- Need to look at all aspects of applications, not just land use and density; significant improvements in process over last 10 years; new, younger staff are good and attuned to modern visions, but seems they are being held back.
- Density bonus payments don't improve the vitality of downtown.
- Lagging on the retail side downtown; need to encourage small, interesting retail.

IMPROVEMENT SUGGESTIONS (GROUP A)

Group A participants were asked the following questions:

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 point 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?*

1. Reducing Application Process Time

- Introduce an on-line tracking system that keeps the applicant, Community Associations, Council and staff up-to-date on the status of each application; ensuring all parties are better informed will help the process.

- Establish clear and precise guidelines/benchmarks for each stage of the application process, against which an application can be measured; commit to specified timelines (unless applicant retracts or has not fulfilled requirements) – this will create a greater degree of accountability for all parties involved, and greater certainty for the applicant.

- Consider different application requirements and timelines for different size projects. An application to rezone for a duplex, for example, should not have the same submission requirements, or take as long as a large commercial or mixed-use application.

- Make requirements and expectations for applicants very clear... currently, things are too vague.

- Reduce the number of staff reports and lead-up time required to get onto committee or Council agendas.

- Greater discretion and decision making powers to staff will help expedite the process; empower staff.

- Pre-meetings with staff representatives from key departments will speed things up (e.g., this is done in Colwood).

- Extensions to Development Permit times should not go back to Council.

- Community Associations often do not have the capacity or resources (financial in particular) to expedite the CALUC process quickly; financial assistance from the applicant could assist with accessing resources to speed up the process.

- Ensure that speed and efficiency don't impact quality assurance:don't lower the bar.

- Pre-zone land consistent with Local Area Plans (LAPs), which need to be clear and specific, and should include potential amenity options.

- City and Community Associations should understand it may take more than one project to achieve the desired amenities.

- Consider and communicate the uniqueness of Victoria – small geographic zone, small market, local involvement.

- Look for efficiencies within the existing structure.

- Provide more education around the Official Community Plan (OCP); have more specific LAPs.

- Need an 'OCP ambassador' to help the community understand what the OCP means for their neighbourhoods, and where flexibility and tolerance are required.

- Make it priority for planning to support and expedite OCP and LAP updates.

- Review how priority projects are set; staff resources should not be a limiting factor to moving these forward.

- Critically review the number of steps required to obtain a Development Permit (DP) and look for efficiencies/redundancies.

- Reduce reliance on legal agreements; legal department is under-resourced for development, causing a timeline pinch-point.

- Develop a streamlined process for less complicated projects that uses staff more and Council less, e.g. Tenant Improvement and Development Permits.

- Coordinate the response process.

- Include garden suites in the bylaw so staff can deal with them.

2. Improving Developer/Community Association Relationships

- Easy access feedback loop/tracking system would be very positive.

- Develop principles/rules of engagement with Community Associations (CAs); better define what should/shouldn't be sent to CAs.

- Early engagement; provide guidelines for what a developer should bring to a preliminary meeting with a Community Association.

- Provide education/engagement with CAs about development; encourage conversations about the contributions/role development plays in community-building – not necessarily bad or adversarial; offer UDI membership/programs to Land Use Committees; build relationships.

- Conduct a 4-hour, City-led session for CAs to explain how the OCP pertains to their neighbourhoods (and presumably their LAPS).

- To help CALUC members better understand an application, consider providing CALUC with a simple fact sheet that includes baseline information, such as current zoning, OCP/LAP land use designation, property size, proposed use.

- Inconsistency in staff attending CALUC meetings; issue of staff resources.

- Need to have at least one member of each LUC well-versed in OCP, planning, etc.

3. Addressing Attitudes & Behaviours

- Culture begins at the top – Council and senior management; development helps to realize the vision of the OCP and needs to be valued.

- Design review deals too much with minutiae, which can compromise the vision of a project; need to provide reasonable limits on design review.

- Perceived or real conflict between development industry applicants and City staff, in terms of values and approaches, can be mitigated by staff providing friendly advice and being welcoming; set aside "stereotypes".

- Need to get to know staff; should have "meet and greet" session(s).

- Give more control to staff; lack of empowerment affects morale.

- Need to set/establish a positive tone – "We want investment in Victoria".

- Cut down on engineering submission requirements for site servicing at the front-end; very cumbersome; site servicing inspections can be difficult and unbalanced.

- Set mutual expectations (staff and developer) for timelines.

- Everyone makes mistakes; when a mistake is made by staff, a system is needed to expedite the correction and move on.

4. Assessing Rezoning Requirements

- Allow for a progressive (phased) submission, rather than all at once to make the process more affordable for small developers/builders.

- Review and identify what is needed for a land use decision (zoning); is there need for final design drawings at the zoning stage?

- Develop different submission requirements for different size projects.

- Pre-zoning vs. development permit; should pre zone and have the Development Permit deal with design.

IMPROVEMENT SUGGESTIONS (GROUP B)

Group B participants were asked the following questions:

1. 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?*

2. There are perceived inconsistencies and lack of clarity in information provided by different departments to applicants and by applicants to CALUCs. 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?*

3. 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?*

4. Negative impacts of bonus amenity requirements. *Are amenity requirements helping or hindering achievement of OCP objectives? What can be changed?*

A summary of the facilitated responses follows.

1. Delegating to/Empowering Staff

- Undertake a complete evaluation of the system; review all development matters that go to Council.

- Planners need to take a proactive stance and not wait for direction from Council.

- Replace antiquated bylaws, e.g., parking requirements, so variances aren't always required. Updated LAPs and bylaws will result in more certainty, and require fewer rezonings and variances.

- Use summaries, checklists and timelines to speed up process, and reduce Council involvement.

- Different processes need to be in place for small projects that meet the objectives of the LAP and OCP vs. large complex projects; expedite small projects through to public hearing for rezoning.

- Don't need to have Council involved for garden suites that comply with the bylaw; include garden suites in the bylaw.

- Reduce Council involvement for small applications, e.g,. it's possible to demolish and rebuild a house with no Council involvement , but a minor renovation/addition involves Council

- Have an expedited process for projects under a certain dollar value, or under a certain number of units.

- Council liaison to neighbourhoods is appreciated; however, staff, rather than members of Council, can facilitate communication between the developer and the community, and explain the aspects of development to the community.

- Allow some developer input at the Planning and Land Use Committee of Council to provide clarity and prevent some of the impractical "blue-skying" by Committee members.

- Council has gone back and forth between a Committee of the Whole structure, and a Planning and Land Use Committee (with 4 Councillors and then with all); neither system is perfect, but need to stick with one procedural model.
- Give staff more authority and autonomy; use Council as an arbiter and decision-maker only where legislation requires it.
- Address "culture" at City Hall where staff treat guidelines as prescriptive, and do not interpret and apply in the spirit of the policy, leaving any flexibility to the discretion to Council.

2. Providing Consistency & Clarity of Information

- Have a review early in the process with all departments at one meeting; use one set of drawings that can be left for with the City for 24 hours, then make changes.
- Both development and Community Association representatives agree that an early meeting at the concept stage is a good idea; however, some Associations don't want a meeting until the design is well-developed; the City has the responsibility to educate CALUCs.
- Need a separate process for smaller projects that don't seem to get staff attention like the larger, priority projects.
- Need to develop a protocol around returning phone calls, having letters answered by the person to whom they were addressed within a set timeframe.
- Need improved clarity on what Council is deciding upon; provide clear information to the public about what is being addressed.
- Deploy a senior planner as point-monitor of the process; very helpful in letting Community Associations know where an application is in the process, and alerting of upcoming meetings.
- Assign an internal advocate to guide and track the project through the silos.
- Provide copies of notices to adjacent Community Associations.
- Have applications with plans/process/stage online, e.g., Colwood, Vancouver.
- Assign interdepartmental teams to large/priority projects; meet with the applicant before a submission is made; use the principles for smaller projects as well.

3. Improving Permitting Processes

- Recent improvements were acknowledged, and credited to the pre-intake meetings.
- Demolition permits need to be approved at the counter, rather than current 30 to 60-day wait.
- Improve consistency by clearly outlining requirements, and providing an illustrated checklist.
- Provide the extra support needed to homeowners asking questions about small building permit related matters, but respect that professional builders do not require detailed explanations, etc.

- Address site servicing issues by having inspectors through the site earlier; empower lower level staff to work with applicant so they are not ripping out concrete and replacing it.

- Once approval is given, let the professionals deal with what they find on the site

- Clarify and simplify development/rezoning signs; explain in lay terms; add a QR Code and link to the project website.

- Replace 120% landscape deposit with a system that withholds an occupancy permit until landscaping is complete.

- Review construction permit fees – are confusing as total associated permit fees can often be more than 1.5 times the cost of the building permit fee).

- Construction parking feels like a cash grab – City needs to forgo some of this revenue to encourage development; adjust the formula for short-term parking requirements, and parking required for the entire construction period.

- Continue to work on an expedited process for Tenant Improvements; assign a "project ambassador".

- Limit the review rounds; provide a checklist of what is missing rather than a full set of plans being returned for each change.

- Ensure clarity of assignment for, and consistency of building inspections.

4. Bonus Amenity Requirement Impacts

- Current process for determining amenity requirements does not recognize that Victoria is not a robust market; central to making development succeed is affordability.

- Consider introducing incentive to develop; amenity requirements end up being disincentives.

- Cost of consultants to calculate 'lift' can exceed the value of the lift; eliminate this requirement.

- Recognize that quality, well-placed, high-density projects achieve other important objectives, such as encouraging transit and commercial development; need incentives to densify where appropriate.

- Amenity funds could come from the increase in taxes from the finished project, rather than taking it up front – the Pearl District (Portland) is a good example.

- Focus on building the amenity into the site.

- Need sophisticated planning to identify height and/or FSR, and allow the development to be guided by good design; can eliminate patchwork zoning that leads to rezoning required for every new development.

- Need to plan for each market cycle; develop fixed CACs that can be adjusted to the market.

- Consider increased CACs for an expedited timeline.

CONCLUDING COMMENTS

Participants were asked to provide feedback on the Summit; what were their takeaways and what should happen next:

- Worthwhile and constructive having everyone in the room together.

- Would like follow-up with the same group in 6-12 months to find out what has happened and how it is working.

- Make this an annual event; include designers and architects; continue the conversation.

- Formalize process of reviewing projects, post-mortems – what worked, what didn't – so there is evaluation and improvement.

- Provide education for CALUCs – with more information, could be more productive and speed up the process for everyone – Victoria Community Association Network (VCAN) could be a possible venue.

NEXT STEPS

- In consultation with staff, CitySpaces will use the feedback received today, and from the Pre-Summit Survey to develop an Action Plan for improving the development process at the City of Victoria.

- A draft Action Plan will be targeted for presentation to Council no later than September 2014.

APPENDICES

CITY OF VICTORIA

AGENDA

Development Summit

July 7, 2014 | Victoria Conference Centre, Salon A

9:00 - 9:25 am	Registration and coffee
9:30 - 9:35 am	Welcome : *Mayor Dean Fortin*
9:35 - 9:45 am	Overview of the Summit Objectives, Introductions
9:45 - 10:30 am	Review, Confirm and Speak to Issues
10:30 - 11:30 am	Break-out Group Discussion 1: *Tackling the Issues*
11:30 am - Noon	Break, Light Lunch
Noon - 1:00 pm	Break-out Group Discussion 2: *Tackling the Issues*
1:00 - 1:30 pm	Summary: *What's Next?*

Development Summit

Pre-Identification of Issues
SUMMARY OF SURVEY RESPONSES & KEY INFORMANT INTERVIEWS

The following is a summary of many of the responses received to the questions distributed to members of Victoria's development industry and community associations. The full anonymous responses will be included in the final report. The summary combines both development industry and community association comments.

Issues Relating to the Pre-Application, Application and Decision Making Phases

1. The process needs to be streamlined. Application process is too slow...far too long to make its way through city hall. Time is money, other jurisdictions are faster. Investment dollars are portable and will be attracted to locations of lower risk.

2. Too many decisions made by Council. Council unpredictable and inconsistent. Staff not taking leadership role, wait for direction from Council ... not using their professional expertise.

3. Staff responsiveness: split between lack of information and unresponsiveness of staff to departmental staff improved considerably over the past 5 years and professional, helpful and courteous

4. Need to know status of application sooner. In other jurisdictions, applicant receives letter from staff indicating general support (or concerns) prior to going to council.

5. Applicants benefit from clearer guidance from engineering and planning on key issues - issue regarding inconsistency from staff in interpreting the guideline information made available.

6. Amount of detail needed for zoning applications are too extensive, excessive and costly, particularly with small applications.

7. CALUC process is reasonable forum for addressing the neighbourhood and is a good means of communicating with neighbours vs. concerns that the Community Association doesn't represent the neighbourhood and is only one source for gauging public viewpoint.

8. CALUC works better if the developer and neighbourhood have a dialogue at the concept phase. (Come to community meetings early to avoid later surprises)

9. Many residents unclear of development process. Additional tools that describe the development process for community residents would be helpful and avoid questions.

10. Decisions must be filtered through that lens of OCP and Local Area Plans. Citizens get disillusioned when they don't seem to be considered.

11. Need more specific and clear guidelines and need up-to-date LAPs.

12. Community Associations need more time before meeting to get info out and reviewed at CALUC. Additional admin support from City to CALUC helpful...not all land use committees have access to funds for mail-outs, etc., or volunteers to do this.

13. Staff required to prepare too many reports and there is too long a time delay between staff report and getting on meeting agenda. Lack of awareness by Council/staff of the time risk in a small market.

14. Too long a timeline between when CALUC has reviewed application and when application goes to public hearing – small applications used to take 6 months now they take a year or more. Need to speed-up process to Design Panel/Heritage Committee. Too long between meetings.

15. Conditions of zoning unreasonable and costly (e.g., requiring registration of ROWs or easements before zoning complete). City legal department takes too long.

16. Amenity bonus density doesn't work as it is not based on market. Added costs impact affordability. Uncertainty in identifying and calculating amenity cost and convincing vendor that their price is too high.

17. Between CALUC and public hearings plans can change significantly... no feedback loop to the CA or information received is inconsistent. Additional feedback would avoid contentious public hearings.

18. Site servicing is a major issue. Site servicing records are inaccurate. Requiring submission of servicing drawings prior to building permit is unnecessary. Permits, once approved can sit for days to get it in hand.

19. Landscape deposit requirements unwarranted at time of building permit.

Issues Relating to Information Sharing

1. Need better tracking system of application for both applicant and community association. Need a 'one-stop shop' website.

2. Sharing of information between departments should be faster. Better communications across City Departments.

3. City documents that developers must follow are not consistent. Application forms are long-winded and unclear.

4. Community Associations and City have different perspectives of what is expected from applicant.

5. Information (to citizen) hard to understand and should be presented in more layperson terms.

6. Timeframes for consultation and information sharing are inconsistent.

7. More communication with Community Associations should take place after CALUC process. Community volunteers cannot always act as speedily as developers may wish.

Issues Relating to Relationships among City, Development Industry & Community Associations

1. Community Associations have too much influence. They are "self-appointed, non-elected body...".

2. Developers get more/preferred face time with city staff than neighbourhood associations

3. "The relationship between the City and the community of small developers has changed over time. The City used to work on the principals of relationship building with builders... more of a friend, partner and took a real interest in what you were doing... Now the friendship and "there to help" is more of a façade in front of a wall of bureaucracy, problem creating, "get a consultant it is not my job to help you with that."

4. Most (LUC) experiences with developers, the relationship is good, less so with the City.

5. Helpful for CALUC to receive a brief City report to read at community meeting when applicant comes to CA. Frequently the application is a blend of zoning (complicated)

6. City relies on developers paying taxes and placed in conflict for council in favour of development over wishes of a neighbourhood where it would translate into lower taxes.

Other Misc. Issues Identified (some duplication)

1. Staff needs to be more empowered. Council gets involved in too many things that should be left to the City professionals. Lack of empowerment means that staff is wary of committing to feedback, that as a developer, you want to hear. Staff unwilling to speak with conviction because of trying to second-guess Council and impacts staff morale.

2. Entrenched culture of resistance at the staff level from lack of leadership toward developers at the Council level, particularly around concepts of density, heritage, amenity agreements, parking and transportation

3. Honouring the OCP is critical.

4. City should make itself more aware of what the building community faces.

5. Eliminate sewer attenuation requirements and take cash in lieu.

6. Simplify sign bylaw process for construction signage.

7. Give staff greater authority for minor DPS and zoning matters.

8. More leadership to inspire us ... create more unique and interesting City

9. Improve design guidelines

10. Particular problems with City legal and transportation dept.

11. Appears to be little enforcement by City between what was originally presented and what built... reinforces developers to use cheaper materials than were first presented.

Question 7: Identify Any Strengths (some are potential solutions)

1. Pre-application meetings/collaboration is key so as to ensure the receipt of a quality application

2. Building Permit process changes (e.g. Incorporated Certified Professional program) a good thing

3. Victoria has good people, great councilors and taking steps to go in the right direction. Staff need mandate to follow through more effectively.

4. Develop some form of Business centre, centrally located for the monitoring of all phases of an application... appoint a "point person as a liaison between staff and the applicant and check... that applications are flowing through efficiently and troubleshoot. Would resolve most of the problems and improve accountability.

5. Remote access to public hearings should be examined.

6. Keep fees down and processing time short, provide incentives not roadblocks.

7. Designation of a go-to liaison person to manage the file through the whole process.

8. Rezoning process flow chart good idea.

9. CALUC process, LAPS and OCP are strengths (when adhered to).

APPENDIX B

DEVELOPMENT SUMMIT PARTICIPANT LIST

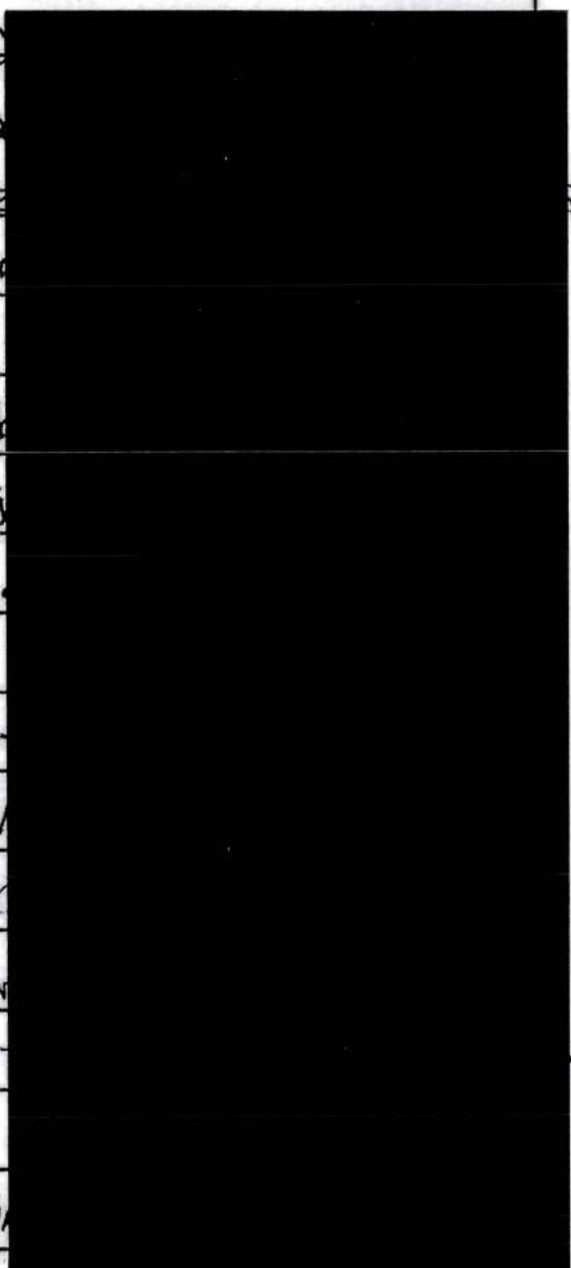# City of Victoria Development Summit
Sign-in Sheet

NAME	CONTACT INFO
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Robert Joul	▮▮▮▮▮▮▮▮▮▮
Casey Edge	▮▮▮▮▮▮▮▮▮▮
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City of Victoria Development Summit
Sign-in Sheet
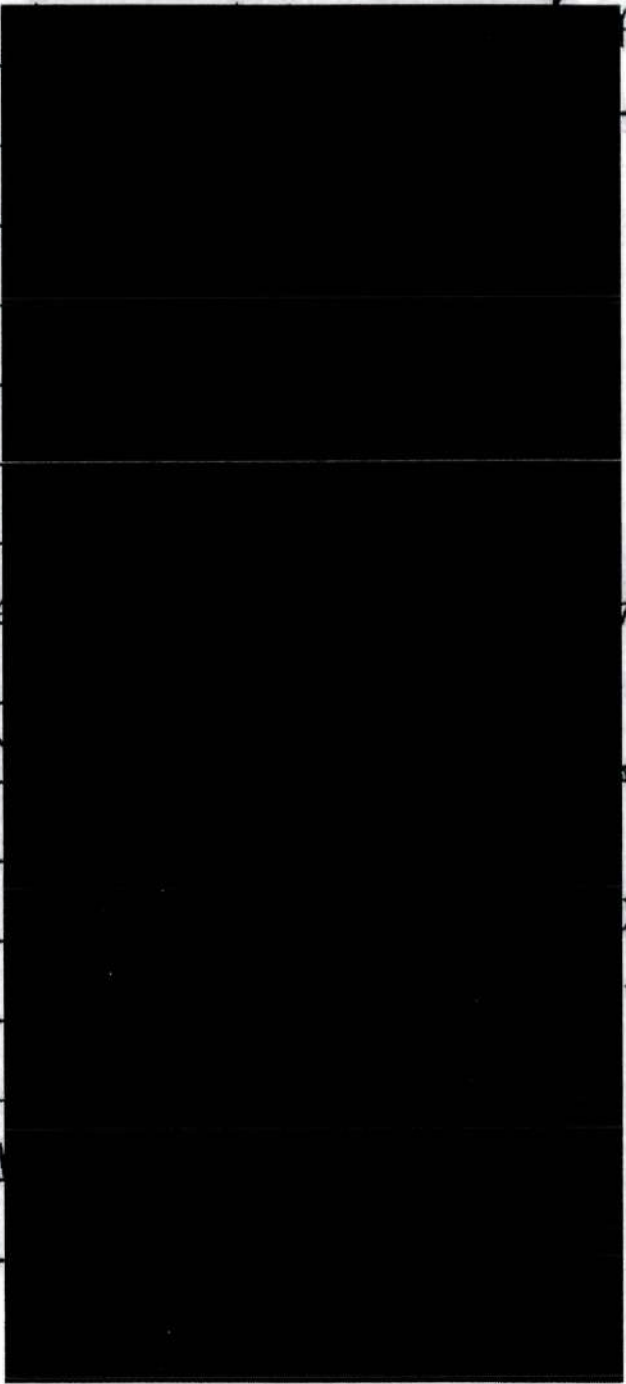
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Shellie Gudgeon	
Travis Lee	
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City of Victoria Development Summit
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NAME	CONTACT INFO
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Vickie Joelson	
Jason Johnson	
Dean Fortin	
JUSTIN Flux	
John Knappett	
GERALD HARTWIG	
Charlayne Thornton Joe	
Mike Miller	
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Steve Super	
ROBERT PALMER	
KATALY HOGAN	
MARK KOPINYA	
Dwayne Kalynchuk	

City of Victoria Development Summit
Sign-in Sheet

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Rick Arora	

APPENDIX C

SURVEY COMMENTS

PRE-SUMMIT SURVEY AND KEY INFORMANT COMMENTS

Please identify any issues or concerns with any of the development processes, and related requirements during the PRE-APPLICATION phase:

- No returned phone calls. Information is vague or not correct get bounced around from person to person instead of one stop shopping The feeling your adding to staff work load instead being treated like a customer.

- Sometimes hard to get all the staff at the table. Some of whom may have a significant impact later on the decision process. Too many small decisions go to Council, which can not be predicted. Staff are often not aware of the details of the OCP and how it may effect how they think about the current zoning.

- All parties involved may benefit from more clear direction and guidance from planning and engineering staff on key development related issues so as to avoid iterative revisions post-application. Pre-application meetings / collaboration is key so as to ensure the receipt of quality application.

- The communication at this stage is often vague, especially considering the investment required to make a complete application.

- The process for site servicing approval and implementation and then deposit refund is terrible. We have had difficulties with 3 major projects to date. It is far to expensive to administer with our civil engineer and the reality is that city services are never where the city claims them to be. DP and rezoning process is working well with the right planner. The process has improved immensely in the past few years. Application process - it seems we print to many plans during the correction process. Could a single check set be submitted and once OK the balance of plans be submitted.

- Too slow. Need to get to the decision stage sooner.

- In some cases for a small rezoning application an extraordinary amount of detail is required for the application e.g. colour and exterior cladding samples. I'm not aware of a pre-application for a building permit unless this new bureaucracy I'm unaware of.

- Concerns related to communication of staff and timing of disclosure of key items to assist in meeting Staff requirements in a timely way—if Staff deliver information in a piecemeal fashion (as is the case), the process to respond is time consuming and costly.

- The amount of resources provided by the City to facilitate public input into a development proposal is inadequate. Administrative support would be beneficial, as well as attendance by a City staff rep at CALUC Community Meetings when development proposals are being reviewed would provide more integration during the design/development process. Tools that describe the development process for community residents would also be beneficial (e.g. posters that outline major milestones during the development process, reference materials at Community Centres for various development options (e.g. small lot sub-division, garden suite, zoning maps etc.) to raise the level of awareness of land use and associated vernacular.

- Community meetings held for projects with rezoning are often difficult, if not impossible to keep from being a litany of complaints over issues real or imagined, but unrelated to the rezoning aspect.

- 1. Rezoning Process Flow Chart items should be numbered to simplify discussion.
  2. The CALUC should receive plans and rational letter 10 - 15 working days in advance of preliminary meeting to distribute and review. All plans should be at a minimum of 11 x 17 In. for legibility (8.5 x 11 is too small) Sufficient plans for all LUC members to have for review are required.

3. Neighbourhood discussion should have a standard comprehensive form to be completed and submitted to both city and LUC. In the 100 m. radius a 66.6% completion standard should be met for single family residences. In the case of adjacent condos the strata board should complete. Apartments are problematic.

4. City should notify bordering CALUCs and provide summary and plans.

5. Contectual Drawings of the adjacent properties should be supplied with the site and landscape plan, elevations and floor plans.

6. One set of the presentation plans left with the CALUC should be larger than 11x 17.

7. All bubbled plans should be 11 x 17, with a copy for each CALUC member.

8. CALUC should have 10 working days to provide written response to bubbled plans.

9. If the application is declined or altered at the PLUC and the applicant makes a request to address council the LUC should be notified and given an opportunity to address council as well.

10. If any criteria for a second Community Meeting is met the city should be responsible for notify the 100 m. catchment, neighbouring CALUC and the developer should be responsible for the cost of the meeting.

- There is still no "one-stop shop" on the City's website to walk developers through the City's processes. If you follow the "I Want To"...."Apply for"..."Rezoning" it takes you to forms and information but not the "Getting Started" page. As Community Association reps, we want developers to come to us early in the process so there are no surprises. This is of particular concern when our advertising requirements for community meetings are out of sync with the City's requirements.

- During the pre-application phase, as a community land use planning committee, we have noted the following issues with the "preliminary community meeting". 1. it is strongly suggested that developers have a preliminary meeting with the land use committee but this is not an actual requirement of the CALUC process. 2. the understanding of what constitutes a "preliminary meeting" varies. Sometimes developers come with ideas and simple sketches, other times the plans are fairly complex (and costly). From a community perspective, ideally, this meeting is more of a conversation that takes into account the needs of the community, balanced against the OCP and the local area plan, and the needs of the developer.

Please identify any issues or concerns with any of the development processes, and related requirements during the APPLICATION phase:

- Process is way too long always a reason not to go ahead no way of tracking Most cities have opted out of MOE site profiles and leave it up to a consultant

- Too Slow and poor communications between the departments.

- Sometimes hard to get all the staff at the table. Some of whom may have a significant impact later on the decision process. Too many small decisions go to Council which can not be predicted. Staff are often not aware of the details of the OCP and how it may effect how they think about the current zoning. Application requirements are not always clear. Landscape Deposits require advanced budgeting and in any case are onerous. Utility information can be very hard to get at this stage but still impacts design. Too many Silos at the City and staff can only answer for their own departments. Weak big picture management.

- Turn around speed at all steps is a major issue. If 10+ months is standard for a re-zoning, it is quite difficult for an applicant to manage market timing of ultimate project delivery.

- There is no mechanism in place for the applicant to understand where their application is in the process. Changes required/requested during this stage are also difficult to track at times. There is also very little consistency from application to application.

- There is often a large time-lag between when the preliminary CALUC meeting is held and when the Public Hearing occurs. This can result in misinterpretation of proposed development plans once a developer actually gets to Public Hearing, and also requires a developer to reengage community members and stakeholders sometimes years after the formal CALUC meeting is held prior to application submission. If timelines were both shortened and more prescriptive it would create a more efficient and effective community consultation process.

- Too slow

- Timing is very important to any developer. The time lag between when an application is approved by staff and then proceeds to council or D Panel is to long. it should be no longer than 10 to 14 days .

- Application forms are long winded and repetitive.

- The process takes far too long and costs the development community with each delay   that could be better spent on amenities for the City. The response process is not coordinated. Responses from each department are piecemeal and there is no assurance that all issues on submitted drawings are raised when a response is provided.

- In the case of small re-zonings there was a time not long ago when this process could be completed in as little as six months, far less for a DVP. Now days I would allow at least a year for this process if not more. The City is oblivious to cost and risk to small developers sitting on a piece of property while it goes through this process. A good example of bureaucracy being replaced with stupidity is how the city deals with stat. ROW's and easements during a rezoning. Instead of allowing a rezoning to take place and then making the registration of ROWs or easements a permit or occupancy requirement. These currently must be put in place as part of the rezoning application. This typically takes the developer's lawyer a day to put together and the city's lawyer 3 months to review it. A huge cost and waste of time for the developer who doesn't even know if the rezoning is going to be approved or not. The cities attitude is pay the lawyers to put in a "fall away" clause. If the rezoning fails the developers lawyer can remove the ROW or easement, for yet another cost!

- No market based approach to density and amenity agreements. Lack of awareness regarding time risk to developments in a small market. Lack of creative problem solving.

- Very slow and cumbersome

- In following the IAP2 core values, direct response to specific concerns, issues raised by community members during CALUC meetings would be helpful. A public site that contains information associated with each development site would be helpful to track the progress of the development.

- Proponents should leave city planning with a comprehensive written list of requirements at the first meeting if they wish to persue a redevelopment, particularly under the OCP.

- Again, the City's website could be much more helpful in outlining typical timelines for rezonings.

- As a community land use committee, we often receive feedback from residents who are NOT included in the developer's mail out. The onus for informing residents outside the rather narrow limits of the CALUC process sits firmly with the land use committee, who often lack the means (either financial or of resources) to ensure that everyone with an interest in the development is informed of community meetings in a timely fashion. To be clear, not all land use committees have access to funds for mail-outs, a website for disseminating information or the volunteers to ensure this happens. Between the "Community meeting" and the Public Hearing, plans are modified, sometimes significantly. The feedback loop back to the community is not ensured, and can be inconsistent. Therefore, a plan that the neighbourhood was consulted on and approved of, may not be what is actually built. Additional feedback would be beneficial, to avoid what can often be contentious public hearings.

Please identify any issues or concerns with any of the development processes, and related requirements during the DECISION-MAKING phase.

- Not certain where Application and Decision-Making cutoffs are. However, it takes way too long, and is an unreasonable risk for people to take. We took two years to make it to a public hearing. At that point we could have been shot down. Of the 9 potential voters, 3 of our biggest supporters weren't there the night of our hearing. Another supporter was in the acting mayor position. This left two supporters and 3 who had been iffy all along. It was a scary moment. Our project was approved, but we ran the risk of having a FULLY COMPLIANT project perhaps be rejected. If this had happened it would have cost us about $500,000. I will not run the risk again. If projects are compliant with the zoning, then they should be stamped and approved at planning stage. At least a year could have been taken off our project. In other jurisdictions we have worked a person puts forward a proposal, with limited work done. Each department weighs in and says what changes have to be made. Within a reasonable period of time a letter is issued saying the project will be acceptable, and then gives a to-do list in order for it to be accepted. That process takes six months or more. But, while you are going through it, you do know it will ultimately be accepted. The push and pull for six months is okay. Victoria puts one through so much work and trouble, $100,000s might be spent, and then you 'roll the dice' and go to public hearing. If the councilors have not reviewed the work, or don't like the zoning, or the neighbourhood association doesn't like the zoning, your work was in vain. I know many developers who refuse to do anything in Victoria for this reason.

- Too long between meetings

- Staff can get stuck with issues that are not black and white and they have no box to check. The easy answer at times is to say no rather than use common sense. This is enormously frustrating.

- Review committees do not always take their role seriously and will run out of time by going off on tangents outside their role and then ask for another meeting as a result. Design and Heritage committees overlap roles and provide conflicting advice. Development Permits should not go to City Council.

- I think efficiencies could be gained by delegating increasing decision making authority to staff on topics where policy documents clearly lay out the basis for judgement.

- Committee reports are often written so late prior to committee meetings, that there is very little, or no time to respond. I also believe that the results of these reports are also determined well before the final report is produced. There should be plenty of time to resolve potential outstanding issues.

- Trying to identify and calculate amenities that will be asked for. Trying to convince landowners that their asking price is too because the City has shifted some of the property value to the City.

- Guidance by staff can very from discussion to discussion. More assurance that staff advice is solid would be good.

- What decision making process?

- Councils decisions and discussions seem arbitrary and frequently ill-informed with limited ability of the applicant to intercede.

- Council gets involved in too many things that should be left to city professionals. Lack of empowerment means staff wary of committing to feedback, as a developer you want to hear. Staff unwilling to speak with conviction, trying to second guess council and impacts staff morale.

- Process takes too long. There is a lack of personnel courage when contact at City is away.

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- No issue with the decision making of a public hearing of a rezoning. I don't think there is a decision making process with a building permit!

- Poor view toward Developers in general (negative); sense that more money can be extracted from projects without real understanding of financial impacts. Amenity agreements are poorly considered over the long term and deliver unneeded or under-utilized amenities. Sense that council is "out of touch" with larger community. Absolutely have no idea how to revitalize the downtown core. Resistance to real change and economic development around downtown's transition toward 24 hour city.

- Applications can loose momentum and can become stalled.

- Remote access to public hearings (live streaming and ability to provide comment) would support greater access to the decision making process by more people would may otherwise be unavailable to attend in person.

- Takes far too long!

- Development of inner harbour is too much in control of industry and City seems to have little or no long term plan or control.

- A specific example bears noting. The proponents wishing to redevelop the old Holiday Court Motel on Hillside were required to bring their proposal to Advisory and Design Panel multiple times. At subsequent appearances, previous direction from the Panel was contradicted BY THE PANEL MEMBERS.

- As volunteers in the community, and citizens of the city of Victoria, it is important to us that our input is considered and that engagement is not seen as something that is simply "done". Local area plans (LAP) and the OCP involved the input of thousands of people contributing significant time and resources to ensure the viability and sustainability of the City of Victoria. When decisions are not considered through the filter of the LAPs and the OCP, volunteers and citizens become increasingly disillusioned with the processes of government.

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Please identify any issues or problems with the provision or sharing of information among the City, the development industry, and the community associations.

- This seems to be working OK with the community groups. Communication across City departments and planning and law is very poor. Applicants need to push both sides to communicate to get results.

- The City has numerous policy documents, which proponents must work with (highway access bylaw, transport directives, OCP, etc). Many of these items offer no room for flexibility. In these areas, it is key for the City to make clear to all stakeholders that in the community consultation process, these are items that cannot be on the table for discussion.

- I have experienced situations where the community association (FCGA) and the city have different ideas about what is expected from them.

- Sharing of information should be faster between departments . Time is big money in the development world. The city could make housing far more affordable if process was enhanced.

- Too many, separate points of approval.

- Information presented in more laypersons terms would be beneficial for the entire community.

- Information is not necessarily available in a timely fashion for volunteers with other responsibilities 2. CALUCs should not have to contact developers for updated plans, etc. The delivery should be in the process.

- Once the Community Association submits their summary of proceedings from Community Meetings for rezoning applications, the most common form of communication from the City is...nothing.

- Information is not shared consistently. The time frames for consultation and sharing are inconsistent. As volunteers committed to community consultation with our constituents, we cannot always act as speedily as developers (and sometimes the city) would wish. Our community land use committee has been over-looked, at times not even featuring on the CoV's own website pages.

Please identify any issues or problems with the relationships among the City, development industry, and the community associations.

- Community Associations have too much power. I had a couple of councilors tell me they would never vote against a Community Association. Our local association approved our project for two years and then changed their mind the week before public hearing. One of the main issues was the building has concrete panels which the head of the neighbourhood association didn't like. I had previously asked him where he lived and he had told me. We both mentioned what a nicely designed building it was. He loved the look. I pointed out to him when he said he was concerned about concrete panels that the building he lived in had coloured concrete panels. Oh! He didn't realize that was what he was objecting to. He likes those! And, then they once again came forward with their support. We could have been turned down because the neighbourhood association didn't know what it was they were objecting to.

- Sometimes council and staff has a negative attitude about developers and their critical roll in the growth, prosperity and employment of the City. OCP plans can get forgotten when a small but vocal minority steps forward to complain about a proposal.

- It is a black hole in the City. Applications have become increasingly bureaucratic over the last 10 years. I often feel that I am not a customer at the City, but instead I am antagonist. I have heard this from several of my colleagues.

- Depends on the area of town being developed. Some areas are easier to work with than others.

- Generally I think the relationship between the city and the development industry is good. Many positive initiatives undertaken in recent years. Community associations don't always appreciate the expense for projects in time delays. Developers generally want to address community concerns. Written feedback on for or against would provide better guidance.

- The Planning department appears intent on slowing or stopping the process. There is no enthusiasm for moving ahead.

- Burnside Gorge has too large an area extending into Rock-Bay and downtown. Quite often CA's have hidden agenda's and poor leadership.

- The community association should not be gatekeepers for a proposed development. They are a self-appointed, unelected body that has control over whether or not a project is submitted to the City for consideration.

- In my view the relationship between the city and the community of small developers has changed over time. The city used to work on the principals of relationship building with builders, where with every project they became more of a friend, a partner and took a real interest in what you were doing, it really came across that they were there to help. This idea may seem a bit "small town" but its because of that attitude that after a couple of projects in the late 90's we worked almost exclusively in Victoria since then. Now the friendship and "there to help" is more of a facade in front of a wall of bureaucracy, problem creating, get a consultant its not my job to help you with that. Its not with any individual, its more of a shift to this.

- Lack of coordination and leadership in driving toward key objectives around housing.

- There should be more interaction between staff and applicants.

- There's commonly a resource issue with City staff and Community Associations that introduces challenges regarding communications and engagement. Input from community members via Community Associations

to City staff may not be well heard or honoured.   Most recently, input from community members into local road engineering decisions was extremely frustrating and inefficient due to questionable rationalizations and lack of receptiveness to incorporate community member suggestions.

* The OCP should not be cherry picked for applicable height, density, FSR, etc. It should be used in its entirety or not at all. If the OCP Urban Place Guidelines is used so should Building Performance with a Canadian accepted green building standard. We regularly have development proponents tell us at the community meetings that the plans presented have been vetted by city planning and that they have received tentative approval. Frequently the plans will be presented with a blend of zoning. It would be helpful to have a brief City notice to read at the community meeting stating that the plan is in no way approved by planning.

* My experience is that we have had a very good relationship with industry except for inner harbour. Industry has generally being willing to listen to community. The City on the other hand seems more secretive and less willing to discuss with community.

* Mostly, our experience is there is a lack of visible cooperation and coordination between City departments. Planning will advise one way and Public Works or Parks will advise another.

* Ultimately our goal together is for a sustainable, livable city where everyone has a place. Let's find ways to do this together. And, given the incredible amount of time and effort that went into developing LAPs, the OCP and the CALUC process, let's give them the attention they deserve, rather than making "one-off" decisions.

Are there any other issues or problems that you wish to identify?

* Time, time, time, time, time.

* The rude letters the city sends out threatening small businesses to fine them 250 dollars a day for not complying to building code upgrades when they weren't told about them in the first place.

* Again pointing out time. Victoria can be slow. The release of permits even once approved can sit for days waiting for god knows what. I have had permits approved in the past and all departments have signed off. Yet still had to wait for 4-5 days to get the permit in hand. This makes no sense.

* Honouring the OCP is critical. It is not a document to sit on a shelf. It is the future of the City. Incoming Councillors, Advisory Groups and Staff should be briefed on the OCP.

* I genuinely believe that some form of a business centre, that was a central location for the monitoring of all phases of an application would resolve most of the problems, and also improve the accountability of the planning department.

* Community Associations seem to be somewhat uneducated on how the Official Community Plan relates to their neighbourhood. The new OCP provides a basis for development proposals; however, if the neighbourhood land use committees chose to focus on their local area plan without considering the OCP, this disconnect slows down the rezoning process and causes unnecessary tension between applicants and the community.

* All applications take far too long to make their way through the City. From building permits to DP's to rezonings.

* Eliminate the bonus density program. Eliminate the sewer attenuation requirements and take cash in lieu. Simplify the sign bylaw process for construction signage and allow development signage during construction. Allow staff to have greater authority for approving minor DP and zoning matters. This would safe time and money for all parties. Construction is noisy, face that fact and do not try to suggest that we should lower the noise level of machines. Workers should be responsible in keeping voices to a minimum.

* Staff and council are indifferent to timelines.

* Amalgamation. Allow businesses to have a role for City representations.

* I would not say problems but the city should make itself more aware of what the building community faces with rezoning applications and project developments, especially small ones. The underlying attitude seems to be that developers make a fortune off of re-zonings therefore we are going to make them as difficult slow and costly as possible. Other then making a living I don't think anyone is making a fortune off small developments in Victoria. When you factor in a two to three year start (rezoning app) to final unit sale time, new HPO/ building code requirements, CRA reporting requirements for builders, WorkSafe BC requirements for construction, law society lien requirements for prime contractors, tightening riles around financing both for the builder and who he hopes to sell to, changing Provincial taxes like the new 2% BC transition tax on new homes, you may as well through in a global double recession in the mix as well! There are other considerations for developers then just municipal ones.

* Entrenched culture of resistance at the Staff level resulting from lack of leadership/disdain toward developers at the Council level, particularly around concepts of density, heritage, amenity agreements, parking and transportation.

- Applications that do not flow through the process efficiently. Perhaps there should be a position in the city where this person is a liaison between the staff and applicant. To check daily that the applications are flowing through efficiently and when not, troubleshoot and correct.

- Overall, the City can be much more progressive in terms of sustainability design applications that promote positive triple bottom line outcomes (e.g. rain gardens instead of medians, indigenous flora that require less maintenance, interim uses for vacant properties), community social marketing efforts to support vision statements that are represented in OCPs etc.   A more visible Planning team that inspires innovation and creativity, rather than one that is primarily policy and regulatory focused would also be beneficial.   More leadership by the City to create a unique and interesting City that would win awards based on its initiatives (such as those developed by Portland over the past 20 years). City staff should inspire us, rather than simply indulge us.

- Insufficient detail for the Fairfield -Gonzales area within the OCP.

- We are very concerned about the time, perhaps 10 years to get local area plans in place. We believe city planning does not have the resources required to expedite local area planning, particularly given that many plans going forward will be site specific.

- Better Design Guidelines to improve the aesthetic quality of developments. Incentives to developers to clean up the horrid tangle of Electrical, Cable TV and Phone communication wiring lofting over our neighbourhoods. And while you are at it, a practical and long-term approach to cleaning up existing wiring where development permits and rezonings are not required.

- The disconnect between the OCP and activity on the ground; being in endless planning processes and conversely, where plans have been left to languish for decades, being advised to ignore them as they are out of date but the promised timeline for updating keeps getting pushed out.

- Two weeks is not enough time for volunteers who are working full time at jobs, to schedule time for a daytime meeting. This development summit was first discussed in May. The land use committees were informed June 25th (unless I am mistaken and information was circulated in some other form at an earlier date). It's summer and many people are away. It is useful, when incorporating surveys of this nature in pre-workshop planning, to include a way for the people surveyed to easily have a copy of their remarks.

Please identify any areas of strength that the City of Victoria can build on to further improve its development processes?

- Speed it up. Give a definite yes or no much earlier in the process. The details can be worked out later, but the basics should be approved within six weeks. So man stories, so many suites, parking ingress, # of parking stalls, and so on. Then, work out the nitty-gritty over time. But, take the risk out.

- Good question no answer it seems so broken

- Victoria has good people, great councillors and they are taking steps to go in the right direction. This is a positive.

- Maintain and improve access to key staff. - Building Permits are getting better. Support the team approach and intake meetings with all key BP staff.

- I have not been impressed with much lately. I do like the new offices.

- Council needs to delegate more decision-making abilities to staff.

- Remove the concept of selling bonus FSR. Make the process quicker.

- Continue to add knowledgeable progressive planning staff. There has been a great improvement over the past 5 years. Keep fees down and processing time short. Even though I have stated my concerns I give much credit to all staff on how polite and helpful they all try to be. Very much appreciated.

- None.

- Staff is usually competent.

- Speed up and streamline the process. Delays are costly. Encourage departments. Provide incentives, not roadblocks. Commit to maintaining and improving the infrastructure for a growing city.

- I covered everything I can think of elsewhere!

- All staff members are excellent to work with. Need a mandate to follow through more effectively.

- Better integration of City departments that may run well independently, but appear not to operate as a single entity with a common interest in serving community members.

- Recognize that the process need to be sped up, remove unnecessary steps (and cost), the staff expertise is available.

- The Rezoning Process Flow Chart is a great start but it could be refined somewhat.

- I think that new council members are much more transparent and willing to listen and work with communities.

- The designation of community liaisons is a good idea to maintain.

- The CALUC process, LAPs and OCP are strengths, when adhered to.