

Service Business Plan



Service Name	Community Design and Development Review	Service Type	Public
Service Owner Name	Tami Kitay	Budget Year	2019
Service Owner Title	Manager of Planning Development		

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 and related policy development.

Current State

<p>Customers & Their Expectations</p>	<p>This service is delivered to:</p> <ul style="list-style-type: none"> • Taxpayers • Public • Developers • Consultants • Council • Committees of Council • City departments • Agencies, boards, and commissions • Federal, Provincial, and Regional governments. <p>Their expectations include:</p> <ul style="list-style-type: none"> • An effective review process in place for developers and land owners that is accessible, efficient, predictable, cost effective, and timely. • An effective review process in place for citizens and neighbours that is transparent, inclusive, fair, and leads to healthy, safe, affordable. and attractive neighbourhoods. • 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). • Fairness, trust, guidance, and confidence in the process through meaningful public engagement. • 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. • 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. • 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
<p>Existing Service Delivery</p>	<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>

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.

The Development Service Division is made up of registered professional planners, urban designers, zoning examiners, and support staff 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.

Staff have made available online various documents and resources such as the City's Official Plan, Zoning By-law, Site Plan Design Guidelines, Urban Design Guidelines, Tall Building Design Guidelines, and the Development Application Process to assist the customer.

This service follows mandatory legislative processes and requirements, including application forms, processing times, notice requirements, and public meetings.

The range of planning policy and research services provided includes:

Policy drafting: preparing new Official Plan policies, based on research, analysis, public and stakeholder communication and engagement.

Process mapping: establishing transparent and reliable decision making planning processes.

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.

Information: Providing a range of planning information to identified customers and those who receive feedback from identified customers.

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.

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.

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; GIS based 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"> • The Ontario Professional Planners Institute • Canadian Institute of Planners • Ontario Association of Committees of Adjustment <p>Planning staff undertake continuing professional development exercises as required by the above professional organizations.</p>
Is this Service Provincially Legislated?	<p>Yes The Planning Act, The Municipal Act, Building Code Act, Statutory Powers and Procedures Act, Ontario Heritage Act, Niagara Escarpment Planning and Development Act, 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, Regional Official Plan, Niagara Escarpment Plan.</p>
For this Service are there Approved Service Standards?	<p>Yes Must act in accordance with the Ontario Professional Planners Institute and the Canadian Institute of Planners.</p>
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. It informs the capital budget and work plans of other departments. 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>

<p>Site plan / minor developments / zoning certificates</p>	<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 developments are 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 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>The Property Standards Committee is made up of the same members of the Committee of Adjustment who hear appeals to Property Standards orders.</p>

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 new Official Plan project and special planning projects.</p> <p>Develop policies related to the new Official Plan project 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

In 2018:

- The Special Business Area Coordinator lead a public consultation process to develop a Master Plan for the lands at the base of Brant Street in anticipation of a redevelopment of the hotel site.
- The Special Business Area Coordinator lead a study to update the Downtown Streetscape Guidelines.
- The Urban Design team has drafted mid-rise Building Urban Design Guidelines to guide high quality development with an emphasis on enhanced public realm.
- The Urban Design team has recruited, trained, and implemented BUD - the Burlington Urban Design review panel who review development applications through a design lens with the perspective of advising staff.
- Zoning staff have begun implementing process changes to improve customer service, find efficiencies, and eliminate redundancies.
- Committee of Adjustment staff have begun implementing the recommendations from its Business

Improvement exercise to improve customer service and find efficiencies.

- Development Planning staff have updated their public notice letters to improve public communication and engagement. Furthermore, changes to the pre-consultation process has resulted in applicants hosting neighbourhood meetings and having their development applications reviewed by the Burlington Urban Design advisory panel prior to formal submission resulting in higher quality submissions.
- Heritage staff worked with the Finance Department to update the Heritage Property Tax Rebate Program to improve protection and maintenance of heritage assets.
- The Planning Division, in concert with the Transportation and Transit Division, 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.
- Achieved Council adoption of the new OP. Continued advancing the new OP project to achieve Regional approval and manage appeals.
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- Achieved approval of the Sustainable Building and Development Guidelines to influence design excellence in the city.
- Initiated a Growth Analysis Study to inform the Region's Official Plan Review.
- Participated in the Region's Official Plan Review, the review of the Metrolinx Regional Transportation Plan and various Provincial Plan implementation initiatives (Natural Heritage and Agriculture System Mapping, Technical Guidance Materials) to influence improvements to these plans and regulations in the interest of Burlington.
- Prepared on-going updates to the City's website to ensure that the community has access to up to date information.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities

There is the opportunity to:

- Consider other urban design initiatives such as an urban design awards program to assist with Grow Bold/Build Beautiful.
 - Explore improvements to public notice signage to improve public communication and engagement.
 - Explore possible improvements to the Community Heritage Fund grant/loan program.
 - Continue collaborating with Transportation and Transit Division, 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.
 - Further implement the recommendations of a previous business process review in an effort to deliver more customer focused, timely, and efficient service.
 - Influence current and emerging initiatives including the Region of Halton Official Plan Review and various provincial initiatives.
 - Enhance customer service delivery, internal collaboration, and improved efficiency could result if Planning and Building 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.
 - Introduce online services, either through the AMANDA 7 project or the Client Relationship Management project, to provide opportunities for streamlined service delivery and improved customer satisfaction.
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Anticipated Risks

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.

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.

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.

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.

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.

Ongoing changes to Provincial and Regional Plans, policies and governance may impact the delivery of policy initiatives at the local level. The duration of the approval period and/or Local Planning Appeals. Tribunal appeals may impact the timing objectives of implementing the Official Plan.

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.

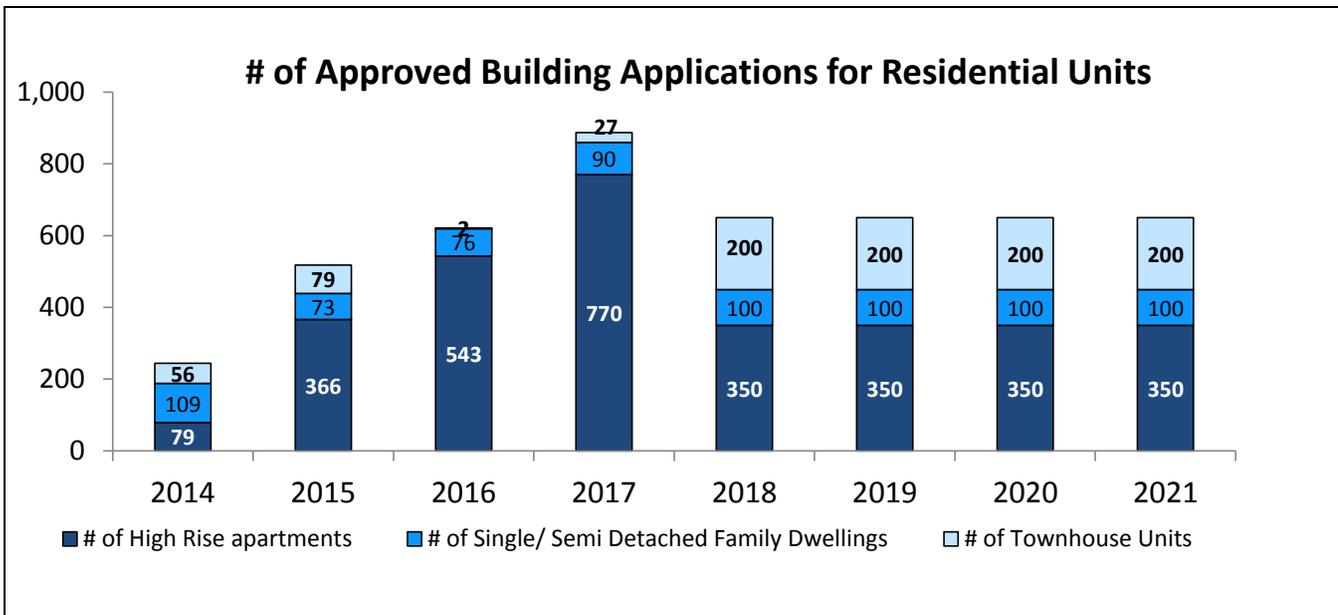
Service Objectives	Target Completion
Implement the recommendations of the Business Process Management exercise for Zoning, Committee of Adjustment, and site plan processes.	Dec 2019
Establish targets and implement a system to track processing metrics for OPA, ZBA, and major site plans. (dependent on AMANDA 7)	Dec 2019
Deliver the Area Specific Plans for the Mobility Hubs project.	Dec 2019
Provide residential development data tracking and monitoring to facilitate growth management and lead to improved policy development and decision making.	Dec 2019
Achieve Regional approval of the City's New Official Plan. This ensures that the city has a modern planning tool to guide land use, growth management and infrastructure decisions.	Dec 2019
Influence current and emerging initiatives including the Region of Halton Official Plan Review and various provincial planning initiatives.	Dec 2019

MEASURING SUCCESS

How much did we do?

Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
Total # of Development Planning Applications Received	NA	20	18	37	20	22	20	20
Total # of Site Plan and Urban Design Applications Received	NA	225	189	121	108	105	110	110
Total # of Zoning Applications Received	NA	923	1094	1318	870	900	900	900
Total # of Committee of Adjustment Applications Received	NA	153	190	179	167	170	170	170

Is anyone better off?



Performance Measurement	Total Square Metres of Industrial Commercial Institutional (ICI) constructed
Story behind the data	Burlington continues to protect its employment lands. ICI development is anticipated to continue into the foreseeable future as we complete communities such as Alton along with other ICI growth opportunities around the mobility hubs and the Evergreen community.
Where do we want to go?	We must continue to encourage ICI development to maintain opportunities for employment growth in Burlington. This is a signal of modern and complete communities where people can

