

**REPORT TO PLANNING AND PROTECTIVE SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 29, 2021**

SUBJECT **2022 Service Planning - Planning & Development**

ISSUE SUMMARY

To provide the Planning and Protective Services Committee with an overview of core service levels, new and progressing initiatives and performance metrics related to the Planning & Development Community Need. These activities are undertaken by the Regional and Strategic Planning, Building Inspection and Juan de Fuca Electoral Area Planning divisions and deliver on approved Board Strategic Priorities and the Capital Regional District (CRD) Corporate Plan.

BACKGROUND

The CRD Board identified its strategic priorities in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering. The priorities were re-confirmed by the CRD Board at the annual check-ins on May 13, 2020 and May 12, 2021.

At the start of the Board term, staff identified that the ambitious plan for the region would require a significant amount of effort and resources to action and implement Board and Corporate Priorities and to keep pace with the anticipated increase in service demands, primarily driven by population growth and construction activity. The general level of effort deployed by the organization has been increasing to keep pace since the direction was set and in some cases emerging trends and changes in economic activity has had a significant impact on the demand for services driving additional resource requirements.

This is the final year of service plan and budget approvals for this CRD Board as well as the final year of implementation of its strategic priorities. For 2022, staff are recommending a significant package of work to finalize the delivery of the strategic priorities and CRD Corporate Plan. Implementation timeframes for much of the work initiated in 2022 will carry into 2023.

2022 is a transition year for the CRD Board. Staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the Board is determining its strategic priorities for the 2023-2026 term.

The Community Need Summary Report (Appendix A) provides an overview of the strategic context for service areas by department, core service levels for services, new initiatives and a summary of the business model and performance metrics associated with targeted outcomes.

A summary of the initiatives progressed over the course of this Board's term (Appendix B) has also been appended to this report.

ALTERNATIVES

Alternative 1

The Planning and Protective Services Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Planning & Development be approved as presented and form the basis of the 2022-2026 Financial Plan.

Alternative 2

The Planning and Protective Services Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Planning & Development be approved as amended and form the basis of the 2022-2026 Financial Plan.

IMPLICATIONS

Financial Implications

The Executive Leadership Team (ELT) is taking steps to mitigate the financial impacts resulting from the work. ELT has reviewed the phasing of the work for 2022 to ensure that the activities and resources are allocated as efficiently as possible. Phasing out the initiatives over a longer period of time helps avoid delays which can occur when staff are too thinly spread across projects. Additionally, timing initiatives to start mid-year will also reduce the impact in 2022, but will have an incremental annualization impact in 2023 for ongoing impacts.

The CRD continues to look for ways to fund its services in a manner that relieves affordability pressure for the taxpayer. This is reflected in the policy for reserve balance measures and gaps/surplus which was approved by the CRD Board on July 14, 2021. The CRD has had other funding successes optimizing capital funding and leveraging grant funding in a more aggressive way than ever before.

Finally, where feasible, an incremental change management strategy has been adopted for larger projects. This means that divisions are testing out the objectives and delivery approach with a proof-of-concept and then deploying out more broadly, if the benefits can be demonstrated. This has been a successful strategy adopted for our enterprise asset management strategy deployment, for example.

A comprehensive overview of the resources required to advance the initiatives listed in all Community Need Summaries, including all proposed staffing changes, will be presented to the Committee of the Whole at the 2022 provisional budget review.

Service Delivery Implications

As a result of incremental work content and resourcing through the following initiatives in support of the community need, there is an additional 0.2 FTEs in the area of Finance and Technology to administer required corporate functions.

Core service levels required to deliver RGS, Regional Information and Building Inspection functions have been maintained. Juan de Fuca Community Planning has absorbed the administration of new COVID-19 Safe Restart funding for the JdF Electoral Area. An increase in the number of development applications has required that staff resources be directed to

maintaining service levels, and that housekeeping bylaws and consolidations be put on hold at this time. See Appendix A for more details about core service delivery.

New initiatives proposed for 2022:

Staff have identified one initiative in support of this community need that will have budget implications in 2022 (Table 1). The key driver for this work is an increase in demand for an existing service. Requests for building inspection records from the public have doubled in the last four years with staff spending 779 hours fulfilling requests in 2018 and 1,266 hours in 2020. Freedom of Information (FOI) requests in particular have increased almost 500% over that time, from 19 in 2018 to 104 in 2020. The trend shows no sign of abating and staff expects to receive over 200 FOI requests in 2021 (+1,000% since 2018), which will require them to spend over 1,200 hours answering them.

Table 1: Planning & Development Community Need Initiatives

#	Initiative	Description	Year(s)	FTE impacts (2022)	Cost impacts (2022)	Funding source
11c-2	Building Inspection Information Service	Staffing adjustment to address increasing demand for information services.	2022	+0.5 FTE* Ongoing	\$47K	Requisition

* Includes minor support service(s) adjustment.

This information reflects the business case costs which the ELT reviewed as part of their annual assessment of initiatives.

11c-2 Building Inspection Information Service

The CRD is mandated to provide information services in line with the *Freedom of Information and Protection of Privacy Act (FOIPPA)* and Section 57 of the Community Charter. Requests from the public for building inspection records have steadily increased year-on-year since 2018, as described in the background section.

The demand increases have so far been absorbed but the level of effort is no longer sustainable and there is a risk it will create deficits in other critical business functions such as processing and issuing building permits, scheduling inspections, responding to violation files and placing notices on title. Initiative 11c-2 seeks to add extra labour hours equivalent to a 0.5 FTE on an ongoing basis to ensure the Building Inspection division can continue to operate and provide its core services while also providing information services. The additional hours will be split as needed across the three Electoral Areas offices.

Staffing changes increase demand and requirements for IT support (e.g. hardware and software procurement, configuration, installation support, devices, access requirements etc.). This initiative, alongside others, will result in a small adjustment to the Information Technology & GIS staffing model to accommodate the demand. To provide full transparency, the financial impact of the initiative reflects the whole cost of delivering the work, including flow-down impacts on support services.

Alignment with Board & Corporate Priorities

The direction given to staff was to bring forward work that is of essential nature. This was defined as:

- Initiatives that provide for public health and safety and/or deliver on a regulatory requirement
- Initiatives that are required to deliver the Board Strategic Priorities
- Initiatives that will prevent the materialization of significant negative impacts on service customers, partners, the region, local services or the CRD's finances
- Initiatives that minimize the materialization of financial, reputational or other risks and liabilities for the CRD by ensuring the organization is keeping pace with expectations and demand
- There is an imperative to deliver the work immediately and/or quickly

The ELT has reviewed and assessed all business cases against the criteria. The consolidated package of work is appropriate and commensurate to the challenge facing the organization.

CONCLUSION

Staff have been progressing initiatives and actions identified in the CRD Corporate Plan, including Board Strategic Priorities. The CRD Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Planning and Protective Services Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Planning & Development be approved as presented and form the basis of the 2022-2026 Financial Plan.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary – Planning & Development

Appendix B: Initiative Progress Report