



# Future-Ready Development Services Ad-Hoc Committee

## Agenda

Wednesday, November 27, 2024

Tom Davies Square

Mayor Paul Lefebvre, Chair

1:00 p.m. Council Chamber / Electronic Participation

City of Greater Sudbury Council and Committee meetings are accessible and generally held in the Council Chamber at Tom Davies Square unless otherwise stated on the agenda. Some meetings are broadcast on Eastlink at Eastlink's discretion. With the exception of closed meetings held in accordance with the Municipal Act, 2001, meetings are open to the public for attendance in-person. Where possible, meetings are livestreamed and the recordings are saved for public viewing on the City's website at: <https://agendasonline.greatersudbury.ca>.

Please be advised that if you make a presentation, speak or appear at the meeting venue during a meeting, you, your comments and/or your presentation may be recorded and broadcast.

By submitting information, including print or electronic information, for presentation to City Council or Committee you are indicating that you have obtained the consent of persons whose personal information is included in the information to be disclosed to the public.

Your information is collected for the purpose of informed decision-making and transparency of City Council decision-making under various municipal statutes and by-laws and in accordance with the Municipal Act, 2001, Planning Act, Municipal Freedom of Information and Protection of Privacy Act and the City of Greater Sudbury's Procedure By-law.

For more information regarding accessibility, recording your personal information or live-streaming, please contact Clerk's Services by calling 3-1-1 or emailing [clerks@greatersudbury.ca](mailto:clerks@greatersudbury.ca).

1. Call to Order
2. Roll Call
3. Declarations of Pecuniary Interest and the General Nature Thereof
4. Presentations
  - 4.1 Accelerating Growth and Development in Greater Sudbury – Call to Action Implementation Plan 3

This report and presentation provides a recommendation regarding Council’s direction for staff to address each of the 54 calls for action included in the May 1, 2024 report of the Future-Ready Development Services Ad-Hoc Committee in its report entitled, “Accelerating Growth and Development in Greater Sudbury; 2024 Report of the Future-Ready Development Services Ad-Hoc Committee”.
5. Members' Motions
6. Addendum
7. Civic Petitions
8. Question Period
9. Adjournment

## **Accelerating Growth and Development in Greater Sudbury – Call to Action Implementation Plan**

Presented To:	Future-Ready Development Services Ad-Hoc Committee
Meeting Date:	November 27, 2024
Type:	Presentations
Prepared by:	Kris Longston Planning Services
Recommended by:	General Manager of Growth and Infrastructure

### **Report Summary**

This report and presentation provides a recommendation regarding Council’s direction for staff to address each of the 54 calls for action included in the May 1, 2024 report of the Future-Ready Development Services Ad-Hoc Committee in its report entitled, “Accelerating Growth and Development in Greater Sudbury; 2024 Report of the Future-Ready Development Services Ad-Hoc Committee”.

### **Resolution**

THAT the City of Greater Sudbury approves the Accelerating Growth and Development in Greater Sudbury – Call to Action Implementation Plan as outlined in the report entitled “Accelerating Growth and Development in Greater Sudbury – Call to Action Implementation Plan” from the General Manager of Growth and Infrastructure presented at the Future-Ready Development Services Ad-Hoc Committee on November 27, 2024.

AND THAT staff be directed to provide progress updates on the Call to Action Implementation plan on a bi-annual basis.

### **Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans**

This report supports Council's Strategic Plan by ensuring that our development services demonstrate best-in class policies and processes to support the anticipated growth in residential and non-residential development over the next 10 to 15 years. Specifically, the report relates to Council’s Strategic Plan objectives to “Reinforce Infrastructure for New Development” (1.4), “Demonstrate Innovation and Cost-Effective Service Delivery” (1.5) and “Strengthen Business and Development Processes and Services to Support Business Growth” (2.3).

### **Financial Implications**

There are no financial implications associated with this report. Where a particular call for action requires a Council-approved a service level change, a business case will be presented in a future budget or budget update for Council’s consideration.

## Background

As established at the May 29, 2023 City Council meeting, the mandate of the Future-Ready Development Services Ad-Hoc Committee is to “assess the potential for the City of Greater Sudbury’s development services to reflect leading practices that ensure support for growth is timely and efficient and the municipality has the capacity, best-in-class policies and processes to support anticipated growth in residential and nonresidential development over the next 10-15 years.” In line with the approaches approved at its July 11, 2023 meeting, a project team supporting the Committee conducted stakeholder engagement sessions and additional research between August and November 2023. Following additional direction provided at the Committee’s December 7, 2023 meeting, the project team completed a final report outlining findings and recommendations.

The final report provided a thorough summary and analysis of many development approval process related comments and ideas from a multitude stakeholders over many platforms, including oral presentations, written comments, stakeholder interviews and staff workshops. City staff were engaged throughout the process, during which valuable insights were gained into the stakeholder (and staff) experience with the City’s development approval process.

A final report was presented to the Committee on May 1, 2024 and included a detailed synopsis of the work and findings, including a summary of the 54 Calls to Action and the 24 by 24 submission. Following the presentation of the report, the Committee passed the following resolution:

*THAT the City of Greater Sudbury directs staff to provide a report by September 30, 2024 responding to the report entitled “Accelerating Growth and Development in Greater Sudbury: 2024 Report of the Future-Ready Development Services Ad-Hoc Committee” presented by the Chief Administrative Officer at the FutureReady Development Services Ad-Hoc Committee meeting of May 1, 2024 which, among other details:*

- A) Comments on the feasibility and legislative ability of the municipality to adopt the 54 Calls for Action,*
- B) Provides an Implementation Plan and estimate of resource requirements, and*
- C) Includes a schedule for addressing each element of the Implementation Plan.*

Based on the insights gained through working in development approval roles, participating in the Committee process and information included in the Final Report, staff have reviewed the Calls to Action and produced the required analysis, which are presented as appendices to this report.

## ANALYSIS

To assist in reviewing the 54 Calls to Action and the 24x24 submission, staff developed a matrix that is also intended to serve as the proposed implementation plan. The matrix provides the following:

- Description of the Calls to Action
- The staff person(s) responsible for implementation, where recommended
- The area of responsibility (e.g. Planning Services, Building Services, etc.)
- Type of action (e.g. policy change, communication change, etc.)
- Staff’s position on the feasibility/ability to implement the Action
- Whether or not the Action is anticipated to represent a service level change necessitating a business case for Council’s consideration at a future budget process.
- Current status of the Action Items
- Anticipated timing for completion of the Action item, where applicable
- Additional Staff comments.

Given the number of Action Items, the detailed review and analysis for each has been included in the

appendices. The following analysis presents a high-level summary and commentary on the above points. For the purposes of this analysis, the 54 Calls to Action and the 24x24 submission are combined into 78 items and referred to as “Calls to Action”.

Most of the Calls to Action are either underway, complete or are proposed within staff’s various work plans beginning in 2025. Only 11 Calls to Action are not implementable due to federal or provincial legislation or are not recommended for future action by staff as they would increase risk to the municipality and/or do not represent good land use planning.

### **City Workplan in General Alignment with Stakeholder Feedback**

A positive revelation when analyzing the 78 Calls to Action is that there is general alignment with the City’s current workplan and the directions that stakeholders feel the City needs to take. This is particularly evident in the land use policy related recommendations, moving to e-permitting (Pronto), inter-departmental and external communication, and an overall desire to see the City grow and develop in a sustainable matter.

From a land use planning policy standpoint, it is anticipated that upcoming work on the City’s Housing Supply Strategy and Industrial/Commercial zoning by-law review will address 15 of the Calls to Action. These policy review processes will also allow for additional targeted stakeholder engagement over the next 18 months to ensure that the proposed changes produce the desired impact to foster a sustainable growth environment.

The City is also well underway in its move to an e-permitting system (PRONTO) with Building Services currently on board and Planning Services to come on line in Q1 2025. Future departments, including By-law, Fire and Conservation Sudbury will come online in 2026. The convenience of this system, when fully implemented, will allow proponents to apply, pay for and check the status of permits and development applications anywhere, anytime. This system will also provide proponents the transparency to review the status of their application and to determine if there is any outstanding information required, either internally or externally from the developer and/or consultant. PRONTO will also provide the City with additional metrics to benchmark the application review process and determine if there are any steps that require modification. At this point it is still early in the e-permitting implementation, however, there are opportunities to ensure continuous feedback and improvement of this system through regular stakeholder engagement with groups such as DLAC.

From a communication standpoint, the Calls to Action appear to indicate that while communication between the City and development stakeholders has improved over the past few years, there are areas for additional, targeted improvements. Key areas to focus on improving communication are with the SPART memorandum of understanding (MOU) and guidelines for required background studies and conveying good news stories, legislative changes, and general information to the development community. Staff have already begun to implement the Calls to Action related to SPART MOU and guidance documents with a target of Q1 2025. General communication improvements are also in the works with an eye to continuous improvement and targeted communication in certain situations.

### **Finding the Right Balance of Risk Mitigation and the City’s Role in the Development Process**

The City, through Council’s Strategic Plan and the Official Plan desires and anticipates growth. Recently, through the Employment Land Strategy and Housing Supply Strategy, policies have been developed to facilitate and encourage housing and industrial growth to occur. The Province has also been very active in encouraging growth, particularly housing, through recent amendments to the Planning Act and by assigning municipal housing targets. The City and the Province heavily rely on private developers to realize this desired growth.

Land development routinely involves proponents taking on risk and expending private funds before (in many cases years before) a profit is realized, including the carrying costs associated with seeing construction projects through to completion. Some of these upfront costs are directly related to the development approval

process, including background studies related to the impacts and viability of a proposed development and the deposits that are required prior to and during construction. A number of the Calls to Action relate to the risk and costs that developers assume before and during a project and seek to explore ways that these could be reduced or shared. To assess these risk related Calls to Action it is important to understand the roles of the parties in the development approval process.

The City's role in the development process is to ensure that growth occurs in a sustainable manner, in line with Provincial policy and legislation and in accordance with Council's goals for the community which are outlined in the City's Official Plan. The City also has the role of representing the residents and taxpayers of the community – both current and future – when reviewing development applications to mitigate adverse outcomes from both a neighborhood impact and a long-term financial viability standpoint. Considering the City's enterprise risk management policy and low risk tolerance, calls to action that prompt the City to accept more risk in the development process to support individual developers require further consideration and in some cases are not recommended by staff for further action as they do not represent municipal best practices.

For example, several Calls to Action include recommendations that would involve the City reducing or eliminating background studies for complete submissions, reducing or eliminating deposits for site plan and subdivisions and finding ways to empower front line staff to make decisions that affect individual development outcomes. In reviewing these Calls to Action and the staff recommendations, it is important to understand the risks involved and the City's role in the development process.

The City's Official Plan outlines the background study requirements for complete applications, which are the proponent's responsibility. These study requirements are applied on case-by-case basis and are outlined in the pre-consultation SPART MOU. Background studies identify the impacts of the proposed development on a neighbourhood and City-wide level including, planning justification, traffic, noise and vibration, species at risk, wetlands, soil conditions, servicing capacity, etc. Staff and Council rely on the information in these studies to determine if a development proposal represents good planning and can be supported. They are also necessary to determine if special conditions are required to ensure that any necessary mitigation measures are included when approving an application. In some instances, the background studies are needed to determine if a proposal conforms with Provincial legislation and the development may not proceed without them. Reducing or eliminating background study requirements would have the effect of placing the City in a position where staff and Council would not have all the necessary information to make an informed decision on the impact of the development on the surrounding neighbourhood, its adherence to Provincial and Municipal policy and legislation and whether it would result in the City taking on more long-term risk. In cases where there is an absence of critical information and the potential that a development may have a negative impact, staff would not be able to recommend approval. Staff have reviewed other municipal best practices and the City's complete application requirements are on par and in some cases less stringent than other comparatively sized cities such as Barrie and Kingston. As a result, Calls to Action that would see the City reducing or eliminating background studies are not supported by staff.

To streamline the development approval process and to reduce or eliminate the need for some background studies, the City is embarking on a number of policy and background study projects in its workplan. Projects such as the residential as of right zoning review and the industrial derisking work being undertaken by the City would see comprehensive policy changes that would facilitate development and remove the need for certain individual background studies. Staff also acknowledge that there are instances where the outcome of certain studies will not have a bearing on overall recommendations or where certain studies can be deferred until later in the process so proponents can have some certainty that the development can proceed before expending additional funds. In these cases, staff have been deferring these requirements to later in the development approval process with Holding Symbols or as conditions of approval. Staff will continue to explore opportunities to further reduce risk for the proponents in the development process, while protecting the interests of the City.

Some of the Calls to Action (Call to Action #1 and 24x24 #6) would see the City take on more risk by reducing or eliminating development deposits. Deposits are required for site plan and subdivision agreements to ensure that work is done to City specifications on infrastructure that will be assumed and

maintained by the City in perpetuity and also to ensure that work on private property is done to City development standards so that they achieve good urban design (e.g. landscaping, paving) and do not cause negative off site impacts (e.g. stormwater management).

For work that is completed on the City right of way, the deposits represent 100% of the anticipated cost of the work. This is to ensure that should the work commence, and the developer is unable to complete it, there are sufficient funds for the City to complete or repair the work. In the absence of deposits, incomplete work would have to be funded from the general levy. Deposits are reduced in phases as the work is completed, inspected and accepted by the City. Subdivision deposits are a performance guarantee of 15% of the value of the works within the future City road allowance prior to registration.

In the case of private sites, the City takes a deposit of 10% of the value of the onsite work and 100% of the landscaping work to an upset limit to ensure that it is completed in accordance with the approved site plan agreement. These deposits can be reduced if the cost to complete any uncompleted works or deficiencies is less than the deposit amount. Reducing or eliminating deposits prior to the work being completed and accepted transfers additional risk from the proponent to the City. In cases where off site work is not completed or not to standard, the lack of deposits would require the City to complete or repair the work and seek compensation from the developer or fund the work from the general levy. In the cases where on site work is not completed or is not to standard, it would require the City to enforce the site plan agreement through the legal system. To minimize financial risk to the City, staff do not recommend any Calls to Action to reduce deposits at this time. Staff will, however, continue to work with the development community to identify opportunities to streamline processes to return deposits where work has been completed in accordance with agreements.

Another theme in the Calls to Action (#27 and 24x24 #24) includes the empowerment of staff to make decisions on development applications. This is a broad Call to Action and encompasses several situations from officially delegating approval responsibilities, to staff to having staff make site specific determinations or judgement calls on standards in the field or over the phone.

In the context of delegated responsibility, this Call to Action would see Council delegate additional authority to staff for development approvals. In many cases, Council has already done this to the extent permissible under Provincial legislation to streamline the development approval process, most recently with the delegated authority for staff to approve by-laws for the removal of holding symbols and temporary uses. Staff will continue to review opportunities for further delegation and bring them to Council for consideration.

In the context of empowering staff to make decisions on development applications outside of delegated authority, this again raises the issue of shifting risk and liability from the developer to the City. In most cases, Provincial or Municipal legislation guides development approvals and requirements are clearly outlined. Complementing the legislation are a series of Council approved policies and guidelines that provide further clarity and certainty for the approval of development applications. There are instances where situations are not covered by legislation or policy and individuals at the City are required to decide on next steps. Depending on the nature of the issue this could require seeking direction from Council or it could require a modification to a by-law or policy. In minor instances it can be a judgement call on behalf of a person with the authority to do so, which typically rests at the manager or director level, where the individual has regard for the impact, precedent and risks associated with the decision.

Based on the above, staff do not generally support Calls to Action to broadly empower all staff to make development related decisions. However, staff will continue to work with development stakeholders to identify and find solutions to the situations that are driving these specific Calls to Action.

## **Communication**

Many Calls to Action relate to improvements in communication between the City and the development community (Calls to Action #5, #6, #7, #8, #9, #11, #16, #17, #21, #25, #26, #30 and 24x24 #8, and #10). The improvements range from general communication of development activity, statistics, and good news stories to the more technical communication of changes in legislation and development application

requirements. Some of the Calls to Action include clarity from Council on their definition of success related to this Committee. These Calls to Action generally align with Staff's workplan and anticipated improvements to the Development Liaison Advisory Committee (DLAC) and regular development bulletins. Items outside of staff's work plan have been addressed in the matrix, with some of the work currently underway. Broadly speaking staff have been working to actively engage the development community on a project specific basis (e.g SPART), more generally through channels such as DLAC and via regular contact with stakeholders. This engagement has been beneficial to staff to gain an understanding on pain points within the development approval process and the general climate within the industry. In some cases, these discussions have already led to changes to policy or zoning regulations to address issues.

Good communication relies on both parties actively participating, and successful outcomes will depend on the City and development stakeholders being equally committed to improvements in communication. The City currently uses DLAC along with a variety of online platforms to engage the development community on changes to legislation and to gain feedback on development policy initiatives the City is working on. The City also regularly sends out a Building Bulletin via email to development stakeholders with updates. Some of the feedback on communication received during the Committee process revolved around development stakeholders not being aware of changes to Municipal or Provincial policy and legislation. Addressing this communication issue presents some challenges as is not practical for the City to individually contact development stakeholders to advise them of policy or legislative changes, given how frequently they are occurring in the current environment. This is particularly true in the case of changes in provincial legislation (e.g. Building Code Act, Planning Act, etc.) where it is incumbent on private consultants to be aware of changes that are occurring to avoid any delays in the development approval process. The Implementation Plan contains several communication improvement initiatives that the City will be undertaking to tackle this issue and staff will continue to seek out formal and informal opportunities to improve the dialogue between the City and development stakeholders.

### **Service Level Changes Not Anticipated at This Time**

One of the elements for evaluating the Calls to Action was to gauge whether they would require a change in service level, particularly additional staff or resources that would require Council approval as part of a future budget process. At this time, staff do not recommend any Calls to Action that will necessitate a change in service level. There are a few reasons for this, including;

- PRONTO is still in the early stages of use by Building Services and is in the process of being implemented for Planning Services. This e-permitting system will be transformational for development approvals in the City and the long-lasting impacts and improvements will not be fully realized until the system has been in use for a longer period. It is anticipated that some of the Calls to Action for additional staff positions may be addressed once development stakeholders and Staff are more familiar with the system. This can be monitored as part of reporting on the Action Plan and in regular meetings with stakeholders.
- Policy related Calls to Action are anticipated to be addressed through Staff's current workplan using existing resources.
- Some of the Calls to Action need to be further explored by Staff with the development community to identify the underlying issues. Upon further analysis business cases can be recommended later if necessary and the follow up work can be reported on as part of future reporting on the action plan.

### **Conclusion**

The Future Ready Development Services Committee process resulted in a significant amount of engagement and feedback between industry stakeholders and City and other agency staff regarding the development approval process in Greater Sudbury. The input was synthesized into a comprehensive report that identified several Calls to Action for staff to review and develop recommendations and an implementation plan.

High level observations revealed through the analysis indicate that the City's current work plan is well aligned to address the issues identified in the Calls to Action, that there is more work to do to try and identify and mitigate risk in the development approval process and that improve communication will help to address



uncertainty and lead to better outcomes.

This report and appendices are intended to address Council's direction regarding the Calls to Action generated by the Future-Ready Development Services Ad-Hoc Committee. It is recommended that the report and matrix serve as the Council approved implementation plan. It is also recommended that Staff be directed to provide an update on the Calls to Action twice per year to the Future-Development Services Ad-Hoc Committee or Planning Committee, whose mandate covers most of the elements included in the action plan.

## **Resources Cited**

Accelerating Growth and Development in Greater Sudbury: 2024 Report of the Future-Ready Development Services AdHoc Committee, presented at the May 1<sup>st</sup> Future-Ready Development Services AdHoc Committee: <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=53242>

## APPENDIX A - CALLS TO ACTION

		Description	Staff taking the lead	Area of Responsibility	Type of Action (Policy, Process, Communication, Governance/Organizational)	Action - Unimplementable, Completed, Underway, Proposed	Service Level Change? (With estimated Budget, if applicable)	Action Item Status	Timing	Staff Comments/Recommendations
Call to Action	1	Revise corporate approach to risk management regarding development standards and its tendering process	CAO / COUNCIL / Director of Planning Services / Director of Engineering Services	Mayor /Council/ CAO/ Senior Staff	Governance/Policy	Underway for development standards. Additional areas for risk management changes to be identified	No service level change for development standards. City Council establishes risk tolerance and key enterprise risks that consider several community and organization issues. A review of procurement policies and processes can be undertaken.	Staff are initiating a review and consolidation of the Industrial and Commercial Zoning By-law standards. Staff to apply risk management lens to future policy and by-law updates and seek Council direction where required.	Q3 2025 for Zoning By-law update. Other changes ongoing	Further Research Required on Tendering Process. Careful consideration needs to be given in situations where the City takes on more risk to facilitate development.
Call to Action	2	Council to publicly support staff	CAO / COUNCIL	Council	Communication	Underway/Complete	No service level change	Council established and is expected to follow a Code of Conduct. Council also approved a Council/Staff Relations Policy to support effective coordination and collaboration.	Ongoing	None
Call to Action	3	Mayor to have quarterly updates with senior staff	MAYORS OFFICE / CAO	Mayor's Office / CAO	Communication	Underway	No service level change	Both formal and informal meetings occur now between staff and Mayor's Office. Regularly scheduled reports to Committee and Council describe various aspects of operating performance, including development services.	Ongoing	None
Call to Action	4	Council to clearly identify their own rubric of success	CAO / COUNCIL	Mayor /Council/ CAO/ Senior Staff	Governance	Complete	No service level change	Council established priorities in its Strategic Plan and service level expectations via its approval of the corporation's budget. Performance indicators describing actual service levels are available online.	Ongoing	None
Call to Action	5	Continue to publish real-time data and benchmark updates	Director of Building Services / Director of Planning Services / Director of Economic Development	Planning / Building / Ec Dev	Communication	Completed/Underway	No service level change	Currently, development statistics are tracked and update on the City's Dashboards on a quarterly basis. In the future, integration of the dashboards with PRONTO will enable realtime updates.	Ongoing	None
Call to Action	6	Share stories of success and good news	CAO / Director of Communications	Planning / Building / Ec Dev / Comms	Communication	Completed/Underway	No service level change	Directors of Communications/Economic Development/Building Services and Planning regularly publish economic bulletins describing development and economic activity in the City on a quarterly basis. Changes to include more frequent publishing of positive stories to different mediums.	Q1-2025	None
Call to Action	7	Highlight new programs, policies, and legislative changes that affect the development process	Director of Planning Services / Director of Building Services / Director of Economic Development / Director of Communications	Planning / Building / Ec Dev / Comms	Communication	Underway/Proposed	No service level change	Directors of Economic Development, Building Services and Planning regularly meet with DLAC to outline legislative changes and develop workshops to meet the needs of the members. Improvements to communications surrounding legislative changes could include a dedicated development website with links to relevant development information.	Q2-2025	There is an onus on consultants and developers to be aware of changes in legislation and policy that impact the development process, particularly at the Provincial level. Staff develop engagement sessions and communication for City initiated changes. Recommend the development of a dedicated page on the City's website that is an clearing house of development related statistics, legislation and information.
Call to Action	8	Create a series of plain language guides	Director of Building Services / Director of Planning Services	Planning / Building	Communication	Underway for Building Services and Proposed for Planning Services	No service level change	Building Services is currently working with Communications to identify available resources to create guides. Planning Services is conducting research on municipal best practices and will develop a series of guides for development applications and background studies.	Q3-2025	None

Call to Action	9	Create a simple document outlining roles, expectations, and rules of engagement.	Director of Building Services / Director of Planning Services	Planning / Building	Communication	Complete/Underway	No service level change	Currently SPART Memorandums of Understanding (MOU) identify application requirements and the responsible parties. This action item can be combined with the recommendation to develop user guides.	Q3-2025	It is recommended that this action be rolled into Call to Action #8
Call to Action	10	Develop measures of success that include customer satisfaction and relationships	Director of Building Services / Director of Planning Services	Planning / Building	Process	Underway	No service level change	PRONTO system has the ability to include user surveys. Building and Planning Services to work with other staff to develop user satisfaction surveys for inclusion in PRONTO.	Q4-2025	None
Call to Action	11	Institute a primary point of contact for each large development project file	Director of Building Services / Director of Planning Services	Planning / Building	Process Improvement / Communication	Complete/Underway	No service level change	Currently there is one point of contact on development files depending on the nature of the Application. For rezoning files, the Senior Planner acts as the sole point of contact and liaison between the applicant and the commenting departments. For site plans applications this is the Site Plan Control Engineer. Similarly, the Plans Examiner is the single point of contact for the Building Permit.	Ongoing	Building and Planning development files are currently assigned to individual staff who manage the file along with others. In the past when unusually large projects were taking place (Vale Clear Air Project) additional staff were hired and dedicated to the project for its duration. Staff could improve communication to applicants that special teams can be developed for exceptionally large projects. Having dedicated staff to only a handful of files would require additional resources and is not recommended at this time.
Call to Action	12	Have a public-facing, cross-departmental development navigator at the One-Stop Services counter	Director of Building Services / Director of Planning Services	Planning / Building	Process Improvement / Communication	Complete/Proposed	Creating a navigator position that the One Stop Shop would be a service level change.	One Stop Shop staff at the development desk are cross trained to help applicants apply for different types of permits and development applications. After the permits are applied for, they are assigned to a primary point of contact per Action Item #11. To provide additional navigation personnel at the One Stop Shop would require new or reallocated resources.	TBD	Further consultation is required with the development community to better understand the perceived gaps in service delivery related to this action item. This can take place in early 2025 as part of a review of DLAC.
Call to Action	13	Expand evening or weekend availability of staff	Director of Building Services / Director of Planning Services	Planning / Building	Process/Organizational	Unimplementable - Not part of current collective agreement. Options may exist for IT/AI solutions for off hours.	Making Staff available after hours and on weekends would be a service level change and would require changes to the collective bargaining agreement.	Building Services offers weekend inspection to development stakeholder group with minimal uptake. Other options for after hours support to be explored with DLAC.	TBD	It is recommended that further consultation be undertaken with the development community to determine the need for this service and possible alternatives.
Call to Action	14	Create a clear dispute resolution or complaints process	Director of Building Services / Director of Planning Services	Planning / Building	Governance / Communication	Proposed: Education Sessions or Develop Builder Bulletin Around this	No Service level change.	Dispute resolution opportunities exist in the Planning Act, OBC Act and Building Bylaw but requires the applicant to use the tools available. Opportunities to escalate disagreements where there isn't a formal appeal process should be identified and clearly communicated. Staff to investigate dispute resolution best practices in other municipalities and report back with options.	Q3 2025	It is important to distinguish between instances where there is a legitimate dispute and those where a legislative requirement or approved condition/agreement is not being followed.
<b>Online Tools</b>										
Call to Action	15	Create an app that asks users questions and directs them to the resources and answers they need	Director of Information Technology / Director of Building Services / Director of Planning Services	Planning / Building	Communication	Proposed	Potential Service level change depending on preferred solution.	Staff reviewing current technology and municipal best practices and will report back with options.	Q2 2025	None

Call to Action	16	Create online training videos for Pronto	Director of Building Services / Director of Planning Services	Planning / Building	Communication	Proposed	No service level change	Building Services is currently working with the Communications team as part of their 2025 work plan to identify options and available resources. Planning Services to develop post Pronto launch in 2025.	Q3 2025	None
Call to Action	17	Improve visibility and tracking of the application progress on Pronto	Director of Building Services / Director of Planning Services	Planning / Building	Communication	Underway	No service level change	Increasing the functionality of Pronto is already a part of the 2024 Building Services work plan and will be part of continuous improvement.	Ongoing	This functionality already exists Pronto, however, it relies on the applicant to use the tools available. User feedback options are provided in Pronto and suggestions are used to improve the system.
Call to Action	18	Increase digital notes on each file	Director of Building Services / Director of Planning Services	Planning / Building	Process/Communication	Underway	No service level change	This functionality exists in Pronto for Building, Planning to be implemented Q2 2025. Building Staff continue to improve this feature to add clarity and understanding for applicants. DigEplan will be coming on line in Q4 of 2024 to enhance document management tools.	Ongoing	None
Call to Action	19	Increased collaboration with Conservation Sudbury	Director of Building Services / Director of Planning Services / General Manager Conservation Sudbury	Building/Planning/Conservation Sudbury	Communication/Organizational	Underway	No service level change	Directors of Building Services, Planning Services and Economic Development currently meet weekly to discuss development issues. Conservation Sudbury (CS) GM joins every other week. CS to be brought into Pronto system in 2026, currently has limited access for building permit comments. Currently collaborating with CS on natural hazard identification in the settlement area along with policy support to assist development approvals process. CS and CGS continue to collaborate on several floodplain studies.	Ongoing	Staff to continuously monitor collaboration efforts and identify opportunities for future process improvements.
<b>Pre-Consultation</b>										
Call to Action	20	Have senior staff continue to participate in SPART	Director of Building Services / Director of Planning Services / Director of Economic Development	SPART team	Process	Completed	No service level change	Senior staff from Planning Services, Building Services and Economic Development currently do and will continue to participate in SPART meetings.	Ongoing	None
Call to Action	21	Comments to clearly differentiate between requirements and recommendations	Director of Planning Services	SPART team	Process/Communication	Underway	No service level change	SPART comment template to be updated to prompt separate sections for requirements and recommendations.	Q1-2025	None
<b>Proactively Addressing Legacy issues</b>										
Call to Action	22	Implement Financial Incentives for Closing Permits	Director of Building Services	Building Services	Policy	Underway	No service level change	This item is to be reviewed as part of the upcoming Building Permit Fee review and update.	Q3-2025	Staff currently developing scope of work for Building By-law Review.
Call to Action	23	Apply Amnesty Period for open permits or for past work on property	Director of Building Services	Building Services	Governance	Unimplementable - Not permitted under the Building Code Act	No service level change	Open Permit Project and Issued Permit Completion Projects are underway in Building Services with staff working with owners to close legacy open permits.	Ongoing	Not permitted under the Building Code Act.
<b>New Engagement Opportunities</b>										
Call to Action	24	Reconfigure Development Liaison Advisory Panel format and include Councillors in membership	Director of Building Services / Director of Planning Services / Director of Economic Development / City Clerk	Planning / Building / Ec Dev / Clerks	Governance	Proposed	No service level change	Directors of Building Services, Planning Services and Economic Development to consult with DLAC members and identify opportunities for format/content changes and structure and report back with recommendations.	Q1-2025	None

Call to Action	25	Mayor to hold open meetings with development professionals twice a year	Mayors Office	Mayors Office	Communication	Proposed	No service level change	To be reviewed with Mayor's Office	Ongoing	Personal meetings are one form of engagement currently used to connect with the development community. Other, more efficient methods could be employed, depending on the expected outcome of the suggested meetings.
Call to Action	26	Clearly communicate that large project proponents may request in person meeting	Director of Building Services / Director of Planning Services / Director of Economic Development	Building /Planning /EcDev	Communication	Underway	No service level change	Directors of Economic Development, Building and Planning regularly offer opportunities to meet to discuss projects outside of SPART process.	Ongoing	This can be combined with other outreach Action Items.
<b>Staff Empowerment and Internal Coordination</b>										
Call to Action	27	Where appropriate, give staff more delegated authority	Director of Building Services / Director of Planning Services	Building /Planning	Governance	Underway	No service level change	Staff regularly review legislation and identify opportunities to delegate authority to staff where Provincial legislation permits and where Council is in agreement with the delegation and the potential risks. Depending on the level of delegation, changes to job descriptions may be required.	Ongoing	A recent example of increased delegation includes the removal of Holding Symbols under the Planning Act. Other opportunities may be explored as City By-laws are updated on a regular basis.
<b>Staff Training and Networking Opportunities</b>										
Call to Action	28	Staff to keep up with the online training modules available to the public	Director of Building Services / Director of Planning Services / Director of Economic Development	Building /Planning /EcDev	Organizational	Underway	No service level change	Staff regularly take advantage of online training opportunities and are encouraged to do so by supervisors. Professional development plans can be used to further ensure that training is a regular component of an employee's development.	Ongoing	Establish processes to regularly identify and communicate training opportunities to Building, Planning and Economic Development staff.
Call to Action	29	Quarterly meetings for managers across departments engaged in development	Director of Building Services / Director of Planning Services / Director of Economic Development	Building /Planning /EcDev	Communication / Organizational	Underway/Proposed	No service level change	Directors and Managers responsible for development meet weekly to discuss ongoing files and issues. Directors and Managers also attend DLAC meetings and SPART meetings.	Q1-2025	Staff to review opportunities to include more staff involved in development approvals in an updated DLAC format.
Call to Action	30	Annual staff engagement sessions	Director of Building Services / Director of Planning Services / Director of Economic Development	Building /Planning /EcDev	Communication / Organizational	Underway/Proposed	No service level change	To be combined with Action Item #24	Q1-2025	There is a need to focus meetings and engagement to ensure time is well allocated and effective.
<b>Staff Recruitment &amp; Retention</b>										
Call to Action	31	Increase Professional Engineer coverage	General Manager of Growth and Infrastructure	Growth and Infrastructure/Human Resources	Organizational	Underway	Business Case required for additional positions	The City is actively recruiting for Engineers with mixed success due to a strong economy. Staff to review opportunities to create "Engineer pipelines" through training opportunities.	Ongoing	The Engineering Services Audit suggests a Co-op program, which could also serve as an EIT program. Staff are also reviewing alternative models to deliver enterprise asset management and enterprise capital delivery that will address some redundancy issues and identify resource gaps for future business cases.

Call to Action	32	Create Junior Planner Staff Position	Director of Planning Services	Planning	Organizational	Proposed	Business Case required for additional positions	Junior Planner would require the development of a new job description with clearly separate duties from a senior planner. At present the Planning Services Department is at full complement and additional positions would require a business case. Opportunities to convert existing FTE to a Junior Planner position will be reviewed as vacancies arise.	TBD	A Junior Planner position would broaden the pool of candidates and help the City create a development pipeline for future succession planning. Staff will work with Human Resources to develop the job description so that it is ready if future opportunities present themselves.
<b>Timeline and Internal Approvals for Committee Reports on eScribe</b>										
Call to Action	33	Mayor to call special meeting of Council and or Planning committee if required	City Clerk	Planning/Clerks	Governance	Completed	No service level change	The need to call special meetings would be determined by the Mayor, and based on the number and size of projects and whether they can all be accommodated within regularly-scheduled Planning Committee meetings.	Ongoing	Planning Committee meets twice per month and applications regularly are processed within municipal benchmarks. Process exists to call special meetings on an as needed basis.
Call to Action	34	Continue to offer conditional permits	Director of Building Services	Building Services	Governance	Completed/Continuous	No service level change	This process is actioned under the Chief Building Official as determined under the Building Code Act	Ongoing	Staff regularly work with proponents to run approval processes in parallel and to phase permit approvals where appropriate.
Call to Action	35	Encourage the use of the Hold Symbol	Director of Planning Services	Planning	Policy/Process	Underway	No service level change	Staff to use the pre-consultation (SPART) process to explore the use of holding zone provisions as part of development applications. Holding Symbols allow developers to attain a level of certainty regarding development permissions prior undertaking certain work. It should be noted that this is not meant to eliminate the need for any studies that may be required as part of a complete application.	Ongoing	None
<b>Tenders and Procurement Process</b>										
Call to Action	36	Institute third party review of large project and tenders	Director of Engineering Services	Engineering Services	Governance	Underway	Additional hours will be allocated from existing staff, which may impact the future capacity to deliver capital projects.	The City (Engineering Services) has a joint Municipal Committee with the Northeastern Ontario Construction Association (NOCA) to discuss Linear Infrastructure Contracts. It is proposed to include discussions regarding Large Projects, Development, and review contract language. NOCA has agreed to this change.	Ongoing	The City does business with a variety of companies located locally, nationally and internationally. As a result, any review should adopt a holistic approach. Staff regularly conducts reviews of its procurement processes.
Call to Action	37	Revise supplemental contract terms to share liability	Director of Engineering Services	Engineering Services	Governance	Underway	No Service Level Change - Additional hours will be allocated from existing staff, which may impact the future capacity to deliver capital projects.	The City (Engineering Services) has a joint Municipal Committee with the Northeastern Ontario Construction Association (NOCA) to discuss Linear Infrastructure Contracts. It is proposed to include discussions regarding Large Projects, Development, and review contract language. NOCA has agreed to this change.	Ongoing	The City does business with a variety of companies located locally, nationally and internationally. As a result, any review should adopt a holistic approach. Staff regularly conducts reviews of its procurement processes.
<b>Policy Review</b>										
Call to Action	38	Continue to review and consolidate zoning by-laws annually	Director of Planning Services	Planning	Policy	Underway	No service level change	Staff are currently preparing a scope of work to update the Industrial, Commercial and Institutional Policies and regulations in the City's Official Plan and Zoning By-law.	Q4-2025	Staff regularly discuss and review issues with the Zoning By-law and undertake House Keeping Amendments as necessary. A broader review of the City's ICI zoning provisions was recommended through the City's Employment Land Strategy and is currently underway.

Call to Action	39	Capacity for ongoing policy review and integration	Director of Planning Services	Planning	Policy	Underway	No service level change	See Action Item #38	Ongoing	Staff regularly undertake reviews of Official Plan Policy and Zoning By-law regulations to ensure alignment with best practices. Examples include Nodes and Corridors and upcoming as of right housing amendments.
<b>Corporate Organization</b>										
Call to Action	40	Planning Services , Building Services and Ec Dev to work together in One Division	CAO	CAO's Office	Organizational	Proposed	No service level change	These three divisions regularly coordinate and collaborate not only with each other, but with other work groups both inside and outside the organization.	Ongoing	The organizational form associated with these services is less important than the substance of their coordination and collective output. Focus needs to be on ensuring effective processes and communication, not structure.
Call to Action	41	Director of Planning and Chief Building Official to meet with GSDC Board twice a year	Director of Building Services / Director of Planning Services / Director of Economic Development	Building /Planning /EcDev	Communication	Underway	No service level change	The Director of Building Services, Planning Services and Economic Development currently meet with the GSDC board on an as needed basis to discuss specific projects or topics. Biannual meetings can be scheduled to give updates on various initiatives and development statistics.	Q1-2025	None
<b>Business Development , LabourAttraction and Economic Expansion</b>										
Call to Action	42	Create Mayor's Acceleration team to support large projects	Mayor's Office/CAO/Director of Building Services/Director of Planning Services/Director of Economic Development	Mayor's Office	Process/Communication	Proposed	No service level change	Governance and composition of team to be determined.	Q1-2025	Staff currently support large projects through existing processes, see Call to Action # 11. Opportunities to formalize this approach to be reviewed.
Call to Action	43	Create Business Retention and Expansion Red Flag Team	Director of Economic Development	Economic Development	Organizational	Proposed	No service level change	Staff in Economic Development meet and assemble City teams as required to address emerging and "red flag" issues and opportunities. These meetings often include client and developer teams.	Ongoing	None
Call to Action	44	Continue with attraction marketing campaigns, champion immigration programs and partner with post-secondary institutions	Director of Economic Development	Economic Development	Communication	Underway	No service level change	Economic Development staff continue to engage post-secondary institutions, employment agencies and employers to share talent attraction tools and resources. Revitalizing the "Move to Sudbury" campaign will also engage employers and potential newcomers to attract new talent to the community. Greater Sudbury has also submitted applications for the next phase of RNIP (Rural Community Immigration Pilot and Francophone Community Immigration Pilot).	Ongoing	Ensure Future Ready audiences are engaged in these tools and resources. Leverage Mayor's Labour Force Task Force and immigration related initiatives to advance this project.
Call to Action	45	Temporary housing solutions for newcomers and skilled workers	Director of Planning Services	Planning	Policy	Proposed	No service level change	Opportunities to be explored through on going housing policy work.	Q3-2025	Staff are currently working on finalization of the City's Housing Supply Strategy and complementary policy updates. There is an opportunity to review and provide options and recommendation on this Action Item through the current work plan.
<b>Employment Lands Strategy</b>										

Call to Action	46	Review rural lands as potential site for increased employment districts	Director of Planning Services	Planning	Policy	Underway	No service level change	Staff are currently preparing a scope of work to update the Industrial, Commercial and Institutional Policies and regulations in the City's Official Plan and Zoning By-law. A review of rural industrial policies will be included in this work. See Action Item #38	Q4-2025	See Action Item #38
<b>Incentives, Programs &amp; Policies Should Support Desired Outcomes</b>										
Call to Action	47	Continue to offer CIP TIEGs or other incentives for multi-res and purpose-built affordable residential	Director of Planning Services	Planning	Policy	Completed	No service level change	This action has already been implemented through the City's Strategic Core Area CIP and Affordable Housing CIP.	Complete	This action items has been completed and includes regular monitoring of program effectiveness
Call to Action	48	Continue to coordinate infrastructure upgrades to support housing development in strategic areas	Director of Planning Services / Director of Infrastructure Capital Planning	Planning/ICP	Policy/Process	Underway	Capital projects will continue to be prioritized based on current processes and in conjunction with Water/Waste Water Master Plans. In special cases where upgrades are required outside of current processes, capital reprioritization will take place or business cases will be prepared for consideration as part of the budget process.	This action has been identified as a Focus Area in the draft Housing Supply Strategy.	Ongoing	Staff continue to seek housing related infrastructure funding from senior levels of government, include applications to the Provincial Housing Enabling Water Systems Fund and Build Faster Fund and the Federal Housing Accelerator Fund.
Call to Action	49	Create and promote a municipal assistance program to incentivize a secondary unit in a home	Director of Planning Services	Planning	Policy	Proposed	Business case required for additional funding to support the program.	The current Affordable Housing CIP as secondary unit creation program, however it is only available to non-profit organizations.	Ongoing	It is unclear whether financing is the only hurdle to overcome in efforts to increase the rate of secondary suite development. Any policy providing public funds for private development of secondary suites needs to address other factors beyond financing such as how such efforts address other community issues.
Call to Action	50	Adjust mill rate for purpose-built multi-residential	CAO/General Manager of Corporate Services	Corporate Services	Policy	Proposed	Yes	The City current has a "New Multi-Residential Tax Rate" which is equivalent to new single residential tax rate and is in effect on a new build for the first 35 years.	TBD	A tax shift occurs when a property class receives a tax rate reduction. So while a new optional subclass presented as part of Ontario Budget 2024 to the new multiresidential class up to 35%, a choice to introduce this needs to consider the effect on other tax classes.
Call to Action	51	Enhance grants for downtown office conversions	Director of Planning Services	Planning	Policy	Proposed	Yes	Staff recently updated the Strategic Core Area CIP. An update to the Downtown Master Plan is currently underway and recommendations will include proposed modifications to the CIP.	Q1-2026	None
Call to Action	52	Continue with Land Banking Strategy	Director of Planning Services	Planning	Policy/Process	Underway	No service level change	Phase 2 of the Land Banking Strategy is ongoing. A report on de-risking of 2 municipal properties was presented to Planning Committee in May 2024. Land Banking is a key component of the City's upcoming Housing Supply Strategy	Ongoing	None
Call to Action	53	New TIEGs to address Greater Sudbury-specific challenges	Director of Planning Services	Planning	Policy	Proposed	Yes	The Strategic Core Area CIP was recently updated to incentivize multi-residential developments along the City's corridors and the Employment Land CIP was recently adopted.	TBD	The need for new TIEGs can be monitored on an ongoing basis as part of regular updates of CIP documents.



Call to Action	54	Review tax policy and possible introduction of new fees	CAO/General Manager of Corporate Services	Taxation + Various Departments	Policy	Proposed	Yes	Various across multiple departments	Ongoing	Staff regularly explore the potential for fees to offset property tax subsidy requirements. The corporation has a policy governing both when introducing a fee is reasonable and how to assess the individual v public benefits associated with the level of fee that should be applied.
----------------	----	---	---	--------------------------------	--------	----------	-----	-------------------------------------	---------	--

**APPENDIX B - 24 by the end of 2024**

Description	Staff taking the lead	Area of Responsibility	Type of Action (Policy, Process, Communication, Governance/Organizational)	Action - Unimplementable, Completed, Underway, Proposed, No Action	Service Level Change? (With estimated Budget, if applicable)	Action Item Status	Timing	Staff Comments/Recommendations
<b>Round-Down:</b> Whenever a requirement is calculated, the result is rounded down	Director of Planning Services	Planning	Policy	Proposed	No Service Level Change	Staff will review this option in the context of the Housing Supply Strategy and the upcoming review of the Industrial and Commercial Zoning By-law provisions.	Q4-2025	Need to review this recommendation to fully understand effects prior to implementation.
<b>Increase Consistency in the Zoning Bylaw:</b> Provide a standard and easily understandable/searchable approach.	Director of Planning Services	Planning	Policy	Underway	No Service Level Change	Staff are currently undertaking a comprehensive review of the Industrial and Commercial use definitions and regulations. This review will be undertaken in consultation with the development community. Terms of reference are currently being developed to retain a consultant to assist with the review.	Q4 - 2025	Process is currently underway with funding from the Greater Sudbury Development Corporation as well as existing sources.
<b>Respond to demand for industrial space.</b> (examples: Allow Warehouse in the C2 and C5 zones, Allow Light Industrial uses in the C2 and C5 zones, Allow Industrial Use in the M2 zone, Allow Industrial Use in the Valley East Industrial Park)	Director of Planning Services	Planning	Policy	Completed/No Action	No Service Level Change	Changes to the "Industrial Use, Light" definition and outdoor storage provisions were made in 2023 to allow more flexibility for industrial uses in the M2, M1 and M1-1 zones. Office uses were also introduced to the M1 zone at that time. Introducing industrial and warehousing uses as of right to the General Commercial and Downtown zones does not constitute good planning and would run counter to the City's current initiatives through the Nodes and Corridors Strategy to introduce more flexibility for residential and mixed use buildings in these areas.	Complete	It is not recommended that changes to allow more industrial and warehousing uses in the C2 and C5 zones be pursued.
<b>Increase Flexibility:</b> Allow for flexibility in interpreting boundaries and permit minor adjustments <u>within the OP</u> and permit minor adjustments in the <u>rural zones</u> .	Director of Planning Services	Planning	Policy	Unimplementable	No Service Level Change	Unimplementable by legislation. Provincial Policy Statement and Planning Act currently outline the process for adjustments to the Settlement Boundary. For changes to Zoning By-law provisions, a minor variance is the only route and that process is outlined in the Planning Act (desirable, meets general intent of OP and ZBL, and is minor).	Complete	No further action recommended.
<b>Create Terms of Reference for Studies and Reports.</b>	Director of Planning Services	Planning	Communication	Underway	No Service Level Change	Work is currently underway to develop user guides and terms of reference for required background studies.	Q2-2025	Continue to develop terms of reference in accordance with industry best practices.

<p><b>Reduce Off-Site Infrastructure Deposits and Requirements</b> by minimizing off-site requirements, reduce deposit requirements and the partial release of deposits</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>No Action</p>	<p>No Service Level Change</p>	<p>Deposits for off site servicing, subdivision and site plan agreements are required to ensure that work is completed in accordance with the agreement and to City standards. In the case of offsite infrastructure (i.e. work in the road allowance) the deposits are required to ensure that the work is completed and if not the deposits are used by the City to complete the work. There is a risk to the municipality in reducing the deposits in general or prior to the completion of the work, in those cases any necessary repairs that were not covered by the deposits would have to come from the general levy.</p>	<p>N/A</p>	<p>No further action recommended.</p>
<p><b>Improve Communication</b> between the departments within CGS  - benchmark and track responses for inquiries  - Give staff at the OSS power to act as development ambassadors  - implement a buddy system for correspondence</p>	<p>Director of Planning Services, Director of Building Services</p>	<p>Planning/Building</p>	<p>Process/Communication</p>	<p>Complete/Underway</p>	<p>No Service Level Change at this time. Potential Service Level Change if additional staff required for One Stop Shop Ambassador role(s).</p>	<p>Planning Application benchmarks are currently tracked and published on the City's website. Implementation of Pronto in Building Services in and future implementation in Planning Services will track inquiries and enable customers to view application process in real time. Current City standard of 48hrs to respond to inquiries is already in place.</p>	<p>Pronto implemented in Building Services and underway for Planning Services. Anticipated completion in Q2-2025.</p>	<p>It is anticipated that once Pronto is fully implemented and customers are familiar with the platform that this recommendation will be addressed. Staff will continue to monitor with the development community to determine if further action is required.</p>
<p><b>Reduce the number of residential zones</b> from 14 to 4 and make them as permissive as possible.</p>	<p>Director of Planning Services,</p>	<p>Planning</p>	<p>Policy</p>	<p>Underway</p>	<p>No Service Level Change</p>	<p>The City's upcoming Housing Supply Strategy identifies a number of policy initiatives to introduce flexibility into the residential zones. It is recommended that these changes take place prior to reducing the number of zones as this has implications for existing development rights. For new residential developments, applicants are encouraged at SPART to consider R3 zoning, which permits a wide variety of built forms. Multi-residential parking standards to be reviewed through Housing Supply Strategy.</p>	<p>Q4-2024 to finalize Housing Supply Strategy with implementation currently underway and continuing in 2025.</p>	<p>Staff will continue to monitor housing related policies through the Housing Supply Strategy. No further action recommended at this time.</p>
<p><b>Support the creation of Laneway Houses, Carriage Houses, and Tiny Homes</b></p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>Complete</p>	<p>No Service Level Change</p>	<p>Staff brought forward changes to the accessory dwelling unit regulations in September which permitted three units in an existing dwelling along with additional height and lot coverage for accessory buildings with dwelling units. It is anticipated that this by-law amendment will come into effect in November. Additionally the Province is in the process of introducing additional regulations with respect to accessory units that align with this call to action. Through the Housing Supply Strategy, staff will continue to monitor to determine if further policy changes are required.</p>	<p>Q3/Q4 - 2024</p>	<p>None</p>

<b>Streamline Zoning Bylaw Definitions</b>	Director of Planning Services	Planning	Policy	See above action item related to zoning consistency.	No Service Level Change	See above action item related to zoning consistency.	Q4 - 2025	See above action item related to zoning consistency.
<b>SPART:</b> results should be reliable and realistic, differentiate between what is recommended and what is required	Director of Planning Services	Planning	Communication	Underway	No Service Level Change	Staff are in the process of implementing changes to SPART's memo of understanding are underway to clearly identify requirements versus recommendations.	Q1-2025	None
<b>Site Plan Control:</b> Only one opportunity to provide comments, minor adjustments to the agreement shouldn't trigger a resubmission and recommendations should be excluded from official City comments.	Director of Planning Services	Planning	Process	Underway/No Action	No Service Level Change	The City is currently focused on process improvements to track and reduce the number of site plan submissions. However it is not realistic to only provide one opportunity to comment when changes to the proposal may be introduced by the developer after the initial submission.	Ongoing	Staff are in the process of conducting a LEAN review of development approval processes including site plan. One of the identified causes for multiple site plan submissions is lack of responses to original comments as well as the introduction of new items. Other action items identified above should help address this action item.
<b>Reduce Pre-Emptive Regulation</b> by leaving development requirements to the latest possible stage - such as reports and consultant expenses.	Director of Planning Services	Planning	Policy/Process	No Action	No Service Level Change	The City's Official Plan outlines requirements for a complete submission, which are further refined through the SPART process. These studies are required to determine if there are adverse or negative impacts from a development proposal that need to be mitigated so that staff can present Council with an informed report or recommendation. It is not good planning to leave these studies to the end of the process where impacts may be uncovered after a decision has been made. That being said, where practical, staff will recommend the use of a holding symbol to move the timing of studies to the end of the Planning process if it has been determined that the results would not fundamentally alter the recommendation.	Not recommended	Staff do not recommend a blanket approach to leaving required studies to the end of the process as this would not provide Council with the necessary information to make an informed decision. Where feasible staff will use tools, such as holding symbols, to defer studies to later in the process. These decisions would be made on a case by case basis.
<b>Requirements only with specific and relevant justification</b> such as test manholes, lot grading, surveys and planning justification reports	Director of Planning Services	Planning	Policy/Process	Complete/Underway/No Action	No Service Level Change	Changes have been made to the sewer use by-law to only require test maintenance holes in residential developments with greater than 10 units. A review of the City's lot grading policies will be undertaken as part of the Streamline Development Approvals process. An internal process change to only require survey for rezoning applications where one would already be required for a proposed severance is one of the proposed outcomes.  Planning justification reports are an essential component to an application no changes are recommended. See above action item.	Test maintenance hole - complete  Surveys - complete  Lot grading policy review - Q4 2025  Planning Justification - no change recommended	See above action item.
<b>Eliminate the M1-1 Zone</b>	Director of Planning Services	Planning	Policy	Completed/Underway	No Service Level Change	The City has recently made amendments to the Zoning By-law related to the "Light Industrial" use and to permit outside storage in the M1-1 Zone. Further work on the Zoning By-law regulations for industrial and commercial uses has been outlined above.	Q4-2025	A review is currently underway with funding from the Greater Sudbury Development Corporation as well as existing sources.

<b>Combine Planning Services, Building Services, and Economic Development under one director</b>	CAO	CAO's Office	Governance/Organizational	No Action	No Service Level Change	These three divisions regularly coordinate and collaborate not only with each other, but with other work groups both inside and outside the organization.	N/A	The organizational form associated with these services is less important than the substance of their coordination and collective output. Focus needs to be on ensuring effective processes and communication, not structure.
<b>Create a Use of Public Property Bylaw</b>	Director of Corporate Security and By-law Services	By-law	Policy	Under Review	Managing the enforcement of a Public Space By-law would represent an increased service level	Staff are reviewing Public Space By-law from comparable municipalities.	Q4-2025	Staff will review by-laws from comparable municipalities and report back with findings and recommendations.
<b>Create a "Big Dig" Program</b>	Director of Engineering Services	Engineering	Communication	Underway	No Service Level Change	Staff have been working collaboratively with internal and external stakeholders and property owners to enhance communication for large capital projects.	Ongoing	On a smaller scale the City has created "Big Dig" Programs. The best example is the Lasalle Elisabetha Project that is multiple years of construction with multiple contracts. Staff have enhanced communication, have been meeting with business owners so they have a clear understanding of the timing and the future availability of services. This type of communication will continue as the City undertakes large scale projects. (most of our projects are small and effect individual streets).
<b>Update the Strategic Core Areas CIP</b>	Director of Planning Services	Planning	Policy	Underway	Potential Service Level Change	Research has been completed and staff are preparing a report for Council's consideration in Q4 2024.	Q4-2024	None
<b>Combine Parking Operations and Transit Services</b>	CAO	CAO's Office	Governance/Organizational	No Action	No Service Level Change	These divisions regularly coordinate and collaborate not only with each other, but with other work groups both inside and outside the organization.	N/A	Changing the organization structure does not address the issues raised. Policy adjustments and ensuring sufficient, appropriate service coordination are the ways to address the issues noted to support this suggestion.
<b>Zone Specials in a more inclusive manner</b>	Director of Planning Services	Planning	Policy	Underway	No Service Level Change	Many of the special zones are historical and were carried forward when the Zoning By-law was updated in 2010. Through comprehensive reviews, such as the Lasalle Corridor Study, staff revisited some of the special zones to see if they could be upzoned to a more general zone. Moving forward staff will seek opportunities to add special uses, where appropriate, while leaving the parent zoning in place.	Ongoing	None
<b>Create a Nodes and Corridors Parking Overlay (within 250m of corridors) that reduces parking ratios by 50%</b>	Director of Planning Services	Planning	Policy	Proposed	No Service Level Change	The impacts of this proposed change would need to be reviewed to ensure that adverse impacts are mitigated. This research could be included as part of future nodes and corridors work.	2025 and beyond	None

<b>Expand the City's "Corridors" to include all Main Arterial and Secondary Collector roads</b>	Director of Planning Services	Planning	Policy	Proposed	No Service Level Change	The impacts of this proposed change would need to be reviewed to ensure that adverse impacts are mitigated. This research could be included as part of future nodes and corridors work.	2025 and beyond	None
<b>Empower Staff</b>	Director of Planning Services/Director of Building Services	Planning/ Building	Governance/Organizational	See Call to Action #27	No Service Level Change	See call to Action #27.	N/A	None