



Special Meeting Agenda
Planning & Development Committee
The Corporation of the City of Brampton

Date: Monday, February 6, 2023
Time: 1:00 p.m.
Location: Hybrid Meeting - Virtual Option & In-Person in Council Chambers – 4th Floor – City Hall
Members: Regional Councillor M. Palleschi - Wards 2 and 6
Deputy Mayor Singh - Wards 9 and 10
Regional Councillor R. Santos - Wards 1 and 5
Regional Councillor P. Vicente - Wards 1 and 5
Regional Councillor N. Kaur Brar - Wards 2 and 6
Regional Councillor D. Keenan - Wards 3 and 4
Regional Councillor M. Medeiros - Wards 3 and 4
Regional Councillor P. Fortini - Wards 7 and 8
Regional Councillor G. Toor - Wards 9 and 10
City Councillor R. Power - Wards 7 and 8
Mayor Patrick Brown (ex officio)

For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:
Clara Vani, Legislative Coordinator, Telephone 905.874.3858, TTY 905.874.2130
cityclerksoffice@brampton.ca

Note: Meeting information is also available in alternate formats upon request.

1. Call to Order

2. Approval of Agenda

3. Declarations of Interest under the Municipal Conflict of Interest Act

4. Consent Motion

The Meeting Chair will review the relevant agenda items during this section of the meeting to allow Members to identify agenda items for debate and consideration, with the balance to be approved as part of the Consent Motion given the items are generally deemed to be routine and non-controversial.

5. Statutory Public Meeting Reports

6. Public Delegations (5 minutes maximum)

7. Staff Presentations and Planning Reports

7.1 Staff Report re: Continuous Improvements Update – Audit and Accountability
Funded Projects - Planning, Bld & Growth Mgt-2023-036

Recommendation

7.2 Staff Report re: 2023 Fee Changes for Development and Site Plan Applications -
Planning, Bld & Growth Mgt-2023-043

Recommendation

(See Item 11.1)

8. Committee Minutes

9. Other Business/New Business

10. Referred/Deferred Matters

Note: In accordance with the Procedure By-law and Council Resolution, the Referred

Matters List will be published quarterly on a meeting agenda for reference and consideration. A copy of the current Referred Matters List for Council and its committees, including original and updated reporting dates, is publicly available on the City's website.

11. Correspondence

11.1 Correspondence re: 2023 Fee Changes for Development and Site Plan Applications - Planning, Bld & Growth Mgt-2023-043

1. Victoria Mortelliti, Building Industry and Land Development Association (BILD), dated January 23, 2023

(See Item 7.2)

12. Councillor Question Period

13. Public Question Period

15 Minute Limit (regarding any decision made at this meeting)

During the meeting, the public may submit questions regarding recommendations made at the meeting via email to the City Clerk at cityclerksoffice@brampton.ca, to be introduced during the Public Question Period section of the meeting.

14. Closed Session

Note: A separate package regarding this agenda item is provided to Members of Council and senior staff only.

15. Adjournment

Next Regular Meeting: Monday, February 13, 2023 at 7:00 p.m.

Date: 2022-12-12

Subject: Information Report

Secondary Title: Planning, Building & Growth Management – Continuous Improvements Update – Audit and Accountability Funded Projects

Contact: Carolyn Crozier, Strategic Leader, Development Services
Carolyn.Crozier@brampton.ca, (905) 874-2281

Report Number: Planning, Bld & Growth Mgt-2023-036

Recommendations:

1. **THAT** the report titled “Planning, Building & Growth Management Department – Continuous Improvements Update – Audit and Accountability Funded Projects” at the Planning and Development Committee meeting of January 23, 2022, be received for information.

Overview:

- In January 2022, the City of Brampton received nearly \$1,000,000 in grants from the province through their Audit and Accountability Fund (AAF).
- AAF funds are provided to municipalities to complete projects geared to modernize front-line services through a lens of streamlining processes without eliminating staff positions.
- The City utilized the AAF funding to complete four modernization projects:
 - Development Application Modernization Review;
 - Committee of Adjustment Modernization Review;
 - Urban Design Modernization Review; and
 - Strategic Workforce Planning Project
- A requirement of the province as part of the AAF program is to publicly post the Final Report for each AAF funded Project.

- **The purpose of this report is to fulfill this requirement and provide Council with an overview of each project and their respective outcomes.**

Background:

The Audit and Accountability Fund is a provincial fund created to help municipalities improve service delivery and ensure taxpayers' dollars are being used efficiently while protecting front-line services.

In August 2021, the Ministry of Municipal Affairs and Housing (MMAH) invited municipalities to submit proposals. AAF rules require that independent third-party reviewer delivers a final report with actionable recommendations for cost savings and efficiencies.

To this end, Planning, Building & Growth Management staff submitted four proposals for consideration. On January 24, 2022, The Honourable Minister of Municipal Affairs, Steve Clark, advised the City all four submissions had been approved and each project would be fully funded through the AAF (Appendix A).

This staff report provides Council with a high-level overview of the four projects and outcomes each project will achieve once fully implemented. This report also serves as the City's required reporting to satisfy funding conditions of the AAF.

Current Situation:

Work on the four projects began in March 2022, concluding in December 2022. Each project was completed on time, on budget, and within the Scope of Work agreed upon between the City and the consultants selected through a request for proposal process. Staff are developing work plans and the necessary budget for 2023 to implement the recommended process improvements.

The tables below describe the scope, findings and next steps for each of the projects.

- 1. Development Application Modernization Review – KPMG LLP**
- 2. Committee of Adjustment (CofA) – Dillon Consulting with Performance Concepts**

Scope	Key Findings	Outcomes	Implementation Mechanism
To conduct a Lean Six Sigma 'end-to-end' review of the City's Development Application and Committee of Adjustment (CofA) processes to identify opportunities to improve	<ul style="list-style-type: none"> • Enhance business processes to remove waste activities such as onerous, lengthy reports, multiple staff completing site visits, and non-legislative required submission materials. 	<ul style="list-style-type: none"> • Decreased application review time • Increased staff capacity • Revenue loss mitigation 	<ul style="list-style-type: none"> • Dedicated team to support the rapid response of priority development applications • Completion of development activity tracking dashboard

effectiveness and find efficiencies.	<ul style="list-style-type: none"> Continue to invest in technology and data Take a strategic lens to application review Dated zoning by-law requirements can trigger CofA applications 		<ul style="list-style-type: none"> Housekeeping amendment to the City's Zoning By-law – addressing root cause of CofA applications Simplified submission forms and requirements
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3. Urban Design (UD) Modernization Review – Dillon Consulting

Scope	Key Findings	Outcomes	Implementation Mechanism
To conduct a Lean Six Sigma end to end review of the City's Urban Design guidance documents and processes.	<ul style="list-style-type: none"> Update key guidance documents Eliminate low-value or redundant processes (i.e. minimize duplication of UD Review Panel and staff comments) 	<ul style="list-style-type: none"> Repositioned scope of UD function to ensure comments provided at the right time in the application review process Improved service delivery Revenue loss mitigation 	<ul style="list-style-type: none"> UD guidance document updates to be completed in 2023

4. Strategic Workforce Planning Project – Ernst and Young Consulting

Scope	Key Findings	Outcomes	Implementation Mechanism
To develop a department-specific workforce strategy that includes a workforce assessment, a development strategy and a supportive workplace framework.	<ul style="list-style-type: none"> Targeted approach to learning and development Optimize utilization of corporate mental health and wellness offerings Enhance performance and career development opportunities, with a focused diversity and inclusion lens 	<ul style="list-style-type: none"> Improved ability to meet service targets Reduction in costs associated with staff turnover and recruitment Improved stability and consistency for clients 	<ul style="list-style-type: none"> Quick wins to be implemented with current staff capacity and existing HR resources, including succession planning Mid- and Longer Term Implementation will require broader corporate investment and future budget consideration

Analysis:

Based on a preliminary analysis of recommendations across the four projects noted above, the following savings and efficiencies could be realized annually upon completion of full implementation:

Staff Capacity	Labour Cost Savings	Process Efficiencies
8,680 staff labour hours These savings will allow the City to redeploy these hours elsewhere to deliver Council's priorities and improve service delivery.	\$463,183 The cost savings that can be realized will reduce future staffing needs, and associated budget increases.	Up to 25% reduction in application processing times.

Short term implementation actions across the four projects are scheduled to commence in Q1 of 2023 and forecasted for full implementation over a 12 – 16 month time frame utilizing existing staff resources. Mid- to long term recommendations will require staff to assess timelines and associated resources. Staff will begin this review in Q2 2023 and provide an update to Council prior to the 2024 annual budget.

Corporate Implications:

Financial Implications:

There are no financial implications associated with this staff report. The funds for the four Continuous Improvement projects were provided by the province through the Audit and Accountability Fund. Initial implementation efforts can be managed with existing resources. Any resources and funding requirements required beyond this will be provided, for Council's consideration as part of future budget processes.

Term of Council Priorities:

This report complies with the 2019-2022 Term of Council Priority "A Well-Run City" and "A City of Opportunities". The four projects will improve the day-to-day operations of the City by streamlining service delivery, reducing associated costs, and improving the work environment for current and future employees.

Conclusion:

Completion of the four projects has positioned the City to make significant, measurable reductions in development application processing times, realize savings in labour costs balanced with creating additional staff capacity and identifying short and long term workforce needs of the Planning, Building & Growth Management Department.

Authored by:

Reviewed by:

Carolyn Crozier, MCIP, RPP
Strategic Leader, Development Services

Allan Parsons, MCIP, RPP
Director, Development Services

Approved by:

Steve Ganesh, MCIP, RPP
Commissioner, Planning, Building &
Growth Management

Appendices:

Appendix A: Confirmation of Funding Letter from the Honourable Minister of Municipal Affairs, Steve Clark

Appendix B: Development Application Modernization Review Final Report

Appendix C: Committee of Adjustment Modernization Review Final Report

Appendix D: Urban Design Modernization Review Final Report

Appendix E: Strategic Workforce Plan Final Report

**Ministry of
Municipal Affairs
and Housing**

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Affaires municipales
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234-2022-32

January 24, 2022

Your Worship
Mayor Patrick Brown
City of Brampton

Dear Mayor Brown:

Our government is committed to supporting the delivery of modern, efficient, and financially sustainable services for all Ontarians. Thank you for demonstrating your commitment to improving services in your municipality through your application to the third intake of the *Audit and Accountability Fund*.

I am pleased to inform you that the following projects have been approved for funding up to:

- \$254,400 towards the City of Brampton Development Application Modernization Review;
- \$356,160 towards the City of Brampton Planning, Building and Economic Development Department Strategic Workforce Plan Review;
- \$101,760 towards the City of Brampton Urban Design Modernization Review; and
- \$101,760 towards the City of Brampton Committee of Adjustment Modernization Review.

All funding is for the cost of an independent third-party reviewer to deliver a final report with specific and actionable recommendations for cost-savings and efficiencies.

The Government of Ontario launched the *Audit and Accountability Fund* in 2019 to help large urban municipalities improve local service delivery and ensure taxpayers' dollars are used efficiently. Since 2019, we have provided funding to over eighty projects that are helping municipalities modernize and integrate service delivery and streamline development approvals and other processes. Projects undertaken through the third intake of the *Audit and Accountability Fund* will further support these efforts to find efficiencies and improve municipal service delivery.

.../2

To ensure municipalities have sufficient time to undertake this important work, I am extending the project timelines that were previously communicated in the program guidelines. An interim report with a project status update will now be required by **May 31, 2022** and the due date for the final report is extended to **February 1, 2023**. Please note that no further extensions to the final report deadline can be provided because project funds are budgeted in the province's 2022-23 fiscal year, which ends on March 31, 2023.

The ministry will forward a transfer payment agreement for this project shortly for your municipality's review and signature. Once the agreement has been executed, an interim payment will be issued. Ministry staff would be pleased to respond to any questions you may have and can be reached by email at municipal.programs@ontario.ca.

Thank you for your participation in the Audit and Accountability Fund and your continued commitment to delivering modern, efficient municipal services.

Sincerely,



Steve Clark
Minister

c. David Barrick, CAO
Mark Medeiros, Acting Director of Finance / Acting Treasurer
Maja Kuzmanov, Manager, Accounting

City of Brampton

End-to-End Development Application Review

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Final Report

December 19, 2022



Disclaimer

This report has been prepared by KPMG LLP (“KPMG”) for the City of Brampton (“Client”) pursuant to the terms of our engagement agreement with the Client dated April 27, 2022 (the “Engagement Agreement”).

KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client and such other persons or entities as may be specified in the Engagement Agreement, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity in connection with their use of this report.

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the City of Brampton. KPMG has not and will not perform management functions or make management decisions for the City of Brampton.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Brampton nor are we an insider or associate of the City. Accordingly, we believe we are independent of the City and are acting objectively.

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01

Project Overview

Project Overview

Background

Brampton is the second-fastest growing city in Canada, with a growth rate 2.5 times faster than the national average. This growth is reflected in the significant increase of development applications the City has received, which is trending at a 50% increase over the past two years.

Modernizing the City's Development Application review process will be critical to capitalizing on the city-building opportunities that this growth creates, ensuring job and housing-creating developments are expeditiously processed, while maintaining and improving our levels of service and our excellent track record of customer service.

This unprecedented level of development activity, coupled with the City's recent transition to a digital application intake and review system (Accela/BramPlanOnline) calls for a systemic review of our processes and procedures to ensure the continued delivery of exceptional development review services that are efficient, consistent and transparent.



Objectives

The objective of the review is to improve the efficiency and effectiveness of Brampton's DRP through a Lean modernization of the end-to-end process by:

1. Identifying opportunities to create greater efficiencies and effectiveness in service delivery;
2. Enhancing existing process capacities and capabilities;
3. Improving development application processing times;
4. Identifying and removing waste bottlenecks, challenges, and non-value-add services;
5. Improving the customer experience; and
6. Understanding the impacts of the City's transition to a digital application intake and review system.

Project Work Plan

	Phase 1: Kick off	Phase 2: Current State	Phase 3: Gap Analysis	Phase 4: Future State	Phase 5: Report
Objectives	Align on project plan, schedule & objectives, develop a strong foundation.	Map current processes; identify strengths, challenges, and opportunities for improvement.	Validate current state findings.	Develop, test and refine improvement opportunities and future state options.	Synthesize work into a final report.
Activities	<ul style="list-style-type: none"> – Facilitate project kick-off – Stand up project governance, key roles, and reporting structures – Confirm project objectives and scope – Finalize assessment framework – Identify documents – Develop stakeholder engagement plan – Finalize Workplan 	<ul style="list-style-type: none"> – Review and analyze documents and data – Stakeholder engagement – Develop process maps of current state – Identify problem areas, value add, and non-value add services – Develop understanding of Voice of the Customer – Draft Interim Report 	<ul style="list-style-type: none"> – Opportunity workshops with key stakeholders – Conduct needs assessment workshops with key stakeholders – Engage Senior Management to confirm findings – Identify and confirm high-level gaps and opportunities – Identify process inefficiencies 	<ul style="list-style-type: none"> – Prioritize preliminary improvement opportunities – Develop detailed options to test and refine – Facilitate up to three design workshops – Conduct up to 10 hours of additional stakeholder engagement to gather additional feedback 	<ul style="list-style-type: none"> – Draft and present Future State Report – Revise Future State Report based on feedback – Deliver Future State Report
Deliverables	<ul style="list-style-type: none"> › Assessment Framework › Project Charter › Bi-weekly status meetings › Stakeholder engagement plan 	<ul style="list-style-type: none"> › Interim Report › Preliminary improvement opportunities › Presentation of Interim Report 	<ul style="list-style-type: none"> › Needs assessment workshop › Summary of needs assessment 	<ul style="list-style-type: none"> › Detailed list of improvement opportunities › Design workshops 	<ul style="list-style-type: none"> › Final Report synthesizing work completed › Current and Future State process maps › Prioritized recommendations

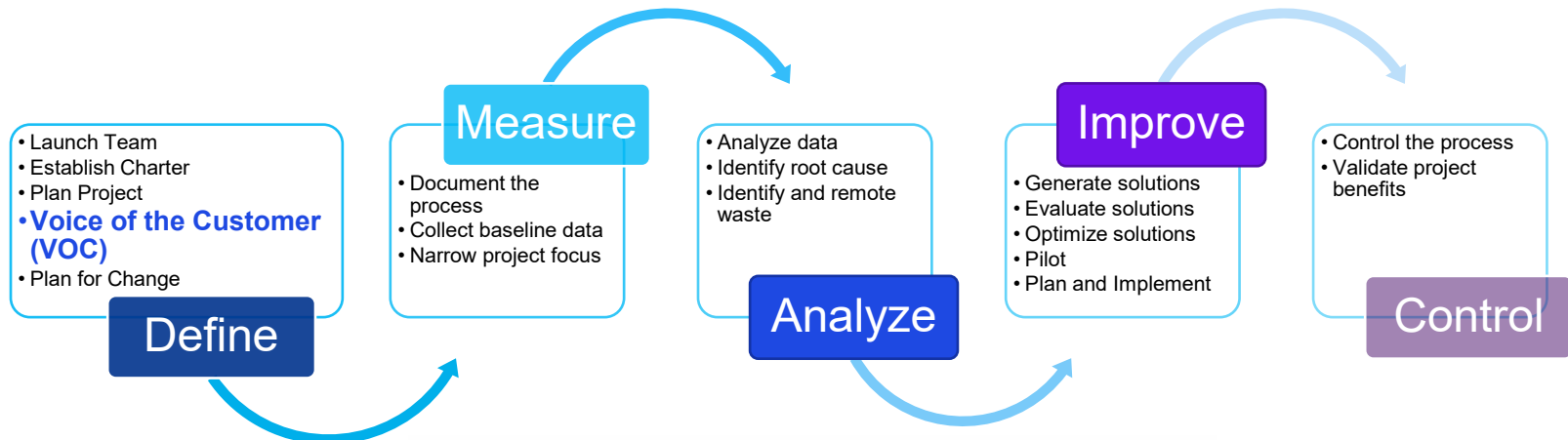
02

Methodology & Approach

Lean Methodology & Voice of Customer (VOC)

KPMG leveraged the DMAIC (Define, Measure, Analyze, Improve, and Control) Cycle to generate insights and improvement ideas for the Development Review process. Voice of the Customer (VOC) consultation was included in the Define phase of our work and centered around the principle of thinking like your customer and delivering maximum value to meet their needs. KPMG engaged 24 industry stakeholders (developers and consultants) in discussion around what the City of Brampton Development Services does well, and where there could be opportunities for improvement. Results from the VOC is included in the next section.

Process Improvement Methodology



**Lean thinking is the belief
that there is a simpler,
better, easier way to
complete our work**

Stakeholder Engagement – Current State Process

Our findings reflect our work to date, including: a review of data and documents, interviews with senior staff in Development Services and IT, three focus groups with local development community and industry partners, and multiple process improvement workshops with frontline staff for each application type within scope.



24 Industry Stakeholders Consulted



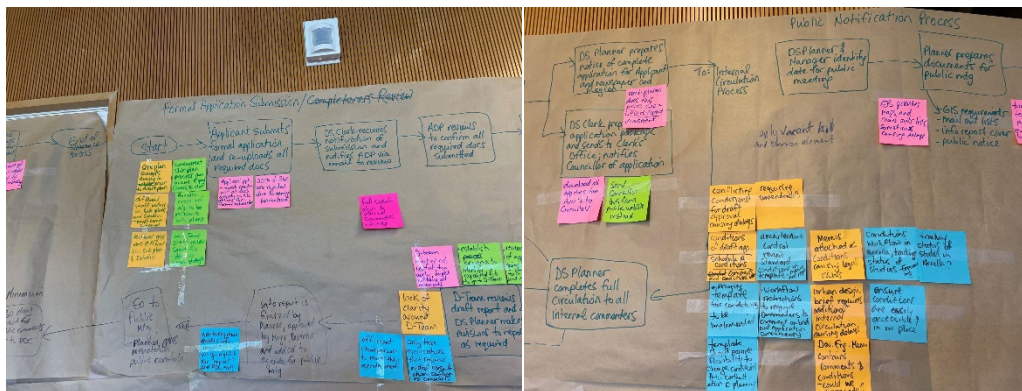
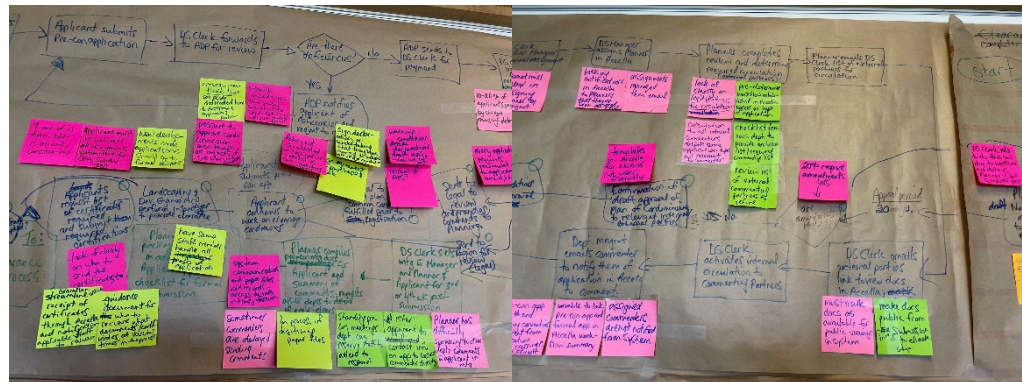
33+ City of
Brampton
Staff Engaged



20+ Hours of Consultation

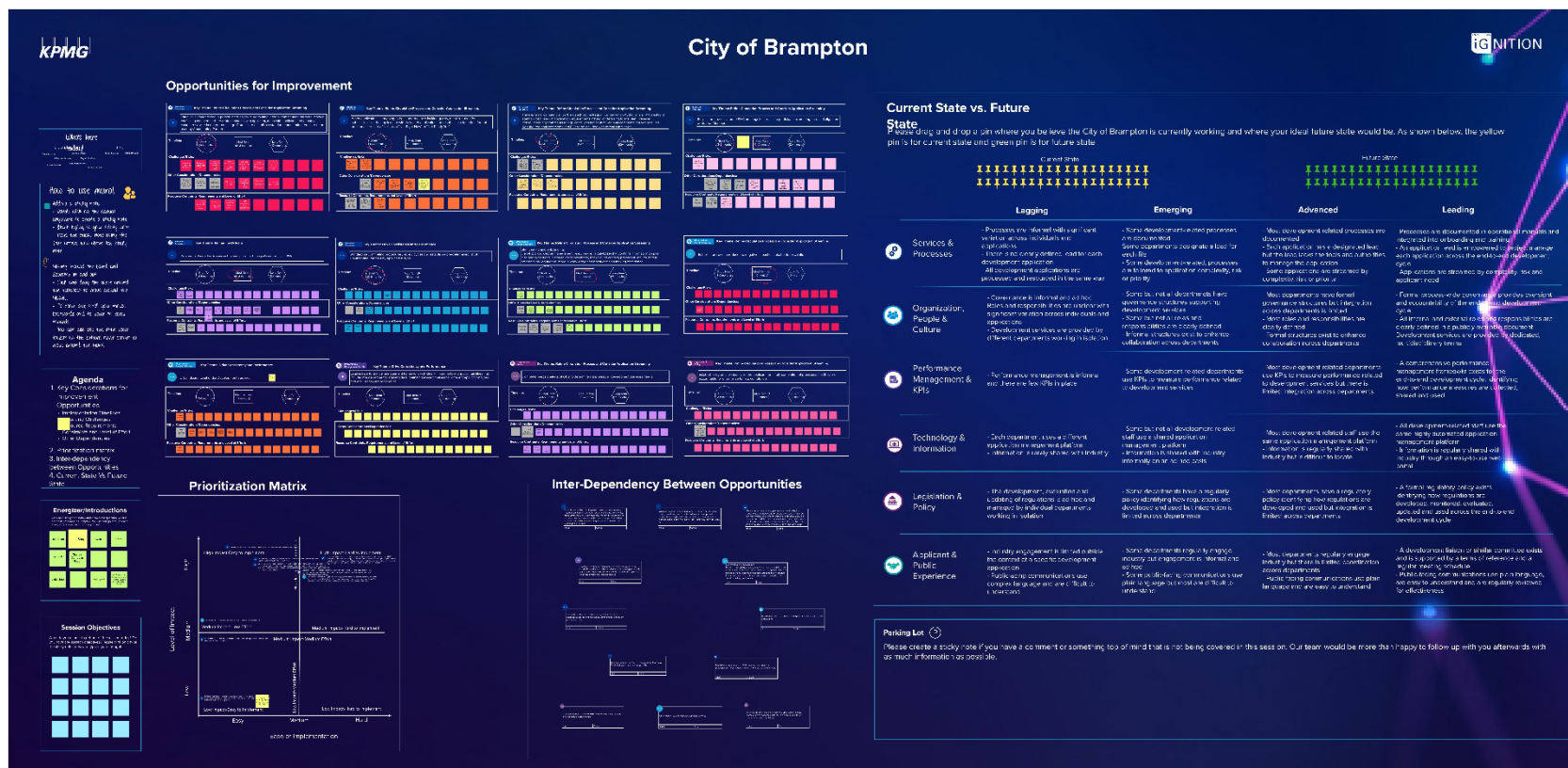


17+ Processes Mapped



Stakeholder Engagement – Future State

KPMG facilitated two working sessions (in-person and virtual) with the Development Services leadership team to validate and refine key opportunities, discuss risks, considerations, resource constraints and implementation timelines and prioritized the opportunities based on impact and level of effort. The image below is the output from our virtual working session using Mural as a collaborative tool to engage leadership.



03

Summary of Voice of Customer (VOC)

Key Insights from Voice of Customer (VOC) Analysis



Stakeholder Themes

This section highlights the key findings from KPMG's VOC analysis of the current state of customer service delivered by the City of Brampton Development Services, driven by evidence gathered during stakeholder interviews with local Developers and Planning Consultants.

What does Brampton do well with respect to DRP?



Current Process Strengths & Opportunities

- Developers reported that senior level staff are accessible and willing to help. The development community spoke highly of staff willingness to meet and work through application issues and concerns.
- Developers reported that Brampton's Public Meeting process, prior to Covid was very efficient and effective. When no delegation was present at the public meeting, staff moved onto the next application which allowed more applications to move through the process.
- Developers reported that Brampton's flexibility and quick reaction to Covid, with digitization options for application submission and digital payments, greatly increased DRP efficiency.
- Developers reported that they feel that the City's Development Services staff and the development community are aligned on outcomes and feel like they are part of the same team working toward the same goals.
- Developers reported that Brampton staff are generally proactive and hard working.

What does Brampton do well with respect to DRP?

Developer Accessibility to Senior Staff:

“Access to the senior members of Brampton’s Development Services is a bit of fresh air at a time where their collective access to each other has become a little more fragmented due to COVID and everyone working from home”.

City Staff Alignment with Development Community:

“Brampton Development Service’s heart is in the right place. Generally, we see them as players on the ice with us vs. goaltenders.”

Engineering Submissions:

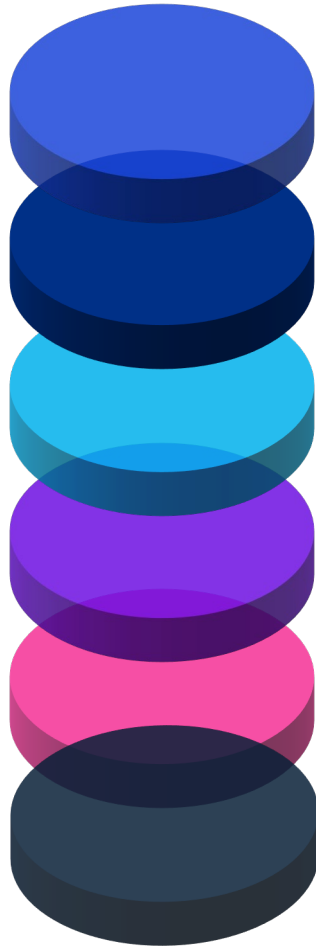
“Engineering plan registration is a finely oiled machine.”

“Kudos to Brampton for their innovation in a digital world and moving towards digital processes that ease submissions in respect to BramPlan Online. It saves us money and time and is great for the environment.”

“Brampton Development Services staff are hand-on and proactive. We can actually call them and they pick up the phone. Other municipalities are not as accessible or willing to help.”

“Brampton’s ability to be flexible, innovate, and react when Covid hit was impressive - the best in the GTA!”

Improvement Opportunity Summary from VOC



Appoint

a primary Planner as the project manager for the application lifecycle and empower them to make decisions regarding conflicting comments

Reduce

the number of conflicting comments and redundant circulations by optimizing use of BramPlan Online to release comments as they are received to minimize time delays and provide developers with more lead time to address comments.

Mitigate

subdivision agreement amendments and delays from Legal by providing higher degree of discretion to the Planner without the need for red line revisions to the draft plan and standardize the subdivision agreement.

Empower

staff to resolve internal comments by developing commenting templates with standardized features to improve consistency within the DRP

Triage

applications based on their simplicity or complexity at pre-con stage to fast track simple applications. Example of applications:

- Simple = installation of a telephone pole
- Complex = construction of a 15 acre plaza

Adopt

successful practices from other municipalities to eliminate some non-value add tasks such as Markham's Friendly Neighbors By-Law to remove Maintenance and Encroachments Easements

04

Recommendations

Current State Key Themes

Lacking Standardization



Standardized processes and templates are currently lacking. By not using standardized processes and templates, additional efforts and re-work is incurred and staff time is spent on non-value added process steps.

Accella System Limitations



Development review process and workflows is currently being driven by how an application moves through Accella instead of being driven by how the Planner should be completing their work. Accella lacks ability to track data resulting in few data driven decisions to drive improvements.



Gaps in Staff Training and Turnover

Existing knowledge transfer mechanisms and file transfer procedures are limited. As a result, staff turnover can disrupt the development review process, extending timelines and contributing to net-new, late-stage comments.



Staff Time Spent on Non-Value Added Work

Inefficient circulation processes add to staff workloads and create redundancies. There is lack of clarity around purpose of D-Team meetings and staff are often unprepared, resulting in re-work and inefficiencies.



Future State Recommendations (1/2)

Building off the findings from our Current State analysis, 5 key opportunity areas were identified comprising 11 high priority improvement recommendations. Additionally, 35 Quick Wins have also been prioritized for implementation and are included in our overall analysis of potential staff time savings and reduction in application processing time as an outcome of this engagement.

Detailed recommendations for the 5 key opportunity areas are included in the next section of the report titled “*Summarized Improvement Opportunities.*”

Refine circulation process and consider application streaming



- Establish a standardized meeting structure to align internal and external commenting partners, resolve conflicting comments, share draft comments with applicant, meet with applicant, and enhance customer service in the Pre-Con stage. Establish standardized commenting template to be used by commenting partners.
- When application is not going to be supported, or is lacking quality, detail required for submission, ask the applicant to withdraw their application and resubmit at a later time for no additional fee - not a "No", just a "Not Right Now" or "Not Ready Yet"
- Have external commenting partners such as the Region, Conservation Authority, and MTO establish standardized pre-con application requirements instead of deferring to site plan. In case of "No concerns" MTO needs to confirm at pre-con stage. Release consolidated city comments to applicants with notice that Regional comments not yet received. Require Regional comments and FSR to be included with formal submission.
- Re-visit the process around PDC meetings to streamline participation, meeting date and alignment of Council members – eliminate info report

Future State Recommendations (2/2)

Reimagine D-Team



- Redefine members in the D-Teams and the team's role. Confirm D-Team priorities at Pre-con Stage. Track their performance through KPIs

Drive Consistency and Performance



- Standardize commenting procedures, review cycles and establish as pre-determined list of Commenting Partners by Application Type
- Staff training and onboarding: Develop a knowledge management resource (i.e., a database) that contains information on past files and exceptions, historical decisions made, background context, precedent, etc. for staff to reference as required to improve knowledge and boost decision making confidence.
- Establish performance management framework with clearly linked KPIs and accountabilities that include interdepartmental stakeholders, defining service timelines for different application types and ensure they are adhered to.
- Develop a framework/process that can be followed by applicants and political leaders to manage escalations and create a safe and healthy environment for an open dialogue between the City and Political leaders to discuss pros and cons of an escalated application.

Accela Solutioning



- Implement Priority 1 Urgent (Bill 109) Accela changes and Priority 1 Process Improvement Accela changes within Q1 and Q2 of 2023 to facilitate improved data analytics and performance measurement tracking and implementation of Bill 109 related changes.

Draft Plan Amendments & Conditions



- Standardize Draft Plan Agreements, Amendments and Conditions

05

Summarized Improvement Opportunities

Improvement Opportunities (1/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Refine Circulation Process and Consider Application Streaming

1. Establish a standardized meeting structure to align internal and external commenting partners, resolve conflicting comments, share draft comments with applicant, meet with applicant, and enhance customer service in the Pre-Con stage. Establish standardized commenting template to be used by commenting partners.

Challenge	<ul style="list-style-type: none"> Pre-Con meeting with applicants is not standardized – typically doesn't include commenting partners and Planner has difficulty speaking to all comments As a result of low pre-consultation fees, heavy staff time is spent in this process for potentially no formal submission – speculative process by applicant Poor application quality, particularly on application submission, drives staff re-work and increases processing timelines. Comments received by Planners from commenting partners are not in a standardized format, requiring Planners to spend time administratively formatting documents, etc. Tracking comments through many circulations causes challenges to naming conventions.
Risks	<ul style="list-style-type: none"> Ensuring consistent execution Revenue loss if not completed May become difficult for complex applications This can become an additional task for staff if meeting is not required for the application Ensuring internal staff attends meetings Certain comments and commenting partners not within City's sphere of influence Need to develop project management skills in Planners to lead the process Will require a pulse check on the risk tolerance of the organization to release comments prior to finalization.
Key Considerations / Dependencies	<ul style="list-style-type: none"> Involve decision makers earlier on in the process to set application up for success Empowering the Lead Planner to have a holistic versus transactional viewpoint Establish a standard commenting template and consolidated comment report that can be used by Commenting Partners and include "Planner's Analysis and Recommendations" to empower Planner to quarterback the process Commenting templates to have standardized features (e.g., checklists for review content and/or pick lists for common/standard comments) to improve consistency Will require a SOP Will require coordination / training with all commenters and a mindset shift. Determine if this is required for all application types.

Improvement Opportunities (2/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Opportunity 1 continued:

Key Theme: Refine Circulation Process and Consider Application Streaming

1. Establish a standardized meeting structure to align internal and external commenting partners, resolve conflicting comments, share draft comments with applicant, meet with applicant, and enhance customer service in the Pre-Con stage. Establish standardized commenting template to be used by commenting partners.

Resource Requirements / Constraints

- Substantial dedicated initial upfront investment of staff time will be required.
- Will require a regular review to ensure process is achieving desired outcomes and re-tweak if needed
- Staff resources of other departments will be required

Level of Effort

- Moderate level of effort and will be cross department initiative to initiate this process.

Improvement Opportunities (3/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Refine Circulation Process and Consider Application Streaming

2. When application is not going to be supported, or is lacking quality, detail required for submission, ask the applicant to withdraw their application and resubmit at a later time for no additional fee - not a "No", just a "Not Right Now" or "Not Ready Yet"

Challenge	<ul style="list-style-type: none"> Applicants present poor quality of documents at the informal consultation stage 20% of applicants require significant number of informal consultations
Risks	<ul style="list-style-type: none"> Dependent on applicant's willingness to use the proposed new process Setting deadlines will create pressure for the applicant causing additional tracking work for the city staff
Key Considerations / Dependencies	<ul style="list-style-type: none"> Review financial analysis data on cost for pre-con Leadership alignment is required How to decide when to use process Need to share our position with political leadership Would Council endorsement of new process help confidence level of staff when saying 'no'
Resource Requirements / Constraints	<ul style="list-style-type: none"> For fast lane application - have a dedicated SWAT Team Budget considerations and discussions with CLT will be required for SWAT team
Level of Effort	<ul style="list-style-type: none"> Low level of effort required

Improvement Opportunities (4/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Refine Circulation Process and Consider Application Streaming

4. Have external commenting partners such as the Region, Conservation Authority, and MTO establish standardized pre-con application requirements instead of deferring to site plan. In case of "No concerns" MTO needs to confirm at pre-con stage. Release consolidated city comments to applicants with notice that Regional comments not yet received. Require Regional comments and FSR to be included with formal submission.

Challenges	<ul style="list-style-type: none">• Delays from Region causing further delays at every circulation• They debt finance their infrastructure and are apprehensive to release comments• Currently Peel's comments are added towards the end of the application to avoid stalling of the application
Risks	<ul style="list-style-type: none">• Peel Region has resource constraints• Constant change of mind of Council at Peel Region• Applicant deals with Region directly for the fees and release of comments
Key Considerations / Dependencies	<ul style="list-style-type: none">• External agencies need to determine if they will support the application prior to formal submission.• Identify any concerns at pre-con stage to give applicant opportunity to address the issues.• Not sure of Region will agree to defer to site plan if site has servicing constraints.
Resource Requirements / Constraints	<ul style="list-style-type: none">• Resource constraints at Region will impact ability to execute
Level of Effort	<ul style="list-style-type: none">• High Effort• High Impact

Improvement Opportunities (5/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Refine Circulation Process and Consider Application Streaming

5. Re-visit the process around PDC meetings to streamline participation, meeting date and alignment of Council members – eliminate info report

Challenges	<ul style="list-style-type: none"> Preparing for PDC meetings involves manual and unstandardized process of editing heavily texted Public notices, increasing chances of error. PDC Public Meeting templates change often and staff are not sure which ones to use or where to find the most recent templates Removal of holding by-law symbol required to go to PDC Not every municipality drafts info report causing inconsistencies in process
Risk	<ul style="list-style-type: none"> Need Council buy-in Finding the right balance of what information to cut out and what to keep to meet the needs of all stakeholders
Other considerations/ Dependencies	<ul style="list-style-type: none"> Eliminate the info report and go straight to Rec Report Additional details will be added to presentation slides Clerks continue to offer delegation to individuals Presentation occurs only when delegation present; similar to how Council meetings were operated pre-Covid Urban Design Brief - opportunities to eliminate duplicate processes Applicant to supplement City presentation Standardize Rec Report to be as concise as possible
Resource constraints/ Requirements, level of effort	<ul style="list-style-type: none"> Delegate the task of making the presentation to team members versus the Planner Holding By-Law Removal delegated to staff Changes do not need to be done all at once, but could be incremental
Level of Effort	<ul style="list-style-type: none"> Low to Medium Effort Medium Impact
Savings	<ul style="list-style-type: none"> 700 staff hours annually 0.5 FTE

Improvement Opportunities (6/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Reimagine D-Team

6. Redefine members in the D-Teams and the team's role. Confirm D-Team priorities at Pre-con Stage.

Challenge	<ul style="list-style-type: none"> D-Team meetings not currently adding value Staff come unprepared Meetings fall outside review period and might not have received all comments Significant staff time spent prepping for D-Team Lack of clarity around objectives of meetings Applicants often escalate files to senior staff and/or elected officials. The reporting requirements related to escalations create additional work for front-line staff and result in ad-hoc and inconsistent prioritization of applications.
Risks	<ul style="list-style-type: none"> Senior staff availability to attend and dedicate time to D-Team Ensuring right people are having the right conversation at the right time D-team awareness amongst staff may be lacking
Key Considerations / Dependencies	<ul style="list-style-type: none"> More Sr. Staff to be included at D-Team Establish clear criteria to identify files that need to go to D-Team D-Team to be Rapid Response Team to fast track some apps Need to coordinate with Bill 109 changes, e.g. when should it be in the process SOP and TOR is needed and requires to be shared with all staff members and internal depts. Clear definition on topics where staff needs to be involved and clearly defining how the staff is empowered based on the issues and context of the application Ensure D-Team occurs once all comments have been received
Resource Requirements / Constraints	<ul style="list-style-type: none"> Staff attendance at D-Team is now optional Only require staff attendance at D-Team if current application is applicable and if there are conflicting comments that need to be discussed Participation at D-Team to be added to performance measures
Level of Effort	<ul style="list-style-type: none"> Low effort High benefit
Savings	<ul style="list-style-type: none"> 30 hours x 50 applications = 1,500 hrs. annually ~ 0.75 FTEs

Improvement Opportunities (7/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Drive Consistency and Performance

VOC7. Standardize commenting procedures, review cycles and establish as pre-determined list of Commenting Partners by Application Type

Challenge	<ul style="list-style-type: none"> • Circulation memos suggest review timelines for internal and external commenting partners but are not based on anticipated work effort or application complexity. These timelines are seldom met and drive staff and applicant frustration. • Policy not included in circulation • Reviewer groups are different between site plan and subdivision, creating inconsistencies with comments • Conflicting comments and late-stage comments can be difficult for staff and industry to resolve, increasing processing timelines and negatively impacting applicant satisfaction. • Comments are not consistently summarized by staff or applicants at key application milestones (e.g., resubmissions), increasing the administration burden on staff and applicants. • Inefficient circulation processes that add to staff workloads –sending to all commenting partners even if not relevant for each circulation • Developers reported there is often reluctance for the zoning examiner to look at a by-law until approval, causing multiple iterations of the by-law requiring re-submissions resulting in missed PDC meetings and further delays. Developers requested the zoning department review the by-law after second submission to expedite the process. • Reviewer groups are different between site plan and sub-division creating inconsistencies in comments.
Risk	<ul style="list-style-type: none"> • Setting timelines for commenting review cycles for external commenters that are not met • Setting up performance measures internally to ensure review timelines are met
Key Considerations / Dependencies	<ul style="list-style-type: none"> • Identify who needs to comment on what type of application - Planner should know who needs to comment and who doesn't • Have same staff review same file e.g. site plan and subdivision; develop bench strength • Ensure alignment with Accela workflows • Defining SLAs for external Partners • Develop criteria to structure the recirculation process to reduce application churn and late-state comments
Resource Requirements / Constraints	<ul style="list-style-type: none"> • Identifying level of service agreement is a large effort • Differentiate between areas of work - LOS agreements v/s quick wins
Level of Effort	<ul style="list-style-type: none"> • Low Effort • High Impact

Improvement Opportunities (8/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Drive Consistency and Performance

VOC8. Staff training and onboarding: Develop a knowledge management resource (i.e., a database) that contains information on past files and exceptions, historical decisions made, background context, precedent, etc. for staff to reference as required to improve knowledge and boost decision making confidence.

Challenge

- Developers reported high turnover from Planners on their files is causing increasing inefficiencies for development applications and inconsistency in file review
- Some Developers reported instances when their development application had as many as 6 or 7 Planners assigned to it, creating issues with consistency and continuity
- Staff reported a 43% vacancy rate in Development Services Planning at the time of our current state assessment
- Existing knowledge transfer mechanisms and file transfer procedures are limited. As a result, staff turnover can disrupt the development review process, extending timelines and contributing to net-new, late-stage comments.
- Newly onboarded staff are lacking training on SOP's
- No centralized location for key templates, checklists, by-laws, important notices regarding policy or process changes – much of this is circulated by email and therefore not accessible to any new employees onboarded after these important communications have been circulated
- SOP's are currently outdated and contain work steps based on Accella workflows instead of planner process steps

Risks

- This won't be successful if it is not centralized

Key Considerations / Dependencies

- Centrally storing communication on process and policy changes and keep email records on SharePoint
- Provide Junior Planners with ownership and accountability to update SOPs and use team approach for continuous maintenance
- Revise existing SOP's to be streamlined for new staff understanding e.g. 10 steps to Site Plan Approval
- Create video tutorials to provide training on Accella workflows and system functions; link tutorials to workflow steps in system
- Standardized onboarding, training and documents to lie with strategy and innovation department.
- Implement file transfer protocol to reduce process inefficiencies associated with staff turnover and absences
- Train staff on lean continuous improvement to facilitate internal capabilities for ongoing process review

Improvement Opportunities (9/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Opportunity VOC8 continued:

Key Theme: Drive Consistency and Performance

VOC8. Staff training and onboarding: Develop a knowledge management resource (i.e., a database) that contains information on past files and exceptions, historical decisions made, background context, precedent, etc. for staff to reference as required to improve knowledge and boost decision making confidence.

Resource Requirements / Constraints

- Create ownership of someone managing and updating the templates as needed and communicate to the team members
- Create permanent roles in the team with the opportunity to grow
- Skilled resource to create instructions on how to write SOPs
- Identify a resource who can take lead in building and maintaining the knowledge data base
- Need to assign dedicated staff as this will be an ongoing task.

Level of Effort

- Medium to High Effort
- Medium to High Impact

Improvement Opportunities (10/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Draft Plan Amendments and Conditions

12. Standardize Draft Plan Agreements, Amendments and Conditions

Challenge	<ul style="list-style-type: none"> Lacking standardization in subdivision agreements and plan of condominium agreements "Applications get to the final stage of approval awaiting agreement execution and then get bogged down for months at a time in Brampton's legal review. Agreements that are boiler plate should not take 6-9 months." – City of Brampton Developer Developers reported that the standardized conditions for draft plan of condominium conflict with the registration process and therefore the draft plan of condominium will not conform to conditions Developers reported frustration with minor changes requiring draft plan amendments between draft plan of subdivision approval and M-Plan Lacking standardized conditions and templates – memos attached as conditions cause legal concerns 9 out of 10 times there are issues requiring amendments which causes delays No Notice of Decision templates
Risks	<ul style="list-style-type: none"> Final approval review required with different groups regarding standard conditions before launch Staff turnover since 2019 may impact management opinion on standardized conditions requiring additional consultation and collaboration
Key Considerations / Dependencies	<ul style="list-style-type: none"> Establish a standardized subdivision agreement and involve the Planners and the Engineers in the process Establish set of standardized conditions and templates Provide a higher degree of discretion to the Planner without the need for red line revisions to the draft plan
Resource Requirements / Constraints	<p>Significant work was completed internally to solution this issue prior to COVID.</p> <ul style="list-style-type: none"> Standardized conditions have been created and awaiting final clearance from management Administration of conditions will be brought into Accela and test environment has been created Staff training to be rolled out in two sessions, one for Planners and one for Commenting Partners being lead by Data Analyst and Lead Planner
Level of Effort	<ul style="list-style-type: none"> Low Effort (substantial work already completed) High Impact

Improvement Opportunities (11/11)

In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Key Theme: Drive Consistency and Performance

9. Develop a framework/process that can be followed by applicants and political leaders to manage escalations and create a safe and healthy environment for an open dialogue between the City and Political leaders to discuss pros and cons of an escalated application.

Challenges

- Frequent pressure to approve Condo conversion even though all requests for site plan is not completed
- Pressure from Developer to finalize agreement
- Negative impacts from stakeholder escalations

Risks

- Council support required to maintain consistent application of protocol
- CLT's support to get involved less in escalations

Key Considerations / Dependencies

- Determine escalation protocol that developer must follow to ensure all appropriate actions have been taken to address issues at the planner level prior to escalation

Resource Requirements / Constraints

- Include in training package for new council
- Burden must be on developer to demonstrate they have exhausted all options through planning first
- Only escalate to administrative leadership vs political leadership

Level of Effort

- Medium effort
- Medium benefit

06

Accela Specific Improvements

Accela Priority Opportunities for Improvement

18 opportunities for improvement related to Accela system capabilities and enhancements were identified. Accela system experts, IT leadership, and Development Services Planning staff met for a series of meetings facilitated by KPMG to validate opportunities, quantify required resourcing, and develop timelines for implementation. The 18 opportunities were prioritized into three categories, with Priority 1 the most impactful to the development review process. Priority 2 items were identified as less impactful to the development review process, and Priority 3 items need additional requirements gathering to better understand the Accela change requirement.

Below is the list of Priority 1 improvement ideas identified by the Planners in consultation with Accela IT team that will impact the, 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations
4	OPA, ZBA, Subdivision, Condo	Pre-consultation fee invoice and receipt of payment notification	Bus. Clerk sends Accela notification to DS Clerk	Business Services Clerk receives the e-mail and forwards it to the ADP to complete the review and send an e-mail to Dev Service Clerk the applicant notifying the completeness review is complete and payment will be required. Dev Services Clerk invoice's the applicant and Accela sends an e-mail to the applicant asking for payment
17	OPA, ZBA, Subdivision, Condo	Commenting - Internal commenters draft comments for inclusion in application	Accela limitations – requires duplicate submission of comments	Create multiple Review Distribution flows that correspond with the document naming convention: helps improve reports, circulation to internals, makes clerks jobs easier
18	OPA, ZBA, Subdivision, Condo	Commenting - Internal commenters draft comments for inclusion in application	Accela limitations – requires comments to be drafted in word and copy/paste in system	Potential to increase Character limit similar to the conditions box and addition of text editing functions

Bill 109: Accela Improvements

KPMG met with Development Services and IT management to discuss additional system changes required in Accela to accommodate application process changes as a result of Bill 109. The following 6 considerations have been identified as additional urgent Priority 1 items to be prioritized for implementation.

Accela Change Required	Key Considerations
1. Make Pre-consultation a 2-stage process in Accela	
2. Add external agencies for completeness review	<ul style="list-style-type: none"> Provide Region access to Accela for pre-con applications
3. Incorporate changes in Accela workflows to accommodate for changes in Site Plan process.	<ul style="list-style-type: none"> Add step for completeness review “Approval in Principle” step – similar to Site Plan Approval Memo right now
4. Clearing of conditions to be managed in Accela for Site Plan and Sub-division	
5. Create Accela workflow for removal of holding provisions	<ul style="list-style-type: none"> Veering significantly from ZBA workflows currently in Accela
6. Process of issuing refunds to be added in Accela	<ul style="list-style-type: none"> Current process for refunds in Accela is not currently sufficient to accommodate increase in volume (currently ranges from 4 weeks to 4-6 months) Required ability to track the application between deemed complete to decision made so that amount of refunds can be monitored Requires re-work of Finance back office revenue accounts to accommodate Will this be automatic or will the applicant have to apply?

Accela Workplan

Critical Success Factor:

Accela improvements must be prioritized to enable real time tracking of application status and lifecycle, and to establish performance management framework with clearly linked KPI's and accountabilities that include interdepartmental stakeholders and service timelines.



Step 1

- Clarify full scope of Priority 1 *Urgent* and Priority 1 *Process* system requirements
- Identify IT and Planning Leads to collaborate on working group through to implementation and roll-out



Step 2

- IT management to quantify resources required to implement and include in workplan for Q1 and Q2



Step 3

- Priority 1 changes launched in Accela test environment
- Staff training program launched



Priority 1 – Urgent (Bill 109)

- ✓ Make Pre-consultation a 2-stage process in Accela
- ✓ Add external agencies for completeness review
- ✓ Incorporate changes in Accela workflows to accommodate for changes in Site Plan process.
- ✓ Clearing of conditions to be managed in Accela for Site Plan and Sub-division
- ✓ Create Accela workflow for removal of holding provisions
- ✓ Process of issuing refunds to be added in Accela



Priority 1 – Process Improvements

- ✓ Automate notifications to applicant that payment is due
- ✓ Create multiple Review Distribution flows that correspond with the document naming convention: helps improve reports, circulation to internals, makes clerks jobs easier
- ✓ Increase Character limit similar to the conditions box and addition of text editing functions

Step 1
January
2023

Step 2
February
2023

Step 3
May
2023

July 2023
Go Live

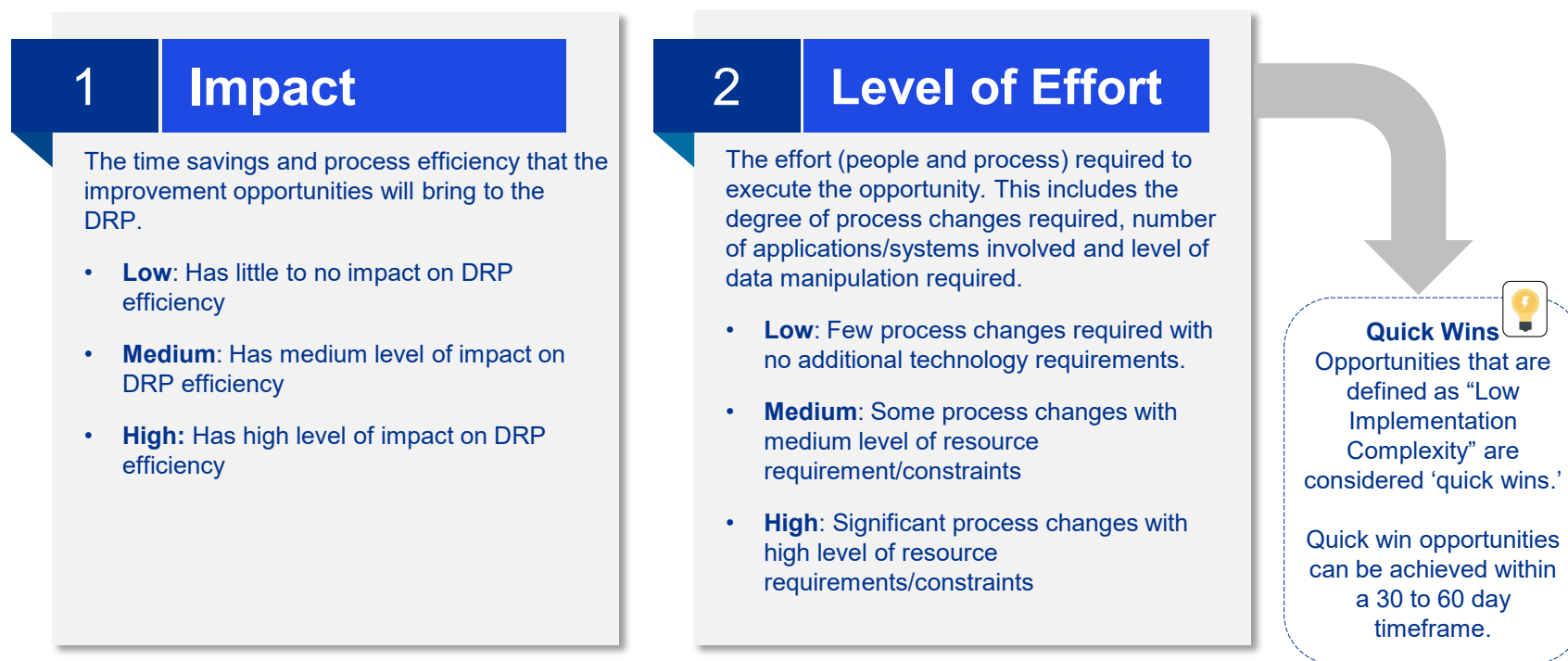
07

Opportunity Prioritization

Improvement Opportunity Prioritization

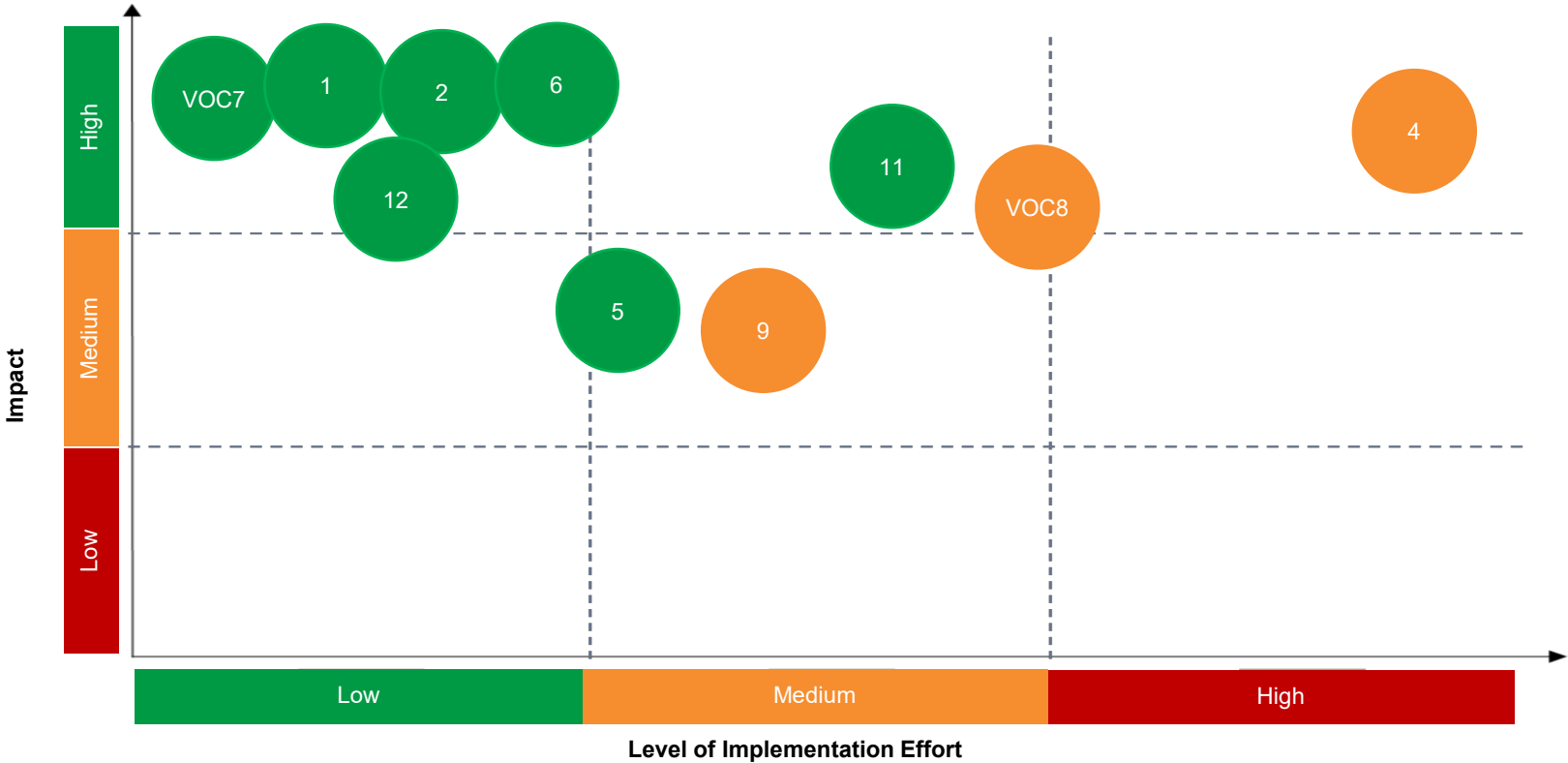
In-person and virtual workshops were conducted with the Development Services leadership team to prioritize the opportunity, understand the opportunity risks, key considerations / dependencies, and resource requirements/constraints for implementation.

Each opportunity was evaluated across two dimensions: Impact of Improvement and Level of Effort to Implement to prioritize the recommendations and build an implementation plan.



Prioritized Matrix

The 11 identified solutions yield varying level of impact. The following qualitative assessment of the ease of implementation and impact have been completed by Development Services leadership to facilitate implementation planning and decision making. **We encourage you to be thinking about the quick wins as well, highlighted on the following pages - easy things to do that will create additional capacity for staff to focus on value add work.**



**Numbers represent the Opportunity ID*

08

Quick Wins

8 Wastes of Lean

One of the first steps in your Lean Journey is to start to “see” the waste in the processes you are working on improving. Waste is defined as anything that does not add value from the customer’s perspective.

D

Defects

Work or services that are not completed correctly the first time.
Example: Conflicting comments provided by commenting partners

T

Transportation

Moving equipment, supplies or information from place to place.
Example: Circulation/distribution of development applications for review to 3rd party commenting partners

O

Overproduction

Doing more than what is required to complete the task. Example: Commenting partners providing comments on second/subsequent circulations due to a sense of obligation to “say something” rather than returning the application with “no further comments”

I

Inventory

More material, supplies, equipment, parts on hand than what is needed. Over supply requires extra space and purchasing supplies that never get used, or expire, wastes resources that could be better spent for value-added activities. Example: Old documents sitting online. Copies of paper files taking up space in office storage

W

Waiting

Idle time when material, information, people or equipment is waiting.
Example: Waiting on one or more commenting partners to complete their reviews

M

Motion

Unnecessary movement by employees to complete an activity, including walking.
Note: Travelling to site, community meetings, etc.

N

Non-utilized Talent

Not utilizing all the skills of the employees.
Example: Planners, engineers, or other specialized roles spending time working through increasingly administrative tasks (e.g., consolidating and/or formatting comments from commenting partners, processing fee payments, etc.)

E

Extra Processing

Spending extra time and effort for an activity which often causes duplication of activity.
Example: Commenting partners reviewing subsequent application submissions when the revisions are not relevant to their jurisdiction/authority/responsibility

Quick Wins – Improvement Opportunities (1/4)

KPMG and City of Brampton Development Services staff identified 32 process improvement opportunities that are considered Quick Wins. Quick Wins are opportunities that can be started and completed as soon as possible, with minimal implementation complexity, which should be pursued to maximize process efficiency, gain project momentum and foster staff buy-in and support for continuous improvement.

Pre-consultations	Clearance and Completeness Review	
2. Add disclaimer stating City reserves the right to request documents of higher quality for further review to discourage applicants from submitting poor quality documents.	20. Recommend Applicant to contact Commenter directly via the contact info provided on the application to avoid difficulties that Planner faces while speaking on behalf of Commenters to Applicant.	D Defect ✓
3. Put a cap on amount of time spent by staff on informal pre-consultations since 20% of applications require significant number of informal consultations.	22. Cap the number of consultations permitted at this stage to avoid numerous consultations requested by Applicant after pre-consultations.	O Overproduction ✓
7. Explore other payment methods to avoid cheque payment delays by applicants.	23. Provide onboarding and training on clearance process to Commenting Partners to mitigate lack of clarity on completeness review.	W Waiting ✓
82. Digitize old paper files to reduce time spent on accessing old records stored in paper form.	25. Provide specific options such as “No comments”, “Complete”, “Not complete” to Commenters to assist in arriving at completeness review decision quicker.	N Non-utilized Talent ✓
	26. Create an instruction manual for applicants to follow the right naming convention to avoid application rejections due to naming conventions	T Transportation
	29. Create a standard manual of process steps for Planners to follow to avoid process inconsistencies in preparing notice of completeness.	I Inventory
	61. Concurrent site plan process can occur with good communication and Accela cross reference numbers can be used to reference both site and draft plan to avoid duplication of effort for Applicant to load documents.	M Motion ✓
		E Extra Processing ✓

Quick Wins – Improvement Opportunities (2/4)

KPMG and City of Brampton Development Services staff identified 32 process improvement opportunities that are considered Quick Wins. Quick Wins are opportunities that can be started and completed as soon as possible, with minimal implementation complexity, which should be pursued to maximize process efficiency, gain project momentum and foster staff buy-in and support for continuous improvement.

Document Circulation

12. Obtain, review and refine checklist from each Department to provide exclusion list or required commenters list to Planners avoid circulation to Commenters that are not required.

14. Create and maintain a cross reference file to allow for quick look up between pre-con and submitted documents file #s.

33. Ensure D-Team occurs once all comments have been received to avoid instances of people coming unprepared for the meetings.

34. Stop Council notification at circulation stage to avoid redundancy since Council is notified when application is submitted.

65. Implement template for conditions with flexibility to change conditions through consultation with planning, to avoid conflicting comments by Dev Eng. requiring amendments and causing delays.

32. Skip D-team meetings if review period for commenting has passed since D-team meetings fall outside review period.

67. Maintain a clear and concise comment tracking system/document to avoid challenges that arise due to different naming conventions and to reduce the number of back and forth between Applicant and DS Planner to resolve Internal Comments.

84. Stop having D-Team meetings for Condo applications as they do not add value.

85. Have regular bi-weekly touch points with applicants to improve communications to catch Applicant's changing mind-set on the application earlier in the process.

87. Add process flow diagrams to SOPs that captures steps conducted by Planner to align with Accela workflow.

D Defect

O Overproduction ✓

W Waiting

N Non-utilized Talent ✓

T Transportation

I Inventory

M Motion ✓

E Extra Processing ✓

Quick Wins – Improvement Opportunities (3/4)

KPMG and City of Brampton Development Services staff identified 32 process improvement opportunities that are considered Quick Wins. Quick Wins are opportunities that can be started and completed as soon as possible, with minimal implementation complexity, which should be pursued to maximize process efficiency, gain project momentum and foster staff buy-in and support for continuous improvement.

Comment Review and Consolidation	Draft Approval (Subdivision)	
57. Have strict time frames for Clerk's office to release declaration and to clear comments on Site plan to avoid delays in receiving comments from Clerk's office.	72,42,43. Have one central place for housing templates and one person responsible for managing them to avoid time spent on searching for the right template.	Defect
59. Track zoning special section numbers in master list to prevent historical duplicates and errors by Planners on section numbers that causes confusion amongst public.	77. Have weekly or bi-weekly status update meetings with developer to improve communication and to avoid disconnect with Developers regarding outstanding items required for clearance.	Overproduction ✓
		Waiting ✓
		Non-utilized Talent ✓
Clearance (Condo)		Transportation
95. Create stakeholder list with accountability and make it accessible to Planners and Applicants so it can be referenced when needed to provide clarity on whom to request the certificates from.		Inventory
95.1. BramPlan will streamline online receipt of certificates through Accela and notification can be sent to applicable staff for review.		Motion ✓
95.2. Create guidance documents that specifies who receives what documents/certificates at various stages of the process to avoid confusion.		Extra Processing

Quick Wins – Improvement Opportunities (4/4)

KPMG and City of Brampton Development Services staff identified 32 process improvement opportunities that are considered Quick Wins. Quick Wins are opportunities that can be started and completed as soon as possible, with minimal implementation complexity, which should be pursued to maximize process efficiency, gain project momentum and foster staff buy-in and support for continuous improvement.

File Close Out

48. Add expiry date for refund collection and transfer monies to City’s useable accounts post expiry date to avoid leaving un-used funds in City’s account that are not collected by Applicant’s.

48.1. Incorporate sign removal step into closing conditions, encouraging Applicant’s to collect the deposit refund.

48.2 Provide an option to the Applicant that allows the City to re-allocate the sign deposit funds towards a fee charged by City staff for removing this sign. This will avoid the issue of having un-used funds in City’s account.

49. Explore other fee refund methods to avoid Applicant discontent over delays in receiving sign deposit refunds due to cheque payments.

99. Eliminate paper file circulation for Condos while circulating letter to Registry and memo for Commissioner to reduce manual work associated with processing hard copies of paper files.

- D

Defect
- O

Overproduction

✓
- W

Waiting

✓
- N

Non-utilized Talent

✓
- T

Transportation
- I

Inventory
- M

Motion

✓
- E

Extra Processing

09

Data Analysis

Impacts of Bill 109: Application Refunds

KPMG completed an analysis on the BILD data provided by the City to determine potential impacts of Bill 109 based on current and historical application processing timelines. Of the 41 development applications reviewed, 100% of those would have required a refund of fees to some degree. 58% of the application files included in the data set analyzed by KPMG would have resulted in 100% refunds under Bill 109.

Table 1

Number of ZBA Application Refunds		Number of OPA, ZBA Application Refunds		Number of Site Plan Application Refunds	
Within 90 days (No refunds)	0	Within 120 days (No refunds)	0	Within 60 days (No refunds)	0
90 and 150 days (50% refunds)	9	120 and 180 days (50% refunds)	8	60 and 90 days (50% refunds)	0
150 and 210 days (75% refunds)	0	180 and 240 days (75% refunds)	0	90 and 120 days (75% refunds)	0
After 210 days (100% refunds)	6	After 240 days (100% refunds)	3	After 120 days (100% refunds)	15

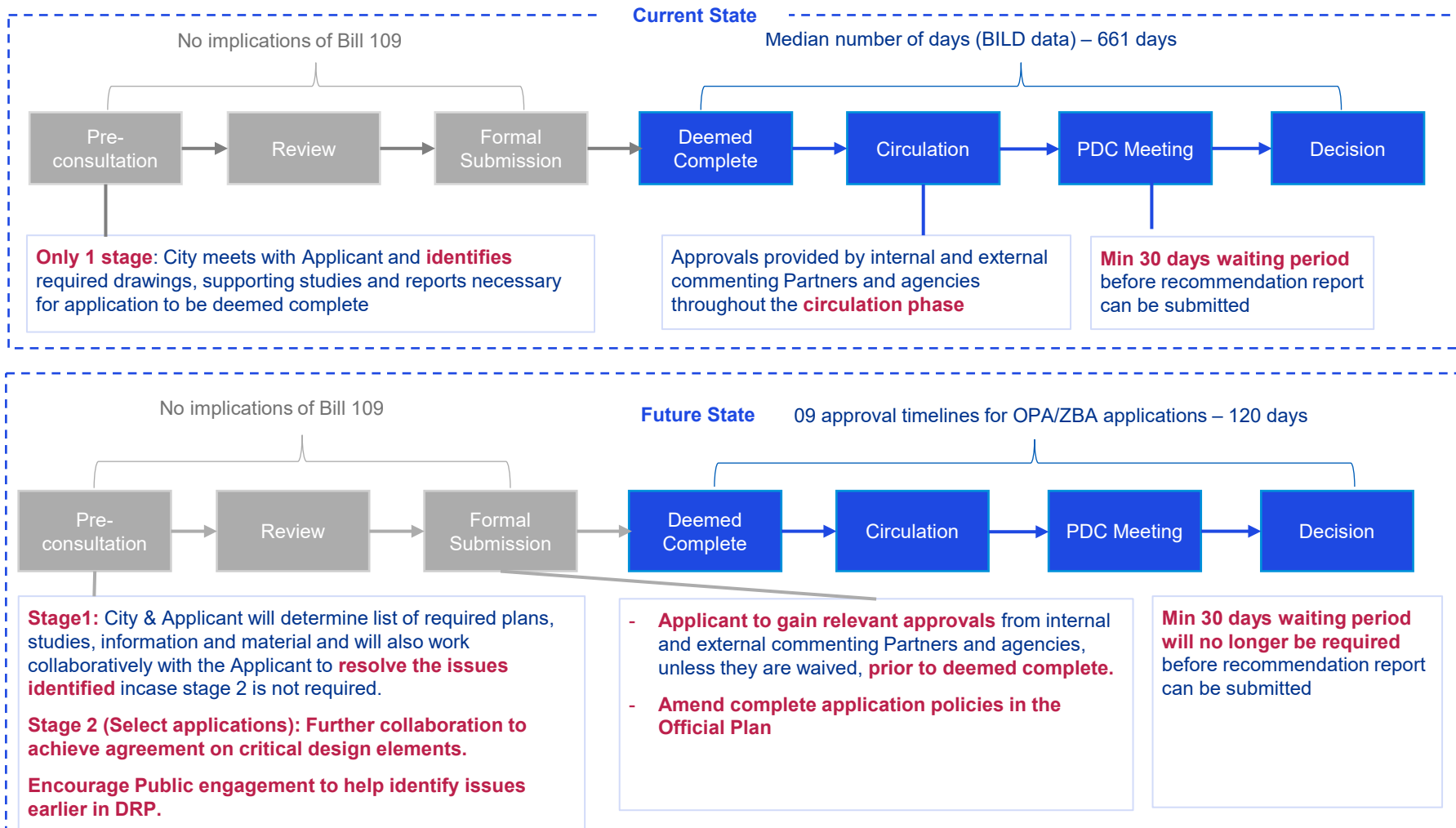
Table 2

Application Type	Number of Files	Min. number of Days – Application deemed complete to Decision	Max. number of Days - Application deemed complete to Decision	Median number of Days - Application deemed complete to Decision
OPA, ZBA	3	483	1025	661
ZBA	6	215	881	311
ZBA,SUBD	9	98	1014	417
OPA,ZBA,SUBD	8	137	2481	371
SITE	15	202	1066	487
SUBD	3	203	567	297
CONDO	7	79	686	178

- The data set has 61 file numbers. Out of these, only 41 were considered for the purpose of determining how many applications will require refunds due to bill 109 legislation as only these had the approval/refusal decision along with number of days taken between the time the application was deemed complete to the point of Council decision was made. (Table 2).
- Table 1 highlights the type and number of applications that would have required a refund based on number of processing days set by Bill 109.

Current and Future State Overview (OPA/ZBA) (1/2)

In order to achieve the tight timelines mandated by Bill 109, the City has proposed changes to the DRP. Below is a high-level snapshot depicting the current state and future state DRP process the City has designed for Bill 109 affected applications.

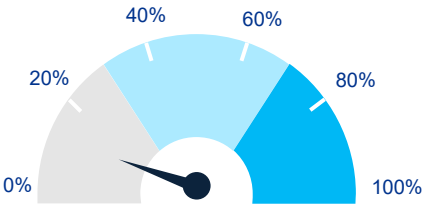


Staff Uptime*

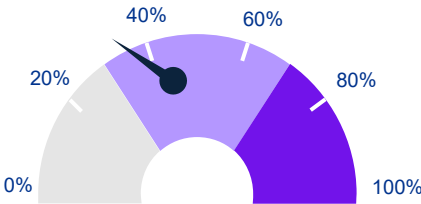
Using Lean methodology and time to task data provided by the City, KPMG calculated the median staff uptime for processing ZBA, Subdivision, and Condo development applications in the table below. **“Uptime” is defined as the time in the process (or process steps) staff spend conducting value added work processing these applications.**

For example, the Zoning Bylaw Amendment application takes 311 business days from submission of complete application to City decision. Within those 311 business days, 49 business days are considered ‘uptime’ for the City, when staff are spending time on the application completing value added work. For the residual business days not accounted for in staff uptime, the application is with the applicant for required changes and/or experiencing downtime, which is non-value added time/activities and considered waste.

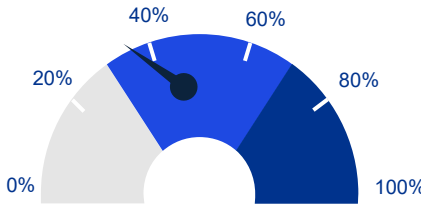
	ZBA	Subdivision	Condo
Time to task in hours	342	386	267
BILD hours (median)	2,177	2,079	1,246
Time to task in days	49	55	38
BILD days (median)	311	297	178



16%
Staff uptime in
processing ZBA
applications



19%
Staff uptime in
processing Subdivision
applications

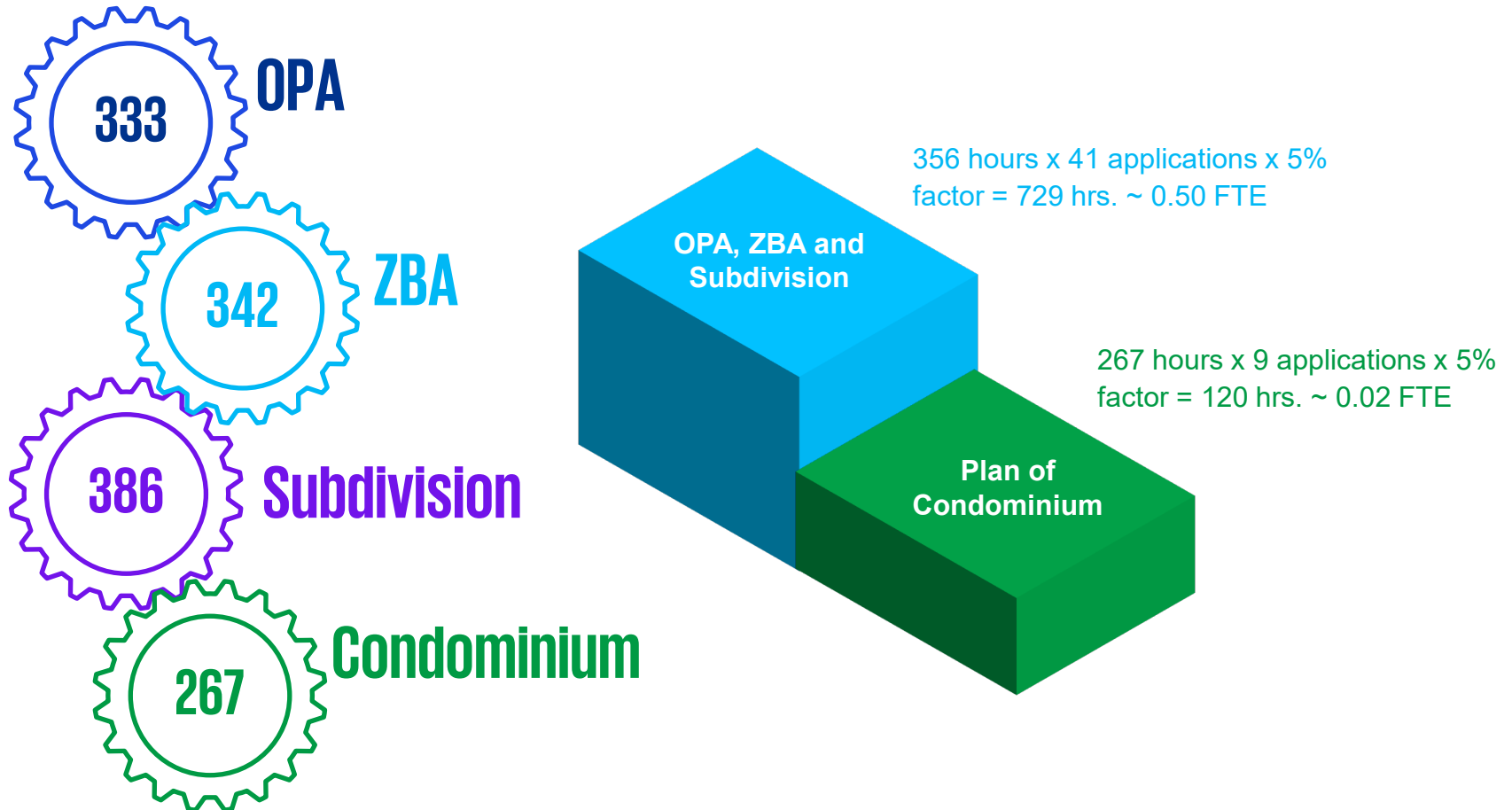


21%
Staff uptime in
processing Condo
applications

*Uptime determined based on 7 hour staff work day

Snapshot - Task to Time Data

Time to task data illustrates average staff hours spent on applications from time of submission to decision made on application. If Development Services implements the 32 Quick Wins and 13 high priority improvement opportunities identified through this engagement, the City can expect to achieve a minimum of 5% savings in staff time. This 5% time savings equates to added staff capacity of 0.5 of a full time employee (FTE) for OPA, ZBA, and Subdivision applications alone. **It is important to note, however, when a singular process contains this many staff hours, reducing processing time by 25% would be a standard expectation using Lean methodology.**



*1 FTE = 7 hours per day X 5 work days X 52 weeks per year = 1,820 hours

Estimated Savings from High Priority Opportunities

KPMG utilized hours from time to task data to determine specific improvement opportunity time savings, using the number of applications from the analytics dashboard dated October 2022 for total OPA, ZBA, Condo and Subdivision applications in 2021. Staff time savings from elimination of the below tasks i.e. Information Report combined with PDC and reimagining of D-Team equates to 1.25 FTE's of added staff capacity for Development Services.

Improvement Opportunity	Potential savings
5. Re-visit the process around PDC meetings to streamline participation, meeting date and alignment of Council members	14 hours x 50 applications = 700 hrs. ~ 0.50 FTE *Time savings if info report is not required
6. Redefine members in the D-Teams and the team's role. Track their performance through KPIs	30 hours x 50 applications = 1,500 hrs. ~ 0.75 FTE
VOC8. Staff training and onboarding: Develop a knowledge management resource (i.e., a database) that contains information on past files and exceptions, historical decisions made, background context, precedent, etc. for staff to reference as required to improve knowledge and boost decision making confidence.	5 hours x 50 applications = 250 hrs. ~ 0.12 FTE *Time to write by-laws
Total estimated time savings from all improvement opportunities, including implementation of 32 Quick Wins, Accela enhancements, and all high priority recommendations = 3,299 hours ~ 2 FTEs (annually) of staff time savings for OPA/ZBA, Subdivision, and Condo Applications	

*1 FTE = 7 hours per day X 5 work days X 52 weeks per year = 1,820 hours

Data Limitations

The data provided to KPMG facilitated some key insights into the City's DRP process, however, the data limitations outlined below make it difficult to gain deeper insights. The four separate data sets could not be linked to each other as the process steps captured are either different in each data set or the processing times are manually entered into Accela and not reflective of real time processing. The KPI's and Metrics section of this report captures some strategies to overcome these limitations.

OZS File – Accela Data

- Data is accurate only until the preliminary review stage
- Days the application was in the process has been manually entered in the system making it difficult to determine the real number of days the application has been in the process

Pre-Milestones

- There were only 13 applications out of which only 11 applications have all the dates between the different process steps from date of submission and pre-consultation close
- The dates are manually entered by staff making it difficult to determine the real number of days the application is in pre-con stage.

Task to Time Data

- Data is 3 years old and may not be relevant anymore due to changes in the process steps
- Since the tasks are at a granular level, it poses difficulty in mapping the tasks to process steps based on Accela data on time taken between tasks

BILD Data

- Data only has time from application is deemed complete to the time the decision was made.
- In between process steps and time taken is missing making it difficult to map the BILD data to other data set

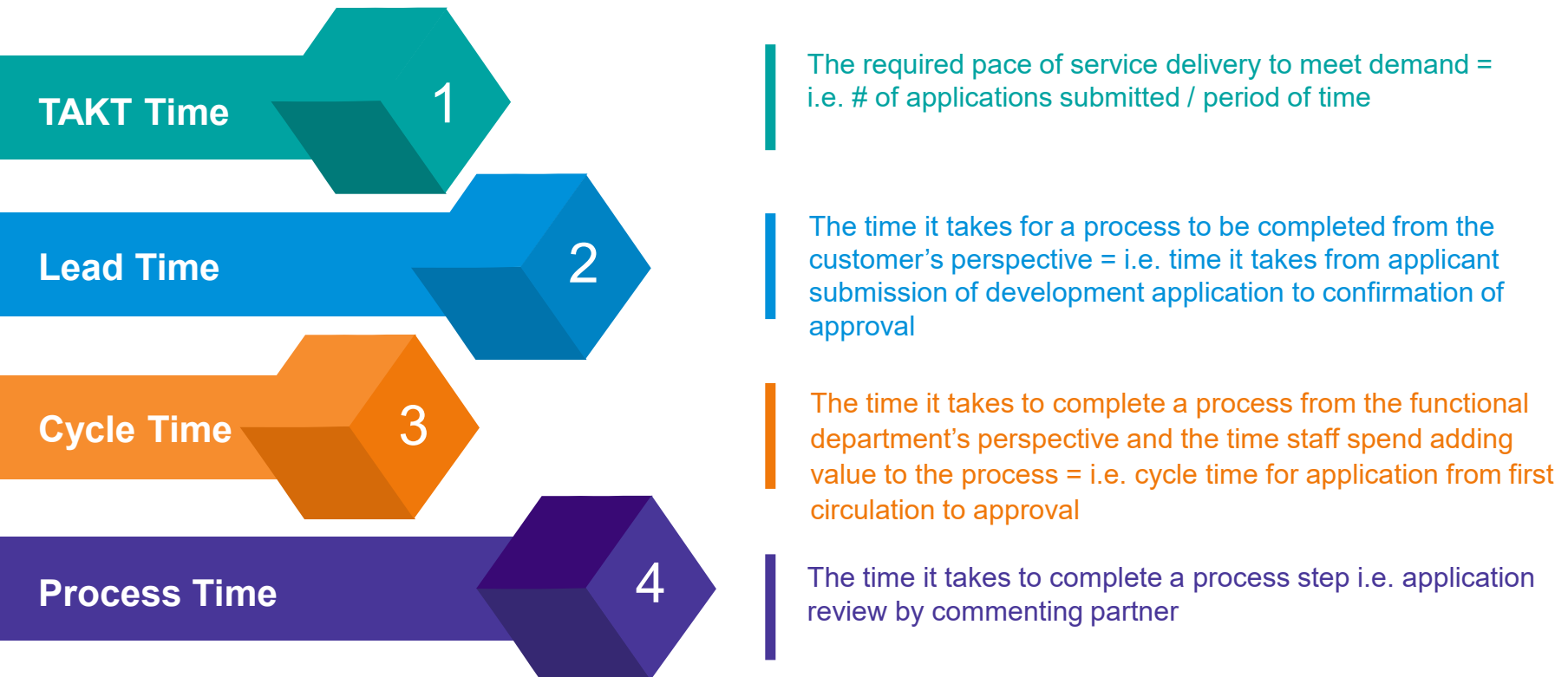
10

KPIs and Metrics

Key Metrics for Consideration

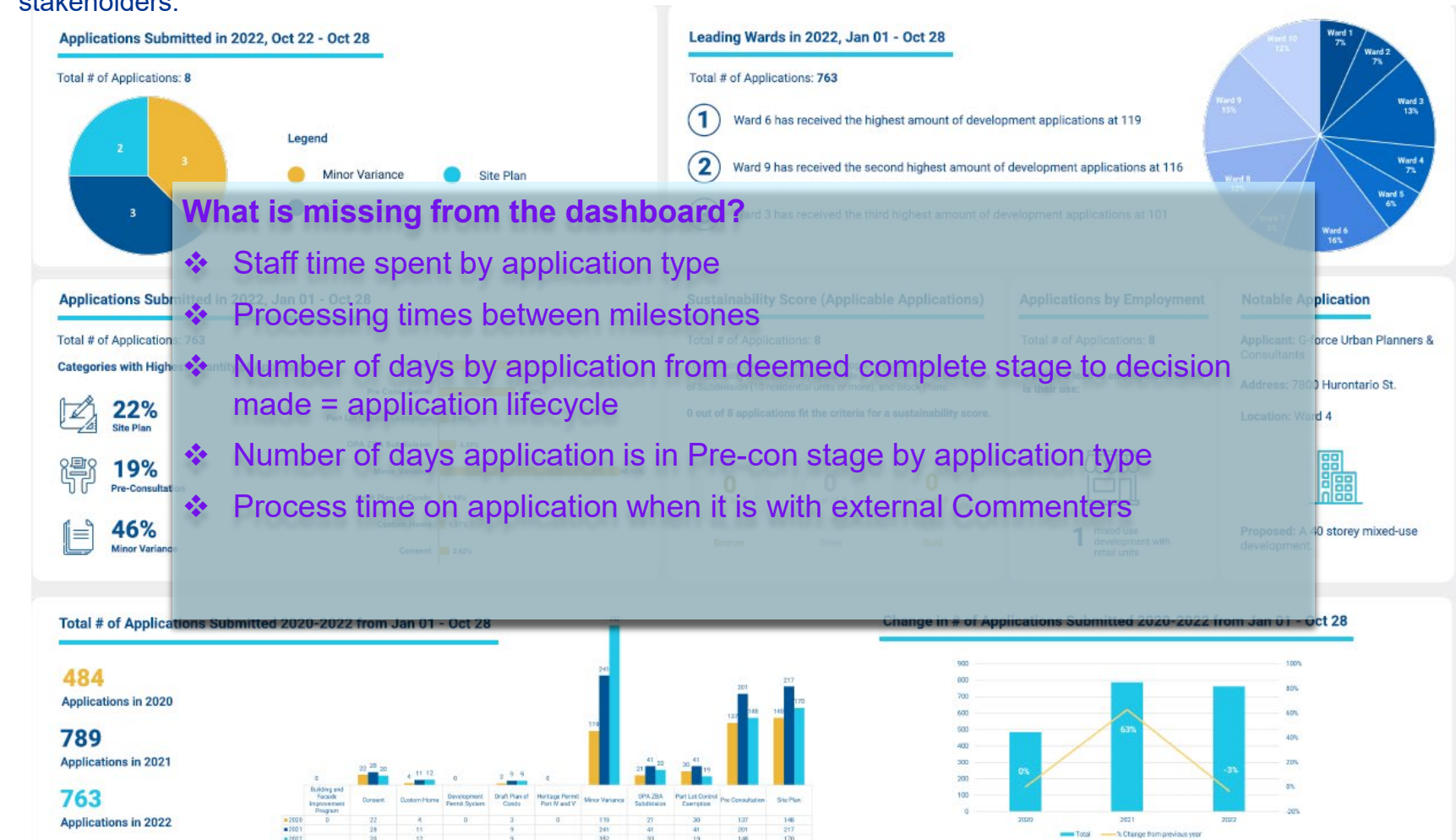
A key recommendation for moving forward in a post-Bill 109 world is for the City of Brampton to establish performance management frameworks with clearly linked KPIs and accountabilities that include interdepartmental stakeholders, defining service timelines for different application types (commenting and circulation) and creating a culture of high performance to ensure deadlines and KPI's are adhered to. The enhancements to Accela will be a critical success factor in fostering a data driven performance culture and will provide the real time insights into how Development Services team members are performing against new Bill 109 deadlines and requirements.

The following is the list of metrics that must be built into the Accela system to enable reporting and line of sight:



City's Current Dashboard

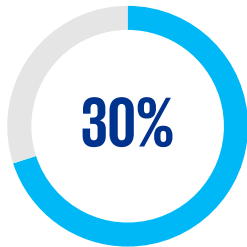
While Development Service's current dashboard provides some key insights, such as Takt time, KPMG recommends additional data points that will provide insights to help track application lifecycles, lead time and cycle time, and associated staff processing time (value added work) with clearly linked KPIs and accountabilities that include interdepartmental stakeholders.



Sample Dashboard

763

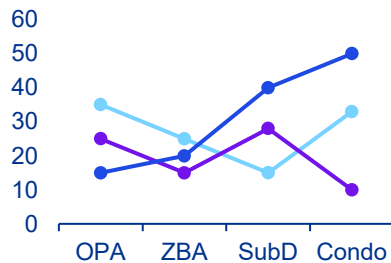
Total number of applications received by the City in 2022



Applications meet the Bill 109 requirements

Real Time Insights

Showing real time average days application is in process



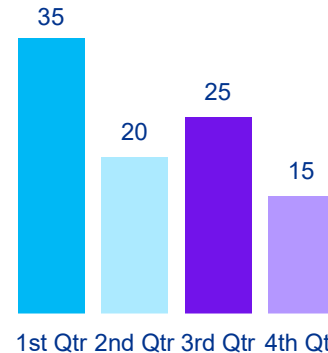
600 Hours

Total hours spent by staff by application type

\$50,000

Amount was refunded on OPA/ZBA applications in 2022

Application refunds by Quarter



20%

Applications are delayed due to wait times in receiving comments from external commenters

100 hours

Average time the application was with the applicant

300 hours

Application was in Pre-con stage

Overcoming Data Limitations

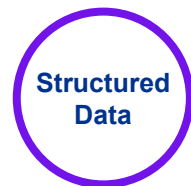
Data limitations is a common issue in development reviews across many municipalities, however some key steps can help mitigate these challenges and limitations. The City of Brampton will be required to invest staff time and energy into reviewing and restructuring Accela frameworks to facilitate better data gathering techniques and reporting mechanisms and also create a staff culture around data driven decision-making and the importance of analytics to support process improvement.

Identify available data sets to track the life cycle of an application from the time it is received at the City to the time a decision has been communicated to the Applicant.



Enhance Accela capability on report generation that shows real time processing times of an application.

Ensure the data is clean and structured.

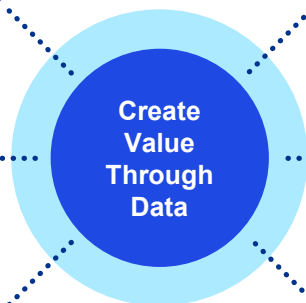


Build a regular cadence around tracking and monitoring time spent by staff on applications vs cost of application to applicant vs application processing times.

Develop a method of mapping data sets to allow for seamless tracking of applications e.g. mapping pre-con applications to OZS milestone data.



Advance analytics capabilities to generate on demand weekly/monthly/quarterly dashboards and reports to measure KPIs and metrics around Development Review Process.



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Guiding Principles

Guiding Principles

KPMG facilitated a workshop with the Development Services leadership team to identify a set of guiding principles that encapsulate the priorities and vision for the department, that leadership aspires to obtain, as part of the desired future state for the City of Brampton. Ultimately, one of the goals of applying Lean methodology and completing improvement projects is to obtain better outcomes, and these improvements should come in the form of projects and initiatives that are aligned with these guiding principles.



Decision Matrix

Selecting improvement projects should not be based on current process dilemmas or “firefighting”. Projects should be selected using a structured tool that is focused on meeting the department’s service effectiveness goals and these guiding principles selected by the leadership group.

The guiding principles will be the foundational criteria for the decision matrix used for improvement project selection. The matrix will have the five key criteria with each weighted from a one to five. These criteria are then multiplied together to give an overall score to the project.

A standardized and communicated method of consistently identify and selecting projects is a large part of the framework of a Lean. It supports:

- ✓ Consistency
- ✓ Understanding of priorities
- ✓ Engaging everyone in the vision for future state
- ✓ Objectivity

We have proposed the development of the metrics associated with the guiding principles be included in Phase 2 scope of work. This framework can be used to prioritize the 35 Quick Wins / Short Term improvement opportunities and function as a key tool to ensure the work effort associated with implementation is strategically aligned to leadership’s vision for the future state. Improvement initiatives that do not meet the minimum criteria developed as part of the Guiding Principles Decision matrix will not be prioritized for implementation. Ultimately, this will provide the City with an effective tool to evaluate and manage various, and sometimes competing, change initiatives with limited staff capacity and short timelines for implementation.

1) Rating Criteria	3) Weight	4) Rating Values Description				
		<< Lowest	Middle	Highest >>		
		1	2	3	4	5
Impact on Student	1.00	Subjective impact on student outcome	Supports improvement on one student outcome measure	Supports improvement on two student outcome measure	Supports improvement on three student outcome measure	Supports improvement on more than three student outcome measures
			ROA less than 90% of target and > 0	ROA within 10% of target	ROA = target	ROA > target
			Meets one strategic priority	Meets two strategic priorities	Meets three strategic priorities	Meets all strategic priorities
			Creates .3 FTE or more	Creates .5 FTE or more	Creates 1 FTE or more	Creates 2 FTEs or more
Supporting external stakeholders / demands	1.00	No impact on external stakeholders	Subjective impact on external stakeholder	30% solution for external stakeholder	60% solution for external stakeholder	Fully answers external stakeholders needs
Increase organizational capacity	1.00	Increase of student capacity by up to 1%	Increase of student capacity by up to 2%	Increase of student capacity by up to 5%	Increase of student capacity by up to 7%	Increase of student capacity by more than 10%

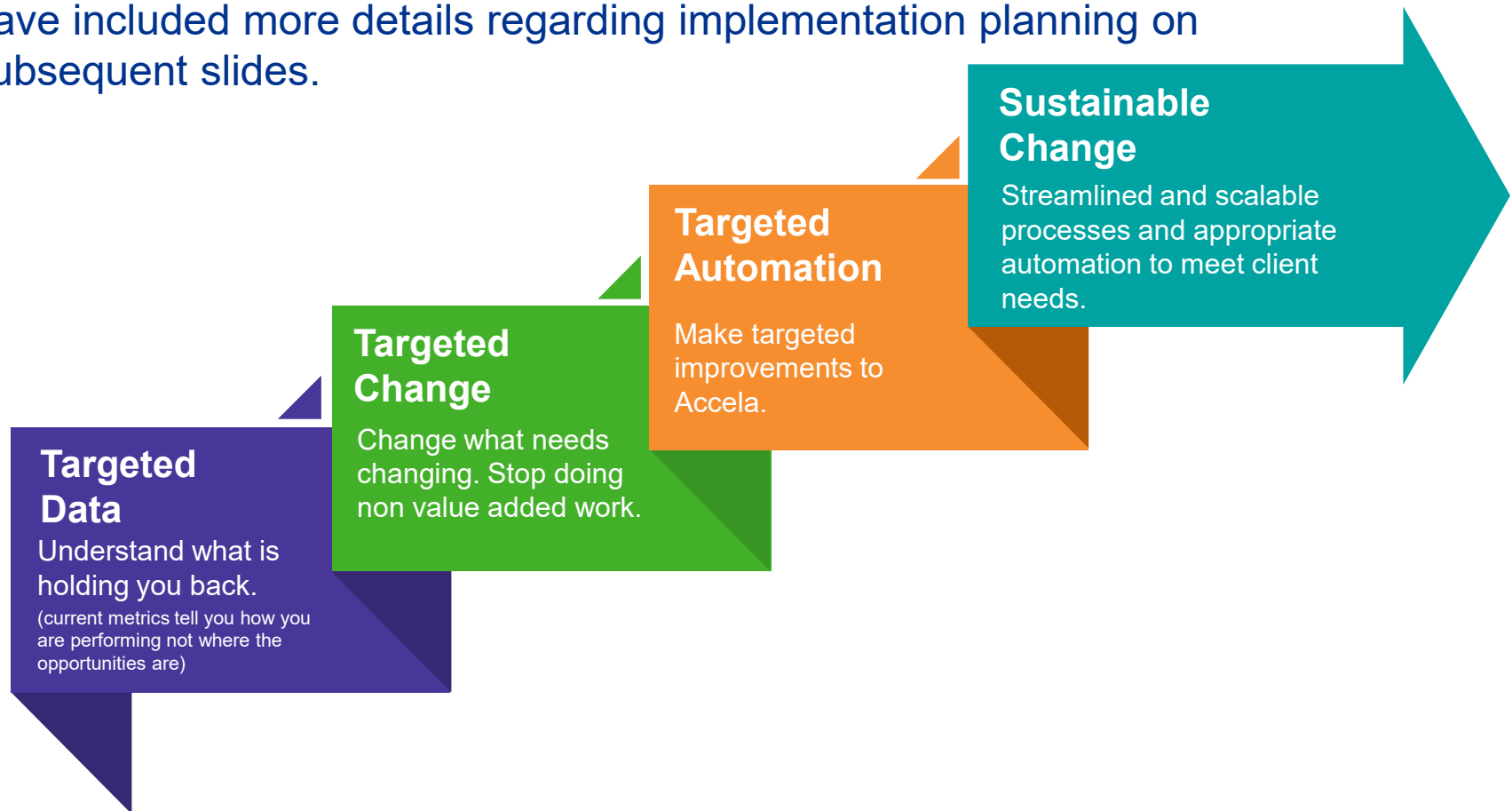
Example Decision Matrix with Rating Values

12

Implementation Plan

High Level Improvement Road Map

This is a high level look at the implementation model we are suggesting, outlining key milestone gateways along the journey to implementation. We have included more details regarding implementation planning on subsequent slides.



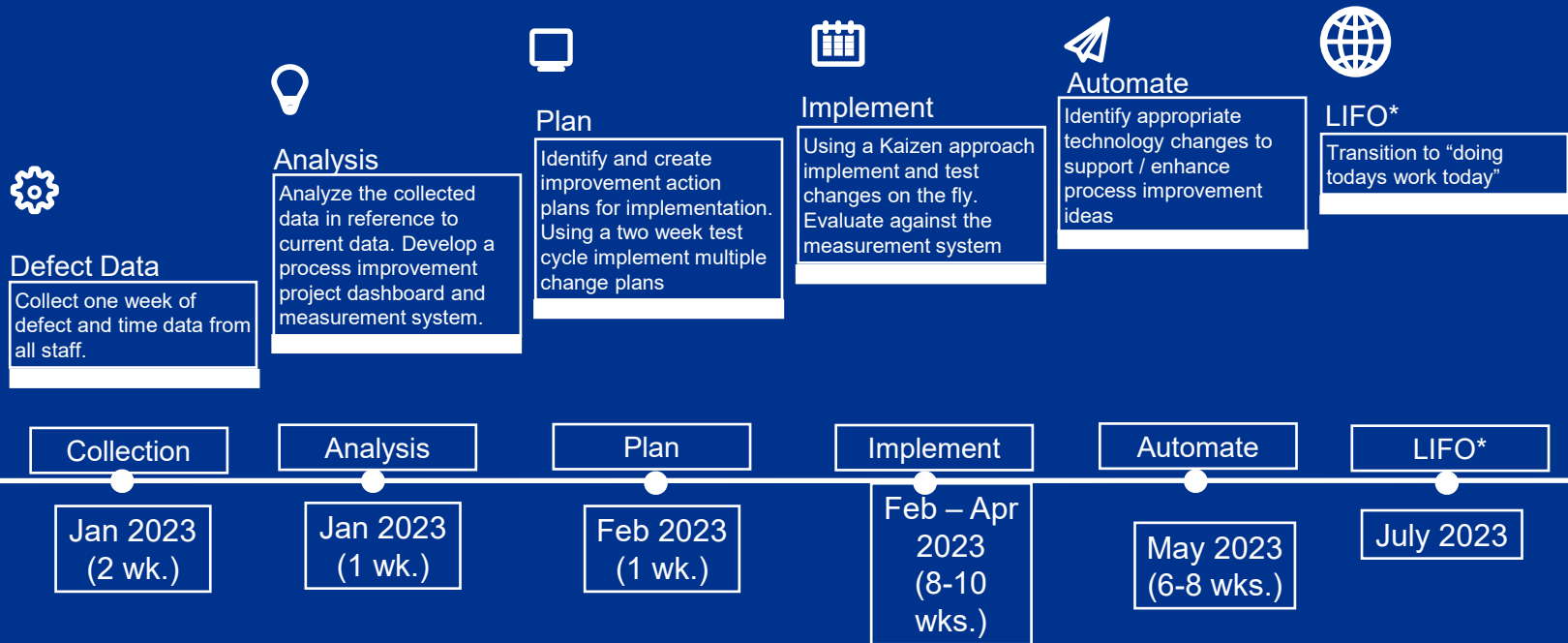
Detailed Implementation Timeline

The Development Services leadership team reviewed these 10 high priority improvement recommendations for implementation, and created a cadence for improvement implementation that reflects short term, medium term, and long term implementation timelines. These specific improvements will be the inputs into the Process Improvement Roadmap on the following page, which details how each activity will fit into the overall improvement plan and be rolled out over the next six months, ultimately readying the organization for Bill 109 and ensuring long term sustainability of changes.

Opp. ID	Improvement Opportunity	Short Term (3-6 months)	Med. Term (6-12 months)	Long Term (12+ months)
1	Establish a standardized meeting structure to align internal and external commenting partners, resolve conflicting comments, share draft comments with applicant, meet with applicant, and enhance customer service in the Pre-Con stage.			
2	When application is not going to be supported, or is lacking quality, detail required for submission, ask the applicant to withdraw their application and resubmit at a later time for no additional fee - not a "No", just a "Not Right Now" or "Not Ready Yet"			
4	Have external commenting partners such as the Region, Conservation Authority, and MTO establish standardized pre-con application requirements instead of deferring to site plan. In case of "No concerns" MTO needs to confirm at pre-con stage. Release consolidated city comments to applicants with notice that Regional comments not yet received. Require Regional comments and FSR to be included with formal submission.			
5	Re-visit the process around PDC meetings to streamline participation, meeting date and alignment of Council members			
6	Redefine members in the D-Teams and the team's role. Confirm D-Team priorities at Pre-con Stage. Track their performance through KPIs			
VOC7	Standardize commenting procedures, review cycles and establish as pre-determined list of Commenting Partners by Application Type			
VOC8	Staff training and onboarding: Develop a knowledge management resource (i.e., a database) that contains information on past files and exceptions, historical decisions made, background context, precedent, etc. for staff to reference as required to improve knowledge and boost decision making confidence.			
9	Develop a framework/process that can be followed by applicants and political leaders to manage escalations and create a safe and healthy environment for an open dialogue between the City and Political leaders to discuss pros and cons of an escalated application.			
12	Standardize Draft Plan Agreements, Amendments and Conditions			
11	Establish performance management framework with clearly linked KPIs and accountabilities that include interdepartmental stakeholders, defining service timelines for different application types and ensure they are adhered to			

Process Improvement Road Map

As Development Services proceeds with implementing the 11 high priority improvement recommendations and 35 Quick Wins throughout 2023, this process improvement roadmap will provide the foundation and cadence for implementation success and sustainability. Once 75% of the identified and recommended process changes have been implemented, Development Services will switch to a Last In, First Out (LIFO) model for triaging and process applications affected by Bill 109. The backlog of previously submitted applications will continue to be worked down by a dedicated team, while new OPA/ZBA and Site Plan applications will be processed using LIFO. Brampton's Development Services team will successfully make the switch to "doing today's work, today."



Implementation of 35 Quick Wins and Accela Priority 1 changes is ongoing during this time

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Next Steps

Next Steps

Implementing change of this magnitude can be a daunting task, especially when management and staff have their regular portfolios to navigate daily. We have broken down Brampton's suggested first next steps into a roadmap below, outlining key considerations and milestones for the next phase of work on this initiative.

Change Management

Create and implement change management plan to support successful implementation and sustained results

Pursue Continuous Improvement Quick Wins

Prioritize the 35 Quick Wins identified through this project for implementation and begin to achieve these Quick Wins to build momentum for change and gain staff buy-in and support

Upskill Staff in Lean

1. Train all Development Services staff in Lean Six Sigma White Belt level
2. Select 2-4 staff to obtain their Yellow Belts through implementation of Bill 109 related process improvement projects

Shift Focus to Data and Metrics

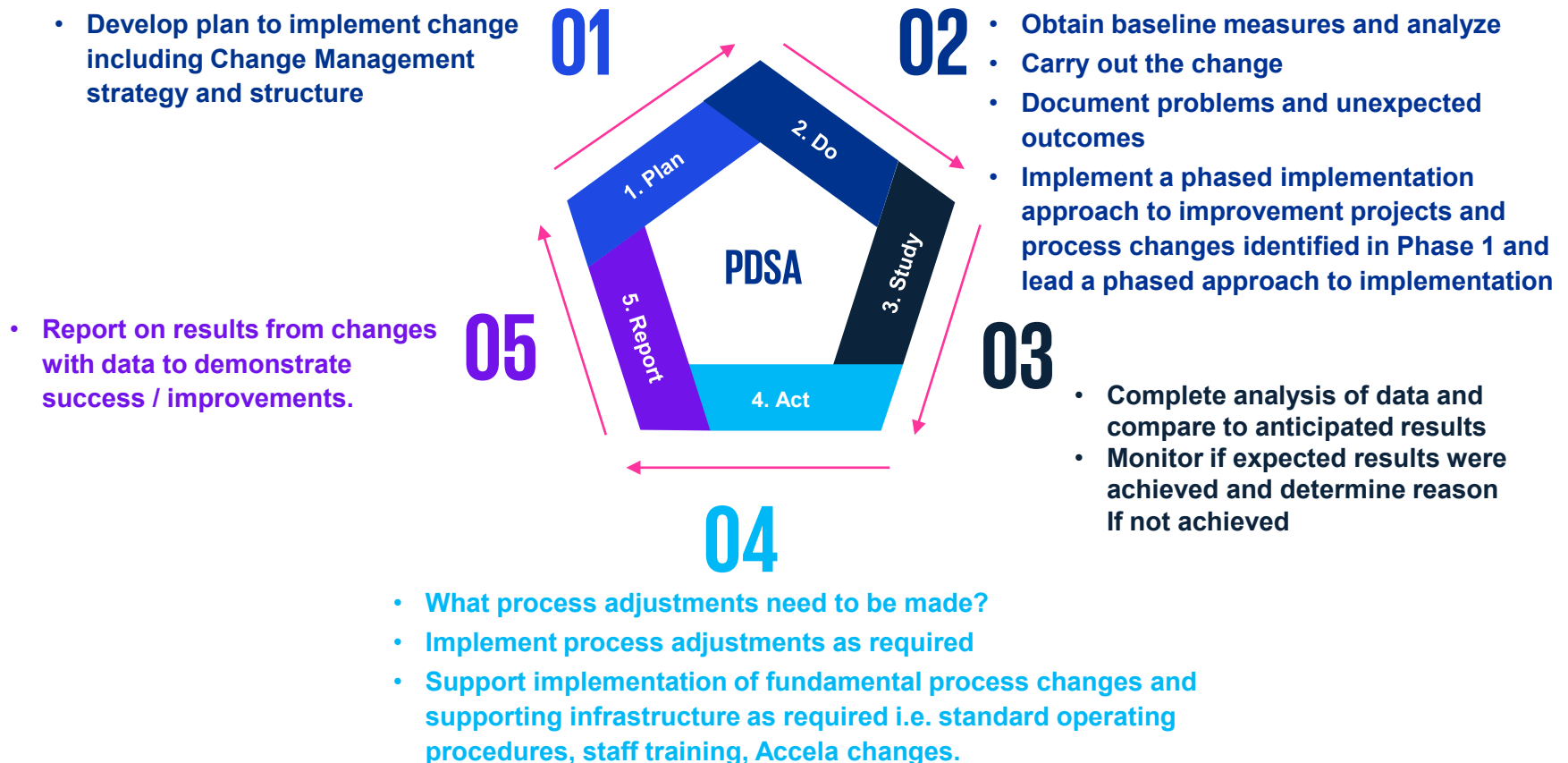
- Create project dashboard to provide visual sharing of progress on implementation throughout the year
- Develop metrics to quantify Guiding Principles to act as True North through transition and evaluate future improvement opportunities using this tool

Action Accela Workplan

Identify leadership and project management team for Accela improvements and steward system modifications through to implementation based on prioritized workplan

Plan Do Study Act (PDSA)

Each of the 11 high priority recommendations should be implemented using a Lean methodology for rapid tests of change, called PDSAs. If requested, KPMG can provide leadership and project management support throughout each PDSA cycle to ensure success for each initiative. We have outlined the PDSA approach in detail below.





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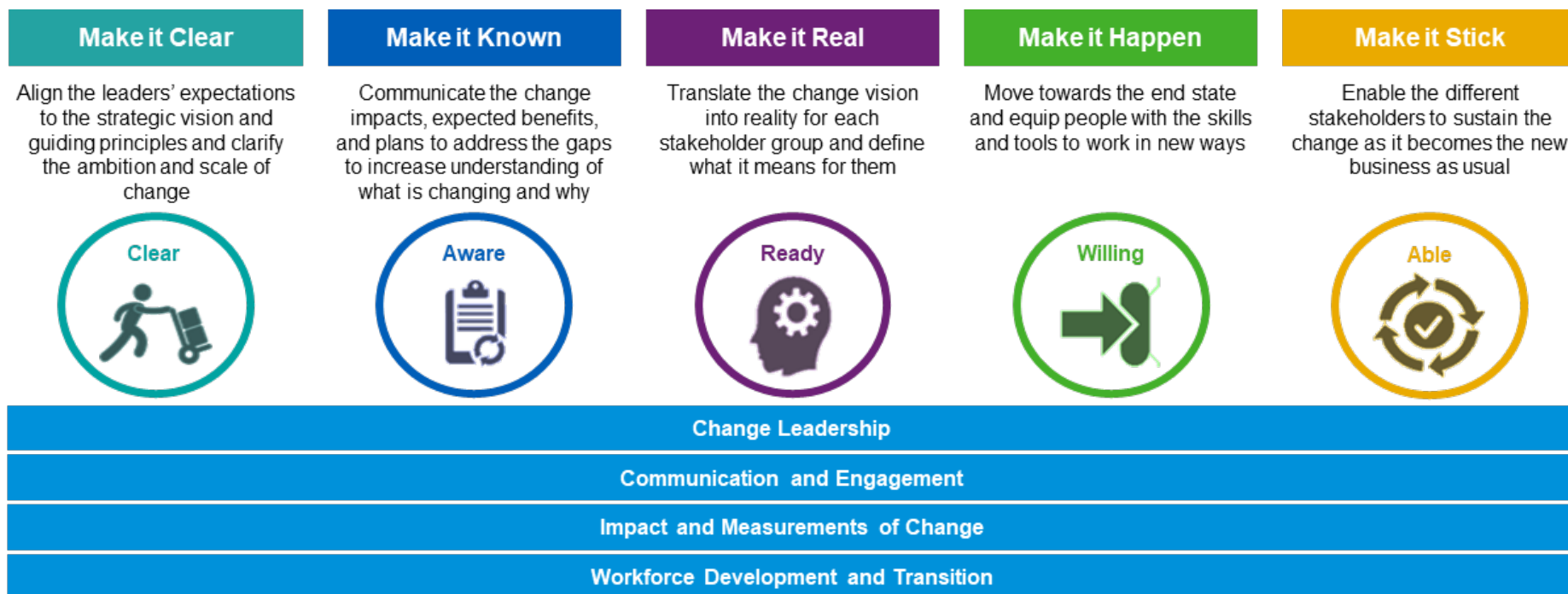
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Appendix A

Change Management Strategy

Change Management Strategies

KPMG's Behavioural Change Management methodology provides the robust and comprehensive approach to lead people towards sustainable change with minimal disruption. We organize our activities across five Change Management stages – we call the 'Make-It's' – outlined below. When designing a roadmap, the Project Team could use this proven methodology to identify the key activities and sequencing for bringing stakeholders along the commitment curve.



Introduction to Change Readiness

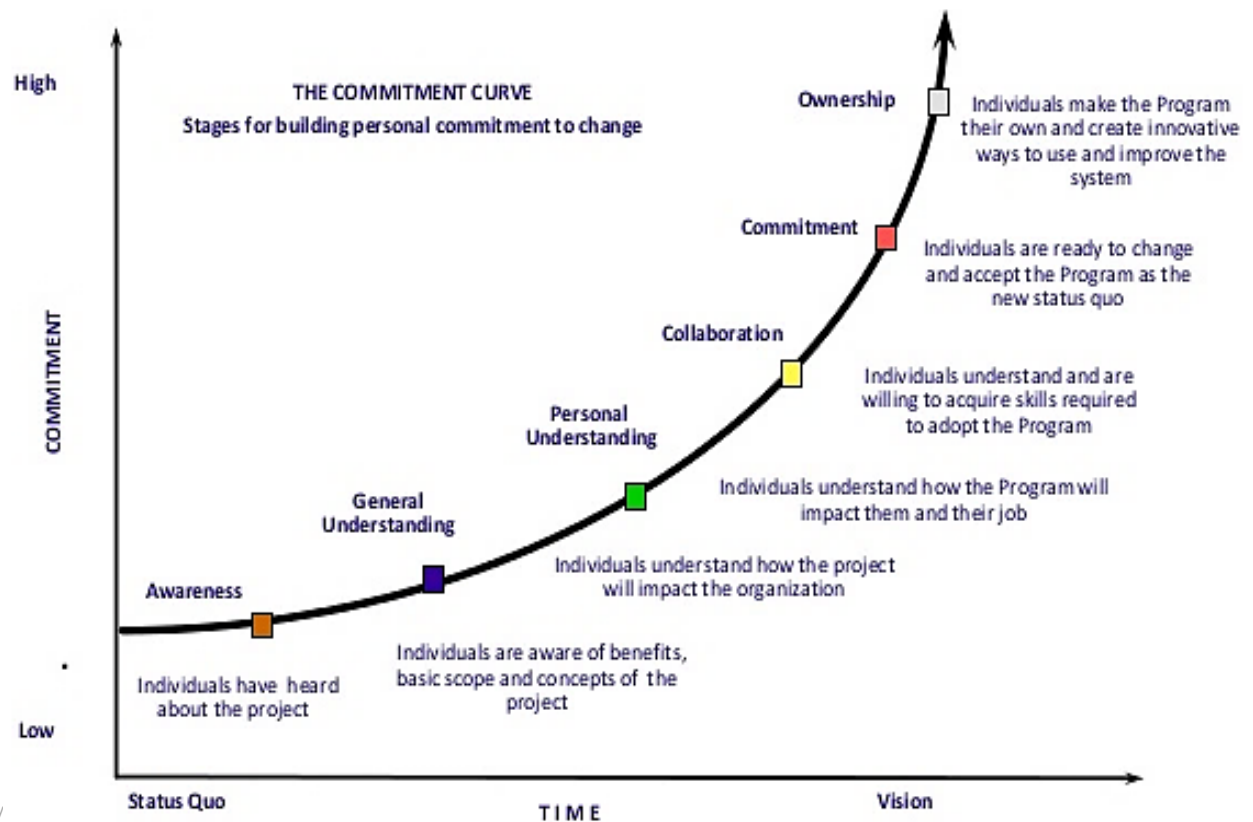
Change is a capability that can be developed rather than simply a workstream. Employing a change management methodology such as KPMG's propriety method introduced over the next slides will provide enhanced benefits such as less disruption to the City during transition, and staff will become more quickly ready, willing, and able to change. Building these change capabilities into the City will also reduce the risk for future changes, and position the City to sustain the results and benefits realized.

The first step to developing a change management plan is completing a change readiness assessment including all stakeholders across the City to identify where the organization is on the Change Commitment Curve. Often different stakeholders feel as though they are slightly further or more behind along the curve, it is important the collective whole of the organization is evaluated.

Change Readiness Assessment Objectives

The objectives of a change readiness assessment are to:

1. Determine a baseline level of organizational readiness for structural changes to work delivery.
2. Gauge current employee awareness of, readiness for, and sentiments towards the potential change.
3. Identify key tactical elements of focus to inform the development of the project's change management plan and strategy.



Definitions of the Criteria Elements

Leveraging the Commitment Curve methodology (illustrated on previous slide) to evaluate readiness and receptivity levels of various stakeholder groups with respect to the potential transformation.

Once completed the change readiness assessment should be repeated at regular key milestones of the project (i.e., multiple phases post-baseline assessment) in order to update key findings and to focus change management activities on areas which stakeholders have identified as requiring further support and assistance.

The organization's overall change readiness should be determined against five distinct assessment criteria which are further defined in the table below. Each criterion is associated with a select number of statements (e.g., 'I am aware of the initiative'), which survey respondents can be asked to state their level of agreement with. A quantitative scale would be developed to assign numerical values to each response for the purposes of comparison and data visualization.

Term	Definition
Awareness and Understanding	Measuring the awareness and understanding levels of employees as it relates to the potential implementation of a new shift structure.
Leadership	Leadership relates to employees' gauge on leadership effectiveness, communication, readiness and ability to carry-out a project of this magnitude.
Individual Readiness	Individual readiness relates to an employee's ability to gauge how ready they are to undertake a new project, with respect to their ability to adapt to new work processes, and self-awareness with regards to building knowledge and skills.
Team Readiness	Team readiness relates to an employee's impression of how ready their team/department is to undertake a new project. This can relate to measures such as systems in place, changing of work processes, etc.
Capacity	Capacity relates to the City's ability to undertake new projects while effectively managing pre-existing work. Also relates to the effective management of resources, skillsets of the workforce, and overall competency.

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Appendix B

Complete List of Opportunities for Improvement by Application

Opportunities for Improvement (1/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
1	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Fee discrepancies between Planning Consultants and City's DS Planner; lower fee may be encouraging speculative process	Ability to gather internal commenters for a fee for speculation meeting	K
1.1	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Fee discrepancies between Planning Consultants and City's DS Planner; lower fee may be encouraging speculative process	Retention & expansion program in EC Dev as resource	K
1.2	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Fee discrepancies between Planning Consultants and City's DS Planner; lower fee may be encouraging speculative process	EC Dev may have Planner resources to capacity	K
1.3	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Fee discrepancies between Planning Consultants and City's DS Planner; lower fee may be encouraging speculative process	Apply minimum drawing standards every time	K

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Opportunities for Improvement (2/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
1.4	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Fee discrepancies between Planning Consultants and City's DS Planner; lower fee may be encouraging speculative process	Additional avenue to discuss development ideas outside of the formal stream	LTO
1.5	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Fee discrepancies between Planning Consultants and City's DS Planner; lower fee may be encouraging speculative process	Ability to overlap the process as a value proposition for Brampton	K
2	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Applicants present poor quality of documents at the informal consultation stage	Add disclaimer stating City reserves the right to request documents of higher quality for further review	QW
2.1	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Applicants present poor quality of documents at the informal consultation stage	Refer applicant to consultant planner for advice to support application	K

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Opportunities for Improvement (3/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
3	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	20% of applicants require significant number of informal consultations	Put a cap on amount of time spent by staff on informal pre-consultations	QW
3.1	OPA, ZBA, Subdivision, Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	20% of applicants require significant number of informal consultations	Collect fees from applicants for consultations prior to formal pre-consultation session	K
5	OPA, ZBA, Subdivision, Condo	Pre-consultation fee invoice and receipt of payment notification	In the absence of admin clerk, DS clerk receives delayed notifications on payments received		
6	OPA, ZBA, Subdivision, Condo	Pre-consultation fee invoice and receipt of payment notification	Lot of staff time spent on pre-consultation for low fees		
7	OPA, ZBA, Subdivision, Condo	Pre-consultation fee invoice and receipt of payment notification	10-20% of applicants pay by cheque causing delays	Explore other payment methods	QW

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Opportunities for Improvement (4/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
8	OPA, ZBA, Subdivision, Condo	Planner assignment – notification is sent by DS Clerk to Manager	Some times delays in assignment of Planner by Management		
11	OPA, ZBA, Subdivision, Condo	Document circulation - Planner determines required Partners/Commenters for circulation	Lack of clarity on required Partners for circulation	Pre-determined workflows established in Accella based on type of application	QW
12	OPA, ZBA, Subdivision, Condo	Document circulation - Planner determines required Partners/Commenters for circulation	Circulation to all Internal Commenters despite some application types irrelevant to Commenters	Obtain checklist from each Department to provide exclusion list or required commenters list	QW
12.1	OPA, ZBA, Subdivision, Condo	Document circulation - Planner determines required Partners/Commenters for circulation	Circulation to all Internal Commenters despite some application types irrelevant to Commenters	Review list of external commenting partners to refine	QW
13	OPA, ZBA, Subdivision, Condo	Document circulation - DS Clerk emails link to External Parties to view documents in Accella	Requires marking documents as available for public viewing in system	Make documents public from time of submission to eliminate this step	QW

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Opportunities for Improvement (5/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
14	OPA, ZBA, Subdivision, Condo	Document circulation – Internal partners are notified via email by department Managers to comment on applications in Accella.	Pre-consultation file# and naming convention different from application makes cross-reference difficult	Explore the possibility of creating and maintaining a cross reference master file every time a new Pre-con file # is created	QW
19	OPA, ZBA, Subdivision, Condo	Commenting - Internal commenters draft comments for inclusion in application	Comments received by internal commenters not standardized i.e. memo etc.		
20	OPA, ZBA, Subdivision, Condo	Meetings with applicant post submission of pre-consultation - DS Clerk schedules meetings with Manager, Planner and Applicant for 3rd or 4th week post submission	Planner has difficulty speaking to other department's comments to applicant in meetings	Recommend applicant to contact commenter directly via the contact info provided on the application	QW
20.1	OPA, ZBA, Subdivision, Condo	Meetings with applicant post submission of pre-consultation - DS Clerk schedules meetings with Manager, Planner and Applicant for 3rd or 4th week post submission	Planner has difficulty speaking to other department's comments to applicant in meetings	Make staff attendance a requirement to attend pre-consultation standing meetings	K

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Opportunities for Improvement (6/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
21	OPA, ZBA, Subdivision, Condo	Planner compiles pre-consultation documents for applicant and summary of comments. Requests other departments to attend if required, clears contentious comments	Sometimes commenters are delayed in sending comments		
22	OPA, ZBA, Subdivision, Condo	Clearance - Applicant submits all materials for clearance process prior to formal submission	Further consultation with Planner for formal application submission not captured in pre-consultation fee	Cap the number of consultations permitted as this stage. Charge fee for additional consultations	K
23	OPA, ZBA, Subdivision, Condo	Clearance - DS Planner submits to Internal Commenting Partners to clear	Lack of clarity in completeness review process from Commenting Partners	Onboarding and training on clearance process	K
25	OPA, ZBA, Subdivision, Condo	Completeness review - Is it cleared by Internal Partners?	Limited options for Commenters in completeness review step	Change term options to: <ul style="list-style-type: none"> - No comments - Complete - Not complete 	QW
26	OPA, ZBA, Subdivision, Condo	Completeness review - DS Planner closes file and directs applicants to apply	20% of files rejected due to naming conventions	Create an instruction manual for applicants to follow the right naming convention	QW

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Opportunities for Improvement (7/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
27	OPA, ZBA, Subdivision, Condo	Completeness review - Applicant submits formal application and re-uploads required documents	Applicant pain point – have to submit documents 3 times with 3 different naming convention	Tag files upon submission – this will allow Planner to find files using the “sort” feature	QW
29	OPA, ZBA, Subdivision, Condo	Completeness review - DS Planner prepares Notice of Complete Application for Applicant, Newspaper and Region	Each Planner does this process step differently causing inconsistencies	Create a standard manual of process steps for Planners to follow	K
31	OPA, ZBA, Subdivision	Internal circulation - DS Planner notifies GIS of application to prepare maps	Planner must include GIS Appendices – delay in receiving and sometimes incorrect		
32	OPA, ZBA, Subdivision	Internal circulation - DS Planner drafts Information Report for D-Team and sends to DS Clerk	D-team meetings fall outside review period for commenting		
33	OPA, ZBA, Subdivision, Condo	Internal circulation - DS Planner drafts Information Report for D-Team and sends to DS Clerk	People come unprepared for the D-Team meetings		

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Opportunities for Improvement (8/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
34	OPA, ZBA, Subdivision	Internal circulation - DS Clerk circulates draft agenda to D-team and Councilors	Council notification is redundant	Council notified when application is submitted	QW
35	OPA, ZBA, Subdivision	Internal circulation - DS Clerk circulates draft agenda to D-team and Councilors	DS Clerk spends approximately – 2 hours every 2 weeks preparing for D-Team. Building Planners, Transportation, Parks Division, Urban Design, etc. must attend		
36	OPA, ZBA, Subdivision	Internal circulation - D-team reviews draft report and DS Planner makes revisions as required	Lack of clarity around D-Team	Efficient Chairperson to move through agenda items	QW
36.1	OPA, ZBA, Subdivision	Internal circulation - D-team reviews draft report and DS Planner makes revisions as required	Lack of clarity around D-Team	Only take applications that require in-department consultations, conflicts in comments	K

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Opportunities for Improvement (9/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
37	OPA, ZBA, Subdivision	Internal circulation - D-team reviews draft report and DS Planner makes revisions as required	D-team meetings not useful, too early or might not have received all the comments	Establish criteria to identify expected files that need to go to D-team by reviewing types of applications that go for review to –Team – only submit necessary applications	K
38	OPA, ZBA, Subdivision	Internal circulation - D-team reviews draft report and DS Planner makes revisions as required	Feedback from external commenters – “Going to D-Team does not add value”	Make D-Team meetings optional for attendees who are not required to attend the meetings	QW
39	OPA, ZBA, Subdivision	Preparing for PDC - DS Planner and Manager identify date for the meeting	Removal of holding by-law symbol required to go to PDC	Delegate removal of holding by-law to staff	K
40	OPA, ZBA, Subdivision	Preparing for PDC - Planner prepares documents for public meeting	GIS provides maps and mails out lists, causing delays sometimes		

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Opportunities for Improvement (10/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
41	OPA, ZBA, Subdivision	Preparing for PDC - Manager and Director Sign-off	Public meeting checklist is not consistent and not useful to internal submission to Director	Checklists are embedded in workflows, built into system	QW
42	OPA, ZBA, Subdivision	Preparing for PDC - Manager and Director Sign-off	Templates change often and not certain if the one on SharePoint is accurate	Identify a team or person responsible to maintain the most up to date template	QW
43	OPA, ZBA, Subdivision	Preparing for PDC - Manager and Director Sign-off	Templated documents for public meeting notices not stored in accessible locations	Identify a team or person responsible to manage the location of templates saved and communicating the same with stakeholders.	QW
44	OPA, ZBA, Subdivision	Preparing for PDC - Manager and Director Sign-off	Too much text in Public notices causing editing issues and increases chances of missing edits	Delegate removal of holding by-law to staff	K
45	OPA, ZBA, Subdivision	Preparing for PDC - Manager and Director Sign-off	Sometimes applicant does not put up the sign on time before the public meeting, causing last minute stress to Planner and impacting communication for the public meeting	Have enough time period between deadline to put up sign and the public meeting to allow for enough time for the Planner to re-schedule meetings.	K

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Opportunities for Improvement (11/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
46	OPA, ZBA, Subdivision	Preparing for PDC - Manager and Director Sign-off	Lacking control over sign placement due to dependency on applicant	Checklists are embedded in workflows, built into system	QW
47	OPA, ZBA, Subdivision	Post PDC - Planner confirms with Clerk's Office – no appeals	Planner must track when appeal period ends		
48	OPA, ZBA, Subdivision	Sign deposit and fee refund – Approved payment is sent to accounting to issue cheque to applicant	Refunds not often collected by the applicant leaving aging funds in the City's account	Add expiry date for refund collection and transfer monies to City's useable accounts post expiry date	K
48.1	OPA, ZBA, Subdivision	Sign deposit and fee refund – Approved payment is sent to accounting to issue cheque to applicant	Refunds not often collected by the applicant leaving aging funds in the City's account	Build sign removal step into closing conditions	K
48.2	OPA, ZBA, Subdivision	Sign deposit and fee refund – Approved payment is sent to accounting to issue cheque to applicant	Refunds not often collected by the applicant leaving aging funds in the City's account	Include sign deposit fee in overall fees	QW

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Opportunities for Improvement (12/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
48.3	OPA, ZBA, Subdivision	Sign deposit and fee refund – Approved payment is sent to accounting to issue cheque to applicant	Refunds not often collected by the applicant leaving aging funds in the City's account	Eliminate refunds of sign deposit fees	LTO
48.4	OPA, ZBA, Subdivision	Sign deposit and fee refund – Approved payment is sent to accounting to issue cheque to applicant	Refunds not often collected by the applicant leaving aging funds in the City's account	Charge sign removal fee and have City remove sign	LTO
49	OPA, ZBA, Subdivision	Sign deposit and fee refund – Approved payment is sent to accounting to issue cheque to applicant	Applicant pain point - Delays in receiving refunds due to cheque payment method	Explore other payment options	QW
50	OPA	PDC - Policy Planner makes required amendments to Official Plan and Secondary Plans	Policy Planners not included on internal application circulation		
51	OPA	PDC - Policy Planner makes required amendments to Official Plan and Secondary Plans	Lack of clarity on feedback loop for Policy Planners		

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Opportunities for Improvement (13/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
52	ZBA	Pre-consultation - Planner determines required Partners/Commenters for circulation	Often ZBA not reviewed by Planner prior to asking Zoning to review ZBA wording		
53	ZBA	Planner assignment - DS Manager assigns Planner in Accella	Increased number of new hires due to high attrition, lacking training on SOPs (working by-laws, what elements to keep or exclude e.g. Urban design requirements	Provide formal training and communication regarding SOPs versus using emails	K
54	ZBA	PDC – Revise report with amendments	Open Space provides input into ZBA application. Files for minor variance to by-pass land scape requirements. Happens 30-40% of the times due to political pressures. Once done for 1 applicant, this sets precedence for others	Committee of adjustment fees could be raised	LTO

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Opportunities for Improvement (14/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
54.1	ZBA	PDC – Revise report with amendments	Open Space provides input into ZBA application. Files for minor variance to by-pass land scape requirements. Happens 30-40% of the times due to political pressures. Once done for 1 applicant, this sets precedence for others	Have a simplified ZBA application that is either different or at a lower cost	K
54.2	ZBA	PDC – Revise report with amendments	Open Space provides input into ZBA application. Files for minor variance to by-pass land scape requirements. Happens 30-40% of the times due to political pressures. Once done for 1 applicant, this sets precedence for others	Small improvement to Official Plan to provide clarity and defensible argument to support position	K

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Opportunities for Improvement (15/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
54.3	ZBA	PDC – Revise report with amendments	Open Space provides input into ZBA application. Files for minor variance to by-pass land scape requirements. Happens 30-40% of the times due to political pressures. Once done for 1 applicant, this sets precedence for others	Stronger secondary plans to support planning decisions/requirements	LTO
55	ZBA	Preparation and Decision of ZBA - Clerk's office prepares declaration and sends to Planner	By-law language requires lot of editing and changes	Provide onboarding training on how to write by-laws	K
55.1	ZBA	Preparation and Decision of ZBA - Clerk's office prepares declaration and sends to Planner	By-law language requires lot of editing and changes	Manager of Zone By-Law and Sign services provide training on how to write a by-law	QW
56	ZBA	Preparation and Decision of ZBA - Clerk's office prepares declaration and sends to Planner	Delays in getting declaration from Clerk's office – 2 to 3 weeks delay from approval time	Explore possibility of having strict time frames for Clerk's office to release declaration.	K

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Opportunities for Improvement (16/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
57	ZBA	Preparation and Decision of ZBA - Clerk's office prepares declaration and sends to Planner	Need to clear comments on site plan as a result of ZBA. Delays from Clerk's office causes further delays.		
59	ZBA	Preparation and Decision of ZBA - Clerk's office sends declaration and approved by-law to Manager of Zone By-Law	Historical duplicate special section numbers causes confusion for public	Explore possibility of tracking Zoning special section numbers in master list to prevent duplicates	QW
60	ZBA	Preparation and Decision of ZBA - Clerk's office sends declaration and approved by-law to Manager of Zone By-Law	Special section numbers (site specific) are sometimes duplicated by Planners	Explore possibility of tracking Zoning special section numbers in master list to prevent duplicates	QW
61	Subdivision	Completeness review - Applicant submits formal application and re-uploads required documents	Site plan concepts come in prior to draft plan	Concurrent site plan process can occur with good communication with applicant	QW

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Opportunities for Improvement (17/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
61.1	Subdivision	Completeness review - Applicant submits formal application and re-uploads required documents	Site plan concepts come in prior to draft plan	Accella cross reference numbers can be used to reference both plans	QW
62	Subdivision	Completeness review - DS Clerk receives notification of submission and notifies ADP via email to review	Reviewer groups are different between site plan and subdivision creating inconsistencies in comments	Have same staff review same file; develop bench strength	K
63	Subdivision	DS Planner completes full circulation to all Internal Commenters	Memos attached as conditions cause legal issues	Architectural control review – standard conditions in template may eliminate memo requirement	K
63.1	Subdivision	DS Planner completes full circulation to all Internal Commenters	Memos attached as conditions cause legal issues	Track status to studies in Accella via conditions workflow	QW
63.2	Subdivision	DS Planner completes full circulation to all Internal Commenters	Memos attached as conditions cause legal issues	Ensure conditions are easily accessible in one place	K

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Opportunities for Improvement (18/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
64	Subdivision	DS Planner completes full circulation to all Internal Commenters	Urban design brief requires additional internal circulation causing delays	Workflow restrictions to require commenters to comment on design brief and applications concurrently	QW
65	Subdivision	DS Planner completes full circulation to all Internal Commenters	Dev Eng. Memo contains comments & conditions. Conflicting conditions (Schedule A) for draft approval causes delays and requires amendments	Template for conditions may be implemented, with templates having the flexibility to change conditions through consultation with planning	QW
66	Subdivision	Internal circulation - Information Report is finalized by Planners, approved by Manager, Director and added to agenda for public meeting	Not every municipality drafts info report causing inconsistencies in process	Explore possibility of skipping this step and going right to the Rec report step and going to PDC	K
67	Subdivision, Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Tracking comments through many circulations causes challenges to naming convention	Explore market solutions to track comments through alternate systems	LTO

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Opportunities for Improvement (19/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
67.1	Subdivision, Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Tracking comments through many circulations causes challenges to naming convention	Separate Doc to record studies received and completion date and review	QW
67.2	Subdivision, Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Tracking comments through many circulations causes challenges to naming convention	Add additional cost for each submissions exceeding 2 re-submissions	K
70	Subdivision	Preparing for PDC - DS Planner and Manager identify date for the meeting	Getting PDC date for holding by-law causes delays		
71	Subdivision	PDC - Council approves Rec report	10 Councilors sit on PDC minus the Mayor	Urban design to attend PDC when applications have high public interest to hear public comments	K

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Opportunities for Improvement (20/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
72	Subdivision	Decision and post application - Notice of Confirmation created by Planner circulated to all required parties pursuant to Planning Act	Lack of templates or consistency among templates for Notices	One central place for housing templates and one person responsible for managing them	K
75	Subdivision	Decision and post application - Legal starts to draft subdivision agreement, contacts Planner for condition amendments as required	9 out of 10 times there are issues requiring amendments causing delays	Review past issues to see if any of these are recurring and if they can be mitigated prior to requiring amendments	K
76	Subdivision	Decision and post application - Re-circulate final agreement and schedules for final review to internal and regional parties	Pressure from Developer to finalize agreement		
77	Subdivision	Decision and post application - Re-circulate final agreement and schedules for final review to internal and regional parties	Disconnect with Developer regarding outstanding items required for clearance	Have weekly or bi-weekly status update meetings with developer to improve communication	QW
78	Subdivision	Decision and post application - Re-circulate final agreement and schedules for final review to internal and regional parties	Delays from Region causing further delays at every circulation		

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Opportunities for Improvement (21/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
79	Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	9 out of 10 times building is already constructed		
80	Condo	Prior to pre-consultation - Applicant contacts DS planner for informal consultation	Condo Applicant must re-submit all documents already submitted during Plan of subdivision and/or OPA	New development condo applications should directly go to formal submission stage	K
81	Condo	Pre-consultation - ADP notifies applicant of deficiencies and request to re-submit	Policy not circulated on application – rental vs own inventory concerns		
82	Condo	Pre-consultation – Post submission of draft comments from Internal Commenters, DS Clerk sets meeting with Manager and Planner and applicant for 3rd or 4th week post submission	System communications and paper files, old records causes difficulty in accessing information in timely fashion	In process of digitizing paper files	QW
83	Condo	Internal circulation - DS Planner completes full circulation to all Internal Commenters	Full circulation to internal commenters not required for condo applications	Make circulation optional in case where it is not required	K

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Opportunities for Improvement (22/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
84	Condo	Internal circulation - D-team reviews draft report and DS Planner makes revisions as required	D-team meetings not required for condo applications		
85	Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Applicants change mind for Condo mid-application	Have regular bi-weekly touch points with applicants to improve communications	QW
86	Condo	Internal circulation - Planner sends notice of decision and conditions to relevant Internal and External Parties (e.g. region). Only as FYI – no comments required.	So many new hires due to high attrition, lacking training on SOPs	Provide formal training and communication regarding SOPs versus using emails	K
87	Condo	Internal circulation - Planner sends notice of decision and conditions to relevant Internal and External Parties (e.g. region). Only as FYI – no comments	Existing SOPs based around Accella workflows v/s planning process workflows	Add process flow diagrams to SOPs that captures steps conducted by Planner	QW

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Opportunities for Improvement (23/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
88	Condo	Internal circulation - Planner sends notice of decision and conditions to relevant Internal and External Parties (e.g. region). Only as FYI – no comments	DS Clerk role to do this but due to workload and delays Planner does this step		
89	Condo	Internal circulation - Planner sends notice of decision and conditions to relevant Internal and External Parties (e.g. region). Only as FYI – no comments	Intermediate and Sr. Planner constantly required to update SOPs	Have Junior Planners update SOPs	K
89.1	Condo	Internal circulation - Planner sends notice of decision and conditions to relevant Internal and External Parties (e.g. region). Only as FYI – no comments	Intermediate and Sr. Planner constantly required to update SOPs	Use video tutorials to provide training to Junior Planners on steps on updating SOPs	K
90	Condo	Internal circulation – Decision point on whether amendments are required	20% require amendments		

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Opportunities for Improvement (24/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
91	Condo	Internal circulation - Confirmation of draft approval of plan of condo is circulated to relevant internal/external parties	Not enough staff – political pressure		
93	Condo	Post draft approval through internal circulation - Application is sent to Legal for review. They provide comments to Planning	Every application requires re-circulation to applicant to amend/change	Explore possibility of involving legal prior to draft approval stage so that applicant can incorporate changes prior to draft approval	K
94	Condo	Post draft approval through internal circulation - Legal to review site plan to confirm conditions fulfilled prior to registration	Warning – conditions draft declaration draft applications can we cut out review of APS?	Sign declaration or undertaking that they (applicant) have agreed to include all required conditions on agreement of purchase & sale	QW
95	Condo	Applicants requests list of certificates required and submits requirements for certifications	Lack of clarity on whom to send the certifications	Have same staff member handle all phases of the application	K

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Opportunities for Improvement (25/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
95.1	Condo	Applicants requests list of certificates required and submits requirements for certifications	Lack of clarity on whom to send the certifications	BramPlan will streamline online receipt of certificates through Accella and notification can be sent to applicable staff for review	K
95.2	Condo	Applicants requests list of certificates required and submits requirements for certifications	Lack of clarity on whom to send the certifications	Create guidance document that specifies who receives what documents/certificates at various stages of the process	QW
96	Condo	Post acceptance of certifications - Site inspection is scheduled	Pressure to approve Condo conversion even though all requests for site plan is not completed		
97	Condo	Clear Condo application for registration in Accella	Rapid growth creating new development scenarios for City to determine how to approach, impacting delays	Emerging new themes in development – set aside dedicated time to determine approach and policy	LTO

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Opportunities for Improvement (26/26)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
98	Condo	Registration - DS Planner prepares registration checklist, letter to Registry and a memo for Commissioner	Preparation of checklist is cumbersome due to Accella formatting issues	Eliminate memos and consider eliminating checklist	K
98.1	Condo	Registration - DS Planner prepares registration checklist, letter to Registry and a memo for Commissioner	Preparation of checklist is cumbersome due to Accella formatting issues	Memo and checklist documents can be made into 1 document	QW
99	Condo	Registration - DS Planner prepares registration checklist, letter to Registry and a memo for Commissioner	Paper copies and digital copies are circulated	Eliminate paper file circulation	QW
100	Condo	Registration - DS Planner prepares registration checklist, letter to Registry and a memo for Commissioner	3 layers of approval creates delays		

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Appendix C

Accella Specific - Opportunities for Improvement

Accella Specific Opportunities for Improvement (1/6)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
4	OPA, ZBA, Subdivision, Condo	Pre-consultation fee invoice and receipt of payment notification	Bus. Clerk sends Accella notification to DS Clerk	Accella notification based on application type to go directly to DS Clerk	QW
4.1	OPA, ZBA, Subdivision, Condo	Pre-consultation fee invoice and receipt of payment notification	Bus. Clerk sends Accella notification to DS Clerk	Ward is auto populated based on address of application. Could trigger notification directly to ADP in Accella, removing DS Clerk from this step	QW
4.2	OPA, ZBA, Subdivision, Condo	Pre-consultation fee invoice and receipt of payment notification	Bus. Clerk sends Accella notification to DS Clerk	Create general inbox for each role, so script won't change when new employees are hired. This will allow for automated emails	QW
9	OPA, ZBA, Subdivision, Condo	Planner assignment - DS Manager assigns Planner in Accella	Accella limitation - Planners do not receive notification of being assigned	Email can be triggered if Planner is assigned through record field in Accella (IT needs correct event for trigger)	K

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Accella Specific Opportunities for Improvement (2/6)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
10	OPA, ZBA, Subdivision, Condo	Planner assignment - DS Manager assigns Planner in Accella	Planner is notified via email about being assigned	Email can be triggered if Planner is assigned through record field in Accella	K
15	OPA, ZBA, Subdivision, Condo	Document circulation – Internal Partners are notified via email by department Managers to comment on applications in Accella.	Unable to link pre-consultation application and formal application in Accella work flow summary	Use the Related Records tab in Accella	LTO
16	OPA, ZBA, Subdivision, Condo	Document circulation – Internal Partners are notified via email by department Managers to comment on applications in Accella.	Assigned comments aren't notified from system	Further consultations highlighted that this was a process issue versus Accella issue	N/A
17	OPA, ZBA, Subdivision, Condo	Commenting - Internal commenters draft comments for inclusion in application	Accella limitations – requires duplicate submission of comments	Conditions under separate tab; use standard comment box for comments	QW

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Accella Specific Opportunities for Improvement (3/6)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
18	OPA, ZBA, Subdivision, Condo	Commenting - Internal commenters draft comments for inclusion in application	Accella limitations – requires comments to be drafted in word and copy/paste in system	Increase character limit in Accella for comments	QW
18.1	OPA, ZBA, Subdivision, Condo	Commenting - Internal commenters draft comments for inclusion in application	Accella limitations – requires comments to be drafted in word and copy/paste in system	Conditions under separate tab; use standard comment box for comments	QW
24	OPA, ZBA, Subdivision, Condo	Completeness review - Is it cleared by Internal Partners?	Cannot submit status without populating conditions on application in Accella	Accella can be configured to make conditions as optional versus mandatory field	QW
28	OPA, ZBA, Subdivision, Condo	Completeness review - Applicant submits formal application and re-uploads required documents	Applicant pain point – must re-submit all documents already on file at City for formal submission	Related applications are hyperlinked under “Related Records” Button in Accella	QW
30	OPA, ZBA, Subdivision, Condo	Completeness review - DS Clerk prepares application package and sends to Clerk’s office, notifies Councilor of application	Clerk downloads all application documents from Accella for Councilors	Send Councilor link form public website	QW

QW = Quick Win

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Accella Specific Opportunities for Improvement (4/6)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
58	ZBA	Preparation and Decision of ZBA - Clerk's office sends declaration and approved by-law to Manager of Zone By-Law	JPEG version of By-law not upload-able in system, require manual conversion to word	Planner can circulate by-laws in word format in Accella to Zoning team during appeal period	QW
67.3	Subdivision, Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Tracking comments through many circulations causes challenges to naming convention	Generate comment response table through Accella	QW
67.4	Subdivision, Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Tracking comments through many circulations causes challenges to naming convention	Clear the status and comments. Explore possibility of read only text to keep previous round of comments	QW
68	Subdivision	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Accella limitation: Tracking of items that must be completed by Developers prior to PDC	Accella has the ability to track status of studies by interfacing with BramPlan	QW

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Accella Specific Opportunities for Improvement (5/6)

KPMG led 4 in-person current state process mapping workshops with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements in the Development Application Review Process in 4 application types: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
69	Subdivision, Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Accella limitation – requires clearing of previous comments, re-circulate and re-create workflows	Review distribution task to have additional review tasks “R1, R2, R3 etc.”; Clerks won’t clear previous comments and commenters will know what revision was made	K
69.1	Subdivision, Condo	Internal circulation - Applicant and DS Planner work together to complete all studies and resolve all comments and re-submit to Internal Commenters	Accella limitation – requires clearing of previous comments, re-circulate and re-create workflows	Previous comments to display in active workflow task	QW
73	Subdivision	Decision and post application - Notice of Confirmation created by Planner circulated to all required parties pursuant to Planning Act	Accella auto-populated templates are not good		
74	Subdivision	Decision and post application - M-Plan is circulated to internal and external commenting parties	DS Clerk must send reminder via email due to lack of notification in Accella		

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



Accella Specific Opportunities for Improvement (6/6)

KPMG led a current state process mapping workshop with key stakeholders from the City of Brampton to identify pain points and opportunities for improvements specifically around Accella for the 4 types of applications in-scope for the project: Official Plan Amendment (OPA), Zone By-Law (ZBA), Plan of Subdivision and Plan of Condominium

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/LTO
92	Condo	Internal circulation - Confirmation of draft approval of plan of condo is circulated to relevant internal/external parties	Templates in Accella for notices are not user friendly		

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity





CITY OF BRAMPTON

Future State Report

Committee of Adjustment End-to-End Process Review

Document Release and Revision Tracking

DOCUMENT RELEASE AND REVISION TRACKING		
1	02-12-2022	Minor revisions for final acceptance
0	18-11-2022	Issued for acceptance
A	07-10-2022	Initial draft issued for review
Rev No.	Date (DD-MM-YYYY)	Description

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Appendices

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Executive Summary

Dillon Consulting Limited, in partnership with Performance Concepts Consulting Inc., was retained by the City of Brampton (the City) to conduct a review of the City's Committee of Adjustment (CofA) business processes and related land use policies. The primary intent of the project, known as the Committee of Adjustment End-to-End Process Review, is to improve the efficiency and effectiveness of the City's CofA processes while also providing excellent customer service. The primary outcome of the project is to reduce the sunk costs associated with CofA applications.

Findings and Recommendations

The Project Team conducted extensive stakeholder engagement efforts with the key business units and external stakeholders involved in CofA service delivery to understand the current state of service delivery. Based on the observations gleaned from the stakeholder engagement activities and analysis of the drivers behind demand for CofA services, the Project Team developed a list of 26 recommendations, grouped according to related types of issues. The issues and associated recommendations are summarized as follows:

Customer Service

The Project Team noted the following key observations regarding customer service issues:

- Applicants cannot apply online, leading to unnecessary expenditure of staff effort to assist and process applications at the intake stage;
- Guiding documentation is not readily available to applicants; and
- Technical staff look for non-compliances unrelated to the details of application at hand.

The recommendations relating to customer service issues are as follows:

- **C1:** Implement CofA processes in public-facing Accela platform (BramPlanOnline)
- **C2-A:** Rationalize approach to identification of extraneous non-compliances
- **C2-B:** Provide training to CofA members regarding implementation of two-track system
- **C3:** Make CofA-specific application reference guides available to the public
- **C4:** Simplify CofA application form

Business Processes

The Project Team noted the following key observations regarding business processes:

- The rigour and consistency CofA process creates a highly inflexible system;
- Applications are deemed complete without any technical review upon intake; and
- There is ample opportunity for automation.

The recommendations relating to business process issues are as follows:

- **B1:** Implement “Preliminary Plan Review” process
- **B2-A:** Modify approach to meeting statutory requirement for hearing applications within 30 days
- **B2-B:** Make sketches available only upon request
- **B2-C:** Implement a fixed cap on number of applications to be heard per CofA hearing cycle
- **B2-D:** Operate multiple Committees of Adjustment (if warranted)
- **B2-E:** Employ a consent agenda approach for CofA hearings
- **B2-F:** Provide training to CofA members regarding consent agenda approach
- **B3:** Employ streamlined approach to mailing processes
- **B4:** Employ simplified reporting template for files where staff have no objections

Staffing/Resources

The Project Team noted the following key observations regarding staffing/resources:

- The consistent and rigorous application of the current CofA business process model is having a direct negative impact on staffing/resources; and
- There is no slack in the pool of staffing/resources but peaks in file volumes

The recommendations relating to staffing/resources are as follows:

- **S1-A:** Forego in-person site visits, or employ less labour-intensive approach to site visits
- **S1-B:** Provide training to CofA members regarding implementation of changes to site visit procedures
- **S2:** Employ streamlined approach to provision of notice signs
- **S3:** Streamline processes to reduce workload and/or add staff resources

Use of Technology

The Project Team noted the fact that the Accela platform is used in a limited capacity for CofA processes as an overarching issue. Accordingly, the recommendations relating to use of technology are as follows:

- **T1/T2/T3:** Implement CoA processes in existing Accela platform (BramPlanOnline)

Amendments to Regulatory Frameworks

The Project Team noted the following key observations regarding the drivers behind demand for CofA services:

- Restrictions in the zoning regulations regarding below grade entrances are driving a substantial portion of applications to the CofA, and many applications relate to exterior side yards on corner lots or side yards in general;
- A sizeable portion of demand for CofA services is driven by zoning regulations regarding maximum driveway widths, and the relief sought is often relatively minor; and

- Current business processes (e.g., site inspections, zoning reviews) may be inducing demand for variances relating to maximum driveway widths.

The recommendations relating to amendments to regulatory frameworks are as follows:

- **P1:** Allow Below Grade Entrances in Exterior Side Yards As-of-Right
- **P2:** Generally Allow Below Grade Entrances in Rear Yard or Side Yard As-of-Right
- **P3:** Apply 5% Increase to Maximum Driveway Widths As-of-Right
- **P4:** Implement Other Process Changes and Monitor Outcomes

Deferrals

The Project Team noted that a sizeable portion of demand for Committee of Adjustment services is driven by deferrals. Accordingly, the Project Team made the following recommendation:

- **O1:** Implement Other Process Changes and Monitor Outcomes

Potential Cost Savings

The Project Team estimated the potential cost savings associated with each recommendation. If all recommendations were implemented, it is estimated that the City could expect potential savings in labour effort of **up to \$1,380 per consent file** and **up to \$1,570 per minor variance file**.

If the volume of applications processed in 2021 is used as a reference for annual savings, it is estimated that the City could stand to save **nearly \$550,000 per year** through the implementation of all recommendations. When examined at the departmental level, it is estimated that annualized gross savings would accrue as follows: **up to approximately \$275,000 in savings for the Clerk's Office, up to \$260,000 in savings for Planning and Development Services, and up to more than \$10,000 in savings for all other departments.**

Compared to an assumed total labour cost of \$1,695,480 for all CofA applications processed in 2021, implementation of all recommendations would represent a **32% reduction in labour costs**.

Given the nature of the recommendations, the Project Team is of the opinion that the City is well positioned to be able to achieve its stated objective of reducing sunk costs associated with CofA service delivery while also providing excellent customer service.

Implementation, Monitoring and Evaluation

The Project Team identified realistic timeframes for implementation of the various recommendations according to the following categories:

- **Do now**, for activities that can and should be undertaken immediately;
- **Do soon**, for activities which should be undertaken within approximately 1 to 2 years; and
- **Do later**, for activities which should be fully executed within approximately 2 to 5 years.

As it proceeds through implementation, the City should prepare end-of-year internal progress reporting on an annual basis. The progress reports should function as a brief summary of what has been achieved in the preceding year, the activities that are actively underway, and the roadmap for remaining implementation activities yet to be undertaken.

1.0 Introduction

1.1 Purpose of Report

Dillon Consulting Limited, in partnership with Performance Concepts Consulting Inc., was retained by the City of Brampton (the City) to conduct a review of the City's Committee of Adjustment (CofA) business processes and related land use policies. The primary intent of the project, known as the Committee of Adjustment End-to-End Process Review, is to improve the efficiency and effectiveness of the City's CofA processes while also providing excellent customer service. The primary outcome of the project is to reduce the sunk costs associated with CofA applications.

The purpose of this report is to:

- Document and summarize key findings and observations regarding the current state of the City's CofA service delivery, including analysis of the impact that land use policy may have on the demand for CofA services;
- Document the recommended process changes and regulatory amendments intended to enable the City to reach its desired future state of CofA service delivery, including the estimated financial benefits associated with those recommendations; and
- Lay the framework for a realistic plan for implementation, including monitoring and evaluation activities.

The findings, observations and recommendations presented in this report represent an encapsulation of data provided by the City, extensive feedback collected from internal and external stakeholders, and the analysis provided by the Project Team over the course of the project.

1.2 Structure of Report

This report is structured as follows:

- **Section 2.0** offers an overview of current state business processes relating to the delivery of CofA services;
- **Section 3.0** summarizes relevant data collected from the City relating to the current state of CofA service delivery and as part of the peer benchmarking exercise, including analysis of the drivers behind application volumes and deferral outcomes;
- **Section 4.0** summarizes the key themes and process-related issues and opportunities for improvement identified during the current state stakeholder engagement efforts;
- **Section 5.0** summarizes the recommended future state process improvements and opportunities for targeted amendments to policy and regulatory frameworks, as well as a high level estimate of potential cost savings associated with implementation of the recommendations; and

- **Section 6.0** offers a phased plan to implement, monitor and evaluate the future state recommendations.

The following information has been included in the appendices:

- **Appendix A** includes depictions of the current state CofA business processes in the form of high-level, conceptual process maps.

2.0 Overview of Current State Processes

2.1 Background

The City of Brampton, located in the Region of Peel, is currently Canada's 9th largest City and one of the fastest-growing. The City's current population currently sits at 680,000 and is expected to reach 1 million by 2051. Currently its growth is most evident in the review of development application activity data revealing a 50% increase in all types of applications submitted to the City between 2019 and 2021. The City of Brampton's Committee of Adjustment (CofA) applications (both Minor Variance and Consent) have increased by 40% in the same time period.

2.2 Committee of Adjustment Service Delivery

As authorized by the Planning Act, the CofA deals with matters of:

- Minor Variances – The Committee of Adjustment may grant a minor variance to any City of Brampton's zoning by-law in respect to land, buildings or structures or use thereof.
- Consents – The Committee of Adjustment may grant consent with respect to the following transactions:
 1. New lot
 2. Leases over 21 years
 3. Mortgage or partial discharge of a mortgage
 4. Foreclosure or exercise of power of sale
 5. Rights-of-way and easements over 21 years
 6. Lot line adjustments
 7. Corrections to deeds or property descriptions

The current CofA is structured with the Secretary-Treasurer through City Clerks working with the CofA Development Planner to coordinate the technical review of CofA Applications. Technical staff will review, comment and provide recommendations to the Committee of Adjustment for a decision on these matters.

The CofA meets once every three (3) weeks (17 scheduled meetings year) to review applications of Minor Variance and Consent. CofA applications need to be processed within about 20 business days from when an application is received to the scheduled hearing date because the approach is to assign applications to specific hearing dates based on an intake deadline. The current CofA service delivery process is shown as three phases identified in **Appendix A**.

The following sections of the report describe the three main phases of the CofA process and identify the roles of key stakeholders within the process. For the purpose of the subsections below we have

approximated the days for each phase with the exception of Day 1 representing the filing deadline, and Day 20 representing the corresponding Hearing date.

2.2.1 Intake Phase (Days 1-2)

Each of the scheduled Committee of Adjustment Meetings is tied to a filing deadline in which applicants must submit a complete application for a CofA meeting date. Applicants must file a “complete” application with the Secretary-Treasurer of the Committee through the office of the City Clerk.

The Secretary-Treasurer will screen applications, confirming that the required fields in the application form have been completed, confirming that applicable fees documents have been submitted. Furthermore the Secretary-Treasurer can commission applications and accept hard copy applications on site at City Hall. If a hard copy application is received, staff then scan the application for storage in Accela.

Internal business units are geographically isolated from each other (i.e., Zoning sits in a different building, separate from Planning and the offices of the City Clerk), such that applicants might be asked to access two separate buildings to make a single CofA application.

Once an application is deemed complete a hearing date is assigned and the application materials are uploaded by the Secretary-Treasurer to the City’s development approvals software platform, Accela (also known as BramPlanOnline). Once uploaded to Accela, the application materials are circulated internally to business units at the City and external agencies (i.e., Conservation Authorities and the Region of Peel) for comment and input.

2.2.2 Prehearing Phase (Days 7 – 19)

Technical staff are assigned applications and will complete a desktop review to confirm adequacy and content for each submitted application. If submitted applications are insufficient, technical staff will work with applicants to obtain the necessary information to complete their review. Furthermore both the assigned Development Planner I (“CofA Planner”) and Zoning Examiner will complete separate site visits to complete their respective reviews prior to the Cross Functional Team Meeting.

A regularly scheduled Cross Functional Team Meeting takes place at the halfway point in the CofA process, where external and internal agencies share comments and discuss recommendations for the Committee related to each application. It is at this point in which the CofA agenda is organized and where public notices are prepared/issued for Minor Variance applications, ten days prior to the scheduled hearing date as required by the *Planning Act*. For Consent applications, the *Planning Act* requires that public notices be issued fourteen days prior to the scheduled hearing. Consent applications are reviewed after the public notice is issued and if there are changes to the application, current City policies require that a new public notice be issued and that a recommendation be made to defer the application.

Public notices are prepared and coordinated by the Secretary Treasurer and the office of the City Clerk. The notices are printed, manually labelled and mailed out by staff in that office. The *Planning Act* requires that neighbouring property owners within 60 metres of the subject lands be notified of the CofA hearing for both consents and minor variance applications. Additionally, current City policy requires that the Secretary-Treasurer be on site at City Hall to hand over the public notice sign(s) to applicants and confirm signs were received/posted through the completion of a waiver.

Upon receiving comments from internal business units, external agencies and the public, the CofA planner will begin to compile received comments for the staff report for each application. Once finalized, the Secretary Treasurer will issue the staff report to applicants and will package reports into the final agenda.

2.2.3 Hearing and Post Hearing Phase (Day 20 +)

The scheduled public hearing takes place on Day 20 of this process. The Committee can respond to a matter before it in one of three ways:

1. Render decisions to approve an application;
2. Render decisions to refuse an application; or
3. Move to defer an application for consideration at a future hearing.

Decisions of either approval or refusal will lead to the provision of a Notice of Decision which is prepared by the Secretary Treasurer following the hearing. The Notice of Decision is issued by the Secretary Treasurer, with circulation to both the applicant and interested parties. The preparation of the Notice of Decision follows a similar manual process as the mail out of public notices in the noted in the Pre-Hearing Phase. A decision, whether it be an approval or refusal, is subject to an appeal period. The timing of the appeal period varies based on the type of application: for Consent applications, the appeal period is twenty days from the mailing of the decision; for Minor Variances, the appeal period is twenty days from the oral decision of the Committee was rendered. If an appeal is received for a decision it will move forward to the Ontario Land Tribunal to be resolved.

Approved decisions that are not appealed will receive a Final & Binding notice, as coordinated by the Secretary Treasurer. If the decision rendered by the Committee of Adjustment is subject to conditions, the CofA Planner will coordinate the fulfillment of those conditions, while the Secretary-Treasurer will follow up with applicants as required. If there are no conditions or conditions have been fulfilled, the CofA Planner will file the reports/documents/clearances and update Accela to close out the file with the office of the City Clerk.

In cases where staff have recommended deferral of an application in the Staff Report, the Committee asks the applicant during the hearing if they are in agreement with the deferral and based on this discussion, the Committee will issue a deferral to the agreed-upon date. The *Planning Act* requires a

new public notice for deferred Minor Variance applications, whereas City policy requires a new public notice for deferred Consent applications. Both deferred Minor Variance and Consent applications will often be reviewed again at the corresponding Cross Functional Team Meeting.

3.0 Current State Data Analysis

3.1 City of Brampton Data

Specific data was requested in order to supplement and contextualize the feedback collected during stakeholder engagement sessions. The Project Team requested the following data from the City in relation to CofA service delivery:

- Application Volumes for 2019, 2020 and 2021
 - Breakdown of Application types (e.g., Consents vs Minor Variance);
 - Type of Development (Residential, non-residential);
 - Approved/Deferred Applications.
- Application timeframes for 2021 – time required to process CofA applications by application type;
- Staff Effort for 2021 - the amount of staff effort needed to process CofA files; and
- Staffing Requirements for 2021 - amount of staff effort needed to process CofA files.

It must be noted that the City's ability to provide the requested data was limited by the degree to which the data was tracked in the first place. The software platform employed by the City to manage development approvals processes, Accela, is only put to limited use in relation to CofA processes. Accordingly, the data the City was able to retrieve from Accela for this review was limited to application volumes for 2020 and 2021, broken down by application types. The City could not provide data for application volumes for 2019 as that data was previously tracked on an alternative system.

The following section offers a high-level summary of data collected pertaining to the current state of delivery of CofA services at the City, including an analysis of the drivers of demand for CofA services.

3.1.1 Application Volumes

The volume of applications heard at each meeting over the course of 2020-2022 is depicted in the following figures: **Figure 3-1** depicts the volume of consent applications heard at each hearing, and **Figure 3-2** depicts the volume of minor variance applications heard per hearing.

Two notable outliers were captured in the data. The first outlier occurs in 2020 in which Meeting Numbers 5 to 9 were cancelled due to the COVID-19 pandemic. The second data outlier relates to Meeting 8 in 2022 during which a seventy-lot subdivision required a variance to ameliorate a zoning deficiency common to each lot; while a separate application was filed for each lot, the applications were collectively handled together as a bundle.

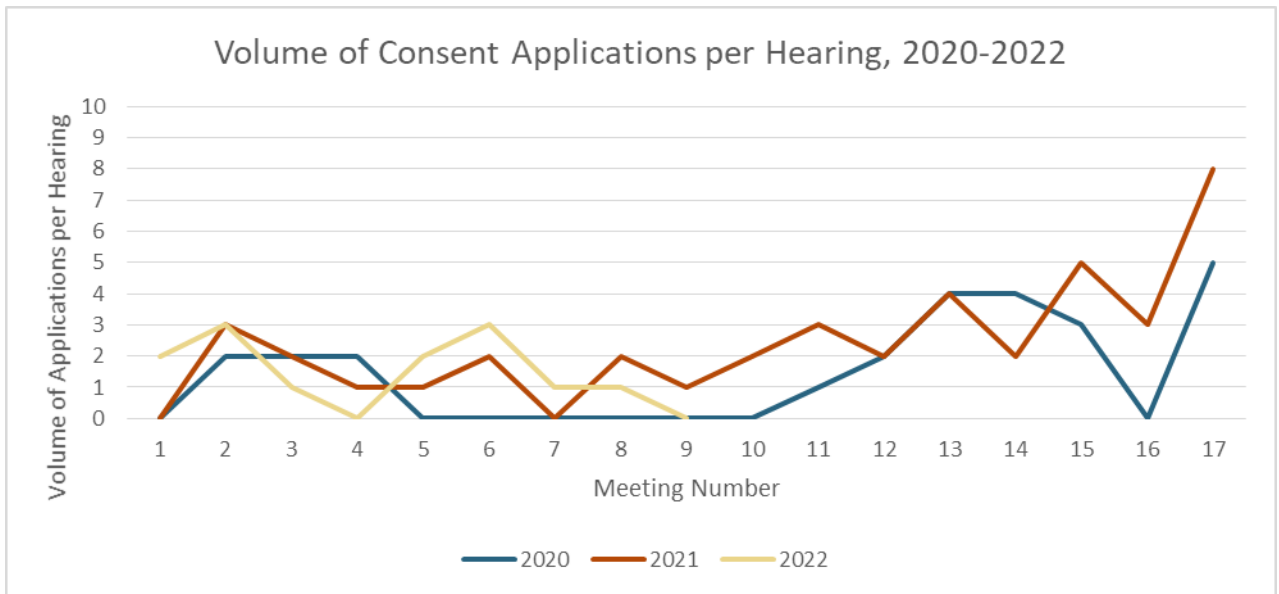


Figure 3-1: Volume of Consent Applications per Hearing, 2020 - 2022

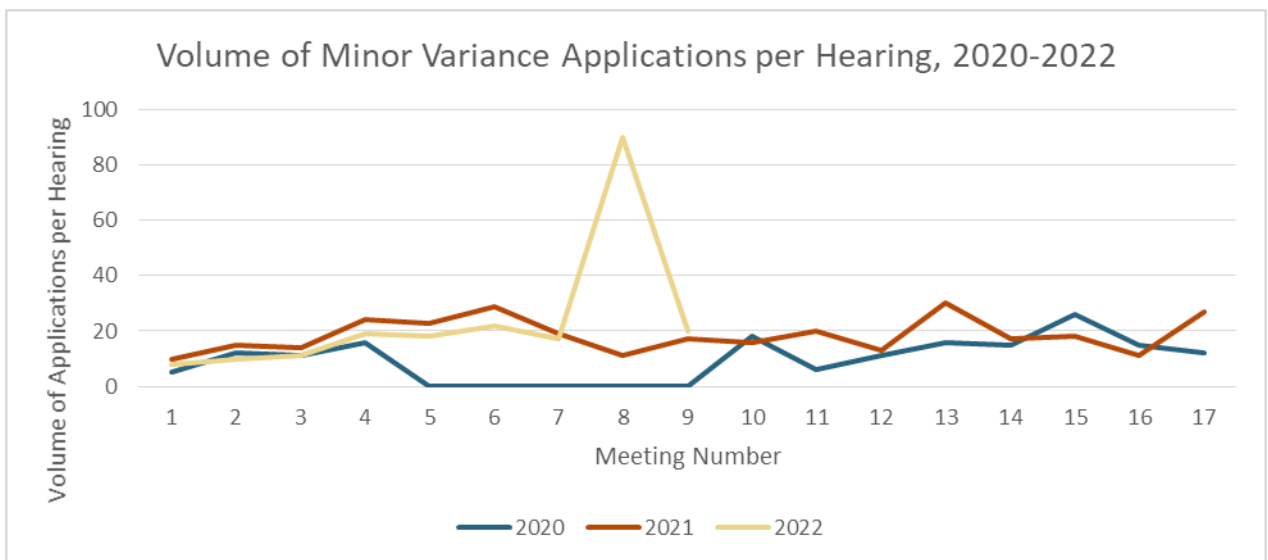


Figure 3-2: Volume of Minor Variance Applications per Hearing, 2020 - 2022

The application volume data shows that while per-hearing application volumes are highly volatile from one meeting to the next, the City has experienced a general increase in the number of applications dealt with at CofA hearings since 2020. The volume of consent applications ranges from one to eight per hearing, whereas Minor Variance applications range from five to thirty per hearing (not including the Meeting 8 outlier in 2022).

3.1.2 Typical Processing Timelines and Staff Effort

Given the limitations in the City's data tracking for CofA files, the available data was supplemented by discussions with City staff.

Staff confirmed the average timeline for all CofA applications to be approximately 21-23 days from application submittal to hearing date using the rigid CofA schedule.

Staff estimated the average number of hours they would typically expend on the processing of CofA applications, the results of which are summarized in **Table 3-1**. The effort estimates were broken down into the following subcomponents:

1. The average effort spent from the point of intake to the point of holding the Cross Functional Team Meeting, which includes hours spent on the initial inquiry, review of the application technical staff, issuance of the public notice, and attendance at the Cross Functional Team Meeting.
2. The average effort spent on staff reports, which includes the effort required for the preparation of staff reports, effort spent by the Secretary-Treasurer on circulating the report to CofA Members and the applicant, and effort spent by the CofA Planner collecting and reviewing comments.
3. The average effort spent on attending CofA hearings, which includes attendance by the CofA Planner, Development Manager, Zoning Examiner and Secretary-Treasurer.

The effort estimates provided by staff did not include effort associated with tasks relating to appeals and fulfillment of conditions of approval.

Table 3-1: Average staff hours spent per CofA file by type of application

	Consent Applications	Minor Variance Applications
Average total staff hours spent per file, from initial inquiry to cross-functional team meeting – for all staff involved, as estimated by staff	21.74 hours	29.83 hours
Average total staff hours spent per file, staff reports – for all staff involved, as estimated by staff	6.92 hours	2.33 hours
Average total staff hours spent per file, attending hearings – for all staff involved, as estimated by staff	5 hours	5 hours
Total*	33.66 hours	37.16 hours

***Note:** The average total staff hours was calculated based on anecdotal estimates provided by staff. The review time for a CofA application is based on the scheduling of the CofA hearings.

3.1.3 Staffing Requirements

The City was unable to provide a detailed breakdown of the number of full time-equivalent staff directly assigned to CofA service delivery. In lieu of this, the City was able to provide a listing of staff positions which are generally involved in CofA service delivery (see **Table 3-2**).

Table 3-2: Staff positions involved in CofA service delivery

Department	Job Title
Building Services	Plans Examiner
Clerk's Office	CofA Secretary-Treasurer
	Records Clerk (BRIMS)
Development Engineering	Engineering Manager
	Development Engineering Technician
Environmental Engineering	Engineer
Legal	Legal Counsel, Real Estate, Property, & Development
Parks Open Space	Open Space Manager
	Open Space Design Technician
	Environment and Engineering Clerk
Planning and Development Services	Manager
	Development Manager
	Development Planner I
	Assistant Development Planner
	Development Services Clerk
	Business Services Clerk
	Zoning Manager
	Zoning Officer
Plans and Permits	Plans Examiner (Zoning)
Policy Planning	Heritage Planner
	Policy Planner
Traffic Services	Transportation Planning Technologist
Transportation Planning	Project Manager
	Transportation Planner

3.1.4 Patterns in Committee of Adjustment Applications

In order to identify opportunities to reduce the number of applications needing to be considered by the CofA – i.e., in order to reduce the demand for CofA services – one must have an understanding of the land use policies that may be triggering the need for the CofA process. Applications to the CofA fall into two categories:

- Applications for consent, which deal with the subdivision of land outside of the Plan of Subdivision process (e.g., severances) and with the conveyance of interests in land (e.g., easements, long-term leases); and
- Applications for minor variances, which deal with relief sought from specific zoning regulations.

Applications for minor variances are directly linked to policy triggers which the City has broad powers to change (i.e., the City's Official Plan and zoning by-law). Conversely, the policy triggers for applications for consent are either defined by the City in its Official Plan (e.g., in cases of subdivision of land outside of the Plan of Subdivision process) or otherwise tied to statutory measures defined solely by provincial legislation which the City cannot directly influence or change (i.e., the *Planning Act*). While the City has meaningful influence over the policy triggers that lead to consent applications, anecdotal observations from the current state working sessions indicated that staff did not perceive consent applications as problematic or in need of further investigation.

Accordingly, in order to identify opportunities to reduce the demand for CofA services, the Project Team elected to direct its analytical focus on identifying any apparent patterns in the policy triggers driving the need for applicants to seek relief from zoning regulations by way of minor variances.

In order to execute the kind of analysis needed to reveal such patterns, the project team examined the minutes of a set of CofA hearings so as to build a dataset which logged all the applications involving minor variances. A representative sample of applications was defined which included all applications heard at CofA hearings held on the following dates:

- January 4, 2022;
- January 25, 2022;
- February 15, 2022;
- March 8, 2022;
- March 29, 2022; and
- April 19, 2022.

Over the course of January to April 2022, a total of 83 unique minor variance applications were heard by the CofA, involving a total of 202 separate variances under consideration.¹ For every application heard within that period, each individual variance was coded using the following categories:

- The general category of relief being sought (e.g., variances for relief from zoning provisions relating to below grade entrances); and
- The sub-category of specific relief being sought (e.g., a provision prohibiting below grade entrances in a yard located between the main wall of a dwelling and a flankage lot line).

3.1.4.1 Trends in Minor Variance Applications

Of the 83 unique minor variance applications heard during the sample period, the following categories of zoning regulations constituted the five most-frequently cited:

- Relief sought in relation to below grade entrance regulations accounted for the largest single share of applications (29% of all minor variance applications);
- Relief sought in relation to setback regulations not related to below grade entrances accounted for 27% of all minor variance applications;
- Relief sought in relation to permitted uses accounted for 17% of all minor variance applications
- Relief sought in relation to landscaping regulations accounted for 16% of all minor variance applications; and
- Relief sought in relation to driveway regulations accounted for 16% of all minor variance applications.

Table 3-3 lists the count of minor variance applications sought during the sample period, broken down by category of relief sought.

Table 3-3: Count and share of all minor variance applications by category of variance, January 2022 - April 2022

Category of Variance Sought	Count of unique applications involving variances	Share of all unique applications involving variances
Below grade entrance	24	29%
Setback	22	27%
Permitted uses	14	17%
Landscaping	13	16%
Driveway	13	16%
Parking	11	13%
Building dimensions	10	12%
Lot dimensions	7	8%
Lot coverage	7	8%
Accessory structure	6	7%

¹ A total of 88 files were heard at the Committee within that period, meaning several files were heard more than once.

Category of Variance Sought	Count of unique applications involving variances	Share of all unique applications involving variances
Garage door	5	6%
Path of travel to second unit	4	5%
Floor space index	4	5%
Above grade door	3	4%
Deck	3	4%
Fence	3	4%
Porch	2	2%
Below grade window	2	2%
Detached garage	1	1%
Loading spaces	1	1%
Dwelling units	1	1%
Total	83	N/A

Of the 202 separate variances considered during the sample period, the following categories of zoning regulations constituted the five most-frequently cited:

- Below grade entrance regulations accounted for the majority of all variances sought (19%);
- Setback regulations not related to below grade entrances accounted for 17% of all variances sought;
- Driveway regulations accounted for 8% of all variances sought;
- Permitted uses accounted for 7% of all variances sought; and
- Parking regulations accounted for 7% of all variances sought.

Collectively, the “top 5” categories noted above accounted for 58% of all variances sought during the sample period. **Table 3-4** lists the share of all variances sought during the sample period, broken down by category of relief sought.

Table 3-4: Count and share of all variances sought by category of variance, January 2022 - April 2022

Category of Variance Sought	Count of variances sought	Share of all variances sought
Below grade entrance	38	19%
Setback	34	17%
Driveway	16	8%
Permitted uses	15	7%
Parking	15	7%
Landscaping	13	6%
Building dimensions	12	6%
Accessory structure	11	5%
Lot dimensions	9	4%
Lot coverage	8	4%
Garage door	5	2%

Category of Variance Sought	Count of variances sought	Share of all variances sought
Above grade door	4	2%
Path of travel to second unit	4	2%
Floor space index	4	2%
Deck	3	1%
Fence	3	1%
Below grade window	2	1%
Porch	2	1%
Detached garage	2	1%
Loading spaces	1	0%
Dwelling units	1	0%
Total	202	100%

3.1.5 Drivers of Deferrals

The Committee can render the following decisions in relation to a given application:

- Approval, with or without associated conditions which must be satisfied;
- Refusal; or
- Deferral, in which case the application file remains “active” with the intent that it be considered again at a future hearing.

The Project Team placed particular analytical focus on identifying any apparent patterns in the frequency and nature of deferrals, as these represent applications that inherently require greater expenditure of resources by the applicant, staff, and the Committee. The Committee may elect to defer its decision on an application for a variety of reasons, including:

- Applications which are withdrawn by the applicant prior to the hearing;
- Requests by the applicant to defer the file to a future hearing;
- On the advice of staff, such as in situations where staff are aware of forthcoming modifications to the nature of the application or the provision of further information by the applicant or other parties, or instances where staff want more time to review and/or discuss the application with the applicant; and
- Situations where the Committee is not satisfied that they are able to reach a decision, such as instances where the Committee concludes that they do not have sufficient information to reach a decision, or where the judgements of Committee members do not align with staff recommendations, or where some related, external process must be completed (e.g., assumption of a subdivision by the City), or instances where the applicant is not present at the hearing.

The Project Team examined the minutes of CofA hearings so as to build a dataset which logged all the consent and minor variance applications that resulted in deferrals. A representative sample of applications was defined which included all applications heard at CofA hearings held on the following dates:

- January 4, 2022;
- January 25, 2022;
- February 15, 2022;
- March 8, 2022;
- March 29, 2022; and
- April 19, 2022.

For every application heard within that period that resulted in a deferral, each individual application was coded using the following categories:

- Application type (i.e., consent vs. variance);
- The recommendation made by staff (i.e., approval, refusal, or deferral); and

- The apparent reason for the decision to defer as described in the meeting minutes, generalized into relatively broad subcategories.

The following subsections detail the key observations and findings that came out of the analysis of deferrals.

3.1.5.1 Rates of Deferral

Of the 99 applications scheduled for hearings during the sample period, a total of 24 files resulted in deferrals – almost one-quarter of all files scheduled for the period (24%). When broken down by type of application, the following observations become apparent:

- Consent applications were most likely to result in a deferral: 4 out of the 11 applications for consent heard during the sample period resulted in deferral, translating to a deferral rate of 36%; and
- A substantial portion of minor variance applications resulted in deferral: 20 out of the 88 applications for minor variances heard during the sample period resulted in deferral, translating to a deferral rate of 23%.

Table 3-5 summarizes the count and share of deferred applications scheduled for hearings during the sample period, broken down by application type.

Table 3-5: Count and share of deferred CofA applications by type of application, January 2022 - April 2022

Hearing Date	Consent Applications Heard	Deferred Consent Applications	Deferral Rate, Consent Applications	Minor Variance Applications Heard	Deferred Minor Variance Applications	Deferral Rate, Minor Variance Applications
January 4, 2022	2	1	50%	8	1	38%
January 25, 2022	3	1	33%	10	1	20%
February 15, 2022	1	0	0%	11	1	9%
March 8, 2022	0	0	N/A	19	5	26%
March 29, 2022	2	1	50%	18	5	28%
April 19, 2022	3	1	33%	22	7	32%
Total	11	4	36%	88	20	23%

3.1.5.2 Reasons for Deferral

Of the 24 applications scheduled for hearings during the sample period which resulted in a deferral, the following categories constituted the most-frequently cited reasons for deferral:

- Almost half (46%) of deferral decisions cited the need to provide additional time for the applicant to amend the details of their application (e.g., include missing information or revised plans);
- One-quarter (25%) of deferral decisions cited the need to provide additional time for the applicant to submit or revise related technical studies;
- Almost one-fifth (17%) of deferral decisions cited the need to provide additional time for the submission or completion of related development approvals processes (e.g., submission of Site Plan Control application; assumption of subdivisions by the City; or completion of ongoing appeals); and
- Less than one-tenth (8%) of deferral decisions cited the need to provide additional time for the applicant to obtain necessary approvals or input from interested third parties (e.g., railway operators).

Table 3-6 summarizes the most frequently cited categories of deferral decisions for applications scheduled for hearings during the sample period, broken down by count and share of application type.

Table 3-6: Count and share of deferred applications by reason for deferral, January 2022 - April 2022

Reason for Deferral	Deferred Applications	Share of Deferred Applications	Deferred Consent Applications	Share of Deferred Consent Applications	Deferred Minor Variance Applications	Share of Deferred Minor Variance Applications
Provide sufficient time for the applicant to amend the application	11	46%	2	50%	9	45%
Provide sufficient time for the applicant to submit or revise technical studies	6	25%	1	25%	5	25%
Provide sufficient time for submission or completion of related development approvals process	4	17%	1	25%	3	15%
Provide sufficient time for applicant to obtain approval from third party (e.g., railway)	2	8%	0	0%	2	10%
No representatives at hearing	1	4%	0	0%	1	5%
Total	24	100%	4	100%	20	100%

3.2 Peer Benchmarking Comparison

The original scope of work called for a comparison of the City to similar peer comparator municipalities so as to better contextualize the nature of CofA service delivery. In consultation with the City, the Project Team identified the following six municipalities to serve as peer comparators:

- City of Hamilton;
- City of Markham;
- City of Mississauga;
- City of Toronto;
- City of Vaughan; and
- Town of Oakville.

The Project Team requested the following data from the peer comparators in relation to their CofA service delivery:

- Application Volumes for 2019, 2020 and 2021
 - Breakdown of Application types (e.g., Consents vs Minor Variance);
 - Type of Development (Residential, non-residential);
 - Approved/Deferred Applications.
- Application timeframes for 2021 – time required to process CofA applications by application type;
- Staff Effort for 2021 - the amount of staff effort needed to process Committee of Adjustment files; and
- Staffing Requirements for 2021 - amount of staff effort needed to process Committee of Adjustment files.

Despite best efforts by the City, only limited data was received from the City of Toronto in advance of the reporting timeline associated with this report. Accordingly, the City and the Project Team elected to change approach and instead offer brief descriptive details pertaining to how CofA services are known to be delivered at the peer comparator municipalities. A summary of pertinent key differentiators relating to how CofA services are delivered at the peer comparators is given in **Table 3-7**.

Table 3-7: Overview of key differentiators compared to peer municipalities

Key Differentiators	Hamilton	Markham	Mississauga	Oakville	Toronto	Vaughan
Availability of application guide materials	<ul style="list-style-type: none"> Detailed submission requirements listed on application form Example sketch included on application form 	<ul style="list-style-type: none"> Detailed submission requirements provided as separate documents Quick reference guide for use of ePlans system specific to CofA applications provided Example sketches not provided in guide materials 	<ul style="list-style-type: none"> Detailed submission requirements listed on application forms Explanatory guide content offered on City's website Example sketches not provided in guide materials 	<ul style="list-style-type: none"> Detailed explanatory guide specific to CofA processes provided Detailed submission requirements listed on application forms Example sketches not provided in guide materials 	<ul style="list-style-type: none"> Detailed application checklist provided on City's website Example sketches not provided in guide materials 	<ul style="list-style-type: none"> Detailed explanatory guide specific to CofA processes provided Example sketches not provided in guide materials
Method of application intake	<ul style="list-style-type: none"> Applications accepted in hard copy form or via email submission 	<ul style="list-style-type: none"> Applications accepted through online interface 	<ul style="list-style-type: none"> Applications accepted in hard copy form or via email submission 	<ul style="list-style-type: none"> Applications only accepted via email submission 	<ul style="list-style-type: none"> Applications only accepted via email submission 	<ul style="list-style-type: none"> Applications accepted through online interface
Approach to zoning review	<ul style="list-style-type: none"> Application form explicitly states that applicants are responsible for identifying all variances, and that staff will only review the variances applied for Applicants can elect to pay additional fees to have staff review zoning ahead of submission 	<ul style="list-style-type: none"> For variances, applicant can elect to pursue Zoning Preliminary Review process to identify all zoning deficiencies Alternatively, applicant must sign waiver acknowledging that staff will only review variances included in the application Applicant must pursue Zoning Preliminary Review process for consent applications 	<ul style="list-style-type: none"> Applicant can elect to pursue Preliminary Zoning Review process to identify all zoning deficiencies Alternatively, applicant must sign waiver acknowledging that staff will only review variances included in the application 	<ul style="list-style-type: none"> Application form explicitly states that applicants are responsible for identifying all variances, and that staff will only review the variances applied for 	<ul style="list-style-type: none"> Applicant can elect to pursue Preliminary Project Review or Zoning Certificate processes to identify all zoning deficiencies Alternatively, applicant must sign waiver acknowledging that staff will only review variances included in the application 	<ul style="list-style-type: none"> All applications undergo zoning review process after intake, at which point the need for additional variances may be identified If additional variances are identified and a resubmission is required, scheduling of the hearing only occurs once staff confirm all required information has been submitted
Approach to provision of notice sign materials	<ul style="list-style-type: none"> Sign equipment provided by City Applicant expected to print and prepare notice materials 	<ul style="list-style-type: none"> Sign equipment and notice materials provided by Town 	<ul style="list-style-type: none"> Sign equipment provided by City Applicant expected to print and prepare notice materials 	<ul style="list-style-type: none"> Sign equipment and notice materials provided by Town 	<ul style="list-style-type: none"> Applicant expected to provide sign equipment and print and prepare notice materials 	<ul style="list-style-type: none"> Applicant expected to provide sign equipment and print and prepare notice materials
Approach to scheduling of hearings	<ul style="list-style-type: none"> Hearing dates are assigned only after staff are satisfied that the application can be considered "complete" Meetings typically held three times per month; additional hearing can be held if needed 	<ul style="list-style-type: none"> Hearing dates are assigned at the discretion of the Secretary-Treasurer Meetings typically held two times per month, with exception of January and December 	<ul style="list-style-type: none"> Hearing dates are assigned after application fees are received Meetings typically held three times per month; more than one meeting may be held on the same date 	<ul style="list-style-type: none"> Hearing dates are assigned only after staff are satisfied that the application can be considered "complete" Meetings typically held every other Tuesday 	<ul style="list-style-type: none"> Hearing dates are assigned only after staff are satisfied that the application can be considered "complete" Meetings held between two to four times per month, with frequency varying by geography; more than one meeting may be held on the same date 	<ul style="list-style-type: none"> Hearing dates are assigned only after staff are satisfied all necessary information has been provided Meetings typically held every 3 weeks; additional hearings can be held if needed

Key Differentiators	Hamilton	Markham	Mississauga	Oakville	Toronto	Vaughan
Approach to delivering Committee hearings	<ul style="list-style-type: none">A single committee hears all applications	<ul style="list-style-type: none">A single committee hears all applications	<ul style="list-style-type: none">A single committee hears all applications	<ul style="list-style-type: none">A single committee hears all applications	<ul style="list-style-type: none">Four committees operate on basis of pre-amalgamation boundaries, with some committees being comprised of more than one panelCommittee can elect to render decisions on uncontested applications at the beginning of a hearing	<ul style="list-style-type: none">A single committee hears all applicationsCommittee can elect to render decisions on multiple related files at the same time



4.0 Current State Observations

4.1 Current State Stakeholder Engagement Efforts

The Project Team conducted extensive stakeholder engagement efforts with the key business units and external stakeholders involved in CofA service delivery to understand the current state of service delivery. As part of these efforts, the following stakeholder engagement sessions were held:

- Engagement Session #1 with Brampton CofA Staff – May 11, 2022;
- Engagement Session #2 with Brampton CofA Staff – May 12, 2022;
- Engagement Session #3 with Brampton CofA Staff – May 13, 2022;
- Engagement Session #4 with Credit Valley Conservation and Region of Peel – May 20, 2022;
- Engagement Session #5 with Brampton Senior Management – May 26, 2022;
- Engagement Session #6 with Brampton Zoning Staff – May 27, 2022;
- Engagement Session #7 with CofA Members – May 31, 2022;
- Engagement Session #8 with Brampton City Clerks – June 3, 2022;
- Engagement Session #9 with Brampton Planning Staff – June 3, 2022; and
- Engagement Session #10 with TRCA – June 9, 2022.

The following subsections of this report summarize the observations made by the Project Team throughout the course of the current state stakeholder engagement efforts, categorized into key themes.

4.2 Customer Service

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding customer service.

4.2.1 What is Working Well

The City prides itself on offering good customer service and the consulting team noted a high degree of interaction between CofA staff and applicants. We understand that staff regularly follow-up with applicants in the lead-up to a hearing to request the information needed to facilitate approval rather than deferral of an application. The vast majority of approved CofA applications and very minimal appeals to the Tribunal are also indicative of the high level of customer service delivered.

4.2.2 Opportunities for Improvement

The high degree of customer service provided masks a weakness at the CofA for applicant self-service. There is no ability to apply online, for example, and while an explanation is provided for drawing requirements for a variance, an example sketch is not readily available. Furthermore technical staff actively look for non-compliances unrelated to the details of the application at hand – under the guise of

customer service – but this means additional effort is expended and contributing to the strain on the CofA process.

4.3 Business Processes

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding business processes.

4.3.1 What is Working Well

Brampton's CofA has rigours and consistent business processes that are very commendable. Applicants can expect both a scheduled hearing date and decision if they submit a complete application, because intake windows are tied to pre-scheduled CofA hearing dates. Given the rigorous and consistent application review timeline, we observed that technical staff are highly consistent in their review of CofA applications which must be completed within the given 21-23 business days timeline (including site visits, cross-function team meeting, report writing, etc.).

4.3.2 Opportunities for Improvement

CofA applications are deemed complete without any technical review of the submitted documents, meaning technical staff may be left with insufficient time to properly review applications due to expensed time rectifying poor quality submissions. Adding to this strain is the City's practice of seeking other zoning compliance matters beyond what was applied for (as noted above) which thereby makes the variance process a mechanism to enforce compliance with the Zoning By-law.

Furthermore, several business processes which should arguably be automated are currently completed manually (e.g., the issuance of public notices and Notices of Decisions involves staff manually printing and affixing labels to these deliverables – tasks which can be completed by machine).

The rigour and consistency also creates a highly inflexible system, and as file volumes have increased (or when they peak), there is no method to manage the sudden intensity of work when the CofA is faced with a large number of applications on a specific hearing date.

4.4 Staffing/Resources

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding staffing and resources.

4.4.1 What is Working Well

The Project Team noted a high degree of adaptability and dedication with staff even under the duress of increasing volumes and complex nature of CofA applications. Staff have shown the ability to address complex CofA applications within a multi-disciplinary team, as shown in the scheduled Cross Functional

Team Meeting which assists in breaking down silos and provides a forum for technical staff to review applications together. The CofA system provides a vehicle for staff growth and succession planning, allowing junior staff to get familiar with various internal business units and build expertise with planning applications as a stepping stone to more complex planning work at the City.

4.4.2 Opportunities for Improvement

The Project Team observed that the challenges of delivering a high degree of customer service through consistent and rigorous business processes at the Brampton CofA is having a direct negative impact on staffing/resources. The absence of greater customer self-service, requirements for staff to conduct site visits and take measurements, full zoning examination of variance applications, pick-up of notices, and a single development planner assigned to the CofA all point to a significant burden placed on the few number of staff involved in CofA applications. There is little slack in the pool of staffing/resources when there are peaks in file volumes and the number of staff have remained the same even though volumes have increased.

4.5 Use of Technology

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding the City's use of technology in delivering CofA services.

4.5.1 Opportunities for Improvement

Brampton implements the Accela platform in a limited capacity for the CofA process and there is significant room for the CofA to enhance its use of Accela. With respect to CofA business processes, Accela is currently used only to enter application data for data storage purposes – activities which occur largely after the fact. The Accela platform is not used to coordinate processing of CofA applications, and is not set up to accept CofA applications through its public-facing online interface. Accela has the ability to be able to be used as a workflow tool for application circulation and processing, but is not used as such for CofA files.

Furthermore, external agencies are not directly informed of CofA decisions by the City (i.e., staff at external agencies must follow-up with City staff to request decision status updates or obtain public-facing information from the City's website).

5.0 Future State Recommendations

5.1 Optimizing Committee of Adjustment Service Delivery

The preceding review of how the City is currently delivering CofA services indicates that there is plenty of room for improvement. At the same time, the Project Team is of the opinion that the City is well positioned to be able to achieve its stated objective of reducing sunk costs associated with CofA service delivery while also providing excellent customer service.

The Project Team has developed a series of recommendations, refined after extensive input from municipal staff, which will enable the City to achieve that objective within the next several years. The thinking behind the recommendations revolves around the following general themes:

1. Customer service is a key priority for the City, and this can be supported by rationalizing the way that CofA services are delivered in line with reasonable, contemporary expectations for how those services should be delivered.
2. Brampton is a fast-growing urban centre, and its business processes need to be adapted to reflect this reality. It is essential that the CofA system be designed to have the right staff doing the right work. Procedural changes intended to minimize or avoid low value tasks offer the opportunity to increase productivity and support sustainable workloads for staff.
3. Following on the prior point, additional staff resources may need to be part of the approach to servicing the growing demand for CofA services. When coupled with procedural changes, this can offer a multiplier effect in terms of improvements to throughput while also supporting sustainable workloads for staff.
4. Delivering CofA services at increasing scale will require use of modern development approvals processing technologies. The City already has the benefit of an existing software platform (Accela) at its disposal, and the City should begin work to integrate CofA processes into that system so as to capture the efficiency benefits.
5. Opportunities exist to control the demand for CofA services by modifying the regulatory triggers that drive that demand in the first place. Improvements to business processes and resources should be coupled with targeted modifications to the zoning by-law to minimize the need for variances in specific instances.
6. Deferrals can be thought to represent a kind of “waste” which occurs near the end of the CofA process “assembly line”: instead of the process leading to a finished product (i.e., an approval or refusal decision rendered by the Committee), a deferral represents an unfinished product and can point to problems occurring earlier on in the assembly line. Process improvements should result in reduced instances of deferrals.

The following subsections summarize the recommended changes to processes or policies, the stakeholder engagement activities undertaken by the Project Team to refine the recommendations, and the potential cost savings the City stands to capture through implementation of the recommendations.

5.2 Future State Stakeholder Engagement Efforts

The Project Team conducted extensive stakeholder engagement efforts with the key business units and external stakeholders involved in CofA service delivery to “stress test” and validate preliminary future state process improvements and amendments to policy and regulatory frameworks. As part of these efforts, the following stakeholder engagement sessions were held:

- Future State Engagement Session #1 with Brampton City Clerk’s and Zoning staff – August 19, 2022;
- Future State Engagement Session #2 with Brampton Senior Management – August 23, 2022;
- Future State Engagement Session #3 with Brampton Senior Management – August 24, 2022;
- Future State Engagement Session #4 with Credit Valley Conservation Authority and TRCA – August 25, 2022
- Future State Engagement Session #5 with CofA Members – August 25, 2022;
- Future State Engagement Session #6 with Region of Peel – August 26, 2022;
- Future State Engagement Session #7 with Brampton Planning staff – September 7, 2022; and
- Future State Engagement Session #8 with Brampton Planning and Zoning staff – September 14, 2022.

The following subsections list the recommendations developed by the Project Team following their refinement during the future state stakeholder engagement activities.

5.3 Process Improvements

Using the feedback and observations gained from previous phases of the project, the Project Team identified multiple recommendations relating to improvements that the City can make to CofA processes. In keeping with the approach used in categorizing observations noted regarding the current state, each recommendation is paired with an associated issue that it seeks to address, with each pairing grouped according to the categories used in **Section 4.0** of this report.

The recommendations are listed in the following tables:

- **Table 5-1** lists process improvements relating to customer service;
- **Table 5-2** lists process improvements relating to business process;
- **Table 5-3** lists process improvements relating to staffing and resources; and
- **Table 5-4** lists process improvements relating to the use of technology.

A summary of the potential cost savings associated with the recommendations is given in **Section 5.6** of this report.

Table 5-1: Process improvements relating to customer service

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
C1	Excessive staff effort is allocated to assisting applicants at the intake stage due to inability for applicants to apply using online platform (BramPlanOnline)	Implement CofA processes in public-facing Accela platform (BramPlanOnline)	Implement CofA processes in public-facing Accela platform (BramPlanOnline) ²	<ul style="list-style-type: none"> • Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks • Improvements to processing times as public-facing application interface can be used to enforce application quality requirements • Improvements to customer service as public-facing application interface can be used to provide applications with explanatory information
C2-A	Technical staff allocate time and effort on looking for unrelated non-compliances	Rationalize approach to identification of extraneous non-compliances	<ul style="list-style-type: none"> • Option 1: Implement internal policy to only look at the variance(s) sought by the applicant • Option 2: Implement two-track zoning review process³ <ul style="list-style-type: none"> ○ Track 1 (default): Only review variance(s) sought ○ Track 2: Fulsome zoning review intended to identify additional deficiencies prior to the file proceeding further; additional application fee would be paid for by applicant 	<ul style="list-style-type: none"> • Improvements to processing times as staff could spend less time on looking for extraneous non-compliances • Improvements to processing times as applications would not need to be amended after submission due to staff looking for and finding extraneous non-compliances • Improvements to revenue capture as applicants pay for additional services where greater staff effort is required
C2-B	<i>See above</i>	Provide training to CofA members regarding implementation of two-track system (to accompany Recommendation C2-A)	N/A	<ul style="list-style-type: none"> • Expectations of CofA members will be appropriately aligned with City procedures
C3	Application reference guides specific to the CofA are not available to applicants	Make CofA-specific application reference guides available to the public	<ul style="list-style-type: none"> • Prepare application guides targeted to the general public which explain how each of the various types of CofA processes play out and what is required for a successful application (including examples of properly-completed application forms and sketches) • Application guides should be available both on the public-facing general City website as well as on BramPlanOnline (once CofA processes are implemented in Accela) 	<ul style="list-style-type: none"> • Improvements to processing times as application quality will likely improve • Improvements to customer service as application process is clearer and better-understood
C4	CoA application form is viewed as complicated and not easily interpreted by applicants with no prior experience or those without professional representation	Simplify CofA application form	Revise CoA application form according to plain language principles with an emphasis on improving user friendliness	<ul style="list-style-type: none"> • Improvements to processing times as application quality will likely improve • Improvements to customer service as application process is clearer and better-understood

² The Project Team recognizes the substantial amount of work that will need to be undertaken to successfully implement CofA processes in the Accela platform. See **Section 5.3.1** of this report for further discussion.

³ Note that the Project Team has elected not to be prescriptive about the business logic that would result in an application proceeding through the Track 2 review process so as to leave the City with maximum flexibility to implement this recommendation according to the appropriate balance between customer service and revenue recovery. For example, the City could elect to treat the Track 2 review stream as optional and up to the applicant to elect to pursue, or specific triggers could be applied which automatically result in an application proceeding through Track 2 (e.g., complex applications), or some combination thereof.

Table 5-2: Process improvements relating to business processes

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
B1	Applications are deemed complete without technical review	Implement “Preliminary Plan Review” process	Implement “Preliminary Plan Review” before an application is even made	<ul style="list-style-type: none"> Improvements to upfront processing times as application quality will likely increase
B2-A	Business processes cannot keep up with demand (e.g., fixed hearing schedule results in no ability to manage workload as application volume increases)	Modify approach to meeting statutory requirement for hearing applications within 30 days	Modify business processes to recognize that the 30 day “timer” for hearing an application does not need to start once an application is submitted (physically or digitally) ⁴	<ul style="list-style-type: none"> Improvements to staff morale as workload pressures are relieved
B2-B	<i>See above</i>	Make sketches available only upon request	Forego the need to include a sketch in order to distribute a public notice. Instead of including sketches in public notices, make them available to the public upon request (e.g., via BramPlanOnline). ⁵	<ul style="list-style-type: none"> Improvements to upfront processing times as staff do not need to wait for sketches to be made available to be able to distribute the public notice Improvements to upfront processing times as staff do not need to re-issue a public notice if a revised sketch is submitted (assuming there is no associated revision to the proposal at hand)
B2-C	<i>See above</i>	Implement a fixed cap on number of applications to be heard per CofA hearing cycle	Implement a fixed cap on number of applications to be heard per CofA hearing cycle (e.g., if an application is received after the cap is met, that application would be scheduled for the following hearing cycle) ⁶	<ul style="list-style-type: none"> Improvements to staff morale as workload pressures are relieved
B2-D	<i>See above</i>	Operate multiple Committees of Adjustment (if warranted)	Operate multiple Committees of Adjustment (if warranted) ⁷	<ul style="list-style-type: none"> Increase in processing throughput as more applications can be heard within the same timeframe
B2-E	<i>See above</i>	Employ a consent agenda approach for CofA hearings	Employ a consent agenda approach for CofA hearings, whereby the Committee can consider and render decisions on multiple files together as a batch (e.g., files where no objection is lodged by staff and the public)	<ul style="list-style-type: none"> Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks Increase in processing throughput as decisions can be rendered for multiple files at once Improvements to customer service as more time can be allotted to more complex or controversial applications without increasing overall hearing length
B2-F	<i>See above</i>	Provide training to CofA members regarding consent agenda approach (to accompany Recommendation B2-E)	N/A	<ul style="list-style-type: none"> Expectations of CofA members will be appropriately aligned with City procedures

⁴ Subsection 45(4) of the *Planning Act* directs that “the hearing on any application shall be held within thirty days after the application is received by the secretary-treasurer.” The Project Team is of the opinion that receipt of an application need not necessarily be tied to the literal receipt of application materials, and can instead be construed to refer to a process by which the Secretary-Treasurer deems an application fit to be received, and therefore heard, by the Committee of Adjustment. This interpretation should allow the City to implement preliminary quality checks prior to the statutory requirement for holding a hearing within 30 days being triggered.

⁵ The regulation that governs the form that public notices must take explicitly provides for a public notice including either “a description of the subject land or a key map showing the subject land” – it does not require a sketch to be included in the notice (refer to clauses 3(11)(2) and 3(13)(3) in *O. Reg. 200/96*). It is noted that the recommended approach of making sketches available only upon request (i.e., not including sketches in public notices) is currently employed by the City of Ottawa.

⁶ Following the logic applied for Recommendation B2-A, if receipt of an application can be construed to refer to a process by which the Secretary-Treasurer deems an application fit to be received, then it is conceivable that the Secretary-Treasurer could apply a reasonable constraint such as the maximum number of applications that can be heard per hearing cycle as a factor in determining whether an application is fit to be received (and thus whether the statutory requirement for holding a hearing within 30 days is triggered). Refer to Footnote 4.

⁷ The Project Team recognizes that the operation of multiple committees would come with greater expenditure of logistical effort on the part of Clerk’s staff. Accordingly, it should be understood that this recommendation may only be appropriate if application volumes increase so substantially that the additional logistical effort becomes warranted. Accordingly, the City should pursue other process improvements first before considering this approach.

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
B3	Staff spending time on low-value tasks (e.g., public notices and Notices of Decision are manually printed/labelled)	Employ streamlined approach to mailing processes	<ul style="list-style-type: none">• Modify layout of documents such that addresses can be printed automatically, without the need for affixing mailing labels onto envelopes (e.g. use envelopes with windows and set print layout accordingly)• Contract out printing/mailing services• Implement greater automation through capital investments in equipment	<ul style="list-style-type: none">• Increase in productivity as administrative staff are freed up to spend more time on higher-value tasks
B4	Staff spend substantial effort completing reports for every application, regardless of application complexity or resulting staff recommendation	Employ simplified reporting template for files where staff have no objections	For files where staff have no objections, make use of a brief, simplified reporting template which includes standardized text content (i.e., less than 1 page, and no need for analytical content)	<ul style="list-style-type: none">• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks• Improvements to processing times as staff are required to spend less time on reporting

Table 5-3: Process improvements relating to staffing and resources

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
S1-A	Planning and Zoning staff each undertake separate site visits	Forego in-person site visits, or employ less labour-intensive approach to site visits	<ul style="list-style-type: none">• Forego in-person site visits through the use of date-stamped photographic records submitted by the applicant<ul style="list-style-type: none">○ City would need to define specific parameters for the quantity and nature of photos• If in-person site visits are to continue:<ul style="list-style-type: none">○ Only conduct site visits in exceptional circumstances (e.g., files deemed controversial by management, or files resulting from by-law complaints)○ Only send one staff member to conduct site visits (i.e., Planning and Zoning staff do not both need to attend the same site)⁸	<ul style="list-style-type: none">• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks• Improvements to corporate health and safety risk profile as fewer site visits implies fewer opportunities for exposure to health and safety risks
S1-B	See above	Provide training to CofA members regarding implementation of changes to site visit procedures (to accompany Recommendation S1-A)	N/A	<ul style="list-style-type: none">• Expectations of CofA members will be appropriately aligned with City procedures
S2	Notice signs must be picked up in-person, meaning Clerk's staff must be physically present at the front desk at all times	Employ streamlined approach to provision of notice signs	Make generic sign packages available at front desk for applicants to pick up themselves as needed, and require that application-specific notice paperwork be printed out and inserted into the sign package by applicants	<ul style="list-style-type: none">• Increase in productivity as front-line Clerk's staff no longer need to be physically present at the front desk at all times, and can instead focus on more important tasks• Improvements to customer service as customers do not need to wait to talk to staff to obtain sign packages, and can do so proactively (e.g., consultants with multiple applications can pick up multiple sign packages in one visit)
S3	Limited staffing resources allocated to CofA mean that there is minimal "slack" to respond to increases in application volumes (i.e., a single Development Planner is assigned to process CofA files on a full-time basis)	Streamline processes to reduce workload and/or add staff resources	<ul style="list-style-type: none">• Implement other recommendations and monitor resulting changes in workload, then make further staffing additions as appropriate• Assign an additional Development Planner 1 to the CofA to act as backup for workload peaks	<ul style="list-style-type: none">• Improvements to staff morale as workload pressures are relieved• Increase in processing throughput as more files can be processed in the same timeframe

⁸ Note that the Project Team has elected not to be prescriptive about who should attend site visits so as to leave the City with maximum flexibility to implement this recommendation as appropriate.

Table 5-4: Process improvements relating to use of technology

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
T1	Accela is not used as an internal development approvals workflow tool	Implement CoA processes in existing Accela platform (BramPlanOnline)	Implement CoA processes in existing Accela platform (BramPlanOnline) ⁹	<ul style="list-style-type: none">• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks• Improvements to processing times as staff have timely access to most current files
T2	City has limited ability to track and report on CofA performance metrics	See above	See above	<ul style="list-style-type: none">• Improvements to managerial oversight as patterns and trends in performance can be identified, and issues addressed as needed• Improvements to customer service as typical, real-world processing timeframes can be reported
T3	Accela platform is not accessible by, or used by the City to manage interactions with, external agencies <ul style="list-style-type: none">• E.g., Accela not accessible by external agencies (i.e., interactions occur via email)• E.g., Accela not used to automatically inform external agencies of application decisions	See above	See above	<ul style="list-style-type: none">• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks• Improvements to processing times as external agencies have timely access to most current files

⁹ The Project Team recognizes the substantial amount of work that will need to be undertaken to successfully implement CofA processes in the Accela platform. See **Section 5.3.1** of this report for further discussion.



5.3.1 Additional Planning Needed for Improvements to Use of Technology

Multiple recommendations revolve around the need to implement CofA processes in the City's Accela development approvals management platform. While the recommendations may be brief in nature, their brevity should not be interpreted to imply that their implementation will be simple or easy to execute successfully.

Over the course of the future state stakeholder engagement activities, City staff repeatedly voiced the view that substantial improvements need to be made to the existing implementation of planning approvals processes in the Accela platform before additional approvals processes (i.e., CofA) are integrated into the system. It is understood that similar sentiments and recommendations will have been reflected in the City's broader review of its development approvals processes (undertaken concurrently with the Committee of Adjustment End-to-End Process Review project).

Accordingly, the recommendations pertaining to implementation of CofA processes in the Accela platform should be considered and planned for in a way that recognizes the substantial work that needs to be undertaken to improve the Accela platform in general.

5.4 Amendments to Regulatory Frameworks

As noted in earlier reporting prepared by the Project Team, modifying land use policy and regulatory frameworks can offer meaningful opportunities to streamline the delivery of development approvals processes.¹⁰ This is especially true when such modifications are coupled with related changes to business processes.

The Project Team identified several opportunities for targeted amendments to the City's zoning framework intended to optimize the overall execution of CofA services. The following subsections detail recommended zoning amendments with specific regard to two main drivers behind demand for CofA services in Brampton: below grade entrances and driveway widenings.

5.4.1 Below Grade Entrances

The data analysis undertaken by the Project Team as described in **Section 3.1.4** of this report led to the following observations in relation to why minor variance applications involving below grade entrances are so common:

- Most applications pertained to dwellings on corner lots, which follows from the existing prohibition against below grade entrances located between the main wall of a dwelling and the flankage lot line (i.e., the exterior side yard) given in subsection 10.23.1 of the zoning by-law; and

¹⁰ Refer to the *Drivers of Submission Assessment and Solutions Report (Technical Brief)*, dated August 2022.

- Similarly, a substantial portion of applications pertained to semi-detached dwellings, which follows from the existing prohibition against semi-detached dwellings having below grade entrances located within a required side yard, front yard, or between the main wall of a dwelling and the flankage lot line given in subsection 10.23.1 of the zoning by-law.

The current provisions for below grade entrances given in section 10.23 of the zoning by-law are inherently restrictive, and effectively only permit below grade entrances in the following cases:

- If located within the rear yard of a single detached, semi-detached, or townhouse dwelling; or
- If located within a required interior side yard of a single detached dwelling subject to the side yard on the opposite side of the dwelling having a continuous width of at least 1.2m, and if a minimum setback of 0.3m is maintained from the below grade stairway to the adjacent lot line.

The approach taken in the zoning by-law could be viewed as a relatively restrictive implementation of the overarching policies pertaining to second units given in subsection 3.2.8.2 of the current Brampton Official Plan. Salient policy provisions from the Official Plan offer the following direction regarding below grade entrances:

- That alterations to the exterior of a principal dwelling undertaken to facilitate a second unit must be consistent with its existing design, style and materials (para 3.2.8.2(a)(iii)); and
- That second units shall have no negative impact on stormwater management and site drainage (para 3.2.8.2(a)(v)).

With these observations in mind, the Project Team settled on two recommendations for reducing demand for CofA services associated with below grade entrance regulations while also respecting the intent of the Official Plan and zoning by-law and being reflective of sound planning principles. The recommendations are described in the following subsections.

5.4.1.1 Recommendation P1: Allow Below Grade Entrances in Exterior Side Yards As-of-Right

The City should consider amending subsection 10.23.1 of the zoning by-law to remove the phrase “or in a yard located between the main wall of a dwelling and a front of [sic] flankage lot line.”¹¹

This would have the effect of allowing below grade entrances within the exterior side yard of a corner lot for any dwelling for which below grade entrances would otherwise be permitted. In such cases, proponents would still need to meet all other applicable zoning regulations that might be implicated by the development of a below grade entrance (e.g., side yard setbacks, landscaping requirements, requirements for clear paths of travel for access to second units, etc.). Furthermore, the consulting team has experience with newer dwellings on corner lots that have their principal entrance located facing the

¹¹ Given that a flankage lot line is defined as “the longer lot line which abuts a street on a corner lot,” and the front lot line on a corner lot is defined as “the shorter lot line that abuts a street,” the wording “front of flankage lot line” appears to be a misnomer. We have interpreted the corresponding text in section 10.23.1 of the zoning by-law as if it were referring to “a flankage lot line”.

flankage lot line, implying that the existence of a below grade entrance can still meet principles of good urban design.

Based on the findings from the sample set of data described in **Section 3.1.4** of this report, this amendment would have reduced the total count of variances by 13 and the total count of applications by 2.

5.4.1.2 Recommendation P2: Generally Allow Below Grade Entrances in Rear Yard or Side Yard As-of-Right

The City should consider making the following amendments to the zoning by-law:

1. Deleting the existing text in subsection 10.23.1 of the zoning by-law and replacing it with the following: "For a single detached, semi-detached, or townhouse dwelling, or two unit dwelling, exterior stairways constructed below the established grade may be permitted within a rear yard or side yard."; and
2. Deleting the existing text in subsection 10.23.2 of the zoning by-law in its entirety.

This would have the effect of generally permitting below grade entrances in any rear yard or side yard (thus also incorporating the intended effect of Recommendation P1), while also broadening the permissions to apply to all of the noted dwelling types. Just as with Recommendation P1, proponents would still need to meet all other applicable zoning regulations that might be implicated by the development of a below grade entrance (e.g., setbacks, landscaping requirements, requirements for clear paths of travel for access to second units, etc.).

While this approach would substantially reduce the number of variances relating to relief from the provisions specific to below grade entrances, further analysis should be undertaken to determine the degree to which relief may still need to be sought from other regulations.

5.4.2 Driveway Widenings

City staff noted during the current state working sessions their view that, in addition to below grade entrances, variances involving widening of driveways constituted "low hanging fruit" that could offer opportunities for reductions in demand for CofA services.

The data analysis undertaken by the Project Team as described in **Section 3.1.4** of this report led to the following observations in relation to minor variance applications involving driveway provisions:

- Most applications pertained to relief from the driveway width requirement in the zoning by-law;
- Most applications sought relief from maximum driveway widths of 6.71m or 5.2m (the applicable maximum value being dependent on the dimensions of the lot in question);
- Applications involving driveways exceeding the permitted maximum of 6.71m sought an average exceedance of 0.87m (or 13.0% beyond the permitted maximum);

- Applications involving driveways exceeding the permitted maximum width of 5.2m sought an average exceedance of 0.23m (or 4.5% beyond the permitted maximum); and
- Many applications involved existing conditions (i.e., applicants who had already had their driveway widened, and were seeking relief retroactively).

With these observations in mind, the Project Team settled on two recommendations for reducing demand for CofA services associated with driveway width regulations while also respecting the intent of the zoning by-law and being reflective of sound planning principles. The recommendations are described in the following subsections.

5.4.2.1 Recommendation P3: Apply 5% Increase to Maximum Driveway Widths As-of-Right

The City should consider making the following amendments to the zoning by-law:

1. Amend paragraph 10.9.1(B)(1)(b) of the zoning by-law as it applies to lots having a width equal to and greater than 8.23m but less than 9.14m to increase the maximum permitted driveway width value by 5% (i.e., from 5.2m to 5.46m); and
2. Amend paragraph 10.9.1(B)(1)(c) of the zoning by-law as it applies to lots having a width equal to and greater than 9.14m but less than 15.24m to increase the maximum permitted driveway width value by 5% (i.e., from 6.71m to 7.05m).

These amendments constitute a relatively minor modification and offer a reasonable balance between efforts to seek greater efficiency in the delivery of CofA services while still maintaining the intent of the zoning by-law. For the types of cases where these amendments would apply, proponents would still need to meet all other applicable zoning regulations that might be implicated by the widening of a driveway (e.g., setbacks, landscaping requirements, etc.).

Based on the findings from the sample set of data described in **Section 3.1.4** of this report, these amendments would have reduced the total count of variances by 5.

5.4.2.2 Recommendation P4: Implement Other Process Changes and Monitor Outcomes

As part of this end-to-end review, the City may alter the approach to its processing of variance applications. By modifying its approach, these process changes could reduce the volume of variances brought to the CofA. If the City relies on process changes alone, this represents a ‘do nothing’ approach in terms of policy/zoning changes.

For example, implementation of Recommendation C2-A could have a noticeable impact in terms of reducing the volume of variances relating to maximum driveway widths. This would involve implementing a two-track system of review for CofA files, whereby one track involves City staff only reviewing the variance(s) sought by the applicant, and a second track involves the applicant paying an additional fee to have the City undertake a broader review of the proposed development for zoning compliance. If an applicant elects not to pay for a broader zoning review and proceeds through the first

track with a variance unrelated to driveway regulations, the compliance risk associated with any existing or resulting deficiency relating to driveway widths would remain solely with the applicant. More importantly, the City would not be expending staff resources on identifying such deficiencies and the counts of such variances would likely be reduced.

The City should monitor the rate of variances relating to driveway widths before and after one or more process or regulatory changes have been implemented so as to determine whether further adjustments are needed.

5.5 Deferrals

Aside from policy-based drivers, the City should be able to capture additional opportunities to reduce the number of applications needing to be considered by the CofA if the frequency of deferral decisions is minimized. In light of the detailed analysis regarding the rate and nature of deferral decisions is given in **Section 3.1.5** of this report, the following subsection offers the Project Team's recommendation with regard to what can be done to reduce the rate of deferrals.

5.5.1 Recommendation O1: Implement Other Process Changes and Monitor Outcomes

It is believed that the rate of deferrals may be substantially reduced through the application of other process-related recommendations which are intended to avoid the circumstances that trigger the need for deferrals in the first place (e.g., the need to amend an application after submission). Accordingly, the City should monitor the rate of deferrals before and after one or more process changes have been implemented.

5.5.2 Commentary on Provision of Notices for Deferrals

The City requested that the Project Team offer further clarity on best practices regarding the provision of notices in cases where a CofA file is deferred to a future hearing. It is understood that the City's current practice is to issue subsequent notices in instances where a file is deferred to a future hearing without a specific hearing date having been selected at the time of deferral. Conversely, the Project Team understands that the City does not issue subsequent notices in instances where a file is deferred to a future hearing date and the future hearing date is set out at the time of deferral.

The requirements for the provision of public notices insofar as consent applications are concerned are given in section 3 of *O.Reg. 197/96*. The notice provisions applicable to applications for consent only require notice to be given in relation to the application itself – not the hearing of that application. Accordingly, there would appear to be no need to issue subsequent notices in instances where a consent file is deferred from one hearing to a future hearing.

The requirements for the provision of public notices insofar as minor variances are concerned are given in section 3 of *O.Reg. 200/96*. The regulation stipulates different requirements for the provision of

notices depending on whether the intent is to notify the general public, specific interested parties, or specific approval authorities or corporate entities (such as utilities). The analysis given below relates to the provision of notices intended for the general public.

The Project Team noted anecdotally that the City's current practice regarding the provision of notices in instances of deferrals for minor variance applications appears consistent with the practice employed in other municipalities, such as the City of Ottawa. This practice appears to be operable on the basis of whether or not a future hearing date for an application to be deferred is set during the course of the prior hearing or after the fact. The logic is further explained as follows:¹²

1. If an application for minor variance is heard at a hearing, and that application is deferred to a future hearing with the future hearing date having been set in the course of that hearing, then there is no need to re-issue a subsequent public notice. This appears to be a reasonable practice as the information regarding the new hearing date is already readily available to the public by way of their participation in the first hearing or through the record of that hearing made public after the fact.
2. However, if an application for minor variance is heard at a hearing, and that application is deferred to a future hearing without a specific hearing date having been set in the course of that hearing, then the typical notice provisions (i.e., the need to issue a notice) would apply once the new hearing date is subsequently set. This approach would satisfy the intention of the statutory requirements for enabling public participation in the future hearing.

In all cases, it is assumed that the City would provide notice to interested third parties who make requests of the City to do so, and to the various agencies, authorities and entities as prescribed in the regulation.

5.6 Measuring the Financial Benefits

The financial benefits that stand to be realized through the comprehensive implementation of the recommendations included in this report can be summarized according to the following general outcomes:

1. Efficiency gains resulting from improved allocation of staffing resources, process re-engineering and technology platform productivity enhancements. Finite staff resources are deployed so as to have the right people doing the right things.
2. Improved "growth pays for growth" cost recovery of staff processing effort, particularly for minor variance applications. By modernizing its approach to CofA application fees, the City can strike a more appropriate balance between the desire for provision of equitable access to CofA services and the need for a sustainable cost recovery model.

¹² The analytical commentary provided in this report does not constitute legal advice and should be reviewed by the City's legal counsel.

Using data provided by the City, the project team estimated the potential savings in time and labour costs that could be expected with implementation of each process-oriented recommendation. The following inputs and assumptions were used to develop the resulting estimates:

- Estimates of the average time spent by staff on consent files (42.41 hours) and minor variance files (45.16 hours), respectively;
- An estimate of the average total labour cost of all CofA applications (\$4,776.00);
- An assumed average hourly labour rate (\$108.55 per hour), derived from the aforementioned inputs; and
- Counts of the volume of consent and minor variance applications processed in 2021, which were used to calculate representative values for the total annual cost savings that could have been captured over the course of that year.

The resulting estimates of potential gross cost savings, summarized for each recommendation category, are given in **Table 5-5**; associated estimates of the hourly labour savings are given in **Table 5-6**.¹³ If all recommendations were implemented, it is estimated that the City could expect potential savings in labour effort of up to \$1,380 per consent file and up to \$1,570 per minor variance file. If the volume of applications processed in 2021 is used as a reference for annual savings, the high level estimate indicates that the City could stand to save nearly \$550,000 per year through the implementation of all recommendations. Compared to an assumed total labour cost of \$1,695,480 for all CofA applications processed in 2021, implementation of all recommendations would represent a 32% reduction in labour costs.¹⁴

Table 5-5: High level estimate of potential cost savings¹⁵

Recommendation Category	Estimated cost savings per application, consents	Estimated cost savings per application, minor variances	Estimated cost savings per year, consents	Estimated cost savings per year, minor variances	Total estimated cost savings per year
Customer Service	\$55	\$165	\$2,255	\$51,810	\$54,065
Business Processes	\$340	\$340	\$13,940	\$106,760	\$120,700
Staffing/Resources	\$195	\$195	\$7,995	\$61,230	\$69,225
Use of Technology	\$790	\$870	\$32,390	\$273,180	\$305,570
Total	\$1,380	\$1,570	\$56,580	\$492,980	\$549,560

¹³ The values reported refer to gross savings not including costs that may be associated with implementation (e.g., budget or labour effort needed for implementation of Accela).

¹⁴ The total labour cost for 2021 was derived using the City's estimated average total labour cost per CofA application (\$4,776) and the total volume of CofA applications processed in 2021.

¹⁵ Values calculated on a per-application basis were rounded up to the nearest \$5 in the interests of legibility; these rounded values were used to calculate the annual values.

Table 5-6: High level estimate of potential labour savings¹⁶

Recommendation Category	Estimated hourly labour savings per application, consents	Estimated hourly labour savings per application, minor variances	Estimated hourly labour savings per year, consents	Estimated hourly labour savings per year, minor variances	Total estimated hourly labour savings per year
Customer Service	1	2	20	471	±494 hours
Business Processes	3	3	125	958	±1,089 hours
Staffing/Resources	2	2	72	550	±626 hours
Use of Technology	7	8	297	2,509	±2,821 hours
Total (approximate)	±13 hours	±15 hours	±514 hours	±4,488 hours	±5,030 hours

The estimates of potential gross cost savings can also be summarized by savings associated with specific business units. If all recommendations were implemented, it is estimated that gross savings at a departmental level would apply as follows:

- **Clerk's Office:** up to \$775 per consent file and \$775 per minor variance file, netting total annualized savings of up to \$275,125;
- **Planning and Development Services:** up to \$565 per consent file and \$755 per minor variance file, netting total annualized savings of up to \$260,235; and
- **All other departments:** up to \$30 per consent file and \$30 per minor variance file, netting total annualized savings of up to \$10,650.¹⁷

As many of the recommendations are tied to tasks or processes followed for every application, it is expected that total annual savings would increase or decrease in relation to annual application volumes.

¹⁶ The caveats and qualifiers applicable to Table 5-5 also apply to these values.

¹⁷ The caveats and qualifiers mentioned in Footnotes 13, 14 and 15 also apply to the department-level values.

6.0 Implementation, Monitoring and Evaluation

6.1 Implementation Roadmap

The City needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. It is expected that Development Services will lead implementation in close coordination with the City Clerk. If significant resources are needed, implementation will follow after approval of funding.

The implementation roadmap given in **Table 6-1** identifies realistic timeframes for implementation of the various recommendations according to the following categories:

- **Do now**, which refers to activities that can and should be undertaken immediately;
- **Do soon**, which refers to activities that may have longer lead times due to associated pre-work or other dependencies, but which should still be undertaken sooner than later (i.e., within approximately 1 to 2 years);
- **Do later**, which refers to activities that will require lengthier implementation periods or which should follow others due to pre-work or other dependencies; such activities should be fully executed within approximately 2 to 5 years.

The proposed implementation timeframes have been based on the relative priority and assumed level of effort needed to successfully implement each recommendation.

Table 6-1: Implementation roadmap¹⁸

Item	Recommendation	2023 Q1-Q2	2023 Q3-Q4	2024 Q1-Q2	2024 Q3-Q4	2025 Q1-Q2	2025 Q3-Q4	2026 Q1-Q2	2026 Q3-Q4	2027 Q1-Q2	2027 Q3-Q4
C1/T1/T2/T3	Implement CofA processes in public-facing Accela platform (BramPlanOnline)										
C2-A	Rationalize approach to identification of extraneous non-compliances										
C2-B	Provide training to CofA members regarding implementation of two-track system										
C3	Make CofA-specific application reference guides available to the public										
C4	Simplify CofA application form										
B1	Implement “Preliminary Plan Review” process										
B2-A	Modify approach to meeting statutory requirement for hearing applications within 30 days										
B2-B	Make sketches available only upon request										
B2-C	Implement a fixed cap on number of applications to be heard per CofA hearing cycle										
B2-D	Operate multiple Committees of Adjustment (if warranted)										
B2-E	Employ a consent agenda approach for CofA hearings										
B2-F	Provide training to CofA members regarding consent agenda approach										
B3	Employ streamlined approach to mailing processes										
B4	Employ simplified reporting template for files where staff have no objections										
S1-A	Forego in-person site visits, or employ less labour-intensive approach to site visits										
S1-B	Provide training to CofA members regarding implementation of changes to site visit procedures										
S2	Employ streamlined approach to provision of notice signs										
S3	Streamline processes to reduce workload and/or add staff resources										
P1	Allow Below Grade Entrances in Exterior Side Yards As-of-Right										
P2	Generally Allow Below Grade Entrances in Rear Yard or Side Yard As-of-Right										
P3	Apply 5% Increase to Maximum Driveway Widths As-of-Right										
P4/O1	Implement Other Process Changes and Monitor Outcomes										

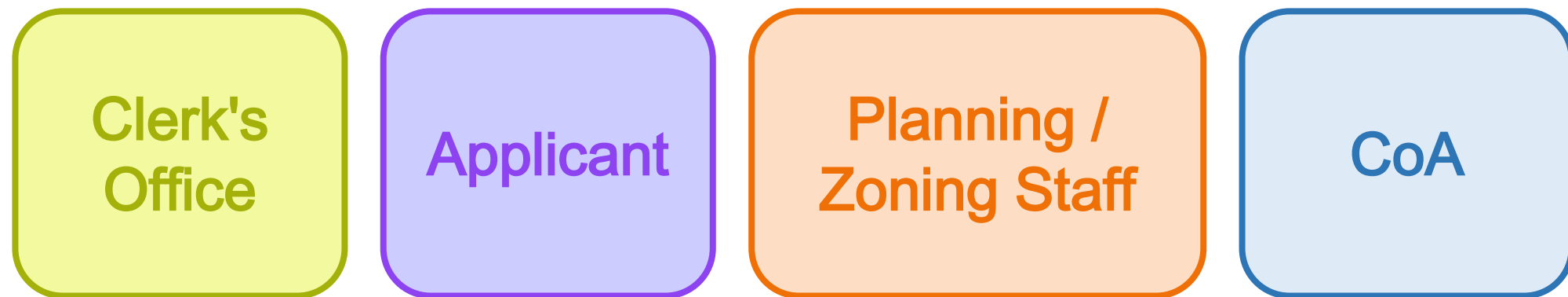
¹⁸ Refer to **Sections 5.3, 5.4 and 5.5** of this report for detailed descriptions of each recommendation.

6.2 Ongoing Monitoring and Evaluation

The successful implementation of any plan necessitates meaningful monitoring and evaluation along the way so as to ensure that things get done, or to modify the plan if needed. As it proceeds through implementation, the City should prepare end-of-year internal progress reporting on an annual basis. The progress reports should function as a brief summary of what has been achieved in the preceding year, the activities that are actively underway, and the roadmap for remaining implementation activities yet to be undertaken.

Appendix A

Current State Process Maps



Minor Variances (Intake + Pre-Hearing Phases)

Intake Phase

Application materials submitted (by cut-off deadline)

Application oath commissioned by staff (typically)

Clerk's Office reviews for Application completeness (piece check against a list derived from Regs)

Application Deemed Complete (not considering content adequacy)

Application materials assigned to upcoming hearing date

Application data uploaded into Accela + hard copy scanned

Application materials circulated (internally to City business units + external agencies: Region, CAs)

Pre-Hearing Phase

CofA Planner + assigned Zoning Examiner separately review adequacy/content of submission materials

Planner and/or Zoning Examiner do not identify significant shortcomings in application submission materials

Planner and/or Zoning Examiner identify significant shortcomings in application materials

Planner and/or Zoning Examiner request refinements/resubmission of application materials

Staff work back-and-forth with applicant to secure adequate application content

Site visit undertaken by Planner*

Site visit undertaken by Zoning Examiner*

Additional variances often identified at site visits

Cross-Functional Team Meeting (both adequate files and incomplete / inadequate files)

Continued back-and-forth with Applicant to secure required information / content

Deferral from Sheet 3

Public notice materials finalized

Planner prepares staff report with recommendation (deferral or approval)

Site visit often undertaken by CoA members

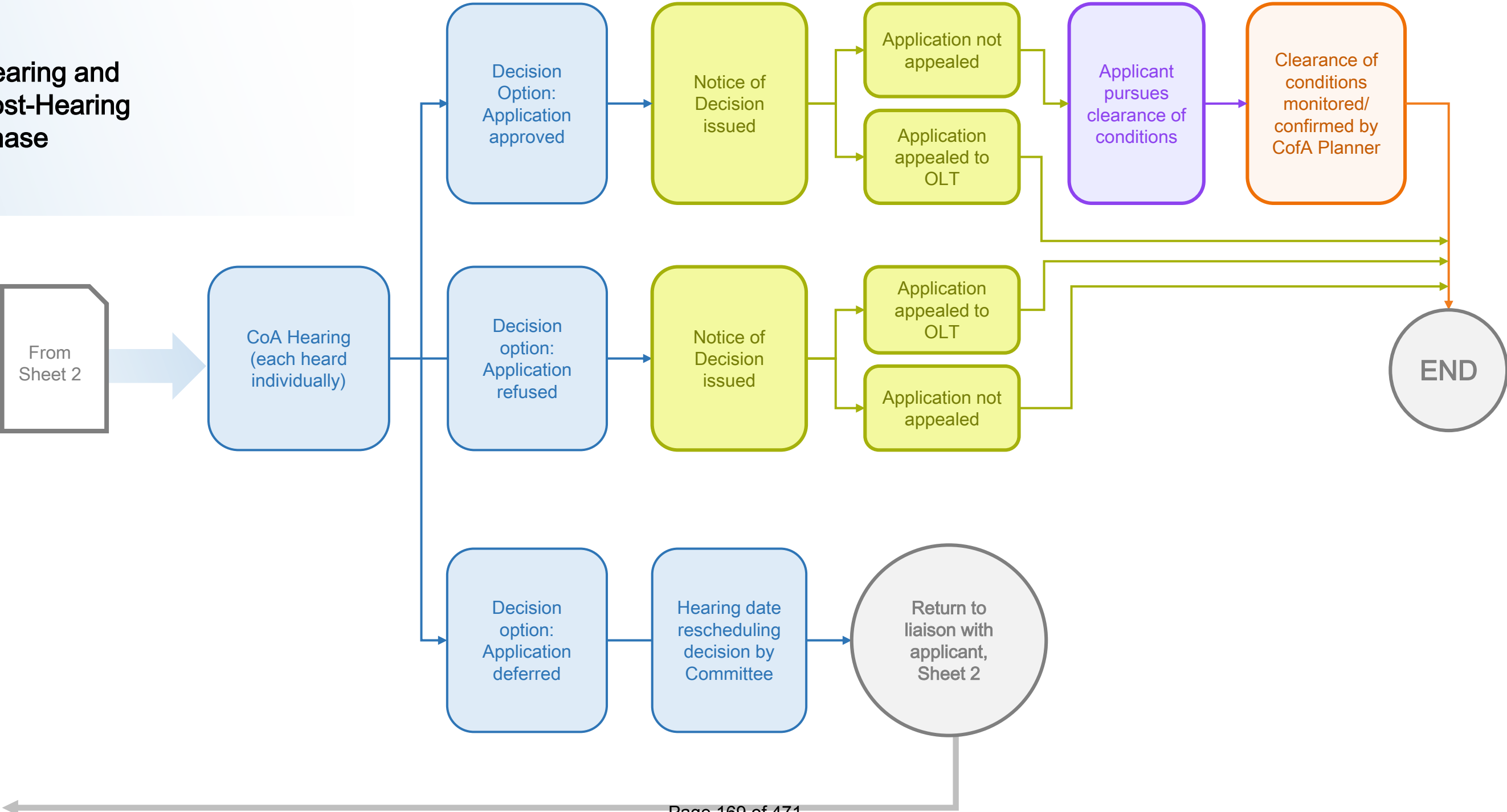
Finalize hearing agenda

GO TO SHEET 3

*Site visits commonly involve taking measurements on site

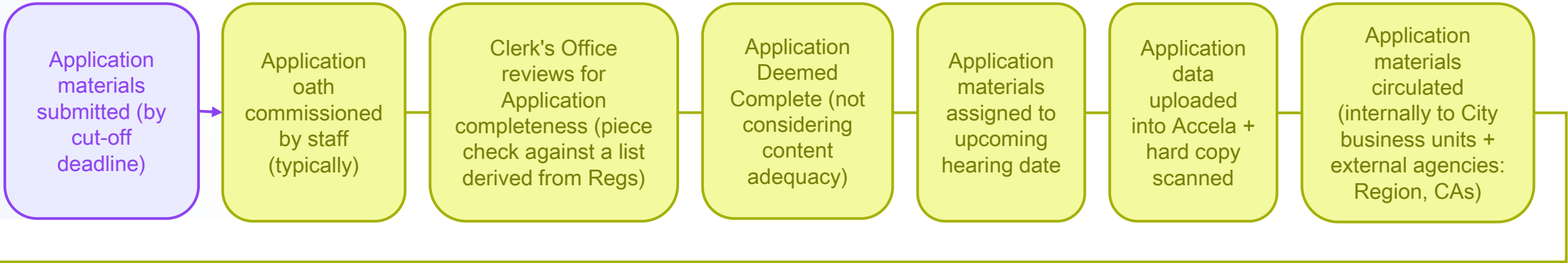
Minor Variances (Hearing and Post-Hearing Phase)

Hearing and Post-Hearing Phase

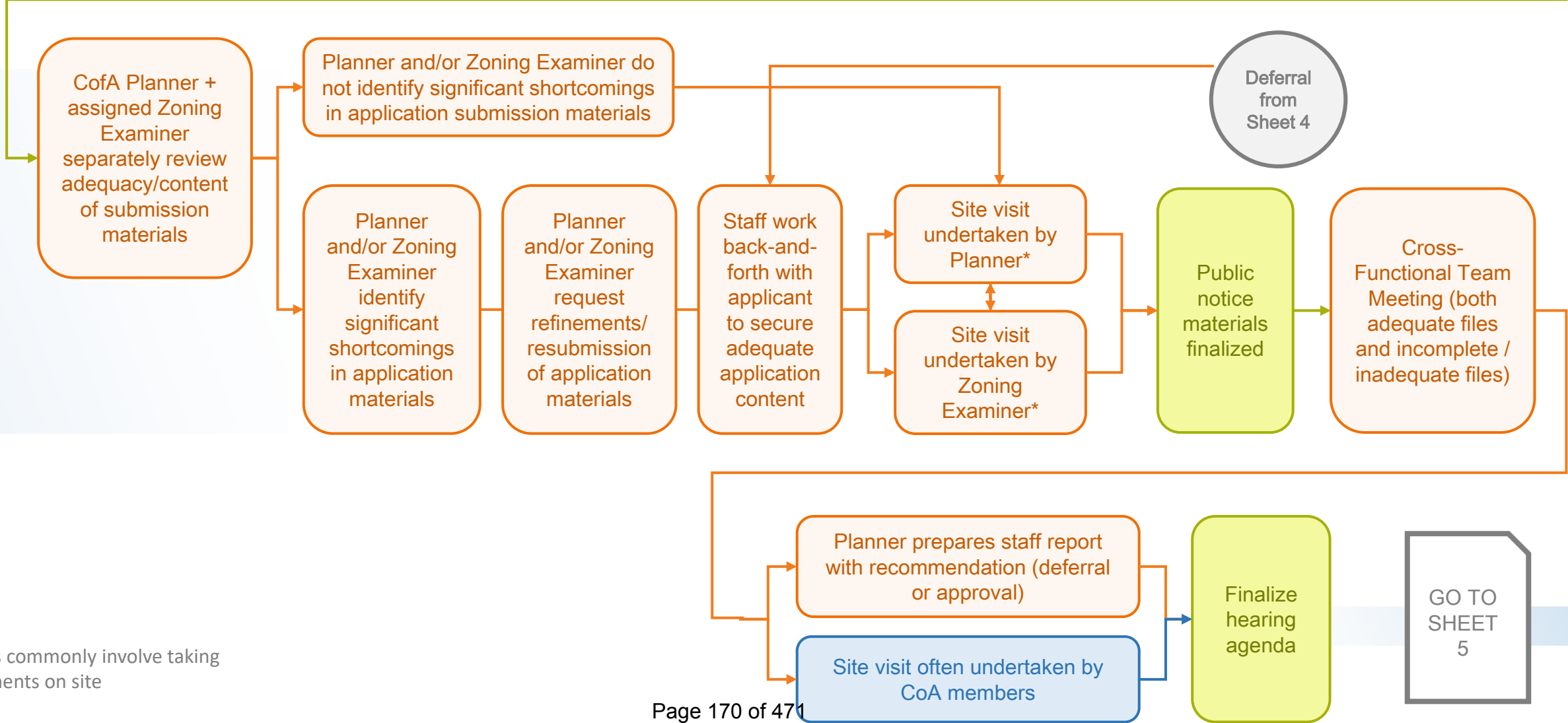


Consents (Intake and Pre-Hearing Phases)

Intake Phase



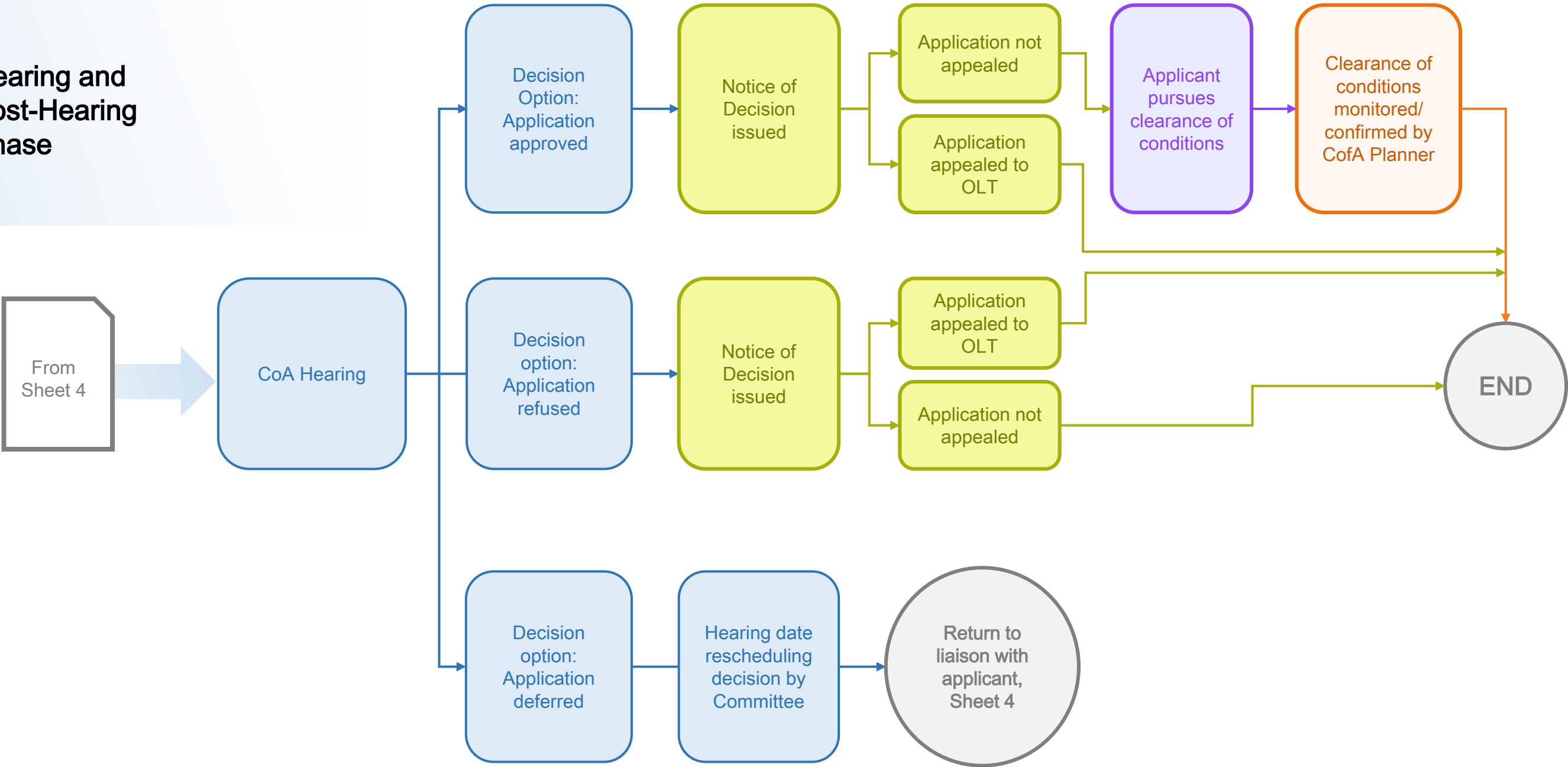
Pre-Hearing Phase

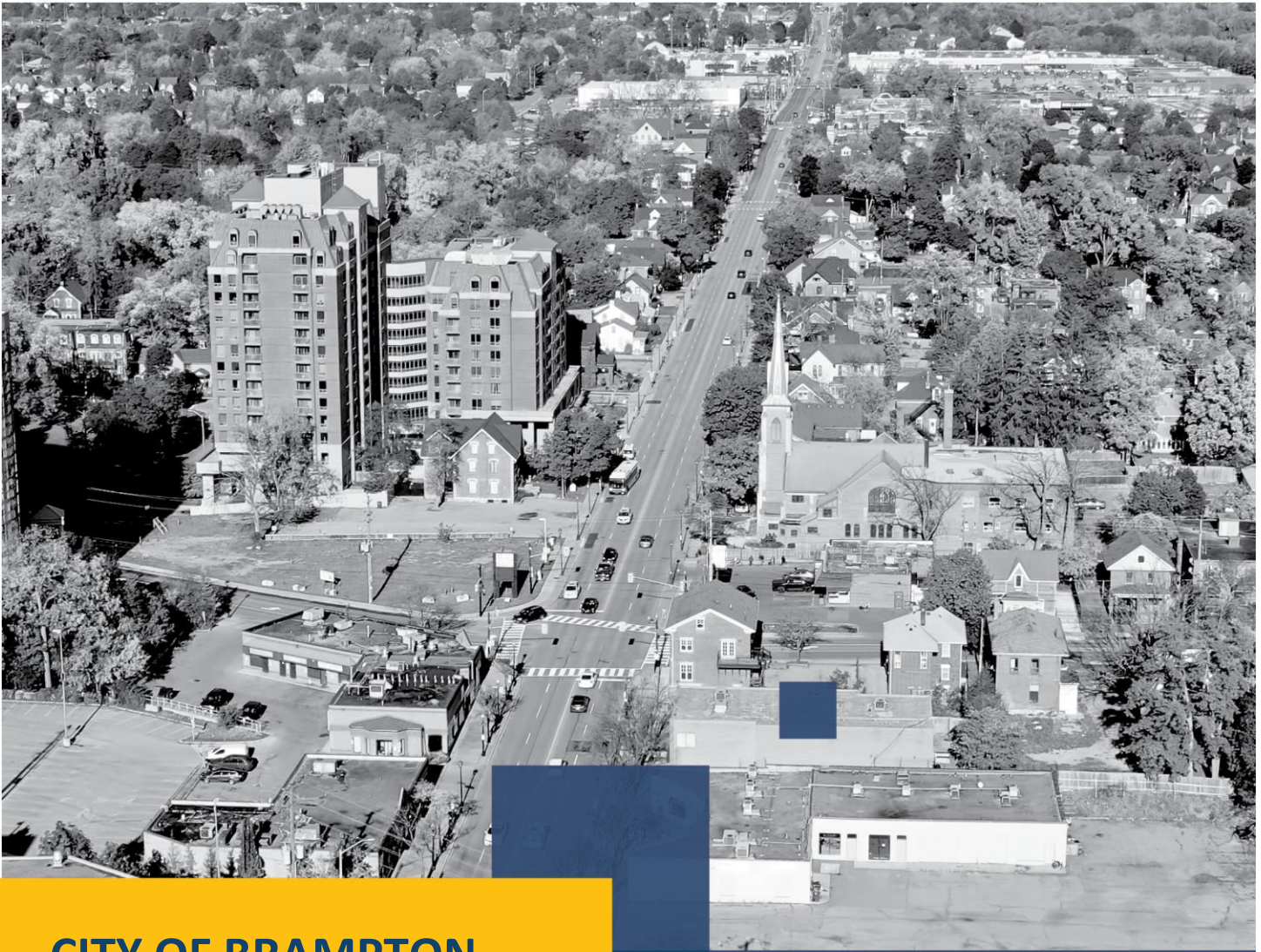


*Site visits commonly involve taking measurements on site

Consents (Hearing and Post-Hearing Phase)

Hearing and Post-Hearing Phase





CITY OF BRAMPTON

Urban Design Process Review

Current State Report

December 12, 2022



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APPENDICES

Appendix A: UD Staff Interview Questions

UD Staff Post-Interview Questions

Senior Leadership Team Questions

Appendix B: UDRP 2021 List of Recommendations

Appendix C: Applicant Interview Questions

Appendix D: Peer Municipalities Benchmarking Questions

Acknowledgements

We would like to take this opportunity to sincerely thank all the City of Brampton staff, the Urban Design Review Panel Chair, applicant stakeholders from the development community and urban design staff representatives from the cities of Markham, Mississauga and Vaughan, that contributed personal reflections and experiences for this analysis stage of the Urban Design Process Review.

The City of Brampton's acknowledges that we are on the Treaty Territory of the Mississaugas of the Credit First Nation, and before them, the traditional territory of the Haudenosaunee, Huron, and Wendat. We also acknowledge the many First Nations, Metis, Inuit, and other global Indigenous people that now call Brampton their home. We are honoured to live, work, and enjoy this land.



SECTION 01

1.0 Introduction

1.1 Background

The City of Brampton, located in the Region of Peel, is currently Canada's 9th largest and one of the fastest-growing cities. The city's forecasted population is expected to reach 985,000 by 2051 from 698,200 in 2021¹, with a growth rate two and a half times faster than the national average. This growth is reflected in the significant increase of development applications the City has received, which is trending at a 50 percent increase from two years ago.

This growth and development have put pressure on land prices and availability, leading to a shift in the dominant type of land development in Brampton, from greenfield to infill and intensification. The City has had to respond to this shift with the development of new and updated policies, master plans, and design guidance to determine the necessary frameworks for city building.

The Province of Ontario's *Bill 109, More Homes for Everyone Act, 2022*, outlines concrete actions addressing Ontario's housing shortage. More specifically, the Province committed to granting approval on applications for housing developments within a 60-day time frame, and introduced an application fee refund requirement if a zoning by-law amendment (or combined zoning by-law/official plan amendment) and site plan applications are beyond the new statutory deadlines. Gradual refunds are imposed on the City for non-decisions within the specified timelines. Further, amendments to the *Planning Act* have removed Council's authority to approve site plans, and the authority sits with a designated employee, officer or agent of the City.

¹ Brampton Population Forecast, Brampton GeoHub, 2021

In fall 2022, the Province announced and received Royal Assent on *Bill 23, More Homes Built Faster*, amending the *Conservation Authorities Act*, *Development Charges Act*, *Municipal Act*, *Ontario Heritage Act*, *Planning Act*, amongst others. The *Planning Act* amendments include the removal of site plan control requirements for developments with less than 10 residential units and to permit up to three residential units on lands currently zoned for one home without municipal by-law amendments. Bill 23 also removed planning responsibilities from upper tier municipalities, such as the Region of Peel.

The legislative changes frame a new regulatory framework for all municipalities in Ontario. The City is undergoing multiple process reviews, including the review of its Development Approvals Process (DAP). This Current State Report navigates through the high-level regulatory changes, City's implementation plans, DAP improvement recommendations and a more detailed review of the City's urban design team roles, processes and functions.

1.2 Purpose

Dillon Consulting Limited (Dillon), in partnership from Performance Concepts Consulting Inc., was retained by the City of Brampton (the City) to conduct a review of the development application review processes related to urban design. The primary intent of the project is to improve the efficiency and effectiveness of the City's development application processes while continuing to provide excellent customer service. The project was structured into two key phases: Current State Report and Future State Report. The purpose of the Current State Report is to capture key findings and observations regarding the current state of the City's urban design service delivery. The findings and observations presented in this report are based on the City's data sets, stakeholder feedback, and peer benchmarking information collected over the course of this phase of work.

1.3 Structure

For improved navigation and legibility of this report, it has been structured with colour coded document sections as follows:

- **SECTION 1** provides the background, and outlines the purpose and structure of this report;
- **SECTION 2** offers an overview of the stakeholder engagement methodology and current processes relating to the delivery of urban design services;
- **SECTION 3** provides an overview of the current organizational structure of the UD team;
- **SECTION 4** presents current processes relating to the delivery of urban design services, and summarizes data collected from City staff and other stakeholders; and
- **SECTION 5** offers a list of improvement recommendations for further discussion with the City.

SECTION 02

2.0 Stakeholder Engagement

In addition to the analysis of the UD division development application review process metrics (refer to [Section 3](#)), it was essential to understand the challenges, successes, internal practices and interdepartmental collaborations during development review and related internal planning studies. This information was collected during first hand discussions and workshops with staff and key stakeholders. These sessions are summarized in [Section 3](#) of this report.

The engagement process included sessions with the City's UD staff, senior management, chair of the urban design review panel, peer municipalities and development applicants, in the time frames illustrated in [Figure 1](#). The preliminary findings were shared with staff and validation sessions were held with both UD staff and senior leadership team to confirm the emerging findings and preliminary improvement recommendations. [Sections 2.1 to 2.5](#) provide a summary of the consultation methodology.

LEGEND

- Urban Design Staff (Team and Individual Sessions)
- City of Brampton Senior Leadership Team
- Urban Design Review Panel Chair
- Peer Municipality Leadership Staff
- Development Applicants



Figure 1: Stakeholder Engagement Timeline

2.1 Urban Design Staff Engagement

All full and part-time UD staff were engaged to provide input on the team organization, work processes and efficiency, and resources. Each staff member was consulted individually in a virtual interview on the topics of organizational structure, understanding and involvement in development approval process, application types and master planning process (see [Appendix A](#)). A post-interview questionnaire was sent to all staff with questions relating to tools, technology and software, as well as the documents (guidelines, standards and policy) used to carry out their daily work (see [Appendix A](#)). The outcomes of the UD staff engagement are summarized in [Section 3](#), as well as the outcomes of the validation session on the preliminary key findings and improvement recommendations.

2.2 Senior Leadership Team Engagement

Senior leadership from Environment and Engineering, Policy and Planning, Development Services, Landscape Architecture, Heritage, Transportation Engineering, Policy Programs and Implementation and Engineering Services were engaged to provide input on the UD staff collaboration, roles, development approval process and resources (see [Appendix A](#)). Six sessions were held to discuss topics of interdepartmental interactions and the application review processes. Additionally, interviews were held with key staff who had long-standing history with the UD division but are currently reporting from a different department to better understand the interconnections between departments. The outcomes of the senior leadership engagement are summarized in [Section 3](#) of this report, as well as the outcomes of the validation session on the preliminary key findings and improvement recommendations.

2.3 Urban Design Review Panel Engagement

One session was held with the Urban Design Review Panel (UDRP) Chair to better understand their role, review process, interactions with the UD staff, issues brought to the UDRP's attention, and opportunities for improvement. The City also shared UDRP's year-end feedback from December 2021 (refer to [Appendix B](#)). The findings of the UDRP engagement are summarized in [Section 3](#).

2.4 Applicant Engagement

In consultation with the City, engagement sessions were held with three applicant stakeholders that have undergone the development application review process with the City of Brampton. The applications that were reviewed included: the renovation of the Chris Gibson Recreation Centre by the City of Brampton; development in Mount Pleasant Village by Daniels Corporation;

and the redevelopment of a portion of the Shoppers World Mall by RioCan. The outcomes of these discussions are summarized in [Section 3](#).

2.5 Peer Benchmarking Comparison

In consultation with the City, three municipalities were identified to serve as peer comparators: City of Markham, City of Mississauga and City of Vaughan. Interviews were based on a set of questions (see [Appendix C](#)) regarding their urban design service delivery, including: organization structure; staffing assignments and capacity; team functions; guiding documents and policies; involvement of the UDRP and review process formats. The outcomes of the comparator municipalities' benchmarking are summarized in [Section 3](#).



SECTION 03

3.0 Organizational Structure

3.1 City Organizational Structure

Urban Design (UD) is one of four sub-groups in Planning and Design, and is led by the UD Manager (see [Figure 2](#)) that oversees staff members in the roles of: Special Projects Urban Designer (1 person), Assistant Urban Designer (1 person), Urban Designer (6 people) and 3 staff in a Part Time Clerk position, working on a part-time basis as an urban designer².

The UD Manager is responsible for providing oversight, managing and leading urban design professionals and services, including: urban design policy, guidelines, procedures and standards; urban design comments on development applications; architectural control compliance review; special project and city initiated urban design studies. As a member of the Leadership Team, the UD Manager also participates in strategic planning at both the divisional level as well as broader City-wide strategy³. The role assumes the responsibility to manage, coach, consult and influence staff to promote effective employee relationships and encourage innovation, productivity and service excellence.

The Special Project Urban Designer role focuses on the development and update of urban design guidelines and policy, including Official Plan review and implementation, secondary plans and block plans.

The Urban Designer staff role focuses on reviewing development applications, policies and special projects, among other duties. The Part Time Clerk positions share the same roles as the

² The current staff count is based on information gathered in summer 2022.

³ Manager, Urban Design – July 2018 Job Description, City of Brampton

Urban Designer, however, may have more involvement in the development applications process.

The City's urban design organizational structure is illustrated in **Figure 2**. Further, in discussions with the UD staff and senior leadership, it was evident that the UD division functions within a flat organization structure where each staff has autonomy over their work and is encouraged to collaborate and include other staff who have relevant knowledge and skills.

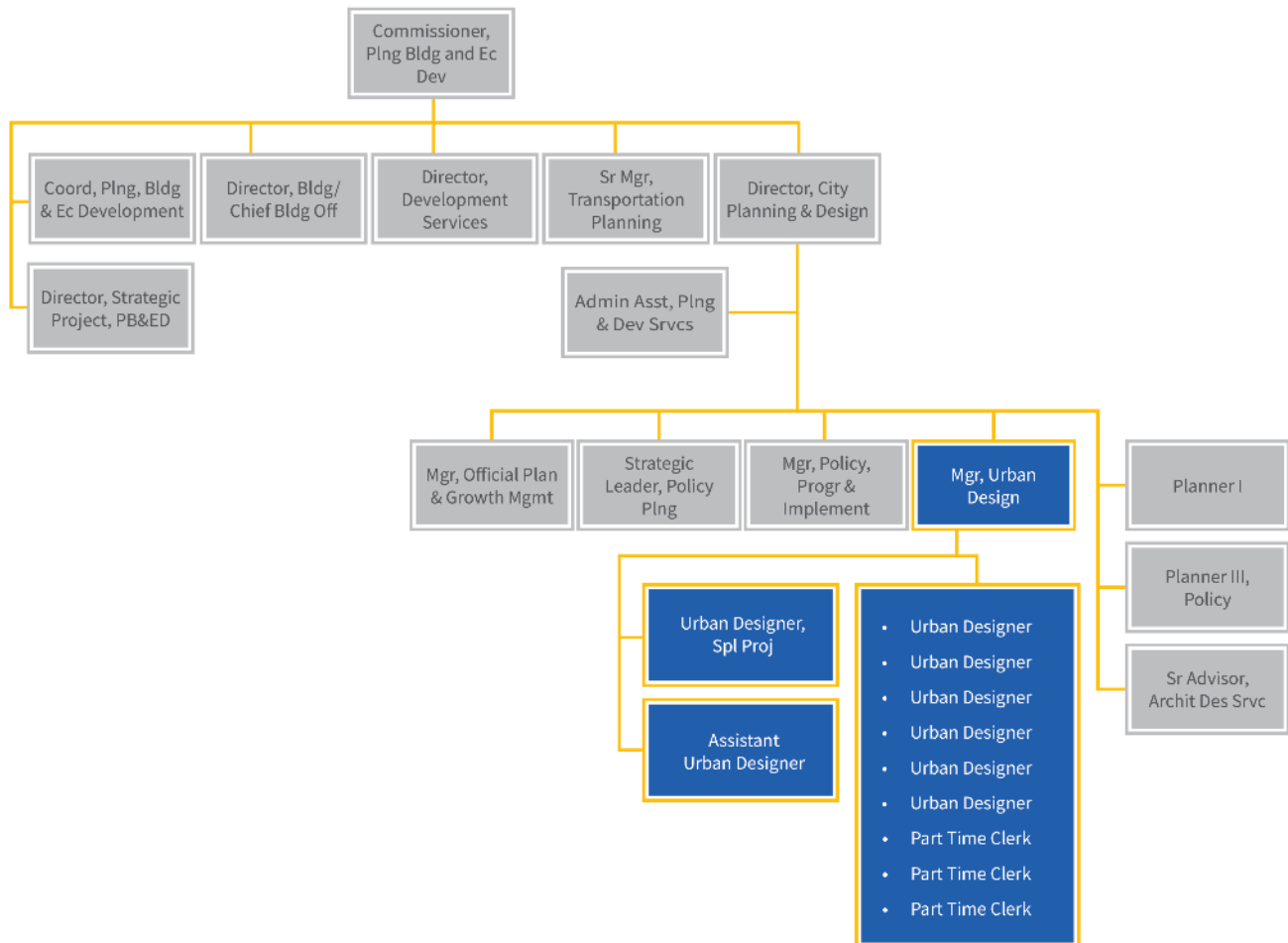


Figure 2: Urban Design Division within Planning and Design Organization Chart

Senior leadership changeovers occurred during the analysis and writing of this report, including departure of the UD Manager, Director of Planning and Design, Planning, Building and Growth Management Commissioner and Chief Administrative Officer. The previous circumstances and practices may not be fully indicative of current and transitioning practices. The report describes

both the past and current processes, roles and expectations, and internal and external staff collaborations, as recorded during our staff engagements and analysis.

3.1.1 Engagement Reflections

3.1.1.1 City Staff

Both UD and senior leadership team staff were interviewed in individual and group discussion relating to the UD division's structure. The following list provides their collective experiences, observations and reflections:

- Diverse professional backgrounds and experiences of UD staff, including multi-disciplinary degrees in the fields of architecture, landscape architecture, urban design and planning, having both municipal and private sector experience;
- UD staff have appropriate skills for preparing development applications review, master plans, policy development and special projects;
- Relatively new staff, many hired within 3 years by the previous UD Manager;
- Good interpersonal relationships with other teams in planning and design departments;
- Lack clarity on who is responsible and accountable for specific special projects; and
- Interdepartmental interactions can be inefficient due to a lack approved policies and guidelines resulting in contradictory or misaligned comments.

Senior leadership provided a few additional suggestions for the improvement of the UD team functions:

- Clarify UD division structure;
- Encourage secondments of UD staff across departments for professional growth; and
- Celebrate division and departmental successes, at project closeouts.

Additionally, UD staff expressed the need for:

- Stable leadership that responds to consistent management priorities, limits project disruptions through alignment with corporate strategic directions and reductions in staff turnover;
- Team stability and mentorship opportunities, building on the professional development through the UDRP meetings;
- External professional development opportunities; and
- Recognition of urban design value at the City.

3.1.1.2 Urban Design Review Panel

The Urban Design Review Panel (UDRP) has a good relationship with UD staff who coordinate the UDRP meetings and also make presentations for various applications during UDRP meetings. The UDRP identified noted that the role of UD staff should focus on providing guidance through

approved policies and guidelines rather than preparing site specific design plans during the development application process for applicants.

Based on discussions with the UDRP, the involvement of other planning department staff in panel review consultations has also been beneficial. The UD staff's involvement and continued effort to provide relevant policies, key observations and 3D models to help simplify the review process is also well recognized. However, key opportunities that have been noted by UDRP includes having earlier and increased collaboration at the pre-consultation phase of development projects as well as other departments within the City to streamline application processing.

3.1.1.3 Peer Benchmarking

Of the three municipalities benchmarked, two have a similar number of urban design staff as Brampton with variation in the overall team structure. One peer municipality has a flat organizational structure and urban designers responsible for the development of policies and master plans, as well as development approval process; they have established UD staff utilization targets for each aspect of their role (e.g. 50/50, 25/75, etc.). Another peer municipality has a flat organizational structure with urban designers responsible for development application reviews and only updating existing policies and urban design guidance. The last peer municipality established a matrix organizational structure and share the same responsibilities as the second peer. All peer municipalities have well-established policies and master plans in place, and have geographically-based assignment by staff for the review of development applications.

4.0 Urban Design Service Delivery

The UD division, under Planning and Design, delivers multiple services within the City, including: development of master plans and policy, development approvals, other design-specific application approvals and the coordination of the UDRP meetings. The inventory of current practices and potential improvements are summarized below.

4.1 Master Planning & Policy

City of Brampton's UD division leads visionary planning and guidance for area-specific and streetscape plans, private and public realm guidelines, and collaborates with other divisions to develop and update policies, zoning by-laws and other city-building documents (e.g., active transportation, strategic plans, parks and open space, standards, etc.).

City policies that meet today's needs and vision for Brampton provide the foundation for an efficient Development Approval Process (DAP). All City staff depend on these policies, master plans guidelines and standards to provide meaningful comments to applicants that are appropriately aligned with the corporate vision and directions. Documents providing the context, vision and framing the development approval process and master planning tasks completed by the City's urban design staff include:

- Brampton 2040 Vision – Living the Mosaic (2018);
- Term of Council Priorities 2018 – 2022 (2020 Update);
- Request for Approval: Temporary Art Activations Pursuant to the Integrated Downtown Plan Meanwhile Strategies (2021);

- Budget Amendment & Recommendation Report – Downtown Office (now considered Downtown Action Hub) (2021);
- Brampton Plan: Your Vision Our Future Draft 2022 (Ongoing); and
- Brampton Zoning By-law (2004, as amended).

The City has provided a comprehensive list of other available documents, with those in a **bold** font are ‘in progress’ requiring Council endorsement in the near future.

- Development Design Guidelines (2003):
 - Part 7 – Architectural Control Guidelines (2008);
 - Part 6 Section 3 – Automotive Service Centres Guidelines (2010);
 - Part 6 Section 4 – Drive Through Facility Guidelines (2011);
 - Part 8 – Sustainable Community Development Guidelines (2013);
 - Part 6 Section 5 – Transit Supportive Townhouse Design Guidelines (2015); and
 - **Part 6 Section 6 – Mid-rise Building Design Guidelines (Final Draft).**
- Zoning By-law 270-2004;
- Heritage Permit Kit for Properties Designated under Part IV of the Ontario Heritage Act (2007); and
- Community Design Approval Process:
 - Based on Figure 4: A Modified Block Planning Process with Mount Pleasant Secondary Plan Development and Subdivision Processing for Sub-Area 51-1 as approved by Council, Fall 2008.
- Community Design Framework Document Terms of Reference (2009);
- Community Design Guidelines Document Terms of Reference (2009);
- Urban Design Brief - Design Submission Terms of Reference (2009);
- Hurontario-Main Street Corridor Master Plan (partnership with City of Mississauga, 2010);
- Queen Street West Land Use Study (Phase 1 completed, 2013);
- Downtown Brampton Façade Improvement Program and Implementation Guidelines (2013);
- Downtown Brampton Special Policy Area (Provincial Approval 2014);
- Main Street North Development Permit System (2015);
- Report: Planning & Development Committee - Queen Street East Community Planning Permit System By-law Wards 1 and 3 (2019);
- Office Consolidation of the City of Brampton 2006 Official Plan (2020);
- Preliminary Queen Street East Precinct Plan and Community Planning Permit System (2020);
- Queen Street Corridor Secondary Plan (2020);
- Uptown Brampton Transit-Oriented Communities Toolkit (2020);
- Integrated Downtown Plan – Meanwhile Strategies (2021);
- Downtown Revitalization Program: Streetscaping Options – Phase 1 of the Integrated Downtown Plan (2021);

- Wind Study Terms of Reference (no date);
- 3D model Terms of Reference (no date);
- Shadow Study Terms of Reference (no date);
- **Area Specific Design Guidelines Submission Requirements Terms of Reference (ongoing);**
- **Tall Building Design Guidelines (ongoing);**
- **Uptown Brampton Steeles Avenue Urban Streetscape Improvement Plan (ongoing);**
- **The Uptown Community Hub (ongoing); and**
- **Updated and Consolidated City-Wide Urban Design Guidelines (in progress).**

The following documents were also identified through the update of the City's Official Plan, to close gaps in the UD guidance document gaps in the future:

- Nurturing Strong and Connected Communities Building Block; and
- Eco-Park: Eco Spaces and Eco Park Hub Guidelines.

4.1.1 Engagement Reflections

4.1.1.1 City Staff

Both UD staff and senior leadership were interviewed in individual and group discussions relating to the development, use and gaps in the City's master plans and policies. The following list provides a summary of their key experiences, observations and reflections:

- Lack of updated policies, zoning and UD guidance documents that are Council endorsed to carry out Brampton's 2040 vision;
- UD staff have developed area-specific visions and plans (not adopted to date by Council), which are used by UD staff to guide development approval comments and interdepartmental discussions;
- UD staff have historically worked overtime to meet the demands and timelines set by the UD Manager to complete in-house master plans, precinct plans, etc.; and
- There is an urgent need to update city-wide urban design guidance, development guidelines, traffic standards, park dedication assumptions, Terms of Reference and gaps in the City's Official Plan.

Senior leadership also identified an opportunity for UD staff to develop clearly defined project charters that support leadership directions, with predictable project outcomes.

4.1.1.2 UDRP

The UDRP recognizes the challenges facing UD staff who need to provide comments on applications without the adequate policy and guidance supporting the development applications approval process. The UDRP noted that there is a need for City directions to be reflected in both general and area-specific policies and guidelines to elevate design discussions.

4.1.1.3 Applicant

Applicants undergoing City of Brampton's development approval process expressed their frustration for the lack of UD guidelines and policies, which often results in additional design considerations from staff, late in the process, that carry little obligation to address or implement.

4.1.1.4 Peer Benchmarking

The analysis revealed that comparator municipalities have over time developed solid foundation of up to date policies and urban design guidance documents to carry out effective and efficient development application review process. Brampton's approach to developing UD guidelines differs from the approach used by the peer municipalities. Whereas Brampton chooses to in-source all of its urban design policy and guideline development, two out of three peer municipalities outsource their work to consulting firms. The other peer municipality completes most of their urban design policy and guidelines in-house, and outsources the work to consultants when their own staff are at capacity; helping to manage timely workflow. The inherent benefit of outsourcing this work is that the consulting firms are tied to contract with an agreed-upon scope, schedule, and budget, so the municipality has more certainty that the work can be accomplished within the needed timeframes.

In reviewing the available urban design guidance from the three comparator municipalities, the following highlights additional guidance opportunities for the City of Brampton:

- Area-Specific Guidelines and Streetscape Plans;
- Employment & Industrial Area Design Guidelines;
- Green Development Standards;
- Streetscape Manual;
- Accessibility Design Guidelines;
- Crime Prevention Through Environmental Design;
- Public Realm Strategy; and
- Climate Change Resiliency / Green Infrastructure Guidelines.

4.2 Development Approvals

The UD division's development applications review process falls into the larger Development Approvals Process (DAP). The DAP in Brampton is currently under review by others, however, this report assesses the UD division's current roles in the DAP based on City staff practices and standard operating procedure manuals. The manuals, updated in August 2022, include:

- Site Plan Review Application - Standard Operating Procedures for Planners; Ver. 1.2;
- Application to Amend the Official Plan, Amend the Zoning By-Law, and/or Draft Plan of Subdivision - Standard Operating Procedures for Planners; Ver. 1.0;

- Pre-Consultation Application - Standard Operating Procedure for Planners; Ver. 1.0; and
- Exemption from Part Lot Control Application - Standard Operating Procedures for Planners; Ver 1.0.

The approval of development applications is led by the Development Planner with support from urban design, engineering services, parks and open space, cultural heritage and landscape architecture. The UD staff are currently involved in the pre-consultations with the applicant, major applications and site plan control, as outlined in [Section 4.2](#), and the coordination and participation at the UDRP meetings. Although not included in the scope of this evaluation and reporting, it is important to acknowledge additional processes and reviews that are led by the UD division, including: architectural control, custom homes, building façade improvements, public art and signage. The UD staff also review requests for minor variances.

Between 2019 and 2021, the City recorded a total of 1,463 planning and development applications processed through Accela: 386 total applications⁴ in 2019, 420 total applications in 2020, and 657 total applications in 2021. The City has experienced a 70% increase in the number of applications from 2019 to 2021.

Figure 3 illustrates the range of applications and type work that the UD staff perform. There is a varying degree of involvement but it encompasses architectural control, UDRP and custom home applications review are led by the UD staff. City's tracking data illustrated that the UD staff's relative time contribution for the site plan pre-consultation is approximately 30 percent and site plan control is approximately 20 percent, while Official Plan and Zoning By-law amendments are approximately 10 percent, and the Plan of Subdivision, façade improvement, development permit system (DPS) and Plan of Condominium is under 10 percent.

⁴ In this context 'total applications' consists of Art Installation, Building and Façade Improvement, Custom Home, Draft Plan of Condo, Signage, Major (OSZ) Applications, Site Plans, and Minor Variances.

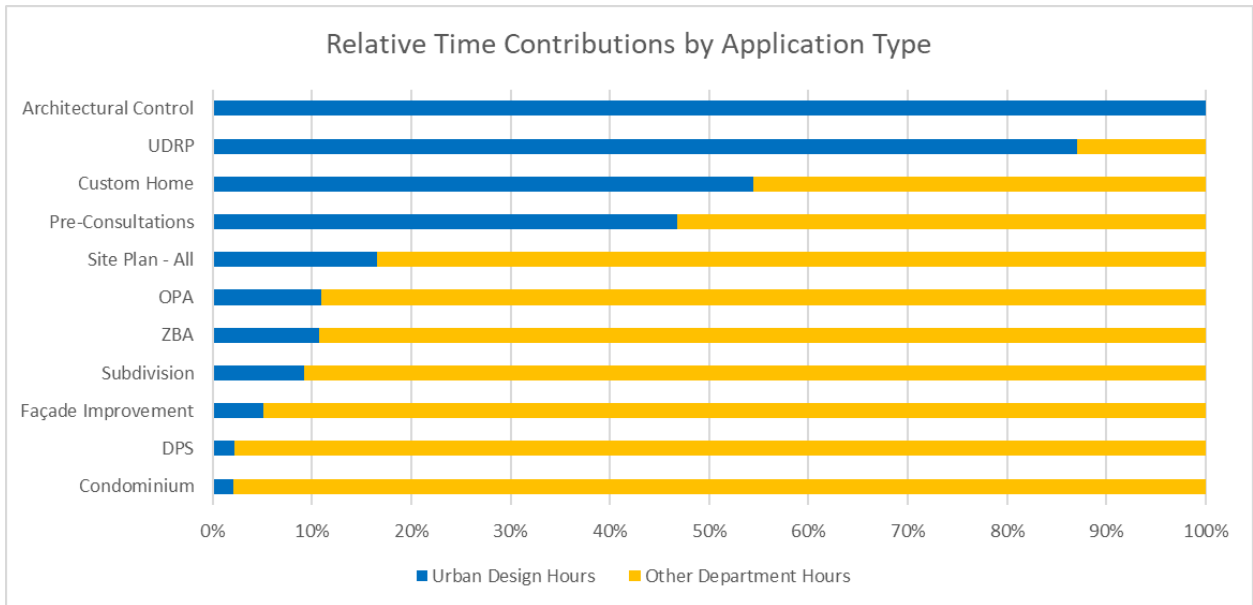


Figure 3: Relative Time Contributions by Application Type (2019-2021), City of Brampton

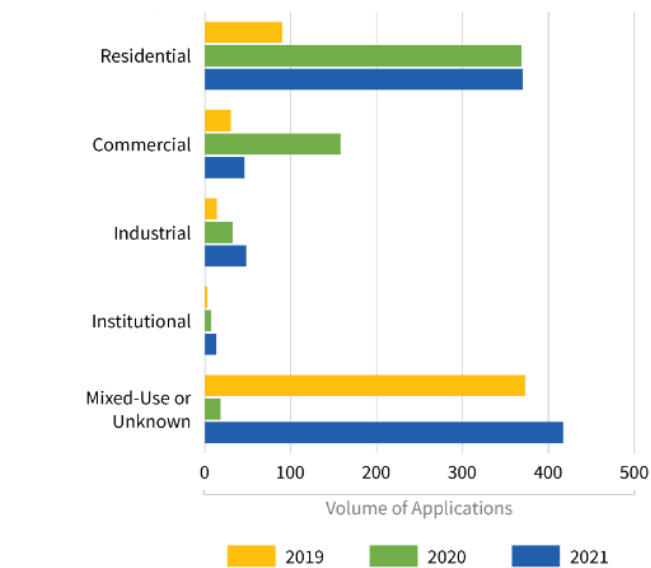


Figure 4: Volume of Development Applications by Development Type (2019-2021⁵), City of Brampton

⁵ No data was provided for Employment and Community Areas type.

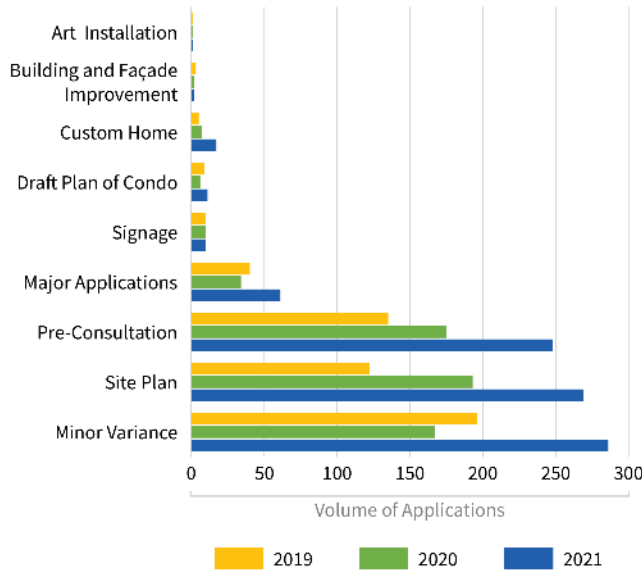


Figure 5: Volume of Development Applications by Approval Type (2019-2021), City of Brampton

Further, residential and other development type applications (i.e., mixed use and unknown) comprised the majority of application volumes between 2019 to 2021 (see [Figure 4](#)), and minor variance, pre-consultation and site plan control represent the most predominant application approval type between 2019 and 2021 (see [Figure 5](#)).

The City has a comprehensive guide for applicants that lists out the steps and existing requirements necessary to acquire the approvals for their respective developments. These guides include, but are not limited to:

- Development Applications Pre-Application Consultation Information Package;
- Guide to Applications Community Block Plan Approval;
- Guide to Applications to Amend the Official Plan and/or Zoning By-law;
- Site Plan Review Information and Application Form; and
- Guide to Applications Subdivision and Condominium.

The legislative province-wide changes, discussed in [Section 1](#), will have profound impacts on the DAP and the City's fee and cost recovery, as illustrated in [Table 1](#) noting that the "majority of the 2021 development applications that would be subject to these rules had been processed with time periods exceeding the new mandatory refund timelines". The UD staff inputs contribute directly to the overall success of the City's DAP.

Table 1 Bill 109 Fees and Cost Recovery Implications⁶, City of Brampton

Application Type	No Refund	50% Refund	75% Refund	100% Refund	Total Amount Refunded	Amount Retained by City*	Total Fees Collected By City
Approved OPA/ZBA	\$0.00	\$6,269.50	\$38,298.00	\$48,344.00	\$92,911.50	\$19,035.50	\$111,947.00
Currently In Review ZBA	\$0.00	\$0.00	\$206,757.12	\$364,223.60	\$570,980.72	\$68,919.04	\$639,899.76
Currently In Review OPA/ZBA	\$0.00	\$135,719.22	\$181,897.06	\$1,020,497.07	\$1,338,113.34	\$212,199.07	\$1,550,312.41
Approved Site Plans	\$0.00	\$1,722.00	\$1,237.50	\$169,047.00	\$172,006.50	\$2,152.50	\$174,159.00
Currently In Review Site Plans	\$0.00	\$0.00	\$0.00	\$2,945,131.89	\$2,945,131.89	\$0.00	\$2,945,131.89
TOTAL (\$)	\$0.00	\$143,710.72	\$428,189.68	\$4,547,243.56	\$5,119,143.95	\$302,306.11	\$5,421,450.06

* Amount based on days surpassed as of May 12th, 2022. Amount retained subject to decrease.

As a result of these legislative changes, the City may initially have a relatively lower number of development applications going through site plan control and UD staff will need to focus solely on applications with more than 10 residential units and other application types. The UD review of development applications will need to be streamlined into the City's current DAP, discussed in sections below, as well as the updated DAP under concurrent review by an external consultant.

In removal of site plan control requirements for small-scale development applications and allowance for up to three residential units per parcel, the City's and more specifically the UD division's direct impact on the design of the buildings and private realm is reduced. The City's Official Plan policies and zoning by-laws will dictate what shape such developments take in the physical environment. Brampton is currently not ready for these changes, and the immediate updates to policy and zoning provisions are critical. This is also true for larger development applications that will continue to go through the DAP.

4.2.1 Pre-Consultation Process

The City's current pre-application consultation process map for development applications is illustrated in [Figure 6](#), describing the process from the applicant's perspective. Additionally, a more detailed process diagram was developed reflecting current staff practices, the feedback received during the stakeholder engagement sessions, and the City's standard operating procedure manuals (see [Figure 7](#)).

⁶ Bill 109, More Homes For Everyone Act, 2022 – Key Elements and City's Implementation Options, City of Brampton. Retrieved in December 2022 from: <https://pub-brampton.escribemeetings.com/filestream.ashx?DocumentId=50936>

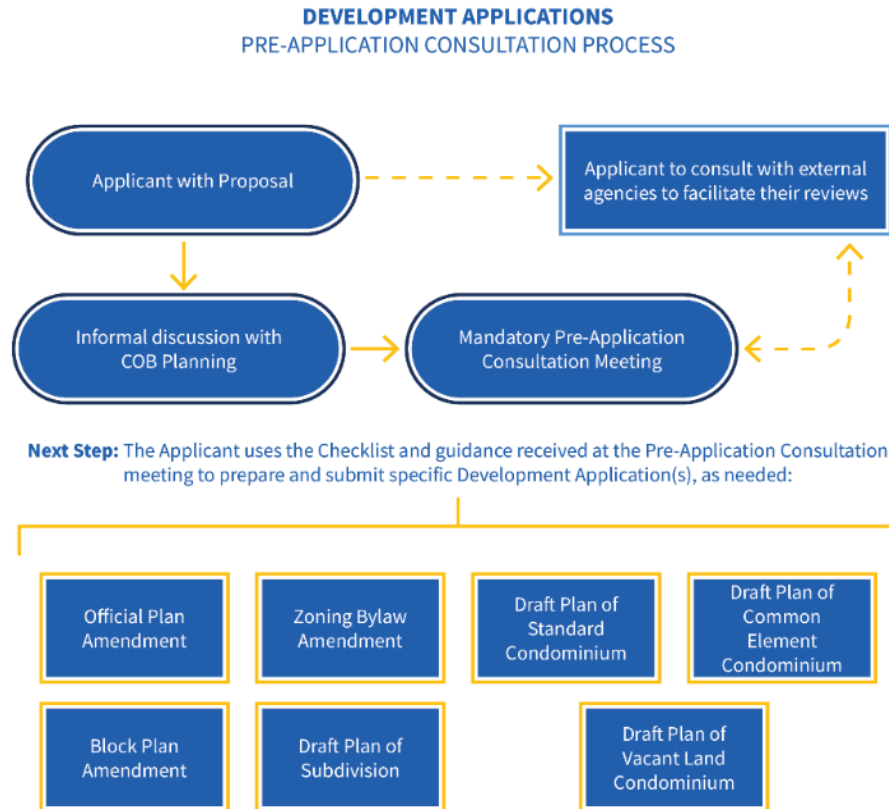


Figure 6: Development Applications Process, City of Brampton

The pre-consultation phase is initiated with informal discussions between the applicant and the City, and the application is assigned a Development Planner in Accela once the City receives the applicant's pre-consultation submission. The pre-consultation submission documents are circulated by the Development Planner internally and to external authorities for a cursory technical review. At this point, the UD staff often provides their initial written comments for the proposed development which are then consolidated into one report by the Development Planner and shared with the applicant.

The applicant receives consolidated feedback and there is further discussion on any additional requirements for the formal submission during the mandatory pre-submission meeting (optional for UD staff to attend); the Development Planner and the UD staff provide a checklist to the applicants to prepare a formal submission. The checklist provides clear guidance to applicants outlining necessary elements such as, but not limited to, archaeological assessments, sustainability scores and summary, urban design brief, and UDRP consultation. The UD staff identify which development applications need to be reviewed by the UDRP including all applications within the City's Design Priority Areas and Tall Building developments.

Once the applicant is able to supply the necessary documents as discussed during the pre-consultation stage, the application is circulated internally for clearance by the Development Planner. Once deemed cleared, the pre-consultation phase ends as the application proceeds to the formal application phase.

The City's standard operating procedure manuals do not specify the timeframe requirements for pre-consultations; however, they are defined through Accela's workflow, with which the UD staff must comply.

4.2.2 Development Approvals Process – Major Applications

The current DAP for major applications requiring an Official Plan Amendment and/or Zoning By-law Amendment is illustrated in [Figure 8](#), reflecting City staff practices and the standard operating procedure manuals. At this stage the formal submission is established in Accela and assigned a Development Planner. Similar to the pre-consultation phase, the submitted documents are then circulated internally and to external authorities for review. The UD staff assigned to this development application by the UD Manager are tasked with reviewing the application documents, as well as the Community Design Guidelines and Urban Design Brief, if deemed necessary during pre-consultation phase.

The assigned UD staff relay the design guidance and master planning visions through written comments, and sometimes desired changes through 3D models and visualizations. These markups, along with other departmental comments, are consolidated by the Development Planner and sent to the applicant. Both the Development Planner and UD staff review the applicant's resubmission documents and confirm if the application is complete or incomplete, if they identify shortcomings in the submission package. At this stage, the UD staff often engage in a process with the applicant to achieve an alignment with the City's overall vision for the project site; this often takes multiple cycles.

Once the Development Planner and UD staff deems the application package complete and the application proceeds through the last stages of the process, which involves getting final approval from all relevant parties. Applications that require changes to the Official Plan and Zoning By-law typically require all relevant departments to review the draft amendments. The UD staff may impose conditions on the draft amendment at this stage if the Urban Design Brief is not satisfactory. However, conditions are typically not imposed for Conditions of Draft Approval which can continue to move on through the approval and clearance processes. Once all the documents receive approvals and clearances, all relevant parties must sign the legal agreement. These signed documents then get sent to the Commissioner for final approval. The release of the signed drawings and approved documents to the applicant closes the application in Accela.

The City's standard operating procedure manuals do not specify the timeframe requirements for DAP; however, they are defined through Accela's workflow, with which the UD staff must comply.

As of January 2023, if the City fails to approve applications for various reasons, the applicant may appeal to the Ontario Land Tribunal (OLT) 60 days after the formal submission, and the City's failure to approve applications within 30 to 60 days after the formal submission will result in partial to full refund of application fees, as per Bill 109.

4.2.3 Development Approvals Process – Site Plan Control

The City's Site Plan Control process, as illustrated in [Figure 9](#), reflects UD staff practices and standard operating procedure manuals. The Site Plan Control application process is very similar to that of the processes involved in major applications, as per [Section 4.2.2](#). The major difference between applications that involve OPA or ZBA amendments and site plan application processes is the inclusion of an UDRP consultation. Similar to major applications, the UD staff also provide written comments and design revisions through 3D models and visualizations in order to relay desired changes in the built form. These comments are also consolidated by the Development Planner and sent to the applicant for review. If the Development Planner and the UD team deems the resubmitted documents inadequate, the City may request additional changes and work with the applicant in order to achieve compliance with the City's planning vision, which can take several cycles. At this stage of the process, the application may be referred to the UDRP for consultation.

The Development Planner and UD staff deems the application package complete and the application proceeds through the last stages of the process, which involves getting final approval from all relevant parties. Limited Site Plan applications are reviewed through a simplified process with the Development Manager. Drawings are stamped for approval and released to the applicant which then closes the application file in Accela. However, for Basic and Full Site Plans, drawings are reviewed and stamped by all relevant parties that may or may not include Zoning and Transportation, Engineering, Open Space and Landscape Architecture before it is reviewed by Development Services Director. Once all the approvals have been obtained, a legal agreement gets drafted, reviewed and signed by all parties involved before it is forwarded to the Commissioner for approval. The release of all approved documents and drawings to the applicant closes the application file in Accela.

The City's standard operating procedure manuals do not specify the timeframe requirements for DAP; however, they are defined through Accela's workflow, which the UD staff comply with.

As of January 2023, if the City fails to approve applications for various reasons, the applicant may appeal to the Ontario Land Tribunal (OLT) 60 days after the formal submission, and the

City's failure to approve applications within 30 to 60 days after the formal submission will also result in partial to full reimbursement of application fees, as per Bill 109. As per the proposed legislation changes of Bill 23, developments with fewer than 10 units have had site plan control requirements removed. These changes could have a positive impact in reducing the number of development applications to be reviewed within the new timeframes.

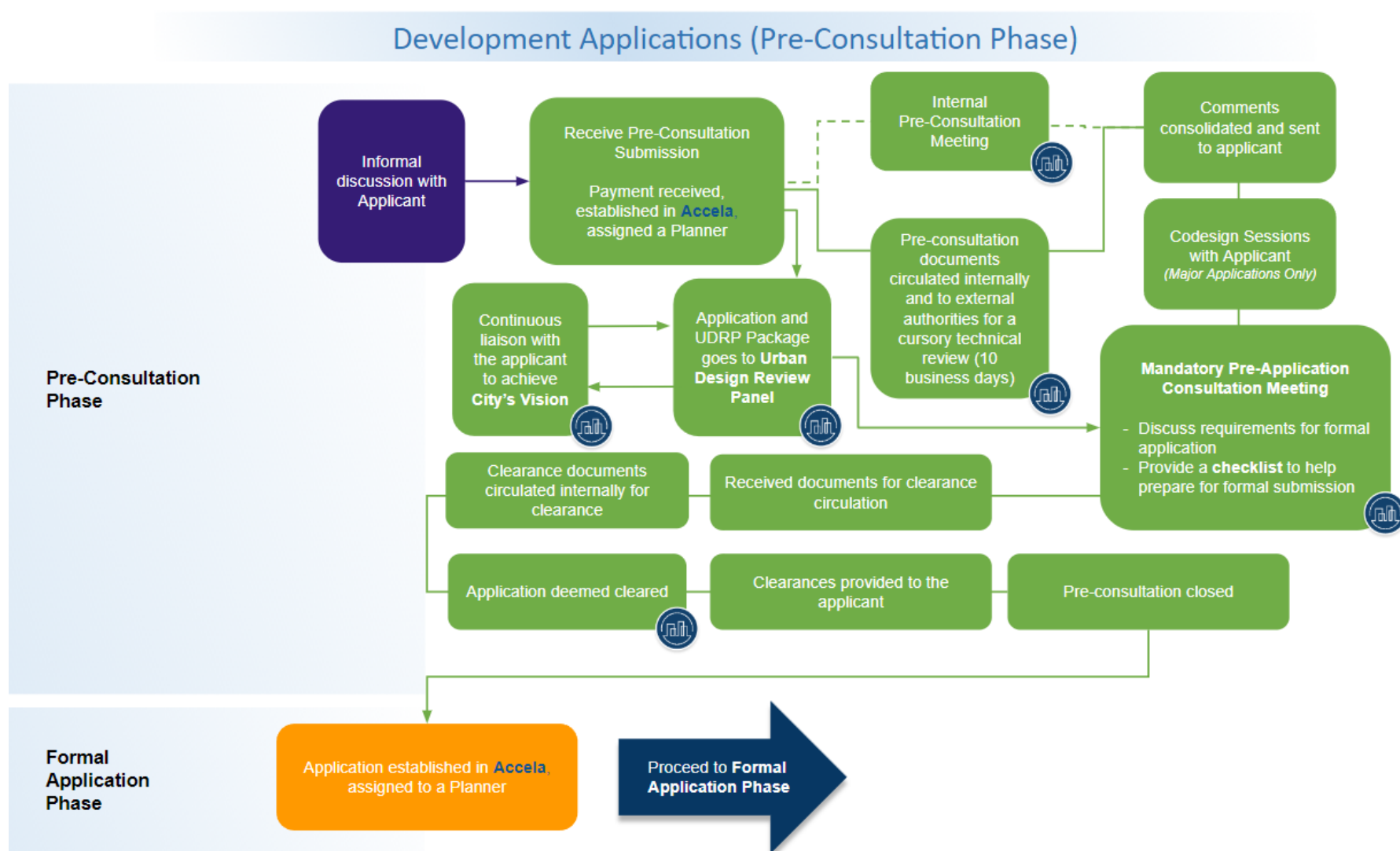


Figure 7: Current Pre-Consultation Process Diagram

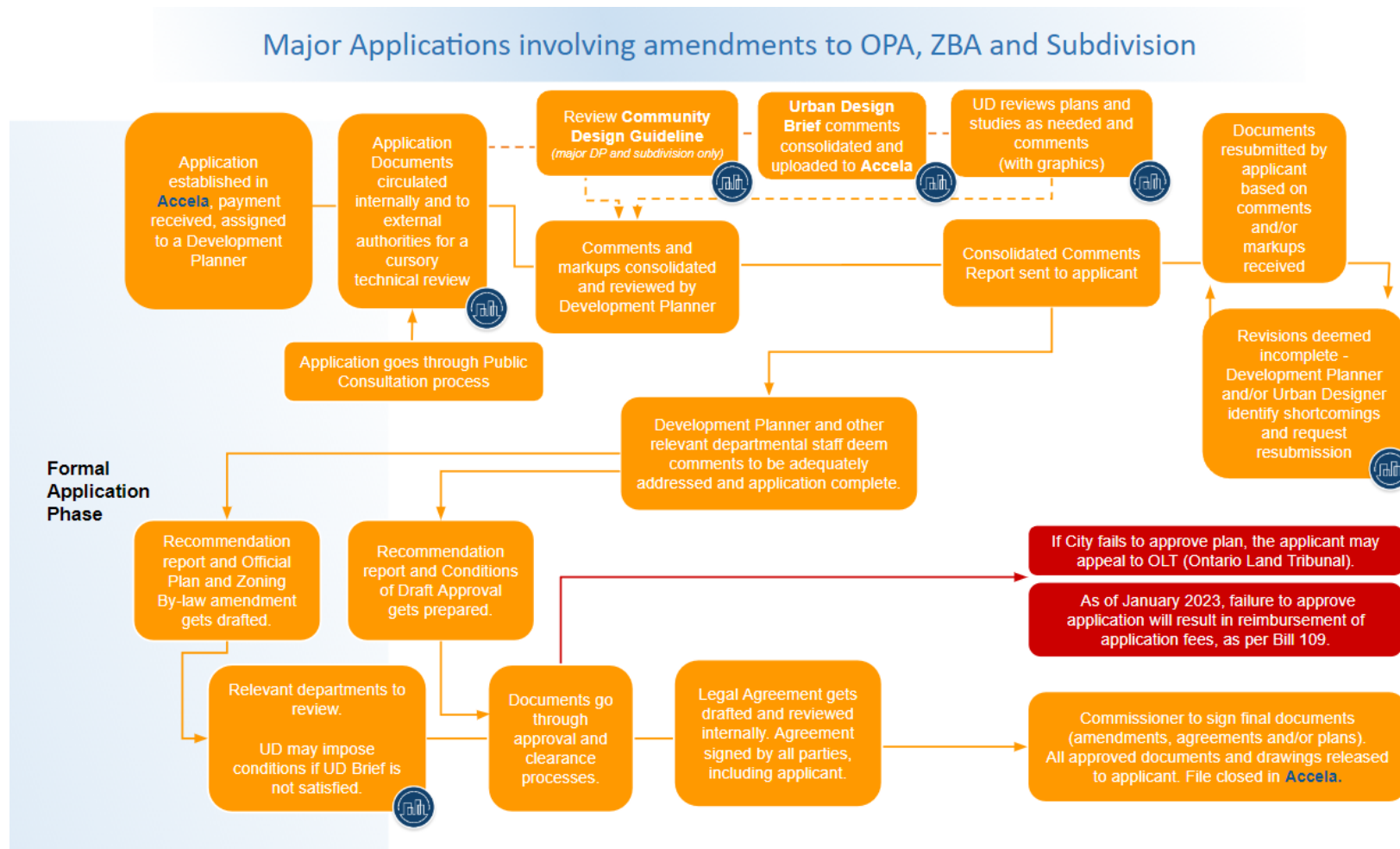


Figure 8: Current Major Applications Process Diagram

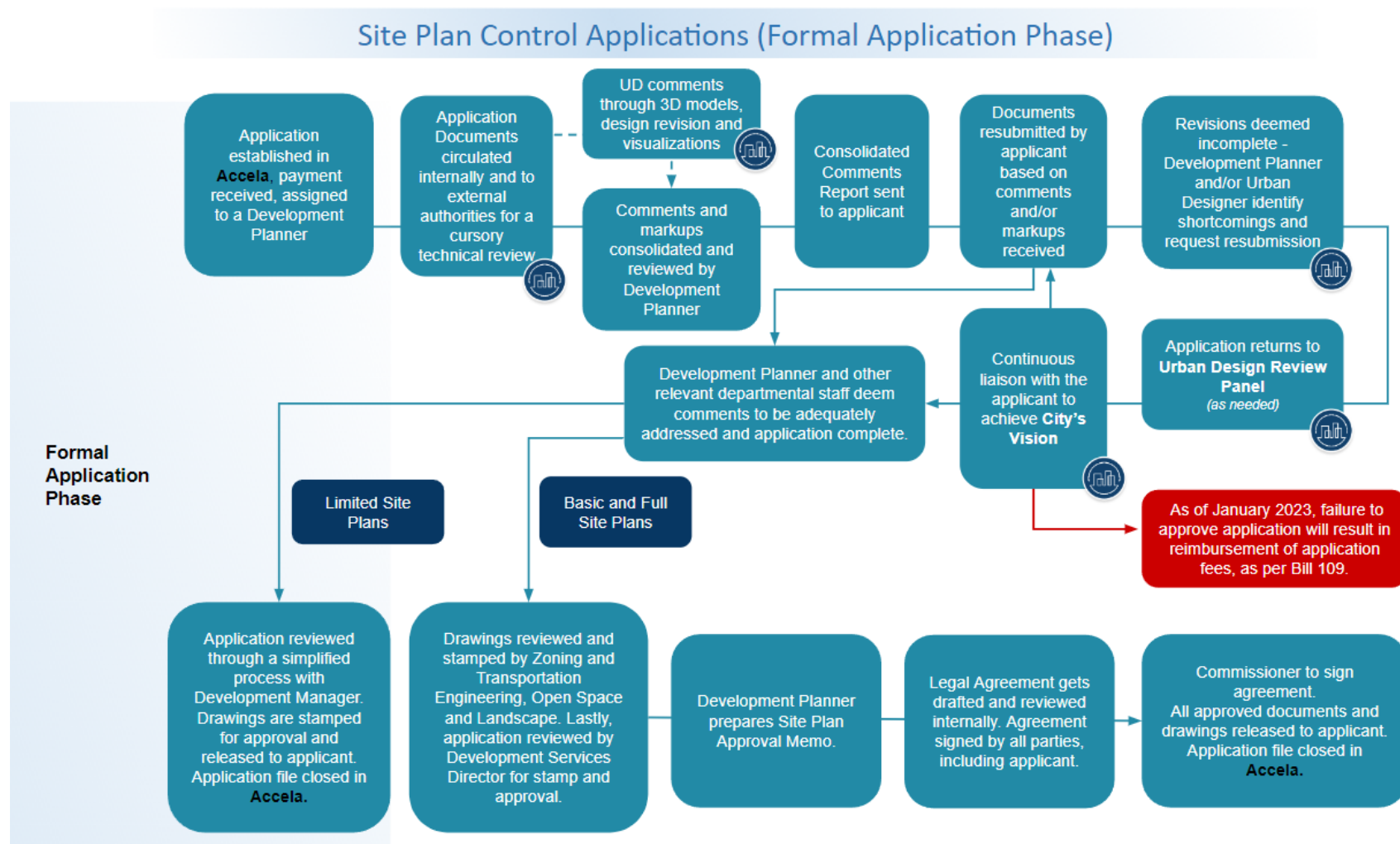


Figure 9: Current Site Plan Control Process Diagram

4.2.4 Engagement Reflections

4.2.4.1 City Staff

Both UD staff and Senior Leadership were interviewed in individual and group discussions relating to the UD division's involvement and collaboration in the development approvals process. The following list provides a summary of key experiences, observations and reflections:

- Inadequate policies and design guidance lead to inefficient problem-solving during application processing, including the UD Brief and non-binding comments from the UDRP for the applicant;
- There is urgency to updating Official Plan policies and guiding design documents and standards to set the appropriate framework for urban design application reviews;
- The number of rounds of comments and resubmissions before the application package can be deemed complete needs to be reduced;
- Geographic assignment of planning and UD staff is very effective at facilitating the establishment of trusted working relationships;
- Lack of shared vision between departments, is reflected in the staff comments and slows the process;
- Application review currently completed within the timeframe provided by Development Services, but there is uncertainty around how this can be achieved with the proposed legislation changes; and
- Inadequate configuration/programming Accela needs to be addressed to better support the UD review process.

Senior Management provided a few additional suggestions for the improvement of the development approvals process:

- Consistent and predictable UD work flow in reviewing and providing comments on development applications;
- Pre-consultation as an early co-design and collaborative opportunity with the applicant;
- Eliminating the preparation and alteration of 3D building models for development applications as a step in the development approvals process;
- Improved effectiveness of the UDRP with strengthened policy and design guidance, as well as earlier requirement for exceptional projects in the development approvals process;
- Stronger interdepartmental collaboration to reduce bottlenecks and comment disconnects between departments; and
- Strengthening sustainability metrics and raising the City standard for improved outcomes in the physical and natural environments.

Additionally, UD staff expressed the need for:

- General policies and direction in the Official Plan on the requirements and timing of UDRP review during the pre-consultation phases;

- Application assignment by major and minor nature to match UD staff experience and geographical area;
- Adequate hardware to process complex files;
- Standardized comment template based on building typology;
- Consolidated existing 3D city area models into one city-wide model to assist with applicant discussions and application reviews;
- Requiring the applicant to consult with the UDRP earlier in the design process, at pre-consultation phase of the application review process;
- Additional training on Accela and Bluebeam; and
- Increased architectural control and custom home application review rates to reflect staff effort.

4.2.4.2 UDRP

The UDRP recognizes the challenges facing UD staff who need to provide comments on applications without the adequate policy and guidance supporting the development applications approval process. The UDRP identified the need for:

- Improved processes to make UDRP more effective, including careful pre-screening of projects presented to the panel to facilitate complete document packages and design focused presentations;
- Elevating discussions focusing on design towards achieving exemplary city building outcomes;
- Greater transparency on UDRP comments as well as staff recommendations and comments;
- Panel composition would benefit from more diverse professional skills, i.e. transportation planning, cultural heritage; and
- Improved coordination with engineering, planning and other departments within the City and encourage staff participation during panel review.

4.2.4.3 Applicant

Applicants undergoing City of Brampton's development approval process expressed the following experiences, observations and reflections:

- Online submission portal is straightforward and well-designed with submission requirements outlined fairly clearly;
- Incomplete UD requirement checklists provided at the pre-consultation stage of the process cause delays, as does the request for additional studies at later stages in the application review process;
- Conflicting interdepartmental comments delay the process;
- Need for actionable and practical UD comments to improve the process;
- Need for better collaboration with the City on road alignments and building heights;
- Frustration due to changes in UD scope mid-stream in the process;
- Lack of UD guidelines and policies, which often results in additional design brief considerations from City staff that carry little obligation to address or implement;

- Lack of UD guidelines and policies often results in the development of guidelines and masterplans for a specific site by the applicants;
- Frustration when UD staff comments provide alternative designs without collaboration;
- Lack of early interactions with the UDRP limit their ability to have a clear approximation of costs and the magnitude of cost for any changes proposed by the UDRP;
- UDRP comments late in the process, considered as optional enhancements;
- UDRP comments are more substantive in other municipalities;
- Similar submission requirements and delays in approval process relative to other municipalities;
- Non-stringent sustainability requirements relative to other municipalities; and
- City staff more responsive to the applicant in comparison to their experience with other municipalities.

4.2.4.4 Peer Benchmarking

The peer municipalities have policies in their respective official plans to assist in the promotion of design excellence through meaningful implementation of a broad framework of regulations, such as urban design guidelines and urban design review panels. They also have developed over time a solid foundation of up to date policies and urban design guidance documents to carry out effective and efficient development application review process. All three peer municipalities' UD staff provide comments in written form and mark-ups via Bluebeam, or other similar tools, and engage their UDRP during pre-consultation, facilitating multiple meetings with the applicant and the UDRP.

In Brampton, comment delivery for various applications is inconsistent as UD staff may provide feedback and further guidance through Bluebeam, Urban Design Briefs, 3D modeling, visualization and other reference materials.

4.3 Urban Design Review Panel Role

The Urban Design Review Panel (UDRP) was established in March of 2018 to provide advice, guidance and alternate solutions on design related concerns that affect both the public and private realms. The panel is intended to achieve a higher level of design excellence on proposed developments through the inclusion of panel reviews during the development application phases. Based on the City's website⁷, "the panel evaluates selected development applications in design priority areas, such as Central Area, Mobility Hubs, Major Station Areas and Designated Intensification Corridors. Ultimately, the UD team selects the types of projects that go through a panel consultation. Typically, the forms of development subject to UDRP review focus on major high-density and mixed-use development, large institutional uses, transit-oriented developments, important parks and key streetscape applications, as well as major public

⁷ Retrieved in summer 2022. City of Brampton. www.brampton.ca/EN/Business/planning-development/urban-design/Pages/Urban-Design-Review-Panel.aspx

projects. The UDRP also evaluates applications with significant public realm impact as a result of their location, scale, form or architectural quality”.

The UDRP is currently composed of eight members, qualified by the City to sit on the panel, with high level of professional expertise in their respective fields that currently includes Planning, Architecture, Urban Design, Landscape Architecture as well as Public Health. The UDRP identify the opportunity for a more diverse panel composition, including new members with sustainability, transportation (on an as needed basis) and heritage (on an as needed basis) expertise, as well as consideration for gender and racial diversity and local panel members as per Council’s request. Further, the role of the UDRP and the expertise it holds will need to be reassessed to better align with the recent legislative changes.

As the number of development applications increase (see [Figure 10](#)), so does the number of applications sent through the UDRP consultation. In 2021, the UDRP evaluated 23 development applications. Stakeholder experiences, observations and reflections on the role, function and outcomes of the UDRP are outlined in [Sections 3.1.1.2, 4.1.1.2 and 4.2.4.2](#), including a list of suggestions and improvements provided by the UDRP in December 2021 (also included in [Appendix B](#)).

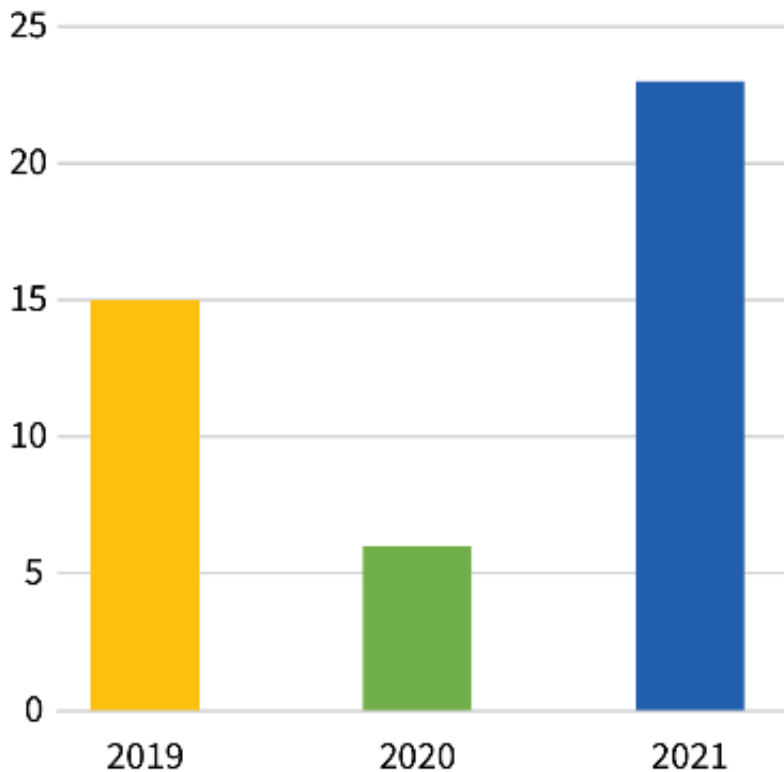


Figure 10: UDRP Volume of Applications (2019-2021), City of Brampton

SECTION 05

5.0 Key Issues

The UD division has an important role in defining and shaping the physical environments that contribute to improved and climate resilient public and private realms, carrying out Brampton 2040 Vision. In review of the UD staff role descriptions, functions and organizational structure, as well as the current DAP, policies and guidelines, procedural manuals, performance data and qualitative data received through stakeholder sessions ([Sections 2 to 4](#)), key issues and recommendations emerged as critical areas of improvement discussed below.

1. Organizational Structure

- Flat UD team structure is not sustainable, lacks clarity on the level of responsibility and accountability for each staff, and lacks opportunities for organically formed mentorship and career growth;
- Many UD staff carry dual roles, framing supporting policies and master plans and DAP, without a clear delineation of their utilization target in both; and
- UD division lacks consistent support, clarity and direction due to persistent change in senior leadership and inconsistent decision making on priorities.

Improvement Recommendations:

- Implement a staff hierarchy by level of experience for the UD division (UD Level 1, UD Level 2, etc.) to foster more efficient use of resources and clarity of roles.
- Assign utilization targets for UD staff to reflect their responsibility split for master planning and policy and DAP (e.g. 50/50, 75/25, etc.), assessing these numbers annually to reflect fiscal projections;
- Strengthen UD staff project management skills and processes, including establishing project charters, terms of reference, project tracking and project closeout; and,
- Assess the staffing levels of the UD division upon the implementation of priority improvement recommendations, to foster healthy and well-balanced team.

2. Master Planning and Policy

- Outdated Official Plan policies and zoning make master planning and precinct planning very challenging, as interdepartmental visions and needs have not been consolidated into a unified direction;
- Brampton has fallen behind in its UD guidance as several important UD guidance documents have yet to be finalized and endorsed by City Council; and
- UD staff allocation to the development of UD guidance has historically put staff under pressure to work overtime.

Improvement Recommendations:

- Obtain peer reviews of already drafted UD guidance documents, and present them to City Council;
- Provide immediate policy inclusions for the Official Plan update to support the master planning and precinct planning work completed to date;
- Work with policy planning to identify all the inadequacies and draft a Zoning By-law update in support of the master planning and precinct planning work completed to date, including the updated Official Plan policy directions;
- Engage external consultants to help close the immediate gaps in UD guidance to provide UD staff critical tools for the DAP; and,
- Assess UD staff capacity to carry out new UD guidance documents and routine updates based on UD staff fiscal utilization targets and engage external consultants as necessary to support timely workflows.

3. Development Approvals

- Outdated or missing policy and by-laws is an impediment to DAP. This necessitates additional interdepartmental meetings to agree on the approach for each development application;
- Inconsistent staff comments on development applications due to outdated or missing Official Plan policy and Zoning By-law requirements extends DAP review timelines;
- Updated standard operational procedure manuals do not specify target timeframes between DAP stages and tasks, or associated performance measures;
- Unpredictable and inefficient UD division workflows for providing input on development applications (i.e., 3D modeling, visualizations, etc.), often resulting in non-standardized and ad hoc approaches extends timeframes during DAP;
- There is duplication in effort when providing pre-consultation comments, as well as an interdepartmental consolidation of comments later in the DAP process through the urban design brief;
- Accela does not capture all of UD division's DAP workflows, and is limited in tracking their workflows, providing delays and inefficiencies in managing various UD division led outputs;

- At the pre-consultation phase of the development approvals process, UD staff identify and request which applications need to go through the UDRP, however, applicants have a choice and most often chose to come to the UDRP at a later phase;
- Recent legislation changes will allow development on single to 10-unit residential properties without site plan reviews, diminishing the UD staff efforts to date to achieve Brampton's vision for community interconnections; and
- Recent legislation changes will require a more streamlined and high-performing DAP to meet the decreased application review timeframes, triggering increased pressure for UD staff in the absence of planning tools.

Improvement Recommendations:

- Provide immediate inclusions for the Official Plan update to support changes to the required timing and frequency of consultations with the UDRP (one pre-consultation meeting, and one formal submission review meeting);
- Prioritize having a complete planning toolkit for UD staff, to enable efficient and streamlined DAP;
- Eliminate staff-led production of 3D models and/or visualization for development applications;
- Assess how the UD application review process fits into the updated DAP (currently underway) and establish target timeframes;
- Update standard operational procedure timeline to reflect the updated DAP, with newly established target timeframes; and
- Implement Accela as a central DAP workflow tool, including UD specific workflows:
 - Receive/track all UD checklist requirements;
 - Manage all internal work completion stages and targets; and
 - Prioritize applications by deadline status.
- Develop more robust front-end requirements to the pre-consultation process for development applications to align with the new approval timeframes, such as a three-step approach for the pre-consultation process for development applications:
 - Step 1: meeting with the applicant to discuss UD submission requirements;
 - Step 2: meeting with the UDRP to discuss site-specific UD directions; and
 - Step 3: meeting with the applicant to pre-approve certain technical aspects; and once the Applicant submits the application package, the Development Planner and UD staff deem the application complete or incomplete.
- Assess what clearances can be requested for 10-unit residential developments, to ensure critical site functions are aligned.

4. UDRP

- Lack of comprehensive policy, zoning and urban design guidance documents makes design excellence subjective rather than compliance with policy and guidelines;
- UDRP comments on development applications often fill a crucial gap in direction that is aligned with UD staff comments, but not endorsed yet by City Council, enabling the applicant to deny their inclusion or modification; and
- Recent legislation changes will require a more streamlined and high-performing DAP to meet the decreased application review timeframes, triggering an adapted UDRP framework to support the DAP.

Improvement Recommendations:

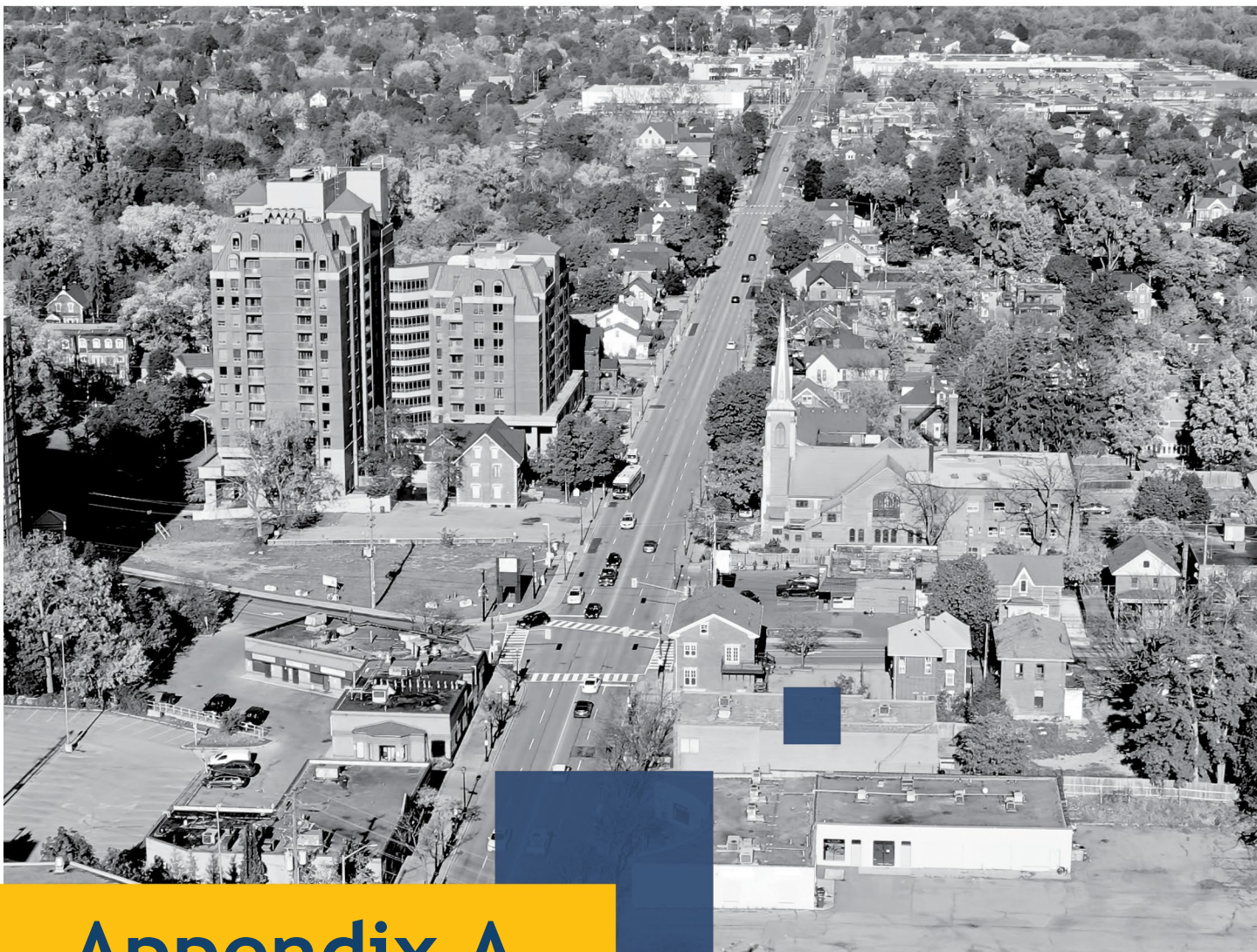
- Prioritize having a complete planning toolkit for UD staff, to enable an efficient UDRP consultation;
- Reassess the role of the UDRP and its member expertise in the light of the new legislation impacts on the field of urban design, and to better align with the updated DAP and timelines; and
- Front-end UDRP consultation requirements during the pre-consultation, as well as the formal application review.

5.1 Next Steps

The issues and improvement recommendations from this report will be further refined in the Future State Report focusing on the process of how and when the urban design division will intersect with the City's newly updated DAP. There will be process related recommendations that will enable a streamlined framework for the urban design component of the DAP to meet the timeline requirements of Bill 109. This will include changes to the pre-consultation phase of the DAP as well as timing and structure of reporting.

The second part of the report will make recommendations on the tools that are needed to enable the UD Division to provide timely and relevant comments that are aligned with the approved and overarching planning documents. The application of best practices related to supporting documents, staffing and operations will be essential in ensuring that the process related recommendations can be fulfilled.

Finally, the report will identify from the benchmarking research recommendations improvements to the organizational structure relative to finding a sustainable alignment that encourages high quality performance with opportunities for professional development.



Appendix A

UD Staff Interview Questions
UD Staff Post-Interview Questions
Senior Leadership Team Questions

Brampton Urban Design Process Review

Urban Design Staff Interview Questions

Introduction

This Urban Design Process Review's purpose is to objectively assess the effectiveness and efficiency of development application process reviews by exploring two basic concepts:

1. Are the right things being done; and,
2. Are they being done the right way.

The City has retained Dillon Consulting Limited (Dillon) and Performance Concepts to help complete this design process review. The consulting team strongly believes that those involved in delivering the service are best-suited to help identify improvements, which is why the consultants have requested interviews with staff. The consulting team will also be comparing City of Brampton's performance to a few other municipalities as part of this work. The result of the work will be a report outlining key findings and process improvements in development application reviews.

Approach to the Interview

Your interview will be a conversation with some of the Dillon team members: Martina Braunstein, Eha Naylor, Angel Bancalé and Spencer Lamirand. The consulting team has asked for these interviews to be staff-only sessions which means that senior management will not be attending. You are encouraged to speak openly and freely.

To make the most of the one hour discussion, please complete Part 1 and Part 2 questions before/after the interview and send them to abancale@dillon.ca. The consulting team is sending the questions in advance to help get you thinking about continuous improvement, efficiency and cost-effectiveness.

Part 3: Organizational Structure

1. Please provide your:
 - Title
 - Role
 - Supervisor's name
 - Department
2. How well do your skills or role align with the tasks assigned to you? (e.g., certifications, educational background, past work experience, etc.)
3. What type of work does a (insert title/role) do?
4. Is your role clearly communicated with you by your supervisor?
5. How well do you understand the scope of work that you are responsible for?

Part 4: Understanding and Involvement

6. How involved are you in the development application reviews?
7. How well do you understand the process and steps involved in development application reviews?
8. Do you receive appropriate guidance and/or communication during the review process?
9. What could be improved about the efficiency of reviewing applications?
10. Describe what (if any) challenges you encounter while completing your work.
11. How often does your supervisor or a senior staff review your work?
12. What level of rework or errors (if any) are usually identified in your work by internal/peer/senior reviewers?
13. How would you rate the quality or effectiveness of the review and feedback you receive on your work?
14. Do you get allocated appropriate time to complete your tasks?
15. Do you consistently meet all internal and external deadlines set out to you by your supervisor?

16. What (if any) barriers have you encountered in the past that prevented you from meeting deadlines?
17. Can you please describe how a typical day or week of work is prioritized, and how the progress/completion is tracked?
18. What happens if there is a complaint from a citizen or member of Council when you have other work to get done?
19. Did you participate in a post-application review with the Urban Design team and have the opportunity to share lessons learned?
20. Who do you identify as the client or customer? What are their goals? How do they align with your goals?
21. Do you feel you provide good value-for-money?

Part 5: Application Types (Site plan, Subdivision, etc.)

22. Do you often collaborate with other departments in order to complete application reviews?
23. Provide any general comments related to the workflow between the Urban Design Team or with other departments.
24. What does a consistent, repeatable process look like to you?

Thank you for your participation in this process review interview with Urban Design staff.

Brampton Urban Design Process Review

Urban Design Staff Post-Interview Questions

Introduction

This Urban Design Process Review's purpose is to objectively assess the effectiveness and efficiency of development application process reviews by exploring two basic concepts:

1. Are the right things being done; and,
2. Are they being done the right way.

The City has retained Dillon Consulting Limited (Dillon) and Performance Concepts to help complete this design process review. The consulting team strongly believes that those involved in delivering the service are best-suited to help identify improvements, which is why the consultants have requested interviews with staff. The consulting team will also be comparing City of Brampton's performance to a few other municipalities as part of this work. The result of the work will be a report outlining key findings and recommended improvements in development application review process, urban design guidance documents, and overall team structure.

Approach to the Interview

Your interview was facilitated as a conversation with some of the Dillon team members: Martina Braunstein, Eha Naylor, Angel Bancalé and Spencer Lamirand. The consulting team has asked for these interviews to be staff-only sessions which means that senior management did not attend and you were encouraged to speak openly and freely.

To make the most of the one hour discussion, the consulting team focused virtual conversations on the topics of organizational structure and your title and role, as well as your understanding and involvement in the strategic and visionary special projects and development application reviews.

This questionnaire focuses on the tools, technologies and documents you use to carry out your daily tasks to help get you thinking about continuous improvement, efficiency and cost-effectiveness.

Once complete, please send your response to Angel Bancale (abancale@dillon.ca). The responses will remain confidential, and be used to summarize the key themes on the above noted topics.

Part 1: Tools, Technology and Software

3. What types of technical programs and/or software do you use in order to complete your work?
4. What types of workflow tools and/or methods do you use that help facilitate a more efficient and streamlined workflow?
5. Do you have access to the programs and/or software that you feel are appropriate to complete tasks assigned to you?
6. Do you receive adequate training and mentoring in order to complete your work?
7. Are you comfortable with the level of guidance and support available for your work?
8. Provide any general comments relating to any challenges and/or improvements related to completing your assigned tasks.

Part 2: Documents - Guidelines, Standards, Policy

9. What types of documents guide your decision-making throughout the application review process?
10. What gaps (if any) in the application review process do you think get overlooked or complicate the review process?
11. Are there any guidance and/or standards that could be improved?
12. Are there any outdated guidelines, standards and/or policies that cause issues and inefficiencies during the review process?
13. How would you rate the overall management of documents and organization as it relates to the application review process?
14. Please provide any general comments relating to guidelines, standards and policies and how these may affect the completion of the application reviews.
15. Do you believe the team has a mindset of continuous improvement? Could the team adapt quickly if things are done differently in the future?
16. What do you think should be the top three priorities to become a leading Urban Design team among similar-sized Ontario cities?
 - 1.
 - 2.
 - 3.

17. How does urban design process fit into a 60 day site plan approval? How does it fit in to other development application processes and timelines?

18. What does a consistent, repeatable process look like to you?

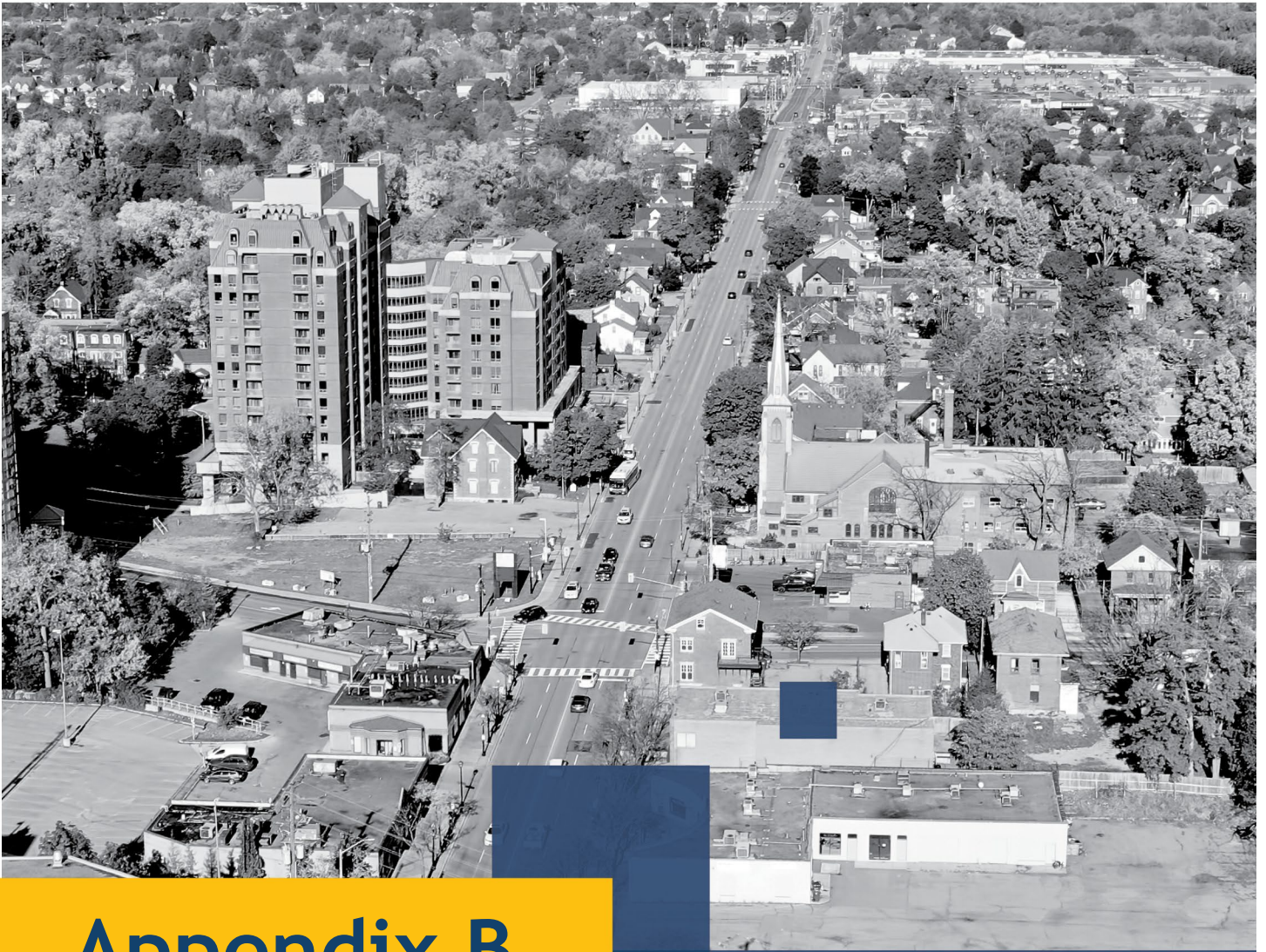
Thank you for your participation in this process review interview.

Additional Comments

We welcome you to share any other comments in the space below.

Senior Leadership Team Questions

1. In your experience, what is your perception of the Urban Design Team when it comes to collaboration?
2. In your experience, does the Urban Design team provide timely responses and comments as part of the Development Application Review?
3. How has your experience been in regards to working with UD team in relation to special projects?
4. What are some of the challenges with working with the Urban Design team?
5. What are some of the opportunities for improvement that can help streamline the development application process?
6. The project team has discovered that the Urban Design team has done a lot of work regarding policies and guidelines, much of it in draft form. Why haven't these policies been formalized and approved?
7. For multidisciplinary projects, are there team meetings to discuss lessons learned? How is information shared between staff?



Appendix B

UDRP 2021 List of Recommendations

UDRP 2021 List of Recommendations

- **Panel transparency**
 - Panel session should be made public (or at least the recording and the minutes be made public like the Vaughan DRP)
 - Staff Development Application Report should include a short section on the Panel's key comments and recommendations
- **Project Selection:**
 - A proponent who does not own or is not firm on the acquisition of a property should generally not be coming to the panel.
- **Presentation Package:**
 - Must include the presentation material listed on page 6 of the Brampton DRP TOR . If submission requirements are not met, a project should likely generally not proceed with the meeting (e.g. landscape plan/ public realm design must be included).
 - Applicants should always highlight the proposals' relationship and integration with Vision 2040, showcasing alignment to the vision.
 - For a second session, a project should clearly highlight and focus the presentation on the improvements made since the first session. Some second submissions have come with a list of the changes, but a majority do not.
 - Small details but all presentations should include page numbers, as well as north arrow on site plan and shadow study drawings.
 - If there are notable site grading changes to the proposed building, cross section(s) should be presented to illustrate the design solution. In a tight urban condition, cross section(s) should be provided to illustrate the interface between the proposed building and the street boulevard.
- **Presenters:**
 - Focus should be on design and should generally be by the Architect and Landscape Architect. There is generally no need for the proponent planner to present (which takes away time to present the design) as City Staff covers this well.
 - The applicant should address the city's questions/concerns as part of their presentation. It will help keep the presentation more focused on critical issues.
- **Panel Discussions:**
 - Could there be opportunities to enhance the discussion of design between the presenter/applicant and the panel in a more constructive way and even between panel members. Maybe 2 rounds of comment cycles of the Chair

opening the floor after the first round – can reframe an idea or build on a new idea that was hinted at by another panelist.

- **City Directions**

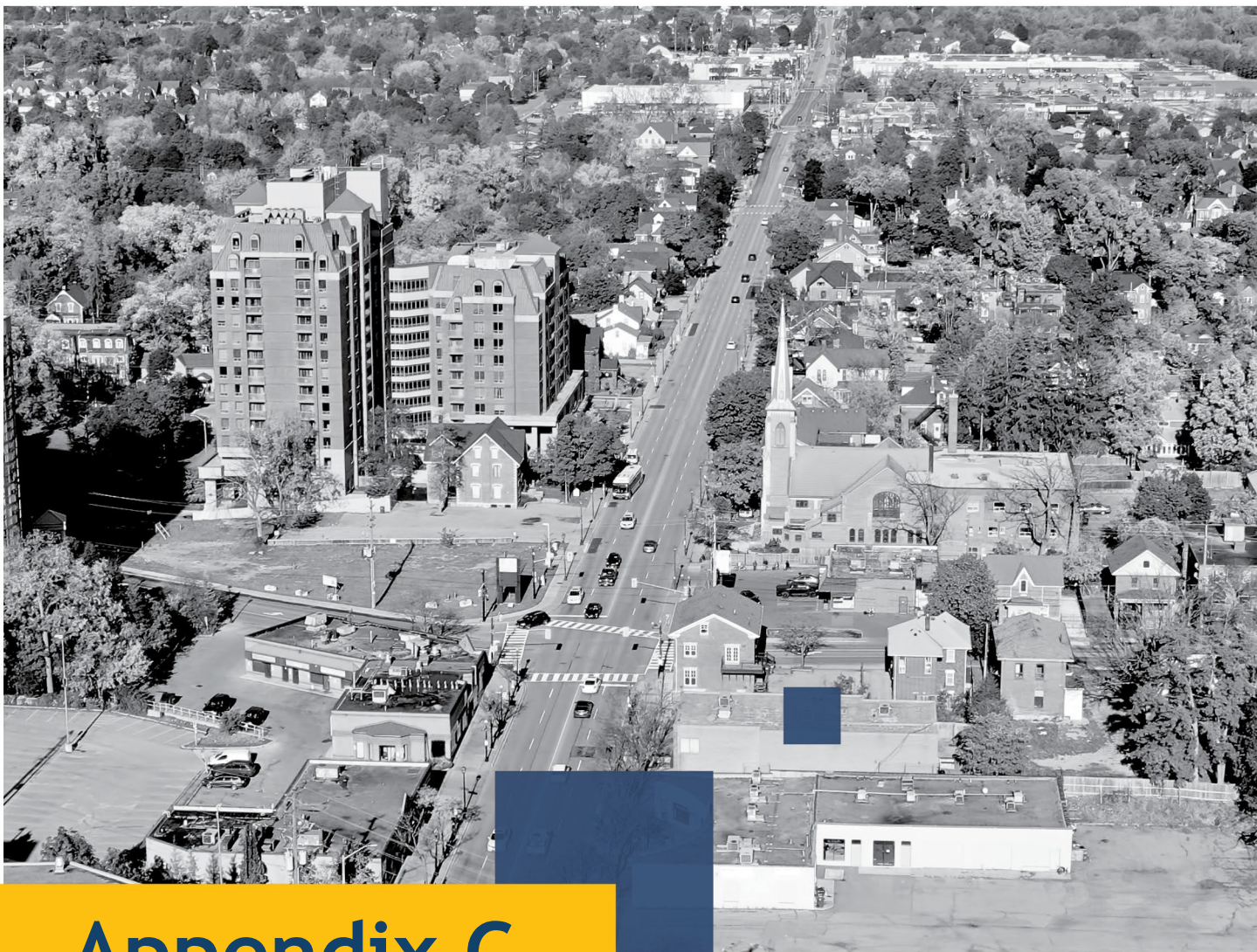
- The City needs General Guidelines and Area Specific Guidelines to help provide guidance to Staff and Applicants. This is currently missing and urgently needed.

- **Public Project**

- Needs to be held to the same, if not higher, level of excellence than a private project – Public Project need to lead by example.
- Public projects should come early on, so they can have some of the design recommendations considered into the budget. When possible, a public project TOR/Scope should come to the Panel for review to ensure it is complete and has no gaps.

- **Panel Composition:**

- When inviting new members, the following should be considered:
 - Expertise: 1 panel member with sustainability and 1 with transportation (on an as needed basis) and Heritage (on an as needed basis) expertise should be considered as a priority (this is not an exhaustive list but just what should be prioritized)
 - Gender and racial diversity
 - A local/Brampton panel member should likely be added as per Council's request

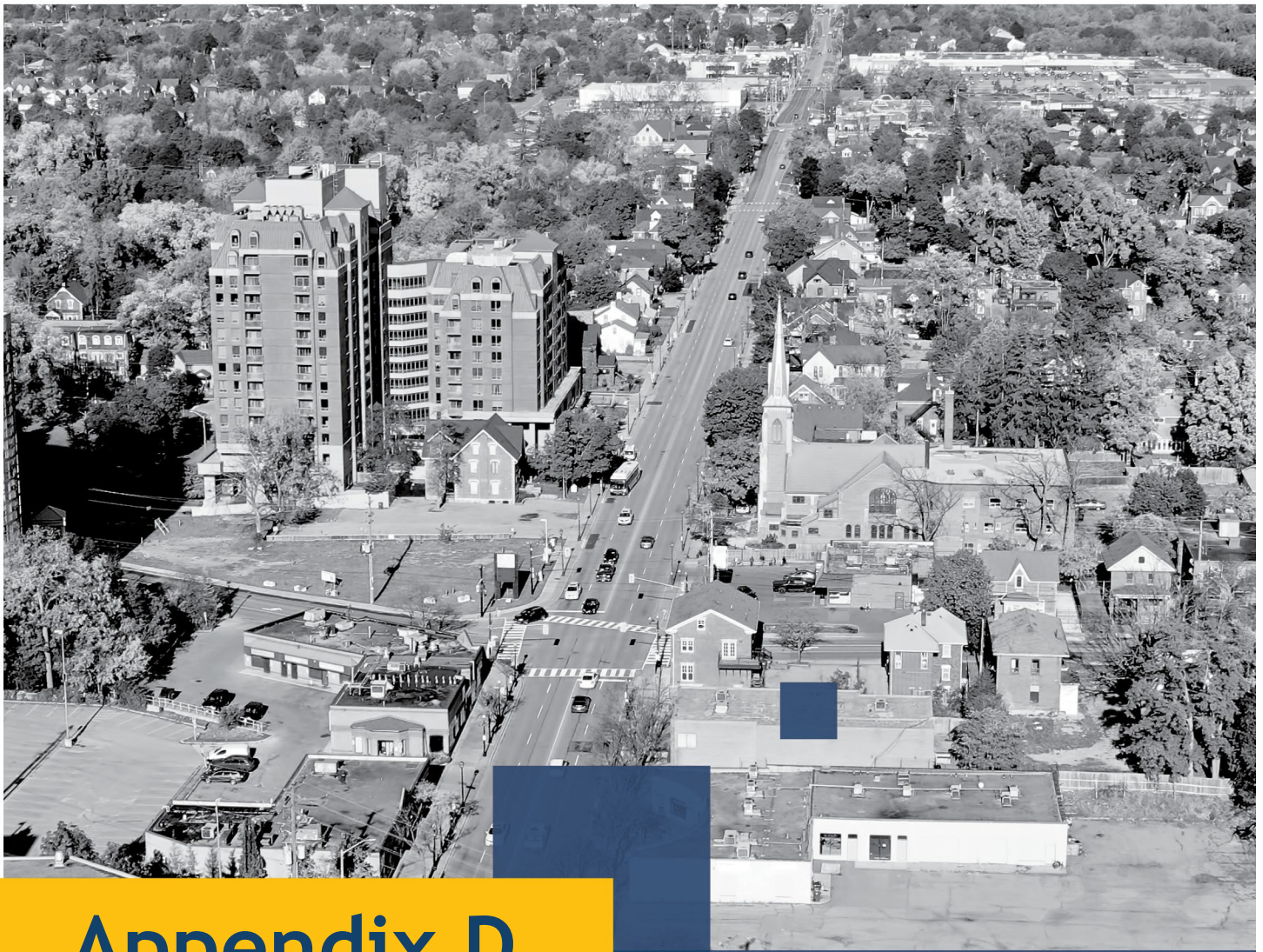


Appendix C

Applicant Interview Questions

Applicant Interview Questions

1. Describe the steps that were taken in order to submit the development application (from pre-consultation sessions all the way to getting approval). How long did it take altogether?
2. Were you able to easily find the appropriate policy and guideline documents necessary or applicable for the proposed project?
3. How would you describe your overall experience with the Urban Design team in regards to this development application? What worked well based on your experience?
4. What were some challenges of working with the Urban Design team?
5. In what ways did you communicate with the UD staff? How often? Is there a specific person that reached out to you directly?
6. How would you rate the feedback and/or comments received from the City of Brampton staff in regards to the application package? Were the comments received in a timely manner?
7. Did your project go through the Urban Design Panel Review? If so, at what stage of the design/planning process did it occur? How would you describe your overall experience?
8. What are some improvements, if any, that can be made to enhance the applicant's experience and streamline the development application process?
9. Suggested Rephrasing: What changes would you most like to see in the Urban Design Review process to improve your overall experience?
10. Provide general comments on any key observations, lessons learned and your team's future approach on development applications.
11. Has this experience affected how your team will approach development applications in the future? If so, how?



Appendix D

Peer Municipalities Benchmarking Questions

Brampton Urban Design Process Review

Peer Municipalities Benchmarking Questions

Introduction

This Urban Design Process Review's purpose is to objectively assess the effectiveness and efficiency of development application process reviews by exploring two basic concepts:

1. Are the right things being done; and,
2. Are they being done the right way.

The City has retained Dillon Consulting Limited (Dillon) and Performance Concepts to help complete this design process review. The consulting team is also comparing City of Brampton's performance to a few other municipalities as part of this work. The result of the work will be a report outlining key findings and process improvements in development application reviews.

Questions

1. How does the urban design team fit into the organizational structure?
2. Is there a hierarchy based on seniority and qualifications? For example, senior urban designers and technician.
3. What is the total number of the urban design staff?
4. What are the key activities, duties and responsibilities of the urban design team?
5. Does the urban design team prepare their own internal visionary master plans, guidelines and studies? If so, what percentage of this work is completed by the team? What projects are not completed in-house?

6. What type of supporting documents are requested and reviewed by urban design?
7. What type of terms of reference is used by the urban design team?
8. What type of urban design guidelines does the urban design team use?
9. What type of software are used by the urban designers in general and for reviewing applications in particular?
10. Do the staff review applications based on location, typology, complexity, or other?
11. What volume of development of applications has the City reviewed in 2001?
12. Urban designers provide support to other sections/ departments, how do they plan and provide this type of support? Is it done through MOUs?

Strategic Workforce Planning for PB&GM

Final Report

City of Brampton

December 2022

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Strategic Workforce Planning for PB&GM - Final Report

01	Context, Background, and Objectives	Click
02	Phase 1 - Workforce Assessment <ul style="list-style-type: none">i. Capability Assessmentii. Capacity Analysis	<ul style="list-style-type: none">i. Clickii. Click
03	Phase 2 - Workforce Development <ul style="list-style-type: none">i. Leadership Direction and Cultureii. Learning and Developmentiii. Performance and Careers	<ul style="list-style-type: none">i. Clickii. Clickiii. Click
04	Phase 3 - Fostering a People-Centred Workplace <ul style="list-style-type: none">i. Mental Health and Wellnessii. Future of Work, Hybrid Workforce, and Flexibilityiii. Recognition	<ul style="list-style-type: none">i. Clickii. Clickiii. Click
05	Social Media Research	Click
06	Prioritization and Implementation Roadmaps	Click
07	Further Considerations and Next Steps <ul style="list-style-type: none">i. Potential Success Metricsii. Challenges and Potential Impactsiii. Next Steps	<ul style="list-style-type: none">i. Clickii. Clickiii. Click

Objectives

1. To share the final report encompassing all of the three phases of work under the Strategic Workforce Planning project for PB&GM
2. To share potential opportunities and possible prioritization of the initiatives for the department's consideration

Desired Outcomes

- ✓ Consideration of possible opportunities and prioritization for PB&GM
- ✓ Decisions on some key action items for the department

Context, Background, and Objectives



Context and Objectives

Background to the strategic workforce planning initiative

PB&GM has been undergoing a variety of changes due to both internal and external forces.



Implications of Bill 109 and 23 - potential financial impacts, ways of working, etc.



Change in complexity of work due to evolution in the developmental landscape of the City of Brampton (e.g., Greenfield vs. Brownfield development projects) and their varying complexity for different divisions.






Multiple priorities, policy, and implementation initiatives in flight (e.g., focus on Growth Management).



Through this project, PB&GM has initiated strategic workforce planning to ensure that the department is prepared and proactive towards the future. In this report, EY has consolidated observations on workforce assessment, workforce development, and fostering a people-centred workplace phases of work.

Strategic Workforce Planning (SWP) Initiative

The project was approached in three phases

Phase	 (1) Workforce Assessment	 (2) Workforce Development	 (3) Fostering a People-Centric Workplace
Key Activities	<ul style="list-style-type: none"> Leadership Engagement Interviews: 8 Capability Assessment (Self-Assessment): 148 Capability Assessment (Assessor): 174 PB&GM data analysis Identification of critical roles for the department through leadership engagement interviews Leading and market practice research Analysis of capability and capacity for PB&GM and identification of opportunities 	<ul style="list-style-type: none"> Review of City of Brampton learning and development policy and practices Review of PB&GM learning practices Identification of possible development opportunities across each division (including critical roles) based on capability assessment and areas where CoB infrastructure can be leveraged by PB&GM Opportunities for potential career paths, skills required to make transition, potential options to evaluate readiness, and development support that can be offered 	<ul style="list-style-type: none"> Focus group discussions across all PB&GM divisions: 6 discussions covering ~75 employees Review of the following practices at PB&GM and understanding of CoB policies <ul style="list-style-type: none"> Mental Health and Wellness Future of Work, Hybrid Workforce, and Flexibility Recognition Identification of opportunities to enable PB&GM fostering a more people-centred workplace



Phase 1

Workforce Assessment





Capability Assessment Overview and Assumptions



Approach

Overview of the approach taken and key steps for capability assessment

1. Define capabilities for PB&GM roles	2. Validate capabilities	3. Confirm managerial feedback providers	4. Conduct capability analysis	5. Analyze results	6. Communicate findings with organization
<ul style="list-style-type: none">▶ EY defined capabilities with inputs from:<ul style="list-style-type: none">◦ Role profiles and job descriptions shared from PB&GM◦ External researching of job descriptions (e.g., job postings on LinkedIn, website, etc.)◦ EY capability repository	<ul style="list-style-type: none">▶ Capabilities defined by EY were validated by a PB&GM representative from each Division before launch of assessment	<ul style="list-style-type: none">▶ Assessors and Self-Assessment (excluding Directors) were confirmed feedback providers▶ Assessor employee mapping was confirmed prior to launch▶ The assessments from Assessors were validated through comparing the aggregate outputs of the self-assessment and manager assessment	<ul style="list-style-type: none">▶ Communication was shared (with both Feedback Providers and Staff at large) sharing the purpose of the assessment (by commissioner)▶ 4 orientation sessions (3 general and 1 people leader specific) were completed throughout assessment distribution:<ul style="list-style-type: none">◦ (1) for a walkthrough of the process◦ (2) to answer questions from feedback providers▶ Assessment was launched using Qualtrics on Sept. 1 and remained open till Sept. 16	<ul style="list-style-type: none">▶ Output from the assessment was analyzed at a division level (not at an individual level)▶ Each division results were classified across capability groups<ul style="list-style-type: none">◦ # of employees across proficiency levels (Awareness, Learning, Applying, Leading) and time spent (%) on these capabilities	<ul style="list-style-type: none">▶ The observations from capability assessment output were shared with business leaders for their insights▶ Consolidated summary of department wide and division-specific results shared with PB&GM

Capability Assessment Components

Understanding capability, proficiency, and time spent in context of capability assessments

Capabilities

[Capabilities](#) are high level activities that enable teams to deliver on their purpose.

- ▶ Capabilities have been identified for each division in the PB&GM leveraging the following:
 - Inputs from PB&GM
 - Inputs from job descriptions
 - Validations from PB&GM subject matter experts
- ▶ Capabilities have been clustered as follows:
 - **Capability Group** is defined as broad areas of work within a division. In the following screens, you will be able to choose the relevant capability group.
 - **Capability** describes high-level activities required to perform the sub-area of work.
 - **Capability Description** provides a specific and detailed description of the respective capability.

Proficiency Level

Proficiency levels describe the proficiency of the individual on each capability.



Awareness

Displays awareness of the capability with limited experience or little common knowledge in the area.



Learning

Understands and can discuss terminology and concepts related to the capability. Has knowledge sufficient to handle routine task but may require guidance, especially for non-routine tasks.



Applying

Has knowledge sufficient to handle non-routine situations and recognizes patterns. Requires minimal guidance or supervision and can work independently. Capable of assisting others in the application of the capability.



Leading

Recognized by others as an expert in the capability. Applies it across multiple projects or divisions. Able to explain issues pertaining to capability in relation to broader organizational context.

Time Spent

[Time spent](#) refers to the **estimated percentage (%)** of time you/your Staff spends on a given capability.

- ▶ Consider the (%) percentage of time spent on the process activity over the fiscal year (rather than on a day-to-day basis)
- ▶ This allows you to consider effort and time spent on a more consistent and constant basis, as well as potential fluctuations (e.g. the budget cycle)



No role requires an employee to be at the highest proficiency level for each capability. For example, a role might ideally require the individual to be "Leading" in some, but not all categories.

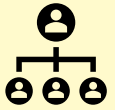


Capability Groups

High-level overview of PB&GM divisional capability groups

Divisions				
Capability Groups	<u>City Planning & Design</u>	<u>Development Services</u>	<u>Transportation Planning</u>	<u>Building</u>
	Planning and Design Strategy	Development Services Strategy	Transportation Planning Strategy	Building Strategy
	Administration	Administration	Modelling and Analytics	Administration
	Official Plan and Growth Management	Applications Review and Management	Transportation Planning	Plans Examining
	Policy Planning	Research	Project Management	Inspections
	Urban Design	Planning	Liaising and Relationship Management	Liaising and Relationship Management
	Project Management			
	Liaising and Relationship Management			

Roles and Assessment Output Types

The meaning of key terms used in the capability assessment and analyses

		Who did they assess?	Where have inputs been consolidated? (Assessment Output Type)
Role	 Director	<ul style="list-style-type: none"> Acted as an Assessor to Managers and Supervisors (and select Staff in some cases) 	<ul style="list-style-type: none"> Assessor View for Manager - for Managers and Supervisors Assessor View for Staff - for Staff
	 Manager/ Supervisor*	<ul style="list-style-type: none"> Acted as an Assessor for Supervisors and/or Staff Conducted Self-Assessment for Self 	<ul style="list-style-type: none"> Assessor View for Manager - for Supervisors Assessor View for Staff - for Staff Self-Assessment View for Manager
	 Staff	<ul style="list-style-type: none"> Conducted Self-Assessment for Self 	<ul style="list-style-type: none"> Self-Assessment View for Staff

* In Building division, the admin coordinator acted as a supervisor to do assessments for their staff.

Note: In the assessment, **employee** refers to manager, supervisor, and staff.

Assumptions

Key assumptions considered for arriving at observations

Key Assumptions

- ▶ **Director, Manager, and Staff** evaluated themselves and/or their Staff(s) based on quality and consistency of current state individual proficiency level and time spent in executing the task as discussed and shared in the orientation sessions.
- ▶ They considered capabilities they and/or their staff may possess, but may not be required in their and/or their staff's everyday work.
- ▶ There are no fixed number of capability groups and capabilities for each individual. They can vary. They relied on their discretion while selecting for themselves and/or individual Staff.
- ▶ Observations are based on proficiency level definitions (Awareness, Learning, Applying, Leading) and time spent (ranging from 0%-100% per fiscal year), not on hierarchical levels. For example, Leading proficiency level is not restricted to higher level grades, but based on Leading proficiency on a capability across levels.



Overall Findings

Note: Please note that capability insights provided in the following slides are indicative only to areas that could be potential opportunities. There are many questions that must be considered like:

- “Which capabilities are needed for which roles?”
- “What is the right level of proficiency requirement?”
- “What is the right mix of proficiency spread required by the division?”

The **insights are for consideration** and in no way imply that these are the most definitive opportunity or strength areas.



Structure of Results

Overview of how results are structured for the following analyses

Planning, Building, & Growth Management Department

- ▶ **Proficiency Distribution**
 - Consolidated Assessor View vs. Self-Assessment View
 - Assessor View: Manager vs. Staff
 - Self-Assessment View: Manager vs. Staff
 - Manager: Assessor View vs. Self-Assessment View
 - Staff: Assessor View vs. Self-Assessment View
- ▶ **Time Spent**
 - Consolidated Assessor View vs. Self-Assessment View
 - Assessor Type x Level (Overall)
 - Assessment Type x Staff (Deep Dive)*
- ▶ **Summary**
 - Key Takeaways
 - Opportunities for PB&GM

Note: Due to the variety of types of roles within divisions, further analyses were conducted (“Deep Dive”) for Building, CP&D and Development Services divisions to explore differences between types of roles for Staff (e.g., Administration, Planner, etc.).

*This was **not** done for Transportation Planning due to the division’s size.



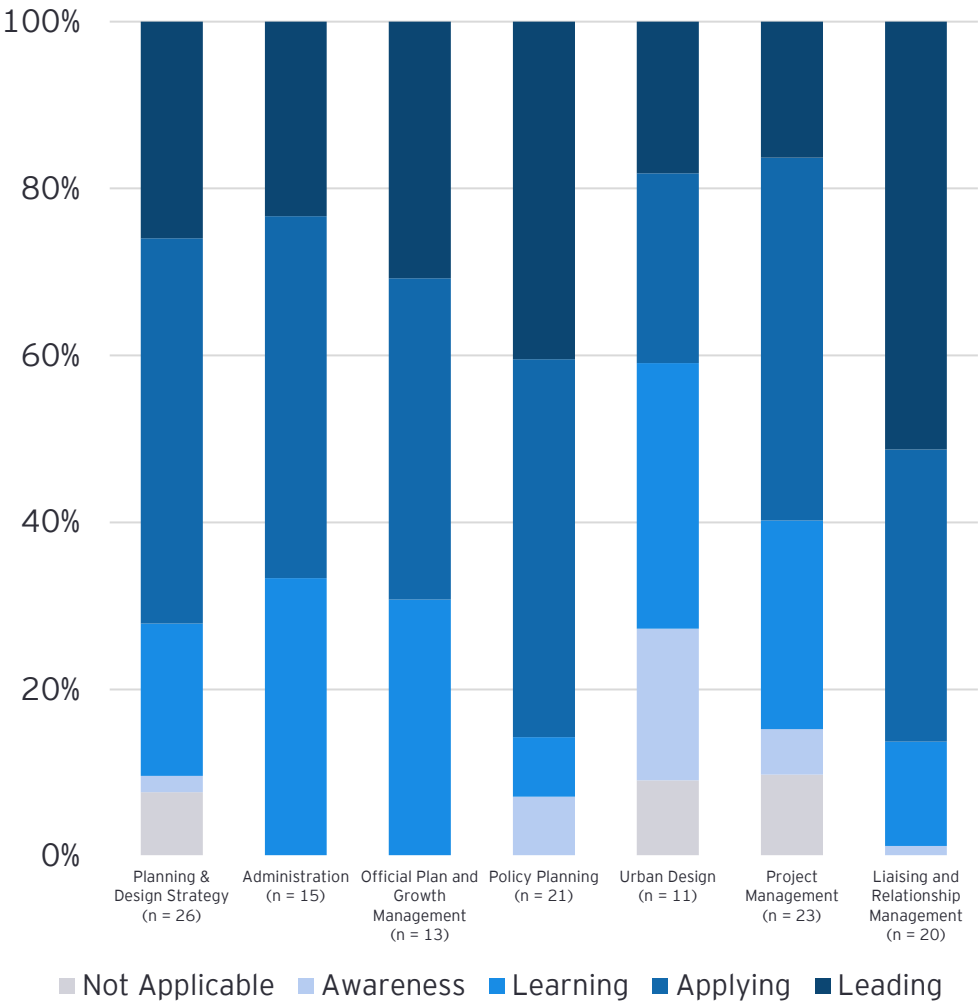
City Planning & Design



Proficiency Distribution Overview

Consolidated

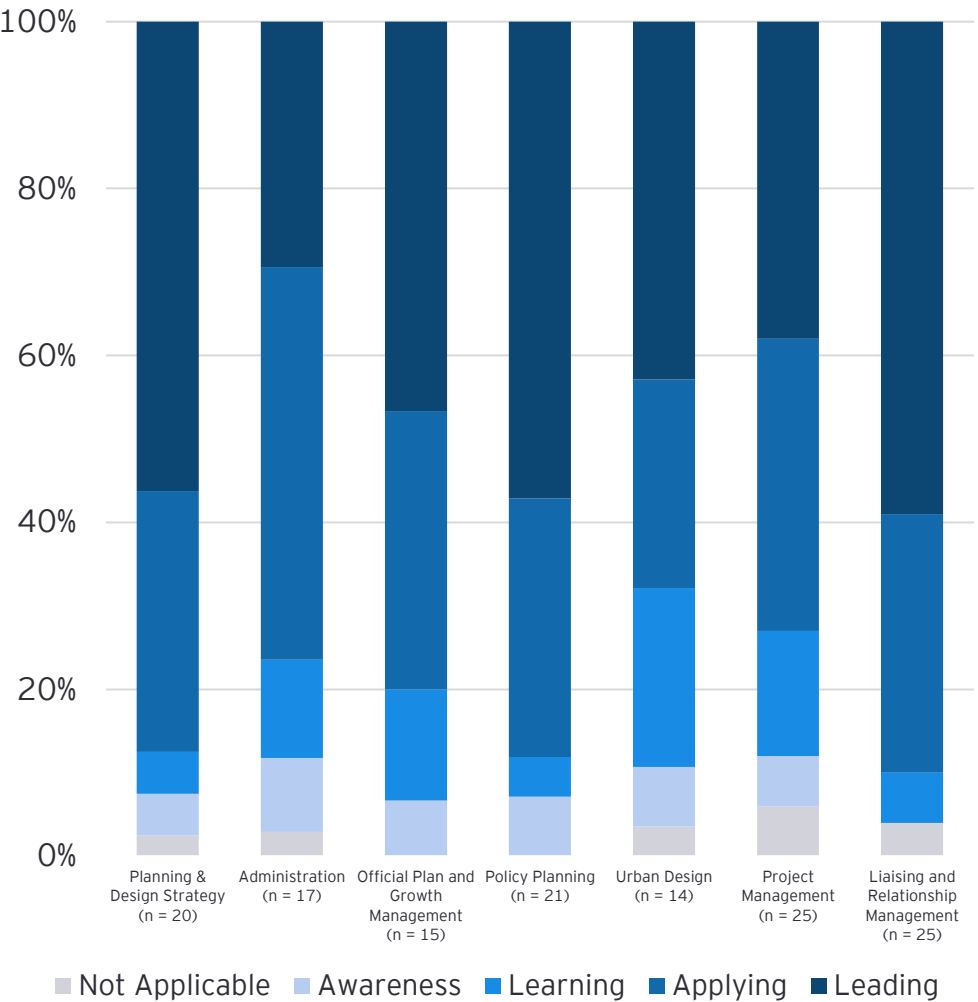
Assessor View



Key Observations:

- Assessors view employees as **less proficient** on identified capabilities than employees view themselves on Self-Assessments

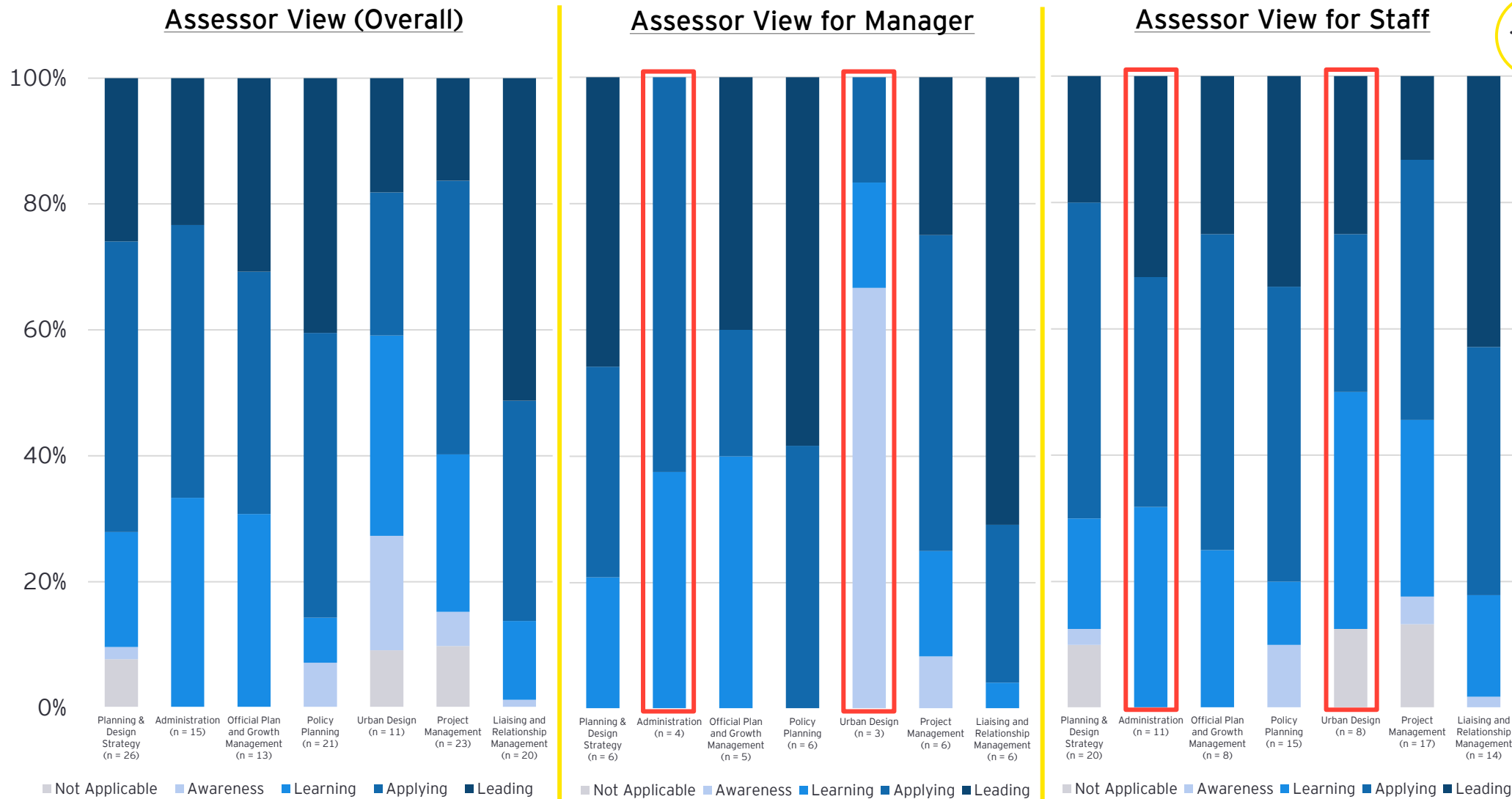
Self-Assessment View



Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level

Assessor View



Key Observations:

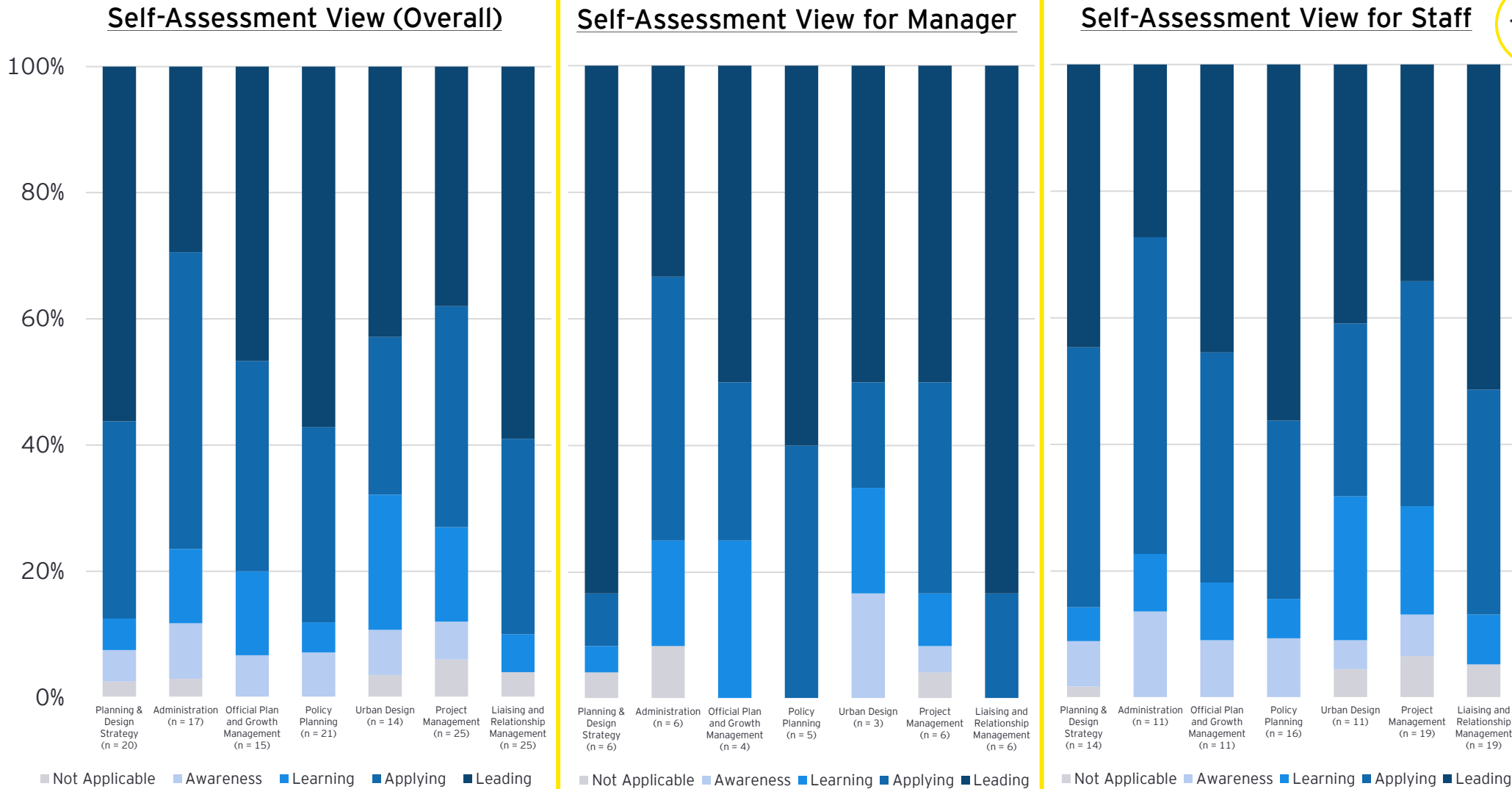
- Assessors generally view **Managers** as **more proficient** across all of the capability groups than Staff, with the exception of Administration and Urban Design capability groups (outlined in red)
- None of the Managers were assessed as **"Leading"** for Administration or Urban Design, indicating a potential **upskilling opportunity** (outlined in red)*

*based on data for three Managers, and thus may not be representative

Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level

Self-Assessment View



Key Observations:

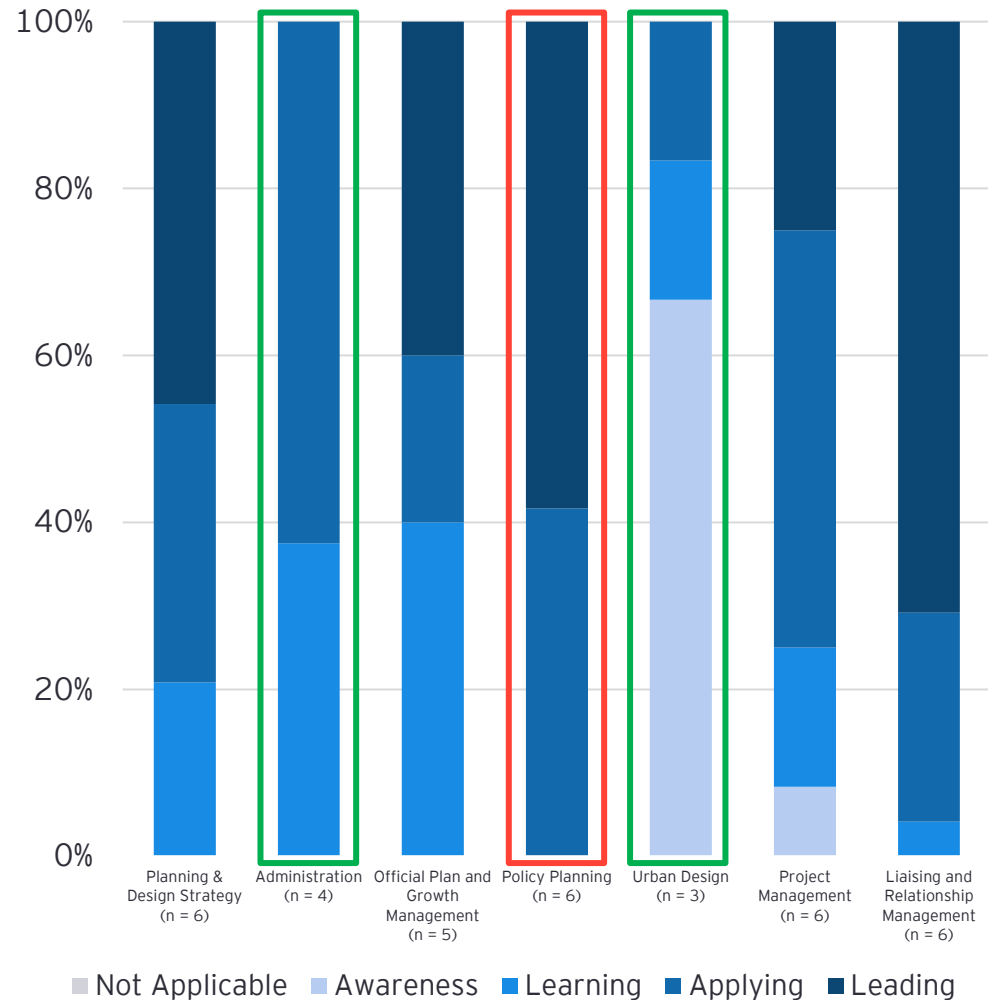
- Self-assessments indicate **Managers** view themselves as **more proficient** across all of the capability groups than how **Staff** view themselves

Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Managers

Assessor and Self-Assessment View

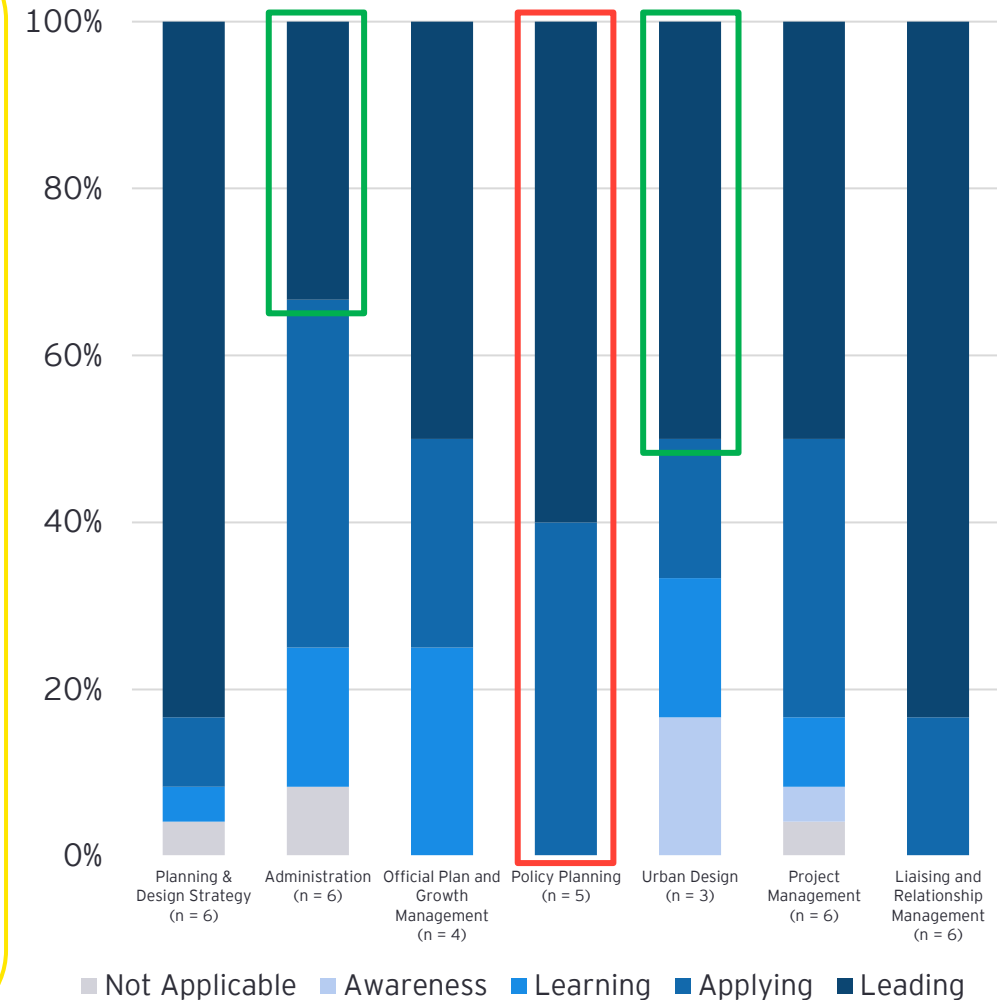
Assessor View for Manager



Key Observations:

- Managers view themselves as **more proficient** across capability groups than their Assessors view them, though they relatively align on Policy Planning (outlined in red)
- Assessors view **Managers** at “Learning” and “applying” proficiency level on **Administration and Urban Design** capability groups, while many Managers view themselves at a “Leading” proficiency level (outlined in green) indicating a potential to align expectations

Self-Assessment View for Manager

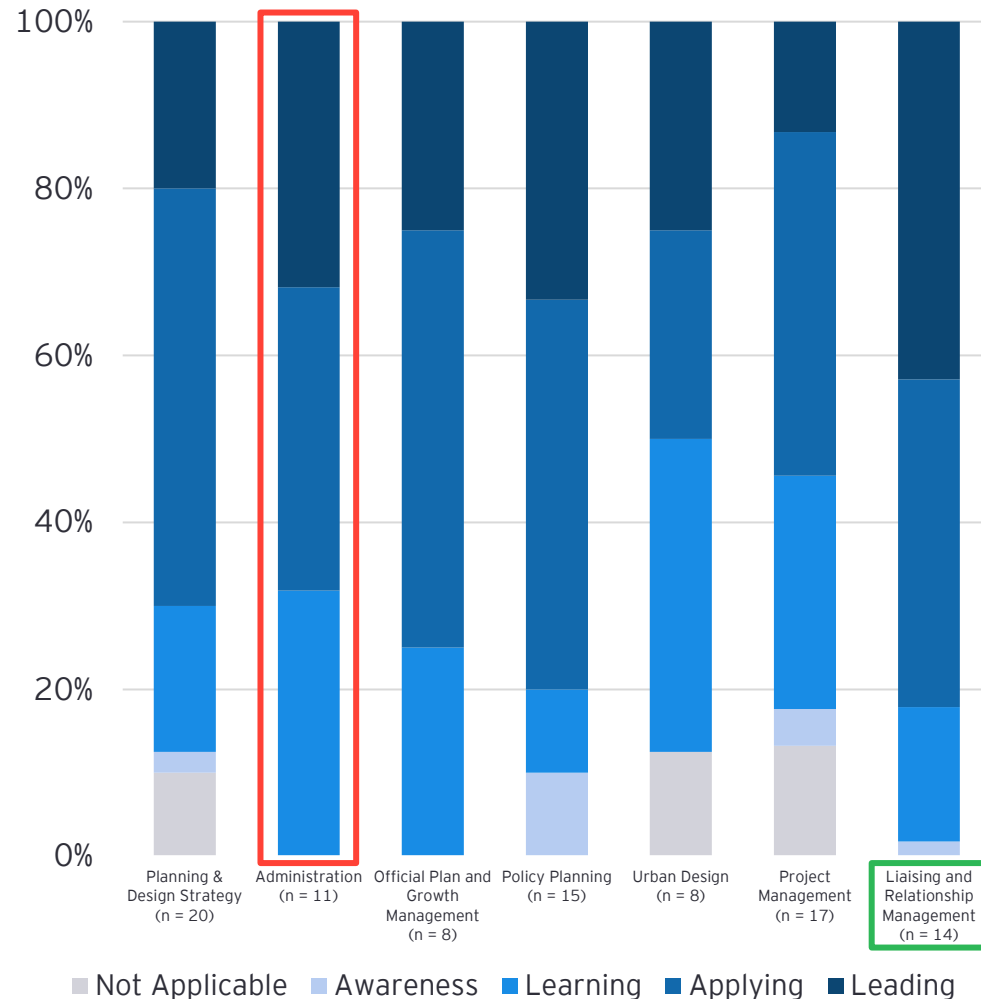


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Staff

Assessor and Self-Assessment View

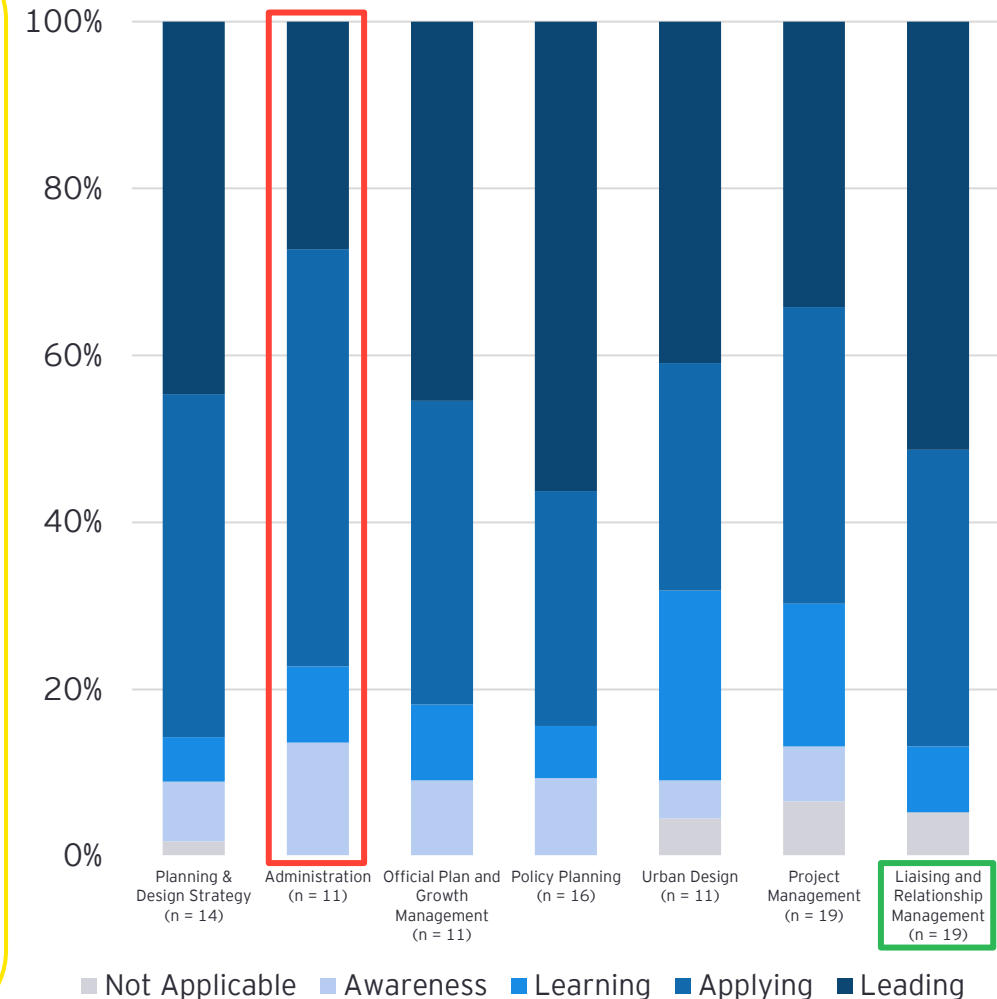
Assessor View for Staff



Key Observations:

- ▶ Staff view themselves as **more proficient** across all capability groups than their Assessors view them, with the exception of **Administration** (outlined in red)
- ▶ Assessors report **Liaising and Relationship Management** as **less applicable** (n = 14) to a Staff's role than Staff report (n = 19; outlined in green)

Self-Assessment View for Staff

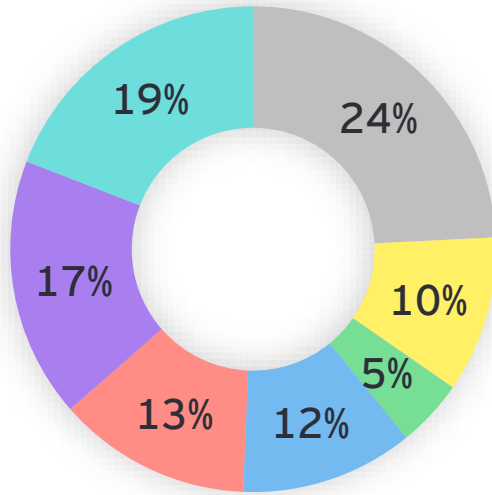


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

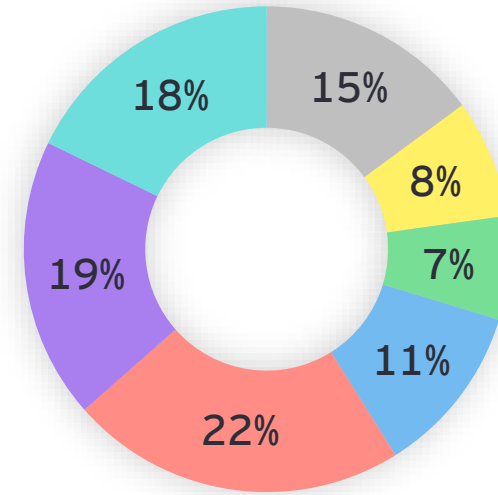
Time Spent Overview

Consolidated

Assessor View



Self-Assessment View



Key Observations:

- ▶ The Assessor View indicates that **more time is spent*** on **Planning & Design Strategy** than indicated in the Self-Assessment
- ▶ The Self-Assessment indicates that **more time is spent** on **Urban Design** than indicated in the Assessor View

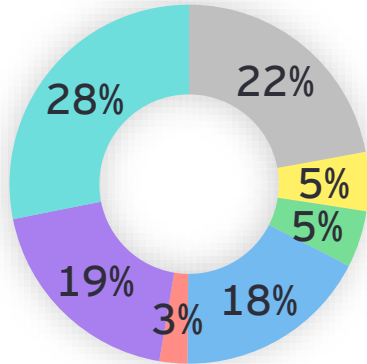
*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Time Spent by Assessment Type and Level

City Planning & Design



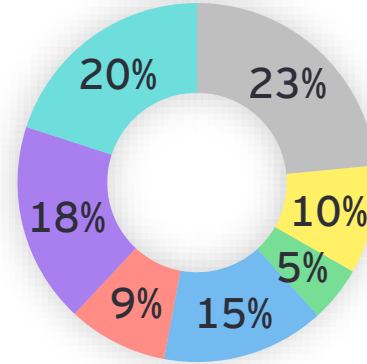
Assessor View



(n = 6)



Self-Assessment View



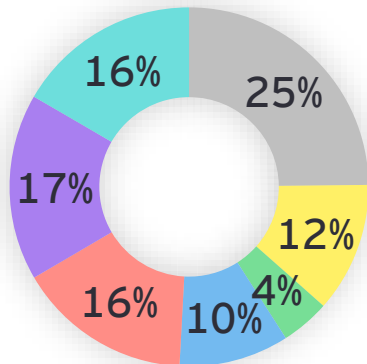
(n = 6)



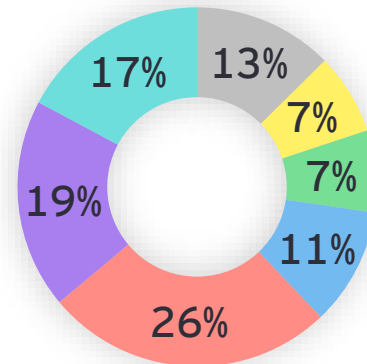
Manager



Staff



(n = 23)



(n = 23)



Key Observations:

- Managers seem to be spending a **significant portion of time*** on Planning & Design Strategy and Liaising and Relationship Management, while Staff seems to be spending a **significant portion of time** on Planning & Design Strategy (according to Assessors) or Urban Design (according to Self-Assessments).
 - This indicates that work is being done at the appropriate level for Managers, but there is some misalignment for Staff in where a **significant portion of time** of their time is being spent.
- Manager:**
 - In addition to the above, the Self-Assessment View indicates that **more time**** is being spent on Administration and Urban Design, and **less time** on Liaising and Relationship Management.
- Staff:**
 - Assessments **do not align** on where Staff are spending a **significant portion of time** and therefore, require further exploration.
 - The Assessor View indicates **more time** spent** on Planning & Design Strategy and Administration, while Staff in their Self-Assessment feel they spend **more time** on Urban Design capabilities. It merits to deep dive an understand the Assessors' expectations and align them with how Staff is spending time

*Operationalized as greater or equal to 20% of time spent.

**Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.



Planning & Design Strategy



Administration



Official Plan and Growth Management



Policy Planning



Urban Design



Project Management



Liaising and Relationship Management

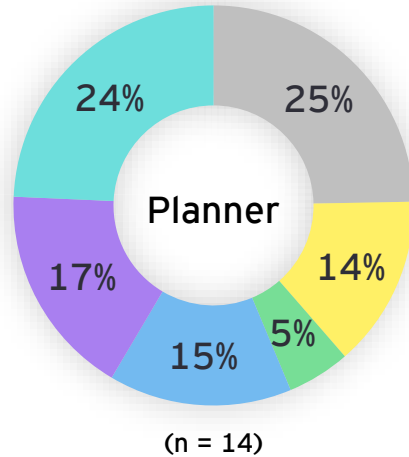


Time Spent Deep Dive

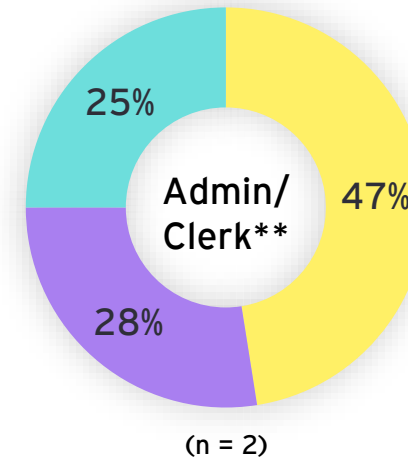
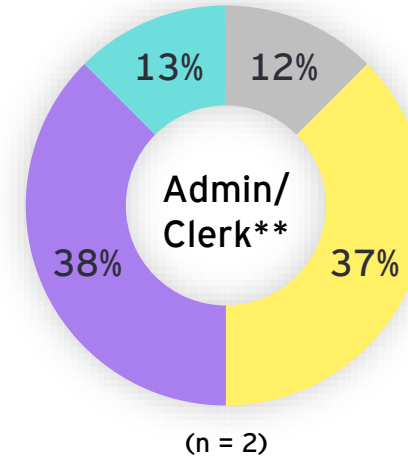
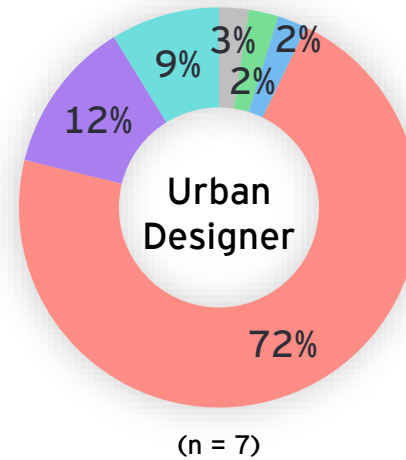
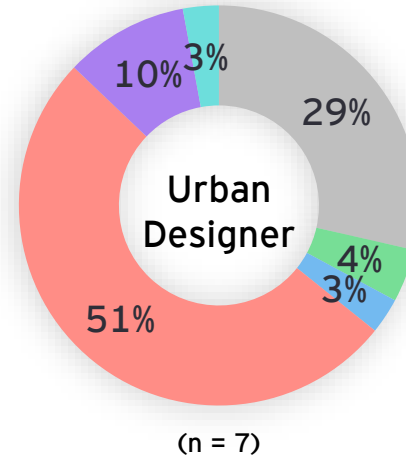
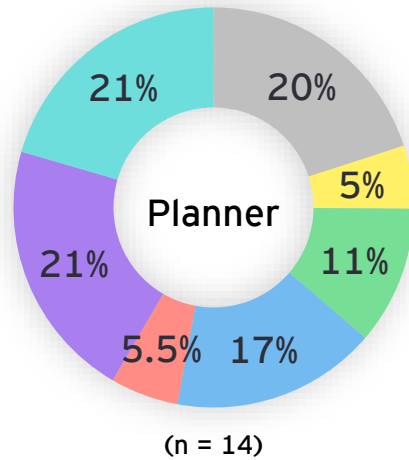
Assessment Type x Staff



Assessor View



Self-Assessment



Key Observations:

- ▶ Planner Self-Assessment indicates that the staff may be spending more time on Project Management and Official Plan and Growth Management than expected by Assessor, while lesser time on Administration and Planning & Design Strategy. Admin/Clerk roles seem to be spending **less time** on Project Management than expected by Assessors. It merits to explore how can Planners be better supported in Project Management
- ▶ The Assessor View for Urban Designer roles indicates that **more time is spent*** on Planning & Design Strategy capabilities, while the Staff' Self-Assessments indicates **more time spent*** on Urban Design and Liaising and Relationship Management capabilities
- ▶ Results are limited for the Admin/Clerk** roles

Planning & Design Strategy

Administration

Official Plan and Growth Management

Policy Planning

Urban Design

Project Management

Liaising and Relationship Management

Summary

What does this mean for the City Planning & Design division?

Key Takeaways for City Planning & Design

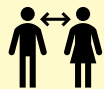
Proficiency Distribution:

- Assessors view employees as **less proficient** across all identified capabilities than how employees view themselves
 - Questions for PB&GM:** Proficiency distribution for staff seems spread across all proficiency levels. Are there any areas for staff that need more attention?
 - Are Administration and Urban Design capabilities that Managers should have a higher level of proficiency in?

Time Spent:

- The Assessor View indicates that **more time is spent*** on Planning & Design Strategy and **less time is spent** on Urban Design than indicated in the Self-Assessment (for Urban Designer roles)
 - Question for PB&GM:** Urban Designers seems to spending minimal time on Planning & Design Strategy, which seems to be an expectation from the Assessors. What is the right role design for Urban Designers?
 - How can Planners be supported to spend less time on Project Management and focus on core capabilities?

Opportunities for PB&GM



Mentoring/On-the-Job Training

- There is an opportunity to reverse mentor and upskill Managers “on-the-job” to develop capabilities that Staff are proficient in (e.g., **Administration** and **Urban Design**).



Upskilling (Structured Program)

- Managers: The **Urban Design** capability group could be an important area of focus as there are limited/no employees at “Leading” or “Applying” levels. In addition to this, Administration has many Managers at lower proficiency levels, indicating scope for upskilling.



Process and Role Design Review

- Higher time spent by **Managers** on the **Administration** capability group and **Planners** on **Project Management** and Liaising and relationship Management indicates a potential to review to the work process and composition of roles to ensure effective distribution of time being spent.



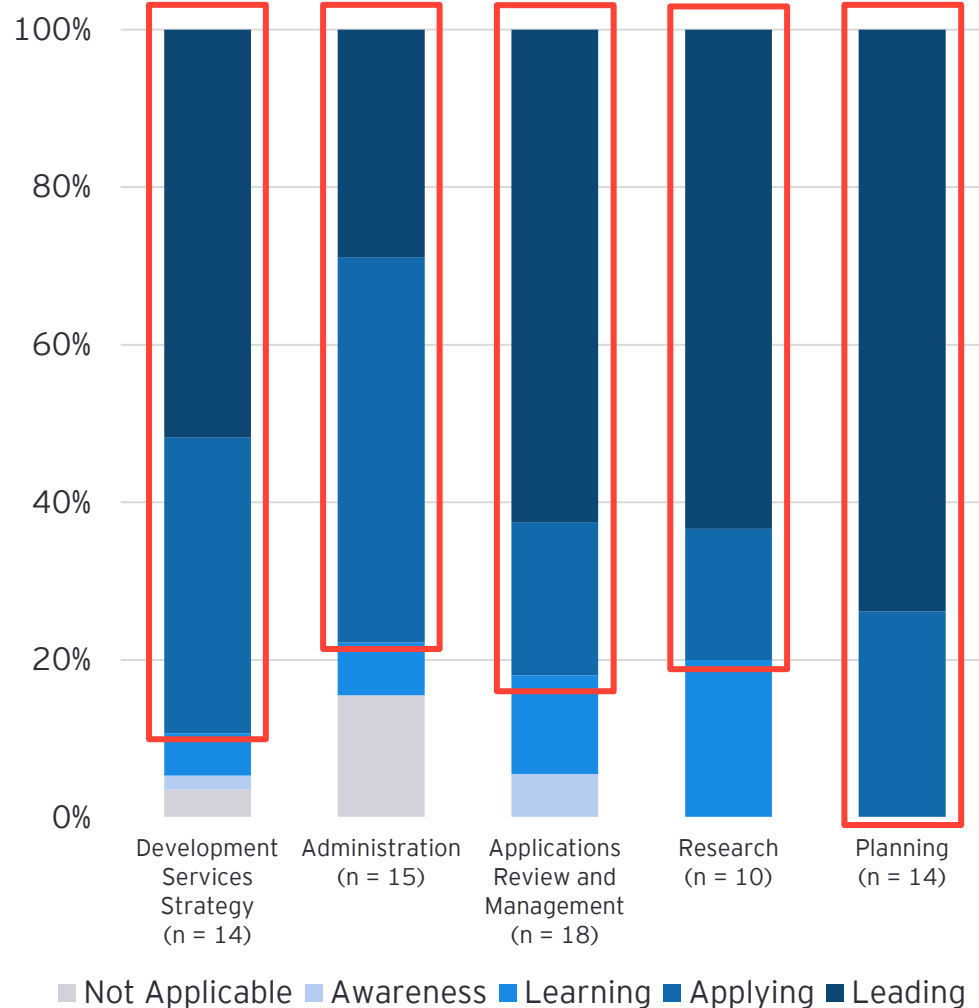
Development Services



Proficiency Distribution Overview

Consolidated

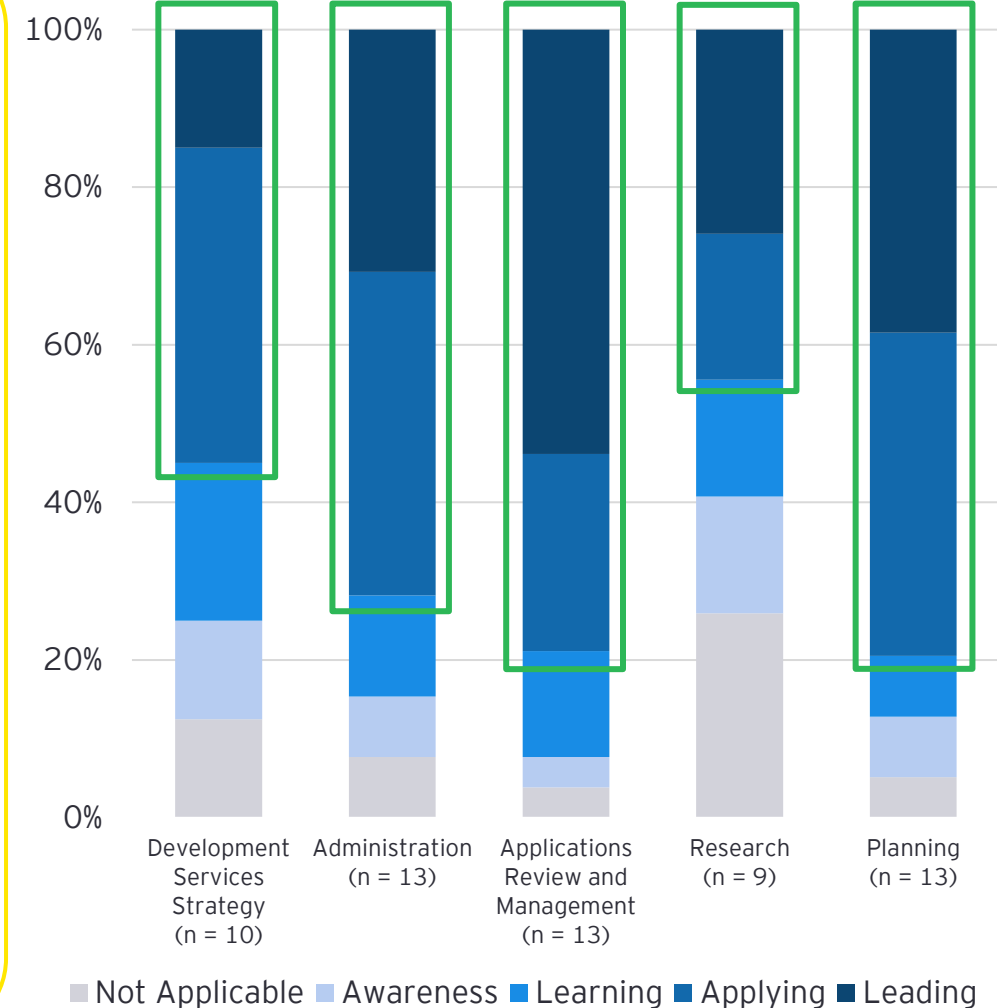
Assessor View



Key Observations:

- Assessor view employees as **more proficient** on identified capabilities than reflected in Self-Assessments
- Assessor view reported a range of **78%-100%** on “Leading” and “Applying” proficiency level across all capability groups (outlined in red) on all capability groups as compared to Self-Assessments with a range of **44%-79%** on “Leading” and “Applying” proficiency level (outlined in green)

Self-Assessment View



Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level

Assessor View

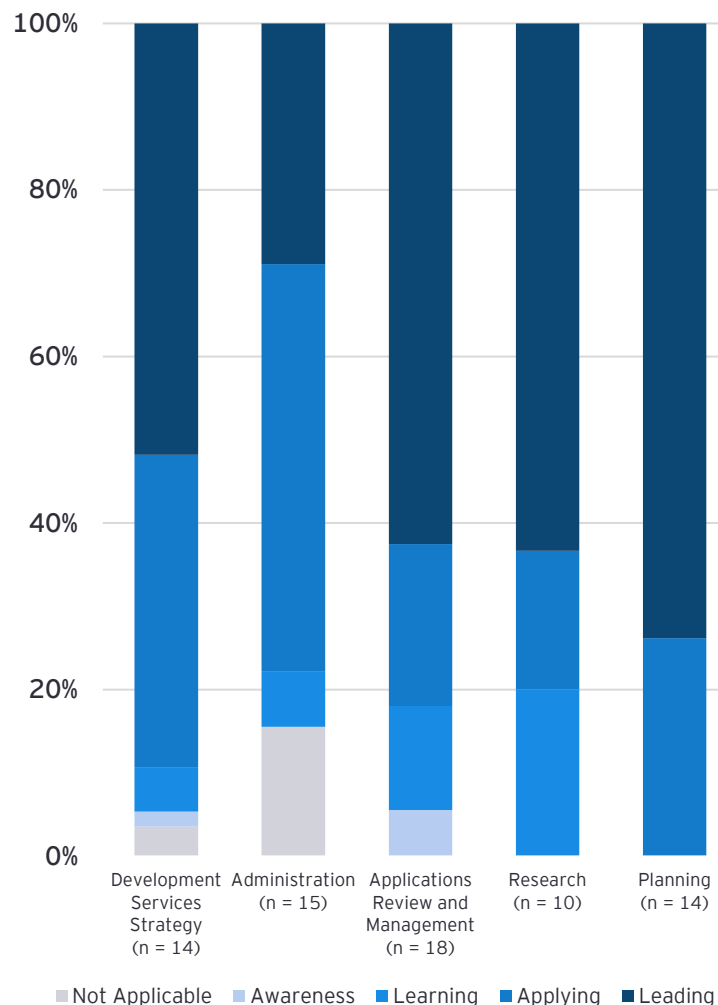


Key Observations:

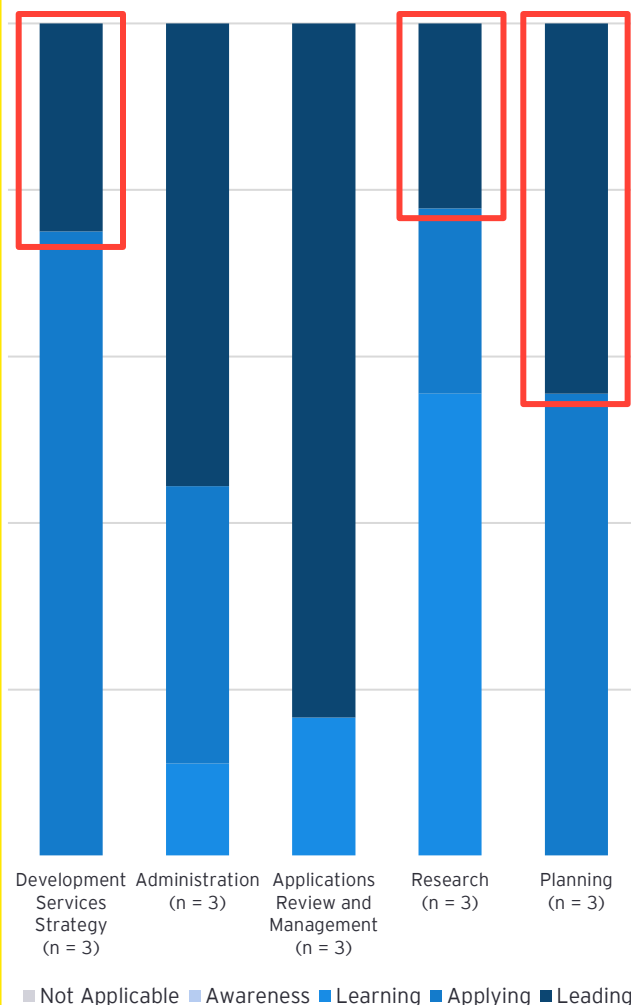
- Assessors generally assess **Managers** as **more proficient** across all of the capability groups than Staff
- A higher proportion of Staff were assessed as **“Leading”** for Development Services Strategy*, Research*, and Planning* capability groups than Managers (outlined in red)

*based on data for three Managers, and thus may not be representative

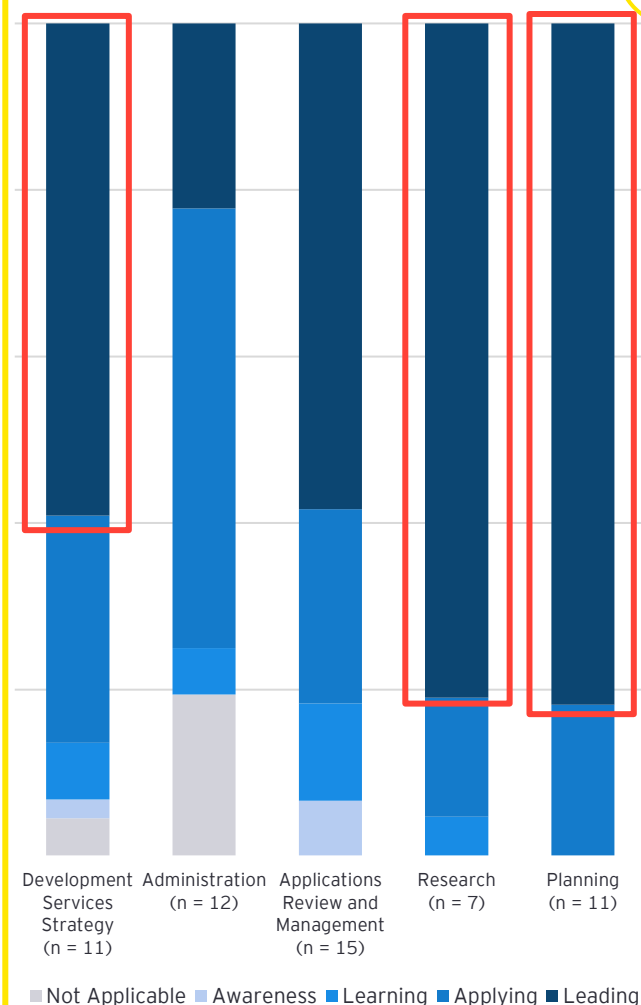
Assessor View (Overall)



Assessor View for Manager



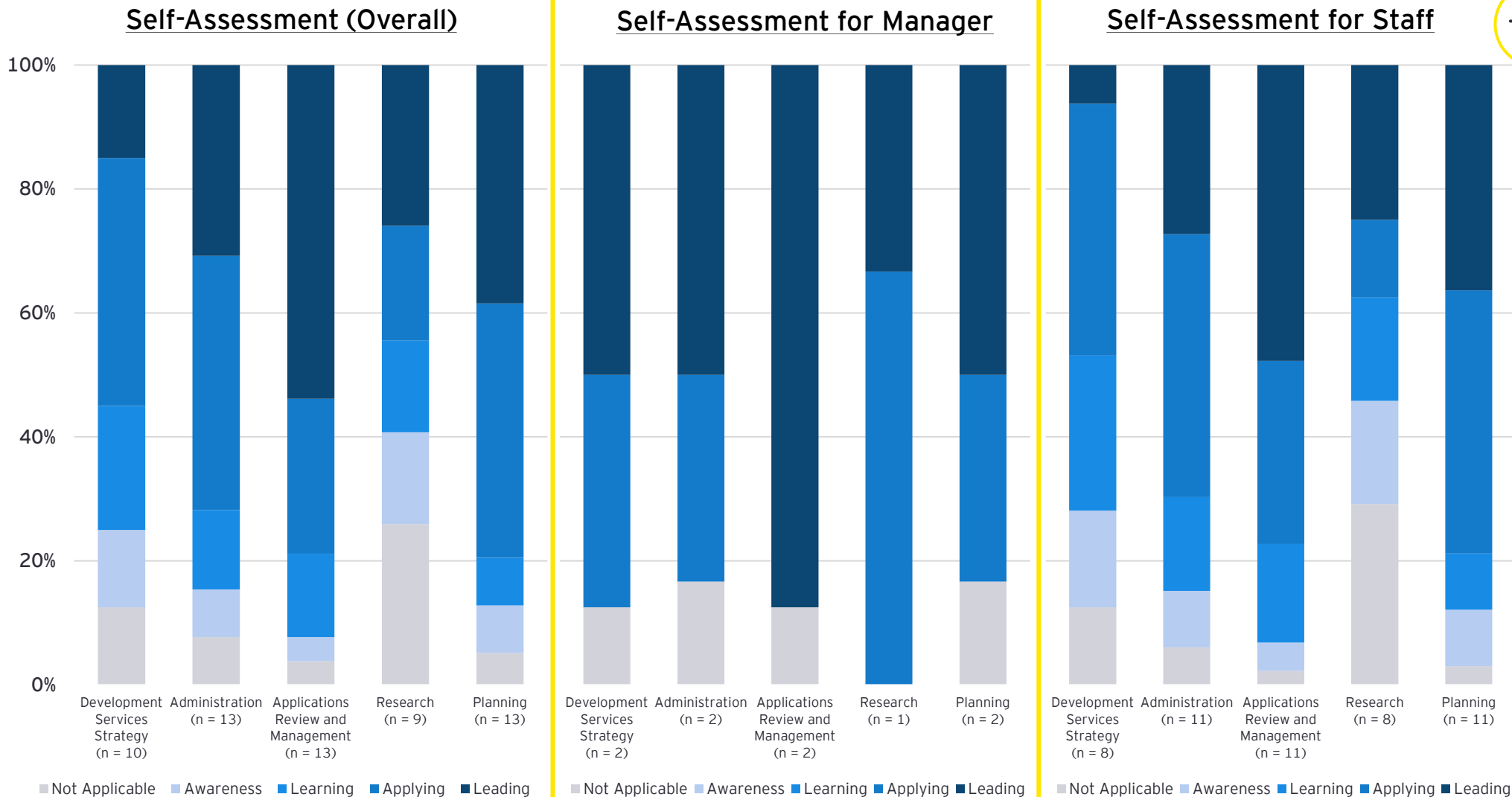
Assessor View for Staff



Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level

Self-Assessment View



Key Observations:

- Self-assessments indicate **Managers** view themselves as **more proficient*** across all of the capability groups than how **Staff** view themselves
- Staff generally report more varied proficiency levels across each capability group (i.e., a mix of each type of proficiency level)

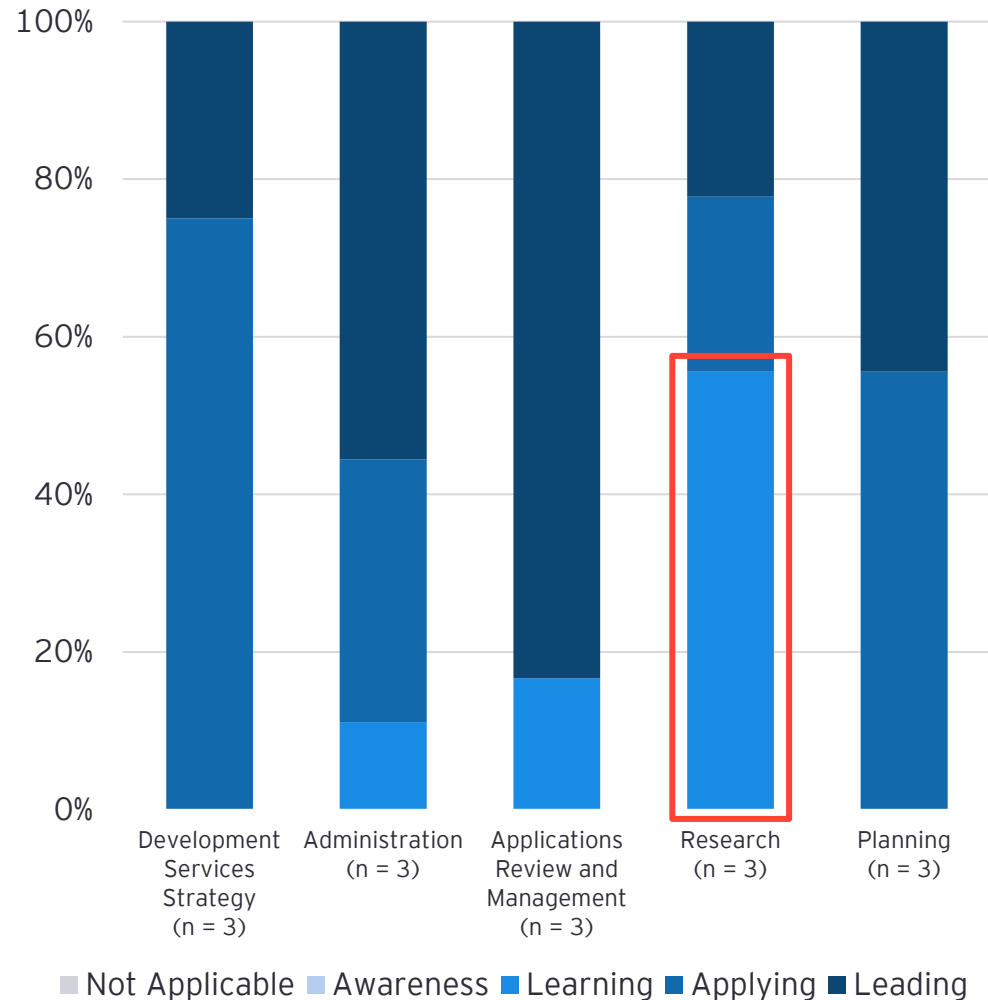
*based on data from two Managers, and thus may not be representative

Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Managers

Assessor and Self-Assessment View

Assessor View for Manager

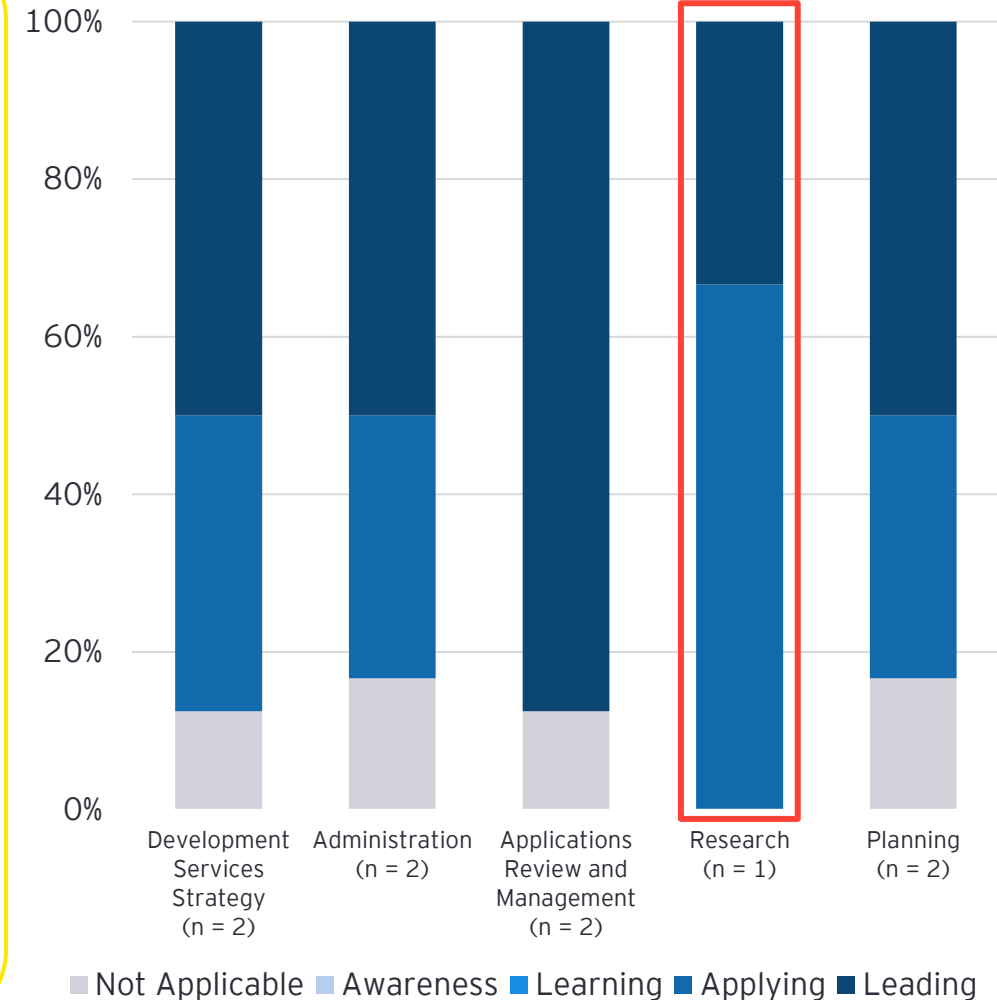


Key Observations:

- ▶ **Managers** view themselves as **more proficient** across capability groups than their Assessor's view them
- ▶ For **Research** capability group Assessors viewing majority of their direct reports at an "Learning" (56%) proficiency level, while majority of Managers* view themselves at an either "Applying" (67%) or "Leading" (33%) proficiency level (outlined in red) indicating an opportunity to align on expectations

*based on data from a limited sample, and thus may not be representative

Self-Assessment for Manager

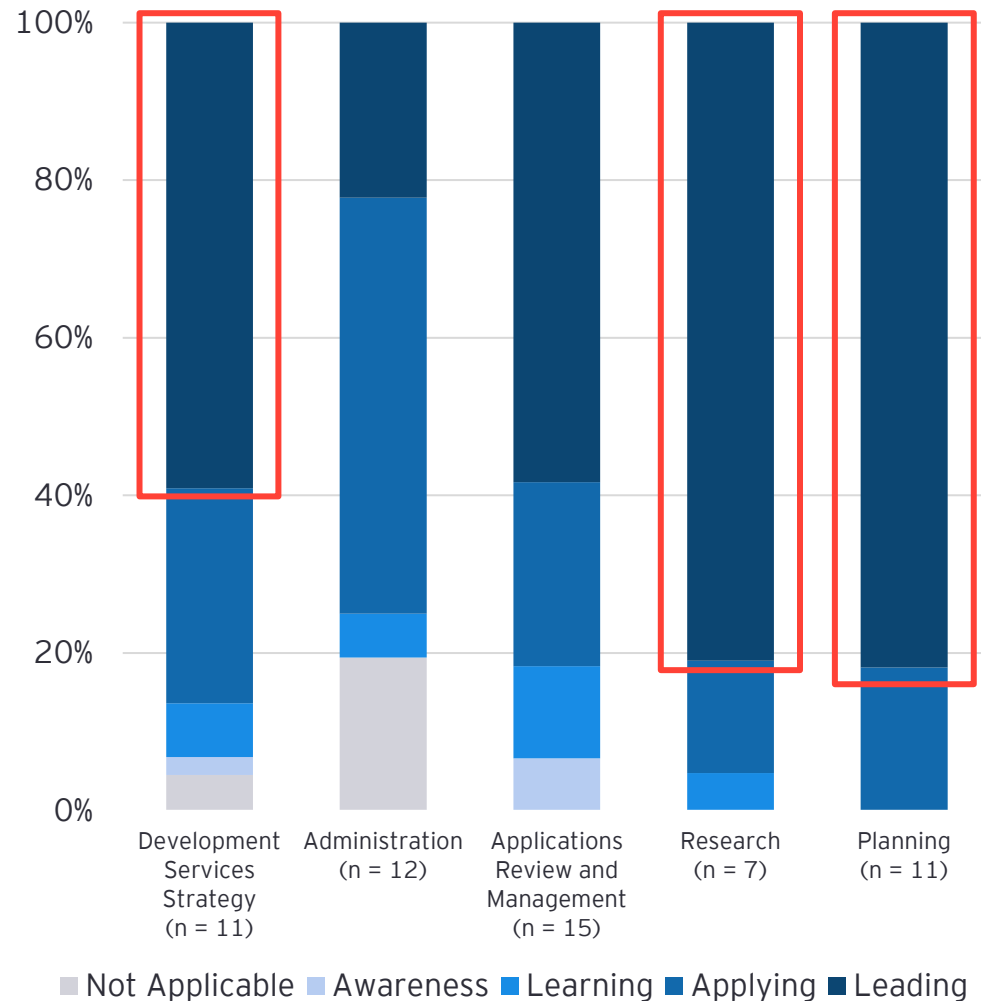


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Staff

Assessor and Self-Assessment View

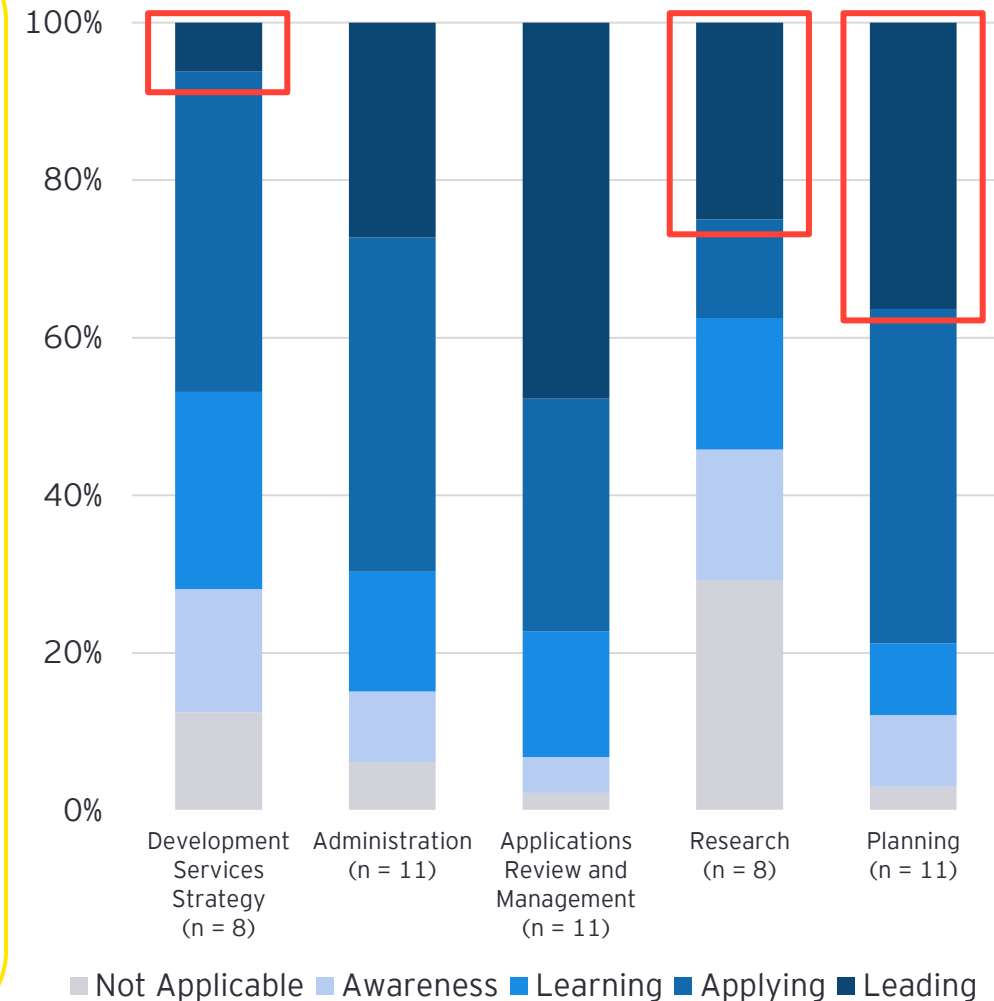
Assessor View for Staff



Key Observations:

- Assessors view their Staff as more proficient across most capability groups than the Staff view themselves, though they relatively align on Administration and Applications Review and Management
- For Development Services Strategy, Research, and Planning capability groups with Assessors view majority of the employees at an "Leading" (59%, 81%, 82, respectively) proficiency level, while fewer Staff view themselves at "Leading" (6%, 25%, 34%, respectively) proficiency level (outlined in red)

Self-Assessment for Staff

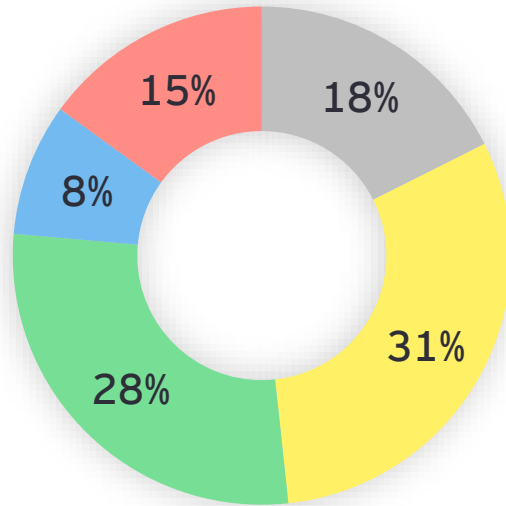


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

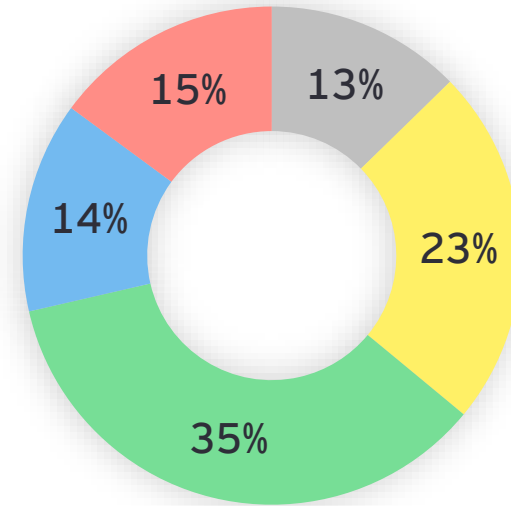
Time Spent Overview

Consolidated

Assessor View



Self-Assessment View



Key Observations:

- ▶ The Assessor View indicates that **more time is spent*** on **Development Services Strategy** and **Administration** than indicated in the Self-Assessment
- ▶ The Self-Assessment indicates that **more time is spent** on **Applications Review and Management** and **Research** than indicated in the Assessor View

*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Time Spent by Assessment Type and Level

Development Services



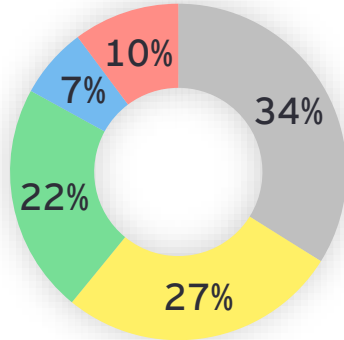
Assessor View



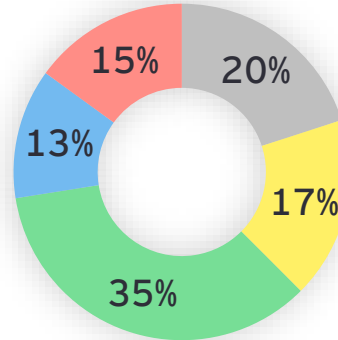
Self-Assessment View



Manager



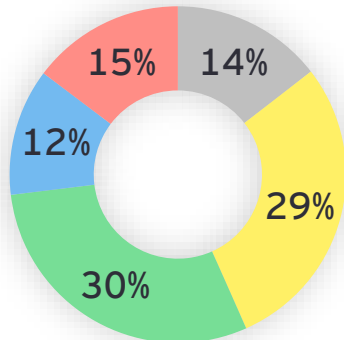
(n = 3)



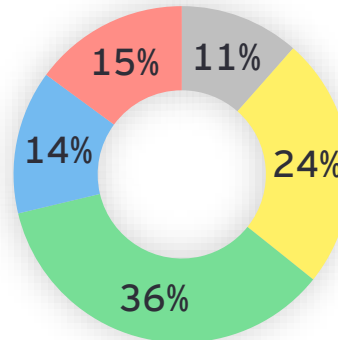
(n = 2)



Staff



(n = 20)



(n = 14)



Key Observations:

- Managers seem to be spending a **significant portion of time*** on Development Services Strategy and Applications and Review Management, while Staff seems to be spending a **significant portion of time** on Administration and Applications Review and Management.
 - This indicates that core capabilities are being dispensed as expected.
- Manager:**
 - Managers in their Self-Assessment feel they spend **more time**** on Applications Review and Management, Research, and Planning, and **less time** on Development Services Strategy and Administration than indicated by their Assessors.
 - Both assessments indicate managers are spending a **significant portion of time** on DS Strategy and Liaising and Relationship Management.
 - In addition, the Assessor View indicates that a **significant portion of time** is being spent on Administration.
- Staff:**
 - Both assessments indicate Staff spend a **significant portion of time** on Administration and Applications Review and Management.
 - Staff in their Self-Assessment feel they spend **more time**** on Applications Review and Management, and **less time** on Administration than indicated by their Assessors.

*Operationalized as greater or equal to 20% of time spent.

**Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

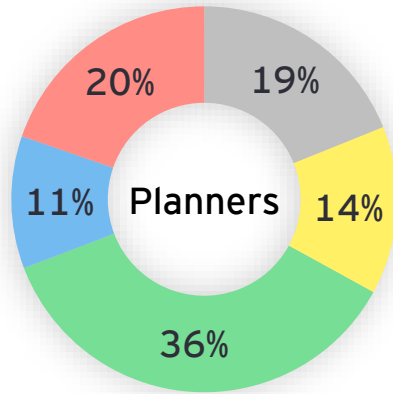


Time Spent Deep Dive

Assessment Type x Staff



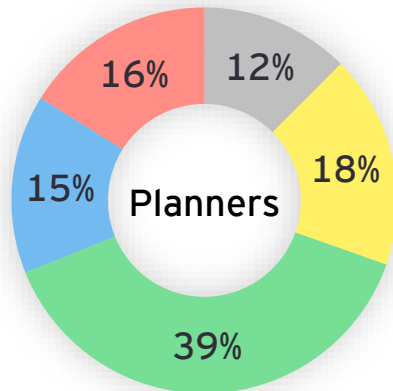
Assessor
View



(n = 16)



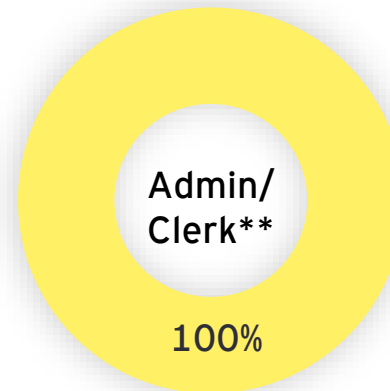
Self-
Assessment



(n = 12)



(n = 4)



(n = 2)



Development Services
Strategy



Administration



Applications Review and
Management



Research



Planning



Key Observations:

- ▶ The Assessor View for Planner roles indicates that **more time is spent*** on Development Services Strategy capabilities, while the Staff' Self-Assessments does not share this sentiment
- ▶ Results are limited for the Admin/Clerk** roles

*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Summary

What does this mean for the Development Services division?

Key Takeaways for Development Services

Proficiency Distribution:

- ▶ Assessors view employees as **more proficient** across all identified capabilities than how employees view themselves
- ▶ There are **limited Managers*** that were assessed at a “Leading” proficiency level for **Research**
 - **Questions for PB&GM:** What could be the reason for Assessors viewing employees as more proficient than they view themselves?
 - The staff has been assessed at a high proficiency in capability assessments. Does this view of assessors get reflected in processes like performance management, career development, recognition, etc.?

Time Spent:

- Are the managers spending time in the right place considering a substantial time spent is on Applications Review and Management ?
- Where should the Managers be spending their time between Strategy and Applications Review and Management? How can they be enabled?
- Staff seems to be spending considerable time on administration. Is that by design? If not, what measures can be taken to rectify it?

Opportunities for PB&GM



Mentoring/Alignment

- ▶ There is an opportunity to re-align the team on roles and responsibilities, considering there is a high degree of difference in perception for both proficiency and time spent across capabilities.



Upskilling (Structured Program)

- ▶ Managers: The **Research** capability group could be an important area of focus and starting point for Managers, as majority of were assessed at a “Learning” level.



Process and Role Design Review

- ▶ Workforce numbers and role design could be potential causes for Managers to spend more time on Applications Review and Management than expected and merits to be explored in greater detail. For staff, review of processes to optimize time spent on administration activities could be explored.



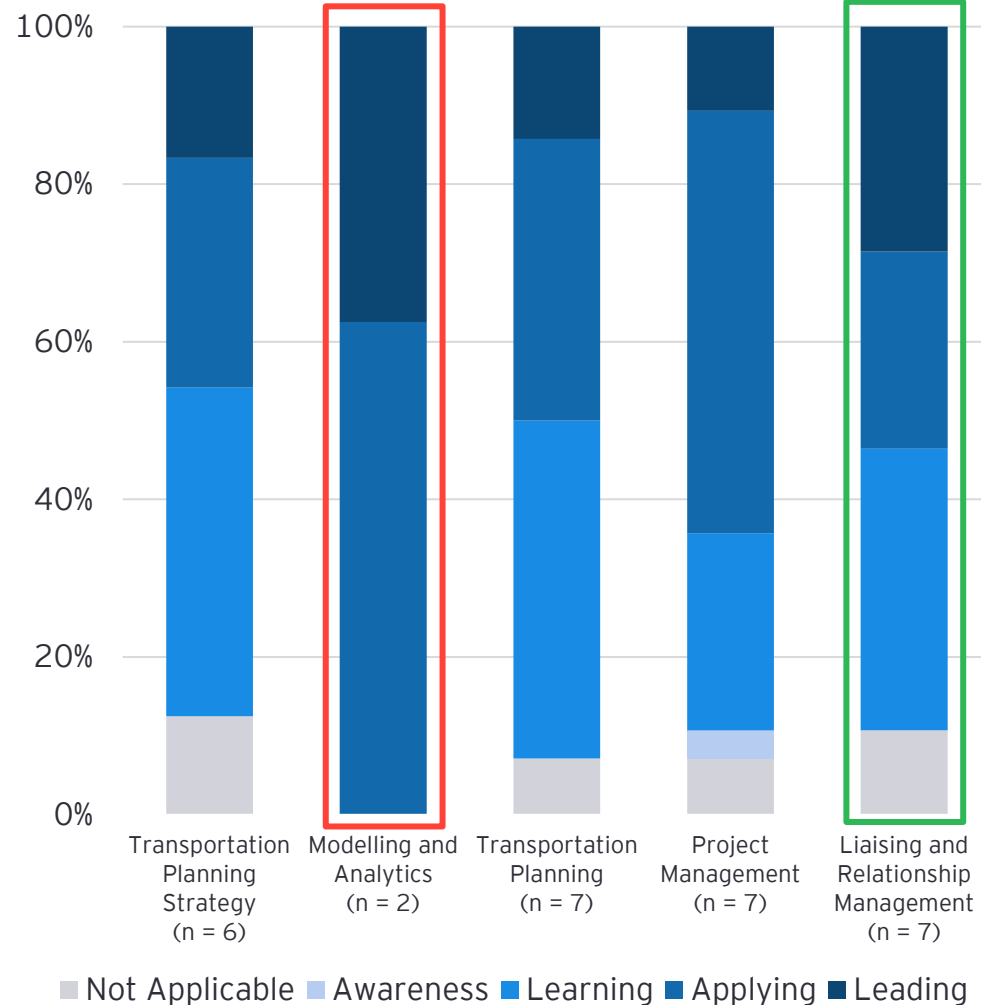
Transportation Planning



Proficiency Distribution Overview

Consolidated

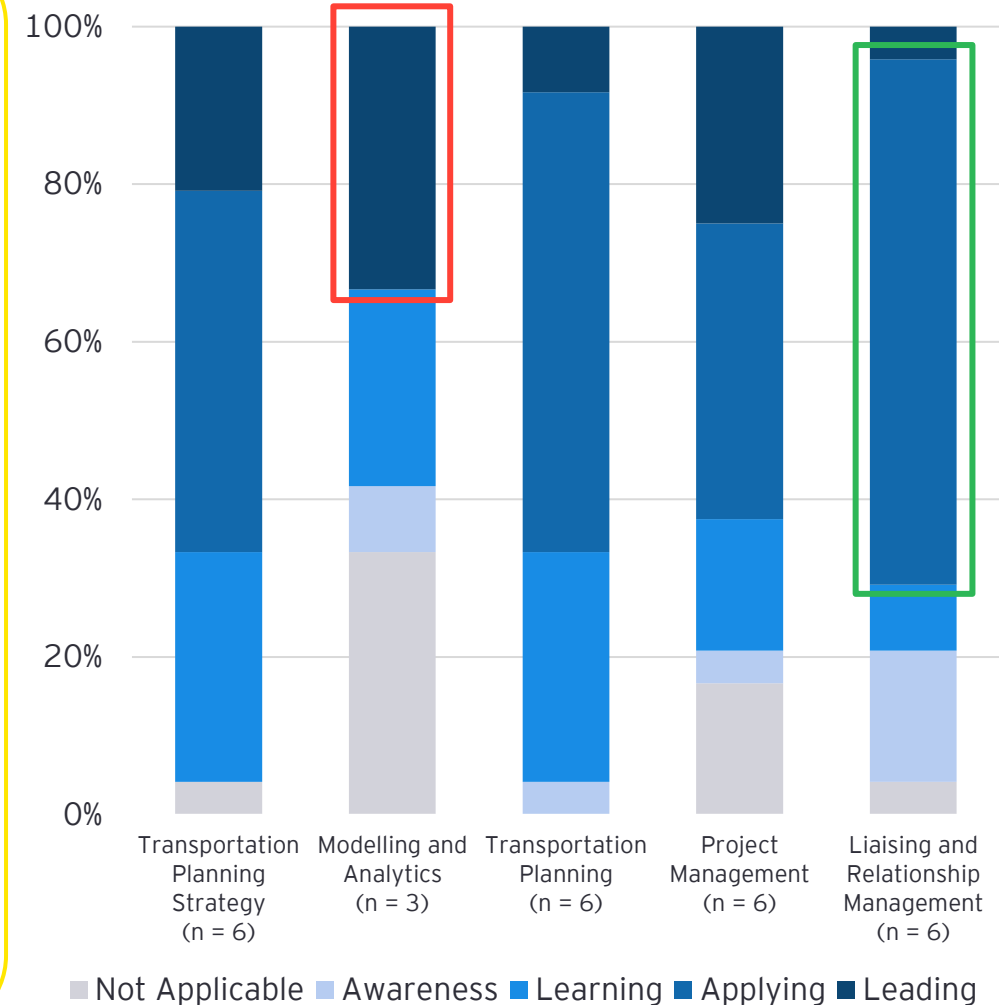
Assessor View



Key Observations:

- Assessors view proficiency as **mixed** (varied across capabilities) than reflected on Self-Assessments
- Assessors reported a **100%** on “Leading” and “Applying” proficiency level across Modelling and Analytics as compared to Self-Assessments with 33% on “Leading” and “Applying” proficiency level (outlined in red)
- Assessors view proficiency as **more distributed** across levels of Liaising and Relationship Management, while Self-Assessments **centralize** around “Applying” proficiency level (67%; outlined in green)

Self-Assessment View



Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

Proficiency Distribution by Level

Assessor View

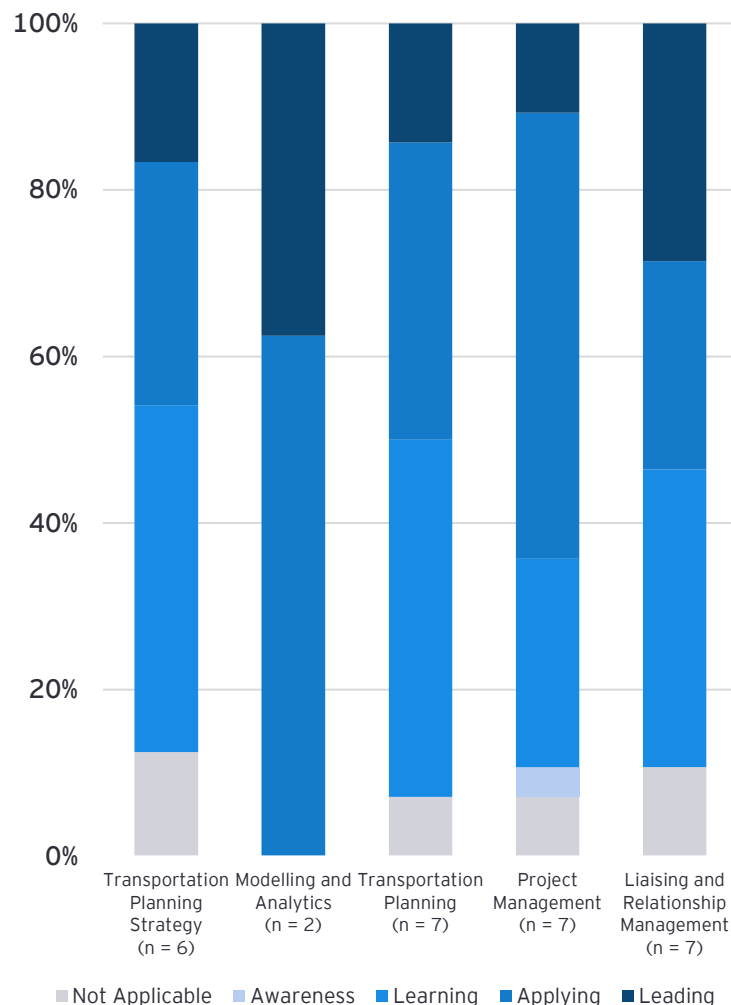


Key Observations:

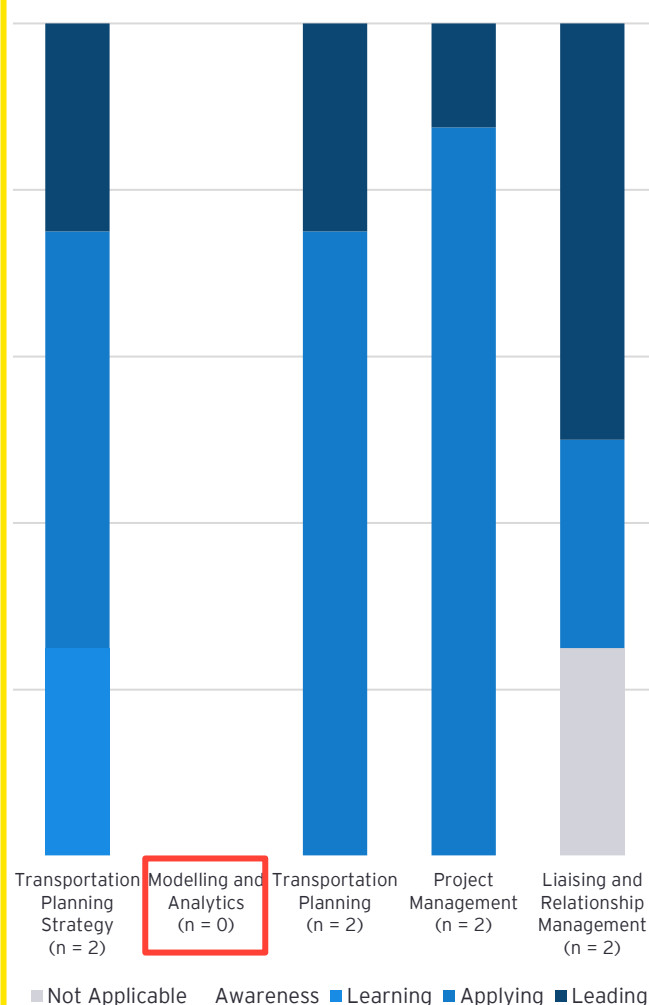
- Assessors generally view **Managers*** at a **higher proficiency level** across all of the capability groups than Staff with the exception of Modelling and Analytics (outlined in red), indicating sufficient proficiency at leadership levels
- For Modelling and Analytics, proficiency is required only at the staff level which seems to be present. PB&GM may benefit by developing additional proficiency in this at staff level to mitigate risk arising out of possible attrition (if any)

*based on data for two Managers, and thus may not be representative

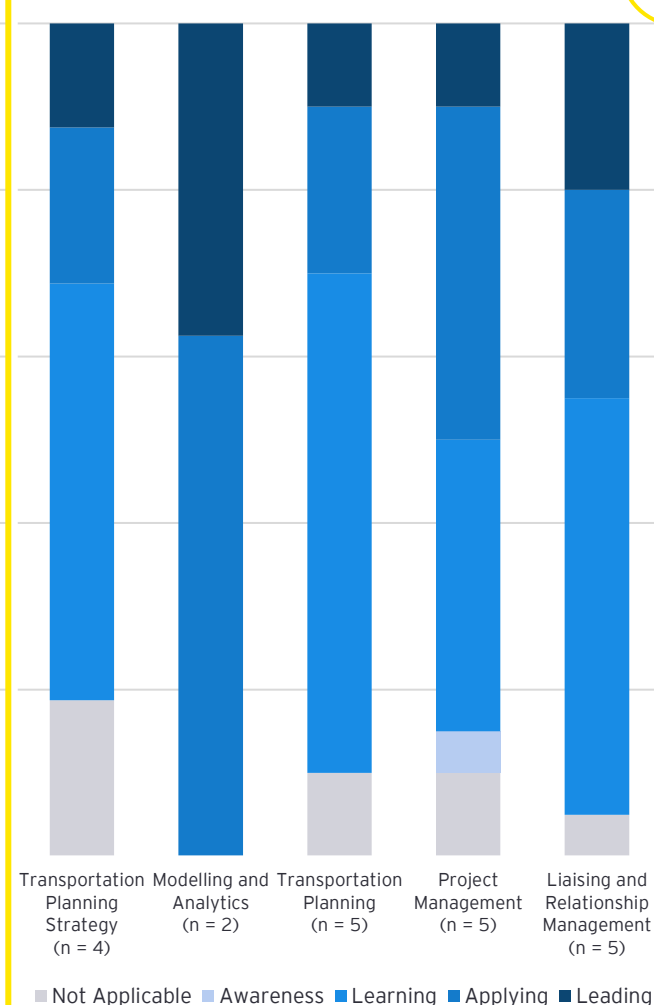
Assessor View (Overall)



Assessor View for Manager



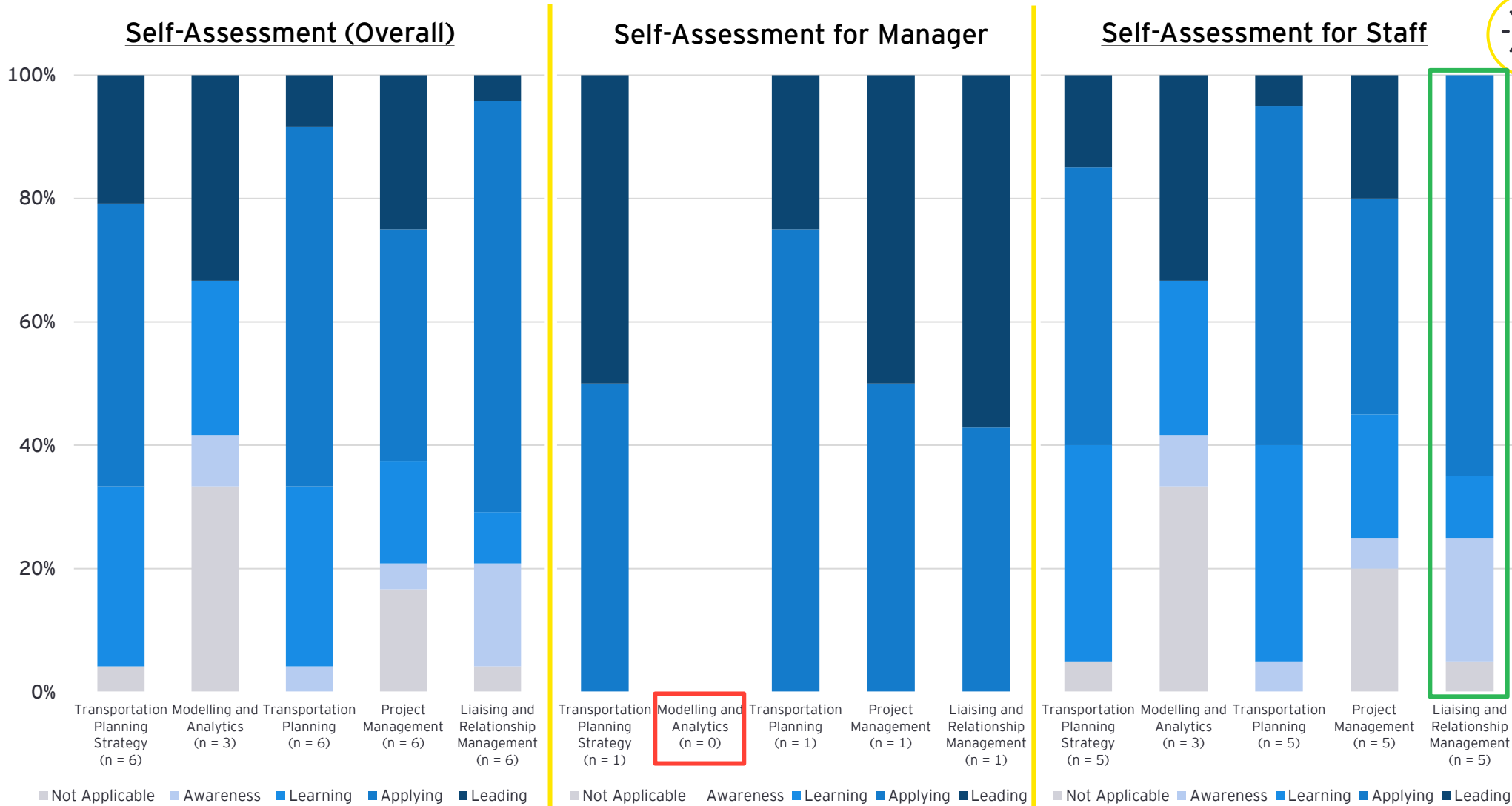
Assessor View for Staff



Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

Proficiency Distribution by Level

Self-Assessment View



Key Observations:

- Managers* generally assess themselves at a **higher proficiency level** across all of the capability groups than Staff, with the exception of Modelling and Analytics (outlined in red)
- No Staff assess themselves as having a **“Leading”** proficiency level on Liaising and Relationship Management capability group (outlined in green)

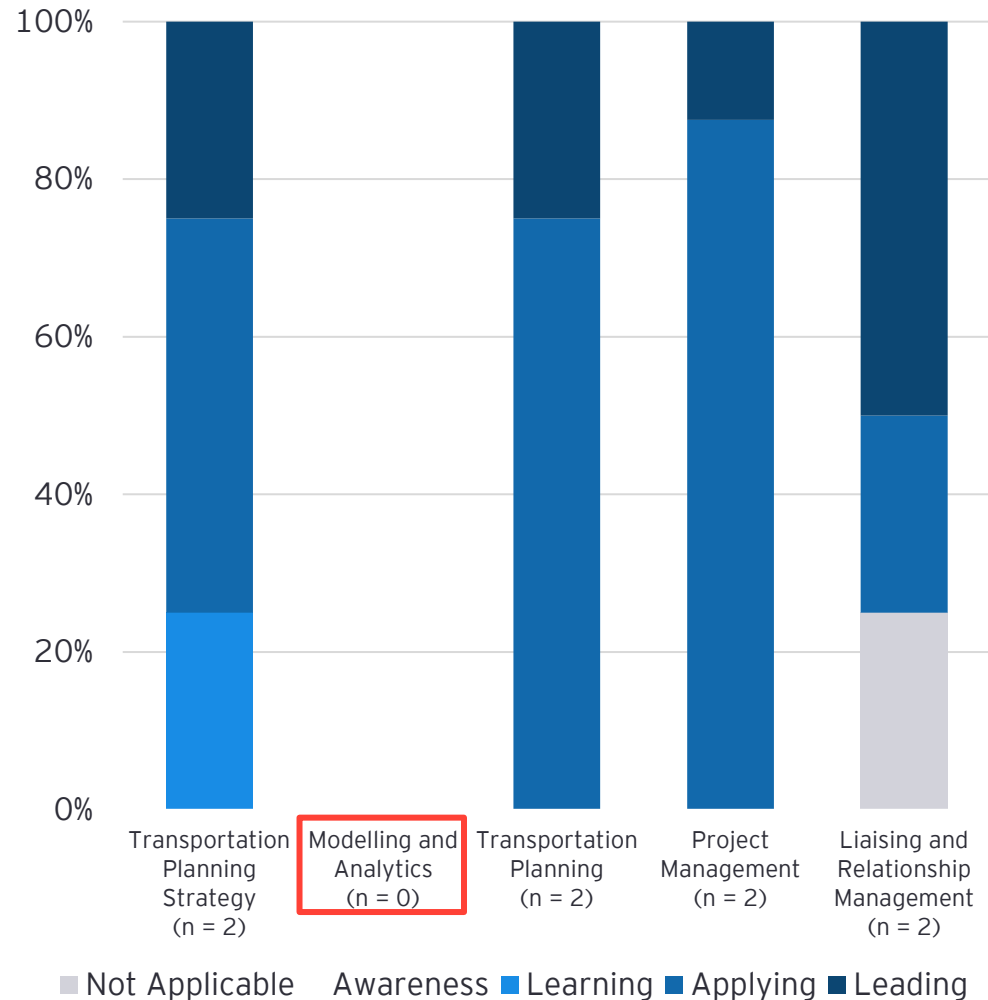
*based on data for one Manager, and thus may not be representative

Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

Proficiency Distribution for Managers

Assessor and Self-Assessment View

Assessor View for Manager

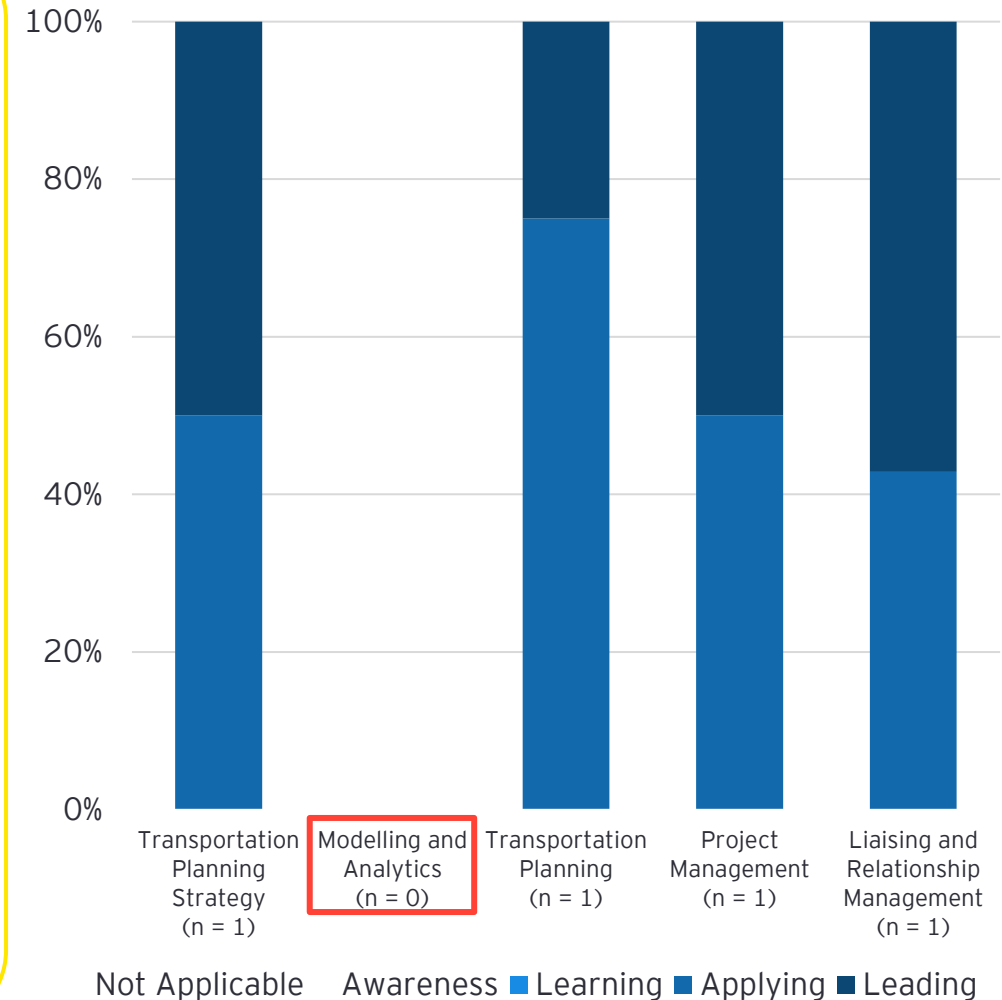


Key Observations:

- Managers* view themselves at a **higher proficiency level** across capability groups than their Assessors view them, though they relatively align on Transportation Planning
- No Managers** have any level of proficiency on the Modelling and Analytics capability group (outlined in red). Based on discussions, we understand this capability is not required at the Manager level

*based on data for one Manager, and thus may not be representative

Self-Assessment for Manager

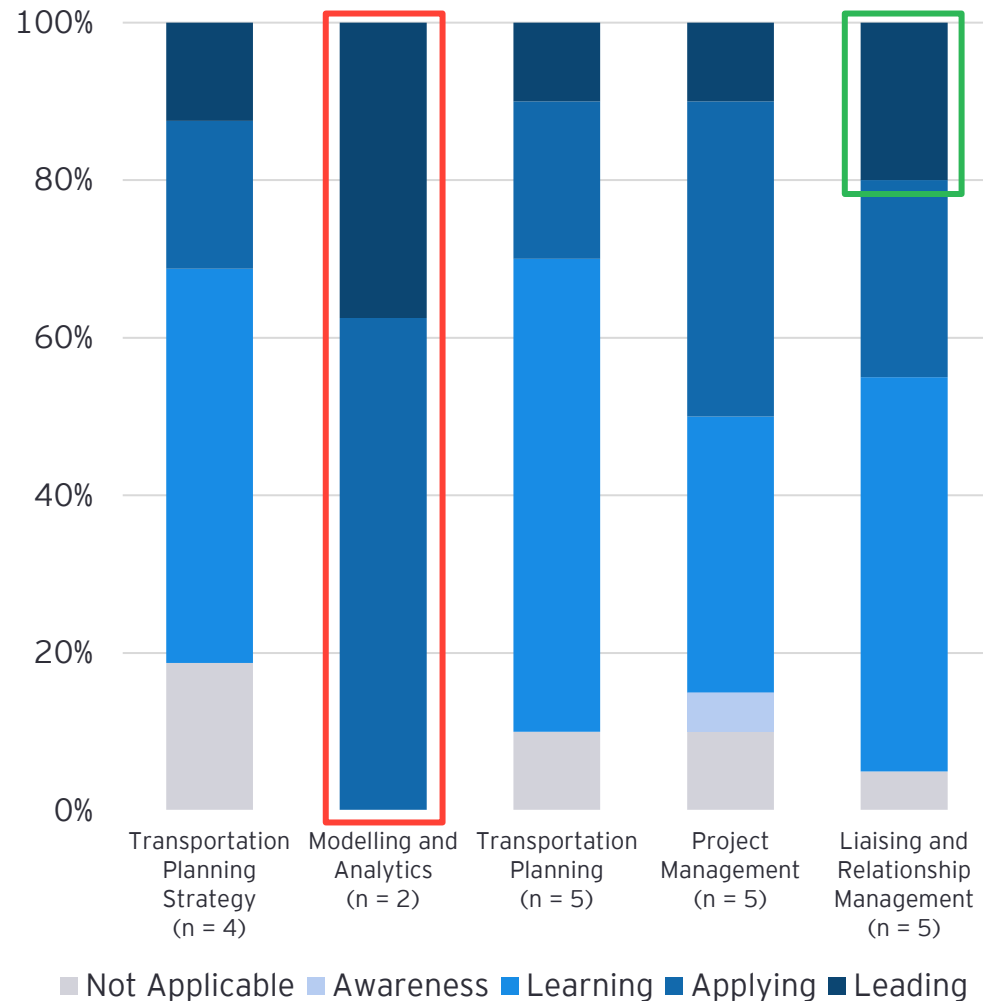


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

Proficiency Distribution for Staff

Assessor and Self-Assessment View

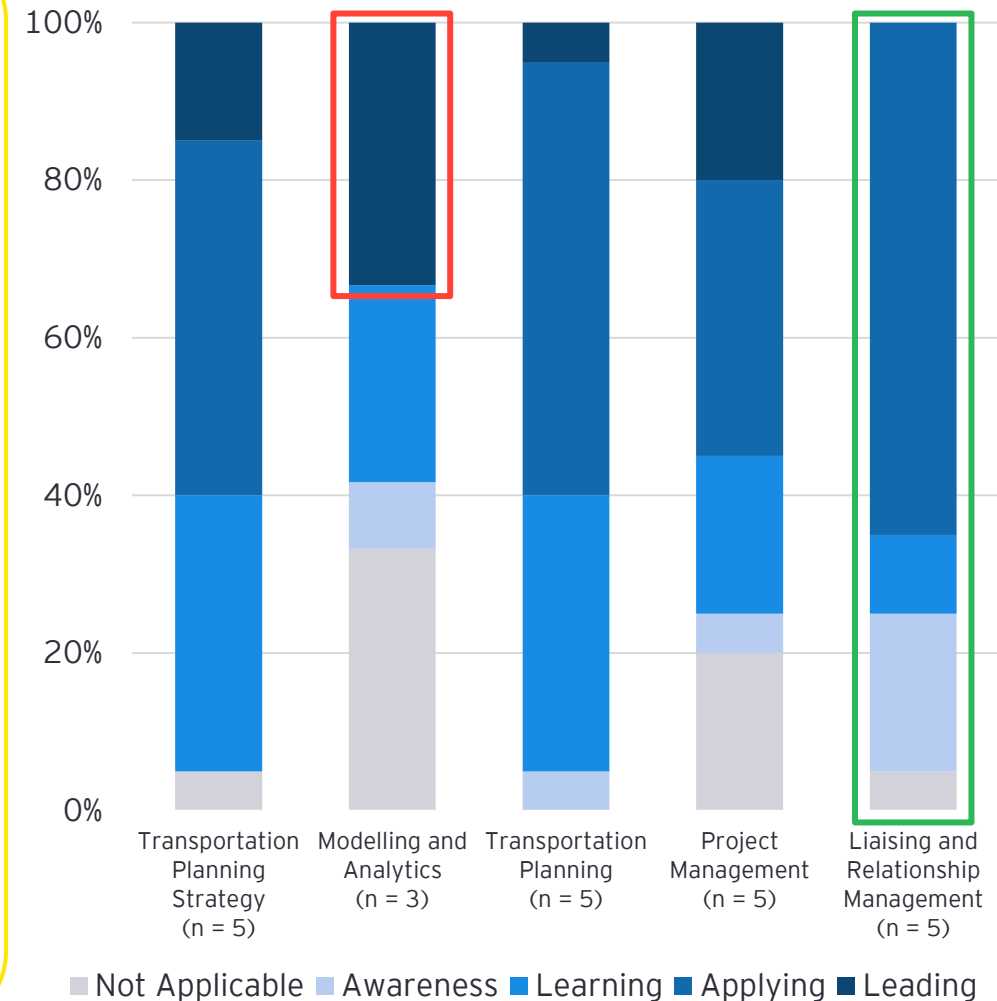
Assessor View for Staff



Key Observations:

- ▶ Staff view themselves at a **higher proficiency level** on Transportation Planning Strategy and Transportation Planning, **aligned** on Project Management, and at a **lower proficiency level** on Modelling and Analytics and Liaising and Relationship Management as compared to how their Assessors view them
- ▶ For **Modelling and Analytics** (outlined in red) and **Liaising and Relationship Management** (outlined in green) capability group, Assessors view the Staff as more proficient than Staff view themselves. This indicates a potential opportunity to explore and provide further development support

Self-Assessment for Staff

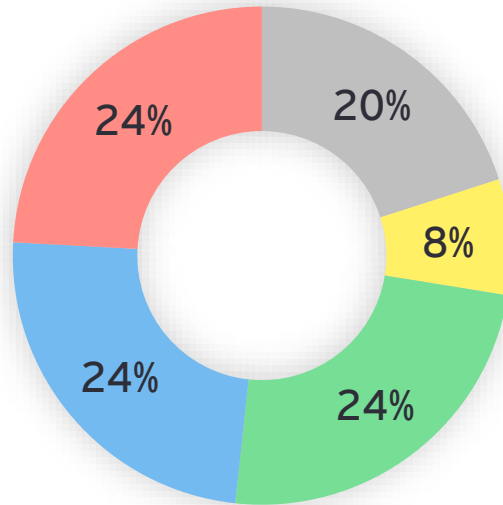


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

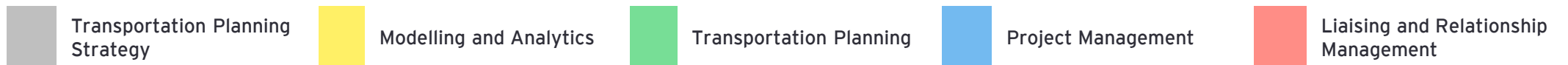
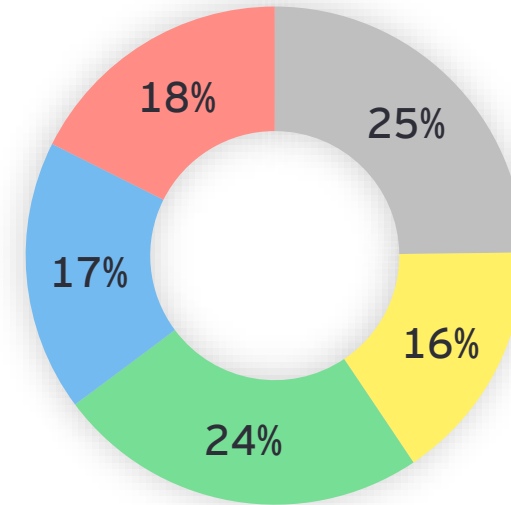
Capability Assessment Time Spent Overview

Transportation Planning

Assessor View



Self-Assessment



Key Observations:

- ▶ The Assessor View indicates that **more time is spent*** on **Project Management** and **Liaising and Relationship Management** than indicated in the Self-Assessment
- ▶ The Self-Assessment indicates that **more time is spent** on **Transportation Planning Strategy** and **Modelling and Analytics** than indicated in the Assessor View

*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Time Spent by Assessment Type and Level

Transportation Planning



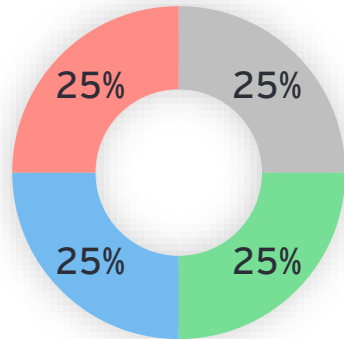
Assessor View



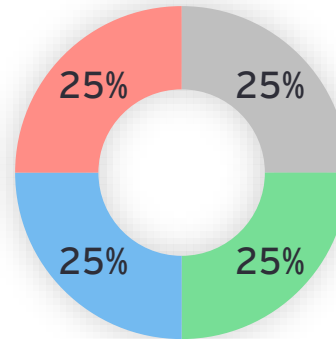
Self-Assessment View



Manager



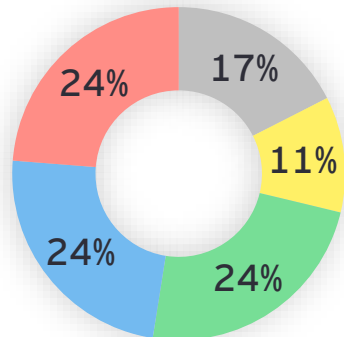
(n = 2)



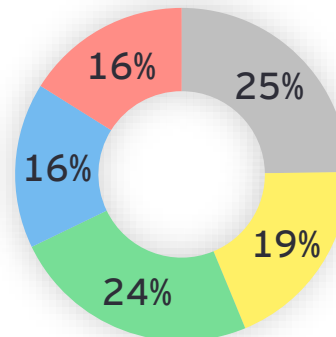
(n = 1)



Staff



(n = 5)



(n = 5)



Key Observations:

- Managers seem to be spending **equal amount of time** across capabilities (with the exception of Modelling and Analytics), while Staff seems to be spending a **significant portion of time*** on Transportation Planning
 - This indicates that work is being done at the appropriate level
- Manager:**
 - There is **alignment** between Assessors and Managers on time spent across capabilities
 - However, no time is being spent on Modelling and Analytics by Managers (though this is expected)
- Staff:**
 - Both assessments indicate Staff spend a **significant portion of time** on Transportation Planning
 - In addition, the Assessor View indicates a **significant portion of time** is being spent on Project Management and Liaising and Relationship Management, while Staff in their Self-Assessment indicate they spent a **significant portion of time** on Transportation Planning Strategy
 - Staff in their Self-Assessment feel they spend **more time**** on Modelling and Analytics than their Assessors indicate

*Operationalized as greater or equal to 20% of time spent.

**Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Summary

What does this mean for the Transportation Planning division?

Key Takeaways for Transportation Planning

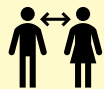
Proficiency Distribution:

- ▶ Assessors view employees proficiency as **mixed** (varied across capabilities) in comparison to Self-Assessments
- ▶ There are limited staff with expertise in **Modelling and Analytics**, indicating a potential risk if there is a Staff separation from the City
- ▶ There are **minimal Staff** that were assessed at a “Leading” proficiency level for **Liaising and Relationship Management**
 - **Questions for PB&GM:** What could be causing this (e.g., lack of leadership, insufficient training resources, etc.)?
 - Even though Managers may not require any level of proficiency in Modelling and Analytics, should there be other Staff that have this capability?

Time Spent:

- ▶ The Assessor View indicates that **more time is spent*** on Project Management and Liaising and Relationship Management and **less time is spent** on Transportation Planning Strategy and Modelling and Analytics than indicated in the Self-Assessment
 - **Question for PB&GM:** Where should the Staff be spending their time? How can they be enabled?

Opportunities for PB&GM



Mentoring/On-the-Job Training

- ▶ There is an opportunity to mentor and informally train Staff “on-the-job” to develop capabilities that are already developed by their Managers or colleagues across divisions (e.g., **Liaising and Relationship Management**).



Upskilling (Structured Program)

- ▶ Staff: In addition to this, Liaising and Relationship Management and Transportation Planning has many Staff at lower proficiency levels, indicating scope for upskilling. In addition, Modelling and Analytics could be another area to be explored.



Process and Role Design Review

- ▶ Higher time spent by Staff on the Transportation Planning Strategy and Liaising and Relationship Management indicates a potential to review to the key responsibilities of the Staff. This could ensure effective distribution of time between strategy and day-to-day work.
- ▶ The process flow could also be looked at to further increase overall efficiencies.



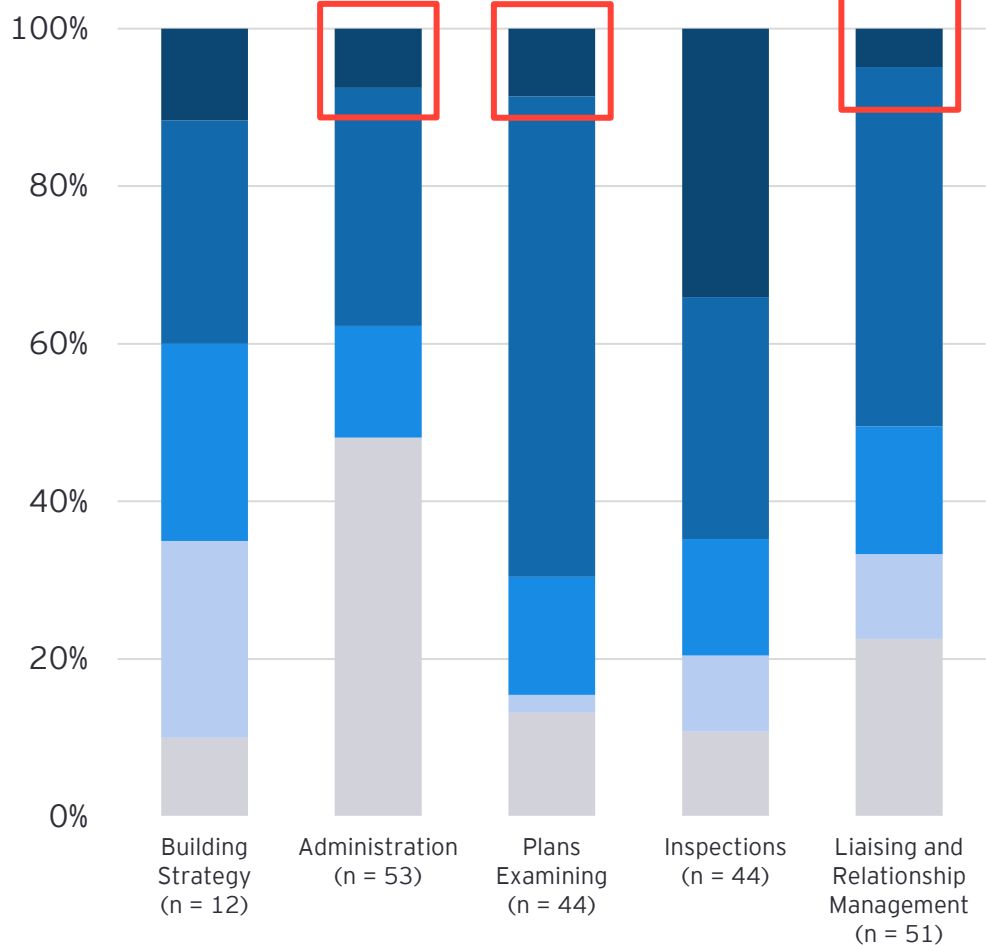
Building



Proficiency Distribution Overview

Consolidated

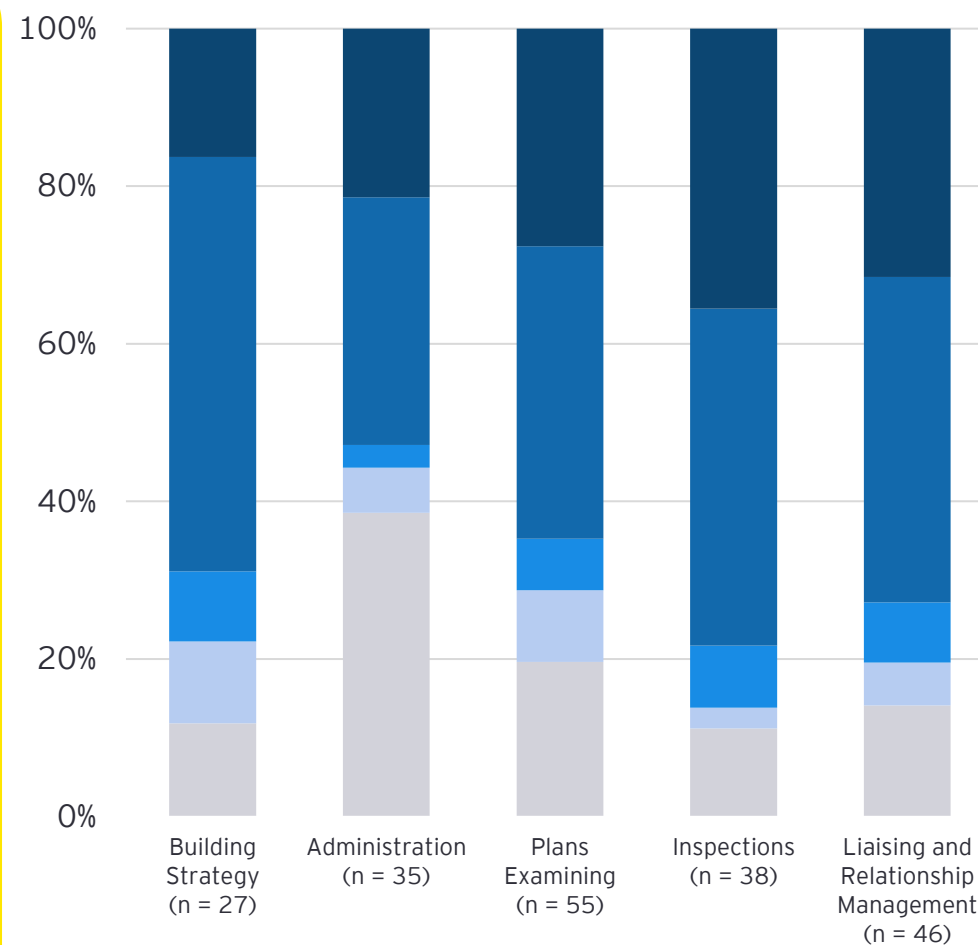
Assessor View



Key Observations:

- ▶ Employees view themselves as more proficient on identified capabilities than Assessors view them
- ▶ While the Self-Assessment indicates majority of population at "Leading" and "Applying" proficiency levels, Assessor view differs with lesser population classified as **"Leading"** proficiency (outlined in red) especially on three capability groups (i.e., Administration, Plans Examining, and Liaising and Relationship Management)

Self-Assessment View



■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level

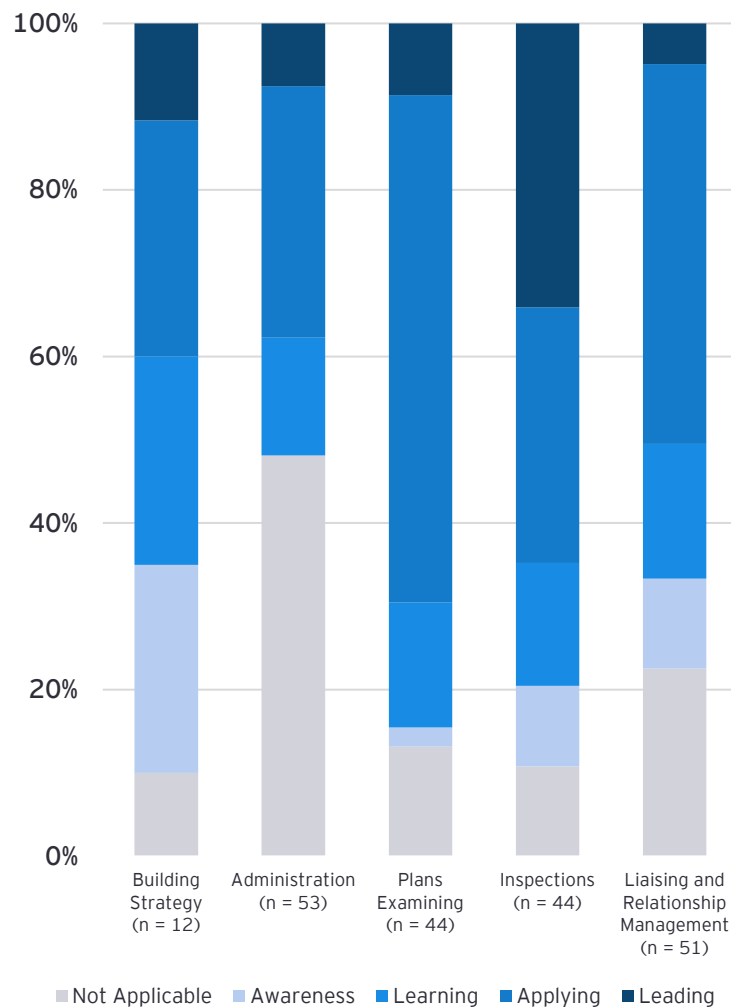
Assessor View



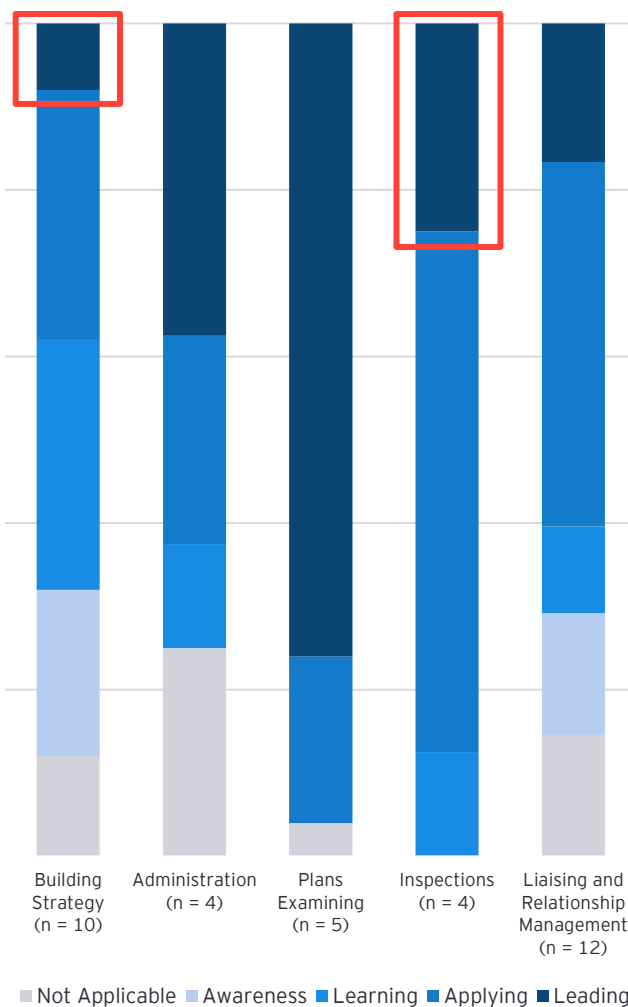
Key Observations:

- Assessors generally assess **Managers** as more **proficient** than staff across all of the capability groups. This is expected as Managers are expected to have higher expertise across most capabilities.
- A higher proportion of Staff, than Managers, were assessed as **"Leading"** for Building Strategy* and Inspections capability groups (outlined in red)
- No Staff were assessed as **"Leading"** for Plans Examining, indicating a potential **upskilling opportunity** (outlined in green)

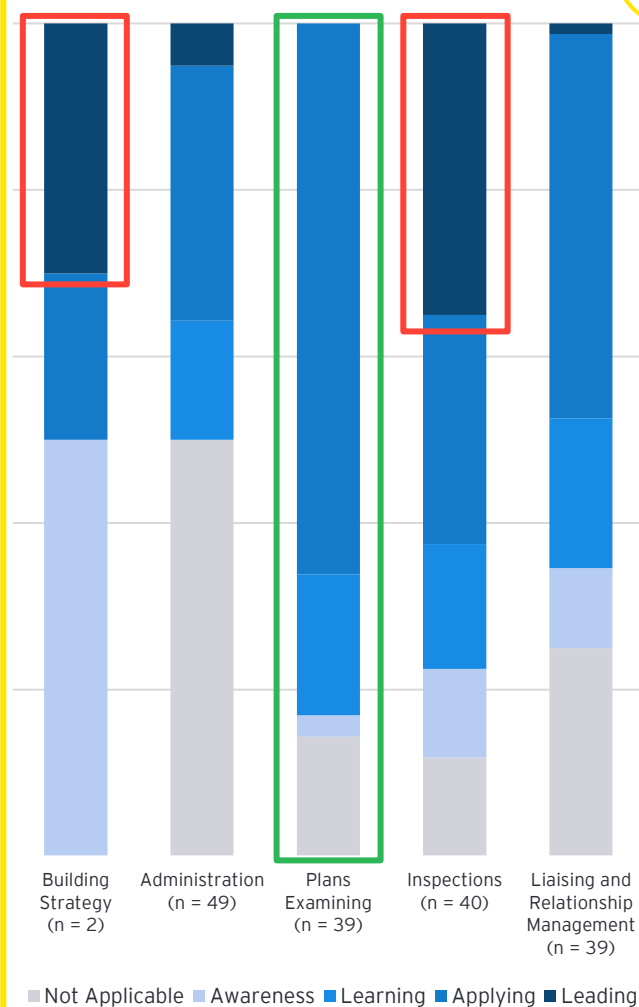
Assessor View (Overall)



Assessor View for Manager



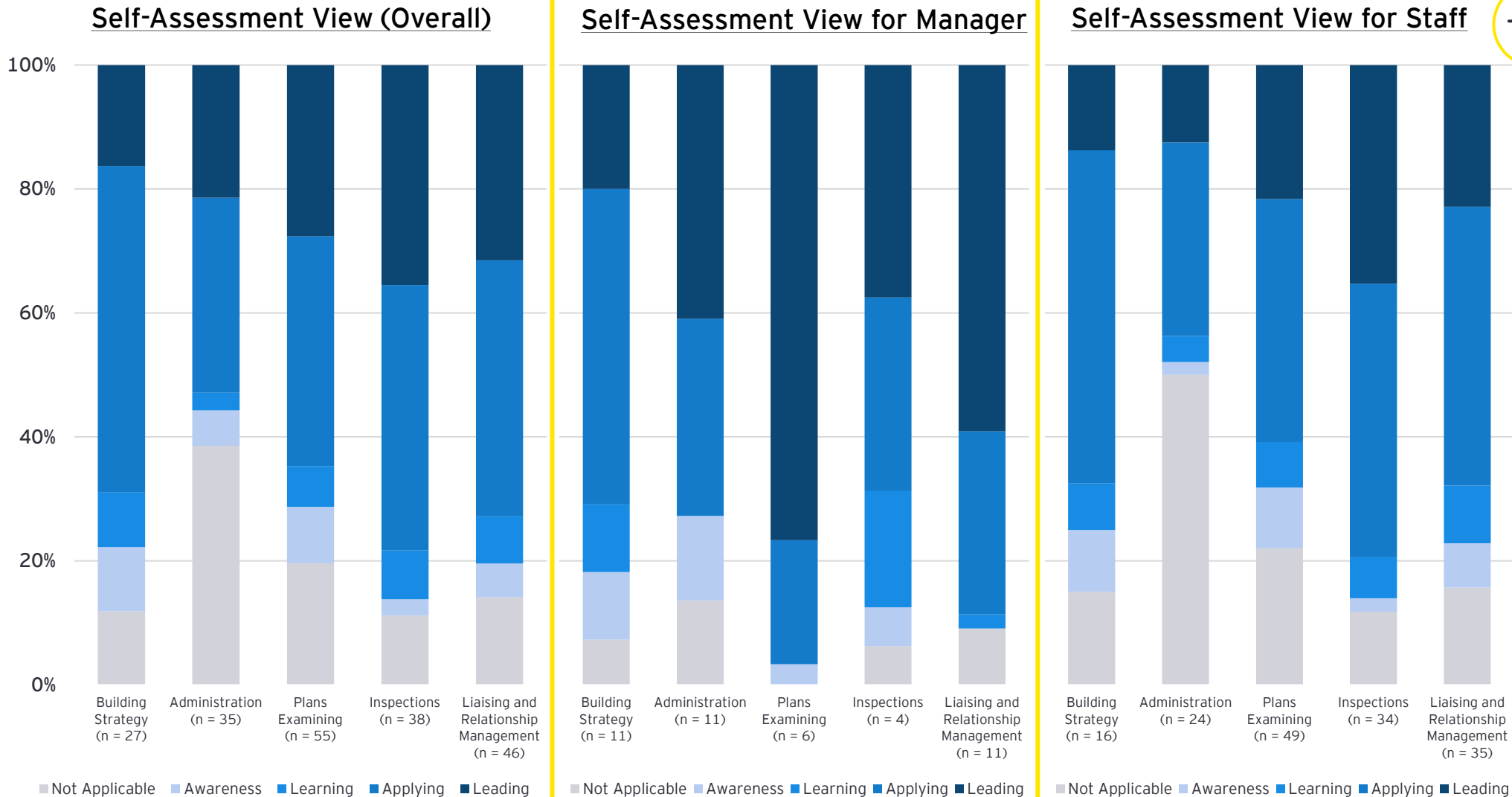
Assessor View for Staff



Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level

Self-Assessment View



Key Observations:

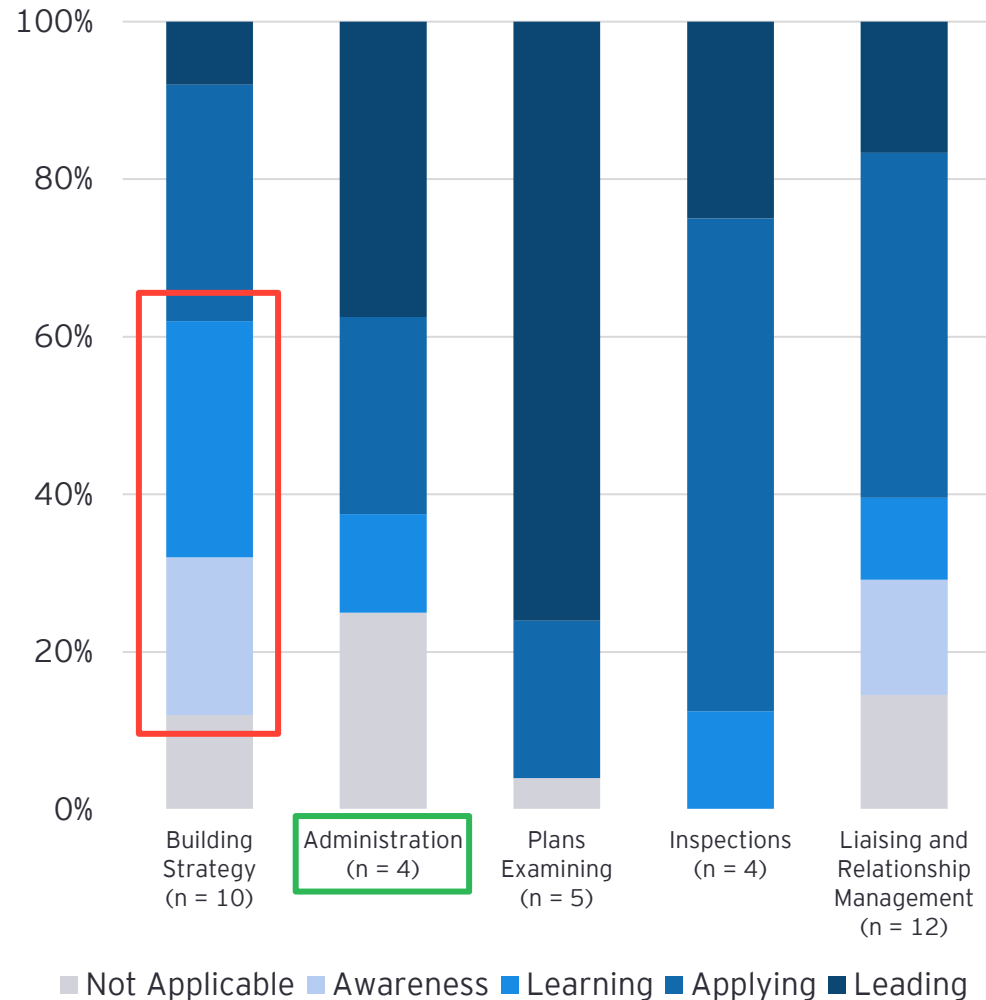
- Self-assessments indicate **Managers** view themselves as **more proficient** across all of the capability groups than how **Staff** view themselves

Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Managers

Assessor and Self-Assessment View

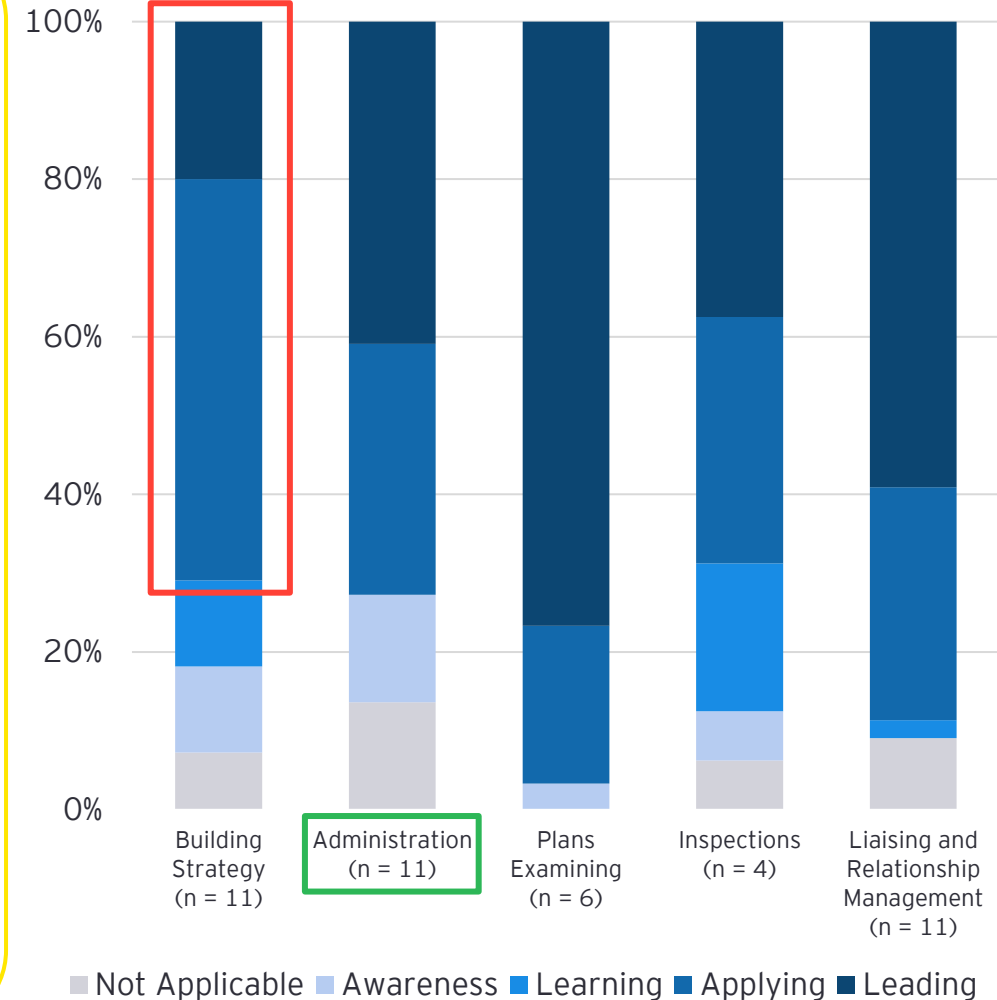
Assessor View for Manager



Key Observations:

- Managers view themselves as more proficient across most capability groups than their Assessors view them, with high alignment on Administration and Plans Examining
- For **Building Strategy** capability group, Assessors view majority of their direct reports at an "Awareness" (20%) or "Learning" (30%) proficiency level, while majority of Managers view themselves at an either "Applying" (51%) or "Leading" (20%) proficiency level (outlined in red). This indicates a possible opportunity for discussion and alignment on expectations
- Assessors report **Administration as less applicable** (n = 4) to a Manager's role than Managers report (n = 11; outlined in green)

Self-Assessment View for Manager

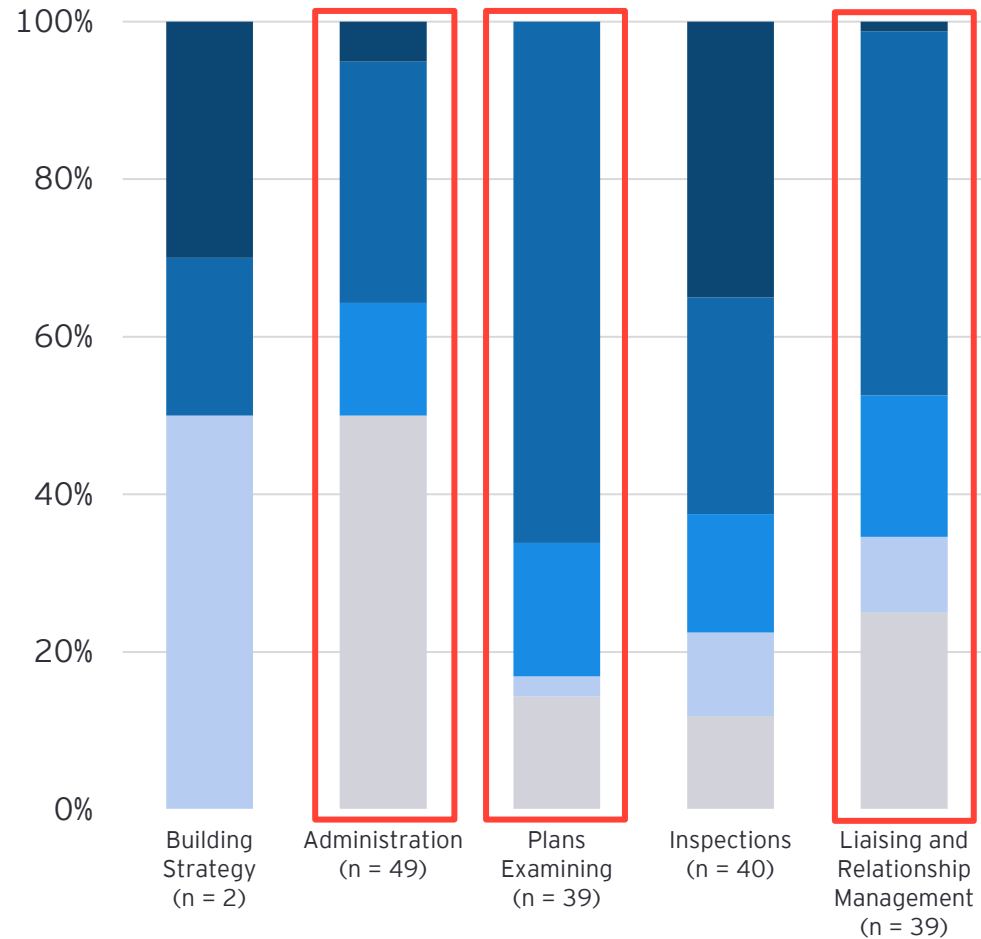


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Staff

Assessor and Self-Assessment View

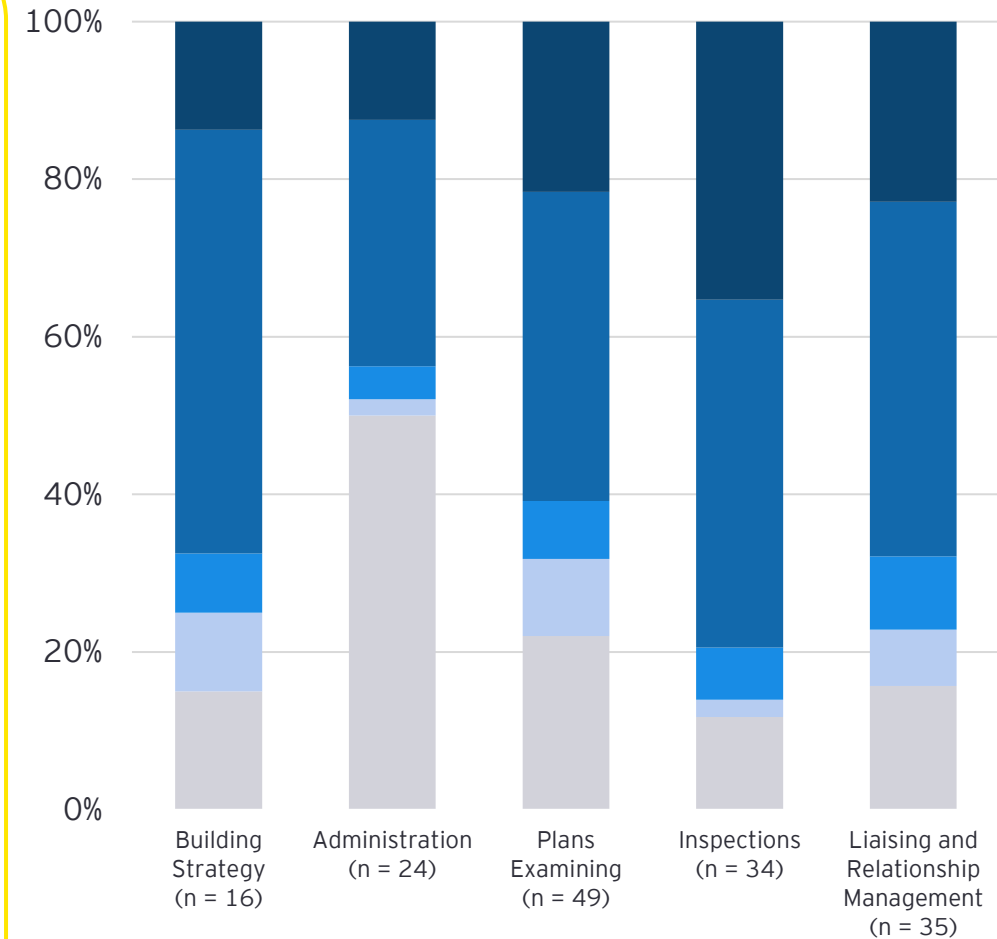
Assessor View for Staff



Key Observations:

- ▶ Staff view themselves as **more proficient** across three capability groups (i.e., Administration, Plans Examining, and Liaising and Relationship Management) than how their Assessors view them
- ▶ Assessors view **<5%** of Staff at a “**Leading**” proficiency level across the above mentioned three capability groups, indicating a potential **upskilling opportunity** (outlined in red)

Self-Assessment View for Staff



■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

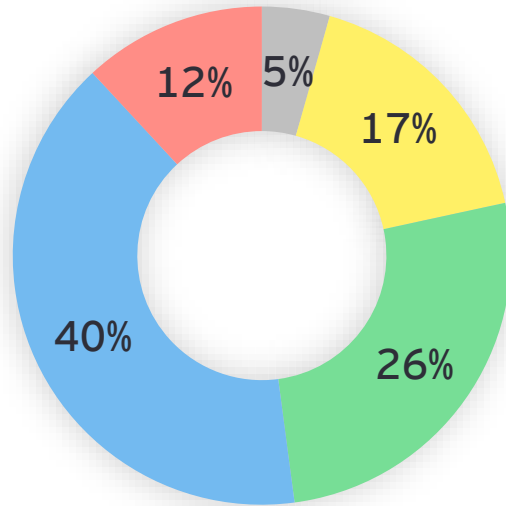
■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

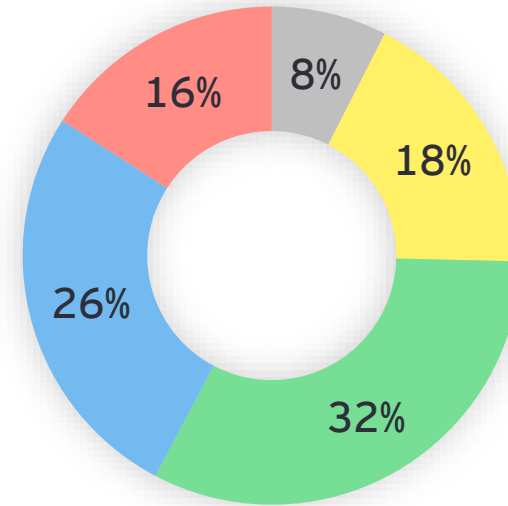
Time Spent Overview

Consolidated

Assessor View



Self-Assessment View



Building Strategy



Administration



Plans Examining



Inspections



Liaising and Relationship
Management



Key Observations:

- ▶ The Assessor View indicates that **more time is spent*** on **Inspections** than indicated in the Self-Assessment
- ▶ The Self-Assessment indicates that **more time is spent** on **Plans Examining** than indicated in the Assessor View

*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Time Spent by Assessment Type and Level

Building



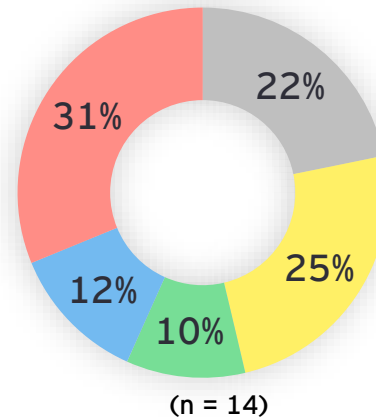
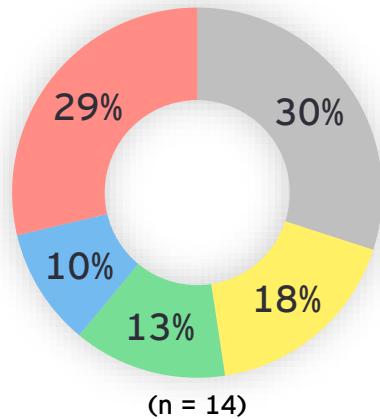
Assessor View



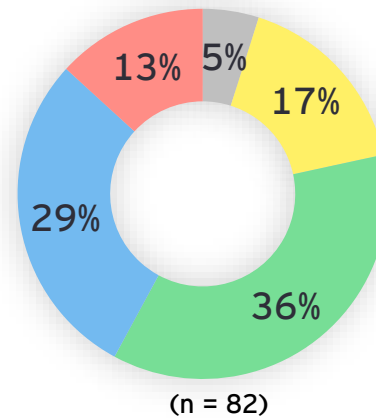
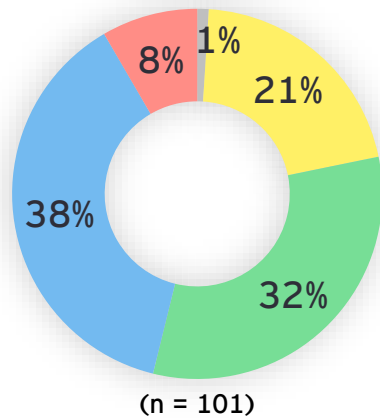
Self-Assessment View



Manager



Staff



Key Observations:

- Managers seem to be spending a **significant portion of time*** on Building Strategy and Liaising and Relationship Management, while Staff seems to be spending a **significant portion of time** on Plans Examining and Building Inspections.
 - This indicates that work is being done at the appropriate level.
- Manager:**
 - In addition, the Self-Assessment View indicates a **significant portion of time** is being spent on Administration.
- Staff:**
 - In addition, assessor view indicates a **significant portion of time** is being spent on administration.
 - Staff in their Self-Assessment feel they spend **more time**** on Liaising and Relationship Management than their Assessors.

*Operationalized as greater or equal to 20% of time spent.

**Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Note: Further breakdown of data presented on this slide can be found In the [Appendix](#).



Time Spent Deep Dive

Assessment Type x Staff



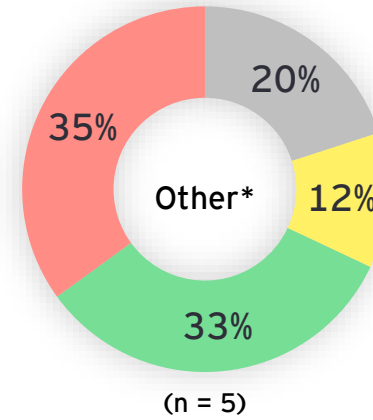
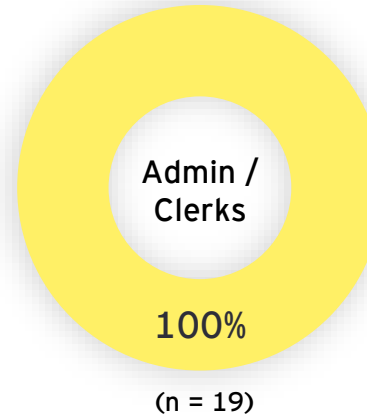
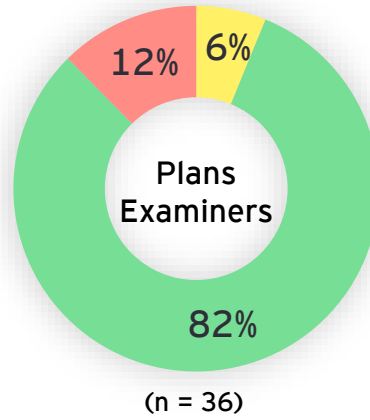
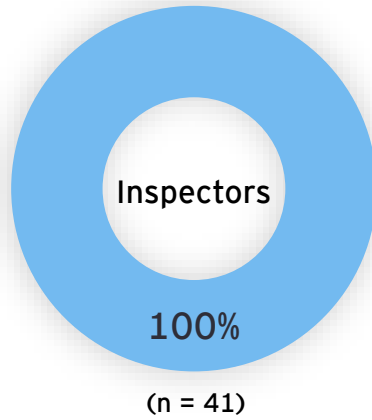
Key Observations:

- ▶ The Assessor View for Inspector and Admin/Clerk roles indicates that **all time is spent** on those role-related capabilities. In contrast, the Staff's Self-Assessments View indicates ~20% of their time being spent on other capabilities (e.g., Liaising and Relationship Management)
- ▶ The Assessor View for Plans Examiner roles indicates that **more time is spent[†]** on Administration capabilities, while the Staff's Self-Assessments does not share this sentiment
- ▶ Results are limited for the Other** roles

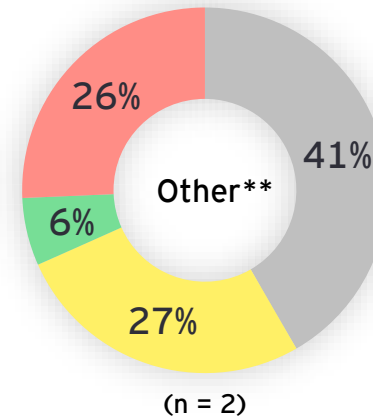
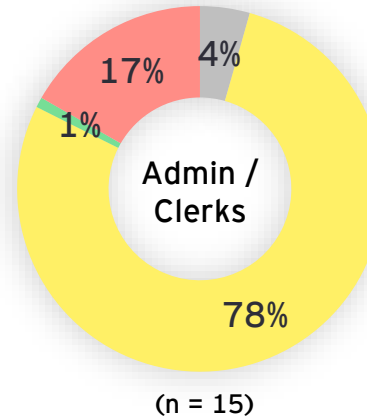
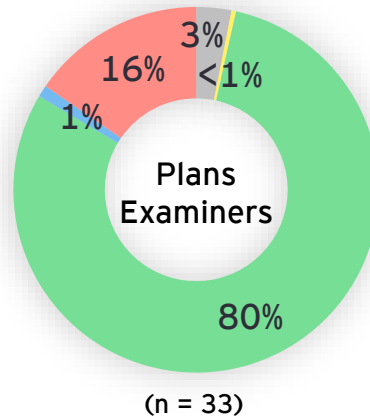
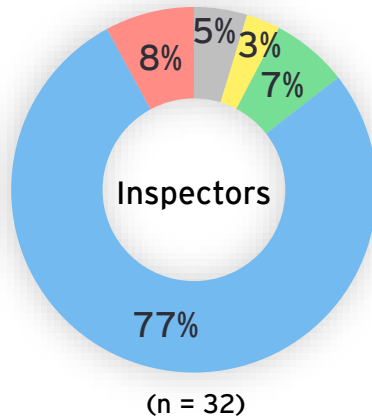
[†]Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.



Assessor View



Self-Assessment View



Building Strategy



Administration



Plans Examining



Inspections



Liaising and Relationship Management

Summary

What does this mean for the Building division?

Key Takeaways for Building

Proficiency Distribution:

- ▶ Assessors view employees as **less proficient** across all identified capabilities than employees view themselves
- ▶ There are **no** Staff that were assessed at a “Leading” proficiency level for **Plans Examining**, and minimal assessed at “Leading” for **Administration and Liaising and Relationship Management**
 - **Question for PB&GM:** What is the proficiency levels required at Staff level for the above mentioned capabilities?
 - Do employees have adequate technical expertise support for critical business capability like Plans Examining? Is there a need for further strengthening technical expertise in this area?

Time Spent:

- ▶ The Assessor View indicates that **more time is spent*** on core role-related capabilities (e.g., Inspections for Inspectors) and **less time is spent** on non-core capabilities (e.g., Liaising and Relationship Management) than indicated in the Self-Assessment (i.e., across roles). This indicates a potential to explore causes for this perceived variance.

Opportunities for PB&GM



Mentoring/On-the-Job-Training

- ▶ Mentor and informal training by Managers to Staff on areas of their strength (e.g., **Plans Examining** and **Liaising and Relationship Management**).



Upskilling (Structured Program)

- ▶ Staff: The **Plans Examining** and **Administration** capabilities could be areas to have more structured sessions to upskill the Staff.
- ▶ Managers: **Building Strategy** could be a potential area for upskilling.



Process and Role Design Review

- ▶ Higher time spent by Managers on the Administration capability group (Self-Assessment vs. Assessor View) indicates a potential to review the processes, components, and composition of roles (e.g., adding clerical roles to delegate administrative responsibilities) to optimize time for other roles (e.g., Inspectors).

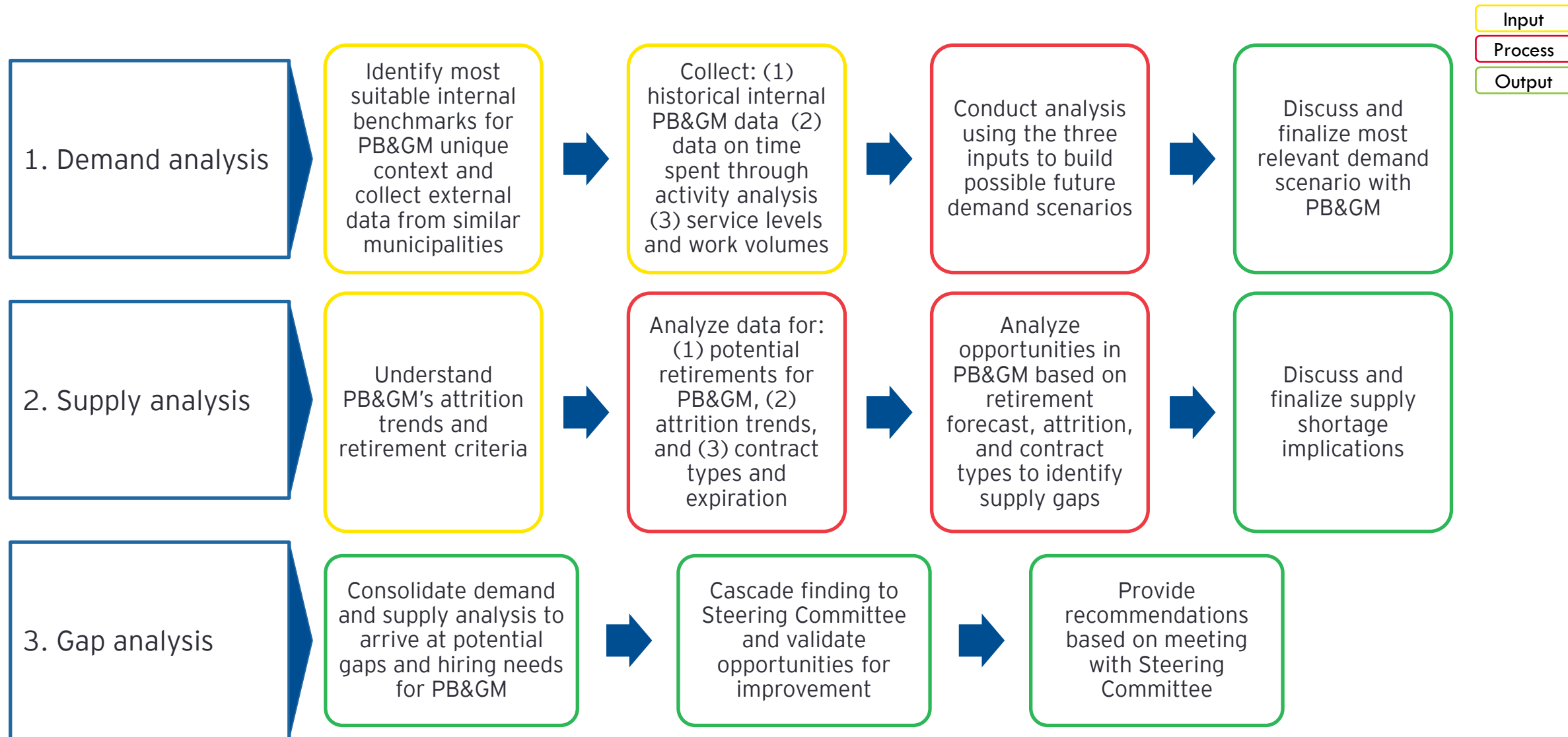


Capacity Analysis Overview and Assumptions



Capacity Analysis

High-level approach for the analyses



Overview of Capacity Analysis

Capacity analysis adopted for the City analyzes the demand and supply of talent in comparison with relevant benchmarks to identify workforce opportunities (gaps/surplus) for the organization.

Internal benchmark
comparisons, based on
sectors and revenue
size*

Department/Team
Ratios*



Attrition trends

Planned exits (e.g.,
contract completion)

Potential retirements

* Benchmarks will be applied to demand analysis drivers where available and applicable.



Demand Analysis: Context & Objectives

Note: Please note that the demand analysis insights provided in the following slides are indicative and only provide directive considerations for informing future talent needs. There are many questions that must be considered like:

- “What level of employee is needed (e.g., junior vs. senior)?”
- “What talent pipeline is required to ensure adequate staffing needs in the coming year(s)?”
- “How do complexity of applications impact hiring decisions?”

The **insights are for consideration** and in no way imply that these are the most definitive talent hiring and selection needs.





City Planning & Design



Demand Analysis Scenario and Benchmark Overview

City Planning & Design



In the demand analysis, current state at the City has been compared with internal benchmarks and market practices from other municipalities:

Sources of benchmarks/market practices: City of Brampton, EY internal network, municipalities across southern Ontario, and secondary sources.

Metrics Considered	Scenario 1		✓	Scenario 2		Scenario 3		Scenario 4	
	Urban Design Revenue Based			Labour Cost Based		Combination of Scenarios 1 + 2		Population Based	
Internal Benchmarks	#	Source	Benchmarks overview						
	1	City of Brampton documentation	<ul style="list-style-type: none">• Historic data (e.g., workforce numbers, vacancies, roles, separations, etc.)• Department budgetary data• Annual report						
Market Practices	#	Sources	Market practices overview						
	1	EY Internal Network	<ul style="list-style-type: none">• Insights from sector experts						
	2	Southern Ontario Municipalities	<ul style="list-style-type: none">• Insights gathered from meetings and documentation with: City of Toronto, Town of Oakville, City of Mississauga, and City of Vaughan <p>Note: Information from other municipalities have been used primarily as qualitative insights.</p>						



Demand Analysis Scenarios: City Planning & Design



Demand Analysis Benchmark Overview

City Planning and Design Scenario 1: Urban Design revenue based

- The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Urban Design Revenue (\$)	\$116,550	\$78,950	\$51,217	\$73,300	\$47,675	(\$114,000)	(\$68,000)	(\$68,000)
Revenue per headcount for Urban Design (\$)			\$10,243	\$10,471	\$5,297	Based on trend projections provided by the CP&D division.		
Projected headcount for Urban Designers as a % of total employees			5	7	9	13 (+4)	8 (-5)	8 (+0)
			22%	25%	24%			
Overall CP&D Headcount			23	28	37	56 (+19)	33 (-23)	33 (+0)

Calculations by Step:

- Calculate **revenue per headcount for Urban Designers (\$)** = Urban Design (UD) Revenue (\$) ÷ Urban Designer headcount
 - 2019: $\$51,217 \div 5 = \$10,243$
 - 2020: $\$73,300 \div 7 = \$10,471$
 - 2021: $\$47,675 \div 9 = \$5,297$
- Calculate **average revenue per headcount (\$)** = Sum of revenue per headcount (for 2019 - 2021) ÷ 3
 - $(\$10,243 + \$10,471 + \$5,297) \div 3 = \$8,671$
- Calculate **headcount for 2022 - 2024 (by year)** = UD revenue (\$) ÷ average revenue per headcount (\$)
 - 2022: $\$114,000 \div \$8,671 = 13$
 - 2023: $\$68,000 \div \$8,671 = 8$
 - 2024: $\$68,000 \div \$8,671 = 8$
- Calculate **# of division-specific staff of total (%)** = # of Urban Designers ÷ Overall CP&D Headcount for 2019 - 2021; Sum of UD (%) (for 2019 - 2021) ÷ 3
 - 2019: $5 \div 23 = 22\%$
 - 2020: $7 \div 28 = 25\%$
 - 2021: $9 \div 37 = 24\%$
 - $(22\% + 25\% + 24\%) = 24\%$
- Calculate **headcount for 2022 - 2024 (by year)** = # of UD ÷ # of UD staff of total (%)
 - 2022: $13 \div 24\% = 56$
 - 2023: $8 \div 24\% = 33$
 - 2024: $8 \div 24\% = 33$

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

* Assumption validated by the City.

Demand Analysis Benchmark Overview

City Planning & Design Scenario 2: Labour cost based



Potential
Scenario**



BRAMPTON

The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Labour (\$)	\$2,759,375	\$2,961,057	\$3,432,471	\$3,916,165	\$3,971,553	(\$4,535,160)	(\$4,358,153)	(\$4,372,515)
						Based on trend projections from the City (i.e., +2.5% year over year increase).		
Average cost per employee (\$)			\$149,238	\$139,863	\$107,339	(\$109,486)	(\$111,676)	(\$113,909)
					\$107,339 assumed due to projected revenue and current headcount.*	Based on unionized salary increase set to 2% annually (base increase from average cost/employee).*		
Overall CP&D Headcount*			23	28	37	41 (+4)	39 (-2)	38 (-1)
					Based on estimated projection: Headcount for 2022-2024 = Labour (\$) / Average cost per employee (\$)			
Based on historical data (i.e., The City's annual report and divisional budgets).								

Calculations by Step:

- Calculate **labour per headcount (\$)** = Labour (\$) ÷ CP&D headcount
 - 2019: \$3,432,471 ÷ 23 = **\$149,238**
 - 2020: \$3,916,165 ÷ 28 = **\$139,863**
 - 2021: \$3,971,553 ÷ 37 = **\$107,339**
- Calculate **headcount for 2022 - 2024** (by year) = labour cost (by year) (\$) ÷ average revenue per headcount (\$)
 - 2022: \$4,535,160 ÷ \$109,486 = **41**
 - 2023: \$4,358,153 ÷ \$111,676 = **39**
 - 2024: \$4,372,515 ÷ \$113,909 = **38**

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

*Assumption validated by the City.

**This is the preferred scenario based on discussion with the Division's Director.

- In cases when the projected headcount decreases year on year, a common practice is to rely more on contractual employees than permanent employees so that when the demand decreases, contract expirations enable adjustment of headcount.

Demand Analysis Benchmark Overview

City Planning & Design Scenario 3: Combination of Scenarios 1 + 2

- The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 1: CP&D Headcount			23	28	37	56 (+19)	33 (-23)	33 (+0)
Scenario 2: CP&D Headcount			23	28	37	41 (+4)	39 (-2)	38 (-1)
Scenario 3: CP&D Headcount			23	28	37	49 (+12)	36 (-13)	36 (+0)

Based on estimated projection: Headcount for 2022-2024 = $\text{DS division revenue (\$)} \div \text{average revenue per headcount (\$)}$

Based on estimated labour (% increase) from year over year.

Based on historical data (i.e., The City's annual report and divisional budgets)

Based on the average headcount projections (Scenarios 1 + 2) for each year between 2022 - 2024

Demand Analysis Benchmark Overview

City Planning & Design Scenario 4: Population based

- The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Population (people)	607,740	642,800	656,000	701,000	656,480	(670,153)	(684,111)	(698,360)
Growth Rate (%)		5.8%	2.1%	6.9%	-6.4%			
<p>Assumption: Average population increase = 2.1% (applied to subsequent years to calculate population for City of Brampton).</p>								
Citizens per employee			28,522	25,036	17,743			
<p>Calculated as population/headcount. Average equal to 23,767 citizens/employee.</p>								
Overall CP&D Headcount*			23	28	37	28 (-9)	29 (+1)	29 (+0)
<p>Based on estimated projections of population/citizens per employee.</p>								

Calculations by Step:

- Calculate growth rate (%)
 - 2018: $642,800 - 607,740 = 5.8\%$
 - 2019: $656,000 - 642,800 = 2.1\%$
 - 2020: $701,000 - 656,000 = 6.9\%$
 - 2021: $656,480 - 701,000 = -6.4\%$
- Calculate average growth rate (%)
 - $(5.8\% + 2.1\% + 6.9\% + -6.4\%) = 2.1\%$
- Calculate citizens per employee
 - 2019: $656,000 \div 23 = 28,522$
 - 2020: $701,000 \div 28 = 25,036$
 - 2021: $656,480 \div 37 = 17,743$
- Calculate average citizens per employee
 - $(28,522 + 25,036 + 17,743) \div 3 = 23,767$
- Calculate headcount for 2022 - 2024 (by year)
 - 2022: $670,153 \div 23,767 = 28$
 - 2023: $684,111 \div 23,767 = 29$
 - 2024: $698,360 \div 23,767 = 29$



Demand Analysis: Summary for City Planning & Design



Demand Analysis Benchmark Overview

Summary: City Planning & Design

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the four scenarios:

FTEs by Year	Scenario 1		Scenario 2		Scenario 3		Scenario 4	
	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE
2021	37		37		37		37	
2022	56	+19	41	+4	49	+12	28	+0
2023	33	-23	39	-2	36	-13	29	+1
2024	33	+0	38	-1	36	+0	29	+0
Estimated Net Increase (FTE and %): 2021→2024		-4 (-12.1%)		+1 (+2.7%)		-1 (-2.7%)		-8 (-27.6%)

Scenario 1 is based on City Planning & Design division's revenue (Urban Design only).

Scenario 2 is based on labour cost.

Scenario 2 can be a potential option², as this is not a revenue generating function. This scenario accounts for the projected labour increases and better encompasses the types of work completed by the division (i.e., strategy-based and non-revenue generating).¹

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Notes:

- The City of Mississauga estimates **35 Planner** (including Policy and Heritage) and **16 Urban Designer** roles for 2023. The larger headcount can be attributed to: (1) the inclusion of Transportation Planning-related planning roles, (2) Planners and Urban Designers completing additional types of work (e.g., supporting the acquisition of parkland and encourages environmental protection and sustainable development, guiding the implementation and maintenance of streetscapes to develop vibrant, walkable and connected neighbourhoods), and (3) an emphasis on more Brownfield Development.
- Scenario 2 is the preferred scenario based on discussion with the Division's Director.



Supply Analysis: Context & Objectives



Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).
2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:
 - Scenario 1: Supply projection based on potential retirements.
 - Scenario 2: Supply projection based on attrition.
 - Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.

Notes and Assumptions:

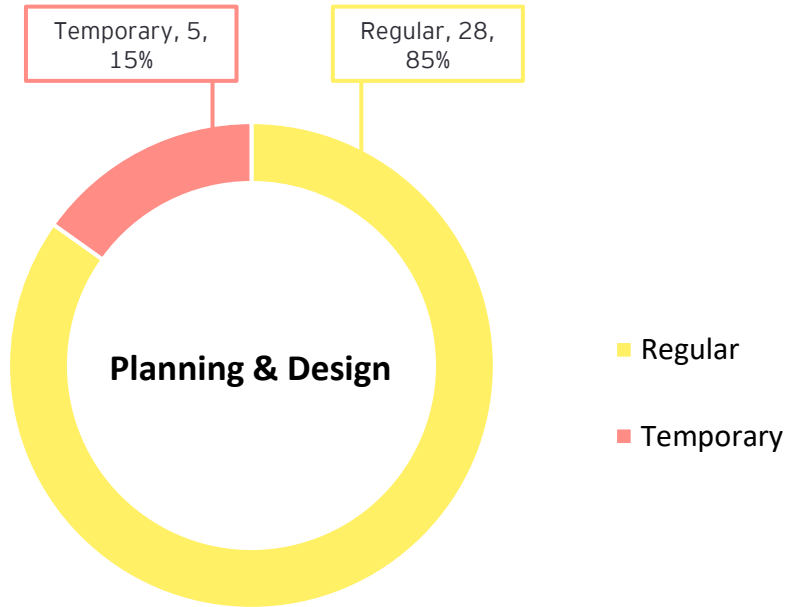
1. Supply analysis for the full PB&GM department can be found in the appendix [here](#).



Supply Analysis Scenarios: City Planning & Design



Current Workforce Composition



Key Observations

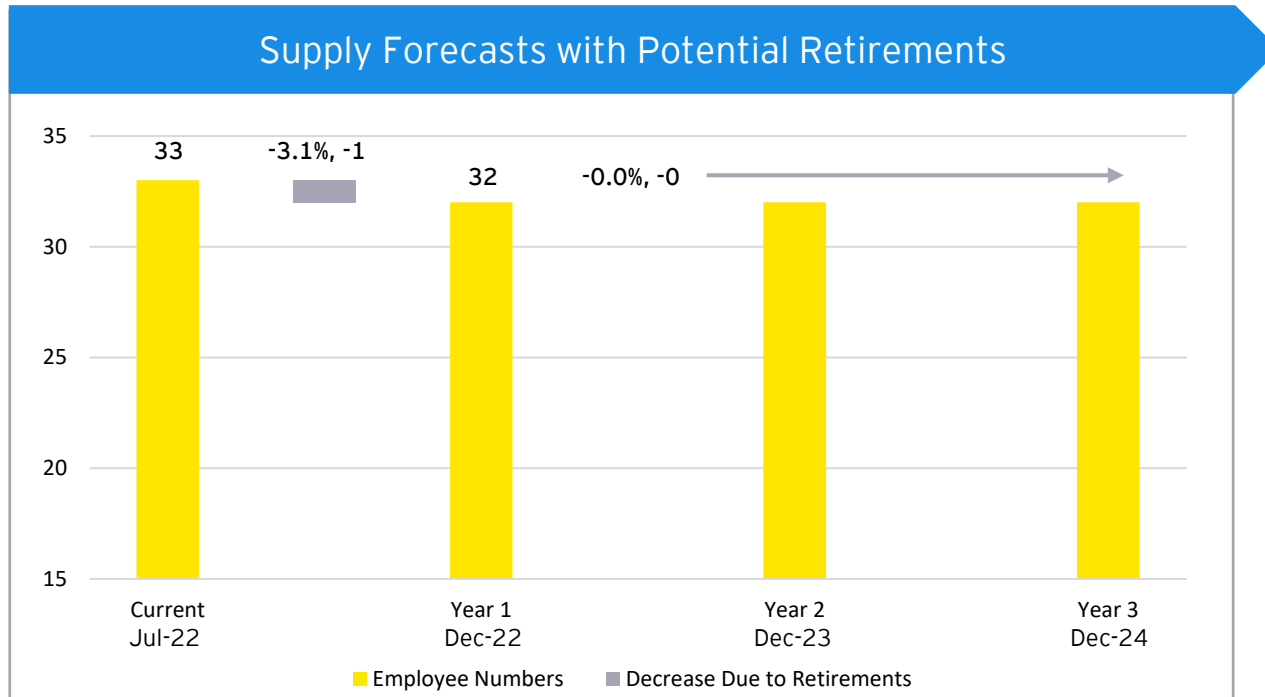
- Overall, the City Planning & Design division has 33 employees
- 15% of employees (5) are in temporary/contract roles
 - 1 contract is for Assistant Heritage Planner role and is expiring September 22, 2022
 - 1 contract is for Clerk role and is expiring October 1, 2022
 - This contract is likely to be extended
 - 1 contract is for Urban Designer role and is expiring February 23, 2023
 - 1 contract is for Planner role and is expiring May 13, 2023
 - 1 contract is for Assistant Policy Planner role and is expiring July 8, 2023

Notes and assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. City Planning & Design employee numbers include Division Leader.

Supply Analysis: Supply Projection

City Planning & Design – Scenario 1: Potential Retirements



Key Observations

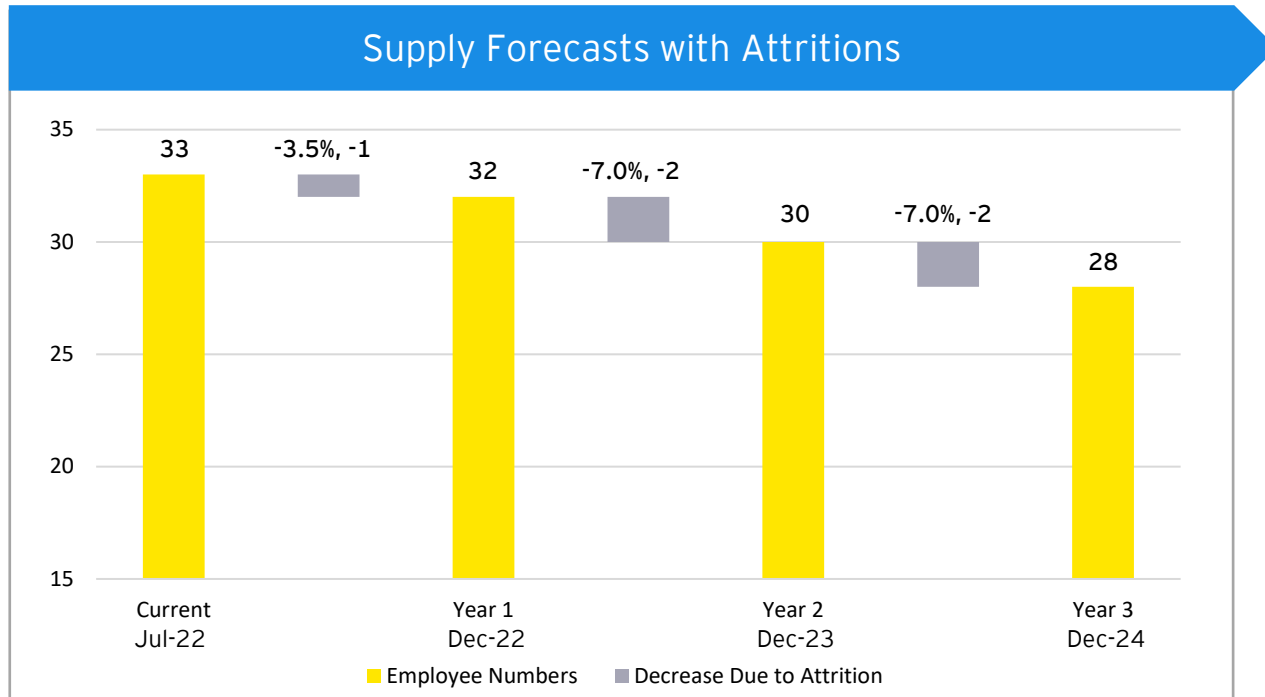
- As per the identified retirement criteria, City Planning & Design division may witness 1 potential retirement by 2024.

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- City Planning & Design employee numbers include Division Leader.
- Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
- Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
- Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

Supply Analysis: Supply Projection

City Planning & Design – Scenario 2: Attrition



Key Observations

- If City Planning & Design division does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to natural, voluntary attrition. Thus resulting in a potential cumulative impact of 5 employee numbers in Planning & Design division by the end of 2024.

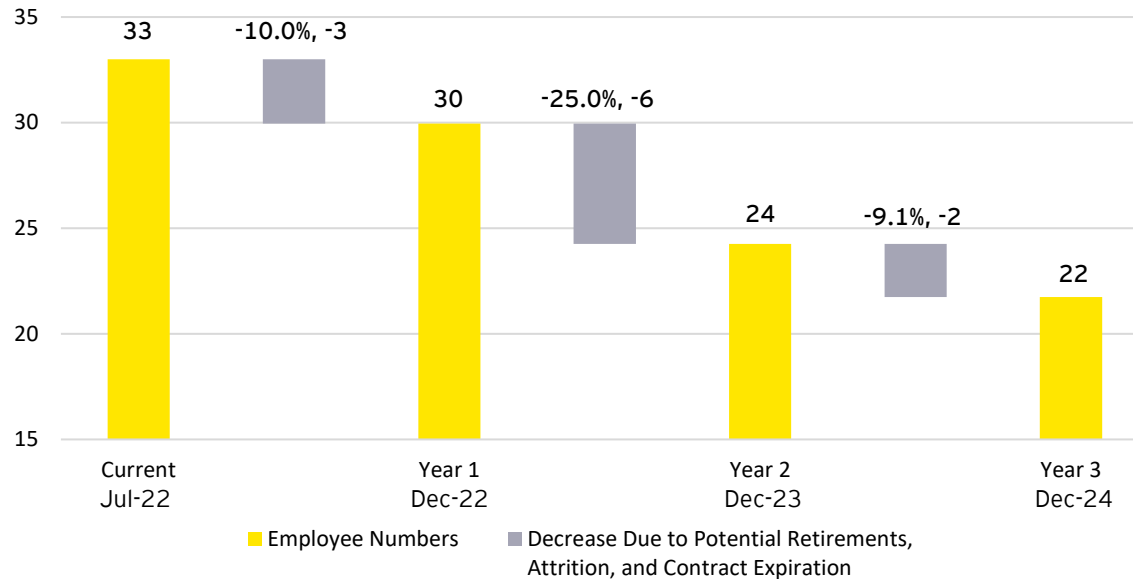
Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. City Planning & Design employee numbers include Division Leader.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years.
 - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022).
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

Supply Analysis: Supply Projection

City Planning & Design - Scenario 3: Potential Retirements, Attrition⁶, and Contract Expiration

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations



Key Observations

- City Planning & Design division could experience a cumulative reduction of 33% (11 employee numbers) by 2024. Thereby resulting in 22 employees from the current 33 employees.
 - It includes 1 contract expirations in 2022 and 4 contract expirations in 2023 (including Clerk role that is likely extended by typically 6 months)

Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. City Planning & Design employee numbers include Division Leader.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).



Capacity Gap Analysis: City Planning & Design



Capacity Gap Analysis

City Planning & Design



► The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the four scenarios:

City Planning & Design	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3				Demand Scenario 4			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵
2021	37	-	-	-	37	-	-	-	37	-	-	-	37	-	-	-
07/2022 ¹	33 ¹	-	-	-	33 ¹	-	-	-	33 ¹	-	-	-	33 ¹	-	-	-
Year 1 (2022)	30	56	+26	+26	30	41	+11	+11	30	49	+19	+19	30	28	-2 ⁶	-2 ⁶
Year 2 (2023)	24	33	-17	+9	24	39	+4	+15	24	36	-7	+12	24	29	+7	+5
Year 3 (2024)	22	33	+2	+11	22	38	+1	+16	22	36	+2	+14	22	29	+2	+7

Scenario 1 is based on City Planning & Design division's revenue (Urban Design only).

Scenario 2 is based on labour cost.

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Scenario 2 can be a potential option⁸, as this is not a revenue generating function. This scenario accounts for the projected labour increases and better encompasses the types of work completed by the division (i.e., strategy-based and non-revenue generating).⁷

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
- Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
- Estimate is based on demand increase from 2021 to Year 3 (2024).
- Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand - Supply; Gap (Year 2) = (Year 2 Demand - Year 1 Demand) + (Year 1 Supply - Year 2 Supply). Gap (Year 3) = (Year 3 Demand - Year 2 Demand) + (Year 2 Supply - Year 3 Supply).
- Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand - Supply.
- Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
- The City of Mississauga estimates 35 Planner (including Policy and Heritage) and 16 Urban Designer roles for 2023. The larger headcount can be attributed to: (1) the inclusion of Transportation Planning-related planning roles, (2) Planners and Urban Designers completing additional types of work (e.g., supporting the acquisition of parkland and encourages environmental protection and sustainable development, guiding the implementation and future maintenance of streetscapes to develop vibrant, walkable and connected neighbourhoods), and (3) an the emphasis on more Brownfield Development.
- Scenario 2 is the preferred scenario based on discussion with the Division's Director.



Development Services



In the demand analysis, current state at the City has been compared with internal benchmarks and market practices from other municipalities:

Sources of benchmarks/market practices: City of Brampton, EY internal network, municipalities across southern Ontario, and secondary sources.

Metrics Considered	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
	Divisional Revenue Based	Work Volume Based	Average Application Revenue Based	Forecasted Application Revenue Based	Population Based

Internal Benchmarks	#	Source	Benchmarks overview
	1	City of Brampton documentation	<ul style="list-style-type: none">• Historic data (e.g., workforce numbers, vacancies, roles, separations, etc.)• Department budgetary data• Annual report

Market Practices	#	Sources	Market practices overview
	1	EY Internal Network	<ul style="list-style-type: none">• Insights from sector experts
	2	Southern Ontario Municipalities	<ul style="list-style-type: none">• Insights gathered from meetings and documentation with: City of Toronto, Town of Oakville, City of Mississauga, and City of Vaughan <p>Note: Information from other municipalities have been used primarily as qualitative insights.</p>



Demand Analysis Scenarios: Development Services



Demand Analysis Benchmark Overview

Development Services Scenario 1: Divisional revenue based

- The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	ACTUAL					FORECASTED		
	2017	2018	2019	2020	2021	2022	2023	2024
DS Division Revenue (\$)	\$3,630,645	\$3,298,349	\$4,423,884	\$3,215,785	\$12,059,981	(\$10,210,501)	(\$7,250,286)	(\$7,250,286)
Revenue per headcount (\$)	\$181,532	\$164,917	\$184,329	\$103,735	\$415,861	Based on trend projections provided by the DS division.		
Overall DS Headcount	20	20	24	31	29	49 (+20)	35 (-14)	35 (+0)
Average of revenue per headcount is assumed at \$210,075*.						Based on estimated projection: Headcount for 2022-2024 = DS division revenue (\$) ÷ average revenue per headcount (\$)		

Calculations by Step:

- Calculate **revenue per headcount (\$)** = DS division revenue (\$) ÷ overall Building headcount
 - 2017: $\$3,630,645 \div 20 = \$181,532$
 - 2018: $\$3,298,349 \div 20 = \$164,917$
 - 2019: $\$4,423,884 \div 24 = \$184,329$
 - 2020: $\$3,215,785 \div 31 = \$103,735$
 - 2021: $\$12,059,981 \div 29 = \$415,861$
- Calculate **average revenue per headcount (\$)** = Sum of revenue per headcount (for 2019 - 2021) ÷ 5
 - $(\$181,532 + \$164,917 + \$184,329 + \$103,735 + \$415,861) \div 5 = \$210,075$
- Calculate **headcount for 2022 - 2024** (by year) = DS division revenue (\$) ÷ average revenue per headcount (\$)
 - 2022: $\$10,210,501 \div \$210,075 = 49$
 - 2023: $\$7,250,286 \div \$210,075 = 35$
 - 2024: $\$7,250,286 \div \$210,075 = 35$

Demand Analysis Benchmark Overview

Development Services Scenario 2: Work volume based



Potential
Scenario**



BRAMPTON

- The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Application Submissions	738	609	617 ¹	471 ²	758	(911) ³	(991)	(1,077)
# of applications per Planner			34	20	34			
Planners			18	24	22	(31)	(34)	(37)
Planners as % of total			75%	77%	76%			
Overall DS Headcount	20	20	24	31	29	41 (+12)	44 (+3)	48 (+4)

Based on historical data provided by the City.

Assumption based on **9% year on year increase²** (average) in applications excluding 2020 due to COVID-19 slowdown.*

Planners as % of total headcount = **76%.***

Based on assumption that a Planner can complete 29 applications per year⁴ and equal distribution of application complexity.*

Based on historical data (i.e., The City's annual report and divisional budgets).

Based on estimated projections (% increase) from

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

* Assumption validated by the City.

**This is the preferred scenario based on discussion with the Division's Director.

1. Applications for 2019 are prorated based on 360 submissions as of July 31, 2019 (as per PlanTrack).

2. Value for 2020 excluded from analyses due to impact of COVID-19 and reduction in applications.

3. Applications for 2022 are prorated based on 714 submissions as of October 14, 2022.

4. Some applications are carried over multiple years. This number considers an overall average of new applications per year.

5. There is also a difference in complexity of applications processed. During the calculation, it has been assumed that each planner does a mix of complex and less complex applications each year.

Calculations by Step:

- Calculate average of the application submissions year over year (excluding 2020²) = applications for a year ÷ applications for previous year; Sum of applications ÷ 4
 - 2018: 609 - 738 = -21%
 - 2019: 617 - 609 = 1%
 - 2021: 758 - 471 = 38%
 - 2022: 911* - 758 = 17%
 - (-21% + 1% + 38% + 17%) ÷ 4 = **9%**
- Calculate average calculation per Planner = Application submissions (2019 - 2021) ÷ Planner (2019 - 2021); Sum of applications per Planner (2019 - 2021) ÷ 3
 - 2019: 617 ÷ 18 = 34
 - 2020: 471 ÷ 24 = 20
 - 2021: 758 ÷ 22 = 34
 - (34 + 20 + 34) = **29**
- Calculate **Planners for 2022 - 2024** (by year) = Projected applications ÷ average of projected applications each year
 - 2022: 911** ÷ 29 = 31
 - 2023: 991 ÷ 29 = 34
 - 2024: 1,077 ÷ 29 = 37
- Calculate **# of division-specific staff of total (%)** = # of Planners required to complete Applications ÷ Overall DS Headcount for 2019 - 2021
 - 2019: 18 ÷ 24 = 75%
 - 2020: 24 ÷ 31 = 77%
 - 2021: 22 ÷ 29 = 76%
 - (75% + 77% + 76%) = **76%**
- Calculate **headcount for 2022 - 2024** (by year) = # of Planners required to complete applications ÷ # of Planner staff of total (%)
 - 2022: 31 ÷ 76% = 41
 - 2023: 34 ÷ 76% = 44
 - 2024: 37 ÷ 76% = 48

Demand Analysis Benchmark Overview

Development Services Scenario 3: Average application revenue based

- The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Division Revenue (\$)	\$3,630,645	\$3,298,349	\$4,423,884	\$3,215,785	\$12,059,981	(\$10,210,501)	(\$7,250,286)	(\$7,250,286)
Application Submissions	738	609	617 ¹	471 ²	758	(911) ³	(846) ⁴	(846) ⁴
Average revenue per application (\$)	\$4,920	\$5,416	\$7,170	\$6,828	\$15,910	(\$11,205)		
# of applications per Planner	Assumption based on 29* (average) per applications per Planner year ⁵ .		34	20	34	Average revenue per application is \$8,574*.		
Planners			18	24	22	(31)	(29)	(29)
Planners as % of total			75%	77%	76%	Based on assumption that a Planner can complete 29 applications per year and equal distribution of application complexity.*		
			Planners as % of total headcount = 76%.*					
Overall DS Headcount	20	20	24	31	29	41 (+12)	38 (-3)	38 (+0)

Based on historical data (i.e., The City's annual report and divisional budgets).

Based on estimated projections (% increase) from Planner % increase year over year.

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

* Assumption validated by the City.

1. Applications for 2019 are prorated based on 360 submissions as of July 31, 2019 (as per PlanTrack).

2. Lower value for 2020 due to impact of COVID-19 and reduction in applications.

3. Applications for 2022 are prorated based on 714 submissions as of October 14, 2022.

4. Project applications for 2023 + 2024 = Projected applications = DS revenue ÷ average revenue per application*.

5. Some applications are carried over multiple years. This number considers an overall average of new applications per year.

Calculations by Step:

- Calculate average revenue per application = DS revenue (\$) ÷ application submissions; Sum of revenue for 2017 - 2022 ÷ 6
 - 2017: $\$3,630,645 \div 738 = \$4,920$
 - 2018: $\$3,298,349 \div 609 = \$5,416$
 - 2019: $\$4,423,884 \div 617 = \$7,170$
 - 2020: $\$3,215,785 \div 471 = \$6,828$
 - 2021: $\$12,059,981 \div 758 = \$15,910$
 - 2022: $\$10,210,501 \div 911^{**} = \$11,205$
 - $(\$4,920 + \$5,416 + \$7,170 + \$6,828 + \$15,910 + \$11,205) \div 6 = \$8,574$
- Calculate projected applications for 2023 + 2024 = DS revenue ÷ average revenue per application
 - 2023: $\$7,250,286 \div \$8,574 = 846$
 - 2024: $\$7,250,286 \div \$8,574 = 846$
- Calculate **Planners** for 2022 - 2024 (by year) = Projected applications ÷ average of projected applications each year
 - 2022: $911^{**} \div 29 = 31$
 - 2023: $846 \div 29 = 29$
 - 2024: $846 \div 29 = 29$
- Calculate **# of division-specific staff of total (%)** = # of Planners required to complete Applications ÷ Overall DS Headcount for 2019 - 2021
 - 2019: $18 \div 24 = 75\%$
 - 2020: $24 \div 31 = 77\%$
 - 2021: $22 \div 29 = 76\%$
 - $(75\% + 77\% + 76\%) = 76\%$
- Calculate **headcount for 2022 - 2024 (by year)** = # of Planners required to complete applications ÷ # of Planner staff of total (%)
 - 2022: $31 \div 76\% = 41$
 - 2023: $29 \div 76\% = 38$
 - 2024: $29 \div 76\% = 38$

Demand Analysis Benchmark Overview

Development Services Scenario 4: Forecasted application revenue based

- ▶ The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Division Revenue (\$)	\$3,630,645	\$3,298,349	\$4,423,884	\$3,215,785	\$12,059,981	(\$10,210,501)	(\$7,250,286)	(\$7,250,286)
Application Submissions	738	609	617 ¹	471 ²	758	(911) ³	(518) ⁴	(414) ⁴
Average revenue per application (\$)	\$4,920	\$5,416	\$7,170	\$6,828	\$15,910	(\$11,205)	(\$14,007)	(\$17,508)
# of applications per Planner	Assumption based on 29* (average) per applications per Planner year ⁵ .		34	20	34	Assumption of 25% year after year increase from 2022 onwards due to increased complexity of applications.*		
Planners			18	24	22			
Planners as % of total			75%	77%	76%			
	Planners as % of total headcount = 76%.*					Based on assumption that a Planner can complete 29 applications per year and equal distribution of application complexity.*		
Overall DS Headcount	20	20	24	31	29	41 (+12)	23 (-18)	18 (-5)

Based on historical data (i.e., The City's annual report and divisional budgets).

Based on estimated projections (% increase) from Planner % increase year over year.

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

* Assumption validated by the City.

1. Applications for 2019 are prorated based on 360 submissions as of July 31, 2019 (as per PlanTrack).

2. Lower value for 2020 due to impact of COVID-19 and reduction in applications.

3. Applications for 2022 are prorated based on 714 submissions as of October 14, 2022.

4. Project applications for 2023 + 2024 = Projected applications = DS revenue ÷ revenue per application each year*.

5. Some applications are carried over multiple years. This number considers an overall average of new applications per year.

Calculations by Step:

- Calculate revenue per application = Average revenue per application for 2022 (\$) x 25% year on year growth
 - ▶ 2023: \$11,205 x 25% = \$14,007
 - ▶ 2024: \$14,007 x 25% = \$17,508
- Calculate projected applications for 2023 + 2024 = DS revenue ÷ revenue per application 2023 + 2024
 - ▶ 2023: \$7,250,286 ÷ \$14,007 = 518
 - ▶ 2024: \$7,250,286 ÷ \$17,508 = 414
- Calculate **Planners for 2022 - 2024** (by year) = Projected applications ÷ average applications per Planner each year
 - ▶ 2022: 911** ÷ 29 = 31
 - ▶ 2023: 518 ÷ 29 = 18
 - ▶ 2024: 414 ÷ 29 = 14
- Calculate **# of division-specific staff of total (%)** = # of Planners required to complete Applications ÷ Overall DS Headcount for 2019 - 2021
 - ▶ 2019: 18 ÷ 24 = 75%
 - ▶ 2020: 24 ÷ 31 = 77%
 - ▶ 2021: 22 ÷ 29 = 76%
 - (75% + 77% + 76%) = 76%
- Calculate **headcount for 2022 - 2024** (by year) = # of Planners required to complete applications ÷ # of Planner staff of total (%)
 - ▶ 2022: 31 ÷ 76% = 41
 - ▶ 2023: 18 ÷ 76% = 23
 - ▶ 2024: 14 ÷ 76% = 18

Demand Analysis Benchmark Overview

Development Services Scenario 5: Population based

- ▶ The following table shows the data used in the capacity analysis for Scenario 5, with the accompanying steps:

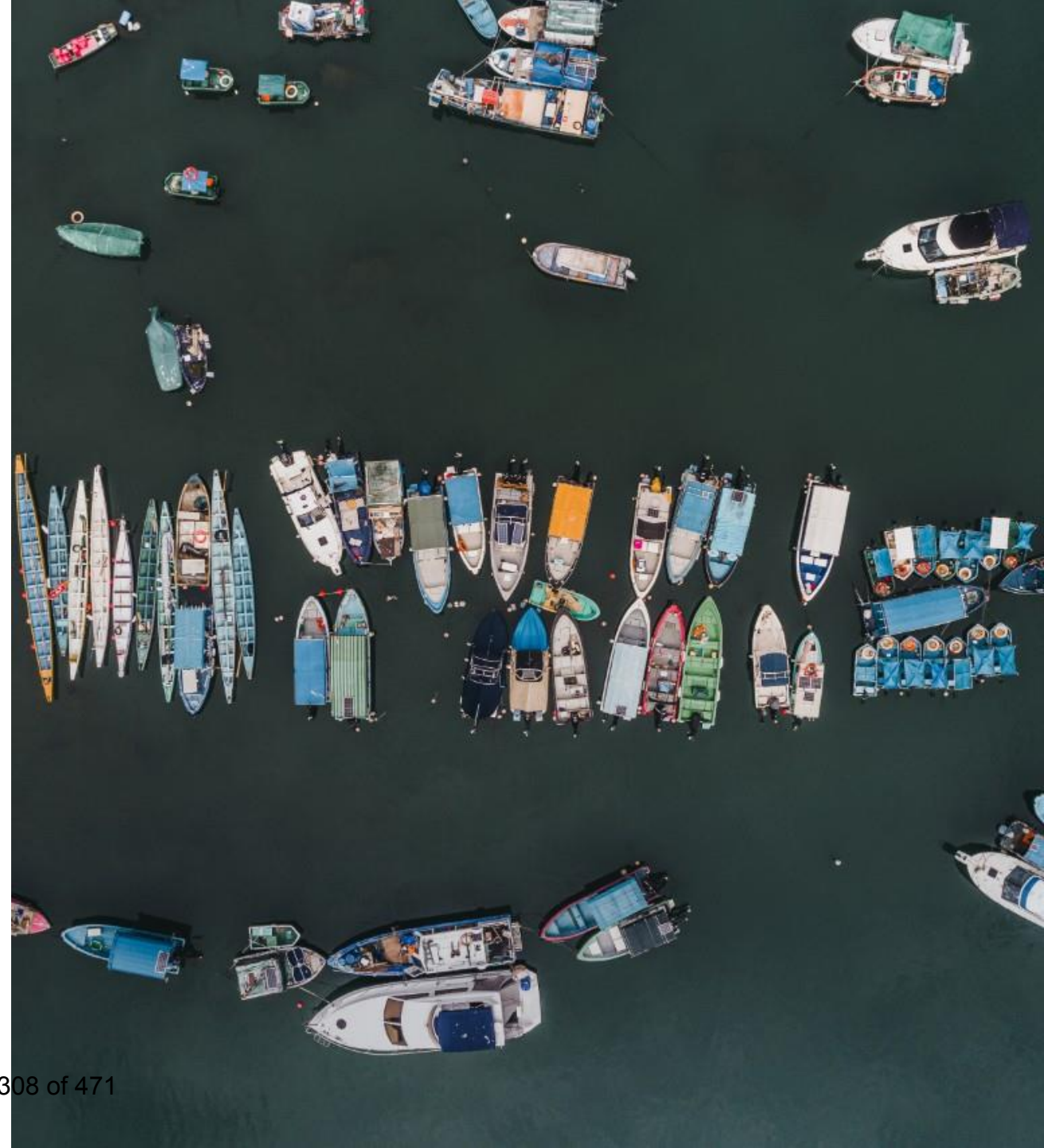
	2017	2018	2019	2020	2021	2022	2023	2024
Population (people)	607,740	642,800	656,000	701,000	656,480	(670,153)	(684,111)	(698,360)
Growth Rate (%)		5.8%	2.1%	6.9%	-6.4%			
<p>Assumption: Average population increase = 2.1% (applied to subsequent years to calculate population for City of Brampton).</p>								
Citizens per employee			27,333	22,613	22,637			
<p>Calculated as population/headcount. Average equal to 24,194 citizens/employee.</p>								
Overall DS Headcount*	20	20	24	31	29	28 (-1)	28 (+0)	29 (+1)
<p>Based on estimated projections of population/citizens per employee.</p>								

Calculations by Step:

- Calculate growth rate (%)
 - 2018: $642,800 - 607,740 = 5.8\%$
 - 2019: $656,000 - 642,800 = 2.1\%$
 - 2020: $701,000 - 656,000 = 6.9\%$
 - 2021: $656,480 - 701,000 = -6.4\%$
- Calculate average growth rate (%)
 - $(5.8\% + 2.1\% + 6.9\% + -6.4\%) = 2.1\%$
- Calculate citizens per employee
 - 2019: $656,000 \div 24 = 27,333$
 - 2020: $701,000 \div 31 = 22,613$
 - 2021: $656,480 \div 29 = 22,637$
- Calculate average citizens per employee
 - $(27,333 + 22,613 + 22,637) \div 3 = 24,194$
- Calculate headcount for 2022 - 2024 (by year)
 - 2022: $670,153 \div 24,194 = 28$
 - 2023: $684,111 \div 24,194 = 28$
 - 2024: $698,360 \div 24,194 = 29$



Demand Analysis: Summary for Development Services



Demand Analysis Benchmark Overview

Summary: Development Services

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the five scenarios:

FTEs by Year	Scenario 1		Scenario 2		Scenario 3		Scenario 4		Scenario 5	
	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE
2021	29		29		29		29		29	
2022	49	+20	41	+12	41	+12	41	+12	28	-1
2023	35	-14	44	+3	38	-3	23	-18	28	+0
2024	35	+0	48	+4	38	+0	18	-5	29	+1
Estimated Net Increase (FTE and %): 2021→2024		+6 (+20.1%)		+19 (+65.5%)		+9 (+31.0%)		-11 (-61.1%)		+/- 0 (0%)

Scenario 1 is based on DS's revenue.

Scenario 2 is based on work volume.

Scenario 3 is based on average application revenue.

Scenario 4 is based on forecasted application revenue.

Scenario 5 is based on population.

Scenario 2 can be a potential option², as it accounts for the projected increase in work volume and complexity of projects (year over year).¹

Notes:

1. Division headcount is in line with other similar sized municipalities (e.g., DS-equivalent division at City of Mississauga - ~35 FTEs for 2022) when accounting for the City of Brampton's rapid projected growth over the coming years (e.g., Greenfield Development).
2. Scenario 2 is the preferred scenario based on discussion with the Division's Director.



Supply Analysis: Context & Objectives



Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).
2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:
 - Scenario 1: Supply projection based on potential retirements.
 - Scenario 2: Supply projection based on attrition.
 - Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.

Notes and Assumptions:

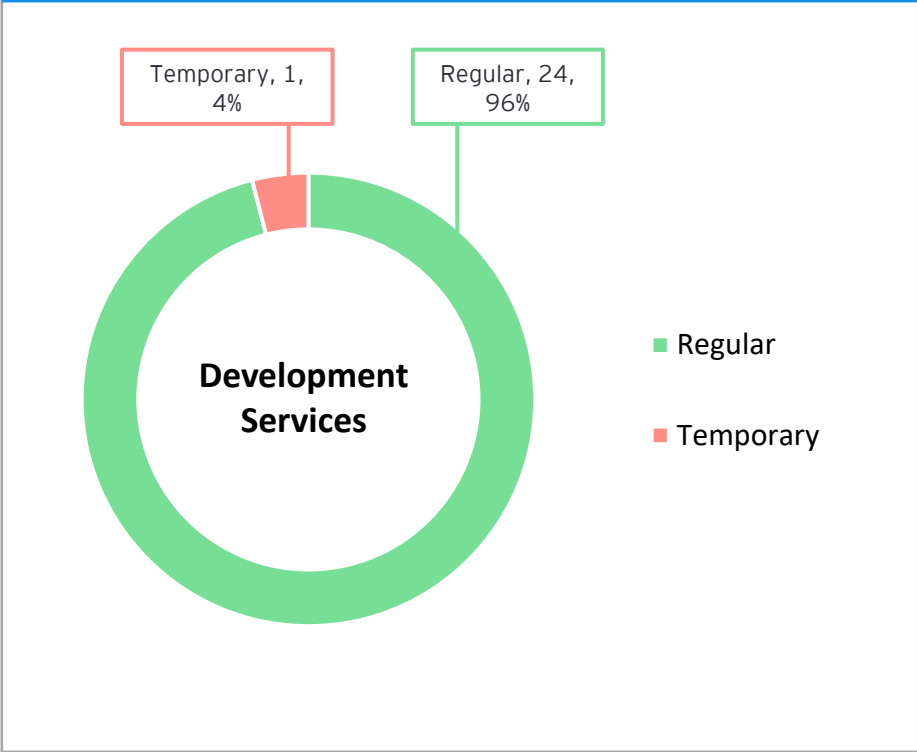
1. Supply analysis for the full PB&GM department can be found in the appendix [here](#).



Supply Analysis Scenarios: Development Services



Current Workforce Composition



Key Observations

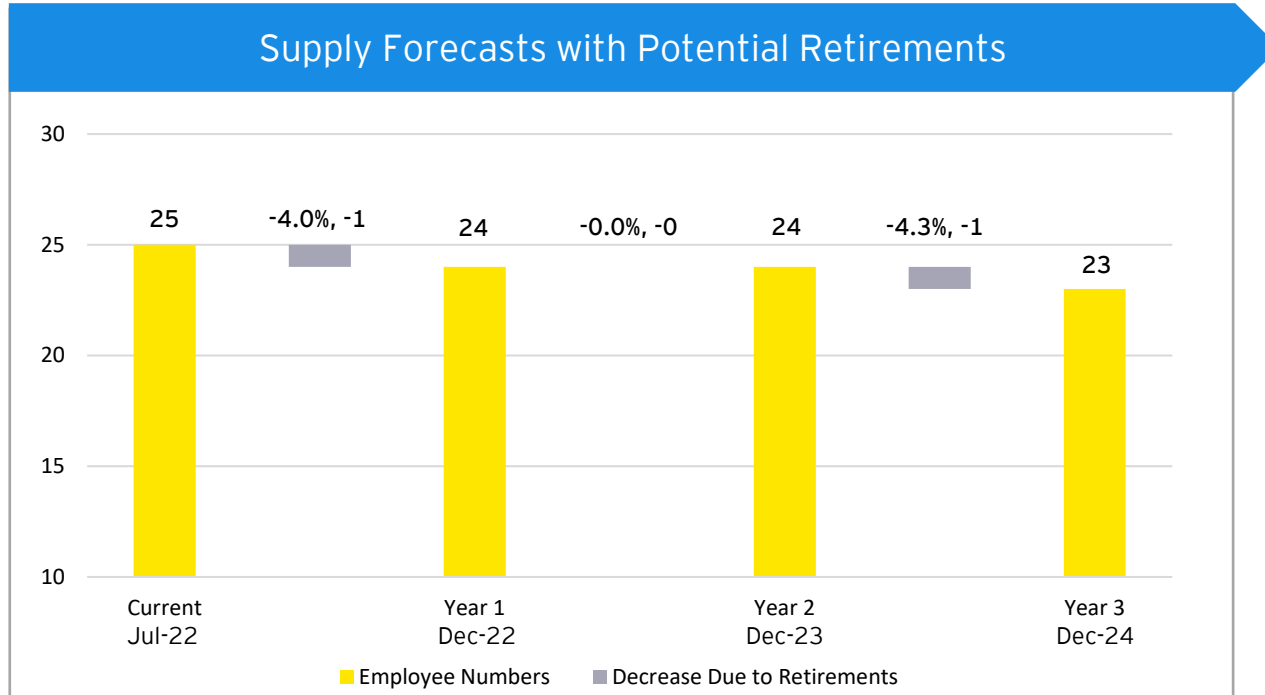
- Overall, the Development Services division has 25 employees
- 4% of employees (1) are in temporary/contract roles
 - 1 contract is for Clerk role and is expiring January 1, 2023

Notes and assumptions:

- 1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- 2. Development Services employee numbers include Division Leader.

Supply Analysis: Supply Projection

Development Services – Scenario 1: Potential Retirements



Key Observations

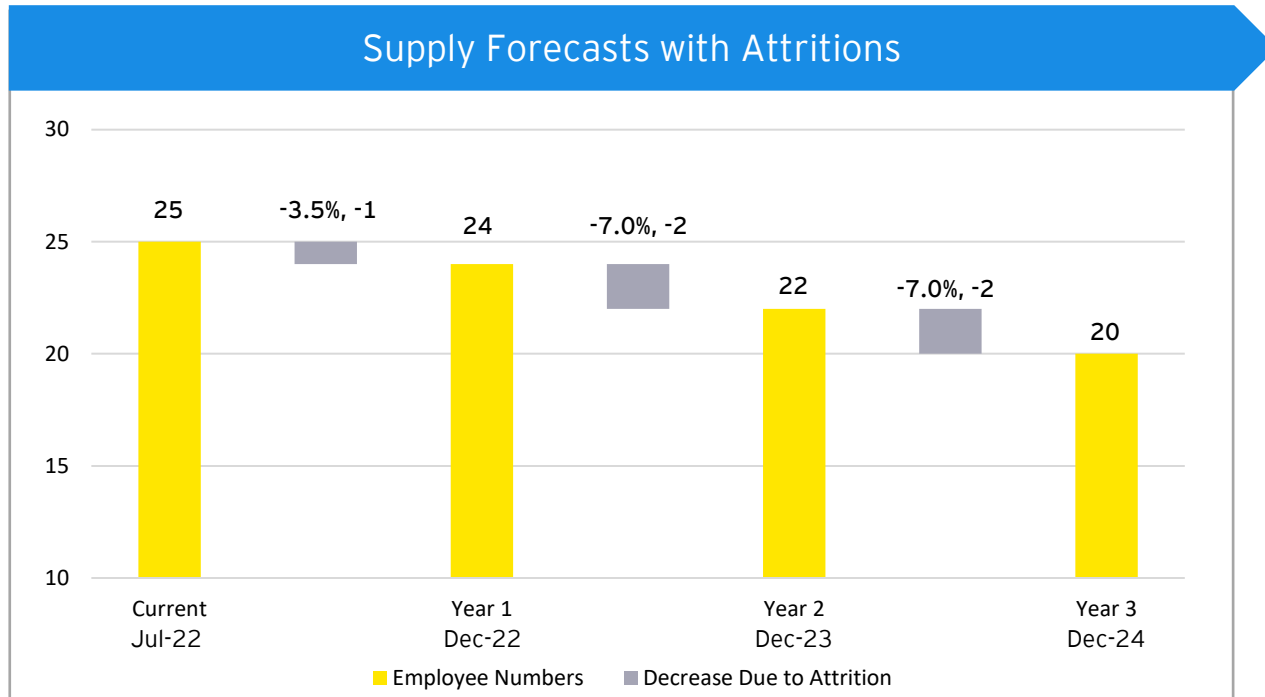
- As per the identified retirement criteria, Development Services division may witness 2 potential retirements by 2024.

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- Development Services employee numbers include Division Leader.
- Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
- Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
- Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

Supply Analysis: Supply Projection

Development Services – Scenario 2: Attrition



Key Observations

- If Development Services division does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to natural, voluntary attrition. Thus, resulting in a cumulative impact of 5 employee numbers in Development Services division by the end of 2024.

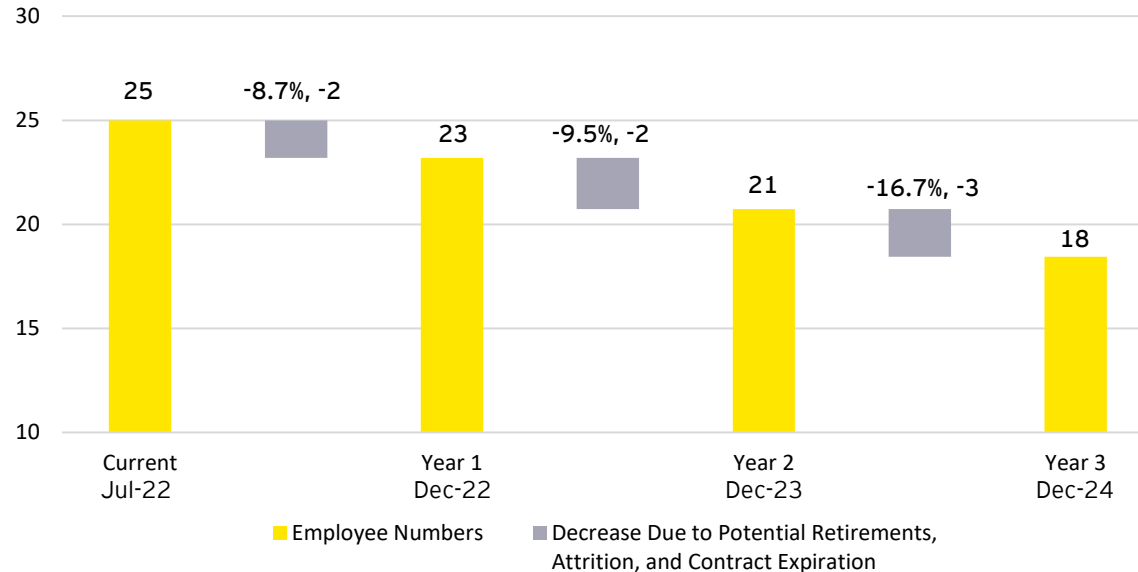
Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Development Services employee numbers include Division Leader.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years.
 - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022).
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

Supply Analysis: Supply Projection

Development Services - Scenario 3: Potential Retirements, Attrition⁶, and Contract Expiration

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations



Key Observations

- Development Services division could experience a cumulative workforce reduction of 28% (7 employee numbers) by 2024. Thereby resulting in remaining 18 employees from the current 25 employees.
 - It includes 1 contract expirations in 2023

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- Development Services employee numbers include Division Leader.
- Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
- Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
- Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
- As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
- Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).



Capacity Gap Analysis: Development Services



Capacity Gap Analysis (1/2)

Development Services

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the five scenarios:

Development Services	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵
2021	29	-	-	-	29	-	-	-	29	-	-	-
07/2022 ¹	25	-	-	-	25	-	-	-	25	-	-	-
Year 1 (2022)	23	49	+26	+26	23	41	+18	+18	23	41	+18	+18
Year 2 (2023)	21	35	-12 ⁶	+14	21	44	+5	+23	21	38	-1 ⁶	+17
Year 3 (2024)	18	35	+3	+17	18	48	+7	+30	18	38	+3	+20

Scenario 1 is based on DS's revenue.

Scenario 2 is based on work volume.

Scenario 3 is based on average application revenue.

Scenario 2 can be a potential option⁷, as it accounts for the projected increase in work volume and complexity of projects (year over year).

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
- Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
- Estimate is based on demand increase from 2021 to Year 3 (2024).
- Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand - Supply; Gap (Year 2) = (Year 2 Demand - Year 1 Demand) + (Year 1 Supply - Year 2 Supply). Gap (Year 3) = (Year 3 Demand - Year 2 Demand) + (Year 2 Supply - Year 3 Supply).
- Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand - Supply.
- Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
- Scenario 2 is the preferred scenario based on discussion with the Division's Director.

Capacity Gap Analysis (2/2)

Development Services

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the five scenarios:

Development Services	Demand Scenario 4				Demand Scenario 5			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵
2021	29		-	-	29		-	-
07/2022 ¹	25	-	-	-	25	-	-	-
Year 1 (2022)	23	41	+18	+18	23	28	+5	+5
Year 2 (2023)	21	23	-16 ⁶	+2	21	28	+2	+7
Year 3 (2024)	18	18	-2 ⁶	+0	18	29	+4	+11

Scenario 4 is based on forecasted application revenue.

Scenario 5 is based on population.

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
- Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
- Estimate is based on demand increase from 2021 to Year 3 (2024).
- Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand - Supply; Gap (Year 2) = (Year 2 Demand - Year 1 Demand) + (Year 1 Supply - Year 2 Supply). Gap (Year 3) = (Year 3 Demand - Year 2 Demand) + (Year 2 Supply - Year 3 Supply).
- Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand - Supply.
- Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
- Scenario 2 is the preferred scenario based on discussion with the Division's Director.



Transportation Planning



Demand Analysis Scenario and Benchmark Overview

Transportation Planning



In the demand analysis, current state at PB&GM has been compared with internal benchmarks and market practices from other municipalities:

Sources of benchmarks/market practices: City of Brampton, EY internal network, municipalities across southern Ontario, and secondary sources.

Metrics Considered	Scenario 1		Scenario 2		✓	Scenario 3		Scenario 4		Scenario 5	
	Labour Cost Based		PB&GM Revenue Based			Combination of Scenarios 1 + 2		DS Planner Ratio Based		DS+CP&D Planner Ratio Based	
Internal Benchmarks	#	Source		Benchmarks overview							
	1	City of Brampton documentation		<ul style="list-style-type: none">• Historic data (e.g., workforce numbers, vacancies, roles, separations, etc.)• Department budgetary data• Annual report							
Market Practices	#	Sources		Market practices overview							
	1	EY Internal Network		<ul style="list-style-type: none">• Insights from sector experts							
	2	Southern Ontario Municipalities		<ul style="list-style-type: none">• Insights gathered from meetings and documentation with: City of Toronto, Town of Oakville, City of Mississauga, and City of Vaughan <p>Note: Information from other municipalities have been used primarily as qualitative insights.</p>							



Demand Analysis Scenarios: Transportation Planning



Demand Analysis Benchmark Overview

Transportation Planning Scenario 1: Labour cost based

- The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Labour (\$)	\$571,377	\$635,929	\$831,119	\$853,402	\$856,360	(\$1,087,577)	(\$1,381,223)	(\$1,754,153)
						Based on trend projections from the City (i.e., +27% year over year increase).*		
Average cost per employee (\$)			\$207,780	\$170,680	\$122,337	(\$170,271)	(\$173,677)	(\$177,150)
			Average of cost per employee is assumed at \$166,932.*			Based on unionized salary increase set to 2% annually (base increase from average cost/employee).*		
Overall TP Headcount*			4	5	7	6 (-1)	8 (+2)	10 (+2)
			Based on historical data (i.e., The City's annual report and divisional budgets).			Based on estimated projection: Headcount for 2022-2024 = Labour (\$) / Average cost per employee (\$).		

Calculations by Step:

- Calculate **labour per headcount (\$)** = Labour (\$) ÷ TP headcount
 - 2019: \$831,119 ÷ 4 = **\$207,780**
 - 2020: \$853,402 ÷ 5 = **\$170,680**
 - 2021: \$856,360 ÷ 7 = **\$122,337**
- Calculate **average labour cost per headcount (\$)** = Sum of labour per headcount (for 2019 - 2021) ÷ 3
 - (\$207,780 + \$170,680 + \$122,337) ÷ 3 = **\$166,932**
- Calculate **headcount for 2022 - 2024 (by year)** = labour cost projection (by year) (\$) ÷ average cost per employee (\$)
 - 2022: \$1,087,577 ÷ \$170,271 = **6**
 - 2023: \$1,381,223 ÷ \$173,677 = **8**
 - 2024: \$1,754,153 ÷ \$177,150 = **10**

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

*Assumption validated by the City.

Demand Analysis Benchmark Overview

Transportation Planning Scenario 2: PB&GM revenue based

- The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
PB&GM Revenue (\$)					\$23,569,279	(\$29,646,927)	(\$29,954,919)	(\$30,026,249)
Revenue per headcount (\$)					\$120,868			
PB&GM Headcount			151	177	195	(245)	(248)	(248)
TP as a % of total PB&GM employees			3%	3%	4%			
Overall TP Headcount			4	5	7	10 (+3)	10 (+0)	10 (+0)

Based on PB&GM revenue projections provided by the City.

Revenue per headcount is assumed at \$120,868 based on 2021 numbers.*

4% is applied for future calculations due to this division's projected growth.*

Based on historical data (i.e., The City's annual report and divisional budgets).

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

*Assumption validated by the City.

**Values are rounded to nearest whole number.

Calculations by Step:

- Calculate revenue per headcount for PB&GM (\$) = PB&GM Revenue (\$) ÷ PB&GM headcount
 - 2021: \$23,569,279 ÷ 195 = \$120,868
- Calculate projected PB&GM headcount for 2022 - 2024 (\$) = Revenue per year ÷ revenue per headcount (\$)
 - 2022: \$29,646,927 ÷ \$120,868 = 245
 - 2022: \$29,954,919 ÷ \$120,868 = 248
 - 2022: \$30,026,249 ÷ \$120,868 = 248
- Calculate TP headcount** for 2022 - 2024 (by year) = PB&GM x TP headcount as a % of total PB&GM employees
 - 2022: 245 x 4% = 10
 - 2023: 248 x 4% = 10
 - 2024: 248 x 4% = 10

The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 1: TP Headcount			4	5	7	6 (-1)	8 (+2)	10 (+2)
						Based on estimated projection: Headcount for 2022-2024 = TP division labour (\$) ÷ average labour per headcount (\$).		
Scenario 2: TP Headcount			4	5	7	10 (+3)	10 (+0)	10 (+0)
						Based on estimated projections (% increase) from PB&GM revenue and TP employees as a %.		
Scenario 3: TP Headcount			4	5	7	8 (+1)	9 (+1)	10 (+1)
	Based on historical data (i.e., The City's annual report and divisional budgets).					Based on the average headcount projections (Scenarios 1 + 2) for each year between 2022 - 2024. This could be a potential scenario due to the following: (a) Transportation Planning division contributes to revenue indirectly and (b) labour cost is a fixed cost that is incurred by the team. A combination of the two could give a more accurate estimate tacking the headcount from both revenue and cost angles.		

Demand Analysis Benchmark Overview

Transportation Planning Scenario 4: DS Planner ratio based



The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Planners			18	24	22	(34)	(43)	(55)
Ratio of DS Planners to TP Planners			1 : 0.22	1 : 0.21	1 : 0.32			
Overall TP Headcount			4	5	7	9 (+2)	11 (+2)	14 (+3)

Based on estimated DS Planner growth ratio based on application submissions trend projections (i.e., 27% increase year over year).*

Average % of ratio DS:TP Planners is 25%. This means there is 1 Transportation Planning employee for every 4 Planners in DS.*

Based on historical data (i.e., The City's annual report and divisional budgets).

Based on ratio of DS:TP Planners year over year assumed at 25%.*

- Calculations by Step:**
- Calculate ratio of TP Planners to DS Planners = TP Planners ÷ DS Planners
 - 2019: 4 ÷ 18 = 22%
 - 2020: 5 ÷ 24 = 21%
 - 2021: 7 ÷ 22 = 32%
 - Calculate estimated increase in TP Planners based on ratio to DS Planners = Sum of ratios of DS:TP ÷ 3
 - TP: (22%+ 21% +32%) ÷ 3 = 25%
 - Calculate headcount for 2022 - 2024 (by year) = DS Planners x Average ratio of DS:TP Planners (%)
 - 2022: 34 x 25% = 9
 - 2023: 43 x 25% = 11
 - 2024: 55 x 25% = 14

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.
*Assumption validated by the City.



Demand Analysis Benchmark Overview

Transportation Planning Scenario 5: DS + CP&D Planner ratio based

- The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Planners			18	24	22	(34)	(43)	(55)
CP&D Planners			13	16	22	(18)	(18)	(19)
Ratio of DS+CP&D Planners to TP Planners			1 : 0.13	1 : 0.13	1 : 0.16			
Overall TP Headcount			4	5	7	7 (+0)	8 (+1)	10 (+2)

Based on estimated DS Planner growth ratio based on application submissions trend projections (i.e., 27% increase year over year).*

Based on estimated CP&D Planner growth ratio based on labour costs.*

Average % of ratio DS+CP&D:TP Planners is 14%. This means there is 1 Transportation Planning employee for every ~7 Planners in DS and CP&D.*

Based on historical data (i.e., The City's annual report and divisional budgets).

Based on ratio of DS+CP&D:TP Planners year over year assumed at 14%.*

Calculations by Step:

- Calculate ratio of TP Planners to DS+CP&D Planners = $\text{TP Planners} \div \text{DS+CP\&D Planners}$
 - 2019: $4 \div 31 = 13\%$
 - 2020: $5 \div 40 = 13\%$
 - 2021: $7 \div 44 = 16\%$
- Calculate estimated increase in TP Planners based on ratio to DS+CP&D Planners = $\text{Sum of ratios of DS+CP\&D:TP} \div 3$
 - TP: $(13\% + 13\% + 16\%) \div 3 = 14\%$
- Calculate headcount for 2022 - 2024 (by year) = $\text{DS+CP\&D Planners} \times \text{Average ratio of DS+CP\&D:TP Planners (\%)}$
 - 2022: $52 \times 14\% = 7$
 - 2023: $61 \times 14\% = 8$
 - 2024: $74 \times 14\% = 10$

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

*Assumption validated by the City.



Demand Analysis: Summary for Transportation Planning



Demand Analysis Benchmark Overview

Summary: Transportation Planning

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the five scenarios:

FTEs by Year	Scenario 1		Scenario 2		Scenario 3		Scenario 4		Scenario 5	
	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE
2021	7		7		7		7		7	
2022	6	-1	10	+3	8	+1	9	+2	7	+0
2023	8	+2	10	+0	9	+1	11	+2	8	+1
2024	10	+2	10	+0	10	+1	14	+3	10	+2
Estimated Net Increase (FTE and %): 2021→2024		+3 (+42.9%)		+3 (+42.9%)		+3 (+42.9%)		+7 (+100.0%)		+3 (+42.9%)

Scenario 1 is based on Transportation Planning division's projected labour costs.

Scenario 2 is based on Transportation Planning revenue (from revenue per headcount of PB&GM).

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 3 can be a potential option*, as it accounts for projected labour costs and projected City revenue, and has progressive growth (year over year).

Scenario 4 is based on Planner ratios and growth projections between Development Services and Transportation Planning.

Scenario 5 is based on Planner ratios and growth projections between Development Services + City Planning & Design and Transportation Planning.



Supply Analysis: Context & Objectives



Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).
2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:
 - Scenario 1: Supply projection based on potential retirements.
 - Scenario 2: Supply projection based on attrition.
 - Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.

Notes and Assumptions:

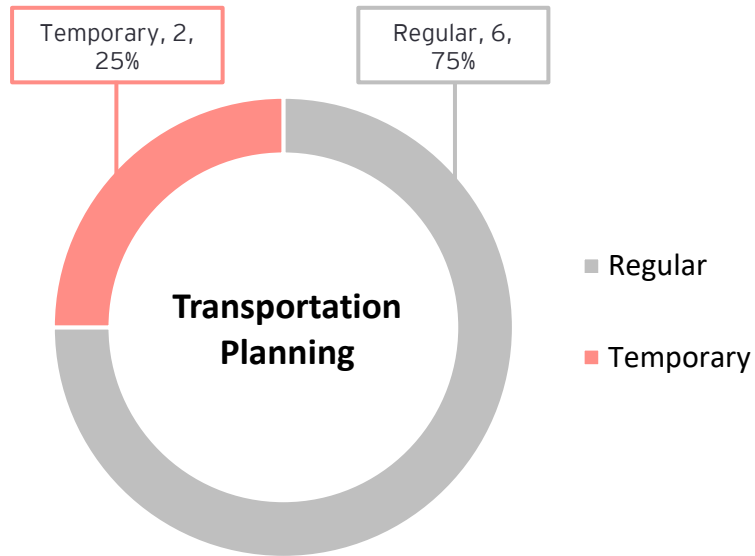
1. Supply analysis for the full PB&GM department can be found in the appendix [here](#).



Supply Analysis Scenarios: Transportation Planning



Current Workforce Composition



Key Observations

- Overall, the Transportation Planning division has 8 employees
- 25% of employees (2) are in temporary/contract roles
 - Both contracts are for Transportation Planner roles and have an expiration of June 10, 2023

Notes and assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Transportation Planning employee numbers include Division Leader.

Supply Analysis: Supply Projection

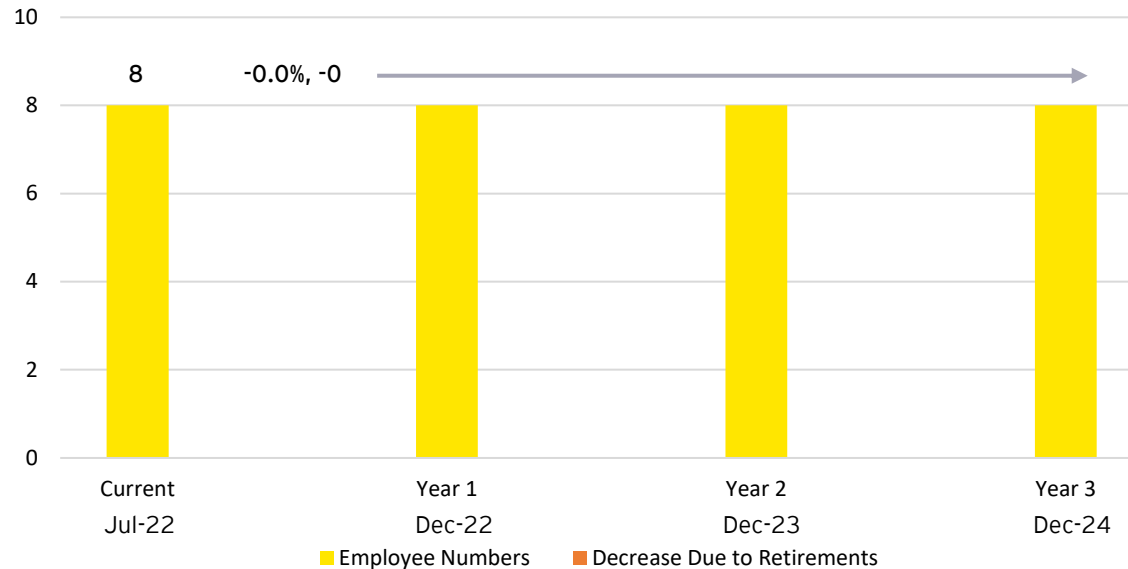
Transportation Planning – Scenario 1: Potential Retirements

Supply Forecasts with Potential Retirements



Key Observations

- As per the identified retirement criteria, Transportation Planning division does not have any potential retirements by 2024.



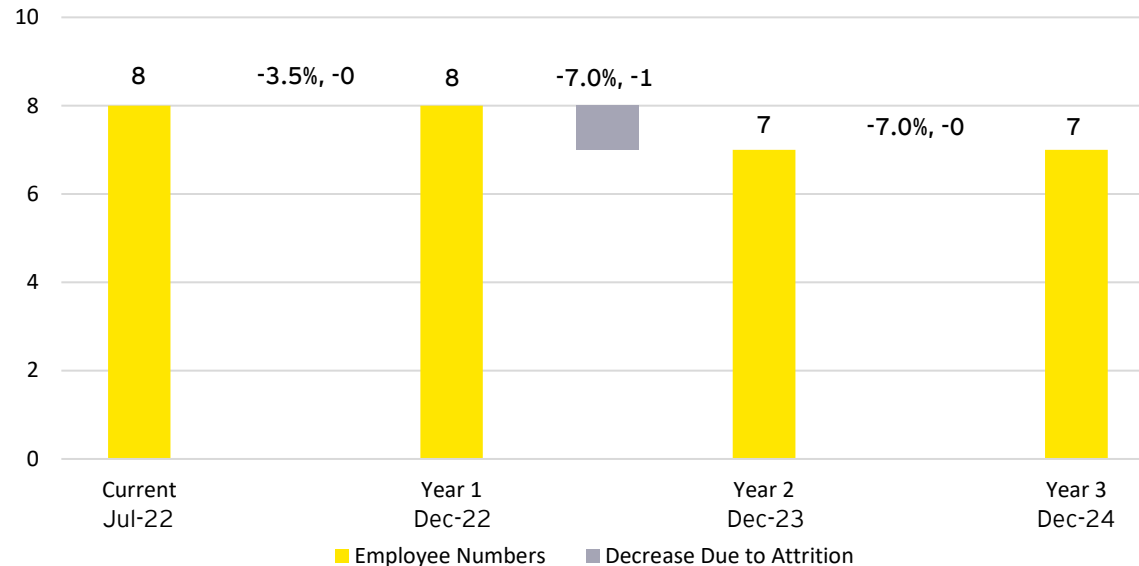
Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- Transportation Planning employee numbers include Division Leader.
- Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
- Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
- Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

Supply Analysis: Supply Projection

Transportation Planning – Scenario 2: Attrition

Supply Forecasts with Attritions



Key Observations

- If Transportation Planning division does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to voluntary attrition. Thus resulting in a cumulative impact of 1 employee numbers in Transportation Planning division by the end of 2024.

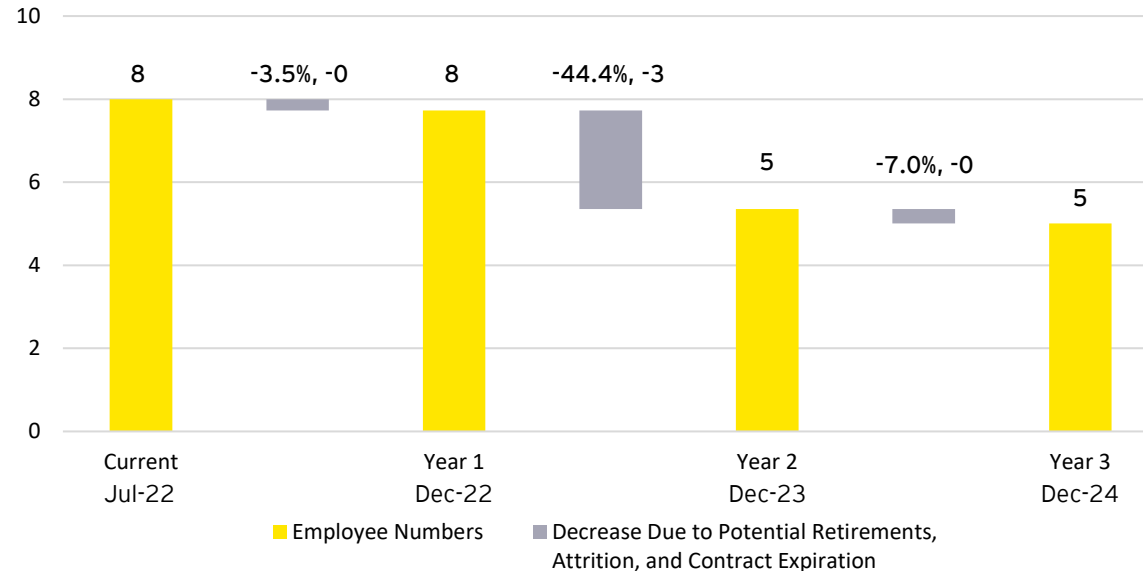
Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2021 and is based on employee numbers and not FTE.
2. Transportation Planning employee numbers include Division Leader.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years.
 - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022).
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

Supply Analysis: Supply Projection

Transportation Planning - Scenario 3: Potential Retirements, Attrition⁶, and Contract Expiration

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations



Key Observations

- Transportation Planning division is projected to experience a cumulative decline of 38% (3 employee numbers) by 2024. Thereby resulting in 5 employees from the current 8 employees.
 - It includes 2 contract expirations in 2023

Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Transportation Planning employee numbers include Division Leader.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).



Capacity Gap Analysis: Transportation Planning



Capacity Gap Analysis (1/2)

Transportation Planning

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the five scenarios:

Development Services	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵
2021	7	-	-	-	7	-	-	-	7	-	-	-
07/2022 ¹	8 ¹	-	-	-	8 ¹	-	-	-	8 ¹	-	-	-
Year 1 (2022)	8	6	-2 ⁶	-2 ⁶	8	10	+2	+2	8	8	+0	+0
Year 2 (2023)	5	8	+5	+3	5	10	+3	+5	5	9	+4	+4
Year 3 (2024)	5	10	+2	+5	5	10	+0	+5	5	10	+1	+5

Scenario 1 is based on Transportation Planning division's projected labour costs.

Scenario 2 is based on Transportation Planning revenue (from revenue per headcount of PB&GM).

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 3 can be a potential option⁷, as it accounts for projected labour costs and projected City revenue, and has progressive growth (year over year).

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
- Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
- Estimate is based on demand increase from 2021 to Year 3 (2024).
- Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand - Supply; Gap (Year 2) = (Year 2 Demand - Year 1 Demand) + (Year 1 Supply - Year 2 Supply).
Gap (Year 3) = (Year 3 Demand - Year 2 Demand) + (Year 2 Supply - Year 3 Supply).
- Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap (Year 3) = (Year 3 Demand - Year 2 Demand) + (Year 2 Supply - Year 3 Supply).
- Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
- Scenario 3 is the preferred scenario based on discussion with the Division's Director.

Capacity Gap Analysis (2/2)

Transportation Planning

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the five scenarios:

Development Services	Demand Scenario 4				Demand Scenario 5			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵
2021	7	-	-	-	7	-	-	-
07/2022 ¹	8 ¹	-	-	-	8 ¹	-	-	-
Year 1 (2022)	8	9	+1	+1	8	7	-1 ⁶	-1 ⁶
Year 2 (2023)	5	11	+5	+6	5	8	+4	+3
Year 3 (2024)	5	14	+3	+9	5	10	+2	+5

Scenario 4 is based on Planner ratios and growth projections between Development Services and Transportation Planning.

Scenario 5 is based on Planner ratios and growth projections between Development Services + City Planning & Design and Transportation Planning.

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
- Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
- Estimate is based on demand increase from 2021 to Year 3 (2024).
- Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand - Supply; Gap (Year 2) = (Year 2 Demand - Year 1 Demand) + (Year 1 Supply - Year 2 Supply). Gap (Year 3) = (Year 3 Demand - Year 2 Demand) + (Year 2 Supply - Year 3 Supply).
- Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap (Year 3) = Demand - Supply.
- Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
- Scenario 3 is the preferred scenario based on discussion with the Division's Director.



Building





Demand Analysis Scenarios: Building



Demand Analysis Benchmark Overview

Building Scenario 1: Divisional revenue based



The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Building Division Revenue (\$)	\$12,344,721	\$12,694,191	\$20,229,945	\$15,665,181	\$19,069,870	(\$19,285,285)	(\$22,750,434)	(\$22,822,599)
Revenue per headcount (\$)			\$202,299	\$138,630	\$156,310			
Overall Building Headcount			100	113	122	116 (-6)	137 (+21)	138 (+1)

Based on revenue forecasts provided by the Building division.

Average of revenue per headcount is assumed at \$165,747*.

Based on historical data (i.e., The City's annual report and divisional budgets)

Based on estimated projection: Headcount for 2022-2024 = Building division revenue (\$) ÷ average revenue per headcount (\$)

Calculations by Step:

1. Calculate revenue per headcount (\$) = Building division revenue (\$) ÷ overall Building headcount

▶ 2019: \$20,229,945 ÷ 100 = \$202,299

▶ 2020: \$15,665,181 ÷ 113 = \$138,630

▶ 2021: \$19,069,870 ÷ 122 = \$156,310

2. Calculate average revenue per headcount (\$) = Sum of revenue per headcount (for 2019 - 2021) ÷ 3

▶ (\$202,299 + \$138,630 + \$156,310) ÷ 3 = \$165,747

3. Calculate headcount for 2022 - 2024 (by year) = Building division revenue (\$) ÷ average revenue per headcount (\$)

▶ 2022: \$19,285,285 ÷ \$165,747 = 116

▶ 2023: \$22,750,434 ÷ \$165,747 = 137

▶ 2024: \$22,822,599 ÷ \$165,747 = 138



Demand Analysis Benchmark Overview

Building Scenario 2: Work volume based

- The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Building Inspections	154,646	132,679	152,563	177,292	228,036	(254,039)	(283,008)	(315,280)
Based on historical data provided by the City. Assumption based on 11% year on year increase (average) in inspections*.					Based on maximum amount of building inspection (per inspector) that can be done per year (i.e., 18 inspections per day, 5 days a week in a 52 week year)*.			
Average inspections per year			4,015	4,221	4,957	(4,680)	(4,680)	(4,680)
Building Inspectors			38	42	46	(54)	(60)	(67)
BI : PE Ratio	Average ratio for PE = 68%*		1 : 0.68	1 : 0.67	1 : 0.70	Based on estimated BI projections (% increase) and ratios for PE and Admin roles, estimated projections are calculated as follows (2022 - 2024)*. PE = 37;41;46. Admin = 25;28;31.		
BI : Admin Ratio	Average ratio for Admin = 46%*		1 : 0.42	1 : 0.48	1 : 0.48			
Overall Building Headcount			100	113	122	139 (+17)	153 (+14)	168 (+15)
Based on historical data (i.e., The City's annual report and divisional budgets).					Based on estimated projections (% increase) from BI and BI:PE and BI:Admin ratios, and Other** roles % increase year over year.			

Calculations by Step:

- Calculate average of the building inspections year over year = building inspections for a year ÷ building inspections for previous year; Sum of building inspections for 2017 - 2021 ÷ 4
 - 2018: 132,679 - 154,646 = -14%
 - 2019: 152,563 - 132,679 = 15%
 - 2020: 177,292 - 152,563 = 16%
 - 2021: 228,036 - 177,292 = 29%
 - (-14% + 15% + 16% + 29%) ÷ 4 = **11%**
- Calculate **Building Inspectors for 2022 - 2024** (by year) = Building inspections ÷ average of projected inspections each year
 - 2022: 254,039 ÷ 4,680 = 54
 - 2023: 283,008 ÷ 4,680 = 60
 - 2024: 315,280 ÷ 4,680 = 67
- Calculate estimated increase in Plans Examiners and Admin/Clerk roles based on ratio to Building Inspectors = Sum of ratios of BI:PE ÷ 3; Sum of ratios of BI:Admin ÷ 3
 - Plans Examiners: (68%+ 67%+70%) ÷ 3 = **68%**
 - Admin/Clerk: (42%+ 48%+48%) ÷ 3 = **46%**
- Calculate **headcount for 2022 - 2024** (by year) = # of Building Inspectors required to complete Inspections + estimated number Plans Examiners + Admin/Clerk roles + average rate of increase for Other** roles (i.e., 4%)
 - 2022: 54 + 37 + 25 + 23 = **139**
 - 2023: 60 + 41 + 28 + 24 = **153**
 - 2024: 67 + 46 + 31 + 24 = **168**

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year. BI = Building Inspector; PE = Plans Examiner; Admin = Administration/Clerk.

*Assumption validated by the City.

**Other roles include: Managers, Supervisor/Advisor, Systems Analyst, Technologist, and Permit Expeditor. Average % increase calculated at 4%, resulting in 23;24;24 (2022 - 2024, respectively).

Demand Analysis Benchmark Overview

Building Scenario 3: Combination of Scenarios 1 + 2

The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 1: Building Headcount			100	113	122	116 (-6)	137 (+21)	138 (+1)
						Based on estimated projection: Headcount for 2022-2024 = Building division revenue (\$) ÷ average revenue per headcount (\$)		
Scenario 2: Building Headcount			100	113	122	139 (+17)	153 (+14)	168 (+15)
						Based on estimated projections (% increase) from Building Inspector % increase year over year.		
Scenario 3: Building Headcount			100	113	122	128 (+6)	145 (+17)	153 (+8)
	Based on historical data (i.e., The City's annual report and divisional budgets)					Based on the average headcount projections (Scenarios 1 + 2) for each year between 2022 - 2024		

Demand Analysis Benchmark Overview

Building Scenario 4: Population based

- ▶ The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Population (people)	607,740	642,800	656,000	701,000	656,480	(670,153)	(684,111)	(698,360)
Growth Rate (%)		5.8%	2.1%	6.9%	-6.4%			
Average population increase assumed at = 2.1% (applied to subsequent years).								
Citizens per employee		6,560	6,204	5,381				
Calculated as population/headcount . Average assumed as equal to 6,048 citizens/employee .								
Overall Building Headcount*		100	113	122	111 (-11)	113 (+2)	115 (+2)	
Based on estimated projections of population/citizens per employee.								

Calculations by Step:

- Calculate growth rate (%)
 - ▶ 2018: $642,800 - 607,740 = 5.8\%$
 - ▶ 2019: $656,000 - 642,800 = 2.1\%$
 - ▶ 2020: $701,000 - 656,000 = 6.9\%$
 - ▶ 2021: $656,480 - 701,000 = -6.4\%$
- Calculate average growth rate (%)
 - ▶ $(5.8\% + 2.1\% + 6.9\% + -6.4\%) = 2.1\%$
- Calculate citizens per employee
 - ▶ 2019: $656,000 \div 100 = 6,560$
 - ▶ 2020: $701,000 \div 113 = 6,204$
 - ▶ 2021: $656,480 \div 122 = 5,381$
- Calculate average citizens per employee
 - ▶ $(6,560 + 6,204 + 5,381) \div 3 = 6,048$
- Calculate headcount for 2022 - 2024 (by year)
 - ▶ 2022: $670,153 \div 6,048 = 111$
 - ▶ 2023: $684,111 \div 6,048 = 113$
 - ▶ 2024: $698,360 \div 6,048 = 115$



Demand Analysis: Summary for Building



Demand Analysis Benchmark Overview

Summary: Building

- ▶ The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the four scenarios:

FTEs by Year	Scenario 1		Scenario 2		Scenario 3		Scenario 4	
	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE
2021	122		122		122		122	
2022	116	-6	139	+17	128	+6	111	-11
2023	137	+21	153	+14	145	+17	113	+2
2024	138	+1	168	+15	153	+8	115	+2
Estimated Net Increase (FTE and %): 2021→ 2024		+16 (+13.1%)		+46 (+37.7%)		+31 (+25.4%)		-7 (-5.7%)

Scenario 1 is based on Building division's revenue.

Scenario 2 is based on work volume.

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Scenario 3 can be a potential option*, as it accounts for overall revenue for building division and work volume for building inspections as equal predictors in future headcount. Thereby, providing a well rounded view.



Supply Analysis: Context & Objectives



Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).
2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:
 - Scenario 1: Supply projection based on potential retirements.
 - Scenario 2: Supply projection based on attrition.
 - Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.

Notes and Assumptions:

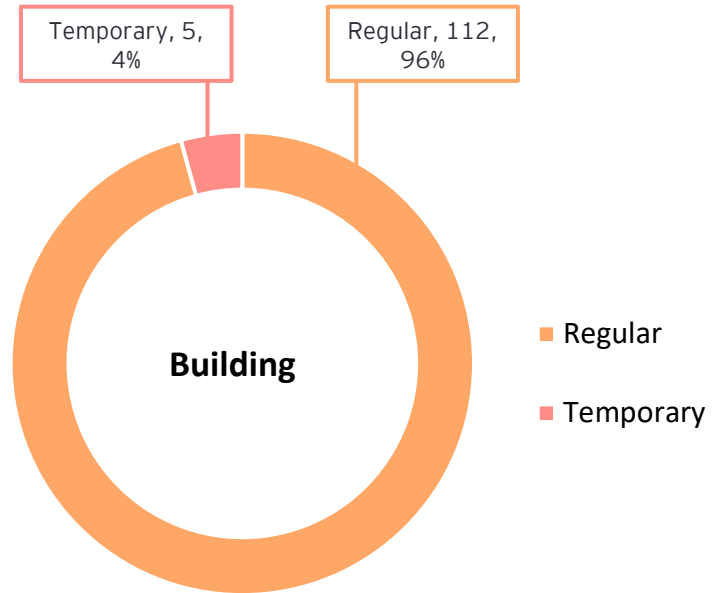
1. Supply analysis for the full PB&GM department can be found in the appendix [here](#).



Supply Analysis Scenarios: Building



Current Workforce Composition



Key Observations

- Overall, the Building division has 117 employees
- 4% of employees (5) are in temporary/contract roles
 - 4 contracts are for Clerk roles and have an expiration of September 17 and 19; October 9, 2022 (2 positions)
 - Contract expiring September 19, 2022 is transferring to the role: Clerk, Addressing & Records
 - 1 contract is for Plans Examining role and is expiring April 8, 2023

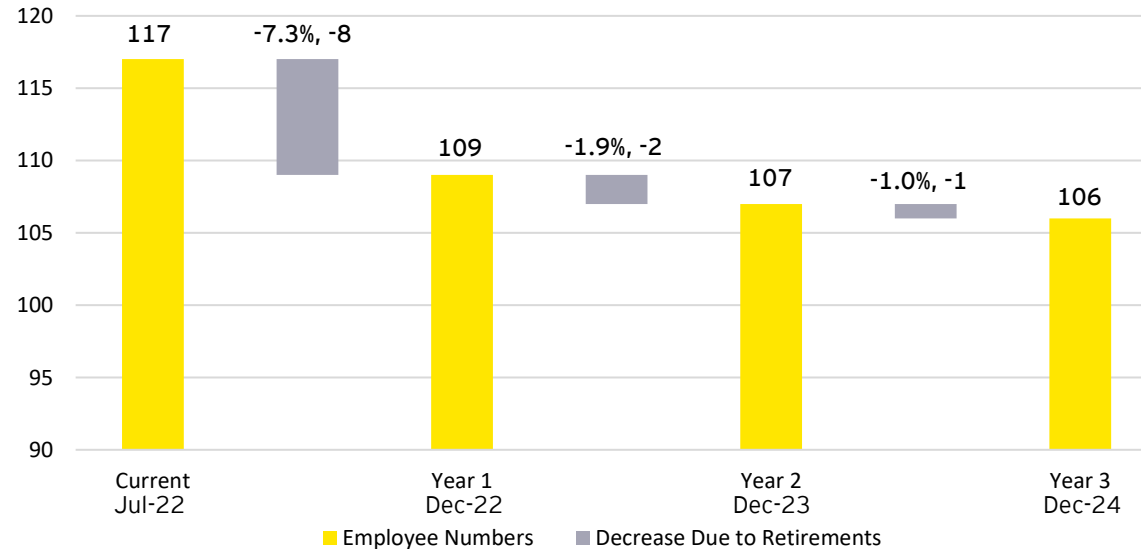
Notes and assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Building employee numbers include Division Leader.

Supply Analysis: Supply Projection

Building – Scenario 1: Potential Retirements

Supply Forecasts with Potential Retirements



Key Observations

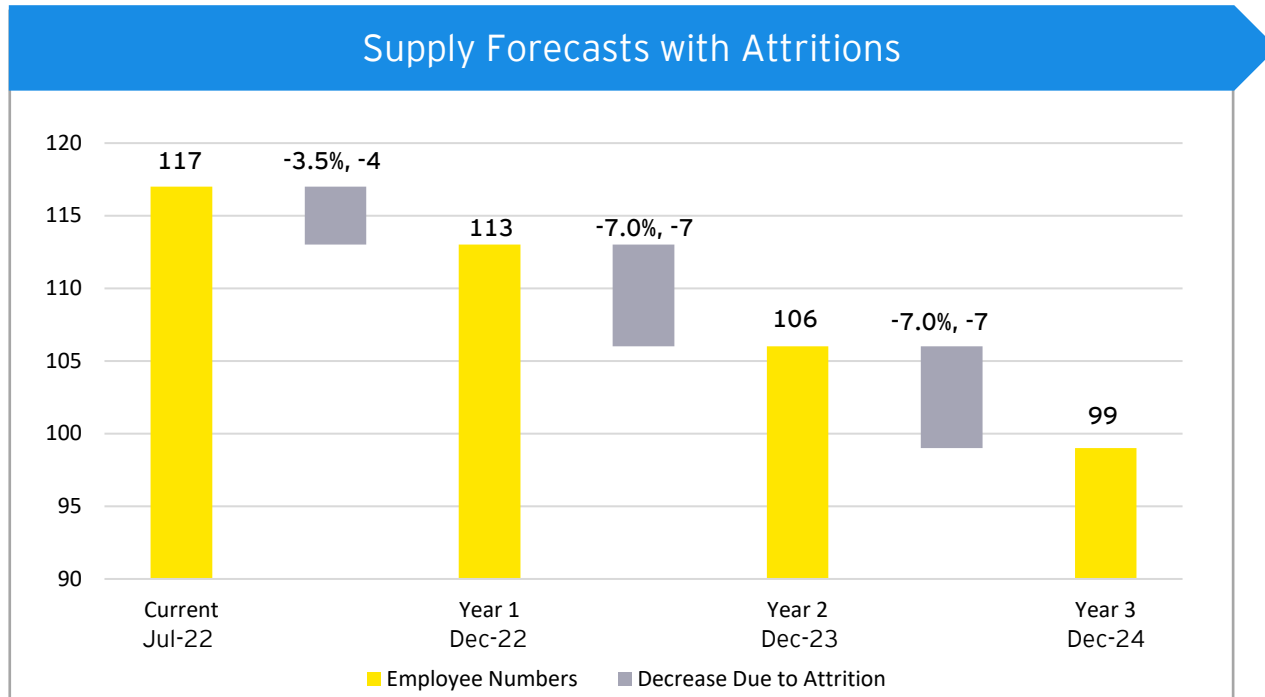
- As per the identified retirement criteria, Building division may witness 11 potential retirements by 2024.
 - This could pose a potential knowledge risk as tacit organisational knowledge could be lost with these retirements. It might merit to explore succession planning and knowledge transfer for this division.

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- Building employee numbers include Division Leader.
- Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
- Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
- Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

Supply Analysis: Supply Projection

Building – Scenario 2: Attrition



Key Observations

- If Building division does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to natural, voluntary attrition. Thus resulting in a cumulative impact of 18 employee numbers in Building division by the end of 2024.

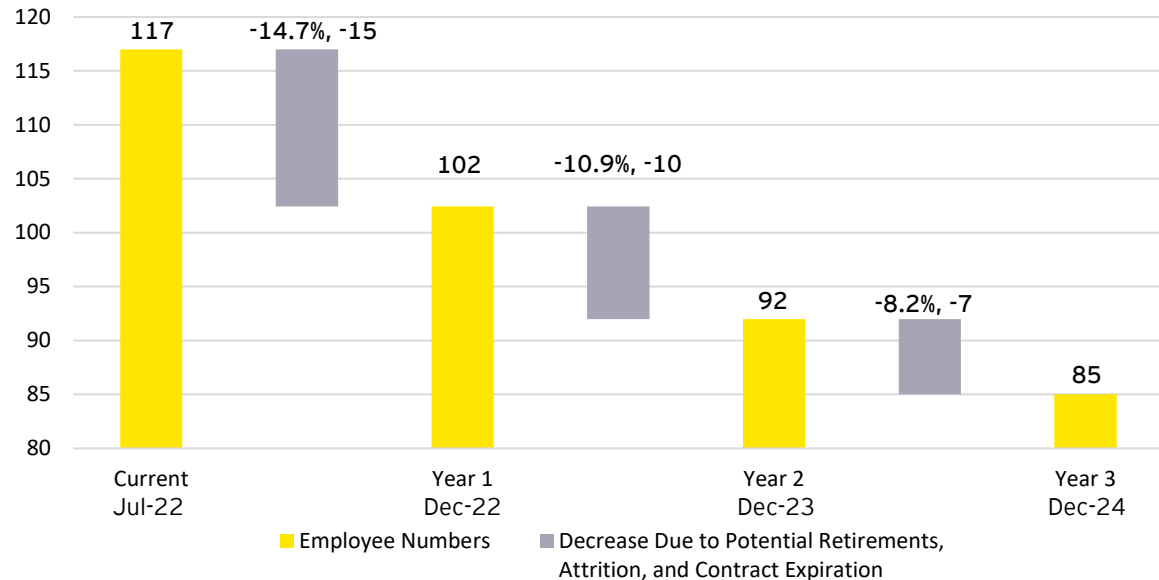
Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- Building employee numbers include Division Leader.
- Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years
 - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
- Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022).
- Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
- Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

Supply Analysis: Supply Projection

Building - Scenario 3: Potential Retirements, Attrition⁶, and Contract Expiration

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations



Key Observations

- Building division could experience a cumulative reduction of 27% workforce (32 employee numbers) by 2024. Thereby resulting in 85 employees from the current 117 employees.
 - It includes 3 contract expirations in 2022 and 2 contract expirations in 2023 (including Clerk role that is extended by typically 6 months)

Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Building employee numbers include Division Leader.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).



Capacity Gap Analysis: Building



Capacity Gap Analysis

Building

- The following table presents an overview of changes to FTEs (from 2021 - 2024) based on the four scenarios:

Building	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3				Demand Scenario 4			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires) ⁴	FTE Estimate (No New Hires) ⁵
2021	122		-		122		-	-	122		-	-	122		-	-
07/2022 ¹	117	-	-		117	-	-	-	117	-	-	-	117	-	-	-
Year 1 (2022)	102	116	+14	+14	102	139	+37	+37	102	128	+26	+26	102	111	+9	+9
Year 2 (2023)	92	137	+31	+45	92	153	+24	+61	92	145	+27	+53	92	113	+12	+21
Year 3 (2024)	85	138	+8	+53	85	168	+22	+83	85	153	+15	+68	85	115	+9	+30

Scenario 1 is based on Building division's revenue.

Scenario 2 is based on work volume.

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Scenario 3 can be a potential option⁶, as it accounts for overall revenue for building division and work volume for building inspections as equal predictors in future headcount. Thereby, providing a well rounded view.

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
- Estimate is based on demand increase from 2021 to Year 3 (2024).
- Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand - Supply; Gap (Year 2) = (Year 2 Demand - Year 1 Demand) + (Year 1 Supply - Year 2 Supply). Gap (Year 3) = (Year 3 Demand - Year 2 Demand) + (Year 2 Supply - Year 3 Supply).
- Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand - Supply.
- Scenario 3 is the preferred scenario based on discussion with the Division's Director.



Phases 2 + 3

Workforce Development and Fostering a
People-Centred Workplace





Approach and Framework for Analyzing Data



EY Deployed a Four Dimensional Framework with Humans@Centre to Enable a Holistic Approach

- ▶ EY Subject Matter Expert inputs
- ▶ ~5 southern Ontario municipal research conversations
- ▶ Glassdoor research

Outside In View: to explore what is working for others.
What can we learn from what others are doing?

Top-Down View:
How do leadership and HR imagine people centered workplace at PB&GM?

- ▶ 8 leadership interviews
- ▶ ~10 hours of conversations

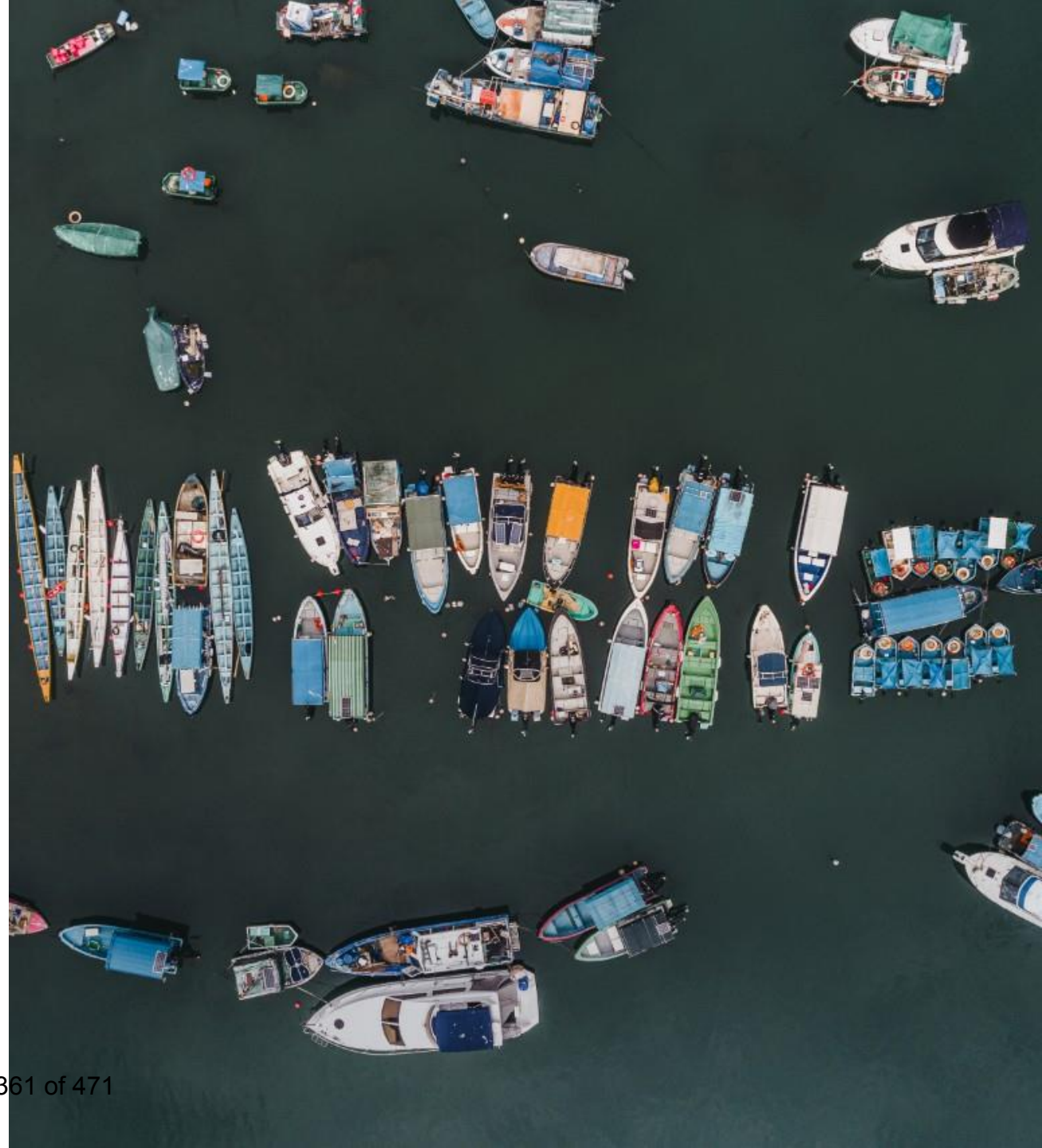
Bottom-up View:
How are employees experiencing PB&GM on the ground?

Inside Out View: to understand what is working and what is not.
What can we learn from existing initiatives and systems?

- ▶ 6 focus group discussions
- ▶ ~8 hours of conversations
- ▶ ~75 PB&GM employees engaged

- ▶ Review of CoB and PB&GM policies and practices across all areas under discussion
- ▶ 5 meetings with HR stakeholders relating to City policies and programs

Overview of Phases 2 + 3





Employees seem fond of the people they work with and would prefer a more flexible, openly communicative environment



Focus group question: What do you *like* and *dislike* about working at the City?

Like about the culture and would like to retain



Employees enjoy working with their colleagues, the friendly support by co-workers, and flexibility that hybrid work offers.




Dislike about the culture and would like to change



Employees dislike the political environment, lack of communication and transparency, and possibility that hybrid work may not be here to stay (i.e., potentially increasing to more than 3 days/week in office).




Overview and Summary of Phase 2

Workforce development

Area		Key Observations
Leadership Direction and Culture		<ul style="list-style-type: none"> ▶ The overall direction for City of Brampton and Brampton 2040 Vision has been defined which gives high-level guidance. ▶ At the department level for PB&GM, frequent changes in leadership has led to unclear direction, ambiguous culture (of uncertainty and fear) and lack of advocacy for the employees. ▶ Leadership coaching support (for current and new leaders) to build self awareness and provide tools that could enable leaders navigate the political landscape and create a better culture for their employees.
Learning and Development		<ul style="list-style-type: none"> ▶ Learning categories (i.e., Leading Self, Leading Others, and Leading Business) are aligned to the City's skills and values Frameworks. As well, infrastructure for the skills and values frameworks exist as trainings that are available at the City-level. There is an opportunity for PB&GM to further leverage these resources, as the awareness and utilization of these training at PB&GM appear limited. ▶ Development of technical capabilities in the department focuses on certification programs that are mandatory to maintain the proper licencing to practice.
Performance and Careers		<ul style="list-style-type: none"> ▶ Performance management system and resources exists for non-union staff. The focus is on performance for the year. The City's skills and values frameworks are accounted for, however the evaluation is subjective. Performance is linked to rewards (e.g., merit-pay increase). Individual development plans could be an opportunity to link performance to learning. ▶ Union staff - performance management is not conducted due to the CUPE agreements. ▶ While there is a vertical hierarchy of roles for both union and non-union staff, there are no clearly defined career paths. ▶ There is an opportunity to define career path philosophy and paths for employees to explore and design their career path at PB&GM.

Overview and Summary of Phase 3

Fostering a people-centred workplace

Area		Key Observations
Mental Health and Wellness		<ul style="list-style-type: none"> Multiple health and wellbeing service cards exist (e.g., EFAP, Healthy Workplace Events and Challenges, Mental Health Resources, etc.) and are available at the City. However, awareness of these resources at PB&GM appears limited. Departments have the ability to run department-specific programs (such as peer support networks in Fire, Transit, Service Brampton and Enforcement & By-Law Services) creating an opportunity for PB&GM to implement relevant initiatives.
Future of Work, Hybrid Workforce, and Flexibility		<ul style="list-style-type: none"> The current flexible work arrangement includes being in-office three days per week. While employees are willing to come to the office, they desire a more purposeful and geared towards objectives reasoning. There is skepticism around being back in-office 5 days a week. As well, this poses a risk considering many similar southern Ontario municipalities have conducive flexible work and hybrid workforce arrangements. Leading practices indicate organizations are adopting a flexible work approach in terms of where, when, how, etc.
Recognition		<ul style="list-style-type: none"> Recognition at PB&GM is in form of non-monetary appreciation. It is however, primarily leader-dependent and therefore, varies team to team. There is limited structured recognition. Non-union staff: year end performance evaluation is linked to increments. Union staff: no formal recognition process exists. Employees have expressed recognition could be a motivator to enhance performance.

Possible quick win opportunities to comfort, engage, and retain the talent at PB&GM



Leadership Direction and Culture



- ▶ Direction 'Champions'
- ▶ Communication
- ▶ Reflect and Action
- ▶ Coaching for Existing and New Leaders

Learning and Development



- ▶ Communication
- ▶ Lunch & Learn

Performance and Careers



- ▶ Communications
- ▶ Leader Engagement
- ▶ Extend Available Resources

Mental Health and Wellness



- ▶ Policy Reminders
- ▶ Lunch & Learn
- ▶ Connection Events
- ▶ Leadership Stories

Future of Work, Hybrid Workforce, and Flexibility



- ▶ No meeting Fridays
- ▶ Leadership Check-ins
- ▶ Engagement Opportunities
- ▶ Policy Reminders

Recognition



- ▶ Leader Acknowledgement
- ▶ Announcements
- ▶ Events

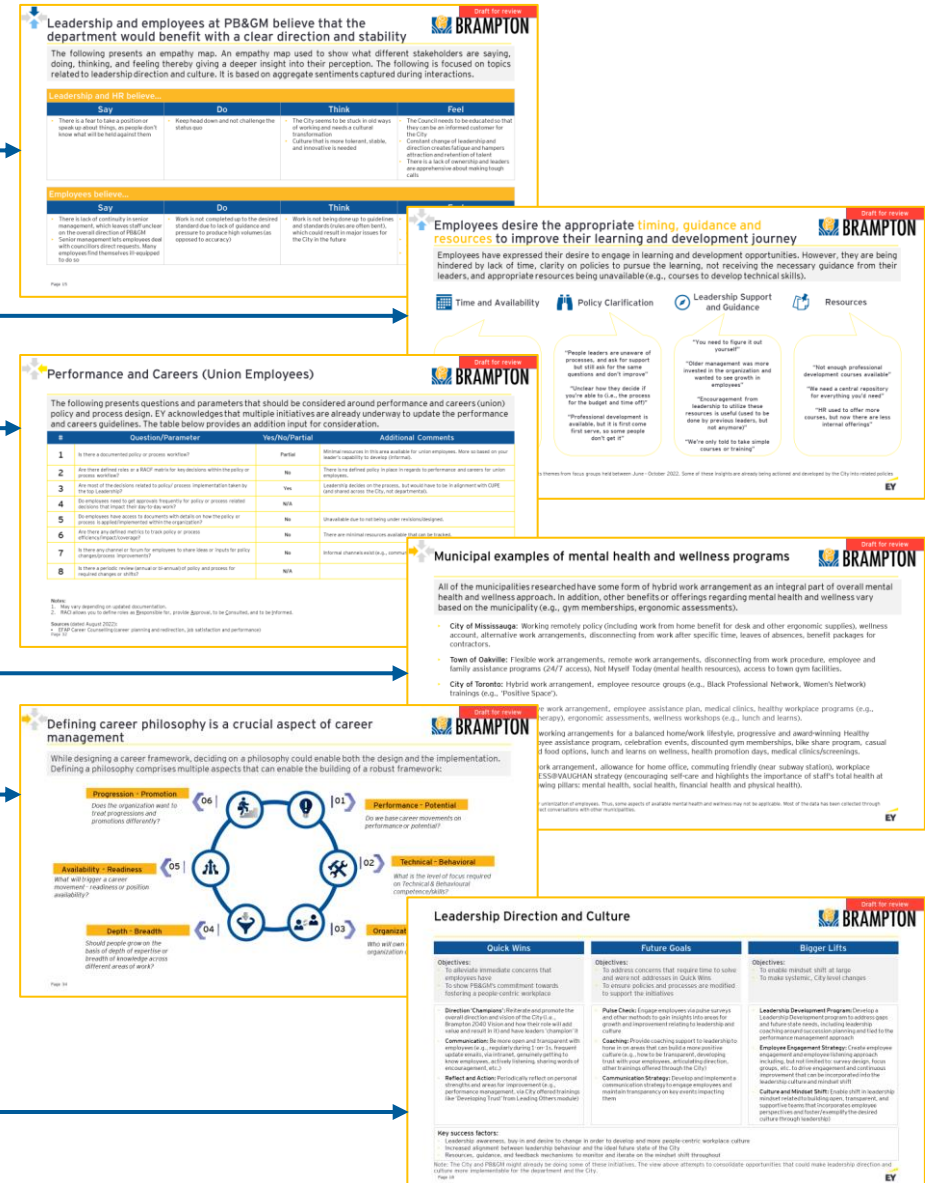
Notes: Details of each quick win can be found in the associated section. Detailed roadmap and opportunities are laid out in the later part of the deck.

Content Structure

How to read this document

Our humans@centre framework was used as the structure

- ▶ Top-Down - empathy maps (leadership and HR)
- ▶ Bottom-Up - empathy maps (employees), focus group themes
- ▶ Inside-Out - questions and parameters on City of Brampton policies and programs
- ▶ Outside-In - southern Ontario municipal market practices, EY point of views and frameworks, social media research
- ▶ Opportunities and Recommendations - quick wins, future goals, and bigger lifts



Leadership and employees at PB&GM believe that the department would benefit with a clear direction and stability

The following presents an empathy map. An empathy map used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to leadership direction and culture. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe...	Say	Do	Think	Feel
There is a fear to take a position or speak up about things, as people don't know what will be the consequences if they do so.		Know how to communicate challenges to the status quo.	The City seems to be stuck in old ways of working and needs a cultural transformation.	The City seems to be stuck in old ways of working and needs a cultural transformation.
There is a lack of opportunity to voice management, which leaves staff with an on the ground direction of PB&GM. Senior management lets employees deal with complex direct requests. Many employees find themselves ill-equipped to do so.		Block to staff management to the ground standard due to lack of guidance and pressure to produce high volume to respond to accuracy.	Work is not being done to position and standardize roles in order to be able to respond to major issues for the City in the future.	The City seems to be stuck in old ways of working and needs a cultural transformation.

Employees desire the appropriate timing, guidance and resources to improve their learning and development journey

Employees have expressed their desire to engage in learning and development opportunities. However, they are being hindered by lack of time, clarity on policies to pursue the learning, not receiving the necessary guidance from their leaders, and appropriate resources being unavailable (e.g., courses to develop technical skills).

Performance and Careers (Union Employees)

The following presents questions and parameters that should be considered around performance and careers (union) policy and process design. EY acknowledges that multiple initiatives are already underway to update the performance and careers guidelines. The table below provides an additional input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process within the City?	Partial	Most resources in this area are available for union employees. More is needed on your part to respond to union requests.
2	Are there defined roles in a RACI matrix for leadership within the union or union employees?	No	There is no defined policy to guide in response to union requests and to align with union employees.
3	Are most of the decisions related to union requests implemented based on the best interests of the City?	Yes	Leadership decides on the process, but sometimes there is alignment with union and there are some cases where the City is not aligned.
4	Do employees need to get approvals from union or process related decisions that would affect the City?	No	There are no defined policies to guide in response to union requests.
5	Do employees have access to documents, which are not from the City or union, to support their requests?	No	There are no defined policies to guide in response to union requests.
6	Are there any defined metrics to track union or process related requests?	No	There are no defined policies to guide in response to union requests.
7	Is there a documented policy or process for union requests to be implemented?	No	There are no defined policies to guide in response to union requests.
8	Is there a periodic review process to track union or process related requests?	No	There are no defined policies to guide in response to union requests.

Municipal examples of mental health and wellness programs

All of the municipalities researched have some form of hybrid work arrangement as an integral part of overall mental health and wellness approach. In addition, other benefits or offerings regarding mental health and wellness vary based on the municipality (e.g., gym memberships, ergonomic assessments).

- City of Mississauga: Working remotely policy (including work from home benefit for desk and other ergonomic supplies), wellness account, alternative work arrangements, disconnecting from work after specific time, leaves of absence, benefit packages for contractors.
- Town of Oakville: Flexible work arrangements, remote work arrangements, disconnecting from work procedure, employee and family assistance program (EAP) access, Not Myself Today mental health resources, access to farm gym facilities.
- City of Toronto: Hybrid work arrangement, employee resource groups (e.g., Black Professional Network, Women's Network) trainings (e.g., "Positive Space").

Defining career philosophy is a crucial aspect of career management

While designing a career framework, deciding on a philosophy could enable both the design and the implementation. Defining a philosophy comprises multiple aspects that can enable the building of a robust framework:

- Progression - Promotion: Does the organization want to track progression and promotions differently?
- Performance - Potential: Do we have career movements on performance or potential?
- Technical - Behavioral: What is the career path required on Technical & Behavioral competencies?
- Organizational: Who will own organization?
- Depth - Breadth: Should people grow on the basis of depth of expertise or breadth of experience across different areas of work?
- Availability - Readiness: What will trigger a career movement? readiness or position availability?

Leadership Direction and Culture

Quick Wins	Future Goals	Bigger Lifts
Objectives: <ul style="list-style-type: none">To address concerns that require time to solve and were not addressed in Quick Wins.To ensure policies and processes are modified to support the initiatives.	Objectives: <ul style="list-style-type: none">To address concerns that require time to solve and were not addressed in Quick Wins.To ensure policies and processes are modified to support the initiatives.	Objectives: <ul style="list-style-type: none">To ensure policies and processes are modified to support the initiatives.To ensure policies and processes are modified to support the initiatives.
Direction Champions: Identify and promote the general direction and vision of the City (e.g., Brampton 2040 Vision and how they role will be implemented by the City's leadership).	Future Goals: Engage employees in a career survey and other methods to gain insights into areas for growth and improvement related to leadership and culture.	Bigger Lifts: Leadership Development Program: Develop a Leadership Development Program to address gaps and future state needs, including leadership coaching and mentorship opportunities.
Communication: Be more open and transparent with employees to... regular sharing on the progress of the City's vision and how they role will be implemented by the City's leadership.	Future Goals: Engage employees in a career survey and other methods to gain insights into areas for growth and improvement related to leadership and culture.	Bigger Lifts: Leadership Development Program: Develop a Leadership Development Program to address gaps and future state needs, including leadership coaching and mentorship opportunities.
Support and Action: Periodically reflect on personal performance management, via City offered training like "Developing Trust From Leading Distance".	Future Goals: Engage employees in a career survey and other methods to gain insights into areas for growth and improvement related to leadership and culture.	Bigger Lifts: Leadership Development Program: Develop a Leadership Development Program to address gaps and future state needs, including leadership coaching and mentorship opportunities.

Note: The following theme areas contain some or all of these components.



Phase 2

Workforce Development





Leadership Direction and Culture





Leadership and employees at PB&GM believe that the department would benefit with a clear direction and stability

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to leadership direction and culture. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">There is a fear to take a position or speak up about things, as people don't know what will be held against them	<ul style="list-style-type: none">Keep head down and not challenge the status quo	<ul style="list-style-type: none">The City seems to be stuck in old ways of working and needs a cultural transformationCulture that is more tolerant, stable, and innovative is needed	<ul style="list-style-type: none">The Council needs to be educated so that they can be an informed customer for the CityConstant change of leadership and direction creates fatigue and hampers attraction and retention of talentThere is a lack of ownership and leaders are apprehensive about making tough calls

Employees believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">There is lack of continuity in senior management, which leaves staff unclear on the overall direction of PB&GMSenior management lets employees deal with councillors direct requests. Many employees find themselves ill-equipped to do so	<ul style="list-style-type: none">Work is not completed up to the desired standard due to lack of guidance and pressure to produce high volumes (as opposed to accuracy)	<ul style="list-style-type: none">Work is not being done up to guidelines and standards (rules are often bent), which could result in major issues for the City in the future	<ul style="list-style-type: none">Development of "learned helplessness" in their work, careers, and prospective growthIncreased levels of stress due to higher workload pressureLow motivation to complete work



Employees are seeking a **clear vision from leadership** and support on appropriately executing it

Employees have expressed concern over the instability in leadership, and resulting unclear vision and direction that ensues. They believe that politically-driven and other external influence is negatively impacting their ability to successfully complete their jobs. As well, they feel unsupported in navigating these situations.



Continuously Changing Leadership

"There's a lack of continuity in senior management "

"New managers become in line of fire (and your team as well)"

"It feels like everyone will turnover and there will be a lack of stability. Why does this keep happening?"



Unclear Vision and Direction

"No clear direction from upper management"

"The sense of uncertainty amongst seniors and this trickles down to staff"

"Lack of a common vision"

"Leadership has no direction, no clear path for decisions, and this makes staff vulnerable"



Support and Protection

"Leadership should do a better job of protecting us, I've even received calls on my days off"

"Our leaders don't protect us from the pressure of developers or outside individuals (from the organization)"

"We should not be afraid to give our opinion, there's too much external influence"

"This culture could erode into dark depths...no one has our back"



Political / Low Transparency

"They want us to extrapolate if jobs are being done properly based on limited information"

"The environment is too political and lacks transparency"

"Upper management does not give explanations as to why certain things are happening"

"We constantly find out things via gossip, and it's embarrassing how often that happens"

Note: The data presented on this slide presents themes from focus groups held between June - October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.



EY's research-based framework* 13 capabilities leaders need to thrive in this time of disruption

Think
differently with
clarity of mind

Relate
to others on a
very human
level



Navigate
a complex, digital,
disrupted working world

Connect
people and possibilities in
virtual, complex systems



Adopting, building, and practicing these capabilities could enable leaders at PB&GM to be even more effective leaders and build a culture that is more open and nurturing for the employees. Coaching existing and new leaders to build these capabilities could be beneficial for PB&GM.

*based on interviews with 25,000 leaders from 2,500 companies identifies

Leadership Direction and Culture Opportunities

Quick Wins	Future Goals	Bigger Lifts
<p>Objectives:</p> <ul style="list-style-type: none">▶ To alleviate immediate concerns that employees have▶ To show PB&GM's commitment towards fostering a people-centric workplace	<p>Objectives:</p> <ul style="list-style-type: none">▶ To address concerns that require time to solve and were not addresses in Quick Wins▶ To ensure policies and processes are modified to support the initiatives	<p>Objectives:</p> <ul style="list-style-type: none">▶ To enable mindset shift at large▶ To make systemic, City level changes
<ul style="list-style-type: none">▶ Direction 'Champions': Reiterate and promote the overall direction and vision of the City (i.e., Brampton 2040 Vision and how their role will add value and result in it) and have leaders 'champion' it▶ Communication: Be more open and transparent with employees (e.g., regularly during 1-on-1s, frequent update emails, via intranet, genuinely getting to know employees, actively listening, sharing words of encouragement, etc.)▶ Reflect and Action: Periodically reflect on personal strengths and areas for improvement (e.g., performance management, via City offered trainings like 'Developing Trust' from Leading Others module)▶ Coaching: Provide coaching support for existing and new leaders to hone in on areas that can build a more positive culture (e.g., how to be transparent, developing trust with your employees)	<ul style="list-style-type: none">▶ Pulse Check: Engage employees via pulse surveys and other methods to gain insights into areas for growth and improvement relating to leadership and culture▶ Training: Provide training to leadership on articulating direction and through other trainings offered by the City▶ Communication Strategy: Develop and implement a communication strategy to engage employees and maintain transparency on key events impacting them	<ul style="list-style-type: none">▶ Leadership Development Program: Develop a Leadership Development program to address gaps and future state needs, including leadership coaching around succession planning and tied to the performance management approach▶ Employee Engagement Strategy: Create employee engagement and employee listening approach including, but not limited to: survey design, focus groups, etc. to drive engagement and continuous improvement that can be incorporated into the leadership culture and mindset shift▶ Culture and Mindset Shift: Enable shift in leadership mindset related to building open, transparent, and supportive teams that incorporates employee perspectives and foster/exemplify the desired culture through leadership)
<p>Key success factors:</p> <ul style="list-style-type: none">▶ Leadership awareness, buy-in and desire to change in order to develop and more people-centred workplace culture▶ Increased alignment between leadership behaviour and the ideal future state of the City▶ Resources, guidance, and feedback mechanisms to monitor and iterate on the mindset shift throughout (e.g., 1-on-1 coaching)		

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make leadership direction and culture more implementable for the department and the City.



Learning and Development





Both leadership and employees agree that there is a need for greater support in learning and development

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to learning and development. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ Train people so that they can do hearings▶ There is a provision for coaching as employees move into leadership roles▶ Lack of awareness among employees about what all the City offers	<ul style="list-style-type: none">▶ Spend most of the learning budget in gaining technical certification for the staff▶ Supervisors do on-the-job mentoring, but their bandwidth is limited	<ul style="list-style-type: none">▶ There is a requirement to invest in people to build their skillset both technical and behavioural▶ Leadership development trainings should be done▶ LMS is complicated and not very intuitive	<ul style="list-style-type: none">▶ Knowledge management is an issue due to high attrition▶ If HR can be more proactive with learning opportunities and share available learning opportunities with employees, it might enable development better

Employees believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ The City does not provide enough resources to develop and grow its talent▶ Even budgets exist, policies surrounding it are unclear and there's little guidance on what development staff should do	<ul style="list-style-type: none">▶ Minimal participation in optional learning and development courses/trainings/opportunities▶ Mandatory trainings (e.g., re-certification) are emphasized	<ul style="list-style-type: none">▶ Everyone is too busy to spend time on learning and development opportunities▶ There will be more skills gaps that will have to be addressed	<ul style="list-style-type: none">▶ There's a desire to be encouraged by leadership to utilize the resources



Employees desire the appropriate **timing, guidance and resources** to improve their learning and development journey

Employees have expressed their desire to engage in learning and development opportunities. However, they are being hindered by lack of time, clarity on policies to pursue the learning, not receiving the necessary guidance from their leaders, and appropriate resources being unavailable (e.g., courses to develop technical skills).



Note: The data presented on this slide presents themes from focus groups held between June - October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.



The following presents questions and parameters that should be considered around learning and development program design. EY acknowledges that multiple initiatives are already underway to update existing guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Yes	This exists, but employees are unclear how to access and use it. As well, there is a lack of clarity on which learning budget should be used when (the City's or departmental budget for furthering education).
2	Are there defined roles or a RACI ² matrix for key decisions within the policy or process workflow?	Partial	Steps to complete and required approvals are outlined. Optional courses are available on an "opt-in" basis.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Partial	Leadership decides on policies, but employees are responsible for seeking out desired learnings.
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	No	Require approval, but on an as needed basis.
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Yes	Documents are available through the intranet, but require employees to be aware how to access them (e.g., EFAP Career Counselling offerings).
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Partial	Courses conducted through the City's learning catalogue provide individualized completion rates.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet does allow for posting comments, however the uptake appears to be low.*
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	Yes	Learning offerings are updated annually (e.g., 2022 Learning and Organization Development Catalogue). Other policies are as needed.

Notes:

- May vary depending on updated documentation.
- RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

*Assumption validated by the City.

Sources (dated August 2022):

- 2022 Learning and Organization Development Catalogue, Learning Service Cards, Education Assistance Program, EFAP Career Counselling offerings (e.g., retirement planning, planning management, resiliency coaching).



All municipalities researched offer learning and development opportunities for their staff

All of the municipalities researched have learning and development opportunities for their staff. However, the modes (self directed learning, class room, tuition assistance etc.) vary depending on the municipality.

- ▶ **City of Mississauga:** As part of their 'People Strategy,' the City 's philosophy is to build a culture of learning, focused on encouraging all employees to enhance their knowledge, competence, and performance. As well, apprenticeships, research & academic partnership support, training and skills development are offered.
- ▶ **City of Oakville:** OakvilleLearn - the town's learning and development program (i.e., self directed online courses).
- ▶ **City of Toronto:** Tuition assistance reimbursement
- ▶ **City of Oshawa:** Leadership development, skills development, succession planning, in-class and e-learning, resource library, conferences, tuition assistance, innovation labs, career planning resources.
- ▶ **City of Caledon:** Continuous learning and training development opportunities, tuition assistance.
- ▶ **City of Vaughan:** The City of Vaughan adopts a continuous learning approach and build knowledge, skills and abilities for the entire workforce. Learning and development programs available to all City employees categorized into seven series - Health, Safety and Wellness, Management and Leadership, Personal Effectiveness and Communication, Power Hour (quick courses revisiting previous courses), Special Learning Events, Team Development, and Technology, Systems and Processes. With nearly 100 learning and organizational development courses and programs in various formats (classroom learning, eLearning, simulations and coaching).

Note: Municipalities have a differences in their unionization of employees. Thus, some aspects of available learning and development may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.

Learning and development can be approached from behavioural and technical skills/capabilities perspective

Behavioural Skills/Capabilities



- ▶ Framework defined by the City of Brampton can be leveraged by PB&GM
- ▶ Leaders at PB&GM could prioritize skills for their respective teams under the following buckets as defined by the City:
 - Leading self
 - Leading others
 - Leading business
- ▶ Staff could be guided to pursue individualized learning opportunities leveraging the learning infrastructure that already exists

Technical Capabilities









- ▶ Capabilities as assessed during the capability assessment could be a starting point for technical development within the department
- ▶ Mentoring and on the job are the primary modes that can be leveraged to enable development
- ▶ Mentoring can be structured such that a formal mentor is assigned for a specific capability for a group of employees with regular weekly or bi-weekly touchpoints
- ▶ On the job training is often unstructured. Considering the time commitments facing employees, as this could be a preferable approach

Further considerations for PB&GM:

- ▶ More, consistent communication to encourage employees to take time for learning
- ▶ Exploring how can learning and development be further incentivised (e.g., through non-monetary recognition)

Capabilities Identified as Potential Areas of Development Managers

Division/Priority	High	Medium	Low
Building	Liaising and Relationship Management* 	Building Strategy 	
City Planning and Design		Urban Design 	Administration 
Development Services		Development Service Strategy 	Research 
Transportation Planning		Project Management* 	Modelling and Analytics 

Modes of development that can be deployed:



On the job



Mentoring



Reverse mentoring



Structured programs

***Existing CoB courses that can be leveraged:**










For Liaising and Relationship Management: Presentation Skills, Interpersonal Communication, Facilitate with Finesse, Dealing with Difficult People, Conversations with Courage, Business Writing, Collaborative Communication

For Project Management: PROSCI

Notes:

1. All opportunities identified above are directional based on capability assessment study conducted at the department by EY. It does not question employees' capability. It only attempts to identify areas that can be further strengthened to equip employees.
2. Details of classification can be [found here](#)

Capabilities Identified as Potential Areas of Development Staff

Division/Priority	High	Medium	Low
Building	Plans examining 	Administration 	Liaising and Relationship Management* 
Transportation Planning	Transportation Planning  Modelling and Analytics 	Liaising and Relationship Management*  	Project Management*  

Modes of development
that can be deployed:



On the job



Mentoring



Reverse mentoring



Structured programs

*Existing CoB courses that
can be leveraged:

For [Liaising and Relationship Management](#): Presentation Skills, Interpersonal Communication, Facilitate with Finesse, Dealing with Difficult People, Conversations with Courage, Business Writing, Collaborative Communication
For [Project Management](#): PROSCI

Notes:

- All opportunities identified above are directional based on capability assessment study conducted at the department by EY. It does not question employees' capability. It only attempts to identify areas that can be further strengthened to equip employees. Note that data validity is low for transportation planning due to limited sample size.
- Details of classification can be [found here](#)

Quick Wins	Future Goals	Bigger Lifts
<p>Objectives:</p> <ul style="list-style-type: none">▶ To alleviate immediate concerns that employees have▶ To show PB&GM's commitment towards fostering a people-centric workplace	<p>Objectives:</p> <ul style="list-style-type: none">▶ To address concerns that require time to solve and were not addresses in Quick Wins▶ To ensure policies and processes are modified to support the initiatives	<p>Objectives:</p> <ul style="list-style-type: none">▶ To enable mindset shift at large▶ To make systemic, City level changes
<ul style="list-style-type: none">▶ Communication: PB&GM could re-communicate the existing learning and development opportunities that exist at the City especially the ones included in the City's skills framework (i.e., leading self, leading others, and leading business)▶ Lunch & Learn: Monthly lunch & learns for teams to share technical projects and therefore share knowledge and contribute to on-the-job training	<ul style="list-style-type: none">▶ Mentoring: Many capabilities identified through the capability assessment can be built leveraging existing expertise in the team. Some capabilities that can be considered include: Building Strategy, Development Services Strategy. Mentoring can be lent a structure such as setting regular touchpoints, creating a guide to mentoring conversation etc.▶ Reverse-Mentoring: For capabilities where higher proficiency levels have been reported for junior employees, reverse mentoring approach can be leveraged to further enhance technical skills of more senior resources. Some capabilities that can be considered include: Research, Urban Design	<ul style="list-style-type: none">▶ Structured Programs : Classroom or e-learning programs can be built for technical capabilities identified during the assessment. Some capabilities that can be considered include: Plans Examining, Project Management, Transportation Planning and Modelling and Analytics
<p>Key success factors:</p> <ul style="list-style-type: none">▶ Deliberate design of all above mentioned initiatives to ensure desired outcomes are achieved (for e.g., defining the mentoring framework, building a communication strategy, etc.)▶ Leadership commitment and active participation in initiatives rolled out to enhance learning and development		

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make learning and development more implementable for the department and the City. Identified learning opportunities are based on findings from the Capability Assessment conducted with PB&GM employees.



Performance and Careers





Development support to enable progression for non-union staff and need for a career path for union employees are emerging themes

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to performance and careers. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ There is a provision for coaching as employees move into leadership roles▶ Lack of awareness among employees about what all the city offers	<ul style="list-style-type: none">▶ Spend most of the learning budget in gaining technical certification for the staff▶ Supervisors do on-the-job mentoring and provide career guidance, but their bandwidth is limited▶ Complete the performance management process as laid out by the City often as a checkbox activity	<ul style="list-style-type: none">▶ Leadership development trainings should be done▶ Guidance on future at the City should be provided to help people see what is available▶ LMS is complicated, not very intuitive, and offers minimal professional development offerings	<ul style="list-style-type: none">▶ There is limited room to grow professionally, which is frustrating and disappointing

Employees believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ The City does not provide a structured performance management program for non-union employees▶ Growth is relatively stagnant	<ul style="list-style-type: none">▶ Avoidance of "speaking up"▶ Stay in same position to avoid leaving the union▶ Do not seek to improve their technical skills and other abilities	<ul style="list-style-type: none">▶ Movement is limited unless you are favoured by management▶ Moving upward is strongly disincentivized due to having to leave the union and associated job insecurity	<ul style="list-style-type: none">▶ There are limited growth opportunities and the job does not provide room for moving upwards▶ There's an instilled fear of repercussions for speaking out



Employees are seeking **equitable and transparent** performance and career growth opportunities



Employees feel that there are limited growth and advancement opportunities. Often, external talent is hired for roles instead of building and promoting talent from within. As well, there is concern regarding leaders' bias in the talent progression process.



Growth Stagnation

"Growth is pretty stagnant, and I'm willing to take a pay cut to get a new experience"

"The growth circles are too defined, it's hard to stay when you hit a ceiling"

"If you want leadership position you have to resign, go to another place, and then come back"

"You reach the top and then there's nowhere else to go from there"



Bias

"There's a sense of favouritism (whether a group or individual), and preferential treatment"

"Managers pick favourites and groom those individuals (whether or not they're particularly qualified)"

"Movement is limited unless you're favoured by management"



Build vs. Buy

"They keep buying talent instead of building internal"

"Being retained and given a promotion to stay if threatening to leave, but those that have stayed for a while aren't given that - why stay on and do extra work for no chance of a new opening?"

"Contract roles have no growth opportunity. I've been here 1.5 years and never receive a call back about a posting for my current role"

Note: The data presented on this slide presents themes from focus groups held between June - October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.



The following presents questions and parameters that should be considered around performance and careers (non-union) policy and process design. EY acknowledges that multiple initiatives are already underway to update the performance and careers guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Resources available (e.g., goal planning, skills frameworks, etc.). Some under development (e.g., Succession Planning).
2	Are there defined roles or a RACI ² matrix for key decisions within the policy or process workflow?	Yes	There is a defined policy in place in regards to performance and careers. That is, you have a leadership review (mid-year check-in and annual) and a self-assessment. There is a linkage to merit-based pay increases.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	Leadership decides on policy updates and reviews.
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	N/A	
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Yes	They have access to documents and the Performance Management system through intranet. They are also prompted to complete various steps throughout the year (via email).
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Yes	Performance management for non-union employee is mandatory and links to pay. While there is a metric for completion that is tracked, no other measures are deployed. Succession is in development and could include aspects of performance levels.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating to manager). Can share formal feedback through the system.
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	Yes	Policy is updated and review periodically.

Notes:

1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

Sources (dated August 2022):

- Goal planning worksheet, performance management program (reflection, skills framework, etc.)

The following presents questions and parameters that should be considered around performance and careers (union) policy and process design. EY acknowledges that multiple initiatives are already underway to update the performance and careers guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Minimal resources in this area available for union employees. More so based on your leader's capability to develop (informal).
2	Are there defined roles or a RACI ² matrix for key decisions within the policy or process workflow?	No	There is no defined policy in place in regards to performance and careers for union employees.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	Leadership decides on the process, but would have to be in alignment with CUPE (and shared across the City, not departmental).
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	N/A	
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	No	Unavailable due to not being under revisions/designed.
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	No	There are minimal resources available that can be tracked.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	No	Informal channels exist (e.g., communicating to manager). No formal channels exist.
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	N/A	

Notes:

1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

Sources (dated August 2022):

- EFAP Career Counselling (career planning and redirection, job satisfaction and performance)



Career paths and performance systems vary based on municipality

All of the municipalities researched have some form of careers and performance management process and policies for their union and non-union staff. However, it varies based on municipality.

- ▶ **City of Mississauga:** Performance and career development programs, check-in with staff on quarterly basis (highlight successes and needs for improvement), staff rotation between divisions, courses in management and leadership, provision of positions that allows employees growth to “higher-level” roles/supervisory services, but not at manager level yet, self-designating program (previously known as ‘HIPO’ program). Retirement eligibility and succession planning activities are aligned.
 - **Career Pathing:** Coordinator -> Research -> Project Lead (Capital or Operation) -> Planner -> Manager -> Director
- ▶ **City of Oakville:**
 - **Career Pathing for Building Services:** Building Services Representative -> Zoning Officer -> Plans Examiner -> Building Inspector II -> Building Inspector I -> Manager, Building Services -> Director, Building
 - **Career Pathing for Planning Services:** Planner -> Senior Planner -> Manager -> Director, Planning
- ▶ **City of Toronto:** Urban-Fellows program* (done through corporate HR), pool of research training
 - **Career Pathing for Planners:** Assistant -> Intermediate -> Senior; mostly lateral movements.
- ▶ **City of Oshawa:** Succession planning, career planning resources.
- ▶ **City of Caledon:** Professional development opportunities, ongoing performance coaching, annual performance reviews*, apprenticeship programs, secondment positions.
- ▶ **City of Vaughan:** Managers are expected to find growth and development opportunities for their team (e.g., reaching out to contacts and getting best practices or knowledge opportunities).

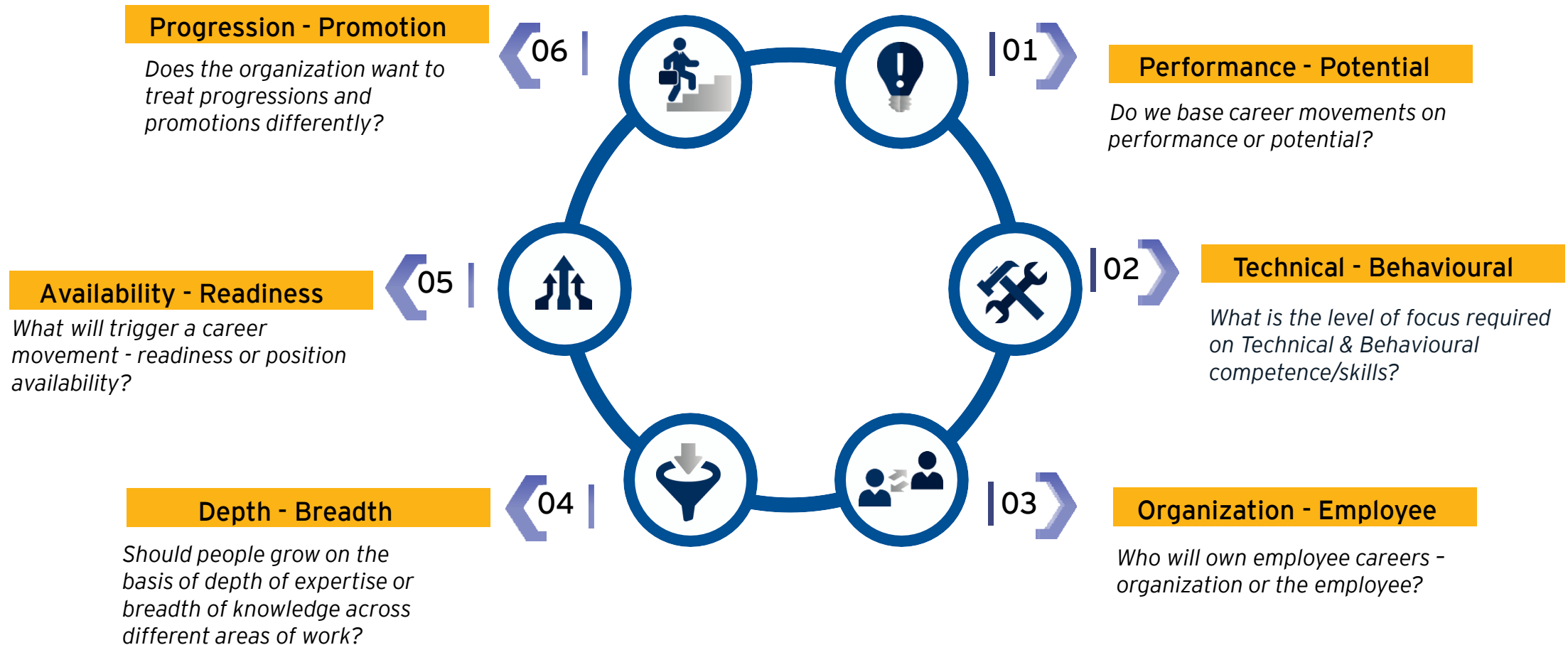
Note: Municipalities have differences in the status of unionization of employees. Thus, some aspects of available performance management and career may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.

*Secondary research does not specify if this is for union and/or non-union roles.



Defining career philosophy is a crucial aspect of career management

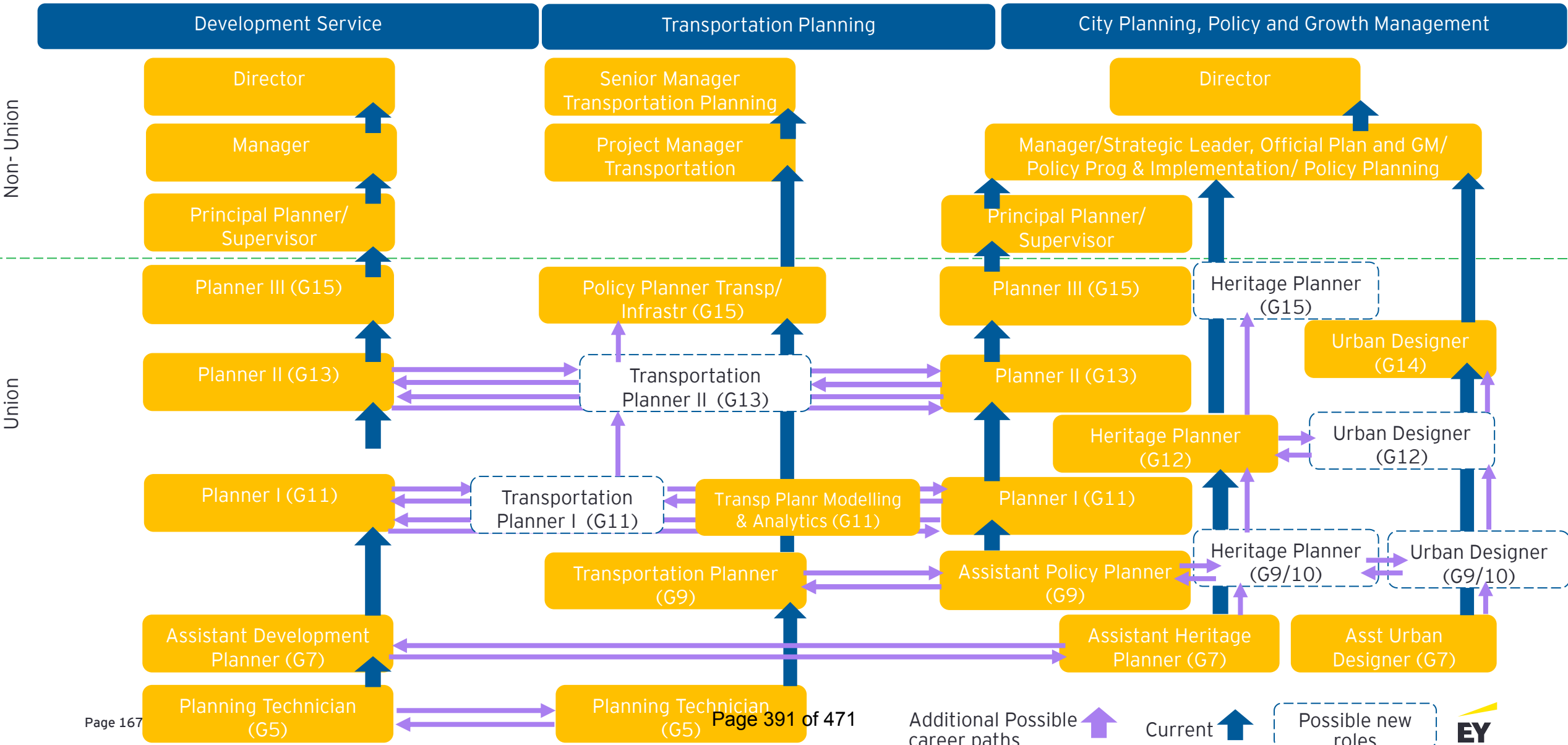
While designing a career framework, deciding on a philosophy could enable both the design and the implementation. Defining a philosophy comprises multiple aspects that can enable the building of a robust framework:



Career Framework Lever	Possible option for PB&GM
Performance - Potential <i>Do we base career movements on performance or potential?</i>	<p>Anchoring career movements on performance could be a more suitable option for the following reasons:</p> <ul style="list-style-type: none">▪ Relatively easier to measure▪ Existence of behaviour skills and technical capability frameworks <p>Note: For union staff, a measure like interviews can be implemented to evaluate performance</p>
Technical - Behavioural <i>What is the level of focus required on Technical & Behavioural competence/skills?</i>	<p>A mix of technical capabilities and behavioural skills can be applied with more weightage towards technical capabilities. The reason being there is higher subjectivity in measuring behavioural skills and requires more upskilling for the managers.</p>
Organization - Employee <i>Who will own employee careers - organization or the employee?</i>	<p>Shared ownership between organization and employee could be an option for PB&GM for the following reasons:</p> <ul style="list-style-type: none">▪ The organization (PB&GM) could build indicative career paths and guidelines around skills and development requirements to provide some structure to careers▪ The employees could be responsible for exploring, identifying and pursuing the path most aligns with their skills and aspirations

Career Framework Lever	Possible option for PB&GM
Depth-Breadth <i>Should people grow on the basis of depth of expertise or breadth of knowledge across different areas of work?</i>	Hybrid of breadth and depth could be deployed for PB&GM. Breadth up to a certain level (e.g.: up to grade 11/13) to equip employees with different skillsets and experiences. Employees can then make a choice of area where they would like to specialize. For building: the transition is being made for development of generalist (breadth based) building inspectors to enable optimization of workflow. Breadth of knowledge could be a guiding criteria for this division.
Availability - Readiness <i>What will trigger a career movement - readiness or position availability?</i>	Availability of roles could be an option for PB&GM considering: <ul style="list-style-type: none">■ Considering budgeting and approval requirements for positions at the department■ Retention of existing talent Though, it will be critical to evaluate readiness soon as a position becomes available.
Progression - Promotion <i>Does the organization want to treat progressions and promotions differently?</i>	Progression based approach could be more suitable to enable depict a career path to employees. It would also enable in attracting and retaining talent for the department.

Currently, career paths are linear. The department could explore lateral movements especially within the union



General Considerations

- ▶ While there are common capabilities (like Liaising and Relationship Management), core technical capabilities may require development support as employees make lateral transition. For this reason, the possible paths mentioned on the previous slide focus on lateral movements at the same grade level
- ▶ Development support to move across divisions will be critical to set up employees for success
- ▶ Open and transparent internal job posting process would contribute to increasing visibility for employees
- ▶ Criteria for movement such as tenure, assessment/interview process etc. would need to be defined
- ▶ Finally, guidance on how to implement the movement to support the employees make the decision would enable more robust implementation

For Transportation Planning

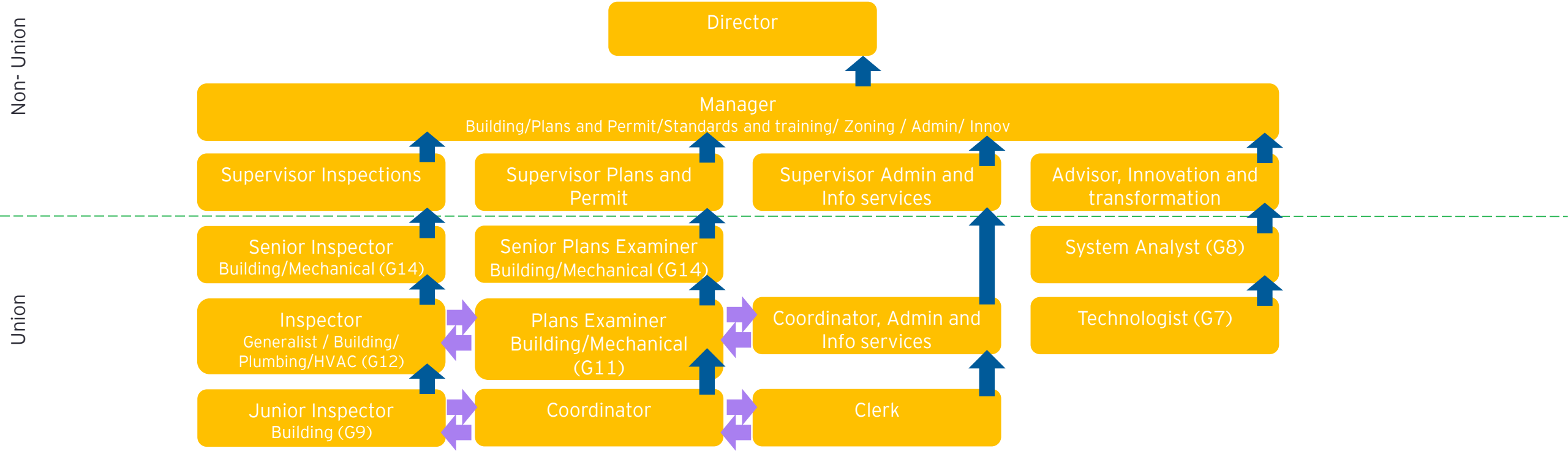
- ▶ Considering the following:
 - It's a small team with limited current and required roles
 - There is a considerable gap from job evaluation perspective between roles which could have an implication of employee development and readiness for roles. It also limits the career path they see with PB&GM
- ▶ Options to explore
 - There could be 1 or 2 roles between Transportation Planner (G9) and Policy Planner Transp/ Infrastr (G15) to enable employees develop on the job

For City Planning, Policy and Growth Management

- ▶ Considering the following:
 - Multiple, varied roles under the purview of this division
 - There is a considerable gap from job evaluation perspective between roles in Urban Design and Heritage Planning which could have an implication of employee development and readiness for roles. It also limits the career path they see with PB&GM
- ▶ Options to explore
 - There could be 1 or 2 roles in Heritage Planning and Urban Design to enable employees see a career path and develop on the job as they make the transition

Since the skillset for Building Division is varied but related, lateral mobility is the easiest within the division across teams

Building Services



Key Considerations:

- ▶ Development support to move across divisions will be critical to set up employees for success
 - ▶ Open and transparent internal job posting process would contribute to increasing visibility for employees
 - ▶ Finally, guidance on how to implement the movement to support the employees make the decision would enable more robust implementation
 - ▶ Criteria for movement such as tenure, assessment/interview process etc. would need to be defined
 - ▶ The Admin structure appears flat and may merit exploration of additional paths
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Current 

Additional Possible 



Note: The data presented on this slide are based on the September 1, 2022 'City of Brampton Corporate Organizational Chart.'

Quick Wins	Future Goals	Bigger Lifts
<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To alleviate immediate concerns that employees have ▶ To show PB&GM's commitment towards fostering a people-centric workplace <ul style="list-style-type: none"> ▶ Communications: Share with employees the existing resources that are available for them (e.g., Morneau Shepell Career Counselling); promote utilization of these resources (i.e., from leadership) ▶ Leader Engagement: Leaders should engage in conversation with their employees on career-related topics (e.g., future career pathing, future at the City, etc.) ▶ Extend Available Resources: Extend to union employees existing (for non-union) performance management resources that can be applicable to their performance (e.g., goal setting, assessments, giving feedback) within the confines of CUPE guidelines 	<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To address concerns that require time to solve and were not addresses in Quick Wins ▶ To ensure policies and processes are modified to support the initiatives <ul style="list-style-type: none"> ▶ Performance Cycle and Career Pathing: Re-design performance management program to include programs for unionized employees (including a detailed process and periodic cycle) and develop accompanying career mapping options for employees ▶ Recognition Integration: Integrate recognition program with performance and career growth ▶ Rewards: Identify opportunities where rewards can be connected with performance and career growth for unionized employees (already existing for non-union roles) 	<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To enable mindset shift at large ▶ To make systemic, City level changes <ul style="list-style-type: none"> ▶ Succession Management: Develop and implement succession planning component of the program including successor development plan and monitoring progress of succession planning ▶ Succession Planning Guidelines: Develop succession planning guidelines and socialize with leadership across levels
<p>Key success factors:</p> <ul style="list-style-type: none"> ▶ Ensure there is CUPE alignment and permissibility of performance practices (i.e., union leaders must be proactively engaged in these efforts) ▶ Employee awareness and desire for career pathing and development 		

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make performance and careers more implementable for the department and the City.



Phase 3

Fostering a People-Centred Workplace





Mental Health and Wellness





Leadership and employees at PB&GM are **aligned** on the need for mental health and wellness resources to retain talent



The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to mental health and wellness. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ Employees use benefits like massage therapy	<ul style="list-style-type: none">▶ City has some mental health benefits	<ul style="list-style-type: none">▶ Personal days could be introduced to give employees time to say go to the doctor▶ Limited awareness among employees about what the City offers	<ul style="list-style-type: none">▶ There is stigma attached to talking about and addressing mental health issues

Employees believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ The City needs to provide a more comprehensive mental health resources▶ Staff wellness is dependent on the leader's skillset and not standardised and governed by policies	<ul style="list-style-type: none">▶ Little awareness, and thus low utilization of existing mental health and wellness-related resources	<ul style="list-style-type: none">▶ The City needs to improve the overall mental health and wellness of employees or attrition and staff dissatisfaction will continue to increase	<ul style="list-style-type: none">▶ Limited clarity on existing resources leaves employees feeling uncertain on how to manage their stress and feelings of ambiguity▶ Feel unsupported and left to their own devices



Employees desire practical and actionable **mental health and wellness** related activities



Employees believe increased connectedness to their colleagues could benefit their overall mental well-being. As well, they expect increased empathy and understanding from their leaders. They also believe that seeking support for their mental health is stigmatized and requires more acceptance with easier access to available resources.



Socialization and Connections

"There's a lack of connectedness amongst staff and it feels like we're surviving one day at a time"

"I come into the office for the value in building fellowship, which contributes to my overall wellbeing"

"Staff engagement is lacking in the department"

"Provide more opportunities to connect, but not make staff use vacation days"



Leadership Support and Empathy

"People don't respect or value comments, reducing morale of the team"

"It would be nice if they showed genuine interest in projects we spend substantial time and effort on"

"Morale is very low due to how we're treated"



Stigmatized Mental Health

"People frown down on those that leave for mental health leave"

"Needs supervisors that understand flexibility and appropriate times/deadlines for getting things done, important to prioritize what matters most and not cause unnecessary stress"



Access to Resources

"Challenging onboarding process that leads to negative mental health experience"

"It would be nice to have a wellness day"

"We are not aware of what is available"

Note: The data presented on this slide presents themes from focus groups held between June - October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.



The following presents questions and parameters that should be considered around the mental health policy and process design. EY acknowledges that multiple initiatives are already underway to update existing guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Personal Leave Policy, Psychological Health and Safety Strategy (2018), Health and Wellbeing Service Card, etc. exist. However, no official comprehensive policy surrounding mental health ¹ was observed.
2	Are there defined roles or a RACI ² matrix for key decisions within the policy or process workflow?	Partial	Limited policies that exist have a process for approvals (e.g., short-term disability for mental health).
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	If approval for a policy is required, defined process for approval exists (e.g., CLT, council, leader, etc.)
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	Yes	For example, personal leave requires leader alignment and sign-off.
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Yes	Resources are accessible through the intranet, though employees are not aware of it. As well, resources are directly shared with employees (via email and onboarding).
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Partial	Nothing specific to PB&GM. Overall metrics are sporadically monitored (e.g., Manulife coverage, short-term disability, EFAP). Impact assessed across the City (e.g., diabetes awareness and support) is done occasionally.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet/SharePoint does allow for posting comments and other interactivity, however the uptake appears to be low (likely due to lack of anonymity). Equity, Diversity, and Inclusion (EDI) survey touches on some areas related to mental health and wellness that employees can provide feedback on.
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	Partial	Newer policies are viewed with a mental health and wellness lens, but not historic ones. Policies are updated as needed (e.g., Psychological Health and Safety Strategy from 2018 is under revision) but no governance for reviews observed.

Notes:

- May vary depending on updated documentation.
- RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.
- The above table looks at policies and processes that are universal to the City and therefore applicable to PB&GM. None specifically for the department.

Sources (dated August 2022):

- Personal Leave Policy, Health and Wellbeing Service Card, Assisting and Colleague in Distress, Psychological Health and Safety Strategy (2018), EFAP, Leadership Speak Series (Power of Healthy Tension).



All of the municipalities researched have some form of hybrid work arrangement as an integral part of overall mental health and wellness approach. In addition, other benefits or offerings regarding mental health and wellness vary based on the municipality (e.g., gym memberships, ergonomic assessments).

- ▶ **City of Mississauga:** Working remotely policy (including work from home benefit for desk and other ergonomic supplies), wellness account, alternative work arrangements, disconnecting from work after specific time, leaves of absences, benefit packages for contractors.
- ▶ **Town of Oakville:** Flexible work arrangements, remote work arrangements, disconnecting from work procedure, employee and family assistance programs (24/7 access), Not Myself Today (mental health resources), access to town gym facilities.
- ▶ **City of Toronto:** Hybrid work arrangement, employee resource groups (e.g., Black Professional Network, Women's Network) trainings (e.g., 'Positive Space').
- ▶ **City of Oshawa:** Alternative work arrangement, employee assistance plan, medical clinics, healthy workplace programs (e.g., fitness classes, massage therapy), ergonomic assessments, wellness workshops (e.g., lunch and learns).
- ▶ **Town of Caledon:** Flexible working arrangements for a balanced home/work lifestyle, progressive and award-winning Healthy Workplace Program, employee assistance program, celebration events, discounted gym memberships, bike share program, casual Fridays, healthy snacks and food options, lunch and learns on wellness, health promotion days, medical clinics/screenings.
- ▶ **City of Vaughan:** Hybrid work arrangement, allowance for home office, commuting friendly (near subway station), workplace wellness program, WELLNESS@VAUGHAN strategy (encouraging self-care and highlights the importance of staff's total health at work according to the following pillars: mental health, social health, financial health and physical health).

Note: Municipalities have a differences in their unionization of employees. Thus, some aspects of available mental health and wellness may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.

EY's research and experience indicate wellbeing journey should include physical, financial, emotional, and social wellbeing. They together help put humans@centre and look at the "whole" person.



Physical

Providing support to ensure employees are able to care for their physical health. For example, via health and wellness articles (e.g., work-life balance tips), recipes (nutrition and Alzheimer's, acupuncture and arthritis), and more.

Financial

Supporting financial wellbeing through various benefit programs and providing tools and resources to help achieve personal goals. For example, pension plans, group RRSP, TFSA, wellbeing benefit re-imbursement, workperks, financial wellbeing posts/articles, group home and auto insurance, tools and calculators, etc.

Emotional

Valuing the contributions of people from all backgrounds and perspectives – including people with a range of abilities and disabilities. For example, employee and family assistance programs (available 24/7), mental health benefit, healthcare online (e.g, Teledoc medical experts), telemedicine, backup elder and childcare, mindfulness, etc.

Social

Offering different networks employees can join and connect with others to share challenges and ideas to support each other as they navigate the corporate environment. For example, Black Professionals Network, Accessibilities Network, Pan Asian Professional Network, Professional Women's Network, Latinx Professional Network, Today's Families Network, Unity (LGBTQ+) Network.

Mental Health and Wellness Opportunities

Leveraging the Physical, Financial, Emotional and Social Framework could be beneficial



Quick Wins	Future Goals	Bigger Lifts
<p>Objectives:</p> <ul style="list-style-type: none">▶ To alleviate immediate concerns that employees have▶ To show PB&GM's commitment towards fostering a people-centric workplace	<p>Objectives:</p> <ul style="list-style-type: none">▶ To address concerns that require time to solve and were not addresses in Quick Wins▶ To ensure policies and processes are modified to support the initiatives	<p>Objectives:</p> <ul style="list-style-type: none">▶ To enable mindset shift at large▶ To make systemic, City level changes
<ul style="list-style-type: none">▶ Policy Reminders (P, F, E, S): Share links to existing mental health and wellness resources (e.g., Health and Wellbeing Service Card)▶ Lunch & Learn (P, F, E, S): Presentation on the City mental health and wellness offerings can be given by Sarah to PB&GM employees▶ Connection Events (E, S): Introduce formal periodic events (e.g., Treat Tuesdays) and promote participation in informal ones (e.g., Coffee Chats) to have staff connect and socialize with one and build morale▶ Leadership Stories (E, S): Have Leaders share their experiences with mental health to model empathy and reduce stigma surrounding the topic (e.g., Ask Me Anything with Leadership)	<ul style="list-style-type: none">▶ Wellness Engagement Activities (P): Methods to engage employees in wellness-related activities (e.g., Wellness Wednesdays talking about topics like how to manage stress or 5 minute chair yoga, building a wellness community, etc.)▶ Process and Policy Update (P, F, E, S): Investigate the actual desires and needs of employees, and re-design existing materials to support it (e.g., total rewards and benefits)	<ul style="list-style-type: none">▶ Empathy Development (E): Enable shift in leadership mindset related to mental health and wellness by developing empathy and overall emotional intelligence (e.g., emotional intelligence assessment and development, coaching support)▶ Behavioural Modelling (P, E, S): Promote and embed empathy within day-to-day work, modelling these skills to all employees (e.g., wellness checks, engaging in empathic conversations)▶ Employee Value Proposition (P, F, E, S): Update current employee value proposition to include additional components of mental health and wellness offerings
<p>Key success factors:</p> <ul style="list-style-type: none">▶ Leadership alignment, buy-in, and modelling of the importance of empathy and mental health awareness in the workplace▶ Reducing the stigma surrounding mental health to enable employees to further utilize the resources▶ Integration with total rewards and workplace policies		

Notes: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make mental health and wellness-related activities more implementable for the department and the City.



Future of Work, Hybrid Workforce, and Flexibility





Leadership and employees at PB&GM are **aligned** on the need for flexible work arrangement to attract and retain talent

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to hybrid work. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ The City needs to take a proactive approach for flexible working▶ Limited flexible work options with constant uncertainty is one of the reasons for high attrition	<ul style="list-style-type: none">▶ Engage in sporadic group meetings to discuss on the topic	<ul style="list-style-type: none">▶ Brampton needs to commit to hybrid work stance, as otherwise there will be an adverse impact for the department▶ Hybrid work can extend the talent pool and develop a better talent pipeline	<ul style="list-style-type: none">▶ Levels of burnout are increasing and this applies to all employees▶ That they should be able to address the concerns of the employees to better the situation▶ Absence of clear alternate work arrangement policy is an impediment to success as everyone needs and desires flexibility

Employees believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ The City should offer employees flexibility in where they work▶ There is a lack of understanding how decisions on coming into office were made and reasoning for them▶ It would be better to receive clear and direct communication from leadership	<ul style="list-style-type: none">▶ Reluctantly come to work (in-person) 3 days a week in accordance with the City's guidelines	<ul style="list-style-type: none">▶ There will be major attrition if the City does not take a stance that incorporates employee feedback▶ Political pressure will only increase and accentuate the problem further	<ul style="list-style-type: none">▶ It is difficult to come into work daily as this negatively impacts work-life balance▶ Employees feel they could be better respected and less helpless on the matter if their thoughts and feedback can be appropriately heard and actioned



Employees are willing to come in to office if it is purposeful while ensuring work-life balance is met

Employees have expressed that there should be a reason to come in to office and knowledge workers who can work remotely should not be mandated to come into office. They believe that decision making for such things should be transparent. They also think productivity is higher when working remotely.



Flexibility in 'When' and 'Why'

"You have to come to the office, but there's no coordination between staff of when/why they should come in"

"Come in, no one is here, and then all meetings are online"

"People want flexibility"



Work-Life Balance

"We want the type of work-life balance that allows us to take our kids to school, workout, etc."

"In regards to work-life balance, most studies would show that (specifically since 2020) the work from home, or rather a more flexible approach, increases productivity and employee happiness"



Productivity

"Productivity has only grown since work from home, so why come in every day?"

"I'm more productive at home, less so in office [from the distractions]"

"Management needs to trust people are doing the work (need to deal with issues on a case by case basis) and allow minimum supervision"



Transparency

"No clear direction from upper management, just told to come in 3 days a week"

"Not getting answers or support from upper management, not giving explanations of why things are happening"

"We voice it, but nothing comes back, not even acknowledged"

"There's a lack of transparency in decision-making"

Note: The data presented on this slide presents themes from focus groups held between June - October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.



Greater **communication** with employees could enable better design and implementation of flexible work

The following presents questions and parameters that should be considered around the future of work policy and process design. EY acknowledges that multiple initiatives are already underway to update the flexible work arrangement guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Yes	In review (see sources below), updated recommendations to be shared with council. Documentation does not specify considerations and implications ¹ .
2	Are there defined roles or a RACI ² matrix for key decisions within the policy or process workflow?	Partial	The policy and process are in development. For example, aligning with their leader on working hours.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	Most decision making is done at the council level with limited empowerment at department/division level.
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	Yes	Revised policy and process are in development.
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Partial	Employees have some awareness, but do not have full access to documentation as it is in development.
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	N/A	
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet does allow for posting comments, however the uptake appears to be low.*
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	N/A	The policy and process are in development.

Notes:

1. May vary depending on updated documentation.

2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

*Assumption validated by the City.

Sources (dated August 2022):

- Flexible Work Program, Flexible Work Administrative Directive, Flexible Work Agreement, Page 406 of 471



All municipalities researched have hybrid work arrangement for their staff and plan on continuing the same

All of the municipalities researched have some form of hybrid work arrangement. The range for days in office is 1-4 days. Hybrid work is observed to be dependent on employee roles and varies based on the role-related work and the talent pool that they are competing for.

- **City of Mississauga:** Fully remote with planning teams often coming in 1 day a week. Timesheet requirement. Option to claim job related expenses if working more than 60% remote.
- **Town of Oakville:** Hybrid arrangement with 1-3 days in office based on business requirement. Flex-time arrangement where employees can decide the time they work at.
- **City of Toronto:** Hybrid work for anyone that desires; to be determined between employee and their people lead.
- **Town of Caledon:** Hybrid with 2 days in office.
- **City of Vaughan:** Hybrid with 50% in office spread over 2 weeks.

Note: Municipalities have a differences in their unionization of employees. Thus, some aspects of available hybrid workforce may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.

EY's Principles for Defining Hybrid Work

Key considerations for hybrid work arrangements



When should a hybrid employee come into an office?



- Employees come into the office for a set number of days weekly (e.g. 3 days / week)
- In some cases, the number of days / week and the actual days of the week are defined at an enterprise level (e.g. everyone comes in Tues-Thurs and Monday and Friday are work from home days)
- In other cases, the number of days / week are decided at the enterprise level and then the Manager / Team Leads decide the actual days of the week based on the preferences of their team

STRENGTHS

- Could be considered to be a more equitable approach as all employees are required to come in for the same amount of time regardless of role
- May allow for more effective office and workspace planning
- Potentially greater ease of implementation requiring less change management to share approach with employees

CHALLENGES

- May not provide the full flexibility employees are looking for from their employers and may be challenged by employees
- Could reduce the amount of cross-functional collaboration in the office between teams if the "in-office" days are not defined at an enterprise level with everyone coming in on the same days

- Employees come into the office for specific activities that are considered core to enabling the firm's culture, desired employee experience, desired customer experience or are core to the employee's job (e.g. onboarding, performance reviews)
- Typically principles and activities are set at the leadership level and Managers / Team Leaders decide how to organize their teams around that

STRENGTHS

- Potential for more cross-team collaboration as different teams show up on different days throughout the week
- May allow for a more consistent employee experience with all employees experiencing the same types of activities in the office
- Could create more even use of workspace over the course of the week
- Provides higher levels of autonomy and flexibility to teams, Managers / Team Leaders to split their time between the office and other locations of their choosing

CHALLENGES

- Could create possible inequity between teams if leaders have different frequency or approach for specific activities
- More substantial change management effort to ensure consistent understanding of activities across Managers / Team Leaders
- May create more difficult office and planning and may limit the availability of assigned workspaces should they be desired
- Could put more pressure on Managers/Team Leaders to coordinate employees (and/or create greater need for technology to enable)



EY's Workplace Archetypes

Based on EY's experience, there are 5 key workplace archetypes



Work as a Place

'The Office' is 'work', but more people do some 'from home', more regularly

"I am going to work"



Office as Anchor

'The Office' is central to work and organizational effectiveness but with greater degrees and types of remote work in place

"Today I am in the office"



Office as Connector

'The Office' optimally connects different modes of work, and employee segments, to each other

"I only go to the office to connect and collaborate"



Office as a Magnet

'The Office' is not central to work, but is at the centre of organizational development and regularly draws people together

"I only show up to learn and feel the culture"



Work as an Activity

'The Office' is not an important part of work. Space is fluid and virtual effectiveness is everything

"I work from 'a network of spaces'"



On-Premises



Hybrid



Models



Off-Premises
(Local - Global)





Enablers for a hybrid workforce

How leadership can enable a hybrid workforce

As many organizations are trying to capitalize on the global talent market, below are some leading practices when executing on the “Hybrid” and “Work from Anywhere” initiative.

SSStrategic
Solution

Engage at a strategic level when adopting a global talent market

Exploring global talent market is not a quick operation and resource fix, it needs to be

- Treated at a strategic level and make sure it is aligning to the overall company and people strategy
- A long-term journey that needs to reflect, review and re-adjust

GSGlobal
Structure

Embrace the bigger world with a global infrastructure for business and people

Taking away the geographic boundary requires a shift in how the company configure itself to fit the global scale

- Business & Operation Value Chain
- Operating / Service Delivery Model
- Organization Structure
- Governance
- Workforce Planning
- Talent Management
- Techonology

EEEqual
Experience

Ensure an equal experience disregarding of location for greater sustainability

Recognizing location differences that the same process does not mean the same experience, it requires

Clear understanding on the needs for both in-person and remote
Recognizing the impact caused by distance and time zone difference
Embracing the various national value, culture and expectation

VSVirtual
Standardized

Establish a prescribed virtual working system and environment

Having a “Hybrid/Work from Anywhere” environment means the need to build ways of working in a deliberate way

Brainstorming &
Knowledge Sharing
Problem Solving &
Decision Making
Socialization &
Networking
Data Security &
Management

FLFuture
Leader

Enhance your leadership capability for leading a global workforce

Building a leadership pipeline that are equipped and ready to lead/manage at a global scale

Global Mindset
Cultural Intelligence
People Centricity
Self Awareness &
Reflection
Empathy & Compassion

Some **quick win opportunities** to support the employees can be immediately explored followed by more systemic interventions

Quick Wins	Future Goals	Bigger Lifts
<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To alleviate immediate concerns that employees have ▶ To show PB&GM's commitment towards fostering a people-centric workplace 	<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To address concerns that require time to solve and were not addresses in Quick Wins ▶ To ensure policies and processes are modified to support the initiatives 	<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To enable mindset shift at large ▶ To make systemic, City level changes
<ul style="list-style-type: none"> ▶ No Meeting Fridays: Implement a "no meeting Friday" to give employees focus or 'heads-down' time ▶ Leadership Check-Ins: Establish regular touch-points (e.g., monthly 1-on-1s) with managers to discuss concerns around hybrid work and proximity bias ▶ Engagement Opportunities: Provide more purposeful staff engagement opportunities as reasons to come into the office (e.g., socials, networking events, team brainstorming sessions) ▶ Policy Reminders: Re-communicate work from home ergonomic set-up trainings (and similar offerings) 	<ul style="list-style-type: none"> ▶ Hybrid Guidelines: Establish clear guidelines to help leaders understand what is expected to be in the office and ensure that employees have a consistent and equitable experience (e.g., Hybrid Handbook for navigating the future of work, leadership sessions) ▶ Talent Processes: Update talent management process to embed hybrid work related guidelines and support to employees for onboarding, training, and professional growth and development (e.g., buddy program for new hires, mentorship program) 	<ul style="list-style-type: none"> ▶ Culture Shift: Enable shift in leadership mindset related to hybrid work, productivity and equity to build a healthier, more inclusive culture (e.g., coaching support, remote leadership skill development, trainings) ▶ Employer Branding: Position the City as an employer of choice by improving the talent perception (e.g., enhancing the employee value proposition)
<p>Key success factors:</p> <ul style="list-style-type: none"> ▶ Leadership alignment and buy-in to hybrid workforce and future of work philosophy ▶ Trained resources that are capable of bringing the hybrid workforce to life across divisions in line with the City's strategic priorities 		

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make hybrid and flexible work arrangement more implementable for the department and the City.



Recognition





Leadership and employees at PB&GM are **aligned** on the need for recognition to reinforce behaviours and build morale

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to recognition. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ Peer recognition should be done	<ul style="list-style-type: none">▶ Sporadic appreciation emails sent by leaders	<ul style="list-style-type: none">▶ There isn't sufficient recognition infrastructure that exists	<ul style="list-style-type: none">▶ There is no time due to heavy workload to engage in recognition related activities

Employees believe...

Say	Do	Think	Feel
<ul style="list-style-type: none">▶ The City should empower leaders to formally and informally recognize employees for their successes▶ There should be better guidance on how to develop one's career and technical skills	<ul style="list-style-type: none">▶ Sporadically recognize team/peers based on their own volition	<ul style="list-style-type: none">▶ No reinforcement of behaviours that align with the City's values▶ There could be a continued reduction in employee motivation due to absence of sufficient recognition	<ul style="list-style-type: none">▶ Feel underappreciated in role▶ Believe their career and professional development is stagnant at the City



Employees are seeking a more **structured and equitable** process to both formal and informal recognition



Employees have expressed a desire to receive acknowledgement of their work and overall performance from their leaders. As well, this acknowledgement should be more structured in order for it to be an equitable process for all. They also seek clarification on the linkage between recognition and overall career opportunities within the City.



Performance Acknowledgement

"Maybe a "thank you" or "you're the best" because it's good to be recognized"

"We should receive more reassurance about the progress of our work"

"Brampton says their focus is on their people, so they should focus on us"



Structure and Process

"Being recognized is very leader-dependent"

"There isn't a specific process to recognize others or share successes, at least that I know of"

"Strong desire to be known by leadership, not even an attempt"



Linkage to Performance and Careers

"Being retained and given a promotion to stay, but those that have stayed for a while aren't given that - why stay on and do extra work for no chance of a new opening?"

"Support from management to do the appropriate work (sometimes hired for specific skills and then forced to do things that are not in the job description)"

"Commitment for professional development and leadership being encouraging of these opportunities"

"No focus on elevating our staff or their ability"

Note: The data presented on this slide presents themes from focus groups held between June - October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.

The following presents questions and parameters that should be considered around a recognition process or program design. EY acknowledges that multiple initiatives are already underway to update existing guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Informal recognition may take place on leader-to-leader basis (e.g., complimenting one's work). There are limited formal resources primarily to recognise duration of service at the City (e.g., bonus week vacation, work milestone publications).
2	Are there defined roles or a RACI ² matrix for key decisions within the policy or process workflow?	No	Recognition policies are limited and have general guidelines (e.g., years of service to receive a milestone announcement).
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	The milestone based recognition is automatic. If any department level initiative was to be designed, leadership (like the commissioner) would need to be aware and sign-off. As well, if it is something relating to monetary recognition CUPE would need to be consulted before any decision (and it would need to be City-wide, not just for PB&GM).
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	N/A	
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Partial	Documents are available through the intranet, but require employees to be aware how to access them. However, no formal documentation except for recognition of years of service has been observed.
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Partial	Implementation of recognition for years of service is monitored and is automated.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet does allow for posting comments, however the uptake appears to be low. There is an option to contact the Talent and Organizational Development team via a shared inbox (though this would be for City-wide).
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	No	Due to limited structure and process, this does not occur.

Notes:

- May vary depending on updated documentation.
- RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

Sources (dated August 2022):

- Milestone Policy, Vacation Policy.

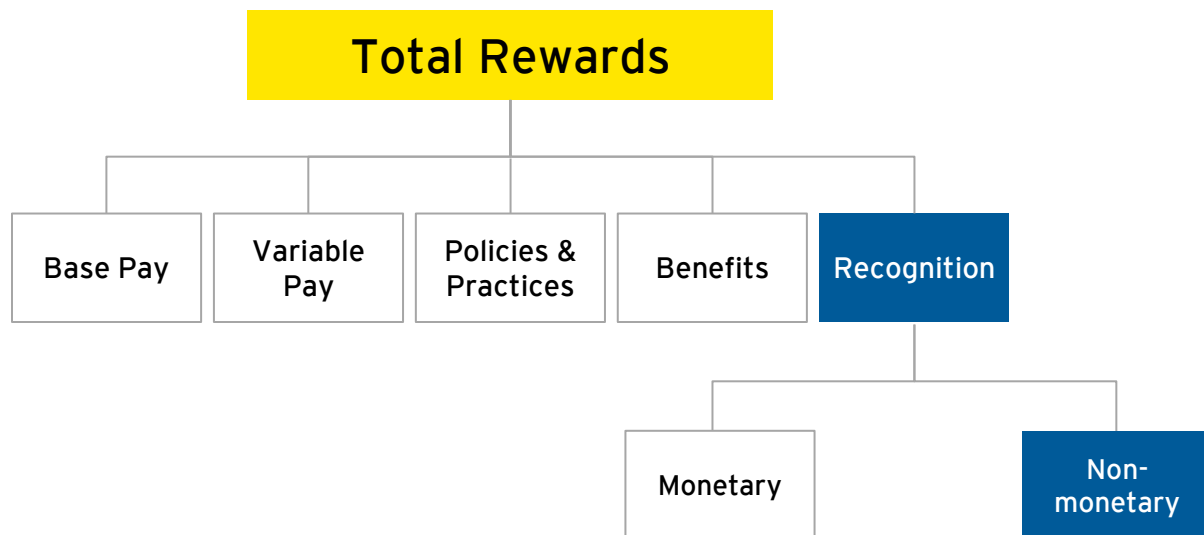


EY's PoV on Recognition

Recognition & rewards programs are key to driving behaviour change

Rewards and recognition programs are key levers in driving transformation and behaviour change. Recognition is also crucial in creating a highly engaged and effective organization.

Recognition is a key component of how employees' view their total rewards package.



For PB&GM, non-monetary recognition could be a potential option as it takes into consideration some of the barriers the department may face:

- ▶ Low cost approach (that would have no/minimal budget implications)
- ▶ Quick to implement
- ▶ Can be department-led (as opposed to City-wide)
- ▶ Does not require Council or CUPE approval (due to no financial aspects)



A recent [study](#) showed that that 81% of employees say they are “motivated to work harder when their boss shows appreciation for their work.”



Focus on: Non-Monetary Recognition

Efficiently motivating employees without the expense of traditional methods



Types of Non-Monetary Rewards

Non-monetary rewards (no financial value) can be implemented using both **Formal** and **Informal** recognition programs:

- ▶ Formal recognition is given on a semi-regular basis, and follows a defined process (e.g., employee of the month, letter of appreciation, ceremony, plaque)
- ▶ Informal recognition can be given arbitrarily to anyone, by any one (e.g., sending a co-worker an e-card for their hard work on a project, telling the employee that they're doing "good work")
- ▶ Recognition based on efforts, and not only on results, can be beneficial as well.



5 Criteria for Non-Monetary Recognition

Five criteria* for non-monetary recognition:

1. The rewards should be made public (other employees should be able to be made aware of the recognition).
2. Rewards should be given infrequently to maintain significance.
3. There has to be some type of reward process that makes it credible.
4. Rewards should be associated with "achievement."
5. Rewards should be made meaningful in the culture and should be symbolic in nature.

*In-depth details for the 5 criteria can be found [here](#)

Note: For an example of a non-monetary recognition program (EY's Recognition Awards Centre), please see [here](#).

Key Considerations

How a non-monetary recognition program can be brought to life



The following are considerations and questions to reflect on and think about for PB&GM's recognition program/platform:

Key Questions

What is the primary objective of the recognition program?

What is the program recognizing?

What is the program anchored on?

Is a platform necessary? What would it need to include?

Who receives the recognition?

Who can nominate? What is the governance around it?

What kinds of awards are given? How are they determined?

Is it tied to overall performance?

Leading Practice & Latest Trends Potentially Applicable for PB&GM

Many organizations use recognition programs to **incentivize behaviour**, show appreciation for performance and drive greater employee engagement.

Organizations are shifting from purely recognizing outputs to recognizing behaviour and/or effort - especially **behaviour that is aligned to key strategic priorities** (e.g., transparency, DE&I. etc.) to drive a more holistic and broader coverage.

Organizations are aligning recognition programs to their **purpose and key values as part of their total reward philosophy**. This is also coming in the form of awards for inclusion, sustainability, teaming, etc.

Typically, organizations opt-in for a recognition platform that allows for a **structured nomination and notification process**. The **type of recognition** (e.g., e-cards, letter of appreciation, etc.) will aid in determining what components must be included in the platform.

While there could be individual division/function recognition programs, **organizations are aiming to have all employees** be eligible to at least some form of recognition program (regardless of role, level, etc.) to ensure fairness, inclusion, and equity.

A 360 approach is preferred that any employee can nominate (**peer to peer; skip level**) to drive a greater recognition culture (i.e., an informal process). Many organizations have created a **committee to approve** monetary awards (i.e., a formal process).

Given COVID-19, awards have become more **flexible** - available online through **rewards catalogues with gift card optionality**. Wellness has become a key reward category (e.g., yoga classes, flexible time-off, stipends). **Employees wants and desires** should be gathered for specific rewards options.

Recognition awards are used as an **input to performance** conversations.

Quick Wins	Future Goals	Bigger Lifts
<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To alleviate immediate concerns that employees have ▶ To show PB&GM's commitment towards fostering a people centric workplace <ul style="list-style-type: none"> ▶ Leader Acknowledgement: Leaders providing individualized and genuine appreciation for employees' work (on a semi-regular basis or at specified milestones, consistently across divisions) ▶ Announcements: Sharing in division/department-wide announcements or 'shout-outs' to those that have exemplified exception work or performance or milestones (e.g., recognizing an employee at a team meeting, celebrating a birth, etc.) ▶ Events: Hosting employee appreciation events to recognize and show appreciation for the work employees do (e.g., team BBQ similar to that of the transit department) 	<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To address concerns that require time to solve and were not addresses in Quick Wins ▶ To ensure policies and processes are modified to support the initiatives <ul style="list-style-type: none"> ▶ Recognition Framework and Process: Creation of a structured program and process, aligned to total rewards philosophy. It can comprise of components such as non-monetary (e.g., e-cards, verbal praise) recognition from leaders and peers ▶ Process Implementation: Develop guidelines, policies, and systems that are equitable and bring the framework to life (e.g., technology that enables recognition) 	<p>Objectives:</p> <ul style="list-style-type: none"> ▶ To enable mindset shift at large ▶ To make systemic, City level changes <ul style="list-style-type: none"> ▶ Other Forms of Recognition: Exploring other forms of recognition at a department level (e.g., monetary for non-union staff) and at a City level (i.e., monetary for unionized staff)
<p>Key success factors:</p> <ul style="list-style-type: none"> ▶ Leader buy-in and engagement in understanding and practicing recognition strategies ▶ Alignment with CUPE for any monetary program and an 'FYI' for a non-monetary program ▶ Recognition program designed in an employee-centric way and that they are recognizing each others (i.e., to have a 'snowball' effect) 		

Notes: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make recognition more implementable for the department and the City. Examples of market practices are drawn from other municipalities include: **City of Oshawa** - Service recognition and retirement functions/celebrations, staff appreciation events, informal recognition, awards of excellence; **Town of Caledon** - Service awards, employee recognition events.

Social Media Research



- **247 reviews** (as on Nov 2022)
- **Ranking of Parameters** (based on average scores, on a scale of 0-5):

Overall Satisfaction	3.8
Culture and Values	3.4
Career Opportunities	3.5
Senior Leadership	3.2
Compensation and Benefits	3.5
Work-Life Balance	3.7
Diversity and Inclusion	3.9

- **74% recommend to a friend**
- **44% have a positive business outlook**

Pros

Pay, benefits, flexible hours, great staff, great salary

people hours
colleagues salary
work-environment
pay work location
learning
benefits
flexible friendly

Cons

Poor management, Bad managers, Inconsistent supervisors, limited opportunities for growth, high number of trainings

transparency trainings
limited-growth
top-down communication
management
inconsistency supervisors political



Employee (current and previous) reviews perceive the City of Brampton as providing flexibility and good overall benefits. However, inconsistent management/leadership and limited growth opportunities are areas raised as concerns.

Notes: Reviews include full and part-time employees. Data collected from Glassdoor. These data are based on the City of Brampton as a whole and do not accurately depict PB&GM specifically.



Town of Caledon

- 27 reviews (as on Nov 2022)
- Ranking of Parameters (based on average scores, on a scale of 0-5):

Overall Satisfaction	3.7
Culture and Values	3.3
Career Opportunities	3.2
Senior Leadership	2.9
Compensation and Benefits	3.1
Work-Life Balance	3.6
Diversity and Inclusion	3.3

- 56% recommend to a friend

Pros

Coworkers, working closely with public, leadership, work-life balance, good training

Cons

Advancement opportunities, little communication from management, very political

City of Toronto

- 1,368 reviews (as on Nov 2022)
- Ranking of Parameters (based on average scores, on a scale of 0-5):

Overall Satisfaction	4.1
Culture and Values	3.8
Career Opportunities	3.8
Senior Leadership	3.5
Compensation and Benefits	4.0
Work-Life Balance	4.0
Diversity and Inclusion	4.2

- 82% recommend to a friend

Pros

Good place to work, good benefits, fun, overall pay, work-life balance, flexible hours

Cons

Staff shortages, poor management, unnecessary trainings, long hours

City of Mississauga

- 228 reviews (as on Nov 2022)
- Ranking of Parameters (based on average scores, on a scale of 0-5):

Overall Satisfaction	4.2
Culture and Values	3.9
Career Opportunities	3.7
Senior Leadership	3.7
Compensation and Benefits	4.2
Work-Life Balance	4.0
Diversity and Inclusion	4.1

- 81% recommend to a friend

Pros

Good pay and benefits, work environment, flexible hours, great staff

Cons

Favoritism by leadership, long hours, many procedures and policies



Town of Oakville

- 88 reviews (as on Nov 2022)
- Ranking of Parameters (based on average scores, on a scale of 0-5):

Overall Satisfaction	3.8
Culture and Values	3.7
Career Opportunities	3.3
Senior Leadership	3.7
Compensation and Benefits	3.9
Work-Life Balance	3.9
Diversity and Inclusion	3.7

- 74% recommend to a friend

Pros

Good pay, nice coworkers, flexible hours, good benefits, great environment

Cons

Disorganized, poor management, no concern or consideration for employees

City of Vaughan

- 78 reviews (as on Nov 2022)
- Ranking of Parameters (based on average scores, on a scale of 0-5):

Overall Satisfaction	3.8
Culture and Values	2.7
Career Opportunities	2.8
Senior Leadership	2.6
Compensation and Benefits	3.6
Work-Life Balance	3.1
Diversity and Inclusion	3.2

- 52% recommend to a friend

Pros

Great team environment, pay, people, flexible hours

Cons

Management, top-heavy, minimal training

City of Hamilton

- 141 reviews (as on Nov 2022)
- Ranking of Parameters (based on average scores, on a scale of 0-5):

Overall Satisfaction	4.1
Culture and Values	4.0
Career Opportunities	3.8
Senior Leadership	3.6
Compensation and Benefits	4.0
Work-Life Balance	4.0
Diversity and Inclusion	4.0

- 98% recommend to a friend

Pros

Accommodating, good pay and overall salary, people, benefits, work environment,

Cons

Toxic management environment, lack of training

Prioritization and Implementation Roadmaps



Leadership Direction and Culture



- ▶ **Direction 'Champions':** Reiterate and promote the overall direction and vision of the City (i.e., Brampton 2040 Vision and how their role will add value and result in it) and have leaders 'champion' it
- ▶ **Communication:** Be more open and transparent with employees (e.g., regularly during 1-on-1s, frequent update emails, via intranet, genuinely getting to know employees, actively listening, sharing words of encouragement, etc.)
- ▶ **Reflect and Action:** Periodically reflect on personal strengths and areas for improvement (e.g., performance management, via City offered trainings like 'Developing Trust' from Leading Others module)
- ▶ **Coaching:** Provide coaching support for existing and new leaders to hone in on areas that can build a more positive culture (e.g., how to be transparent, developing trust with your employees)

Learning and Development



- ▶ **Communication:** PB&GM could re-communicate the existing learning and development opportunities that exist at the City especially the ones included in the City's skills framework (i.e., leading self, leading others, and leading business)
- ▶ **Lunch & Learn:** Monthly lunch & learns for teams to share technical projects and therefore share knowledge and contribute to on-the-job training

Performance and Careers



- ▶ **Extend Available Resources:** Extend to union employees existing (for non-union) performance management resources that can be applicable to their performance (e.g., goal setting, assessments, giving feedback) within the confines of CUPE guidelines
- ▶ **Leader Engagement:** Leaders should engage in conversation with their employees on career-related topics (e.g., future career pathing, future at the City, etc.)
- ▶ **Communications:** Share with employees the existing resources that are available for them (e.g., Morneau Shepell Career Counselling); promote utilization of these resources (i.e., from leadership)

Mental Health and Wellness



- ▶ **Policy Reminders (P, F, E, S):** Share links to existing mental health and wellness resources (e.g., Health and Wellbeing Service Card)
- ▶ **Lunch & Learn (P, F, E, S):** Presentation on the City mental health and wellness offerings can be given by [Sarah](#) to PB&GM employees
- ▶ **Connection Events (E, S):** Introduce formal periodic events (e.g., Treat Tuesdays) and promote participation in informal ones (e.g., Coffee Chats) to have staff connect and socialize with one and build morale
- ▶ **Leadership Stories (E, S):** Have Leaders share their experiences with mental health to model empathy and reduce stigma surrounding the topic (e.g., Ask Me Anything with Leadership)

Note: P (Physical), F (Financial), E (Emotional), S (Social) acronym relate to the mental health framework, see [here](#).

Future of Work, Hybrid Workforce, and Flexibility



- ▶ **No Meeting Fridays:** Implement a “no meeting Friday” to give employees focus or ‘heads-down’ time
- ▶ **Leadership Check-Ins:** Establish regular touch-points (e.g., monthly 1-on-1s) with managers to discuss concerns around hybrid work and proximity bias
- ▶ **Engagement Opportunities:** Provide more purposeful staff engagement opportunities as reasons to come into the office (e.g., socials, networking events, team brainstorming sessions)
- ▶ **Policy Reminders:** Re-communicate work from home ergonomic set-up trainings (and similar offerings)

Recognition



- ▶ **Leader Acknowledgement:** Leaders providing individualized and genuine appreciation for employees’ work (on a semi-regular basis or at specified milestones, consistently across divisions)
- ▶ **Announcements:** Sharing in division/department-wide announcements or ‘shout-outs’ to those that have exemplified exception work or performance or milestones (e.g., recognizing an employee at a team meeting, celebrating a birth, etc.)
- ▶ **Events:** Hosting employee appreciation events to recognize and show appreciation for the work employees do (e.g., team BBQ similar to that of the transit department)

Possible Prioritization of Quick Wins

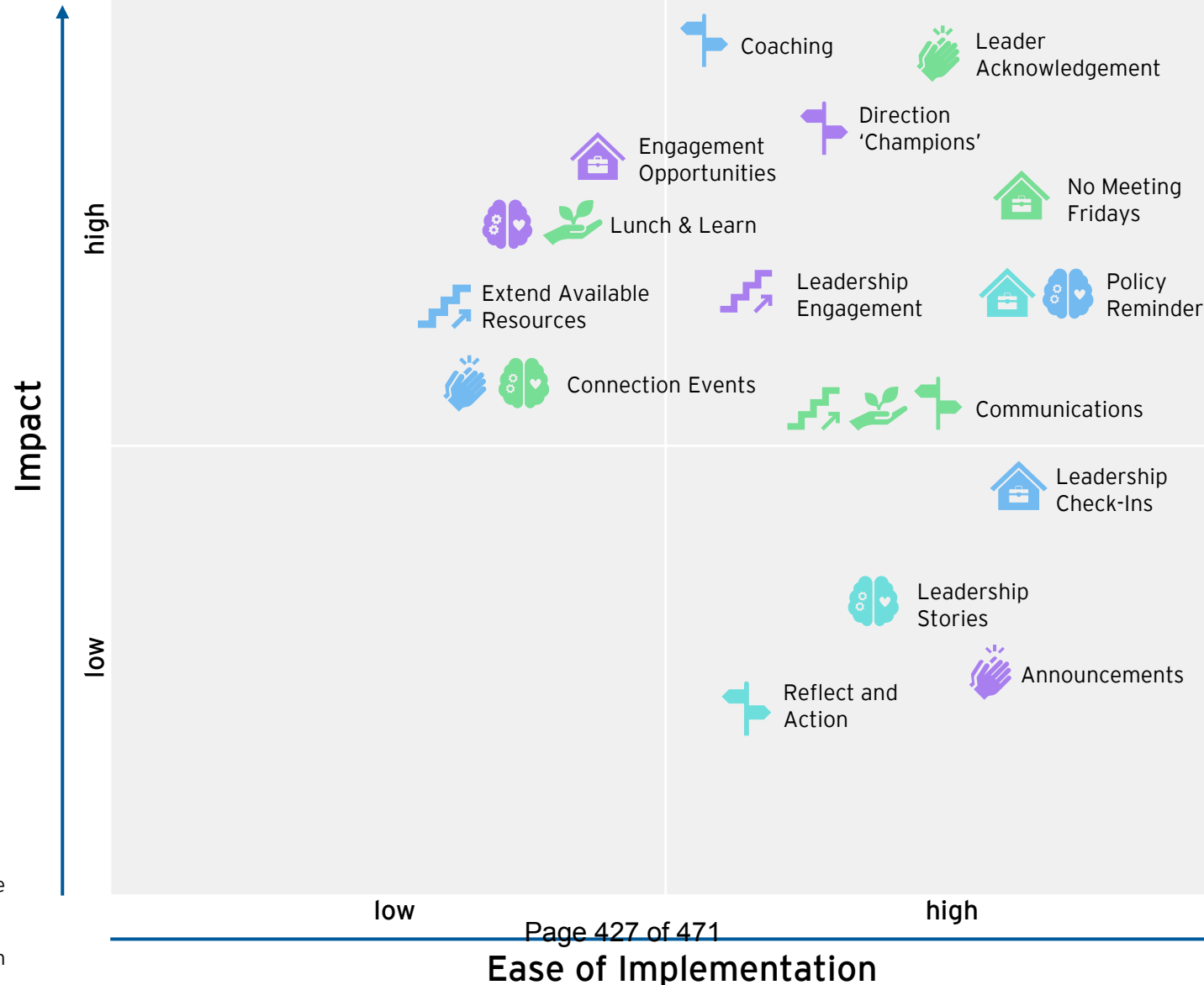
Ease of implementation x impact of the recommended quick wins

For an explanation of each Quick Win below, see the previous two slides.

The chart presented here maps and distributes the recommended Quick Wins from each theme area (seen on the far right) based on **ease of implementation** and **impact**.

- ▶ **Ease of implementation** refers to how readily and with ease the quick win can be implemented (i.e., based on cost, effort involved, etc.)
- ▶ **Impact** refers to how pronounced the outcome associated with the quick win could potentially be on staff
- ▶ High impact and ease of implementation could be a starting point for PB&GM, and 4 levels of prioritization have been developed with the City

Notes: Quicks wins may vary employee to employee based on their subjective opinions. For full description of quick wins, see the theme's recommendation slide (linked under 'Theme Legend').



Theme Legend

-  [Leadership Direction and Culture](#)
-  [Learning and Development](#)
-  [Performance and Careers](#)
-  [Mental Health and Wellness](#)
-  [Future of Work, Hybrid Workforce, and Flexibility](#)
-  [Recognition](#)

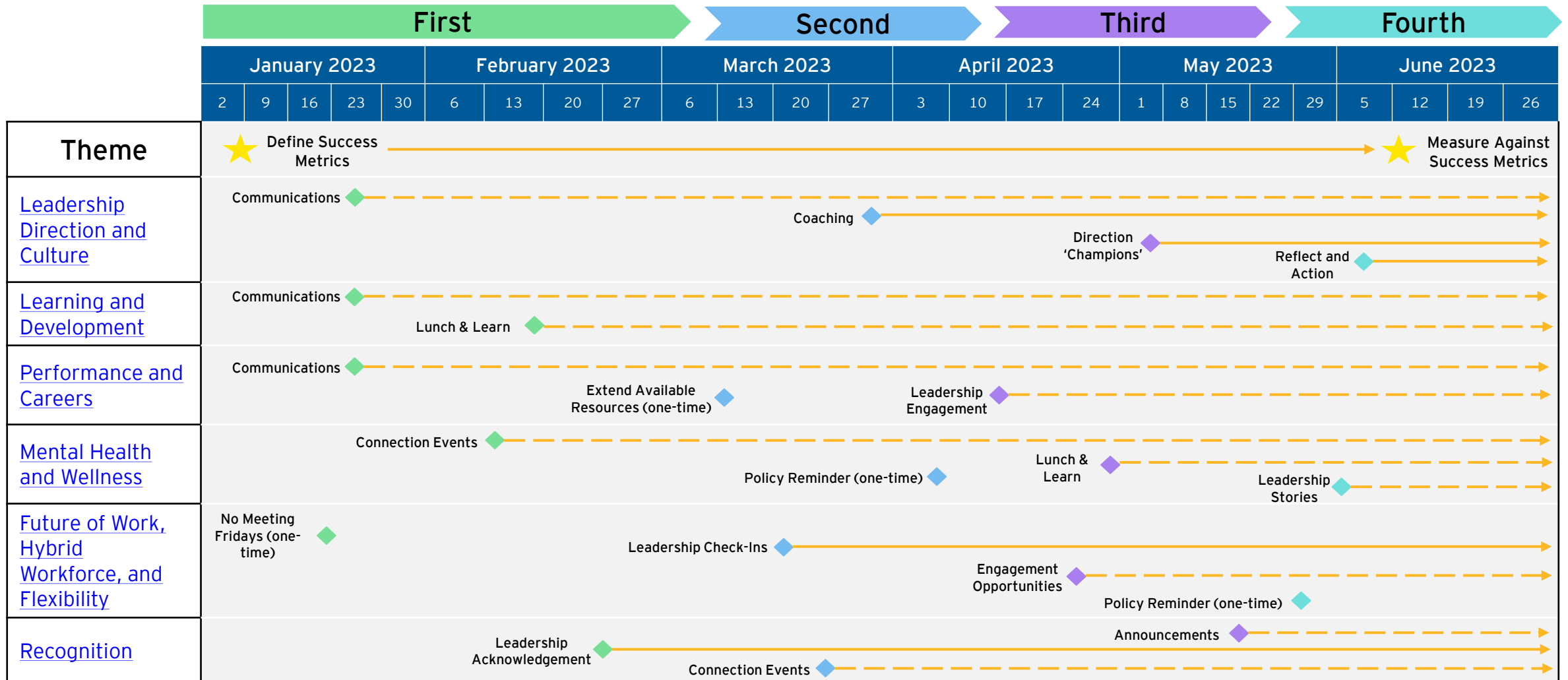
Prioritization

-  First (~January - March)
-  Second (~March - April)
-  Third (~April - May)
-  Fourth (~May - June)

Note: The above prioritization was done in consultation with PB&GM.

Indicative Roadmap for Implementing Quick Wins

Quick wins for fostering a supportive workplace at PB&GM

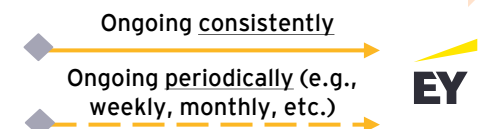


Supported by: Key Success Factors, Change Management, Communications, and Initiative and Stakeholder Alignment Throughout

Notes:

- This is only an indicative roadmap. Timelines may vary based on capacity and requirements of the City. Initiatives have been prioritized with PB&GM to be implemented in this order (i.e., first, second, third, fourth priority areas).
- Details and explanations of each Quick Win can be found on each theme's recommendation slide (linked under 'Theme' above).

Legend:



Indicative Roadmap for Implementing Future Goals and Bigger Lifts

Future goals and bigger lifts for fostering a supportive workplace at PB&GM



Supported by: Key Success Factors, Change Management, Communications, and Initiative and Stakeholder Alignment Throughout

Notes:

1. This is only an indicative roadmap to be finalized by the City internally.
2. Details and explanations of each future goal and bigger lift can be found on each theme's recommendation slide (linked under 'Theme' above).
3. Timeline and prioritization is suggested based on collected data and understanding of the workplace. Implementation may vary depending on capacity, resourcing, and needs to the City.
4. For more information relating to potential cost implications of select opportunities, see the [appendix](#).

Further Considerations and Next Steps



Success Metrics

Examples of potential indicators of success

Examples of Potential Success Metrics by Theme

[Leadership Direction and Culture](#)

- ▶ Business outcomes (financial, customer, and operational)
- ▶ Leadership uptake and completion of recommended trainings (e.g., how to be transparent, developing trust with your employees)
- ▶ Goals/targets being achieved by leadership (e.g., Bill 109 and meeting application deadlines)
- ▶ Increase in leadership engagement with staff (e.g., check-ins, communications, etc.)
- ▶ Employee engagement scores and overall satisfaction with management and the City
- ▶ Employee awareness of core values and skills of the City via engagement survey/pulse

[Learning and Development](#)

- ▶ Course registration rate
- ▶ Course completion rate
- ▶ Module completion (in-session time and post-session hours)
- ▶ % of employees covered (i.e., uptake from across employee levels and divisions of the trainings)

[Performance and Careers](#)

- ▶ Leadership enhancement and development, via
 - Assessment (skills and self-assessment)
 - Team/leader observations/opinions
- ▶ Workplace application of new knowledge; accountability partners (e.g., mentor/peers observing growth, self-reported growth)
- ▶ Percentage of promotions from within the team vs. external hires

[Mental Health and Wellness](#)

- ▶ Increase in intranet usage of mental health and wellness resources (e.g., article clicks, comments, shares/likes)
- ▶ Employee perceived mental health and wellness equal or better via engagement surveys/pulse
- ▶ Reduction in amount of short-term disability leaves related to mental health issues or burnout

[Future of Work, Hybrid Workforce, and Flexibility](#)

- ▶ Stance and/or related policy development and implementation related to hybrid workforce
- ▶ Ability to attract and retain top talent from diverse areas of expertise and experience via # of applications, # of offer rejections and attrition data (from HR) and diversity data (e.g., collected as part of engagement survey/pulse, onboarding survey, etc.)
- ▶ Equal or better perception in regards to work-life balance via engagement survey/pulse, leader feedback, reduction in attrition, etc.

[Recognition](#)

- ▶ Introduction and implementation of recognition program (i.e., non-monetary)
- ▶ Uptake and increase of recognition program usage after launch
- ▶ Increase in overall employee satisfaction via engagement survey/pulse, leader feedback, employee retention, etc.

Note: These measures do not have a one-to-one correlation with success for each theme. There are many other potential factors that could contribute to these measures. As well, social media indicators (e.g., Glassdoor, Indeed, etc.) can be applied for any of the themes.

Potential impact of current challenges on cost, time and efficiency for PB&GM

Current state people-related challenges impede the City's ability to meet its service targets and come with significant cost and productivity impacts.

Current state: Challenges being able to **adequately resource, retain, recruit, and develop employees** to optimize and deliver quality services.

Impacts: Increased cost and time, and less productivity.



Challenges in **adequate staffing levels to meet service levels** (accentuated by the impacts of Bill 109 and Bill 23)



Long recruitment cycles lead to increased costs through additional work (average PB&GM vacancy rate for a role is 13.9 months*)



Increased risk to the City when employees leave as there is a **limited knowledge transfer and no formal succession planning**



Low headcount leads to **increased staff overtime**, resulting in **burnout and attrition**



Inadequate developmental support leads to **inefficiencies**. As well, an inability to redeploy employees to new roles due to the needs of the City



Inability to attract, recruit, and retain top talent leads to financial impact, such as **high cost associated with hiring external support** (e.g., recruitment consultant)



Cost

- ▶ Employee turnover can cost companies an average of 33% of their salary in recruiting efforts¹
- ▶ Overtime costs at the City as a result of vacancies
- ▶ Continuously changing leadership and management skills means that employees are 4x more likely to quit (increasing cost to recruit¹)
- ▶ Costs due to loss in productivity as a result of mental health and burnout (e.g., absenteeism, short-term disability, physical healthcare costs, turnover, etc.)²
 - Employees that rate their mental health as *fair or poor* take 4x as many unplanned absences as those that rate their mental health as *good*³



Time

- ▶ Public sector time to hire takes approximately 119 days, while average in private sector is 36 days⁴
- ▶ Onboarding time spent to upskill new employees



Inefficiency

- ▶ Lower productivity due to burnout (affects efficiency)⁵
- ▶ Inefficiencies due to lack of upskilling
- ▶ Unable to redeploy due to lack of upskilling

City of Brampton:

- ▶ Socialize with Directors and Leadership to finalize the prioritization of shared initiatives and opportunities
- ▶ Allocate accountabilities on who will take up what area of work
- ▶ Build a governance on how to implement these recommendations
- ▶ Align future initiatives to Brampton's 2040 Vision

EY:

- ▶ Attend Steering Committee meeting on January 11 to discuss and clarify on any questions leadership may have

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Appendix

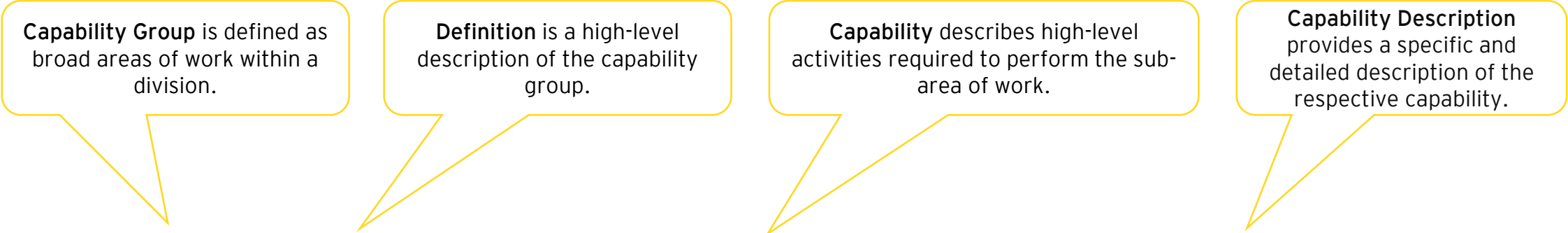


Capability Assessment Guidelines



Capability Group and Capability

Capability groups and capabilities have been identified for each division



Capability Group	Definition	Capability	Capability Description	Illustration
Development Services Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.	
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.	
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.	
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.	



Time Spent

How time spent for a role can be estimated

Time Spent Guidelines for Self / Manager Assessment

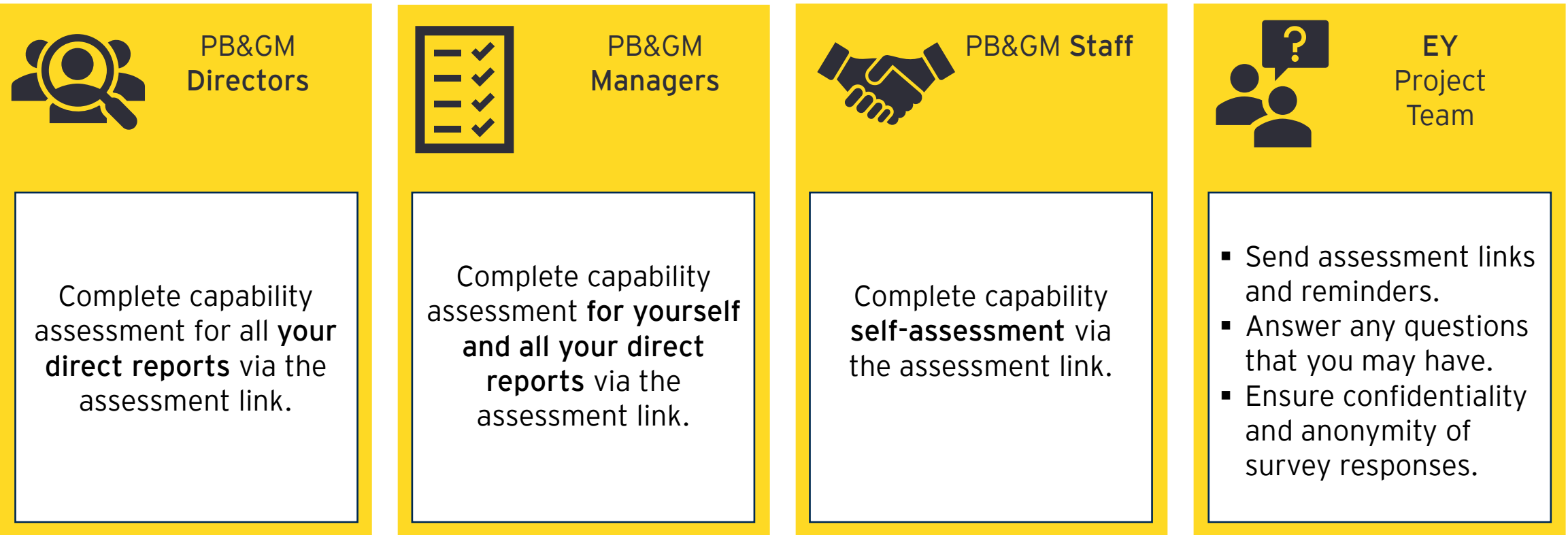
- ▶ When thinking about time spent, think of **your or your Staff'** (if applicable) year.
- ▶ Consider what are the **key areas where you or your Staff'** (if applicable) spend your time annually.
- ▶ We recommend starting with the capabilities that take most of **your or your Staff'** (if applicable) time.
- ▶ We understand it cannot be completely accurate so put in your **best estimate of your or your Staff'** (if applicable) time.
- ▶ Capabilities are to be assigned a percentage (%) between a 0% to 100% scale.
- ▶ For example: If you or your Staff(s) spend approximately X hours a week on a given capability:
 - 2 hours = ~5%
 - 3 hours = ~8%
 - 10 hours = ~30%
- ▶ If you or your Staff spends **less than 5% or 2 hours a week** on a capability, you are **not required to mention it**.
- ▶ If there are activities that are done just once or twice a year, unless it takes more than a week to complete, you are **not required to mention it**.
- ▶ You are **not required** to allocate time to every capability. You **can keep the time spent to '0%'** where needed.

Click [here](#) to return to the capability assessment section.

Stakeholder Roles

Roles of each stakeholders for completing the capability assessment

Two types of capability assessments will be completed - a **self-assessment** for each employee to complete, and a **manager assessment**, where each employee will be assessed by their Assessor . The results of both assessments will be consolidated for the final report (at an aggregate level).



Click [here](#) to return to the capability assessment section.

Overview of Capability Groups and Capabilities by Division

City Planning & Design



City Planning and Design			
Capability Group	Definition	Capability	Capability Description
Planning and Design Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
Administration	Maintain standard operating procedures and distribute records appropriately to ensure project success.	Maintain standard operating procedures	Create and maintain Standard Operating Procedures and/or manuals.
		Organize and distribute records	Coordinate, organize, and distribute documentations, drawings, and property records to the appropriate stakeholder.
Official Plan and Growth Management	Provide full cycle support of programs, studies, guidelines, procedures, and standards.	Deliver Planning and Design management programs	Design, co-ordinate, and deliver the City's Official Plan and Growth Management, Policy Planning, and Urban Design programs in accordance with relevant strategic initiatives.
Policy Planning	Provide full cycle support of policy planning programs, studies, guidelines, procedures, and standards.	Deliver policy planning programs	Deliver Brampton's policy planning programs including Heritage, Local Area Planning, Secondary Plan review, Tertiary planning, Housing, Community Improvement Plans, incentive programs and strategic initiatives
		Provide input on major policy planning studies	Provide input on major planning policy and city studies such as sub-watershed management studies for new developments, transportation studies, master open space studies, environmental assessment studies, and secondary plan studies.
Urban Design	Provide full cycle support of urban design programs, studies, guidelines, procedures, and standards.	Deliver urban design programs	Deliver urban design services including: urban design comments on development applications; architectural control compliance review; special projects and city initiated urban design studies
		Provide full cycle support for guidelines, procedures, and standards	Develop, update, and implement of development design guidelines, community design guidelines, procedures and standards.
Project Management	Use of processes, skills, tools, and knowledge to complete the planned project and achieve its goals.	Maintenance of statistical databases	Coordinate the creation and maintenance of computerized statistical databases focused on analysis, modeling work and infrastructure studies.
		Budget management	Provide budget information relative to funding and delivery of necessary infrastructure and services to accommodate growth and manage invoicing and project expenses.
		Review work of third party vendors	Review, coordinate for review, and critique the work of consultants and other third party vendors and ensuring that input of City staff is incorporated.
		Ensure compliance to Planning and Design plans	Ensure compliance of all recommendations, decisions and actions to regulatory requirements and within the framework of relevant City plans and guiding documents.
Liaising and Relationship Management	Establish a working connection and maintain relationships within the City, and between the City and its external partners and clients.	Represent in project meetings	Represent the Planning and Design division on project-specific inter-departmental and intergovernmental working groups and technical advisory committees.
		Provide updates across City departments	Provide updates regarding City's Official Plan, Development Charges By-law, and other studies.
		Represent in public meetings	Represent the Planning and Design division at Council, Committees, Public Meetings, Ontario Municipal Board hearings, provincial workshops etc. as required.
		Liaise with external agencies	Liaise with other City Departments and external agencies in developing and implementing the City's Planning and Design-related programs.

Overview of Capability Groups and Capabilities by Division

Development Services



Development Services			
Capability Group	Definition	Capability	Capability Description
Development Services Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
Administration	Maintain standard operating procedures and review development applications while providing information to internal and external customers.	Maintain standard operating procedures	Create and maintain Standard Operating Procedures and/or manuals.
		Provide information to customers	Provide general zoning & development information to internal and external customers by telephone, email, in person or by using the Multilingual Interpretation Translation Service.
		Preliminary review of development applications	Conduct preliminary review of all Development Applications, including a review with clients, ensuring receipt of payment and forwarding applications for processing.
Applications Review and Management	Proactively manage the full cycle application process while establishing a working connection within the City, and between the City and its external partners and clients.	Manage full cycle application process	Assess and advance applications, while consistently monitoring its progress and timeline across divisions and throughout the full application life cycle (i.e., through the use of internal monitoring software).
		Liaise with city departments	Liaise with City departments, divisions, and agencies on planning proposals and planning matters, and facilitate information exchange.
		Liaise with applicants	Liaise with applicants during the approval process and revise applications as required.
		Attend local planning appeal tribunal hearings	Attend and provide professional planning evidence at Local Planning Appeal Tribunal Hearings on assigned planning proposals and projects.
Research	Maintain information systems and databases and utilize sources to create outputs to assist decision making across the division.	Create decision making outputs	Utilize multiple data sources as well as internal resources (i.e. Accela Software, Dashboards) to create user friendly outputs and benchmarks that assist in decision making across the division.
		Maintain database	Develop and maintain a database of to assist staff with their decision making process with respect to programs and offerings.
		Monitor Business Services division portal	Monitor the internal and external Business Services division portal and identify required changes to be shared with Content Publisher.
Planning	Design and deliver planning proposals and projects, providing updates to the review team and conducting site visits as required.	Design and deliver planning proposals and projects	Review, process, formulate, and recommend planning best practices on planning proposals and projects within a community planning context, such as community block plans and plans of subdivision applications.
		Conduct site visits	Attend and conduct site visits, preparing reports and recommendations to ensure compliance.
		Design and delivery of project update presentations	Create presentations with planning proposal and project updates to share at Development Review Team, Planning and Committee, Site Plan Committee, the Committee of Adjustment and Corporate Teams.

Overview of Capability Groups and Capabilities by Division

Transportation Planning

Transportation Planning			
Capability Group	Definition	Capability	Capability Description
Transportation Planning Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
Modelling and Analytics	Manage demand forecasting model and statistical information database, and use technical expertise to conduct network analyses.	Provide modelling expertise	Provide technical expertise on transportation modelling and planning matters in response to requests from various stakeholders.
		Manage demand forecasting model	Maintain, modify, and operate a computerized travel demand forecasting model.
		Conduct transportation network analysis	Conduct transportation network analysis and develop innovative applications to support the implementation of a multi-modal transportation network for the City.
		Manage database of historic work done in the department	Establish and maintain a transportation planning and statistical information database dealing with historical employment and population projections, and transportation network characteristics and factors.
Transportation Planning	Design, formulate, and implement transportation policies, plans, and programs using data inputs.	Formulate transportation policies	Formulate transportation policies and recommend implementation plans.
		Build transportation plans	Build active transportation network planning and transportation demand management plans, and conduct site visit to ensure compliance.
		Data collection and processing	Assemble and process varieties of data inputs according to the transportation monitoring program.
		Develop sustainable transportation programs	Identify, develop and implement sustainable transportation programs and initiatives through community engagement and outreach programs to be promoted to the public.
Project Management	Use of processes, skills, tools, and knowledge to complete the projects, and achieve its goals.	Design project delivery strategy	Design and coordinate the overall project delivery strategy, including the creation and execution of project plans.
		Budget management	Provide budget information relative to funding and delivery of necessary infrastructure and services to accommodate growth and manage invoicing and project expenses.
		Review work of third party vendors	Review, coordinate for review, and critique the work of consultants and other third party vendors and ensuring that input of City staff is incorporated.
		Ensure compliance of transportation plans	Ensure compliance of all recommendations, decisions and actions to regulatory requirements and within the framework of relevant City plans and guiding documents.
Liaising and Relationship Management	Establish a working connection and maintain relationships within the City, and between the City and its external partners and clients.	Represent in internal meetings	Represent the Transportation Planning division on project-specific inter-departmental and intergovernmental working groups and technical advisory committees.
		Provide updates across City departments	Provide updates regarding City's Official Plan, Transportation Master Plan, Development Charges By-law, and other studies.
		Represent in public meetings	Represent the Transportation Planning division at Council, Committees, Public Meetings, Ontario Municipal Board hearings, provincial workshops, etc. as required.
		Liaise with external agency for project implementation	Liaise with other City Departments and external agencies in developing and implementing the City's transportation modelling program.

Overview of Capability Groups and Capabilities by Division

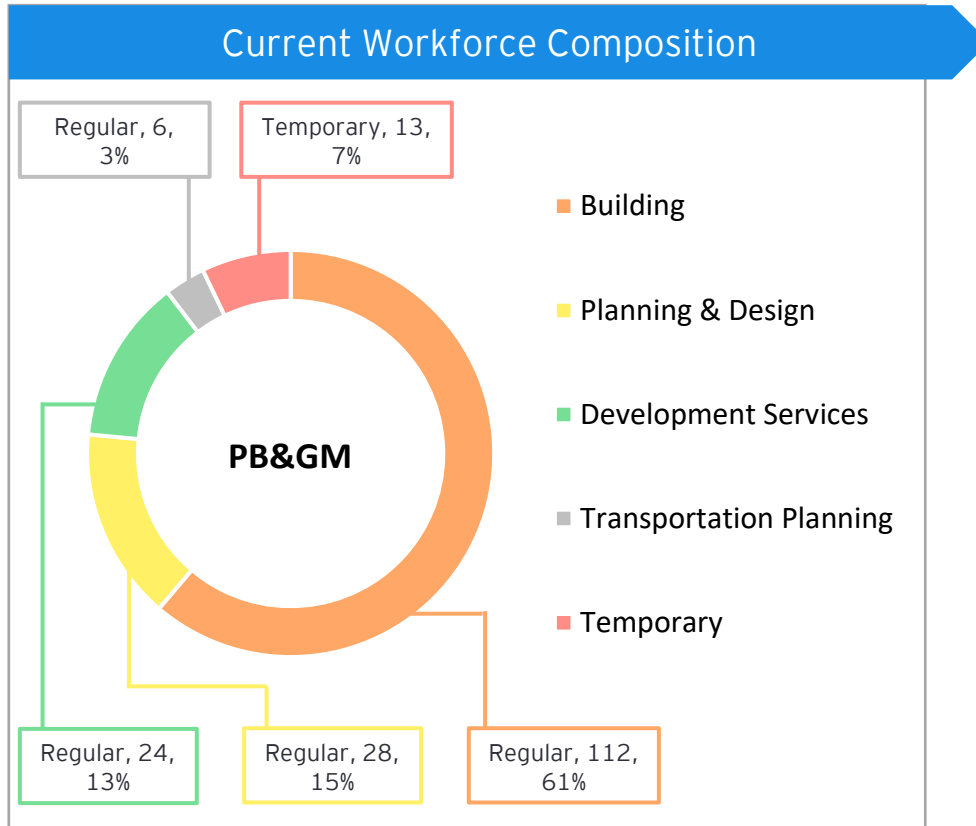
Building



Building			
Capability Group	Definition	Capability	Capability Description
Building Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
		Build technology footprint	Build and maintain the departments technology footprint to secure long term ability to adapt to changing customer needs and evolving technologies.
Administration	Manage documents and records and prepare annual budget for divisions to ensure project success.	Prepare annual budget for divisions	Prepare the annual budget and monitor revenues and expenditure for divisional accounts.
		Manage documents and records	Maintain and review all digitized records and comprehensive data pertaining to permits, ensuring records are posted and/or provided upon request within service level standards.
Plans Examining	Use of processes, skills, tools, and knowledge to complete the projects and achieve its goals.	Review projects and applications	Perform detailed review of all projects, plans, drawings, and permit applications for compliance with the Ontario Building Code, energy efficient standards, zoning standards, and By-law.
		Issue deficiency letters and recommendations to applicants	Issue deficiency letters for plans and permit applications that do not achieve compliance and recommend solutions where corrective action is required.
		Calculate project fees	Perform calculations for the determination of fees, construction value, development charges, and permit fees.
		Prepare technical submissions and coordinate divisional responses	Assist in the preparation of technical submissions for Building Code Commission hearings and coordinate divisional responses to proposed code amendments as initiated by the Ministry of Municipal Affairs and Housing.
		Develop and communicate technical code guidelines	Assist in the development of written technical code interpretations and service guidelines, standard practices and procedures related to building code regulations to ensure consistent application of the regulation by all technical staff in the Building Division.
Inspections	Review applications and inspect building sites, issuing appropriate work orders to ensure accordance with the Ontario Building Code.	Review permit applications	Perform detailed review of permit applications and issuances, verifying completeness and compliance.
		Inspect buildings and sites	Perform detailed and comprehensive inspection of buildings and/or sites to ensure that construction is in accordance with the Ontario Building Code, plans, specifications and documents.
		Issue work orders	Issue Orders to Comply, Stop Work Orders, and Orders to Uncover, Orders Not to Cover as a result of site investigations and in accordance with the legislative process.
		Investigate complaints	Investigate complaints to determine whether any infractions of the Building Code Act or regulations have occurred, and take appropriate follow-up actions in accordance with legislative requirements.
Liaising and Relationship Management	Establish a working connection and maintain relationships within the City, and between the City and its external partners and clients.	Liaise with building inspectors and practitioners	Liaise with building inspectors and practitioners for resolution of design and construction issues, permit application status, and complex building projects.
		Provide updates across City departments	Provide updates regarding the City's Official Plan, Development Charges By-law, and other studies.
		Liaise with external agencies	Liaise with design professionals, contractors, owners, fire prevention officers, By-law Enforcement officers, and other agencies in the completion of plans review and the resolution of technical issues.
		Liaise with surrounding municipal partners	Liaise with surrounding municipal partners and represent the City on street naming committees to ensure proposed street names are in compliance with Regional policies.

Supply Analysis: PB&GM Workforce Overview





Key Observations

- Overall, the PB&GM department has 183 employees
- 7% of employees (13) are in temporary/contract roles
 - The temporary/contract roles are divided divisionally as follows:
 - Building - 5
 - Planning & Design - 5
 - Development Services - 1
 - Transportation Planning - 2
 - One temporary role (Development Services) was recently converted into a Regular position, and is included as such

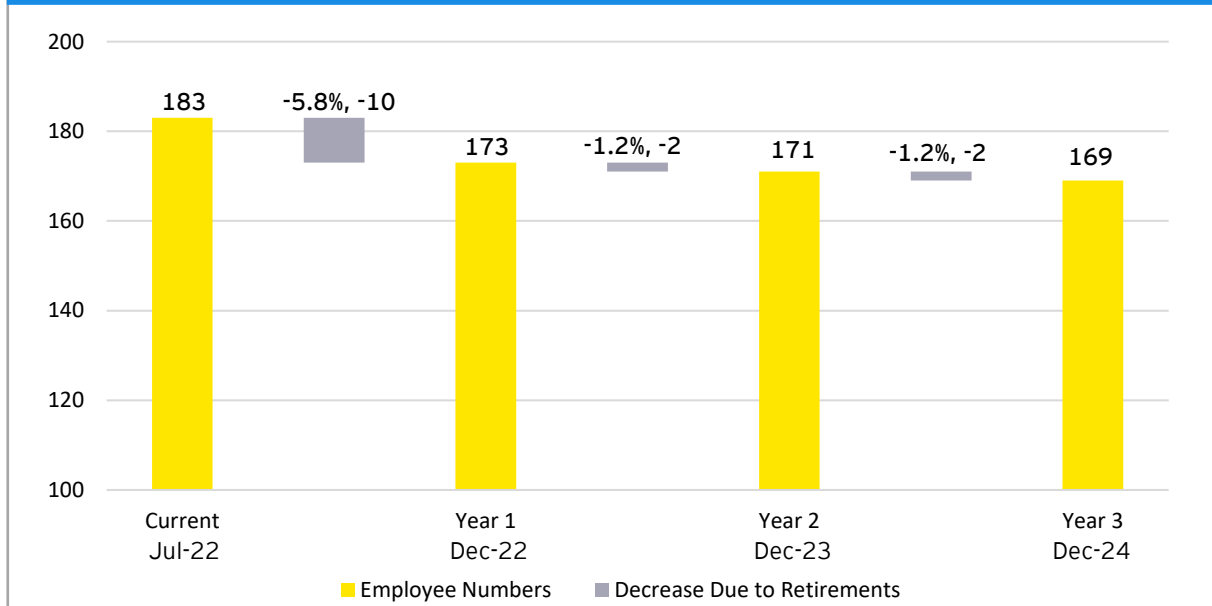
Notes and assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. PB&GM employee numbers include Division Leaders.

Supply Analysis: Supply Projection

PB&GM – Scenario 1: Potential Retirements

Supply Forecasts with Potential Retirements



Key Observations

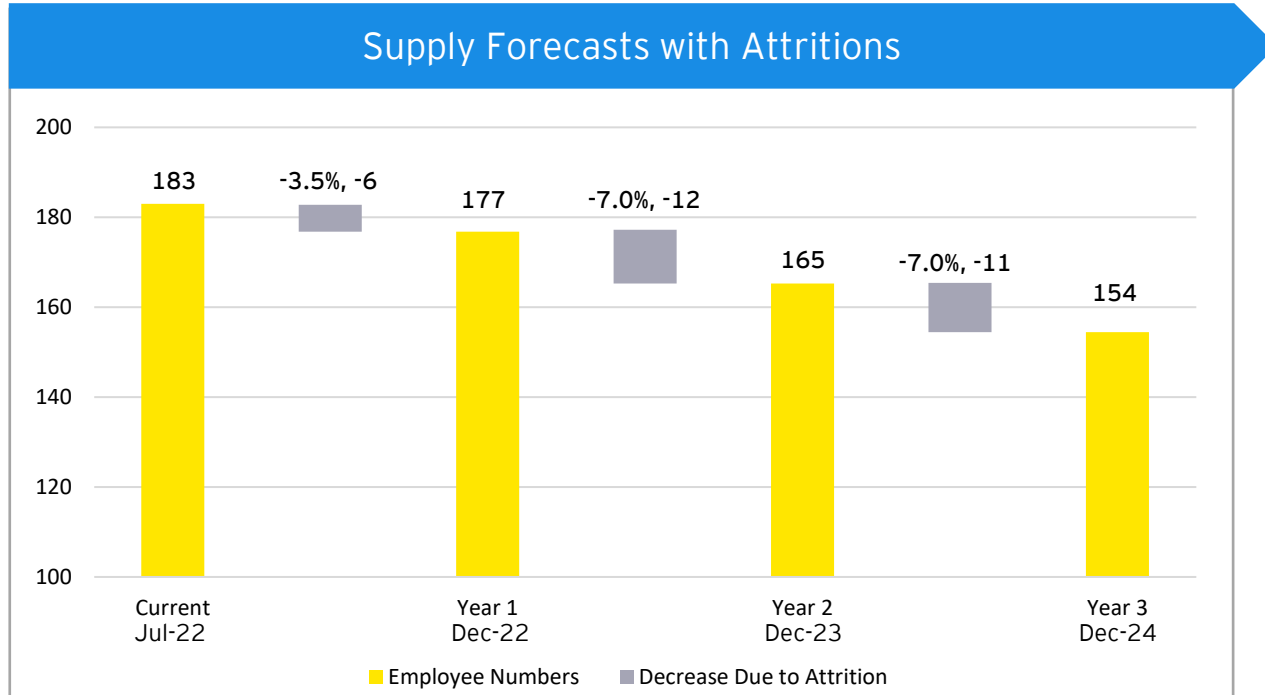
- As per the identified retirement criteria, PB&GM may witness 14 potential retirements by 2024.

Notes and Assumptions:

- Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
- PB&GM employee numbers include Division Leaders.
- Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
- Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
- Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

Supply Analysis: Supply Projection

PB&GM – Scenario 2: Attrition



Key Observations

- If PB&GM does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to voluntary attrition. Thus resulting in a cumulative impact of 29 employee numbers in PB&GM by the end of 2024.

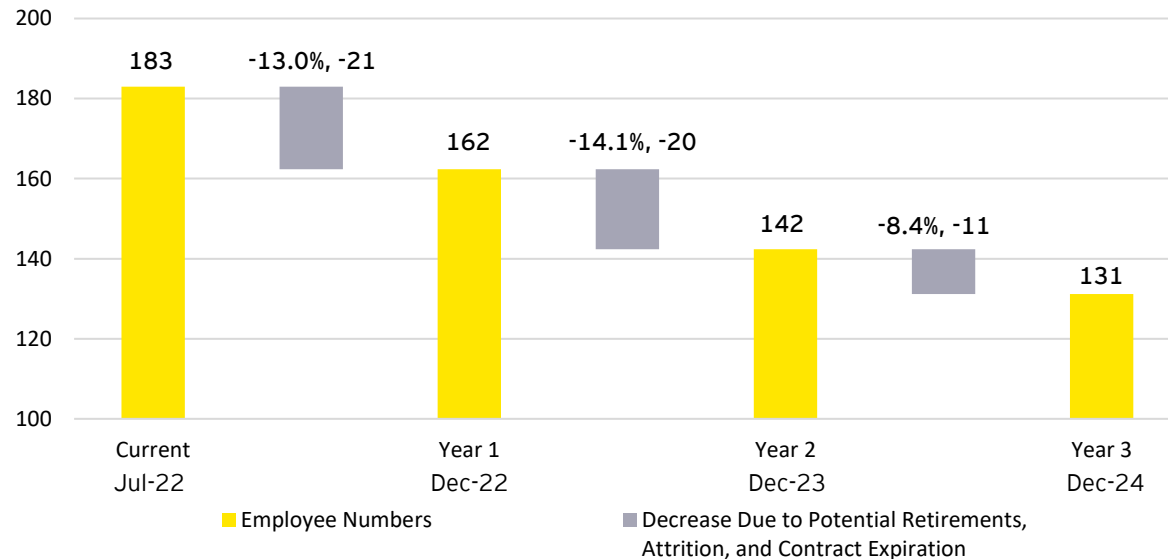
Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2021 and is based on employee numbers and not FTE.
2. PB&GM employee numbers include Division Leaders.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years:
 - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022). Data for September to December, 2022 estimate includes attrition estimates dating back to July 2022.
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

Supply Analysis: Supply Projection

PB&GM - Scenario 3: Potential Retirements, Attrition⁶, and Contract Expiration

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations



Key Observations

- PB&GM is projected to experience a cumulative decline of 28% (52 employee numbers) by 2024. Thereby resulting in 131 employees from the current 183 employees.
 - It includes 5 contract expirations in 2022, 8 contract expirations in 2023, and 1 converted to a Regular employee.

Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. PB&GM employee numbers include Division Leaders.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
 - 65 years of age; or
 - 30 years or more of service; or
 - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).

Legend for Capabilities Development

PB&GM

Legend		
Capability Guardrails	Manager	- <25% at Leading or - <50% at Leading + Applying
	Staff	- <10% at Leading or - <30% at Leading + Applying or - <60% Leading + Applying + Learning
Priority Level	High	These have a direct impact on the day-to-day functioning of a role and its components. They should be the first development focus area as employees will benefit greatly from the upskilling and related role outcomes, and would result in increased risk not having these.
	Medium	These capabilities are not as relevant to the core or day-to-day functioning of a role, but have impact on final outcomes that can delivered on. There is role-related impacts, but lesser in the immediate term.
	Low	These capabilities include many fairly proficient employees in respect to the group, therefore are a lower priority, but still provide an opportunity to further improve and strengthen existing skills in the future. They are more of the "nice to have" or next steps.
Mode	On-the-job	Training that allows employees to be familiarized with the skills needed in the role. Employees with more experience on the skill provide the "trainee" hands-on experiences , while also sharing verbal instructions and demonstrations.
	Mentoring	Mentoring is a collaborative and optional relationship that occurs between a senior and junior employee for the purpose of providing the "mentee" growth, learning, and career development. The emphasis is on developing the mentee.
	Reverse mentoring	Reverse mentoring is a collaborative and optional relationship that occurs between a senior and junior employee where the roles of "mentor" and "mentee" are reversed. The junior employee becomes the "mentor" and the senior employee becomes the "mentee". The process, approach and outcomes are often similar to mentoring.
	Classroom/ Virtual Learning	Involves live classroom learning environment (can be virtual as well) to gain knowledge and practical experiences on a skill. Typically used for foundational content and over a longer period of time. This approach can be used for both technical-related skills as well as behavioural skills development.
	eLearning/On-demand	Involves online course (pre-created/developed) to gain knowledge and practical experiences on a skill. Typically used for re-certification and quicker completion. This approach is mainly used for more technical-related skills development.

Click [here](#) to return to the capabilities identified as potential areas of development.

5 Non-Monetary Recognition Criteria

Non-monetary recognition is an efficient way of motivating employees without the expense of traditional methods.

- Can be in the form of prizes (e.g., employee of the month), encouragement (e.g., telling the employee that they're doing "good work"), peer recognition, plaque, letter of appreciation, ceremony, etc.
- These types of recognition are beneficial because they have strong symbolic value and tell the employees they are doing a good job without costing PB&GM additional funds or putting a price tag on performance.
- Recognition based on efforts, and not only on results, can be beneficial as well.
- Five criteria should be met for non-monetary recognition:
 - 1) The rewards should be made public (other employees should be able to be made aware of the recognition).
 - 2) Rewards should be given infrequently (this preserves their importance).
 - 3) There has to be some type of reward process that makes it credible (e.g., the person giving rewards should be aware of the performance and accomplishments of the recipients).
 - 4) Rewards should be associated with "winners" (prospective reward recipients will want to be associated with such individuals).
 - 5) Rewards should be made meaningful in the culture and should be symbolic in nature (e.g., relates to the leader or a historical event in the company).

Example of Non-Monetary Recognition

EY's recognition award centre (RAC)

At EY, our main non-monetary reward platform to appreciate employees' dedication and hard work is RAC. Recognition awards are just one way that we acknowledge all that our people do, as individuals and as teams, to contribute to the firm's success. Applause e-cards, Bravo gift cards, and Ovation cash awards recognize the contributions of those who work hard every day to make the world work better.

RAC Platform Process is simple and user friendly



It incorporates non-monetary rewards criteria



RAC helps to bring EY's Transformative Leadership model to life

Using RAC is as easy as 1, 2, 3...



- ✓ Made public (e.g., service-line emails, team meetings)
- ✓ Given infrequently or unexpectedly
- ✓ Credible rewards process (i.e., RAC)
- ✓ Associated with accomplishment and hard work (given at all levels of the business)
- ✓ Linked to EY culture (i.e., incorporates EY's Transformative Leadership model)



Transformative leaders are purpose driven and bring out the best in themselves and others.

Click [here](#) to return to the non-monetary recognition section.

Directional financial impacts are provided for each opportunity and are based on the assumptions below.

1. Recommendations provided are from a diagnostic and design point of view, that is, to initiate projects/programs to address the 6 identified theme opportunities that supports fostering a people-centred workplace
2. The directional financial impacts are organized by:
 - One Time Cost led internally by City or external professional services provider, and
 - Ongoing Cost that may be a recurring cost to support an activity in future and/or ongoing requirements yearly
3. FTE cost is estimated in part with backfill hours with an external HR consultant for the HR manager and Organizational Development specialist. Assumed external backfill HR consultant rate is \$100/hr
4. In-house implementation is not associated with a cost and is assumed to be duties associated with the HR role
5. External cost is indicative and may be different with additional insight gathering, which was not included in scope for this project
6. Total Cost doesn't include any additional Technology, Operational, or Intellectual property cost
7. Financial directional estimates should be considered alongside current PB&GM and HR budget for related activities

Click [here](#) to return to the indicative roadmap for implementing recommendations.

Potential Costing Implications (1/2)

How PB&GM can potentially be financially impacted by the identified themes



Key activities could be delivered either in-house or externally with the below considerations:

Directional Financial Impact		
	One Time Cost	Ongoing Requirements (Annual)
Leadership Direction and Culture	<p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Coaching/Training/Leadership Development Program - content creation and facilitation only: \$40k-70k (2-3 modules of course content/facilitation) ▶ Employee Engagement Strategy/Culture and Mindset Shift - surveys, consultations, roadmap, other considerations: \$150k - \$225k* <p>*External provider could provide software to implement surveys, facilitate workshops/sessions, and provide a roadmap. This is a longer term opportunity; internal team would not have the capacity.</p>	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Leadership Development Program/Training - Part of ongoing HR duties ▶ Pulse Check - \$10k - \$15k (budget to action results yearly) <p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Coaching/Training/Leadership Development Program - content creation and facilitation only: \$20k-40k (1-2 modules of course content/facilitation) ▶ Pulse Check - \$10k - \$15k (survey deployment yearly)
Learning and Development	<p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Structured Programs - content creation and facilitation only: \$40k-70k (2-3 modules of course content/facilitation) 	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Programs are currently provided (e.g., TLMS, LinkedIn Learning, re-certification) <p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Structured Programs - updating content as required: \$20k-40k (1-2 modules of course content/facilitation)
Performance and Careers	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Programs are currently underway (e.g., succession planning) <p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Performance Cycling and Career Pathing - content creation, consultation, facilitation, recommendations, roadmaps: \$200k-\$275k* <p>*This is a longer term opportunity; internal team would not have the capacity.</p>	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Updating and revising current and future policies (e.g., succession management) and are part of ongoing HR duties ▶ Performance Management (as part of performance cycling and career pathing) - maintenance of tools, system, and licencing: ~\$70-\$100 per employee annual subscription

Click [here](#) to return to the indicative roadmap for implementing recommendations.

Note: These costs are directional and can vary based on the decided scope and nature of work.

Potential Costing Implications (2/2)

How PB&GM can potentially be financially impacted by the identified themes



Key activities could be delivered either in-house or externally with the below considerations:

Directional Financial Impact		
	One Time Cost	Ongoing Requirements (Annual)
Mental Health and Wellness	<p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Employee Value Proposition - content creation, framework, governance, recommendations, roadmaps: \$150k-\$250k* <p>*This is a longer term opportunity; internal team would not have the capacity.</p>	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Part of ongoing HR duties
Future of Work, Hybrid Workforce, and Flexibility	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Programs are currently underway (e.g., hybrid workforce) <p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Hybrid Guidelines/Talent Process/Employer Branding - content creation, consultation, facilitation, recommendations, roadmaps: \$175k-\$300k* <p>*Would need to be for the entire City.</p>	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Updating and revising current and future policies (e.g., talent processes) and are part of ongoing HR duties
Recognition	<p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Recognition Framework and Process - framework, roadmap, and strategy development: \$25k-\$50k 	<p>In House (City led):</p> <ul style="list-style-type: none"> ▶ Engagement activities are currently underway (e.g., leadership acknowledgement) <p>External Provider (service provider led):</p> <ul style="list-style-type: none"> ▶ Process Implementation - access to non-monetary recognition platform: ~\$3-\$12 per employee annual subscription

Click [here](#) to return to the indicative roadmap for implementing recommendations.

Note: These costs are directional and can vary based on the decided scope and nature of work.

Date: 2022-12-13

Subject: **Recommendation Report – 2023 Fee Changes for Development and Site Plan Applications**

Contact: Carolyn Crozier, Strategic Leader, Development Services, 905.874.2281, carolyn.crozier@brampton.ca, and

Allan Parsons, Director, Development Services, Planning, Building and Growth Management Allan.Parsons@brampton.ca, 905-874-2063

Report Number: Planning, Bld & Growth Mgt-2023-043

Recommendations:

1. **THAT** the report titled: Recommendation Report - 2023 Fee Changes for Development and Site Plan Applications (File #), to the Planning and Development Committee meeting of January 23, 2023, be received; and,
2. **THAT** Schedule A to the Tariff of Fees By-law with respect to Planning and Other Municipal Applications By-law 85-96, as amended, be amended to reflect the fee changes as set out in Appendix A of this report, effective February 1, 2023.

Overview:

- **Brampton is experiencing significant growth in both the volume and complexity of development applications that are submitted to the City for approvals. This in conjunction with the recent Provincial legislative changes (Bill 109 – More Homes for Everyone Act, and Bill 23 - More Homes Built Faster Act) can create financial and service delivery pressures that need to be appropriately managed to minimize financial risk in effort to ensure true costs of service delivery are realized.**
- **Through adoption of this report and accompanying by-law, the City is proposing to increase the fees associated with development and site plan applications, and eliminate the Mature Neighbourhoods site plan fee, as required by Bill 23.**

- **This report recommends the following changes to the City’s Tariff of Fees By-law for Development applications:**
 - **Increase all Development and Site Plan application Fees by 25%, with the exception of Committee of Adjustment (CofA) applications;**
 - **Increase Pre-consultation fees to \$2000 in association with the new pre-consultation processes implemented on January 1, 2023, in response to Bill 109;**
 - **Introduce a new resubmission fee for applications that utilize the new withdrawal option for Official Plan and Zoning By-law Amendment; and,**
 - **Eliminate the fee associated with Mature Neighbourhood Site Plans, as required by Bill 23.**
- **Staff are not recommending increases to CofA applications at this time pending implementation of recommendations from the CofA Modernization Review (see report PBGM-2023-036).**
- **Staff undertook consultation with other municipalities and BILD (Building Industry and Land Development Association) on the fee increases.**
- **These recommended measures will help to mitigate associated financial risks while ensuring attracting development and investment is not cost-prohibitive.**

Background:

The City of Brampton is experiencing a surge of development application activity. Development applications increased 56% from 2020 to 2021. 2022 volumes remain high, with a modest 6% reduction from 2021 volumes. Development applications are now predominantly urban and infill-focused development as opposed to traditional greenfield development – reflecting the city’s evolution in built form. This type of growth comes with increased complexities in the application review process, with greater development constraints, increased focus on compatibility, and unique infrastructure challenges.

Changing Legislative Landscape

New Planning Act legislation in 2022, specifically Bill 109 - More Homes for Everyone Act, 2022 requires mandated reimbursement of fees to applicants of development applications, should municipalities not meet the timelines prescribed in the Planning Act. Staff brought forward a recommendation report to the December 12, 2022 Planning & Development Committee that addressed implications and recommended changes to

current business practices to minimize the financial implications of this Bill (PB&GM-2022-950). While the legislation was approved with a commencement of January 1, 2023, staff are of the understanding that the Minister of Municipal Affairs has indicated in a communication to the Association of Municipalities of Ontario (AMO) that he intends to defer this requirement to July 1, 2023. At the time of writing this report, no legislative changes have been announced. Staff will monitor the situation and advise Council should a change be formalized.

Further financial impacts related to application fees have been created through Bill 23, More Homes Built Faster Act, 2022. Beginning in January 2023, all residential developments of 10 units or less will be exempt from the site plan application review process, resulting in additional revenue loss.

Combined, these changes in policy and development activity can create financial and service delivery pressures that need to be appropriately managed to minimize financial risk to the City. To offset financial exposure, the City can increase fees associated with Development and Site Plan Applications by amending the Tariff of Fees By-law. This report provides insights to the City's cost recovery for development application types to support the following fee increases:

- all Development and Site Plan application fees by 25%, with the exception of Committee of Adjustment applications;
- Pre-consultation fees increased to \$2000 to better reflect the level of service provided;
- Introduce a new resubmission fee for applications that utilize the new withdrawal option for Official Plan and Zoning By-law Amendments; and,
- Elimination of the fee associated with Mature Neighbourhood Site Plans, as required by Bill 23.

Outcomes associated with these increases include:

1. Mitigate revenue loss resulting from Bill 109 and Bill 23; and,
2. Reduce financial burden on the tax base.

Current Situation:

Brampton has made significant improvements to its development review process over the past few years. This success is reflected in the 2022 Municipal Benchmarking Study commissioned by the Building and Land Development Industry (BILD). Brampton ranked fourth in the category for speed of development application processing, with an average processing period of 13.4 months.

Maintaining and surpassing the City's level of service in the face of increasing development activity and complexity in development review, and an ever-shifting provincial policy landscape requires a comprehensive approach, part of which is a deep dive into the fees charged for services rendered.

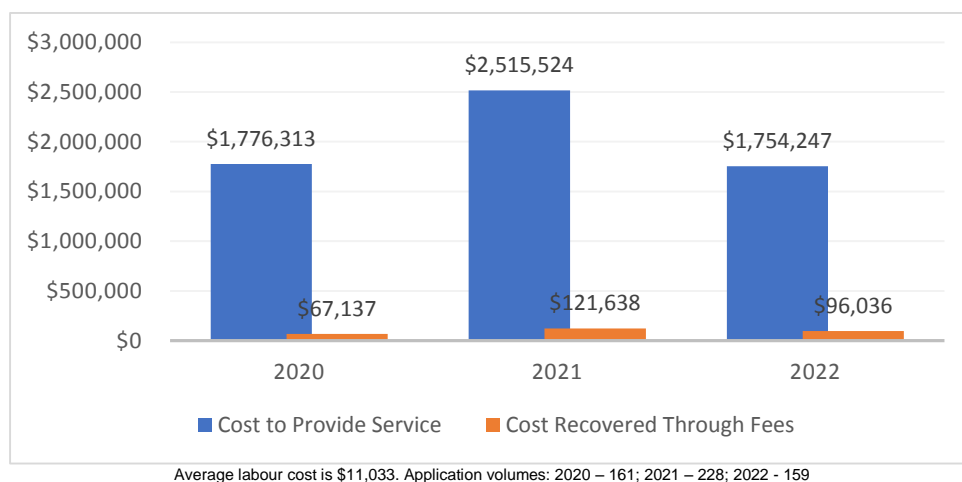
Pre-Consultation Fee Increase

Pre-consultation Application review represents 25% of all development applications received annually. Generally, half of these applications are realized as full development applications by the landowner. Service provided to applicants through the Pre-Consultation application review include:

- confirmation of appropriate planning approvals required for the development of a site;
- identification of drawing and studies required in support of an application;
- feedback on applicable planning policies, processing timelines and potential areas of concern; and
- a meeting with staff and applicant to discuss application

Each Pre-Consultation consumes approximately 80 hours of staff time and represents a significant labour cost that is marginally offset by the application fee as demonstrated in Table 1 below. Of note, in 2022, approximately 159 pre-consultation applications were reviewed, costing the City close to \$1.75M in labour costs, but only recovering \$96,000 through fees. This delta clearly underscores the need to increase our fees.

Table 1: Pre-consultation Labour Costs vs. Fee Recovery



The new fee schedule proposes a fee increase that better accounts for the level of service provided for this application type, while not being cost-prohibitive to discourage submission.

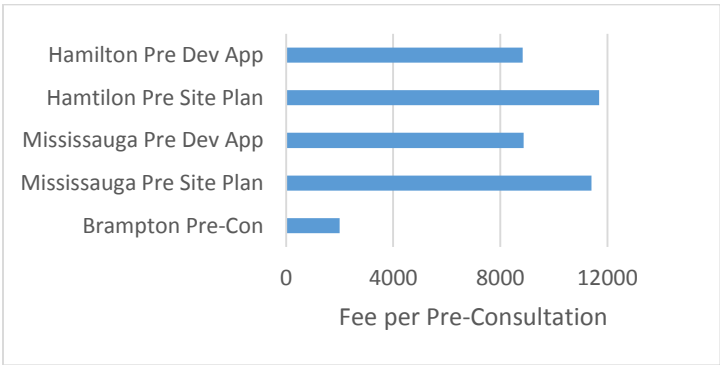
Current Pre-Consultation Fee	\$604
New Pre-Consultation Fee	\$2000

This increase will offset the cost of delivering this service and decrease the burden on the tax base. In addition, this fee is non-refundable under Bill 109 and will offer a small

degree of protection against revenue loss. If this fee had been in place for 2022, the City would have recovered \$318,000, a 235% increase over what was collected in 2022.

This approach is consistent with actions in other municipalities. Table 2 below shows the new fees proposed by Brampton, Mississauga and Hamilton.

Table 2: Pre-Consultation Fee Comparison



Source: City of Mississauga Corporate Report “2023 Planning Act Processing Fees and Charges” Appendix A Dated: October 5, 2022
City of Hamilton, Electronic Communication from Bill 109 Municipal Roundtable

Fee increases for Pre-Consultations are anticipated to be implemented in other comparator GTAH municipalities as well in 2023, as fee reviews and impacts of Bill 109 are better understood. This was shared with staff through the Bill 109 Municipal Roundtable Working Group consultations. Development Services staff also plans on completing a comprehensive fee review in 2023 and will recommend appropriate adjustments to fees thereafter.

Application Withdrawal and Resubmission Process and Fee

The new ‘Application Withdrawal and Resubmission’ process will allow applicants to withdraw their application and then resubmit at a nominal fee. This will accommodate those applicants that would like to continue to work with staff to address technical issues with their applications, and negate the staff having to potentially recommend a refusal to Council in order to satisfy the mandated deadlines of Bill 109. This would avoid the need to issue refunds.

Staff are proposing the following fee for this new process:

Resubmission of Official Plan and/or Zoning By-law Amendment	\$2000
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It is uncertain how much uptake there will be with this new approach, and staff will monitor its usage to better understand the potential of this new tool to both protect and grow revenue associated with these application types.

Fees Eliminated Due to Bill 23

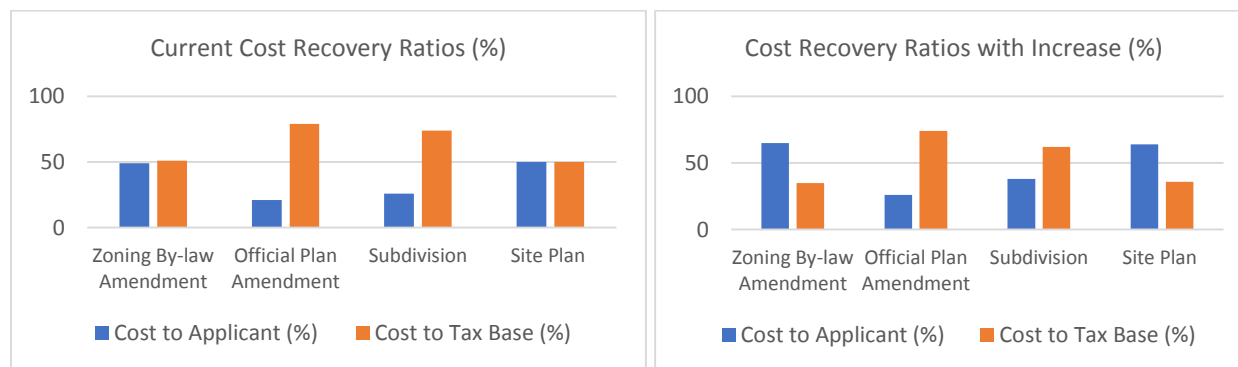
In a presentation to Committee of Council on November 23, 2022, staff outlined the implications that Bill 23, would have on Brampton. One of the key changes is that Bill 23 exempts residential development with 10 units or less from site plan approval. This change means that the City can no longer charge the Site Plan Approval fee for single detached dwellings and building additions in Older, Mature neighbourhoods as currently outlined in the City's Site Plan Control By-law. The associated fee of \$1,101 will be removed from the Tariff of Fees by-law.

In 2022 the City received 20 Mature Neighbourhood Site Plans applications. The financial impact of this change, had it been in place for 2022, would equate to \$22,020.

Reducing Reliance on Tax Base

Based on an analysis of underlying costs of service, the development application fees charged only cover a relatively small portion of the full costs the City bears to provide our development review/approval service. Other sources of revenue at the City, namely property taxes, are used to pay for these services. Generally, development and site plan application fees recover about half of these costs, as seen in Table 3 below. The proposed 25% increase to the application fees will narrow the gap and help mitigate financial burden on the tax base, recovering a greater degree of the cost from those who receive direct benefit from the service.

Table 3: Current & Future State Cost Recovery Ratios (%)



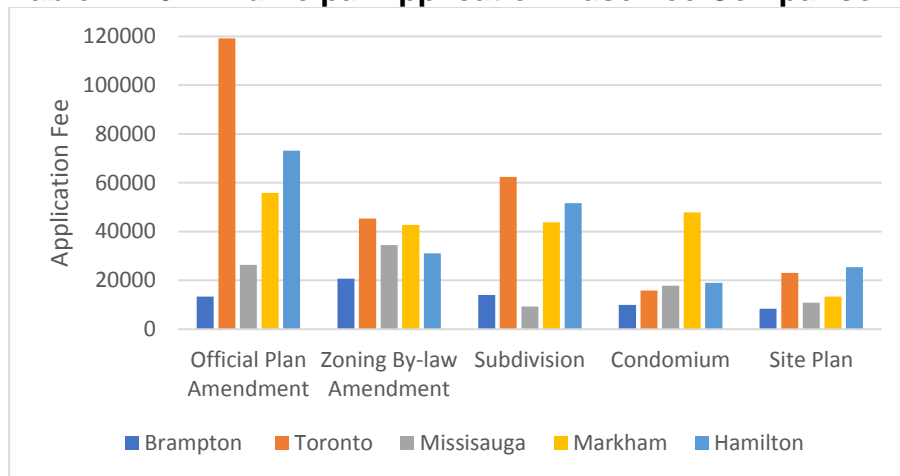
By implementing this marginal fee increase the impact on the tax base for this service will decrease.

Municipal Benchmarking

The City of Brampton's application fees have been significantly lower than other comparable municipalities and represent a higher subsidization from the City's tax base to provide these services. The proposed 25% fee increase keeps Brampton's base

application fees at the lower end of application types. As Table 4 below demonstrates, Brampton's fees are thousands of dollars lower than other municipalities experiencing similar growth in application volume and complexity.

Table 4: 2022 Municipal Application Base Fee Comparisons



Source: Municipal Fee By-laws, 2022

Corporate Implications:

Financial Implications:

The 2023 proposed operating budget for Planning, Building and Growth Management Department includes an annual revenue increase of \$1,811,175 based on a forecasted increase in fees of 25% and the addition of the Pre-consultation Fee, and the Resubmission Fee. Due to in-year effective dates, changes to fees have less than annualized impact on the 2023 budget and will result in a prorated increase of approximately \$1,660,245, pending Council approval. Upon completion of the comprehensive fee review, staff will bring forward another recommendation report to Council.

Term of Council Priorities (2019-2022)

This report and associated recommendations comply with the 2019-2022 Term of Council Priorities “A Well-run City” priority by helping foster an efficient development review process and providing good stewardship of City resources by mitigating impacts on City revenues.

Conclusion:

The City is proposing to increase development and site plan application fees by 25% (with the exception of Committee of Adjustment fees) and increase the fee for Pre-Consultation applications. The proposed fee increase will ensure that the Planning, Building and Growth Management Department is able to continue to provide the high-quality services our residents and businesses expect while mitigating financial risks.

The proposed changes to fees represent a gradual increase. In 2023 staff will undertake a comprehensive fee review to fully assess all application fees. This work will be completed in advance of the 2024 budget for Council's consideration.

Authored by:

Reviewed by:

Carolyn Crozier, MCIP, RPP
Strategic Leader, City Planning & Design

Allan Parsons, MCIP, RPP
Director, Development Services

Approved by:

Steve Ganesh, MCIP, RPP
Commissioner
Planning, Building & Growth Management

Appendices:

Appendix A: Schedule A of City Fee By-law (By-Law Number 85-96 "To Establish a Tariff of Fees By-law with Respect to Planning and Other Municipal Applications")

SCHEDULE A TO BY-LAW 85-96
(amended by By-laws 367-2002, 264-2004, 221-2005, 310-2006, 176-2007, 231-2007, 178-2008, 245-2012, 182-2014, 282-2014)

TYPE OF APPLICATION	PRESCRIBED FEE
Pre-Consultation Application	\$2000
Community Block Plan or Community Block Plan Amendment	\$14,193 plus \$1276 per gross hectare
Official Plan Amendment	\$14,192
Zoning By-law Amendment	\$21,964 plus the applicable fees as set out below in 1.0
Temporary Use Zoning By-law Amendment	\$2,059
Plan of Subdivision	\$14,916 plus the applicable fees as set out below in 1.0 and 2.0
Plan of Condominium	\$10,562 plus the applicable fees as set out blow in 1.0 and 2.0
Development Permit System	\$4,416 plus the applicable fees as set out below in 4.0, 4.1, 4.2, 4.3, 4.4, 4.5
Removal of (H) Holding Symbol	\$3,206
Site Plan (Basic or Full)	\$8823 plus the applicable fees as set out below in 3.0
Removal of Part Lot Control	<p>\$2,965 per application, per registered plan of subdivision, for the creation of lots or blocks, plus \$236 for each lot or block being created;</p> <p>\$2,965 per application, per registered plan of subdivision, for the creation of maintenance easements;</p> <p>\$1,638 per application, per registered plan of subdivision, for other minor applications, such as those involving a single lot under</p>

	<p>single ownership; and,</p> <p>\$236 per application for existing land leases involving a single dwelling unit, and requiring an application for exemption from part lot control for the individual leasing the land to purchase the land. (By-law 310-2006)</p>
<p>Committee of Adjustment</p> <p>(See Note 3 Below)</p>	<p>\$699 for Residential and Institutional minor variance applications (residential means for one lot only containing a single detached dwelling unit, a semidetached dwelling unit or a townhouse dwelling unit and does not include multiple lots and their units)</p> <p>\$2,838 for all other minor variance applications</p> <p>\$256 + \$5.10 per notice as determined by the Secretary Treasurer for applications re-circulated pursuant to a request by the applicant to defer an application.</p> <p>\$4,391 for consent applications \$2,067 for consent certificate</p>
<p>1.0</p> <p>For Zoning By-law Amendments, Plans of Subdivision and Plans of Condominium</p>	<p><u>Residential:</u></p> <p>Apartments:</p> <p>For the first 25 units - \$731 per unit</p> <p>26 to 100 units - \$585 per unit</p> <p>101 to 200 units - \$444 per unit</p> <p>201 units and above - \$368 per unit</p> <p>For all other residential:</p> <p>\$1,503 per dwelling unit (all part lots fronting onto a street in a proposed subdivision are subject to full dwelling unit fees)</p> <p><u>Non-Residential</u></p> <p>\$15,074 per net hectare</p> <p><u>Maximum Fee: \$796,299*</u></p> <p>* Notwithstanding land use type and in addition to the base fee(s), sign deposit fee</p> <p>Note: all lands associated with a specific application shall be contiguous.</p> <p>Note: Fees noted in 1.0 are only to be applied once to a development project through a Zoning By-law Amendment, Plan of Subdivision, or Plan of Condominium application (Site Plans excluded).</p>

2.0 Draft Plan Approval (Condominiums and Subdivisions)	<p>Revision of Draft Plan after Draft Approval (when requested by applicant/owner) - \$5,965</p> <p>Revisions to Conditions of Draft Plan Approval (when requested by applicant/owner) - \$5,965</p> <p>Extension of Draft Plan Approval - \$5,965</p> <p>Registration of Each Phase of a Plan (cost per phase beyond first phase) – \$5,965</p>
3.0 For Site Plan Applications	<p><u>Residential</u></p> <p>Apartments:</p> <p>For the first 25 units - \$731 per unit</p> <p>26 to 100 units - \$585 per unit</p> <p>101 to 200 units - \$444 per unit</p> <p>201 units and above - \$368 per unit</p> <p>For all other residential:</p> <p>\$1,503 per dwelling unit (all part lots fronting onto a street in a proposed subdivision are subject to full dwelling unit fees)</p> <p><u>Non-Residential:</u></p> <p>\$3.55 per square metre of gross site area for new development;</p> <p>\$8.88 per square metre of gross floor area addition, alteration or conversion</p> <p><u>Maximum Fee:</u> \$188,908*</p> <p>* Notwithstanding land use type and in addition to the base fee</p>
Proposal Signs	<p>A deposit of \$1,456 shall be made for the removal of the proposal signs. This deposit will be refunded upon the applicant providing confirmation that the sign is removed after an application has been approved or refused by City</p> <p>Council or when the applicant has withdrawn the application.</p> <p>Note: Applicants are responsible for contacting City staff to initiate the return of deposits. After a period of two years from the date the deposit is no longer required, as determined by City staff, if the applicant has not satisfied City staff that the sign is removed, the deposit will be assumed by the City and will no longer be reimbursed.</p>

Temp Sales Trailers	\$669
Subdivision Release and Assumption	\$669
Ontario Land Tribunal Mailing Labels	If mailing labels are required to be provided for the applicant by the City for the purposes of Ontario Land Tribunal Appeals, a fee of \$2.97 shall be charged per label
4.0 Development Permit System For each development type as set out below the applicable fee is indicated:	Applications to amend the DPS involving an amendment to the Zoning By-law and/or the Official Plan will be subject to the prescribed base fee for that application type.
a) Construct, erect or place one or more buildings or structures on a lot	Base DPS Fee, plus Fee for Residential Units and/or Commercial GFA
b) Increase the size of an existing building or structure:	
i) Less Than 300m ²	Base DPS Fee
ii) Greater Than or Equal to 300m ²	Base DPS Fee, plus Fee for Residential Units and/or Commercial GFA
c) Establish additional parking spaces	Base DPS Fee
d) Establish driveways or modify driveways for motor vehicle access	Base DPS Fee
e) Alter the grade of the land and/or place or dump fill on the land	Base DPS Fee
f) Remove one or more trees that have a caliper of 0.15 metres at a height of 1.37 metres from the base of the tree	Base DPS Fee
g) Change the building materials used on any wall facing a street	No Fee
h) Modify the architectural style of an existing building	No Fee

i) Install a deck, porch or patio between a main wall and the street	No Fee
j) Change the use of the land to a restaurant, religious institution or other institutional use, day nursery, private recreational use such as a banquet hall, private club and children's or senior's activity centre	No Base DPS Fee, Change of Use Fee Only (see Section 4.2)
k) Change the use of the land from office to retail	No Base DPS Fee, Change of Use Fee Only (see Section 4.2)
l) Change the use of all or part of a non-residential building to residential	No Base DPS Fee, Change of Use Fee Only (see Section 4.2)
m) Change the use of all or part of a residential use to a non-residential	No Base DPS Fee, Change of Use Fee Only (see Section 4.2)
4.1 Additional Fee for Residential Units and Commercial GFA	<p><u>Residential</u></p> <p>Apartments:</p> <p>For the first 25 units - \$731 per unit</p> <p>26 to 100 units - \$585 per unit</p> <p>101 to 200 units - \$444 per unit</p> <p>201 units and above - \$368 per unit</p> <p>For all other residential:</p> <p>\$1,503 per dwelling unit (all part lots fronting onto a street in a proposed subdivision are subject to full dwelling unit fees)</p> <p><u>Maximum Fee:</u> \$188,553</p> <p><u>Non-Residential:</u></p> <p>\$3.55 per square metre of gross site area for new development;</p> <p>\$8.88 per square metre of gross floor area addition, alteration or conversion</p>
4.2 Change Of Use Fee	\$1,416
4.3 Development Permit Amendment Fee (includes amendments to Pre-existing Site Plan Agreements)	\$1,416
4.4 Variance Only	<p>\$1,416 for residential* properties, Base DPS fee for all other properties</p> <p>*Residential means one lot only containing a single detached, semi-</p>

	detached or townhouse dwelling unit.
4.5 Transition Provisions Permit	No Fee

NOTES:

1. DEVELOPMENT APPLICATIONS

- A. Any application submitted prior to July 12, 2005 and any application re-submitted after July 12, 2005, shall be subject to the following actions:
- i) Council may refuse to accept or further consider the application until it has received the prescribed information and material required under subsections 22(4), 34(10.1), 41(4), 41(7), and 51(17) of the *Planning Act*;
 - ii) No further processing of the application will take place until the applicant has paid the fees prescribed by this by-law to the satisfaction of the Commissioner of Planning and Development Services.
- B. Decisions of Council for the approval of rezoning applications will be considered null and void and a new development application will be required, unless a zoning by-law is passed:
- i) Within 18 months of the Council decision, for applications not subject to a concurrent draft plan of subdivision application; and,
 - ii) Within 36 months of the Council decision for applications with a concurrent draft plan of subdivision application
- C. Any resubmission by a person other than the original applicant shall be deemed a new application.
- D. In the case when draft approval lapses, new fees will be required as if a new application has been submitted.

2. SITE PLAN CONTROL

A minor revision to an approved site plan shall be subject to only a processing fee of **\$1395**.

3. REFUNDS

Committee of Adjustment Applications:

\$860 refund if withdrawn prior to internal circulation (**By-law 231-2007**)
\$646 refund if withdrawn prior to circulation of public notice of a hearing (**By-law 231-2007**)
No refund if withdrawn once the circulation of the public notice of a hearing has occurred (**By-law 231-2007**)

Development Applications:

- A. In no circumstances will an applicant be refunded any fees which result in a lower yield of dwelling units or a smaller site for commercial, industrial or institutional uses.
- B. Except as otherwise provided, the Commissioner of Planning and Development Services may, upon written request, authorize a refund of no greater than 50 percent of an application fee if the application is withdrawn prior to the Public Meeting required by the *Planning Act* for the particular application.

4. ANNUAL INDEXING

The fees in Schedule A shall be adjusted annually, effective January 1, in accordance with the rate of increase of the Consumer Price Index - Toronto from the previous year published by Statistics Canada. In the event that a fee is not adjusted by the Consumer Price Index in any year, the cumulative adjustment for the past years may be made in future years.

January 23, 2023

Mayor Patrick Brown and Members of Council

City of Brampton
2 Wellington St W.
Brampton, ON
L6Y 4R2

Sent via email to cityclerksoffice@brampton.ca

RE: CITY OF BRAMPTON

Planning and Development Committee January 23, 2023
(ITEM 7.4) Recommendation Report – 2023 Fee Changes for Development and Site Plan Applications

The Building Industry and Land Development Association (BILD) is in receipt of the recommendation report (7.4) entitled *2023 Fee Changes for Development and Site Plan Applications* being presented to Planning and Development Committee on January 23rd. Based on the information in the report, BILD has concerns with the 25% increase for all development and site plan application fees, as well as the 210% increase to the City's pre-consultation fee.

To start, BILD would like to take this opportunity to thank staff for meeting with us in December of 2022 to discuss an anticipated fee increase in the New Year. Though from that meeting until now, our sentiments remain unchanged. Fee increases beyond inflation must be accompanied by an analysis (background study or financial assessment) to support the level of increase Brampton is recommending today. In addition to the analysis, the industry also needs assurance that with any increase, especially one of this nature, will be commensurate with an equal increase in service levels in the City. Based on what is coming forward today, the City does not have the appropriate information to warrant these increases.

Provided that within today's report staff identify the need for a 2023 Comprehensive Fee Review, BILD is requesting a full deferral of the February 1, 2023 fee increases until the City has undertaken their intended comprehensive review.

Further to this, and similar to the work BILD has undertaken in municipalities like Markham and Vaughan – **BILD would like to create a Working Group with Brampton for the duration of this review.** This working group can work as a trusted forum for the industry and the City to meet at every stage throughout the review. A working group of this nature provides a level of transparency and accountability for the City, as well as the industry throughout all stages of this process.

We all have a part to play in the creation and attainability of new homes. As your community building partner we hope you will continue to work with us to ensure that the policies put towards homebuilding are fair and feasible. We look forward to working with the City further on this item.

Kind regards,



Victoria Mortelliti, MCIP, RPP
Senior Manager, Policy & Advocacy

CC: Gavin Bailey, Peel Chapter Chair
Members of the BILD Peel Chapter

The Building Industry and Land Development Association is an advocacy and educational group representing the building, land development and professional renovation industry in the Greater Toronto Area. BILD is the largest home builders' association in Canada, and is affiliated with the Ontario Home Builders' Association and the Canadian Home Builders' Association. It's 1,500 member companies consists not only of direct industry participants but also of supporting companies such as financial and professional service organizations, trade contractors, as well as manufacturers and suppliers of home-related products.