

District of Barriere

REPORT TO COUNCIL

Request for Decision

Date: September 15, 2025	File: 530.20/Rpts
To: Council	From: T. Buchanan, Corporate Officer
Re: Development Approvals Process Review Report	
Recommendations: THAT Council receive the District of Barriere Development Approvals Process Review Report (“the Report”) for information; and THAT Council direct staff to prepare a revised Development and Subdivision Approvals Bylaw incorporating the appropriate recommendations outlined in the Report for future Council consideration.	

Purpose

To provide Council with the findings of the Development Approvals Process Review and to seek direction on implementing the recommendations to improve efficiency, clarity, and fairness in the District’s development approvals process.

Background

TRUE Consulting, with Bluerock Planning, prepared a comprehensive Development Approvals Process Review to evaluate the District’s current processes, benchmark against comparable municipalities, engage stakeholders, and identify best practices. This work was undertaken under the District’s successful “*2024 Local Government Development Approvals Program (LGDAP)*” grant funding application in the amount of \$150,000.

The resulting report recognizes that while Barriere’s processes are generally functioning, improvements are needed to strengthen timeliness, clarity, and consistency. Stakeholder engagement indicated most applicants were satisfied, but highlighted gaps in communication, forms, and staff availability.

The report makes many recommendations that will be presented in the *draft Development & Subdivision Approvals Bylaw* currently under review with a goal of being presented to Council for review later this fall/early winter. In addition, some educational material in the form of brochures, checklists, website pages, leaflets and other literature will be included to increase user friendliness and help streamline the District’s development processes.

Summary of Completed Review

Key Findings:

- Low but variable building permit values compared to other small BC municipalities.
- Residential permit values peaked in 2021 at \$3.58M before declining to \$0.84M in 2023.
- Commercial/industrial permits surged in 2023 to \$1.82M, making up 69% of total value.
- Development permit approval timelines averaged 58 days (2013–2025).
- Staffing capacity is low (0.85 FTE) compared to Ucluelet (5 FTE) and Invermere (4 FTE).

Table 5 / Barriere Full Time Equivalent for Staffing

Position at Barriere	Full Time Equivalent (FTE)
Planner / Approving Officer	10%
Planning Clerk / Corporate Officer	30% estimated
Building Inspector (Level 1)	20%
Building Inspector (Level 3) - Vacant	N/A
Receptionist	15% estimated
Public Works Manager – 10%	10% estimated
Total Full Time Equivalents (FTE)	0.85 FTEs Estimated








Table 6 / Overall Planning Department Resources in Comparable Municipalities

Municipality	Barriere	Tofino	Invermere	Ucluelet
Population (2021)	1,765	2,516	3,917	2,066
Full Time Equivalent – Planning	0.85	2.33	4	5
Citizens per Planning Staff Member	2,076	1,079	979	413
Housing Starts (10-year average)	7	30	30	22
Number of Housing Starts per Staff	8.2	10	7.5	4.4
Building Permit Value (10-year average)	\$2,279	\$8,210	\$13,987	\$5,717
Building Permit Value Per Staff (Thousands)	\$2,681	\$3,523	\$3,497	\$1,143

Report Recommendations (7):

1. Establish and track process timelines.
2. Update development forms and guides.
3. Improve applicant responsiveness through education.
4. Implement an adaptive customer service approach.
5. Create and use checklists.
6. Advocate for better timelines with referral agencies.
7. Establish a Servicing Agreement Template.

Table 12 | Recommendations

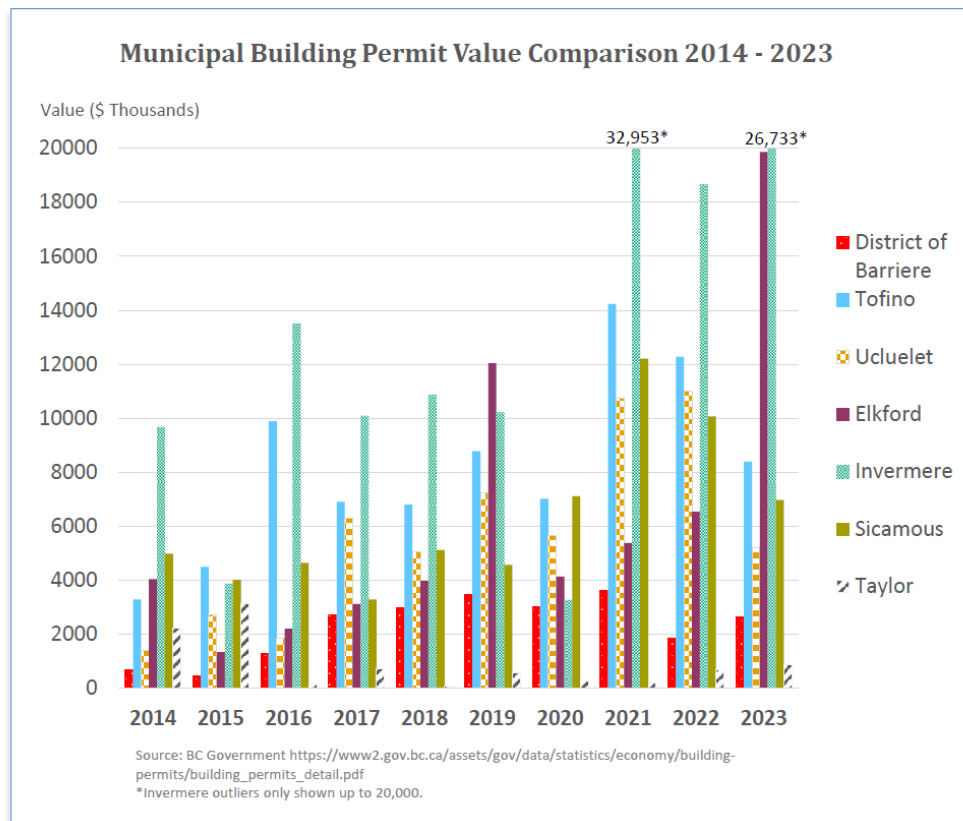
Recommendations Summary: Guiding Principles for Approval Process Improvements							
	 Public Interest	 Certainty	 Transparency	 Collaboration	 Flexibility	 Timeliness	 Balance
1. Establish & Track Process Timelines		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
2. Update Development Forms & Guides		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
3. Improve Applicant Responsiveness through Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
4. Adaptive Customer Service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
5. Create Checklists	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
6. Advocate for better timelines with referral Agencies		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
7. Servicing Agreement Template		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	

Benefits of implementation include:

- Increased tax revenue through improved development activity.
- Transparency with public → builds trust.
- Enhanced clarity and fairness for applicants.
- Reduced staff workload stress, improving retention.
- Better alignment with provincial best practices for approvals.

Statistics of Note:

- Municipal Building Permit Value Comparison (2014–2023)



- Development Permit Approval Time in Days (2013–2025)



Figure 8 | Development Permit Approval Time in Days (2013-2025).

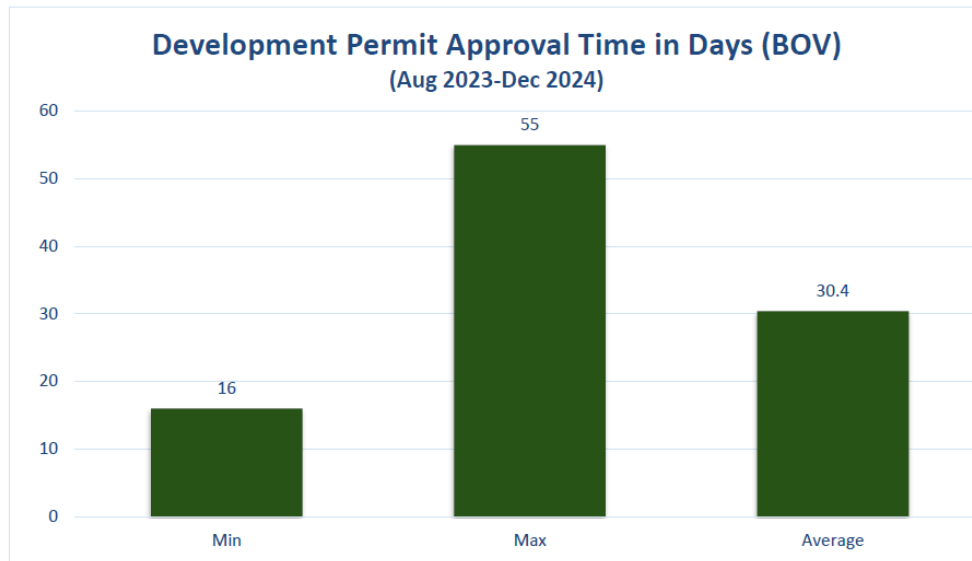


Figure 9 | Development Permit Approval Time in Davs (BOV) (Aug 2023-Dec 2024)

- Development Applications by Year / New Files – (2013 – 2024)

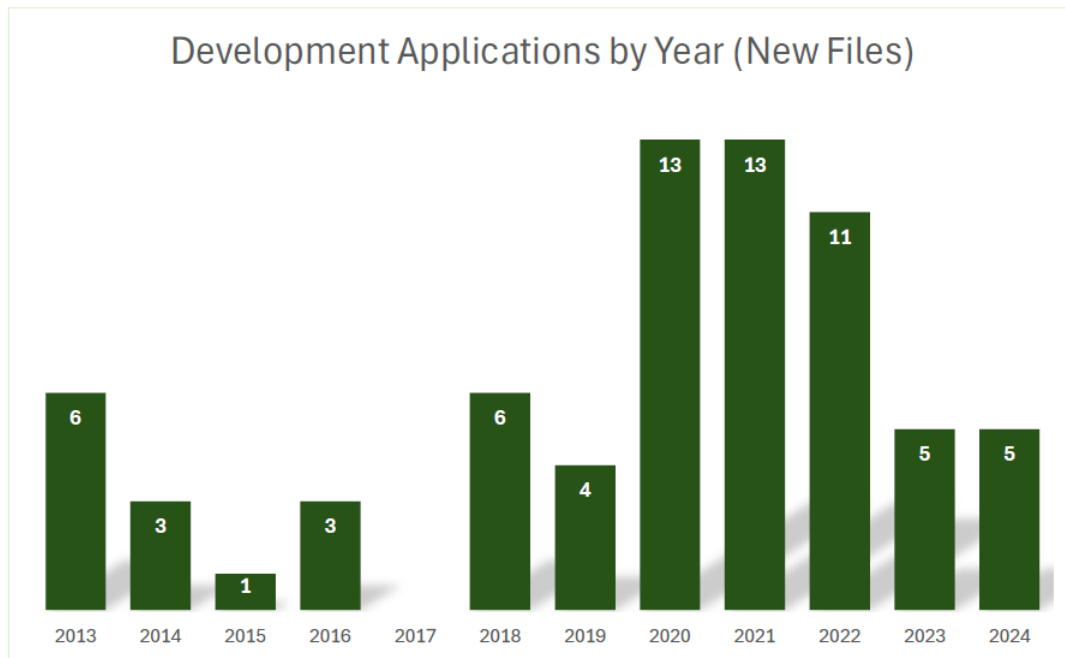


Figure 10 | District of Barriere Development Applications by Year (Rezoning data missing 2013-2019)

Benefits or Impact

General

Streamlined processes will improve investment attractiveness, staff efficiency, and applicant satisfaction.

Finances

Increased efficiency may enhance revenue from development activity and reduce staff resource pressures.

Strategic Impact

Supports sustainable growth management, aligns with provincial housing and approvals process reform, and positions Barriere competitively among peer municipalities.

Risk Assessment

Compliance

Implementation will align bylaws and procedures with best practices and provincial expectations.

Risk Impact

Without action, delays, inconsistencies, and development deterrents may persist.

Internal Control Process

Revised bylaws, updated forms, and improved communication protocols will establish clear processes and accountability.

Next Steps / Communication

- Draft revisions to the Development and Subdivision Approvals Bylaw.
 - Develop updated forms, guides, and checklists.
 - Initiate staff and applicant education on new processes.
 - Return revised bylaw to Council for consideration.
-

Attachments

- Development Approvals Process Review Report (July 2025)
-

Recommendations:

**THAT Council receive the District of Barriere Development Approvals Process Review Report (“the Report”) for information; and
THAT Council direct staff to prepare a revised Development and Subdivision Approvals Bylaw incorporating the appropriate recommendations outlined in the Report for future Council consideration.**

Alternative Options

1. Council could choose not to consider the recommendations of the Report within the draft Development and Subdivision Bylaw that will be presented to Council for consideration at future meeting this fall/winter.

Prepared by: T. Buchanan, Corporate Officer

Reviewed by: D. Drexler, Chief Administrative Officer



Development Applications Process Review Draft Report

September 11, 2025

LAND ACKNOWLEDGEMENT

The District of Barriere acknowledges and respects the Indigenous peoples of Simpcw First Nation whose lands the District are located on.

ACKNOWLEDGEMENTS

Prepared by: TRUE Consulting

With support from: Bluerock Planning

Special Thanks to:

District Mayor & Council

District Administration

Citizens of Barriere

Photographer James Wheeler

Report Accessibility Features:

- Where possible, graphs and maps have been made friendly for colour-blind individuals and for black/white printing.

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EXECUTIVE SUMMARY

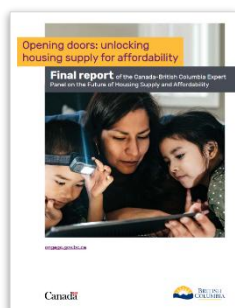
KEY RECOMMENDATIONS & CONCLUSIONS

The District of Barriere has undertaken a *Development Application Review Process (DARP)* with the goal of improving the development and planning approvals process. The approvals process is one of the limited ways for municipalities to generate revenue. Development and construction are a key means for a municipality to generate tax assessment growth and increase tax revenue. Tax revenue increases are important for financial sustainability because many municipalities have an infrastructure deficit that the current tax base cannot adequately support. Maintaining a fair and efficient streamlined approvals process is important to sustainable municipal governance. However, a fair and efficient process does not mean approving all applications or lowering municipal standards. An improved approvals process is one where applicants feel fairly treated, where the rules are easy to understand, and the timeline for reviews and approvals are reasonable given the scale of the application. Similar approvals process reviews have recently been conducted by the British Columbia (BC) and federal governments. Two BC Government reviews are foundational for consideration:



1. **Development Approvals Process Review (DARP)**, 2019, Ministry of Municipal Affairs and Housing¹. This review acknowledged that local governments are an important partner in accelerating construction of housing needed in communities. The review noted “... *local government development approvals play an important role in ensuring community interests are met, and developments are healthy and safe, they can also result in complex, lengthy, and expensive process with significant uncertainties for developers.*”

¹ Development Approvals Process Review: Final Report from a Province Wide Stakeholder Consultation (Sept 2019). Government of British Columbia. Available here: https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf



2. **Opening Doors, Report of the Canada British Columbia Expert Panel on the Future of Housing Supply and Affordability** chaired by Joyce McPhail². This report focused on the housing crisis in BC and provided recommendations that can be addressed at all levels of government. A key finding of the report was the “*immense influence of local governments on the control of housing supply in communities.*” A core recommendation was for municipalities to be more open to townhouses, row housing, low rise apartment buildings, and high-density development, and create planning frameworks that proactively encourages housing.

From a municipal perspective, an idealized development approval process is one that addresses the seven guiding principles outlined in the Province’s 2019 Development Approvals Process Review³. An ideal process is not “pro-development” or “anti-development”, it is not a rushed process, or one of that accepts lower standards. Rather, an ideal process exhibits all seven of the guiding principles for all applicants and all types of applications and upholds the bylaws, regulations, and standards of the municipality.

These Guiding Principles for Development Approval Process Improvements are listed below:










² Opening Doors, Report of the Canada British Columbia Expert Panel (June 2021). Government of Canada and Government of British Columbia. Available here: https://engage.gov.bc.ca/app/uploads/sites/121/2021/06/Opening-Doors_BC-Expert-Panel_Final-Report_Jun16.pdf

³ Development Approvals Process Review: Final Report from a Province Wide Stakeholder Consultation (Sept 2019). Government of British Columbia. Available here: https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf

SUMMARY OF RECOMMENDATIONS

This report provides the following recommendations to assist the District of Barriere with improving its planning and development application process. The recommendations flow from an analysis of the District's application process, its current planning framework, and a comparison between the District's process and best practices. The recommendations are noted below in **Table 1 | Recommendations Summary**.

Table 1 | Recommendations Summary

Recommendations Summary: Guiding Principles for Approval Process Improvements							
	 Public Interest	 Certainty	 Transparency	 Collaboration	 Flexibility	 Timeliness	 Balance
1. Establish & Track Process Timelines		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
2. Update Development Forms & Guides		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
3. Improve Applicant Responsiveness through Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
4. Adaptive Customer Service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
5. Create Checklists	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
6. Advocate for better timelines with referral Agencies		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
7. Servicing Agreement Template		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		

Improving the District's efficiency, internally with staff and Council, and externally with applicants, by undertaking development approvals improvements can have a significant positive bottom-line impact for a municipality such as:

- 1) Tax revenue generated from a smoother, faster, and lower cost development approvals process;
- 2) Improved economic development and municipal financial stability as builders, developers, businesses, and people look to move where the approvals process is rational and fair;
- 3) Greater community understanding of development process through education and awareness; and
- 4) Reduced staffing costs and workplace stress for staff, increasing staff retention, workplace satisfaction and reputation.



1. PURPOSE & INTENT OF THIS REPORT

This Development Process Review Report is a strategic tool for the District of Barriere to assess and enhance efficiency, communication, processes and increase revenue.

Key Objectives:

1. **Assessing the Current State**
 - Conduct a comprehensive analysis of existing development review processes, including workflows, timelines, and resource allocation.
 - Identify bottlenecks and inefficiencies that may hinder timely approvals.
2. **Benchmarking Against Peer Municipalities**
 - Compare current practices with those of similar municipalities to identify areas for improvement and adopt proven strategies.
 - Utilize benchmarking data to set realistic performance targets and standards.
3. **Optimizing Staff Resources**
 - Evaluate staff capacity and expertise to ensure adequate support for the development review process.
 - Review training and professional development processes to ensure staff are supported.
4. **Considering Population Growth and Demographics**
 - Analyze population trends to anticipate future development needs and adjust processes accordingly.

5. Adopting Best Practices

- Research and implement best practices from leading municipalities to enhance the development review process.
- Continuously monitor and evaluate the effectiveness of implemented strategies to ensure ongoing improvement.

6. Provide Recommendations

- Provide clear, measurable and actionable recommendations that can be implemented by the District of Barriere.



2. CURRENT STATE ANALYSIS

A current state analysis was completed to ensure a solid understanding of the District's current development applications workload, trends and application numbers in comparison to other similar municipalities. The District of Barriere identified Clearwater and Logan Lake as comparable communities for the purpose of analyzing and enhancing the development approval process. Ten-year development statistics were collected for a set of comparable BC district municipalities: Tofino, Ucluelet, Elkford, Invermere, Sicamous, and Taylor.

2.1 POPULATION STATISTICS

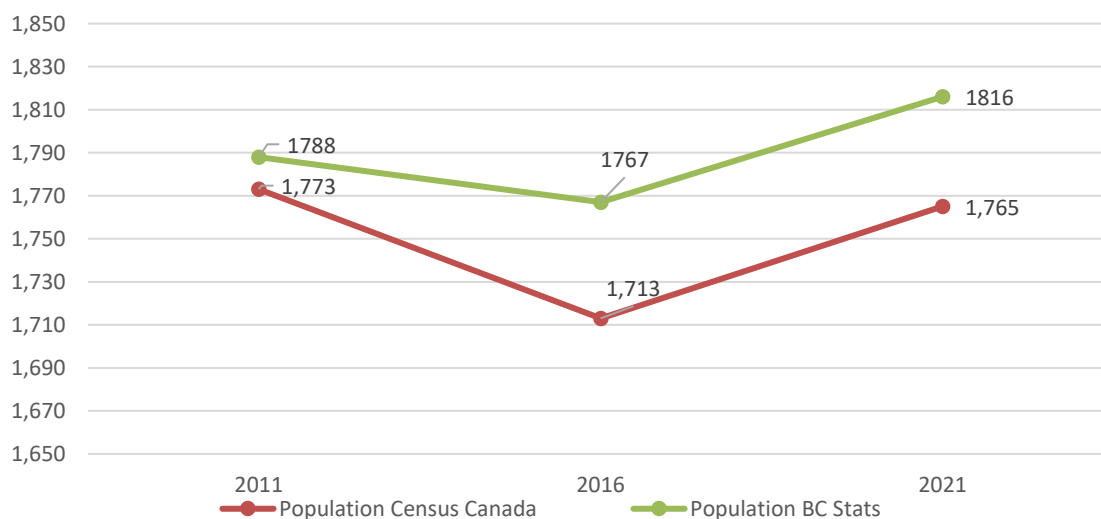


Figure 1 | District of Barriere Population Change 2011 – 2021

Since the District of Barriere's formation in 2007, the first available federal census population was in 2011 and shows a decline in population followed by a rise in population from 2011 to 2021. From 2011 to 2016 the District's population declined by 60 people, from 2016 to 2021 the population grew by 52. This sample indicates flat population growth, with some concern about the potential for population loss. Population growth should not be a goal in itself. However, population loss can lead to fewer people paying more for the same services, resulting in a rising tax burden and further discouraging economic investment.

2.2 APPLICATION STATISTICS

The efficiency and effectiveness of approval processes are influenced by the community development rate and the resulting staff workload. Knowing if the municipal staff workload is changing over time or static is key to understanding the development approval system. Understanding of approval process efficiency and effectiveness on relative terms is aided by comparison to similar communities. Questions can be asked to help understand, such as "With what efficiency does Barriere deploy staffing resources compared to other municipalities?" These considerations frame the current state analysis of this report.

2.2.1 BUILDING PERMIT APPLICATION STATISTICS

Building permit applications are comprised of new residential builds and renovations of secondary suites/coach houses, multi-family homes, mobile homes, new builds (commercial, industrial, institutional) as well as renovations (institutional, commercial and industrial) and finally, signs, demolition, and plumbing.

Comparison municipalities were selected due to similar land size, population, and density.

Table 2 | Comparison Municipalities Overview

District/Municipality	2021 Census Data				
	Population	Pop. Density (ppl/km ²)	Average Age	Size (km ²)	Pop Change % (5 yrs)
Barriere (Census)	1,765	165	51	10.73	3
Barriere (B.C. Stats)	1,816	169	51	10.73	2.8
Clearwater	2,388	43	45	55.65	2.8
Logan Lake	2,255	7	49	324.28	13.1
Tofino	2,516	238	39	10.56	27.9
Elkford	2,749	25	38	108.12	10
Invermere	3,917	364	44	10.75	15.5
Sicamous	2,613	204	51	12.80	7.6
Ucluelet	2,066	319	40	6.48	20.3
Taylor	1,317	78	36	16.92	-10.3

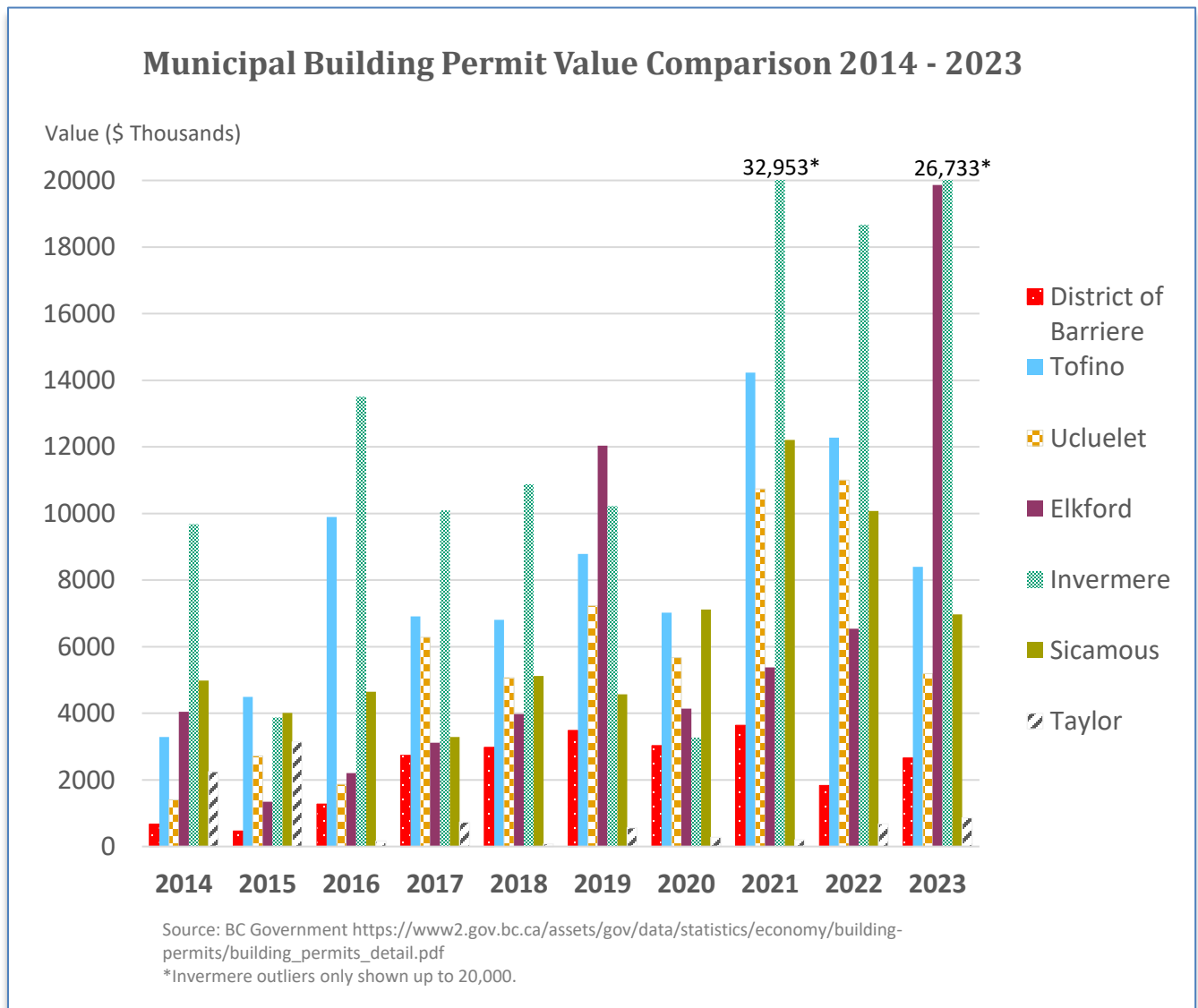


Figure 2 | Municipal Building Permit Value Comparison

Building permit data in **Figure 2** shows the District of Barriere has not seen the jump in building activity compared to other municipalities of a similar size. Since 2014 many of the other municipalities have seen steady or rapid growth in building permit values per year while Barriere and the District of Taylor have not. The gentle rise that Barriere saw from 2016 until 2021 was followed by a drop in 2022 and with some recovery in 2023. However, other municipalities, such as Tofino, Ucluelet, and Sicamous have also witnessed a sharp decline after 2021.

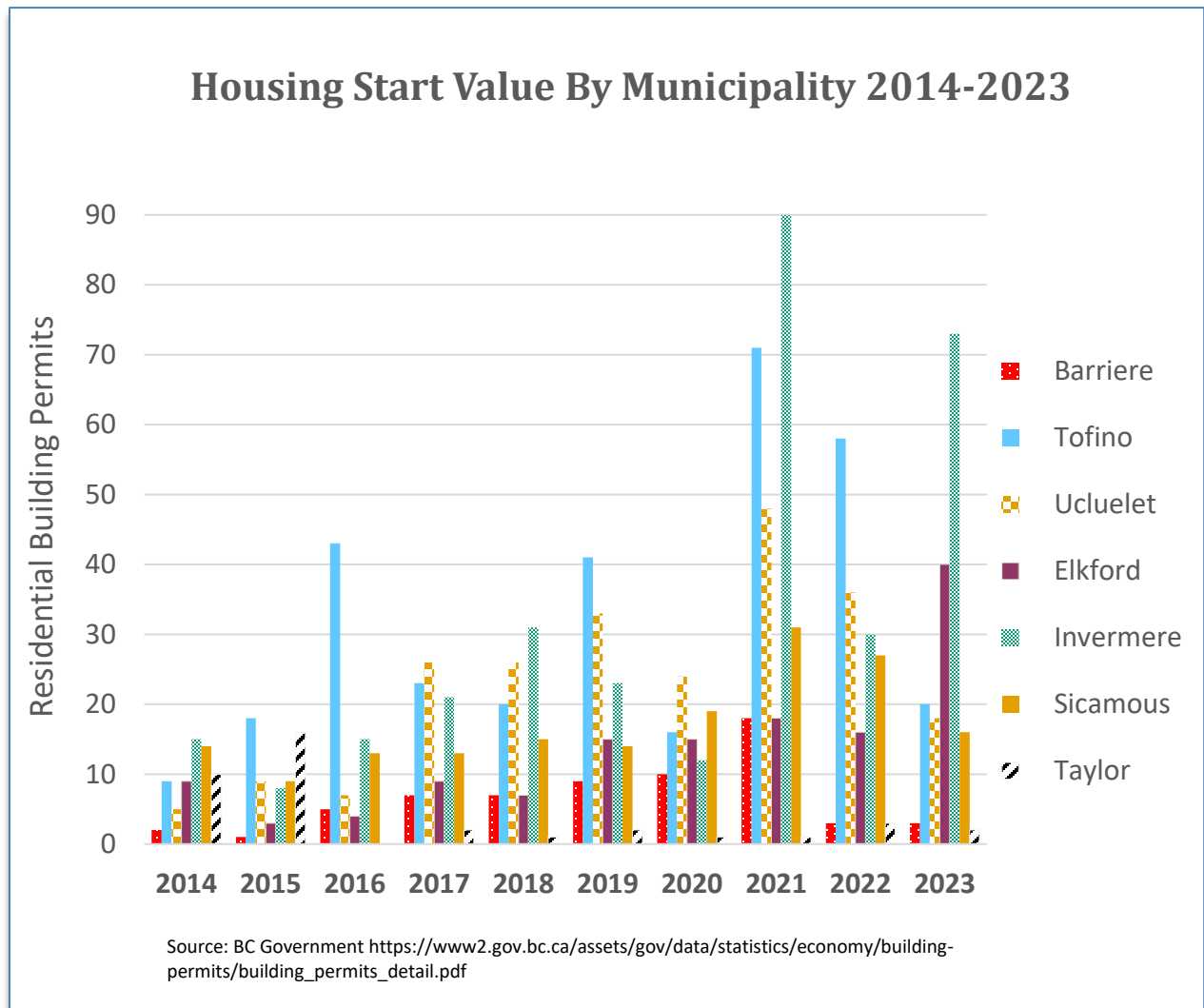


Figure 3 | Housing Starts Comparison Municipalities 2014-2023 (total Units)

Housing starts data in **Figure 3** shows a similar story as the building permit data. The District of Barriere is not experiencing the same growth as other comparison municipalities. The District of Taylor has similar housing growth as Barriere, but with greater fluctuations over the years.

The total number of building permit applications seemed to be following an upward trend from 2018 to 2022 but has declined from 2022 to 2024.

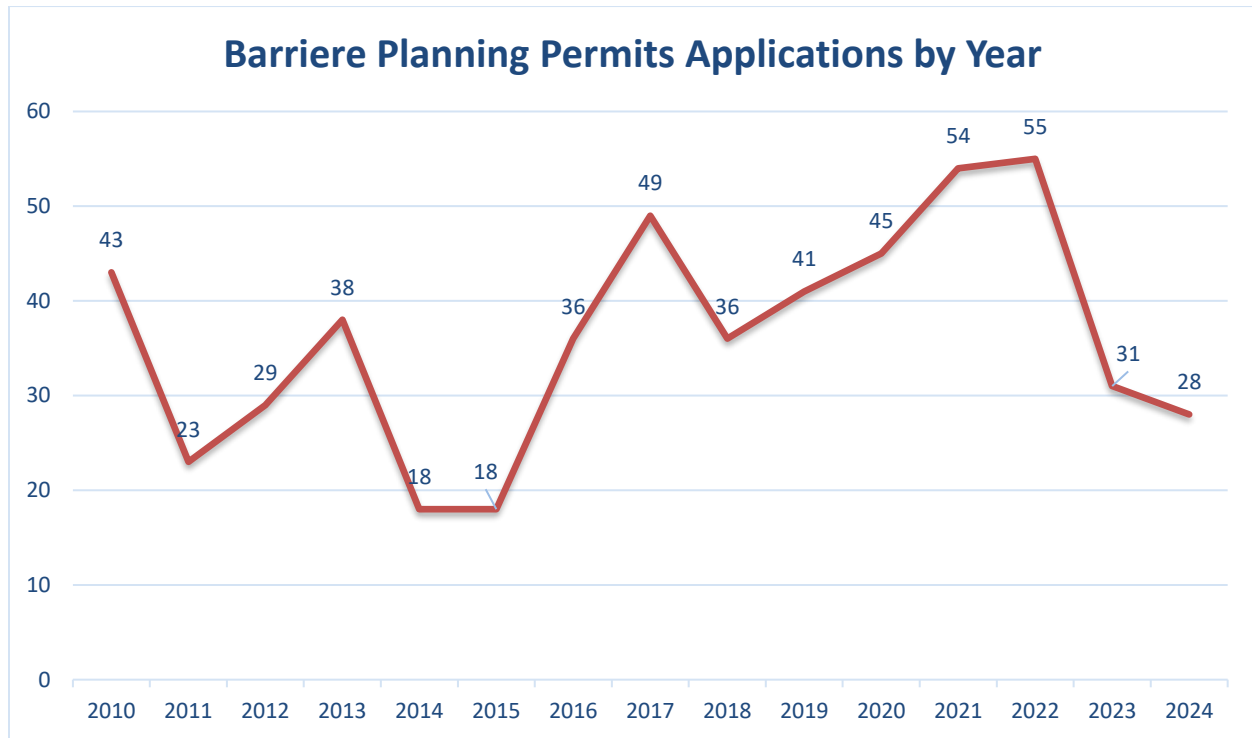


Figure 4 | District of Barriere Planning Permit Applications

Most of the upward trend in residential permit development occurred from 2015 to 2021, followed by a downward trend from 2021 to 2023 (Figure 5 | Total Residential Permit Value). Commercial/industrial development, on the other hand, has been highly variable, with notable peaks in 2017 and 2019 and a significant increase in 2023 (Figure 6 | Total Commercial/Industrial Permit Value).

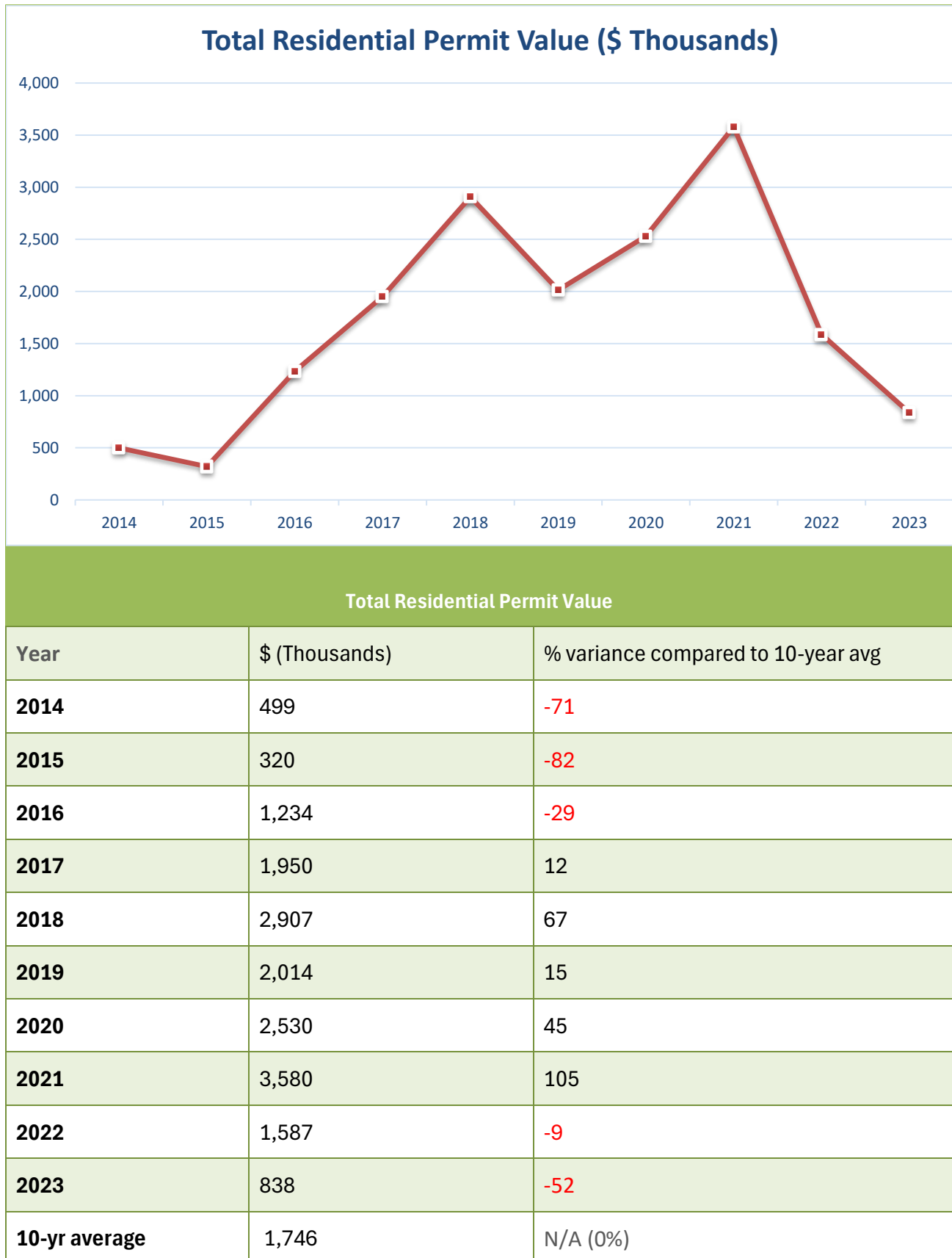


Figure 5 | Total Residential Permit Value

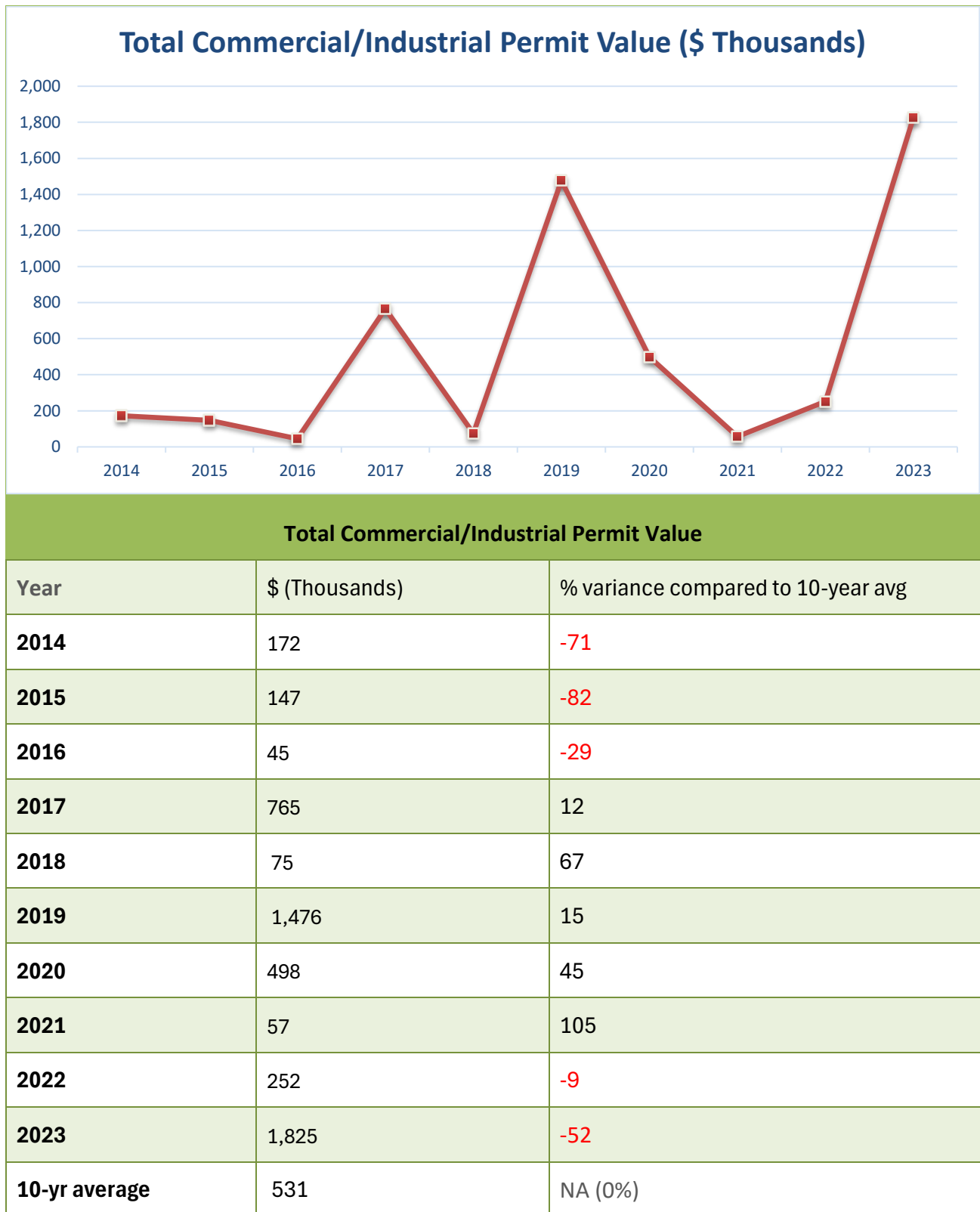
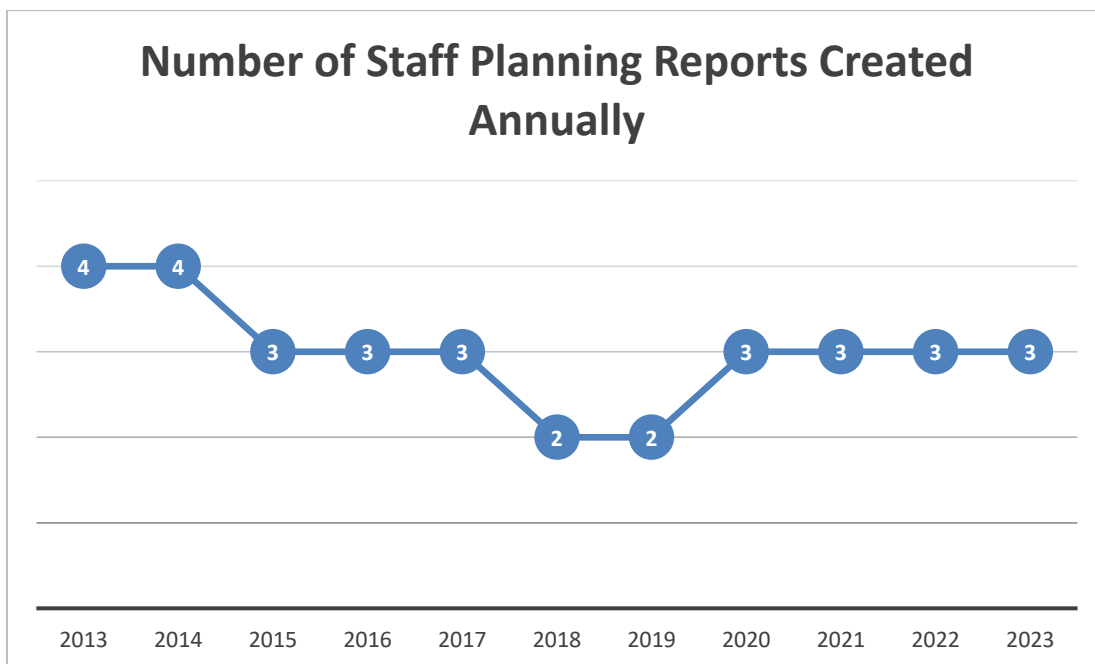


Figure 6 | Total Commercial/Industrial Permit Value

Table 3 | District of Barriere Commercial/Industrial Permits as % of Total Permit Value

COMMERCIAL (INCL. MIXED USE) / INDUSTRIAL			
	Total Commercial / Industrial Permit Value (\$ Thousands)	Total Building Permit Value (\$ Thousands)	Commercial / Industrial % of Total
2014	172	671	26%
2015	147	467	31%
2016	45	1,279	4%
2017	765	2,735	28%
2018	75	2,982	3%
2019	1,475	3,490	42%
2020	498	3,028	16%
2021	57	3,637	2%
2022	252	1,839	14%
2023	1,825	2,663	69%

Beyond reporting for individual development applications, corporate planning reports, which can take considerable staff time to research and manage are remaining consistent, with the last four years remaining consistent with the ten-year average.

**Figure 7 | District of Barriere Planning Reports**

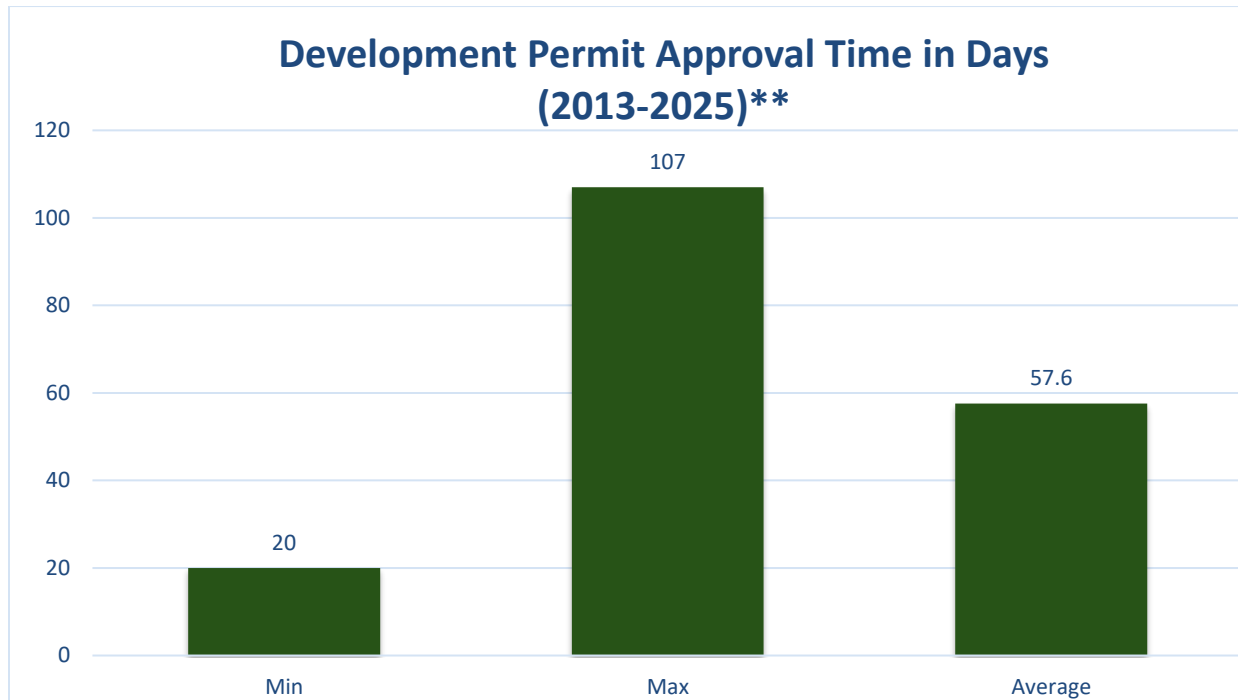


Figure 8 | Development Permit Approval Time in Days (2013-2025).

**Excludes Mountain Springs Hotel 848 days for approval.

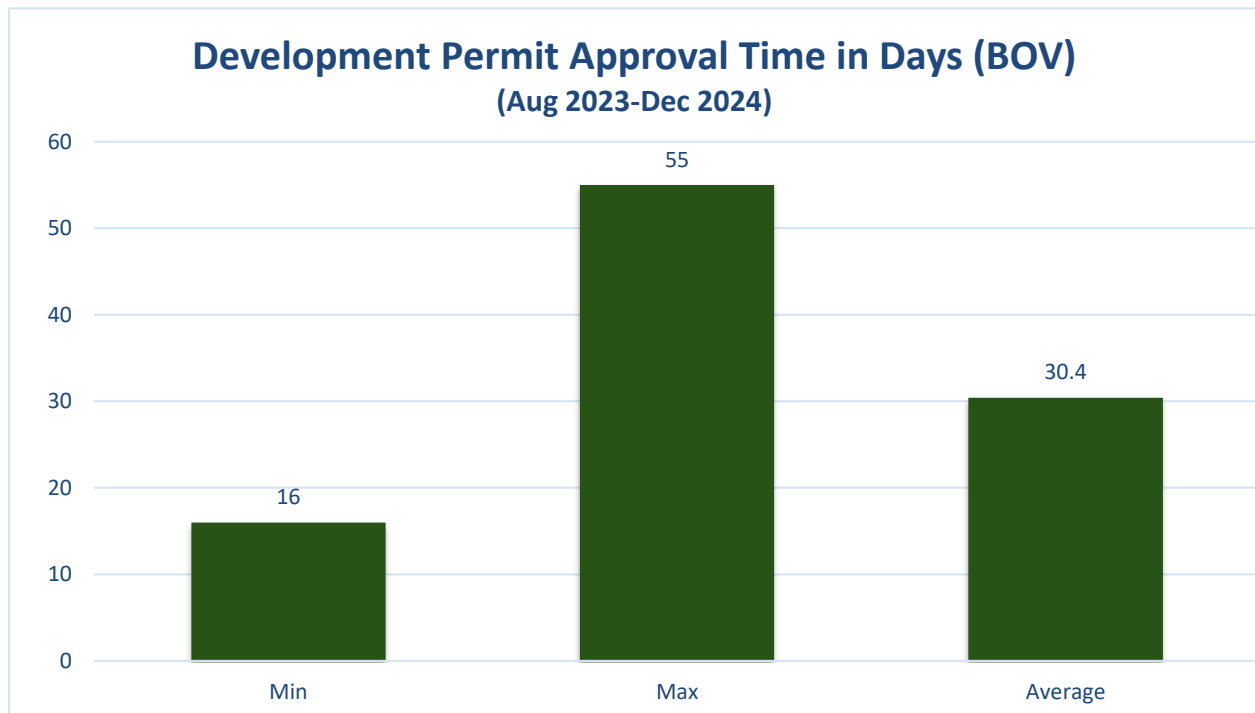


Figure 9 | Development Permit Approval Time in Days (BOV) (Aug 2023-Dec 2024)

Subdivision, rezoning, development permits, and development variances constitute roughly 32% of annual development-related activity. **(Figure 10 | District of Barriere Development Applications by Year)**

Aside from subdivision, much of the workload is influenced by policy that can be adjusted to lessen necessary effort. Every land use classification, zones or OCP land uses, creates workload, such as rezonings or OCP amendments. Usually rezoning can be consistent with the existing OCP designation, sometimes a development project may require both a rezoning and an OCP amendment. Every development permit area in Barriere creates workload for development permits. Under Bill 26 municipal staff can approve small-scale development permits or variance requests, without going through a longer more formal public or Council approval process.

(Figure 10 | District of Barriere Development Applications by Year)

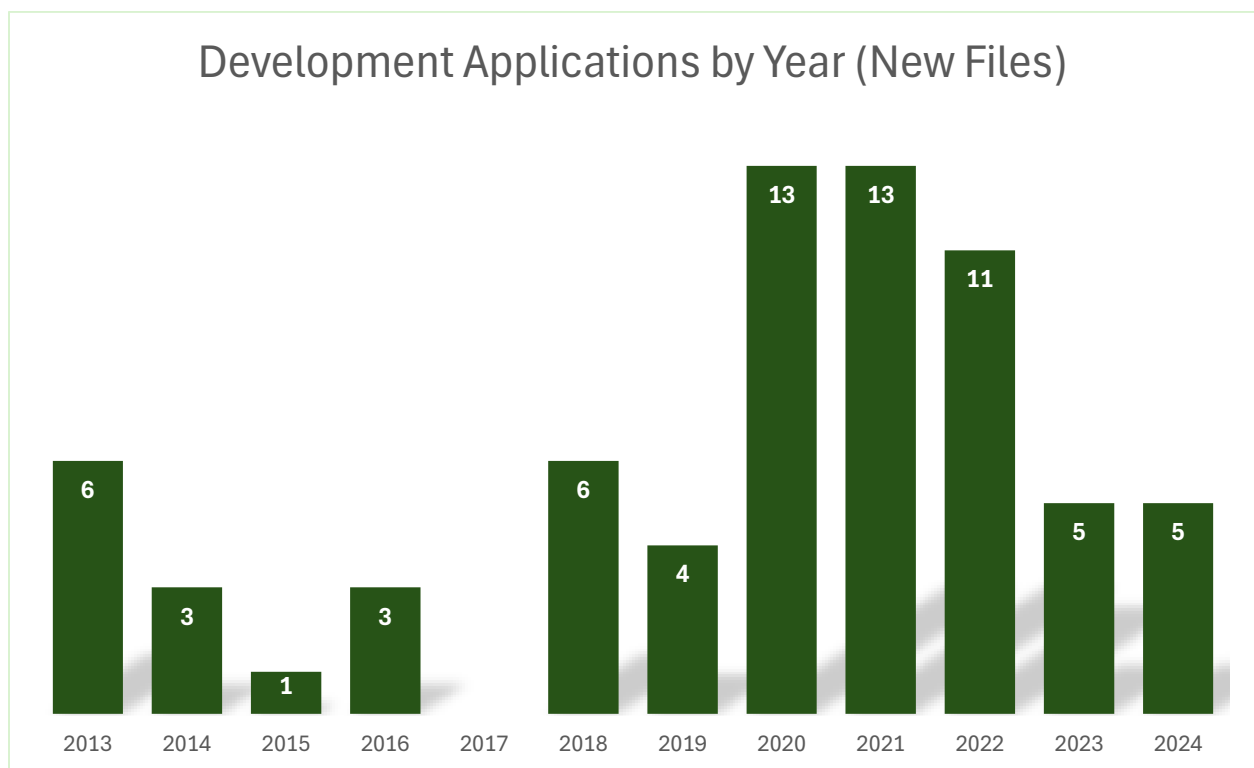


Figure 10 | District of Barriere Development Applications by Year (Rezoning data missing 2013-2019)

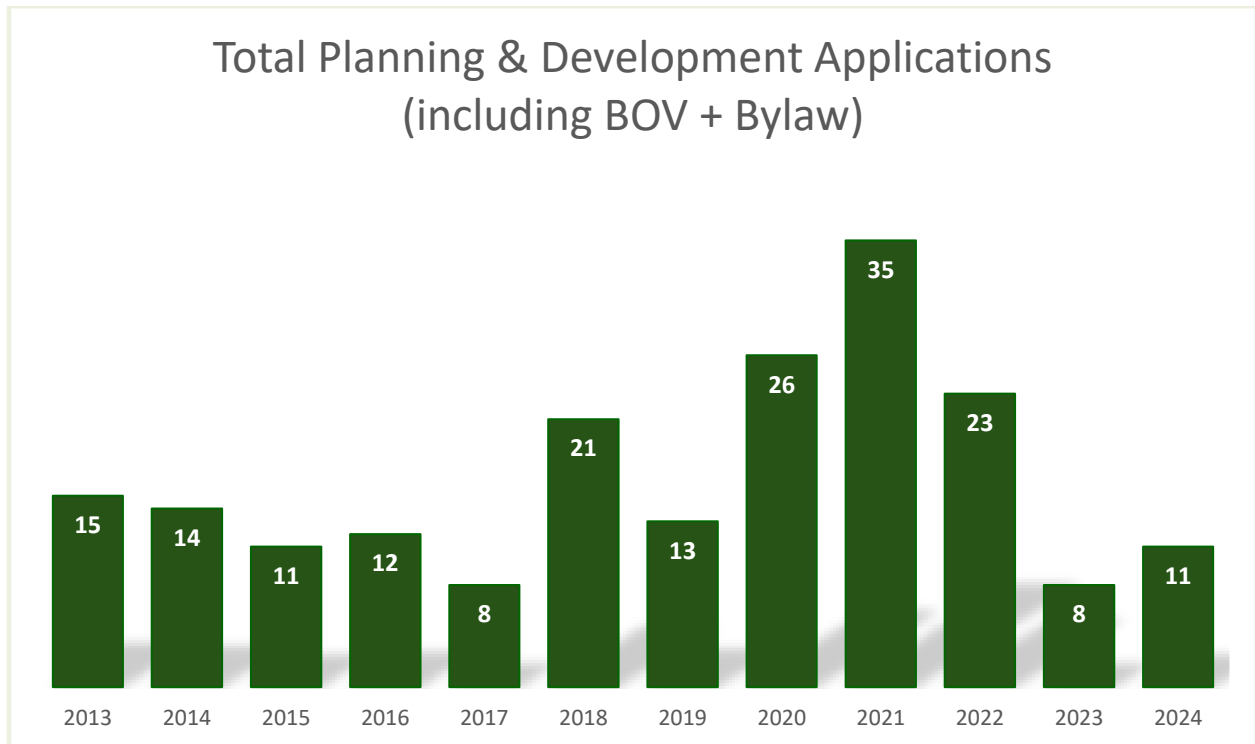


Figure 11 | Development Applications by Year (including BOV + Bylaw)

Table 4 | District of Barriere New Applications by Percentage

New Development Applications (% of Total)	
2013	40%
2014	21%
2015	9%
2016	25%
2017	0%
2018	28%
2019	31%
2020	50%
2021	37%
2022	48%
2023	63%
2024	45%
10-Year Avg	34%

On average, there are two private zoning applications per year, with a high of six applications in 2021 and a low of one in 2020. Private applications simply mean any rezoning that is not submitted on behalf of the local government. (Figure 12 | District of Barriere Zoning Amendments 2018-2024).

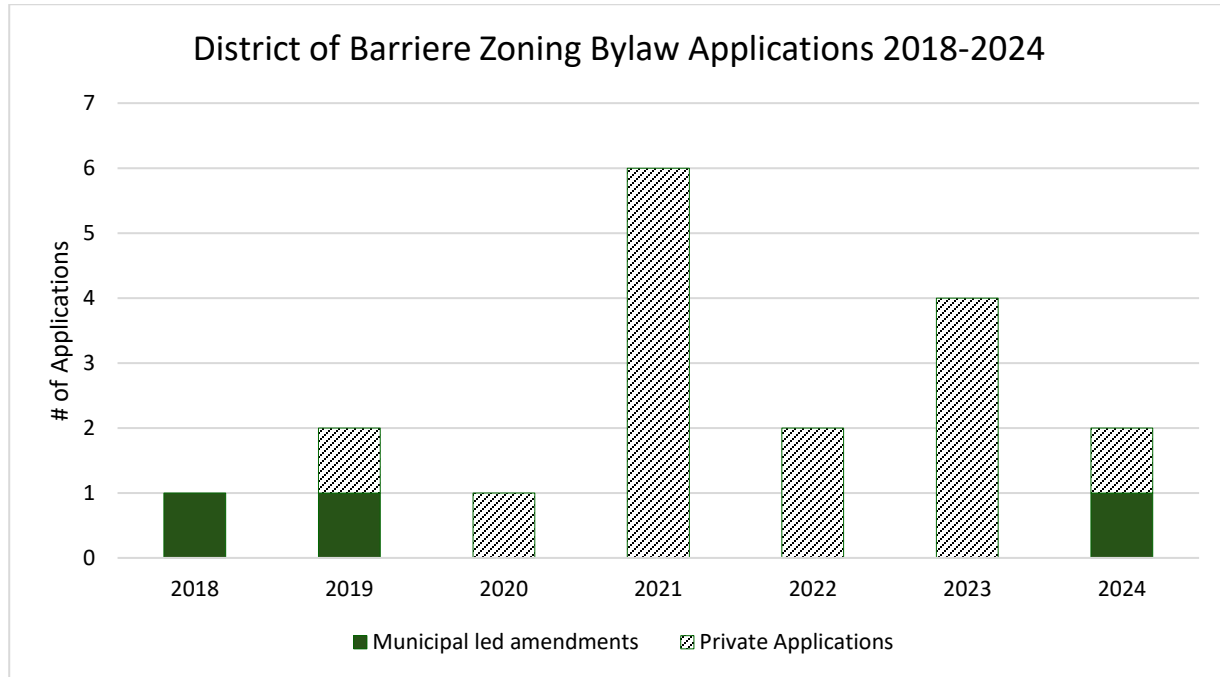


Figure 12 | District of Barriere Zoning Amendments 2018-2024

2.2.2 CONSTRUCTION INVESTMENT PER CAPITA, COMPARISON

The District of Barriere had relatively low building permit values in 2014 and 2015 relative to its comparison municipalities. From 2017-2020, Barriere had an increase in building permit values per capita (see **Figure 13 | Building Permit Value Comparison by Municipality**). Among the seven municipalities, Barriere and Taylor generally have the least investment per capita. To calculate construction value per capita total building permit value is divided by total population, from the 2021 Census.

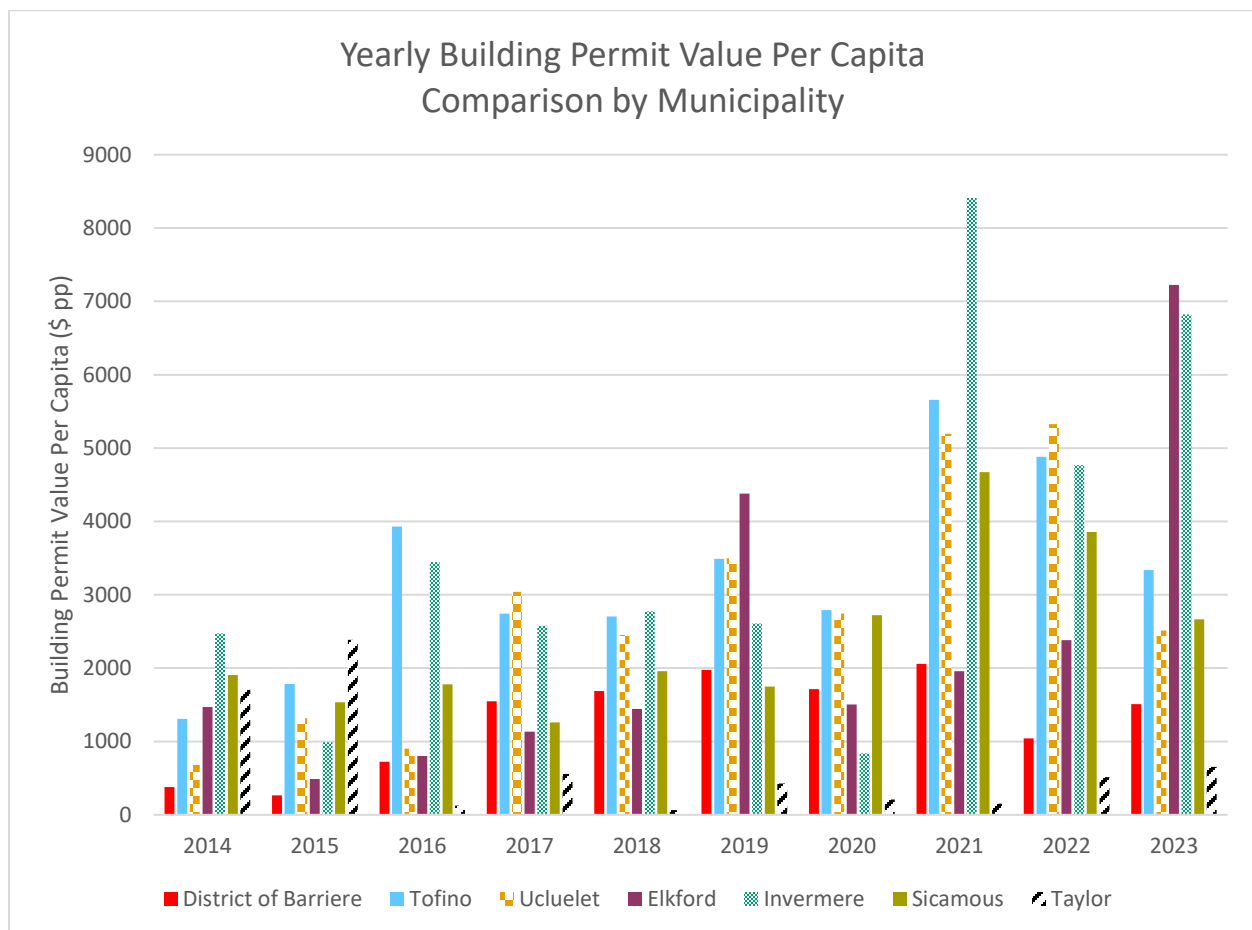


Figure 13 | Building Permit Value Comparison by Municipality

2.3 STAFF COMPOSITION & ROLES

The District of Barriere stands out for its small and dedicated team, where staff members take on multiple responsibilities to ensure the smooth operation of municipal services. Unlike larger municipalities with specialized departments, Barriere’s staff members often wear multiple “hats”, handling a range of duties across administrative, operational, and community-focused roles (see Figure 14 | Barriere Organizational Chart). As a result, the decision-making process is completed within a shorter timeline due to the District’s well-established and experienced staff. However, this can make it difficult to compare Barriere’s staff levels to other local governments because it is challenging to definitely say how many hours per week each staff member may spend simply on applications and permits.

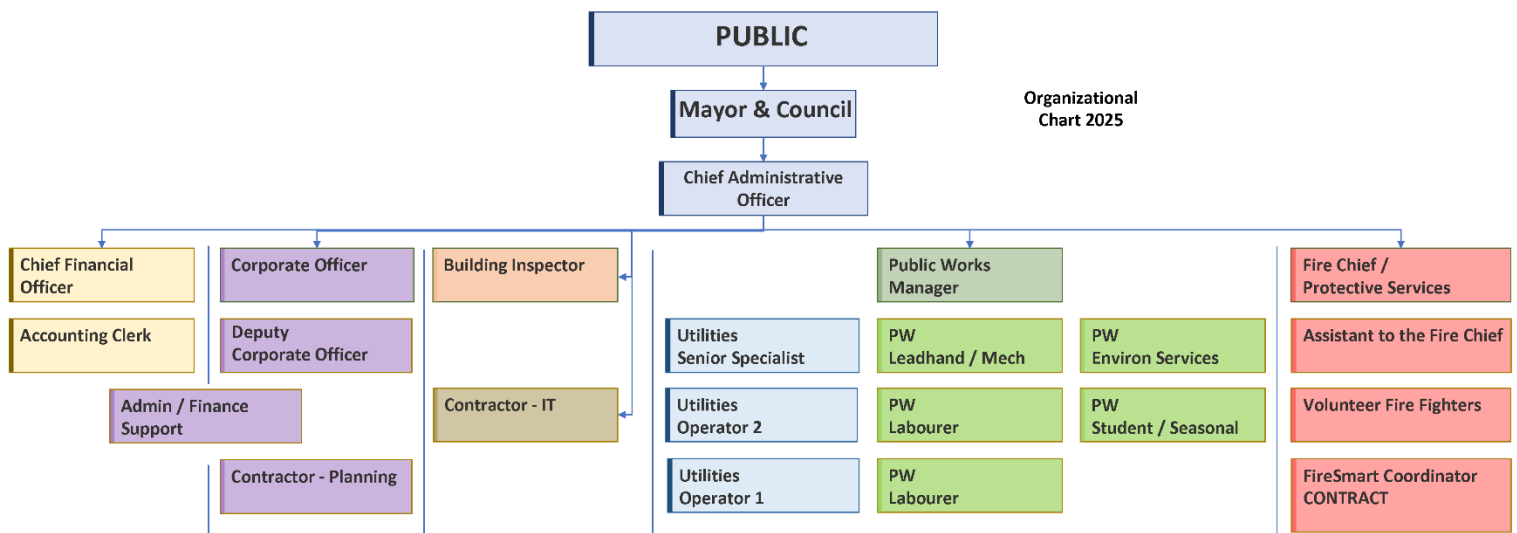


Figure 14 | Barriere Organizational Chart

2.3.1 APPROVING OFFICER

The District of Barriere's approving officer plays a crucial role in the subdivision application process, reviewing applications after they undergo two stages of processing. The first stage involves receiving the application, processing fees, and assigning a file number. In the second stage, applicants are contacted if any key requirements are missing. Once these preliminary steps are complete the approving officer, who works remotely, receives the application in digital form for final review. While digital file-sharing has proven effective, there is concern over version control for the files. Though the approving officer notes there have not been any version control issues to date. To maintain the success of this system, training and structured systems will be essential for future approving officers.

Beyond reviewing applications, the approving officer also acts as a file manager, overseeing the subdivision process from Preliminary Layout Approval (PLA) issuance to the final signing of subdivision registration. This role includes applicant follow-ups and extensive involvement in the process, often exceeding the responsibilities of other staff members. This raises important considerations about succession planning: *What will happen when the approving officer retires or leaves? Is there a structured system in place to transition this role smoothly? Should some of the officer's responsibilities be delegated to other District staff to create a more balanced workflow?*

Additionally, there is a lack of a formal application review checklist, as smaller municipalities often have varying application requirements. However, 1–2 lot subdivisions often share common criteria, suggesting that a standardized checklist for these applications could improve efficiency and would also help facilitate a seamless transition for future approving officers. Implementing such a tool would support continuity while maintaining the District's established success in subdivision processing.

It is recommended that a standard Subdivision Application review checklist should be used for all subdivision applications regardless of size.

Subdivision Application Process

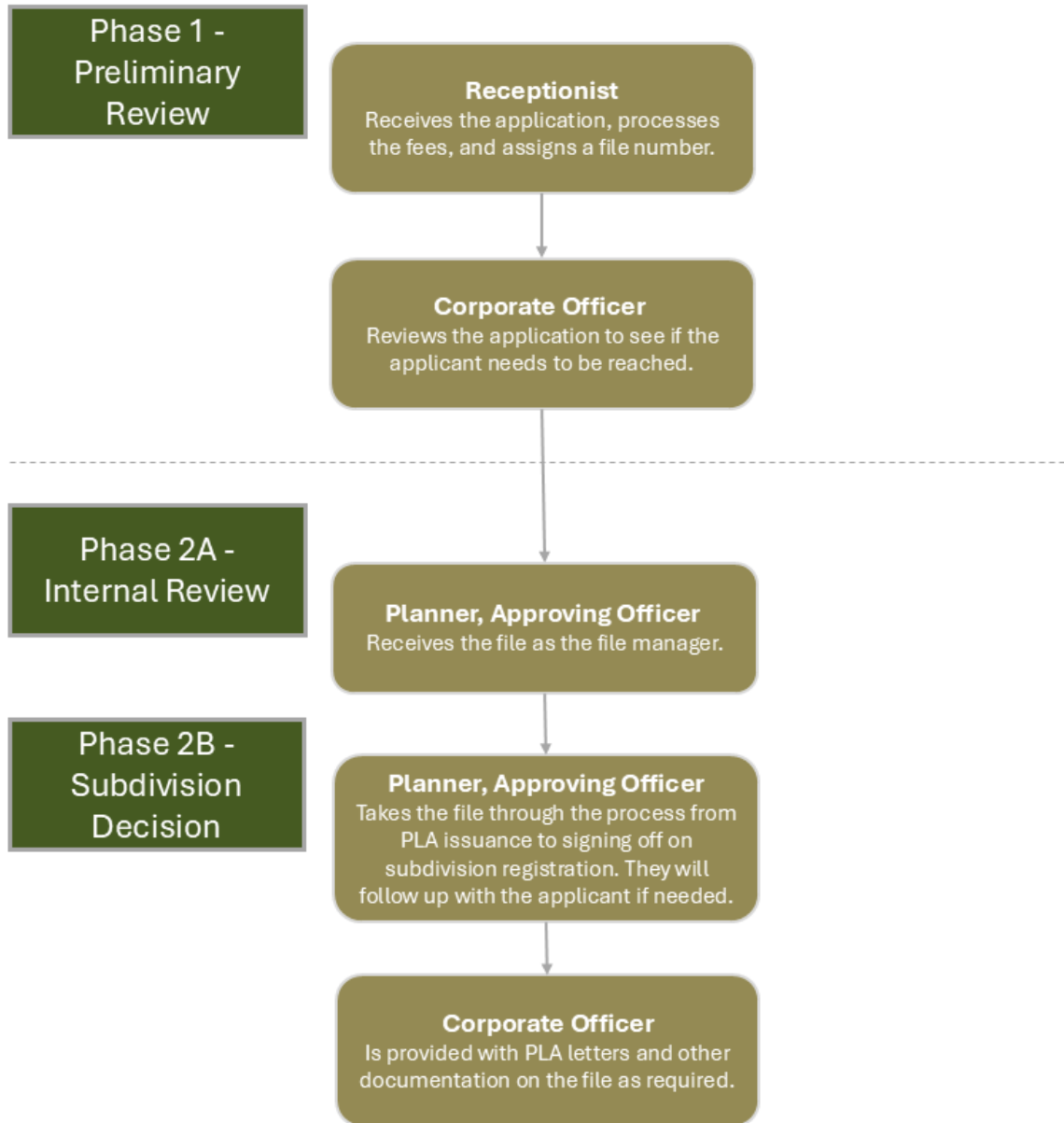


Figure 15 | Flowchart of the current subdivision application process.

2.3.2 CORPORATE OFFICER & PLANNING CLERK

The District's Corporate Officer confirms, no formal flowcharts outline the steps for processing rezoning, development permits, development variance permits, and subdivision applications. However, some application forms include accompanying checklists to ensure all required information is in place before submission, providing a level of guidance despite the absence of a structured process.

External agencies are expected to respond to referrals within 30 to 45 days, but the District does not strictly enforce this timeline due to its impact on expediting application reviews.

The main obstacle to implementing this system is the lack of a servicing agreement template and an established process for collecting security deposits. Despite recognizing that each application varies, the District acknowledges the need for standardized templates to streamline the process and support efficiency moving forward.

2.3.3 BUILDING INSPECTOR

Currently, the District has a single Level 1 building inspector, whose responsibilities focus on Part 9 buildings, typically single-detached homes. For industrial buildings, the District has relied on the Thompson-Nicola Regional District (TNRD) for inspection services. However, TNRD has reached its capacity and will no longer be able to provide industrial inspector coverage in the future. As a result, the District may need to contract a Level 3 inspector to address this gap.

Under the current system, building permits are processed within one to two days, with the longest taking up to a week. However, since the inspector only works one day a week, they sometimes need to work outside their scheduled hours to complete permits. A full-time Level 3 inspector could help resolve delays for permits that exceed the typical timeframe.

The District's building permit application process places the majority of the burden on the inspector, who handles approximately 90% of the required work, while administrative staff contribute 10%, primarily by receiving applications and processing payments. The District's administrative staff review many Building Permit Application files for zoning compliance, create and amend forms, maintain the web-page for the Building Inspection Department and Finance. The administrative staff also record payments, refunds and make amendments to the Building Permit Data Base in Excel. They also process all Building Permit information requests. The inspector's responsibilities include reviewing, following up on, and logging building permit

applications, and documenting key details such as application type, total square footage, and cost. Additionally, they are responsible for quarterly reporting to the federal government to provide building permit statistics. File and data management is also part of the role, as both the CAO and Council may require information on issued permits. The inspector has been successful with educating the public on following the correct procedures by approaching owners that build something without a proper permit, adding to his list of responsibilities.

Other delays for processing applications comes from incomplete or inadequate drawing submission from the contractors. The lack of a formalized database or tracking software for building permits creates inefficiencies, likely due to limited staff and time. Implementing such a system, potentially overseen by a full-time Level 3 inspector, could help streamline the process and improve overall data management.

To improve efficiency, the current inspector successfully streamlined processes by coordinating plumbing permits alongside building permits. Additionally, the District has enhanced accessibility by providing building permit application packages to applicants both in person and online. Other refinements, such as adding the PID# to application forms and addressing inconsistencies between the Building Permit sheet and Building Permit application form, should help with reducing inefficiencies. Continued innovation and process improvements will be essential for the District to navigate delays and optimize operations despite staffing limitations.

2.3.4 COMPARATIVE FULL TIME EQUIVALENTS (FTE)

Table 5 | Barriere Full Time Equivalent for Staffing

Position at Barriere	Full Time Equivalent (FTE)
Planner / Approving Officer	10%
Planning Clerk / Corporate Officer	30% estimated
Building Inspector (Level 1)	20%
Building Inspector (Level 3) - Vacant	N/A
Receptionist	15% estimated
Public Works Manager – 10%	10% estimated
Total Full Time Equivalents (FTE)	0.85 FTEs Estimated

Development-related data enables an understanding of trends and important indicators. Staffing levels and the skills, experience, and capacity all impact the development process pathway. As part of the development review and analysis, the District of Barriere and the three

comparable municipalities, Tofino, Invermere, and Ucluelet, were chosen to determine differences in the number of full-time equivalent (FTE) planning department staff. This includes any staff member that works with development applications. Determining FTEs for Barriere was difficult because of employees doing many different duties throughout the day and not considering which duties are particularly related to planning or development in terms of a statistical week. Estimates are provided but should be used with caution without further analysis.

In **Tofino** the Manager of Planning Services reports to the Director of Community Services and is responsible for overseeing the processing of all building and development permit applications managed by the Planning Department. The number of employees in this department is not recorded. At least two people work full time in planning related activities. The Director of Community Services spends at least a third of their time in planning making the full time equivalent a minimum of 2.33 staff.

Invermere's organizational chart shows that the Planning Department comprises two staff members: the Director of Development Services and the Development Coordinator. The Director handles planning matters, including development approvals and procedural bylaws. The Building Services Department, led by the Manager of Building and Protective Services, also assists with the building permit application process. Overall, Invermere has a full-time equivalent (FTE) staff count of at least four, excluding any planning work performed by the Chief Administrative Officer (CAO).

Ucluelet's Community Planning Department has exactly two planning employees, a building inspector, a bylaw officer, and a Director of Community Planning. Ucluelet has five separate position titles with a total department FTE of 5.

Municipal planning departments with the resources and staffing levels to enable a separate focus on both short-term planning i.e. planning applications and long-term community planning i.e. Official Community Plans, Bylaw updates, have stronger potential for shorter application processing timelines.

Table 6 | Overall Planning Department Resources in Comparable Municipalities

Municipality	Barriere	Tofino	Invermere	Ucluelet
Population (2021)	1,765	2,516	3,917	2,066
Full Time Equivalent – Planning	0.85	2.33	4	5
Citizens per Planning Staff Member	2,076	1,079	979	413
Housing Starts (10-year average)	7	30	30	22
Number of Housing Starts per Staff	8.2	10	7.5	4.4
Building Permit Value (10-year average)	\$2,279	\$8,210	\$13,987	\$5,717
Building Permit Value Per Staff (Thousands)	\$2,681	\$3,523	\$3,497	\$1,143

When building permit levels are compared to staffing levels, Barriere is processing at a rate comparable to Ucluelet and fewer than Tofino and Invermere. Many factors impact this type of analysis such as market growth and demand. Staff training, experience, and education, and Council-directed policy and procedures for application processing, all directly impact the application timeline.

The comparison helps enable the District to select specific metrics such as population levels, gross property tax revenue, building permits, related fees, etc. It also allows the District to begin connecting the application process, particularly the formal timeline, to staffing levels over the intermediate to long term. What is clear in these benchmarking scenarios, is that processing timelines are directly related to staff processes established by Council.

2.4 PLANNING POLICIES & BYLAWS COMPARISON

A comparison of the complexity of planning documents among benchmark communities was completed as shown in **Table 7 | Planning Document Complexity by Municipality**.

Table 7 | Planning Document Complexity by Municipality *see table below for definitions

	2021 Census Data				Zones						OCP	
Municipality	Population	Pop. Density (ppl/km ²)	Average Age	Size (km ²)	CD Zones*	Res	Other	Total	People per zone	Zones per km ²	OCP DPAs*	OCP LUAs*
Barriere	1,765	164.5	51.4	10.73	-	4	10	14	126	1.3	3	6
Clearwater	2,388	42.9	44.9	55.65	-	6	11	17	140	0.3	3	9
Logan Lake	2,255	7.0	48.8	324.28	-	7	17	24	94	0.1	3	19
Tofino	2,516	238.3	38.5	10.56	18	10	28	56	45	5.3	9	7
Sicamous	2,613	204.2	50.7	12.80	-	13	17	30	87	2.3	2	10
Ucluelet	2,066	318.8	39.6	6.48	14	9	20	43	48	6.6	3	7
Taylor	1,317	77.8	36.3	16.92	-	5	11	16	82	0.9	-	9

Table 8 | Definitions taken from Barriere Official Community Plan & Zoning Bylaw

CD Zones (Comprehensive Development Zones)	Site-specific developments that require customized zoning rules beyond the standard categories.
OCP DPAs (Official Community Plan, Development Permit Areas)	Areas in which development and/or land alteration must follow specific guidelines and regulations as stated in a Development Permit.
OCP LUAs (Official Community Plan, Land Use Areas)	Designated zones that dictate how land can be developed and utilized.

2.4.1 THE IMPORTANCE OF PLANNING POLICY

Why does planning policy and regulation complexity matter?

The complexity of a municipality's planning documents often roughly translates into how complex the approval process is within that municipality. For example, more zones in a Zoning Bylaw often signals the municipality wishes for an applicant to apply for a specific rezoning for any change in land use on a property. More zones often equal more rezonings in a municipality, thereby making an application process more difficult. Similarly, more development permit areas (DPAs) often result in a greater chance an applicant must undertake a development permit process and comply with multiple, overlapping DPAs.

In terms of best practice, the province of British Columbia, with its recent legislation pertaining to missing middle and small-scale housing, mentioned in Bill 44 Housing Statutes, is moving towards pre-zoning land to minimize the need for rezonings. Additional legislative changes preventing public hearings for rezonings that comply with an Official Community Plan further the push to streamline the application process for housing and other development. For investment-friendliness, municipal staffing efficiency, and as a factor that influences residential affordability, fewer zones and fewer requirements for rezoning equals time saved, money saved, and typically more investment.

Best practice is to set forth a strong vision and direction on where and how development proceed when making an Official Community Plan (OCP) and implement that vision through pre-zoning land that aligns with the OCP.

2.5 PLANNING FRAMEWORK

The District's planning framework was reviewed to understand the policy and regulatory context from which applications are submitted. Policies and bylaws all exist on a spectrum between permissive or flexible and prescriptive or rigid (see **Figure 16 | Types of Regulations and Policies**).

Today's best practices in planning policy and regulation provide certainty and clarity about the broad directions of the municipality (where development should be located) and flexibility on the details of individual site development (e.g. how much parking should be provided).

Types of Regulations and Policies

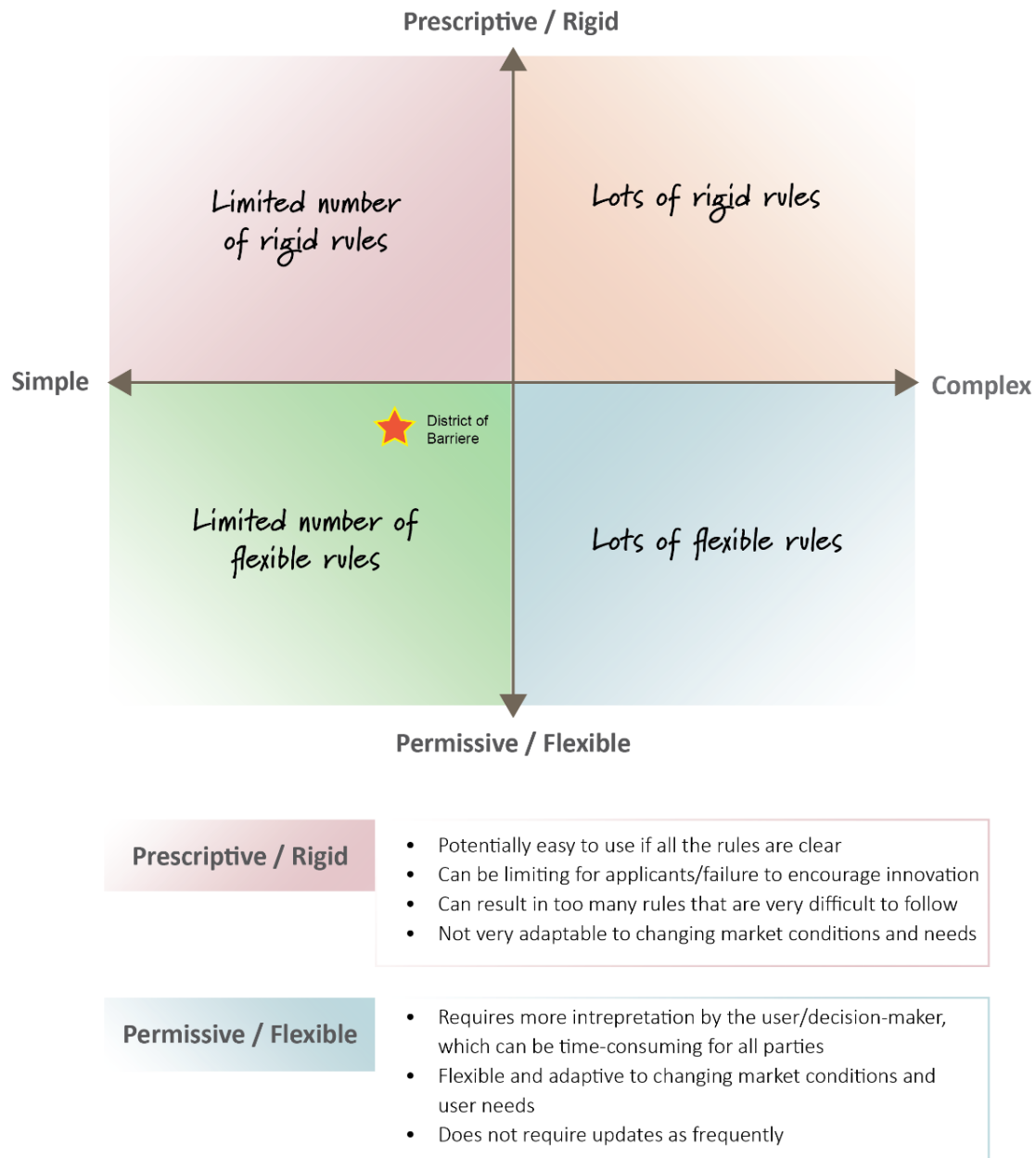
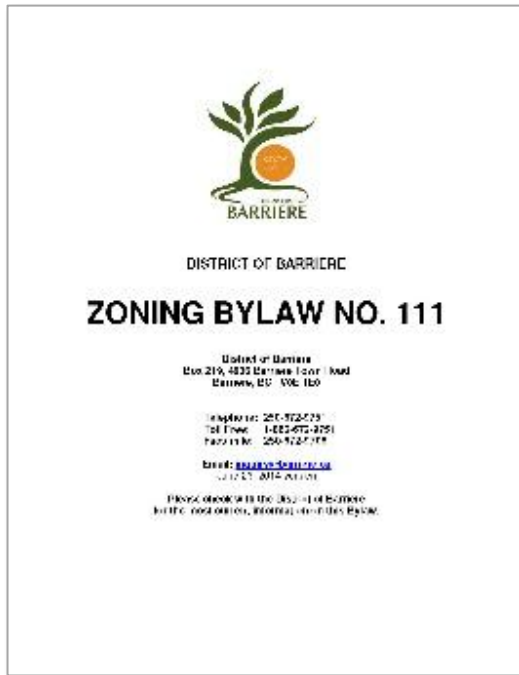


Figure 16 | Types of Regulations and Policies

2.6 ZONING BYLAW



The District's Zoning Bylaw was adopted in June 2014 and has a total of 14 zones.

- SH – Small Holding
- CR – Country Residential
- R - Residential
- RM – Residential Multi-Family
- MH – Mobile Home Park
- C1 – Downtown Core Commercial
- C2 – Yellowhead Corridor Commercial
- C3 – Neighbourhood Commercial
- LIC – Light Industrial Commercial
- I – Industrial
- P1 – Recreational
- P2 – Institutional
- OS – Open Space
- TR – Transportation - Rail

Since 2016 there have been 20 Zoning Bylaw amendments. 16 for rezonings, with approximately 14 of those for private applications.

A review of the District's Zoning Map reveals most lots, and land is zoned as R - Residential. Other zones that cover a large area of the District, include: SH – Small Holdings, CR – Country Residential, and I – Industrial. The overall pattern is typical and expected of a rural area with an urban core. C2 – Commercial is located on the highway and C1 is downtown with some adjacent RM – Residential Multi-Family and MH – Mobile Home Park.

Overall, the Zoning Bylaw Map is straight-forward and clear due to the limited number of zones and the lack of spot zoning of parcels. The general pattern is logical, with larger blocks and neighbourhoods all with the same or complementary zones.

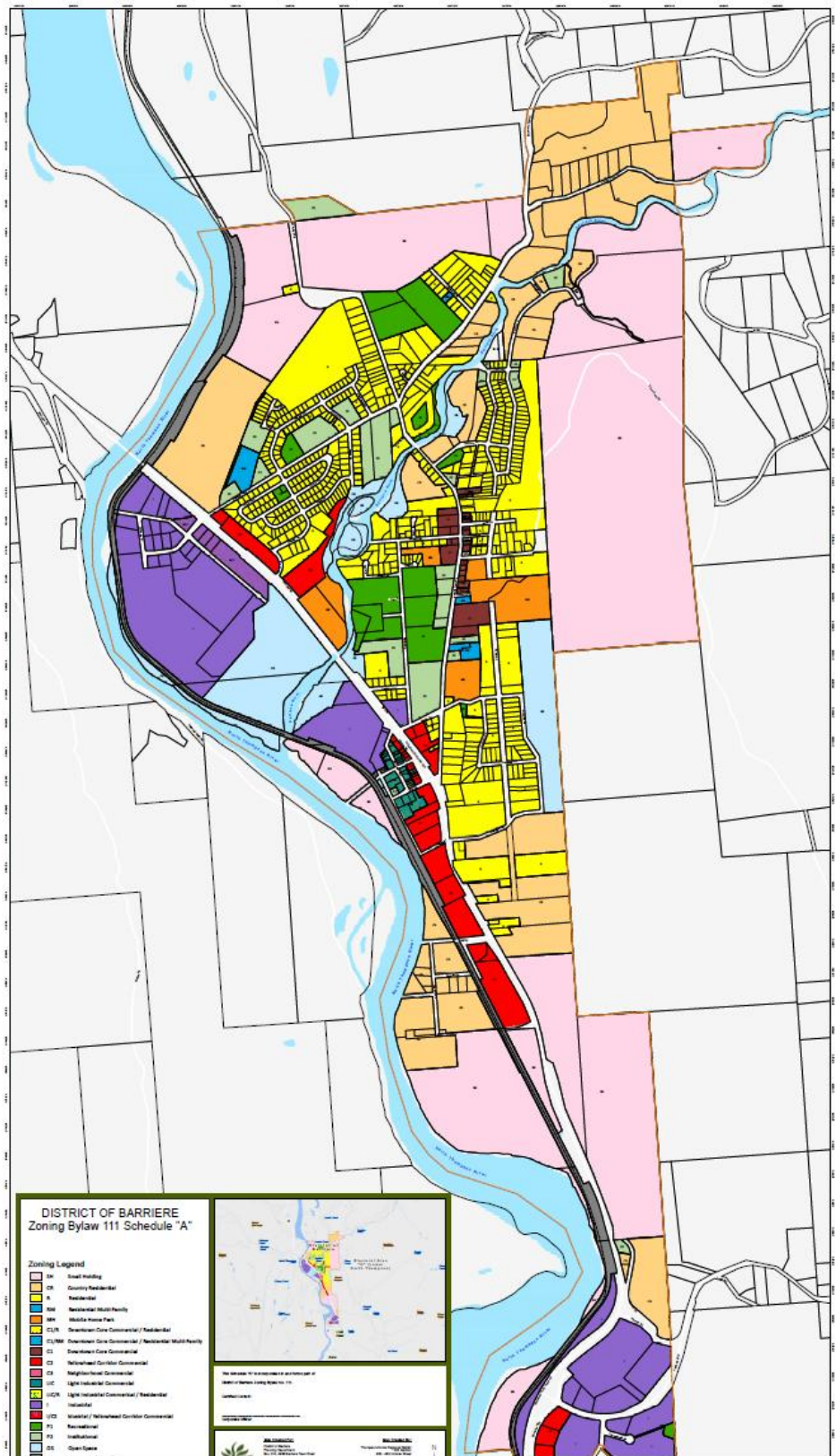


Figure 17 | Barriere Zoning Map

Review of Zones and Regulations

The Barriere zoning regulations are kept simple and do not have additional unnecessary regulations. Each zone is designed to fulfill its purpose in an appropriate way through the regulations. While being clear, the bylaw also has some flexibility, for example, duplexes are allowed in the SH, CR and R zones.

The building height maximum is typically 12 metres, which is higher than some similar zoning bylaws, which limit it to 9 or 10 metres. Commercial zones (C1 & C2) are logical and permit residential units in a commercial building.

Since the list of permitted uses is limited, additional commercial uses could be added to the C1 and/or C2. However, depending on the interpretation of the C1 and C2 permitted uses this may not be needed. The C3 – Neighbourhood Commercial zone does not appear to have any parcels zoned C3, is a placeholder in the bylaw for neighbourhood commercial if needed.

Parking Regulations

Parking is a significant cost for development. Each extra parking stall requires additional land and can add-up to be a deterrent on development if the parking regulations are too strict. Off-street parking minimums are regulated in section 3.10 of the Bylaw. The Bylaw specifies that single-family residential units require two parking spaces, multi-family 1.5 spaces, and secondary suits 1 space. Parking minimums for various other land uses are also listed.

Best practices in land use planning are moving towards a reduction in parking minimums to promote better community design, especially in downtowns. Research suggests that vibrant downtowns are walkable and prioritize the pedestrian experience over an abundance of parking. These types of town centres flourish because they are an experience, rather than simply a shopping trip. Excessive parking off-street discourages this type of design and can hinder the creation of a vibrant downtown. One recommendation would be to create separate reduced parking minimums in the downtown C1 zone. This is one more way the District could encourage investment in the C1 zone and the creation of a more vibrant main street.



Figure 18 | Renovated Business Centre with parking provided

2.7 PLANNING PROCEDURES BYLAW NO. 0049

The District's Planning Procedures Bylaw outlines both the procedures for planning and development applications. Bylaw 0049 was adopted in 2009 and is currently under review. The Bylaw includes numerous schedules, including:

- A- Application for amendments to Official Community Plans (OCPs), Zoning Bylaws (ZBs), Land Use Contracts, issuance of Development Variance Permits (DVPs), Development Permits (DPs), and Temporary Commercial or Industrial Use Permits.
- B- Application Fee Schedule
- C- Flow Charts – OCP, Zoning Bylaw, and Land Use Contract Applications
- D- Flow Chart - Development Permits
- E- Flow Chart - Development Variance Permits
- F- Flow Chart - Temporary Commercial or Industrial Use Permits
- G- Form – Development Variance Permit Template
- H- Form – Development Permit Template
- I- Form – Temporary Commercial or Industrial Use Permit Template

The Bylaw also includes regulations pertaining to the Riparian Areas Regulation and requirement for a Riparian Assessment Report under certain conditions and locations.

Commentary:

Bylaw 0049 covers the basics of a planning procedures bylaw. The District's Development Bylaw is currently in the process of being updated:

Anticipated revisions to the Bylaw include:

- a) Updated application forms so as to be more current, user-friendly, and visually appealing.
- b) Digitize Application Forms (see Section 2.7.2) and make available on the District website.
- c) Improve Flow Charts and create two types of flow charts
 - For staff – more detailed
 - For applicants – more general

2.7.1 APPLICATION FORMS

The District's application forms and public information for applicants was reviewed to determine if there are any gaps or weaknesses that could use improvement. The District has numerous forms, checklists, guidelines, and documents associated with development and planning applications. The following were reviewed:

Table 9 | List of Application Forms

Name	Location
Application for Development *Single form for OCP amendments, rezoning, land use contract amendment, development variance permit, development permit, or temporary commercial or industrial use permit.	Development Approval Procedures Bylaw No 0049, Schedule 'A'
Preliminary Subdivision Application (PLA)	Stand alone
Information Request to District of Barriere Building Inspection Services	https://www.barriere.ca/p/building-inspection-development-permits

Table 10 | List of Flow Charts & Guides

Name	Location
OCP, Zoning Bylaw and Land Use Contract Application Flow Chart	Development Approval Procedures Bylaw No 0049, Schedule 'C'
Development Permits Flow Chart	Development Approval Procedures Bylaw No 0049, Schedule 'D'
Development Variance Permits Flow Chart	Development Approval Procedures Bylaw No 0049, Schedule 'E'
Temporary Commercial or Industrial Use Permits	Development Approval Procedures Bylaw No 0049, Schedule 'F'
New Construction Guide - At-A-Glance	https://www.barriere.ca/p/building-inspection-development-permits
A Guide to Building Permits	https://www.barriere.ca/p/building-inspection-development-permits

Website:

The following pages on the website were reviewed:

- [Building Inspection Permits](#)

Webmap:

- [Webmap](#)

2.7.2 REVIEW OF FORMS AND INFORMATION DOCUMENTS

The District's current application forms, guides and online information are generally complete and contain the basic information required for an applicant. However, there are some areas that can be improved upon in comparison to best practices in municipal applications.

1. Additional Application Guides

The District has two guides, **(1) New Construction Guide "At-a-glance"** and **(2) A Guide to Building Permits**. There appears to be no guides for planning or development applications, although some of the base information is within the schedules of the Development Procedures Bylaw. Many municipalities have specific guides for all different types of developments, including secondary suites, garages, residential development, and commercial/industrial development. Additional planning and development guides would help applicants in the District. The assumption in many smaller municipalities is that applicants will simply reach out to the District staff to get assistance on applications. However, this overlooks applicants who are deterred from developing by a lack of information, as well as those who proceed without a permit out of frustration with the system's complexity.

Furthermore, the flow charts within the Development Procedures Bylaw should be part of any guide and must be available online to assist applicants.

Recommendations:

- a) Create a Planning & Development Guide or a single unified guide for all development
- b) Add flowcharts to guides and add step-by-step flows to website

2. Digital forms

Digital PDF forms and more sophisticated online forms are now the standard for applications. These can be created easily with the first steps being to create an online fillable PDF form to be printed and signed. More complex online forms can follow as budget and resources allow. The following is a suggested hierarchy of evolution for online applications forms:

- a) **Digital fillable PDF form**
(applicant fills out digitally, but is then printed, signed and submitted)
- b) **Digital fillable and signable PDF**
(applicant can fill and sign PDF digitally and hit submit, via a button or email program)
- c) **Online portal for submission of a digital fillable and signable PDF**
(an online portal to upload the signed PDF)
- d) **Full online application system**
(no PDFs)

Recommendations:

- a) Update digital fillable PDF forms starting with the ones created for this project.

3. Visual Appeal

Today's world is highly visual and even the most remote Canadian citizens are now consuming highly visual and interactive videos and media from Tiktok, Instagram, YouTube and other media sites. To effectively communicate with today's citizen visual communication is required, including images, illustrations, photos and icons. The harsh reality is that people do not read text anymore.

In the creation of public communications there is a hierarchy of importance, which can be summarized as follows:

1. Is all the required information provided?
 - a. Essential information, links, data, and citations.
2. Is the information provided in a ***user-friendly manner and format?***
 - a. Including addressing different learning styles, such as visual learners, or;
 - b. Accessibility challenges such as visually impairment, language, colour blindness;
 - c. Format could be PDF, online, hard copy, video or others.
3. Is the information displayed in a ***visually appealing*** manner?
 - a. Use of graphics, images, colours and perhaps even video if online/digital.

The District's documents can be improved by taking the existing information provided and making it more user-friendly and visually appealing. While it doesn't need to read like a magazine, readers today expect a high-level of graphic design and want to be spoon-fed the important information easily. Graphic design should not make documents less user-friendly, which is why graphic design is second in the hierarchy.

Recommendations:

- a) Improve the visual appeal of application forms and guides to make them more user-friendly

2.7.3 BEST PRACTICE EXAMPLES OF FORMS AND GUIDES:

The following are some examples of municipal forms and guides that align with today's best practices in municipal communications (see Figure 19):



Figure 19 | Coquitlam Development Permit Guide

Features: User-friendly and visually effective document. All key information is provided in a simple and easy-to-read manner.

Features: User-friendly document that can either be completed as fillable PDF or as a hard copy. Checkboxes are used to assist the applicant. The form does not begin with a big disclaimer; it instead asks the applicant for the easy information first followed by the application details.



Planning Department Pre-Application Review (PAR) Fact Sheet

What	<ul style="list-style-type: none"> • Before submitting a Development Application the Pre-Application Review (PAR) Meeting with staff to discuss key issues, application requirements and potential challenges upfront. • The goal is to provide consistent and transparent advice to applicants improving the efficiency and quality of formal submissions. • By helping the applicant understand processes, timelines and requirements we can reduce uncertainty and delays later in the process.
When	<ul style="list-style-type: none"> • Meetings Scheduled on an as needed basis, with target turn around time of 2-3 weeks. • Cost as outlined in the District's Fee Schedule
How to Apply	<ul style="list-style-type: none"> • Visit the District website website and download the digital, fillable PAR Application Form PDF. • Ensure the appropriate attachments are included such as site plan or other requirements. • Make payment with District how to pay.
Site Plan	<ul style="list-style-type: none"> • Site plans should include property lines, lot sizes and locations of all proposed buildings and structures • Parking spaces and access points should be indicated • Any known watercourse, steep slope or significant natural features.
Staff Discussion	<ul style="list-style-type: none"> • Before meeting with the applicant there will be a meeting with relevant staff. The PAR fee covers this meeting and is non-refundable after the meeting has been held. • This meeting will result in any foreseen issues or feedback for the applicant to help them move forward.
Meeting Process	<ul style="list-style-type: none"> • The planning department will schedule a conference call with the applicant • The discussion will be on the feasibility of the proposed development and any challenges with the application, at this time the level of staff support for this proposal will be determined
Follow-Up	<ul style="list-style-type: none"> • 2-3 weeks after the meeting with the applicant there will be a follow up from the District with a formal letter either physical copy or digital. • This letter will outline the requirements needed to make a formal application and a fee estimate.
Formal Application	<ul style="list-style-type: none"> • The applicant will submit a formal application via desired submission process • Staff will review and provide final application fees required. • Staff can be contacted by email or phone.

Figure 21 | Sample PAR Fact Sheet

Features: User-friendly document with easy-to-read key headings on the left and answers on the right. The document clearly explains the pre-application process for Barriere development applications.

A Guide to the Development Permit Process



Development Services
Phone: 250-344-2271
Email: Planner@golden.ca

This handout is for convenience purposes and provides general information on the Town's development process. Please refer to the *Development Procedures Bylaw* for specific application requirements and processing procedures.

This Handout Answers

- What is a Development Permit?
- When do I apply?
- How are applications evaluated?
- What do I consider before applying?
- What makes a complete application?
- Application cost and timeline
- Other considerations
- What is the Process?

What is a Development Permit?

Development Permits are a tool to ensure that development in a particular area corresponds with specific development objectives in the Official Community Plan (OCP).

In the Official Community Plan there are designated Development Permit Areas where specific guidelines for development apply. Development Permit Areas include lands intended for multiple residential use, commercial or industrial use, heritage conservation, or environmentally sensitive or potentially hazardous lands.

Each area has development guidelines relating to at least one of the following objectives:

1. revitalizing specific commercial areas;
2. establishing objectives for the form and character of development;
3. preventing hazardous conditions and protecting the natural environment; and
4. establishing and achieving objectives to promote water and energy conservation and the reduction of greenhouse gases.

Development within a Development Permit Area must obtain a Development Permit prior to commencing. Development Permits are registered against the title of the property and outline the specific conditions to which development must conform to.

When do I apply?

A Development Permit application is required when a change or alteration is proposed to the land use or buildings on a property located within a Development Permit Area. In some cases, smaller developments are exempt from Development Permits. These exemptions are noted within the Official Community Plan.

How are applications evaluated?

Development Permit applications are reviewed by staff to evaluate its conformance with municipal bylaws and regulations.

External departments and organizations also review applications to determine how proposals affects their plans and interests.

What do I consider before applying?

Prior to submitting a Development Permit application, the applicant should first review the Development Permit Area Guidelines in the Official Community Plan to understand the development desired for a particular area. The applicant should also review the Town's Zoning Bylaw, the Subdivision Servicing Bylaw, and the Floodplain Bylaw to determine whether the proposal meets Town requirements and standards. Applicants are required to arrange a pre-application meeting with staff to discuss the preliminary development proposal prior to submitting an application.

Retaining the services of an architect, engineer, planner, or other professional for your application is highly recommended. The submission of a high quality application package will assist in the successful and timely consideration of a Development Permit Application.

Figure 22 | Example Municipal Development Guides

2.8 OTHER APPLICATION MATTERS

2.8.1 REFERRALS

Staff have identified that, while the District maintains an efficient timeline, referrals to external agencies can add additional time to the subdivision and development application processes.

Different agencies operate on different timelines. Understanding these agency dynamics will be key to maintaining smooth processes moving forward.

2.8.2 APPLICANT RESPONSIBILITY

The responsibility for advancing subdivision/development applications is shared between the applicant and the District, as the process is not intended to be one-sided. Delays are sometimes caused by applicants rather than the District, making it essential to recognize where obstacles occur. However, the District plays a crucial role in maintaining communication by regularly reaching out via email and phone calls to confirm whether the applicant still intends to move forward, especially in cases where there has been a prolonged lack of response. Currently staff facilitates this through personal check-ins, ensuring applications continue progressing efficiently or to let them know they are missing some requirements.



3. STAKEHOLDER ENGAGEMENT

After conducting interviews with developers, realtors, and planning and building applicants, the District has initiated an in-depth review of the development application process. This analysis aims to better understand which aspects are functioning effectively and where gaps may exist, helping to inform improvements that support all stakeholders involved.




True Consulting conducted stakeholder engagement activities, including interviews with realtors, developers, building applicants, property owners, and District staff. Staff members interviewed included the Approving Officer, Corporate Officer, and Building Inspector. Interviews were conducted either online or in person, using a standardized set of pre-prepared questions. To ensure consistency, developers and realtors were asked the same set of questions, with responses recorded directly into a structured questionnaire format. District staff were asked a separate set of questions focused on understanding their roles within the development application process, while developers, and realtors were asked about their satisfaction with the District's current procedures.

In addition to the interviews, an online survey was administered specifically to planning and building applicants. Approximately five individuals responded to the survey, providing additional insights from the applicant perspective on their level of satisfaction with the District's current procedures.

It is important to note that participation in both the interviews and the survey was by invitation only and not open to the general public. This approach was intentional, ensuring that feedback was collected exclusively from individuals with direct experience in the District's development application process.

Some overall themes found from the stakeholder engagement align with some of the guiding principles mentioned beforehand include certainty, collaboration, and timeliness as seen in Table 12 below.

Table 11 | Overall Themes of Stakeholder Engagement.

	Successes	Challenges
Certainty 	<ul style="list-style-type: none"> • Developers and realtors described the building application process as clear and easy to navigate. • Over half of the applicants were satisfied with the approvals process. 	<ul style="list-style-type: none"> • Some applicants experienced frustration or confusion during the application process or upon receiving a decision. • Supporting materials were either not provided or were hard to find.
Collaboration 	<ul style="list-style-type: none"> • Stakeholders reported positive and fair interactions with District staff. • Long-term developers maintained strong, consistent working relationships with District personnel. 	<ul style="list-style-type: none"> • Some applicants wished that staff were more available throughout the week. • The current CAO has yet to work with some developers on certain projects.
Timeliness 	<ul style="list-style-type: none"> • Stakeholders generally reported timely and responsive communication as a positive aspect of their experience. 	<ul style="list-style-type: none"> • Response times varied based on the complexity of individual applications.

3.1 SUMMARY OF ENGAGEMENT RESPONSES

The following summary is organized by topic, reflecting the order in which questions were posed to each stakeholder group. This structure provides a clear and consistent way to compare perspectives across different stages of the development application process. Each topic highlights recurring themes, points of consensus, and areas for potential improvement based on stakeholder feedback. The principles of certainty, collaboration, and timeliness will also be incorporated throughout this summary to guide solutions to each area of improvement brought up by the stakeholders.

3.1.1 APPLICATION PROCESSING TIME

Developers and realtors typically submit one application at a time to the District, most commonly for development permits, development variance permits, zoning, or subdivisions. Interview feedback indicates that none of the participants experienced concerns with application processing times; however, timelines can be extended when a referral party is involved.

When compared to other communities such as Kamloops, stakeholders reported a more positive overall experience with the District, likely due to a lower volume of applications. High-quality communication with staff and an evident “open for business” attitude was also highlighted as strengths.

Among building applicants, the most common submissions are for subdivisions, followed by building permits. A majority of these applications were processed in 2025, suggesting a strengthening real estate market in the District. This trend is further supported by the applicant breakdown: 80% are property owners and 20% are third-party applicants. While most receive decisions within a month, processing times can extend up to eight months depending on the complexity of the application.

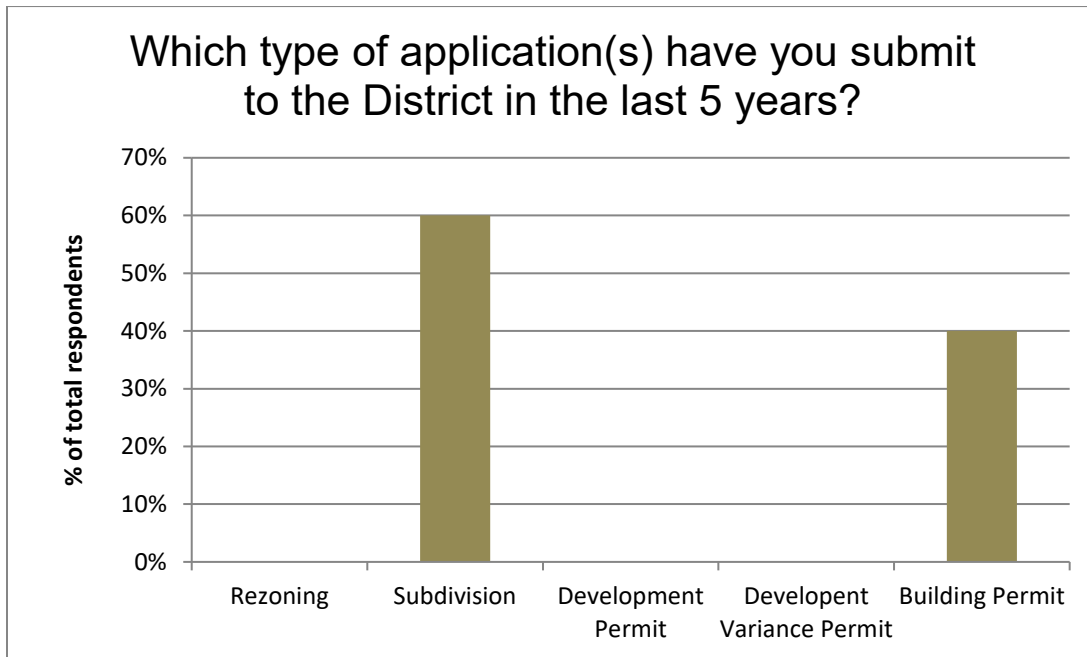


Figure 23 | Applicant by Type in Last 5 Years

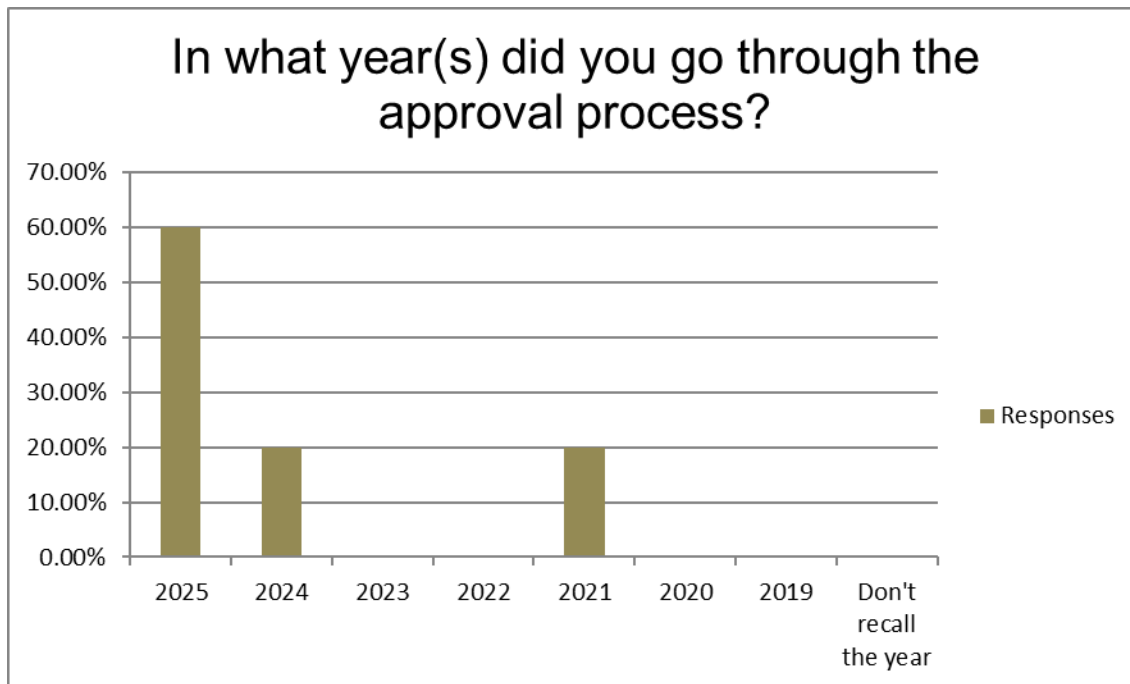


Figure 24 | Year of Approval Process Participation

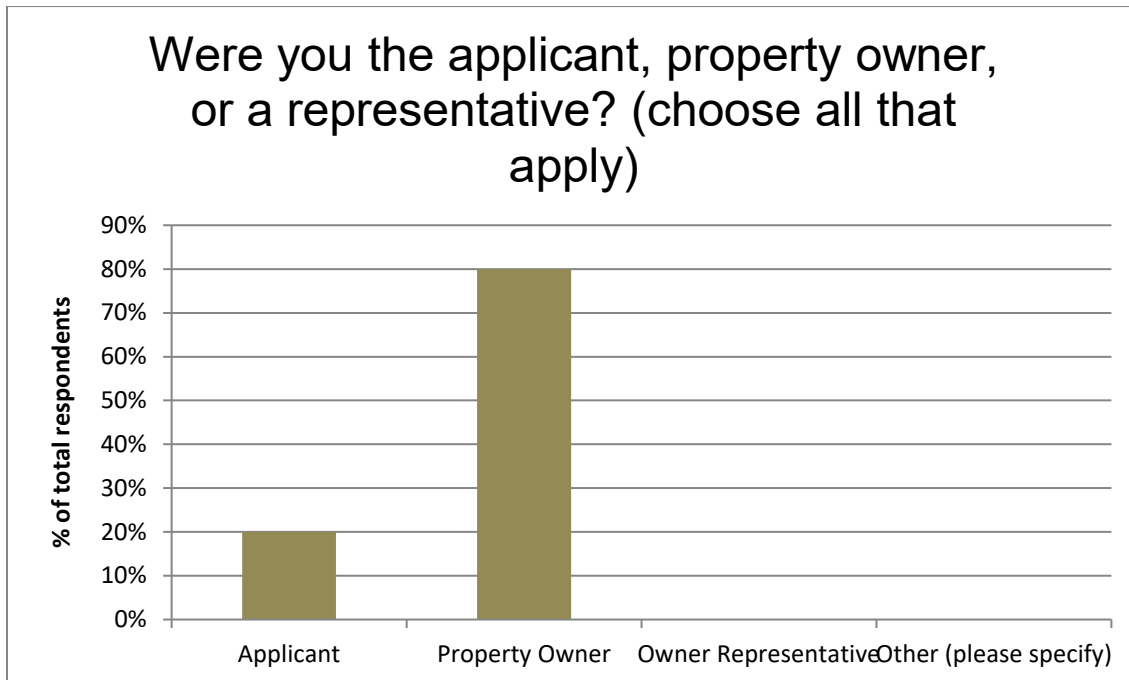


Figure 25 | Applicant by Type

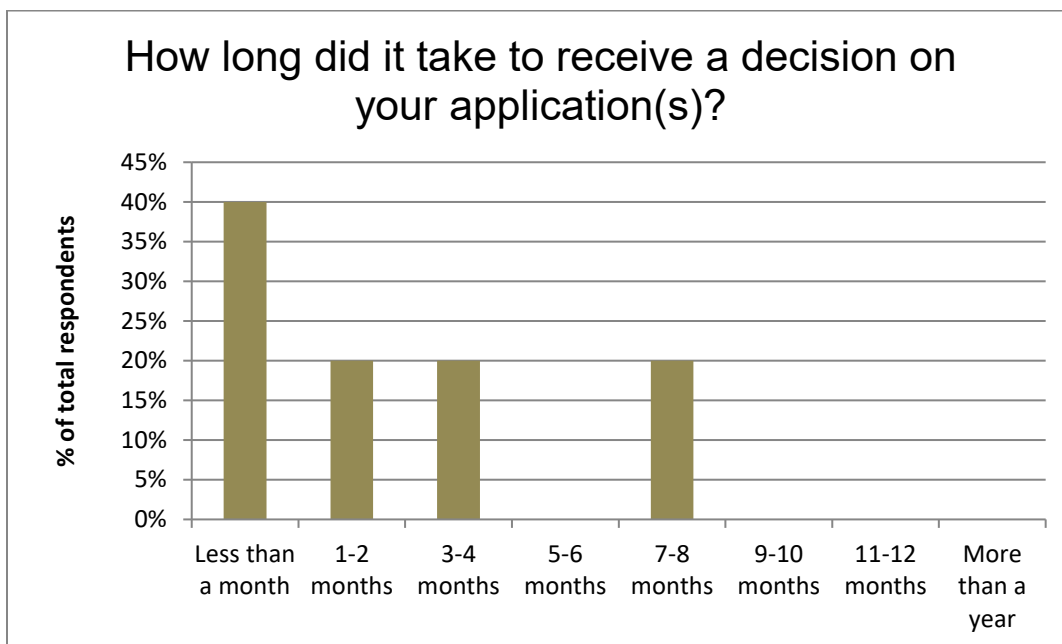


Figure 26 | Time for Application Decision

3.1.2 CLARITY

Overall, 60% of applicants expressed satisfaction with the District's approval process, while 20% reported dissatisfaction and the remaining 20% were neutral. Feedback from stakeholders revealed a mixed experience: many characterized the process as professional, responsive, efficient, and clear. At the same time, an equal portion of respondents found it frustrating, inconsistent, confusing, and lacking in clarity.

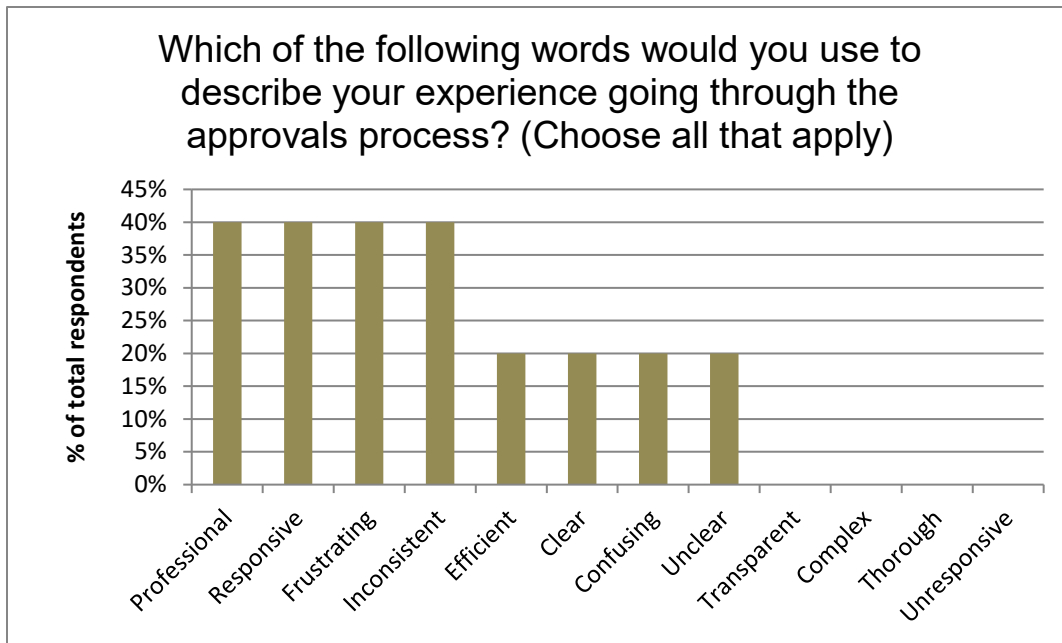


Figure 27 | Applicant Descriptions of Approval Process

These contrasting perspectives suggest that while the District's current processes are functioning well for some, others may encounter challenges. To support both new and experienced applicants, there is an opportunity for the District to enhance transparency, consistency, and applicant support throughout the development approval process.

In addition, a majority of applicants reported that the application requirements were only somewhat clear, signaling room for improvement in the forms themselves. Making the application materials more accessible, user-friendly, and easy to interpret could help reduce confusion and improve clarity for applicants. Even including the requirements at the beginning of these forms or on the District's website could make a significant difference.

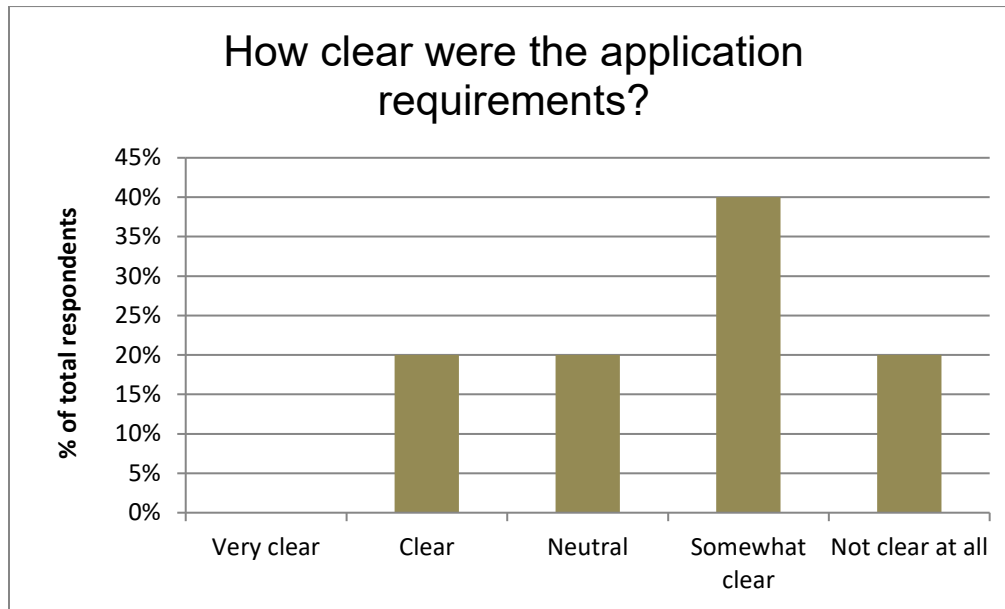


Figure 28 | Clarity of Application Requirements

For realtors, the application requirements and procedural steps were described as straightforward, with the necessary forms sent out early in the process. This proactive approach helped ensure clarity and ease of completion. In the case of the developer interviewed, familiarity with the process gained through years of experience working with the District, meant that additional guidance was not needed. These responses suggest that from the perspective of developers and realtors, the application process is well-understood and effectively communicated.

3.1.3 USE OF DISTRICT RESOURCES

Realtors and developers were asked to comment on the usefulness of the District's guides, checklists, and online resources. One respondent noted that while the application process was straightforward, they did not reference any supporting materials. Another indicated that guiding documents were not provided, but were also not required, as they were already familiar with the process.

Overall, from the perspective of experienced realtors and developers, supporting documents were neither provided nor deemed necessary due to the relative simplicity of the applications they submitted. However, for more complex or less routine application types, there is an opportunity for the District to proactively direct applicants to relevant resources. Doing so could enhance clarity and improve efficiency, especially for those less familiar with the process.

3.1.4 PERCEPTION OF FAIRNESS

When asked about the fairness of the application process, both developers and realtors shared that they had a generally positive experience with District staff and felt they were treated fairly throughout. However, they also noted that they have not yet had the opportunity to engage directly with the current CAO on any project or application. This points to a potential area for improvement in leadership-level engagement with developers.

3.1.5 COMMUNICATION WITH DISTRICT STAFF

The majority of applicants described District staff as somewhat responsive, with only one reporting a high level of responsiveness and another indicating limited responsiveness. While this feedback reflects a range of experiences, it suggests that communication with staff is generally viewed in a positive light.

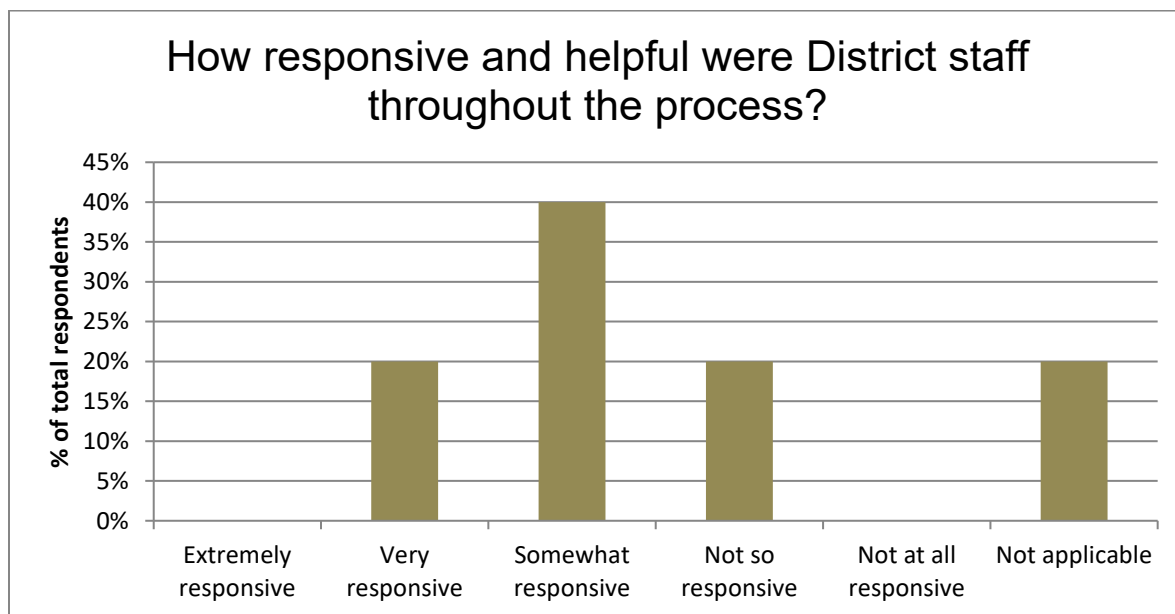


Figure 29 | District Responsiveness

Realtors and developers noted that they interact with multiple staff members including file managers, the CAO, and other personnel which has helped maintain consistency in the information provided. However, they also observed occasional inconsistencies when new staff were involved in the process. To address this, the District could consider formalizing training procedures using the checklists and supporting documents previously discussed. This approach may help ensure a more reliable applicant experience moving forward. Communication with the planning department specifically was also an overall positive experience with no concerns raised.

3.1.6 SUMMARY OF ENGAGEMENT OUTCOMES

Overall, both applicants and developer/realtor stakeholders reported a generally positive experience with the District's development application process. To further reduce potential frustration, confusion, or inconsistencies, it is recommended that the District continue to strengthen its approach by emphasizing the guiding principles of certainty, collaboration, and timeliness. These improvements could also help ease the workload on existing staff.¹

While developers and realtors did not offer specific suggestions for improvement, several building applicants raised concerns. One respondent noted that permit officials were only available one day per week, contributing to uncertain timelines and delayed responses during the building phase. Addressing these concerns whether through increased staffing levels or improved staff availability throughout the week could help streamline the process and better support applicants.

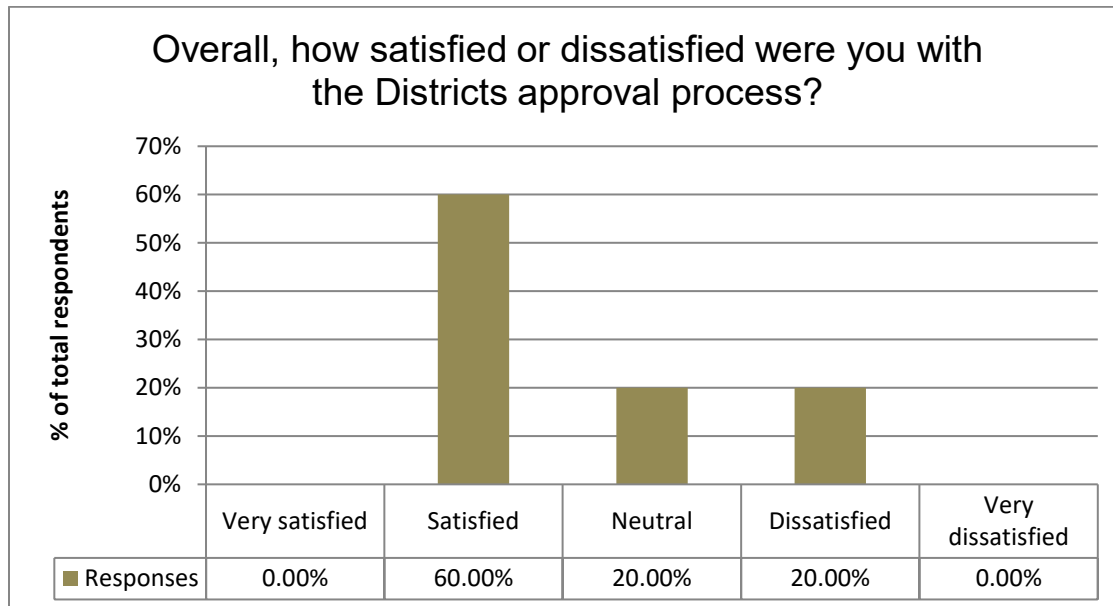


Figure 30 | Satisfaction Levels of District Approvals Process



4. BEST PRACTICES ANALYSIS

4.1 BEST PRACTICES IN CLEAR ROLE DEFINITION BETWEEN PLANNER, APPROVING OFFICER & APPLICANT

Using application checklists, forms and templates extensively - Checklists are often incorrectly maligned by senior professionals as only needed by junior staff. However, any professional can, at times, get over-confident in their duties and easily overlook simple steps in a process, or veer into their area of interest and neglect aspects they don't find appealing. Checklists are an important and vital part of the application approval process and can greatly assist municipal staff with ensuring they are undertaking a fair, objective, and consistent process for each-and-every application. It assists municipal staff with avoidance of professional drift by focusing on municipal policy and bylaw-related feedback.

Checklist significantly reduce errors of omission. Checklists are not just for ensuring all the information has been submitted. Checklists should be used for reviewing all applications and providing reports to applicants, Council, and senior management where appropriate. E.g. How does the application align with Policy in the OCP?

Why checklists? Fighter pilots and surgeons use them, why not planners?

In a 2006 study of 100 Michigan hospitals Peter Pronovost, an anesthesiologist and critical care physician, found that, 30 percent of the time, surgical teams skipped one of these five essential steps: washing hands; cleaning the site; draping the patient; donning surgical hat, gloves, and gown; and applying a sterile dressing. But after 15 months of using Pronovost's simple checklist, the hospitals "cut their infection rate from 4 percent of cases to zero, saving 1,500 lives and nearly \$200 million," Gawande told reporters. <https://www.hsph.harvard.edu/news/magazine/fall08checklist/>

Ensuring staff comments and decisions on an application are backed by adopted municipal policy or bylaws - If a planner or approving officer cannot support their comments with citations of policy or bylaws then the comment should be reconsidered. The planner or approving officer should work with senior management and Council to amend and update policies and bylaws to ensure they align with current best practices and the needs of the community. Policy and regulations are intended to protect public interests while facilitating private investment and respecting property rights. Staff should also reference intent statements or guiding principles when commenting and making decisions.

Respecting the hired professionals of the applicant - Applicants often hire numerous professionals to assist with an application, including engineers, planners, architects, biologists, urban designers, and other specialties. Respecting these hired professionals and allowing them to do their job without undue interference goes a long way to building trust between the municipality and the applicant. Respectful comments, suggestions and even disagreements are a normal part of the process but should be provided in a constructive way without unnecessary delays.

A good rule of thumb is to ensure the municipality is not commenting on elements of a design that were confirmed at an earlier stage, when the comment should have been provided earlier in the approval process. Coordinated comments should be provided as early as possible in the process to limit the number of design iterations by the applicant. Staff should accept that this will result in some things getting missed, but unless it's vital to safety or security of the public, staff should not comment on a design element that should have been addressed in an earlier review cycle.

Not commenting on matters outside one's expertise - For example, planners should not comment on building code and engineering specifications. Professional bodies provide extensive guidance on this important topic.

4.2 2019 PROVINCIAL DEVELOPMENT APPROVALS PROCESS REVIEW



In 2019, the Province of British Columbia released a report entitled **Development Approvals Process Review: Final Report from a Province-Wide Stakeholder Consultation**⁴. The Report, amongst its many findings, established qualities of an efficient and effective development approvals process. The qualities were established as a set of guiding principles.

These guiding principles provided a helpful structure to understand both how to ask the right questions and how to categorize feedback and recommendations. They provide a potential best practice for looking at a development approvals process and are as follows:



GUIDING PRINCIPLE	DESCRIPTION
1. Achieves Outcomes in the Public Interest	The approvals process is setup to support development that is strategically aligned with adopted community plans, supports community values, is strategically aligned with the public interest and results in high-quality built environments.
2. Certainty	The requirements, timeframes and costs of development approvals are clearly outlined and communicated in advance or as early as possible in the application process. The expectations remain consistent throughout the process.
3. Transparent Access to Information	Decisions during the approval process are documented and communicated in a clear and timely manner. Application status is accessible to proponents and to all staff involved in the approval process. The public is informed.
4. Collaborative	Local governments and applicants work collaboratively to achieve desired outcomes. Where public involvement is appropriate, the process seeks public input early in the process and in an informed manner.

⁴ Development Approvals Process Review: Final Report from a Province Wide Stakeholder Consultation (Sept 2019). Government of British Columbia. Available here: https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf

5. Flexible

The process achieves consistency while providing flexibility that enables developments in line with these guiding principles. Flexibility also allows for and even rewards innovation.

6. Timely

The development approval process occurs on timeframes that are appropriate to the level of complexity of the application. All parties, including local governments, proponents, provincial agencies, professionals, and others involved in the application process, provide needed input in a timely manner.

7. Balanced

The development approval process strives to achieve a fair balance of costs and benefits to the public and the proponent.

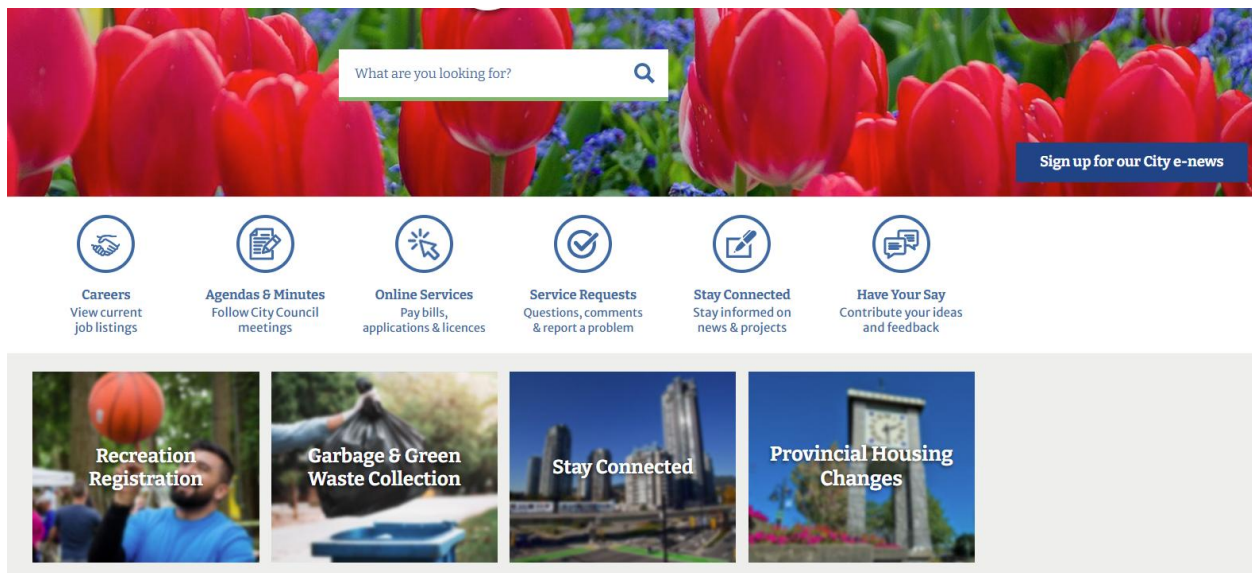
4.3 BUILDING INSPECTION & PLANNING/DEVELOPMENT WEB PAGE

The District of Barriere has an excellent, professional website that stands out as one of the best in the province for municipal government. With easy to navigate menus, good responsiveness and a clean and easy to view design.

There is room for improvement on the Building Inspection & Planning/Development page and this page should be updated to meet industry best practices. Sometimes forgotten when working in municipal government that municipalities are in a competition for investment from developers and that municipalities need to position planning and development web pages in a more marketing friendly manner.

Below is an example of best practices for what might make navigation of this web page easier. This is the **Coquitlam home page**. It shows large, easy, navigation links with icons and photographs which are easy to navigate and give both a visual and a text cue to help people find what they are searching for. The white text overlaying the photographs could be improved upon and may not meet accessibility standards. Below this screenshot is a mock up of potential ways Barriere could display the web page.





Building Inspection & Planning/Development



Forms



Guides & Maps



Figure 31 | A mock up of a new way to view this web page.

Another opportunity on this web page is including an interactive map or a map displayed directly on this page so investors and developers can easily see where and what the opportunities to invest and build are for the District of Barriere and get the information they require. A standout icon link, like the ones shown in the above figure, to the **COMPREHENSIVE ARC GIS WEB MAP** could be useful on this page.



5. RECOMMENDATIONS

By improving the District's development application outcomes, transparency and efficiency, and by taking steps while making the effort to implement the best practices, as outlined in this report, can have a significant positive bottom-line impact for the District including:

- Reduced personnel costs and less pressure on staff, thereby increasing staff retention and the ability to attract new employees through reputation.
- Cost efficiency related to greater community understanding of development processes. Examples of this include education and informed communication. Resulting in better outcomes in interaction with development approvals process; and
- Enabling investment (tax revenue) through creating development approval processes that run smoother, are less time intensive and have a lower cost.

The following list of recommendations seeks to improve the District's application process, increase transparency for developers and the public. Another goal of these recommendations is to continue to build trust over time. From a municipal perspective, an idealized development approval process is one that addresses the seven guiding principles outlined in the Province's **2019 Development Approvals Process Review**. These principles are listed below:



Guiding Principles for Development Approval Process Improvements








Recommendations have been made with estimates for staff time, municipal budget and complexity. A legend for the estimates is provided below.

Recommendation Example & Legend		
Est Staff Time	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	1 block = limited staff time (<1 month for completion) 5 blocks = significant staff time (>12 months to completion)
Est Budget	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	1 block = limited budget (<\$10,000) 5 blocks = significant budget (>\$100,000)
Est Complexity	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	1 block = limited complexity (no new learning) 5 blocks = significant complexity (a lot of new learning & trials)

5.1 PROCESS IMPROVEMENT RECOMMENDATIONS

A total of seven (7) process improvement recommendations have been provided for the District to consider.

Table 12 | Recommendations

Recommendations Summary: Guiding Principles for Approval Process Improvements							
	 Public Interest	 Certainty	 Transparency	 Collaboration	 Flexibility	 Timeliness	 Balance
1. Establish & Track Process Timelines		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
2. Update Development Forms & Guides		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
3. Improve Applicant Responsiveness through Education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
4. Adaptive Customer Service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
5. Create Checklists	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
6. Advocate for better timelines with referral Agencies		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
7. Servicing Agreement Template		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	

5.1.1 RECOMMENDATION 1: ESTABLISH & TRACK PROCESS TIMELINES

1

Recommendation 1

Establish & Track Process Timelines

Guiding Principles Addressed:

→
 Certainty

⌚
 Timeliness

Est Staff Time	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #0056b3;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> </div>
Est Budget	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #c00000;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> </div>
Est Complexity	<div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: #e67e22;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> <div style="width: 20px; height: 20px; background-color: #f0f0f0;"></div> </div>

The lack of data within the District of Barriere makes it challenging to know exactly how long an application takes from the first touch point of pre-application to final approval. Having this data would go a long way to setting out approval timeline targets in the District. Without a goal it's hard to know if the District is moving quickly or slowly through applications based on best practices for various types of applications.

A 2022 study by the Canadian Home Builders' Association (CHBA) of British Columbia of 13 municipalities, most much larger than Barriere, found rezonings were an average of 14.2 months, development permit 13.6 months, and subdivision 20.6 months⁵. The 14.2 month average for rezonings is not a target to aspire to. Long delays in rezoning are a significant that serve as a warning as to how slow processes can move if not addressed.

One of the best practices for timelines is to have an online dashboard, such as the one by Maple Ridge shown below.

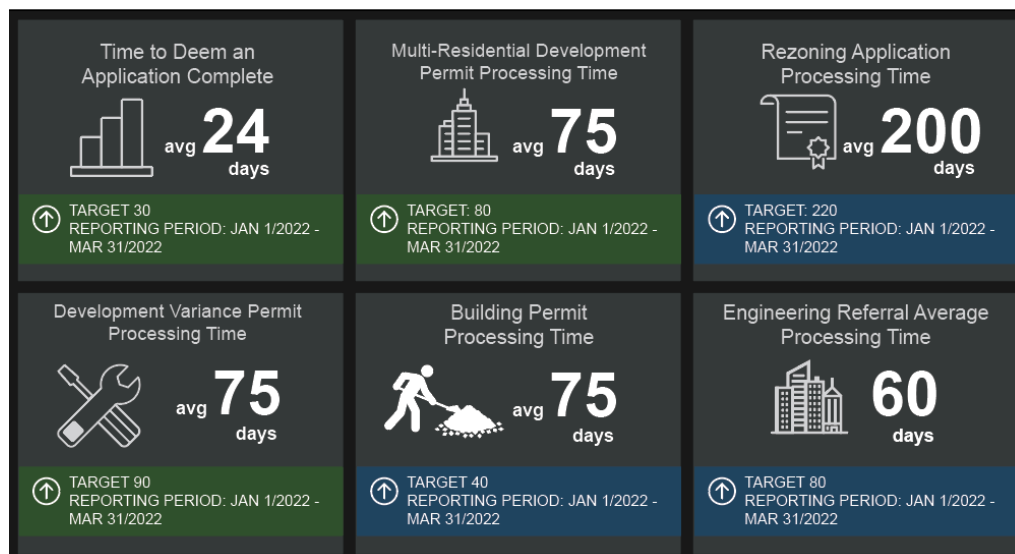


Figure 32 | Maple Ridge Performance Target Dashboard

⁵ Municipal Benchmarking Study (2022). Canadian Home Builders' Association of British Columbia. Altus Group Economic Consulting.

5.1.2 RECOMMENDATION 2: UPDATE DEVELOPMENT FORMS & GUIDES



Recommendation 2

Enhance Planning Process Guides, Forms and Application Checklists

Est Staff Time

Est Budget

Est Complexity

Better communication about the process and “the why” was identified as a priority in the developer survey. Effective communication at its heart is about connection. The District aims to connect builders to a clearer understanding of how the processes works. Understanding generates greater efficiency between those who build and the District. Deeper understanding builds trust at the core of performance governance. Simply updating the existing forms without additional process changes may have minimal effect on improving the process.

At the core of connection are two principles: 1) Context and 2) Style.

Context is about “The Why” – placing planning in the context of broader community vision and action. When participants understand context and are honest about the dilemmas and balancing act inherent in planning, this reduces points of conflict. Answer the question for those who build and residents: Why does this piece of information matter to me? Why should I care? Tell a story to connect.

Style is about the substance of our communication. Keywords about effectiveness in governance context include: transparency, honesty, clarity, and simplicity. There is great power in use of distinct visuals and conversational tone.

Key stakeholders like a development community, and residents, will typically express desire for more communications. **More** can be a slippery slope of doing too much with too few resources, generating poor results. A better strategic approach is to carefully focus on a small number of **right tactics** that builders or residents pay most attention to. A few good examples are listed below.

Communication Resource Type	Example
Comprehensive Development Guide	https://cranbrook.ca/business/
The “Why” of planning.	https://www.coquitlam.ca/DocumentCenter
Responding to community surrounding planning applications	https://www.edmonton.ca/
Simplicity in Communication	https://campbellriver.ca/docs/

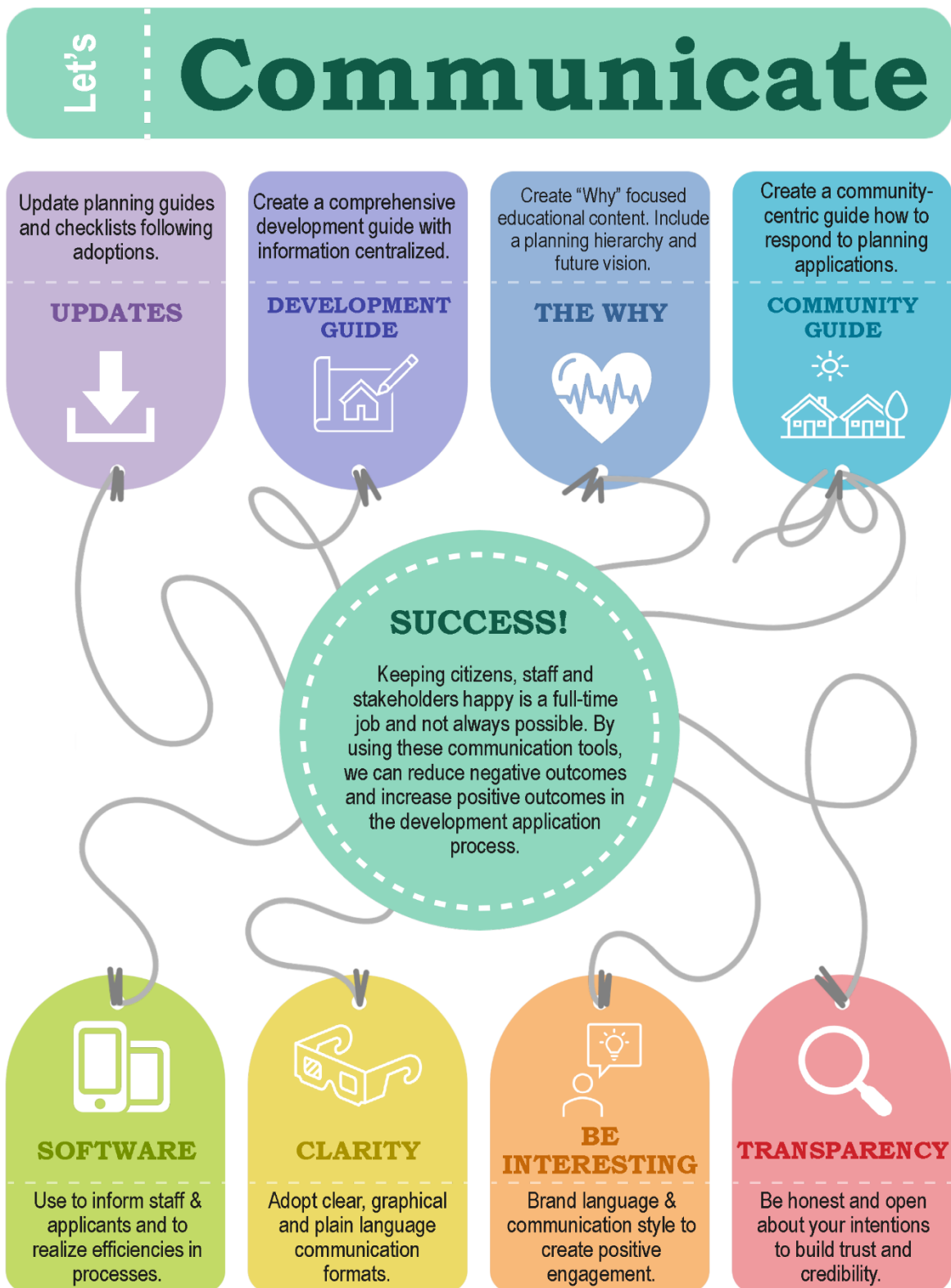


Figure 33 | Communication Infographic

5.1.3 RECOMMENDATION 3: IMPROVE APPLICANT RESPONSIVENESS THROUGH EDUCATION

3

Recommendation 3

Improve Applicant Responsiveness through Education

Guiding Principles Addressed:


Public Interest




Certainty


Transparency


Collaboration

Est Staff Time

Est Budget

Est Complexity

A key opportunity for the District of Barriere lies in empowering applicants by educating them about their roles and responsibilities throughout the development application process. While delays and confusion are often blamed on District staff, stakeholder engagement suggests that many challenges can be mitigated if applicants are better informed about application requirements and actively engaged in following each step. This understanding enables applicants to proactively gather documentation, meet submission standards, and minimize unnecessary back-and-forth, thereby streamlining the process for all parties involved.

Applications often stall not because of administrative oversight, but because some applicants are unaware that follow-up is required after submission. This communication gap can be effectively addressed by setting clear expectations and ensuring applicants know what to expect once their materials are handed in.

Implementing this education strategy will require dedicated support from District staff, not only in developing and distributing clear instructional materials and checklists, but also in guiding applicants through them when needed. Responsive, professional engagement from staff is critical; questions and concerns should be handled promptly to build trust, reduce errors, and improve the overall efficiency and quality of submissions. Overall, teaching applicants to take an active role in their application is important.

5.1.4 RECOMMENDATION 4: ADAPTIVE CUSTOMER SERVICE

4

Recommendation 4

Adaptive Customer Service

Guiding Principles Addressed:


Public Interest


Certainty


Transparency


Balanced

Est Staff Time

Est Budget

Est Complexity

Municipalities better position their futures when they focus on what they do best: they are service organizations with a service-first mandate.

Municipal service delivery can be complex. It includes everything from the range of amenities provided to the level of service offered in relation to the value of tax dollars. However, some aspects are more straightforward. Customer service, as in any enterprise, relies heavily on attitude. Going the extra mile leaves a strong impression in any context. Continually seeking improvements in efficiency and effectiveness is paramount.

Customer Service Recommendations

1. A Short Survey after key interactions with staff.

Other municipalities have created a short two to three question survey following key interactions with staff. This could be after a pre-app meeting, file application meeting or other customer service interaction. These short touch points of reporting can add a few more data points and feedback to evaluate the District’s customer service delivery.
2. Long Form Survey at file closure.

A longer customer service survey would be valuable for applicants to complete after a file has been approved or otherwise closed.
3. Developers / Builders / Applicants Annual Meetings.

To continue to build trust with applicants and builders, it is highly recommended that an annual breakfast meeting or luncheon with builders and developers be established. Trust is built through time spent together and proven success and relationships need to be built by time together.


5.1.5 RECOMMENDATION 5: CREATE CHECKLISTS

5


Recommendation 5

Create / Improve Checklists for Applications


Guiding Principles Addressed:




Public Interest



Certainty



Transparency



Timeliness

Est Staff Time

Est Budget

Est Complexity

As mentioned earlier in this report, checklists are an under appreciated tool in professional workplaces. The District’s approval process would benefit from increased use of checklists throughout the process.

1 Application Submission Checklist

Existing Need: To create greater transparency on what is considered a complete application.

(Existing) Improvements needed to create greater standardization for applicants.

Staff currently customizes the application requirements for each application. This is time-consuming for staff and may be frustrating for applicants. Recommend a standard application checklist to clarify what is needed for a complete application. Staff can still request additional information later during the process, but it will ensure an applicant is given the right to have their application deemed complete and time stamped.

Example Process

1. Standard Application Checklist
- Part A – The essentials (don’t accept payment without these items) – fee, completed application form, title and any covenants.
- Part B – Standard application requirements (varies depending on type of application – i.e. DVP, Rezoning) e.g. required drawings, project rationale, and servicing strategy.
2. Staff Simply Reviews application for Completeness (does not review for quality) e.g. Are the required pieces of information in the application package?
3. If Application is Complete, a letter is sent to the applicant stating it is complete, and a more detailed review is being completed by staff.
4. Staff does a deep dive into the application and completes the Application Review Checklist recommended below.


5. Staff reviews Application Review Checklist results with applicant.

2 Internal Staff Application Review Checklist

Existing Need: To improve the linkage between Staff feedback on applications to existing Barriere policy or bylaws.

(New) A new checklist that is managed by staff internally for each application. The checklist should review the application for compliance with all applicable municipal plans, policies and bylaws. Staff comments to the applicant should be directly linked to existing plans, policies and bylaws.

See example below:

OCP Policy Review	Compliant	Staff Comment
4.2.2.5 MATERIALS a) Building materials must be durable and withstand the local climate which is characteristic of high temperatures and dry heat in the summer and cool winters with abundant snowfall; and		Application does not comply with policy. Building materials are not durable.

Ideally the staff lead on the file would provide a version of the checklist to the applicant to increase transparency and communication with the applicant. Since there seems to be a gap between what applicants think is a compliant application with what is actually a compliant application, this could help bridge that information gap. Additionally, this checklist ensures that staff comments are directly linked to Barriere policy or bylaws and not simply ‘good ideas’ they wish to see implemented on the development. It makes the process much more objective, and criteria based, creating a conversation with applicants about how they can meet a certain policy or bylaw regulation rather than getting upset at the planner.

5.1.6 RECOMMENDATION 6: ADVOCATE FOR BETTER TIMELINES WITH REFERRAL AGENCIES

6

Recommendation 6

Advocate for Better Timelines with Referral Agencies

Guiding Principles Addressed:

→

CertaintyTimeliness

Est Staff Time

Est Budget

Est Complexity

This review identified that one of the most significant hurdles in the development application process is the lengthy response times from external referral agencies. These delays create uncertainty and can significantly hinder the ability of applicants to receive timely decisions. They also disrupt the District’s internal capacity to efficiently manage and process applications, slowing down project timelines, straining staff resources, and creating a ripple effect across related approvals and permitting workflows.

To address this challenge, it is essential the District take a proactive stance in advocating for improved responsiveness and accountability from these agencies. Establishing reasonable service benchmarks and clearly communicating expected turnaround times will be key. The District’s Mayor, whose position carries both influence and visibility, can play a pivotal role in initiating these conversations. By engaging with agency representatives directly, the Mayor can help emphasize the urgency of the issue and reinforce the District’s need for timely and consistent cooperation.

Over time, building stronger relationships with key agencies and formalizing expectations through interagency protocols or agreements could offer long-term benefits. This would not only improve the speed of responses but also foster a more collaborative development environment where all parties are aligned on shared priorities.

5.1.7 RECOMMENDATION 7: ADD SERVICING AGREEMENT TEMPLATE

7

Recommendation 7

Servicing Agreement Template

Guiding Principles Addressed:

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⌚

Certainty

Timeliness

Est Staff Time

Est Budget

Est Complexity

Having a well-crafted servicing agreement template offers several benefits, primarily by establishing a clear and consistent framework for servicing. The agreement itself provides a formal, legal document that defines the scope of work, sets expectations, and protects both parties.

This clarity prevents misunderstandings and serves as a point of reference if a dispute arises. Secondly, a template helps standardize fees, ensuring consistent and fair standards.

It outlines the standard process for services, from initial requests to project completion and invoicing. This not only makes operations more efficient but also gives developers and citizens a clear understanding of what to expect, improving overall experience and trust.



APPENDICES

APPENDIX A | REFERENCE MATERIAL

1.	Development Approvals Process Review: Final Report from a Province-Wide Stakeholder Consultation (September 2019). Province of British Columbia. https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/dapr_2019_report.pdf
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3.	https://storeys.com/hefty-development-fee-hikes-deterrent-housing/
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6.	City of Coquitlam. Development Application Process Review: Process Improvement Update 2020 (September 21, 2020) Development Application Process Review Update (October 10, 2019) 2021 Report Card City of Coquitlam Development Permit Application Guide How Development Happens Pre-Application Guide
7.	City of Campbell River https://campbellriver.ca/docs/default-source/planning-building-development/application-forms-guidlines/planning-development-application-form307dfe4e53fb62a298dbff000088bbe5.pdf
8.	Canmore, Alberta – Sustainability Screening Report tool: https://canmore.ca/municipal-services/residents-development-planning/planning-reference/sustainability-screening-report
9.	Langford Community Amenity Contribution Standards https://www.langford.ca/wp-content/uploads/2020/11/affordable-housing-park-amenity-contribution-policy.pdf

APPENDIX B | MEDIA SCAN

DEVELOPMENT & HOUSING IN THE NEWS

The below articles represent a scan of media related to development approvals and housing in BC and across Canada.

RESIDENTIAL REAL ESTATE

- Expect “More of the Same” From Housing Market in Coming Months
<https://storeys.com/more-of-the-same-housing-market-rbc-economist>
- Housing markets face a brutal squeeze
www.economist.com/finance-and-economics/2022/10/20/housing-markets-face-a-brutal-squeeze
- A global house-price slump is coming
www.economist.com/leaders/2022/10/20/a-global-house-price-slump-is-coming
- Other people’s money, everyone’s problem: How real estate influencers are fuelling the housing crisis
www.theglobeandmail.com/business/article-real-estate-investing-social-media
- Housing remains low and slow throughout September in BC, across Canada
<https://biv.com/article/2022/10/september-market-reports-show-housing-downturn-here-stay>
- BC Market Activity Remains Subdued in September
www.bcrea.bc.ca/economics/bc-market-activity-remains-subdued-in-september
- Have house prices dropped as much as we believe this year?
www.cmhc-schl.gc.ca/en/blog/2022/have-house-prices-dropped-as-much-as-we-believe-this-year
- Housing market correction spreads widely across Canada
<https://thoughtleadership.rbc.com/housing-market-correction-spreads-widely-across-canada>
- The road ahead for the economy and housing — fall 2022 update
www.cmhc-schl.gc.ca/en/blog/2022/road-ahead-economy-housing-fall-2022-update
- The Rennie Landscape - Fall 2022
<https://rennie.com/rennie-post/the-rennie-landscape-fall-2022>
- UBS Global Real Estate Bubble Index
www.ubs.com/global/en/wealth-management/insights/2022/global-real-estate-bubble-index.html
- Housing market recession deepens in BC
<https://biv.com/article/2022/09/housing-market-recession-deepens-bc>
- Canadian home buyers on the defensive
<https://thoughtleadership.rbc.com/canadian-home-buyers-on-the-defensive>
- CMHC - Inclusion of affordable housing in new transit-oriented developments in Canadian cities
www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/housing-research/research-reports/housing-needs/research-insight-inclusion-affordable-housing-new-transit-oriented-developments
- CMHC - Housing Market Insight
www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/market-reports/housing-market/housing-market-insight
- Housing Supply Targets Unlikely to be Met Due to “Significant” Labour Shortages
<https://storeys.com/chmc-labour-shortages-affordable-housing-goals-bc-alberta-ontario-report>
- Why Canada needs to come out ‘full guns blazing’ on housing
<https://financialpost.com/executive/executive-summary/posthaste-why-canada-needs-to-come-out-full-guns-blazing-on-housing>
- Canada’s population is booming – and we aren’t building nearly enough homes
www.theglobeandmail.com/opinion/editorials/article-canadas-population-is-booming-and-we-arent-building-nearly-enough
- Buying a home has never been so unaffordable in Canada

- <https://thoughtleadership.rbc.com/buying-a-home-has-never-been-so-unaffordable-in-canada>
- CMHC to Revise Forecast, Expects Home Prices to Decline 15%
<https://storeys.com/cmhc-revise-forecast-home-prices-decline-15>
- More British Columbians are opting to rent rather than own, report says
<https://biv.com/article/2022/09/more-british-columbians-are-opting-rent-rather-own-report-says>
- Remote Work Drove Over 60% of House-Price Surge, Fed Study Finds
www.bloomberg.com/news/articles/2022-09-26/remote-work-drove-over-60-of-house-price-surge-fed-study-finds
- Singapore Ranks Among Most Attainable in New Asia Pacific Index
<https://urbanland.uli.org/asia-pacific-edition/singapore-ranks-among-most-attainable-in-new-asia-pacific-index>
- The concept of a ‘starter home’ is becoming a distant memory
www.theglobeandmail.com/business/article-the-concept-of-a-starter-home-is-becoming-a-distant-memory
- World's Highest Apartment, on New York's Billionaire's Row, Lists for \$250 Million
<https://people.com/home/worlds-highest-apartment-new-york-city-market>
- Cool housing market puts a freeze on flipping
www.theglobeandmail.com/business/article-cool-housing-market-puts-a-freeze-on-flipping
- Canadian pandemic homebuyers have zero regrets, survey shows
<https://biv.com/article/2022/09/canadian-pandemic-homebuyers-have-zero-regrets-survey-shows>
- UDI State of the Market Report Q2 2022
<https://udi.bc.ca/wp-content/uploads/2022/09/Q2-2022-State-of-the-Market-final.pdf>
- Canadian home buyers feeling the heat of higher interest rates
<https://thoughtleadership.rbc.com/canadian-home-buyers-feeling-the-heat-of-higher-interest-rates>
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- Housing inventory may reach crisis point in major Canadian centres, report finds
<https://financialpost.com/real-estate/mortgages/housing-inventory-may-reach-crisis-point-in-major-canadian-centres-report-finds>
- Canada’s Housing Supply to Reach “Crisis Point” Without Intervention
<https://storeys.com/canadas-housing-supply-to-reach-crisis-point-without-intervention>
- Our other real estate problem – people have too much wealth tied up in houses
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<https://blog.remax.ca/canada-real-estate-inventory>
- BCREA BC Housing Market Showing Signs of Stabilizing Despite Decreased Activity
www.bcrea.bc.ca/wp-content/uploads/2022-08.pdf
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<https://financialpost.com/news/economy/interest-rates-may-need-to-rise-above-4-as-housing-market-bounces-back-bmo>
- Higher Mortgage Rates Will Slow Housing Activity in BC Through 2023
www.bcrea.bc.ca/wp-content/uploads/2022-09-08-housing-forecast.pdf
- Higher interest rates weigh down on Canada’s housing markets
<https://thoughtleadership.rbc.com/higher-interest-rates-weigh-down-on-canadas-housing-markets>
- Rate hikes spook market but condo project launches continue
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- How many houses does Canada actually need?
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- Canada needs more homes. The problem? Finding people to build them
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- More housing supply isn't a cure-all for the housing crisis
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- The wealth gap between homeowners and renters is widening quickly
www.theglobeandmail.com/business/article-homeowners-renters-wealth-gap
- Youthful Cities Real Affordability Index
<https://youthfulcities.com/urban-indexes/rai-2022>
- Our Generation Is Constantly Searching For A Security That Is Just Out Of Reach
<https://raisccollytelling2022.youthfulcities.com>
- Living in tool sheds won't solve housing crisis
<https://nationalpost.com/opinion/sabrina-maddeaux-communal-toilets-as-housing-crisis-solution-just-stinks>
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www.theglobeandmail.com/investing/personal-finance/article-housing-affordability-young-people
- Canadians priced out of major housing markets are moving to smaller cities
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- Make Housing Central Webpage
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- UDI No Vacancy: Challenges & Opportunities for New Rental Housing Construction
https://udi.bc.ca/wp-content/uploads/2022/09/No-Vacancy-UDI-Report_September-2022.pdf

- For affordability, BC cities need stronger leadership
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- Interest rates could deepen Canada's rental housing crisis
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- Five reasons supply matters to the housing crisis
www.straight.com/news/alex-hemingway-five-reasons-supply-matters-to-housing-crisis
- Inclusive Prosperity: No Displacement Necessary
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- Have YIMBYs won the development debate?
<https://thehub.ca/2022-09-16/yimby-mayoral-candidates-say-debate-over-development-is-over>
- BC limits 2023 apartment rent increases at two per cent
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- Los Angeles is seriously considering requiring hotels to open vacant rooms to homeless
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- Estimates differ, but planners should never forget that more housing construction is needed
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- Westbank's 'Prototype' for mass timber residential tower on Main Street
www.urbanyvr.com/westbanks-prototype-for-mass-timber-residential-tower-on-main-street
- Use-it-or-lose-it entitlements
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- King George Hub Officially Opens in Surrey, Ushering in New Era
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www.weforum.org/agenda/2022/09/my-carbon-an-approach-for-inclusive-and-sustainable-cities
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www.bloomberg.com/news/features/2022-07-27/is-toronto-s-port-lands-flood-protection-project-the-future-of-urban-resilience
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<https://brandondonnelly.com/2022/08/28/are-you-sure-you-want-parisian-style-urbanism>
- The homeowner's sunshine problem - to fight climate change, get a white roof
www.theatlantic.com/ideas/archive/2022/08/fight-climate-change-get-white-roof/671287