



# Workforce Plan Development Services

January 2025

Development Services  
1229 Esquimalt Road  
Esquimalt, BC V9A 3P1  
250-414-7103

Version	Authored By	Date	Reason for Revision
1.0	Bill Brown	2024.11.25	CAO Review
1.1	Bill Brown	2025.01.09	Ready for 2025-2029 Five Year Financial Plan

## 1.0 DEPARTMENT PROFILE

The Development Services Department provides a full spectrum of development and planning functions and is specifically tasked with providing the following services to the Corporation of the Township of Esquimalt, the Residents, Businesses, and Visitors:

- 1.1 Complete priorities identified in Council's priority plan and assigned to Development Services.
- 1.2 Respond to inquiries from the public regarding issues related to planning and development in Esquimalt.
- 1.3 Provide information to other departments regarding planning and development.
- 1.4 Respond to requests for assistance from staff and council.
- 1.5 Maintain and implement the Climate Action Plan as directed by Council including writing and presenting the Climate Action Plan Annual Report.
- 1.6 Review various reports from other governments, agencies, organizations, and departments. This includes the statutory reporting requirements for the Provincial Government's Housing Targets Regulation.
- 1.7 Attend a variety of meetings both internal and external related to development services matters.
- 1.8 Maintain the Geographic Information System and provide Geographic Information Systems services to the department, other departments, consultants, and the public including mapping and visualization, spatial analysis, and communications.
- 1.9 Maintain an online Development Tracker that allows the public to view information related to rezoning, development permit, and development variance permit applications.

- 1.10 Maintain an online dashboard of data related to development including but not limited to data related to the economy, residential and household composition, workforce composition, dwellings, and livability.
- 1.11 Maintain those portions of the Township's website that pertain to Development Services.
- 1.12 Administer the intake, issuance, and filling of building and plumbing permits.
- 1.13 Process development permit applications including:
  - 1.13.1 Convene pre-application meetings with developers and landowners who wish to develop their land in Esquimalt.
  - 1.13.2 Review applications.
  - 1.13.3 Conduct site inspections.
  - 1.13.4 Circulate applications,
  - 1.13.5 Prepare applications for review by the Design Review Committee and Advisory Planning Commission including writing staff reports.
  - 1.13.6 Review draft minutes of Design Review Committee and Advisory Planning Commission meetings.
  - 1.13.7 Prepare draft development permits.
  - 1.13.8 Write Council staff reports and prepare presentations related to applications being presented to Council for a decision.
  - 1.13.9 When applicable, prepare Section 219 Covenants.
  - 1.13.10 When applicable, ensure that Statutory Rights of Way are prepared.
  - 1.13.11 Prepare final development permit and ensure that it is sent to Corporate Services for signing and having a Notice on Title registered on the title.
  - 1.13.12 Conclude file.
- 1.14 Process development variance permit applications including:
  - 1.14.1 Convene pre-application meetings with developers and landowners who wish to develop their land in Esquimalt.
  - 1.14.2 Review applications.

- 1.14.3 Conduct site inspections.
  - 1.14.4 Circulate applications.
  - 1.14.5 Prepare applications for review by the Design Review Committee and Advisory Planning Commission including writing staff reports.
  - 1.14.6 Review draft minutes of the Design Review Committee and the Advisory Planning Commission.
  - 1.14.7 Prepare draft development permits.
  - 1.14.8 Write Council staff reports and prepare presentations related to applications being presented to Council for a decision.
  - 1.14.9 When applicable, prepare Section 219 Covenants.
  - 1.14.10 When applicable, ensure that Statutory Rights of Way are prepared.
  - 1.14.11 Prepare final development permit and ensure that it is sent to Corporate Services for signing and having a Notice on Title registered on the title.
  - 1.14.12 Conclude file.
- 1.15 Process rezoning applications including:
- 1.15.1 Convene pre-application meetings with developers and landowners who wish to develop their land in Esquimalt.
  - 1.15.2 Review applications.
  - 1.15.3 Conduct site inspections.
  - 1.15.4 Circulate applications,
  - 1.15.5 Prepare applications for review by the Design Review Committee and Advisory Planning Commission including writing staff reports.
  - 1.15.6 Prepare draft amending bylaw and circulate to Corporate Services for review.
  - 1.15.7 Prepare and distribute statutory notifications.
  - 1.15.8 Write Council staff reports and prepare presentations related to applications being presented to Council for a decision.
  - 1.15.9 When applicable, prepare Section 219 Covenants.
  - 1.15.10 When applicable, ensure that Statutory Rights of Way are prepared.
  - 1.15.11 Conclude file.
- 1.16 Process subdivision applications including:

- 1.16.1 Convene pre-application meetings with developers and landowners who wish to develop their land in Esquimalt.
  - 1.16.2 Review applications.
  - 1.16.3 Conduct site inspections.
  - 1.16.4 Circulate applications.
  - 1.16.5 When Council is the approving authority prepare necessary documents for Council including staff report and staff presentation.
  - 1.16.6 When applicable, prepare Section 219 Covenants.
  - 1.16.7 When applicable, ensure that Statutory Rights of Way are prepared.
  - 1.16.8 Prepare “Application to Deposit Plan” and forward to applicant’s lawyer for registration of the plan of subdivision at the Land Titles Office.
  - 1.16.9 Conclude file.
- 1.7 Process Board of Variance applications including:
- 1.17.1 Convene pre-application meetings with developers and landowners who wish to develop their land in Esquimalt.
  - 1.17.2 Review applications.
  - 1.17.3 Conduct site inspection.
  - 1.17.4 Circulate applications.
  - 1.17.5 Prepare agenda and background information for the Board of Variance.
  - 1.17.6 Issue public notices to inform adjacent landowners and tenants of the time and place of the Board of Variance meeting.
  - 1.17.7 Provide professional and administrative service to the Board’s meeting.
  - 1.17.8 When applicable, prepare Section 219 Covenants.
  - 1.17.9 When applicable, ensure that Statutory Rights of Way are prepared.
  - 1.17.10 Prepare and issue the Board order.
  - 1.17.11 Conclude file.
- 1.18 Process Temporary Use Permit applications including:
- 1.18.1 Convene pre-application meetings with developers and landowners who wish to develop their land in Esquimalt.

- 1.18.2 Review applications.
  - 1.18.3 Conduct site inspection.
  - 1.18.4 Circulate applications.
  - 1.18.5 Prepare applications for review by the Design Review Committee and Advisory Planning Commission including writing staff reports.
  - 1.18.6 Prepare draft temporary use permit.
  - 1.18.7 Write Council staff reports and prepare presentations related to applications being presented to Council for a decision.
  - 1.18.8 When applicable, prepare Section 219 Covenants.
  - 1.18.9 When applicable, ensure that Statutory Rights of Way are prepared.
  - 1.19.10 Prepare final temporary use permit and ensure that it is sent to Corporate Services for signing and having a Notice on Title registered on the title.
  - 1.18.10 Conclude file.
- 1.19 Prepare reports related to various planning issues. These include reports related to housing, climate, planning processes, changes in legislation, and grant applications.
- 1.20 Prepare project impact assessments, Council project signoffs, project charters, requests for proposals, and professional service agreements for various projects identified by staff or directed by Council.
- 1.21 Process liquor licence applications.
- 1.22 Process requests for zoning confirmation letters.
- 1.23 Process requests for copies of building plans.
- 1.24 Update and consolidate the following bylaw as they are amended:
- 1.24.1 Official Community Plan Bylaw.
  - 1.24.2 Zoning Bylaw.
  - 1.24.3 Development Application Procedures and Fees Bylaw.
  - 1.24.4 Parking Bylaw.
  - 1.21.5 Sign Bylaw.

## 2.0 PRESSURES FOR CHANGE

Notwithstanding a decrease in the number of applications over the past 5-years, there has not been a concomitant decrease in demand for services. Demand signals continue to increase as per Council's Priority Plan and the strategic outlook. Growth and change are expected to continue in the foreseeable future. The following list outlines various sources of increased pressures for the department.

2.1 Legislative Changes – Since the fourth quarter of 2023 there have been a myriad of legislative changes that impact the Development Services Department. These include:

- 2.1.1 Small Scale Multi-Unit Housing
- 2.2.1 Development Cost Charges/Amenity Cost Charges
- 2.2.2 Tenant Protection Bylaws
- 2.2.3 Short Term Rentals
- 2.2.4 Inclusionary Zoning
- 2.2.5 Density Bonus
- 2.2.6 Transportation Demand Management

2.2 Projects – There are numerous projects that Development Services has been tasked with completing:

- 2.2.1 Development Capacity Study
- 2.2.2 Parking Bylaw Rewrite
- 2.2.3 Health Needs Assessment
- 2.2.4 Climate Action Plan Roadmap
- 2.2.5 Ground Oriented Small Scale Residential\*
- 2.2.6 Affordable Housing\*
- 2.2.7 Official Community Plan Recalibration\*
- 2.2.8 Official Community Plan Major Review\*<sup>1</sup>

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\*Proposed, but not yet funded.



2.3 Increased complexity of applications – Although the number of applications has decreased in the past couple of years due primarily to factors beyond the Township’s control (e.g. interest rates, labour costs, material costs, government regulation) the complexity of the applications has increased substantially. Development Services staff are now dealing with the following:

- 2.3.1 High-rise buildings.
- 2.3.2 Increased demand for density which requires negotiation of amenities.
- 2.3.4 Applicants coming back for amendments to their approvals because their proformas no longer work.
- 2.3.5 Increased diligence related to site contamination.
- 2.3.6 Increased diligence to protect potentially archaeologically sensitive sites.

### 3.0 EXISTING POSITIONS

Position	Current Number of Full Time Equivalent Positions
Director of Development Services	1.0
Manager of Development Services	1.0
Planner 2 - Development	2.0
Planner 2 - Policy	1.0
Planning Technician	1.0
Office Administrator	1.0
<b>Total</b>	<b>7.0</b>

#### 4.0 ADDITIONAL POSITIONS REQUIRED

Position	Reasons for Increase	Forecast Position Needs	
		2025	2026
Planner 3 (Senior Planner)	To process complex planning applications and assist with other planning functions such as policy development, digitization of the application process, mapping, and scenario planning.	1.0	
Office Administrator (Records Management) (Shared with Engineering)	To track records and assist in filing and retrieving records to ensure compliance with all statutory records management requirements.	0.5	
<b>Total</b>		<b>1.5</b>	

#### 5.0 IDENTIFIED RISKS

The following risks have been identified:

5.1 Deteriorating health of employees who have excessive workloads. In addition to potentially resulting in negative health outcomes, employees may take leaves of absence, long term disability, or leave the organization. This only exacerbates the situation potentially leading to a negative feedback loop that can lead to further negative health outcomes for staff.

5.2 Decreasing quality of work and increasing application processing timelines. The Township currently has a good reputation for processing applications in a timely manner. However, timelines may increase and quality decrease due to heavy workloads.

5.3 Projects are continually delayed resulting in decisions being made in the absence of updated information.

5.4 Application processing is delayed resulting in increased construction costs and concomitant increases in housing costs.

5.5 Loss of trust as various stakeholders complain about the lack of service provided by the department.

5.6 Quality of work deteriorates as there is inadequate time for staff to properly research and analyze issues and applications. This could include missed steps in a process that results in the process having to be redone which further exacerbates the situation potentially leading to a negative feedback loop that can further cripple the department.

5.7 Failure to comply with the records management system because there is not enough time to properly file records. This may result in legal liability.

5.8 Having to do the bare minimum to get by rather than doing our best. For example, we often forgo council presentations because we do not have time to prepare them.

5.9 No time to prepare and implement procedures documentation that would help increase efficiencies and reduce mistakes.

5.10 Bylaw infractions are unattended to because there is no time to respond to them (this is currently the situation).

## 6.0 FUTURE GROWTH

The Township is about to conduct a Development Capacity Study that will identify limits to future growth. Once this information is available, the Department will be able to project future growth. With this information it will be possible to estimate future staff requirements. As part of the calculus for determining future staff requirements, other variables such as the use of digital application submissions, artificial intelligence, emerging legislative frameworks, and housing demand will be taken into account.