

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.
Online Tools										
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.
Pre-Consultation										
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
Proactively Addressing Legacy issues										
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.
New Engagement Opportunities										
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.
Staff Empowerment and Internal Coordination										
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.
Staff Training and Networking Opportunities										
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.
Staff Recruitment & Retention										
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.
Timeline and Internal approvals for Committee Reports on eScribe										
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
Tenders and Procurement Process										
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.
Policy Review										
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.
Corporate Organization										
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
Business Development , LabourAttraction and Economic Expansion										
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.
Employment Lands Strategy										

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
Incentives, Programs & Policies Should Support Desired Outcomes										
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.
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