



MUNICIPALITY OF NORTH COWICHAN
DEVELOPMENT SERVICES FUNCTION REVIEW – PRESENTATION TO COUNCIL

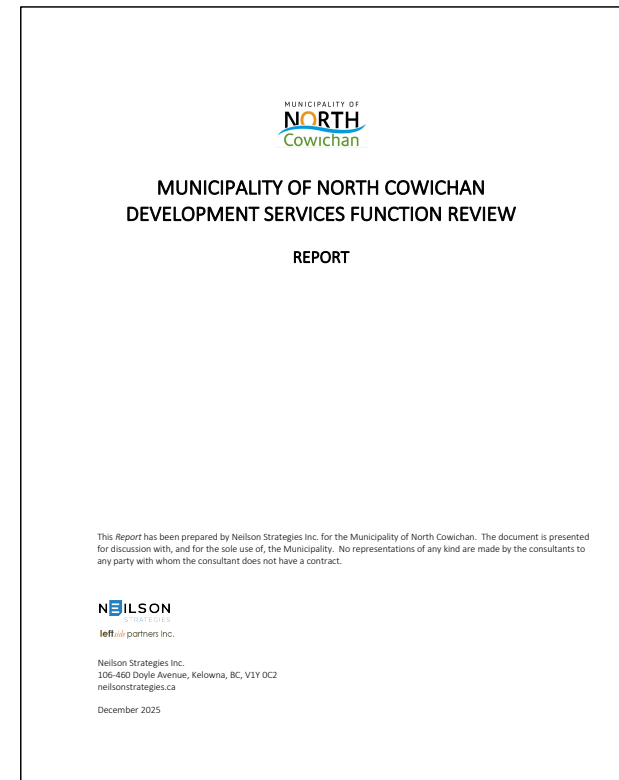
March 4, 2026





PRESENTATION

- ▶ The Review – context, objectives
- ▶ The Report – opportunities, changes
- ▶ The Priorities – implementation



THE REVIEW

- ▶ Important to understand the context:
 - ✓ Growing community, steady volume
 - ✓ Servicing challenges and constraints
 - ✓ Housing and affordability challenges
 - ✓ Evolving development and community character (not only rural single family)
 - ✓ Opportunity – and, arguably, need – for core changes
 - ✓ Strong staff; need to bolster and support culture



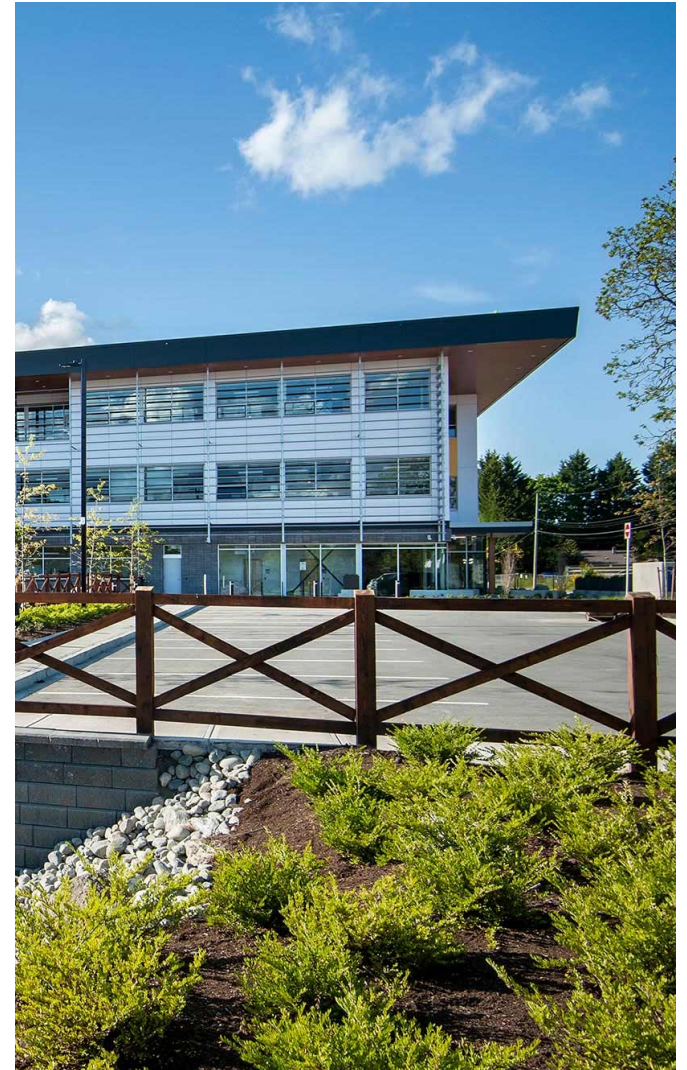
THE REVIEW

- ▶ Objectives set out in the project charter:
 - ✓ clear and consistent approval processes, with reduced processing times
 - ✓ improved coordination and communication
 - ✓ greater transparency and accountability
 - ✓ optimized resource allocation
 - ✓ leveraged technology
 - ✓ early engagement of stakeholders



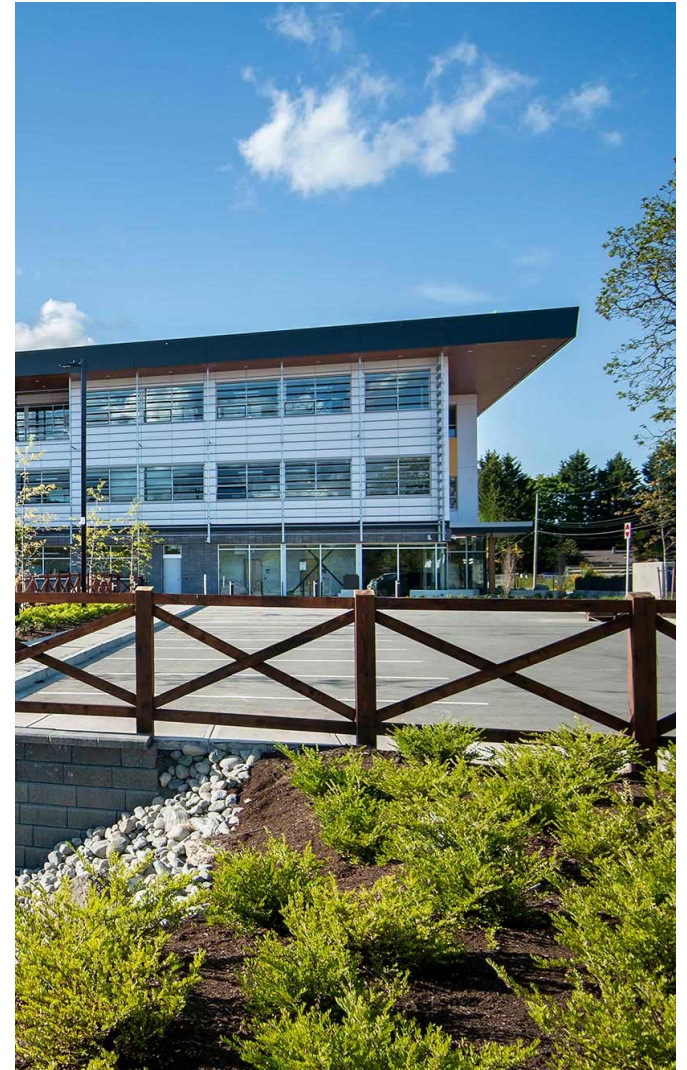
THE REPORT

- ▶ Process opportunities to pursue:
 - ✓ Process mapping – standardized, clear, documented approval process
 - ✓ Pre-application phase – formalized, required pre-app meetings for range of application types
 - ✓ File intake and assignment – completeness at intake; assignment within two weeks
 - ✓ DART – DART with bi-weekly, structured meetings; risk-based referral framework



THE REPORT

- ▶ Process opportunities to pursue:
 - ✓ Referral protocols – minimize blanket referrals; focus on applications with most significant potential impacts
 - ✓ Housing first/streaming – criteria to expedite affordable housing projects; stream for non-developer applicants
 - ✓ Delegation of authority – monitor to ensure current approach captures majority of DPs and minor DVPs



THE REPORT

- ▶ Communication opportunities to pursue:
 - ✓ Application forms, guides, checklists
 - ✓ Updated bylaws – *Subdivision Control Bylaw*
 - ✓ Application tracking; targets – *Building North Cowichan*
 - ✓ Development Liaison Group – learning from each other; advisory to staff



THE REPORT

- ▶ Technology opportunities to pursue:
 - ✓ Assessment of technology platforms – complete the assessment; ensure key features available



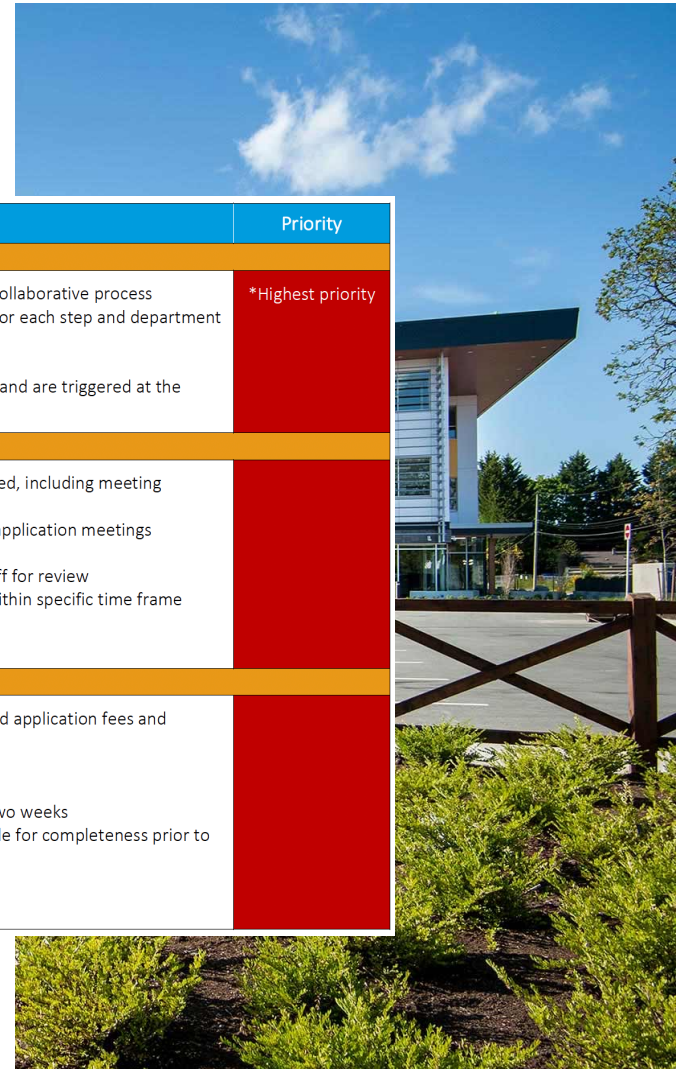
THE REPORT

- ▶ Structural opportunities to pursue:
 - ✓ Streamline structure – bring together functions into two departments



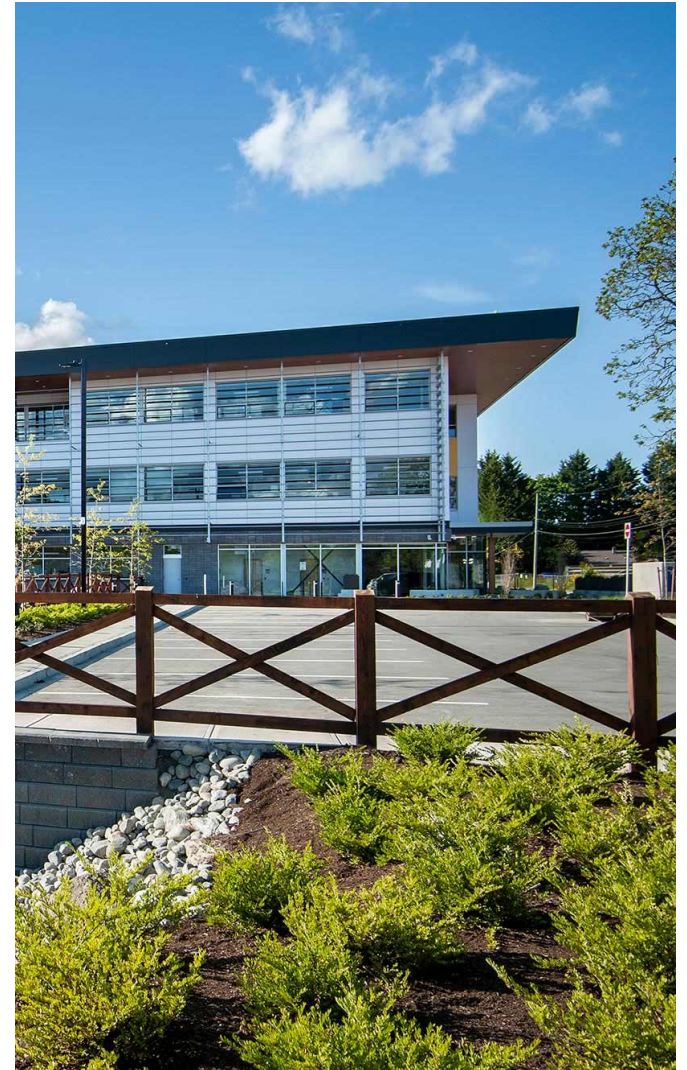
THE PR

Recommended Action — Process	Priority
Process Mapping	
<ul style="list-style-type: none"> Identify and document an internal review and approval process for each application type through a collaborative process mapping exercise, with focus on milestones, responsibilities, required feedback and decision-points for each step and department involved in the process (see <i>Appendix I</i> for examples) Once an internal process is established, identify standard applicant communication points Ensure associated requirements for each application type are relevant to the approval being sought, and are triggered at the appropriate stage in the process (i.e., rezoning, development permit, building permit) 	*Highest priority
Pre-Application Process	
<ul style="list-style-type: none"> Formalize the pre-application process and internal resourcing to ensure adequate feedback is provided, including meeting minutes and a resulting application checklist Identify minor applications that require more minor submission review meetings in place of full pre-application meetings Establish pre-application submission requirements to facilitate useful staff feedback Determine internal process for booking meetings (e.g., consistent day of the week) and assigning staff for review Establish a pre-application fee, and consider a fee credit to those who proceed with an application within specific time frame (e.g., six months) Incorporate process into <i>Development Procedures Bylaw</i> 	
Intake and Assignment Process	
<ul style="list-style-type: none"> Ensure administrative staff are trained to determine completeness of application, calculate associated application fees and conduct submission review meetings with applicants Develop online option to calculate and pay application fees Book submission review meetings in cases where pre-application meeting not warranted After a complete application is submitted, have files created and assigned to a File Manager within two weeks Place responsibility for assigning files with Manager of Planning; Manager is not required to review file for completeness prior to assigning File Manager 	



THE PRIORITIES

- Recommendations on structure and process considered highest priority





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February 4, 2026

