

COMMUNITY DEVELOPMENT COMMITTEE

*HIS WORSHIP, THE MAYOR
AND COUNCILLORS*

**SUBJECT: BURNABY ZONING BYLAW TEXT AMENDMENT
Supplementary Community Benefit Bonus Density Policy**

RECOMMENDATIONS:

1. THAT Council adopt the provisions for a Supplemental Community Benefit Density Bonus Policy, as outlined in Section 3.0 of this report.
2. THAT Council authorize the introduction of bylaw amendments for First Reading on Monday, 2010 November 01 and to the 2010 November 23 Public Hearing at 7:00 pm for the Burnaby Zoning Bylaw to allow for implementation of the proposed Supplemental Community Benefit Density Bonus Policy, as outlined in Section 3.0 of this report.

REPORT

The Community Development Committee, at its meeting held on 2010 October 26, received and adopted the *attached* report requesting Council approval of a proposed approach for a Supplemental Community Benefit Density Bonus Policy and related amendments to the Burnaby Zoning Bylaw and to forward those amendments to a Public Hearing on 2010 November 23.

Respectfully submitted,

Councillor C. Jordan
Chair

Councillor D. Johnston
Vice Chair

Councillor P. Calendino
Member

Copied to:	City Manager Deputy City Manager (2) Director Engineering Director Finance Director Parks, Recreation and Cultural Services Chief Building Inspector Fire Chief OIC RCMP Chief Librarian City Solicitor
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TO: CHAIR AND MEMBERS
COMMUNITY DEVELOPMENT COMMITTEE

DATE: 2010 October 21

FROM: DIRECTOR PLANNING AND BUILDING

SUBJECT: **BURNABY ZONING BYLAW TEXT AMENDMENT**
Supplementary Community Benefit Bonus Density Policy

PURPOSE: To request Council approval of a proposed approach for a Supplemental Community Benefit Density Bonus Policy and related amendments to the Burnaby Zoning Bylaw.

RECOMMENDATIONS:

1. **THAT** Council adopt the provisions for a Supplemental Community Benefit Density Bonus Policy, as outlined in Section 3.0 of this report.
2. **THAT** Council authorize the introduction of bylaw amendments to a future Public Hearing for the Burnaby Zoning Bylaw to allow for implementation of the proposed Supplemental Community Benefit Density Bonus Policy, as outlined in Section 3.0 of this report.

REPORT**1.0 INTRODUCTION**

- 1.1 Since its adoption by Council in 1997, the City's Community Benefit density bonus program has proven very successful in providing for extraordinary community amenities in exchange for additional residential density. The City's four Town Centres have achieved significant civic facilities through the density bonus program, including childcare centres, non-profit office space, affordable/special needs housing units, environmental enhancements, community police offices and improvements to parks and park facilities. In addition, the existing density bonus program provides for funds to support affordable housing initiatives.
- 1.2 The purpose of this report is to seek Council approval for amendments to the Burnaby Zoning Bylaw to provide for a Supplementary Community Benefit Bonus Density Policy within the City's designated Town Centres. Implementation of this approach would occur through individual Town Centre plan amendments.
- 1.3 The overall objective of the policy is to allow for the accommodation of increased residential densities the City's Town Centres, consistent with the goals of the City's Official Community Plan (OCP), established land use plan designations and other Council-adopted policies such as the Economic Development Strategy. In combination with the existing density bonus provisions, the implementation of a supplementary density policy would provide for additional community amenities to support and service residents and businesses within the

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Town Centre areas accommodating anticipated increased growth. The supplementary bonus density would also provide for more efficient use of urban land in Town Centre areas, support the accommodation of increased residential densities within appropriate locations within the City's Town Centre areas, and supplement the City's ability to provide for community amenities through density bonus provisions.

Overall, the accommodation of increased residential densities in the City's Town Centre areas would relieve pressures to densify single and two-family neighbourhoods and other areas which are typically not as well served by transit, commercial and institutional services as are Town Centres. The proposals outlined below are also consistent with the City's long-standing growth management approach which has enabled the City to maintain and protect over 25% of its land area as park, conservation or open space. In this sense, this approach is informed by the anticipated growth of the region (1.2 million people over the next 35 years), and Burnaby's expected response to it in terms of its growth management obligations.

2.0 BURNABY'S COMMUNITY BENEFIT BONUS PROGRAM

2.1 The Community Benefit Bonus Program has become an increasingly important tool for the City to secure community amenities in Burnaby's Town Centres and support affordable housing initiatives. To date, the policy has been implemented in two phases. The first phase, introduced in 1997, provided developments with an opportunity to contribute amenities or affordable housing units - either on or off site - in exchange for increased density permitted by bylaw for Comprehensive Development (CD District) projects in Town Centre areas. The second phase, introduced in 2006, involved a contribution-in-lieu option. Under this option, the City has the opportunity to accept a financial contribution from developments as an alternative to the direct provision of affordable housing or amenities. Council also provided for policy adjustments to support a broader range of affordable housing initiatives in 2008 January by allowing for the use of housing-related funds obtained through the Community Benefit Bonus Program to support a broader range of affordable non-market and special needs housing initiatives through partnership opportunities and direct City provision.

The Burnaby Zoning Bylaw specifies the parameters of the Community Benefit Bonus program. To achieve the permitted bonus density, developments must be located in a Town Centre area and must be rezoned to the Comprehensive Development (CD) District. The value of the community benefit provided to the City, in terms of a direct amenity or contribution-in-lieu, is calculated to be equivalent to the increase in value of the land attributable to the increase in density.

For the contribution-in-lieu component, designated community benefit financial accounts have been established for each town centre - with a sub account for affordable or special needs housing. By policy, the City automatically accepts a cash contribution-in-lieu, rather than a direct amenity or housing, for all rezonings generating less than \$800,000 in bonused value. For each rezoning involving a contribution-in-lieu, the City assigns 20% of the funds generated to the designated housing sub account. Also, if it so chooses, Council may increase the housing share of the contribution-in-lieu funds above the 20% guideline on a case by case basis.

2.2 As noted above, the Community Benefit Bonus Policy has been highly successful. Since its introduction in 1997, the policy has yielded an array of public amenities and City owned affordable housing units in Burnaby’s four town centre areas. Examples of bonused contributions that have either been completed or committed, on and off site, include:

- Five child care centres (Hanna Court, Madison Centre, Northgate Village, Yukon Crescent);
- 19 units of affordable or special needs housing;
- Creation/Enhancements to seven parks (Jim Lorimer, Variety Club Playground, Stride Avenue Ravine, Taylor, Ernie Winch, Willingdon Heights), as well as development of a skateboard park at Bonsor;
- Construction/expansions/committed funds of five City facilities (e.g., Holdom community amenity facility, Alan Emmott Centre, Bonsor Recreation Centre, Tommy Douglas Library, Willingdon Heights Community Centre); and
- Achievement of a number of environmental and urban design enhancements.

The cumulative estimated value of these designated bonused contributions, determined at the time of initial rezoning of the host development, is nearly \$20 million.

In addition to the directly provided housing and amenities, the City has received commitments of approximately \$8.8 million in cash in-lieu contributions, including \$1.7 million designated for affordable housing purposes. To date, \$939,405 of the total committed funds have been received, including \$187,881 for housing.

A breakdown of the housing and general purpose contribution-in-lieu funds committed to date, by respective town centre area, is provided below:

TOWN CENTRE	GENERAL PURPOSE	HOUSING	TOTAL
Brentwood	\$4,807,701	\$1,201,925	\$6,009,626
Edmonds	\$ 416,448	\$ 104,112	\$ 520,560
Metrotown	\$1,802,768	\$ 450,692	\$2,253,460
Lougheed	\$ 0	\$ 0	\$ 0
<i>Total Committed</i>	\$7,026,917	\$1,756,729	\$8,783,646
Total Received	\$ 751,524	\$ 187,881	\$ 939,405

Finally, it is noted that grants have been issued to non-profit housing providers to support non-market and/or special needs housing (e.g., senior’s housing by the Legion and Swedish Canadian Rest Home and supportive housing by Marguerite Dixon Society).

3.0 PROPOSED SUPPLEMENTAL COMMUNITY BENEFIT DENSITY BONUS POLICY

3.1 Building on the successes of Burnaby’s density bonus program, the approach in this report proposes to expand the density bonus program through increased densities in the City’s core Town Centre areas while securing contributions to provide for needed community amenities through the development approval process.

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The accommodation of higher residential densities in Burnaby Town Centres is consistent with the City’s approach in the OCP and adopted Town Centre Plans to provide for a balance of higher density residential and commercial development, with appropriate supporting amenities, and other services in relation to improve transit within each of the City’s four quadrants. Adequate park and recreation space, access to a broad range of services (commercial and institutional), proximity to frequent transit service, childcare facilities, community meeting space, varied and affordable housing, youth services and seniors facilities all add to a community’s livability and urban fabric. An expectation of increasing residential densities is that these services and facilities are provided, in whole or in part, through the redevelopment process at the direction of Council and based on community need. The bonus program provides the ability for the City to secure these services and amenities to assist in the maintenance and enhancement of the livability of the City and its Town Centres.

An approach which expands the City’s established density bonusing program is proposed. As noted, this approach would provide the City with amenity bonus contributions to enhance community livability while focussing new growth in the City’s Town centres.

3.2 Existing and Supplementary Base and Bonus Density Provisions

The density provisions of the approach are outlined in the Table below. The approach would allow for increased densities on medium and high density sites in Town Centre Areas through new provisions within the Burnaby Zoning Bylaw. The supplementary density (permitted floor area) would be granted in addition to existing base and bonus density provisions in the Bylaw. The approach would specify the uptake of an equal proportion of new base density and bonus density up to a maximum Floor Area Ratio (FAR) for each of the City’s medium to high density multiple family districts.

Established Base and Bonus Density			Supplementary Base and Bonus Density		Total
Zoning District	Existing Base FAR	Existing Bonus FAR	Supplementary Base FAR (Max.) “s” zoning sub-category	Supplementary Bonus FAR (Max.) “s” zoning sub-category	Total FAR “s” zoning sub-category
RM3 District	1.1	0.15	0	0.25	1.5
RM4 District	1.7	0.3	0.8	0.8	3.6
RM5 District	2.2	0.4	1.2	1.2	5.0

In summary, under this approach the RM3 District would have a total maximum permitted FAR of 1.5 (up from 1.25), the RM4 District would have a total maximum permitted FAR of 3.6 (up from 2.0) and the RM5 District would have a total maximum permitted FAR of 5.0 (up from 2.6). In terms of the amenity density FAR component, the RM3 District would have a total maximum amenity bonus FAR of 0.4 (up from 0.15), the RM4 District would have a total maximum amenity bonus FAR of 1.1 (up from 0.3) and the RM5 District would have a total maximum amenity bonus FAR of 1.6 (up from 0.4).

These maximum permitted densities are considered appropriate from an urban structure viewpoint – character and scale of development would be in context with development in the City’s Town Centres – as well as from an economically feasible perspective – the approach is believed to provide significant incentives for development to occur while providing the City with the ability to provide new and/or expanded amenities to growing communities.

3.3 Parking Strategy

One of the ongoing items for consideration in the context of urban high-density development is an approach to reduce existing parking standards for multiple family developments to further encourage transit and pedestrian movements, and to reduce local vehicle traffic. It is also noted that a reduced parking requirement can result in lower development costs, which can contribute to housing affordability.

The Zoning Bylaw currently requires a minimum of 1.6 parking spaces per apartment unit and 1.75 spaces per town house unit (0.25 of which is for visitor parking). Staff propose to reduce parking requirements for such developments that make use of the supplementary density program, wherein parking requirements are reduced in direct proportion to the percentage of supplementary bonus density undertaken by the developer. The minimum parking standard would be 1.1 parking spaces per dwelling unit (0.10 of which is for visitor parking) for RM3, RM4 and RM5 sites pursuing the supplemental bonus density provisions. As such, developments that undertake 100% of the supplementary density bonusing available to a project site would be eligible to reduce the parking requirement of the entire residential component of the development to 1.1 parking spaces per dwelling unit. Comparatively, developments that undertake 50% of the supplementary density bonusing available to a project site would be eligible to reduce the parking requirement of 1.35 spaces per dwelling.

Parking reductions are also proposed to be linked to other transportation demand management measures to enhance the effectiveness of the reductions. A prerequisite of the rezoning would require that developments taking advantage of the parking reduction opportunities would also be required to provide the following: co-op car and associated parking spaces; car co-op memberships for residents; a contribution to fund transit passes for residents of the development for a specified period of time (i.e., two years); and twice as much bicycle parking (two secured spaces per residential unit). These initiatives, some of which have been pursued on a pilot basis for other development sites in the City, would further support residents seeking an alternative to car ownership.

3.4 Community Benefit Contributions

The supplementary density bonus program would provide Council with opportunities to address community amenity needs, over time, as development and uptake of the program proceeds, including greater support for a range of affordable housing initiatives, as appropriate.

In conjunction with the existing and proposed supplementary density bonus program, outlined below, the City would have the opportunity through receipt of cash in-lieu contributions and direct provision of amenities, to:

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- provide for development of affordable and non-market units as an on-site amenity;
- purchase land to leverage partnerships for affordable and non-market housing developments;
- contribute towards development of affordable non-market units within other projects;
- provide for other on- and off-site community amenities, such as non-profit office space, park and recreation facility improvements and environmental enhancements; and
- pool cash in-lieu contributions to achieve these and other larger initiatives that require more significant capital contributions than could be achieved from any one project.

The foregoing approach is consistent with the established density bonusing practice and policy, and provides increased options and opportunities through on-site, off-site and cash in-lieu contributions from density bonus provisions to advance community amenity and housing initiatives.

3.5 Phased Application of Supplementary Bonus Density

It is proposed that the supplemental density approach be implemented in two phases. The first phase involves amending the Zoning Bylaw to create an “s” subscript zoning designation. This bylaw amendment would provide the basis for subsequent town centre plan amendments.

The second phase of the program, involves a review of each Town Centre plan to apply the foregoing approach, and would update these plans with respect land uses, transportation, environmental, social and other urban design considerations and matters.

3.5.1 First Phase - Proposed Burnaby Zoning Bylaw Text Amendments

The implementation of this proposed approach requires a number of text amendments to the Burnaby Zoning Bylaw to create the “s” subscript zoning designation to allow development under the Supplemental Density Program.

The following text amendments to the Burnaby Zoning Bylaw are proposed:

Recommended Bylaw Text Amendments

1. **THAT** in the RM3 District, it is proposed that the following sections be added with wording the same or similar to the following:

Section 203.1A Uses Permitted in the RM3 “s” Zoning District:

- (1) “Uses permitted in the RM3 District, excluding uses permitted in the R6 District, dormitory units or groups of dormitory units, boarding, and lodging and rooming houses.”

Section 203.5 Floor Area Ratio:

- (3) "Notwithstanding subsection (1) of this section, in the RM3 "s" District where amenities or affordable or special needs housing are provided in accordance with Section 6.22 the floor area ratio may be increased by 0.25."

- 2. **THAT** in the RM4 District, it is proposed that the sections below be added with wording the same or similar to the following:

Section 204.1A Uses Permitted in the RM4 "s" Zoning District:

- (1) "Uses permitted in the RM4 District, excluding family child care centres"

Section 204.7 Floor Area Ratio:

- (3) "Notwithstanding subsection (1) of this section, in the RM4 "s" District where amenities or affordable or special needs housing are provided in accordance with Section 6.22, the floor area ratio may be increased up to 0.8, equal to the ratio of amenities or affordable or special needs housing provided (up to 0.8) for a total increase of 1.6, but in no case shall the floor area ratio exceed 3.6."

- 3. **THAT** in the RM5 District, it is proposed that the sections below be added with wording the same or similar to the following:

Section 205.1A Uses Permitted in the RM5 "s" Zoning District:

- (1) "Uses permitted in the RM5 District, excluding dormitory units or groups of dormitory units and family child care centres"

Section 205.7 Floor Area Ratio:

- (3) "Notwithstanding subsection (1) of this section, in the RM5 "s" District where amenities or affordable or special needs housing are provided in accordance with Section 6.22, the floor area ratio may be increased up to 1.2, equal to the ratio of amenities or affordable or special needs housing provided (up to 1.2) for a total increase of 2.4, but in no case shall the floor area ratio exceed 5.0."

- 4. **THAT** Section 700.1 be amended to include the "s" suffix.
- 5. **THAT** Section 800.4 (2) Multiple family dwellings of Schedule VIII Off-Street Parking be amended to include "Apartments in RM3s, RM4s and RM5s", wherein the required parking spaces may be reduced as indicated below with wording the same or similar to the following:

Notwithstanding subsection (b) of this section, 1.1 for each dwelling unit of which a minimum of 0.1 spaces per unit shall be provided for visitor parking, directly proportionate to the percentage of supplementary density bonus utilized.

- 6. **THAT** Section 6.22 be amended to include the RM3 "s", RM4 "s" and RM5 "s" Districts.

3.5.2 Second Phase - Subsequent Town Centre Review Processes

Designation of specific sites to the “s” District would come through an amended town centre plan, which would also consider other factors such as transportation, land use, urban design, engineering servicing, environmental and social aspects. Each town centre review would also involve its own public consultation process.

As part of the area plan review process, some key sites in Town Centre areas may be proposed for designation to the “s” District in advance of the more detailed Town Centre review process. These should be sites that have a direct relationship to regional transit service (i.e., SkyTrain station and for bus loop), and major commercial, institutional and recreational uses. These sites should also have a prevailing residential high-rise designation under their current Town Centre plans.

The Metrotown Development Plan was originally adopted by Council in 1977. Minor amendments and adjustments have been undertaken from time to time to ensure that the Plan remained contemporary and responsive to emerging needs and directions. As a result, the Town Centre has successfully evolved into a more urban context, including major transportation and other infrastructure investments. At the time that the Metrotown Town Centre Development Plan was initially adopted by Council, much of the land use framework reflected existing low intensity multiple family development as a continuing land use, and did not envision a direction for future development as the sites were already substantially developed. Given the growth and developing urban context for Metrotown, as well as the age of pre-existing developments, there is a need to review these designations in relation to the redevelopment that has occurred since the original adoption of the Plan.

With respect to each Town Centre plan review, there is also a need to explore the land use, transportation, social and environmental aspects of the Plan in relation to the proposed supplemental density approach. It is recommended that a review of the Metrotown Town Centre Development Plan commence as the first priority in line with the policies outlined in this report. This plan review process would be initiated through submission of a further report to Committee and Council detailing the plan review process and timelines involved. Similar review processes would also be initiated for each of the remaining Town Centre areas in the future.

Appearing elsewhere on the agenda is a report recommending advancement of a rezoning amendment bylaw for Rezoning Reference #08-05 to a Public Hearing. The proposed rezoning is to permit a development that demonstrates the various aspects of the proposed policy for supplemental density. It is considered appropriate to advance the subject rezoning at this time due to its special circumstances (location at the Metrotown SkyTrain Station), its timing (coincides with the development of the supplemental density bonus policy and the opportunity to develop an early concept for Beresford Street that would be detailed as part of the Metrotown plan review), and the considerable benefits a major project at this location would provide (significant public realm improvements and design integration with both the skytrain station and existing neighbourhood).

4.0 SUPPORTING POLICY CONTEXT

The policy proposals in this report are informed and guided by several Council-adopted policies and strategies, namely the City's Official Community Plan (OCP), the Economic Development Strategy (EDS), Council's policy regarding affordable housing and the City's current Zoning Bylaw.

4.1 *Official Community Plan*

Under the framework of the Official Community Plan (OCP), higher density developments and the broadest range of commercial uses are focused within each Town Centre, in line with the growth management strategies of the OCP to develop more complete communities. As such, all four Town Centres are serviced and interconnected by rapid transit and provide a full range of commercial, residential, cultural/civic, recreational, retail services and amenities to support each of Burnaby's four quadrants. Metrotown, in addition to serving the Southwest quadrant, serves the City as a whole and has a regional town centre designation under Metro Vancouver's LRSP and draft Regional Growth Strategy.

Communities beyond Town Centre boundaries in each quadrant are supported by Urban Villages and Apartment Study Plan areas, to serve the day-to-day needs of suburban multi-family communities and single and two family residential neighbourhoods.

The OCP, therefore, embodies a long standing growth management approach which directs much of the City's new growth to the four Town Centres, and other smaller centres, rather than relying on single and two-family neighbourhoods, which do not have the same range of services as town centers, to accept significant new growth.

4.2 *Economic Development Strategy*

Burnaby's EDS, adopted by Council in 2007, identifies a number of goals/strategies and actions related to increasing development densities as a means to both encouraging highly efficient patterns of development, and to help maintain Burnaby's favourable competitive advantage within the region as a place to do business, including:

- Strategies to achieve diversity and affordability in the housing stock, within the limits imposed by Burnaby's attractive location in a strong regional housing market by continuing to plan for high-density neighbourhoods in appropriate locations, such as near transit stations.
- Design guidelines to develop communities with strong urban character through improved relationships between new buildings and the street; greater variety in architectural character; and reduction of surface parking.

Overall, the policy proposals within this report are fully consistent with several general strategies, as well as advance key action plan items identified in the Council-adopted EDS,

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specifically as they relate to consideration of higher residential densities and creating an urban character.

4.3 Affordable Housing Policy

The City's policy on affordable housing, adopted by Council in 2008, provides clear direction as to the City's role in the provision and maintenance of affordable housing, rather than a direct housing provider. Specifically, the City is in an advantageous position to leverage partnerships with both the development community and senior levels of government through regulating development, amenity bonus contributions and streamlining the development approvals process, where possible.

The proposals outlined in this report are in line with the City's policies on affordable housing by providing Council with opportunities to strengthen the City's partnership role, ability to secure affordable housing contributions as part of new development and options for direct City provision.

5.0 REVIEW OF DENSITIES WITHIN THE REGION

The base densities for the various RM Districts within the Burnaby Zoning Bylaw were established prior to the bylaw's adoption in 1965. As noted, in 1997, the provision for density bonusing was included in the Bylaw which allowed for modest increases to multiple family residential densities in town centre locations. Given that the municipality has evolved considerably since 1965, and in light of the long standing objective of directing growth to town centre locations, the proposals of this report for increase residential density options for Burnaby's multiple family residential districts is considered appropriate. It is also noted that, in view of Burnaby's centralized position within the region and integrated transportation infrastructure, the City's multiple family residential densities should remain comparable, if not exceed, those of neighbouring municipalities (Vancouver notwithstanding).

A review of multiple family residential densities throughout the region suggests that densities within Burnaby are at or near the low end of the scale in comparison to the rest of the region, namely Richmond, Coquitlam, North Vancouver (City), Vancouver, Surrey and New Westminster. As such, the proposed increased densities in the four Town Centres would bring Burnaby's densities for multiple family residential developments in line with other urban municipalities, while at the same time, through the proposed focus on core areas within Town Centre, accommodating these density options in appropriate locations.

6.0 CONCLUSION AND NEXT STEPS

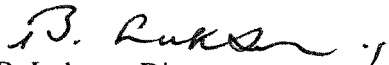
This report proposes several policies aimed at expanding the established density bonusing provisions contained in the Zoning Bylaw. The impetus for the proposed increases to multiple family residential densities within the City's four town centres involves the need to accommodate significant new growth in areas well-served by transit, commercial and institutional services (i.e., Town Centres). The proposed supplemental density bonus program would also provide Council with significant opportunities to provide community amenities, such as: affordable housing units, park and community centre enhancements, non-profit office space, childcare facilities or environmental

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improvements. Finally, the development anticipated under the proposed policy approach would be consistent with the character of typical town centre-type development in Burnaby or elsewhere in the region. The policies proposed in this report are considered to provide a balanced approach that accommodates future growth yet enhances the livability of the City's town centres as vibrant, diverse and exciting communities.

The proposed policy approach indicates two phases of implementation. The first involves the necessary amendments to the Zoning Bylaw to permit the expanded density bonus program. The second phase involves subsequent detailed town centre development plan amendments and possibly critical designation of key sites. In this sense, the proposed policy approach is intended to provide the direction and context for further, more detailed, town centre amendments that could designate further sites for supplemental density within the context of transportation, land use, social, environmental and other considerations.

Should Committee and Council concur with the approach outlined in this report, the related Zoning Bylaw text amendments will be forwarded to a Public Hearing in either 2010 November or 2010 December. Given that the policy does not propose changes to land use for the specific sites as part of the first phase of implementation, the Public Hearing for the text amendment is considered sufficient for public input. Further public input would be sought in relation to the noted subsequent Town Centre plan review processes proposed as part of the second phase of implementation of the foregoing policy proposals. The first of these Town Centre plan review processes is proposed to be for Metrotown. The review is intended to commence immediately, and a process report will be submitted to the Community Development Committee for its consideration.



B. Luksun, Director
PLANNING AND BUILDING

EK:ZM:spf

cc: City Manager
Deputy City Manager
Director Engineering
Director Finance
Director Parks, Recreation and Cultural Services
Chief Building Inspector
Fire Chief
OIC RCMP
Chief Librarian
City Solicitor
City Clerk

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