between external initiatives and the Official Plan and Burlington public interest. Fostering partnership and consultation with internal departments and agencies.</p>
Existing Customer Engagement Tools / Methods	Public meetings, open houses, workshops, one-on-one/small group meetings with members of the public and stakeholders, staff reports, memos, feedback forms, email, newspaper notices, direct mailings, telephone inquiries, mapping software, City website, municipal property information system, online public engagement tools, on-line surveys.
Is this Service Provincially Legislated?	Yes The Planning Act, The Municipal Act, Official Plan, Ontario Heritage Act, Niagara Escarpment Act, Places to Grow Growth Plan, Greenbelt Plan, Parkway Belt West Plan, Provincial Policy Statement
For this Service are there Approved Service Standards?	Yes Must act in accordance with the Ontario Professional Planners Institute and the Canadian Institute of Planners.

Sub-Services

Policy and Research	<p>Develop and deliver communication and engagement programs and materials to the public, stakeholders, partners and Council.</p> <p>Provide advice and information to customers and partners.</p> <p>Conduct project management for the City's Official Plan Review and special planning projects.</p> <p>Develop policies related to the Official Plan Review and special planning projects. This helps guide growth management, land use and infrastructure decisions.</p> <p>Respond to regional and provincial planning initiatives, ensuring conformity to the plans and consideration of local interests.</p> <p>Represent the City's interest at the Ontario Municipal Board as part of resolving land use disputes.</p> <p>Connect with other municipalities and departments to inform, consult and collaborate on a range of planning-related matters.</p>
Data Management	<p>Develop and manage a database to monitor policy effectiveness.</p> <p>Collect data primarily related to managing the City's growth.</p> <p>Report data to the public, stakeholders, agencies and Council.</p>

Recent Continuous Improvement Initiatives

Continued advancing the New OP project.

Initiated development of a city-wide residential growth tracking model to better understand the type and distribution of growth, and to assist in growth management, infrastructure and land use decision making.

Participated in the Provincial Plan Review (Greenbelt Plan, Places to Grow Plan, Niagara Escarpment Plan), OMB Reform, Aggregate Resources Act Review, and Bill 73 Reform (Planning Act and Development Charges Act) to influence improvements to these plans and regulations in the interest of Burlington.

Issued a consolidation of recent amendments to the Official Plan to assist with readability and interpretation of the Plan.

Prepared amendments to the City's website for policy related projects to improve accessibility objectives and ease of information.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	There is an opportunity to influence current and emerging initiatives including the Region of Halton Official Plan Review, Regional Transportation Review (Metrolinx), Provincial Plan Review, and Planning Act Reform.
Anticipated Risks	<p>Changes in legislation and policies in senior government may affect the City's ability to achieve policy conformity. The duration of the approval period and/or Ontario Municipal Board appeals may impact the timing objectives of implementing the Official Plan.</p> <p>There is a probability that components of the New Official Plan will be subject to appeal. This effort will require significant resourcing and may affect delivery of other competing priorities.</p>

Service Objectives

Target Completion

Improve the City's residential development data tracking and monitoring role to facilitate growth management and lead to improved policy development and decision making.	Sep 2017
Provide regular updates to the Official Plan as a result of approved development applications to ensure accuracy and readability of the Official Plan.	Sep 2017
Deliver staff reports that assist Council in decision making regarding the long term vision of the city.	Sep 2017
Deliver the City's New Official Plan. This will achieve policy conformity to senior levels of government and address local vision for the long term growth and development of Burlington.	Sep 2017
Influence current and emerging initiatives including the Region of Halton Official Plan Review, Regional Transportation Review (Metrolinx), Provincial Plan Review, Bill 73 (Planning Act and Development Charges Act) Reform.	Sep 2017

MEASURING SUCCESS

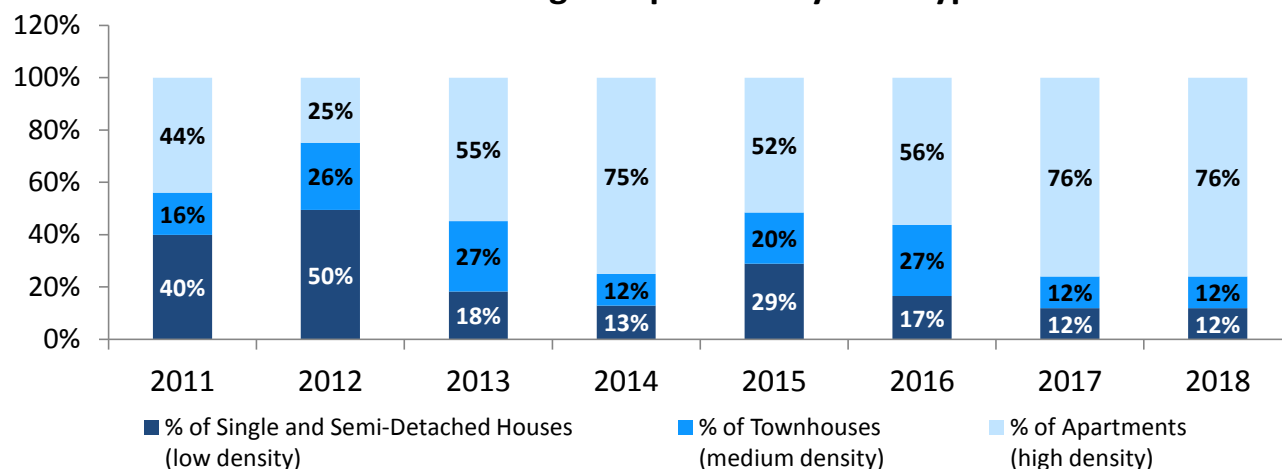
How much did we do?

Performance Measurement	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Forecast	2018 Forecast	2019 Forecast
Total number of single and semi detached houses (low density)	298	109	82	115	101	78	78	78
Total number of townhouses (medium density)	154	161	77	78	165	79	79	79
Total number of apartments (high density)	150	328	479	205	343	496	496	496

How well did we do it?

Performance Measurement	Annual Housing Completions by Unit Type
Story behind the data	The Region of Halton's Official Plan adopted several housing targets. One was "that at least 50% of new housing units produced annually in Halton be in the form of townhouses or multi-storey buildings" (Section 86 (6) Halton Official Plan). Although Burlington has already exceeded the 50% target for the past few years, continuing to meet this target will ensure that a wider selection of housing choices are available to current and new Burlington residents. Burlington is a strong contributor to achieving the Regional housing target. As the amount of Greenfield land for development declines, it is expected that the majority of future residential development be in the form of townhouses and multi-storey buildings within intensification areas.

Annual Housing Completions by Unit Type



Is anyone better off?

Performance Measurement	Number of new residential units within the "Built-Up Area" of the forecasted 8,300 minimum housing completions by 2031.
Story behind the data	In 2015, approximately 325 new residential units were created within Burlington's Built-Up area. This represents approximately 65% of the annual average required to meet the 2031 target. The City's target contributes to Halton Region's overall intensification target of 40% of new housing units between 2015 and 2031. As this is the first year for reporting this information, trends and performance indicators cannot yet be established based on the single year reporting.
Where do we want to go?	Data on this metric will continue to be reported annually in order to establish a trend for this performance indicator. However, if over a five-year period, there is a significant underperformance between the actual and forecasted number of building permits issued, analysis may be required to identify opportunities and constraints in meeting the targeted growth. Providing these units within the Built-Up Area will help the city achieve its Official Plan objective of Growing in Place and helps the city satisfy the targets required by provincial and regional policies. If subsequent data identifies that the City is underperforming in terms of achieving units within the Built-Up area, then the City in consultation with the Region will review and develop strategies to address the underperformance.

SERVICE RESOURCE SUMMARY

Service Description

An internal service that develops, monitors and reviews Official Plan policy for the physical development of the City.

Service Owner Name

Andrea Smith

	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	\$ 682,662	\$ 774,885	\$ 647,190	\$ 1,167,700	50.7%	\$ -	\$ 1,167,700	50.7%
Operating/Minor Capital Equip.	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Purchased Services	\$ -	\$ 390,000	\$ 300,000	\$ 360,000	-7.7%	\$ -	\$ 360,000	-7.7%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL EXPENDITURES	\$ 682,662	\$ 1,164,885	\$ 947,190	\$ 1,527,700	31.1%	\$ -	\$ 1,527,700	31.1%
Controllable Revenues	\$ (4,574)	\$ (3,650)	\$ (3,650)	\$ (4,500)	23.3%	\$ -	\$ (4,500)	23.3%
General Revenues & Recoveries	\$ -	\$ (510,075)	\$ (300,000)	\$ (840,300)	64.7%	\$ -	\$ (840,300)	64.7%
TOTAL REVENUES	\$ (4,574)	\$ (513,725)	\$ (303,650)	\$ (844,800)	64.4%	\$ -	\$ (844,800)	64.4%
NET OPERATING BUDGET	\$ 678,087	\$ 651,160	\$ 643,540	\$ 682,900	4.9%	\$ -	\$ 682,900	4.9%