

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	Q1 Status update	Q3 Status Update	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.	Consultant has been retained to undertake Industrial and Commercial Zoning land use policy review. Priority audience engagement is underway. Project is on schedule for late Q3 / early Q4 2025 completion.	Held 2nd priority audience consultation session on September 11, 2025. Project is on schedule for late Q3/early Q4 2025 completion.	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.	Building Services continues to work with the PRONTO project team to complete a data warehouse that will enable real time updates to the development dashboard.	Project underway to track and publish all Planning and Growth related key performance indicators on a more frequent basis	Q2-2026/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.	Reformatted 2024 Economic Bulletin was released in Q1 of 2025.	In addition to reformatted economic bulletin a dedicated DLAC website has been established with push notifications to highlight new policies along with good news stories.	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.	Several initiatives are underway including reformatted economic bulletin, a reboot of DLAC and the creation of an Affordable Housing and Home Energy Concierge position to guide proponents through the development process. The new Employment Land CIP is accepting applications and helping to attract new industrial development leads.	Affordable Housing and Home Energy Concierge started on May 20, 2025. The position is funded under the Housing Accelerator Fund to help provide additional guidance to affordable housing proponents as well as residents seeking assistance with home energy projects.	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 is the development of a dedicated page on the City's website that is a 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.	User guides for development applications have been developed and will be rolled out by Planning Services to the website and to development stakeholders through Q2, 2025.	User guides development is ongoing.	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.	SPART MOUs have been reformatted to provide proponents with a clearer understanding of complete submission requirements.	User guide development is ongoing	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.	As part of the automation issuance for building permits Pronto includes a link to a customer satisfaction survey on the use of the system. Staff are currently expanding the survey to include more questions about difficulties in the approvals process but will not implement until Building and Planning are fully integrated.	New dedicated DLAC website has functionality for members to pose questions and submit comments on the development approval process.	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 Permit Coordinator and Plans Examiner are primary points of contact for the Building Permit.	Complete/Ongoing	Complete/Ongoing	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.	Affordable Housing and Home Energy Concierge Position to be funded under the Housing Accelerator Fund will help provide additional guidance to affordable housing proponents and residents seeking assistance with home energy projects.	Affordable Housing and Home Energy Concierge started on May 20, 2025. The position is funded under the Housing Accelerator Fund to help provide additional guidance to affordable housing proponents as well as residents seeking assistance with home energy projects.	Ongoing	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.	Ongoing	To date, no weekend inspections have been requested from the development community. A review of AI solutions is underway with anticipated training/testing of the system in Q4.	In concert with AI pilot program in Q1 2026.	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.	Ongoing	Ongoing	Q1 2026	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.	Building Services has investigated the use of the chat bot technologies in other municipalities and have concerns that it will not meet the needs expressed by the development community. Staff continue to seek out AI sources that could integrate with the current Accela platform	AI solution currently in pilot phase.	2026	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.	This initiative will be completed once all Planning Applications are available through PRONTO and any updates to Building Services PRONTO workflows have been completed.	Review of Building Services workflows and user experience is ongoing with anticipated completion by end of 2026	Q4-2026	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.	With Building and Planning Services now using PRONTO, this will be an evolutionary process based on changes in technology and feedback from Pronto users	Review of Building Services workflows and user experience is ongoing with anticipated completion in early Q2 2026	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.	Electronic plan review will be a function of the PRONTO system and is current in use by Planning Services with Building Services coming on line in 2025.	Challenges with integration of DigEplan for existing and archive records delayed this implementation which is now proposed for training and launch Q2 2026	Q2-2026	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.	Directors of Building and Planning are meeting weekly with GM of Conservation Sudbury to discuss development issues.	Ongoing	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	Ongoing	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.	See Calls to Action #8 and #9.	Ongoing. MOUs now clearly differentiate requirements from 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.	Ongoing	Staff are currently undertaking a review of Building Fees, which will be presented to Council for consideration in 2026. This work will be combined with options for reducing the number of open permits.	Q2-2026	Data gathering has been completed and information provided to consultant for review and next steps in the fee review process
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.	Staff continue to work with owners to close open permits.	Staff continue to work with owners to close 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.	Consultations with DLAC members have taken place, resulting in changes to DLAC format and content. The new DLAC will be rebooted with a kickoff meeting in May.	Staff continue to review and make changes to the DLAC format based on feedback from DLAC members. First launch of newly formatted DLAC meeting took place in September and was well attended. The next event will take place in November.	Ongoing	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	Ongoing	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	Ongoing	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	Ongoing	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	Ongoing	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.	Complete/Ongoing	Complete/Ongoing	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	See Call to Action #24	See Call to Action #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	Ongoing	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.	Ongoing	Ongoing	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	Ongoing	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	Ongoing	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	Ongoing. Hold symbol recommended when appropriate.	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	Ongoing	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	Ongoing	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.	See Call to Action #1	See Call to Action #1	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	See Action Item #38	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 recently completed 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	Complete	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.	Proposed City reorganization would realize this.	CGS reorganization is complete with Planning Services, Building Services, Economic Development and Transit all coming under the Planning and Growth Department.	Q3-2025	None
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.	Ongoing	Ongoing	Ongoing	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.	Team has assembled on an as needed basis to respond to large development opportunities.	Ongoing	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	Ongoing	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).	The immigration programs are now entering permanent status with the Rural Community Immigration Pilot (RCIP) and the Francophone Community Immigration Pilot (FCIP) opening for employer intake later in 2025. The Move to Sudbury campaign is in-market and staff have engaged real estate and HR professionals across the community for feedback and implementation of marketing tools. Discussions with Post-Secondary partners are ongoing to determine best approach to student enrollment and retention.	Ongoing	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.	Will be addressed through ongoing Housing Supply Strategy work plan.	Will be addressed through ongoing Housing Supply Strategy work plan.	Q3-2025	Staff are currently working on finalization of the City's Housing Supply Strategy's 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	See Call to Action #1	See Call to Action #1	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/Ongoing	CIPs have been consolidated into the Greater Sudbury Community Improvement Plan	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.	The City was successful in applications to upper levels government of for funding to assist with infrastructure projects that will enable housing. This includes the \$34.9M from Provincial Housing Enabling Water Systems Fund in 2024 for the Lively-Walden Wastewater Systems Upgrades Project along with \$27.9M in funding through the Canada Housing Infrastructure Fund for the same project. The City was also awarded \$16M through the Federal Housing Accelerator Fund (HAF) to increase the supply of housing. This funding will also be put towards housing enabling infrastructure projects.	City was awarded \$1.52M in 2024 and 2025 from the Province's Build Faster Fund for exceeding its housing targets. This funding has been assigned to undertake the Don Lita and Ramsey Lift Station upgrades.	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.	Accessory Dwelling Unit program is being proposed as part of an update to the Strategic Core Area CIP. Finalization of CIP is expected by early Q3 of 2025.	Ongoing	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.	Downtown Master Plan will include recommendations for CIP programs. DMP is anticipated to be completed in Q4 of 2025.	Downtown Master Plan will include recommendations for CIP programs. DMP is anticipated to be completed in Q4 of 2025.	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	Land Banking Strategy is part of the Housing Supply Strategy. City owned site are in the process of being rezoned for medium density development and the City will be undertaking an Expression of Interest (EOI) process in Q2 and Q3 of 2025 for affordable housing developments.	A Request For Expressions of Interest (RFEI) for two sites was released on August 15, 2025 and closed September 30, 2025. The RFEI seeks submissions from respondents for the development of multi-residential affordable housing projects that include both market and affordable housing.	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.	See Calls to Action #49 and #51	See Calls to Action #49 and #51	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	Update for Q1 2025	Update for Q3 2025	Timing	Staff Comments/Recommendations
<p>Round-Down: Whenever a requirement is calculated, the result is rounded down</p>	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.	See Call to Action #1	See Call to Action #1	Q4-2025	Need to review this recommendation to fully understand effects prior to implementation.
<p>Increase Consistency in the Zoning Bylaw: Provide a standard and easily understandable/searchable approach.</p>	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.	See Call to Action #1	See Call to Action #1	Q4 - 2025	Process is currently underway with funding from the Greater Sudbury Development Corporation as well as existing sources.

<p>Respond to demand for Industrial space (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)</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>Completed/No Action</p>	<p>No Service Level Change</p>	<p>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.</p>			<p>Complete</p>	<p>It is not recommended that changes to allow more industrial and warehousing uses in the C2 and C5 zones be pursued.</p>
<p>Increase Flexibility: 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>.</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>Unimplementable</p>	<p>No Service Level Change</p>	<p>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).</p>			<p>Complete</p>	<p>No further action recommended.</p>

<p><u>Create Terms of Reference for Studies and Reports</u></p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Communication</p>	<p>Underway</p>	<p>No Service Level Change</p>	<p>Work is currently underway to develop user guides and terms of reference for required background studies.</p>	<p>See Call to Action #8</p>	<p>See Call to Action #8</p>	<p>Q2-2025</p>	<p>Continue to develop terms of reference in accordance with industry best practices.</p>
<p><u>Reduce Off-Site Infrastructure Deposits and Requirements</u> 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>Improve Communication between the departments within CGS</p> <ul style="list-style-type: none"> - benchmark and track responses for inquiries - Give staff at the OSS power to act as development ambassadors - implement a buddy system for correspondence 	<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>Most Development Applications in Planning Services are now in PRONTO system.</p>	<p>Pronto roll out is ongoing.</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>
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<p>Reduce the number of residential zones 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>Housing Supply Strategy Impletemation is now underway. As of Right Zoning for Residential in Institutional Zones is now in place.</p>	<p>Housing Supply Strategy Implementation continues. Housing As-of-Right Amendments to allow Row Dwellings in the "C2" General Commercially Zone are now in place.</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>
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<p><u>Support the creation of Laneway Houses, Carriage Houses, and Tiny Homes</u></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>Complete</p>	<p>Complete</p>	<p>Q3/Q4 - 2024</p>	<p>None</p>
<p><u>Streamline Zoning Bylaw Definitions</u></p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>See above action item related to zoning consistency.</p>	<p>No Service Level Change</p>	<p>See above action item related to zoning consistency.</p>	<p>See Call to Action #8</p>	<p>See Call to Action #8</p>	<p>Q4 - 2025</p>	<p>See above action item related to zoning consistency.</p>
<p><u>SPART</u>: results should be reliable and realistic, differentiate between what is recommended and what is required</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Communication</p>	<p>Underway</p>	<p>No Service Level Change</p>	<p>Staff are in the process of implementing changes to SPART's memo of understanding are underway to clearly identify requirements versus recommendations.</p>	<p>See Call to Action #9</p>	<p>See Call to Action #9</p>	<p>Q1-2025</p>	<p>None</p>

<p>Site Plan Control: 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.</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Process</p>	<p>Underway/No Action</p>	<p>No Service Level Change</p>	<p>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.</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>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.</p>
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<p>Reduce Pre-Emptive Regulation by leaving development requirements to the latest possible stage - such as reports and consultant expenses.</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy/Process</p>	<p>No Action</p>	<p>No Service Level Change</p>	<p>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.</p>			<p>Not recommended</p>	<p>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.</p>
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<p>Requirements only with specific and relevant justification such as test manholes, lot grading, surveys and planning justification reports</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy/Process</p>	<p>Complete/Underway/No Action</p>	<p>No Service Level Change</p>	<p>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 a survey for rezoning applications where one would already be required for a proposed severance is one of the proposed outcomes.</p> <p>Planning justification reports are an essential component to an application no changes are recommended. See above action item.</p>			<p>Test maintenance hole - complete</p> <p>Surveys - complete</p> <p>Lot grading policy review - Q2 2026</p> <p>Planning Justification - no change recommended</p>	<p>See above action item.</p>
<p>Eliminate the M1-1 Zone</p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>Completed/Underway</p>	<p>No Service Level Change</p>	<p>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.</p>	<p>See Call to Action #8</p>	<p>See Call to Action #8</p>	<p>Q4-2025</p>	<p>A review is currently underway with funding from the Greater Sudbury Development Corporation as well as existing sources.</p>

<p><u>Combine Planning Services, Building Services, and Economic Development under one director</u></p>	<p>CAO</p>	<p>CAO's Office</p>	<p>Governance/Organizational</p>	<p>No Action</p>	<p>No Service Level Change</p>	<p>These three divisions regularly coordinate and collaborate not only with each other, but with other work groups both inside and outside the organization.</p>	<p>See Call to Action #40</p>	<p>See Call to Action #40</p>	<p>Q3-2025</p>	<p>Complete</p>
<p><u>Create a Use of Public Property Bylaw</u></p>	<p>Director of Corporate Security and By-law Services</p>	<p>By-law</p>	<p>Policy</p>	<p>Under Review</p>	<p>Managing the enforcement of a Public Space By-law would represent an increased service level</p>	<p>Staff are reviewing Public Space By-law from comparable municipalities.</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Q2-2026</p>	<p>Staff will review by-laws from comparable municipalities and report back with findings and recommendations.</p>
<p><u>Create a "Big Dig" Program</u></p>	<p>Director of Engineering Services</p>	<p>Engineering</p>	<p>Communication</p>	<p>Underway</p>	<p>No Service Level Change</p>	<p>Staff have been working collaboratively with internal and external stakeholders and property owners to enhance communication for large capital projects.</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>On a smaller scale the City has created "Big Dig" Programs. The best example is the Lasalle Elisabella 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).</p>

Update the Strategic Core Areas CIP	Director of Planning Services (Ed and Melissa are working on it)	Planning	Policy	Underway	Potential Service Level Change	Research has been completed and staff are preparing a report for Council's consideration in Q4 2024.	Draft was presented to Council for approval in Q1 of 2025, scheduled for public hearing in Q2.	Public Hearing for the Greater Sudbury CIP was held in June. By-law to be approved September 9, 2025.	Q4-2024	None
Combine Parking Operations and Transit Services	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.
Zone Specials in a more inclusive manner	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	Ongoing	Ongoing	None

<p><u>Create a Nodes and Corridors Parking Overlay (within 250m of corridors) that reduces parking ratios by 50%</u></p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>Proposed</p>	<p>No Service Level Change</p>	<p>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.</p>	<p>Currently being reviewed as part of "Building In" project.</p>	<p>Currently being reviewed as part of "Building In" project.</p>	<p>2025 and beyond</p>	<p>None</p>
<p><u>Expand the City's "Corridors" to include all Main Arterial and Secondary Collector roads</u></p>	<p>Director of Planning Services</p>	<p>Planning</p>	<p>Policy</p>	<p>Proposed</p>	<p>No Service Level Change</p>	<p>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.</p>	<p>Note: Possibility of Phase 3 of the Nodes and Corridors initiative.</p>	<p>Note: Possibility of Phase 3 of the Nodes and Corridors initiative.</p>	<p>2025 and beyond</p>	<p>None</p>
<p><u>Empower Staff</u></p>	<p>Director of Planning Services/Director of Building Services</p>	<p>Planning/ Building</p>	<p>Governance/Organizational</p>	<p>See Call to Action #27</p>	<p>No Service Level Change</p>	<p>See call to Action #27.</p>			<p>N/A</p>	<p>None</p>