

CITY OF SURREY [2011]

# **red tape** reduction

## **red tape:**

— *n*

obstructive official routine or procedure; time-consuming bureaucracy

# areas of focus:

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

16 industry leaders from across the Region recently focused their collective expertise to identify ways to reduce red tape at Surrey City Hall.

This brochure documents their recommended actions. All actions will be implemented, many are already underway.



## 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 black ink, 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 Regulations that are outdated or poorly crafted can impede innovation and create barriers to investment.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 black ink, 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 **\$30.5 billion** to comply with regulatory requirements from all levels of government

In BC alone, this amounts to more than **\$5 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.

## simplify business processes - actions

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

**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.

## policy & process - actions

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

**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.



The background of the slide features a blue-tinted image of architectural blueprints. In the upper half, three large rolls of paper are stacked diagonally, showing various technical drawings and dimensions. In the lower half, several drafting tools are visible, including a large set square, a compass, and a pair of drafting compasses, all resting on a flat surface with more blueprints. A semi-transparent white banner with a diagonal split (light blue on the left, light orange on the right) runs across the middle of the image, containing the text.

# 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 - actions

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

**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.*

**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



# accomplishments

**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:

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



MAYOR  
DIANNE WATTS

## CITY OF SURREY MAYOR AND COUNCIL



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