

SMART DEVELOPMENT PARTNERSHIP – PROGRAM OUTLINE –

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TABLE OF CONTENTS

A.	The Vision	1
B.	Mission Statement	1
C.	What is the Smart Development Partnership Program?	1
D.	How Does It Work?	1
E.	Why Is The Program Important?	2
	• For Government	2
	• For Communities	2
F.	Intended Outcomes	3
	• Efficiency	3
	• Liveability	3
	• Sustainability	3
	• Health and Safety	3
G.	Current Priorities	4
	• Streamlining/Harmonizing Development Approval Process	4
	• Encouraging the Development of Affordable Market Housing	4
	• Planning for Development that Integrates Social Interests	4
	• Encouraging the Development of Compact Communities	4
H.	How Are Projects Selected?	5
I.	Three Current Projects	5
	1. Municipal Infrastructure Design Guideline Manual	5
	2. Location Efficient Mortgages	5
	3. Victoria Urban Development Agreement	6
J.	How Will We Get Value for Money?	6
K.	Performance Measures	7

A. The Vision

A collaborative, innovative and effective land use planning system that benefits all BC communities.

B. Mission Statement

The mission of the Smart Development Partnership (SDP) program is to improve the land use development system in British Columbia by fostering partnerships between different interests. It aims to bring together those who plan and regulate land use (local government), those who build (developers), and those who provide the legislative framework and system support (the Province).

C. What is the Smart Development Partnership Program?

The SDP program is a Ministry of Community Services initiative aimed at improving the land use planning and development system in BC. Each project developed under the program represents a new and innovative approach to specific issues or opportunities related to land use planning. The goal is to make improvements in the overall system by targeting opportunities that have significant potential for innovation and partnerships. Three project examples include:

1. Municipal Infrastructure Design Guidelines
2. Location Efficient Mortgages
3. Victoria Urban Development Agreement

The program strives to use a small amount of money to leverage significant changes in behaviour at the local government level. This is achieved through facilitating partnerships which demonstrate that there is a better way to achieve land use planning and management goals and objectives, by sharing the learning with others, and encouraging them to pick up on these successes.

D. How Does It Work?

Ideas for SDP projects come from provincial staff, local governments and the private sector. Project ideas are subject to a development process where information is gathered to determine if such work has been undertaken elsewhere, partners are identified, projects are prepared and approval is granted based on a set of criteria. Projects begin with a partnership between at least one local government, the Ministry and other interests such as the Urban Development Institute, Canadian Homebuilders Association, other ministries and financial institutions. Funding is shared between partners with the Ministry typically providing up to 50% of the local government's costs, up to a maximum of \$50,000. Projects are usually managed by a local government partner.

E. Why Is The Program Important?

For Government:

One of the central responsibilities of the Local Government Department is to create the framework within which local government land use planners and private sector investors work. A key responsibility of the Intergovernmental Relations and Planning Division (IRPD) is to provide policy, legislation and best practices advice regarding the land use planning system. Effective leadership in these areas will lead to effective land use planning and development processes. A modern and effective planning system will support the core Ministry objective to promote local government system efficiency and effectiveness.

The program contributes to broad provincial goals by facilitating projects that promote sustainable and healthy communities, environmentally sensitive development and encourage economic development. SDP projects include water conservation through effective land use planning and management. Citizen health and air quality is protected by supporting land use patterns that encourage walking and bicycle use. SDP projects also help build local economies by streamlining the development approval process. More effective processes stimulate private sector investment. Greater investment and increased economic activity leads to increased job opportunities.

For Communities:

Land use development patterns determine the shape of our communities, the infrastructure and services and set the level of impact on local and regional environments. Local governments plan and regulate land use and private sector interests build communities and develop land according to these plans and policies. The land use development process can be greatly enhanced by better decision making. The SDP program encourages better decision making by building constructive and innovative partnerships between those who plan and those who invest. The program facilitates projects that utilize innovative approaches to improving all areas of land use planning. Each project represents a unique opportunity to improve the effectiveness of the local government land use planning system.

F. Intended Outcomes

Efficiency

SDP projects encourage more efficient communities and regions and better functioning local economies by:

- Better anticipating infrastructure, land and other needs which makes it more cost effective for business and residents to invest and live in the community;
- Avoiding unnecessary infrastructure by conservation, demand management or more efficient projects;
- Using infrastructure more efficiently which reduces the tax burden on businesses and residents as well as reducing demand for provincial grants;
- Jurisdictions within regions coordinate planning for regional needs, and have similar requirements for development;
- Building development approval and land use decision processes that are timely and fair.

Liveability

SDP projects contribute to more liveable communities and regions by:

- Encouraging a broad range of market housing choices which satisfies varying family and income situations;
- Fostering community development that is attractive to business and highly skilled labour because it is distinctive, desirable and possesses a strong sense of place.

Sustainability

SDP projects encourage sustainable communities and regions by:

- Ensuring local government decision making processes take both short and long term cost/benefits into account;
- Communities have viable local economies, including those in transition;
- Facilitating the protection and management of strategic natural resources so as to ensure BC remains desirable and competitive into the future.

Health and Safety

SDP projects promote healthy and safe communities and regions by:

- Planning water conservation and safety;
- Ensuring liquid waste is processed in an environmentally sustainable way;
- Protecting air quality and promoting healthy living by preventing inefficient land use patterns, encouraging walking, transit use and other non-single occupant vehicle modes of transportation.

G. Current Priorities

The current priorities of the SDP program are:

- Streamlining/harmonizing the development approvals system,
- Encouraging the development of affordable market housing,
- Planning for development that integrates social interests, and
- Encouraging the development of compact communities.

Streamlining the development approvals process

By streamlining and harmonizing the development approvals process two objectives are accomplished:

1. Enhanced deregulation and;
2. Inline with the *Community Charter*, local governments demonstrate they are responsive to business interests.

Encouraging development of affordable market housing

The provincial government's market housing affordability strategy is supported by efforts designed to reduce housing costs and increase choice. An effort by all levels of government to make housing more affordable also reduces pressure on the demand for publicly funded housing.

Planning for development that integrates social interests

Planning for development that integrates social interests can have a large degree of positive influence over crime rates, health, job security, education and many other social indicators. The challenge is developing clear links between social planning and land-use planning that will address existing gaps between the built environment and community health and wellbeing, and enhance the capacity of the individual and the community to develop in ways that encourage the development of networks of mutual support, reciprocity, trust and obligation.

Encouraging the development of compact communities

Mixing land uses and using land more efficiently aims to create communities where access to services and other amenities is within easy walking distance from residences. Compact communities contribute to a diversity of housing, commercial viability and densities that create a balance of residential, commercial, recreational and open space that supports neighbourhood retail and more efficient transit services.

H. How Are Projects Selected?

Ministry priorities central to the core business of the Local Government Department are essential to new SDP projects. The four primary criteria for project selection are:

1. How well are **provincial interests** addressed in the eventual outcome? Interests include those of other provincial ministries and agencies, and cost-sharing with these agencies may be proposed.
2. How **innovative** is the project and how much **capacity** will the project build? To what extent is the project using new approaches that can be used as a model for other jurisdictions and/or would the project transfer knowledge?
3. Does the project contribute to the **building of constructive inter-governmental relations** among municipalities, regional districts and provincial agencies?
4. Is the project **incremental**, that is, would it be undertaken without help from the SDP program?

I. Three Current Projects

1. Municipal Infrastructure Design Guideline Manual

This SDP project is a partnership between the Master Municipal Construction Documents Association, the Ministry and the City of Richmond. The MMCD is a non-profit society whose membership consists of BC municipalities, regional districts, Ministry of Transportation (MoT), MCS and includes consulting engineers and contractors involved in the design and construction of local government infrastructure. The project prepared a new "Design Guideline Manual" to provide a standardized set of criteria for municipal infrastructure that can be adopted by municipalities, regional districts and MoT, for development in unincorporated areas. The guidelines will make building new infrastructure less expensive by decreasing transaction costs for developers, their contractors and local governments. Workshops were held across the province to gain support for the new design guidelines.

2. Location Efficient Mortgages

The Location Efficient Mortgage (LEM) project is a partnership between the GVRD, Coast Capital Savings Credit Union (Coast Capital) and the MoF and Range Housing Policy Branch to research the feasibility of introducing a LEM-type product that can increase home ownership by delivering housing affordability, and undertake a pilot project. A LEM-type product helps people afford homes in neighbourhoods that allow for lower levels of car use. These neighbourhoods are generally: supported by transit, cycling and are pedestrian friendly; they are near work and shopping centres; and are higher density relative to other suburban areas. Under a LEM-type product, financial lenders consider

the cost savings that result from reduced car dependency in determining a person's eligibility for a mortgage. If they meet the criteria, individuals may qualify for a larger mortgage or for a mortgage when they normally are not eligible.

3. Victoria Urban Development Agreement (VUDA)

The VUDA project is a partnership between the City of Victoria, MCS and the Federal Ministry of Western Economic Diversification. The goal of the VUDA is to more effectively align and focus the programs and services of all three levels of government to address community development issues in Victoria's downtown core. The SDP project is intended to deliver a framework that will provide greater intergovernmental cooperation in the areas of leadership, coordination, partnership and innovation. It's believed that a more effective coordination of service delivery stimulates economic growth, improves social and health conditions, increases community capacity and provides housing and job opportunities. The project will also address linkages to the City's 2004 Corporate Strategic Plan and policy and land-use priorities in the City's official community plan, Capital Regional District's regional growth strategy, and other local and regional planning initiatives.

J. How Will We Get Value for Money?

A key element of the SDP program is value for money. The use of a **performance measurement strategy** ensures value by linking results directly to partnership funding. The advantages of this approach are:

- Improved analysis of what is really being done
- Increased likelihood of goals being met
- Less risk and more value
- Reduced administration costs
- Greater innovation
- Better monitoring process

In addition to the performance measures strategy the SDP program ensures value for money by seeking funding partners for each project. Value for money is also achieved by ensuring that funds are provided to those projects which may otherwise not proceed.

K. Performance Measures

The province is moving toward a performance-based funding model for all of its initiatives. Performance measures provide management and staff with a tool for monitoring and improving the efficiency and effectiveness of the program. They are an innovative approach to managing government programs since they are quantitative and focus on tangible deliverables.

The improved outcomes associated with the SDP program will, therefore, need to be measured. Applying strict performance measures to the program can be challenging for two reasons. First, the program overall focuses on many different projects which all have different goals and aspirations. Second, the diversity of objectives and therefore deliverables means one measurement approach does not fit all.

With some projects the outcomes may not be possible to measure directly; in which case proxy measurements related to the project will be defined. The table below represents a performance measure logic model for three priority areas of the SDP program.

PRIORITY AREA	OBJECTIVE	MEASURABLE OUTCOME
Development Approval Process	Streamline the development approvals process	Reduction in development application costs and processing time
Affordable Market Housing	Encourage the development of affordable market housing	Change in number of housing units within set prices
Social Interests in Planning	Planning for development that integrates social interests	Multi-jurisdictional strategies and actions developed. Linking social conditions to planning
Compact Communities	Encouraging the development of compact communities	Increased density in rezoning related to SDP project. Policy changes in plans, adopting compact community measures

It is important to note that because of the nature of planned development, outcomes may occur in the medium- and long-term. Performance measures may have to be monitored for a number of years into the future to provide a true picture of the program's impact.

As part of each SDP project, the Ministry works with the project partners to develop a monitoring program to measure intended outcomes in the short, medium and long-term.