

AGENDA
HOUSING AFFORDABILITY STANDING COMMITTEE

To be held in Committee Room 2
Monday December 2, 2024 from 10:30 am to 12:30 pm

The District of Saanich lies within the territories of the ləkʷəŋən peoples represented by the Songhees and Esquimalt Nations and the WSÁNEĆ peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum and Malahat Nations.

We are committed to celebrating the rich diversity of people in our community. We are guided by the principle that embracing diversity enriches the lives of all people. We all share the responsibility for creating an equitable and inclusive community and for addressing discrimination in all forms.

- 1. CHAIR'S REMARKS**
- 2. ADOPTION OF MINUTES**
 - May 27, 2024
- 3. AFFORDABLE HOUSING**
 - Carley Friesen, Manager of Housing
- 4. QUADRA MCKENZIE DRAFT PLAN**
 - Tami Gill, Planner
- 5. PERMIT AND MODERNIZATION PROGRAM UPDATE**
 - Harley Machielse, Program Director

MINUTES
HOUSING AFFORDABLE STANDING COMMITTEE
Held at Saanich Municipal Hall, Committee Room 2
770 Vernon Avenue
May 27, 2024 at 10:30am

Present: Councillor Judy Brownoff, Scott Dutchak, Mayor Dean Murdock (Chair), Phil Lancaster, Cam Pringle, Councillor Zac de Vries, Councillor Mena Westhaver

Staff: Pam Hartling, Housing Planning and Policy Manager, Chloe Miller, Planner

MINUTES

MOVED by Councillor M. Westhaver and Seconded by Councillor Z. de Vries: "That the Minutes of the Housing Affordability Standing Committee meeting held February 26, 2024, be adopted as circulated."

CARRIED

CHAIRS REMARKS

Mayor Murdock read the Territorial Acknowledgement and the Diversity, Equity and Inclusion Statement.

RAPID DEPLOYMENT OF NON-MARKET HOUSING

Chloe Miller, Planner, presented a PowerPoint on the Rapid Deployment of Non-Market Housing bylaw amendments.

The following was noted:

- The purpose of the rapid deployment is to help expediate the development of non-market housing in Saanich by allowing non-market housing providers to build to the max permitted under the official community plan without rezoning. Additionally, to delegate development permits with or without variances to staff.
- Staff drafted regulatory and policy changes for a new schedule to the zoning bylaw that defines who qualifies for rapid deployment and what they qualify for, particular height and density.
- To qualify you must be located within the urban containment boundary and be in a P, R or C zone, as well as be either a non-profit rental housing project or a non-market rental housing project. Additional qualifications being subject to a legal agreement securing affordability and rental tenure and projects may include a mixed-use component provided that at least 50% of the site is in residential use.
- Eligible projects qualify for maximum height allowed in the OCP based on the future land use designation of the site and densities that correspond to height maximums, apartment-style building forms and proposing special provisions for setbacks etc.
- Other policy changes to support rapid deployment are removal of parking requirements and adding flexibility to bonding requirements.

The following was noted during the discussion and in response to questions from the committee:

- It was suggested to add more flexibility to bonding requirements and amending the bylaw to add wording that bonding will be required as a by discretion of the manager.
- Applications come with a comprehensive letter or report with project proposal. Operators still have to meet all servicing requirements. Specific projects for assembly of parcels should still have all the project details.
- We transition heights and centers as we get out to neighborhood areas. The highest buildings are in the core and transition lower towards outside. Generally, we should be consistent with the provincial guidelines and adopting provincial definition. Transition points are important, recommended go to centers edge.
- We want to make sure that we are limiting 100% residential. We want to provide opportunities for ground floor commercial (daycare etc.) and try to have accessory use for residential developments.
- No parking requirements will cause more street parking. A parking analysis is an option for parking requirements, but the developer is to provide appropriate transit requirements. Still the District is not saying no parking is required, just providing more flexibility for operators while allowing operators to provide more affordable housing. If it is a problem, staff will do a review and amend the bylaw.

MOVED by Councillor Z. de Vries and Seconded by P. Lancaster: "That the Housing Affordability Standing Committee recommends that Council approve the Rapid Deployment of Non-Market Housing Policy."

**The Motion was then Put and CARRIED
with S. Dutchak OPPOSED**

MOVED by Councillor Z. de Vries and Seconded by P. Lancaster: "That the Housing Affordability Standing Committee recommends that that Council support the maximum density for eligible non-market and non-profit developments anywhere within the boundaries for Centres in the OCP and not apply the transition radius as recommended by staff when establishing maximum OCP density for Rapid Deployment of Non-Market Housing."

**The Motion was then Put and CARRIED
with Councillors Brownoff and Westhaver OPPOSED**

SAANICH AFFORDABLE HOUSING RESERVE FUND

Pam Hartling, Housing Planning and Policy Manager, presented a PowerPoint on the Saanich Affordable Housing Reserve Fund.

The following was noted:

- The purpose is to incent the development of new non-market rental housing supply.
- Components including:
 - fast-tracking housing developments from non-profit housing providers
 - community amenity contribution exemptions
 - development cost charges waivers
 - permissive tax exemptions
 - donated land
 - pre-zoning

- As of 2024, approximately 1,800,000 is reserved to support affordable housing projects, but currently there is no separate Reserve Fund.
- To support the retention and improvement of existing non-market housing supply. Additionally, to support pre-development, capital, and construction costs related to non-market housing development.
- Projects may include a variety of rent levels (deeply subsidized, rent geared to income, below- or near-market, and market rental rates).
- Eligible projects must be operated by a non-profit housing provider, must be primarily residential and must be a rental tenure.
- Eligible costs include new construction costs, renewal, and repair/renovation costs to retain existing rental stock.
- Capital and construction costs support transparency and provide predictability and consistency to applicants. In addition, decouple from CAC's to support other fund sources, dependent on health of the fund, recognize costs of providing larger units, and amounts to be reviewed and updated over time.

The following was noted during the discussion and in response to questions from the committee:

- An option to be considered is construction loans. The biggest impact is creating more unit in which the funding is per unit, not per project.
- Not a huge risk in adding affordable ownership, although there are co-ops. Using the funds for reno and repair costs in which the province has set up a 500,000,000 fund to direct people to that fund. It is best not to overlap with other funds.
- The current language gives flexibility and has a sustainable model. Creating space for alternate uses such as facility uses.
- Language is important, this is not an affordable housing fund, this is an affordable rental housing fund to differ from affordable ownership.
- Focus on the highest need and where the core housing need is greatest.

MOVED by Councillor Z. de Vries and Seconded by Councillor M. Westhaver: "That the Housing Affordability Standing Committee recommend that Council approve the Saanich Affordable Housing Reserve Fund Policy."

**The Motion was then Put and CARRIED
with S. Dutchak OPPOSED**

CO-OP HOUSING

Pam Hartling, Housing Planning and Policy Manager, gave a verbal update on Co-op Housing.

- The Federal Government has indicated they are bringing back the Co-op Funding Program.
- No update has been received from co-op housing and we have been advised to see what happens when the federal program is completed and how to uptake it. Advise that we wait and see until that program is activated.
- The District has made an extensive effort to include co-op housing which is represented in new OCP.
- One challenge is moderate/middle income and higher income people have become disinterested in those models. Small scale multi-unit has high potential for this and is recommended to create partnerships between these individuals.
- The Minister previously mentioned these structures were not being maintained and that a lot of them in the region would have to be destructed and rebuilt.

MOVED by Councillor Z. de Vries and Seconded by Councillor J. Brownoff: “That the Housing Affordability Standing Committee receive this update for information.”

The Motion was then Put and CARRIED

ADJOURNMENT

The meeting adjourned at 12:26 p.m.

NEXT MEETING

The next meeting date will be determined at a later date.

Mayor Dean Murdock, Chair

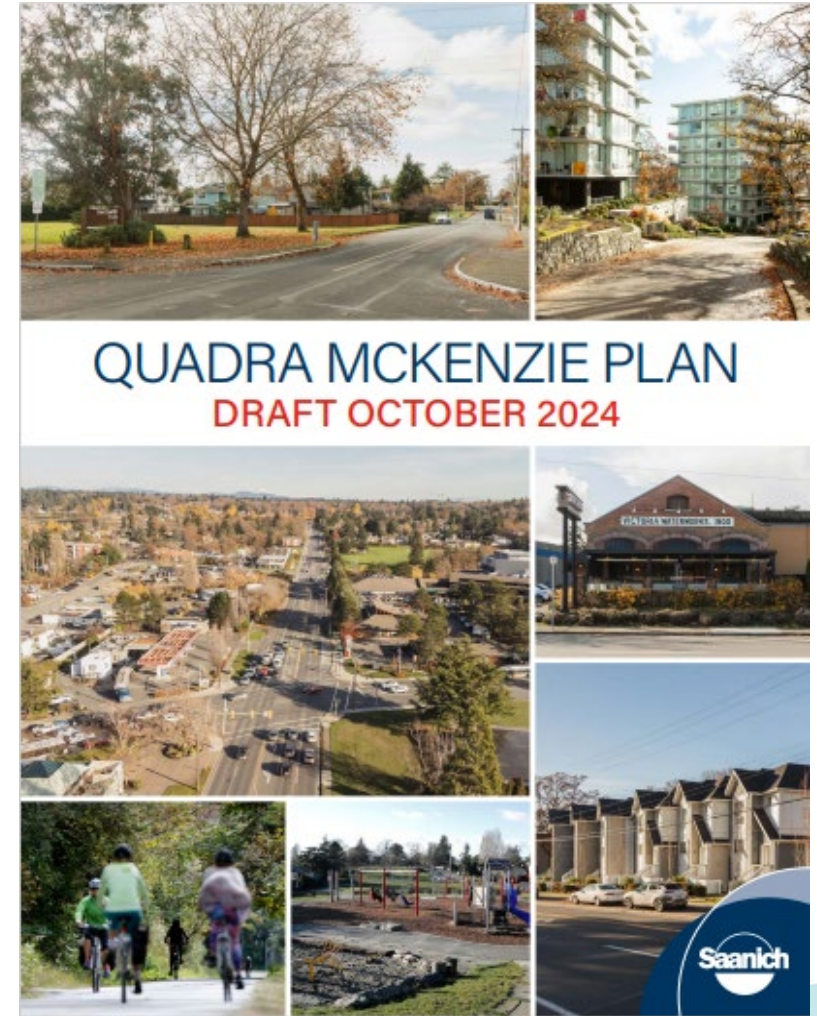
I hereby certify these minutes are accurate.

Sydney Murphy, Committee Clerk

DRAFT

Draft Quadra McKenzie Plan

Housing Affordability Standing Committee
December 2, 2024



Land Acknowledgement



The District of Saanich lies within the territories of the ləkʷəŋən peoples represented by the Songhees and Esquimalt Nations and the W̱SÁNEĆ peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum and Malahat Nations. The First Peoples have been here since time immemorial and their history in this area is long and rich.

Welcome!

- Project Overview and Context
- Phase 2 Engagement Summary
- Draft Plan
- Density Framework
- Next Steps





Project Context

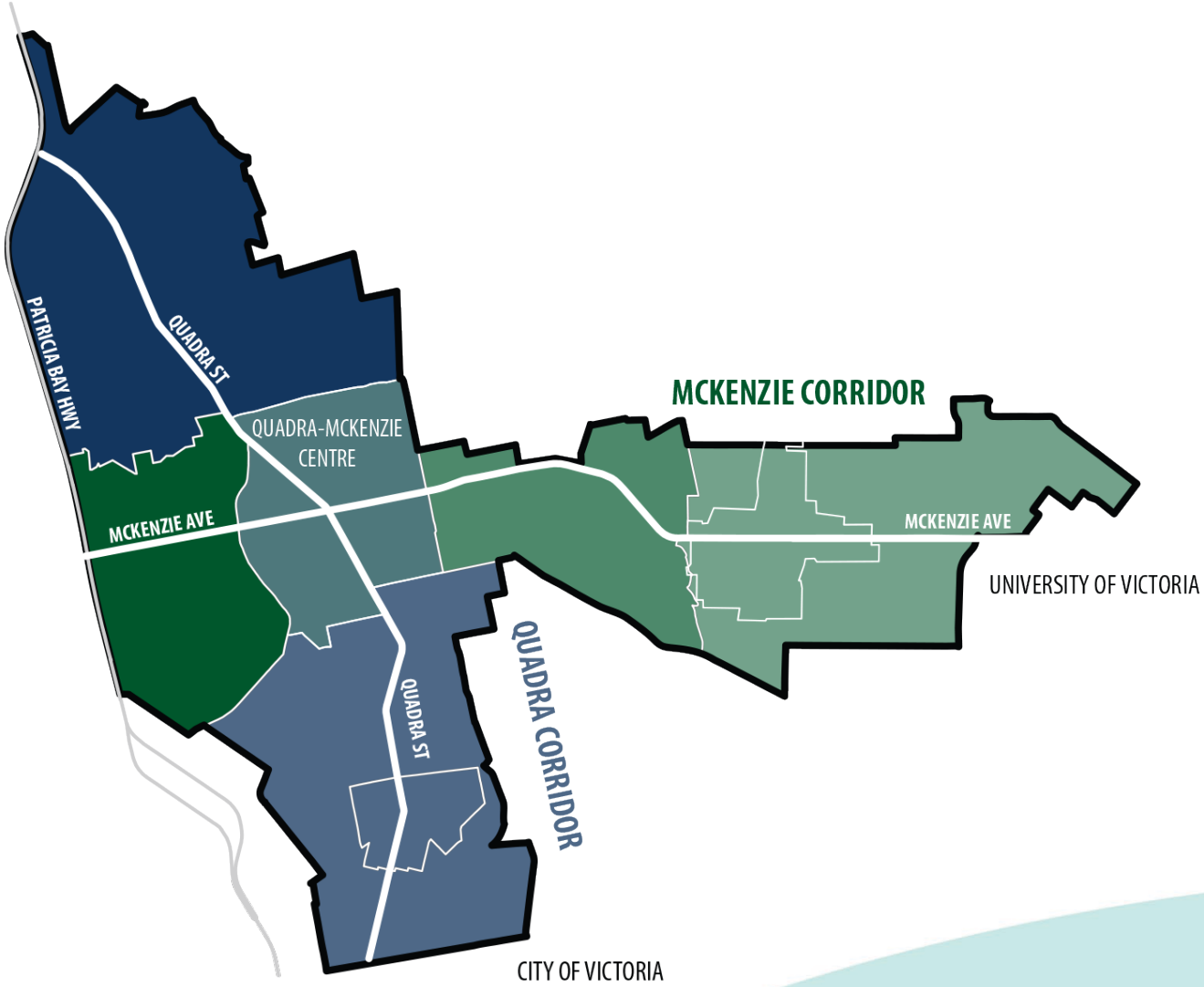
Quadra McKenzie Study Overview



- A plan to guide growth and change over next 20 years
- Primarily focused on land use and transportation
- Contains 40% of Official Community Plan (OCP) Primary Growth Areas

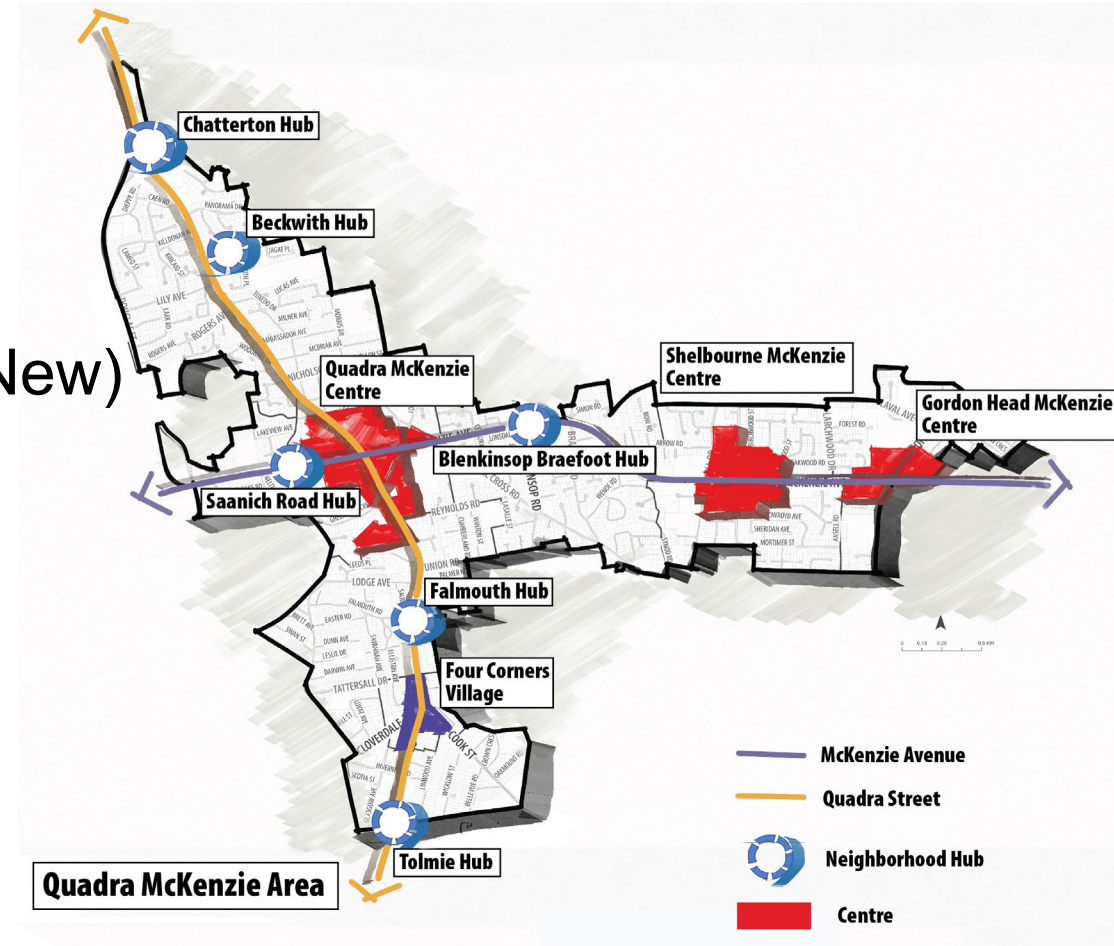


Study Area

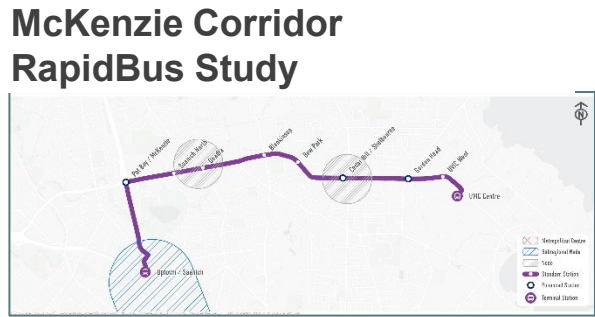
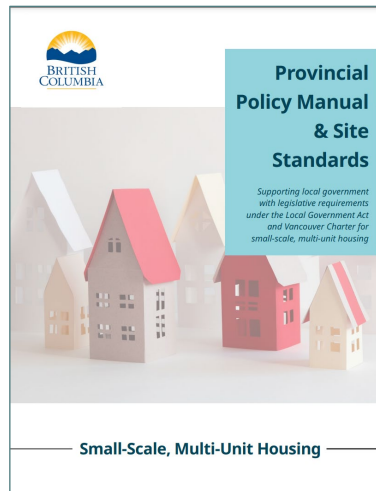
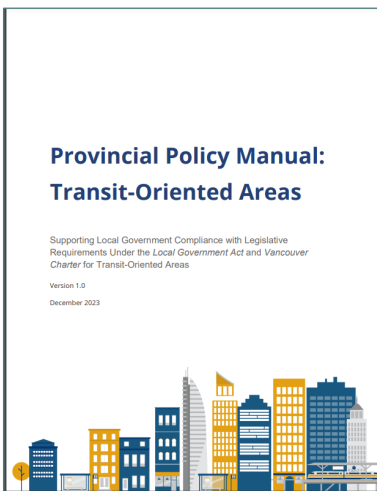
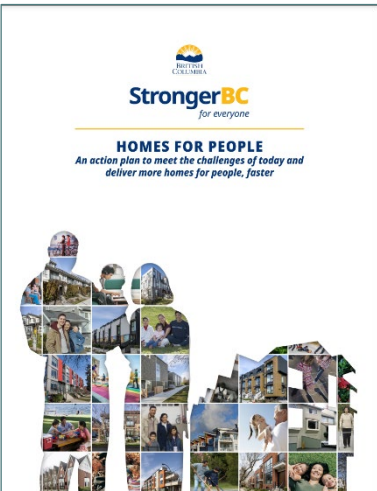
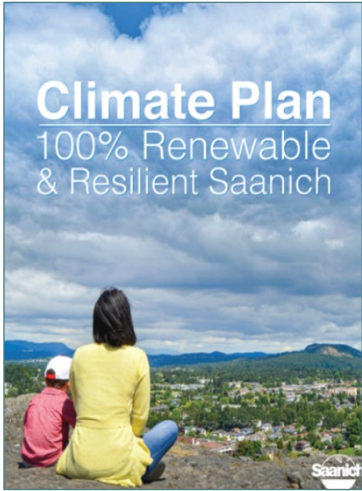
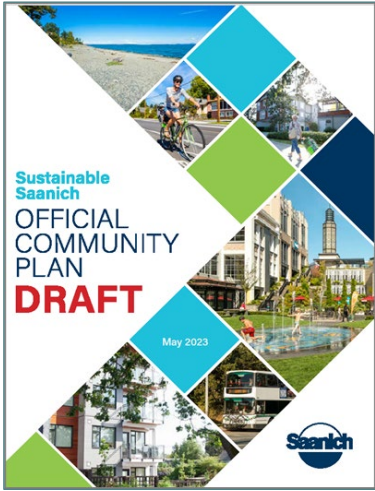


Project Overview

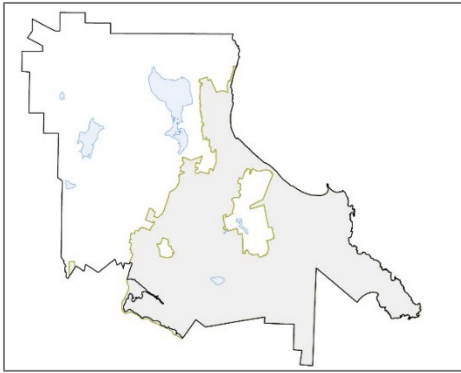
- **Centre, Corridor and Village areas:**
 - Quadra McKenzie Centre
 - Shelbourne McKenzie Centre
 - Gordon Head McKenzie Centre (New)
 - McKenzie Corridor
 - Quadra Corridor
 - Four Corners Village
 - Hubs (New)



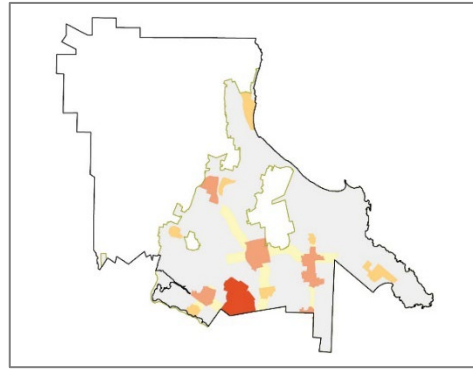
QMS Project Inputs & Influences



Saanich Official Community Plan (OCP)



Maintain the Urban Containment Boundary



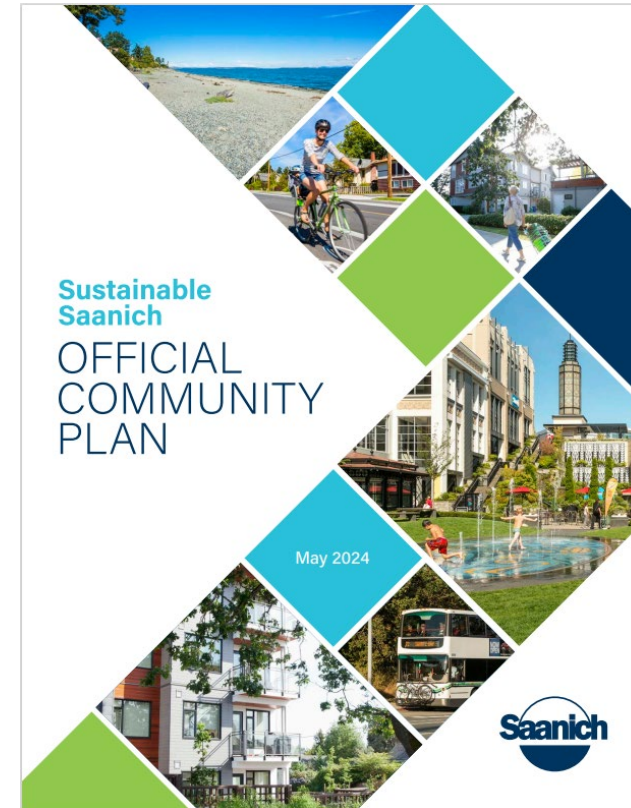
Accommodate most New Development in Primary Growth Areas



Expand Housing Diversity in Neighbourhoods



Make Saanich a 15-minute Community



Housing Strategy Focus Areas



1. Increase affordable and supportive housing



2. Promote and protect rental housing



3. Support housing diversity and increase supply



4. Reduce barriers to housing development



5. Strengthen partnerships



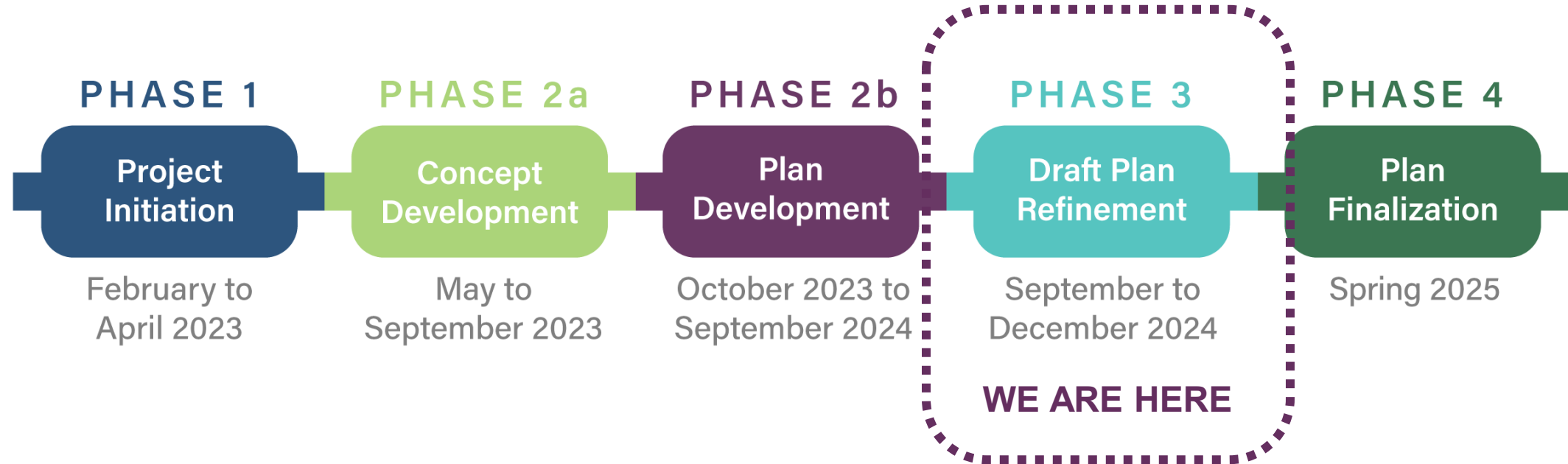
6. Enhance community engagement



7. Understand housing demand and address land speculation



Quadra McKenzie Study: Timeline



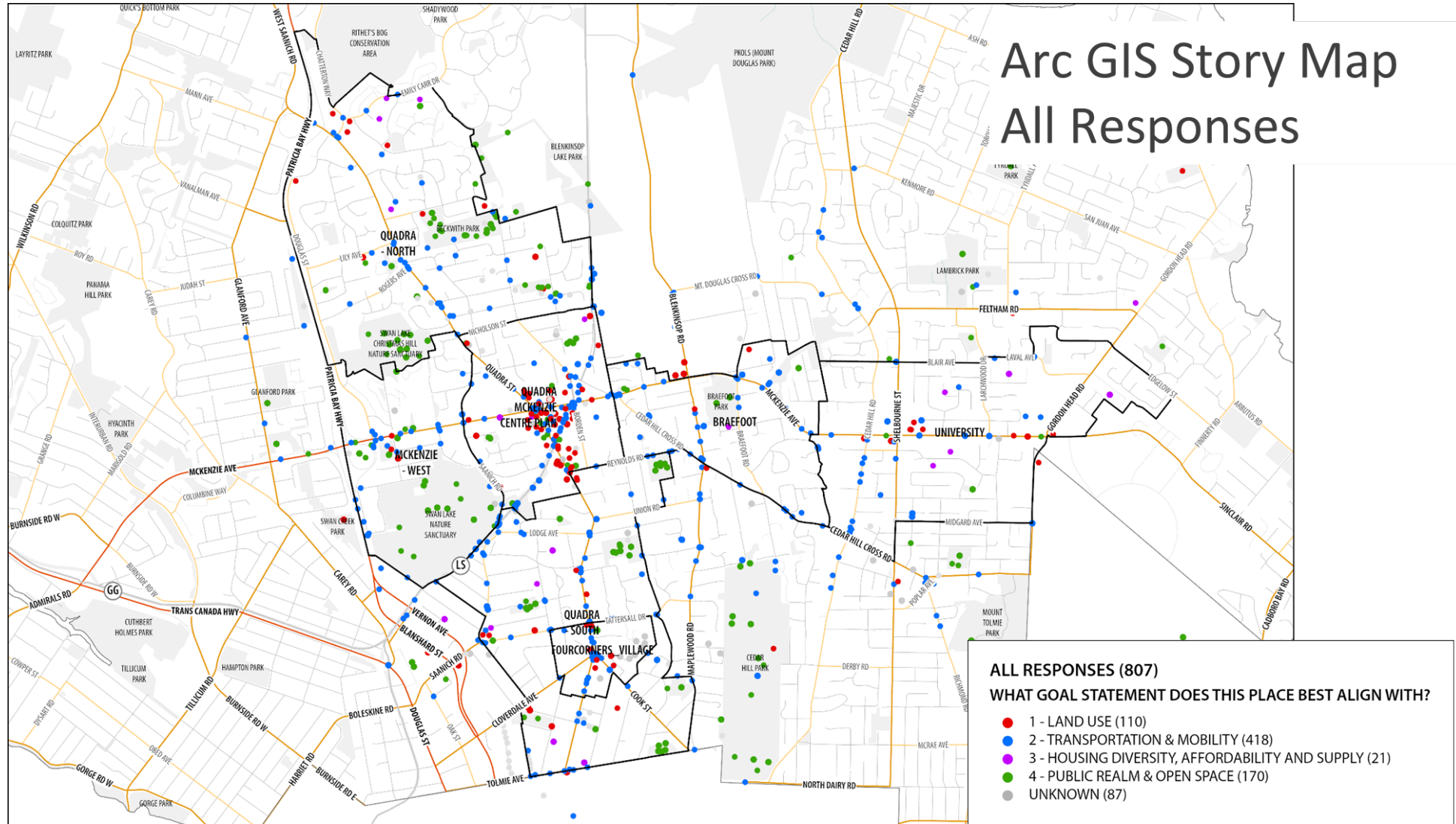
Phase 2 – Engagement Summary

- Engagement on issues/opportunities
- Feedback on land use and transportation concepts
- Phase 2 engagement – May 2023 to March 2024
 - ✓ Pop-Events (6)
 - ✓ In-person and online sessions – workshops and webinars (8)
 - ✓ Survey – online with print option and online mapping tool (2)
 - ✓ Large landowner notification
 - ✓ Targeted stakeholder interviews
 - ✓ Stakeholder meetings and webinar
 - ✓ Presentations to Community Associations





Phase 2a – Community Mapping



Phase 2b Workshops

Four Interactive Workshops

- McKenzie Corridor
- Quadra Corridor
- Transportation
- Focus Areas

Tested planning concepts and preliminary directions





Draft Quadra McKenzie Plan

Quadra McKenzie Plan: Project Goals



Land Use

Implement Centre, Corridor and Village growth management framework to build compact, livable and sustainable communities.



Transportation & Mobility

Re-design McKenzie Avenue and Quadra Street as *Complete Streets* and enhance the active transportation network.



Housing Diversity, Affordability and Supply

Focus housing growth within Quadra McKenzie Centre, Four Corners Village, and along the Quadra and McKenzie Corridors.



Public Realm & Open Space

Support community liveability through a strengthened public realm and a walkable network of parks and amenities.

Quadra McKenzie Plan: Key Plan Directions



1

Implement Rapid Transit on the McKenzie Corridor

Redesign McKenzie Avenue to provide high quality, efficient transit service that aligns with mixed-use commercial Hubs and active transportation options.



2

Connect the University of Victoria to urban Saanich

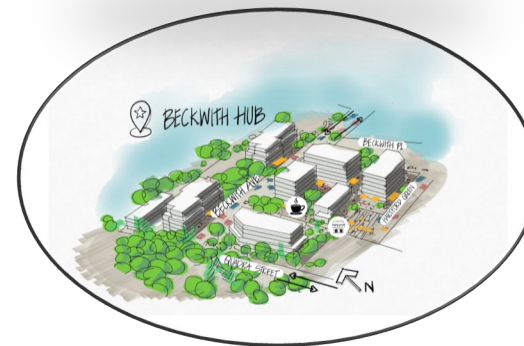
Introduce a new Centre at Gordon Head Road and McKenzie Avenue and implement land use, transportation and public realm changes that integrate the UVIC campus with Saanich.



3

Introduce Corridor Hubs to expand walkable 15-minute neighbourhoods

Support community-focused Corridor Hubs that provide commercial services, accessible public spaces and multi-modal connections to improve walkable access to daily needs.



Quadra McKenzie Plan: Key Plan Directions



4

Expand housing in locations near high frequency transit

Provide opportunities for more housing options to be located within walking distances of high frequency transit corridors to support car light living.



5

Use density incentives to obtain desired community outcomes

Trial a pilot density bonus system that incentivizes housing affordability and diversity, urban forest, environment, heritage, public realm, private amenity space and 15-minute community outcomes.



6

Provide greater housing diversity near parks

Support the integration of diverse housing opportunities near recreational parks to promote more equitable access to amenities.



Quadra McKenzie Plan: Key Plan Directions



7

Celebrate the Lochside Trail as a community asset

Enhance the role of the Lochside Trail as a community amenity, public space and regional transportation route.



8

Enhance Quadra Street as a Complete Street

Redesign Quadra Street as a complete street with enhanced transit, cycling facilities, sidewalks and treed boulevards integrated with pedestrian-oriented land uses.



9

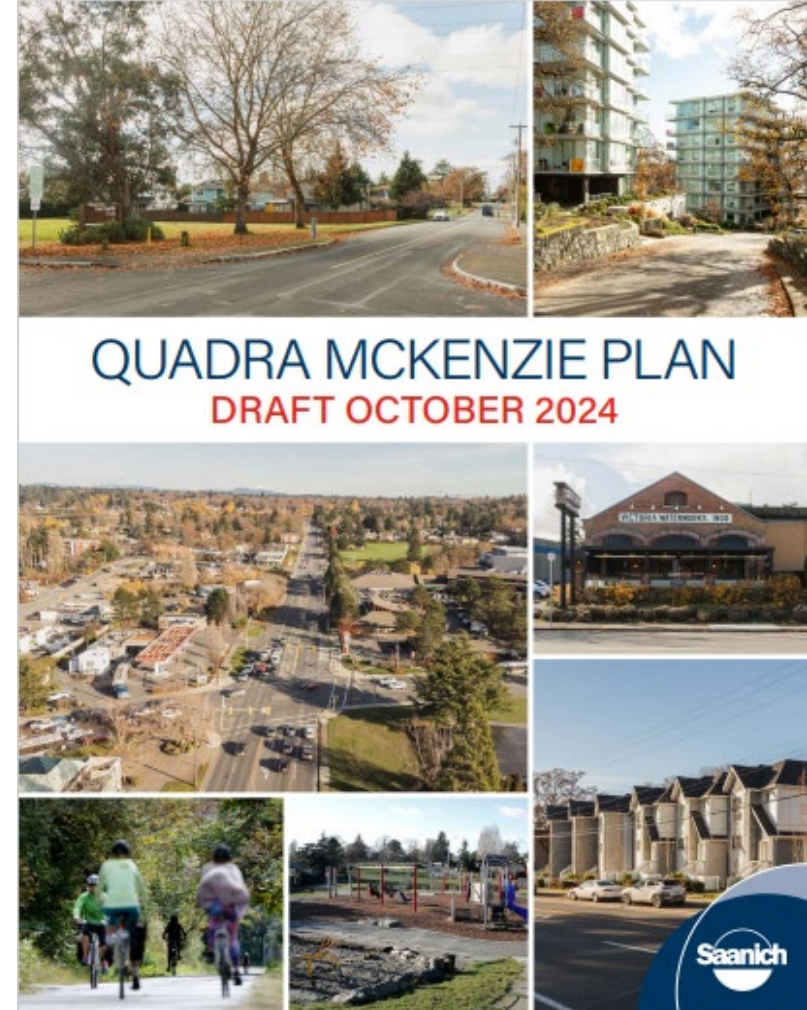
Revitalize the Saanich Operations Centre with a greater mix of uses

Redevelop the Saanich Operations Centre as a modern facility with a greater mix of uses and public realm improvements to serve community needs.



Plan Chapters

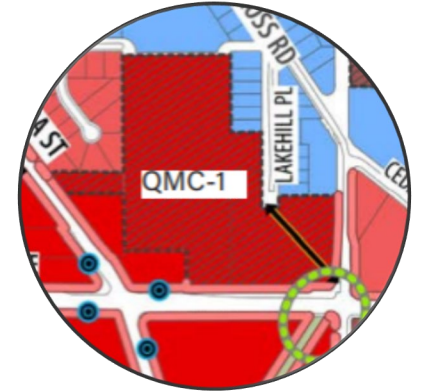
- Introduction
- Key Plan Goals
- Land Use
- Transportation
- Parks, Trails, Open Spaces and Community Facilities
- McKenzie Corridor
- Quadra Corridor
- Implementation



Land Use Framework

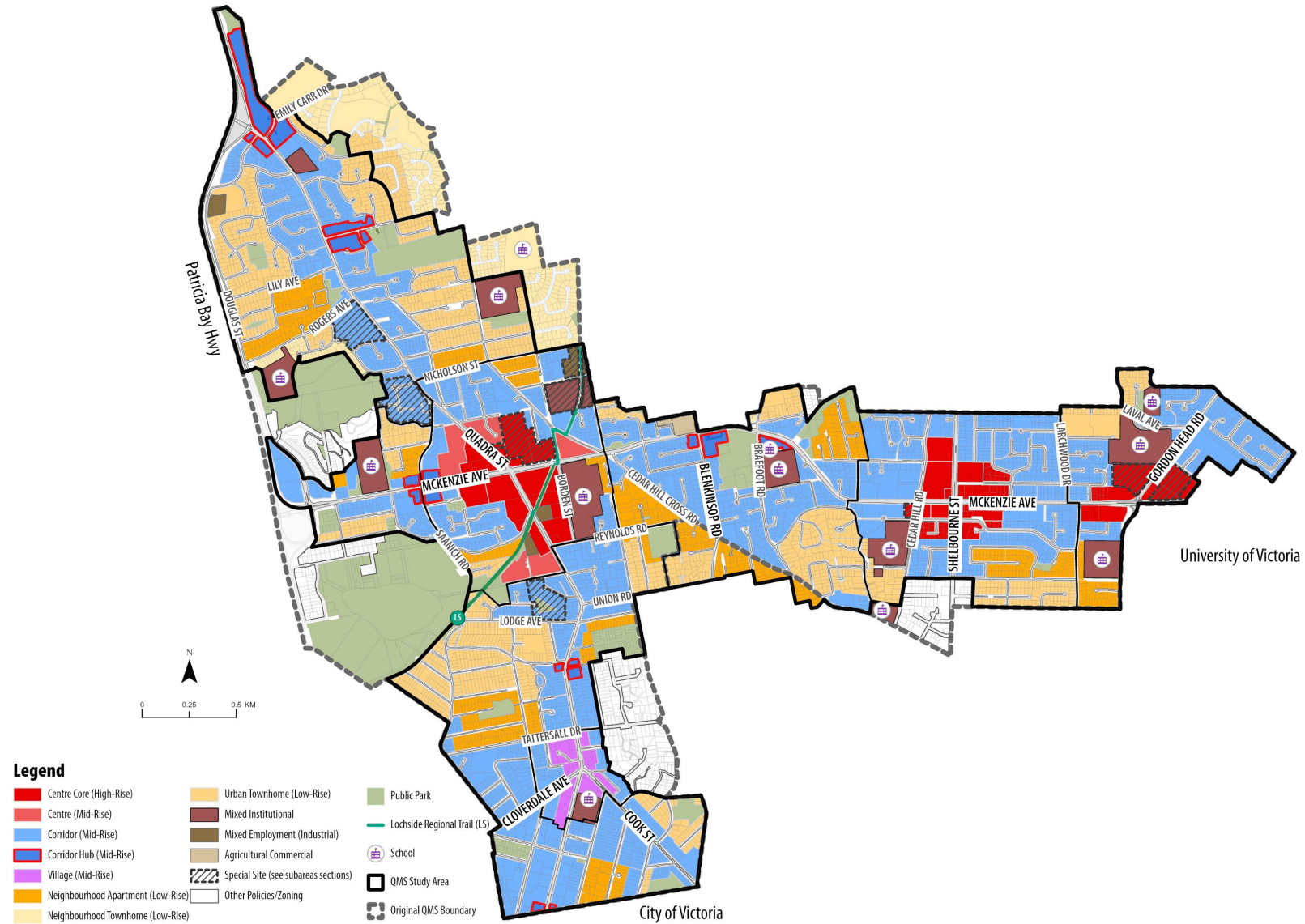


- Builds on the broader land use designations of the OCP
- Links transportation to land use with corridor design concepts for McKenzie Avenue and Quadra Street
- Special sites have been identified based on-site features (e.g. habitat areas) / distinct uses
- Density Framework seeks to incentivize key outcomes



QUADRA MCKENZIE
DENSITY FRAMEWORK
Supplement to Quadra McKenzie Plan
DRAFT OCTOBER 2024

Land Use Designations

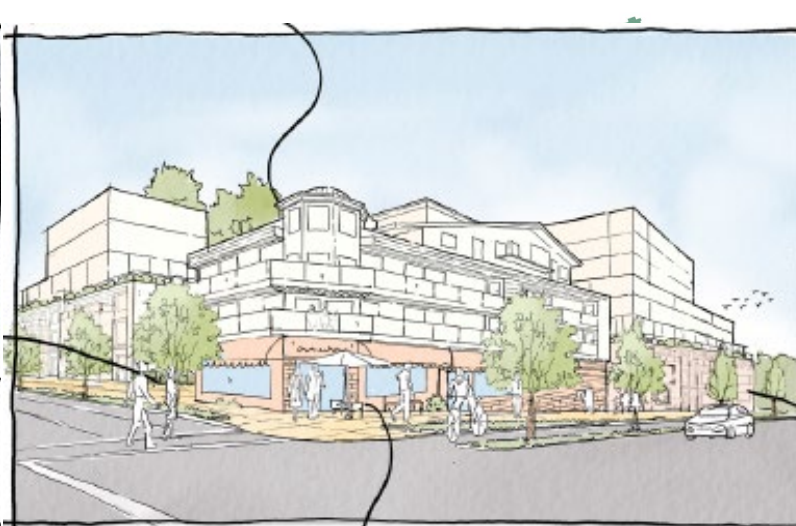




Centre



Village



Corridor Hub



Corridor

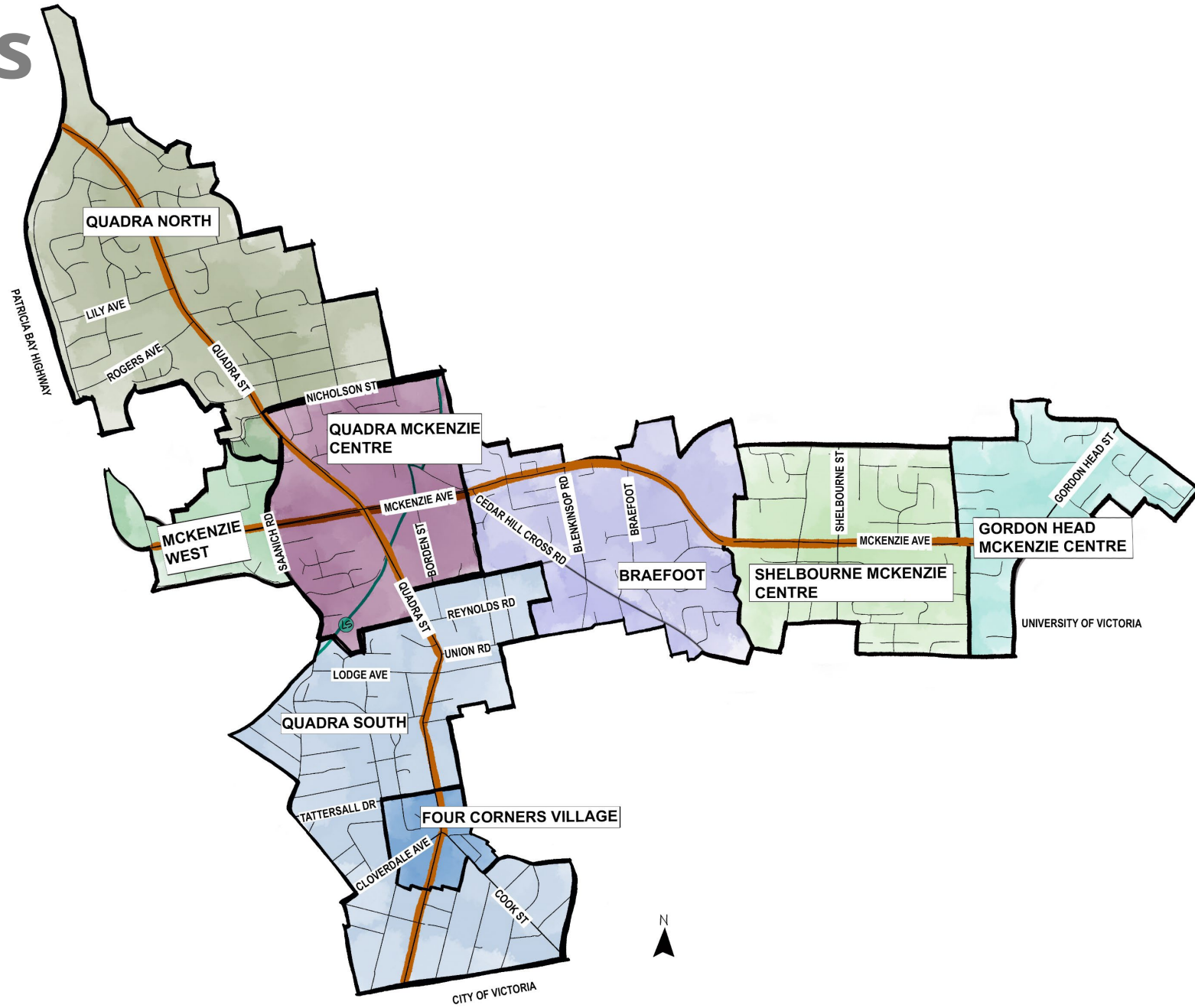


Neighbourhood Apartment



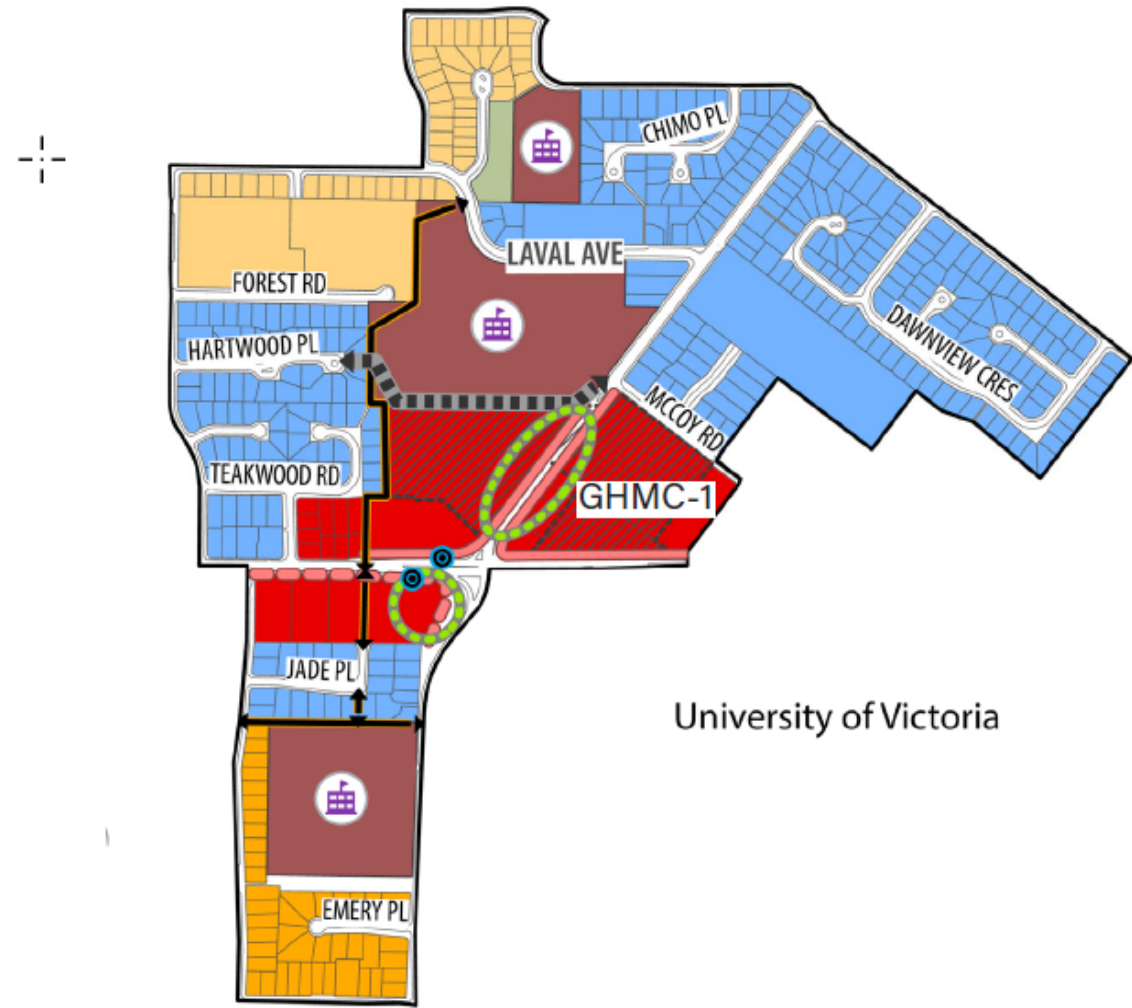
Urban Townhome

Sub Areas

















Sub Area Directions

- Land use designation by parcel
- Identification of Special Sites
- New pedestrian / cycling connections
- Priority locations for new public space
- Commercial space
- Major transit stops



Legend

	Centre Core (High-Rise)		New Roads		School
	Corridor (Mid-Rise)		New MUP Connection (Multi-Use Path)		RapidBus Stop (Proposed)
	Neighbourhood Apartment (Low-Rise)		Commercial Frontage Encouraged		Public Park
	Urban Townhome (Low-Rise)		Commercial Frontage Required		Proposed Public Realm/Open Space
	Mixed Institutional				
	Special Site				



Density Framework

Density Framework



- Goal is to incentivize specific outcomes in new developments
- Flexible framework that can respond to site characteristics of project goals
- Key incentive areas are housing, environment, public realm, use, private amenity space, and heritage
- Separate from the Plan
- Pilot initiative



QUADRA MCKENZIE DENSITY FRAMEWORK

Supplement to Quadra McKenzie Plan

DRAFT OCTOBER 2024

Principles



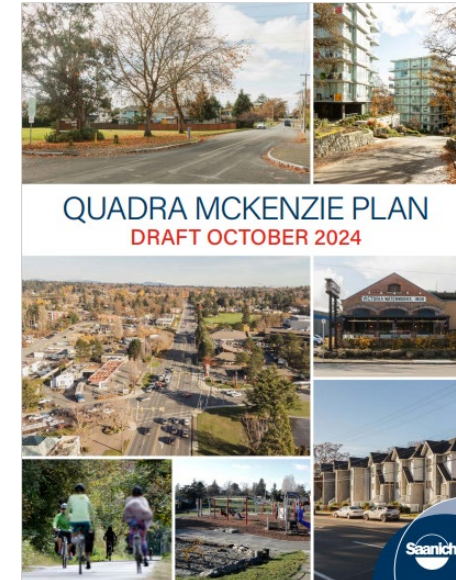
- Incentivize items to achieve something beyond standard development expectations
- Need to have incentives that are clear to measure / assess
- Need to provide a pathway to economically viable development
- Need to integrate with other regulations and standards (i.e. design guidelines)



Density Framework



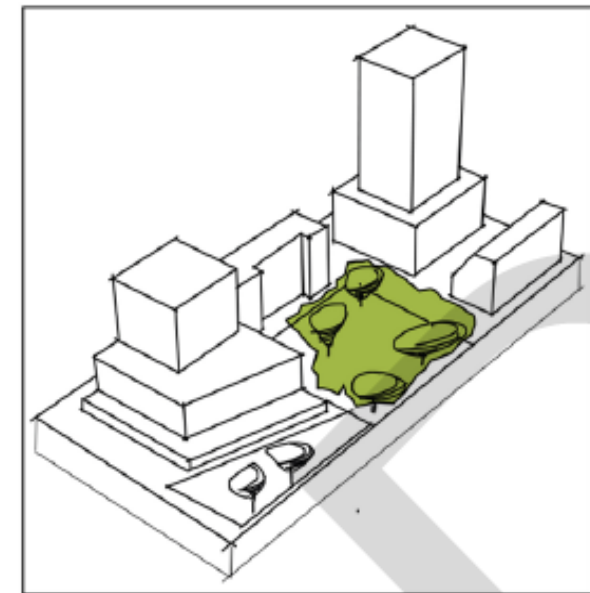
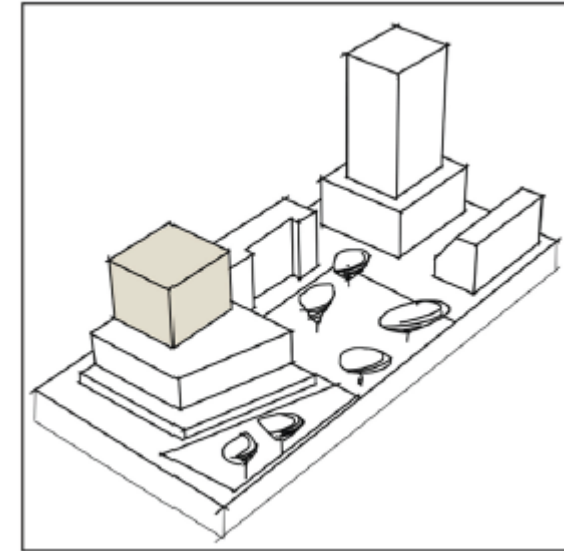
- Supplement to Plan's Future Land Use Designations
- Provides a guide to supportable density level
- Based on precedent developments, pro formas and site testing
- Additional testing and validation underway



Incentive Areas



- Below Market Housing Units
- Family size Housing Units (3+ Bdrm)
- Retention of High Value Trees
- Achievement of Canopy Cover Targets
- Heritage Retention / Designation
- Commercial or Community Uses
- Publicly Accessible Open Space
- Pedestrian / Cycling Connections
- Undergrounding Utilities
- Private Amenity Space

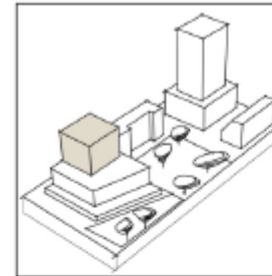


Incentive Area A: Housing Affordability and Diversity



Benefit	Density Incentive	Intent
Minimum 15% Inclusionary Units*	+0.4 FSR	Incentivize the provision of below-market units in market projects
Minimum 10% Inclusionary Units*	+0.2 FSR	
Minimum 15% 3-bedroom units	+0.1 FSR	Incentivize units suitable for households with children
Minimum 20% 3-bedroom units	+0.2 FSR	
100% Non-Market Housing	Max Density	Support the delivery of non-market affordable housing
Additional criteria under exploration: X% Fully accessible units (wheelchair standards)		

* As defined in Community Amenity Contribution and Inclusionary Housing Policy



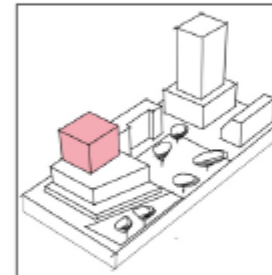
Inclusionary Units

Min. 15% of unit mix

+ 0.4 FSR

Min. 10% of unit mix

+ 0.2 FSR



3-Bedroom Units

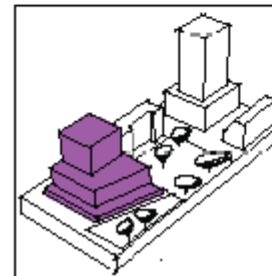
Min. 20% of unit mix

+ 0.2 FSR

Min. 15% of unit mix

+ 0.1 FSR

Incentive not applicable to Urban Townhome and Neighbourhood Townhome Designations



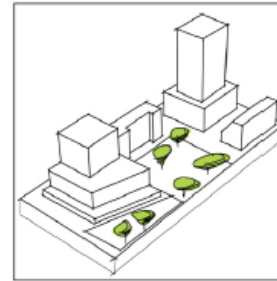
Non-Market Housing

Maximum density supported for 100% not-for-profit housing projects

Incentive Area B: Urban Forest and Environment

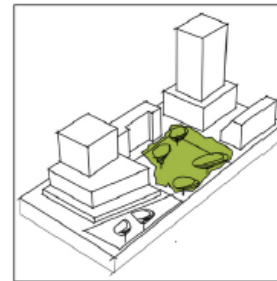


Benefit	Density Incentive	Intent
Retain 1 high value tree per 1000 m ² of land area	+0.1 FSR	Retain existing on-site high value trees that provide significant environment and public amenity benefits
Retain 1 high value tree per 750 m ² of land area	+0.3 FSR	
Retain 1 high value tree per 500 m ² of land area	+0.5 FSR	
Plant / retain trees to enable 20% canopy cover by 2064	+0.1 FSR	Promote site design that enables achievement of 2064 canopy targets identified in the Urban Forest Strategy <ul style="list-style-type: none"> • 20% Primary Growth Area • 30% Saanich within the UCB
Plant / retain trees to enable 32% canopy cover by 2064	+0.3 FSR	
Plant / retain trees to enable 40% canopy cover by 2064	+0.5 FSR	
Minimum 15% permeable site area	+0.2 FSR	Incentivize site design that enhances stormwater management and allocation of space for the planting of trees / vegetation
Minimum 25% permeable site area	+0.4 FSR	
Additional criteria under exploration: Protection and enhancement of Habitat Sites identified in Biodiversity Conservation Strategy (% of site area)		



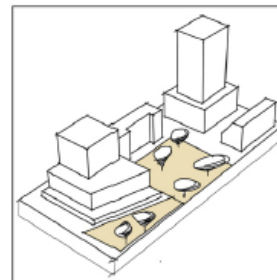
High Value Tree Retention

- 1 Tree per 1000 m² of land area + 0.1 FSR
- 1 Tree per 750 m² of land area + 0.3 FSR
- 1 Tree per 500 m² of land area + 0.5 FSR



Canopy Coverage by 2064

- 20% Canopy coverage + 0.1 FSR
- 32% Canopy coverage + 0.3 FSR
- 40% Canopy coverage + 0.5 FSR



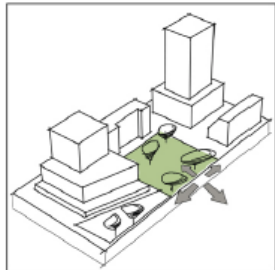
Permeable Open Space

- Min. 15% of land area + 0.2 FSR
- Min. 25% of land area + 0.4 FSR

Incentive Area D: Public Realm



Benefit	Density Incentive	Intent
Provide a publicly accessible open space (minimum 10% site area)	+0.3 FSR	Enhance the network of parks and open spaces in Primary Growth Areas
Provide a publicly accessible open space (minimum 5% site area)	+0.1 FSR	
Provide a dedicated pedestrian/cycling connection through the site (as identified in QMP - other locations considered on a case by case basis)	+0.3 FSR	Improve active transportation options and area connectivity
Locate utilities underground on all frontages	+0.5 FSR	Improve aesthetics and increase space for tree canopy growth and other public realm elements



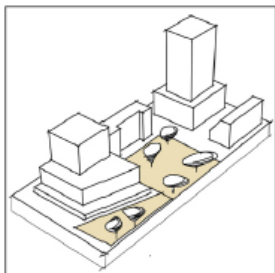
Publicly Accessible Open Space or Park Dedication

Min. 5% of land area

+ 0.1 FSR

Min. 10% of land area

+ 0.3 FSR

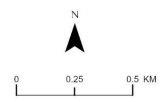
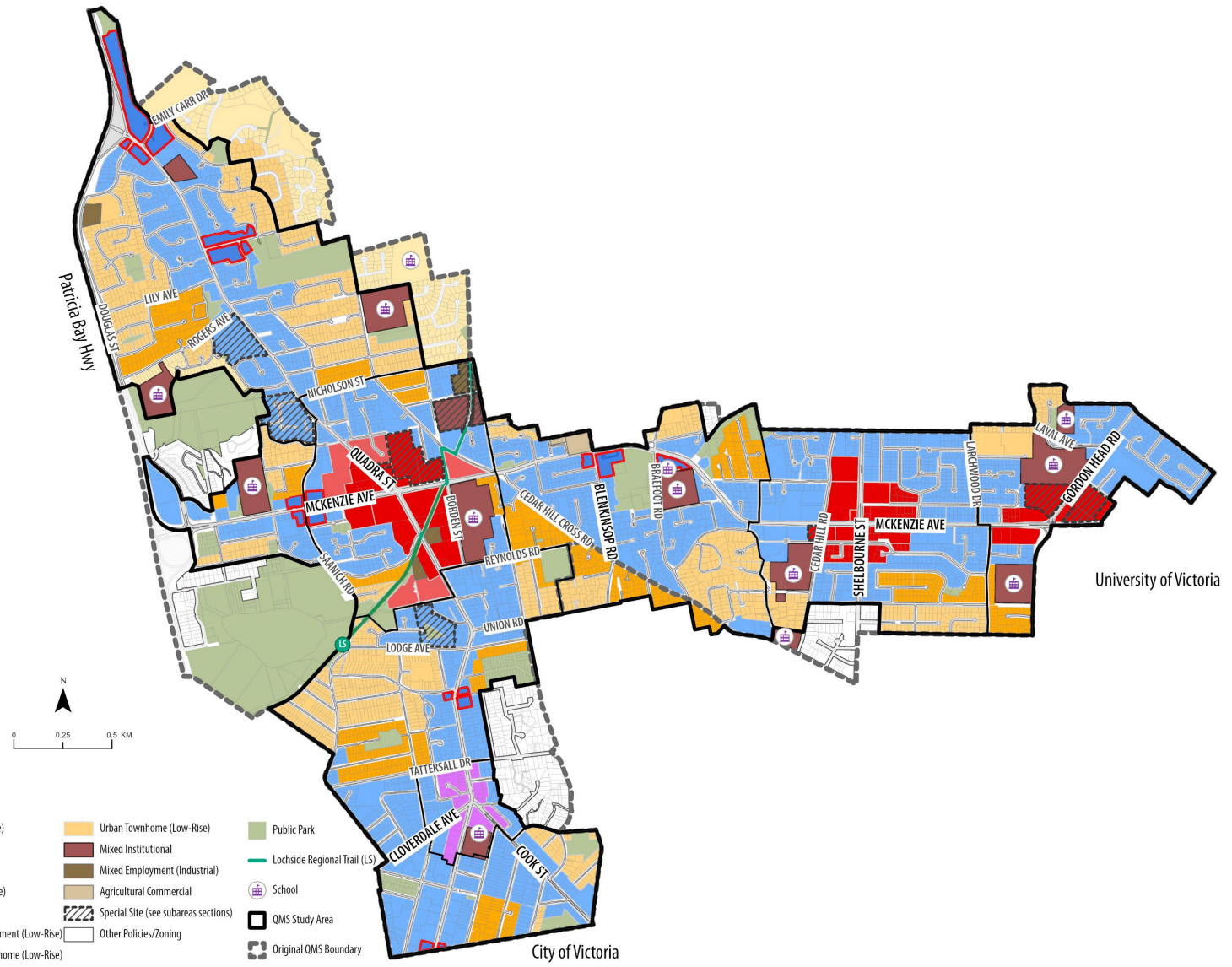


Connectivity

Dedicated, public pedestrian/
cycling connection

+ 0.3 FSR

Land Use Designations



Legend

- Centre Core (High-Rise)
- Centre (Mid-Rise)
- Corridor (Mid-Rise)
- Corridor Hub (Mid-Rise)
- Village (Mid-Rise)
- Neighbourhood Apartment (Low-Rise)
- Neighbourhood Townhome (Low-Rise)
- Urban Townhome (Low-Rise)
- Mixed Institutional
- Mixed Employment (Industrial)
- Agricultural Commercial
- Special Site (see subareas sections)
- Other Policies/Zoning
- Public Park
- Lochside Regional Trail (LS)
- School
- QMS Study Area
- Original QMS Boundary



Land Use Designation Example

Centre Core	
Description	Centres are intended to meet a broad range of community and regional commercial and service needs and contain significant employment and housing opportunities and transportation options. Each Centre will offer higher densities to provide vibrant pedestrian-oriented places, open spaces and high-quality urban design. The Centre Core designation provides an opportunity for the greatest concentration of densities in the QM area.
Use	Predominantly multi-unit residential, commercial mixed-use, institutional or commercial, limited opportunity for light/ultra-light industrial, and significant park/public open spaces.
Building Type and Form	High-Rise multi-unit residential and commercial mixed-use buildings. Mid-Rise buildings supported for large site redevelopment. Large sites should include a variety of building forms to break up sites, provide new access, accommodate public open space and activate multiple frontages.
Street Interface	Residential buildings should include ground-oriented units with direct access, frontages, and views to the street or lane. Street-level commercial units should provide a range of smaller frontages that animate the street Buildings fronting the Lochside Regional Trail should be set back to enable safe access and an engaging interface.
Height (storeys) Base Maximum	Mid-Rise: 6 11 High-Rise: 12 18 On larger sites, a range of building heights is desirable to enable transitions, responding to multiple frontage contexts and site compositions.
Density (FSR) and Density Bonusing	2.0 - 5.5 FSR



Density Framework



Designation	Location	Base Density	Location	Maximum Density
Centre Core	McKenzie Ave. or Quadra St.	2.5 FSR	Major Road	5.5 FSR
	Other sites	2.0 FSR	Collector Road or Large Site (>3000 m ²)	5.0 FSR
			Other sites	4.5 FSR

Status of Density Framework



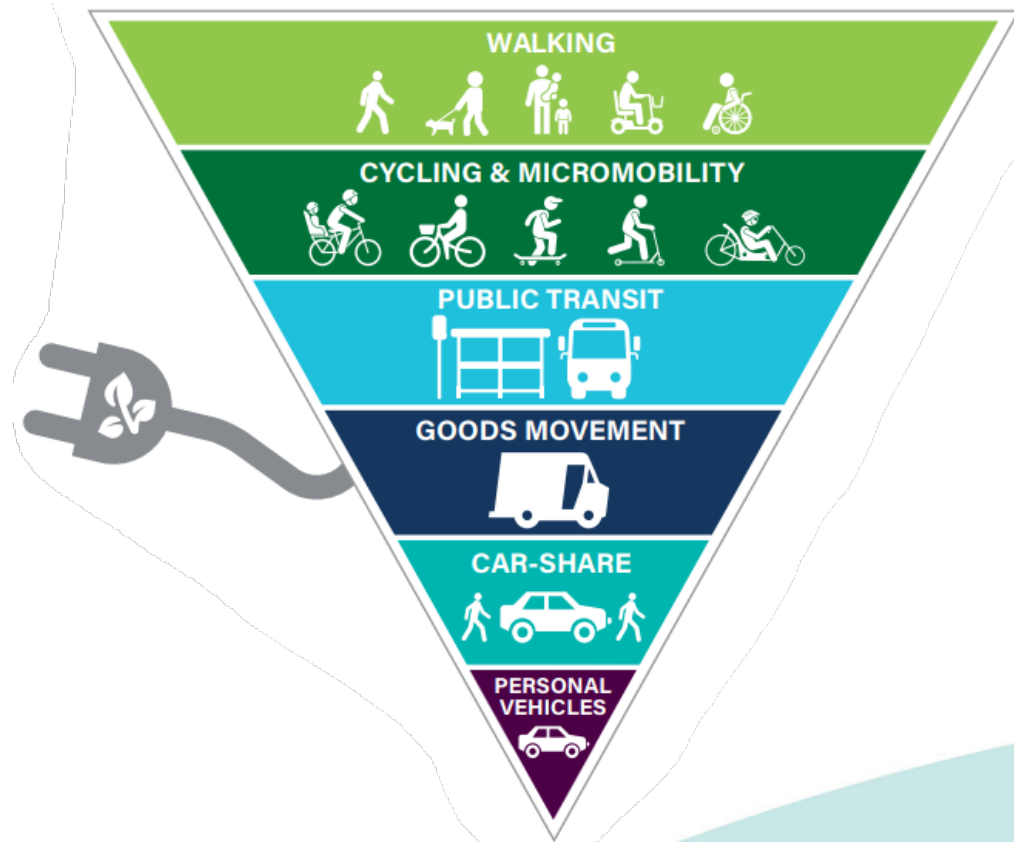
- Pilot document – testing this as a potential approach
- Options for moving forward:
 - Integrate into Quadra McKenzie Plan
 - Stand-alone policy document
 - Apply only to specific geographic a
 - Use as a density bonus zoning
 - Not use



Transportation



A key direction in the OCP is to prioritize modes within the transportation network based on the Mobility Priority Pyramid by creating exceptional environments for walking and cycling and taking transit to the next level.

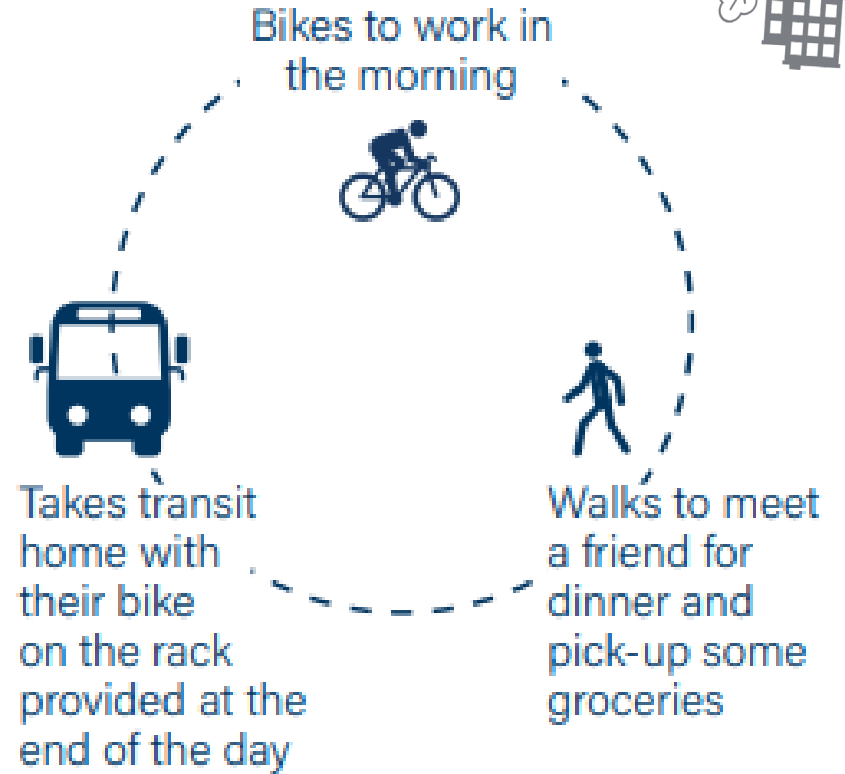
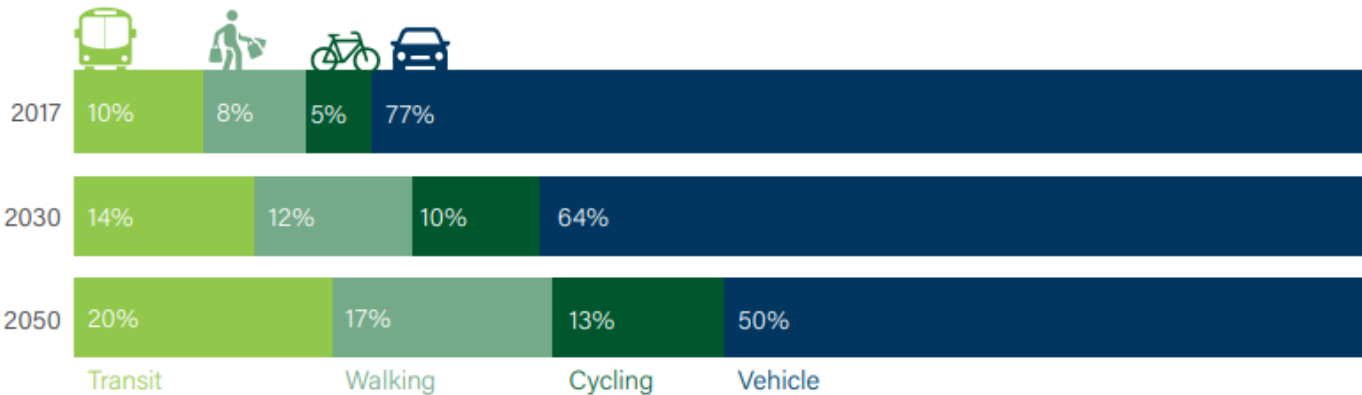


ATP - Multi-modal Targets



Multi-modal transportation refers to linking together different forms of transportation, such as walking, cycling, transit, and vehicle travel, to move around the community safely and conveniently.

Mode-split Targets to 2050



Frequent and Rapid Transit



Network Connectivity



McKenzie Corridor



- Rapid Transit Corridor
- Primary East-West Corridor in Saanich
- Connections with UVIC and Provincial Highways
- Long stretches of Corridor with limited services and amenities

CORRIDOR



LAND USE



HOUSING



TRANSPORTATION



PUBLIC REALM

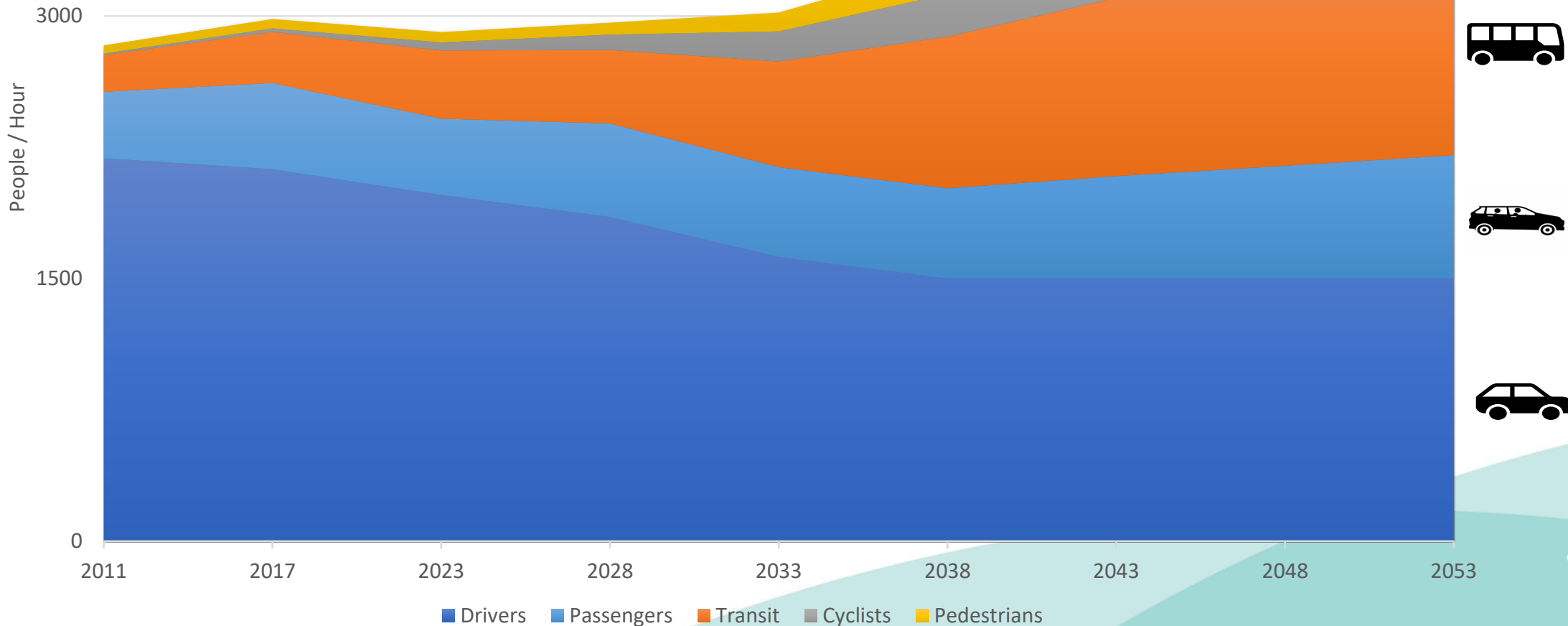


McKenzie Ave People Per Hour

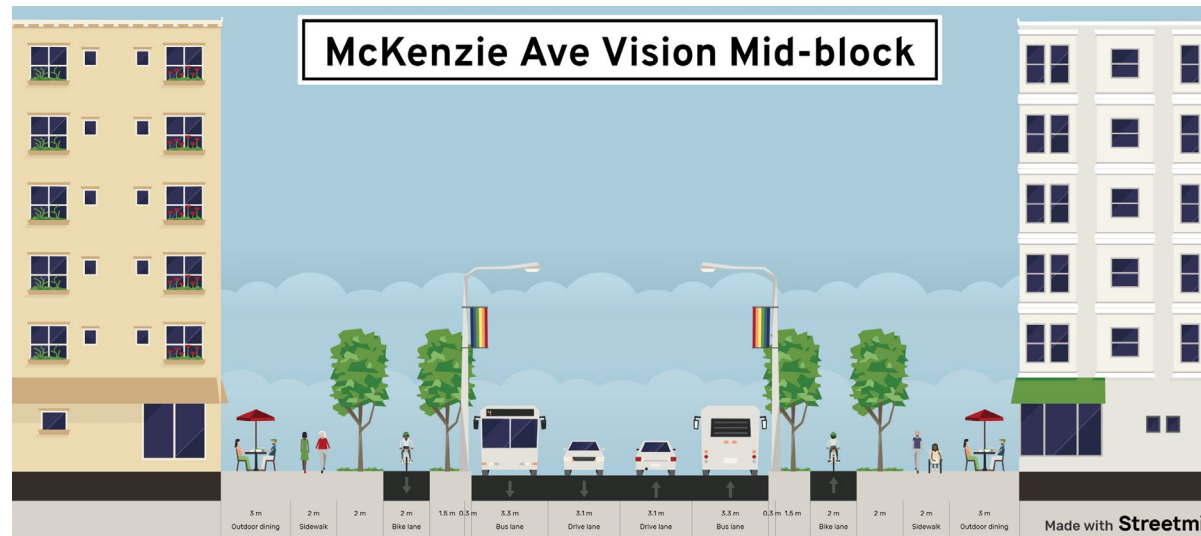
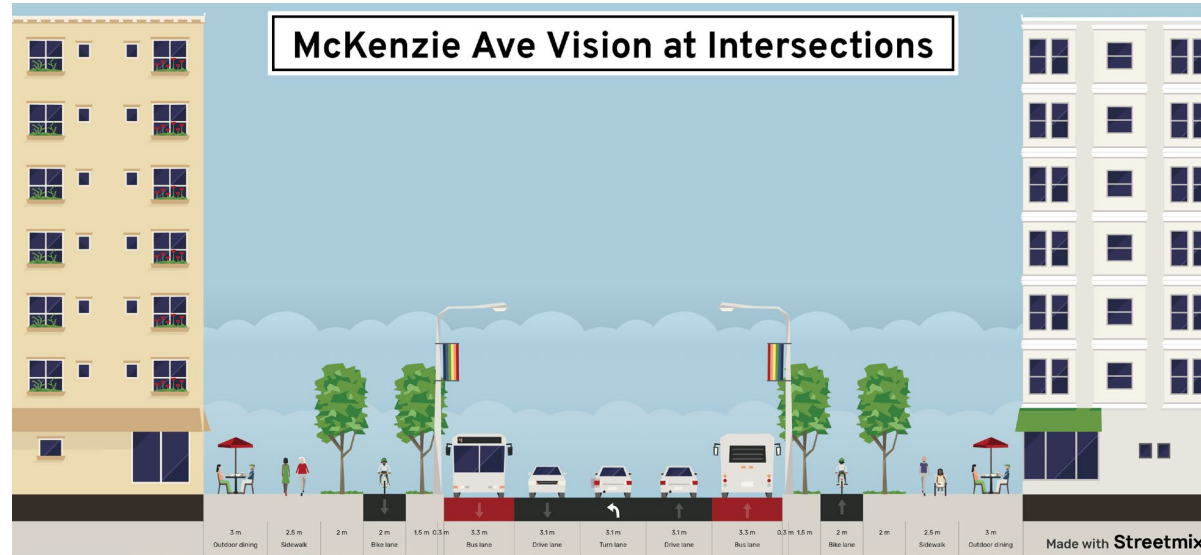
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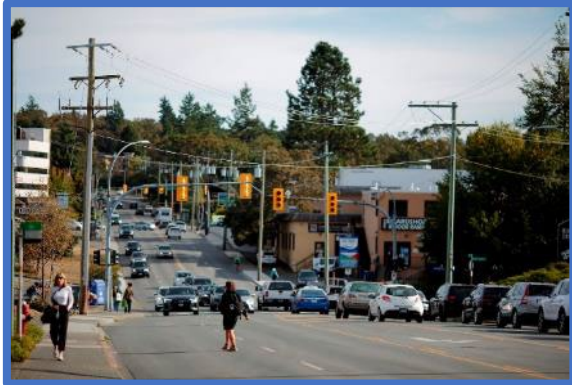
Anticipated Travel on McKenzie
High Growth and Regional Transit Priority



McKenzie Ave RapidBus Corridor Study



Quadra Corridor



- Frequent Transit Corridor (7-minute frequency)
- Four Corners Village
- Connection with City of Victoria
- Long stretches of Corridor with limited services and amenities

CORRIDOR



LAND USE



HOUSING



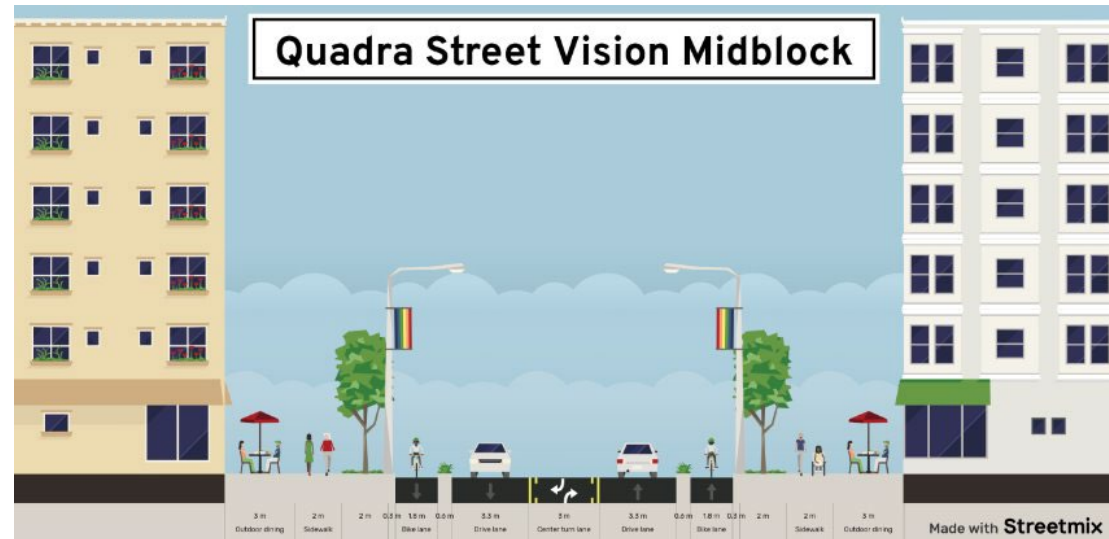
TRANSPORTATION



PUBLIC REALM



Quadra Street Vision



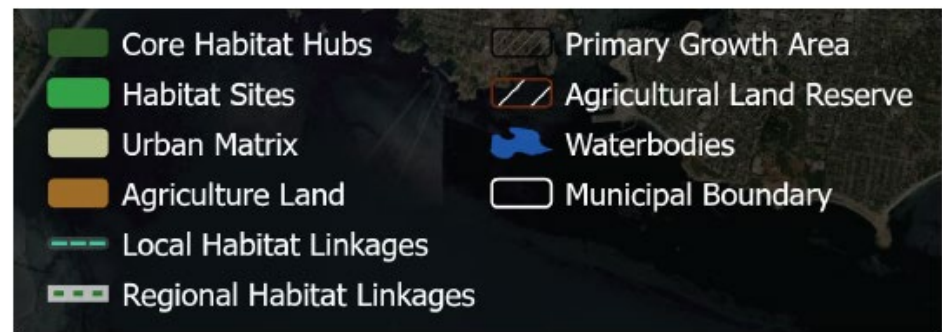
Parks Open Spaces and Community Facilities



- Build on Urban Forest Strategy and Biodiversity Conservation Strategy
- Guided by 3-30-300 Principle
- Locations for new public spaces identified
- Enhance Lochside Trail as a community focal point
- Expand the role of Institutional sites



Biodiversity Conservation Strategy – Habitat Sites



Implementation



- Quadra McKenzie Plan will be aligned with Official Community Plan
- Policy will guide future decision making
- Combination of private investment and capital projects
- Land use changes only occur when initiated by property owners
- Additional work required to amend regulations, complete detailed design for infrastructure changes, etc.

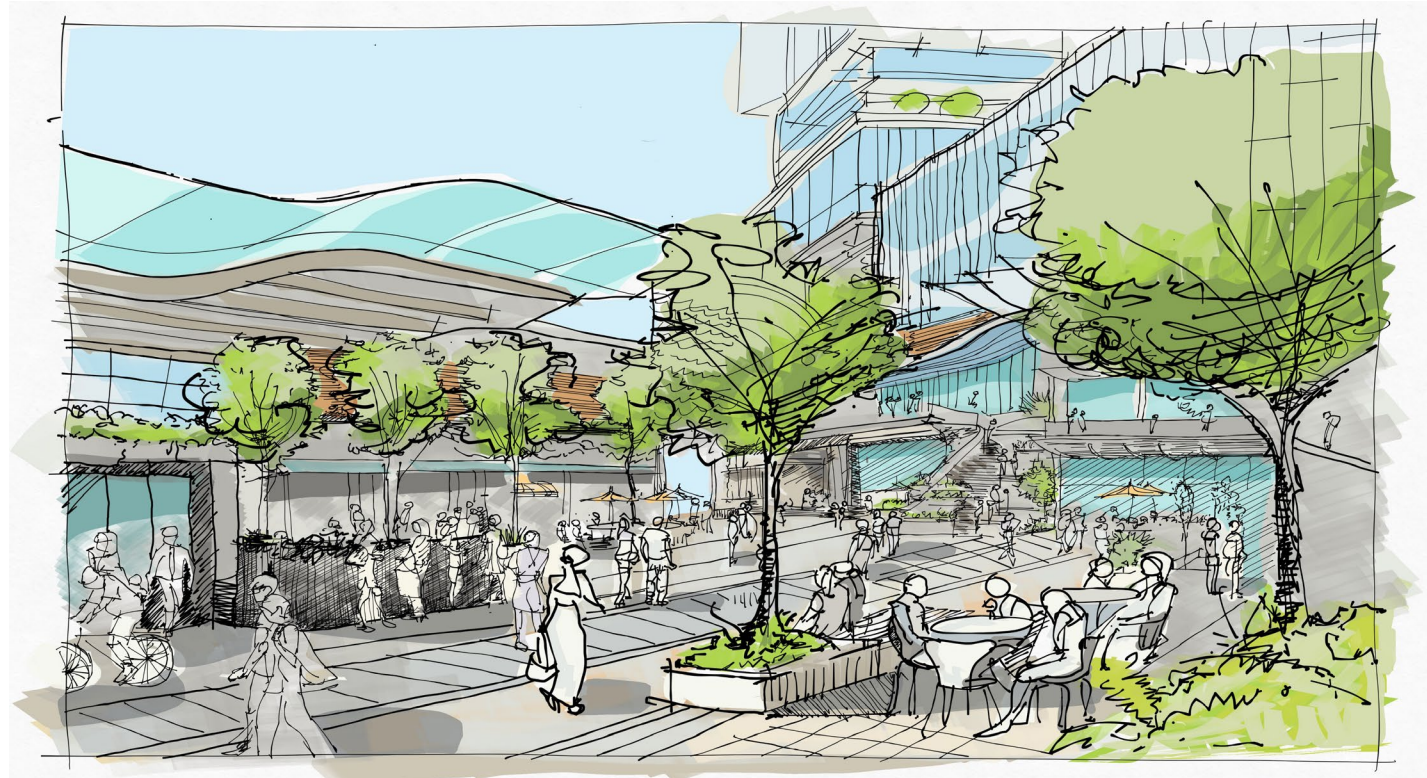
Next Steps



- Public review of Draft Plan – survey open until December 2
- Staff analysis of public feedback and further plan refinement
- Proposed Plan presented to Council for consideration – Targeted Spring of 2025
- Public Hearing



Questions?



More info and survey: [Saanich.ca/qms](https://saanich.ca/qms)



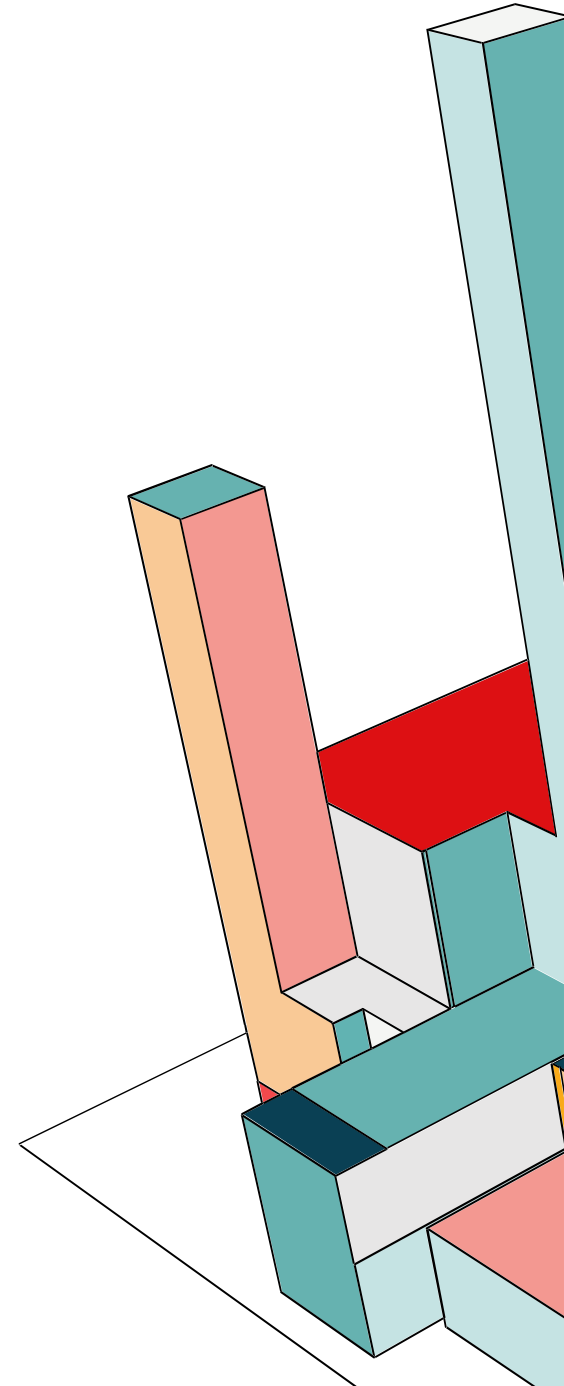
PERMITTING AND APPLICATION MODERNIZATION PROJECT

HOUSING AFFORDABILITY STANDING COMMITTEE

(DECEMBER 2, 2024)

AGENDA

- How we got here
- Review recent accomplishments
- Review next steps
- Development Industry Meeting

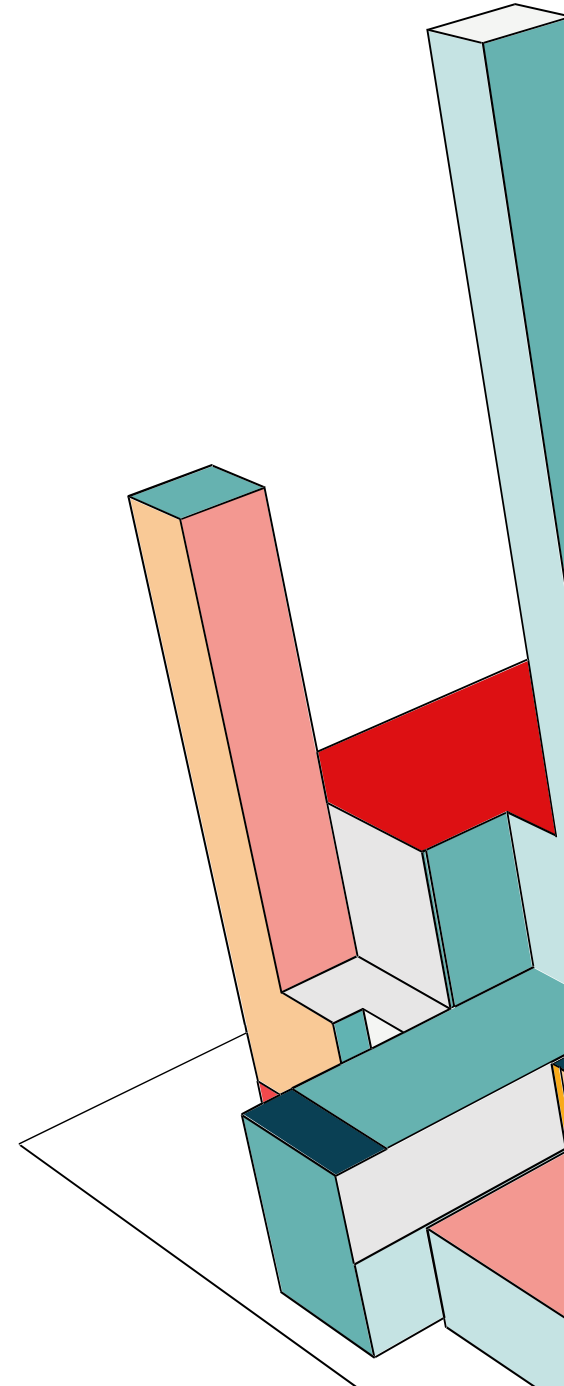




HOW WE GOT HERE

IDENTIFYING & ADDRESSING KEY CHALLENGES

1. Difficulty identifying strategic direction for conflicting priorities
 - Organizational alignment on adoption of new processes
 - Change management when balancing legacy and new
2. Lack of inter-departmental coordination and governance for application reviews
 - Leveraging digital solutions to facilitate coordination
 - Automating systems to drive consistency
 - Collaborative application response letter that provides a service-focused response
3. Antiquated paper-based processes
 - 7 sets of drawings and over 20 reviewers
 - Digitizing existing processes to facilitate digital intake and referrals
4. Poor quality and completeness of applications
 - Robust guidance documentation development
 - Clearer application requirements = improved processing timelines
5. Lack of application transparency and service delivery timeline accountability
 - Introduction of MySaenich portal
 - Process automations



OUR PRIORITIES



Identify requirement must-haves

- Focused on simplifying – removed unnecessary steps
- Clear and defined workflow design criteria for pre-application/application
- Implementation of collaborative PODS for pre-application/application



Accountability/Timelines

- Greater certainty for applicants, realistic timelines, and project accountability
- Organizational dashboards for ongoing performance /reporting metrics
- Pilot pre-application/application to define achievable service delivery timelines



Increase risk tolerance and provide recommendations

- Empower staff to make calculated risks
- Top-down support for staff autonomy to make decisions



Don't lose focus on customer service

- Focus on what works well and build on that foundation
- Develop improved service tools & process touchpoints



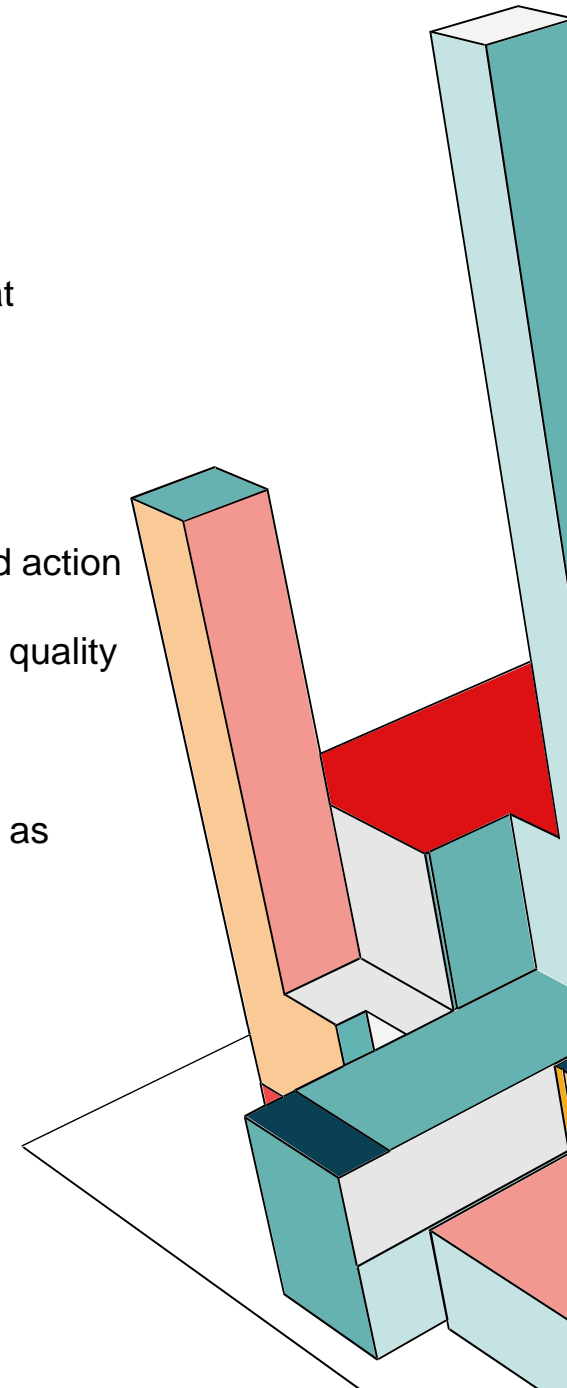
Prioritize tools for development

- Leverage existing resources to identify and action highest value tools
- Refine application criteria to enable higher quality submissions



Identify policy barriers/challenges

- Revise and amend current policies/bylaws as applicable

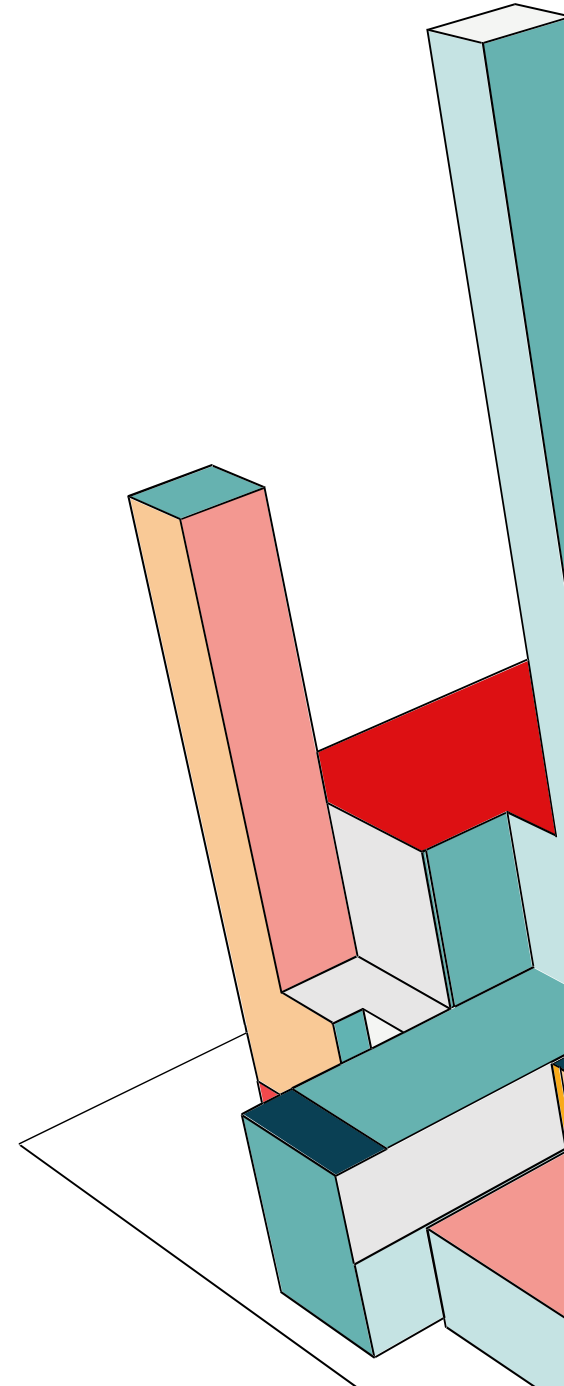


ACCOMPLISHMENTS



WHAT WE HAVE DELIVERED

- Went live August 12 with BC Building Permit Hub - 2 applications have been received to date
- New digital Development Permit Pre-Application process – 13 applications to date
- Accept digital submission (SharePoint) for Building Permits – 90% adoption
- Increased functionality of MySaanich – payments, updates, meeting schedule
- Subscribe Button to the Development Permit Tracker
- Published internal Permit and Application Tracker (PAT)
- Leveraged Tempest workflow capabilities - BP Referral Tasks
- New Application Response Letter Templates and Guidance Documents
- New online inspections booking module
- Completed further discovery and identified critical paths for Inspections application digitization requirements





WHAT'S NEXT

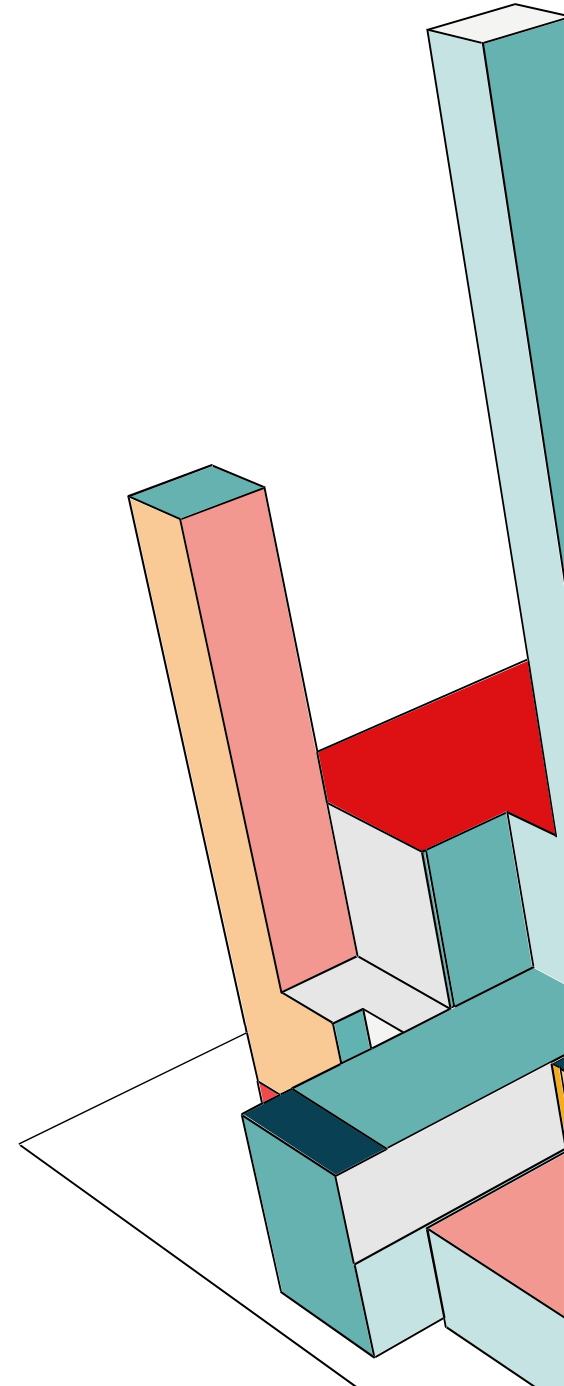
NEXT STEPS

Pre-Application Process

- Lesson learned being incorporated from November go-live
- Approval of Terms of Reference

Updating the eLink PAM intranet site

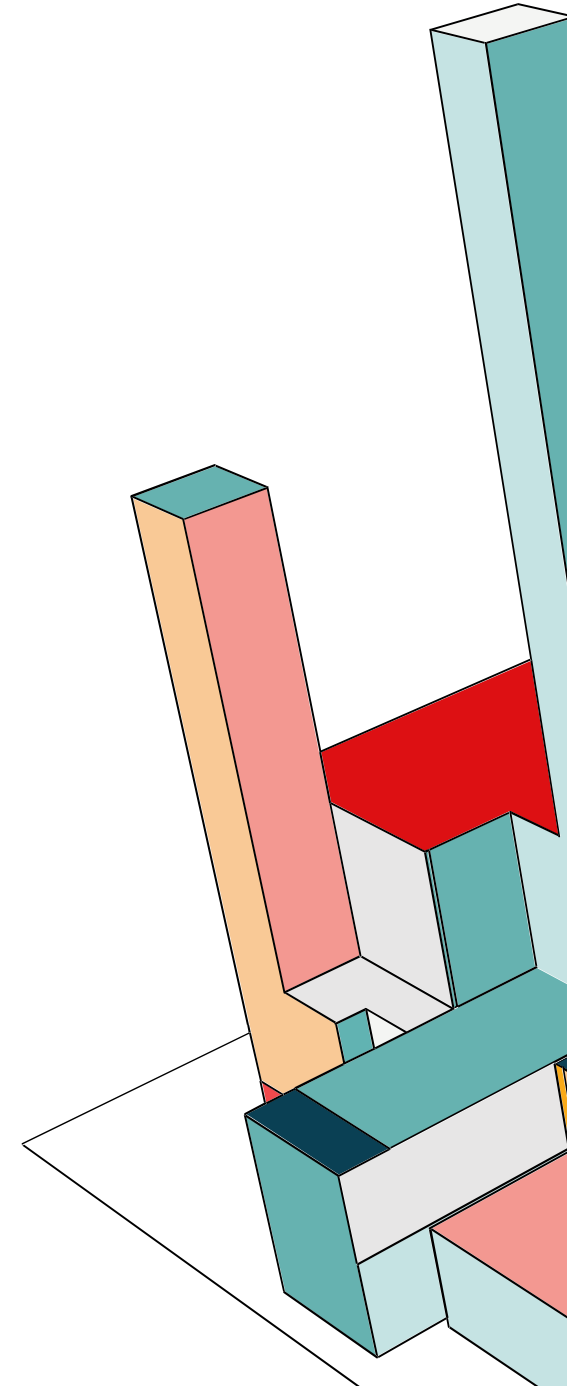
- Templates and Guidance documents
- Terms of References
- Business Workflows
- Organizational update on PAM project



NEXT STEPS

Building permit eApply have several inter-dependencies

- Credit card module in place
- Credit Card Fees Bylaw (Dec 1 2024)
- MySaanich permit attachments (digital permit issuance)
- Document upload (replace SharePoint with MySaanich feature)
- Merging Plumbing Permits with Building Permits:
 - Updating permit process and workflow
 - Consolidating the Plumbing Bylaw fees
- Building Permit e-Apply



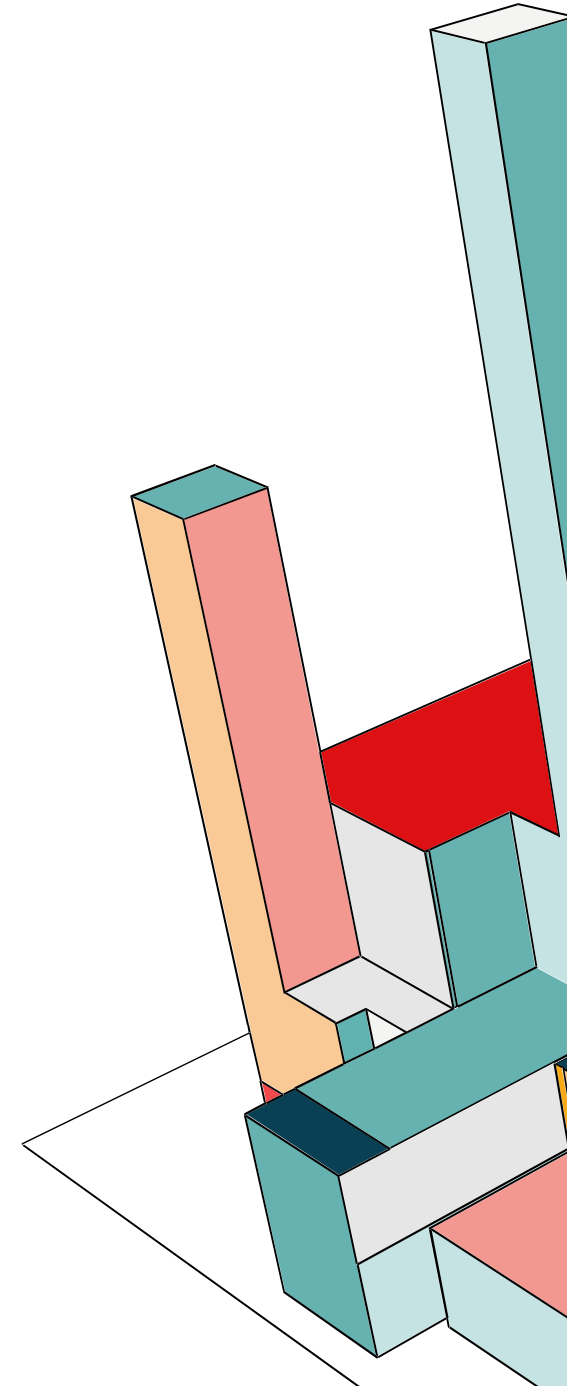
NEXT STEPS

Development and Rezoning Application Process

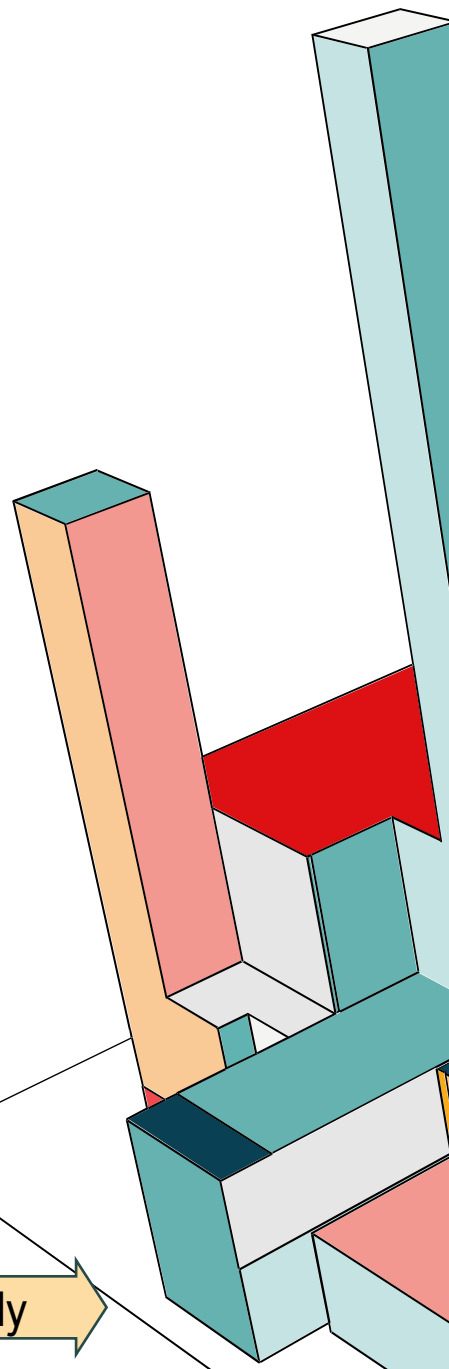
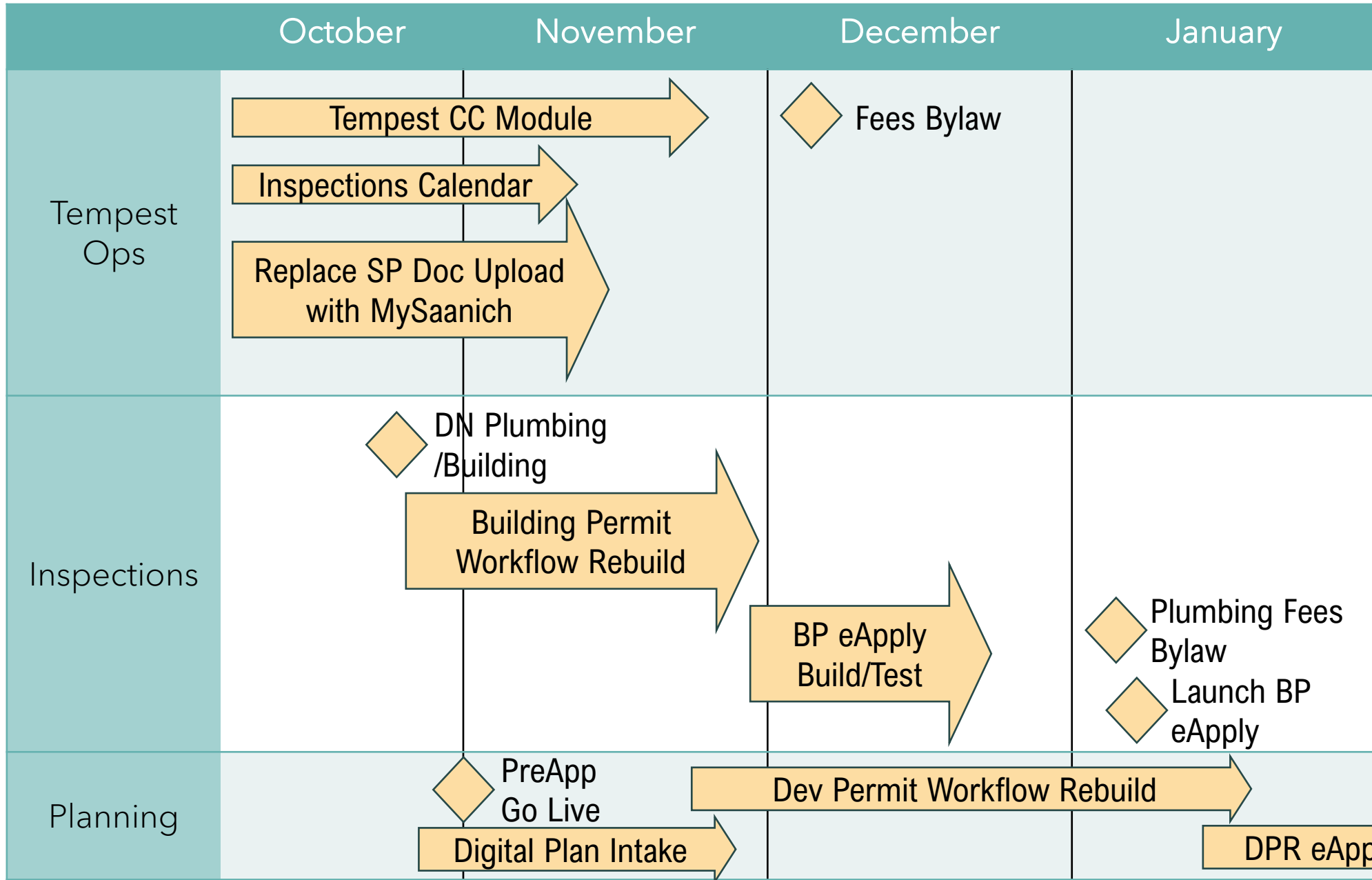
- Review Planning Digitization processes
 - Remove requirement of paper drawing submission (Applications and Council)
 - Improve Bluebeam software adoption
- Expand digitization to allow dept's to attach referral responses
- Monitor and continuous improvement of Application Response Letter
- Terms of Reference

PAT Tracker and Executive Dashboard

- Build out and demo housing report
- New housing attributes in Prospero for Provincial reporting
- Build Building Permit referral timelines dashboard
- Ongoing department specific PAT reports for folder management



TIMELINE



STAKEHOLDER ENGAGEMENT

Learning from best practices

- Researching and surveying leading municipalities
- Collaborating with City of Victoria – Community of Practice

Regular engagement with the development industry

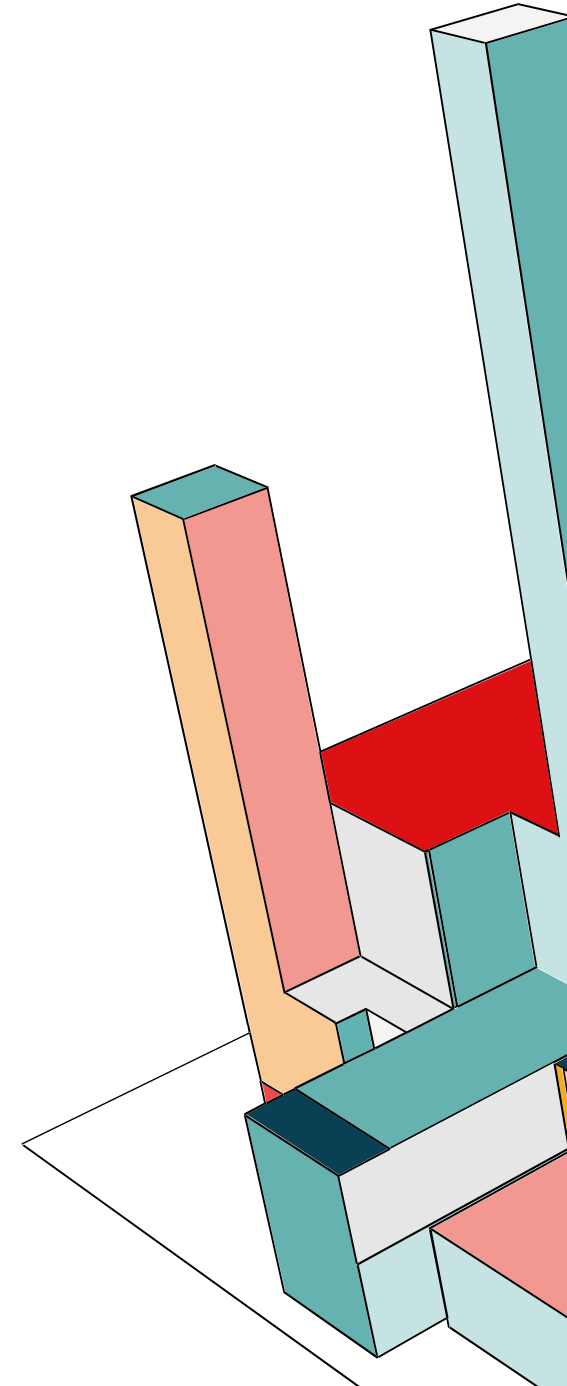
- Presented overview of process changes completed to date; outlook for the future
- Pilot new pre-application process
- Provided feedback on changes and applicant experiences
- Held two meetings, third scheduled for December 2024

Economic Development Advisory Committee Presentation

- Presentation held June 2024, well received

Staff communication and collaboration

- Engaged with process change management
- District-wide tool for sharing best practices and project status updates



THANK YOU

