



## **Planning and Land Use Committee Report**

### **For the Meeting of May 14, 2015**

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**To:** Planning and Land Use Committee **Date:** April 30, 2015

**From:** Andrea Hudson  
Acting Director, Sustainable Planning and Community Development

**Subject:** **Development Summit Action Items - Status and Next Steps**

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### **RECOMMENDATIONS**

That Council:

1. Direct staff to host a second Development Summit in June 2015 to report on progress made over the past year, provide a discussion forum for reducing application timelines, receive additional feedback and continue to strengthen relationships among the development industry, Community Association Land Use Committee representatives, Council and staff.
2. Direct staff to bring forward feedback and an action plan based on the 2015 Development Summit by August 2015.
3. Direct staff to report back quarterly on progress made towards reducing processing times for all types of development applications and building permits.

### **EXECUTIVE SUMMARY**

This report summarizes actions staff have undertaken, aimed at making improvements in response to feedback received at a Development Summit hosted by the City in July 2014. Staff are improving how development application information is shared by redeveloping public notices and development application signs, redesigning the planning and development pages on the City's website, using social media to communicate Council decisions following public hearings, and launching an online Development Tracker. Improvements to customer service at the Development Centre are continuing, including continuous staff coverage and expanding services to include evening building inspections. Staff are fostering better relationships by offering more support to Community Association Land Use Committees (CALUC) through attendance at annual meetings, and are in the process of planning the next Development Summit for June 2015 to continue strengthening relationships and to facilitate further conversations between the development industry, CALUC representatives, Council and staff.

There are further improvements needed, particularly, improving turnaround timelines for development applications and permits. This is an immediate priority consistent with the City's new Strategic Plan and will be the focus of the June Development Summit. Staff will also report back with the summit results by August 2015, identify an action plan with timelines for Council, and will provide ongoing updates through the Quarterly report.

## BACKGROUND

Council directed staff to host a Development Summit with the development industry, Community Association Land Use Committee (CALUC) representatives, Council and staff to receive feedback on the City's development processes, procedures and policies. The Summit was held in July 2014 and the outcome was presented to Council in September 2014 with an Action Plan that contained 22 suggested improvements (please refer to attached staff report). Council approved the Action Plan and asked that staff provide a status report on the action items in March 2015. The delay in bringing forward this status report was due to additional time spent analyzing application timeline data and further progressing some action items that were nearing completion.

The action items contained in the Action Plan covered four themes:

1. improving processes;
2. improving customer service;
3. fostering better relationships;
4. improving development-related policies, regulations and practices.

## ISSUES AND ANALYSIS

The following provides an update on the progress of the 22 actions:

Action Item	Implementation	Timeline
1. Improve information and use technology to facilitate greater understanding for applicants and the public.	<ul style="list-style-type: none"><li>• Public notices redeveloped for signs and newspaper ads.</li><li>• Improvements to the planning and development pages on the City website ongoing. Further changes needed to redesign other components from customer service perspective to assist with navigation.</li><li>• Social media support provided the day after Council meetings to share Council decisions on key developments.</li><li>• Explore Open Data partnerships and opportunities to create notification of land use applications.</li></ul>	<ul style="list-style-type: none"><li>• Complete with testing underway for evaluation and refinement</li><li>• Minor changes complete</li><li>• Comprehensive changes underway and ongoing (continual improvement)</li><li>• Commenced February 13, 2015 and ongoing</li><li>• Complete with open data initiative ongoing</li></ul>



After:

[illegible][illegible]

Before:

## LAND USE APPLICATION

THIS PROPERTY IS SUBJECT TO A REZONING APPLICATION TO PERMIT:

THIS PROPERTY IS SUBJECT TO A REZONING AND OFFICIAL COMMUNITY PLAN AMENDMENT APPLICATION. THE CURRENT PROPOSAL (JANUARY 16, 2015) IS TO PERMIT ADDITIONAL UNITS IN ALL DEVELOPMENT AREAS, TO INCREASE PERMITTED FLOOR AREA IN DEVELOPMENT AREA D AND DEVELOPMENT AREA E, AND TO INTRODUCE NEW DESIGN GUIDELINES IN DEVELOPMENT PERMIT AREA 13 CORE SONGHEES.

FOR DETAILS CONTACT CITY  
PLANNING AT 361-0212  
OR  
[WWW.VICTORIA.CA](http://WWW.VICTORIA.CA)

Public Meeting Notices  
will be posted here.

After:



# It's Your Neighbourhood





Get involved,  
have your say.

**Public Hearing**  
 Check back for  
 more details.

The property is subject to a rezoning application. The proposal is to convert a 1.56 hectare mixed use zoning containing an industrial building and one ground floor retail building.

**Address:**  
 960-1022 100th Street  
 Burnaby, BC V5A 4G7  
 Burnaby

## Social Media Examples:



**City of Victoria** @CityOfVictoria · Feb 13

Last night Council approved rezoning for 1515 Douglas & 750 Pandora.

[victoria.civicweb.net/Documents/Docu ...](http://victoria.civicweb.net/Documents/Docu...)



11



1



[View more photos and videos](#)



**City of Victoria** @CityOfVictoria · Feb 27

Last night Council approved a rezoning for 1001 Blanshard for wider range of commercial uses. [victoria.civicweb.net/Documents/Docu...](http://victoria.civicweb.net/Documents/Docu...)



1017 / 1019 BLANSHARD DESIGN CONCEPT



1



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[View more photos and videos](#)



Action Item	Implementation	Timeline
2. Use technology to facilitate and enable processing efficiencies including associated potential training and budget needs.	<ul style="list-style-type: none"> <li>Development Application Tracker (online tool) developed for rezoning applications.</li> </ul>	<ul style="list-style-type: none"> <li>Internal launch for testing and training of staff complete</li> <li>Public launch in May 2015</li> </ul>

### ***Development Application Tracker:***

The purpose of this tool is to provide clear information on the status of development applications to the public. This project was initiated prior to holding the Development Summit, however, it addresses some of the issues brought forward at the Summit. It will also provide a way to follow the steps and measure the length of time an application takes to be processed, including the time City staff expend on various steps, the time an applicant spends revising plans in response to City requirements and public advisory comments. This will assist staff in identifying where efficiencies can be found for those aspects of the process that are operational. This tool will also assist applicants with understanding precisely what stage their application is at in the process, and the upcoming steps.

It is intended that this tool will be expanded to include other types of development applications as well as permit applications associated with building and engineering functions. The next phase of the project will expand the tool to include development permit applications, which is anticipated for completion by the end of 2015. A screen shot showing this tool is provided in the following image.

**Development Application Tracker**

**Folder Number:** REZ00463  
**Application Date:** Sep 08, 2014  
**Addresses:** 960 YATES ST  
 962 YATES ST  
**City Contact:** CHARLOTTE WAIN  
 Email: cwain@victoria.ca  
 Telephone: 250-361-0340  
**Purpose:** Rezoning to increase density and construct a new 18 storey mixed use building. (88 self-contained dwelling units and 2 ground floor retail units)  
**Links:** [Zoning Regulation Bylaw](#)

**Documents**

[Feb 26 2015 Council Minute.pdf](#)  
[Plans - Revisions \(December 3 2014\) REZ00390 \(11x17\).pdf](#)  
[Plans - Submission \(Sep 8 2014\) REZ00463 \(11x17\).pdf](#)

Task Progress (Legend)		
Application Received	Start Date: Sep 08, 2014	Completed Date: Sep 08, 2014
Application Review by City	Start Date: Sep 10, 2014	Completed Date: Oct 06, 2014
City Provides Comments to Applicant	Start Date: Oct 06, 2014	Completed Date: Oct 06, 2014
With applicant	Start Date: Oct 06, 2014	Completed Date: Dec 03, 2014
Staff Review of Revised Plans	Start Date: Dec 03, 2014	Completed Date: Feb 05, 2015
★ Planning & Land Use Committee Meeting (PLUC)	Start Date: Feb 19, 2015	Completed Date: Feb 19, 2015
★ Advisory Design Panel Meeting	Start Date: Feb 25, 2015	Completed Date: Feb 25, 2015
★ Council Meeting - Ratify (PLUC)	Start Date: Feb 26, 2015	Completed Date: Feb 26, 2015
With applicant	Start Date: Feb 25, 2015	Completed Date: Mar 25, 2015
<b>Bylaw and Notice Preparation</b>	<b>Start Date: Feb 26, 2015</b>	
Staff Review of Revised Plans	Start Date: Mar 27, 2015	
★ Council Meeting - Bylaw Introduction		
★ Council Meeting - Set Hearing Date		
★ Council Meeting - Public Hearing		

Action Item	Implementation	Timeline
3. Tailor type and level of information detail required for each permit stage/type	<ul style="list-style-type: none"> <li>Redesign application forms and review application requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Revised application forms for building, plumbing, electrical and sign permits complete</li> <li>Future work needed for planning applications</li> </ul>
4. Focus feedback based on approved design guidelines	<ul style="list-style-type: none"> <li>Staff to provide advice based on Council-approved policy and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing advice provided</li> </ul>
5. Establish service levels and turnaround time targets for different types of permit applications	<ul style="list-style-type: none"> <li>Target turnaround timelines were published for all types of applications and permits.</li> <li>The targets for building permits related to tenant improvements, new buildings and work to existing buildings were met 70-98% of the time.</li> <li>The targets for planning applications are proving challenging and require refinements to ensure that they measure operational aspects of the process.</li> </ul>	<ul style="list-style-type: none"> <li>Further improvements to the processes are needed to shorten timelines where possible</li> <li>Quarterly reporting to Council following next Development Summit anticipated</li> </ul>

**Target Turnaround Timeline Metrics:**

Building, Electrical and Plumbing Permits:			
Permit Type	Target	Target Met (%)	Target Not Met (%)
Permits for: <ul style="list-style-type: none"> <li>Simple demolitions</li> <li>Interior strip-outs</li> <li>Blasting</li> <li>Emergency repairs</li> <li>Plumbing</li> <li>Electrical</li> </ul>	1 - 2 business days	54%	46% Half of these permits were issued in 3 – 4 business days and the other half in 5 – 10 business days
Commercial tenant interior improvements	5 - 7 business days	70%	30% These permits were issued in 8 – 15 business days



Permit Type	Target	Target Met (%)	Target Not Met (%)
New buildings, including commercial buildings	15 - 20 business days	78% (prior to December 19, 2014) 25% (after December 19, 2014)*	22% (prior to December 19, 2014) 75% (after December 19, 2014)*
Other building permits	10 - 20 business days	98%	2%

\*Provincial building code changes took effect on December 19, 2014 which had an impact on the turnaround times for this reporting period. This figure dropped to 25% as there was an increase in volume of permit applications that were submitted leading up to the code changes, affecting review times.

Planning Applications:			
Application Type	Target	Target Met (%)	Target Not Met (%)
Development Permits*	3 – 4 months	43%	57%
Heritage Alteration Permits*	3 – 4 months	43%	57%
Rezoning Applications	6 – 8 months	41%	59%

\* Development permits and heritage alteration permits associated with concurrent rezoning applications were not included in the 3 – 4 month target categories. Those types of applications are more closely aligned with the rezoning application timelines because the applications proceed through the process together, and permits cannot be issued by Council unless the zoning amendment is approved first. Of the total number of development permits and heritage alteration permits, approximately 30% are associated with rezoning applications. This reflects situations where developers choose to run permit applications concurrent with rezoning applications, allowing developers to have all their approvals in hand at once.

The target turnaround timelines for planning applications reflect active staff processing times, the time required to schedule and hold Council, Committee of Council and Advisory Committee meetings, and the legislative timeline requirements related to posting public notice. The total amount of processing time an application takes also includes times when applicants are revising their proposals as feedback is received throughout the process or when conditions required prior to or following a public hearing are being addressed.

These turnaround timelines are consistent with those reported by a number of similarly-sized municipalities including Nanaimo, Coquitlam, New Westminster, Richmond, Saanich and West Vancouver.

### **Solutions:**

Staff are working to address application timelines in various ways. First, the new online Development Tracker which is currently being launched, will enable improved time tracking allowing staff to more easily identify patterns and reasons for delays associated with rezoning applications. Second, staff will be taking immediate action to review operations to find efficiencies that will contribute to shortening the timelines.

Finally, staff are exploring additional resources as part of the solution. The current development application fees received by the City have substantially exceeded the forecasted revenues for the entire year. These revenues could be used to fund an additional two-year term position in the Sustainable Planning and Community Development Department in order to assist with the current workload that is resulting from the positive development cycle which the City is presently experiencing.

<b>Action Item</b>	<b>Implementation</b>	<b>Timeline</b>
6. Review potential phasing of requirements (or other adjustments) including payment of charges and securities	<ul style="list-style-type: none"><li>• Staff are providing advice early for works and services needed.</li><li>• The draft Building Bylaw will have enabling language for phasing of building permits.</li><li>• Staff are testing different ways of handling charges and securities based on risks, including giving a short deferment for owners to get a letter of credit after the building permit is issued.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li><li>• Report to Council anticipated for June 2015</li><li>• Underway</li></ul>
7. Convene effective and timely meetings at key project stages	<ul style="list-style-type: none"><li>• For complex applications, staff convene meetings with applicants at the "pre-application" stage and at "intake" when the permit application is submitted, and ensure interdepartmental staff representation.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing – meetings convened by staff regularly and as requested</li></ul>
8. Ensure a "point person" assigned for each application with responsibility to coordinate an effective interdepartmental effort	<ul style="list-style-type: none"><li>• File managers are assigned to rezoning, development permit, development variance permit and heritage alteration permit applications.</li><li>• Building permits for new buildings are assigned file managers.</li></ul>	<ul style="list-style-type: none"><li>• Future work needed to re-examine current file processes and management</li></ul>
9. Adopt "better is always possible" approach and regularly reach out for customer feedback	<ul style="list-style-type: none"><li>• Exit interviews are offered to applicants.</li></ul>	<ul style="list-style-type: none"><li>• Review and consideration of feedback for continual</li></ul>



	<ul style="list-style-type: none"> <li>• Post-application surveys are sent to applicants for feedback.</li> <li>• On-line service surveys are available for Development Centre customers.</li> </ul>	improvement ongoing
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### ***What Have We Heard From Applicants?***

Since January 2012, exit surveys have been sent to applicants as they complete planning or permit application processes, and to date, more than 300 responses have been received. Some of the key results related to planning applications (2012-2014) include:

- 92% of respondents agreed or strongly agreed that they were treated with professionalism and respect
- 87% agreed or strongly agreed that staff were helpful and offered information that assisted them
- 68% of respondents either agreed or strongly agreed that their application had been processed in a "timely manner".

Some of the key results related to permit applications include:

- 84% of respondents agreed or strongly agreed that they were treated with professionalism and respect
- 78% agreed or strongly agreed that staff were helpful and offered information that assisted them
- 56% of respondents agreed or strongly agreed that their application was processed in a "timely manner".

The information gathered through these surveys as well as through one-on-one exit interviews has been reviewed and used to inform process improvements. Some improvements undertaken to date include clarifying building permit application forms and simplifying submission requirements including digital submissions, improving staff coverage and availability at the Development Centre, and enhancing interdepartmental communications. In general, interactions with staff are seen as being quite positive, while the area which needs most attention is the timely processing of applications, which is an immediate focus.

<b>Action Item</b>	<b>Implementation</b>	<b>Timeline</b>
10. Convey a welcoming and facilitative message by ensuring appropriate communication and customer service training	<ul style="list-style-type: none"> <li>• Promote a user-friendly environment at the Development Centre</li> <li>• City Hall Ambassador assists clients when they first walk into City Hall</li> <li>• Front-line staff teams are identifying ways to make Development Centre more</li> </ul>	<ul style="list-style-type: none"> <li>• Underway</li> <li>• Complete and ongoing</li> <li>• Underway</li> </ul>

Action Item	Implementation	Timeline
	inviting, with items such as plants, signage, and seating <ul style="list-style-type: none"> <li>Electronic signage has been updated to highlight development information</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
11. Ensure staff are available and responsive to customer needs	<ul style="list-style-type: none"> <li>Continuous staff coverage and maximum availability at the Development Centre is occurring.</li> <li>Inspection appointments outside of normal working hours in the evenings will be offered starting in June. Website update and staff scheduling are in progress. Uptake and customer feedback will be monitored to determine if there is value to the service.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>June 2015</li> </ul>
12. Train staff and reinforce adherence to customer service standards related to returning messages and correspondence and provide ways for customers to contact if concerns arise	<ul style="list-style-type: none"> <li>Staff are working to ensure a consistent approach to returning calls and replying to messages in accordance with the customer service standards.</li> <li>Inter-departmental customer teams are being established to build stronger internal relationships</li> </ul>	<ul style="list-style-type: none"> <li>Continual improvement ongoing</li> </ul>
13. Recognize variety of relationships that are important to City and community building	<ul style="list-style-type: none"> <li>UDI reached out to Community Associations for opportunities to share information</li> <li>Establish neighbourhoods team to improve information sharing with neighbourhoods</li> <li>Proposing speaker panel at next Development Summit and including every staff person across organization that participates in development processes</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Establishment of team complete</li> <li>June 2015</li> </ul>
14. Meet early when considering project ideas, when refining projects and updating on progress	<ul style="list-style-type: none"> <li>Staff are more proactive in offering pre-application and pre-intake meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
15. Share information and perspectives on development and building through information and workshop	<ul style="list-style-type: none"> <li>Further sessions will be explored as part of next Development Summit.</li> </ul>	<ul style="list-style-type: none"> <li>June 2015</li> </ul>



Action Item	Implementation	Timeline
sessions by UDI and City of Victoria		
16. Attend key meetings like Community Association or provide a CALUC orientation	<ul style="list-style-type: none"> <li>Staff will provide more support to Community Association Land Use Committees (CALUC) by offering to attend annual meetings to discuss the OCP, local area planning, transportation planning and development processes. Invitations were sent by letter to each CALUC.</li> </ul>	<ul style="list-style-type: none"> <li>Invitations for 2015 complete</li> <li>June 2015 meetings confirmed with the Land Use Committee of the Hillside-Quadra Neighbourhood Action Group and the Planning and Zoning Committee of Fairfield Gonzales Community Association.</li> </ul>
17. Hold regular UDI/Municipal Liaison meetings	<ul style="list-style-type: none"> <li>Meetings are held with UDI representatives and City staff for information sharing on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meetings ongoing</li> </ul>
18. Hold annual Development Summit to continue dialogue	<ul style="list-style-type: none"> <li>Planning for next summit in progress.</li> </ul>	<ul style="list-style-type: none"> <li>June 2015</li> </ul>
19. Confirm that rezoning applications can be considered without a concurrent development permit application and revise report templates to reflect this direction	<ul style="list-style-type: none"> <li>New Planning and Land Use Committee report templates were developed to clarify the types of application and decisions Council is considering.</li> </ul>	<ul style="list-style-type: none"> <li>Report templates complete</li> <li>Ongoing advice to applicants that concurrent applications are not required</li> </ul>
20. Consider report options for delegation of some applications and decisions	<ul style="list-style-type: none"> <li>Revised options for delegation of approval authority to staff for some types of applications under development for reconsideration by Council.</li> <li>New OCP exemptions for minor works that would not require permits, are being examined to assist with application volumes and will be brought to Council for consideration.</li> </ul>	<ul style="list-style-type: none"> <li>September 2015 anticipated</li> </ul>
21. Consider report on options for density bonus amenity outside downtown and fine-tune downtown zoning project	<ul style="list-style-type: none"> <li>A report on a potential fixed-rate density bonus system outside of the Downtown Core Area is complete.</li> </ul>	<ul style="list-style-type: none"> <li>Council workshop anticipated June 2015</li> </ul>
22. Determine strategic processing priorities for expediting applications	<ul style="list-style-type: none"> <li>Applications for affordable non-profit housing and public health facilities are considered priority files and expedited.</li> </ul>	<ul style="list-style-type: none"> <li>Complete and ongoing as applications are received.</li> </ul>

Action Item	Implementation	Timeline
	<ul style="list-style-type: none"> <li>New approaches, like streamlining the process for simple applications are being tested in order to reduce overall processing.</li> </ul>	<ul style="list-style-type: none"> <li>Underway</li> </ul>

## OPTIONS AND IMPACTS

Planning for the next Development Summit is in progress for June 2015, almost one year since the last summit. There are options in how the Development Summit can be planned and the development-related topics that can be focused on. Staff are proposing that the summit be in the form of a speaker panel to provide a discussion forum, with every staff person across the organization that participates in development processes in attendance. Staff will be engaging immediately with representatives of the development industry and the CALUCs on the proposed discussion points for the next summit. Given the City's priority to improve turnaround timelines for all types of applications, and given that staff, applicants, the CALUCs and Council all have a role to play, it is proposed that the topic of application timelines be the focus of the next summit.

## CONCLUSIONS

This report summarizes improvements that have been made in response to the Development Summit action items. There are further improvements needed; in particular, improving turnaround timelines for all types of applications, and others noted in the above table that staff will continue working on. The matter of application timelines is an immediate priority and is proposed to be the topic of the next Development Summit in June. It is recommended that staff report back to Council in August 2015 with a new action plan based on the June summit, with regular quarterly reporting to follow on progress made towards reducing processing times for all types of development applications and permits.

Respectfully submitted,



Andrea Hudson  
Acting Director  
Sustainable Planning and Community Development

Report accepted and recommended by the City Manager:



Jason Johnson

Date:

May 8, 2015

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## List of Attachments

- Council motion dated September 25, 2014
- Planning and Land Use Committee report dated September 11, 2014.



- c. Final plans to be generally in accordance with the plans identified above, to the satisfaction of the Director of Sustainable Planning and Community Development.

Carried Unanimously

**7. Development Permit Application with Variances # 000359 for 1479 Fort Street:**

It was moved by Councillor Madoff, seconded by Councillor Alto, that Council:

1. Schedule a Hearing to consider Development Permit Application with Variances # 000359 for 1479 Fort Street.
2. Following the Hearing, that Council consider authorizing the issuance of the Development Permit with Variances for 1479 Fort Street, in accordance with:
  - a. Plans for Development Permit Application with Variances # 000359, stamped August 28, 2014.
  - b. Development meeting all *Zoning Regulation Bylaw* requirements, except for the following:
    - i. Part 3.10 – R3-AM-2 Zone, Mid-Rise Multiple Dwelling District
      - Minimum off-street parking requirements reduced from 12 to 6 stalls for a multiple dwelling with not more than nine rental units
      - Minimum setback from the street for an accessory building reduced from 7.50m to 6.46m
      - Minimum separation distance between an accessory building and principal building reduced from 2.40m to 1.50m; and
  - c. Final plans to be generally in accordance with plans identified above to the satisfaction of the Director of Sustainable Planning and Community Development.

Carried Unanimously

**8. Zoning Regulation Bylaw Amendments**

It was moved by Councillor Madoff, seconded by Councillor Alto, that Council prepare *Zoning Regulation Bylaw* amendments to the R1-A Zone, Rockland Single Family Dwelling District, and Schedule A.

1. To identify the minimum site area requirement for each dwelling unit, including any single family dwellings, is 835m<sup>2</sup> on lots where attached dwellings units or semi-attached dwelling units are being considered in addition to any existing or proposed single family dwelling.
2. To clarify the definition of "semi-attached dwelling" to reference "self-contained dwelling units".

Carried Unanimously

**9. Development Summit Final Report and Action Plan**

It was moved by Councillor Madoff, seconded by Councillor Alto, that Council:

1. Review and provide feedback to the draft Development Summit Action Plan, and based on that feedback and any amendments, approve the Development Summit Action Plan.
2. Direct staff to provide an update to Council on the status of the action items outlined in the attached Action Plan in March 2015 and as part of the ongoing Quarterly Updates (2015).
3. That Council, as part of the Annual Operational Plan, include an annual Development Summit to monitor progress on the Action Plan and to continue to strengthen relationships among the development industry, Community Association Land Use Committee representative, City Council and staff.

Carried Unanimously

**MOTIONS**

**1. Notice of Public Hearings to be held on Thursday, October 9, 2014**

It was moved by Councillor Helps, seconded by Councillor Thornton-Joe, that the following Public Hearings be held in Council Chambers, City Hall, on **THURSDAY, OCTOBER 9, 2014, at 7:00 p.m.:**

1. Rezoning Application No. 00434 for 703 Pine Street
2. Rezoning Application No. 00445 for 1670 Richardson Street
3. Development Permit Application with Variances No. 000366 for #105 – 230 Cook Street
4. Heritage Designation of the Building Constructed in 1891 at 1610 Store Street
5. Development Permit Application with Variances No. 000368 for 1014 Park Boulevard

Carried Unanimously

**BYLAWS**

**1. FIRST READING**

It was moved by Councillor Madoff, seconded by Councillor Thornton-Joe, that the following bylaws be given first reading:

Tax Exemption (Permissive) Bylaw, 2015 – 2016 - No. 14-081

*The purpose of this bylaw is to provide tax exemption for lands or improvements which qualify for a permissive exemption under section 224 of the Community Charter.*

Tax Exemption (Permissive) Bylaw, 2015 – 2018, 11 Chown Place - No. 14-082

*The purpose of this bylaw is to provide tax exemption for lands or improvements which qualify for a permissive exemption under section 224 of the Community Charter.*



## **Planning and Land Use Committee Report**

**For the Meeting on September 18, 2014**

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**To:** Planning and Land Use Committee **Date:** September 11, 2014  
**From:** Deb Day, Director, Sustainable Planning and Community Development  
**Subject:** Development Summit - Results and Action Plan

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### **Executive Summary**

The purpose of this report is to present Council with the results of the Development Summit held on July 7, 2014 and to present a recommended Action Plan. The Development Summit, facilitated by CitySpaces Consulting Ltd., was attended by members of the development and building industry and Community Association Land Use Committee representatives, as well as City of Victoria Council and staff.

The common themes and issues that were identified at the Development Summit were to reduce application processing times; assess land use and development application requirements; improve building permit and land development processes; provide consistent and clear information to assist the industry, the Community Associations and the public; delegate greater approval authority to staff; improve relationships; and reconsider some policies and regulations perceived to hinder development. Based on these themes and issues, an Action Plan has been formulated to follow up on the input received and ideas have been generated to implement improvements and to build better relationships.

On the basis of the positive response to the Development Summit by participants and the potential positive outcomes, regular reporting on progress related to the Action Plan and convening an annual Development Summit are recommended to Council for consideration.

### **Recommendations**

That Council:

1. Review and provide feedback to the draft Development Summit Action Plan, and based on that feedback and any amendments, approve the Development Summit Action Plan.
2. Direct staff to provide an update to Council on the status of the action items outlined in the attached Action Plan in March 2015 and as part of the ongoing Quarterly Updates (2015).



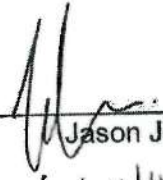
3. That Council, as part of the Annual Operational Plan, include an annual Development Summit to monitor progress on the Action Plan and to continue to strengthen relationships among the development industry, Community Association Land Use Committee representatives, City Council and staff.

Respectfully submitted,



Deb Day, Director  
Sustainable Planning and Community Development

Report accepted and recommended by the City Manager:

  
\_\_\_\_\_  
Jason Johnson  
Date: Sept. 11/14

LT:aw

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## 1.0 Overview

Through the Development Summit discussions, the development industry, community representatives, City Council and staff identified key areas of consensus on certain values and productive topics for further work and collaboration. These ideas and opportunities can be generally summarized as:

- effective meetings at key stages
- clearer information
- refined project requirements
- improved processing
- greater customer service orientation and facilitation
- stronger relationships and better understanding
- policy and regulatory reviews.

A general consensus among the Development Summit participants also emerged that the process and the meeting were useful and should be held on a regular basis. As a result it is recommended that Council include a Development Summit as part of the Annual Operational Plan.

## 2.0 Action Plan

The attached "Development Summit: Summary of July 7, 2014 Event," prepared by the consultants outlines eight improvement suggestion themes that served as the basis for the workshop discussions:

- reducing application processing time
- improving developer/community association relationships
- addressing attitudes and behaviours
- assessing rezoning requirements
- delegating to/empowering staff
- providing consistency and clarity of information
- improving permitting processes
- bonus amenity requirement impacts.

Based on these themes and the general areas of consensus that emerged, overall themes are:

- improving processes
- improving customer service orientation and facilitation
- fostering better relationships and understanding
- improving policies, regulations and practices.

To formulate the Development Summit Action Plan, City staff have worked with the consultant to systematically respond to each of the common themes and issues with meaningful action that can be undertaken, primarily by City staff but also by Council, the development and building industries and the community representatives (CALUCs). Staff have confirmed with the Urban Development Institute (UDI), a key association representing the development industry, that they would be willing to spearhead a number of the actions related to Relationships, which will involve the CALUCs and the City.



The draft Development Summit Action Plan sets out the recommended actions comprehensively in the attachment to the consultant's report entitled "Development Summit: Final Report and Action Plan." The draft Action Plan has the following key components organized into the chart columns:

- overall themes
- improvement suggestion theme
- action
- group responsible
- indicators of progress.

Once Council reviews and provides feedback and amendments leading to approval, the Action Plan can provide strong direction to implement improvements and to continue to strengthen relationships. Staff propose to update Council on the status of the action items in six months (March 2015) and as part of the ongoing Quarterly Update Reports (2015). Staff will operationalize the Action Plan through more detailed work plans involving interdepartmental implementation teams, potentially including other processes related to development such as business licensing.

### **3.0 Options and Impacts**

The draft Action Plan reflects outcomes from the Development Summit that can be pursued effectively by City Council and staff as well as the development industry and Community Association representatives (CALUCs). There may be further feedback and direction that Council wishes to provide to amend or add to the Action Plan.

### **4.0 Conclusions**

The Development Summit and related processes have provided an opportunity for meeting the objectives set by Council related to building better relationships and understanding among the development industry, CALUCs, City Council and staff; identifying concerns and problems as well as potential improvements; and then putting forward an Action Plan to work together on improvements. At the Development Summit, there emerged a general consensus that the Development Summit process was worthwhile and a regular event was suggested, which is reflected in the Recommendations.

### **5.0 Recommendations**

That Council:

1. Review and provide feedback to the draft Development Summit Action Plan, and based on that feedback and any amendments, approve the Development Summit Action Plan.
2. Direct staff to provide an update to Council on the status of the action items outlined in the attached Action Plan in March 2015 and as part of the ongoing Quarterly Updates (2015).
3. That Council, as part of the Annual Operational Plan, include an Annual Development Summit to monitor progress on the Action Plan and to continue to strengthen relationships among the development industry, Community Association Land Use Committee representatives, City Council and staff.

## **6.0 Attachments**

- Council Direction, June 12, 2014
- Development Summit Final Report and Action Plan prepared by CitySpaces Consulting Ltd.



## 5.5 Proposed Work Plan to Host a Development Summit

Committee received a report regarding a proposed work plan to host a Development Summit. On May 8, 2014, the Governance & Priorities Committee made the following motion:

That Council direct staff, on a timely basis, to bring forward a work plan to host a facilitated Development Summit Workshop dedicated to strengthening the relationship between the City, development firms that are active in Victoria, and community association land use chairs.

The following objectives for the Summit are:

- To understand any concerns or problems regarding services, including their scale and prevalence, and to identify key issues.
- To understand the roles and responsibilities as well as the perspectives, pressures and realities of all parties involved.
- To provide opportunities to identify changes to improve the processes, information and understanding as well as relationships.
- To consider and agree on broad principles to guide behaviours and approaches for moving forward.
- To analyze input and prepare an Action Plan for improvements with timelines for Council's approval.

An external consultant will be engaged to assist in the summit to enable a timely and focused response as well as enabling the discussions to involve all parties. The consultant would be responsible for leading and facilitating the session to ensure that the session is organized and structured to be effective. The consultant would summarize the input received and prepare a report with analysis, findings and recommendations for action with timelines for consideration by Council.

Committee discussed:

- How this will help improve customer service.
- The dialogue created would also provide a forum for continuing improvements.
- If there is a way to help the CALUCs provide more consistent reporting.

**Action:** It was moved by Councillor Alto, seconded by Councillor Gudgeon, that Committee recommends that Council direct staff to undertake the Development Summit work plan as proposed with a target date for holding the Summit in late June 2014.

CARRIED UNANIMOUSLY 14/PLUC0124

## REPORTS OF THE COMMITTEE

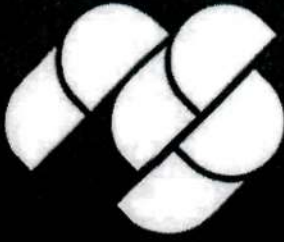
### **4. Planning and Land Use Committee – June 5, 2015**

#### **4. Proposed Work Plan to Host a Development Summit**

It was moved by Councillor Helps, seconded by Councillor Alto, that Council direct staff to undertake the Development Summit work plan as proposed with a target date for holding the Summit in late June 2014.

Carried Unanimously





# DEVELOPMENT SUMMIT FINAL REPORT & ACTION PLAN

Prepared for the City of Victoria | September 2014

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## INTRODUCTION

This brief report summarizes the issues identified and suggestions gathered from the Development Summit held in July 2014; and provides an Action Plan, which has been developed collaboratively with key staff of the City of Victoria.

While the Action Plan is focused on the steps that city staff will undertake to improve the application process, it is important to note that the success of these initiatives depends on the support and cooperation of the other participants. For example, Council to examine its role; developers to commit to providing complete, accurate applications; Land Use Committees to avail themselves of opportunities to learn about the development process and requirements; and, most importantly, for the continued commitment of the parties to work together.

Attached to this report are the following:

- City of Victoria Development Summit Summary, July 2014.
- Development Summit participant list.
- All issues and suggestions from pre-summit survey and key informant interviews.

## BACKGROUND

The City of Victoria hosted a Development Summit on July 7, 2014 that brought together key stakeholders involved in the development process: developers and builders, Community Association Land Use Committee chairs (or their designate), City Council members, and members of City of Victoria staff. Fifty participants signed in at the event.

Holding the Development Summit was not an impromptu idea; rather the culmination of initiatives that Council, staff, and community members have engaged with in recent years. Improving customer service remains an important strategic priority for the City's broad range of services as outlined in the Customer Service Action Plan (2012). Victoria's Economic Development Strategy (2011-2012) identified approaches for improving the City's economic footprint that included the need to "ensure the city has a competitive and business-supportive environment in terms of property taxes, development costs and development approvals." The Summit is one part of implementing those objectives as well as being a focused forum for obtaining feedback on other programmes the City has adopted to improve its service delivery.

## SUMMIT PURPOSE & OBJECTIVES

### PURPOSE

At its May 22, 2014 meeting, Council adopted the following motion:

*"that Council direct staff, on a priority basis, to bring forward a work plan to host a Development Summit facilitated workshop dedicated to strengthening the relationship between the City, development firms that are active in Victoria, and community association land use chairs".*

Further, on June 12, 2014, Council adopted the following motion:

*"that Council direct staff to undertake the development summit work plan as proposed with a target date for holding the Summit in late June 2014."*



## OBJECTIVES

With the primary purpose being to build and strengthen relationships, the following specific objectives were set for the Summit:

- Understand any concerns or problems raised regarding services, including their scale and prevalence, and to identify key issues;
- Better understand the roles, perspectives, and realities of all parties;
- Identify changes to improve development processes;
- Consider and agree on broad principles to guide behaviours and approaches moving forward; and
- Analyze input and prepare an Action Plan for improvements with timelines, for Council's approval.

The Development Summit, and the subsequent Action Plan, were informed from three sources:

1. A pre-summit survey sent to all invited participants, asking them to anonymously identify any problems or concerns with current application processes;
2. Several key informant interviews with both development industry and community association representatives; and
3. The July 7<sup>th</sup>, 2014 Development Summit event.

## TOPIC AREAS FOR SUMMIT DISCUSSION

The basis for the Summit discussions and the development of the Action Plan were created by the analysis of the issues identified through the pre-summit survey and the key informant interviews held. The topics discussed at the Summit were:

1. Application processes take too long. There is increased cost and risk. Other jurisdictions are faster; Victoria loses development. *What things can be done to speed up the process? Are there specific pinch points that cause delays? How can these be addressed?*
2. Developers generally want to address concerns and build relationships with the neighbourhoods in which they build. This doesn't always occur. *What things can the parties do differently to improve relationships? What role should the City play?*
3. Need to address attitudes and behaviours that are interpreted as "looking for problems rather than seeking solutions". *What can be done to change attitudes? How to deal with difficult behaviours?*
4. The amount of detail (submission requirements) for rezoning is excessive and costly, particularly for small applications. *What requirements could be reduced?*
5. Council is involved in too many aspects of the development process, and don't delegate or empower staff. *What things could be/need to be delegated to staff? How could staff be more empowered?*
6. There are perceived inconsistencies and lack of clarity in information provided by different departments to applicants and by applicants to Community Association Land Use Committees (CALUC). Both applicants and Community Associations have difficulty tracking where an application is in the process. *How could internal communication and consistency of information be improved? How could information be simplified? What mechanisms could assist in tracking applications? How could information be better communicated?*





7. Improvements to permitting processes have been acknowledged by some (e.g. Certified Professional). Further improvements are needed (e.g., building, site servicing, sign). *What further improvements can be made?*
8. Negative impacts of bonus amenity requirements. *Are amenity requirements helping or hindering achievement of OCP objectives? What can be changed?*

There were many repeated suggestions and recommendations for improvements that applied to more than one of the identified key topics, implying the real synergy to Action Plan measures. Overall, issues and suggestions for improvement generally fall into 4 broad themes, and are reflected in the Action Plan matrix: 1) Improving Processes; 2) Improving Customer Service Orientation and Facilitation Role; 3) Fostering Better Relationships and Understanding; and 4) Improving Policies, Regulations, and Practices.

## PREPARING AN ACTION PLAN

In response to suggestions from Summit participants, the following Action Plan provides recommended actions. The Plan, in part, builds on initiatives already underway or recently completed, such as the Development Business Review Process (2011), that are designed to address a number of suggestions raised at the Development Summit. Several Summit participants noted improved application processes over the last number of years.

Since the Summit, the consultants have:

1. Summarized the suggestions and proceedings from the Development Summit, in report form, and forwarded it to all participants and those invited, but unable to attend; and
2. Over the past months, worked closely with key staff members to prepare the Action Plan. In the development of the Action Plan, the consultants have met with staff on 6 different occasions. We are aware that our key staff contacts have additionally met extensively with others internally to confirm the working relationship between departments in terms of being able to commit to deliverables for implementation of the Action Plan.

From the consultant's perspective, staff have favourably approached the opportunity provided through the Summit process and have embraced the City's commitment to continuous improvement. The Action Plan lists many initiatives that staff will need to either continue to implement, or be engaged through a team process to meet the commitments set out in the Action Plan.

Many of the suggestions identified respond to more than one area of the City's processes or requires responses by more than city staff. The Action Plan has been organized by overall theme, or general area of action and identifies specific suggestion(s) related to the theme. The matrix then broadly describes the action item or tasks needed to implement the suggestion and what group (or groups) needs to champion or take the lead role.

The responsibility for implementing some of the items identified at the Summit goes beyond the purview of City Staff. In some instances it relates more directly to Council's approach and level of involvement. There was a clear message from the pre-summit survey, the key informant interviews, and from Summit discussion, that Council's "hands-on approach" can significantly delay application processes and is disempowering of staff. We are aware that Council is working on and is considering a "delegation policy" that should improve and expedite approval processes and address some of the identified concerns. Other matters are imbued more deeply in Council's view of its roles and responsibility. It was noted by more than one participant, for example, that



members of the public (be it from the community or a developer) go directly to a member of Council on matters where, in other jurisdictions, someone with the same question or issue would more likely seek staff assistance. Additional areas identified where Council, for example, will need to address its policies in order to fulfill the suggestions raised at the Summit, including priority projects (where the application moves to the top) and bonus amenity contributions.

Developers/builders also have a role and responsibility in improving the development process. Those action items where developer/builders have a role includes: submitting complete applications and providing accurate and up-to date information to City Staff; being informed and aware of what the requirements are; and being engaged at the policy level, when for example, planning and other relevant policies and bylaws are being reviewed. Finally, building relationships, trust and understanding requires mutual effort, and regular communication helps build those relationships.

Finally, the Summit also identified areas where Community Associations (CALUCs) can challenge themselves to be more informed of the development process, respond in timely ways and commit to work together. It was acknowledged that community association members are volunteers and there are, at times, resource limitations. Mutual understandings between the development community and community associations can foster improved processes.

One of the key ways to foster a positive relationship among the development industry, CALUC, and City staff is to encourage ongoing and regular dialogue. A number of the actions mentioned (including proposed coffee meetings, training sessions with Land Use Committees and liaison with UDI) work towards that. However, bringing all the parties together on a regular basis to report progress on actions and to work to resolve any new or outstanding issues is very important. It is therefore recommended that the approved Action Plan be distributed to all Development Summit participants, and that the City host such an event on a regular (perhaps annual) basis.



## **DEVELOPMENT SUMMIT ACTION PLAN**



## DEVELOPMENT SUMMIT ACTION PLAN

Overall Theme	Improvement Suggestion Theme	Action	Group Responsible	Indicators of Progress
Improving Processes	Providing Consistency and Clarity of Information	<ul style="list-style-type: none"> <li>Improve information and use technology to facilitate greater understanding for applicants and public regarding:                             <ul style="list-style-type: none"> <li>Application requirements and forms</li> <li>Fees and charges including estimates</li> <li>Relevant policies and regulations</li> <li>Tracking of applications in process</li> <li>Decisions before Council</li> </ul> </li> </ul>	City Staff	<ul style="list-style-type: none"> <li>Reduced delays due to incomplete information and subsequent need for revisions or "late hits"</li> <li>On-line tracking of applications available to applicants and public</li> <li>Improved reports with greater focus and clarity on relevant factors</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure complete applications</li> </ul>	Developers	<ul style="list-style-type: none"> <li>Reduced delays due to incomplete information</li> </ul>
	Improving Permitting Processes/Reducing Application Processing Times	<ul style="list-style-type: none"> <li>Use technology to facilitate and enable processing efficiencies including associated potential training and budget needs</li> </ul>	City Staff	<ul style="list-style-type: none"> <li>On-line tracking and other electronic tools available for efficiencies and matching the needs of customers and the public</li> </ul>
		<ul style="list-style-type: none"> <li>Tailor type and level of information detail required for each permit stage/type</li> </ul>	City Staff	<ul style="list-style-type: none"> <li>Appropriate information provided consistently</li> </ul>
		<ul style="list-style-type: none"> <li>Focus feedback based on approved design guidelines</li> </ul>	City Staff/ Advisory Committees	<ul style="list-style-type: none"> <li>Improved effectiveness and focus on achieving results</li> </ul>



Overall Theme	Improvement Suggestion Theme	Action	Group Responsible	Indicators of Progress
Improving Processes	Improving Permitting Processes/Reducing Application Processing Times	<ul style="list-style-type: none"> <li>Establish service levels and turnaround time targets for different types of permit applications</li> </ul>	Council sets standards for Staff to implement	<ul style="list-style-type: none"> <li>Undertake appropriate benchmarking to review service levels and resources for Council's direction</li> <li>Monitor and report on performance metrics</li> </ul>
		<ul style="list-style-type: none"> <li>Review potential phasing of or other adjustments to requirements including payment of charges and securities</li> </ul>	City Staff/Developers	<ul style="list-style-type: none"> <li>Enable development to proceed while protecting public interest</li> </ul>
		<ul style="list-style-type: none"> <li>Convene effective and timely meetings at key project stages:               <ul style="list-style-type: none"> <li>pre-application</li> <li>intake meetings</li> <li>interdepartmental review including establishment of project teams</li> <li>decision-making steps</li> </ul> </li> </ul>	City Staff/Developers/City Volunteers and CALUCs	<ul style="list-style-type: none"> <li>Encourage meetings with applicants at key stages, particularly intake</li> <li>Work collaboratively with CALUC and Developer representatives to identify ways to improve/foster effective meetings in early project stages</li> <li>Examine any possible process efficiencies to achieve City decisions</li> </ul>

Overall Theme	Improvement Suggestion Theme	Action	Group Responsible	Indicators of Progress
Improving Customer Service Orientation and Facilitation Role	Addressing Attitudes and Behaviors	<ul style="list-style-type: none"> <li>Ensure "point person"-facilitator assigned for each application with responsibility/mandate to coordinate an effective interdepartmental effort</li> </ul>	City Staff	<ul style="list-style-type: none"> <li>Greater organizational responsiveness/responsibility for results</li> </ul>
		<ul style="list-style-type: none"> <li>Adopt "better is always possible" approach and regularly reach out for customer feedback</li> </ul>	City Staff	<ul style="list-style-type: none"> <li>Customer input/surveys analyzed, shared and used to spur improvements</li> </ul>
		<ul style="list-style-type: none"> <li>Convey a welcoming and facilitative message by ensuring appropriate communication and customer service training</li> </ul>	City Staff	<ul style="list-style-type: none"> <li>Exit survey results reflect positive reception</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure staff are available and responsive to customer needs</li> </ul>	City Staff	<ul style="list-style-type: none"> <li>Development Business Centre open and staffed appropriately for effective service</li> </ul>
		<ul style="list-style-type: none"> <li>Train staff and reinforce adherence to customer service standards related to returning messages and correspondence and provide ways for customers to contact if concerns arise</li> </ul>	City Staff	<ul style="list-style-type: none"> <li>Service standards are known by customers, and they are advised of opportunities to address any concerns</li> <li>Customers aware of contact and roles</li> </ul>



Overall Theme	Improvement Suggestion Theme	Action	Group Responsible	Indicators of Progress
Fostering Better Relationships and Understanding	Improving Developer/Community Association Relationships	<ul style="list-style-type: none"> <li>Recognize variety of relationships that are important to City and community building by the following actions</li> </ul>	All	<ul style="list-style-type: none"> <li>Better understanding and relationships as various roles in community building are fulfilled as follows</li> </ul>
		<ul style="list-style-type: none"> <li>Meet early when considering project ideas, when refining projects, and updating on progress</li> </ul>	Developers/CALUCs	<ul style="list-style-type: none"> <li>Better shared information and feedback opportunities</li> </ul>
		<ul style="list-style-type: none"> <li>Share information and perspectives on development and building through information and workshop sessions by UDI and City of Victoria</li> </ul>	Developers (UDI) with CALUCs and/or with City (Staff and Council)	<ul style="list-style-type: none"> <li>Variety of meetings and sessions held that have a range of stakeholders involved</li> </ul>
		<ul style="list-style-type: none"> <li>Attend key meetings like Community Association or provide a CALUC Orientation</li> </ul>	Staff with CALUCs/Community Associations	<ul style="list-style-type: none"> <li>Better shared knowledge and dialogue among participants</li> </ul>
		<ul style="list-style-type: none"> <li>Hold regular UDI/Municipal Liaison meetings</li> </ul>	City Staff/Developers	<ul style="list-style-type: none"> <li>Better shared information and feedback opportunities</li> </ul>
		<ul style="list-style-type: none"> <li>Hold annual Development Summit to continue dialogue</li> </ul>	City to Convene	<ul style="list-style-type: none"> <li>Advancing shared objectives for improvements and monitoring progress</li> </ul>

Overall Theme	Improvement Suggestion Theme	Action	Group Responsible	Indicators of Progress
Improving Policies, Regulations and Practices	Assessing Rezoning Requirements	<ul style="list-style-type: none"> <li>Confirm that rezoning applications can be considered without a concurrent development permit application and revise report templates to reflect this direction</li> </ul>	Staff to seek Council direction	<ul style="list-style-type: none"> <li>Reports more clearly reflect different application types</li> </ul>
	Delegating to/Empowering Staff	<ul style="list-style-type: none"> <li>Consider report options for delegation of some applications and decisions</li> </ul>	Staff to seek Council direction	<ul style="list-style-type: none"> <li>Council's decision made and implemented by staff</li> </ul>
	Bonus Amenity Requirements	<ul style="list-style-type: none"> <li>Consider report on options for density bonus amenity outside downtown and fine-tune downtown zoning project</li> <li>Determining strategic processing priorities for expediting applications</li> </ul>	Staff to seek Council direction	<ul style="list-style-type: none"> <li>Council's decision made and implemented by staff</li> <li>Application processing priorities clearly acted on</li> </ul>

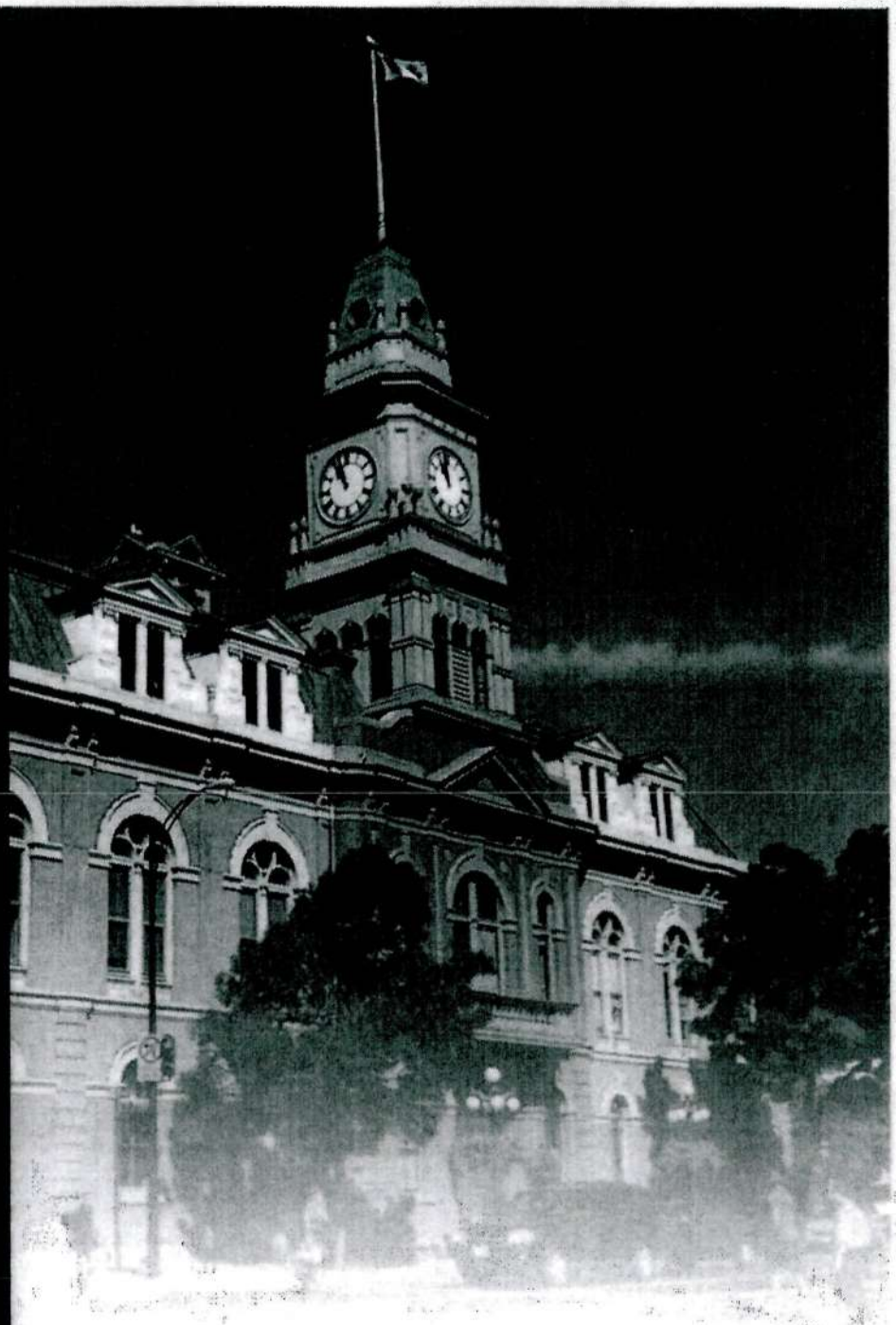


# APPENDIX A

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## CITY OF VICTORIA DEVELOPMENT SUMMIT SUMMARY, JULY 2014





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# DEVELOPMENT SUMMIT

Summary of July 7, 2014 Event

City of Victoria | July 21, 2014



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## BACKGROUND

The City of Victoria hosted a Development Summit on July 7, 2014 that brought together key stakeholders in the development process – developers and builders, Community Association Land Use Committees, City Council, and members of City of Victoria staff.

Continuous, quality improvement is a high priority for the City, and a number of strategic initiatives have been undertaken in recent years to make Victoria the best it can be. These initiatives include:

- Adoption of the Official Community Plan (OCP);
- Development Business Processes: Phases 1 and 2;
- Customer Service Action Plan;
- Strategic Plan 2013-2015;
- OCP Implementation Strategy;
- Economic Development Strategy; and
- Citizen and business satisfaction surveys.

## SUMMIT PURPOSE & OBJECTIVES

### Purpose

At its May 22, 2014 meeting, Council adopted the following motion:

*"that Council direct staff, on a priority basis, to bring forward a work plan to host a Development Summit facilitated workshop dedicated to strengthening the relationship between the City, development firms that are active in Victoria, and community association land use chairs".*

### Objectives

The objectives of the Development Summit were to:

- Strengthen relationships among the City, the development industry, and Community Associations;
- Better understand the roles, perspectives, and realities of all parties; and
- Identify changes to improve development processes.

Input for the Summit came from three sources:

1. A pre-summit survey went out all invited participants, asking them to anonymously identify any problems or concerns with current application processes;
2. Several key informant interviews with both development industry and community association members; and
3. The July 7<sup>th</sup>, 2014 Development Summit event.

The input received will inform an Action Plan for improving development processes to be considered by Council in Fall 2014.





*A summary of the facilitated responses follows. It should be noted that there are a number of areas of overlap in the identified solutions for different questions, which suggests the potential for one change to have a positive “ripple” effect in other areas.*

## SUMMIT FORMAT

- A summary of the issues identified through the pre-summit survey and key informant interviews was provided to each participant, along with the session agenda. Both of these documents are included as appendices to this report.
- After a welcome address from Mayor Fortin, a plenary session was held in which participants were asked to identify any issues not already captured by the survey, or to explain/comment on any of the those already provided.
- Participants were then asked to join one of four group discussion tables. The eight most frequently raised issues from the survey were divided into two groups of questions. Participants had the opportunity to speak to one set of questions in the morning group session, and to the other four questions during the second session after lunch.
- A final plenary session gave participants an opportunity to comment on the Summit, and to share their group discussion highlights.
- Mayor Fortin thanked attendees for their participation.

## MORNING PLENARY SESSION

The following comments were provided during the first plenary session:

- Need to streamline processes and eliminate excessive costs of the pre-application stage.
- “Closed for business” feeling is prevalent in the community; need more of a “how can we make this happen?” attitude.
- More helpful if developers come to Community Associations at the concept stage, but not all associations want developers at an early stage.
- Developers are uncertain of outcomes with the City of Victoria.
- Create an Action Plan to compete with other municipalities; be welcoming of new ideas.
- Too many decisions go to Council; staff do an excellent job and Council needs to have more confidence in staff.
- There is increasing collaboration between staff and developer, but is more complicated now than in the past.
- Conflict/contradiction between housing as a source of revenue for the City, and affordability of housing.
- Change of use requirements are almost impossible; help people understand how these work

