

Local Government Development Approvals Program 2021 Application Form

Please complete and return the application form and all required attachments. All questions are required to be answered by typing directly in this form. If you have any questions, contact lgps@ubcm.ca or (250) 356-0930.

SECTION 1: Applicant Information	AP- <i>(for administrative use only)</i>
Local Government: City of Port Moody	Complete Mailing Address: 100 Newport Drive, Port Moody, BC
Contact Person: Kate Zanon	Position: General Manager of Community Development
Phone: 6043658912	E-mail: kzanon@portmoody.ca

*Contact person must be an authorized representative of the applicant.

SECTION 2: Project Information
<p>1. Project Information</p> <p>A. Project Title: Development Process Streamlining</p> <p>B. Proposed start and end dates. Start: August 9, 2021 End: August 2, 2023</p> <p>C. Total proposed project budget: \$550,000</p> <p>D. Total proposed grant request: \$403,575</p> <p>E. Have you applied for, or received, funding for this project from any other sources? No</p>
<p>2. Project Summary. Provide a summary of your project in 150 words or less.</p> <p>The City of Port Moody will conduct an overall development process review to streamline the full development approvals and permitting process with a focus on reducing time and cost for development applications and improving transparency for development proponents. The work will be broken into four components:</p> <p>Component 1 - Review and map all existing development processes.</p> <p>Component 2 - Conduct a business improvement exercise on all existing processes with a focus on:</p> <ul style="list-style-type: none"> a) Improving communication between city divisions involved in development applications. b) Improving the communication between the city, development proponents, and the public. c) Improving and streamlining work handoffs between city divisions d) Identifying and removing work flow bottlenecks e) Optimizing the use of existing tools and identify gaps

f) Implement identified process improvements

Component 3 - Review and streamlining applications for small lot and/or laneway house developments.

Component 4 - Review and design a simplified process for developments seeking common variances.

SECTION 3: Detailed Project Information

3. Local Development Context: Please provide the following information:

A. Current population (2016 census):

33,551

B. Population growth rate (2011 – 2016 Census, Stats Can):

1.6% (2011: 33,011)

C. Description of the development trends in your community in last 5 years. This could include scale and typical type of developments, number and type of applications and permits, and/or type of applicants (large developers, builders or contractors, property owners):

Since 2015, the number of development applications in Port Moody has increased, both in the number of projects, but also in the complexity of the projects. Since 2015, 18 applications have been approved consisting of 283 townhouse units, 1,993 apartment units, and 99,834 square feet of commercial space. There is currently one previously approved high density project under construction.

While most new development applications still consist of low to mid rise projects and townhouse construction, there are now also several large neighbourhood scale developments in progress. Projects along arterial corridors typically included a mix of commercial and residential space, while modest density infill has increased in single family home areas with small lots and laneway houses. Currently there are 60 applications in progress consisting of low and mid-rise proposals as well as the large, neighbourhood scale, mixed-use projects including Westport, Woodland Park, Coronation Park, Moody Centre Transit-Oriented Development area, and Flavelle Oceanfront. These new applications propose an additional 41 townhome units, 3700 apartment/condo units, and 283,881 square feet of commercial space. Affordable housing is important in Port Moody. These projects on average propose between 10-25% of the unit mix as below market units.

Development applicants include large developers and small developers for most low, mid-rise, and larger projects, with individual property owners, builders, and contractors applying for infill projects. Given the changing housing needs and evolving community preferences regarding community amenities, policies for land development have been in flux with multiple changes and new policies being added recently.

D. General community awareness or engagement regarding development processes:

Community awareness of, or engagement in development processes is high. Public hearings are well attended and solicit comments from speakers and stakeholders. Council also provides an opportunity for general public input at every Council meeting and this forum can often attract development-related feedback. There are also very active online community forums. There is a desire for access to more up to date and comprehensive information on individual applications and their cumulative effects.

- 4. Rationale for Proposed Activities.** Based on the local development context identified in Question 3, identify the current challenges facing your local government regarding development approvals.

The City of Port Moody's development processes have not effectively kept pace with changes in policies or with the demands from development applicants and community members for access to information on applications. The City of Port Moody requires an upgrade to its processing and communication tools to meet the expectations of local developers and the community. Failure to meet these expectations may lead to developers seeking opportunities in other jurisdictions which can more quickly respond to requests and increase concerns from the community around transparency.

Several smaller process reviews have been conducted, but due to existing staff workload demands, their recommendations were not fully implemented and they did not fully investigate all the related processes. Since the reviews, Council direction and bylaws have also continued to change. New development requirements, such as affordable housing requirements, have increased the time needed to work through applications. New processes have been rapidly developed in response to new policies and bylaws, but staff have not had the opportunity to streamline these new processes and incorporate them into a holistic development program. This has led to disconnection and fragmentation along the full length of the development process. This fragmentation is most acute between city divisions. This makes it hard for applicants to anticipate process steps and requirements leading to additional project delay.

The rapid increase in development applications and complexity has also severely strained existing staff resources. This has led to increased delays on specific types of applications - especially the small lot and laneway housing programs and the applications for certain types of variances. The overall lack of streamlining and process fragmentation greatly increases the staff time required to process these types of applications which results in additional design challenges and timing delays.

Improvements in the development process and better communication will allow for more informed effective decision making. The City will be better positioned to effectively respond to the expectations of the community and the development community for timely access to processes and information.

- 5. Evidence and Readiness.** Based on the challenges identified above provide an overview of any additional evidence for making changes to the development approval processes. This may be derived from existing internal development approval process review, strategic plan, other relevant staff report, increase in development applications, projected increase in housing need based on recent housing needs assessment. *Copies of documents should not be submitted with the application.*

The City recognizes that there are many opportunities to improve its ability to serve our community and is committed to making the necessary changes. It has undertaken numerous recent studies to try to identify and understand key issues. Some of these include:

In 2018 a development approval process review was conducted with most but not all recommendations implemented. Since this review, a number of new policies have been added and additional council direction has been received resulting in rapid development and implementation of additional processes and further fragmentation of the overall process.

In 2020 a review of the small lot and laneway house programs identified issues and identified options to address them but these were not implemented due to a lack of resources.

In 2020 the City started using a new public engagement tool specific to the Official Community Plan Update Project. The experience with this tool offers a basis to further expand online engagement and access to information, but has also increased the expectations in community members.

Throughout 2018 - 2021 the City has worked on expanding the use of a digital processing tool for development applications. This has mainly focused on internal processing and needs to be completed, while digital submission tools for applicants of development applications remains an ambition for the near future. However this ongoing process remains too slow to keep pace with the needs of the program and the demands from the public.

While it has addressed some of the identified challenges, many more require additional resources to fully implement the recommended improvements.

6. Proposed Activities. Refer to Sections 4 to 6 of the *Program & Application Guide* for funding requirements and eligibility and provide the following information:

A. Describe the specific activities you plan to undertake:

The full project is broken into 4 components.

In Component 1, the City of Port Moody will hire a consultant to conduct an overall development process review. This review will be comprehensive and stretch from initial development concept discussions all the way to building permit issuance and will include off-site servicing and building permit processes. This component will review and identify opportunities to streamline the full development approvals process with a focus on reducing time and cost for development applications and improving transparency and ease for development proponents. The consultant will:

- a) Conduct an internal review of current development approvals processing by mapping out the existing development approval process. The mapping exercise should also include capturing a staff time baseline. This will include workshops with multiple city divisions including Planning, Engineering, Operations, Fire, Environment, and other teams.
- b) Identify opportunities for process improvement.
- c) Develop a framework to prioritize the improvement opportunities in order to remove the most crucial bottlenecks in the development approval process first.

In Component 2, the consultant will conduct a business improvement exercise on the existing development processes. In this component, they will update or create specific internal approvals procedures that will result in more effective and efficient development approvals processes. The consultant will:

- a) Update or create internal procedures to improve the communication between City divisions involved in development applications including Planning, Engineering, Operations, Fire, Environment, and other teams.
- b) Optimize information technology to improve access for development proponents to all Planning, Engineering, Operations, Fire, Environment, and other teams' development requirements and ease processes for submissions and amendments.
- c) Create or update a development approvals process guide for use by staff to align and streamline work handoffs between City divisions involved in development applications.
- d) Prepare all documentation required to support the new processes including best practice guide, FAQ's online documents, checklists, etc.

- e) Optimize the use of existing tools and identify solutions beyond existing tools including the possible purchase and implementation of new or upgraded digital platforms or software.
- f) Provide training and support to staff on procedure adoption, new digital platforms or software, and other change management needs.
- g) Support the implementation of new processes and refine as required.
- h) Measure the outcomes of the changes to ensure desired outcomes have been achieved.

In Component 3, a consultant will be engaged to review, streamline, and improve the small lot development (e.g. laneway housing) application process. This will complete the work previously identified in the 2020 small lot review. The consultant will:

- a) Review and consider updating existing policy to expand and improve program guidelines or the creation of new policies or processes to deal with specific low complexity applications.
- b) Develop policy that designates areas in the city that can be pre-zoned for a small-lot program.
- c) Update communication materials and develop best practice guides to clearly define what falls under the small lot development program. Create a checklist to provide clarity on what is required for submissions. Identify further opportunities to improve or enhance communication between City and development proponents.
- d) Examine and recommend ways to optimize existing tools including software, and if required, procure and implement new tools.
- e) Provide training and support to staff on procedure adoption, new digital platforms or software, and other change management needs.
- f) Support the implementation of new processes and refine as required.
- g) Measure the outcomes of the changes to ensure desired outcomes have been achieved.

The City of Port Moody will also hire a part time dedicated resource to review these applications and help reduce workload backlog using the new processes developed by the consultant.

In Component 4, a consultant will be engaged to review and design a simplified process for developments seeking common variances. The consultant will:

- a) Identify common variances that can be included in a new streamlined process. Examples could include changes in height requirements, parking requirements, setbacks, and energy efficiency/step code improvements.
- b) Create a variance policy framework that clearly outlines variance situations that can be quickly considered.
- c) Create checklists and best practice guides that outline the conditions and requirements that the development proponent will need to achieve to qualify for the streamlined process. Identify further opportunities to improve or enhance communication between the City and development proponents.
- d) Examine and recommend ways to optimize existing tools including software or procure new tools.

- e) Provide training and support to staff on procedure adoption, new digital platforms or software, and other change management needs.
- f) Support the implementation of new processes and refine as required.
- g) Measure the outcomes of the changes to ensure desired outcomes have been achieved.

The City of Port Moody will also hire a part time dedicated resource to review these applications and help reduce workload backlog using the new processes developed by the consultant.

B. How will the proposed activities meet the intent of the funding program and the challenges identified in Question 4:

Component 1 will conduct internal reviews of current development approvals to identify opportunities for greater efficiency and effectiveness. Key activities in this component that align with the program goals of efficiency and effectiveness include a review of current development approval processes and identifying opportunities for greater efficiency. This component will identify opportunities for updating development approval bylaws and policies and possible identification of opportunities for improving information technology. This will also identify opportunities for improving communication to development proponents and the public. These program updates and streamlining are anticipated to result in reduced processing times and more predictable outcomes for applicants. This will also identify ways for staff across departments to communicate, understand, and balance requirements administered through development approval processes.

Component 2 will update and create new internal approval procedures resulting in more effective and efficient development approval processes and improving technology to facilitate development application processing. Particular attention on improving use of digital platforms and purchasing additional components as required as well as training staff and building our capacity to more efficiently improve applications. Key activities in this component include implementing changes in the development process to address the opportunities identified in Component 1. This step is anticipated to include the development of guidelines and a checklist for staff in order to enhance efficient and effective decision making. This work will also focus on updating development permit guidelines to specify clear decision-making parameters to support delegations of such decisions to staff. These business process improvements are anticipated to result in reduced processing times and a more predictable experience for applicants.

Component 3 and Component 4 both support efficient and effective decision making in order to further local government planning and development objectives. Particular attention will be spent on developing policies that will identify opportunities to waive public hearings and reduce the need for commonly requested variances. Key activities will identify opportunities for streamlining processes within the small lot program and when development proponents seek common variances. Implementing these changes will reduce unnecessary complexity. This in turn will reduce staff time required to review applications and speed up the process resulting in a more effective and efficient experience for applicants.

- 7. Outcomes & Performance Measures.** Please describe the proposed outcomes and performance measures.
- A. What outcomes will indicate project success (addressing challenges identified in Question 4):
- Components 1 and 2
- Internal - 1) Reduced staff time on data entry and management; 2) Reduced staff time responding to public and applicant status inquiries; 3) Improvements to internal communications; 4) Increased internal transparency and quick resolutions to areas where different city divisions are providing conflicting information.
- External - 1) Enhanced understanding of development approvals process; 2) Improved ease of submissions and amendments; 3) Improved public transparency through live application data; 4) Streamlined processing steps.
- Component 3 - Streamlining the Small Lot Program
- Internal - 1) Reduced demand on staff resources due to streamlined process.
- External - 1) Increased awareness by development proponents and applicants regarding pre-zoned areas, best practices, and expected development timelines; 2) Streamlined application process requiring fewer steps; 3) Reduced application processing times; 4) Increased customer satisfaction.
- Component 4 - Simplified Variance Process
- Internal - 1) Reduced staff time required to assess variance requests.
- External - 1) Increased awareness by development proponents and applicants regarding common variances and the conditions and requirements to qualify for the streamlined process; 2) Streamlined application process requiring fewer steps; 3) Reduced application processing times; 4) Increased customer satisfaction.
- B. What performance measures will be used to assess these outcomes:
- Components 1 and 2
- Change in average staff time spent on data entry and management
 - Change in average staff time spent responding to public and applicant inquiries
 - Extent that development proponent/applicant has a clear understanding of the development approval process
 - Extent that submission and amendment process is easier and more convenient
 - Change in application approval time
- Component 3 - Streamlining the Small Lot Program
- Degree that application process is streamlined (reduction in steps)
 - Change in application approval time
 - Degree to which development proponents and applicants are aware of policies, best practices, and expected timelines
- Component 4 - Simplified Variance Process
- Change in average staff time (from 2021 average) required to support identified variances
 - Change in average time to obtain an approval for identified variances from 2021 average

8. Internal & External Partnerships. Please indicate how you intend to consult, engage, or collaborate with the following and what specific role they will play in the proposed activities. If possible, please identify the specific agencies or organizations you intend to work with.

Internal partners (i.e. local government departments):

Planning Division, Engineering Division, Operation Division, Information Systems Division, Fire Department, Environment Division, Building Division, Parks Division, and Cultural Services Division

External partners (i.e. development community, provincial Ministry, other local governments):

Other:

When identifying priorities and developing new procedures we will consult with representatives from the following groups:

- a) Development applicants,
- b) Regional development industry organisations,
- c) Members of the public.

9. Additional Information. Please share any other information you think may help support your submission.


The total project budget is estimated at \$550,000. The City has budgeted approximately \$100,000 in our 2021, 2022, and 2023 capital program. These dollars will support project procurement, project management, communications support and change management support. Staff anticipates an additional \$50,000 will be added to the capital program to supplement this project with additional staffing costs on top of the request in the grant. Additional in kind project support includes all staff time to participate in consultant activities, all hardware for the new staff member and overall administration.

SECTION 4: Required Attachments

Please submit the following with the completed Application Form:

- ☒ Detailed project budget
- ☒ Council or Board, or Local Trust Committee resolution that indicates support for the proposed project and a willingness to provide overall grant management
- ☐ For projects with external partners: written confirmation from the external partner confirming their role and willingness to participate.

Submit the completed Application Form and all required attachments as an e-mail attachment to lgps@ubcm.ca and note "2021 LGDAP" in the subject line.

SECTION 5: Signature. Applications are required to be signed by an authorized representative of the applicant. Please note all application materials will be shared with the Province of BC.	
I certify that: (1) to the best of my knowledge, all information is accurate and (2) the area covered by the proposed project is within the applicant's jurisdiction (or appropriate approvals are in place).	
Name: Kate Zanon	Title: General Manager of Community Development
Signature: 	Date: May 7, 2021