

COMMUNITY DEVELOPMENT DEPARTMENT 2010 BUSINESS PLAN

1. DEPARTMENTAL MANDATE:

The Community Development Department provides a range of regulatory and advisory services in respect of property development, building construction, traffic operation, animal control, property maintenance, noise control, taxi operation and any other community activity that Council seeks to control in the public interest. The department provides street crossing services to the elementary schools of the community. The department also manages a commercial port facility obtained from the federal government. The department as part of its advisory service, promotes the economic development of the community in conformance with community standards and Council policy and goals.

The regulatory function of the department helps to allow other areas of the corporation such as Operations and Fire to provide their services successfully. The regulatory function also helps to ensure the safety and contentment of the public thus reducing potential public dissatisfaction and resultant complaints to Council. The economic development promotion function of the department helps to allow increased tax revenue which assists the Finance Department and Council in proposing adequate budgets.

2. DEPARTMENT ORGANIZATION:

The Department is relatively small being comprised of 4 full time office staff, 4 permanent part time crossing guards (3 alternates), 2 part time Assistant By-law Enforcement Officers/Parking Attendants and 1 part time Deputy Chief Building Official. Casual employees are used as needed to assist with summer enforcement, pound operation and AODA support. It is under the overall direction and supervision of a director who reports directly through the Chief Administrative Officer to Council.

Director: provides supervision of the department staff, advice to Council, staff and the public regarding all land use planning matters, manages the Smelter Wharf port, proposes a budget, assists the Chief Administrative Officer in the promotion of economic development and provides property and related information and advice to Council and the public.

Chief Building Official: provides enforcement and advice on the Ontario Building Code, Sign By-law, Property Standards By-law and develops and maintains the Town's computerized Geographic Information System and participates on various committees including the Joint Health and Safety Committee. Authorized to issue Building Permits. This position supervises the Deputy Chief Building Official. This position is responsible for the maintenance and operation of the Town Hall facility. Through the latter half of 2009 and through 2010 this employee has been assigned to manage the renovation/addition project for the Town Hall. In the absence of the Director, the Chief Building Official acts in his stead.

By-law Enforcement Officer: provides enforcement and advice on the various By-laws passed by Council including the laying of charges and the provision of evidence and prosecution in Provincial Offences Court, acts as licencing officer under the Taxi By-law and administers and manages public parking facilities. Provides information to the public and schools on By-law requirements, safety practices, environmental responsibility, responsible pet ownership and active living. Manages the operation of a municipal dog pound used by 6 local municipalities. This position also supervises 7 school crossing guards, a Parking Attendant, a part time Assistant By-law Enforcement Officer and any casual staff needed from time to time. Under contract, the By-law Enforcement Officer provides enforcement services to two adjoining townships. Under a special project assigned to this employee by the Chief Administrative Officer, responsibility for the development and implementation of an Accessibility Plan needed to allow the Town to comply with the Accessibility for Ontarians with Disabilities Act has been undertaken.

Part Time Deputy Chief Building Official: provides enforcement and advice on the Ontario Building Code, Sign By-law, Property Standards By-law and is authorized to issue Building Permits in the absence of the Chief Building Official.

Parking Attendant: issues parking violations, monitors and repairs parking meters, collects, counts and deposits meter revenue and computer inputs parking infractions. As required by the By-law Enforcement Officer, assists in other enforcement duties.

Part Time Assistant By-law Enforcement Officer: provides increased By-law enforcement coverage through the busy summer period and provides back-up By-law coverage on an as needed basis through the rest of the year and assists with the operation of the dog pound.

Community Development Administrative Assistant: provides administrative and clerical support to the department and represents the department on the Cross Departmental Advisory Committee.

Crossing Guards: provide street crossing assistance to elementary school children.

Department Strengths:

- small and responsive
- staff well qualified and knowledgeable
- motivated to customer service

- cooperative with co-workers
- willing to undertake new tasks
- integration of related services
- financially efficient
- history of credible advice and fair application of policy

Department Weaknesses:

- small size restricts ability to take on large projects
- ability and willingness to undertake additional projects limited by volume of regular duties
- could use better coordination with Operations Department

Opportunities:

- through expertise and knowledge become known as a “can do” department, a resource to the Town
- foster a balanced approach to enforcement
- through customer services become known to provide clear, accurate, dependable and timely advice
- through services provided to other municipalities become known as competent “partner”
- through implementation of policy become known as fair and just

Threats:

- lack of appreciation for the purpose of the regulatory function may generate a “why do we need them” attitude
- regulatory nature of department will create immediate client dissatisfaction which may be misinterpreted as overall client dissatisfaction

- stress of functions may threaten staff health and well being and may lead to staff resignations
- potential that electorate assumes department makes decisions not Council
- assumption of public that we are to solve all of their problems

3. THE PRODUCTS AND SERVICES WE PROVIDE:

Planning Services:

- advice to the public and Council regarding Official Plan policies, Zoning By-law policies and requirements, Site Plan Approval policies and requirements, Plan of Subdivision and Consent policies and requirements, Community Improvement Plan policies and requirements, Committee of Adjustment operation and powers and general advice regarding the physical makeup of the town, ownership and infrastructure details.
- advice to staff, Council and developers regarding development opportunities and requirements, and the actions necessary to allow development to occur

- coordination of town development projects

Building Services:

- advice to the public and Council regarding the Ontario Building Code and effective building practices.
- administer building permit process, inspect to ensure compliance and enforce requirements.
- advice on regulations for the installation of signs.

By-law Enforcement Services:

- advice to the public and Council regarding the regulatory By-laws of the Town and authority available for new By-laws.
- enforcement services in relation to complaints and violations under authority of By-law prohibition. This service is also provided under contract to two abutting municipalities.
- collection and deposit of meter revenues.
- public parking
- public education regarding By-laws, policy, public safety and other public interest matters
- operation of a dog pound related to at large dogs to serve six local municipalities

School Crossing Services:

- Provide safe street crossing for elementary aged school children.

Geographic Information System:

- collect, organize and make available data that can be organized on a geographic basis - parcels of land, road allowances & rights-of-way, deeds,... Utilizes computer hardware and software, purchased and licenced. Technical expertise is applied including software coding, administrative process design and automation, drafting, data sharing agreements, partnerships,...

Smelter Wharf:

- provide management of port facility including ensuring security services are provided in conformance with port security plan

Management of Town Office Renovation/Addition:

- act as Town's representative to Architect and contractor and facilitate decisions regarding changes;
- monitor progress of work and provide input regarding the owner's interests;
- process and recommend progress payment approvals;
- provide progress reports to Council and staff.

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Accessibility Plan:

- prepare accessibility plan that complies with requirements of A.O.D.A.
- keep current with A.O.D.A. requirements and how they impact the municipality;
- educate other agencies/organizations/businesses on requirements;
- implement plan to ensure compliance with requirements.

Of these functions the Official Plan, Zoning By-law, Ontario Building Code, Accessibility Plan and port security are mandatory. While many of the other By-law functions are not mandatory they are standard in urban communities.

In respect of level of service, it is only practical to identify a level of service for By-law enforcement. In this area enforcement is generally limited to complaint response due to staff time limitations. Occasionally, as a result of wide-spread non-compliance to a By-law and conditional on the availability of adequate resources, a more pro-active enforcement strategy will be employed where more general compliance is clearly in the public interest. Without significant additional resources being provided, however, normal enforcement activities must be restricted to complaint response.

The development of a G.I.S. is the development of a tool for collecting, storing and sharing of information. Such information is collected in categories and related to a location in town or over a broader geographic area. Since users regularly come up with new categories of information to collect, this will be an on-going project. The computer program and database used for our G.I.S. is well suited to automating tasks. Information is collected and stored as the task is performed. Many formats of information are stored or cataloged including letters, plans, images and legal documents.

The management of the Town Office renovation/addition is a special project assigned to the Chief Building Official taking place over 2009 and 2010. This product/service will only be delivered until construction is complete and all deficiencies have been identified and rectified.

The accessibility plan and the requirements it identifies as well as those required by the A.O.D.A. legislation are expected to continue in place for a number of years. It should be considered as a regular responsibility of the By-law Enforcement Officer until it is reassigned to another employee.

4. THE PEOPLE WE SERVE/OUR CUSTOMER'S NEEDS AND EXPECTATIONS:

Customer Service Goal: **“To balance the desire of the public for simple approvals and reduced government intervention with the need for protection of the greater public interest.”**

The department's customer groups are: 1. The general public;

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2. The development industry;
3. The Council;
4. Schoolchildren;

5. Internal Staff;
6. Client Municipalities;
7. Port users;
8. The disabled

Customer concerns will be investigated in regard to the department of the staff member and a determination made as to whether proper actions under Council policy were taken. Pertinent Council policy will be reviewed to determine whether changes to improve customer service are appropriate.

Customer comments and concerns will be compiled to determine trends and based on recurring items of concern, review of policy will be completed. On a larger scale, the corporation will on a regular basis, survey public attitude to determine public judgement of the various Town operations. Such surveys will form the basis for review of operational policies.

Over the past, customer needs and expectations have been measured by record of concerns expressed directly, second hand comments regarding operations and by public attitude surveys of the Town.

We must ensure that communication on an individual basis is frank, accurate, helpful, as accommodating as possible given the circumstances and we should maximize an individual's access to staff given work loads. We provide education programs by way of meetings, newspaper ads and articles, radio ads and meetings with organizations.

5. SUCCESSES/ACCOMPLISHMENTS:

Two new duties were added to the department over the last business year. As a consequence of a decision by Council to renovate and expand the Town Hall, the Chief Building Official was authorised to act as the municipal representative and manage the contract for this project. His building expertise and engineering qualifications enable him to take on this responsibility. This project is expected to extend into 2011.

While the development of an accessibility plan was a temporary task that had been assigned to the By-law Enforcement Officer prior to 2009, the ongoing task of updating this plan and ensuring that compliance is obtained both with the plan and with the authorizing legislation, has been assigned on a more permanent basis to the By-law Enforcement Officer. The Corporation must rely on this individual to ensure that municipal compliance with the legislation is obtained, public education regarding the plan and legislation is offered and new requirements as developed are reviewed and appropriate actions undertaken.

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A second year of operation of the temporary poundkeeper facility has been completed in 2009. It has become clear that this service will become one that must be provided on a permanent basis. As a cooperative venture between 6 local municipalities this service has successfully filled the temporary need to all six municipality's benefit. The temporary facility, however, is not

adequate to properly accommodate the permanent need. A permanent facility for the delivery of this service will be addressed in 2010.

In regard to the Planning Division, the economic recession significantly reduced the amount of large commercial projects that had been customary for a number of years. Work to generate housing both by the use of Town owned land and through a federal provincial program took a significant amount of time. A significant effort was also dedicated to the development of a community college campus and work to assist the area school board with their development of a new public school also took place. Work in support of the Regional Economic Development Advisory Committee has and continues to take staff time. Under Building, strong renovation permit activity together with the completion of some larger public projects, continued implementation of the 2005 amendments to the Building Code and training of a Deputy Chief Building Official took most of the C.B.O.'s time. Through 2009 the C.B.O. continued the development of the G.I.S. and provided advice and direction regarding health and safety matters. The management of the renovation of and addition to, the Town office was assigned to this employee. Under By-law Enforcement core duties, the provision of enforcement services to the two outside municipalities, the operation of the temporary dog pound and work undertaken at the request of the C.A.O. to ensure compliance with accessibility legislation took the department's and specifically, the By-law Enforcement Officer's time.

The following accomplishments related to the 2009 Departmental Action Plan were achieved:

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Encourage Active Transportation:	- Through planning approvals promotion of pedestrian facilities undertaken; promotion in newsletters and by school visits
Promote Affordable Housing	- 7 projects approved in principle for Federal/Provincial Affordable Housing Program, RFP held for development of housing on Town owned lands
Accurate and Efficient Development advice and Application Processing	- Priority given to this key service as has been in the past
Official Plan Update	- 8 submissions obtained from consultants for review of O.P.
Develop Town's Accessibility Plan	- Accessibility Plan complete, training underway
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Continue Clean Yard Campaign:	- 12 or more properties targeted for clean-up
Civic Pride Clean-up Program:	- Clean-up day held
Manage Temporary Pound	- Pound managed effectively

Cat Reduction Program	- Spay assistance program delivered to 12 applicants
Management of Town Office Building:	- Assume maintenance responsibility and manage renovation/addition project
Offer Training Session for Designers interest	- Session offered but cancelled due to lack of interest
Maintain Health and Safety Policy	- Continue to maintain health and safety policy compliance

6. THE INTERNAL BUSINESS PROCESS PERSPECTIVE:

The process that is the most important to our customers and potentially offers the highest opportunity for improvement is the application approval process. Customers expect and demand timely approvals, a minimum of “red tape” and reasonable costs. In many approval processes, requirements applied under provincial legislation reduce the potential for improvement, however, periodic assessment of processes and their efficiency is prudent.

On a regular basis, staff review their performance in regard to application approval against similar approvals given in other municipalities. Where possible and practical, processes are automated to allow greater efficiencies related to the application of technology. Application fees under legislation are not to exceed the costs to the municipality. Where time from key services allows, specific review of a process is undertaken to determine any efficiencies that may be available.

Volume of applications and staff resources impact this action. Provincial changes to legislated requirements also impact this area. Over the last year planning applications have been processed expeditiously. Building permit applications have improved to some extent as familiarity with the new Building Code is increasing. While issues continue to arise with lack of sufficient plans/detail this is less of a problem than in previous years. Volume and complexity of permit applications also impact speedy approvals. Where permit applications contain the proper information as required by the Code, permits are approved in reasonable time periods.

7. THE LEARNING AND GROWTH PERSPECTIVE:

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Senior employees in the department have significant technical and management expertise already. These staff are to be provided training opportunities related to their need to keep abreast of technical changes (legislation, regulations, change in technology) in their area of responsibility and management training as required and available. Where the absence of changes allow, these staff are to be offered personal development training opportunities to allow them to

grow within their career, allow them the potential to compete for more responsible positions when they come available and to become a more effective Town employee. Certain staff require additional technical training to bring them to a level of proficiency in their field. These are to be provided appropriate technical training. All staff are to be encouraged to upgrade their computer skills to allow more efficient and effective service delivery in the future by the increased use of this tool.

Motivation and confidence will be fostered by providing guidance to the individual and promoting creative thought and independence of decision, reinforcing comprehensive consideration of issues and problems, emphasizing a serious determination of the public interest involved and providing positive feedback for successful completion of work. Dedication will be fostered by example set. Job satisfaction will be supported by the creation of a pleasant work atmosphere and a mutually supportive team attitude.

Through staff meetings and day to day interaction the attitudes of the staff become clear. The things important to department staff are to feel that the job they do is needed and appreciated, to be respected and recognized for the job they do by senior staff, Council and the public, to be compensated adequately, to be trusted with the confidence of senior staff and Council and to trust them in return and to be made to feel an integral part of the organization.

As time will allow, the department has regular staff meetings to discuss items of concern and interest. Impromptu “photocopier” staff meetings take place often where matters of general and current interest are discussed. A culture of opinion exchange is promoted to allow understanding among staff and to allow all staff to benefit from other’s ideas. All staff are welcome to discuss any matter with the Director. The Director makes efforts to communicate with staff and obtain their confidence.

8. THE FINANCIAL PERSPECTIVE:

The general financial plan is to try to maintain the department’s budget at a similar level each year. Revenue enhancement opportunities will be reviewed and user and application fees will be recommended to the level of costs to the municipality. Opportunities to reduce the costs of services will be reviewed and if appropriate, actions taken to accomplish this.

To fully implement the G.I.S. and make it a valuable tool for the municipality, funds will have to be allocated each year towards this project. In the long term, this tool will result in cost savings and enhanced service to the Town. This system also provides needed information to developers who in absence of this information, may select another location. It has a value in the realization of economic development initiatives.

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As the department is not a large revenue generator (except for parking), little in the way of revenue enhancement can be realized. Over a multi-year period an increase in parking rates may be acceptable. This will be determined based on parking rates in similar area communities. Application fees and fines will be reviewed on a regular basis to determine if they are in line with similar communities. It is not the intention of the department to increase fees and fines to the upper level of area communities, but to maintain the Town’s fees and fines at a competitive

level. subject to adequately covering Town costs.

Cost management will be accomplished by the promotion of a culture of constant cost and expenditure review. As practical, service delivery will be reviewed to determine if cost savings can be realized. Budget amounts will not be artificially inflated to prevent over expenditure. Department staff will be empowered to review their own budget areas and ensure compliance within budget amounts.

9. SUCCESSION PLANNING:

The director is the only senior staff member who is planning retirement within the next five year period. While the actual date of retirement is not certain, it is estimated that this employee will retire at the end of 2012. A tentative succession plan for the replacement of the director has been formulated. This plan would see the Chief Building Official assume the director's position, an intermediate level planner hired to undertake planning responsibilities and the part time deputy C.B.O. possibly moved to full time to relieve some building division responsibility from the C.B.O. As the director now undertakes the majority of planning functions in addition to directing the department, the succession plan would see the C.B.O. in a similar manner, continue to undertake the majority of building functions in addition to directing the department. A dedicated planner would need to be hired to undertake the planning functions no longer assumed by the director. Depending on building permit activity and other duties of the existing C.B.O., additional building division staff time may be needed. There may also be opportunity for the new intermediate level planner to undertake responsibilities now the duty of the C.B.O. to allow him a better transition to the director's position.

To prepare the existing C.B.O. for assumption of the director's position, training has taken place and will continue until the retirement of the current director. The C.B.O. has been involved to a greater extent over the last few years in the operation of the department. The current director has employed a more collaborative style in order to help prepare this employee for the advancement proposed. The C.B.O. has undertaken more of an advisory role to the By-law Enforcement Officer and a supervisory role to the Administrative Assistant. Over the final employment years of the current director, the C.B.O. will be allowed to take more such responsibility to allow him to recognize the duties of the director and to allow a smooth transition once the time comes. In addition, opportunities to train the C.B.O. on specific responsibilities will be taken on a regular basis. Also, training opportunities in management skills will be taken.

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It must be recognized that the opportunity present for the C.B.O. to undertake the director's position is realistic for a number of reasons. The individual has municipal experience in another setting in a related department. This allows him a broader perspective. The individual has 12 years experience at the Town and will have over 15 when succession is expected. In three years this employee will be one of the longest serving inside employees the corporation will have. This experience is invaluable in that he will know the history of the operation and will be able to make good decisions based on this knowledge. He is known locally and has contributed and will

continue to contribute to the local area. Finally, his work habits, commitment to the organization and values are known to Council and senior staff.