

Service Business Plan



Service Name Community Design and Development Review

Service Lead Name Brynn Nheiley

Service Lead Title Manager of Development Planning

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.

Strategic Alignment with Vision to Focus Plan

Increasing economic prosperity and community responsive growth management.

Delivering customer centric services with a focus on efficiency and technology transformation.

Service Goals

The city's growth is shifting from building greenfield communities to accommodating more residents and jobs through intensification in specific areas of the city. The service goals are to support strategic priorities for sustainable growth, complete communities, environment and sustainability, economic activity, infrastructure, design excellence, land uses and public participation.

This service area develops and monitors official plan policy and facilitates an efficient development review process, co-ordinated with infrastructure, to accommodate future growth. Development is targeted to intensification areas to promote connected, walkable and transit oriented communities with convenient access to employment opportunities, a full range of housing and daily needs.

Current State

Customers & Their Expectations

This service is delivered to:

- Taxpayers
- Public
- Developers
- Consultants
- Council
- Committees of Council
- City departments
- Agencies, boards, and commissions
- Federal, Provincial, and Regional governments.

Their expectations include:

- Information will be available, current, accurate and clear.
- Staff will be knowledgeable, accessible and responsive to emerging issues
- An efficient, predictable, cost-effective, and timely development review and approval 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.
- Fairness, trust, guidance, and confidence in the process through meaningful public engagement.
- Short- and long-term public interests are factored into recommendations.
- 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 levels of government 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

Existing Service Delivery

This service champions corporate projects that support the City's strategic plan by providing innovative, strategic, and professional planning and development advice, information on the City's planning functions and procedures, providing professional planning advice to Council about development proposals, and facilitating future development strategies.

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 range of Community Planning and Development Review services provided includes:

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

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| | <p>Process: establishing transparent and reliable decision making planning processes.</p> <p>Engagement: Consulting with the public on changes in regulation and proposed development.</p> <p>Review and Analysis: Evaluating technical and social factors to provide Council with recommendations regarding development proposals.</p> <p>Advice: Providing a range of planning advice and opinions to the Mayor and Members of Council.</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 Official Plan review 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 | <p>Staff regularly host and lead public meetings, design workshops, pre-consultations with applicants/consultants, and assist customers via email and telephone inquiries. Furthermore, reach out to the public is also provided via direct mailings, newspaper ads, signage, and email.</p> <p>Various documents and resources such as the City's Official Plan, Zoning By-law, Site Plan Design Guidelines, Urban Design Guidelines, Tall and Mid-rise Building Design Guidelines, and the Development Application Process are available online to assist the customer.</p> <p>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> |
| 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?

Yes Professional planners, planning technicians and engineers are subject to a professional codes of conducts.

Programs

Official Plan amendments (OPA) and zoning by-law amendments (ZBA)

- The Official Plan: A policy document that sets out the goals, objectives, land use vision and direction for long-term growth and development in the City. It informs the capital budget and work plans of other departments.
- Zoning By-law: defines and identifies the use of land (parks, schools, houses, retail, office, industrial) and sets performance standards for each permitted use.
- Official Plan and/or Zoning By-law Amendment: most commonly a result of a development proposal by a property owner, for an individual property, that is inconsistent with the City's policies and/or by-laws. 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.

Site plan / minor developments / zoning certificates / grading and drainage clearance certificate

- Site plan control: All industrial, institutional, commercial, and multi unit residential developments are subject to site plan approval. An applicant must submit details of a development proposal, including the location and design of buildings and structures, landscaped areas, loading and garbage facilities, grading information, site servicing plans and construction and mobility, for approval.
- Minor development: include Niagara Escarpment Commission (NEC) permits, liquor licence reviews, and Holding "H" removal applications.
- A zoning certificate and grading and drainage clearance certificate are is required for most development, confirming that the proposed use complies with all applicable zoning regulations, prior to the issuance of a building permit.

Subdivisions (Subs) / condominium / part lot control

- Plan of Subdivision: A legal survey that shows how 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.
- Plan of Condominium: Conveyable legal descriptions typically used to describe multi-unit buildings and to define individual ownership areas, exclusive use areas, and common element responsibilities.
- Part Lot Control: Lands contained with a registered plan of subdivision can obtained exemption to to create legally conveyable parcels. Typically used for semi-detached and townhouse development.

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| <p>Variances / Consents</p> | <ul style="list-style-type: none"> • Committee of Adjustment: An appointed body, regulated by the Ontario Planning Act, with delegated authority to make decisions regarding minor variances and consents. • Minor Variances: Insignificant deviations from the provisions of the Zoning By-law including extensions, enlargements, or variations of existing legal non-conforming uses. • Consents: 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. • Departments and External Agencies review all proposals for technical standards and regulatory compliance to provide recommendation to the Committee of Adjustment. • Property Standards Committee: Made up of the same members of the Committee of Adjustment. Consider appeals to Property Standards orders. |
| <p>Policy and Research</p> | <ul style="list-style-type: none"> • Respond to and connect with regional and provincial planning initiatives, ensuring conformity to the plans and consideration of local interests. • Provide advice and information to customers and partners to help guide growth management, land use and infrastructure decisions. • Conduct project management, including communication and stakeholder engagement and making recommendations to Council, for Official Plan review and special planning projects. • Represent the City's interest at the Local Planning Appeals Tribunal (LPAT, Tribunal) as part of resolving land use disputes. |
| <p>Data Management</p> | <ul style="list-style-type: none"> • Develop and manage a database to monitor policy effectiveness. • Collect data primarily related to managing the City's growth. • Report data to the public, stakeholders, agencies and Council. |

Recent Continuous Improvement Initiatives

In 2019:

- Participated in the review of Provincial Initiatives (Planning Act, A Place to Grow, Provincial Policy Statement) and Regional OP review to influence improvements to these plans in the interest of Burlington.
- Initiated the Interim Control By-law study, evaluating the role of Major Transit Station Areas in the Downtown and at the Burlington Go station.
- Continued the New OP project, examining the Downtown.
- Completed a study to update the Downtown Streetscape Guidelines.
- Completed mid-rise Building Urban Design Guidelines to guide high quality development with an emphasis on enhanced public realm.
- Analysis has been conducted to understand the effect of the removal of single detached dwellings from the site plan control process.
- Continued assessment of possible process changes to improve customer service, find efficiencies, and eliminate redundancies.
- Committee of Adjustment staff have initiated acceptance of digital applications and file coordination to improve customer service and find efficiencies.
- Implementation of changes to the pre-consultation process, including applicant hosted neighbourhood meetings and having their development applications reviewed by the Burlington Urban Design advisory panel, resulting in higher quality submissions. Community notice signs and development application web pages have been redesigned to provide clear information and enhance public engagement.
- Collaboration with with the Transportation and Transit Division on various projects, including:
 - updated parking standards to ensure that residents needs are met, and to make more efficient use of land;
 - Integrated Mobility Plan;
 - QEW Prosperity Corridor study, in collaboration with MTO and Halton Region; and,
 - Metrolinx 407 ERT plan.
- Completed a Growth Analysis Study to inform the Region's Official Plan Review.
- Completed the Construction Management and Mobility Master Plan.
- Implementation of the Grading and Drainage Clearances Certificate, ensuring possible stormwater/surface water impacts of private development are mitigated through design improvements.

Environmental Considerations

There is an environmental impact:

- By supporting the development of Burlington's Climate Action and Adaptation Plans, Corporate Energy Management Plan, and Urban Forestry Management Plan through facilitating development that reduces potential impact of development and supporting the creation of complete communities and making efficient use of infrastructure.
- Through policy that supports a compact urban form we limit the community's greenhouse gas emissions and protect the rural areas.
- Through policies that promote and support transit ridership and active transportation.
- Through facilitating compact development that protects our Natural Heritage Systems and mitigates risks to hazard lands through the promotion of Low Impact Development stormwater management and, sustainable building practices and the efficient use of land.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities

There is the opportunity to:

- Continue to influence the review of Provincial and Regional Initiatives in the interest of Burlington.
- Consider urban design initiatives such as an urban design awards program to promote and encourage design excellence.
- Enhance customer service delivery, internal collaboration, and improved efficiency which would require additional resources, in alignment with recommendations of the Red Tape Red Carpet Taskforce regarding processing timelines, and one window service counter.
- Additional resources in Transportation, Site Engineering and Development planning will support the Development Planning team to meet Provincially legislated timelines.
- Application fee review will ensure that new development continues to pay for itself.
- Through technological investment Community Design and Development Review will be able to introduce online services, in alignment with recommendations of the Red Tape Red Carpet Taskforce, to provide opportunities for streamlined service delivery and improved customer satisfaction.
- Implementation of Construction and Mobility Management Plan as part of the Site Plan Control process to manage the effects of construction in our urban areas.
- Complete and implement ongoing studies, including ICBL and OP and Zoning changes within the review area, the Mobility Hub studies, the QEW Prosperity Corridor, and the wind and shadow study, to ensure that development meets the needs of Burlington, and positively contributes to our urban areas.

Anticipated Risks

Potential risks include:

- Introduction of the Community Benefits Charge may make it difficult for the City to provide soft services such as parkland.
- Tempered development applications resulting from uncertainties, including the Interim Control By-law and unresolved Official Plan review, until such time as area specific plans and by-law amendments are approved by Council and in force and effect.
- There is a probability that components of the ICBL study recommendations and Official Plan review will be subject to appeal. This effort will require significant resourcing and may affect delivery of other competing priorities.
- 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 that take longer as infill and intensification projects require additional technical review and public engagement to ensure compatibility. Anticipated changes in legislation and Provincial Plans will impact the complexity of the development review process.
- An inability to achieve Bill 108 processing timelines for OPA/ZBA/Subdivisions, or to meet the service objectives of V2F and the RTRC recommendations due to resourcing constraints in Transportation, Site Engineering and Planning

required to achieve these objectives. Resource challenges of external technical agencies also impact Burlington staff's ability to meet these timelines

- Planning and Building staff remain dependent on the AMANDA software system for data management. Delay in technological upgrade or change in operational software could result in data management challenges.
- If all online, internal, and external technology are not resourced with compatible equipment and training there will be an inability to achieve the online application processing recommendations of V2F and the RTRC Taskforce.
- Reduced statutory processing times may result in additional LPAT appeals for non-decision or premature applications.
- Tribunal appeals may impact the timing objectives of implementing City initiatives.

Enterprise Risk Considerations

Labour Market & Workforce - Workplace Culture, Retention
 Financial Sustainability - Sustainability, Budget, Limited Revenue Tools
 Technology - IT Systems, Staff Expertise and Competency
 Capacity & Volume of Work:

- Requested FTE's required to meet processing timelines.

Growth & Affordability:

- Fee review may recommend reducing fees for charitable housing organizations.
- OP review will encourage increased housing.

Legislative Changes:

- Bill 108 increases risk of development appeals due to denied applications for deficiencies.

Election & Council:

- Conflicting priorities such as recommendations of RTRC Taskforce vs adding technical requirements result in challenges.

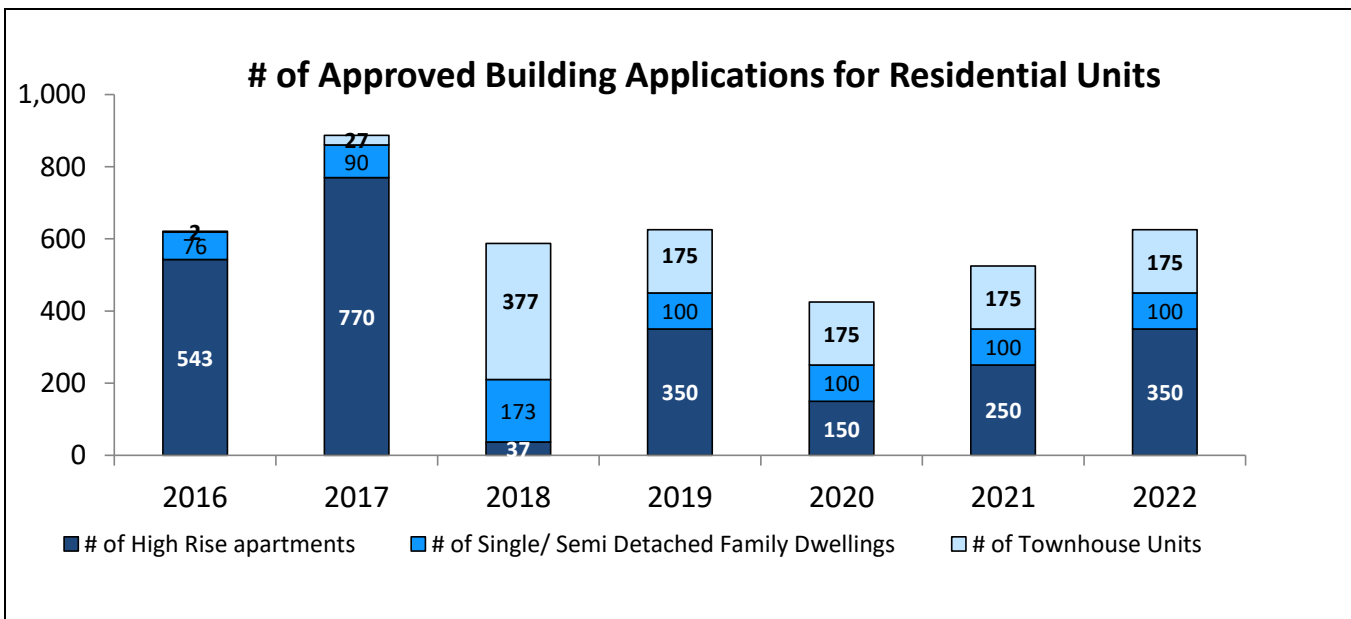
| Service Initiatives | Target Completion |
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| Implement tactical actions in support of Organizational Values. | Mar 2020 |
| Implement and train staff on Amanda 7 upgrade. | Mar 2020 |
| Achieve approval of ICBL study and related OPA/ZBA's, and approval of New OP. | Mar 2020 |
| Initiate Zoning By-Law comprehensive review. | Oct 2020 |
| Complete development fee review. | Dec 2020 |
| Implement the recommendations of the pre-building permit application process review. | Dec 2020 |

MEASURING SUCCESS

How much did we do?

| Performance Measurement | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Forecast | 2020 Forecast | 2021 Forecast | 2022 Forecast |
|---|-------------|-------------|-------------|-------------|---------------|---------------|---------------|---------------|
| Grand Total # of Development Applications Received | 1321 | 1491 | 1655 | 1168 | 1159 | 1200 | 1195 | 1198 |
| Total # of Development Planning Applications Received | 20 | 18 | 37 | 25 | 14 | 20 | 15 | 18 |
| Total # of Site Plan and Urban Design Applications Received | 225 | 189 | 121 | 118 | 109 | 110 | 110 | 110 |
| Total # of Zoning Applications Received | 923 | 1094 | 1318 | 830 | 900 | 900 | 900 | 900 |
| Total # of Committee of Adjustment Applications Received | 153 | 190 | 179 | 195 | 150 | 170 | 170 | 170 |

Is anyone better off?



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| 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 and post-secondary education in Burlington. This is a signal of modern and complete |

