Development and Permit Process Improvements.

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Presented by:
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1. 2019 Recap
2. COVID Response
3. Look Forward
2019 Recap
Rezoning and Permit Volumes for 2019
Internal end to end process

PROCESS PHASE:
- Policy Framework
- Rezoning
- Development Permit
- Building Permit
- Inspection / Review
- Occupancy

Development / Building Permit

STATUTORY AUTHORITY:
- Director of Planning
- Chief Building Official
- City Engineer
Development and Building Applications

Development and Building Permit Applications Received

- BP Applications
- DB Applications
- DP Applications


Applications Received:
- 2008: 6,335
- 2009: 6,119
- 2010: 7,147
- 2011: 7,642
- 2012: 7,803
- 2013: 7,524
- 2014: 8,744
- 2015: 8,092
- 2016: 7,857
- 2017: 7,042
- 2018: 6,872
- 2019: 6,127

City of Vancouver
Trades Permit Applications

Trades Permit Applications Received

- Electrical Permit
- Gas Permit
- Plumbing Permit
- Sprinkler Permit

Yearly Applications:
- 2008: 19,188
- 2009: 17,982
- 2010: 21,303
- 2011: 22,960
- 2012: 23,849
- 2013: 21,946
- 2014: 21,257
- 2015: 23,130
- 2016: 23,286
- 2017: 22,539
- 2018: 23,663
- 2019: 23,928

Note: The chart represents the total applications received each year for different trades permits.
Engineering Permits

Engineering Permit Applications Received

- 2016
- 2017
- 2018
- 2019

Street Use  Temporary Special Zone
2019 Notable Accomplishments
1. Simplify and clarify land use regulations to make them easier to understand and implement

2. Modernize regulations and language and improve the format of land use documents to make them more user-friendly

3. Improve the consistency of land use regulations and policies

4. Improve communication about land use tools

5. Establish a robust and enduring land use framework
Regulation Redesign Work Program 2020-2022

**2018/19**
- explore issues and ideas
- develop options for by-law format
- regulatory amendments

**2020**
**Modernize By-law structure and format**
- options for by-law format
- outline for new zoning by-law
- prototype and test new structure and format
- draft zoning by-law

**Simplify, clarify, harmonize regulations**
- regulatory amendments

**Endurance and legacy of land use framework**
- clarify land use framework
- coordination of policy development and implementation
- establish new protocols and procedures for developing regulations and policies

- Council Q2

**2021**
- draft zoning by-law
- test zoning by-law
- implementation plan for introducing new by-law

**Simplify, clarify, harmonize regulations**
- regulatory amendments

**Endurance and legacy of land use framework**
- communicate protocols and procedures for developing regulations and policies

- Council Q1/Q2

**2022**
- new zoning by-law in user friendly format
- education and training programs for staff and applicants

- continue to simplify regulations + implement policy programs

- new policies/ regulations developed in accordance with approved processes and procedures

- Council Q1
  New by-law in effect Q3
Re-establishment of the Policy Implementation Advisory Committee (PIAC) to ensure the effective implementation of new and existing policy and regulations affecting property development, building or licensing.

Family of Land Use Documents

- **Regulation**
  - ODPs 14
  - Zoning 96
  - CD-1s 640+
  - Guidelines 168
  - Bulletins 90

- **Policy**
  - District Schedules 67
  - Plans 64
  - Policies 53

Land Use Documents - Creation Over Time

- Estimated number

Decade

- 1950s
- 1960s
- 1970s
- 1980s
- 1990s
- 2000s
- 2010s

- District Schedules
- Bulletins
- Guidelines
- Policies
- Policy Statements
- Plans
- ODPS
**Original Program Objectives**

- In order to expedite the permitting of affordable housing projects, the Social Housing or Rental Tenure (SHORT) pilot was launched in October 2017 with the goal of reducing permit time by half.
- A goal of 1,700 units was set.

**Current Program Objectives**

- Improve coordination of internal processes
- Build on relationships to better co-create non-market housing with our non-profit private and public partners
Affordable Housing – Achievements

New program strategies and system-level changes to improve business processes and practices have been implemented along with permanent staff resources dedicated to the delivery of affordable housing.

<table>
<thead>
<tr>
<th>Unit Production</th>
<th>Median Processing Times</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Housing</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>1,805</td>
<td>28 wks</td>
</tr>
<tr>
<td><strong>Temporary Modular</strong></td>
<td>660</td>
</tr>
<tr>
<td><strong>Current Application Pipeline</strong></td>
<td><strong>RZ approvals</strong></td>
</tr>
<tr>
<td>3,128</td>
<td></td>
</tr>
</tbody>
</table>

**100% Social Housing Units**
Commercial Renovation Centre

Objectives:

- Partner with industry stakeholders to increase transparency and consistency around process, improve service delivery, and decrease permit processing times
- Align with other cross City initiatives in support of small business and economic recovery

<table>
<thead>
<tr>
<th>2019 Volumes</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Enquiries</td>
<td>649</td>
</tr>
<tr>
<td>Development Permits Issued</td>
<td>136</td>
</tr>
<tr>
<td>Complex Building Permits Issued</td>
<td>73</td>
</tr>
<tr>
<td>Minor Building Permits Issued</td>
<td>1273</td>
</tr>
</tbody>
</table>
Commercial Renovation Centre

Program Successes:

- Expanded the staff team to support more complex Commercial Renovations utilizing a single point of contact model
- Revised policies related to demising walls for office tenant improvements to provide more clarity around process
- Implemented process changes to reduce Services Centre wait times for customers applying for permits
- Published permit processing times to the City’s public website which are now available at https://opendata.vancouver.ca/pages/VanDashboard/vancouver.ca
### Success Stories

<table>
<thead>
<tr>
<th>Location</th>
<th>Change of Use</th>
<th>Permit Issue Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>520 Powell</td>
<td>Change of use to Social Service Centre</td>
<td>Permit issued in 6 days</td>
</tr>
<tr>
<td>805 Denman</td>
<td>Change of use to Restaurant</td>
<td>Permit issued in 15 days</td>
</tr>
<tr>
<td>1020 Commercial Drive</td>
<td>New restaurant with full kitchen mechanical installation</td>
<td>Permit issued in 14 days</td>
</tr>
<tr>
<td>1885 Laurel</td>
<td>Change of use to manufacturing</td>
<td>Permit issued in 3 days</td>
</tr>
</tbody>
</table>
Online Information and Service Improvements

- 100% Noise Exception permit payments now online (vs. 90% in 2018 & 0% in 2017)
- 100% Sign Permit applications online (vs. 76% in 2018 & 32% in 2017)
- 99% Trades Permit applications online
  - Simple electrical permits also now being auto-issued (along with simple gas permits where auto-issuance was enabled in 2018)
- 50% Occupancy Permits online (0% in 2018, 2017)
- 45% Property Research requests online (30% in 2018, 10% in 2017)
- 42% Temporary Special Zones applied online, 91% paid online
- 18% Sewer/Water connections applied online
Online Information and Service Improvements

• In-person and phone-based customer satisfaction surveys to identify customer perspective

• Updated Development and Building Permit pages.

• Revamped the Secondary Suites webpages.
The manuals and additional reference documents are published on the City’s website for use by developers, consultants, and contractors.
Engineering Review Improvements

Improvements in 2019

- Implemented Lean-Six Sigma projects to clarify roles and responsibilities.
- Transportation refined routing.
- Defined target review times.
- Defined review level and staff required at each stage.
Parking Bylaw Updates & TDM Policy for New Developments

Changes to the Parking Bylaw came into effect on January 1, 2019

- Introduced transportation demand management toolkit
  - A framework to provide pre-approved transportation demand management measures to reduce parking requirements, eg. shared vehicles, public bike share space, proximity to transit
- Eliminated most minimum vehicle parking requirements
  - Downtown
  - A transportation demand management plan is required in lieu

These changes support affordable housing, sustainable transportation, and greater design flexibility for new developments
COVID Response
Innovation During COVID-19

• **Support essential work** amid the Covid-19 crisis in a coordinated manner across all departments

• Oversee and coordinate all change management ideas and implementation measures needed to **maintain business continuity**, while focusing on strategic, long term operational shifts and organizational aspirations

• **Accelerate process improvements** to both respond to the current extraordinary circumstances, and sustain appropriate improvements over the longer term
Applicant Experience – Permit Intake

• Line Ups at Services Centre to apply or enquire about a Permit
• Ticket based service
• In-person Intake Meeting and Submits Application or Leaves to Obtain Required Information
• Customer Submits Payment to Cashier
• In-Person Customer Follow-Up
• Site Inspection

• Paper Drop-Off
• Paper Quarantine
• Virtual Appointment Times
• Virtual Meetings
• Electronic Payment
• Electronic Customer Follow-Up
• Site, Photo/Video Inspections
Plan Submissions
Building and Trades Inspections

In-Person Inspections

• Virtual Inspections for Buildings, Plumbing, Gas, Electrical

• COVID Check for Construction Sites
Projects

Architects Build Physical Models

Virtual Meetings

Virtual Document Review

3-D Modelling
# Virtual Open Houses

<table>
<thead>
<tr>
<th></th>
<th>Pre-COVID</th>
<th>During COVID</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Event</strong></td>
<td>In-person</td>
<td>Virtual/online</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>1 day (3 hours)</td>
<td>3-week Q&amp;A period</td>
</tr>
<tr>
<td><strong>Involvement</strong></td>
<td>Staff and applicant</td>
<td>Staff and applicant</td>
</tr>
<tr>
<td><strong>Response to questions</strong></td>
<td>Immediately, in-person to individuals</td>
<td>Within 2 business days, posted online, public</td>
</tr>
<tr>
<td><strong>Materials</strong></td>
<td>Open house boards, physical model</td>
<td>Digital slide presentation and model</td>
</tr>
</tbody>
</table>
Design Review Decision Meetings

In-Person Meetings

In-Person Mark-Up

Virtual Design Review Decision Meeting

Electronic Mark-Up

Process Repeats Until Approved
• Volumes are declining indicating a trend downwards for 2020 but capacity remains fully allocated
  – Latent demand from prior years in construction stages

• Significant uncertainty and volatility
  – Incoming demand varies
  – Some dips related to COVID and emerging financial constraints
  – Too soon to identify long term trend
  – Volumes vary across the end to end process and teams are experiencing impacts in different ways
2020 Forecasts

- Decrease in overall efficiency and productivity
  - Staff capacity was allocated to retooling for COVID
  - Productivity loss due to hybrid work requirements
  - Some impact due to exempt furloughs
  - Numerous vacancies being held

- Continuing to work within our current capacity to address the existing work and new intake volumes, continuation of the move to digital processing and reduction of issuance time
2020 Priority Workstreams/Deliverables
Policy to expedite delivery of housing

Cambie Corridor MTC District Schedule

Policy Implementation: Low-density areas
1. Simplification of regulations - Council report for referral to public hearing
   • Organize and consolidate Zoning By-law regulations by topic:
     - Section 3: Authorities
     - Section 4: Development permits
     - Section 5: Relaxations and discretion
   • Update district schedules to reflect relaxation and discretion provisions
   • Define balconies, porches, decks etc. and update related regulations for consistency
   • Housekeeping amendments

2. Modernize Zoning By-law format
   • Outline and prototype new by-law structure
Upcoming Work – Zoning By-law Format

MODERNIZE DISTRICT SCHEDULES

1. Organize districts as a family
2. Clarify intent statements
3. Introduce Multiple Dwelling terms: triplex, townhouse, apartment
4. Make similar rules consistent, and consolidate them
5. Develop an intuitive document layout
Development Process Redesign

- Rezoning process improvements underway
  - Enquiry process (LOE)
  - Submission requirements
  - Application streams
  - Target timelines for advice from City staff
  - Implementation issues

### Rezoning Application

<table>
<thead>
<tr>
<th>Stage Duration</th>
<th>Submission 1-2 months</th>
<th>Review 4-5 months</th>
<th>Decision 2-5 months</th>
<th>Completion varies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Procedure</td>
<td>Application intake</td>
<td>Application Distribution</td>
<td>Notification</td>
<td>Open House Urban Design Panel</td>
</tr>
</tbody>
</table>

*Note: The table details the stages and durations of the rezoning application process.*
Technology Opportunities

What we are hearing from Applicants:

- Do not go back to pre COVID days
- Retain remote meetings as an option
- Retain digital intakes
- Keep driving towards electronic documents
- Increased reliance on professionals
- Accept small risks
- Increase use of Posse for payments and status information
- Continue with culture change
• Formalize COVID Technology Changes
• Accelerate ePlan deployment
  – Driver for transformation and technology adoption as witnessed by COVID-19 deployment
• Develop short and long term technology plan
• Reimagine Services Centre
• Support staff in formalizing new processes and tools
• DBL Staff and Customer Experience Committee established to streamline experience across the end to end process
Services Centre – Live CHAT Pilot

• The Services Centre implemented online Chat on April 29th to provide more opportunities for our customers to interact with us outside of CSG.EnquiryCentre@vancouver.ca

• Accessed through 45 of the Development, Buildings and Licensing vancouver.ca web pages

• 20 sessions/day in first week

• Expect increased as 3-1-1 promotes feature
• Continue to focus on Commercial Renovations
• Simplify and digitize permit application process
• Enhance digital service and virtual customer support capabilities by increasing options for virtual customer interactions to reduce in person visits
• Simplify requirements where possible
• Increased collaboration across complex inter-departmental improvement initiatives
  – Enhancements to Patio Permit Process
  • Increased use of technology
  • Optimized processes
  • Improved applicant experience
  • Designed around service level targets
Upcoming changes to the Parking By-Law

• Refine accessible parking requirements (current priority)
• Climate Emergency Action Plan
  – Strengthen parking minimums & maximums
  – Broaden Transportation Demand Management Plan requirements
  – Expand the TDM Toolkit
  – Enable district parking
Conclusion

- Building on significant effort and investments in prior years, simplifying development regulation and improving permitting processes remain key priorities for the City.
- The pandemic accelerated a fundamental transformation in our approach to delivering this service.
- With these changes, we are now positioned to drive further efficiencies and service improvement for permit applicants in 2020 and beyond.