

## For Information Only

### Strengthening Development Approval Services

Presented To: Finance and  
Administration  
Committee

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Type: Presentations

#### Resolution

For Information Only

#### Relationship to the Strategic Plan / Health Impact Assessment

This report refers to the Growth and Economic Development and Responsive, Fiscally Prudent, Open Governance priorities of the Corporate Strategic Plan.

#### Report Summary

This report describes improvements to the City's development approval services in response to stakeholder feedback and next steps in the improvement process.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

**Report Prepared By**

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*Digitally Signed Apr 30, 19*

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# Development Services: Planning, Building and Economic Development

## PURPOSE

This is the first in a series of three reports anticipated to be brought to Council this year to discuss issues and changes related to development services at the City of Greater Sudbury. The purpose of this report is to provide an overview of the work that has been done since January 2019 to engage with stakeholders in the development community and review policies and processes related to development services at the City. This report further shares with Council immediate and future plans to streamline and enhance these services.

## BACKGROUND

Contemporary cities establish a variety of standards that define requirements for various aspects of the community's lifestyle, layout and structures. Among these standards, land development, land use and building safety are of significant interest to most stakeholders. They are important because they have a direct effect on economic activity and the quality of life in the community, now and in the future.

Cities expect a variety of outcomes from their development, land use and building safety policies. Typically, these policies outline the requirements for creating and sustaining an environment that is safe, economically sustainable, environmentally responsible and aligned with long-term expectations about how future generations will experience life in the city. There are complex, dynamic interactions between many stakeholders required to successfully align all the efforts required to achieve these outcomes.

While cities establish many of these policies on their own, in Ontario local municipal policies must also incorporate provincial legislative requirements. There is an array of legislative directions, regulations and coordination requirements that municipalities must consider when determining their development, land use and building safety policies. Under the previous provincial government, there was a shift towards a more prescriptive framework that sometimes prioritized social and environmental considerations over economic development. The current provincial government has expressed a desire to transform legislative requirements to create additional certainty for investment and substantially reduce approval lead times, all with the goal of increasing the housing supply.

The City of Greater Sudbury provides a continuum of economic development, planning and building services to facilitate growth and investment in the community while achieving other desired community standards and outcomes. The policies, standards and business processes that are used to deliver these services have been designed to prioritize economic development, wherever possible. As an example, the City's Official Plan and Zoning By-law permit all land uses (with the exception of heavy industrial uses) along our key corridors as a way of encouraging economic development and growth. Staff also regularly use existing tools such as site alteration and conditional building permits to advance construction projects before final building permits have been approved and are in place.

These services are continually reviewed and adjusted in response to changes in the external environment (e.g. a change in provincial policy), development industry stakeholder feedback or the identification of other successful municipal practices through service specific networking and collaboration opportunities.

In 2010-2012 and 2015-2016, these services were reviewed in consultation with industry stakeholders as part of the Red Tape Reduction Task Force and Gearing Up for Growth Advisory Panel, respectively (see Appendices A and B). These initiatives resulted in several improvements, including most recently the creation of the Sudbury Planning Application Review Team (SPART), which has improved the quality of information provided to potential developers and investors.

For many years, the City's Development Liaison Advisory Committee (DLAC) has provided a forum for industry stakeholders and municipal staff to come together to discuss and resolve concerns associated with development approval policies, standards and business processes. DLAC's Terms of Reference are included in Appendix C.

While these changes are positive, the City cannot remain static and must continue to innovate to ensure that the economic development, planning and building services that it provides are responsive to the community's changing needs and expectations.

This is especially important as recent information from Statistics Canada suggests that the city's economic health is improving. As examples, the city's unemployment rate decreased from 6.7% to 5.9% between February and March of this year. Similarly, total employment increased from 84,100 to 86,600 during the same period. The Conference Board of Canada anticipates that the city's Gross Domestic Product will increase 1.3 percent this year, which is slightly below provincial forecasts.

Development activity in Q1 of 2019 is up when compared to the same period last year:

- \$6.2 million in commercial building permits were issued during this period, which is a significant increase when compared to \$3.3 million in Q1 2018.
- \$8.5 million in industrial building permits were issued in Q1 2019 versus \$7.3 million in Q1 2018.
- \$28.7 million in institutional building permits were issued in Q1 2019 versus \$3.1 million in Q1 2018.
- Early signs of residential activity also appear encouraging, with permits for 42 units about to be issued at the time of the writing of this report. Collectively, these permits represent approximately \$8.2 million of residential investment.

With this in mind, the City recently embarked on a listening exercise with development industry stakeholders. This exercise, which was initiated by Mayor Bigger and involved several ELT members, was designed to identify how the City could adjust its service efforts to reinforce everyone's shared interest in making Greater Sudbury a good place to do business while sustaining its mandate and ensuring long-term community outcomes are achieved.

## ANALYSIS

Like many single tier municipalities, the City of Greater Sudbury provides a range of economic development, land use planning and building permit and building inspection services. These include:

- Business attraction
- Business retention
- Small and Medium Enterprise development
- Development approvals (e.g. rezonings, subdivisions, site plans, minor variances, consents)
- Building permitting and enforcement

These services are delivered by different divisions of the organization – Economic Development Services, Planning Services and Building Services.

It should be noted that the City of Greater Sudbury provides other planning services such as long range planning and environmental planning. For the purposes of this report, these services have been excluded from the discussion.

There are a variety of key performance indicators that the City uses to measure how it performs relative to development services. In general, the data show that the City typically performs at service levels that exceed province-wide benchmarks. Anecdotal feedback from interviews with developers supports the message illustrated by the data that, in large measure, the City performs at a high level. Appendix D describes the key performance indicators in this area.

### Consultation Methodology

Staff conducted interviews with approximately 60 stakeholders from the development community. These included small business owners, large business owners, developers, land owners, and a number of other stakeholders. Interviews were conducted by four members of the City's Executive Leadership Team, including:

- Ed Archer (Chief Administrative Officer)
- Tony Cecutti (General Manager of Growth and Infrastructure)
- Eliza Bennett (Director of Communications and Community Engagement)
- Meredith Armstrong (Acting Director of Economic Development)

The interviews included a set series of questions, which ranged from general ("Tell us about your business") to experiential ("Tell us about your experiences with the City's development services") and specific ("Tell us what is next for you and how we can support you"). The discussions that took place were unique to each individual participant in the process.

### Findings

The interviews that were conducted were largely positive. Feedback clearly suggests that members of the development community have a positive relationship with the City, and with staff associated with supporting and enforcing development programs.

However, feedback also clearly suggested that the City can do more to support and encourage development activity. Through policy choices, process design and the judgment used to interpret regulatory requirements, interviews with developers identified a variety of issues that deserve further review. These include both process issues and policy issues. These are outlined in further detail below.

## Process Issues

This section briefly describes the process issues that were identified through the interviews with stakeholders. Later sections of the report detail how these issues might be addressed, both in the short- and the longer-term.

1. Discretionary judgment: Generally, this appears to refer to choices made by staff during specific file reviews that appear not to align with stakeholder expectations or the municipality's desired outcomes. Examples of this feedback suggests collaboration and process workflow between divisions needs to improve, decisions are difficult to obtain, responsiveness is not sufficient. Underlying all these elements is a perception that customer service needs to be strengthened.
2. Process design: Generally, this refers to choices about information flows designed to consistently produce specific outputs. Examples of this include application review processes that do not include sufficiently senior people so that decisions can be expedited; processes designed to avoid, rather than manage, risk; insufficient support for people unfamiliar with development processes; workload management that does not account for the differing impacts/complexity/value-added associated with some projects.
3. Role of consultants/third parties: Generally, this refers to the role of third party consultants in providing advice to their clients (for example, developers) related to municipal requirements. This issue may point to a lack of sufficient professional expertise in the community to support developers. Examples of this include a perception that advisors working on behalf of developer clients interpret guidance from municipal staff in ways that leave the developers uncertain about municipal requirements, or the rationale for them.

## Policy Issues

This section briefly describes the policy issues that were identified through the interviews with stakeholders. Later sections of the report detail how these issues might be addressed, both in the short- and the longer-term.

1. Development charges: There appears to be insufficient understanding about the role development charges play in municipal financing and their effect on local taxation levels. This is a wide-ranging issue and not limited to stakeholders in the development community.
2. Letters of credit: These are a standard form of business transaction in all municipalities; however, stakeholders suggested that there are opportunities to adjust our policy around these letters to mitigate the perceived risk of financial hardship.
3. Lot grading: There are views that current policies related to lot grading leave developers and/or property owners with too much residual risk, which can result in unwillingness to proceed with development or investment.

4. Provincial framework re environmental regulations/enforcement: As noted earlier, municipalities in Ontario are required to comply with a number of provincial standards and legislations, including those related to brownfields, species at risk, noise and vibration, and the Ministry of Transportation requirements. Two separate issues were identified under this category, including:
  - There is a perception that staff apply the legislation rigidly without application of professional judgment.
  - There may be a role for the City to take on a voice of advocacy to support the view that there are differences in circumstance between Northern Ontario and other areas of the province, where the legislation may be more or less consistency applicable.
5. Fire flow requirements: A number of stakeholders feel that the City's requirements as they related to fire flow are too strict and hinder development.
6. Delegated authority: This was particularly raised as an issue for simple real estate transactions. Generally speaking, there is a belief that staff should have more authority to authorize or realize Council's desired growth and development objectives, to appropriately facilitated next steps in a development project or process.

## Progress Made to Date

As issues were raised and where solutions within the purview of staff's authority were identified, staff was able to make immediate changes to enhance development services within the framework of the municipal mandate. The focus has been on process improvements, as these more readily fall under staff's delegated authority; however, a number of enhancements have also been made to municipal policies relating to development services. This section provides an overview of the changes already made to improve the City's delivery of development services.

## Process Improvements to Date

A wide range of changes has been made to the City's processes to address the issues identified through the stakeholder consultation.

1. A Development Ambassador position has been established on a pilot basis after reviewing relevant municipal precedents (Hamilton, Toronto, and Phoenix). The Ambassador acts as a point person for developers and investors pursuing Industrial, Commercial and Institutional (ICI) projects and helps to guide them through the municipal development approval. The position sits in the City's Economic Development Division to most effectively navigate the complexities of all three areas of the development world (economic development, building, and planning).
2. The principles of the City's recently approved Customer Service Strategy have been emphasized with all staff, and clear expectations regarding the importance of the strategy have been reaffirmed within the development services areas in particular. Specifically, the importance of approaching development with a risk-based, solutions-oriented approach has been established as a clear priority for staff.

3. Adjustments have been made to the City's stormwater management requirements for site plans, ensuring improvements are limited to the scope of the infill or expansion project. These requirements will continue to evolve as the subwatershed studies authorized by Council are finalized and approved.
4. Improvements have been made to the Development Liaison Advisory Committee (DLAC) by including Economic Development staff, altering the agenda format to focus more on strategic issues and engaging DLAC members in more collaborative discussions.
5. Since undertaking the consultations, changes have been made to the composition of SPART, to include the Directors of Economic Development, Planning and Building Services, respectively, to provide a high level perspective on the requirements associated with potential development applications. The new Development Ambassador also attends the City's Site Plan Application Review Team (SPART) meetings to bring an economic perspective. Changes were made to the meeting format to reinforce customer service and friendliness – demonstrating a focus on being welcoming and “open for business”.
6. The knowledge base content for 311 related to Planning and Building Services has been updated to improve the potential for 311 operators to resolve straightforward inquiries upon first point of contact.
7. Economic development considerations have been included in the application, review, assessment and reporting on of “major” planning applications (e.g., Official Plan Amendments, rezoning, subdivisions and condominiums, and site plans). This ensures a more holistic view of such applications, increasing staff's ability to identify issues and opportunities, mitigate risks, and ultimately better support development.
8. Staff are introducing technology to create “performance dashboards” that provides timely performance data via a key performance indicator report and improves the monitoring and communication of key performance indicators for planning and building.
9. While staff have already established relationships with peers across other municipalities, a specific “peer-to-peer” learning exchange has been established with the City of North Bay to share ideas and information about work processes related to planning and building.
10. Work is ongoing to implement the Land Management Information System (LMIS), which is a technology designed to support and enhance streamlined services for development. For example, this system will allow the introduction of electronic application and approval processes.

#### Policy Improvements to Date

Many development policies are subject to Council approval; however, adjustments have also been made to the City's policies to address the issues identified through the stakeholder consultation.

1. In consultation with DLAC's Lot Grading Subcommittee, changes have been introduced to the Lot Grading Policy that will reduce costs and improve risk management related to field inspection and processes changed. These changes will positively impact both the developer/builder, and the City. Further improvements still under review for implementation this year include process changes to improve timelines associated with issuing building permits for infill lot applications
2. Work is underway with DLAC members to improve other policies that they have identified as needing adjustment, including: customer service; standards for consultant/engineering reports; subdivision, site plan, road grade, planning application requirements, and fire flow standards. It is anticipated that these improvements will be brought forward to Council throughout the year as these DLAC subcommittees complete their work.
3. Key stakeholder groups were specifically consulted in the review of the existing Development Charges By-law, and involved in the establishment of key policy issues related to infrastructure projects for inclusion in the new by-law. Stakeholder groups consulted include the Sudbury District Homebuilders Association, the Greater Sudbury Chamber of Commerce, North Eastern Ontario Construction Association and local developers.

### Outcomes to Date

Anecdotal feedback from development industry stakeholders suggests that the changes that have already been implemented are having a positive impact. Staff are seen to be interpreting and applying enabling policies, exercising judgment, providing those with limited capacity extra support and demonstrating a willingness to work with proponents on projects.

### Next Steps

As noted earlier, this report is the first in an anticipated series of three that will be brought before Council this year. The expected outcome of the three reports is a strategy that will enhance the City's development approval processes and result in a more customer-focused and solutions-oriented approach to development as a whole.

This first report has focused on issues assessment; the second report will focus on principles for service delivery (expected in fall 2019) and the third will outline the recommended strategy to address the issues and principles (winter 2019).

A number of initiatives are currently underway to support further improvements to development services. These include:

- The development of a Land Management Information System (LMIS) is underway, as previously noted. The work that is being undertaken for this project in 2019 is related primarily to business process and service mapping related to development services. These will result in the establishment of new service benchmarks that can and will be reported on to support ongoing improvements in this key area.

- The provincial government is currently considering changes to various aspects of the legal, policy and regulatory framework that municipalities must follow when considering and making decisions on land use planning and building permit applications. While little is known about these changes at this time, the provincial government indicates that they will be transformative and support their goals of increasing housing supply and shortening approval lead times. It is anticipated that these changes will be announced in May 2019 and will trigger further changes to our service standards, business processes and policies.

While these larger transformations are underway, staff are continuing to strengthen business processes and policies through a number of next steps, including:

- Delivering additional customer service training to staff to foster a customer-focused, solutions oriented approach, building upon Council's "Gearing Up for Growth" and aligning with the new Customer Service Strategy (fall 2019).
- Implementing a customer satisfaction survey/exit interview for planning and building permit applications and using the feedback to identify and implement additional improvements (fall 2019).
- Creating "citizen guides" that explain and provide step by step guides for planning and building permit approval processes. These guides will assist less frequent users of development services to navigate municipal requirements (spring 2020).
- Expanding the scope of SPART to include building permits including renovations, expansions and new builds.
- Reviewing the City's business processes to create a prioritized approval stream for projects that deliver net economic value to the community (spring 2020).
- Formalizing existing issue identification, escalation and resolution processes, specifically within the development services areas (summer 2019).
- Reviewing policies and processes for letters of credit and delegated authority to ensure that they align with organizational requirements as well as stakeholder expectations, and that they are appropriate.
- Researching systems to enable a joint evaluation and sharing of perspectives related to professional advisors whose services may be required by developers to navigate municipal development services.
- Increasing coordination with other northern municipalities to engage in discussions about the application of regulatory requirements in Northern Ontario and other geographically-specific and unique environments.

## Measuring Success

In addition to the reports planned to be presented to Council over 2019, staff will continue to regularly report on key performance indicators related to development services. Reports will include both quantitative measures, as well as qualitative feedback as identified through continued consultation with stakeholders.

**MUNICIPAL RED TAPE  
2012 Progress Report**

**Greater Sudbury Chamber of Commerce  
April 2012**



Greater Sudbury  
**Chamber of  
Commerce**



**Chambre de  
commerce**  
du Grand Sudbury

## **Background**

In the spring of 2010, the Greater Sudbury Chamber of Commerce (GSCC) distributed a survey to identify what issues were most important to its business members. One of the top issues to come out of that exercise was the perception of unnecessary bureaucracy (red tape) at city hall.

A Red Tape Task Force was established to drill down and identify specific areas of concern; interviews with businesses and direct surveys were completed and results were collected. The end result was a report that identified twenty-two issues and processes that businesses felt needed to be addressed.

In September 2010 the GSCC presented the findings of the Red Tape Report to council. The report was received warmly and council requested that senior department staff begin to work immediately with the chamber to develop solutions for each point.

As a result of those discussions with city staff, the twenty-two points have been reviewed and timelines and objectives have been set where applicable. Some items have already been incorporated or are in the midst of being unveiled. In any case, this report serves as an update on the progress made to lessen the municipal regulatory burden identified by the twenty-two points in the previous report.

The GSCC would like to thank the city staff who participated in our task force meetings and who were available to answer all our questions. Their professionalism and desire to achieve solutions to these points was evident and we are grateful for their assistance.

- Bill Lautenbach, GM, Growth and Development
- Robert Webb, Supervisor of Development Engineering
- Eric Taylor, Senior Planner (replacing Art Potvin)
- Guido Mazza, Director of Building Services
- Art Potvin, Manager of Development Services
- Paul Baskcomb, Director of Planning Services
- Darlene Barker, Manager of Bylaw Enforcement

We further acknowledge that as a result of these discussions with city staff, there were instances where certain points raised in the initial red tape report were rendered fulfilled.

As the leading business organization in Greater Sudbury representing 1,050 business members and 47,000 employees, we want to thank these individuals for their dedication to improving the community for businesses.

## **At Issue**

With 98 percent of all employer businesses in Canada classified as small business and nearly 49 percent of the total national workforce employed by them, it is clear that small businesses are an essential economic contributor to our nation's well being.

And yet, small businesses face constraints – both human and financial - to comply with regulatory frameworks imposed by all levels of government. Small businesses have long argued that undue compliance costs have imposed a “hidden tax” on business.

This report provides a review of those discussions with city staff on each issue. Where warranted, the remaining gaps and associated timelines are identified.

### **1. Customer Service Orientation**

As any business knows, customer service is the greatest key to success. The same goes for the city. If the city is failing to provide an acceptable level of customer service, it risks creating a momentum of negative feelings and distrust among citizens and businesses.

In our initial report, many respondents reported that they often felt that city staff treated them with contempt and were weary of their presence and frustrated with their lack of knowledge.

It is imperative that the city take steps to implement a customer service standard for all frontline employees in order to ensure that the city begin to treat taxpayers as customers.

During discussions with staff, it was agreed that there was a need for a new orientation process for preparing new staff for their respective roles. This could and should entail training that is specific to departments and a better overall understanding of how customer service can influence the amount of trust and respect stakeholders are willing to place in their public institutions.

This was a significant issue to the membership and crosses all areas of the report.

***Priority level?***

High

***Who is responsible?***

- City management and staff
- Customer and client
- Planning Services
- Engineering
- Building Permits
- Building Inspections

***Actions Required?***

Customer service training for counter staff

Customer service training for Management personnel

Establish customer service standards for counter service which is written /published, i.e., competencies against which to measure staff performances

Surveys for customers

***Timeline***

2012 year (RFP for assessment framework has been issued).

***Commentary / Status***

- Chamber is now a member of Developers Liaison Advisory Committee (DLAC). We meet every other month and are free to raise issues pertaining to development.
- City has announced that they will create a talent management system to assess, manage and develop talent among its "key" staff. The goal of the system will be to measure the technical and behavioural performance of staff and to get staff and management involved in career development and succession planning inside the city. The Director of Human Resources and Organizational Development informed the chamber that they will seek outside assistance in order to design a talent management framework.

**2. Expediter within Building Controls**

A majority of the concerns came from smaller business members, particularly from one-off applicants who do not have the ability or financial resources to decipher various application processes required by the city.

The chamber recommends that city staff simplify all processes by using examples for each size and type of permit and by putting in place a system to track applications as they move through the various department approvals.

In addition, we believe:

- That the presence of a trained staff member at the counter will assist in alleviating frustrations and confusion;
- Holding application information sessions twice a year;
- Provide more in-depth training of all Building Controls staff including the frontline, clerical staff;
- Aim for on-line application for all permits within 12-24 months;
- Maintain the assigned processor for the contractors and consider exclusive time slot for them to come in with applications so there is no wait. This will be redundant once the applications are done on line.

Most importantly, establish an “expediter” position within the building controls department that is responsible for one-on-one assistance and remains a single point of contact for builders, contractors and ratepayers. This person would assist the applicant through the permit process, would know the status of the applications through the various approvals, and would communicate and advocate on behalf of the applicant where necessary.

A ‘Greater Sudbury Business Registry’ could offer the business community an electronic service window to handle many of their licence, registration, and building permits. Respondents indicated that an expeditor – a contact who would work with the business applicant from the earliest stages of an application to the final inspection process – would be a valuable investment. This role would ensure a consistent line of communication and allow for personal linkages between businesses and the city.

***Priority level?***

High

***Who is responsible?***

Permit Service Clerks  
IT internal or external IT consultants

***Commentary / Status?***

- A focus on building permits for one –time builders
- Tighter penalties for repeated building inspections
- Need to have transparency through digital program accessible to applicant
- Better communications
- Additional frontline staff to offset vacation / sick day absences

***Timeline?***

The foundation of a good system is in place; we just need to add staff and get IT department working on modernizing the application process on the city website.

City indicates that it may be as much as 2-3 years (2014) for IT system activation.

### **3. Priority Client Status / Exclusive Time for Filing**

Provide priority client status to contractors and set aside exclusive time for the filing of their applications every day (e.g. 8:30 a.m. to 10:30 a.m.)

#### ***Priority level?***

Moderate.

#### ***Who is responsible?***

- Chief Building Official
- Permit Service Clerks

#### ***Commentary / Status?***

- Established priority time and operate according to known busier seasonal cycles.
- Continue assigning Permit Service Clerks to larger files but hire additional staff for busier summer period when other, smaller, and 'one-off', citizen and contractor applications come forward.

#### ***Timeline?***

Completed.

### **4. Staff follow-up Building Permit and Site Plan**

Require that city staff follow up with building permit and site planning applicants from the business community within a maximum of seven (7) business days. The expeditor should oversee this process and provide an update to the applicant at least once within the seven (7) day period and notify the applicant as to the status. The applicant should receive immediate notification if information is missing from the application.

#### ***Priority level?***

Moderate

#### ***Who is responsible?***

- Chief Building Official / Permit Service Coordinator
- Site Plan Control Officer / Manager Development Approvals
- IT internal / external

#### ***Commentary / Status?***

City has hired a Subdivision/Site Plan Engineer to oversee, coordinate, review and manage the work and files of staff that are reviewing site plan agreements and building inspections. These individuals will work with the Manager of Development and CBO.

Additional work is required to make site plan applications more transparent, however, IT is required to provide software basis for process.

With respect to subdivisions / site plan agreement deposits, a fees report concerning this issue has been drafted and reviewed at DLAC. The recommendation is that when subdivisions register, they

get a free inspection at the outset; a free second inspection two years later (or when the project is completed) but are charged by the hour if a third inspection is required.

The development approvals process is also being re-organized to ensure prompt turnaround of applications.

***Timeline?***

Staffing reorganization began in 2011 and system changes are now in place.

2013 for IT

**5. Performance Fees / Letters of Credit / Bonding / Release of Deposits**

The city must return money to bidders in a timely fashion and permit bidders that have bonding facilities in place to be able to use bid bonds in lieu of letters of certified deposits.

City staff must also be available to inspect sites in a timely fashion in order to complete the building file and return the letters of credit.

The city reported that they are encouraging the return of pro-rated amounts of performance bonds as contracts near completion. They also stated that they can hold a pro-rated value in the case of service contracts (i.e. janitorial) for a value equal to one month of the contract.

For contractors that pre-qualify, we encourage the city to waive the bid requirement and to have companies with a bonding facility in place, to be able to use it on all jobs.

***Priority level?***

High

***Who is responsible?***

- Engineering
- Council
- DLAC
- Infrastructure Services
- General Manager of Growth & Development
- Manager of Development Approvals
- Chief Building Official
- Industry

***Commentary / Status?***

Re-examine the need for up-front performance fees especially in situations where a vendor / contractor has been pre-qualified. Consider the use of letters of credit or bonds if the vendor / contractor has a bonding facility in place. Oftentimes the value of the contract does not relate to the value of the performance bond or certified cheque being requested. In situations where a certified cheque has been posted, releases a percentage of the amount related to the work completed, or allow the certified cheque to be replaced by a letter of credit or performance bond when the contract is awarded to the successful bidder.

Staff is reviewing present practices and is working to prepare a range of options for Council.

This includes considering when various cash fees taken, when should deposits be released, the developer's responsibility(s) for condition clearance and a 'three strike' rule for inspections.

New inspection fee policy is in place and improvements have been made through the development and reorganization in relation to the final acceptance and the release of deposits for subdivisions and site plans.

***Timeline?***

Undetermined

**6. Building Inspection Consistency / Inspections by Ward or Project**

A lack of consistency in the building inspection process and different interpretations of the building code by multiple inspectors was acknowledged as a significant road block. Different inspectors for the same job often produce contradictory orders. Consider linking building site inspections to ward boundaries and assign inspectors to specific projects until the project has been completed.

***Priority level?***

High

***Who is responsible?***

CBO / Assistant CBO

***Commentary / Status?***

Currently, building inspections are project based. This is mainly for two reasons; to avoid the perception of favouritism and not all wards are consistently busy.

However, the city does assign single inspectors to larger projects and has hired a Manager of Building Inspectors to ensure consistency – among other things – during inspections.

The city has hired a Manager of Inspections for oversight and to improve quality assurance.

***Timeline?***

Ongoing (require more inspectors)

**7. Site Plan Requirements**

Publicize with clear language, the expectations and requirements for site planning as they relate to respective project types.

***Priority level?***

High

***Who is responsible?***

- Planning Director
- Manager of Development Approvals
- Site Plan Control Officer
- Development Engineering Supervisor
- DLAC

***Commentary / Status?***

Despite the online availability of a site plan check list and citizen guide, many respondents stated that they were unaware of their existence. Better positioning and promotion is required.

Moreover, the existing site plan manual has yet to be reviewed and revised, and personnel changes have made this objective difficult. In the interim, the city has re-purposed the Administrative Assistant to the Manager of Growth and Development to coordinate all site plan issues related to homeowners.

Outstanding actions include:

- Publishing a new updated Site Plan Manual
- Include new CGS standards into the site plan manual (i.e., beatification standards, etc.)
- Reorganizing developer's approval process
- Post Homeowner's Guide to the city website

***Timeline?***

2013

**8. Final Site Plan Times Reduced**

Final site plan inspection wait times must be reduced to no more than four (4) months.

***Priority level?***

High

***Who is responsible?***

- Site plan staff
- Development approvals
- Site plan applicants
- DLAC
- IT

***Commentary / Status?***

There has been some degree of completion in this area – Coordinator of Development Approvals and Subdivision Site Plan Engineer - however, the private sector must also shoulder some of the responsibility as incomplete reports/plans weigh down the ability of current staff to take on additional workloads.

***Timeline?***

Implemented

**9. Integrate application requirements and regulations via IT**

Adopt improvements to IT systems that result in convenient and efficient access across all department organization boundaries with the end goal of integrating services for businesses. Publicize all regulations and requirements relating to applications (licenses, permits, inspections, etc) and post any amendments.

***Priority level?***

Moderate

***Who is responsible?***

- Planning Services
- Building Services
- IT
- By-law
- Engineering

***Commentary / Status?***

The city has the processes posted on its website but it could be better utilized as part of a more complete, consistent and accessible website.

By-laws / Regulations / Acts / Requirements / Manuals should be part of a one stop development issue page.

This will be addressed as the city continues working towards its website re-launch.

***Timeline?***

2014

**10. Online Filing System**

Put in place an on-line filing system that allows applicants to follow the progress of their applications and city staff to access applications and update them as required.

***Priority level?***

High

***Who is responsible?***

- IT
- Planning Division
- Building Services

***Commentary / Status?***

While the city has posted a Permit Application Check List, Applicable Law Checklist, Document/Drawing Submission Checklist, Document/Drawing Submission Checklist - New Buildings and Document/Drawing Submission Checklist – Housing, it has yet to allow for a secure application payment system.

This step will require additional IT support or content to create digital process and full transparency (will need to address security and privacy concerns).

***Timeline?***

2012-2013

#### **11. Reduce fee for commercial jobs that do not require city inspection**

Reduce the fee for commercial jobs that do not require city inspection (i.e. private inspection has been retained).

##### ***Priority level?***

Low (see below)

##### ***Who is responsible?***

n/a

##### ***Commentary / Status?***

All projects require city inspection mandated by OBCA and inspections by design consultants are also mandated by OBCA.

#### **12. Streamline Application Forms**

Respondents stated that they thought that permit and application language was burdensome and excessive.

##### ***Priority level?***

High

##### ***Who is responsible?***

- Planning Services
- Building Services
- Engineering
- DLAC

##### ***Commentary / Status?***

Development application forms have been completed and the city stated it is willing to work with chamber and other groups to improve the language contained in all the other forms but was adamant that the Ontario Planning Act and the Ontario Building Code prescribes most of the required content and it is very unlikely to change much of the structure of the documents.

##### ***Timeline?***

2012

#### **13. Define and explain development fees**

Development charges are collected to fund capital expenditures that result from the expansion of municipal services to meet the needs of property development.

Greater Sudbury's development fee by-law (2004-200F) expired in 2009 and so a new by-law was passed that year that outlined a three year incremental rate increase.

Since that time, confusion persists as to what the charges are for and why they are higher each year.

***Priority level?***

High

***Who is responsible?***

- Planning Services
- Building Services
- Finance
- Communications
- Chamber

***Commentary / Status?***

Staff and DLAC wrote a development cost-sharing policy with respect to future development and it was approved by council.

The Auditor is also scheduled to review user fees as part of his annual reporting. When the Development Charges Bylaw is updated in 2013, it is expected that business input will assist in establishing an improved process and will create understanding among all stakeholders.

***Timeline?***

2013

**14. Increase current schedule of DLAC – results oriented**

Increase the current schedule of DLAC meetings to every three (3) months and realign the mandate of the DLAC to be results oriented. It should also report progress to the CAO and Council on a semi-annual basis.

***Priority level?***

Low

***Who is responsible?***

General Manager of Growth & Development  
DLAC (to help generate agenda)

***Commentary/Status?***

This is already in place as DLAC currently meets 5-6 times a year (excluding subcommittee work) and the minutes of DLAC are included on Planning Committee Agenda of Council for information. The GSCC is also now a sitting participant.

***Timeline?***

Completed

**15. Delegate authority, responsibility and frontline decisions**

Respondents cited city staff's unwillingness to make decisions as a factor contributing to red tape. Delegate authority and responsibility to those working on the front lines; empower staff and let them use their creativity and experience to solve problems. Break down the culture of empowerment and the "cover your ass" mentality.

***Priority level?***

High

***Who is responsible?***

- CBO
- Planning Director
- Manager of Development Approvals
- Development Engineer Supervisor
- Site Plan Engineer

***Commentary / Status?***

Empower all front line staff to make decisions through more extensive training. There needs to be an evaluation tool in place to aid development of the program.

Staff indicated that this is an ongoing issue and would require the involvement of HR and legal. The chamber offered to participate and review the information from past customer service data in an effort to potentially develop a means of measuring staff progress.

***Timeline?***

Ongoing; the city has issued an RFP for an employee assessment framework tool to be used for 'key' management positions.

2011-2012

## **16. Better Communication**

Survey respondents voiced their frustration with the lack of communication within and between departments. For some, it was specifically accessing the right personnel and seeking the proper department. Businesses need to know where and how to interact with government and the city must make a better effort to communicate.

Simply put, businesses don't have the time to spend navigating through channels and departments; they need to know where and how to interact with government. It is in the interest of the city to communicate and simplify wherever possible.

Despite the best leadership, accountability and measurement tools, municipalities with unclear policies and weak communication activities can cause a breakdown.

In the most obvious way, poor communication can make a municipality seem bureaucratic. Our members identified vague decision making, needless delays and a climate of secrecy as some of the leading red tape issues. In each case, they reported that it made them feel distrustful and frustrated.

While the development of 311 and the Citizen Service Centres are two positive steps taken to increase two-way communication between the city and citizens, challenges nonetheless remain with the navigational structure of the city website and the lack of accessible and clear language for bylaws, regulations and requirements.

***Priority level?***

High

***Who is responsible?***

- Council
- Management
- Staff

***Timeline?***

Immediate and ongoing

**17. Customer Service Evaluation**

Consider implementing customer service evaluation tools where residents are polled to seek their anonymous response to their interaction with city departments. The results should be provided to the CAO, Auditor General and Council on a quarterly basis.

***Priority level?***

Moderate

***Who is responsible?***

- Management
- HR
- Stakeholders (chamber, DLAC, etc.)

***Commentary / Status?***

Council direction required for staff to make a priority.

***Timeline?***

Immediately (at council's discretion)

**18. Municipal Service Improvement Review**

Consider the establishment of a bi-partisan Municipal Service Improvement Review Committee consisting of representatives from the business community, city council and senior department staff to review existing policies, practices and procedures to make them more stream-lined, less bureaucratic, and more business-friendly. The committee should meet on a quarterly basis.

***Priority level?***

High

***Who is responsible?***

Council  
Private Sector

***Commentary / Status?***

Despite DLAC satisfying aspects of this point, we nonetheless feel it worthwhile to pursue a more visible, less industry specific format with the Mayor as chair.

***Timeline?***

Immediately (at council's discretion)

**19. Inter-departmental Regulation**

Every department of the municipality should commit to reviewing and measuring the impact of interdepartmental regulation on a scheduled basis. This is a basic level of accountability and will assist in developing opportunities for cooperation and cohesion.

***Priority level?***

High

***Who is responsible?***

Management

***Commentary / Status?***

Management in various departments indicated that they perform this type of review within their respective departments but none indicated that they shared the results with anyone other than council (if at all).

The presence of an Auditor achieves a portion of this but more needs to be done.

***Timeline?***

Immediately (at council's discretion)

**20. Bylaws**

Ensure that bylaw staff conveys the main principles of the bylaws they are enforcing and that those bylaws are up to date, clear and reviewed on a periodic basis.

***Priority level?***

High

***Who is responsible?***

Manager of Bylaw Enforcement  
Legal Services  
Council

***Commentary / Status?***

The Manager of Bylaw Services informed us that her department is the last remaining vestige of pre-amalgamation as there are a number of bylaws pre-2001 that are in need of streamlining and updating.

For example, the bylaw regulating noise was updated in early 2010 and the city is now seeking public and industry input on the sign bylaw. The process has been slower than expected and it is now anticipated that council will approve a new sign bylaw in early 2012.

***Timeline?***

Ongoing and periodic (every three years).

**Conclusion**

On behalf of the Greater Sudbury Chamber of Commerce, we appreciate the opportunity to share the latest status of these recommendations with you. We strongly encourage Council to endorse them and direct staff to continue to engage us to find solutions. Local businesses are stakeholders in this community and any effort to lessen their red tape burden is a positive step that will contribute to their success as well as that of the local economy and our community.

## Request for Decision

### Gearing Up for Growth Advisory Panel

Presented To:	City Council
Presented:	Tuesday, Jun 14, 2016
Report Date	Wednesday, May 18, 2016
Type:	Managers' Reports

#### Resolution

THAT the City of Greater Sudbury approves the recommendations of the Gearing Up for Growth Advisory Panel, as outlined in the report dated May 18th, 2016 from the General Manager of Infrastructure Services.

#### Finance Implications

The Integrated Land and Property Management System will be funded from the Building Permit Revenue Stabilization Reserve Fund.

## Background

In 2015, City Council created the Gearing Up for Growth Advisory Panel and gave the Panel a four-part mandate designed to help Greater Sudbury become a more development friendly community.

Since this time, the Panel met with representatives from the development community to discuss the strengths, weaknesses and opportunity for improvements in the development approval process.

The feedback from the development community, together with the recommendations for improvement, are outlined in the attached report from the Advisory Panel.

The Gearing Up for Growth Advisory Panel is recommending to City Council that the City of Greater Sudbury take another step towards becoming a more development friendly community by:

1. creating a new Integrated Land and Property Management System for the land use planning and building approval processes to make them clear, efficient and accountable;
2. enhancing its formal pre-consultation process for applications made under the Planning Act;
3. continuing to refine its approach to stormwater management, including updating those approaches upon completion of the Subwatershed Plans for Ramsey Lake, Junction Creek and Whitewater Lake;
4. focusing on development approval customers by building on existing successes and providing staff

#### Signed By

**Report Prepared By**

Jason Ferrigan  
Director of Planning Services  
*Digitally Signed May 18, 16*

**Division Review**

Jason Ferrigan  
Director of Planning Services  
*Digitally Signed May 18, 16*

**Recommended by the Department**

Tony Cecutti  
General Manager of Infrastructure  
Services  
*Digitally Signed May 18, 16*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed May 31, 16*

with the tools required to provide customer services required in an ever changing regulatory environment; and,

5. updating its existing Development Cost Sharing Policy to provide a more flexible and balanced approach to cost sharing for required off-site improvements.

These recommendations are supported by city staff, who worked closely with the Advisory Panel over the last year.

Further reports on the Integrated Land and Property Management System, Subwatershed Plans and Development Cost Sharing Policy will be brought before Council for consideration.

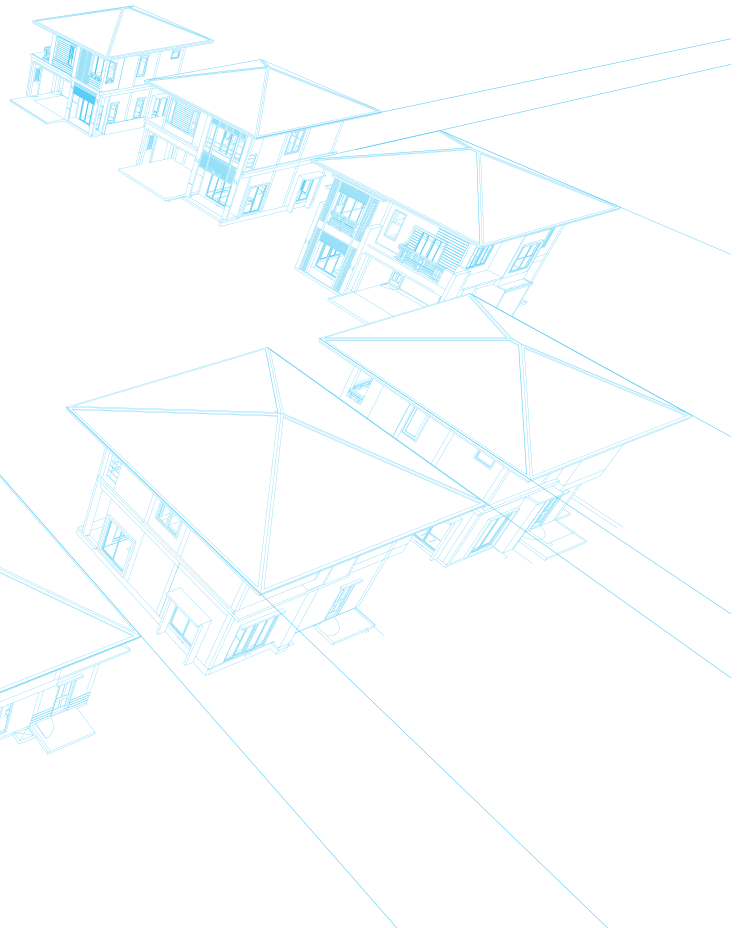
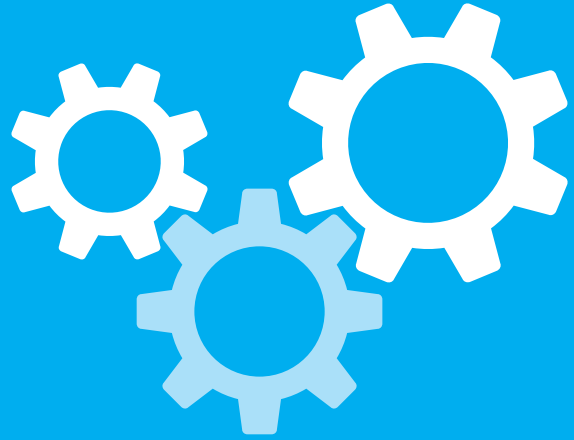
Staff is preparing to launch a new formal pre-consultation process in the Fall of this year and is exploring opportunities to improve customer service training and secure additional customer service feedback.

If City Council agrees with the recommendations of the Advisory Panel, then it should approve the recommendation outlined in the Resolution section of this report.

May 2016

# Gearing up for Growth!

Advisory Panel Report







May 2016

Mayor Bigger and Members of Council:

On behalf of the Gearing Up for Growth Advisory Panel, I am very pleased to provide you with this report, which responds to the mandate that you gave us in 2015.

At that time you asked the Panel to explore how to improve the development approval processes, improve interdepartmental co-operation and enhance customer service at City Hall – all with a view towards creating a more development friendly community.

Over the last ten months we consulted with our partners in the development community to better understand how we could achieve this goal. Our partners told us their concerns. Equally important, they also shared their ideas on how to strengthen the development approval process. The initiatives presented in this report are the result of discussions of the Panel. They are achievable and can help us move closer towards our goal.

I would like to thank our partners in the development community for openly sharing their thoughts and ideas. I would also like to thank the Greater Sudbury Chamber of Commerce, Sudbury and District Homebuilders Association and Northeastern Ontario Construction Association for helping us with this important project.

Working together, we will build Greater Sudbury up!

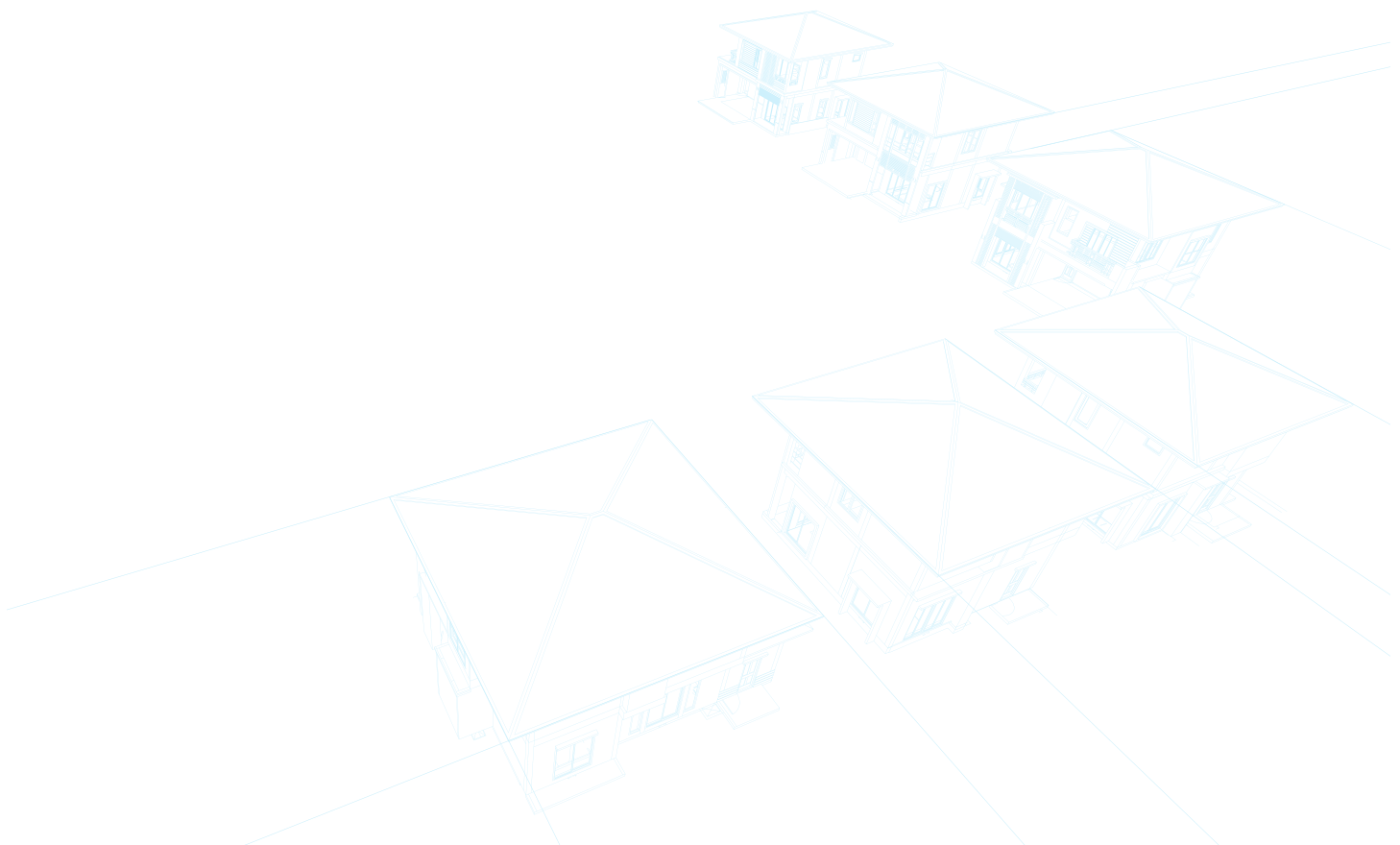
Respectfully submitted:

Fern Cormier  
Chair, Gearing Up for Growth Advisory Panel  
Councillor Ward 10



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## 1/ Who are we

**The Gearing Up for Growth Advisory Panel consists of range of stakeholders charged by City Council with recommending ways to make Greater Sudbury a more development friendly community.**

Getting a project from idea to implementation can be a complicated process in any North American city and Greater Sudbury is no exception. The scope and complexity of the planning, engineering and building permit processes has increased substantially in the last 10 to 20 years.

Depending on its complexity, a project may need to meet numerous federal, provincial, local municipal and other public agency laws, regulations, policies and standards before it can be approved, built and occupied.

This can require an upfront investment of time and capital on the part of a developer, often well before there is any certainty (or minimal risk) in the process and certainly well before there is any prospect of realizing a return on that up-front investment.

The key is to create a process that balances the needs of the development community (who are responding to a market opportunity) with the approval process requirements (which are designed to protect the public interest). Best practices suggest that such processes are clear and certain, easy to understand and navigate, consistent and predictable, as well as efficient. Such processes are also supported by a culture of trust and spirit of partnership.

The City of Greater Sudbury and its partners have strengthened the approval process. For more than 15 years, the City, in cooperation with the major industry associations, has operated the Development Liaison Advisory Panel to provide increased interaction between the City and the development community. The City also recently worked with the Greater Sudbury Chamber of Commerce on the Red Tape Reduction Task Force. Both processes have strengthened the approval process.

Understanding that there is always room for additional improvement, last year City Council established the Gearing Up for Growth Advisory Panel (the Panel) to review development approvals process and help Greater Sudbury become a more development friendly community. City Council gave the Panel a four-part mandate, as follows:

1. to identify the challenges and areas of concern of the development community in conjunction with the City's existing Development Liaison Advisory Panel;
2. to promote inter-departmental cooperation to make the City of Greater Sudbury a more development friendly community;
3. to identify ways to enhance customer service;
4. to review any other matters that may be identified as a result of discussions of the Advisory Panel.

**The Panel's nine members are drawn from outside and inside City Hall and is chaired by Councillor Fern Cormier. The current membership of the Panel is as follows:**

- Councillor Fern Cormier, Chair
- Tracy Nutt, Greater Sudbury Chamber of Commerce Red Tape Task Force
- Celia Teale, Sudbury and District Homebuilders Association
- Rick Cousineau, Northeastern Ontario Construction Association
- Tony Cecutti, General Manager of Infrastructure Services
- Jason Ferrigan, Director of Planning Services
- Guido Mazza, Director of Building Services/ Chief Building Official
- Eric Taylor, Manager of Development Approvals.

Lynne Reynolds, Councillor for Ward 11, played a key role on the Panel. Paul Baskcomb, former General Manager of Growth and Development, served on the Panel. The Panel is grateful for their leadership and assistance.



## 2/ What we did and heard

**We consulted with our partners in the development community. They told us that there is room to improve our processes and shift perspectives.**

During these consultations, the Panel received considerable feedback on how well the City's approval processes were working and how they could be improved. As the Panel moved through the discussions, five major feedback themes emerged.

### Theme 1: /Process

The development community shared considerable feedback around the City's approval processes. In general, they expressed concerns regarding the dispersed decision making authority; lack of problem-solving; length of turnaround times; apparent inconsistencies in comments; lack of flexibility in certain processes; lack of fast-tracking when needed; and, unclear parkland dedication requirements. They also expressed concerns that professional reports are not always being accepted and that building permit inspection requests by some clients are being made when work is still incomplete. They also spoke to the need for earlier pre-consultation meetings.

### Theme 2: /Timing

The development community also expressed concerns about timing. In general, they felt that the time value of money is not taken into account when it comes to time-lines, decision-making, interest and lost opportunities.

### Theme 3: /Perspective

The development community also expressed a concern that instead of encouraging development, there is a focus on requirements and assigning costs to the development.

### Theme 4: /Customer Service

The development community also expressed concerns that not all staff are equally responsive to inquiries and that sometimes too many staff are involved in and handle the same file.

### Theme 5: /Financial

From a financial perspective, the development community expressed concerns that costs assigned to developers are excessive and include things that don't benefit a particular development or will occur at a point well off into the future.



## 3/ Gearing up for growth

The Panel discussed how the City of Greater Sudbury could respond to the concerns raised. The Panel identified five “moves” that the City could undertake as it continues to improve and strengthen its developing approval process. This section describes these moves. The Panel’s recommendation is presented followed by an explanation from staff on how the recommendation can be realized.

### 3.1 Making the process easier to understand, navigate and accountable

The City of Greater Sudbury should create a new Integrated Land and Property Management System for its planning and building approval processes that is easier to navigate and improves accountability to both sides of the development process equation.

The City of Greater Sudbury currently uses a variety of standalone databases and software systems to support its building permit and Planning Act applications. Much of the data that the City relies on to help make decisions (e.g. Building Permit plans, Site Plans, OLS Surveys and M-Plans of Subdivision) are stored in hard copy format, standalone drives and databases, and common drives and databases. These systems are not accessible to the public or developers.

An Integrated Land and Property Management System (LPMS) would be a citywide, property centric system that provides a comprehensive history of all development, permitting, licensing, inspections, and by-law related activities for properties and land in the City and also provide a platform for active development applications.

The goal of the LPMS is to significantly improve development regulatory processes through enhanced internal data sharing and by better tracking the processes used by departments and divisions to manage the day-to-day business of development and building permit processes.

**The LPMS would deal primarily with the following functional areas:**

- land development (site plan and subdivision approvals);
- planning and zoning;
- permitting and inspections;
- by-law enforcement;
- licensing and registrations; and,
- professional and personal licenses.

The scope of the LPMS could be expanded over time to include encroachments, road occupancy, entrances, etc.

**The LPMS would replace over 20 existing IT solutions, simplifying the currently complex systems environment, and providing the following key functions:**

- front and back office application (permit, license, approval) processing;
- real time mobile tools for field based inspections staff;
- applicant access to online tools to submit, track and interact with applications online; and,
- public access, via the City’s website to tools to query the City’s LPMS database.

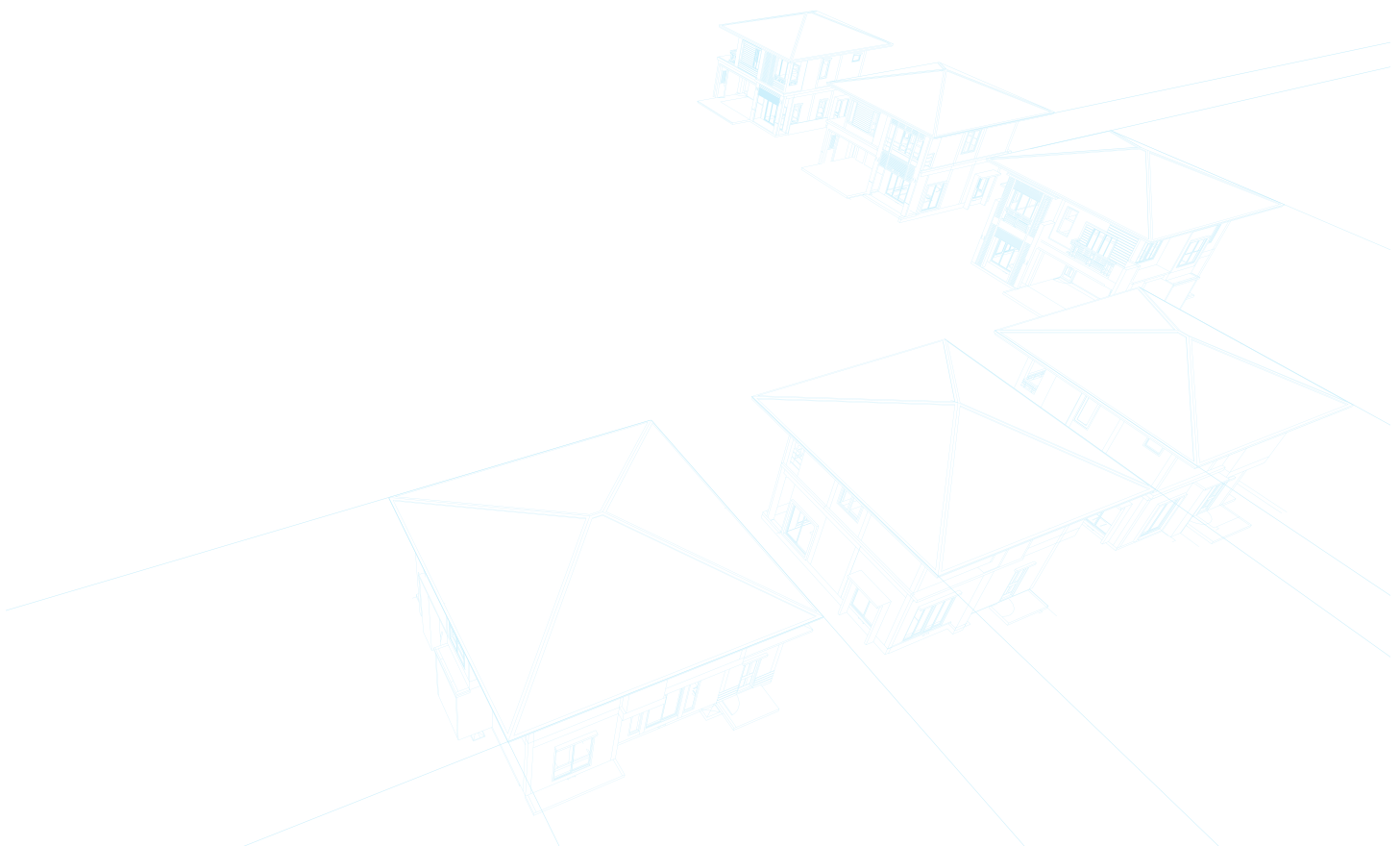
The LPMS would help mitigate risk by eliminating errors that result from poor access to information, improve internal productivity through savings in staff time, streamlining processes, information sharing, and automating tasks. The system would establish stronger financial controls, and improved payment processing



**The LPMS would also create many other efficiencies, including:**

- field worker efficiencies – between 10 - 20% productivity improvements can be realized by providing mobile office technology to inspectors and other field based staff;
- on-line applications will increase our competitiveness in the market, enabling out-of-town firms/developers to apply and engage the City's development approvals process;
- more efficient inter-departmental communications and data sharing; and,
- more effective tracking and managing timelines for comments on development applications.

The development of a Land Property Management System is seen as a key component in not only rationalizing the development processes involved but also clarifying the various development permitting and licensing procedures by mapping them out for our customers and clients. Further, electronic access by clients to the system process allows for the transparency and accountability the industry desires. Full project estimate and phasing over a four-year period has been established.





### 3.2 Making the process more certain through pre-consultation

*The City of Greater Sudbury should enhance its formal pre-consultation process for applications being made under the Planning Act.*

The City of Greater Sudbury encourages pre-consultation on all land use planning applications. The city has the legal ability to require pre-consultation with applicants on a wide range of land use planning applications prior to an application being made. These include Official Plan Amendments, Zoning By-law Amendments, Draft Plan of Subdivision, Draft Plan of Condominiums and Site Plans.

#### **In order to enhance and further strengthen the existing pre-consultation process:**

1. A review team, "SPART" Sudbury Planning Application Review Team, should be established comprised of key staff from Planning, Building, Development Engineering, Roads and Drainage along with other departments on an as needed basis. "SPART" should meet on a regular schedule to pre-consult with applicants, identify issues and information requirements and resolve issues on submissions. The Manager of Development Approvals should set the meeting schedule and the agenda items for each meeting.
2. Current checklists used for pre-consultation should also be reviewed and updated. Following pre-consultation meetings with SPART, applicants should be provided with the checklist of items that need to be submitted as part of a complete application. This checklist should be signed by the lead city staff and applicant as an agreement of what will form part of an application in order for the application to proceed.

These enhancements, which can be implemented this year, would provide clarity and consistency in the process, better manage expectations and result in improved submissions. . It is anticipated that this new system will be in place by the Fall.

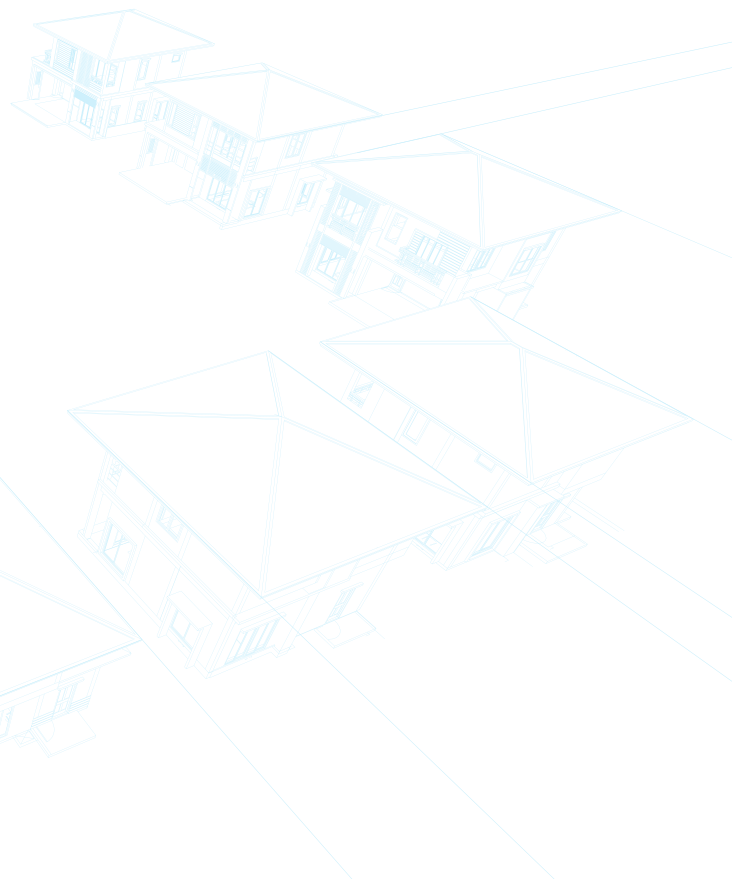


### 3.3 Making the process more certain through watershed studies

*The City of Greater Sudbury should refine its stormwater management policies and procedures for site plans and plans of subdivision/condominium. The Subwatershed Plans for Ramsey Lake, Junction Creek and Whitewater Lake will provide additional guidance for stormwater management in these subwatersheds, once complete.*

Historically, the City of Greater Sudbury required developers to provide on-site quantity and quality controls for larger developments and contribute to off-site improvements for smaller developments. This practice was recently changed to require that quality and quantity be addressed on all sites, where feasible. In some urban situations it may not be possible to address quantity and quality on site. In such instances, a contribution to downstream improvements may be appropriate. The City's site plan control procedures were updated to reflect this change. The City launched a full review of its site plan control procedures this year and will initiate a review of its subdivision procedures next year. It is anticipated that these reviews will provide additional stormwater management guidance, including the use of Low Impact Development.

In addition, in February 2016, the Province of Ontario announced \$2.3 million in provincial funding to complete nine subwatershed studies in Greater Sudbury. In March 2016, City Council directed staff to proceed with the nine funded studies, prioritized as follows: Ramsey Lake; Junction Creek (including Junction Creek, Garson, Kelly Lake, Copper Cliff, Meatbird Creek-Lively, Mud Lake, Simon/McCharles Lake); and, Whitewater Lake. These studies are required to be complete by March 2018. It is anticipated that these studies will provide further direction on stormwater management best practices.





### 3.4 Enhancing the customer experience

*The City of Greater Sudbury will focus on our development approval customers, build on our existing successes and provide staff with the tools to better provide the customer services required in an ever changing regulatory environment.*

As any business knows, customer service is the greatest key to success. The same must apply to the City in its regulatory function. Doing so can build trust and confidence in the process.

In March of 2012, as part of the response to the Chamber of Commerce's Red Tape Report to Council and Council's Customer Service Strategy, an initiative was launched in concert with the Human Resources Division to develop and deliver Customer Service Training to employees.

Building Services, Planning Services and Compliance & Enforcement worked with consultants from Seneca College to develop with front line staff participation a Customer Service Training Presentation tailored specifically to the work undertaken in these three regulatory environments. Further, based on this consultant's assessment, recommendations for how further training should be approached and executed were provided. Additional training content, follow-up actions and activities external to the environment were also provided. As a result a customer/citizen focus competency was created within the City's new Talent Development Program which would assist staff in personally developing tools that would serve them in continuously improving customer service.

Feedback from staff participants indicates that although the training hours are a good general overview of customer service principles, there is a need to take the training to the next level by identifying tools and resources that may be required in each area. As such staff have decided to re-visit Customer Service Training currently in place to ensure that staff feel and are provided the necessary opportunities for personal development to provide good customer service.

A Community Engagement Task Force has been assembled with employees from different departments to look at how we engage the citizens. As part of the Task Force, the CGS is in the midst of determining the top three (3) priorities in regards to customer service and will be putting in action plans to develop these areas.

Building and Planning Services staff will work with Human Resources within the Task Force to focus on our customers specifically involved in the various development processes and re-visit the Seneca Course "Customer Service Training Learning Assessment" Report to build on what has been successful and renew our focus on providing staff the tools to better provide the customer services required in an ever changing regulatory environment. This includes implementing regular focus groups with the residential and industrial/commercial/institutional sectors, as well as regular customer feedback surveys.

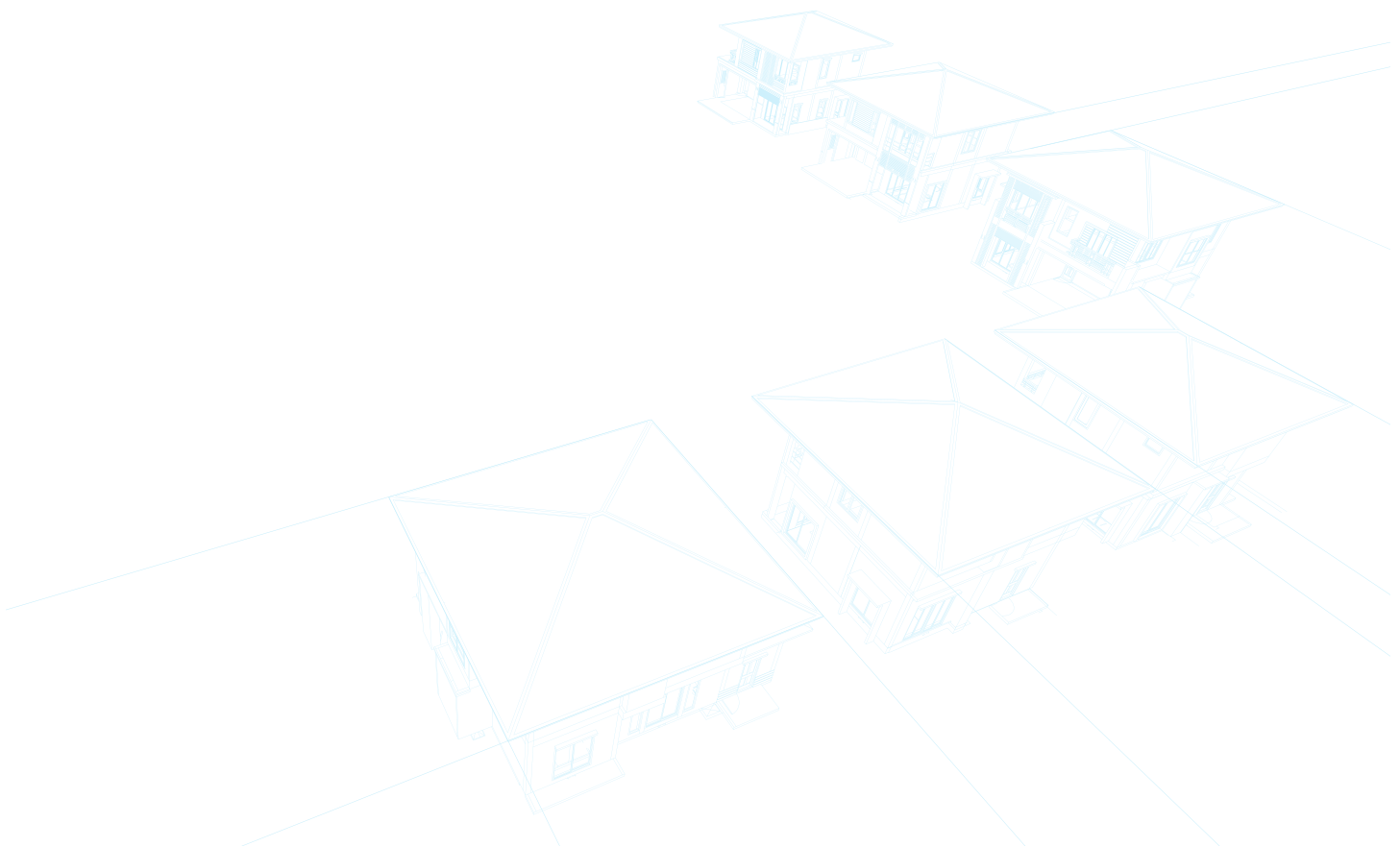


## 3.5 Creating a more flexible approach to cost sharing

*The City of Greater Sudbury should update its existing Cost Sharing Policy to provide a more flexible and balanced approach to cost sharing for required off-site improvements.*

In 2011, City Council approved a Policy on Development Cost Sharing after a two year long process. This policy was approved in response to feedback from the development community around the need to create a standardized approach for apportioning the cost for development related costs that are not captured by the Development Charges By-law.

In 2015, City Council requested a review of the Policy on Development Cost Sharing. City staff are currently working with the development community (through a subcommittee of the Development Liaison Advisory Panel) on the review. This review will gauge the applicability and effectiveness of the Policy on Development Cost Sharing through internal and external focus groups in addition to a review of common practices in other Ontario municipalities. It is intended that this review will improve the clarity and application of the Policy in order to provide more certainty to the City and development community. It is currently anticipated that staff will present the results of the review to City Council before the end of the second quarter in 2016.

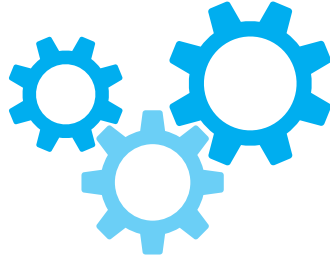




## 4/ Our Advice to City Council

The Panel appreciates the opportunity to provide advice on how we can make the city more development friendly. Our best advice to Council is as follows:

- **The City of Greater Sudbury should create a new Integrated Land and Property Management System** for its planning and building approval processes that is easier to navigate and improves accountability to both sides of the development process equation.
- **The City of Greater Sudbury should enhance its formal pre-consultation process** for applications being made under the Planning Act.
- **The City of Greater Sudbury should continue to refine its approach to stormwater management and develop Subwatershed Plans for Ramsey Lake, Junction Creek and Whitewater Lake** to improve certainty for environmental protection, planning and investment in the subwatersheds.
- **The City of Greater Sudbury will focus on our development approval customers**, build on our existing successes and provide staff with the tools to better provide the customer services required in an ever changing regulatory environment.
- **The City of Greater Sudbury should update its existing Cost Sharing Policy** to provide a more flexible and balanced approach to cost sharing for required off-site improvements.



# Gearing up for Growth!

Advisory Panel Report

April 2016

## **Development Liaison Advisory Panel**

### **Mandate**

To bring together key development and construction industry interests (developers, construction associations, development consultants and approval authorities) for the purpose of maintaining and improving the development/construction environment within the City of Greater Sudbury.

### **Membership**

Membership is based on stakeholder interest and commitment and not appointment by Council. Membership includes representatives from:

- Sudbury and District Homebuilders Association,
- Sudbury Construction Association,
- Greater Sudbury Chamber of Commerce,
- Sudbury Real Estate Board,
- Ontario Architects Association - Sudbury Chapter,
- Professional Engineers of Ontario - Sudbury Chapter,
- Ontario Land Surveyors - Sudbury Chapter,
- Ontario New Home Warranty Program,
- Chair of Planning Committee, and Planning Committee Members ex-officio.

Members are appointed on the basis of interest and willingness to participate in sub-committee workloads.

# BUILDING PERMITS & INSPECTIONS

SNAPSHOT  
MEDIANS  
FOR 2017

How much does it cost to process building permits & provide inspection services?

**\$8.29/** per \$1,000 construction value  
BLDG325M (EFFICIENCY)

**578** new residential dwelling units created  
BLDG221 (SERVICE LEVEL)

## KEEP IN MIND:

### Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and from municipality-to-municipality.



#### Complexity

Size and technical complexity of permit applications and construction work



#### Economic Conditions

State of the local economy, interest rates and employment conditions can affect investment in building stock



#### Geography

More travel time and fewer inspections can result in higher costs per permit



#### Inspection Services

Nature of inspection process may vary



#### Legislative Changes

Revisions or new Acts and Regulations adds time to the review and inspection process



#### Municipal Policy

Varying permit requirements per jurisdiction

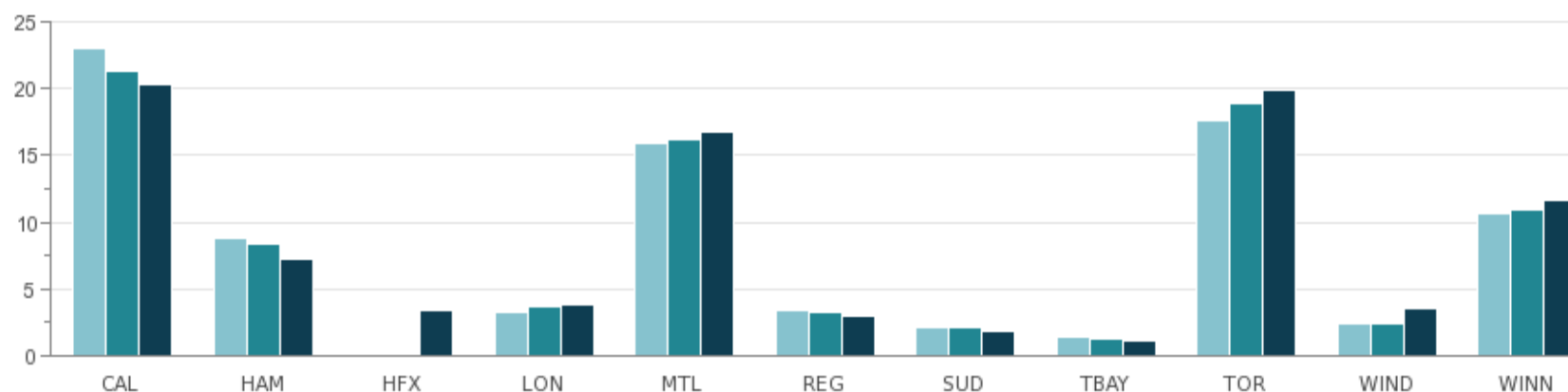
For a full description of influencing factors, please go to: [www.mbnccanada.ca](http://www.mbnccanada.ca)

**Fig. 2.1 Number of Residential and ICI Building Permits Issued in the Fiscal Year**

This measure includes residential and ICI (Industrial, Commercial and Institutional) building permits issued. Building Permits are defined as “permits required for construction” and are subject to the respective Building Code Act of each province.

**IMPORTANT:** The definition for this measure was changed to exclude “other building permits”. In most cases, the removal of “other building permits” was not material; however, the variance between 2017 results and that of prior years may be due to this change.

(In Thousands)



2015	23,063	8,857	N/A	3,165	15,847	3,343	2,031	1,307	17,584	2,358	10,654
2016	21,394	8,351	N/A	3,682	16,198	3,220	2,032	1,168	18,896	2,441	10,929
2017	20,353	7,155	3,439	3,865	16,741	2,974	1,809	1,068	19,865	3,580	11,669

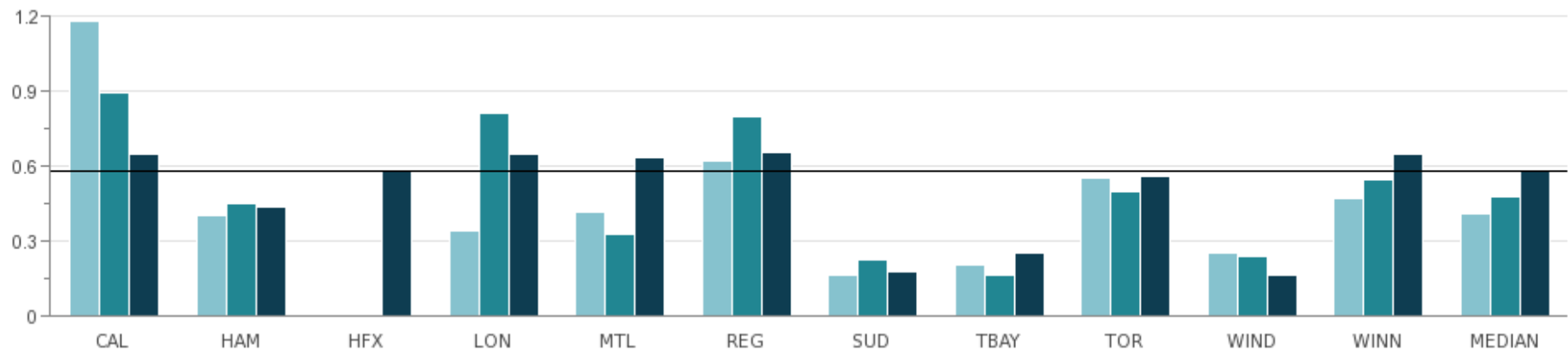
Source: BLDG206 (Statistic)

Windsor: The City experienced an increase in residential work, partly due to the basement flooding subsidy program.

**Fig. 2.2 New Residential Units Created per 100,000 Population**

This is an economic indicator that highlights development trends in a municipality. Typically, there is a correlation between the number of new residential dwelling units, population growth and the overall economic growth of a municipality.

(In Thousands)



2015	1,179	399	N/A	338	412	621	159	205	555	248	469	406
2016	896	451	N/A	809	323	796	222	162	497	239	543	474
2017	651	435	578	649	631	655	177	249	562	165	650	578

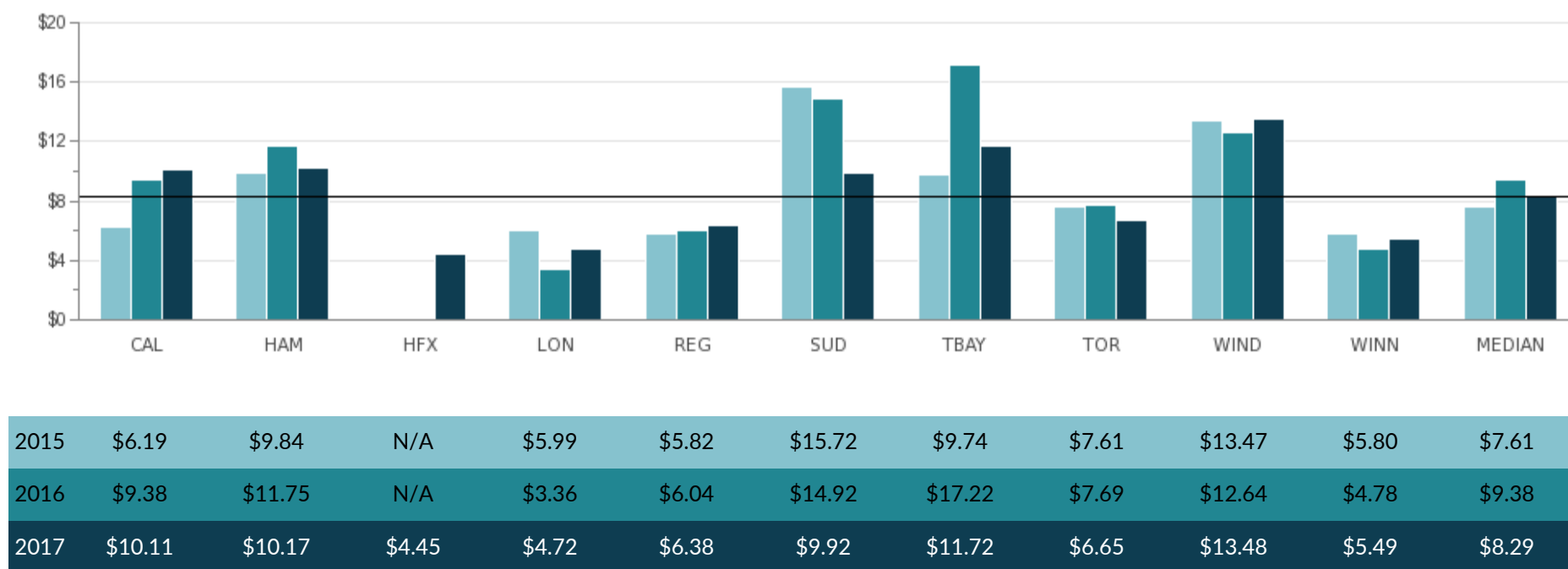
Source: BLDG221 (Service Level)

Windsor: There were fewer new residential units built in 2017 despite an increase in population

**Fig. 2.3 Operating Cost of Building Permits and Inspection Services per \$1,000 of Residential and ICI (Industrial, Commercial and Institutional) Construction Value**

This measure represents the operating costs associated with the provision of building permits and inspection services. The fluctuation in year over year results is impacted by the value of residential and ICI construction activity.

**IMPORTANT:** The definition for this measure was changed to exclude “other building permits”. In most cases, the removal of “other building permits” was not material; however, the variance between 2017 results and that of prior years may be due to this change.



Source: BLDG325M (Efficiency)

Montreal: Does not track data.

Sudbury: The result reflects near-double increase in construction value in 2017, mostly in mining sector.

# PLANNING

## SNAPSHOT MEDIAN FOR 2017

**85%**  
**OF DEVELOPMENT  
APPLICATIONS**  
meet timeline  
commitments

PLNG450 (CUSTOMER SERVICE)

## TOTAL COST OF PLANNING

SINGLE TIER  
**\$24.85/per resident**

UPPER TIER  
**\$8.60/per resident**

PLNG250T (SERVICE LEVEL)

### KEEP IN MIND:

## Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and from municipality-to-municipality.



### Application Variables

Type, mix and complexity of applications received



### Complexity

Scope and magnitude of applications received



### Government Structure

Single-tier vs. Upper-tier municipalities



### Legislation

Differences or variations in policy may impact applications



### Organizational Form

Differing structures may affect data collection and comparability



### Resources

Many municipalities are undertaking growth management studies, which impact workload and cost



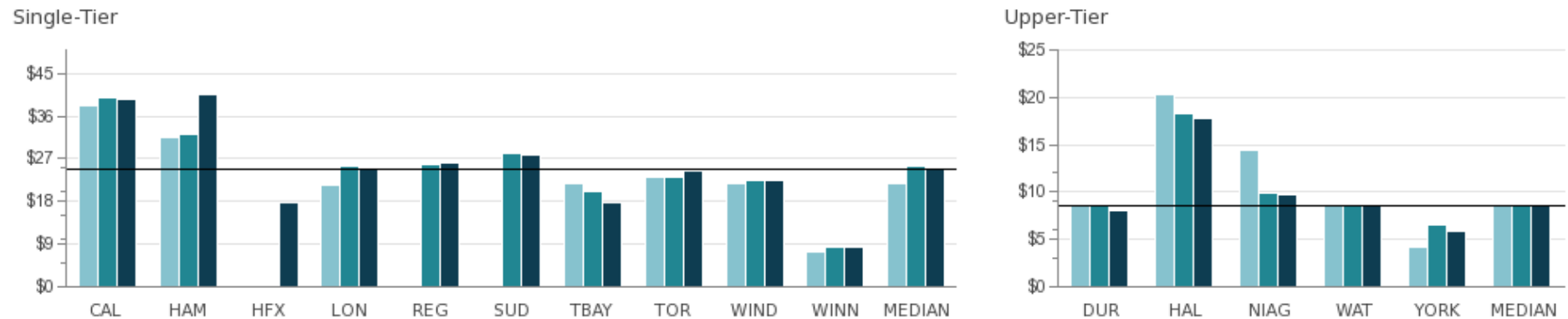
### Timing

Process times vary based on application complexity and approvals

For a full description of influencing factors, please go to: [www.mbncanada.ca](http://www.mbncanada.ca)

**Fig. 24.1 Total Cost for Planning per Capita**

This measure reflects the total cost to provide planning services. The amount spent on planning-related activities and application processing can vary significantly from municipality to municipality based on the types of applications, different organizational structures and legislation, and priorities established by local Councils.

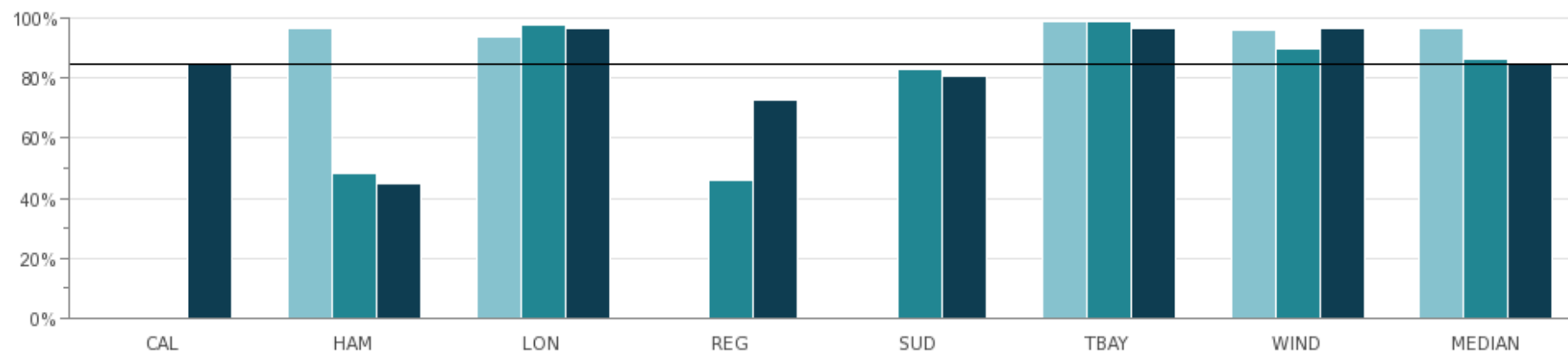


2015	\$38.31	\$31.38	N/A	\$21.36	N/A	N/A	\$21.81	\$23.06	\$21.71	\$7.42	\$21.81	\$8.47	\$20.25	\$14.41	\$8.76	\$4.17	\$8.76
2016	\$39.97	\$32.22	N/A	\$25.60	\$25.78	\$28.06	\$20.22	\$23.28	\$22.55	\$8.43	\$25.60	\$8.66	\$18.27	\$9.86	\$8.62	\$6.56	\$8.66
2017	\$39.54	\$40.58	\$17.91	\$25.29	\$26.03	\$27.94	\$17.61	\$24.40	\$22.30	\$8.44	\$24.85	\$8.08	\$17.73	\$9.70	\$8.60	\$5.92	\$8.60

Source: PLNG250T (Service Level)

**Fig. 24.2 Percent of Development Applications Meeting Timeline Commitments**

This measure shows the percentage of development applications that are processed and meet applicable timelines for single-tier municipalities only. Factors such as the volume and complexity of applications, revisions, and additional information and/or study requirements during consideration of applications received may affect the results.



2015	N/A	97%	94%	N/A	N/A	99%	96%	97%
2016	N/A	48%	98%	46%	83%	99%	90%	87%
2017	85%	45%	97%	73%	81%	97%	97%	85%

Source: PLNG450 (Customer Service)

Hamilton: The City adopted a new procedure that has resulted in an increase in the average number of days to meet the timeline commitments.

Toronto: Does not track data.