

**2023**

# **Business Plan**

**DEVELOPMENT SERVICES**

Development Approvals



## DEPARTMENT OVERVIEW

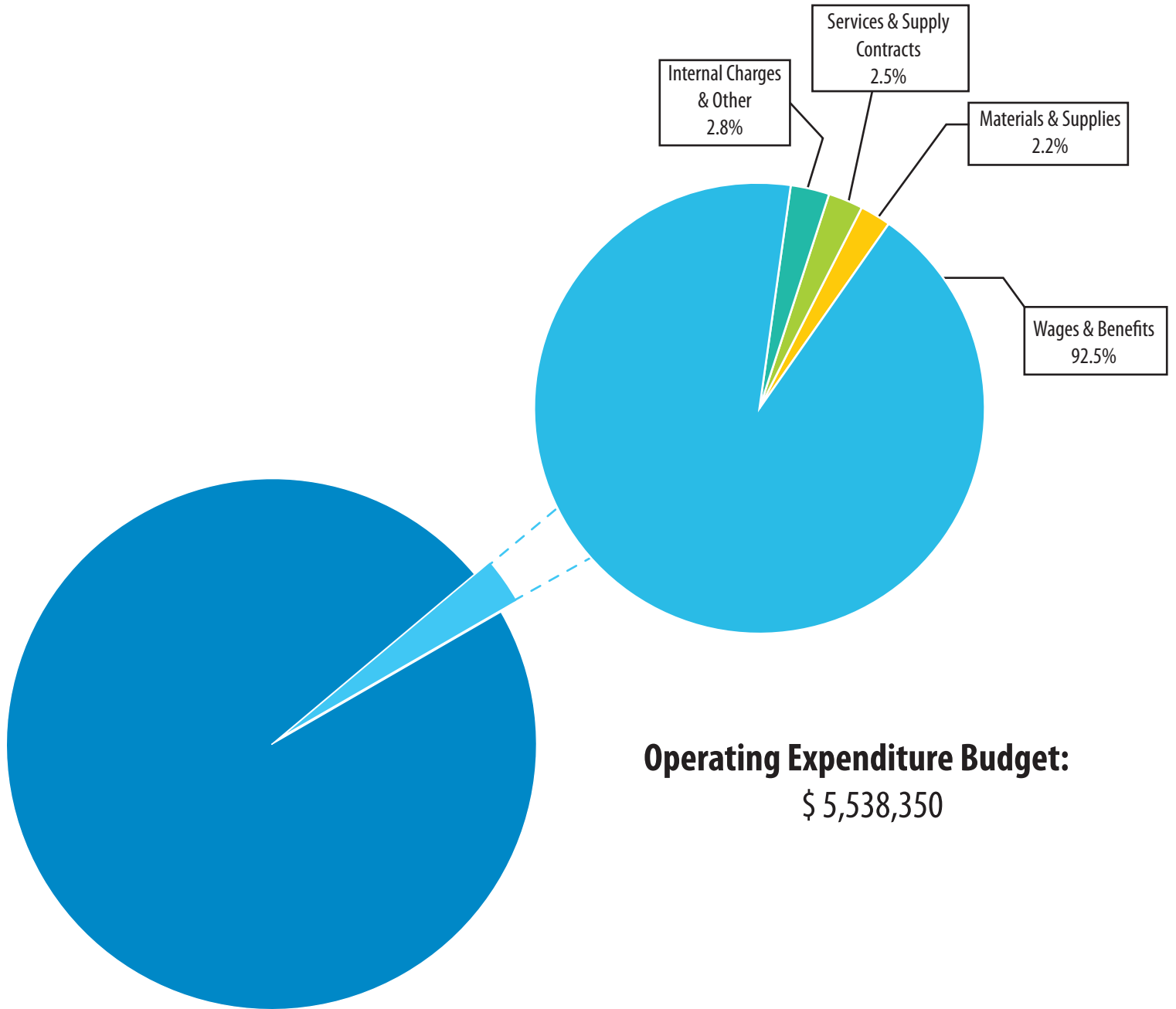
The Development Approvals Department is responsible for business licensing, building permitting, subdivision, development permits, rezoning, as well as approval of development related engineering works, and environmental and tree management. Development Approvals staff support Council in making land use and development approval decisions, as well as decisions on policies and regulations related to development and environmental protection. Development approvals staff interact with many community and development industry stakeholders and City departments to build a well-designed, healthy and prosperous community.

### The Core Services are:

- Business Licensing & Permit Centre
- Current Planning
- Subdivision
- Development Engineering & Environment
- Building Inspections



# DEPARTMENT'S SHARE OF THE BUDGET



**Operating Expenditure Budget:**  
\$ 5,538,350

- DEVELOPMENT APPROVALS 3.1%
- REMAINING CITY BUDGET 96.9%

General Manager, Development Services/Deputy CAO

Admin Coordinator

Admin Staff  
(3 FTEs)

Director, Development Approvals

Manager, Permit Centre and Business Licensing

Manager, Subdivision

Manager, Engineering & Environment

Manager, Building Inspections

Manager, Current Planning

Permit Centre & Business Licensing  
(4 FTEs)

Subdivision  
(3 FTEs)

Engineering & Environment  
(7 FTEs)

Supervisors, Building Inspections  
(3 FTEs)

Current Planning  
(7 FTEs)

Building Inspections  
(14 FTEs)

# LEVEL OF SERVICE

## Business Licensing & Permit Centre

- Administer business licences for the municipality, including co-operation with the inter-community business licence cooperative of Vancouver Island
- Provide support and assistance to the Economic Development Section with regard to business licence data
- Provide front-line service for customers in the Service and Resource Centre building with support from representatives from each Community Development section
- Provide support and assistance to the Building Inspections Section with regard to building permit application and issuance processes

## Current Planning

- Administer development related bylaws including the Zoning Bylaw, Parking Bylaw, and Sign Bylaw
- Administer the Development Permit Area Guidelines
- Process development-related applications including Official Community Plan amendments, rezonings, temporary use permits, covenant amendments, development permits and development variance permits
- Process applications for the Board of Variance
- Process applications for liquor licences, sign permits, telecommunications facilities, and Agricultural Land Reserve (ALR)
- Review business license applications for compliance with Zoning Bylaw and applicable land use regulations

*Committees: Design Advisory Panel, Board of Variance*

## Development Engineering & Environmental Protection

- Administer the Development Cost Charge Bylaws
- Review and coordinate development-driven engineering works
- Process works-in-city-streets permits, fill permits
- Administer and enforce the Tree Protection Bylaw
- Maintain statistics for the value of civil works constructed through development
- Develop environmental protection policies for the City

## Subdivision

- Administer the Subdivision Control Bylaw.
- Review subdivision applications for compliance with Federal and Provincial statutes and regulations and municipal bylaws.
- Process development permit, development variance permit, and minor rezoning applications required for subdivision approval.
- Administer applications for subdivision approval under the Land Title Act, Strata Property Act and Local Government Act.

## Building Inspections

- Administer the BC Building Code and the Building Bylaw
- Process applications for building permits
- Perform building permit-related inspections
- Conduct complaint-driven building violation inspections
- Conduct over 13,000 inspections each year

# 2022 ACHIEVEMENTS

## **Development Activity**

Development activity in Nanaimo remains strong. Significant Official Community Plan amendment applications, including Sandstone and Green Thumb, were adopted in 2022. Building permits were issued for a record of over \$362 M in total construction value achieved by the end of September 2022. This includes building permits for 1,220 new residential units, with 1,600 units projected by the end of 2022.

## **Short-term Vacation Rental Regulations Implementation**

Amendments to the City of Nanaimo Zoning and Parking Bylaws were adopted on February 7, 2022 to regulate the operation of short-term rentals. To support the new regulations a short-term vacation rental business licensing website was developed and a Short-term Rental Operator's Guide was created. The City began accepting business licenses for short-term rentals on April 1, 2022. Business license applications for 173 short-term rentals were received by the end of September 2022.

## **Supporting City Plan: Nanaimo Reimagined**

Zoning Bylaw amendments to regulate development permit areas and support the policies and objectives of City Plan: Nanaimo Reimagined were adopted in July 2022. These amendments introduced development permit area guidelines and exemptions in the Zoning Bylaw including new Environmentally Sensitive Area (ESA) guidelines for watercourses, marine foreshore, and terrestrial ESAs, new Sea Level Rise guidelines, and consolidation of form & character guidelines. A Development Approval Information Bylaw was also created to identify the information requirements related to development

## **Building Permit Function Review Implementation**

In spring 2021 the Neilson Strategies Inc., Building Permit Function Review report recommendations were endorsed by Council. Among other recommendations, the report identified the need for technology to aid in the permit workflow from application to issuance, resources to support a new fast track permit stream and a City/Industry Joint Building Permit Advisory Working Group to identify issues and develop solutions to improve building permitting. Implementation of the recommendations from the Building Permit Function Review were a key focus in 2022 with the Fast-track Tenant Improvement stream implemented and the Joint Building Permit Advisory Working Group prioritizing commercial building permit application submission and intake screening enhancements. A request for proposals for permitting and approvals software modernization, as recommended by the Building Permit Function Review, has been completed and software implementation will be taking place in 2022-2023.

## **Tree Voucher Program**

A tree planting rebate program was established in 2017 to help increase the overall forest canopy on private lands. Funding comes from deferred revenue from fines, cash-in-lieu payments for loss of significant trees, as well as revenue received during the subdivision process as cash-in-lieu payment for tree replacement planting requirements. The program is increasingly popular and contributed to the planting of approximately 3,200 trees on private land from 2017 through 2021. An additional 919 tree voucher applications were received by the end of September 2022.

# 2023 CONSIDERATIONS AND OPPORTUNITIES

## Staffing

The City of Nanaimo is currently experiencing a multi-year development boom, with 2022 being a record year to date for construction value and permitted residential units. The sustained pace of development has been coupled with an increase in the complexity of files and challenges filling key technical positions. Retaining qualified and experienced staff as well as expanding capacity for staffing in Development Approvals is essential moving forward.

## Building Permit Function Review Implementation

Collaborative work to implement the recommendations of the Building Permit Function Review is ongoing between City staff and the development community through the Joint Building Permit Advisory Working Group. With the Fast-track Tenant Improvement program in place, the Working Group is prioritizing commercial building permit application submission and intake screening enhancements. The Working Group will monitor the outcomes of these improvements as part of the consideration of an Approved Professional Pilot Program.

## Provincial Development Approvals Process Review Case Study

The City of Nanaimo has been invited by the Ministry of Municipal Affairs to participate in a 3-year Development Approvals Process Review case study. The study is intended to highlight the leadership role BC local governments are taking to improve the efficiency and effectiveness of their development approvals processes and to foster best practices and ensure a collaborative approach on addressing the housing supply issue. City staff will be participating in interviews and supporting data collection in 2022, 2023, and 2024.

## Permitting and Approvals Modernization Software

As part of its efforts toward continuous improvement, the City of Nanaimo is modernizing its permitting and approvals software. The software solution selection criteria include an online portal (to support improved customer experience and application completeness) and dash-boarding and reporting (to support improved information sharing and ensure transparency, such as application tracking and accountability). This important initiative has the potential to greatly improve customer experience, transparency, accountability and process coordination, however, it will require significant resources to implement and will also require thoughtful change management to ensure its success.

New Assets from Development	Total Value of New Civil Infrastructure Accepted (in Millions)
2017	\$5.7
2018	\$16.2
2019	\$8.7
2020	\$12.4
2021	\$3.3
2022 projection	\$6

	New Detached Lots
2017	227
2018	319
2019	147
2020	215
2021	219
2022 projection	105

	All Dwelling Units
2017	858
2018	947
2019	1,877
2020	1,084
2021	674
2022 projection	1,600

	Total Construction Value (in Millions)
2017	\$205
2018	\$216
2019	\$445
2020	\$243
2021	\$271
2022 projection	440



# 2023 KEY INITIATIVES

## City Plan

### Current Planning

Initiative	Connected Goal
<p><b>Affordable Housing &amp; City Plan Policy Implementation:</b> Support Community Planning with process revisions and bylaw amendments to implement affordable housing initiatives. Prepare Zoning Bylaw amendments to support implementation of City Plan: Nanaimo Reimagined.</p>	
<p><b>Development Approval Procedures Bylaw Update:</b> The City's Development Approval Procedures and Notification Bylaw, which was adopted in 1991, requires review and update to ensure that development approval procedures and notification requirement are clear, accurately reference appropriate legislation and reflect community interests.</p>	
<p><b>Planning Function Review:</b> As part of the City's Development Approval Improvement project, staff will engage with a consultant to review and make recommendations to streamline existing development approval procedures, update associated bylaws and develop standard templates and guidelines. These changes will support efficient and transparent development application approval.</p>	

## City Plan: Nanaimo Reimagined Five City Goals



**A GREEN NANAIMO:**  
Resilient & Regenerative Ecosystems



**A HEALTHY NANAIMO:**  
Community Wellbeing & Livability



**A CONNECTED NANAIMO:**  
Equitable Access & Mobility



**AN EMPOWERED NANAIMO:**  
Reconciliation, Representation & Inclusion





**A PROSPEROUS NANAIMO:**  
Thriving & Resilient Economy



# 2023 KEY INITIATIVES

## City Plan

### Development Engineering & Environmental Protection

Initiative	Connected Goal
<p><b>Tree Management and Protection Bylaw Update:</b> The City's Tree Bylaw was adopted in 2013. At that time the bylaw represented a significant step forward in the management and protection of trees within the City. However, through the administration of the bylaw over the past eight years it has become apparent that revisions are required to reflect current industry practices, allow for improved administration of the bylaw and address gaps in the bylaw to ensure the bylaw provides for improved management and protection of trees within the City.</p>	
<p><b>Comprehensive Soils Bylaw:</b> The existing Soil Removal and Depositing Regulation Bylaw was established in 1976 and last amended in 1999. The new Comprehensive Soils Bylaw will include new regulations on the removal of soil and placement of fill. In addition, the bylaw will incorporate new regulations on notification and pre-blast surveys for blasting, erosion control, contaminated soils, retention/placement of soils to promote on-site stormwater retention/groundwater recharge, and professional oversight.</p>	

## City Plan: Nanaimo Reimagined Five City Goals



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Community Wellbeing & Livability
-  **A CONNECTED NANAIMO:**  
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# 2023 KEY INITIATIVES





## City Plan

### Subdivision

Initiative	Connected Goal
<p><b>Subdivision Control Bylaw Update:</b> The City's Subdivision Control Bylaw was originally adopted in 1989 and, although it has been amended incrementally throughout the years, is in need of a larger update to ensure that it is clear on the City's requirements for subdivision approval and reflects current legislative requirements and best practices. With the recent update to Schedule A of the Bylaw (MOESS), as well as new direction provided by City Plan: Nanaimo Reimagined, there is need for an overall update to the Bylaw.</p>	

## City Plan: Nanaimo Reimagined Five City Goals



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# PROPOSED OPERATING BUDGET

	2022	2023	2024	2025	2026	2027
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
<b>Revenues</b>						
Development Approvals Admin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Inspections	2177500	2386000	2409860	2433960	2458299	2482881
Business Licensing & Permit Centre	1162600	1231250	1243563	1255999	1268559	1281244
Current Planning	104,600	102,100	103,121	104,153	105,194	106,245
Development Engineering & Environment	49,000	45,500	45,955	46,415	46,879	47,347
Subdivision	55,000	60,000	60,600	61,207	61,819	62,436
<b>Annual Operating Revenues</b>	<b>\$ 3,548,700</b>	<b>\$ 3,824,850</b>	<b>\$ 3,863,099</b>	<b>\$ 3,901,734</b>	<b>\$ 3,940,750</b>	<b>\$ 3,980,153</b>
<b>Expenditures</b>						
Development Approvals Admin	\$ 187,589	\$ 189,393	\$ 193,180	\$ 197,044	\$ 200,986	\$ 205,004
Building Inspections	2131334	2318662	2359918	2407109	2455231	2504331
Business Licensing & Permit Centre	550625	558154	569303	580687	592287	604120
Current Planning	910,263	1,032,334	1,052,967	1,074,015	1,095,479	1,117,454
Development Engineering & Environment	980,322	966,731	986,062	1,005,785	1,026,168	1,046,689
Subdivision	468,491	473,076	481,516	491,146	500,968	510,987
<b>Annual Operating Expenditures</b>	<b>\$ 5,228,624</b>	<b>\$ 5,538,350</b>	<b>\$ 5,642,946</b>	<b>\$ 5,755,786</b>	<b>\$ 5,871,119</b>	<b>\$ 5,988,585</b>
<b>Net Annual Operating Expenditures</b>	<b>\$ 1,679,924</b>	<b>\$ 1,713,500</b>	<b>\$ 1,779,847</b>	<b>\$ 1,854,052</b>	<b>\$ 1,930,369</b>	<b>\$ 2,008,432</b>
Staffing (FTEs) - Budgeted	43.0	44.0	44.0	44.0	44.0	44.0



## PROPOSED OPERATING BUDGET

	2022	2023	2024	2025	2026	2027
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
<b>Expenditure Summary</b>						
Wages & Benefits	\$ 4,819,544	\$ 5,121,484	\$ 5,223,915	\$ 5,328,392	\$ 5,434,957	\$ 5,543,659
Services & Supply Contracts	138,023	138,130	140,893	143,709	146,583	149,516
Materials & Supplies	100,596	123,550	119,901	122,298	124,741	127,240
Utilities	-	-	-	-	-	-
Internal Charges & Other	150,461	155,186	158,237	161,387	164,838	168,170
Debt Servicing	-	-	-	-	-	-
Grants & Subsidies	20,000	-	-	-	-	-
<b>Annual Operating Expenditures</b>	<b>\$ 5,228,624</b>	<b>\$ 5,538,350</b>	<b>\$ 5,642,946</b>	<b>\$ 5,755,786</b>	<b>\$ 5,871,119</b>	<b>\$ 5,988,585</b>

### Proposed Changes

A business case for a Community Development Clerk position has been prepared for Council's consideration for inclusion in the 2023 – 2027 Financial Plan.