

NO: **R192**

COUNCIL DATE: **October 17, 2011**

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **October 5, 2011**

FROM: **General Manager, Investment and Intergovernmental Relations
General Manager, Planning & Development
General Manager, Engineering
City Solicitor**

FILE: **0540-20**

SUBJECT: **Update on the Work of the Mayor's Red Tape Reduction Advisory Committee**

RECOMMENDATION

The Investment and Intergovernmental Relations Department, the Planning and Development Department, the Engineering Department and the Legal Services Division recommend that Council receive this report as information.

BACKGROUND

On January 10, 2011, the City announced it would be undertaking measures to eliminate antiquated regulations and create more efficient processes and procedures, which would include the establishment of a Mayor's Red Tape Reduction Advisory Committee chaired by Councillor Linda Hepner.

The Red Tape Reduction Advisory Committee (RTRAC) is comprised of 16 industry leaders from across the Region. The purpose of the Committee is to leverage the members' collective expertise in relation to improving how the City does its business. The Committee is supported by City staff from various City Departments. The names of the members who are serving on the Committee are listed in Appendix "A".

The Committee's mandate includes:

- Review City by-laws, policies, regulations and procedures with a view to determining in each case whether elimination or simplification could occur without material impact starting with areas where changes will be most economically productive;
- Review means by which to restrict or limit new by-laws, policies, regulations and procedures and to ensure that where such new measures are implemented they are implemented with a minimum of "red tape";
- Make recommendations on:
 - o Elimination of or amendments to City-by-laws, policies, regulations and procedures based on the above-referenced review; and

- The means by which to restrict or limit new by-laws, policies, regulations and procedures and, where such new measures are introduced, means to ensure that they are implemented so as to minimize “red tape; and
- Identify ways to better track and communicate the benefits associated with changes to City by-laws, policies, regulations and procedures.

Committee meetings have been held in each of March, June and September 2011.

DISCUSSION

During its meetings the Committee has focused on four primary areas. These areas and some of the recommendations that have emerged from the Committee’s work are listed in the following sections. A more detailed summary of the Committee’s recommended actions is contained in a brochure titled “*Red Tape Reduction*”, which is attached as Appendix “A” to this report.

1. Information Sharing:

This area focused on improving communications between the City and its external stakeholders. A series of actions were identified with some focussing on improved technology and some focusing on improving stakeholder consultations. Recommendations in this area include:

- Making appropriate City business processes accessible on-line including information bulletins and applications;
- Improving distribution and/or access to information in a timely manner such as the provision for applicants to view project files on-line immediately following changes; and
- Implementing digital documentation allowing applications to be submitted electronically reducing costs associated with making submissions to the City.

2. Processes:

This area focused on improving business processes and minimizing trips to City Hall while reducing paper use and improving customer service. Recommendations in this area include:

- Evaluating mechanisms to provide on-line fee payment and securities collections related to development applications; and
- Identifying and raising awareness in the building industry on the most frequent building inspection failures with the objective of reducing failure rates through education, which will naturally reduce the costs to the City’s builders.

3. Measurements and Reports:

This area focused on establishing indicators that will allow the City to evaluate and communicate progress and achievements against industry standards and objectives. The Committee had the following recommendations:

- That the UDI and GVHBA assist in developing industry standard benchmarks used to measure and report the effectiveness of the red tape reduction program over time; and
- That the City seek to maximize development approval process efficiencies by maximizing the use of Certified Professionals and monitor their performance against standards.

4. Review of Policies and By-Laws:

This area focused on the review of City policies and by-laws with a view to improving business interactions with the City while ensuring that the interests of the City's residents are protected and the quality of life in the City is maintained. Staff are in the process of examining the City's policies and by-laws with a view to having reviewed by the end of 2011 one quarter of the City's policies and by-laws and will make recommendations for consideration by the Committee and subsequently by Council regarding amendments or rescissions to these policies and by-laws so as to ensure that they are current and relevant. The remaining three quarters of City policies and by-laws will be reviewed during 2012 in the same context. The first set of recommendations is expected to be forwarded for Council consideration later this year or in early 2012.

CONCLUSION

Surrey is committed to creating a business friendly environment at City Hall, one that facilitates economic growth through red tape reduction and increased ease of doing business.

In support of this commitment, the Red Tape Reduction Advisory Committee was formed to assist the City in identifying opportunities to streamline processes, eliminate unnecessary regulations and enhance communications with our clients.

The valuable insight and recommendations contributed by the members of Surrey's Red Tape Reduction Advisory Committee, contained in the attached Red Tape Reduction brochure, have allowed the City to further advance towards our goal of positioning Surrey as a prime choice for business investment and job creation. The Red Tape Reduction Advisory Committee will be reconvened in the Spring of 2012 with a final corporate report being presented to Council on the outcomes.

Shaun Greffard
General Manager,
Investment and
Intergovernmental Relations

Jean Lamontagne
General Manager,
Planning and Development

Craig Macfarlane
City Solicitor

Vincent Lalonde, P. Eng.
General Manager, Engineering

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Appendix "A" – City of Surrey Brochure titled "Red Tape Reduction"

CITY OF SURREY [2011] **red tape** reduction

obstructive official routine or procedure; time-consuming bureaucracy

A stylized black silhouette of a tree with several vertical trunks and a few diagonal branches, positioned on the left side of the page.

areas of focus:

- 1 Information Sharing
- 2 Processes
- 3 Measurements and Reports
- 4 Policies and By-Laws



Message from Mayor Watts

As part of our Economic Investment Action Plan, we are focused on attracting new investment to our city and continuing to offer high quality services to residents, businesses and prospective investors. We know that unnecessary red tape stifles investment and is the source of frustration and wasted time. We need to strike an important balance between eliminating bureaucracy and ensuring that we do not compromise on the important regulations that are in place to protect residents and preserve our quality of life.

With the help of the Mayor's Red Tape Reduction Advisory Committee, we are reviewing our by-laws, policies, regulations and procedures to determine if they can and should be eliminated or simplified. Together, we will create a more efficient, more productive city.

A handwritten signature in cursive script, appearing to read 'Dianne Watts'.

Mayor Dianne Watts



Message from Councillor Hepner

Business can benefit from regulations that cause predictability, not complication. Regulations that are outdated or poorly crafted can impede innovation and create barriers to investment. In this light we are positioning the City for investment and job creation by leveraging technology, improving business processes, measuring our operations against key performance indicators, and reviewing policies and by-laws. We welcome change and continue to look for leading edge improvements on how Surrey can conduct business.

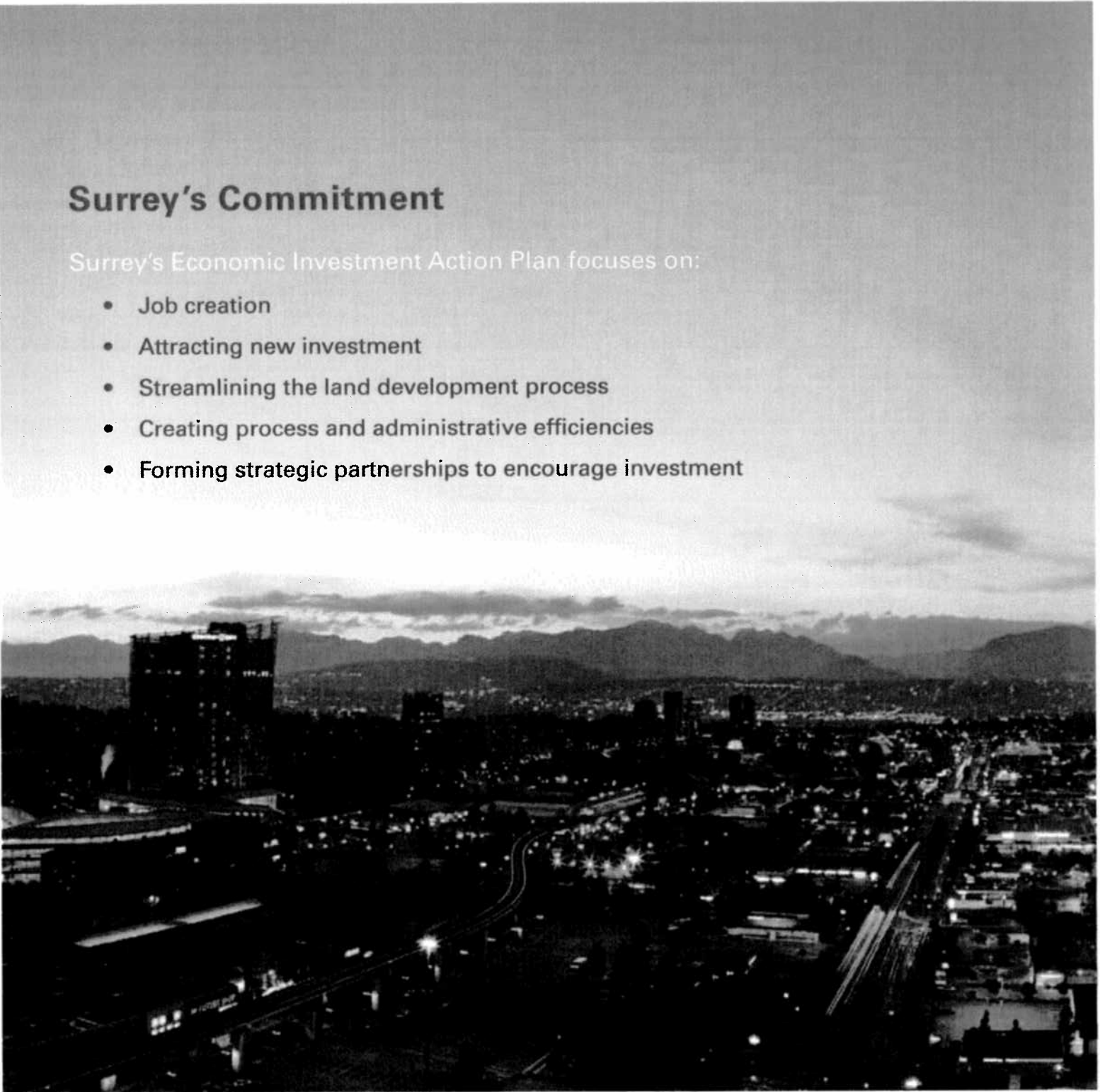
A handwritten signature in cursive script, appearing to read 'Linda Hepner'.

Councillor Linda Hepner

Surrey's Commitment

Surrey's Economic Investment Action Plan focuses on:

- Job creation
- Attracting new investment
- Streamlining the land development process
- Creating process and administrative efficiencies
- Forming strategic partnerships to encourage investment



Cost to business

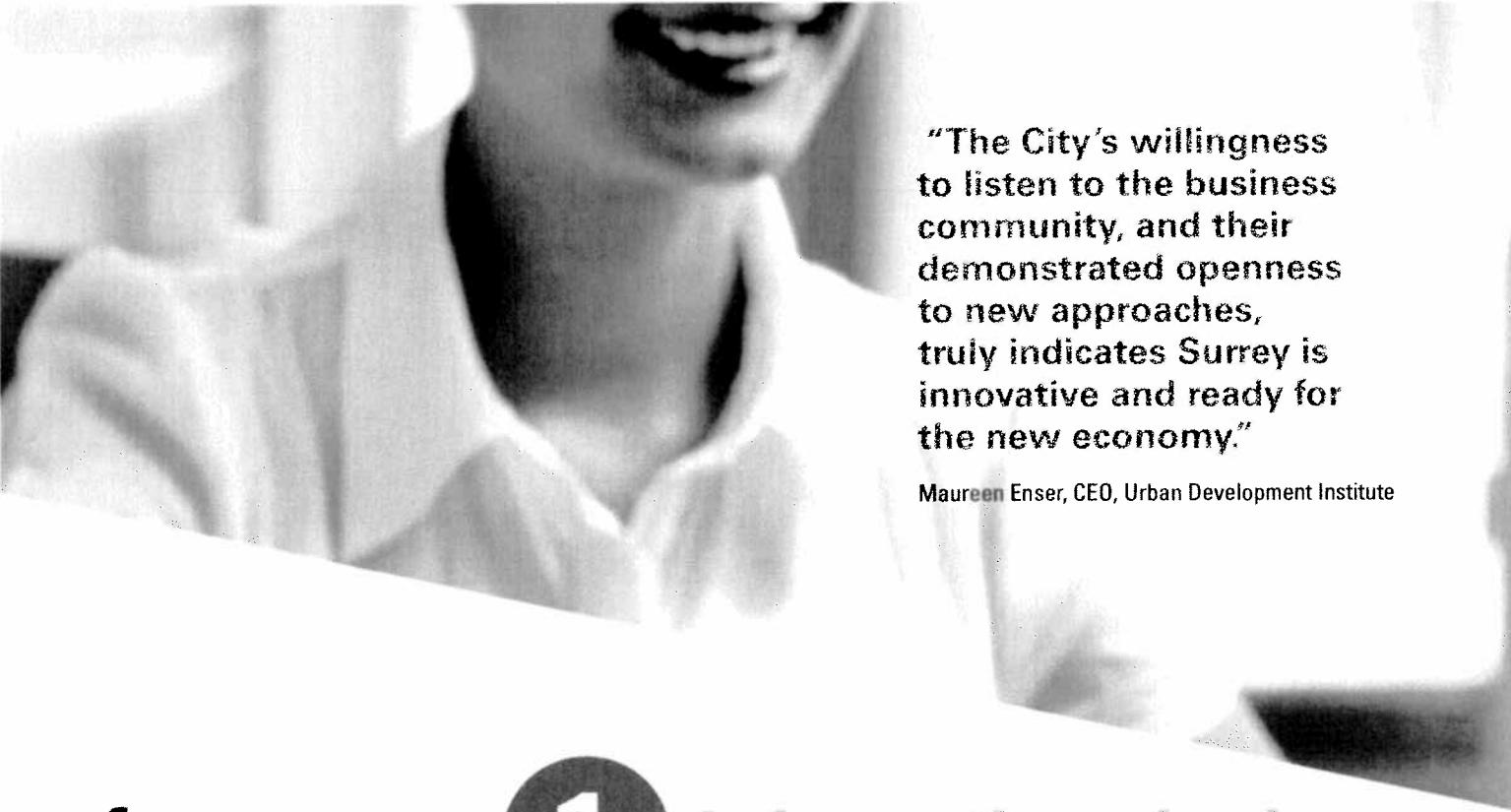
Every year Canadian businesses spend over **\$23 billion** to comply with regulatory requirements from all levels of government

In BC alone, this amounts to more than **\$1 billion** each year

(Source: CFIB)

“Surrey’s commitment to control red tape ranks among the highest in Canada at the municipal level. It clearly indicates the City is serious about being accountable to its taxpayers and creating an environment for entrepreneurship to flourish.”

Laura Jones, Sr. Vice President,
Research, Economics and Western Canada,
Canadian Federation of Independent Business



“The City’s willingness to listen to the business community, and their demonstrated openness to new approaches, truly indicates Surrey is innovative and ready for the new economy.”

Maureen Enser, CEO, Urban Development Institute

focus area

1

information sharing

Being connected to our customers is paramount. Early engagement with clients and timely information sharing is critical to ensuring clarity of the development process and project status.

communication - actions

Conduct early consultation with industry associations when process changes are being considered.

Hold pre-application meetings with clients to provide greater understanding of the process and timelines.

Improve online access to information to facilitate ease of doing business.

eBusiness enhancements will improve customer service and communications.

system enhancements - actions

Improve Improve web capabilities to track development project status and receive and submit information.

Integrate the development tracking system with COSMOS.

Incorporate service channels to provide timely status inspection notifications via the web site or Smart-phones.

Consistent policy interpretation is essential to creating an environment of fairness and certainty.

policy interpretation - actions

Conduct regular staff policy review meetings.

Implement staff mentoring and succession planning to facilitate consistent application and processing of policy interpretation.

Co-locate review and inspection Teams at the new City Hall to facilitate increased communications.

Improved business processes will minimize trips to City Hall, while reducing paper use and improving customer service.

simplify business processes - actions

Simplify fee payment and securities collection processes with on-line options.

Implement an eCouncil agenda.

Enable electronic application submission and subsequent file access.

Post planning reports complete with attachments on City web site.

Continued engagement between the City and the community to provide collaborative solutions and outcomes.

policy & process - actions

Use the Development Advisory Committee as a conduit between the City and the development community. Utilize broader industry association meetings as required.

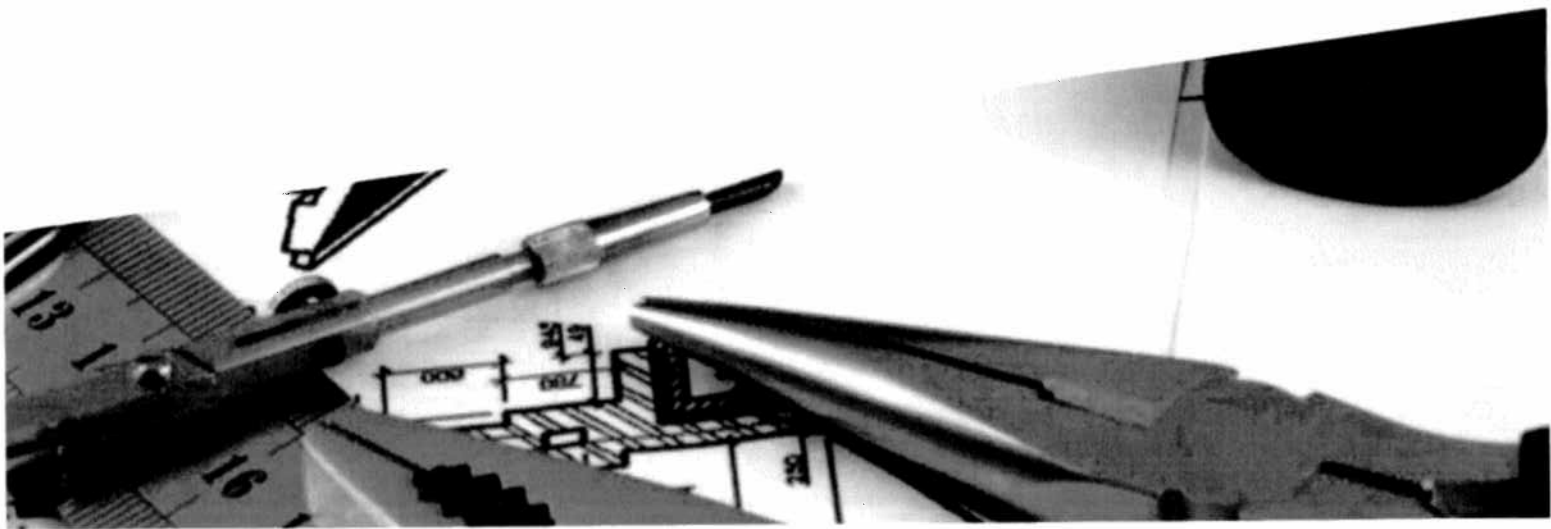
Identify and communicate the top ten causes of inspection failures and raise awareness in the building industry of the causes and how to decrease the failure rate.



focus area

2

processes





focus area

3

measure & report

“Surrey’s Red Tape Reduction Committee brought together many of the City’s partners in progress; business leaders who worked with Mayor Watts, Council and senior staff to find ways to mitigate or eliminate cumbersome red tape and, instead, roll out the red carpet to potential opportunities that benefit Surrey, its business community and residents.”

Peter Simpson, President and CEO,
Greater Vancouver Home Builders’ Association

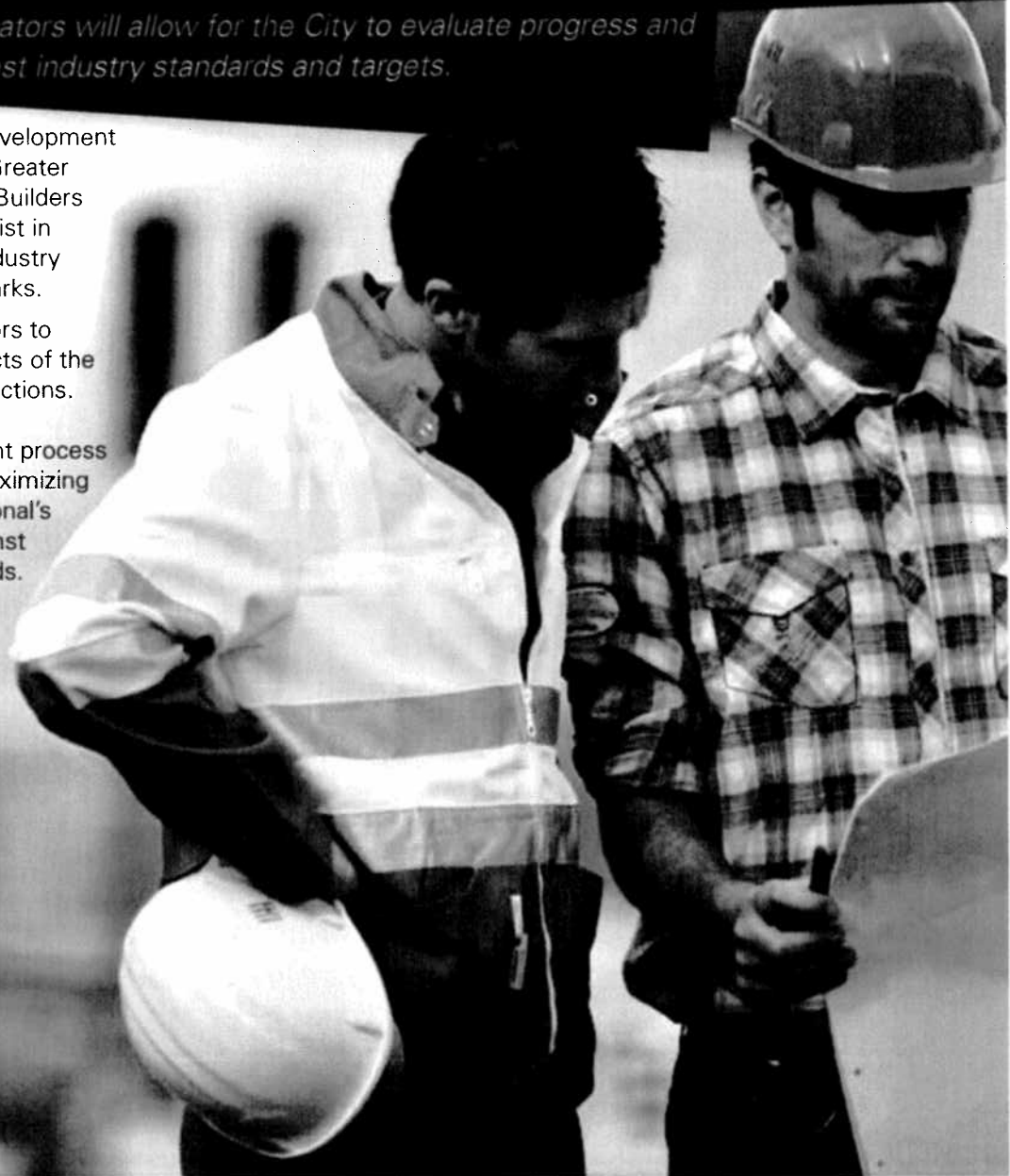
Benchmarking indicators will allow for the City to evaluate progress and achievements against industry standards and targets.

benchmarking - actions

Engage Urban Development Institute and the Greater Vancouver Home Builders Association to assist in developing five industry standard benchmarks.

Establish indicators to measure the effects of the Red Tape review actions.

Drive development process efficiencies by maximizing Certified Professional's performance against expected standards.



We must ensure we do not compromise regulations that are in place to protect residents and preserve the quality of life while generating the greatest impact on job creation and investment.

zoning by-law & policies - actions

Review of the City's 300 policies is to continue. To date, more than 25% have been identified for deletion or streamlining.

Incorporate a sunset clause in new policies and by-laws to ensure that regular reviews are undertaken to confirm continuing relevancy.

Utilize a Blue Ribbon Panel to review and better define architectural design expectations in RF zones and reduce complexities.

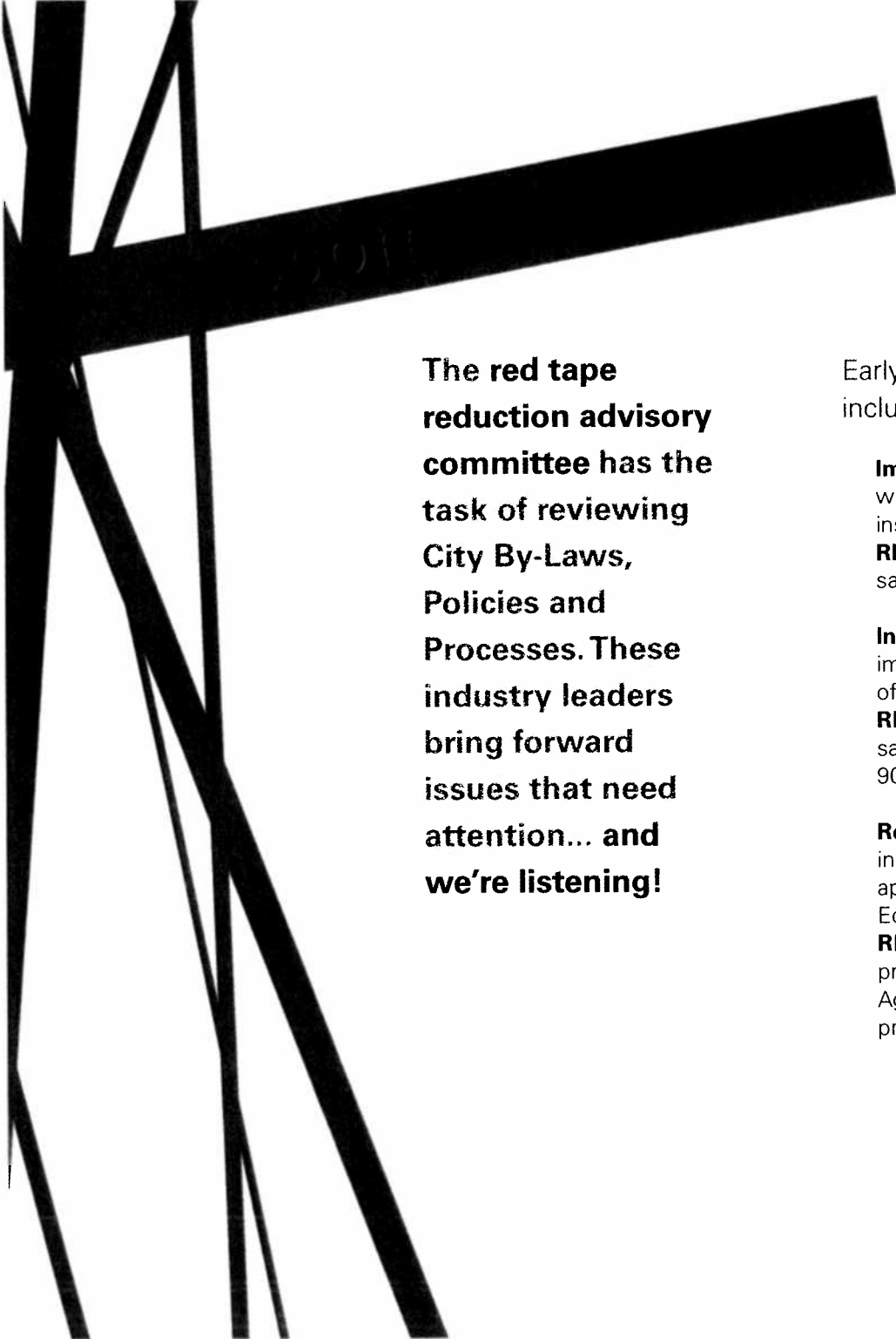


"Surrey should be applauded for taking on this task. They are making several meaningful changes that will not only directly benefit our members but will increase investment in Surrey's economy for years to come."

Gordon Wylie, NAIOP Representative

focus area **4** **policies & by-laws**





The red tape reduction advisory committee has the task of reviewing City By-Laws, Policies and Processes. These industry leaders bring forward issues that need attention... and we're listening!

Early accomplishments include:

Implemented a pilot project with eNotification of building inspection schedules and status.
RESULT – Enhanced client satisfaction with 100% uptake.

Introduced new software to improve legibility and consistency of building inspection reports.
RESULT – Enhanced client satisfaction has increased over 90%.

Reduced processing time in relation to development applications in established Economic Zones.
RESULT – 9% reduction in processing time on Service Agreements for City centre projects.



red tape reduction advisory committee

We acknowledge the industry leaders who have offered their time and expertise to assist with the identification of measures that can be implemented:

Clarence Arychuk	<i>Project Manager and Planner, Hunter Laird Engineering</i>
Andrew Baker	<i>Principal, Aplin & Martin Consultants Ltd.</i>
Patrick Cotter	<i>Architect and Principal, Cotter & Associates</i>
Greg D'Avignon	<i>President & CEO, Business Council of British Columbia</i>
Craig East	<i>Surrey Board of Trade representative</i>
Maureen Enser	<i>Executive Director, UDI</i>
Bruce Hayne	<i>Vice President, Thornley Hayne Creative Communication</i>
Colin Hogan	<i>Principal, Focus Architecture</i>
Laura Jones	<i>Vice President, Western Region, CFIB</i>
Randall Kovacs	<i>President, Gage-Babcock & Associates Ltd.</i>
Bill Kruger	<i>Principal and Engineer, CitiWest Consulting Ltd.</i>
Kevin Shoemaker	<i>Vice President Development, Polygon Homes Ltd.</i>
Peter Simpson	<i>President & CEO, GVHBA</i>
David Worthington	<i>Lawyer, McQuarrie Hunter</i>
Gordon Wylie	<i>NAIOP representative, Ivanhoe Cambridge</i>
Oleg Verbenkov	<i>Project Manager and Planner, Pacific Land Group</i>



MAYOR
DIANNE WATTS

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