



Planning & Development Priorities

Council Update

April 18, 2018

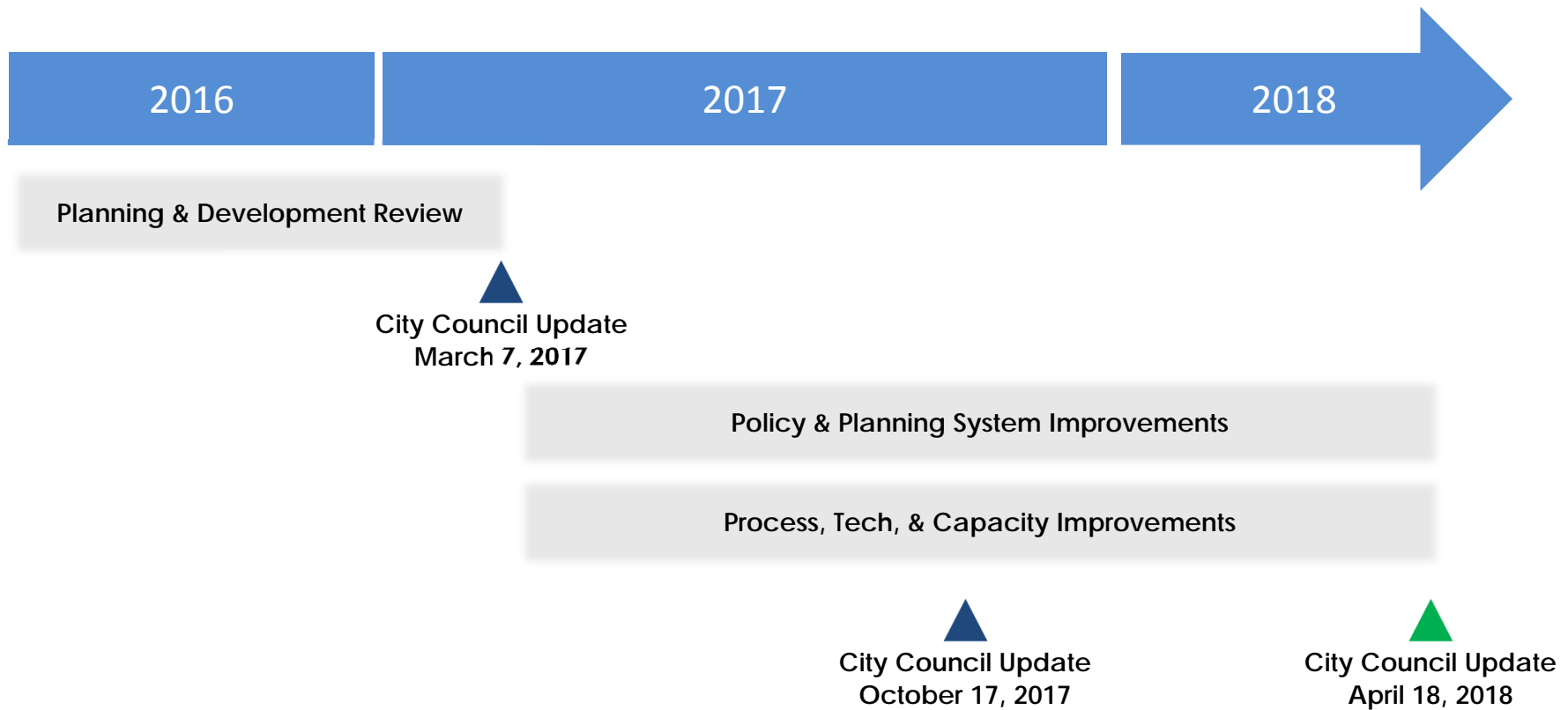
Kaye Krishna, GM Development, Buildings, & Licensing

Gil Kelley, GM Planning, Urban Design, & Sustainability



Planning & Development Update

The purpose of today's presentation is to provide a 6-month update on the progress made toward improving planning and development processes, based on the action plan staff presented to Council in Spring 2017.



Planning & Development Priorities

Policy and Planning

1. Prepare area plans with “pre-zoning”
2. Review system for development charges
3. Conduct regulatory review & implement updates
4. Clarify advisory committee roles & mandates

Process and Service Delivery

5. Implement customer service improvements
6. Enable affordable housing production priorities
7. Remove barriers for ground-oriented housing development
8. Review commercial renovation processes

Organization and Industry Capacity

9. Enhance process, technology, data and reporting
10. Train and build capacity across development-related staff
11. Engage and support development industry

Overview

High Volumes

- 85% increase in re-zonings in 2017 over 2009
- 170% increase in non-market housing units approved in 2017 over 2009

Organization and Staffing

- 31 new staff hired in 2018
- PDS re-organization completed in 2018
- Over 230 staff trained in new development policies and procedures

Affordable Housing Program (SHORT) underway

- 400 units approved and under construction
- 13 weeks DP times (50% reduction over normal timelines)

Low Density Housing Expedited

- 80% reduction (12 weeks) in approval times for landscape reviews
- 79% of permits turned around by staff in under 12 weeks in 2018 compared to 9% in 2017
- 'Nexus Lane' pilot underway

Wait Times Reduced

- 30% reduction in wait times at service counters

Agenda

Development Volumes

Organizational & Industry Capacity

Policy & Planning

Process & Service Delivery

Agenda

Development Volumes

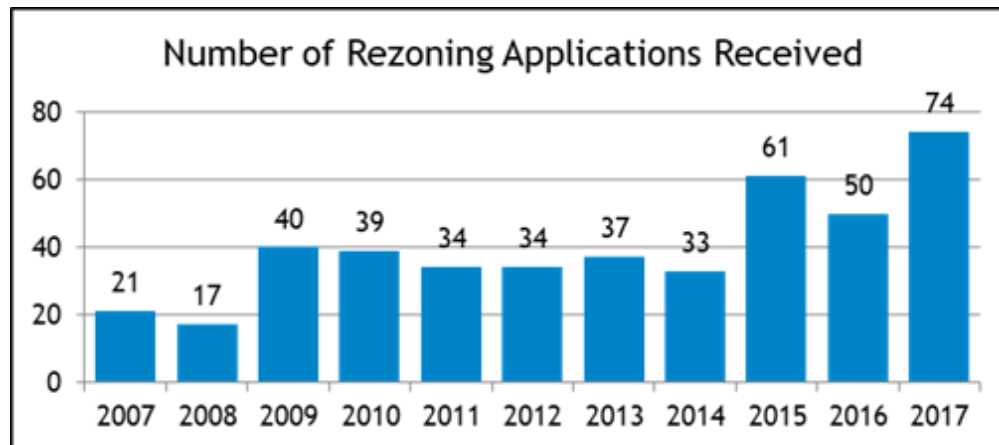
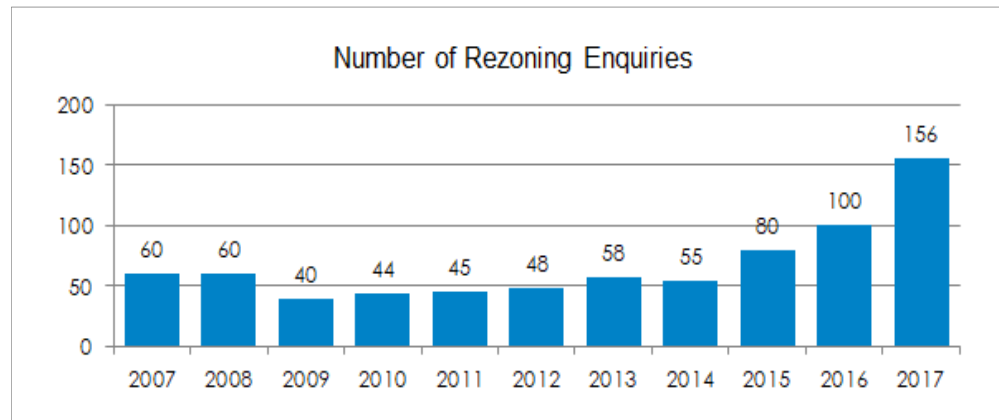
Organizational & Industry Capacity

Policy & Planning

Process & Service Delivery

Rezoning Volumes

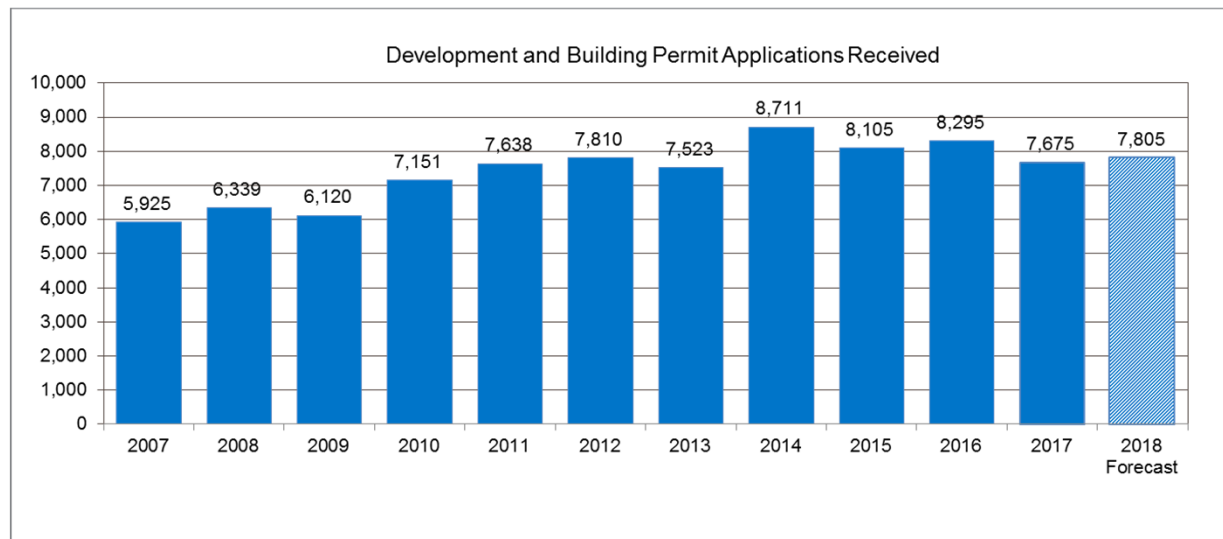
Rezoning inquiries and applications have continued to increase, more than doubling the historic average. The 2017 Rezoning Enquiries were 42% higher than forecasted, and the 2017 Rezoning Application actuals were 15% higher than forecasted.



Permit Volumes

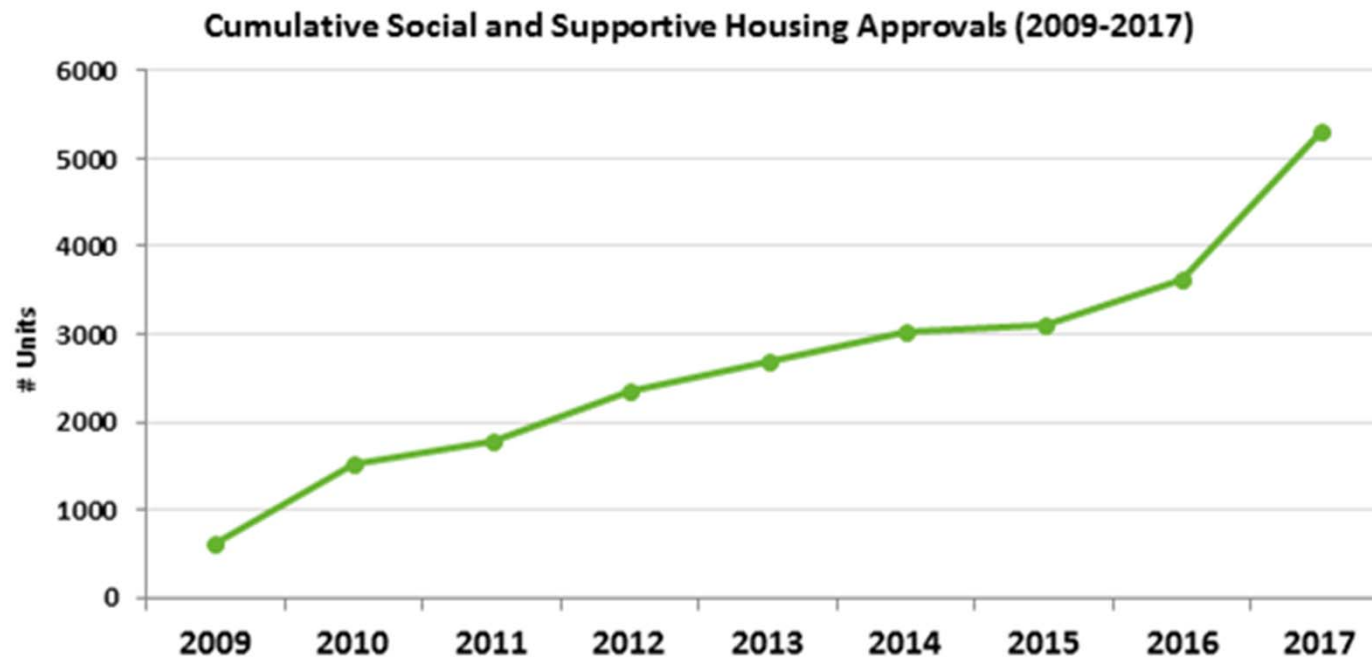
Development volumes in 2017 were lower than forecasted due to a significant reduction in applications in Q4 (22% lower than Q4 2016). Despite that, annual volumes remained in the same range as the previous 5 years.

The first quarter of 2018 shows 3% higher volumes than the first quarter of last year, and the jump in rezoning applications in 2017 indicates permit volumes will remain high or further increase.



Housing Production

The supply of non-market housing jumped significantly from 2016 to 2017, representing about a 170% increase from 2009 and the single highest year of non-market housing approvals on record since the 1950's.



Agenda

Development Volumes

Organizational & Industry Capacity

Policy & Planning

Process & Service Delivery

Fee Review and Staff Enhancements

2017 and 2018 Fee Review

Key principles:

- Fees reflect full costs – incl. PDS, ENG, DBL, Legal, and Corp Teams
- Minimize impact of development processing costs on taxpayers
- Minimize impact on small homebuilders, small businesses and small projects
- Increase fees proportionate to scale and complexity of projects
- Reflect market conditions for construction costs

Phased Process:

- Two stage process for fee increase – 2018 (last Oct) & 2019 (Oct 2018)
- 2018 fee increases based on the addition of 75 staff /2 years
- re-evaluating future resourcing needs (updated volume forecasts), potential additional systems changes and overall fee structure in time to inform a 2019 review in Oct

Fee Review and Staff Enhancements, cont'd

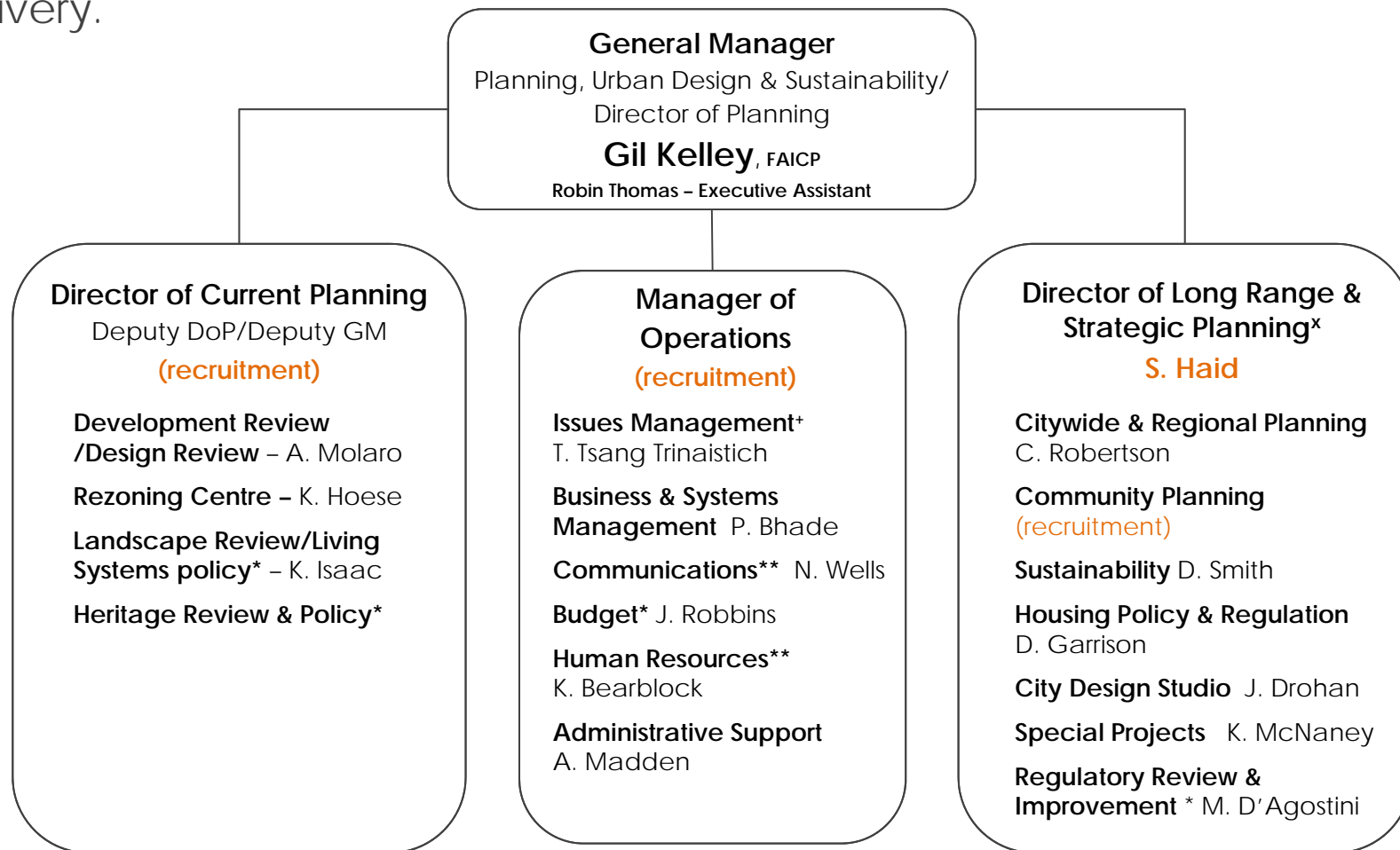
Staff across PDS, DBL, Engineering, Legal and HR are aggressively recruiting and hiring the new positions created for 2018, which represents 42 of the 75 approved positions.

Over 70% of the planned hires were hired in the first quarter of 2018. Finding the volume of qualified applicants has proven challenging, as has addressing internal backfills.

	FTE Positions	2018 Positions	Hired to Date	Hiring In Process	Backfill Vacancies
TOTAL	75	42	31	11	19

PDS Reorganization

Over the past year, PDS focused on driving intentional change in order to be an intentional city. This includes strategic planning to build capacity, expand partnerships, and restructure the organization to better support service delivery.



*Reports to AD +Reports to GM ** Shared services ^xInterim 18 mo position

Training and Engagement

We have increased efforts to strengthen knowledge across staff and industry – supporting new training opportunities for ***over 230 staff*** and engagement with ***almost 600 individuals*** across the development industry.

Training

- Front-line enhanced training, documentation, and shadowing
- Expanding university curricula for staff and potential hires
- Revised procedures and training for archeologically significant lands
- Cross-development training manager on board

Training and Engagement, cont'd

Engagement

Focus Groups and Workshops:

- Quarterly workshops with low density builders and designers
- Contractor workshops
- Regular engagement with AIBC, APEG, GVHBA, UDI, architects, small home builders
- Outreach to 90 local arborists to streamline permit submissions.

Capacity-Building

- Transferred CP program administration to AIBC and EGBC
- Certified Professional newsletter
- New applicant tools and seminars

Agenda

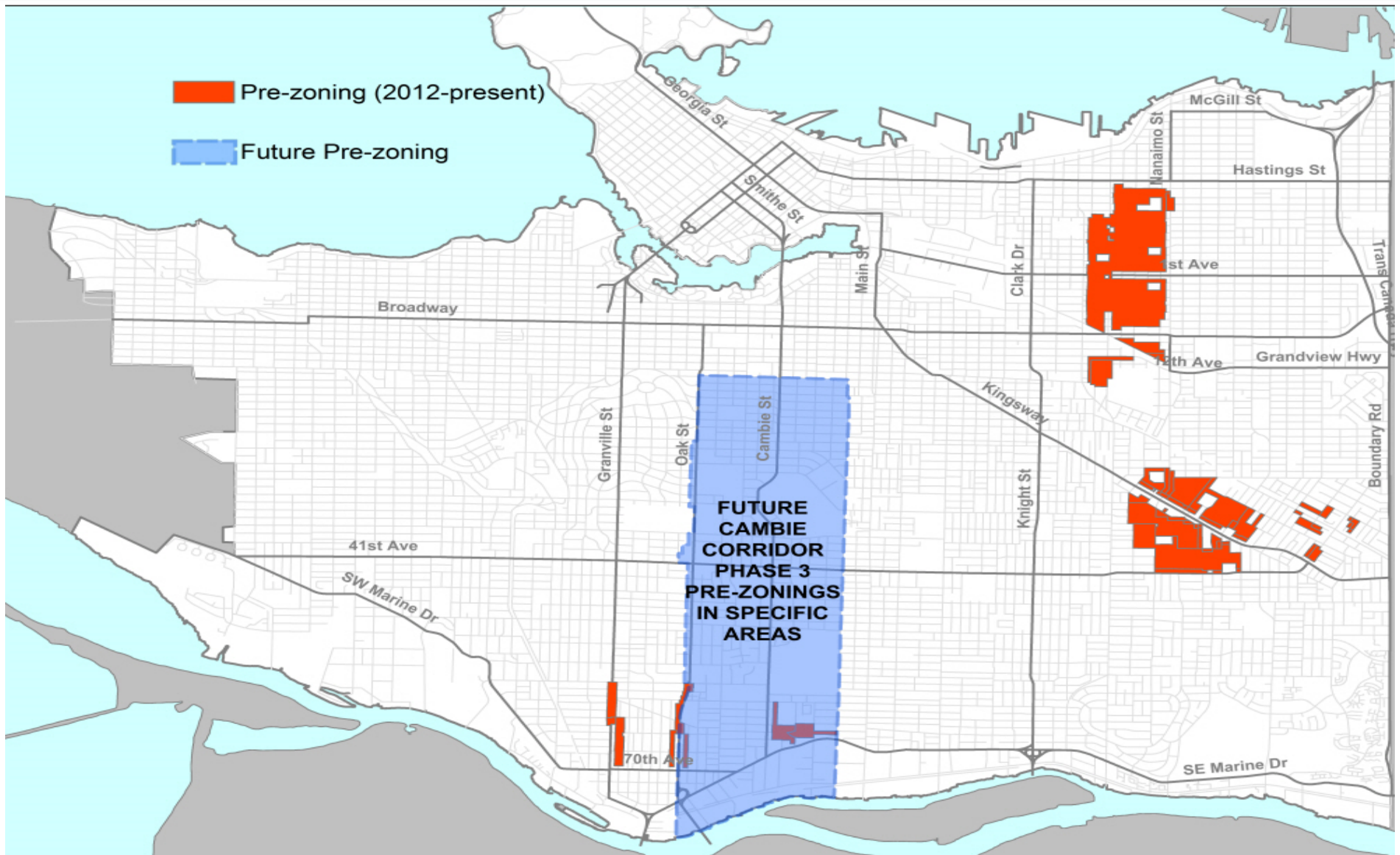
Development Volumes

Organizational & Industry Capacity

Policy & Planning

Process & Service Delivery

Moving to Pre-zoning with Area Plans



¹ Map reflects recent City-initiated pre-zoning areas from low-density residential to higher density residential zoning

² Cambie Corridor Phase 3 pre-zoning areas will be finalized following Council approval of the Plan: www.vancouver.ca/cambiecorridor

Simplifying Development Contributions

CACs/Density Bonusing

- **Adding certainty** by expanding use of **pre-set contributions**
 - ✓ 2013 = **10%** of projects; today: **50%**
 - ✓ New **density bonus districts** implemented in Joyce Collingwood and False Creek Flats in 2017
 - ✓ **Cambie Corridor Plan: Over 90%** of developable area will have pre-set contributions
- New CAC **exemptions for rental**
- New commercial **linkage targets for non-residential projects**
- **Upcoming update** on CAC policy

Simplifying Development Contributions. Cont'd

Development Cost Levy Updates

- DCL rates and allocations updated to reflect spending priorities
- Collapsed DT South DCL Area into City-wide DCL
- Developing a new City-wide Utility DCL

Regulatory Review

Status

- Team formed
- Stakeholder advisory group to be assembled
- Initial Bylaw change candidates identified

Near term changes (July)

- Eliminate residential parking requirements in key areas downtown
- Enable 1.5 storey laneways to be as-of-right
- Others

Agenda

Development Volumes

Organizational & Industry Capacity

Policy & Planning

Process & Service Delivery

Expediting Affordable Housing

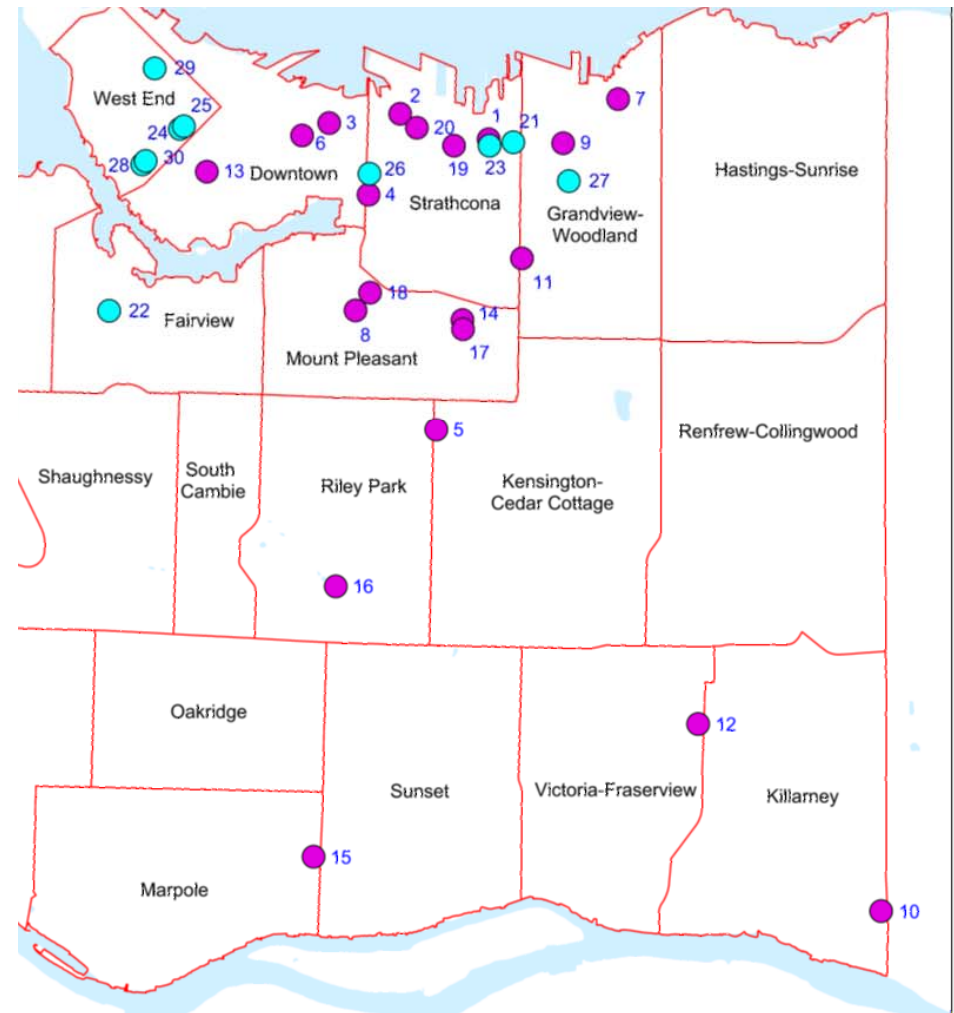
Social Housing or Rental Tenure Pilot (SHORT)

Scope

- 2 year Pilot
- ~20 projects; ~1,700 units
- Goal: *Reduce times by half*

Criteria

Criteria	Weight
1. Affordability	25%
2. Size	25%
3. Government Partnerships	25%
4. Zero Emissions Building	10%
5. Urban Indigenous	10%
6. Social Housing Renewals	5%



Expediting Affordable Housing

SHORT Pilot Status

- *Over 2,600 units* active in the pilot
- *~400 units under construction*
- Complex and pre-pilot projects adding time to RZ's
- Median DP time = 12.9 weeks

Times To Date		
	Target	Median
RZ	28 wks	35 wks
DP	12 wks	12.9 wks
BP S1	6 wks	3.7 wks

Case Study



Roddan Lodge & Evelyn Saller Centre
213 affordable rental units

	Target	Actual	Delta
RZ	28 wks	24 wks	-4 wks
DP	12 wks	11 wks	-1 wks
BP S1	6 wks	WIP	

Expediting Affordable Housing

Temporary Modular Housing (TMH)

Staff have put in place a dedicated team and expedited process for reviewing and approving temporary modular housing, with the goal of building up to *600 units in 2018*.

DP/BP average:

- *8 weeks concurrent process*
- 4 of 8 = public consultation

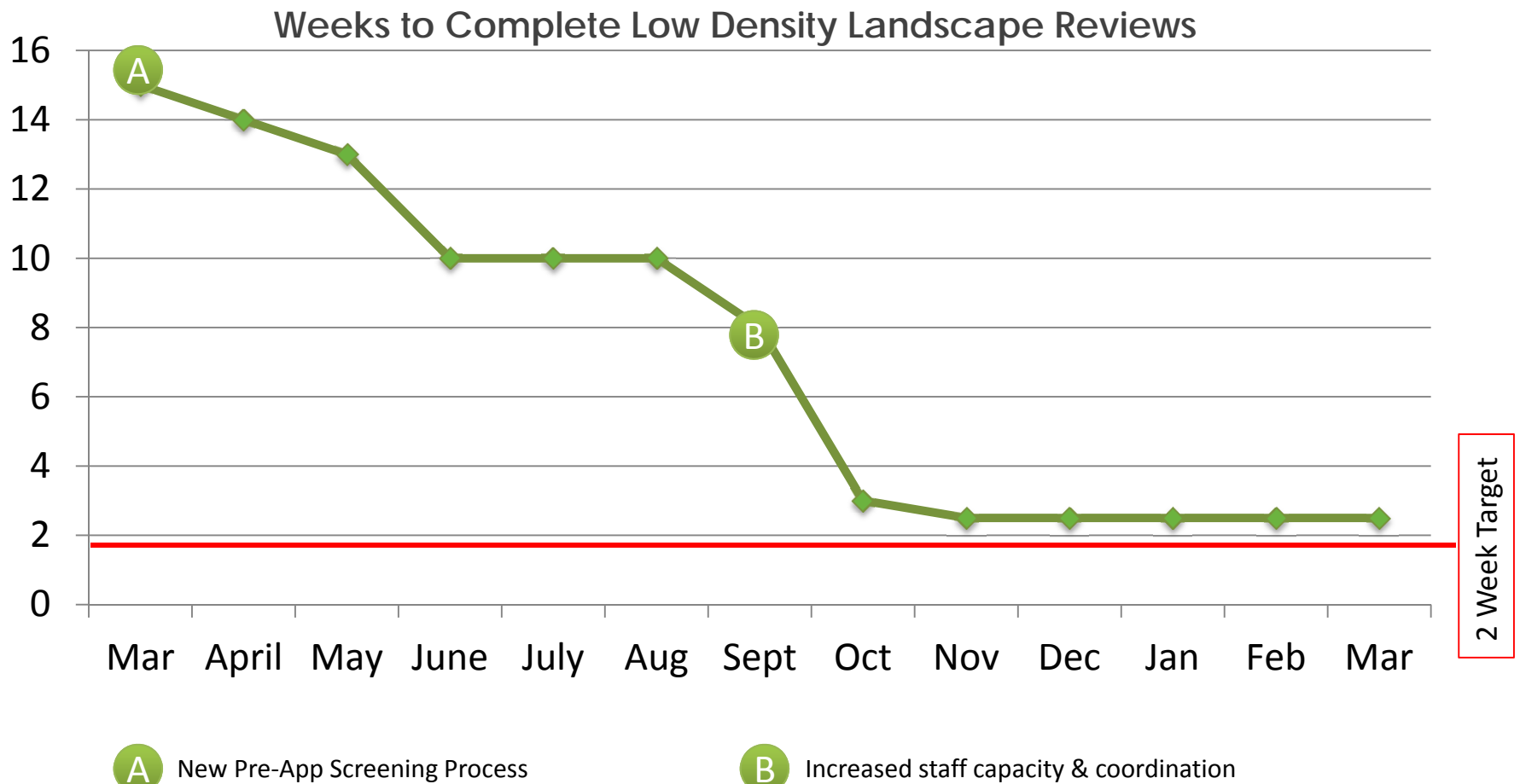
260 homes approved:

- 78 built
- 130 under construction
- 52 awaiting construction



Streamlining Low-Density Housing

Through dedicated efforts to work through a backlog, increase staff capacity, and streamline processes, the Landscape team has cut *approximately 12 weeks off* of its review times.

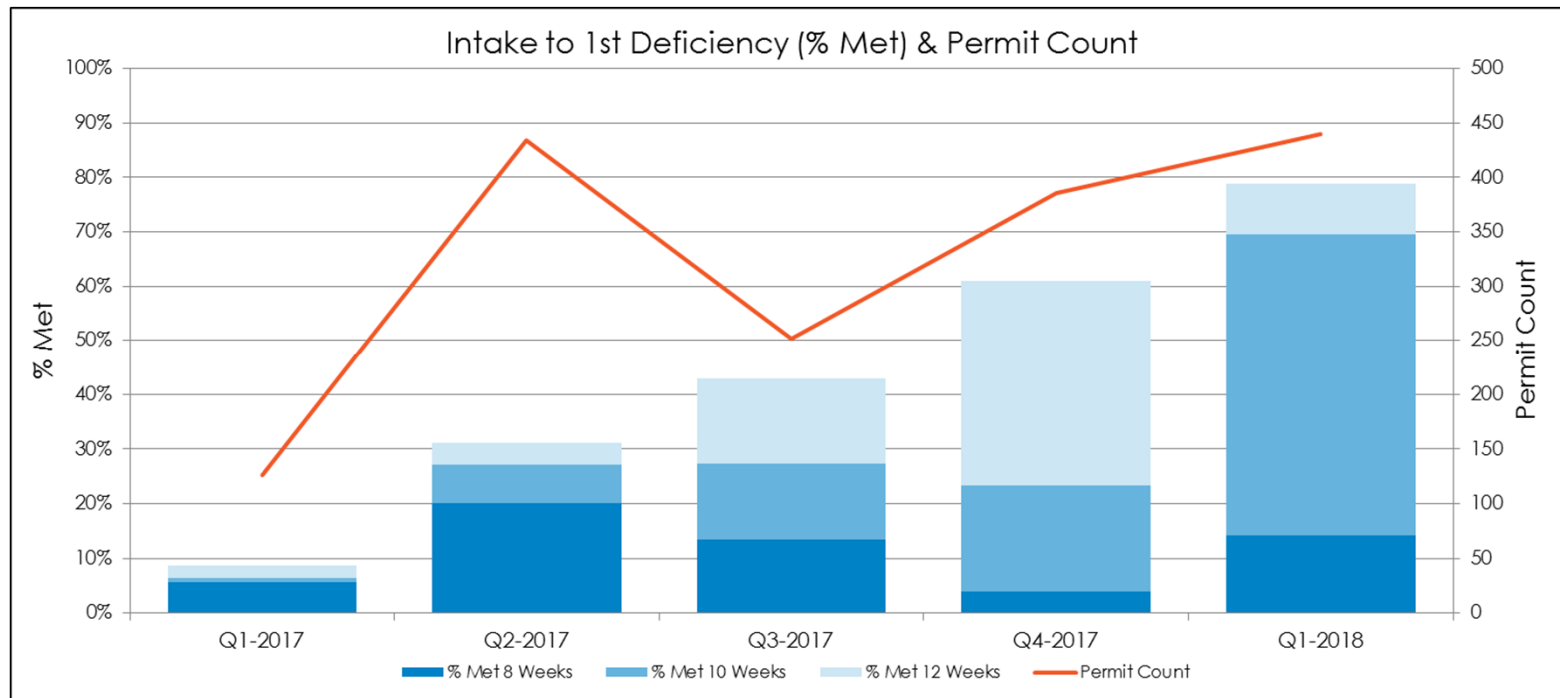


Streamlining Low-Density Housing

Service Level Agreements

The City established new service level agreements to complete initial reviews and return applications to homebuilders in 8 weeks. Staff have seen significant improvements in the past year:

- Q1 2017, *less than 9%* of applications were being reviewed in under 12 weeks
- Q1 2018, *79%* are being returned in 12 weeks, and *70% in 10 weeks*



Streamlining Low-Density Housing

Customer Return Times

The City worked with a mix of homebuilders and architects to design a 'customer return time' process, which includes:

- Customer commitment to return with ***resolutions 4 weeks*** after City feedback
- Cross-team meeting at 4 week mark geared to resolving all issues at once, allowing the customer to move forward quickly

Status to Date

- Launched mid-February
- Customers currently meeting this ***only 52% of the time***
- Reconvening homebuilder working group to understand challenges



Streamlining Low-Density Housing

Aging Permits

Through improved data and analysis, staff have dedicated efforts to reduce the backlog of aging permits.

- In Aug of 2017, there were 456 applications >30 weeks old, 70% of which were with staff.
- By March 2018, staff *reduced the backlog by half* and increased turn-around times to get applications back to customers.



Streamlining Low-Density Housing

ASAP Pilot (Applicant Supported & Assisted Process , formerly known as 'Nexus lane')

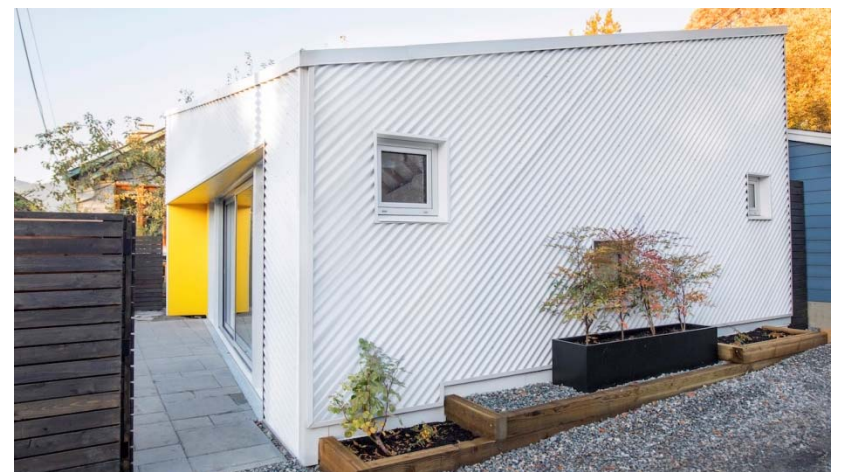
- 'Fast lane' for proven homebuilder teams with as-of-right projects
- Requires track record and commitment to meet milestones

Benefits:

- Concurrent processes, including demolition
- DP, BP, decon/demo in **12-14 weeks** (vs. current avg 28-38)
- *Predictable construction start*

Status:

- Will test in phases
- Phase 1
 - *20-30 projects*
 - *launch in May*



SmallWorks "Uplift" Laneway

Commercial Renovations

The Commercial Renovation Centre launched in February 2017 and has served **more than 250** small businesses over the past year. This year, staff will evaluate the overall commercial renovation process and focus on streamlining and clarifying all commercial renovation processes.

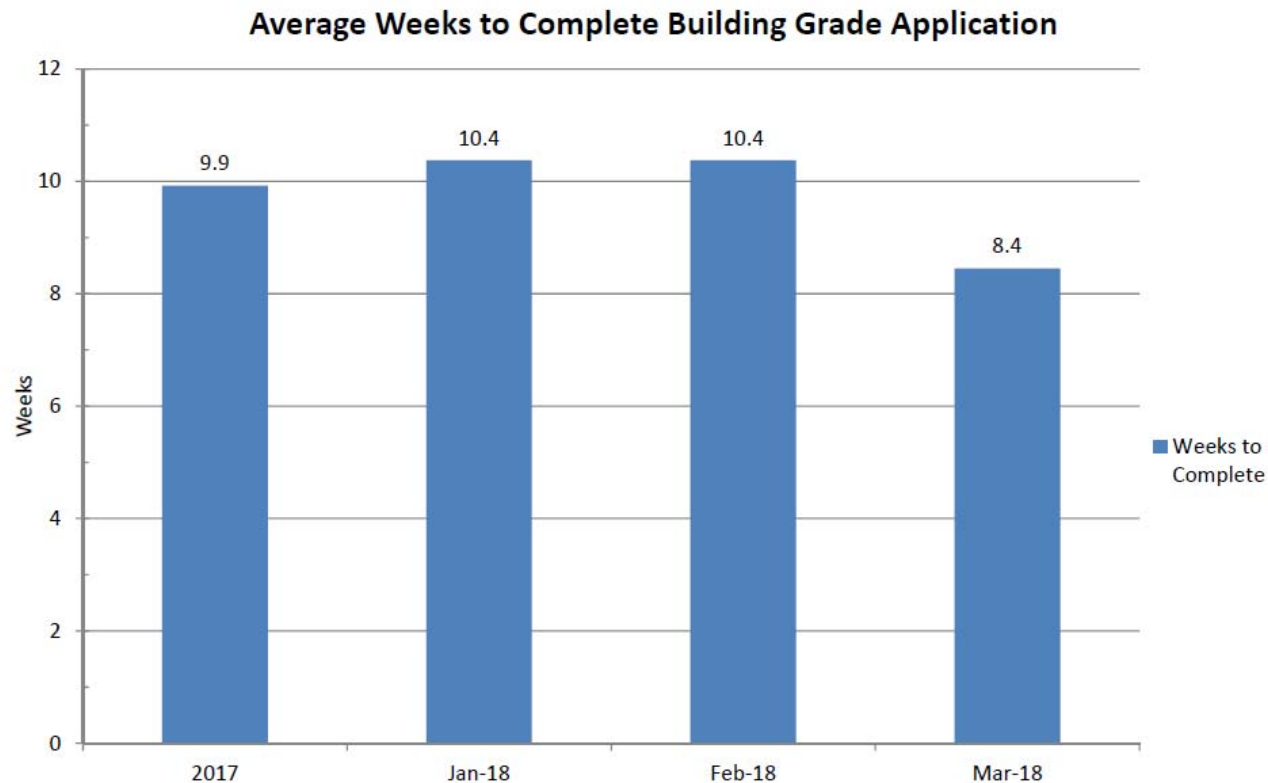
“CRC team was able to coordinate and facilitate the approval of a new after school Care program in an existing Neighbourhood House and avoid a lengthy approval process.”

“Team worked with a new restaurant owner taking over an existing a lease that had some challenges and were able to get his permit issued in one week.”

Service	Volume
Enquiries	259
Development Permits Issued	50
Building Permits Issued	42
Avg DP Times	4 weeks ; with some issued within 2 weeks

Additional Process Improvements

All departments are pursuing continuous process improvement efforts, For example, through Lean Six Sigma, **Engineering** has reduced building permit grades **by 1.5 weeks** from 2017 levels and expects to continue to reduce those times through the year.



Customer Service Improvements

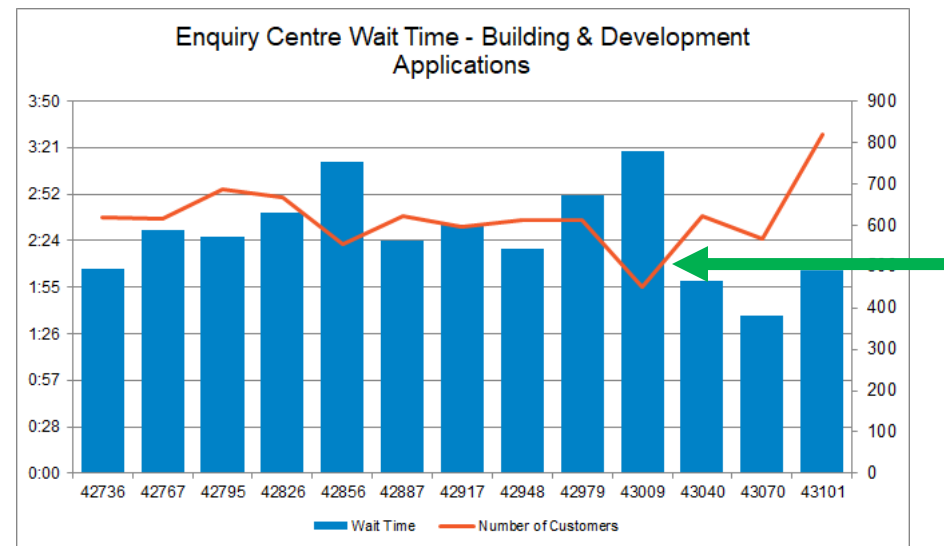
Both the Development and Engineering Services Centres are working on efforts to improve service by reducing wait-times, reducing number of required visits, and improving the overall experience.

In January, the Development Centre implemented a new screening process that has *reduced the average wait times by almost a third*.

Key Actions

- New pre-screening process
- Solutions Lab for Engineering Services Centre
- New wait-time metrics
- Cross-team SLAs for wait-times
- Improved content integration with 311 and website
- New design guides

1/3 Reduction in Wait-Times



Customer Service Improvements

Certified Professional

We would like to thank you...for leading the positive changes in permit processing...without exception, we have received professional while supporting services tuned to our clients' needs from the City.

I would like to express our sincere appreciation...for working so collaboratively and constructively with us...we are very, very pleased with the outcome.

Commercial Developer

Thank you for the great service on my renovation permit. You quoted me 4-6 weeks and got it done in 3!

Homebuilder

70% Courtesy
60% Helpful
>50% Expertise
>50% Promptness

Survey Responses
(Excellent & Good)

Key Take-Aways

- We're pursuing major systems change – in steps – and will scale changes based on progress and lessons-learned
- We're adding resources – but we're also strategically building our organization and partnerships to delivery quality, faster service
- Our areas of focus are providing significant results – by cutting permitting times in half
 - Expedited affordable housing
 - Streamlining low density housing
- We're making progress – and have more to do

Thank You