Development Summit Action Plan and Final Report

Planning and Land Use Committee

October 15, 2015

Purpose

- Development Summit results
- Propose Action Plan

2015 Development Summit

2015 Development Summit

- Expanded to new sectors
- New structure
- More staff

What We Heard:

- Delegate more approval authority to staff;
- Create a fast-track system for frequent customers
- Communicate clear steps and requirements for all application processes;
- Formalize pre-application appointments;
- Scrutinize all city processes;
- Better support the CALUC process

2015 Action Plan

Key Short-Term Actions (by July 2016): External Improvements

- Council to consider delegation of approval authority (Nov 2015)

- Council to consider exemption certain minor works from DP (Nov 2015

- Explore Fast-track system (Feb 2016)

- Planning 101 (Feb 2016)

- Business Hub (TBC)

Key Short-Term Actions (by July 2016): Internal Improvements

- Review of all City application processes to simplify and streamline (now – January 2016)

- Immediate improvements:
  - Legal agreements after third reading (Nov 2015)
  - Promote pre-application meetings (Nov 2015)
  - Increase staff review meetings (underway)
  - Set public hearing dates on same day as Council meeting (TBD)
  - Explore having applicants address PLUC directly (TBD)

CITY OF VICTORIA

Key Medium-Term Actions
(by July 2018):

- Fine-tune CALUC process to support any process streamlining/changes

- On-line applications

- Expand Development Tracker to all applications

Success Metrics

- Time savings vary from minutes to weeks
- New metrics and targets to be developed, based on the complexity of the application

Implementation

- Actions to be incorporated into work plans
- Strong direction to improve processes, build customer service and strengthen relationships.

Recommendation

1. Approve the *2015 Development Summit Action Plan*.

2. Direct staff to provide regular updates to Council on the status of the action items.

SUCCESS METRIC	TARGET	JULY 2015 ACTUAL: % OF TIME TARGET MET	JULY 2016 GOAL: % OF TIME TARGET MET
Planning Applications			
Reviewed by an interdepartmental staff team (TRG) and coordinated comments will be sent to the applicant	Within 4 weeks of submission	Data not previously collected. Baseline being established with new Development Tracker.	75%
Presented to a Committee of Council, if no revisions **Presented to a Committee of Council, if some revisions**	Within 8-12 weeks after staff review Within 12-16 weeks from resubmission	Data not previously collected. Baseline being established with new Development Tracker.	75%
Board of Variance Applications will be presented to the Board of Variance for a decision	Within 4-5 weeks of submission	Data not previously collected. Baseline being established with new Development Tracker.	75%

Success Metric	Target	July 2015 actual: % of time target met	July 2016 goal: % of time target met
Permits Processing (Building, Electrical, Plumbing)			
Applications reviewed and approved: • **Simple demolitions** • **Interior strip-outs** • **Blasting** • **Emergency repairs** • **Plumbing** • **Electrical**	1 - 2 business days	78% (prior to Dec. 19, 2014) 25% (after Dec. 19, 2014)*	90%
Applications reviewed and approved: • **Commercial tenant interior improvements**	5 - 7 business days	70%	90%
Applications reviewed and approved: • **New buildings, including commercial buildings**	15 - 20 business days	78% (prior to Dec. 19, 2014) 25% (after Dec. 19, 2014)*	90%
Applications reviewed and approved: Other building permits	10 - 20 business days	98%	98%

Short-Term Actions: July 2015 to July 2016

	ACTIONS
	External Improvements
1	Recommend revised options for Council to consider delegation of approval authority to staff for some types of development applications
2	Recommend exempting certain minor works from requiring a development permit to reduce application volumes and streamline applications.
3	Explore options and best practices for a fast-track system for building permits for certified third-party professionals and/or frequent customers.
4	Develop a "Planning 101" series for Community Association Land Used Committees and residents to provide a better understanding of Victoria's policies, land use procedures and development application processes. Look for additional ways to support and build capacity of Community Association Land Use Committees.
5	Create a Business Hub at City Hall in order to grow and streamline business and development processes in Victoria (Mayor's Task Force on Economic Development and Prosperity Draft Economic Action Plan)
6	Refresh the Sustainable Planning and Community Development section of the City's website to better meet customer needs, including easy-to-find contact information.
7	Expand the Development Tracker to include development permit with variances and development variance permits. Initiate expansion to building, plumbing, electrical permits, and heritage alteration permits.

Internal Process Improvements

8	Conduct a review of all City permit and planning application processes to simplify and streamline application processes, to include process-specific staff workshops and focus groups with applicants. Formalize intake procedures, targets and communication materials based on the complexity of the application. Implement identified solutions immediately where possible.
9	Promote and strongly encourage pre-application appointments for planning and permit applications, particularly for complex applications and applicants new to City processes. Include interdepartmental team attendance as appropriate.
10	Revise planning application forms and requirements to tailor the requirements to the complexity of the application.
11	Offer choice to applicants to collect public hearing fees when rezoning and variance applications are submitted to provide more certainty for costs and minimize the risk of public hearing delays (*fees would be refunded if application is declined and no public hearing is held).
12	Increase the frequency of the Technical Review Group meetings from bi-weekly to weekly.
13	Pilot post-submission meetings between applicants and the interdepartmental staff team to review Technical Review Group feedback and collaboratively resolve issues.
14	Develop a system for staff reports for Council to be reviewed and submitted electronically.
15	Identify the types of simple planning applications for which public hearing dates can be set on the same day that Council ratifies the Planning and Land Use Committee motion, instead of waiting for a later meeting.
16	Work with Council to explore changes in Council procedures to allow applicants to make a presentation to PLUC and/or respond to PLUC questions directly.
17	Provide the option for developers to prepare some legal agreements after third reading (Public Hearing) of zoning amendment bylaw to achieve Public Hearings sooner.
18	Update the Land Use Procedures Bylaw to reflect any administrative streamlining, as needed.

Mid-Term Actions: August 2016 to July 2018

	ACTIONS
	External Improvements
20	Work with Community Association Land Use Committees to fine-tune the Community Association Land Use Committee process to support any administrative streamlining, while maintaining meaningful consultation. Consider instituting early-concept meetings between applicants, City staff and neighbourhood representatives
21	Complete new local area plans to provide more certainty for the community and development industry.
22	Update the zoning regulations concurrent with local area plan approval to eliminate conflicts and provide more clarity.
23	Expand Development Tracker to include building, plumbing and electrical permit tracking, and heritage alteration permits.
24	Expand the Development Tracker to include all other types of applications in addition to rezonings and development permits with variances.
25	Develop on-line applications for planning and permit applications, including electronic submission of revised plans during the processes.
	Internal Process Improvements
26	Examine current file processes and management, supporting a single point of contact at different phases of the application process, coupled with a formal file transfer protocol amongst staff to ensure continuity and applicant support.

On-Going Actions

	ACTIONS
26	Offer exit interviews and surveys to applicants to receive feedback and monitor progress as part of continuous improvement.
27	Promote the PlaceSpeak subscription service to provide notification of land use applications in a particular geographic area.
28	Promote the Development Tracker tool, particularly as it expands to include some types of development permits.
29	Use social media to communicate key Council decisions.
30	Hold quarterly meetings with the UDI Liaison Committee. Initiate regular meetings and/or events with construction and design sectors.
31	Hold an annual Development Summit with the development industry, design professionals, community representatives and City staff.