

Municipality of Chatham-Kent

Legislative Services

Planning Services

To: Mayor and Members of Council
From: Bruce McAllister, Director, Planning Services
Date: June 9, 2015
Subject: Planning Services Delivery Model

Recommendation

It is recommended that:

1. All of the Development Application Services and related functions be provided internally by municipal staff resulting in a savings of \$178,000 in the first year with a sustainable annual savings of \$141,000 by the fourth year.

Background

At the March 23, 2015 Council Meeting, Council passed the following Motion:

“In accordance with the report delivered to Council dated May 14, 2013 Council request a report from administration complete with recommendation to provide Planning Services in a delivery model consistent with best practice and in the most cost effective manner.”

The May 14, 2013 Report to Council entitled “Development Application Service Sustainability Review Process” is attached as **Appendix A** (hereafter referred to as the “2013 Report”).

Specifically, the 2013 Report provided background on the following:

- Evolution of Planning Services in Chatham-Kent
- Agreement with Storey Samways Planning Ltd
- Cost per capita of the whole planning service on Chatham-Kent
- Development Application activity
- Development Application fee comparison with other similar Ontario jurisdictions

- Qualitative review of the various operating models, which included an internal model, external model and hybrid model (the current service level)

The 2013 Report recommended the following:

1. *Effective January 31, 2014 all of the Development Application Services and related functions be provided internally by municipal staff.*
2. *Steps be taken to hire one additional Planner in the Planning Services Division and that 2013 wages for this position be funded from the current Planning Services budget.*
3. *As required by Section 40 of the agreement between Storey Samways Planning Ltd. and the Corporation of the Municipality of Chatham-Kent, dated January 12, 2009, that the Municipality provide immediate notice to the Contractor that the Municipality does not intend to renew the existing contract.*

Despite the above-noted recommendations, Council approved the following motion in June 2013:

“That the status quo be maintained within the Planning Department. Further that the Planning Department investigate, with the current provider, cost savings within the planning process.”

Based on this decision, the Municipality entered into a new agreement with Storey Samways Planning Ltd. (SSPL) on May 1, 2014. The terms of the agreement are similar to those in the previous agreement and the current contract is for a two year period. At the end of the agreement, it can either be renewed for additional one year terms or either party can terminate the agreement by providing the other party with six months notice.

Given the direction of the March 23, 2015 Council Motion, this report once again examines the Development Application Services and other planning related functions, building off of the 2013 Report.

Analysis

To begin, it is important to reflect on the core services of the Planning Services Division. The Planning Services Division is within the Legislative Services Department and contributes to the quality of life of Chatham-Kent residents by ensuring that sound land use planning is undertaken in the Municipality. Land use planning affects almost every aspect of life in Chatham-Kent. It helps us decide where homes and industries should be built; where parks and public services should be located; and where roads, sewers and other essential services should be provided in a financially sustainable manner. Essentially, land use planning is about managing our land and resources. It assists the Municipality in setting long-range goals about how it will grow and develop and to work out ways of reaching those goals while keeping important social, economic, cultural and

environmental concerns in mind. It balances the interests of individual property owners with the wider interests and objectives of the whole Municipality.

Specifically, Planning Services serves elected officials, decision-makers, and the community at large with sound planning advice and recommended action strategies that stress the importance of maintaining a strong link between provincial interests/objectives and Chatham-Kent's planning goals as set out in the Chatham-Kent Official Plan for effective land use decisions. The core services provided by Planning Services can be categorized as follows, which are inherently interrelated:

- Long-Range Planning
- Development Review
- Administration

Long-Range Planning

Long-range planning services are provided to allow for continued sustainable growth and development, while protecting the Chatham-Kent's most valuable resources; shaping the Municipality's image; providing for healthy communities and attracting investment. To summarize, this involves the following:

- Official Plan and Secondary Plan Policy Development
- Official Plan - Monitoring, Reviewing and Updating
- Zoning By-law – Monitoring, Reviewing and Updating
- Community Improvement Plan Development
- Other Special Planning Studies

Development Review

"Development" under the Provincial Policy Statement (PPS) means "The creation of a new lot, a change in land use, or the construction of buildings or structures, requiring approval under the *Planning Act*. Individuals wanting to develop or change the use of land in Chatham-Kent must obtain approvals from the Municipality. The *Planning Act*, the *Heritage Act* and the *Municipal Act* all contain provisions governing the development review process, how land uses are to be controlled and who controls land development and uses. The PPS requires all land use planning decisions to be consistent with provincial policy.

Core Development Review services currently provided by Planning Services include:

- Development Applications Processing - Planning Services manages the overall development application process in coordination with the SSPL. SSPL is

responsible for the pre-consultation, application processing, planning analysis/reporting and to present formal recommendation to Council and/or Committee of Adjustment on all planning applications such as: Official Plan Amendments, Zoning By-law Amendments, Plans of Subdivision, Consents, Minor Variances, Site Plan Control, etc. Planning Services is responsible for implementing Council and Committee of Adjustment decisions such as clearing of conditions of approval, executions of agreements, stamping of deeds, etc.

- Administration of the Technical Advisory Committee (TAC)
- Community Improvement Plan(s) Implementation
- Heritage Planning - Heritage Designations, Heritage Registry, Heritage Tax Relief Program and Heritage Committee

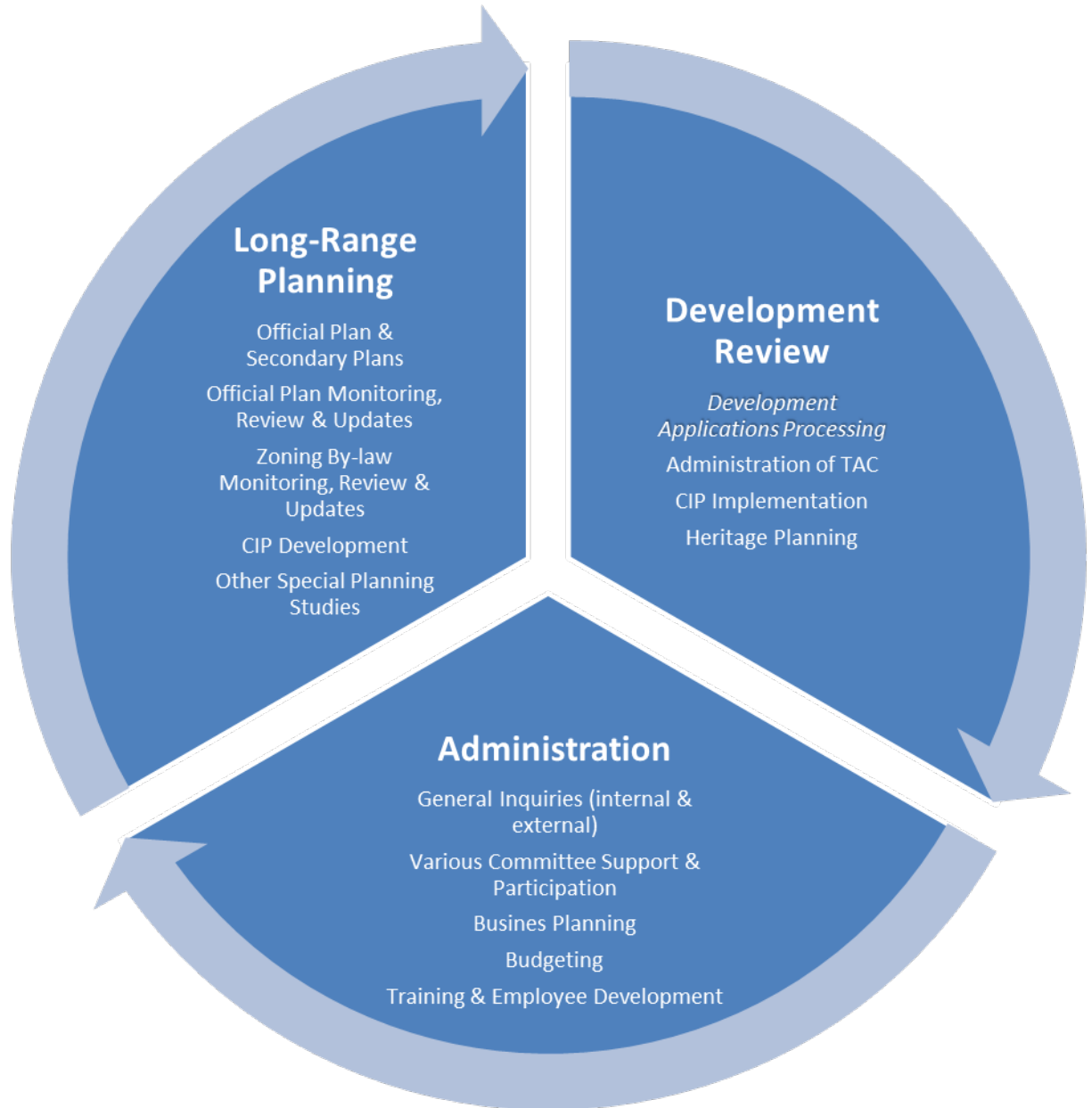
Administration

Planning Services also provides the following core Administration functions:

- General Inquires - responding to both external and internal general inquiries on planning related matters
- Participate in and/or provide support to various committees and/or other business divisions
- Business Planning
- Budgeting
- Training and employee development

Figure 1 indicates how these core services are interrelated, which highlights the importance of internal staff having the opportunities to participate and gain experience in all aspects of the core services provided.

Figure 1 – Planning Services (Core Services)



Comments

In the 2013 Report, the Executive Management Team, Service Sustainability Review Committee, stakeholders and staff identified the following tasks to conduct the service review for the Development Application Process:

- a) Review current budget and Full Time Equivalents (FTE)
- b) Review the current hybrid business model for development applications
- c) Identify alternative delivery models for the current service:
 1. No Request for Proposals, extend contract with current Contractor
 2. Request for Proposals, existing external work, external bids only
 3. Request for Proposals, existing external work, external and internal bids
 4. Allow contract to expire and insource service
 5. Request for Information for all development application work currently performed, within the hybrid model
 6. Request for Information for all Planning Services internal and external bids
- d) Select a preferred delivery model
- e) Identify operational impacts

The 2013 Report recommended Option 4 (allow contract to expire and insource service), which projected an annual net cost savings of \$98,000 with the inclusion of one additional full-time Professional Planner for a total eight FTEs in Planning Services.

At the direction of Council, the Director of Planning Services and Chief Legal Official met with SPPL on several occasions to review and discuss possible options going forward. SSPL subsequently provided the following proposal back to Administration in an email dated May 22, 2015:

“SSPL Proposal Moving Forward

In the attachment I refer to one service delivery model as Hybrid B, where in addition to our present contractual responsibilities regarding development review, we would also be retained to assist the Planning Department on matters not directly related to development review. The retainer would be in an amount similar to that expended for an additional planner on staff. As noted in the attachment, this proposal was made in 2012, repeated in 2013, and I have never received a reply. Nor was it placed before Council in 2013. There are many advantages to this approach:

- *You would receive the level of service necessary depending on the nature of the matter to be addressed (i.e., principal planner, senior planner, or planning tech).*
- *We can provide enhanced mentoring on development review, including a larger role for the Planning Department planners in the development review process.*
- *The Municipality could take advantage of our extensive network within the consulting and development review industry, as well our considerable experience in non-development review planning issues.*
- *There would be a number of projects previously contracted out to consultants which could now be done in-house, at significant savings.*
- *There would be a number of projects not undertaken due to limited staff and budget resources, but which could now go forward.*

If you believe this approach has merit, we would need to negotiate a revision to our present contract. We could try a three year period to see if this service delivery model would produce the desired results, and also make allowance for tweaking in the meantime.

In my opinion this proposal, Hybrid B, would best meet the goals of service sustainability and the intent of Councilor Robertson's motion."

The complete May 22, 2015 email from SSPL, including the referenced attachment, is included in **Appendix B**.

While respecting and taking SPPL's comments into consideration, based on the updated review and analysis building off of the 2013 Report, it is still recommended that all of the Development Application Services and related functions be provided internally by municipal staff.

While the existing Hybrid model has served the Municipality well, especially in the early years after amalgamation, there are significant cost-savings that can now be realized with an internal model. While SSPL does handle a good majority of the development application process, internal staff does still spend a significant amount of time on development application process in the following ways:

- While SSPL does handle the pre-consultation aspects, there are often times when internal staff are also asked to be involved in the pre-consultation process; especially, on larger development proposals
- Administration of the TAC and attend all TAC meetings
- Liaison between SSPL and other municipal departments, when necessary

- Review all Planning Reports and supporting documents for accuracy and completeness (i.e. Official Plan and Zoning By-law Amendments)
- Administration of the Committee of Adjustment and attend all meetings
- Attendance at all Council Planning Meetings
- Managing of the SSPL contract
- Post Approvals – there is a significant amount of work that is required post planning approval, such as the preparation and administration of agreements (site plan and/or subdivision), clearing of conditions of approval, the review and stamping of deeds and dealing with inquiries from applicants and developers regarding terms of agreements, etc.

As noted, the 2013 Report projected an annual net cost savings of \$98,000 with the inclusion of one additional full-time Professional Planner for a total eight FTEs in Planning Services. However, it is now proposed that the one additional full-time Professional Planner not be added at this time and that the current budgeted FTE of 7.00 employees be maintained, rather than expanding to 8.00. This is based on a detailed review of the development applications received over the past couple of years, which have continued to decline. Also, based on this decline, the budgeted user fees for development applications have also been adjusted to be more reflective of the current reality.

With the user fee adjustments, the proposed internal service delivery model would represent a savings of \$178,000 in the first year and a sustainable annual savings of \$141,000 by the fourth year (the sustainable annual savings are further explained in the Financial Implications section). The following table provides a detailed breakdown of what was proposed in 2013 vs what is now proposed based on 2015 budget dollars:

| | 2013 Plan | | 2015 Plan | |
|-------------------------------------|-----------|------|-------------------|------|
| | Budget | FTEs | Budget | FTEs |
| 2015 Approved final budget | \$736,278 | 7 | \$736,278 | 7 |
| Less: | | | | |
| Outside Planning Costs | \$224,891 | 0 | \$224,891 | 0 |
| Plus: | | | | |
| Additional Professional Planner | \$126,990 | 1 | \$0 | 0 |
| Application volume adjustment (140) | \$0 | 0 | \$57,722 | 0 |
| Minor staff adjustments | \$0 | 0 | -\$10,790 | 0 |
| Adjusted 2015 final budget | \$638,377 | 8 | \$558,319 | 7 |
| CHANGE to 2015 BUDGET | -\$97,901 | 1 | -\$177,959 | 0 |

Most importantly, in addition to the significant savings, we believe Planning Services is very competent and now well positioned to provide the entire development application service internally, based on the significant experience of staff. The current Planning Services team has a sound understanding of the long range planning policy environment and a natural synergy working with other internal departmental staff when their input is required into a particular development proposal. Specifically, there are currently four full time staff and one Registered Professional Planner under a temporary contract position for a total of five staff. In respecting this process, Planning Services has not yet permanently filled the Planner position on a full-time basis or the two vacant Planning Technician positions, which would bring the staff complement up to the seven budgeted FTEs. The following is personal bio of each staff member, highlighting their significant experience.

***Bruce McAllister, MCIP, RPP, LEED AP
Director, Planning Services***

Bruce is a Registered Professional Planner, a Member of the Canadian Institute of Planners and a LEED Accredited Professional. Specifically, Bruce is a multi-disciplinary planner who has over 20 years of planning experience working with both public and private sector clients across Canada. He has an extensive background in land use planning and policy, development review and approvals, master planning, environmental assessment, renewable energy and sustainability initiatives. He is a seasoned project manager who has an established track record of team leadership and on-time/on budget delivery of every size of project. He has managed small development application files representing a few thousand dollars of fees, to multi-year studies with budgets over \$1,000,000. As the Director of Planning Services, Bruce would oversee the entire Development Review process for the Municipality to ensure the service is cost-effective, timely, sustainable and transparent.

***Marsha Coyne, MCIP, RPP
Senior Planner, Planning Services***

Marsha is a Registered Professional Planner and a Member of the Canadian Institute of Planners. Marsha is a multi-disciplinary planner and has 28 years of local planning experience. She started her career with the City of Chatham in 1987 and subsequently became part of the Chatham-Kent planning team after amalgamation. She has a wide range of land use planning experience including policy planning, development approvals, master planning and community improvement planning. Since 2007 Marsha has been responsible for supervising and managing all aspects of the Planning Services, including the development review process and implementation. She is also a seasoned project manager and has a proven track record to deliver projects on-time and on budget. Examples of the projects that she managed include the Downtown Community Improvement Plan and Urban Design Guidelines, Brownfield and Bluefield Community Improvement Plan, North Chatham St. Clair Street Secondary Plan, and the Chatham-Kent Shoreline Areas Community Sustainability Plan and Secondary Plan. As the Senior Planner, Marsha will continue to support the Director of Planning Services and will provide professional planning advice, guidance and leadership to the

community, the municipal organization and Council on planning policy and development matters.

***Ryan Jacques, CPT
Planner, Planning Services***

Ryan is a candidate member of the Canadian Institute of Planners and the Ontario Professional Planners Institute. He is also a full member of the Canadian Association of Certified Planning Technicians. Ryan has nearly 8 years of progressively responsible planning experience in the public sector, all with Chatham-Kent. His strengths include strategic plan implementation and regulation management. Ryan's focus on delivering high quality customer service and his leadership in employing modern civic engagement techniques has helped him establish strong relationships throughout the community. Ryan's is an experienced municipal planner with a solid background across the planning field. His role has grown to include managing approved residential subdivision and commercial development files. Since 2010, Ryan has implemented Community Improvement Plans and financial incentive programs across Chatham-Kent with operating budgets over \$200,000. Ryan currently manages all Heritage Planning initiatives. He has also begun to manage studies with budgets up to \$75,000. Ryan has made many successful contributions to long-range planning initiatives, including playing a key role in the Comprehensive Official Plan Review.

***Wendy McFadden-Beckett
Planning Assistant, Planning Services (also currently performing Administrative Assistant role)***

Wendy graduated from St. Clair College from the Office Administration program. Wendy gained her planning experience by working for Planning Services for the last 14 years in the position of Planning Assistant and she continues to take various courses/training. Wendy has recently added Administrative Assistant to her job title. Her attention to detail, and as a result of the many years working in Planning Services, Wendy has gained extensive experience with the reviewing of reference plans, stamping of deeds, processing of development applications, reviewing of planning reports as well as minute taking for the Committee of Adjustment, Technical Advisory Committee and the Municipal Heritage Committee. She has recently acquired new skills such as InfoHR, JD Edwards from the Administrative Assistant role which she applies to her daily routine.

***Sally McMullen, MCIP, RPP
Planner, Planning Services (Temporary Contract Position)***

Sally and her family recently moved to Chatham-Kent from Huron County and she started with Planning Services in April 2015 under a temporary contract position. Sally is a Registered Professional Planner and Member of the Canadian Institute of Planners with six years of experience in municipal land use planning with the County of Huron. She has provided comprehensive review on numerous planning applications of all types, notably zoning, variance, consent and subdivisions which included professional opinions and recommendations to upper and lower tier municipalities. Her experience

includes facilitation of various steering and advisory Committees as was a key driver and coordinator of an Industrial Land Strategy partnership between two municipalities. She has also provided policy development in Huron County including Official Plan review, By-law review, Comprehensive Review and land use components of a Natural Heritage Strategy. Her background in provincial policy development under the Nutrient Management Act and experience in primary agriculture are particular assets for Chatham-Kent.

As noted, the second Planner position is currently a temporary contract and in order to round out the Planning Services team to the **currently budgeted** seven FTEs, it is proposed to add two Jr. Planners/Planning Technicians that would support the senior level planners in both the long-range planning initiatives and the development application process. The future candidates for these positions would also have a sound GIS background, since all mapping related aspects are now in GIS format. However, even more importantly, there are new innovative GIS planning technologies that could be potentially be leveraged in the future. For instance, ESRI's CityEngine is a GIS planning tool which uses 3D power to visualize the spatial relationships and potential built form impacts that a proposed project could have, along with the ability to better assess its feasibility and properly plan appropriate implementation techniques. Therefore, a tool like this has the potential to greatly assist in the development review process in the future. The Municipality currently uses ESRI's ArcGIS platform and has one user license for CityEngine.

Given the recent trends of development application volumes, the entire complement of the Planning Services team would split their time between development review and long range planning initiatives. This would also provide enhanced customer service and flexibility to stakeholders as there would be access to four Registered Planners. In addition, Planning Services is also now well positioned to undertake most policy-related work internally, such as the upcoming comprehensive update to the Zoning By-law as an example; whereas, this type of work may have been contracted out in the past. There will still be the occasional need to acquire external assistance in areas which require specialized expertise related to policy work.

In terms of the Planning Application Fees, it is proposed that the current rates be maintained as is for one year from the date that Planning Services would begin the development application process. The development application process will be managed as one large program and a Project Management system will be developed and implemented to ensure that the service remains cost-effective, timely and sustainable. The further implementation of the Municipality's CityView program will also greatly assist in managing the development application process. Within the first year, the process will be monitored and reviewed closely to determine if there are opportunities to gain further efficiencies through process adjustments and innovation. Planning Services will then take a closer look at the existing application fee structure and bring recommendations forward for possible future fee adjustments.

Council Directions

The recommendation(s) in this report support the following Council Directions:

- Jobs:**
Everyone in Chatham-Kent who wants to work is able to work in meaningful employment
- People:**
Chatham-Kent is a welcoming community where people choose to live, learn, work, and play
- Health:**
Chatham-Kent is a healthy, active, safe, accessible community within a healthy natural and built environment
- Financial Sustainability:**
The Corporation of the Municipality of Chatham-Kent is financially sustainable
- Has the potential to support **all** Council Directions
- Neutral issues (does not support negatively or positively)

Consultation

As noted, Administration met with the current contractor, SSPL, on several occasions to review and discuss possible options.

Budget and Performance Services were consulted and Legislative Services provided legal advice on various matters. The Executive Management Team supports the recommendations in this report.

Financial Implications

Applying the recommendations from the May 14, 2013 Report to the 2015 approved final budget would have resulted in an annual net savings of \$98,000 resulting from:

1. Elimination of outside planning costs
2. Addition of one (1) Senior Professional Planner

Based on further review, it is now recommended that additional savings can be realized resulting from:

1. Elimination of outside planning costs
2. Minor staffing adjustments within the current budgeted complement of seven FTEs.
3. Adjusting the annual planning applications volume down to 140 accompanied by the corresponding revenue reductions.

There are short term additional savings related to staffing salary progression for positions in Planning Services over the first four years of this plan. The first year savings of \$178,000 will be reduced to its sustainable annual savings of **\$141,000** by the fourth year:

| YEAR | ANNUAL SAVINGS |
|------|----------------|
| 1 | \$177,959 |
| 2 | \$164,487 |
| 3 | \$150,476 |
| 4 | \$140,916 |

Prepared by:

Reviewed by:

Bruce McAllister, MCIP, RPP
 Director, Planning Services

John Norton
 Chief Legal Officer, Legislative Services

Attachments:

Appendix 'A' - May 14, 2013 Report to Council, Development Application Service Sustainability Review Process

Appendix 'B' - May 22, 2015 email from Storey Samways Planning Ltd.

c: Storey Samways Planning Ltd.
 Budget and Performance Services
 Legislative Services

P:\RTC\LEGISLATIVE SERVICES\2015 Files\PLANNING\June 22-15 Planning Services Delivery Model.doc

Appendix 'A'

May 14, 2013 Report to Council

Development Application Service Sustainability Review Process

MUNICIPALITY OF CHATHAM-KENT
COMMUNITY DEVELOPMENT
PLANNING SERVICES

TO: Mayor and Members of Council
FROM: Ralph Pugliese, Director, Planning Services
DATE: May 14, 2013
SUBJECT: Development Application Service Sustainability Review Process

RECOMMENDATIONS

It is recommended that:

1. Effective January 31, 2014 all of the Development Application Services and related functions be provided internally by municipal staff.
2. Steps be taken to hire one additional Planner in the Planning Services Division and that 2013 wages for this position be funded from the current Planning Services budget.
3. As required by Section 40 of the agreement between Storey Samways Planning Ltd. and the Corporation of the Municipality of Chatham-Kent, dated January 12, 2009, that the Municipality provide immediate notice to the Contractor that the Municipality does not intend to renew the existing contract.

BACKGROUND

In December 2012, Council adopted Phases I and II of the Service Sustainability Review Process (SSRP), and Council directed administration to proceed with Phases III and IV of the SSRP.

SSRP Phase III is the stage in the process where cross departmental review committees, including public members, study, appraise and make recommendations on items for review, identified by the business unit and EMT in the previous two phases of the process. Phase IV is a review of User Fees and revenue opportunities.

On December 10, 2012, Council identified the following planning services for review during the second cycle of the service reviews (April to June 2013):

1. Review grant programs
2. Move to a single business process for development applications

The service review directive to move to a single business process for development applications was subsequently moved to the first cycle to replace another service that was not in a position to move forward at the time. The service review for the grant programs will be addressed in a future service review.

Evolution of Planning Services

Shortly after amalgamation, a Request for Proposal (RFP) was issued to outsource a portion of the Development Application Process.

Among the considerations leading to this decision to adopt the hybrid model the following were included:

- Alternative to hiring additional internal professional resources
- Allowed the Municipality to avoid staff redundancies in times of low planning application volumes
- The chosen contractor provided planning services to some of the former municipalities, and was known to have experience in the planning approvals process
- Allowed municipal planners to focus on developing the Community Strategic Plan, Official Plan, Zoning By-law, Community Improvement Plans and undertake, manage and participate in several studies, master plans and Council initiated assignments
- Allowed municipal staff to manage the day to day and special planning related demands

As a result of the RFP, a portion of the Development Application Process was outsourced to Storey Samways Planning Ltd., instituting a hybrid development approval process. The following is a list of both external and internal responsibilities:

External Contractor Responsibilities:

- Review and analyze development applications
- Prepare recommendations
- Prepare and present Planning Report to Council or the Committee of Adjustment

Internal Staff Responsibilities:

- Application pre-consultation
 - Clerical and file management functions as prescribed by the *Planning Act*
-

- Administer the Technical Advisory Committee
- Coordinate internal information to and from the contractor
- Collaborate on and endorse contractor reports and recommendations
- Provide engineering expertise
- Implement Council and Committee of Adjustment decisions
- Provide process and reporting management and oversight

A component of various internal staff time is spent on the development application process to undertake the tasks detailed above. Internal staff such as Economic Development, Planning and Engineering has greater involvement with the Contractor in the review and analysis of larger, more complex applications, as opposed to the more regular application types. All planning reports are reviewed internally to ensure content is consistent with the Provincial Policy Statement, Official Plan, and Zoning By-law prior to final endorsement by staff.

The hybrid development application approval process has been continuously refined over the years to realize efficiencies. Significant changes included the following:

- Shift in pre-consultation from internal staff to the Contractor
- Enhancements in technology such as GIS and the Hansen Land Management System

The outsourcing of a portion of the Development Application Process has allowed internal staff to focus time on more strategic and policy related planning matters including the following:

- Chatham-Kent Official Plan
- Chatham Kent Zoning By-law
- Community Improvement Plans
- Master Plans
- Special Planning Studies
- Heritage matters

The overall internal Planning Services staff history is attached as Appendix A.

Today, the hybrid model for development applications is still employed.

Appendix B depicts the work flow involved in the processing of development applications between the Contractor and Planning Services.

Agreement with Storey Samways Planning Ltd.

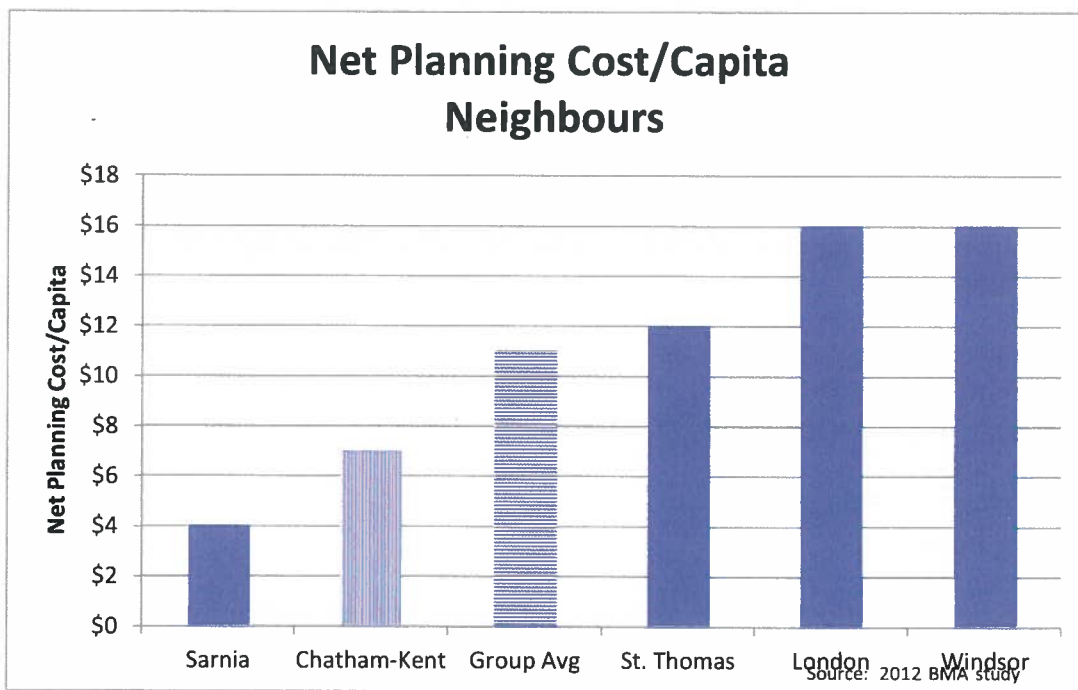
The five year agreement with Storey Samways Planning Ltd., the current contractor, will expire on January 31, 2014. The agreement further provides the following Contract Renewal provisions:

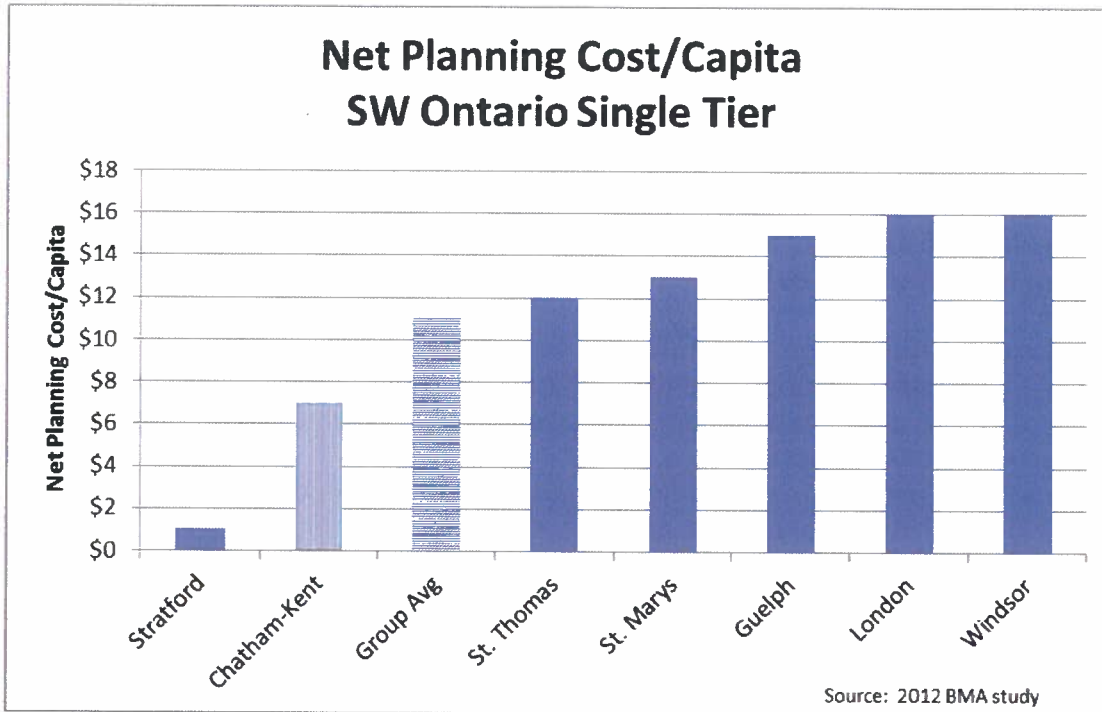
Section 39 – Provided that neither party hereto is in default at the expiry of this contract on January 31, 2014, this contract may be renewed upon the written agreement of both parties upon terms agreeable to both parties.

Section 40 – Either party will provide 6 months’ notice in the event that it does not intend to renew the contract.

Cost Per Capita

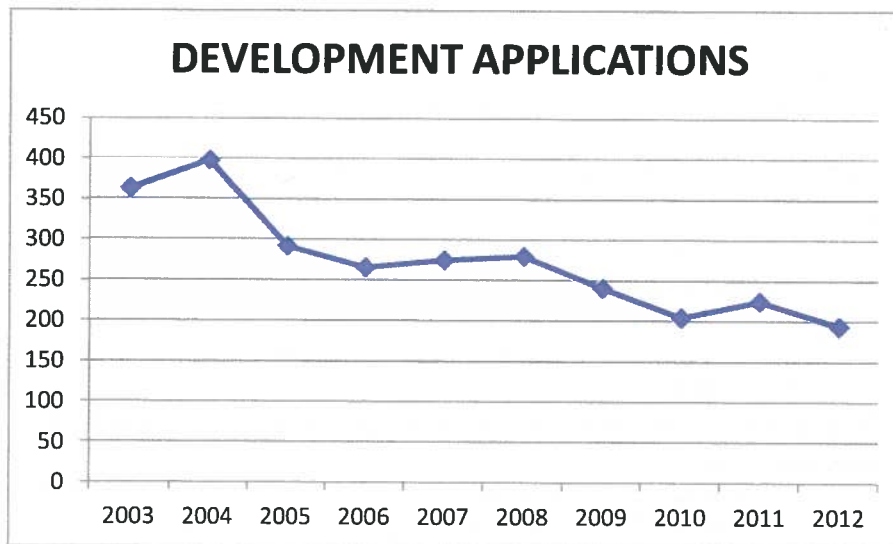
Cost per capita of the whole planning service, including the development applications process, provides a general measure of the cost effectiveness of the service delivery in contrast to comparators and neighbours. Chatham-Kent provides planning services at cost per capita below comparable municipalities and neighbours as shown in the graphs below:





Development Application Activity

Over the past ten years, development application volumes have decreased considerably as shown in the chart below. Year-to-date trends in volume do not indicate a change in this downward trend.



Given current trends and the impending expiry of the current service agreement, as well as the technological and operational changes that have taken place over time, the

SSRP presents an opportunity to review current circumstances and propose further refinements.

COMMENTS

The Executive Management Team, Service Sustainability Review Committee, stakeholders and staff identified the following tasks to conduct the service review for the Development Application Process:

- a) Review current budget and Full Time Equivalentents (FTE):
 - CK planning application fees are at the higher end of the fee ranges when compared to other municipalities (Appendix C will demonstrate this comparison)
 - The majority of costs, direct and allocated, for the development application service are currently recovered from fees
 - Generally, the overall cost of planning services in Chatham-Kent outperforms its comparators based on a per capita cost comparison
- b) Review the current hybrid business model for development applications:
 - Chatham-Kent is the only community of its size and complexity to adopt such a hybrid approach to Development Approvals
 - A qualitative review of the following three business models, including the current hybrid model, identified a number of benefits and challenges:
 - All Development Application processes delivered internally
 - Most Development Application processes delivered externally
 - Existing hybrid model

A copy of this review is attached as Appendix D.

- c) Identify alternative delivery models for the current service:
 - The Committee considered the following six options:
 1. **No Request for Proposals, extend contract with current Contractor**
 - This option does not allow the Municipality to measure competitive bids
 2. **Request for Proposals, existing external work, external bids only**
 - This option does not provide the ability to measure against an internal bid
 3. **Request for Proposals, existing external work, external and internal bids**
 - This option provides the opportunity to compare the cost of external delivery against an internal model for same service
 4. **Allow contract to expire and insource service**
 - This approach requires one additional Professional Planner

- This model provides a net cost savings of \$98,000 inclusive of a new Planner position and the current vacancy in the Planning Technician position.
 - This is the recommended option based on the cost savings and the qualitative assessment outlined in attached Appendix D
- 5. Request for Information for all development application work currently performed, within the hybrid model**
- An RFI could provide Council with an understanding of who is interested in providing this service, however normally falls short of providing the level of detail required to fully assess the cost implications – this would have to be followed by an RFP for the service should Council wish to outsource this service
 - Planning Services' experience has shown that collaboration and coordination between the Contractor and Municipal Planners throughout the development application process is critical to ensure continuity between development application decisions, policy and implementation – this view is shared by the Committee

As a result, this approach is not recommended.

6. Request for Information for all Planning Services internal and external bids

- This option is beyond the scope of the original task assigned
 - Planning is considered a critical component to the core function of municipal governance – maintaining internal core capacity to undertake the work required in this area over the long term is recommended
- d) Select a preferred delivery model:
- Based on the cost savings and the qualitative assessment outlined in Appendix D, the Committee recommends Option 4, to allow the existing contract to expire and insource the service
- e) Identify operational impacts:
- The option requires one additional Professional Planner position
 - The net cost savings would be \$98,000

COUNCIL STRATEGIC DIRECTIONS

The recommendations in this report support the following Council Directions:

- Healthy, Active Citizens
- Growth Through Variety of Post-Secondary Institutions
- High Quality Environment Through Innovation
- Destination Chatham-Kent!
- Magnet for Sustainable Growth
- Prosperous and Thriving Community

- Has the potential to support **all** Council Directions
 Neutral issues (does not support negatively or positively)

CONSULTATION

The Service Sustainability Review Committee consists of the following members:

- Director, Planning Services
- Budget & Performance Analyst
- Senior Planner, Planning Services
- Director, Human Resources and Organizational Development
- Director, Corporate Services, Entegrus
- Community Development Analyst
- Project Manager, Entegrus
- Karen Pynenbrouck, Community Volunteer

The current contractor, Storey Samways Planning Ltd., provided the following information:

- Input on various Development Application Processing models
- A description of their involvement in the current development approval process

The Solicitor, Legal Services provided legal advice on various matters associated with this exercise. The Executive Management Team supports the recommendations in this report.

FINANCIAL IMPLICATIONS

The current business model will remain in place until the expiry of the existing contract on January 31, 2014. Internal delivery of the development application process will occur immediately following the expiry of the contract. The proposed service delivery model will result in a net savings of approximately \$98,000 as shown in the table below.

| | 2013 Planning Budget | |
|---------------------------------|-----------------------------|-------------|
| | Budget | FTEs |
| Original Budget | \$695,187 | 7.00 |
| Less: Reduction from insourcing | (\$221,509) | |
| Addition: Insourcing | \$123,220 | 1.00 |
| Revised Budget | \$596,898 | 8.00 |

Prepared by:

Reviewed by:

Ralph Pugliese, MCIP, RPP, DPA
Director, Planning Services

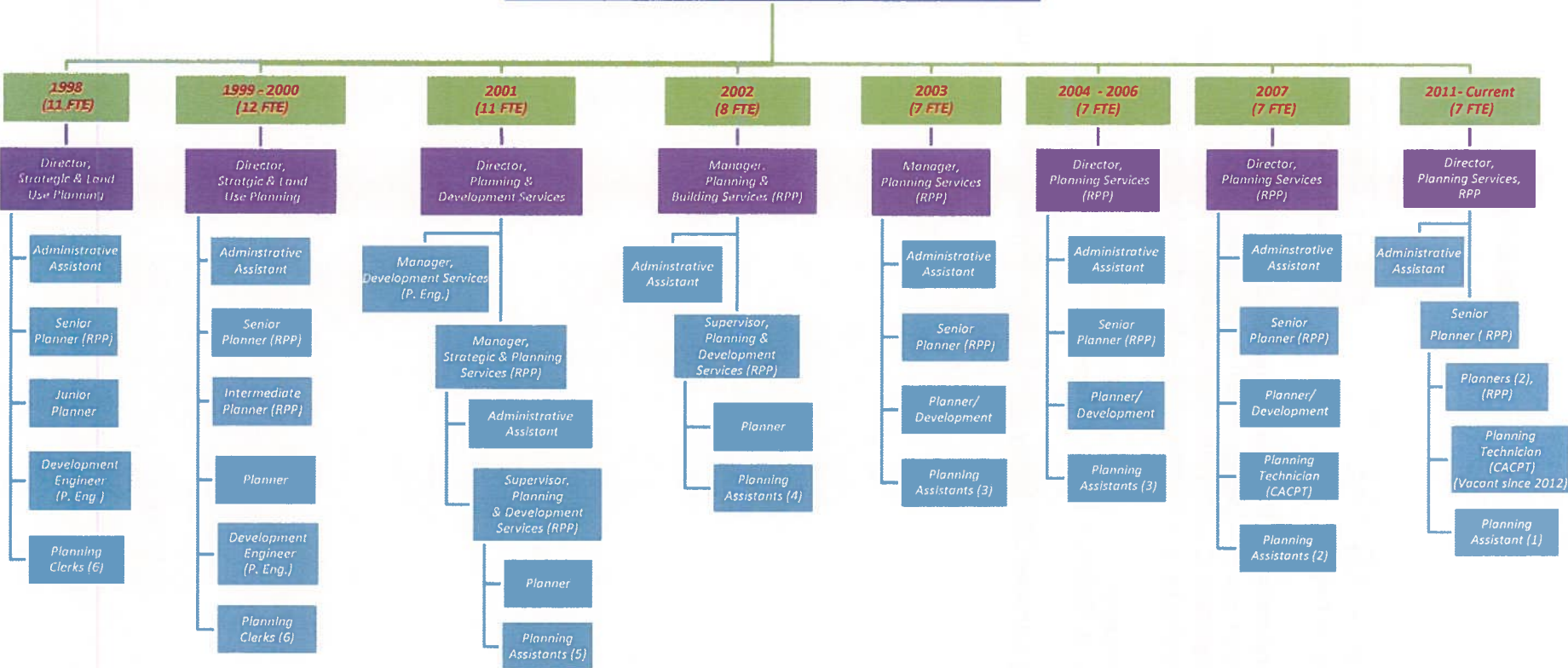
Robert J. Crawford, General Manager
Community Development

Attachments: Appendix A – Planning Services Staff History
Appendix B – Development Application Workflow
Appendix C – Development Application Fee Comparison
Appendix D – Qualitative Review of Operating Models

C: SSRC Members
David Taylor, Solicitor, Legal Services

P:\RTC\Planning Services\2013\May 27-13 SSRP Planning Services.doc

PLANNING SERVICES
Municipal Full Time Equivalent (FTE) History

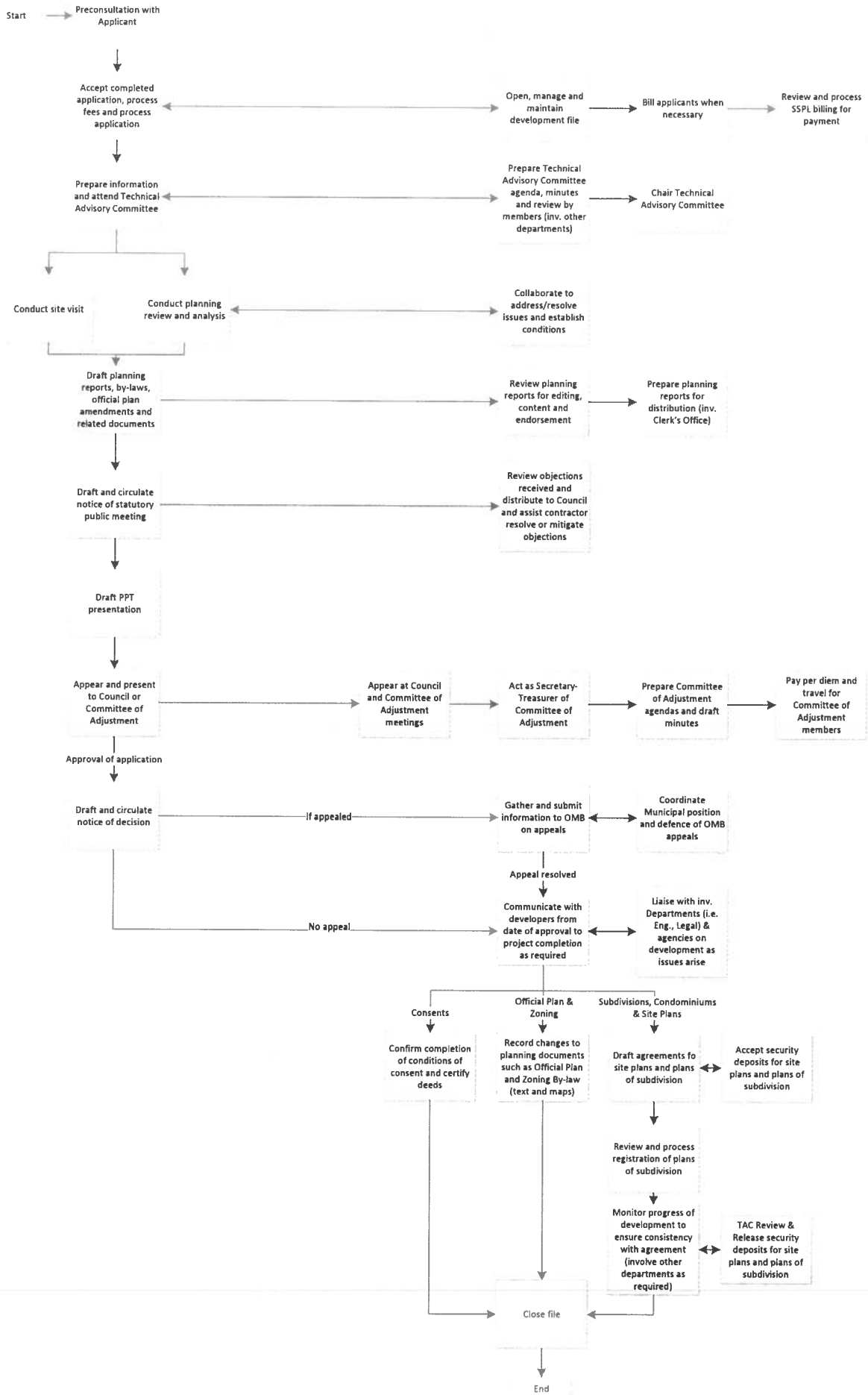


Contractor retained throughout to provide planning services for various functions in the development approval process (see Appendix "B")
 Planning consultants retained as needed through Request For Proposals (RFP) process for various tasks in the formulation of planning policy and special studies.

General Administrative Workflow

General SSPL Involvement

General Chatham-Kent Involvement



COMPARATIVE - DEVELOPMENT APPLICATION FEES

| | Sarnia 2011 | Brantford 2010 | Leamington 2011 | Kingston 2011 | Thunder Bay 2010 | London 2010 | Sudbury 2011 | St. Thomas 2010 | AVERAGE | C - K 2010 | C - K 2011 |
|----------------------------|----------------|-------------------|--------------------|------------------|---------------------|----------------|-----------------|--------------------|----------|---------------|---------------|
| Consent/Zoning Amend | \$2,480 | \$3,989 | \$2,600 | \$4,659 | \$2,050 | \$6,100 | \$2,847 | \$1,200 | \$3,241 | \$3,415 | \$3,500 |
| Minor Variance | \$480 | \$483 | \$420 | \$1,859 | \$500 | \$1,000 | \$650 | \$400 | \$724 | \$1,220 | \$1,260 |
| OP Amendment | \$4,320 | \$3,669 | \$2,000 | \$5,815 | \$1,500 | \$6,000 | \$1,930 | \$750 | \$3,248 | \$4,980 | \$5,120 |
| Plan of Subdivision | \$3,740 | \$8,142 | \$2,500 | \$11,264 | \$5,000 | \$14,750 | \$12,730 | \$2,000 | \$7,516 | \$11,135 | \$11,450 |
| Plan of Sub Amend | | | | \$2,126 | \$750 | | | | \$1,438 | \$5,490 | \$5,645 |
| Condominium Conversion | \$1,870 | \$4,065 | | \$6,037 | \$4,500 | \$3,000 | \$1,930 | \$2,000 | \$3,343 | \$3,355 | \$3,450 |
| Site Plan Control | \$2,060 | \$2,073 | \$1,000 | \$878 | | \$750 | \$720 | \$300 | \$1,112 | \$1,345 | \$1,385 |
| Consent | \$930 | \$785 | \$600 | \$1,749 | \$550 | \$1,100 | \$917 | \$450 | \$885 | \$1,550 | \$1,595 |
| Deeming | | | | \$1,643 | | | | | \$1,643 | \$1,455 | \$1,495 |
| Zoning By-law | \$3,910 | \$3,204 | \$2,000 | \$2,910 | \$1,500 | \$5,000 | \$1,930 | \$750 | \$2,651 | \$2,015 | \$2,075 |
| Zoning By-law & Site Plan | \$5,970 | \$5,277 | \$3,000 | \$3,788 | | \$5,750 | \$2,650 | \$1,050 | \$3,926 | \$3,160 | \$3,255 |
| Consent & Minor Variance | \$1,410 | \$1,268 | \$1,020 | \$919 | \$1,050 | \$2,100 | \$1,567 | \$850 | \$1,273 | \$1,995 | \$2,050 |
| Lifting of "H" | | | \$500 | \$1,743 | \$1,743 | \$1,000 | \$1,000 | \$300 | \$1,048 | \$1,090 | \$1,120 |
| OPA & Zoning By-law | \$4,320 | \$6,873 | \$4,000 | \$8,725 | \$2,822 | \$10,500 | \$2,900 | \$750 | \$5,111 | \$5,095 | \$5,240 |
| OPA/ZBA/Consent | \$5,250 | \$7,658 | \$4,600 | \$10,474 | \$3,372 | \$11,600 | \$3,817 | \$1,200 | \$5,996 | \$6,645 | \$6,835 |
| OPA/ZBL & Plan of Sub | \$8,060 | \$15,015 | \$6,500 | \$10,851 | \$7,822 | \$25,250 | \$15,630 | \$3,200 | \$11,541 | \$12,665 | \$13,030 |
| Site Plan & Minor Variance | \$2,540 | \$2,556 | \$1,420 | \$2,737 | | \$1,750 | \$1,370 | \$700 | \$1,868 | \$1,760 | \$1,815 |
| Plan of Sub & ZBL | \$7,650 | \$11,346 | \$4,500 | \$14,174 | \$6,500 | \$19,750 | \$14,660 | \$2,750 | \$10,166 | \$12,275 | \$12,625 |

QUALITATIVE REVIEW OF OPERATING MODELS

| OPERATING MODEL | PROs | CONs | COMMENTS |
|-----------------|--|---|---|
| INTERNAL | Staff development, retention and succession planning | Loss of contractor expertise | A full range of planning services provided by internal staff will improve the Municipality's ability to attract and retain qualified and experienced professional planners. Internal model would build staff competency and ensure sustainability as a core municipal function and result in less dependence on external expertise. |
| | As volume demands decrease, internal staff can shift responsibilities to long range policy planning and special projects | Volume demand not buffered resulting in higher per unit cost as volumes decrease. Only pay for services used. | Internal Staff has the ability to shift responsibilities between long range policy planning, special projects, and development applications to adjust to the fluctuation in development application volumes. |
| | Builds and retains continuity of long range policy planning and development applications | | Development approval is a critical component of the overall planning service and is a core function. The internal model benefits the Municipality in that it provides Planning staff the experience required to build professional planning skill sets and a better opportunity to maintain continuity between policy development and development approvals. This strengthens the inter-relationship between long range policy planning and implementation. |
| | One stop shopping for applicants | | Service would be provided in one, readily identifiable municipal location, serviced by municipal planning staff, thereby avoiding applicant and public confusion on who is working for whom. Optically identifies accountability of municipal staff to Council and the public. Builds relationships and trust between municipal staff and rate payers. |
| | Reduces duplication in file and account management | | Reduces steps in billing, filing and retrieval of information. Only one set of files would be required. Since the files would be housed internally they would be easily accessed by internal departments and the rate payer. |
| | No oversight of the contractor would be required | | Reduction in staff time and effort for contractor oversight which can be redirected to internal operations and management. |

| OPERATING MODEL | PROs | CONs | COMMENTS |
|-----------------|--|--|--|
| MOSTLY EXTERNAL | Volume demands are buffered by the contractor. Only pay for services used. | | Reduction in volumes proportionally reduces consultant expenses. This is the case if the development approval service were viewed in isolation of the entire planning function. This is in contrast to the internal model where reduction in volumes would translate into a shift in staff responsibilities to other planning work such as long range policy development and special projects. This would off-set consultant time and cost in these other areas. |
| | | Oversight of the contractor would continue to be required. | It is recommended that some level of oversight by an experienced professional planner be required. In this respect, there would be a continued need for internal staff involvement in monitoring and overseeing the contractor's work. |
| | One stop shopping for applicants | | This is dependent on the extent of the service level which is outsourced. |
| | | Coordination of internal departmental consultation with the contractor would still be required. | Staff time would still be needed to coordinate internal department consultation. |
| | Access to broader planning experience | | This is dependent on the subject matter, the contractor's experience and skill set. |
| | | Municipality may have difficulty in attracting and retaining professional planners. | Most Planning professionals are looking for a range of planning experiences. With development applications processing outsourced, the Municipality limits its ability to offer candidates the experience needed to build required skills. This poses a barrier to the Municipality's ability to attract and retain professional planners. It also limits the Municipality's ability to build on leadership development and succession planning. |
| | | Reduces growth in core skill sets for internal staff by removing opportunity for internal staff involvement in development applications. | Limited exposure and involvement in development applications. |
| | | Loss of continuity of long range planning and development applications | Development approval is a critical component of the overall planning service as a core function. The internal model benefits the Municipality in that it provides Planning staff the experience to build professional planning skill sets and a better opportunity to maintain continuity between policy development and development approval. This ensures consistency in interpretation and builds continuity between long range policy planning and development applications. |
| | | All files are managed and maintained off-site | Since the files would be housed externally they will not be easily accessed by internal department or rate payers. The new ERP system is expected to assist in resolving this issue. |
| | Additional cost for internal department requesting information on previous development application files | Internal planning staff will have a limited amount of knowledge and experience with the development applications and their related circumstances. Planning Services and/or other internal departments will be increasingly reliant on the Contractor for information and follow-up. This may translate into additional costs. This condition may be addressed through a more rigorous tracking system that is diligently maintained. | |

| OPERATING MODEL | PROs | CONs | COMMENTS |
|-----------------------------------|---|---|---|
| HYBRID (Current Service Level) | RFP may attract contractor competition | | The previous RFP for the existing hybrid model only attracted one response (SSPL). Release of a new RFP may attract additional responses resulting in a more competitive process. |
| | | Current model is working, however considered to be less cost effective and efficient as fully insourced model | The hybrid model has been modified significantly over time to improve the process. |
| | Access to broader planning experience, additional input on issues | | This is dependent on the subject matter, the contractor's experience and skill set. |
| | | Does not provide one stop shopping for the client | One stop shopping for clients is not possible with the hybrid model, as planning assessment and implementation are delivered separately. |
| | | Duplication of file management | Duplication in file management is not an efficient process. The new ERP system will assist in resolving this issue. |
| | | Oversight of the Contractor would be required | It is recommended that some level of oversight by an experienced professional planner be required. In this respect, there would be a continued need for internal staff involvement in the amount of time internal staff would be spending on monitoring and overseeing the contractor's work. |

Appendix 'B'

May 22, 2015 email from Storey Samways Planning Ltd.

Bruce McAllister

From: Tom Storey <TomS@storeysamways.ca>
Sent: May-22-15 8:51 AM
To: Bruce McAllister
Cc: David French; Robert Brown
Subject: Planning Services Report - Chatham-Kent Planning Services Model
Attachments: 4421_001.pdf

Hi Bruce – thank you for the opportunity to provide input for your planning report regarding Planning Services delivery model as directed by Councilor Robertson’s motion, which was:

In accordance with the report dated May 14, 2013 request a report from Administration complete with recommendation to provide Planning Services in a delivery model consistent with best practice in the most cost effective manner.

Following are my comments provided under the headings Background, Cost Effectiveness, Sustainability and the Planning Services Delivery Model, Proposal Moving Forward and Conclusion.

BACKGROUND

Storey Samways Planning Ltd. (SSPL) has been responsible for undertaking all work associated with development review in Chatham-Kent virtually since amalgamation. Our contract is based on two rounds of a competitive RFP process, one in 1999 and one in 2008. Prior to amalgamation SSPL was for many years also responsible for all planning services in a majority of the lower tier municipalities in the former County of Kent.

Since amalgamation we have prepared approximately 3500 planning reports to Council or the Committee of Adjustment for every type of planning approval possible under the Planning Act. Also we have either designed or had significant input into the reporting format and the development review process itself.

COST EFFECTIVENESS

- We have had occasion at 3 different times – 2003, 2007 and 2013 – to review the cost of the delivery of planning services relative to logical comparators, i.e., other municipalities and regions. The three lowest cost comparators are Windsor/Essex, Sarnia/Lambton and St. Thomas/Elgin. In every period reviewed, C-K has been significantly below the cost of the average of these three comparators. The net average per capita for C-K has been 6.58 and that for the comparators 12.97. **This means that had C-K been providing services at the same cost per capita as the average of its three lowest comparators, C-K would have experienced additional costs of about 675,000 per year over what was actually realized. Please note that the three comparators all depend on in-house planning departments for development review.**
- We track our time closely and accurately for every development application type. In this way Council can be certain that its policy of full cost recovery on development applications is being met.
- In recent years the actual application fees revenue, compared to the fees paid to SSPL under our contract, have exceeded the fees paid to SSPL by 40-45%. It is our opinion that although there are some costs associated with development review experienced by the Planning Department, the amount retained greatly exceeds those costs and in fact the department is significantly subsidized by the development review process.
- SSPL responsibilities include all applicant preconsultation; preparation and mailing of all notices and preconsultation circulation; site visits; preparation of planning reports and amending documents; and presentation of our report to Council or the Committee of Adjustment.

- We also track the considerable time we spend on answering questions from the public and dealing with preconsultation on proposed applications which do not ultimately go forward, for which we receive no fee.
- Due to the nature of our contract, in which we are compensated on an application by application basis, the municipal resources devoted to development review are always “right-sized”. In other words SSPL provides the resources necessary to ensure that during periods of high demand that the development review process is followed and reports are provided on a timely basis (as set out in the contract), and conversely, during periods of low demand, SSPL manages its resources accordingly, i.e., C-K is not paying for staff underutilization.
- We are subject to certain performance standards in our contract. Most importantly of course is our fee schedule itself. Also of importance is the report delivery schedule, and all the steps leading up to the final product. Once we have received a complete application following the preconsultation period, we **guarantee** delivery of the report by a certain date and also the Council or Committee meeting date. Of the 3500 reports we have drafted since amalgamation, we have never missed a reporting date when we have received all the necessary information from Administration and other outside agencies.
- We are 100% responsible for our reports and the opinions found therein. When mistakes or errors are made (and being human we do make them occasionally) we bear the full cost.
- Under the terms of the contract we are subject to performance reviews periodically. Unfortunately, despite our regular urging, only one has been conducted, in 2012. The survey was sent to Council, all applicants within the most recent calendar year and Administration. Generally the review was extremely positive. Unfortunately an important group of stakeholders was omitted – all the professionals we deal with regularly. Over the years we have received many comments from members of this group, both verbal and written praising this present development review system and the quality of our service, particularly when compared to their experience in other municipalities.

SUSTAINABILITY AND THE PLANNING SERVICES DELIVERY MODEL

I have attached my report to Jim McNamara provided as part of our submission to the Sustainability Review process in 2013. Despite assurances to the contrary when we agreed to be a part of this process, this review of the pro’s/con’s of the various service delivery options was not provided to the Council of the day. In summary I concluded that a continued, expanded role for the private sector in the delivery of planning services for Chatham-Kent due to the considerable demonstrated cost-savings, the level of accountability and the high quality of service noted in the performance review was warranted.

PROPOSAL MOVING FORWARD

In the attachment I refer to one service delivery model as Hybrid B, where in addition to our present contractual responsibilities regarding development review, we would also be retained to assist the Planning Department on matters not directly related to development review. The retainer would be in an amount similar to that expended for an additional planner on staff. As noted in the attachment, this proposal was made in 2012, repeated in 2013, and I have never received a reply. Nor was it placed before Council in 2013. There are many advantages to this approach:

- You would receive the level of service necessary depending on the nature of the matter to be addressed (i.e., principal planner, senior planner, or planning tech).
- We can provide enhanced mentoring on development review, including a larger role for the Planning Department planners in the development review process.
- The Municipality could take advantage of our extensive network within the consulting and development review industry, as well our considerable experience in non-development review planning issues.
- There would be a number of projects previously contracted out to consultants which could now be done in-house, at significant savings.
- There would be a number of projects not undertaken due to limited staff and budget resources, but which could now go forward.

If you believe this approach has merit, we would need to negotiate a revision to our present contract. We could try a three year period to see if this service delivery model would produce the desired results, and also make allowance for tweaking in the meantime.

In my opinion this proposal, Hybrid B, would best meet the goals of service sustainability and the intent of Councilor Robertson's motion.

CONCLUSION

Previous Administration reports to Council in 2007 and 2013 regarding the takeover of development review services by the Planning Department, and on which we were not consulted in a meaningful way, based their recommendations on questionable assumptions and failed to take into account the long term consequences, surely the essence of sustainability. I am formally requesting an opportunity to review your report prior to its being made public and forwarded to Council. I am also requesting an opportunity to address Council with sufficient time provided to address any outstanding concerns I may have, in the event we cannot reach a consensus on your recommendation.

Thank you

Tom

Tom Storey, M.Sc., MCIP, RPP
Principal Planner
Storey Samways Planning Ltd.
330 Richmond St., Suite 204
Chatham ON N7M 1P7
519-354-4351
519-354-4298 (fax)
toms@storeysamways.ca

Tom Storey

From: Tom Storey
Sent: Thursday, March 21, 2013 12:55 PM
To: Jim McNamara
Cc: Ralph Pugliese; Marsha Coyne; Roger Bruneel; Cathy Hoffman; Garry Symons; Karen Pynenbrouck; Amy Wilcox; David French; Robert Brown
Subject: RE: C-K SERVICE SUSTAINABILITY REVIEW PROCESS

Jim – thank you for the opportunity to participate in the Sustainability Review process (SR) as it pertains to the development review function. I have a few general comments which are followed by our PROs and CONs evaluation of the different service delivery models.

A. General

1. We have reviewed the Flow Chart and agree with it. However I should note that SSPL is 100% liable/responsible/accountable professionally and financially for the contents of our reports and the process that informs them. Therefore, while we appreciate the assistance of the planning staff, particularly with regard to report editing and in objector resolution, these are activities we can handle on our own. I do see value in staff involvement for reasons of professional development, but less so for the pure development review function itself.

2. What is the nature of sustainability and how does it apply to planning services?

Following is my understanding of the nature of sustainability with regard to development review. There are 3 components of this function, all of which must be satisfied in order to pass the sustainability test:

- a) Service – meets/ exceeds or is consistent with historic service levels and best practices; application fees are maintained at a reasonable level, similar to our comparators (see below) while still meeting the Council goal of full cost recovery.
- b) Cost – must be in line or superior to our comparators; must provide the means to reduce or eliminate uncertainty so as to ensure reliable numbers go into the budget.
- c) Succession – means that a process or program is in place to maximize or optimize mentoring, professional development and especially retention of targeted staff, to ensure a seamless, orderly transition as senior staff retire or move on.

(Note: Comparators - The Planning/ Building Task Force, set up in the summer of 1997 to develop a planning department service model and delivery system for the new Chatham-Kent municipality, established, after careful consideration, a number of comparators to get a sense of what a reasonable cost scenario would be. These were Windsor/Essex, Sarnia/Lambton, St. Thomas/Elgin, Huron County and Haldimand/Norfolk Regional Municipality. Over the years we have had three occasions to update these cost comparisons)

These are the measures which influence my comments re the pros and cons of each model of service delivery.

3. Additional Hybrid Model – about one year ago I proposed to Ralph, Marsha and Don Shropshire an alternative to adding an additional staff member at the time for a vacant position. In this alternative C-K would retain SSPL for an amount similar to the compensation burden for the proposed additional staff member. There were numerous advantages to this arrangement which would have added several duties to our present development review contract, and while there appeared to be an interest, in the end we never received a response. I have added this model as Hybrid B below. Hybrid A is the existing model.

B. Service Model Evaluation (Development Review Function)

1. Internal

a) Cost (CON) – even if the Planning Dept. provided this service at the low end of the net cost per capita of the average of the three lowest cost comparators, there would still be significant medium to long term costs over the existing system, somewhere in the range of several hundred thousand dollars. I have done the analysis to confirm this situation. The claims of savings in the staff report are in my opinion unfounded.

b) Service (CON) – unless the necessary resources are provided to the department, service levels will fall below those of the existing hybrid model.

c) Succession (PRO) – succession planning should be improved with staff being given first-hand experience with front-line planning and interacting with the public on a daily basis. This should be considered important professional development.

2. Hybrid A

a) Cost (PRO) – as suggested above, our analysis shows that net cost per capita in C-K is around half of that of our three lowest comparators.

b) Service (PRO) – SSPL is subject to the contractual requirements of performance review and performance standards. A recent PR showed that our service level is high. Our standards include fixed fees for about 90% of our applications, and timing requirements with regard to report submission. In our 15 years of providing this service to C-K (approximately 3500 repots), I do not recollect that we have ever missed a report submission date.

c) Succession (PRO) – the flexibility available to a small private sector contractor with regard to its various overhead components, particularly with regard to staff compensation, allows us to accommodate the hills and valleys of development review demand. Our exposure to projects and issues in other municipalities adds greatly to our planning experience and hands-on professional development.

d) Succession (CON) – as noted above, internal staff exposure to public interaction and the problem-solving associated with front-line planning experience is lacking.

3. Hybrid B

a) Cost (PRO) – the cost-savings with the existing hybrid system are maintained, plus there is probability of significant savings in our planning department duties not associated with development review.

b) Service (PRO) – present service levels should be maintained.

c) Succession (PRO) – the professional development of both internal and contractor staff should be much improved with the exposure to a much broader array of planning experiences and mentoring from very senior planners. This should address the CON of 2.(d) above.

4. Mostly External (presume this refers to development review only)

a) Cost (PRO) – should realize increased cost savings.

b) Cost (CON) – to realize savings, planning department staff reductions may be necessary.

- c) Service (PRO) - present service levels should be maintained or improved, such as through reduced report preparation time.
- d) Succession (PRO) – SSPL succession planning is improved.
- e) Succession (CON) – internal staff succession is reduced since present involvement in development review is reduced, with negative impact on professional development.

I apologize for not placing these comments into your excel chart. I hope this format is acceptable to you. Thank you once again for the opportunity to participate in this exercise. If you have any questions in the next few days please call me on my cell. I should be back in my office on March 26.

Tom

Tom Storey MSc MCIP RPP
Principal Planner
Storey Samways Planning Ltd.
330 Richmond St., #204
Chatham, ON, N7M 1P7
519-354-4351
519-354-4298 (fax)
519-355-5079 (mobile)
toms@storeysamways.ca

From: Jim McNamara [mailto:JIMM@chatham-kent.ca]

Sent: Friday, March 01, 2013 9:45 AM

To: Tom Storey; robertb@storeysanways.ca

Cc: Ralph Pugliese; Marsha Coyne; Roger Bruneel; Cathy Hoffman; Garry Symons; Karen Pynenbrouck; Amy Wilcox

Subject: C-K SERVICE SUSTAINABILITY REVIEW PROCESS

Good morning guys,

As you know Chatham-Kent Council has directed staff, as part of its Service Sustainability Review Process, to review, analyze and recommend the most effective and efficient model for Development Application processing.

We appreciate the time and input you shared with us at our Feb 12, 2013 meeting and think that as partners in this process your input and participation is essential in conducting a balanced review. So, of course, we are asking you for more information and participation.

Two files are attached to this email:

1. The Adobe file contains a visual representation of the current Development Application work flow. Please review and let us know if it accurately represents the current process, or, if changes should be made.
2. The EXCEL file for listing PROs and CONs of the three business models the Review committee has identified:
 - a. All Internal
 - b. All External
 - c. Any point between All Internal and All External currently defined as a “hybrid model”

Please comment on your PROs and CONs for these three models as well as any other(s) that you identify.

Your input to these two documents will be blended with the same information developed by the Service Review committee to form part of any recommendations forwarded to Council. You can be assured that prior to information being forwarded to Council it would be shared with you.

As usual, timing is important. We'd ask you to do your best to provide this input by Mar 22, 2013.

Thank you.

Jim McNamara

Analyst, Budget & Performance Services

Phone: (519) - 352 - 8401 ext 3024

email: jimm@chatham-kent.ca