

VILLAGE OF CUMBERLAND

DEVELOPMENT APPROVALS PROCESS MODERNIZATION

SUMMARY REPORT

May 25, 2022





PREPARED FOR:

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Project Overview







The Village of Cumberland is at an exciting stage of growth and is quickly becoming one of the most attractive places to live on Vancouver Island. The Village has experienced an impressive influx of new residents, with a third of the population being new to the area.¹ The rapid growth of the area has resulted in a significant development boom that is expected to continue into the coming years.

As such, the Village has received funding from the Union of BC Municipalities Local Government Development Approvals Program to conduct the Development Approvals Process Modernization project.

The Development Approvals Process Modernization project is intended to streamline the development approval process and lead to positive outcomes related to the provision of affordable housing and other community priorities as outlined within the Official Community Plan (OCP) and other bylaws.

When a development approval process has clarity of purpose, runs efficiently, and focuses on client and community needs, it costs less to administer and helps assure compliance with local government regulations and policy. Conversely, an inefficient system with jurisdictional overlaps, ad hoc requirements, and unclear mandates can create confusion, generate delays, and can add to the cost in planning, design, and construction, which and may discourage development.

The guiding principles behind the UBCM funding program and this project are:

 Achieves Outcomes in the Public Interest	The approvals process is set up to support development that is strategically aligned with adopted community plans, supports community values, is strategically aligned with the public interest and results in high-quality built environments.
 Certainty	The requirements, timeframes and costs of development approvals are clearly outlined and communicated in advance or as early as possible in the application process.
 Transparent	Decisions during the approval process are documented and communicated in a clear and timely manner.
 Collaborative	Local governments and applicants work collaboratively to achieve desired outcomes. Where public involvement is appropriate, the process seeks public input early in the process and in an informed manner.
 Flexible	The process achieves consistency while providing some flexibility to respond to unique opportunities and encourages innovation.
 Timeliness	The development approval process occurs on timeframes that are appropriate to the level of complexity of the application and that all parties acknowledge their responsibility to provide required information in a timely manner.

¹ Village of Cumberland Economic Profile

GOAL AND PURPOSE

The goal of the project is to identify opportunities to increase the efficiency and effectiveness of the Village’s development approvals processes while meeting the objectives set out in the Official Community Plan and other strategic planning documents.

The review assesses the current development application review process, including identifying additional opportunities for streamlining, clarity in communication, and reducing the need for amendments and variances. An improved process will help to accommodate future projected development pressures and ultimately eliminate barriers to create affordable housing.

The process aims to identify and create efficiencies in the processes and determine specifically how the departments coordinate and communicate at various stages in the processes. The goal of the initiative is to establish benchmarks for pivotal milestones within each application process.

WHO IS THIS WORK FOR?

Ultimately the work being undertaken aims to increase housing availability to support a community that will grow in alignment with the OCP and therefore serves the needs of the entire community. The work is being undertaken to improve the development process and identify opportunities to reduce the administrative burden on the Village by identifying opportunities to create efficiency in the process.

HOW WILL THIS WORK BE USED?

This work will be used to inform the next phases in the project which will implement several regulatory and process refinements that will improve the development approvals process and therefore facilitate a streamlined process for the types of development that are most in line with the community’s goals.

Our Approach

This process review is Phase 1 of a multiple phased project that has been provided funding from the Union of BC Municipalities.

PHASE 1

Information and Systems Review

Review existing processes, consult with stakeholders, and prepare summary document with recommendations for process improvements streamlining opportunities, establishing benchmarks, milestones and targets based on desired level of service, provide options and recommendations to consider implementing a fast-track application stream.

PHASE 2

Implement Changes

Amend Procedures Bylaw, Zoning Bylaw, and Subdivision Servicing Bylaw to reduce common variances and implement process efficiency recommendations in the Phase 1 Report. Update communication material to assist applicants in understanding the development approvals process, regulations, and requirements with the intent to reduce inquiries and ensure a clear process.

PHASE 3

Data Management

Based on needs identified in previous phases, select and implement software and data management practices that support the changes to the approvals process. Identified solutions will integrate into daily operations to streamline the process and improve workflow.

PHASE 4

Orientation

Conduct orientation and training for staff and new councillors of new systems and all changes made through the process. Orientation will take place following the municipal election in October 2022.



Review and Research

The consulting team reviewed the Village’s current development processes, forms, brochures, and bylaws. The team reviewed some development application files and Village correspondence with applicants and referral agencies to better understand the needs. Information regarding the number of applications and processing times for the past several years was also examined.

The consulting team also conducted comparative research with other similar sized local and regional municipalities to understand industry best practices.

Interviews and Online Survey

The consultants conducted various interviews with Village staff to get a sense of application intake, processing, and staff capacity. This included the economic development officer, finance staff, engineering and operations, bylaw enforcement, parks, the corporate officer and the planning and development services team. In addition, the project team contacted 38 development stakeholders to request interviews and/or the completion of a detailed online survey. A total of 12 completed surveys were collected and 2 interviews were conducted.

Provincial Context

Homes for BC: A Government’s 30 Point Plan for Housing Affordability

In this report, the Province noted that local governments are a strategic partner in delivering affordable housing and that municipalities are on the front lines of the housing crisis. The Province of BC is committed to empowering and supporting local governments’ efforts to accelerate the construction of the housing that communities need. While the development approval process plays an important role in ensuring that the vision of the community is realized, and that local interests are met including an adequate supply of safe, well-serviced and aesthetically-pleasing development, approval processes can also result in timelines that significantly impact the provision of housing.

Development Approvals Process Review

In 2019, the Ministry of Municipal Affairs and Housing (MAH) completed the third stage of the Development Approvals Process Review (DAPR). The DAPR was initiated to better understand the challenges facing development approvals across British Columbia as part of a broader effort to identify barriers to affordable housing in the province. Consultation with rural, suburban, and urban local governments, and various non-government stakeholders provided a cross-section of the diverse challenges facing the development approvals process. This engagement allowed MAH to assess the common challenges in the province’s development application process, outline the qualities of effective and efficient processes, and identify opportunities to develop these attributes across the province.

The DAPR identified a number of internal issues that local governments face in their application processes including:

- Incomplete or poor-quality submissions by proponents;
- Increased complexity of requirements;
- Inconsistent development permit guidelines; and,
- Contradictory advice from different departments.

Other application process challenges identified by the development industry include:

- Lack of transparency on the status of development applications; and,
- Lack of consistency of requirements between adjacent local governments.

This Development Approvals Framework review will assess these issues in Cumberland and will seek to develop solutions to facilitate development process improvements.

Bill 26 – Municipal Statutes Amendment Act (No.2) 2021

Bill 26: Municipal Statutes Amendment Act (No. 2) 2021, was given Royal Assent on November 25th, 2021. Of relevance to Cumberland’s Development Application Review, the Bill proposes amendments to various sections in the Local Government Act and Community Charter including:

- Removal of the default requirement to hold public hearings for zoning bylaw amendments that are consistent with the official community plan;
- Allowing for delegation of decisions on “minor” development variance permits; and,
- Enabling local governments to determine specific notice methods for public notice requirements.

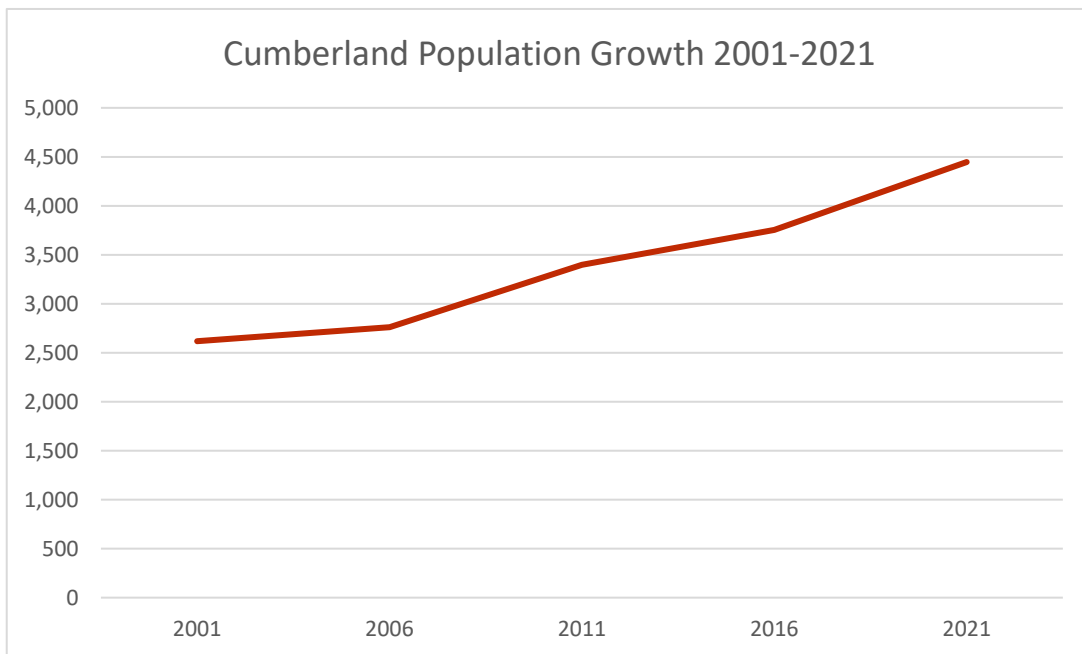
Changes regarding public hearings, delegation of development variance permits, and public notice as applicable to development applications are considered as part of this review. Adoption of a public notice bylaw will be optional under the proposed legislation and includes notice relating to a variety of financial and procedural bylaws.

Local Context



Cumberland is quickly becoming one of the most desirable places to live on Vancouver Island, and therefore experiencing growth that is rapidly outpacing the rest of the region. Between the 2016 and 2021 Census, the Village of Cumberland grew 18%, making it one of the biggest changes in population in the province of British Columbia. Most of the new residents are between the ages of 25 and 40, contributing to a much younger median age (39.2) than the Comox Valley Regional District (58.0).

Figure 1: Cumberland Population Growth 2001 to 2021



Issues regarding the development application review process must be considered in context of the rapid growth and the resulting development boom. The following factors have shaped the development environment in Cumberland today. These include:

- Increasing complexity of development applications with changing regulation (i.e. Official Community Plan update and Zoning Bylaw update)
- Increase in development activity
- Increased housing costs and lack of affordable housing
- First-time or inexperienced applicants
- Rapidly rising costs of infrastructure requirements
- Demand for additional services, community amenities and institutional development

This rapid influx of new residents has resulted in significant amount of new development in the past 5 years. Currently, the majority of the development is being done by individual property owners looking to build single-family homes. Application volume peaked in 2017 with a 72% increase from the previous year and has remained consistently around 50% higher than 2016 volumes. In numbers, there were 78 development applications in 2016, 152 applications in 2017, and 128 applications in 2020.

Changes to Village policies, procedures, and bylaws during the last 5 years, including a new Official Community Plan in 2014 and Zoning Bylaw in 2017 also significantly increased growth and density opportunities. This has added to the development boom but also added complexity and time to the process through designation of new development permit areas, for example. At the same time, several advisory committees were established, creating a new referral step in the process for approving many development applications. The Village GIS and Building Inspection services are provided through contract with the Comox Valley Regional District. Information technology support is provided through a third-party contractor

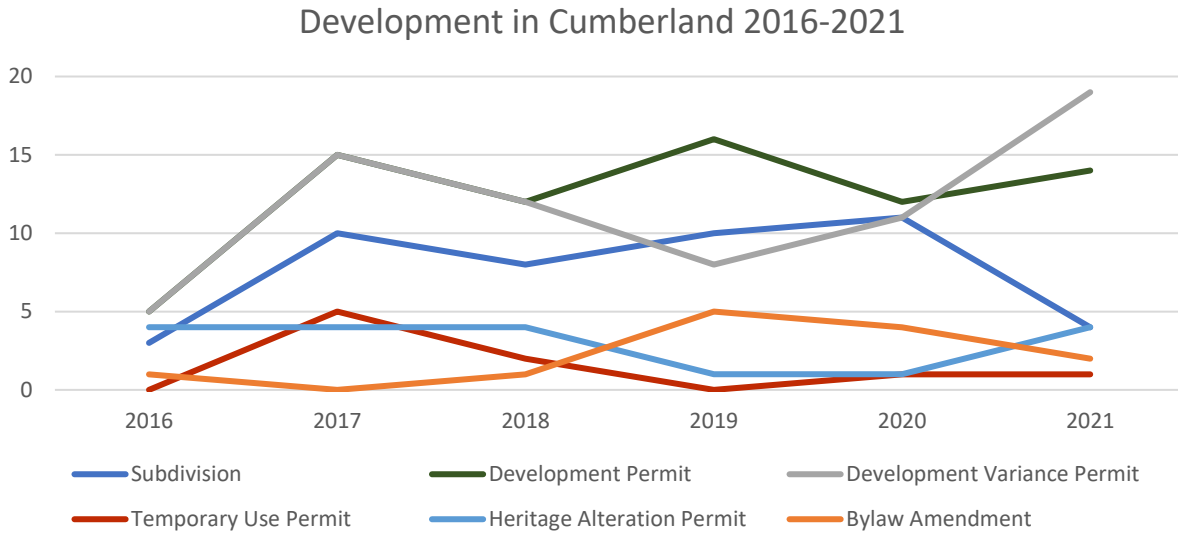
The increased interest and development demand, combined with development challenges and community priorities indicates a strong local economy and desirable community. However, these forces may also stretch the capacity of the Planning & Development Services department, which, in turn, results in added pressure to other departments. Subsequently, pressure comes from the development community which seeks certainty with respect to timelines and outcomes.

Table 1: Significant Development Applications in Progress (2022)

Address	Details	Application Type
Bevan Road Industrial Area	Six new industrial lots and new Tree Island Yogurt facility.	Subdivision Development Permit
Comox Lake Road/ Horbury Road		OCP and Zoning amendment for 25 historic cabins
Maple Street	24 new residential lots located on the extension of Maple Street, behind the new Fire Hall.	Subdivision
Penrith Avenue extension	Coal Valley Estates Phase 11 for 64 residential lots, 1 commercial and 5 multi-family lots.	Subdivision Development Permit
Royston Road, 3025	Construction of a 56 unit manufactured home park.	Manufactured Home Park Permit, Development Permit, Development Variance Permit
Second Street 3339, 3341, 3345	Non-Market Rental Housing Project for 23 units	Official Community Plan and Zoning amendment

The following graph and corresponding table outline trends in development application completion and permit issuance between the years of 2016 to 2021.

Figure 2: Development in Cumberland 2016 to 2021



Year	Bylaw Amendments	Development Permits	Development Variance Permits	Subdivision Applications	Heritage Alteration Permit	Temporary Use Permit
2016	1	5	5	3	4	0
2017	0	15	15	10	4	5
2018	1	12	12	8	4	2
2019	5	16	8	10	1	0
2020	4	12	11	11	1	1
2021	3	14	19	4	4	1

PLANNING AND REGULATORY FRAMEWORK

To understand the policy and regulatory context of the review, the team reviewed key Village of Cumberland documents that influence the development applications process. Documents reviewed included relevant strategic documents, bylaws, policies, internal procedures, and communication materials.

Village of Cumberland's Strategic Priorities 2020-2023

The Village of Cumberland Strategic Priorities guide corporate management and decision-making. The purpose of the priorities is to focus and coordinate resources.

Strategic priorities relevant to the Development Approvals Process Modernization are as follows. :

1. Attainable Housing
2. Quality Administration through Accountability and Transparency
3. Maintaining Village Character and Retaining Heritage

Official Community Plan (2014)

The Village of Cumberland completed an update of their Official Community Plan (OCP) in 2014. The plan provides a framework of goals, objectives, and policies to guide decisions on future planning and land management.

The OCP vision statement has been condensed below to highlight sections specific to the Development Approvals Process Modernization project:

"...The Village of the future is well-managed in a sustainable and orderly fashion with full public participation, and a thriving, resilient and diversified economy based on tourism and other industries and businesses that are compatible with community values. Citizens recognize that residential growth must be balanced by revenues from successful businesses with the objective of making jobs available for Cumberland residents."

The vision for the Village was built upon the following principles:

- Improvement and expansion of infrastructure to accommodate measured growth
- Attainable housing
- Village Centre rejuvenation
- Promotion of the Village for local and regional businesses
- Recreation and tourism
- A healthy, active, and engaged citizenry of all ages and walks of life
- Accountability and transparency
- Protection and enhancement of natural features and functions

The OCP envisions Cumberland in 2030 as a community that has successfully developed and nurtured key assets and features of the area to retain residents and attract visitors alike. It envisions a strengthened community with enough land for businesses, agriculture, parks, environmental areas, community amenities and housing. The OCP demonstrates a strong commitment to the natural environment and a collective commitment to preserving the natural surroundings of forests and wetlands.

Land use policy encourages new development in close proximity to or within the Village Centre and support for residential infill development. The OCP demonstrates support for development that provides a benefit to the community as a whole and guides evaluation of the development applications on this basis. With this in mind, many have indicated that what is the Village is looking for in terms of

development is not completely clear. With an OCP update on the horizon, the Village may consider strengthening policy surrounding development that provides a community benefit to provide clear expectations for the development community and guide decision making.

Other Planning or Regulatory Documents

In addition to the documents listed above, a number of relevant bylaws and planning documents were reviewed. They are as follows:

- 1) Zoning Bylaw No. 1027, 2016
- 2) Subdivision and Development Bylaw No. 948, 2012
- 3) Development Procedures and Fees Bylaw 1073, 2018
- 4) Development Approval Information Bylaw No. 809, 2005
- 5) Advisory Planning Commission Bylaw No. 999, 2014
- 6) Development Guides and Communication Material
- 7) Housing Needs Report (2020)
- 8) Economic Development Strategy 2018-2023

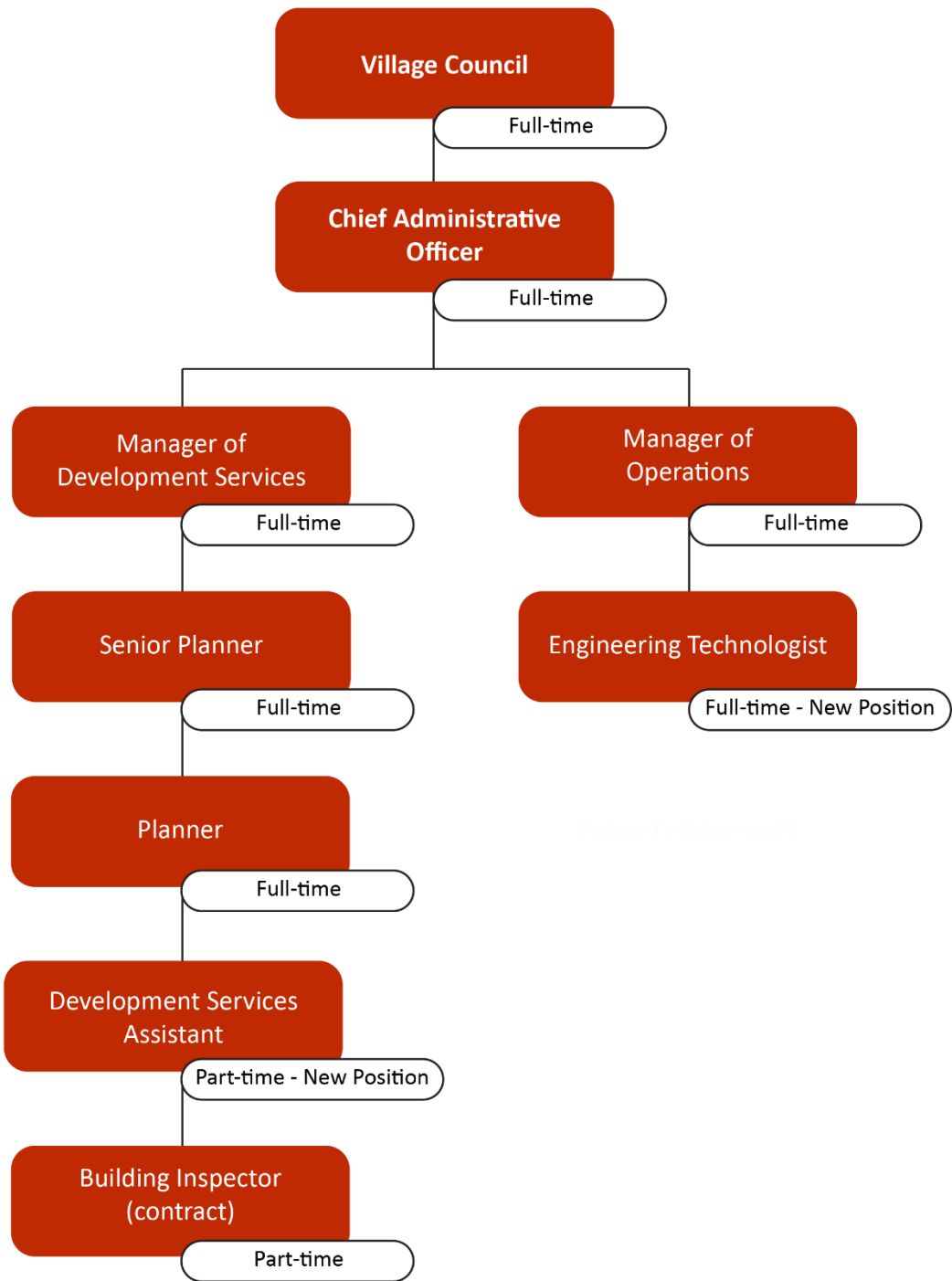
STAFFING

The Village of Cumberland has experienced staff turnover and the creation of new positions within the organization in the past 5 years. With the increasing population growth, staff have been stretched to capacity to handle the increase in demand. New positions have included a new Part-time Development Services Assistant and an Engineering Technologist among others.

The Development Services department has experienced a complete staff turnover including the Manager of Development Services over the last three years. While the additional staff has contributed to increased capacity, new staff require training and onboarding. It was noted that previous Development Services staff had individual approaches to processing applications developed through years in the position but processes were not formalized into a systematic approach or consistent among staff. This informal approach together with increased application volumes has led to the need and desire to create a consistent, systematic approach to application process that is clear and predictable across the department and easily transitioned to new staff.

In addition to the three Development Services staff, building inspection is contracted from the Comox Valley Regional District and is available two days a week. This can be challenging for timing and processing of applications. As the Village continues to grow and demand increases, it may be worth considering increasing the scope of the RDCO contract and/or creating a permanent position for a building inspector.

Figure 3: Development Services Organizational Chart



What We Heard

To better understand the current development approvals process, a series of solution-oriented interviews were conducted with community stakeholders to gain a better understanding of where the process can be streamlined from their perspective. These stakeholders included members of the Village Council, staff, and individuals from the development community. In addition to the interviews, an online survey was created and sent out to local developers as an alternative means to provide input.

Input from stakeholders who interact with the development approvals process on a regular basis included:



The engagement process provided valuable insight into experiences regarding the development application process. Discussions covered the development review and approval process from application submissions through to public hearings, approvals, permitting, and ongoing financial tracking.

Key takeaways from the engagement include:

Process

- The desire for additional consistency and clarity of approval timelines. Application timeframes and associated benchmarks are also desired.
- The desire for guidance on required documents to be submitted early on in the process
- Pre-application meetings with staff to review the application process, requirements, timeline, and fees are helpful at guiding them through the requirements and processes. Additional guidance and “heads up” comments from staff would be appreciated by the applicants.
- Concerns about the development permit application forms as they are not straightforward and intuitive. Some applicants felt that the format of the application can lead to confusion and result in unintentionally incomplete applications. Adjustments and/or reformatting of the application forms may result in a more straightforward start to the development process and avoid scheduling delays/lost time.
- Desire for online tracking showing current applications in queue and status.

Communications

- Desire for additional and clearer guides, brochures and website information about the application process, fees and application requirements.
- Desire for more clearly communicated anticipated processing times and application expectations.
- Desire to keep the small-town, personalized approach to customer service versus a highly automated IT approach; however, some IT efficiencies should be explored.
- The importance of trust and strong relationships between developers, their agents, and Village staff to implement an efficient process.
- Survey respondents had either a very clear or somewhat clear understanding of the required documents to be submitted early in the development application process.
- Staff was friendly and polite and applicants felt they received great customer service.

Policy and Regulations

- Concerns for clarity of development vision in the OCP, not sure what staff and Council is looking for.
- Public information meetings for Zoning Amendments that align with the OCP are not considered a necessary step by some members of Council and the development industry.
- Explore the opportunities provided by Bill 26 to delegate minor development variance permit applications to staff and waive public hearings for Zoning Amendment applications that align with the OCP land use designations.
- Concerns for clarity and ease of understanding of Village bylaws and regulations.
- Concerns for the Development Permit requirements for Accessory Dwelling Units being cost and time prohibitive.
- Concerns for parking and bicycle parking regulations being too onerous.

Internal Procedures

- High demands for staff resources coupled with a small number of staff results in insufficient capacity to meet the desired level of service with respect to application processing timeframes and response to inquiries. Staff seem “overworked” and “overwhelmed” by current volumes.
- Delegate minor applications to staff to allow Council’s to focus on governance, rezoning, and land use applications that don’t conform to the OCP.
- When Council requests “special project” reports from the planning department, it must be recognized that it impacts resources otherwise utilized for development application processing.
- Find procedural efficiencies and create systems to track information such as security, application conditions, legal agreements, and records to reduce staff time finding information.
- Part time building official staff was identified process inefficiency making timelines run longer due to staff capacity and availability.

Software

- Paper and folder-based records management is time consuming and prevents staff from easily getting a high level overview.
- Find ways to better leverage under utilized software such as GIS and Sharepoint in order to make more efficient use of existing systems.
- Consider the creation of a file management policy to guide staff in consistently and efficiently handling development application information.
- Enable “self serve” online applications, guides, and reporting for higher capacity stakeholders to free up staff time for applicants in need of a more hands on approach.

What We Heard – Key Themes (at a glance)

▪ Application Volumes	▪ Opportunities to Delegate
▪ Benchmarks, Monitoring, Tracking and Reporting	▪ Communications Materials and Responsiveness
▪ Training and Onboarding	▪ Accessory Dwelling Units – Resource Implication
▪ Development Permit Guidelines	▪ File Management
▪ Bylaws and Document Updates	▪ Incomplete Applications
▪ Public Information Meetings and Public Hearings	▪ Pre-application Meetings

Discussion and Analysis

STRENGTHS

During the review of Cumberland’s development application processes, numerous aspects of the process were highlighted as being strengths by the development community. For example, the Village’s personable approach to customer service plays a positive role in applicant experience despite processing delays and staffing limitations. While there are many elements of the development application process that can be streamlined and improved, there are multiple effective attributes that should be mentioned. The following section outlines some of the positive elements of Cumberland’s development application process expressed by survey respondents, and members of the development community.

Policy and Regulatory Framework

The Village has a good foundation of both policy and regulations to guide the development process comparative to many municipalities of similar size. This framework, coupled with a strong understanding of infrastructure capacity and upgrades to accommodate growth, puts the Village in a strong position to implement development application process improvements.

Single File Manager

Many in the development community were used to larger centres where an application may not have a dedicated planner processing their application and noted that they appreciated the consistency of this approach; however, this approach has been challenging over the last couple years due to several staff changes which force applications to be transitioned to a different staff member. Since the department has been fully staffed the implementation of a single file manager approach improves consistency and efficiency and has been identified as a recent improvement

The Village's current practice reflects best practice which is when an applicant would like to escalate a concern to senior management, the file manager be included in the conversations to maintain a sense of ownership, understanding and responsibility. Involving technical staff in resolving issues tends to increase departmental capacity and overtime usually reduces the amount of time senior management gets pulled into technical issues. It is recommended that the Village continues with this approach.

Inter-departmental Collaboration (Development Review Team)

Cumberland staff have a high level of inter-departmental communication which provides frequent opportunity to collaborate on ongoing development applications. Office culture plays a strong role in the Cumberland Village Hall and contributes to an atmosphere that encourages discussion of varied opinions and group problem solving. Municipalities can often work in "silo" environments which can be detrimental to inter-departmental communication, which is not the case in Cumberland. The Operations Department plays a significant role in the review of development applications with respect to infrastructure servicing. The new Engineering Technologist position appears to be assisting timely reviews and referral responses. The Village has also recently implemented a more formal approach to their Development Review Team (DRT) meetings with agendas and the completion of meeting notes. These meeting could be further strengthened by expanding invitations to additional departments for review of more complex applications.

In addition to agendas and meeting notes, recommended best practices would be for attendees to have their referral responses prepared and be ready for discussion. DRT meetings are shown to resolve issues and conflicting direction from different departments as well as identify non-negotiable issues versus concerns that may have a variety of solutions or are less important. For complex applications with identified staff concerns, it is also be recommended that the applicant be invited to the meeting to answer questions and discuss the applications as this often leads to solution identification and open lines of communication. It is also recommended that staff send a comprehensive review letter to the applicant within one or two weeks of the DRT meeting.

Comprehensive Preliminary Lot Review (PLR) Letters

A revised template for Comprehensive PLR letters has recently been implemented by the Manager of Development Services. The PLR letter details the requirement of subdivision, and any future requirements that could be relevant to the applicant at later stages in the approval process. This allows the applicant to have the full picture of what to expect in as the application proceeds.

Staff Dedicated to Continuous Improvement

Staff were also keen to identify how the development process could be modernized to reflect best practices and were engaged in the review process and genuinely excited about the opportunity the subject grant funding provided to improve processes and improve level of service.

Friendly Customer Service

Engagement with the development community identified that development services staff were recognized to be professional and polite in guiding applicants through the development process. Most applicants feel that staff are welcoming and responsive when they contact the Village for assistance. An emphasis on strong customer service and responsiveness to inquiries acts as a fundamental element for encouraging investment in Cumberland; however, prioritizing responsiveness to inquiries and guiding inexperienced applicants can often be a time-consuming task for staff and can divert many hours per week away from application processing workloads. Cumberland should strive for a balance between the two goals and look for digital solutions to provide answers to frequently asked questions such as guides, brochures, and website content.

Council Reports

Comprehensive and well-prepared Council reports are the foundation of decision making for elected officials. Staff recognize the importance of Council Reports and spend the time required to assemble and analyze technical information in order to provide a recommendation and the supporting information for Council to provide required direction and make decisions. Based on current workloads, a large portion of staff time each month is spent preparing Council Reports and presentations.

Supportive Council

Building on the previous section that references the ability to attract and retain good staff, Cumberland's Council plays an instrumental role in providing a supportive environment. Staff support is often expressed publicly during public hearings and Council meetings, and Council does not tolerate criticism of staff. Celebration of staff successes for a job well done can send a message to residents and applicants.

When speaking with other municipalities regarding development application processing, one of the consistent messages was that processing development applications is easier for staff in jurisdictions when the staff review process and subsequent recommendations are routinely approved and supported by Council. In many municipalities, if applicants know they do not have the support of staff, they will opt not to proceed to Council (and thereby allowing staff to focus on applications that align with the municipalities vision and policy). In other communities, applicants want to proceed to a Council meeting anyway, knowing that Council may be willing to deviate from the municipality's policy framework, and may approve the development regardless of the staff recommendation. It is therefore useful to remember that if a Council does not publicly support staff—not only staff recommendations that come to Council, but also the role of staff members, their expertise, and ability to process applications—this can have impacts on the propensity for applicants to listen to staff advice during the process.

CHALLENGES AND OPPORTUNITIES

Staffing Levels

All applicants that were interviewed and members of Council recognized that the recent spike in development inquiries, and applications have overwhelmed staff, and that these volumes were further exacerbated by active files that have been open for two or more years and had to transition to new staff. The Village of Cumberland has a small complement of staff in general which creates challenges such as little to no redundancy and a high loss of organizational knowledge as a result of any staff turnover. The planning division is in the process of rebuilding a strong team of qualified and capable staff.

The addition of a designated part-time position at 0.60 full-time equivalent (FTE) for administrative support has been a recent, much needed, addition to the Development Services Department. The addition has greatly assisted in the functioning of the department, especially with respect to checking for application completeness, collecting fees, and ensuring adequate records management. Administrative support will lead to both application processing efficiencies and provide much needed resources to improve systems and procedures. The recommendations in this review identify several additional duties that could be assigned to the Development Services Administrative Assistant which could lead to requiring this position at a 0.8 or 1.0 FTE.

The Village contracts CVRD for plan checking and building inspection services. In many ways the CVRD contract provides Cumberland with redundancy and vacation coverage that many small towns of similar size do not have with only 1 building inspector on staff. The CVRD inspections staff is scheduled to be in Cumberland 2 days a week, some applicants did not feel that this was enough and feel the current level of service has resulted in project delays.

The Village is already aware of the challenges in finding and retaining good planning and building staff in today's market. Although the Village has the benefit of being a vibrant destination community, and is a desirable place to live, the recent surge in the cost of housing in the Comox Valley coupled with high demand for qualified local government staff and availability of jobs, makes it even more challenging to find and retain staff. Many local governments are working hard to create a positive culture and great work environment as incentives to supplement collective agreement compensation and holiday time. While not reviewed as part of this process, it is worth noting that other local governments, in recognizing the challenge to recruit and retain good staff, have initiated strategies to:

- Review pay and benefits to ensure competitive advantage (compare pay scale, holidays, training opportunities, etc.);
- Ensure staff have the tools to do their job well (equipment, software, training, etc.);
- Create a positive work environment through a supportive culture, opportunities for advancement, and the celebration of staff successes; and,
- Maintain and build a supportive relationship between staff and Council so that staff feel supported by Council and motivated to achieve Council priorities.

High demand for planners and building inspectors has made it difficult to engage qualified, mid-career staff with strong experience. Best practices suggest the organization can foster long-term leadership and

retention of staff by aligning their values to “grow their own”. By continuing to invest in staff training, the Village can empower existing staff to improve their knowledge and grow their skills.

Current planning staff levels are in line with those of comparable municipalities with similar populations and development pressures; however, the current systems at the Village are more labour intensive and as a result put a high demand on existing resources. The recommendation of this report will aim to create efficiencies that will in turn result in the ability to improve levels of service with the current staff compliment. Other similar sized municipalities with significant growth pressures all had in house inspection staff that were at times shared with another municipality or there were service agreements to contract staff during vacations and other absences. Attracting and retaining staff, maintaining the level of service expectations, and meeting the legislative requirements for complex buildings was a challenge in all of the communities reviewed.

External Review Option

The Village may want to consider providing applicants with an option in certain situations for an external application review to “fast track” applications by retaining consultants to assist with application processing that are retained by the Village and in turn billed to the applicant at actual cost. The Village could provide applicants with the ability to utilize this option if they are targeting a quick turnaround and willing to pay additional costs or if an application is overly complex and would require an abundance of staff time. Other jurisdictions that utilize this approach have noted faster processing times as a result. Applicants have noted that “time is money” and that they would be willing to pay additional fees that result in faster processing timelines.

Contracts with external engineering and planning firms are used to conduct the review, this often involves working in conjunction with staff to coordinate communication, inter-departmental meetings, and council reports. The option for external review would require an amendment to the Development Procedures & Fees Bylaw and ensuring that there is clear policy and procedures to guide how and when a fast tracked external review is an option to applicants is recommended.

Pre-application Meetings

Only 45 percent of applicants engaged in this review indicated that they had a pre-application meeting with staff. It is recommended that pre-application meetings are required and that the process could be further improved by providing the applicant with a pre-application checklist or summary letter that clearly outlines the application requirements applicable to the scope of the subject application as well as some advisory comments for consideration. While providing advisory comments at this early stage of the process can be challenging as a complete application has yet to be submitted, providing strategic direction and policy insights at this stage in the process can save significant time for both staff and applicants later in the review process.

It is recommended that there is a clear distinction in the expected level of information provided between a request for a pre-application meeting and a response to a development inquiry. Many municipalities charge a fee for pre-application meetings, while others provide one complimentary pre-application meeting and charge applicants for subsequent meetings. The Village may want to explore pre-application fees further as part of future development application fee reviews.

Guides, Brochures, and Checklists

Only 18 percent of survey respondents agreed that the Village provides useful guides, brochures, or website information and 64 percent of respondents thought that improved communication materials would be beneficial. Nonetheless, these materials help to give broad context and decrease the amount of staff time dedicated to process-related inquiries. There are adjustments that can be made to improve these materials and revisions will be required to reflect recommended process amendments. During engagement the consensus was that the guides, brochures, and checklists which cover a variety of planning and development topics are helpful to give context to development processes. Guides outlining the process and requirements for accessory dwelling units are a priority as staff spend a great deal of time assisting applicants with these applications.

Incomplete Applications and Application Intake

The submission of incomplete applications has become a more pressing issue for the planning department with the influx of development applications over the past 2 years. In discussion with the development community, it was expressed that applications could be submitted, and upon staff review, be returned to the applicant to resubmit with additional information. The timing between submission and staff review has increased due to the increased number of applications, resulting in the perception of lost time by the development community while waiting for news on their application submission.

To reduce the number of incomplete applications, a pre-application meeting is recommended prior to the submission of a development application. To avoid applicants dropping into the Village Office expecting an “on the spot” pre-application meeting, an appointment should be scheduled unless the application is minor. It is recommended the planning application forms and website clearly outlines a requirement for a pre-application meeting to prevent the submission of incomplete applications.

To further reduce incomplete submissions, it is recommended that a pre-application letter and/or checklist be provided to the applicant subsequent to a pre-application meeting and that the Village apply additional rigor to the application intake process. The application should be reviewed against the pre-application requirements checklist prior to accepting the application at the front counter.

The newly created Development Services Assistant position could be responsible for the application intake process for most straightforward application submissions. In the case of complex applications, the pre-application letter should also require that an appointment be made with the planner assigned to the file to review the application at the time of submission. This recommended best practice will save a great deal of staff resources that are spent chasing outstanding development and building permit information.

If the application is incomplete, it is recommended that the application not be received by the Village until it is complete. This practice becomes critical should the Village implement level of service benchmarks and timelines. While the applicant with the incomplete submission may not be in favour of this practice, more experienced developers in Cumberland and throughout the province acknowledge this as a best practice and recognize the inefficiencies associated with incomplete applications.

Application Statistics and Status Tracking

To support application status tracking, monitoring application targets, and the volume of applications, it is recommended that the Village improve tracking procedures by refining the application statistics process in a way which automates and easily updates application statistics and reporting. This information could be used to better define and monitor service targets, enabling a more fulsome understanding of timelines

and capacity. In addition to highlighting problems and enabling the establishment of a big picture, it is recommended that the Village also use this information as a communication tool. It is also recommended that the current quarterly updates to Council would include additional application statistics and benchmark monitoring. A simplified and curated version of this information should be made as this was identified as desired by the development community. These and other reporting needs can be met through shifting the application process into existing software tools and following information management best practices.

Systems and Tools

To address the challenges identified in this report, it is recommended that the Village adapt and update its information systems to enable alignment updating processes. The current development landscape at the Village is largely a manual and labour-intensive process. An opportunity exists to leverage existing tools to enable efficiencies with some improvement and standardization. As the development application process is modernized, it is recommended that the tools used by the Village are adapted as well. It is recommended that Cumberland consider a software use and integration model similar to the figure below.

Figure 5: Tools and use cases

Website

Used for:

- Communication materials
- Application guides
- Application submissions
- Self serve status updates
- Public reporting

Sharepoint/Office 365

Used for:

- Internal process tracking
- Communication
- File storage
- Collaboration
- Automations
- Reporting

GIS

Used for:

- Internal and public servicing and zoning reference
- Lot information
- Spatial reporting
- Dashboards

Single Point of Contact Requirement for Applicants

To simplify communication between the Village and the applicant or their agent, a recommended best practice is to require a single point of contact representing the property owner(s) for each application. It is recommended that the Village put the onus on one owner or their agent to communicate or forward information to a variety of stakeholders and consultants. Communications can get very complex if there are numerous players representing an application, and as a result, place a demand on staff resources that could be better used elsewhere in the process. It is recommended that the application and agency forms be amended to outline and strengthen the expectations of this approach and include acknowledgement by the owner and their agent.

Comprehensive Letters

Comprehensive letters are provided to applicants following application with the intent of relaying the impact of Cumberland bylaws and policies on the specific elements of a proposal. The letter details outstanding requirements, anticipated conditions and issues that may arise at future stages of the development approval process. This allows the applicant to have the full picture of what to expect in the development process to avoid unexpected changes in project budgets or proformas. Cumberland has recently developed a comprehensive Preliminary Layout Review letter template as part of the subdivision approval process; however, much of the correspondence related to development permits and variances is via email and provided in a way that lends itself to a significant amount of back and forth correspondence with applicants. Staff have identified the need for additional templates, such as acknowledging receipt of a complete application and providing file manager information, and are in the process of implementing additional forms of standardized communication improvements.

It is recommended the Village provides applicants with a comprehensive letter subsequent to the staff and agency review and referral process that provides the applicants with a list of concerns or additional requirements as well as “heads up” comments for additional requirements that may be required as the development progresses to future stages in the development permit process such as development or building permit.

Development Permit (DP) Process

Accessory Dwelling Unit

The Village has very comprehensive development permit guidelines and DP areas that cover much of the Village. DPA 6 - Residential Infill area’s justification is intended to promote a high standard of design in ground oriented medium density housing projects. Single detached dwellings with suites and duplexes are exempt; however, the construction of a coach house requires a DP. With the rapidly increasing cost of housing, many homeowners are looking to build accessory dwelling units (ADU) to subsidize housing costs and/or providing housing for family members. Application inquiries, obtaining complete applications presenting DP applications to the APC and Council require a significant amount of staff time.

Development Permits for ADUs were commonplace early on in the evolution of zoning bylaws to include ADUs as a permitted use. Over the last several years, many municipalities have streamlined the process by no longer requiring DPs and incorporating regulations in the zoning bylaw, resulting in ADUs requiring to meet zoning criteria and obtain a building permit in zones that allow ADUs as a permitted use. If the Village remains concerned about the form of ADUs, there are zoning bylaw regulations that can be a requirement to protect the interest of the Village including, landscaping and screening requirements, locations of decks and patios to mitigate privacy concerns and height restrictions that reflect lot grading.

Should an applicant not meet the zoning regulations, they could apply to Council for a Development Variance Permit.

It is recommended that the Village exempt ADUs from DPA 6 and amend the zoning bylaw to incorporate additional regulations that would provide the Village with the assurance that ADU will be constructed as desired.

Public Process for DPs

Cumberland's DP process outlined in Development and Procedures Bylaw No. 1073, 2018 is not in alignment with Provincial legislation as it may require a neighbourhood public meeting and notification as part of the DP approval process. Best practice is not to require public notice or public meetings as part of the development permit approval process as this approach gives the public a false sense that they can influence DP approvals. In the case of the DP approval processes, both the municipality and the applicant are bound by the DP guidelines that are adopted by bylaw. While the public do not have a role in the DP approval process, community engagement is an important component in the establishment of DP guidelines during the drafting of Cumberland's OCP.

Case law (e.g. *Yearsley v. White Rock (City)*[2009]) has illustrated that local government that bring in public opinion into consideration that is outside of the applicable DP guidelines exceeds municipal jurisdiction. By considering irrelevant and/or extraneous criteria outside of the bylaws and DP guidelines in refusing to issue the development permit. Reliance on public opinion was not a relevant consideration if it was not linked to legitimate factors within the zoning bylaw or the OCP. City Council acted to refuse the application because of unspecified, vague concerns that were not referenced in the OCP, including implied concerns about height, regardless that the proposed building was within the height requirements of zoning and OCP guidelines.

It is recommended that the Village amend Development and Procedures Bylaw No. 1073 to remove the requirement for neighbourhood public meetings and notice provisions for DP applications.

Exemptions

As part of the next phase of the Development Modernization Process it is recommended that staff and the consultant review the existing DP exemptions listing in the OCP and consider additional exemptions, for example, waiving some DP application requirements at building permit for applications that satisfied the current DP conditions at time of subdivision.

Clarify DP Guidelines

Cumberland's DP guidelines are quite wordy and include unnecessary repetition of Provincial legislation. It is recommended that the next OCP review include a comprehensive review of the DP guidelines to strengthen certain guidelines, reduce redundancy, provide additional clarity and focus. It is also recommended that guides be created to assist applicants with navigating the DP process as part of the next phase of the modernization process.

Delegated Authority

Delegation of DPs

Delegating development application approval authority to staff typically reduces the timing of the application approval process by one month or more depending on application volumes and the number of items on Council agendas. It is recommended that the Village consider amending Bylaw No. 1073 to outline the scope of DPs that Council would consider delegating to staff. Delegated DPs often include form

and character DPs based on limitations deemed reasonable by Council. When considering increasing the scope of development permits delegated to staff it is recommended that the Village also consider strengthening any DP guidelines that the Village deems to be too vague.

Currently, the Development Procedures and Fees Bylaw No. 1073, 2018 does not have any provisions to delegate duties and powers of Council with respect to development applications. Best practices for streamlining DP applications are to delegate technical development permits (DPs) related to Environmental Protection, Groundwater Protection, Farmland Protection, and Wildfire Urban Interface. Council could also consider a measured approach and delegate minor technical DPs to staff and set parameters that would trigger more significant or major technical DPs to go to Council for consideration of approval.

Municipalities have varying of levels of delegation with respect to form and character and infill housing DPs. It is recommended that Council provide direction on the level of delegation that they would be comfortable delegating to staff. Delegating powers to staff can also be phased in over time to ensure that both Council and staff have a policy and regulatory framework in place to guide decision making.

Delegation of Minor Development Variance Permit Applications

With the Local Government Act (LGA) now giving authority for Council to delegate minor variances related to:

- siting, size, and dimensions of buildings, structures and other permitted uses
- off street parking and loading spaces
- signs
- landscaping to screen or for natural environmental benefits

It is recommended that the Village consider establishing criteria for determining when variances are minor in nature and delegating minor variances to staff as part of the implementation of this review. Development Procedures and Fees Bylaw No. 1073, 2018 as well as Village documentation such as application forms, guides and checklists should reflect this recommended change.

Council Committees

The Village has more advisory committees than comparable communities. Many communities have found that advisory committees consume a large portion of staff resources to prepare reports, agendas, and meeting minutes. In particular, many municipalities are eliminating Advisory Planning Commission (APC) or establishing a terms of reference that focuses on long range planning versus the review development applications that are in alignment with the OCP. The desire to streamline the application process and the recognition that the establishment of a strong regulatory and policy framework is sufficient to protect the community's interest. This is also a trend toward the establishment of task forces for specific initiatives to gather community and stakeholder input during policy and plan development that are later disbanded after the completion of a plan or strategy.

During the interviews, there seemed to be a desire to maintain advisory committees in Cumberland as they maintain the small-town, community-driven approach to planning that attracts people to Cumberland. However, there was an interest in revising the mandate of the APC to focus on long range planning and major applications. It is recommended that the Advisory Planning Commission Bylaw No. 999, 2014 be amended to include only OCP and Zoning bylaw amendments not aligned with the

community vision as set out in the OCP and long-range planning documents. This would limit the APC's involvement in small applications such as development permits, temporary use permits, and development variance permits which would streamline the development application processing time and save staff time.

There is general support for the Heritage Committee amongst staff and Council. The clear mandate and terms of reference work well to promote the community-driven approach to heritage conservation. It is recommended that the Heritage Committee's Terms of Reference be reviewed to determine if the committee's scope is appropriate and if there are any opportunities to reduce staff time dedicated to the functioning of the committee.

Other Council committees were not identified through this process as they typically have a smaller scope specific to one project. Other Council committees include:

- Accessibility Committee
- Economic Development Steering Committee
- Homelessness and Affordable Housing Committee

Zoning Amendments - Public Information Meetings and Public Hearings

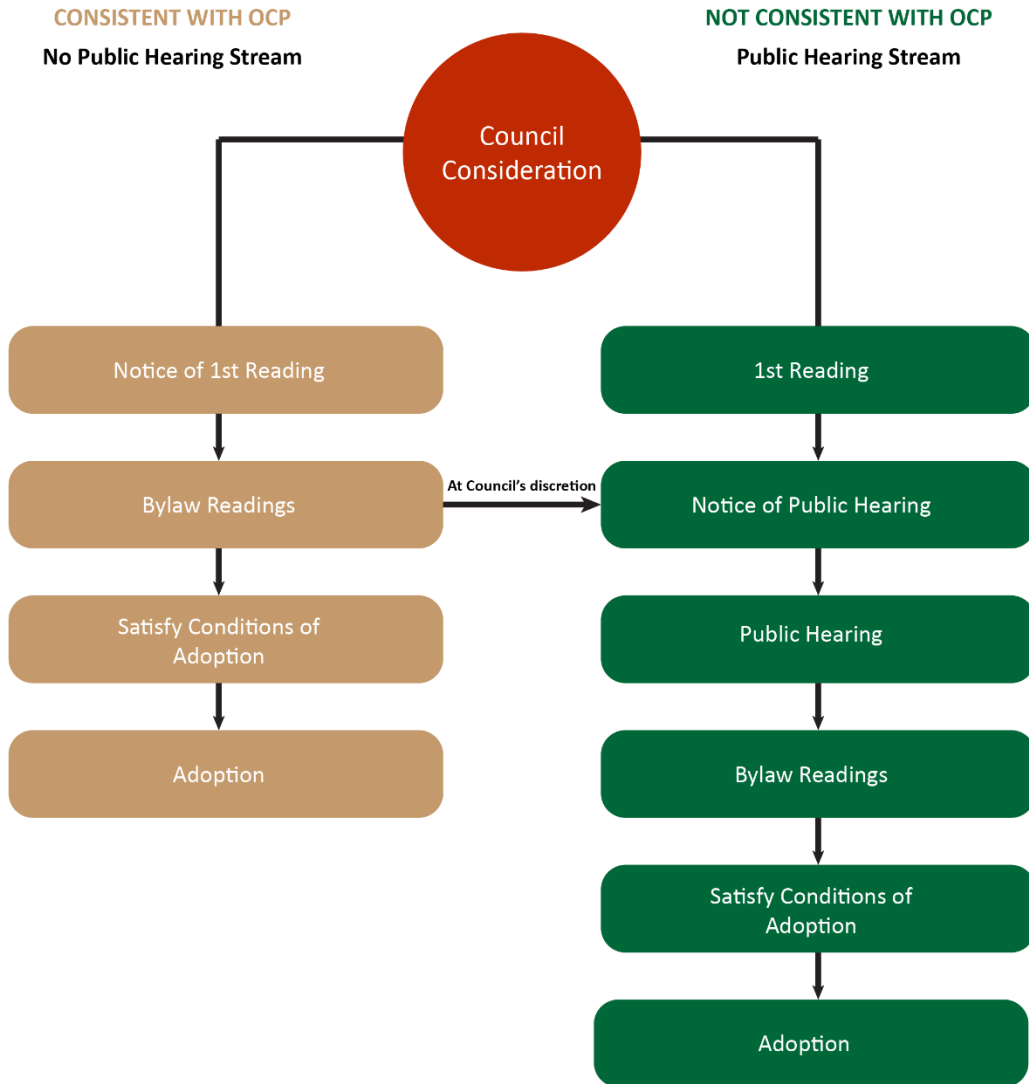
Cumberland Zoning Amendment approval processes provides considerable opportunity—greater than what is required by statute—for public review of and comment on development proposals. The Village includes a requirement for a Public Information Meeting for Zoning Amendment applications prior to the application being considered by Council. A review of applications identifies that significant weight is placed on the importance of resolving issues raised by the community during this early consultation. While such meetings can serve to raise community concerns early in the process and provide an opportunity to resolve community concerns prior to a public hearing, many applicants see the public information meeting as an unnecessary step in the Zoning Amendment process.

Bill 26 – Municipal Statutes Amendment Act (No.2) 2021 was recently enacted by the Province of BC which removes the default requirement to hold public hearings for Zoning Bylaw Amendments that are consistent with the OCP. The proposed change was intended to provide the authority for local governments to streamline their processes and help develop housing that aligns with the community's vision. To ensure transparency, the proposed amendment for public hearings requires local governments to provide public notice of the rezoning bylaw before the bylaw is considered at first reading by Council.

Cumberland may consider utilizing this newly available approach to reduce the timelines and workload associated with public hearings. Staff time is required to coordinate and organize the public hearing with the applicant and Council, prepare a public hearing Council report, attend the public hearing, and summarize comments from the public and elected officials. These steps add up to a significant amount of staff time that may not provide value to a Zoning Bylaw Amendment application process if the application is already in alignment with the OCP.

It is recommended that Council consider amending the Development Procedures and Fees Bylaw No. 1073, 2018 to reflect this legislative amendment and remove the default requirement for public hearings for zoning amendments that are aligned with the OCP and instead provide for Council the ability to require a Public Hearing if deemed necessary at 1st reading. Council may wish to retain the Public Information Meeting requirement. Additional direction will be requested from Council regarding implementation options respecting this new legislation.

Figure 6: Streams for Rezoning



Zoning Bylaw Amendments

There are opportunities for the Village to consider amending several bylaws to streamline the development review process and reduce the demand on staff resources for commonly requested variances that have a high rate of Council approval. Examples of commonly requested variances include amending the maximum 90 metre² size of secondary suites that has recently been removed the BC Building Code.

Council may wish to consider pre-zoning some properties to align with the desired future land use in the OCP to incent development or redevelopment in accordance with the OCP vision and Council priorities. Pre-zoning lands with the desired land use would reduce risk associated with land use applications for the developer and would reduce approval timelines, costs, and simplify the development process. The Village would want to carefully consider which lands (or permitted uses to add) to pre-zone based on desired

land use and existing infrastructure. It should also be noted that pre-zoning would eliminate the ability for the Village to negotiate zoning conditions such as community amenities (which also add to timelines and developer uncertainty). Should Council want to maintain opportunities for new development to contribute to community amenities, density bonusing provisions could be incorporated into the zones.

An example that the Village may want to consider is the desired redevelopment of downtown including additional affordable housing opportunities such as purpose-built rental housing or small-unit, entry level apartments that would provide entry level housing ownership opportunities. Council may also wish to pre-zone for increased density in specific multifamily zones to incent higher densities in “smart growth” areas. It would be up to the Village to define and determine the type of uses that they would like to incorporate into the Downtown as part of the pre-zoning process. The Village should aim to understand the barriers to redevelopment and determine if those barriers could be reduced by way of revisions to the Zoning Bylaw.

Approval Timeline Targets

Establishing clear benchmarks or targeted processing timelines and level of service expectations for applicants is considered a best practice for streamlining the development application process.

There are many factors that contribute to approval timelines and many of these factors are not within the control of the Village. Application timelines are also greatly impacted by applicant responsiveness for additional information, or the time required to satisfy conditions of approval and secure project financing.

When establishing targets for key development application milestones, is important to identify benchmarks in the process that are within the Village’s control and recognize that outside of these key benchmarks, processing timeframes are largely dependant on actions undertaken by applicants. Examples of timeline targets that could be considered could include the following benchmarks for a Zoning Amendment Application:

- 1) provide applicant a summary of application requirements after a pre-application meeting;
- 2) timeline to send out agency referral comments from date of complete application submission;
- 3) schedule date for application review team meeting form end of referral period;
- 4) timeline to provide application comprehensive review letter; and,
- 5) target to get application before Council for consideration.

It is recommended that the Village establish timeline targets for key milestones in the development review process and monitor the success of reaching these targets. As monitoring targets requires staff resources, it is recommended that target monitoring gives consideration to limited staff resources and an alternative means of automating the tracking and monitoring of targets is considered a priority in the selection process of any technology solution.

It should be recognized that Cumberland has reviewed a few large scale, complex applications that have unique circumstances and conditions. These cases represented multi-faceted applications, with multiple approvals, involvement of more than one department, and where key infrastructure decisions are required. While it is still important to track and learn from these applications and experiences, and review them to determine what could be improved, it is useful to recognize that there will always be some applications that represent unique challenges that are difficult to anticipate as part of the process. These applications often represent outliers and are not necessarily indicative of larger process issues; further, the capacity required over a long period of time to process multi-phased developments must be

recognized. It is acknowledged that these multi-phased, complex applications would fall outside of the typical benchmarks and approval timelines.

Industry Relationships

While staff maintains good relationships with the development community on an application basis, it is recommended that the Village continue to utilize the engagement process for bylaw and policy amendments to engage the growing development community and seek their feedback on the development application process improvements when time and resources allow. Engaging the development community is a component of this grant funded project will be an avenue to strengthen development industry relationships with the assistance of consultants when seeking feedback from the industry and/or communicating regulatory or policy changes.

Subdivision Requirement – Street Trees

During our interview and engagement session the current system requiring and of collecting bonding for the installation of street trees for low density residential subdivisions was identified as a very labour-intensive process. It is recommended that options for revising the current system be investigated and that the current process is amended to create efficiencies. Streamlining these processes will free up staff time to work on development applications, improving systems and procedures, and further strategic initiatives.

Building Permit – Construction Cost Valuation

Cumberland’s building fees are based on project valuation, the fees in the bylaw are significantly below current construction costs and should be revised to reflect current conditions. The Village may wish to consider more frequent construction cost amendments to reflect market conditions or implementing an alternate approach to determining project valuation that reflects current market conditions, such as using Marshall Swift construction cost data.







Advocacy for Expanding Applicable DCC Projects

Over the years there have been several UBCM resolutions requesting the province to review DCC and Community Amenity Contribution legislation to increase the scope of DCC eligible projects or obtaining addition options for financing community amenities required to service growth. The Provincial DAPR report also identified the need to complete a “Provincial comprehensive policy review of both development cost charges and community amenity contributions for infrastructure and community amenities to be funded, in part, by development.” It is recommended that the Village advocate for the expansion of DCC funding eligible projects to include civic facilities such as fire department equipment, civic facilities, and recreation amenities required to accommodate a growing community. The resulting changes to Provincial legislation would also facilitate local governments to pre-zone land that would typically negotiate amenities through the zoning amendment process which would in turn streamline development approval processes and increase the housing supply.








Summary of Recommendations for Improvement

Based on the review above, a variety of recommended action items have been identified as priorities for the Village of Cumberland. Many of the actions are fundable through the UBCM grant funding awarded to the Village. The grant funded projects are considered “short-term” should take priority as the deadline to complete these projects is August 2023. The improvements are grouped into the following sections:


- Process
- Communications
- Policy and Regulations
- Internal Procedures
- IT Solutions and Record Management

Section	Action	Grant Funding Eligible	Timeframe
Process			
Based on conversations with staff, Council and the development community, best practices in streamlining the application intake and review process have been identified as most relevant to Cumberland’s context. Process improvements could be made in steps involving the pre-application meeting, the intake of applications, public engagement, and application referrals.			
P.1	Establish, track and monitor application processing benchmark targets.		Short-Term
P.2	Clarify opportunities to fast-track applications that align with strategic priorities or the provision of affordable housing utilizing the “external review” option or a prioritized processing queue.		Short-Term
P.3	Remove the public information meeting requirement for Zoning Amendment applications that align with the OCP land use designations.		Short-Term
P.4	Remove the requirement for neighbourhood public meetings and notice provisions for DP applications.		Medium-Term
P.5	Require mandatory pre-application meetings and provide applicants with an application requirement checklist that they must comply with in order to qualify as a complete application submission at time of application intake.		Short-Term
P.6	Establish clear distinctions in the expected level of information provided between a request for a pre-application meeting and a response to a development inquiry.		Short-Term

Section	Action	Grant Funding Eligible	Timeframe
P.7	Focus on improving application intake procedures to reduce incomplete applications and the identification of missing information later in the process.	<input checked="" type="checkbox"/>	Short-Term
P.8	Review the existing DP exemptions listing in the OCP and consider additional expansions: <ul style="list-style-type: none"> Waiving some requirements at building permit for applications that satisfied the current DP conditions at time of subdivision 	<input checked="" type="checkbox"/>	Short-Term
P.9	Review Heritage Committee’s Terms of Reference to determine if there are any opportunities to reduce staff time dedicated to the functioning of the committee.	<input checked="" type="checkbox"/>	Short-Term
<p>Communications</p> <p>Effective communication is key to a streamlined development approvals process. Communication includes materials such as guides and application forms, internal and external communication, and mid-stream application updates. Improvements to communication will help to clarify application requirements, improve the quality of applications submitted to the Village and save staff resources.</p>			
C.1	Update the application guides and brochures to clearly outline entire application process and components of the process that often lead to staff inquiries for clarification. This includes outlining a requirement for a pre-application meeting.	<input checked="" type="checkbox"/>	Short-Term
C.2	Advocate for a Comprehensive Review of Provincial legislation respecting development cost charges and community amenity contributions.	<input type="checkbox"/>	Short-term
C.3	Provided simplified checklists	<input checked="" type="checkbox"/>	Short-Term
C.4	Provide information about expected processing timelines at the pre-application stage.	<input type="checkbox"/>	Ongoing
C.5	Create a centralized online location where applicants can track their application status	<input checked="" type="checkbox"/>	Short-term
C.6	Clearly state on all application forms and guides that only complete applications will be accepted	<input checked="" type="checkbox"/>	Short-Term
C.7	Place development application material in an easily accessible and searchable online location	<input checked="" type="checkbox"/>	Short-Term
C.8	Continue to engage with the development community about policy, regulation, processes, and procedures to foster positive industry relationships outside of specific development applications.	<input type="checkbox"/>	Ongoing

Section	Action	Grant Funding Eligible	Timeframe
C.9	Create a pre-application checklist and memo template to communicate requirements to applicants.		Short-Term
C.10	Provide applicants with an application requirement letter or checklist subsequent to the pre-application meeting that is submitted at the time of application submission to apply additional rigor to the application intake process.		Short-Term
C.11	Provide applicants with a pre-application meeting summary letter that clearly outlines the application requirements applicable to the scope of the subject application as well as advisory comments.		Short-Term
C.12	Update application and agency forms to require a single point of contact and place onus on owner or agent to communicate or forward application information to a variety of stakeholders and/or consultants to make better use of staff resources.		Short-term
<p>Policy and Regulation</p> <p>Bylaw amendments to streamline the process will create clarity for applicants. Additional transparency on external review procedures may also help to encourage use of the process and alleviate pressure on current internal processes.</p>			
R.1	<p>Official Community Plan Development Permit Guidelines</p> <ul style="list-style-type: none"> Exempt ADUs from DPA 6 		Short Term
R.2	<p>Zoning Bylaw No. 1027, 2016</p> <ul style="list-style-type: none"> Incorporate any additional regulations that would provide the Village with the assurance that ADU will be constructed as desired. 		Short term
R.3	<p>Development Procedures and Fees Bylaw 1073, 2018</p> <ul style="list-style-type: none"> Expand delegated authority for DPs and minor variances Revise the public hearing requirements to reflect recent changes to the <i>Local Government Act</i> Establishing criteria for determining when variances are minor in nature and delegate minor variances to staff. Expand the scope of DPs delegated to staff to include form and character DPs based on limitations deemed reasonable by Council. Remove the default requirement for public hearings and instead provide for Council the 		Short term

Section	Action	Grant Funding Eligible	Timeframe
	ability to require a Public Hearing if deemed necessary at 1 st reading.		
R.4	Subdivision and Development Servicing Bylaw No. 948, 2012 <ul style="list-style-type: none"> Amend to reduce the need for commonly requested variances or time consuming and cumbersome processes such as the system for collecting and releasing street tree bonding. 	<input checked="" type="checkbox"/>	Short-Term
R.5	Advisory Planning Commission Bylaw No. 999, 2014 <ul style="list-style-type: none"> Amend to include only OCP and Zoning bylaw amendments and long-range planning projects. 	<input checked="" type="checkbox"/>	Short-Term
R.6	Consider revising building permit construction valuation fees to reflect current market conditions.	<input checked="" type="checkbox"/>	Short-Term
R.7	Consider in the next OCP review include a comprehensive review of the DP guidelines to strengthen certain guidelines, reduce redundancy, provide additional clarity and focus.	<input type="checkbox"/>	Medium Term
<p>Internal Procedures</p> <p>During engagement, staff capacity and turnover was identified as a potential streamlining issue. Consistent internal organizational practices will help to reduce information lost to staff turnover, create clear onboarding procedures and ultimately streamline the processing time. Succession and redundancy planning is needed for all roles to ensure that there are no major gaps when a staff member is absent.</p>			
I.1	Create internal policy, procedures, templates, and application checklists to ensure consistency of approach and improve effectiveness of onboarding new staff and third-party consultants.	<input checked="" type="checkbox"/>	Short-term
I.2	Improve procedural flowcharts and formalized onboarding practices and materials for staff that are entering a new role.	<input checked="" type="checkbox"/>	Short-term
I.3	Invest in staff training to improve internal knowledge and keep up to date with best practices in development.	<input type="checkbox"/>	Ongoing
I.4	Improve financial tracking process, documentation procedure, and establish clear roles and responsibilities.	<input checked="" type="checkbox"/>	Short-term
I.5	Establish file close-out procedures that clearly outline conditions of approval and tracks and requirements and consideration for subsequent approvals.	<input checked="" type="checkbox"/>	Short-term

Section	Action	Grant Funding Eligible	Timeframe
I.6	Improve tracking procedures by enhancing the application process through automation and include additional application statistics and benchmark monitoring in quarterly updates to Council.		Short-term
I.7	Establish approval timeline targets for key aspects in the development review process and monitor the success of reaching these targets.		Short-term
I.8	Investigate options to improve and streamline the street tree requirement and bonding process.		Short-term
IT Solutions and Record Management			
Software solutions and record management policy will help to provide a technical solution to adapt and update information systems to enable alignment updating processes.			
IT.1	Set up a web portal for development application submissions.		Short-term
IT.2	Create simple application guides for hosting on the Village's website.		Short-term
IT.3	Deploy self serve application status and reporting for applicants.		Short-term
IT.4	Establish and implement a file management policy that includes retention, storage, naming, and access.		Short-term
IT.5	Expand the use of SharePoint/O365 to include internal process tracking, communication logging, centralized file storage, document integration and automation.		Short-term
IT.6	Improve the use and integration of GIS in the review process.		Short-term
IT.7	Utilize dashboards and summary reporting to communicate with Council, Directors, and the public.		Short-term