



Planning and Land Use Committee Report

For the Meeting on September 18, 2014

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

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).

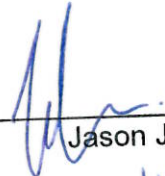
3. That Council, as part of the Annual Operational Plan, include an annual Development Summit to monitor progress on the Action Plan and to continue to strengthen relationships among the development industry, Community Association Land Use Committee representatives, City Council and staff.

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

W:\Work Plans & Performance Measures\Development Summit\PLUC Report for Sept 18 2014.doc

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