Strategic Workforce Planning for PB&GM

Final Report

City of Brampton

December 2022

Building a better working world

Table of Contents

Table of Contents

Strategic Workforce Planning for PB&GM – Final Report		
01	Context, Background, and Objectives	Click
02	Phase 1 – Workforce Assessment i. Capability Assessment ii. Capacity Analysis	 i. Click ii. Click
03	Phase 2 – Workforce Development i. Leadership Direction and Culture ii. Learning and Development iii. Performance and Careers	 i. Click ii. Click iii. Click
04	Phase 3 – Fostering a People-Centred Workplace i. Mental Health and Wellness ii. Future of Work, Hybrid Workforce, and Flexibility iii. Recognition	 i. Click ii. Click iii. Click
05	Social Media Research	Click
06	Prioritization and Implementation Roadmaps	Click
07	Further Considerations and Next Steps i. Potential Success Metrics ii. Challenges and Potential Impacts iii. Next Steps	 i. Click ii. Click iii. Click

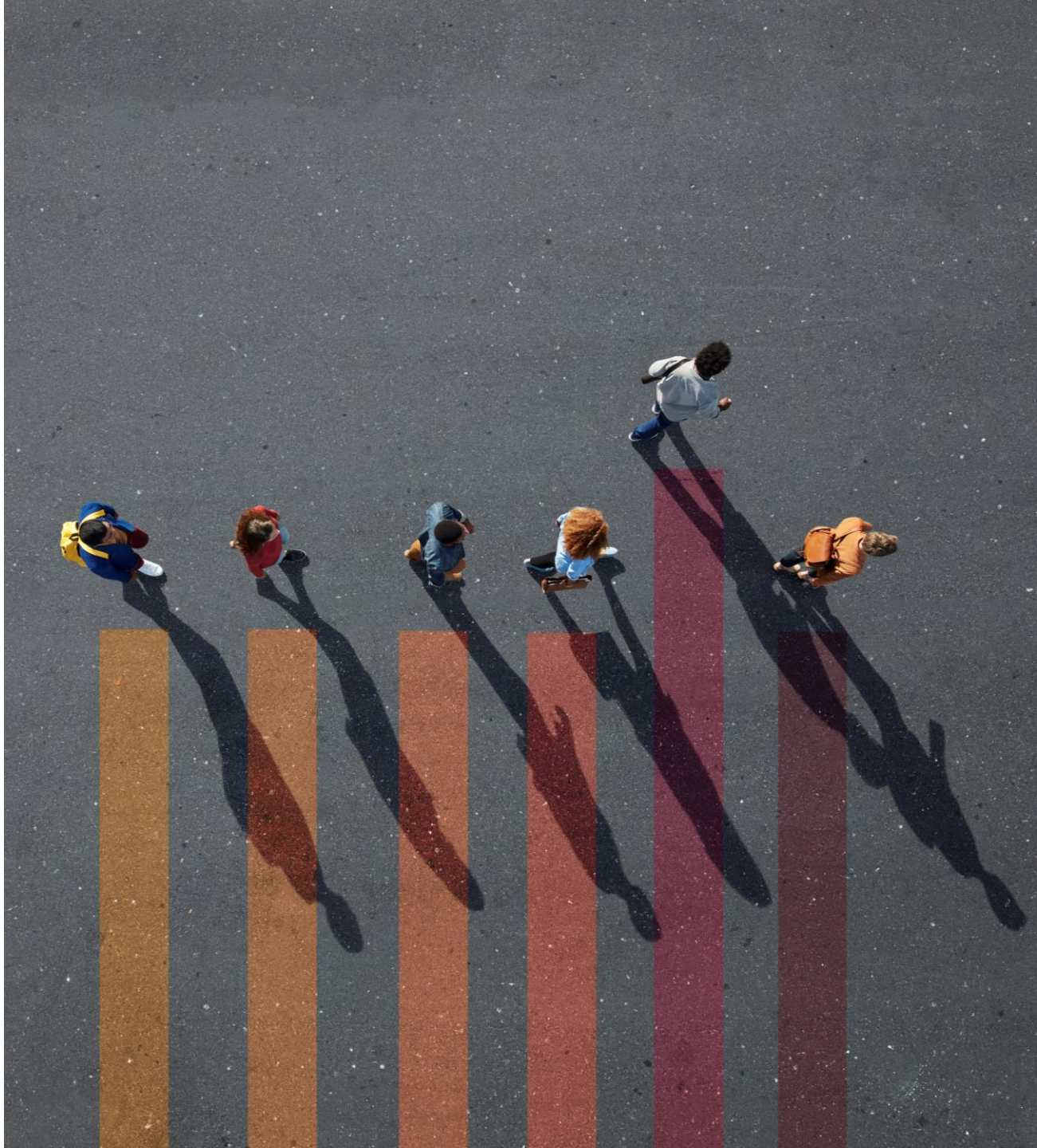
Objectives

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

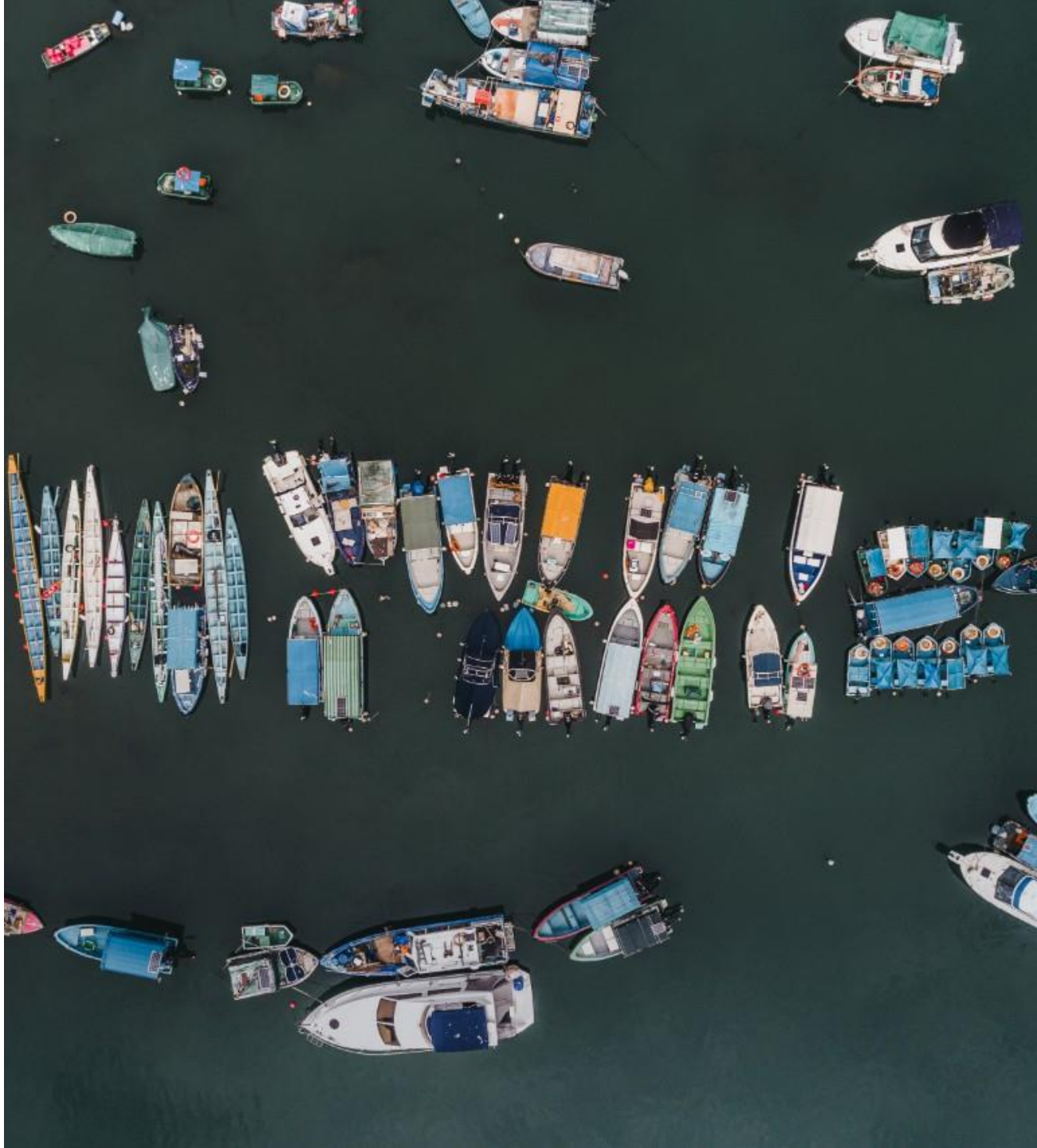
Phase	(1) Workforce Assessment	(2) Workforce Development	(3) Fostering a People-Centric Workplace

Key Activities	▸ 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
		▸ 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
			▸ 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
			  ▸ 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

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1. Define capabilities for PB&GM roles

- EY defined capabilities with inputs from:
  - 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

2. Validate capabilities

- Capabilities defined by EY were validated by a PB&GM representative from each Division before launch of assessment

3. Confirm managerial feedback providers

- 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

4. Conduct capability analysis

- 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:
  - (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

5. Analyze results

- Output from the assessment was analyzed at a division level (not at an individual level)
- Each division results were classified across capability groups
  - # of employees across proficiency levels (Awareness, Learning, Applying, Leading) and time spent (%) on these capabilities

6. Communicate findings with organization

- 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

EY

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.

Notes: For further details and examples, see the Appendix.

Capability Groups

High-level overview of PB&GM divisional capability groups

Capability Groups	Divisions			
	City Planning & Design	Development Services	Transportation Planning	Building
	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	▸ Acted as an **Assessor** to Managers and Supervisors (and select Staff in some cases)	▸ **Assessor View for Manager** – for Managers and Supervisors ▸ **Assessor View for Staff** – for Staff
	Manager/ Supervisor*	▸ Acted as an **Assessor** for Supervisors and/or Staff	▸ **Assessor View for Manager** – for Supervisors ▸ **Assessor View for Staff** – for Staff
		▸ Conducted **Self-Assessment** for Self	▸ **Self-Assessment View for Manager**
	Staff	▸ Conducted **Self-Assessment** for Self	▸ **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

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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

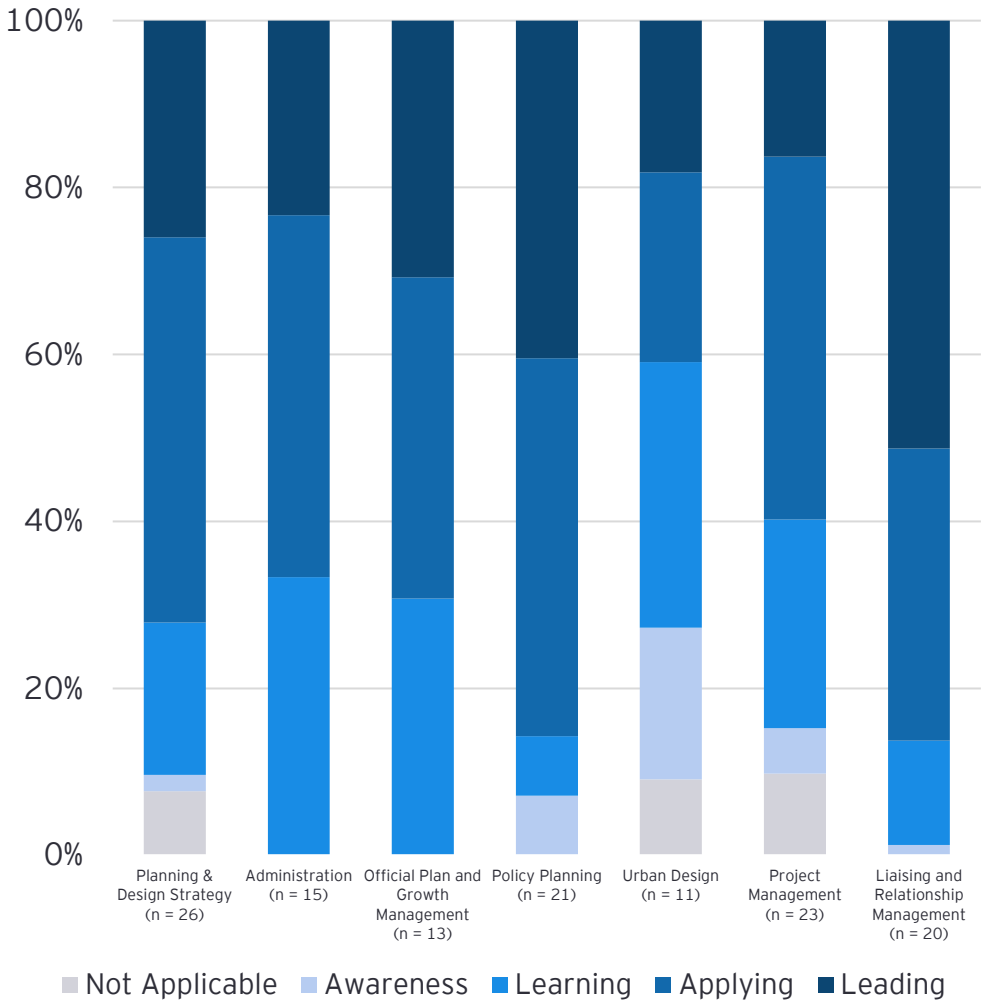
Note: Due to the variety of types of roles within divisions, further analyses were conducted ("Deep Dive") for Building, CP&D and Development Services divisions to explore differences between types of roles for Staff (e.g., Administration, Planner, etc.).
*This was **not** done for Transportation Planning due to the division's size.

EY

City Planning & Design

Proficiency Distribution Overview
Consolidated

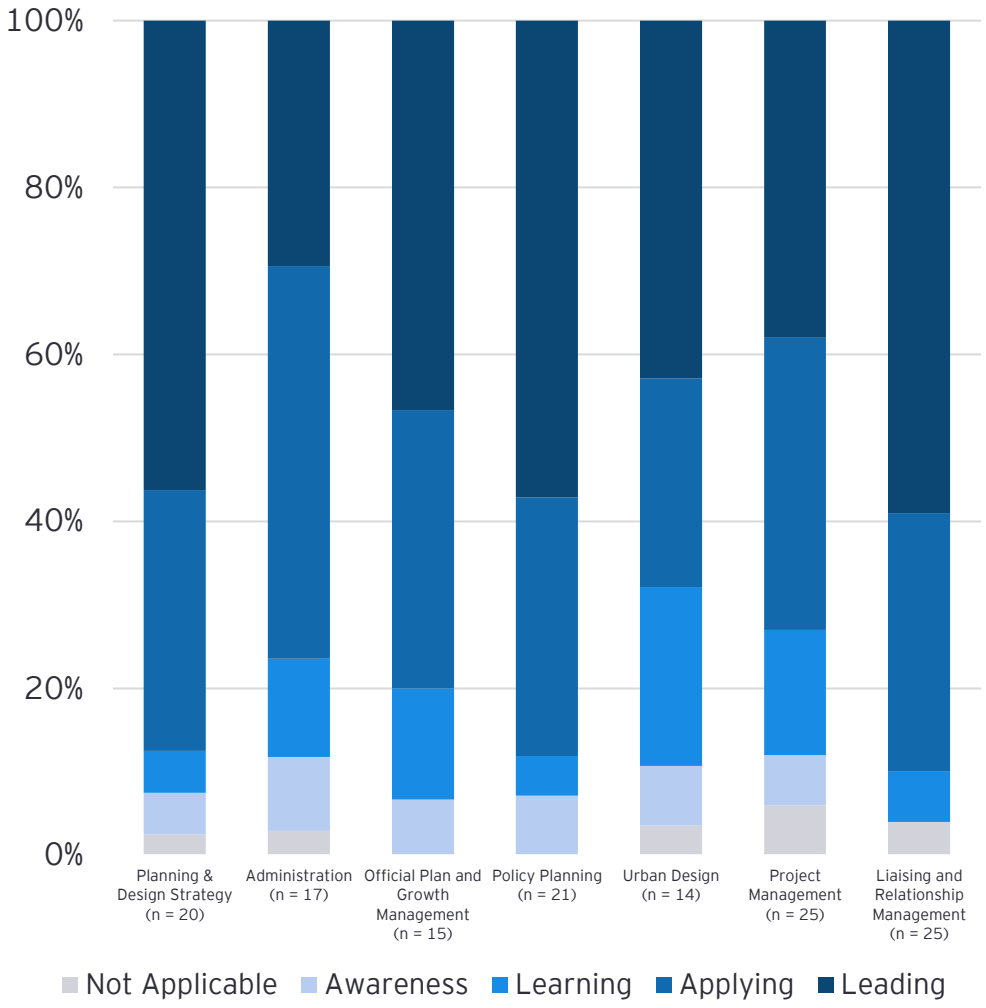
Assessor View



Key Observations:

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

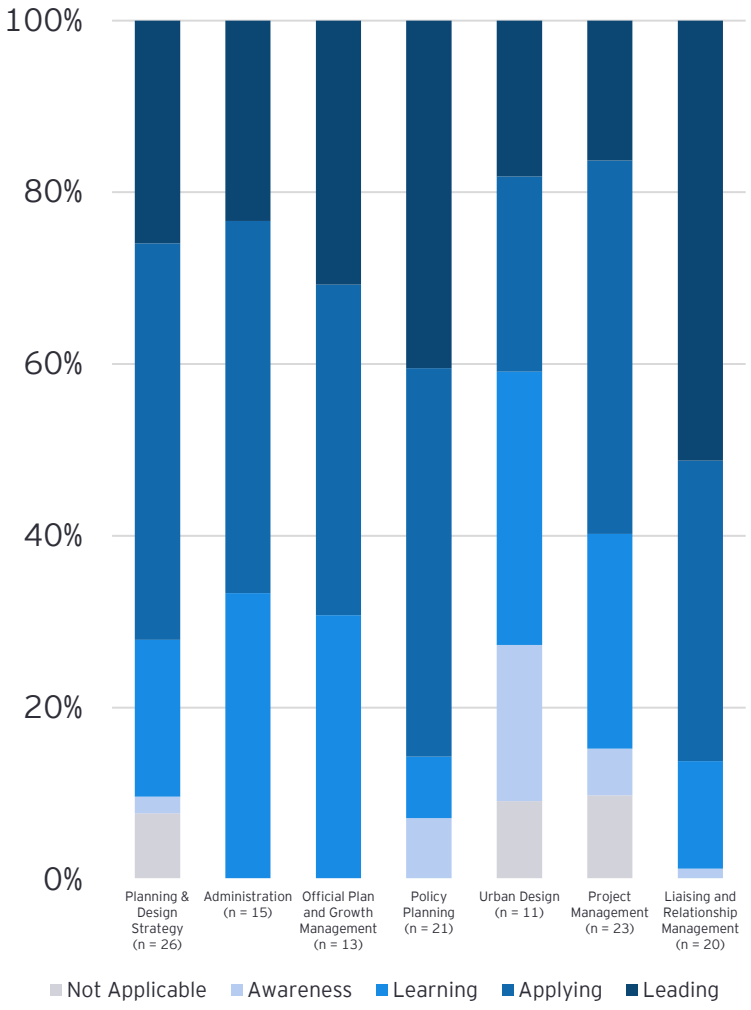
Self-Assessment View



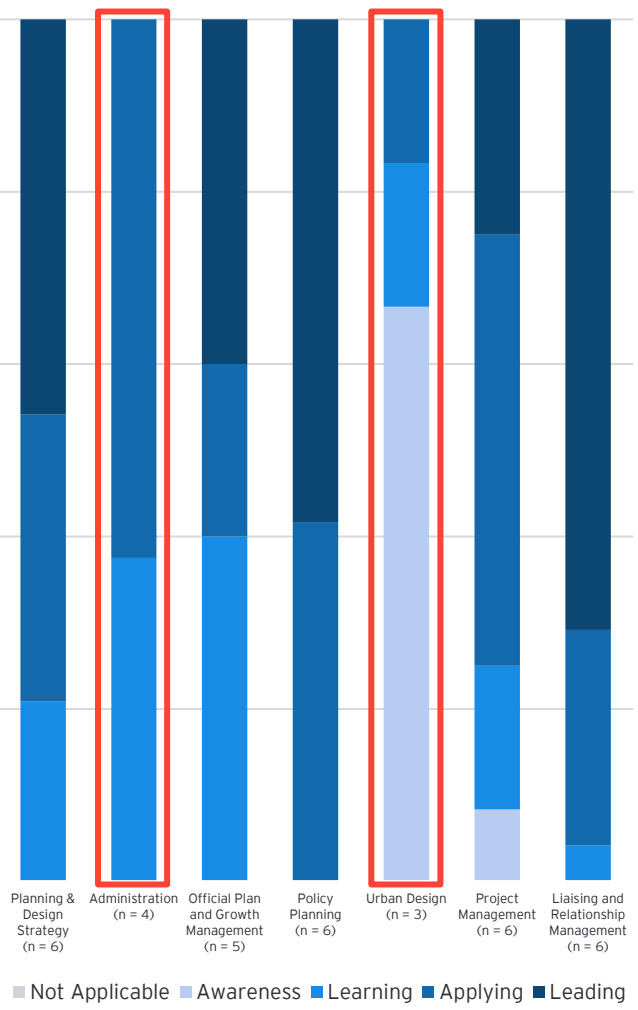
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level
Assessor View

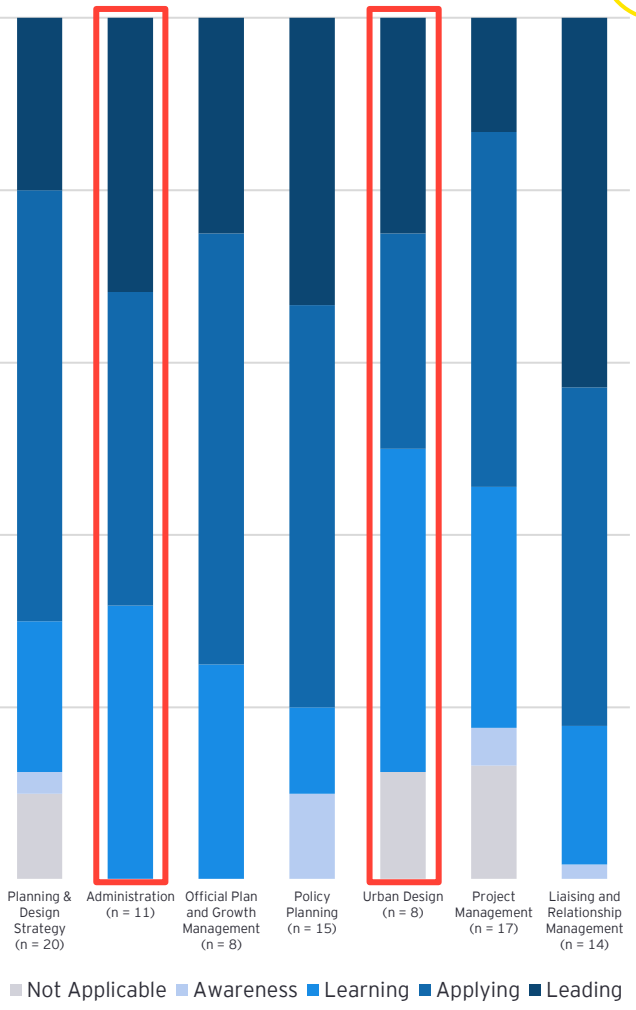
Assessor View (Overall)



Assessor View for Manager



Assessor View for Staff



Key Observations:

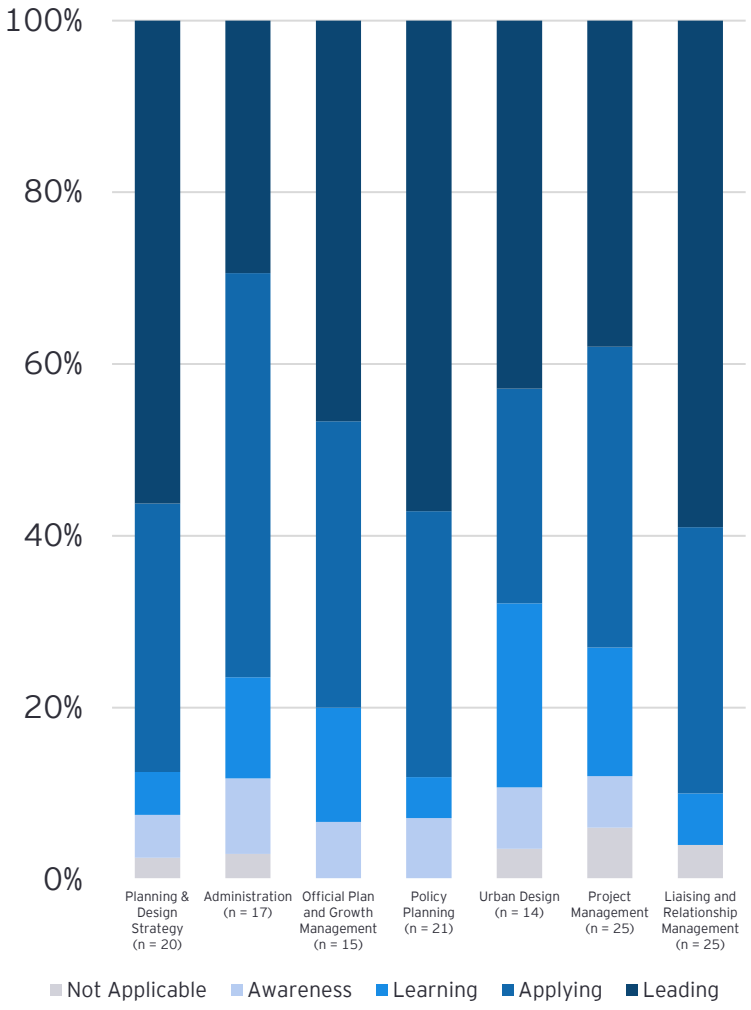
- Assessors generally view **Managers** as **more proficient** across all of the capability groups than Staff, with the exception of Administration and Urban Design capability groups (outlined in red)
- **None of the Managers** were assessed as **"Leading" for Administration or Urban Design**, indicating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

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

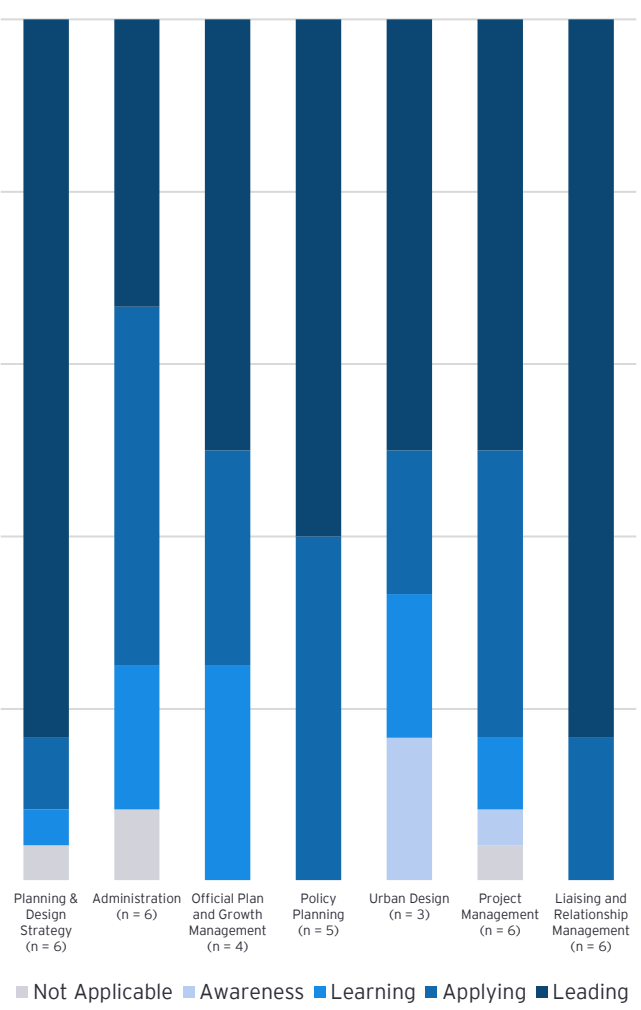
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level
Self-Assessment View

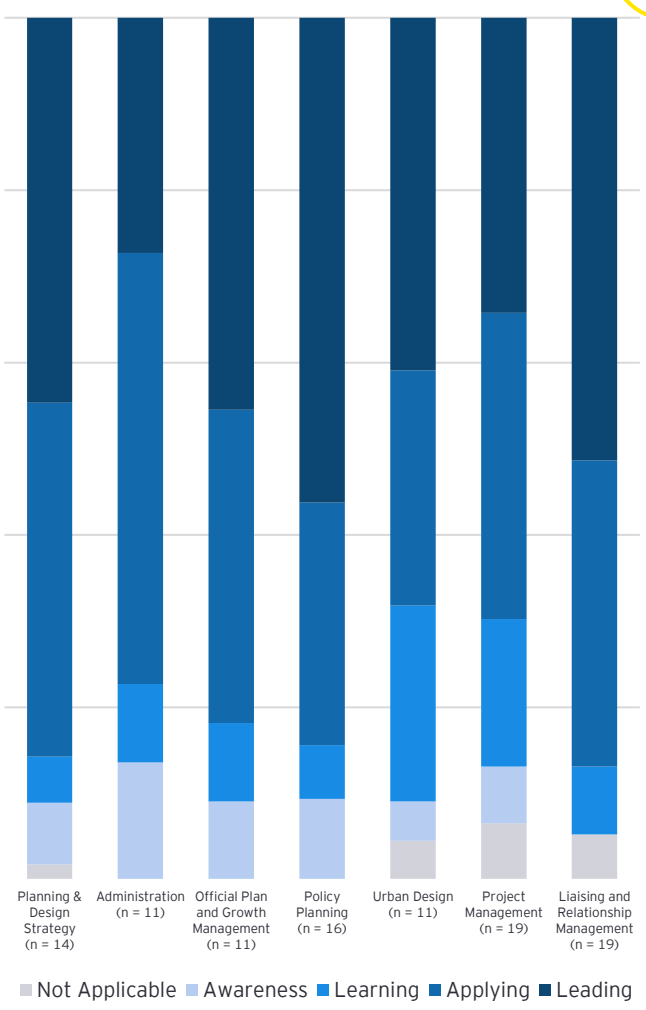
Self-Assessment View (Overall)



Self-Assessment View for Manager



Self-Assessment View for Staff



Key Observations:

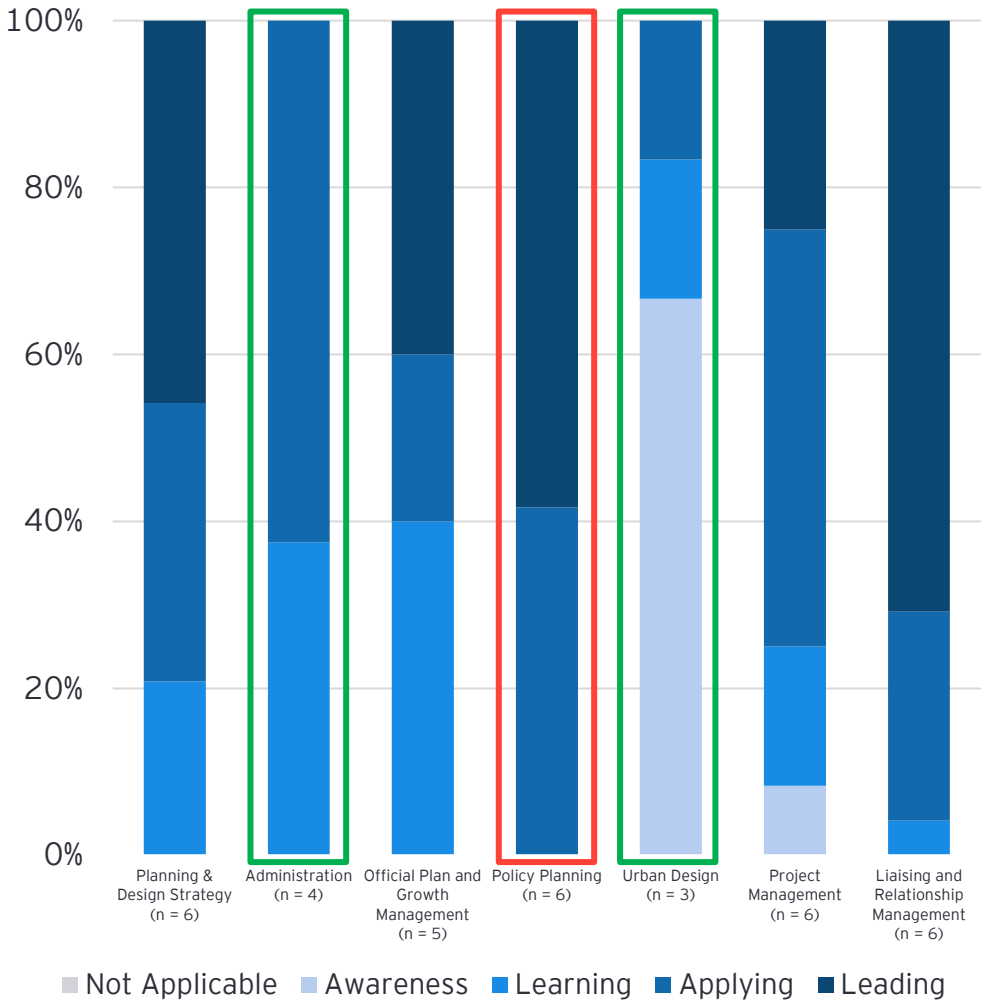
- Self-assessments indicate **Managers** view themselves as **more proficient** across all of the capability groups than how Staff view themselves

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

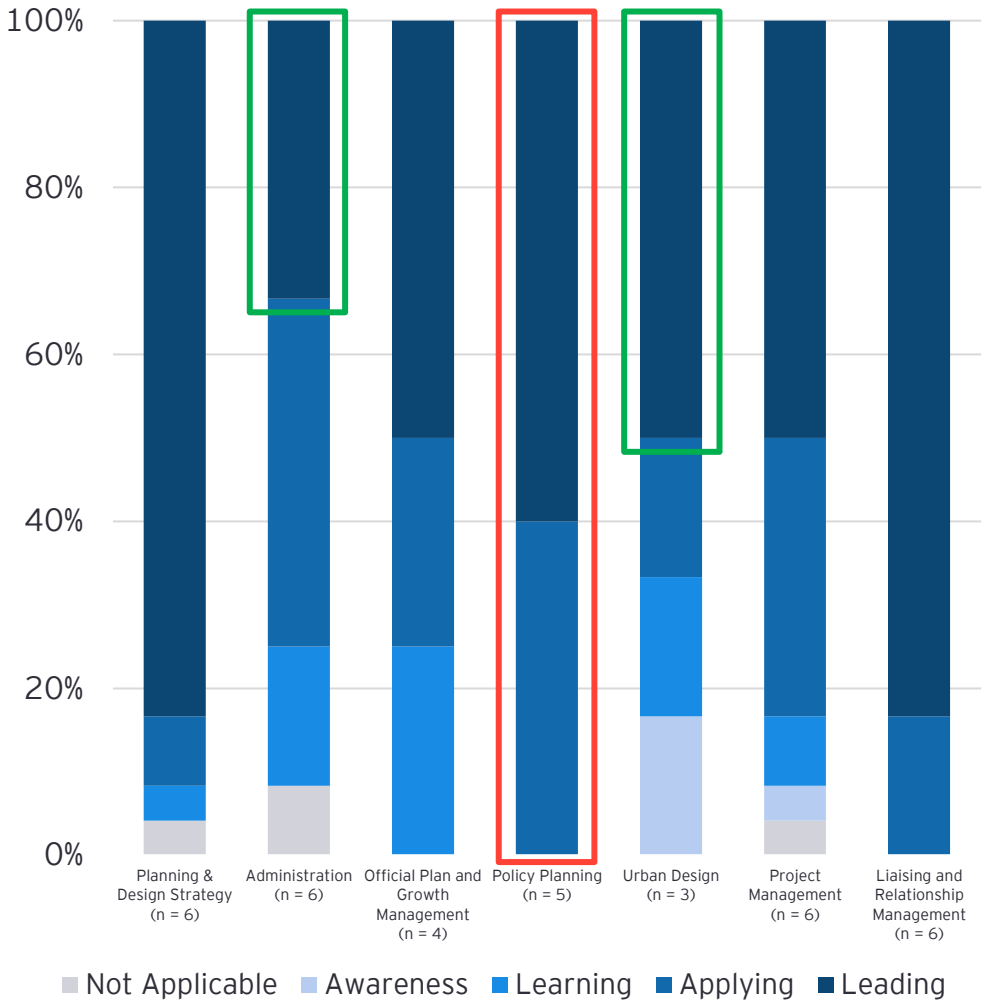
Assessor View for Manager



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

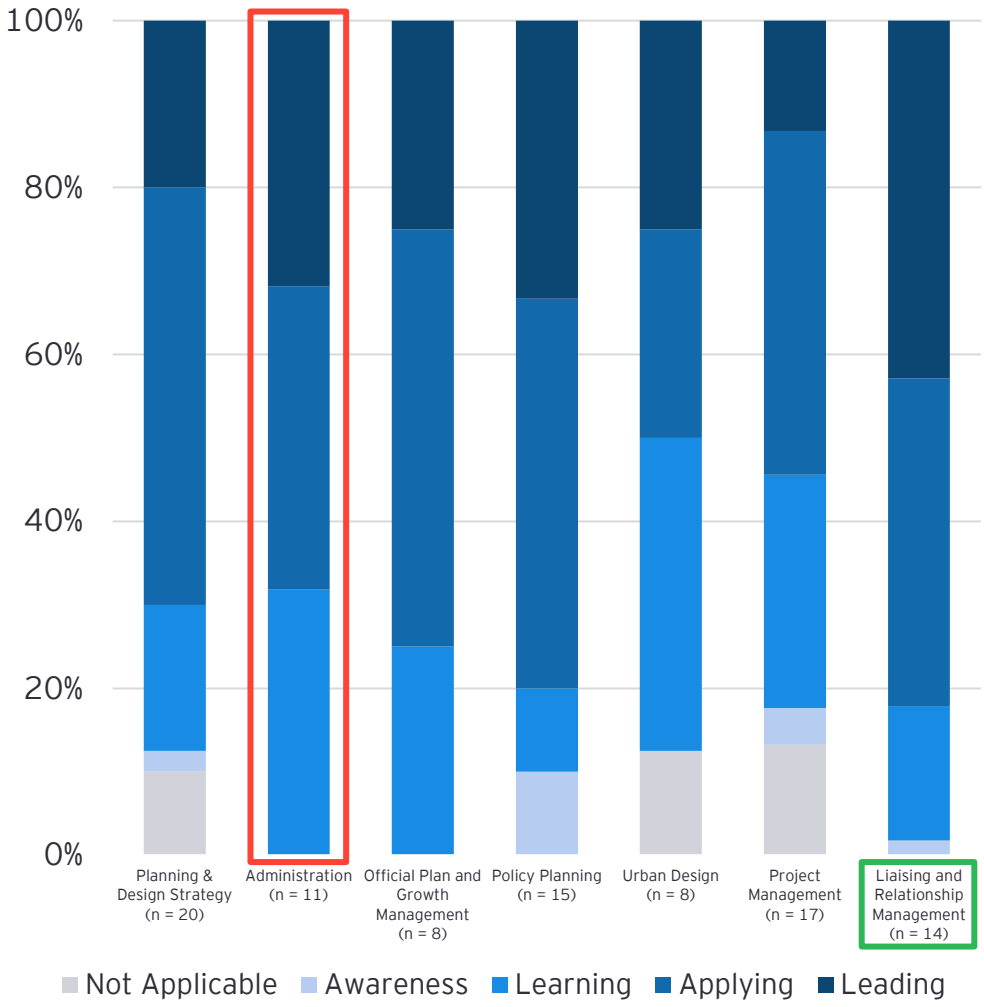


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Staff

Assessor and Self-Assessment View

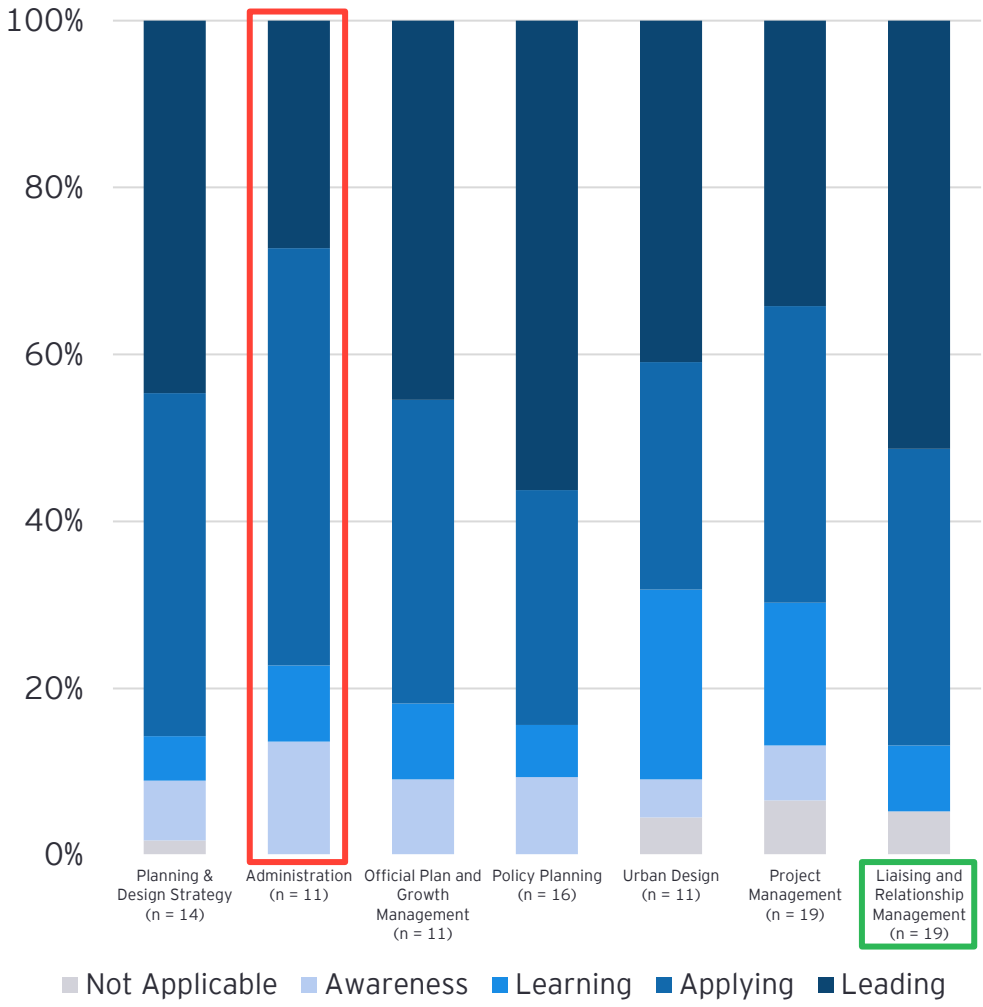
Assessor View for Staff



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)

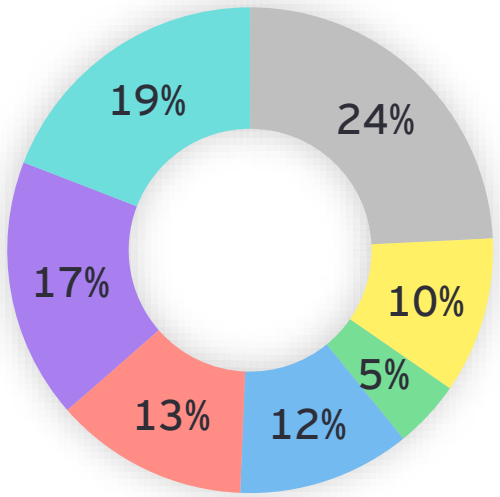
Self-Assessment View for Staff



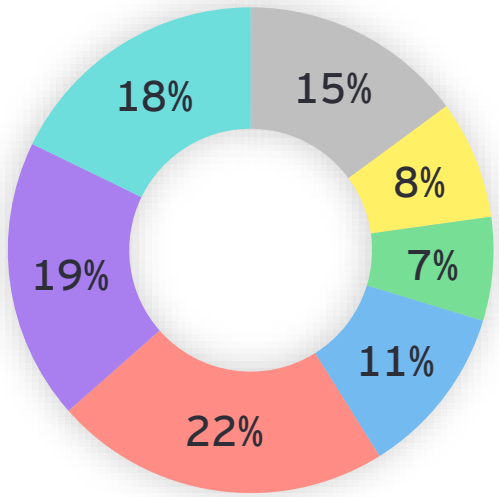
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Time Spent Overview
Consolidated

Assessor View



Self-Assessment View



- Planning & Design Strategy
- Administration
- Official Plan and Growth Management
- Policy Planning
- Urban Design
- Project Management
- Liaising and Relationship Management

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

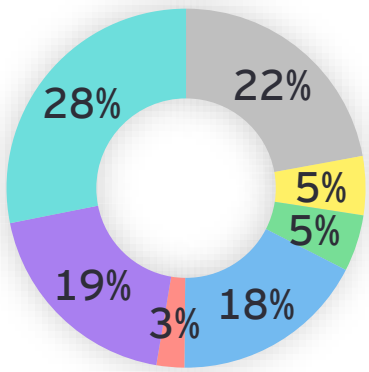
*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Time Spent by Assessment Type and Level
City Planning & Design

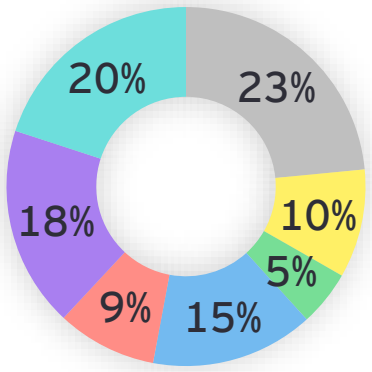
BRAMPTON

Assessor View | Self-Assessment View

Manager

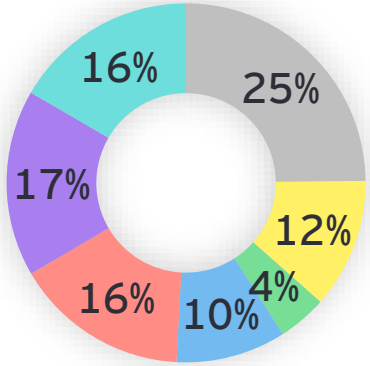


(n = 6)

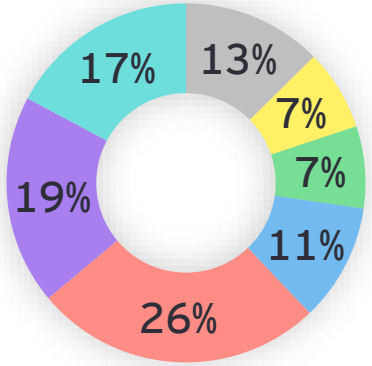


(n = 6)

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.
- <u>Manager:</u>
  - 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.
- <u>Staff:</u>
  - 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

EY

Time Spent Deep Dive
Assessment Type x Staff

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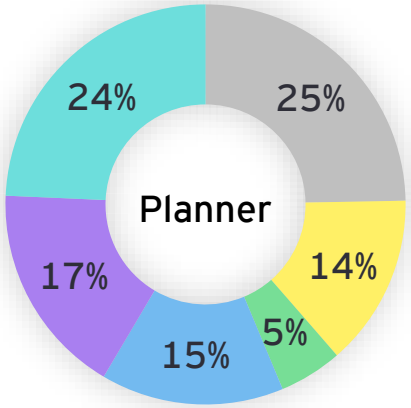
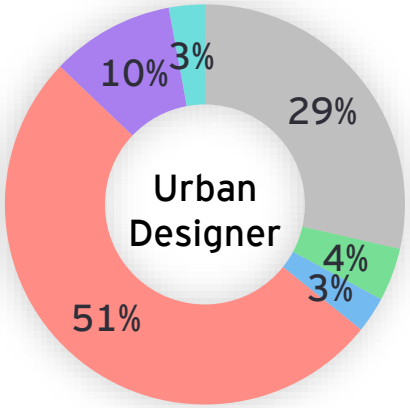
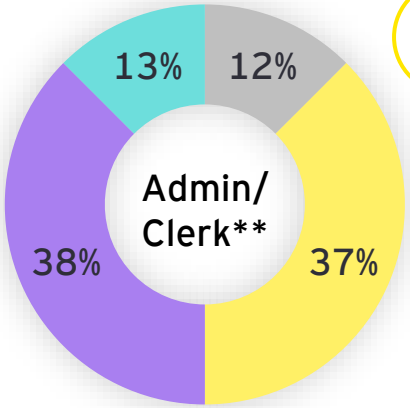
Assessor View



(n = 14)

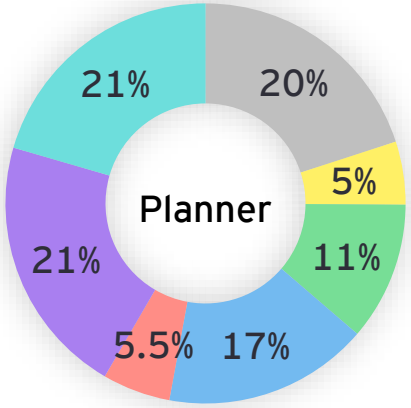


(n = 7)

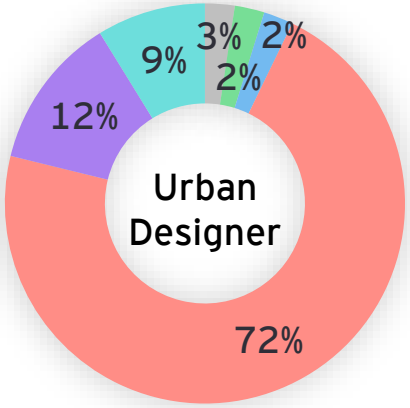


(n = 2)

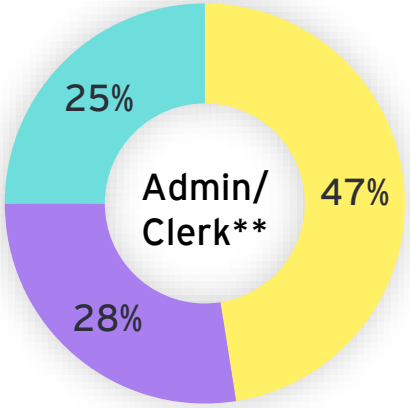
Self-Assessment



(n = 14)



(n = 7)



(n = 2)

Planning & Design Strategy | Administration | Official Plan and Growth Management | Policy Planning | Urban Design | Project Management | Liaising and Relationship Management

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

*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.
**Generalizability is low due to limited sample size.

EY

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.

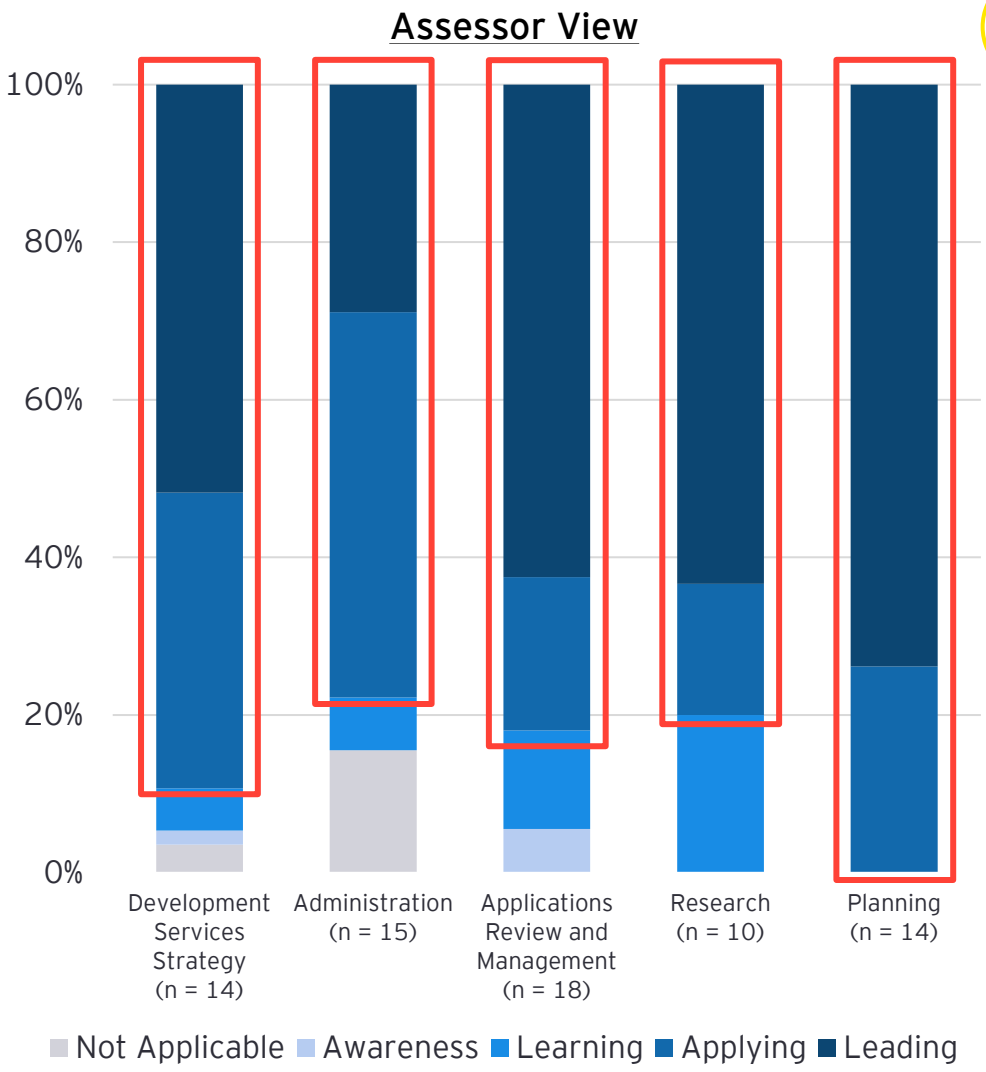
Process and Role Design Review

- 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.

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

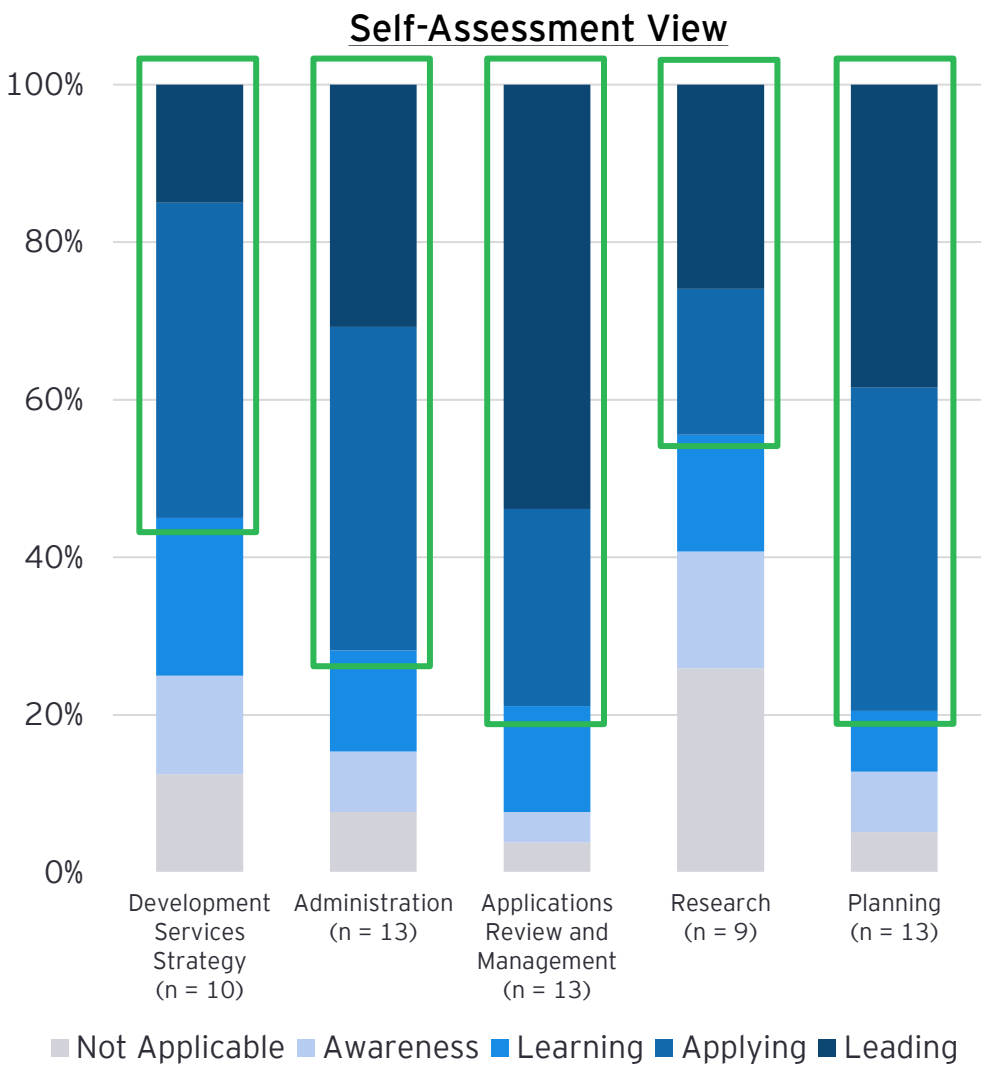
Development Services

Proficiency Distribution Overview
Consolidated



Key Observations:

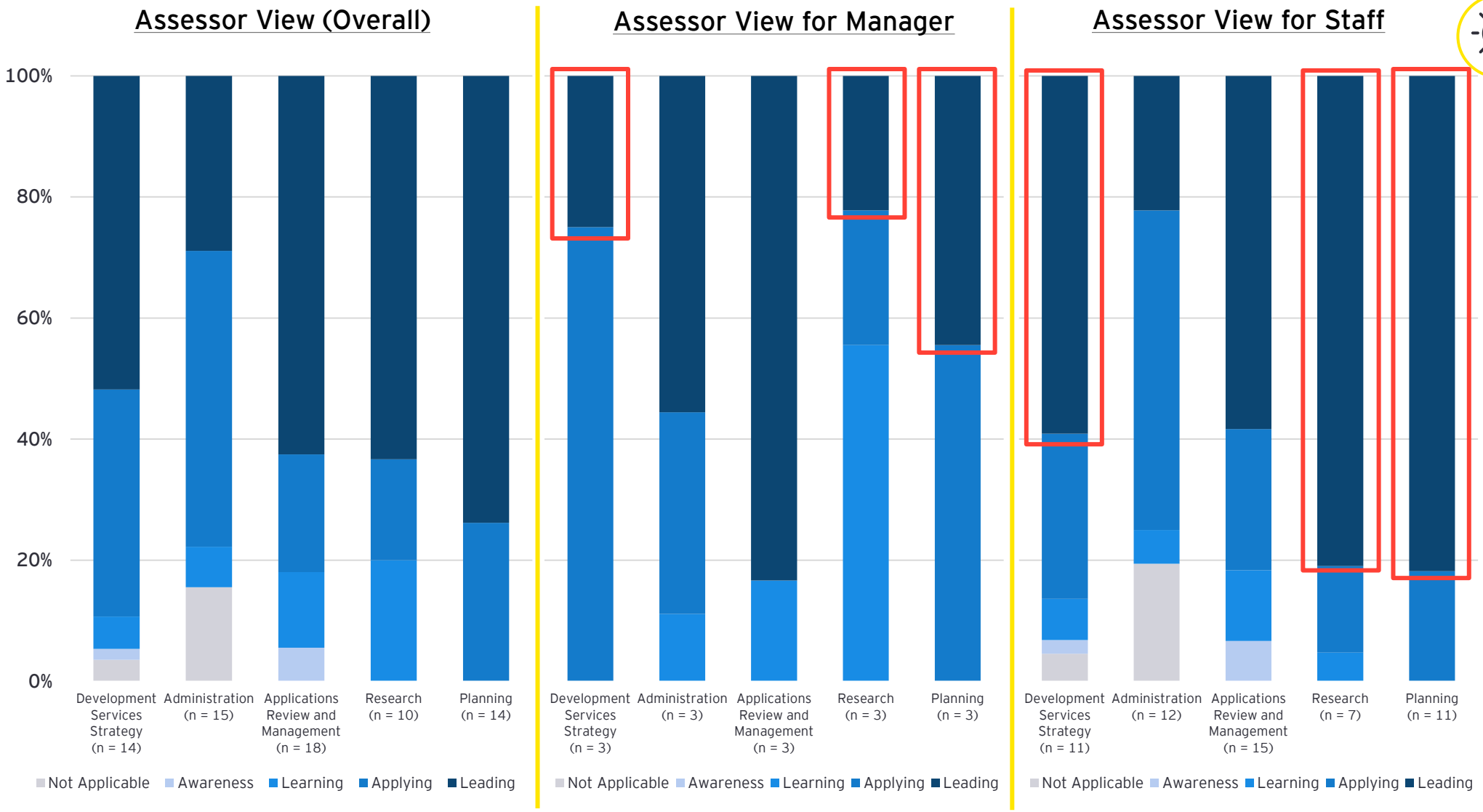
- Assessor view employees as **more proficient** on identified capabilities than reflected in Self-Assessments
- Assessor view reported a range of **78%-100% on "Leading" and "Applying" proficiency level** across all capability groups (outlined in red) on all capability groups as compared to Self-Assessments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



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:

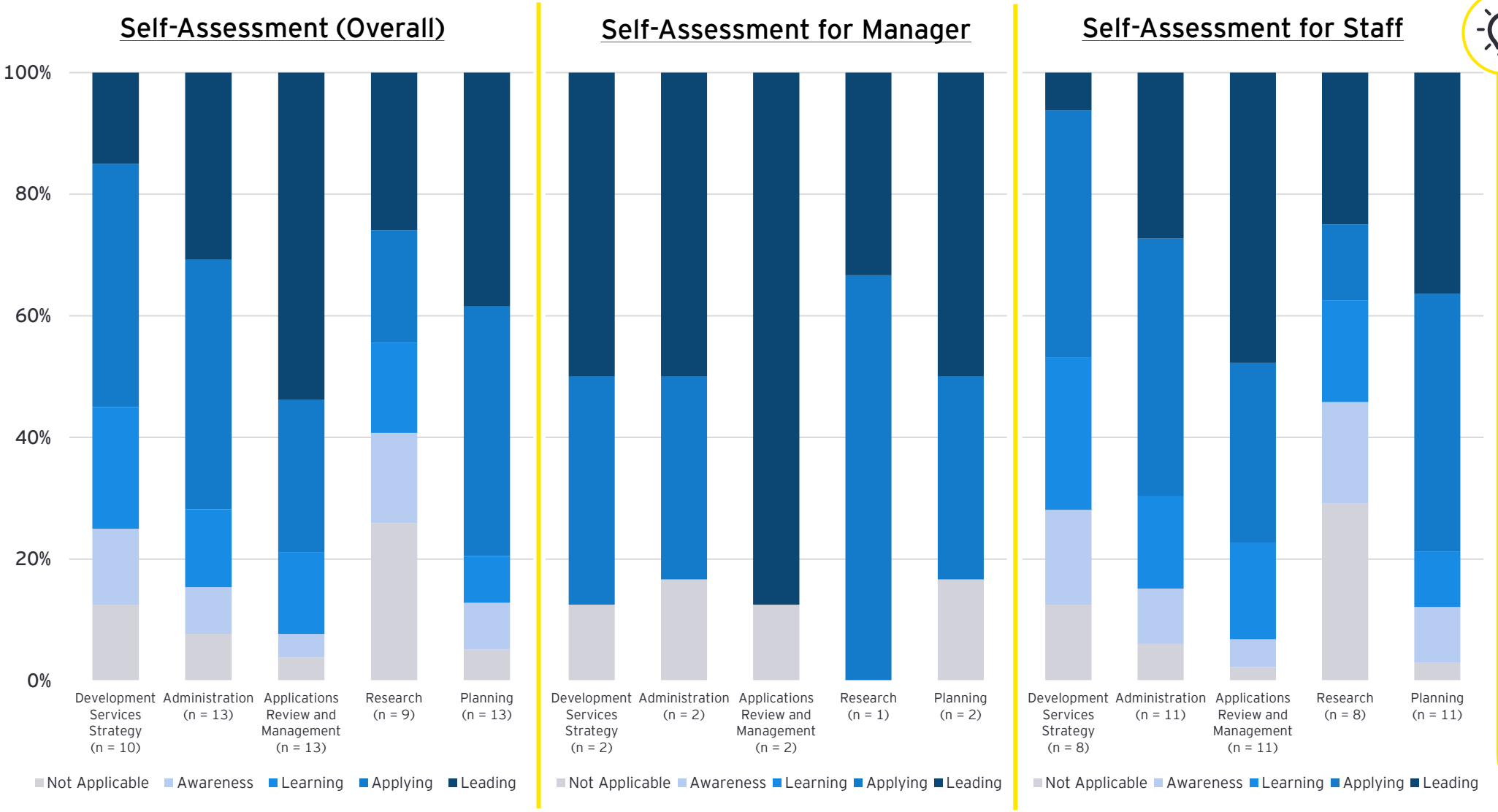
- Assessors generally assess **Managers** as **more proficient** across all of the capability groups than Staff
- A **higher proportion** of Staff were assessed as **"Leading"** for Development Services Strategy*, Research*, and Planning* capability groups than Managers (outlined in red)

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

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)

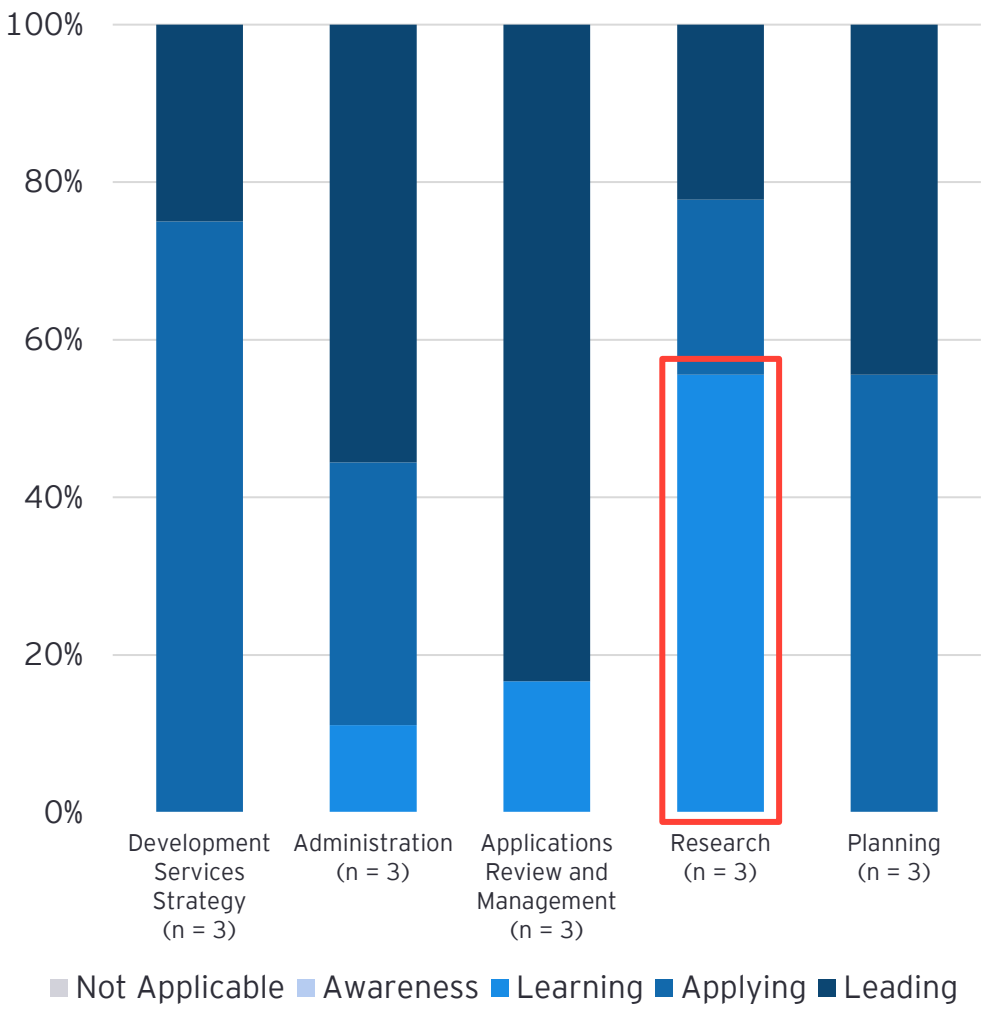
*based on data from two Managers, and thus may not be representative

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

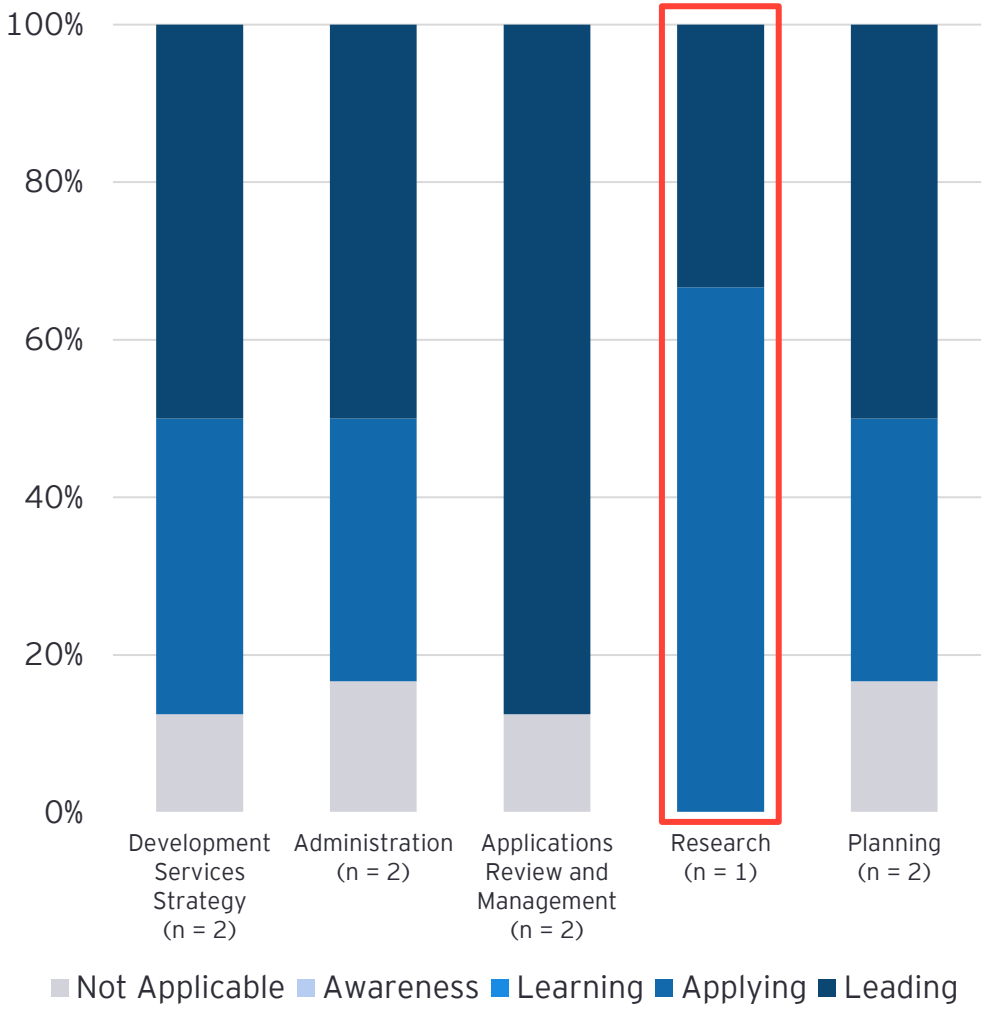


Key Observations:

- **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

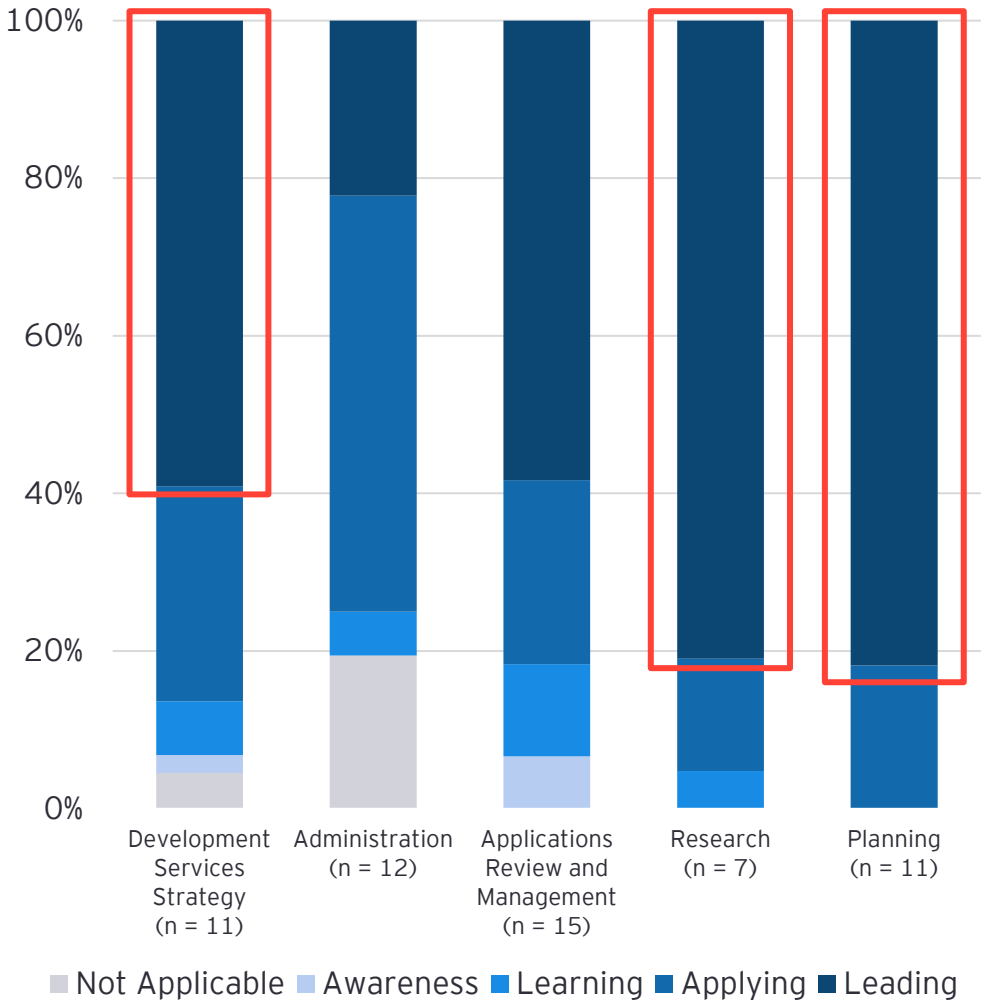


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Staff

Assessor and Self-Assessment View

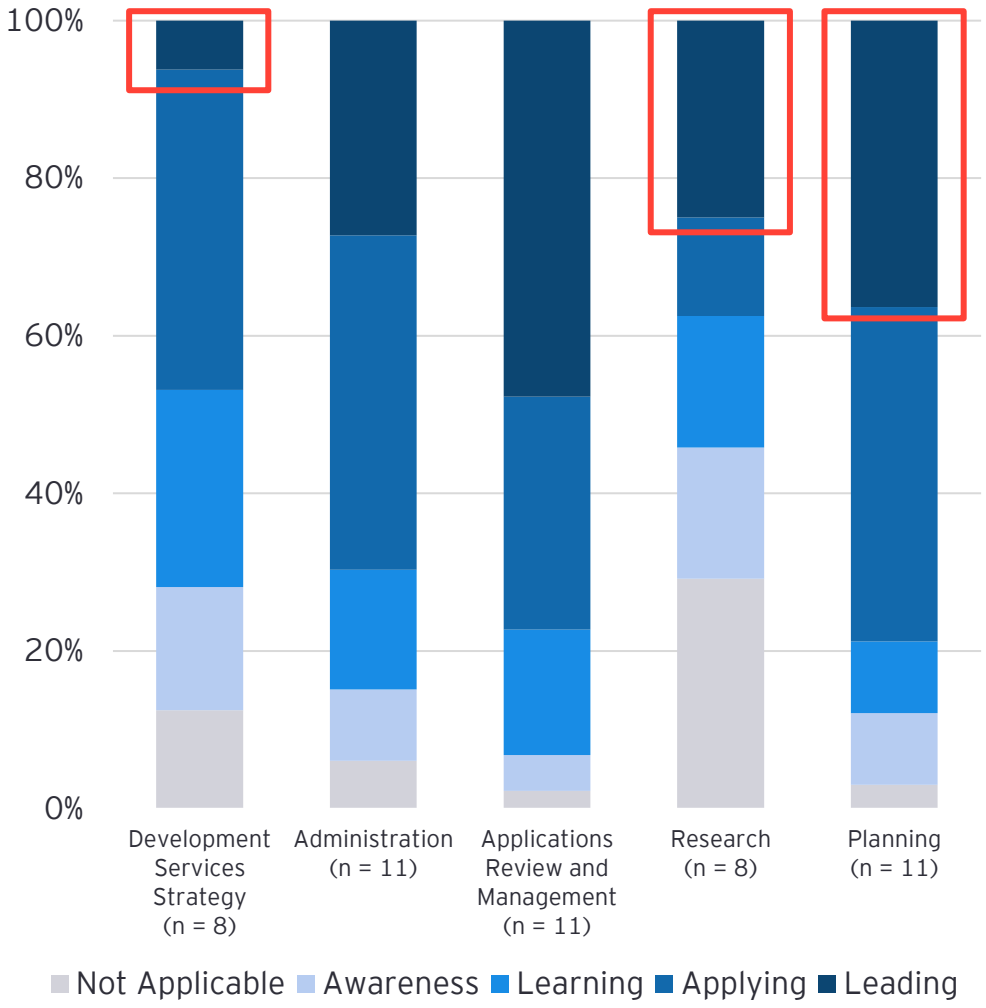
Assessor View for Staff



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)

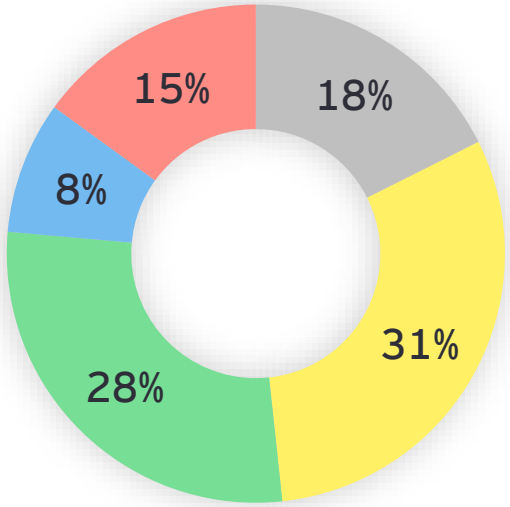
Self-Assessment for Staff



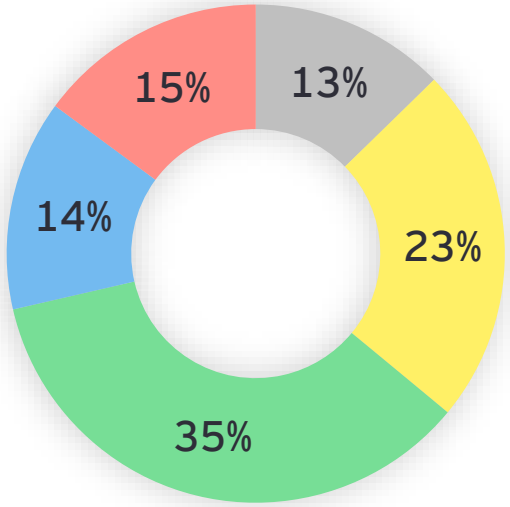
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Time Spent Overview
Consolidated

Assessor View



Self-Assessment View



Development Services Strategy | Administration | Applications Review and Management | Research | Planning

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

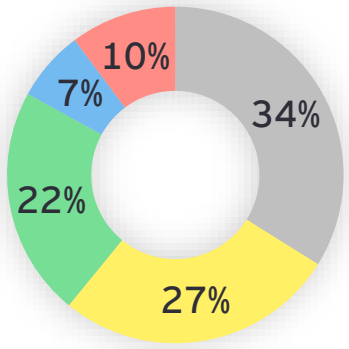
*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Time Spent by Assessment Type and Level
Development Services

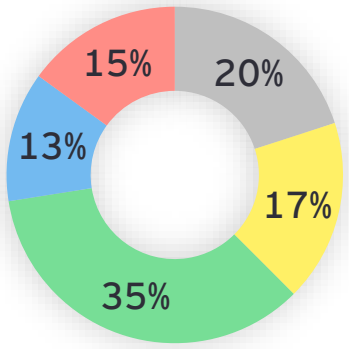
BRAMPTON

Assessor View | Self-Assessment View

Manager

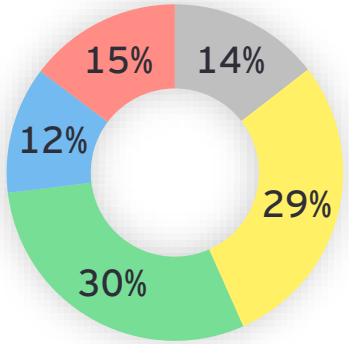


(n = 3)

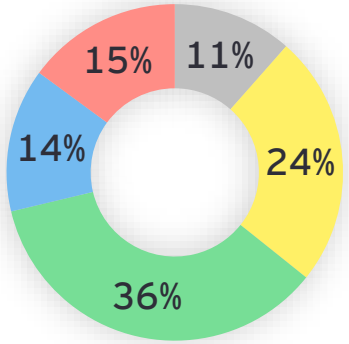


(n = 2)

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.
- <u>Manager:</u>
  - 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.
- <u>Staff:</u>
  - 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.

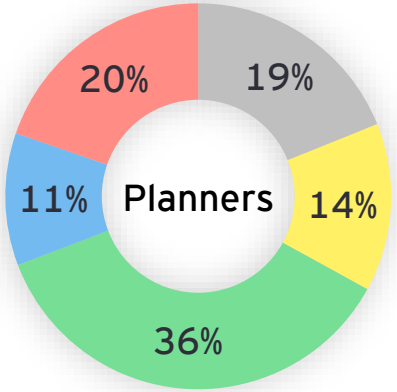
*Operationalized as greater or equal to 20% of time spent.
**Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Development Services Strategy | Administration | Applications Review and Management | Research | Planning

EY

Time Spent Deep Dive
Assessment Type x Staff

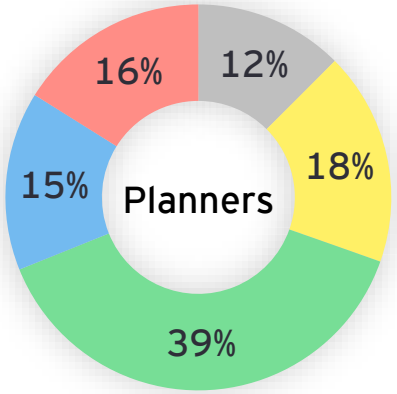
Assessor View



(n = 16)

(n = 4)

Self-Assessment



(n = 12)

(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.

**Generalizability is low due to limited sample size.

Summary
What does this mean for the Development Services division?

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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.

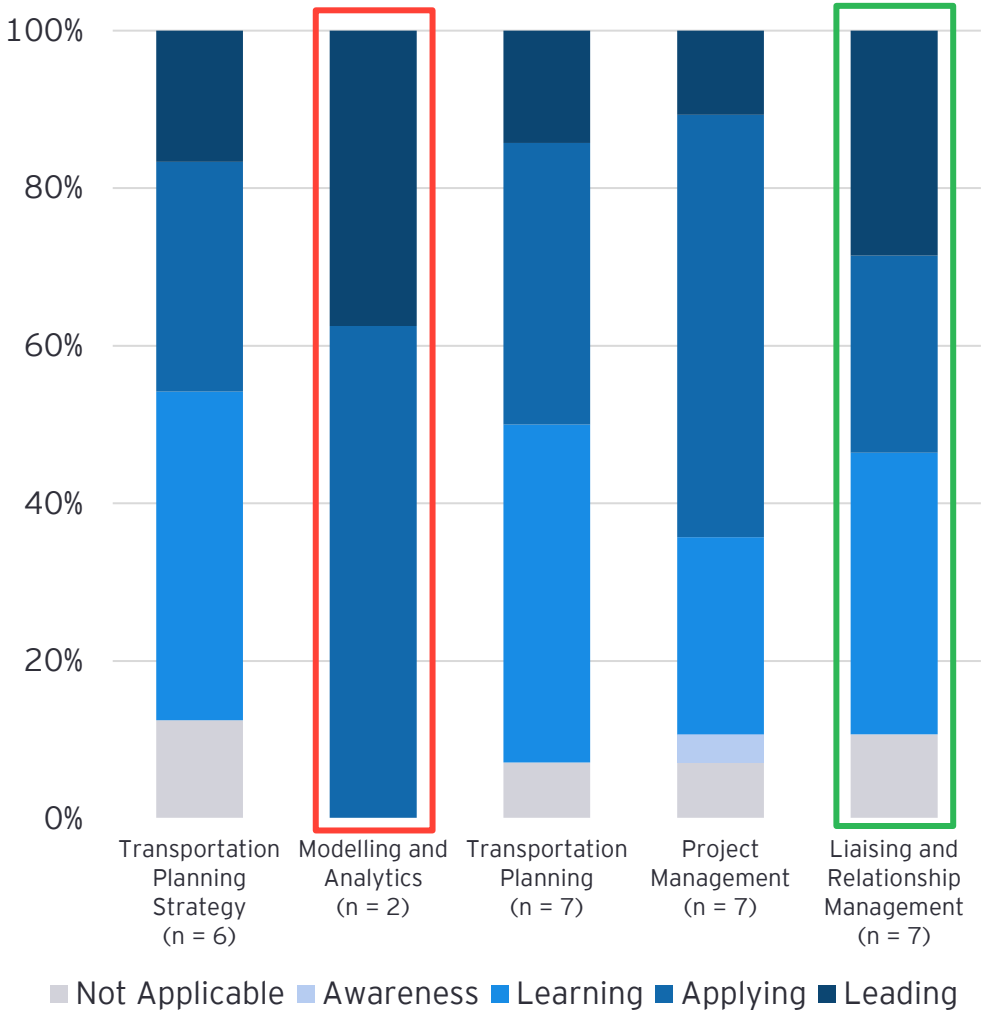
*Based on a limited sample (Assessor Views, n = 3; Self-Assessment, n =1).
**Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

EY

Transportation Planning

Proficiency Distribution Overview
Consolidated

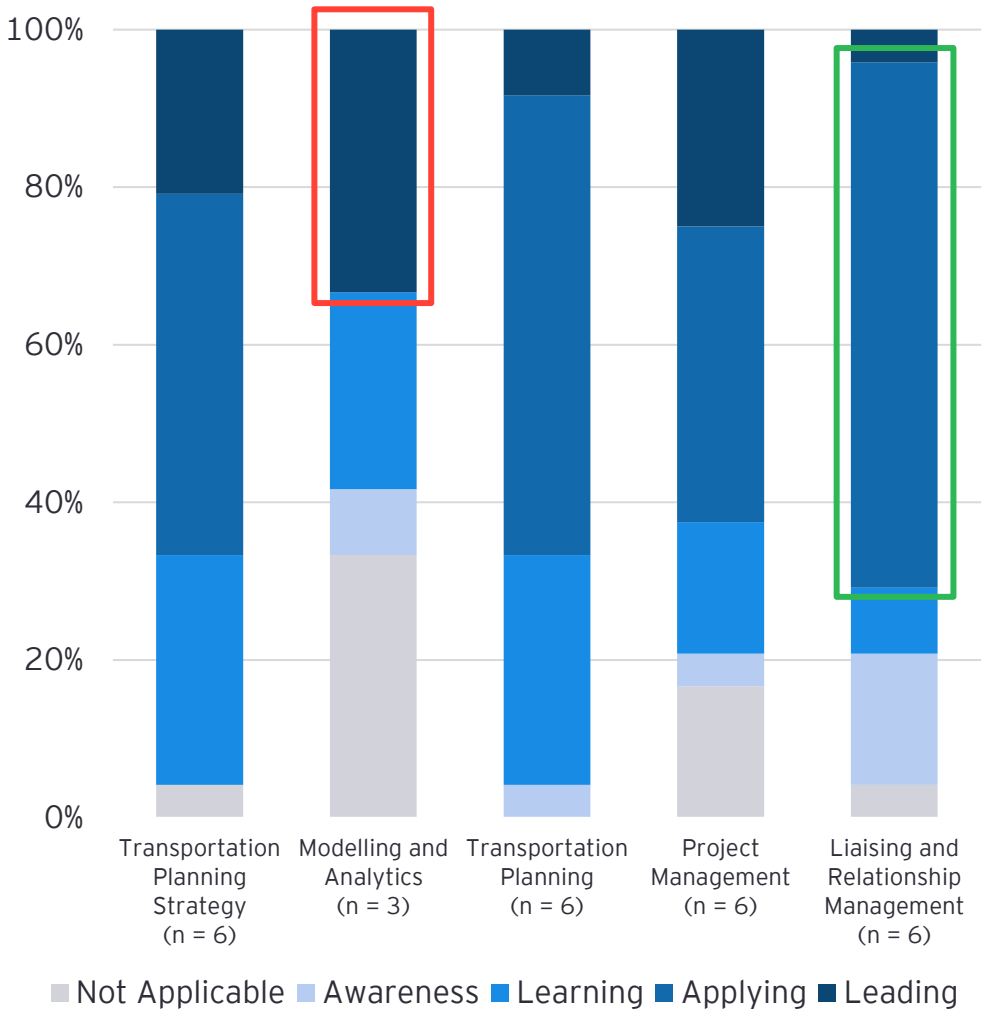
Assessor View



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)

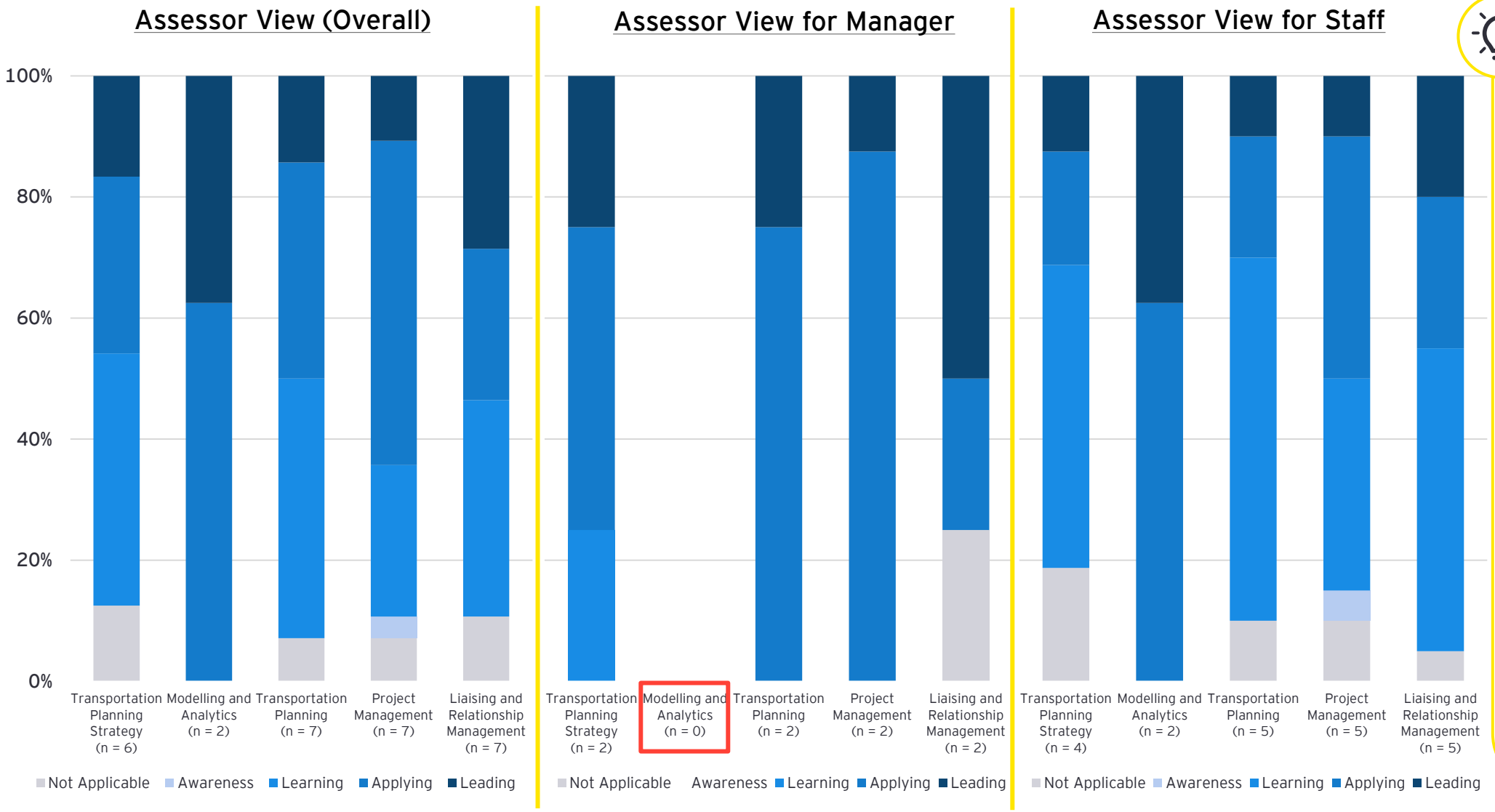
Self-Assessment View



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:

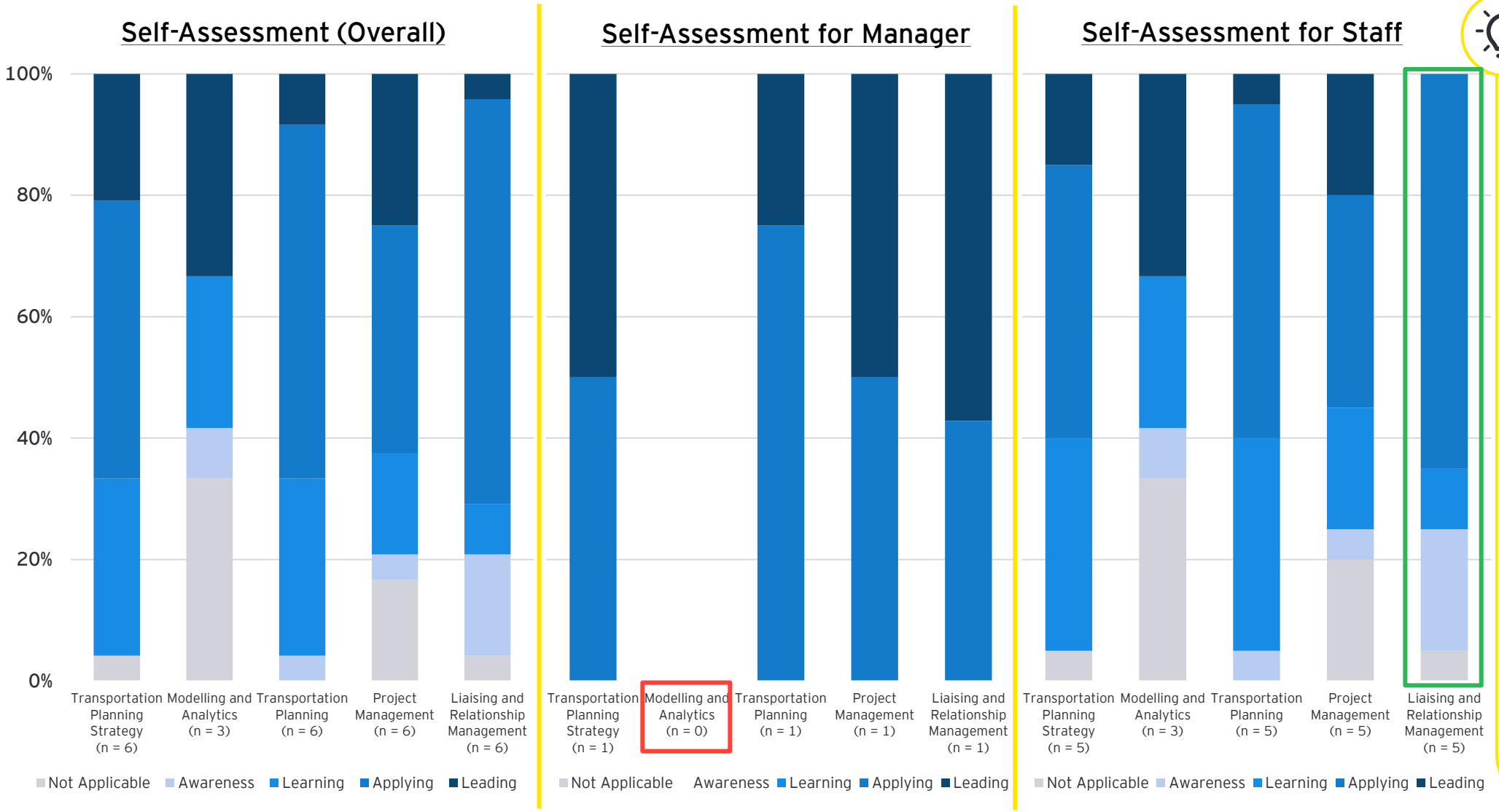
- Assessors generally view **Managers*** at a **higher proficiency level** across all of the capability groups than Staff with the exception of Modelling and Analytics (outlined in red), indicating sufficient proficiency at leadership levels
- For Modelling and Analytics, proficiency is required only 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

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)

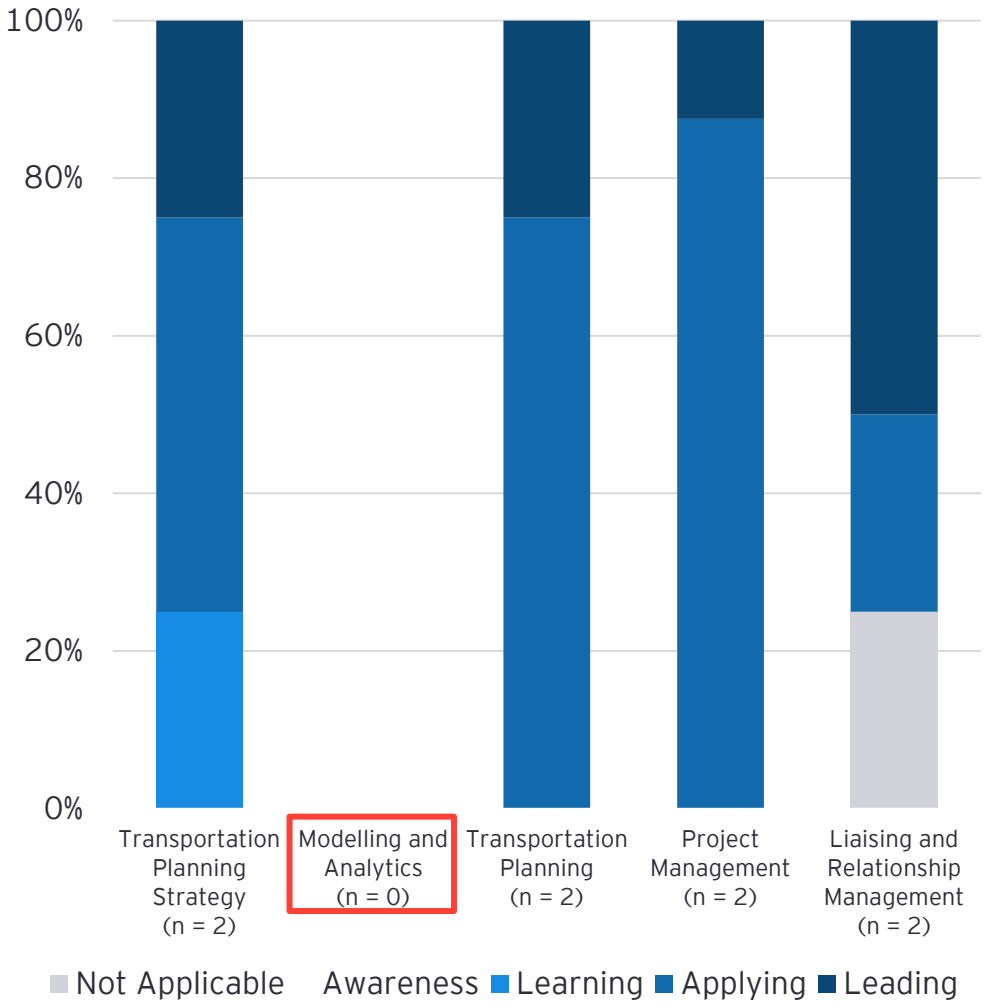
*based on data for one Manager, and thus may not be representative

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

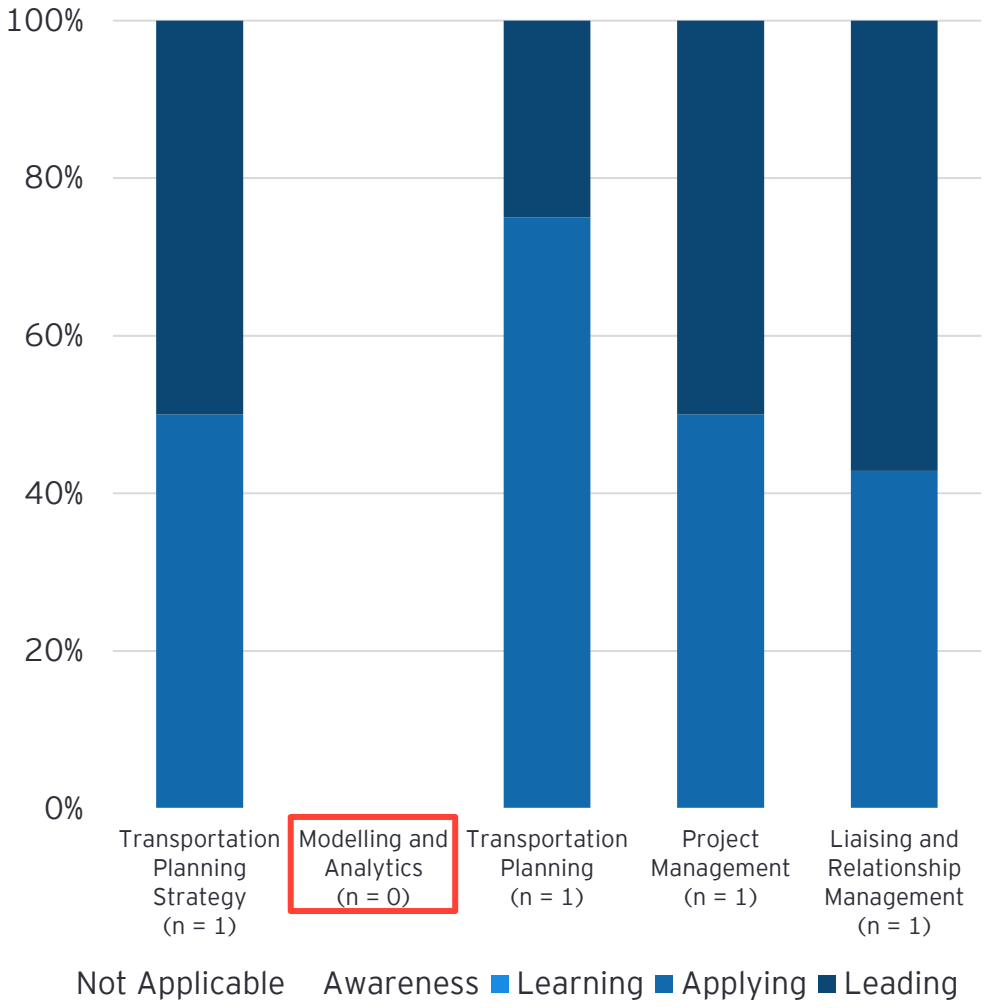


Key Observations:

- **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

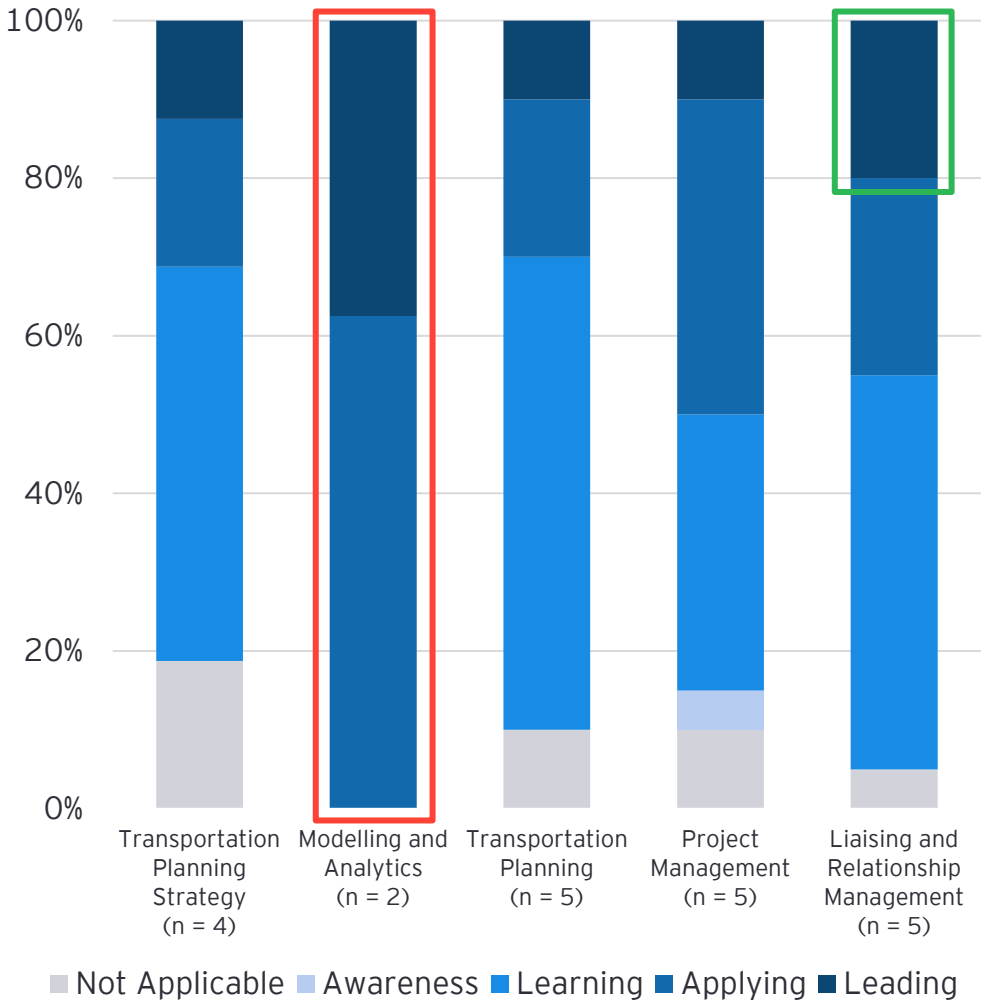


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

Proficiency Distribution for Staff

Assessor and Self-Assessment View

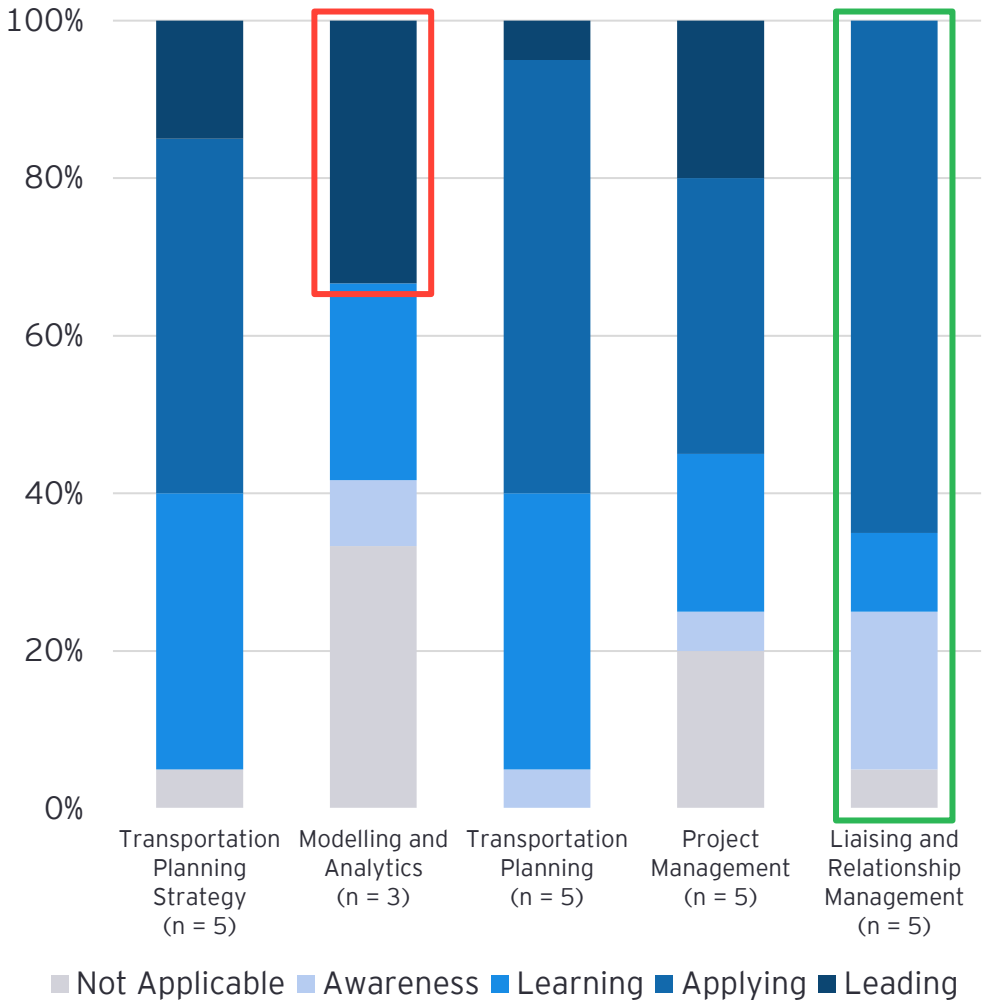
Assessor View for Staff



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

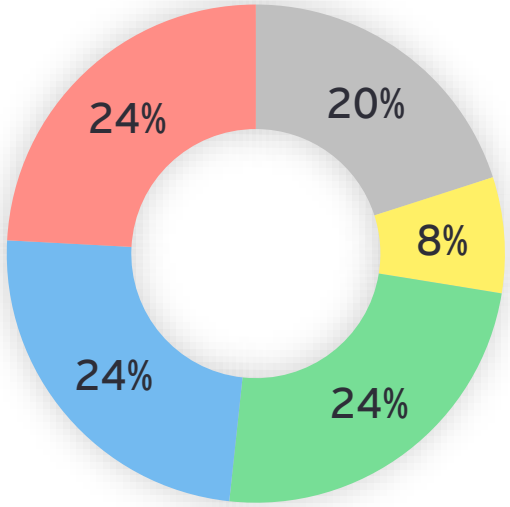
Self-Assessment for Staff



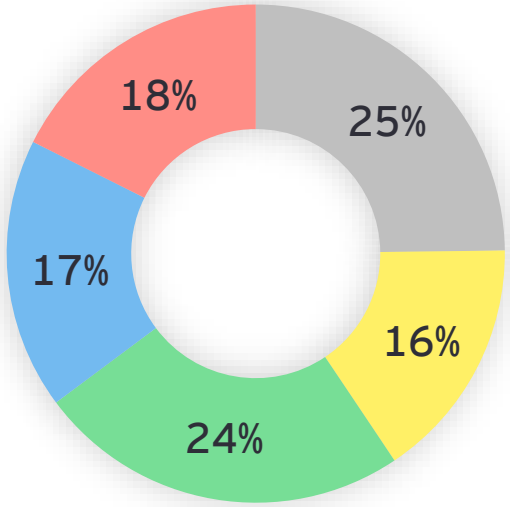
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

Capability Assessment Time Spent Overview
Transportation Planning

Assessor View



Self-Assessment



- Transportation Planning Strategy
- Modelling and Analytics
- Transportation Planning
- Project Management
- Liaising and Relationship Management

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

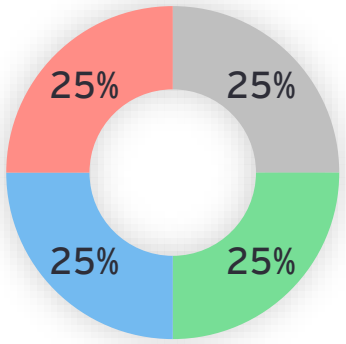
*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Time Spent by Assessment Type and Level
Transportation Planning

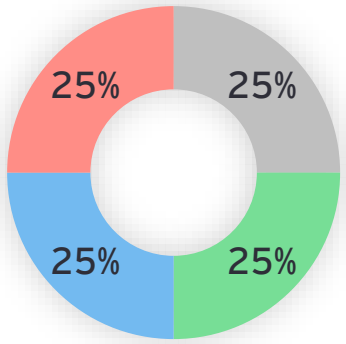
BRAMPTON

Assessor View | Self-Assessment View

Manager

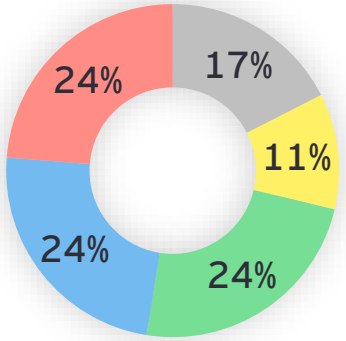


(n = 2)

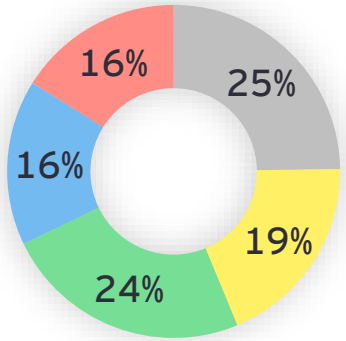


(n = 1)

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
- <u>Manager:</u>
  - 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)
- <u>Staff:</u>
  - 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.

Transportation Planning Strategy | Modelling and Analytics | Transportation Planning | Project Management | Liaising and Relationship Management

EY

Summary
What does this mean for the Transportation Planning division?

BRAMPTON

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.

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

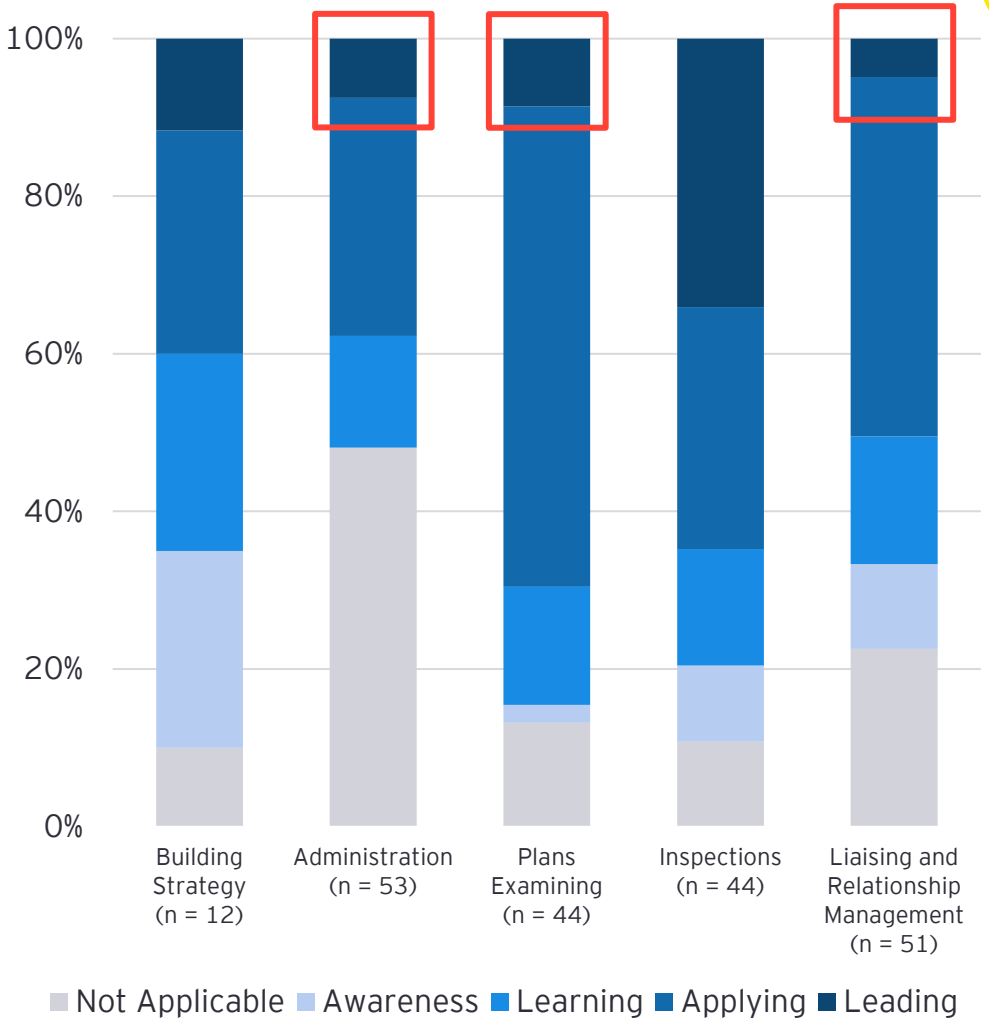
EY

Building

Proficiency Distribution Overview

Consolidated

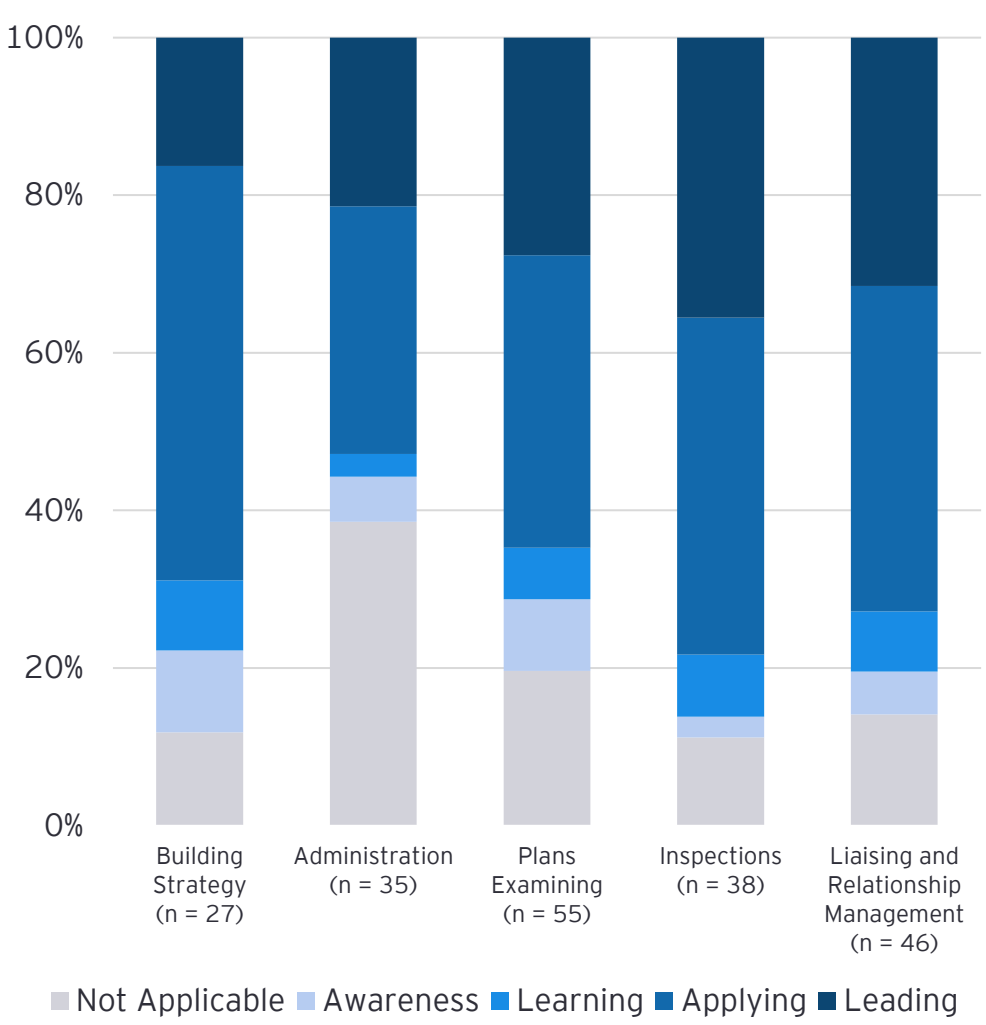
Assessor View



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)

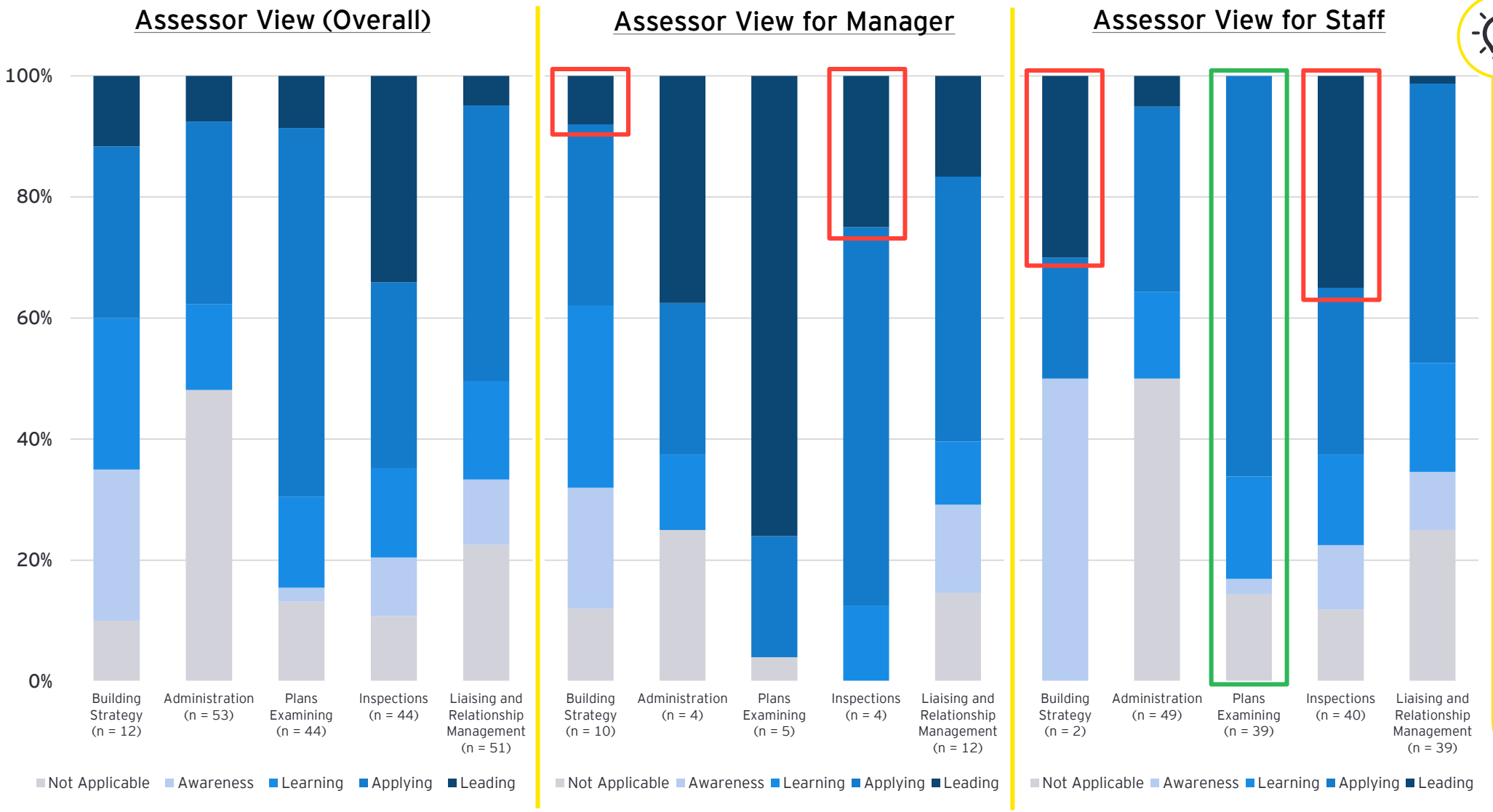
Self-Assessment View



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



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

Key Observations:

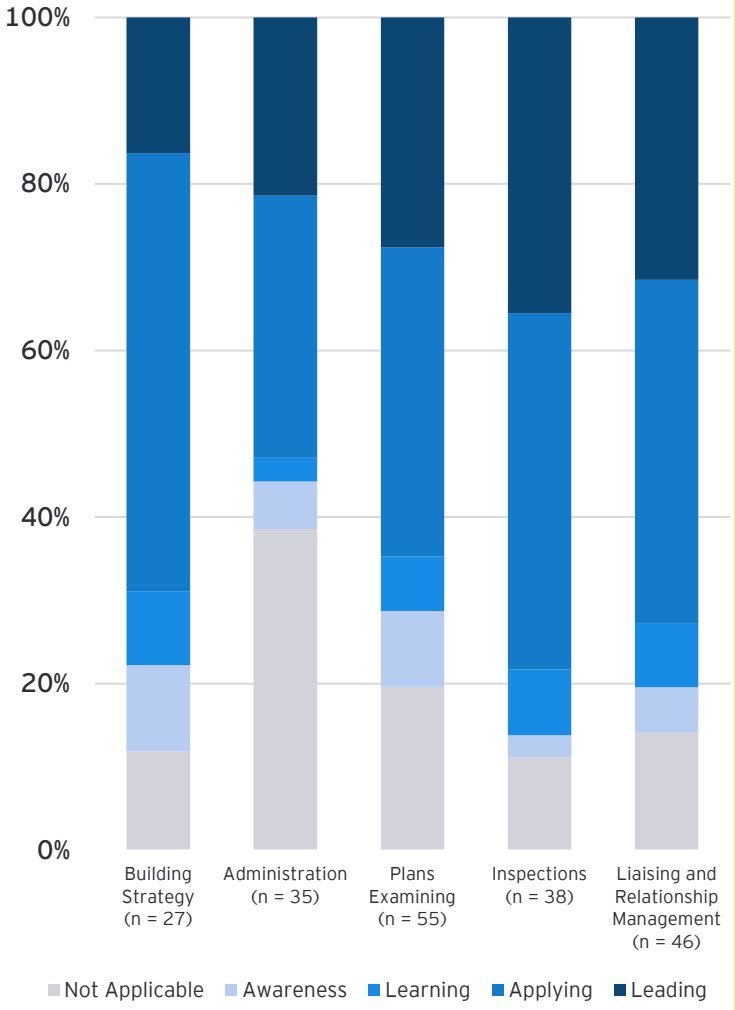
- Assessors generally assess **Managers** as **more proficient** than staff across all of the capability groups. This is expected as Managers are expected to have higher expertise across most capabilities.
- A **higher proportion** of Staff, than Managers, were assessed as **"Leading"** for Building 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)

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

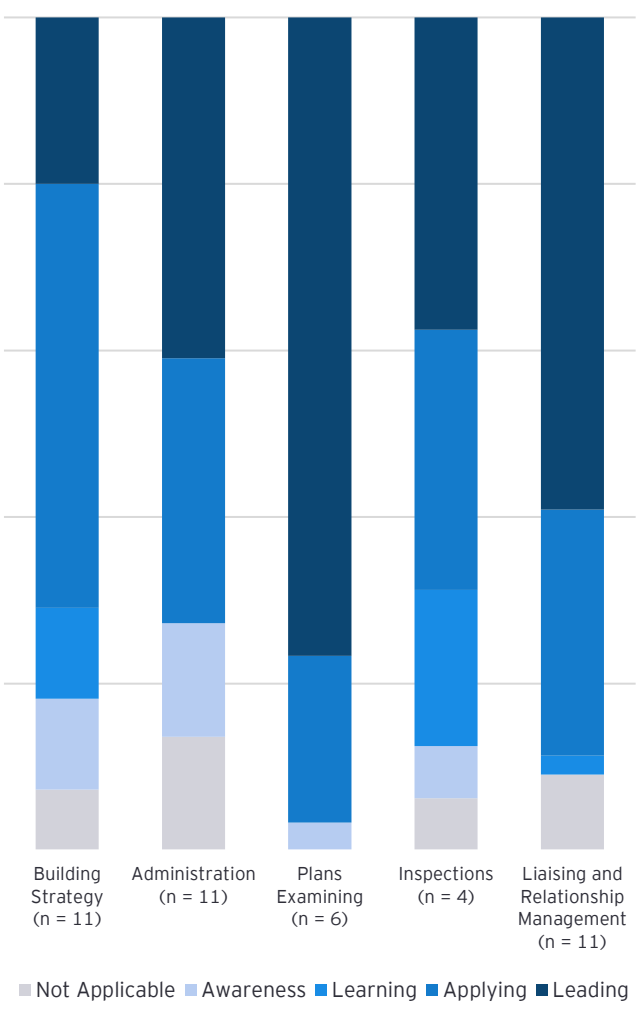
Proficiency Distribution by Level

Self-Assessment View

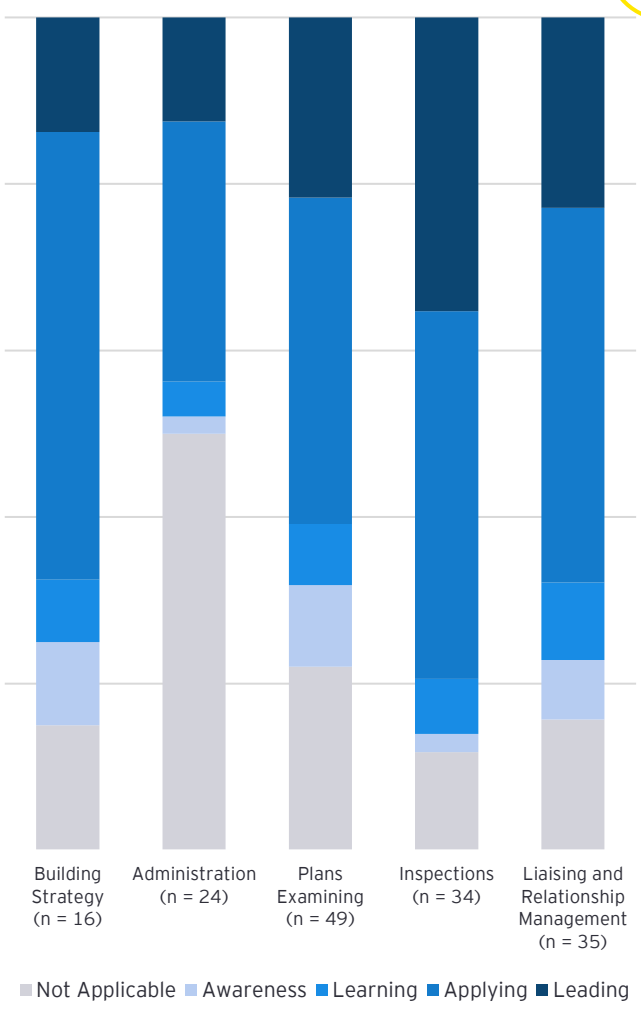
Self-Assessment View (Overall)



Self-Assessment View for Manager



Self-Assessment View for Staff



Key Observations:

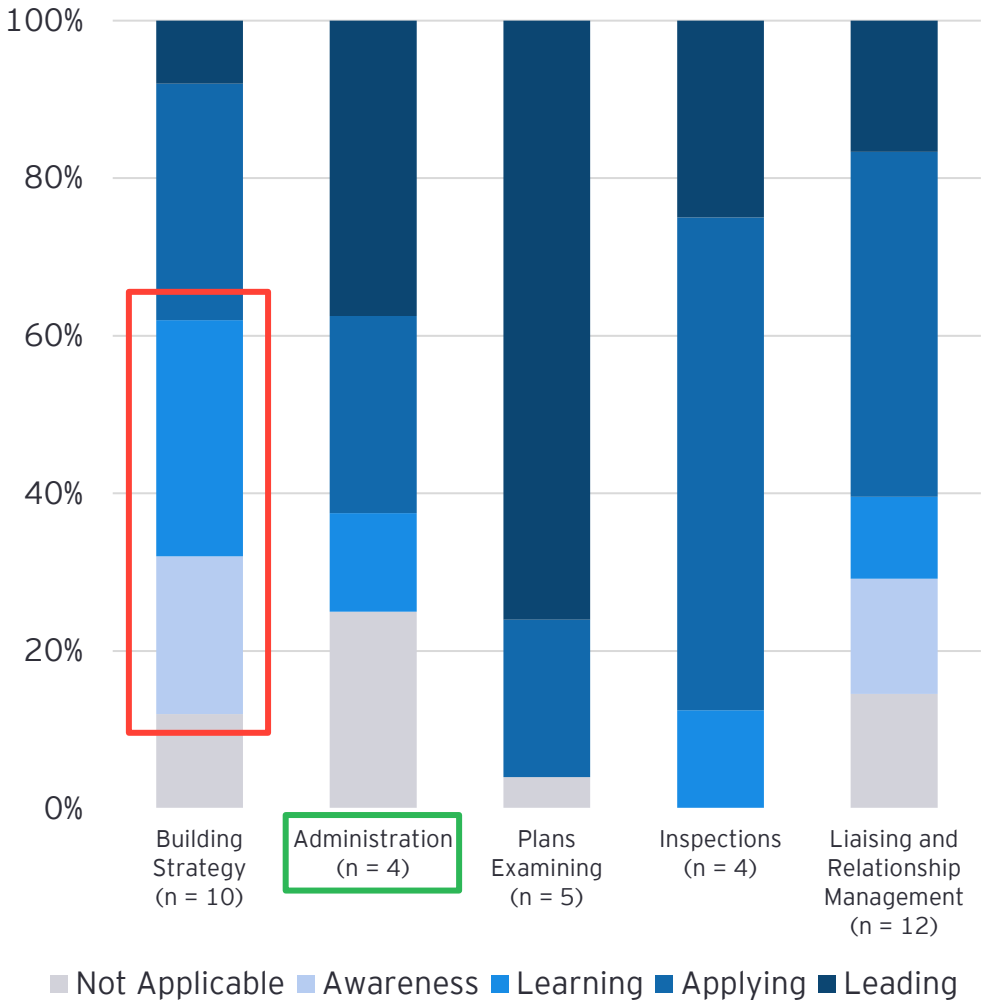
- Self-assessments indicate **Managers** view themselves as **more proficient** across all of the capability groups than how Staff view themselves

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

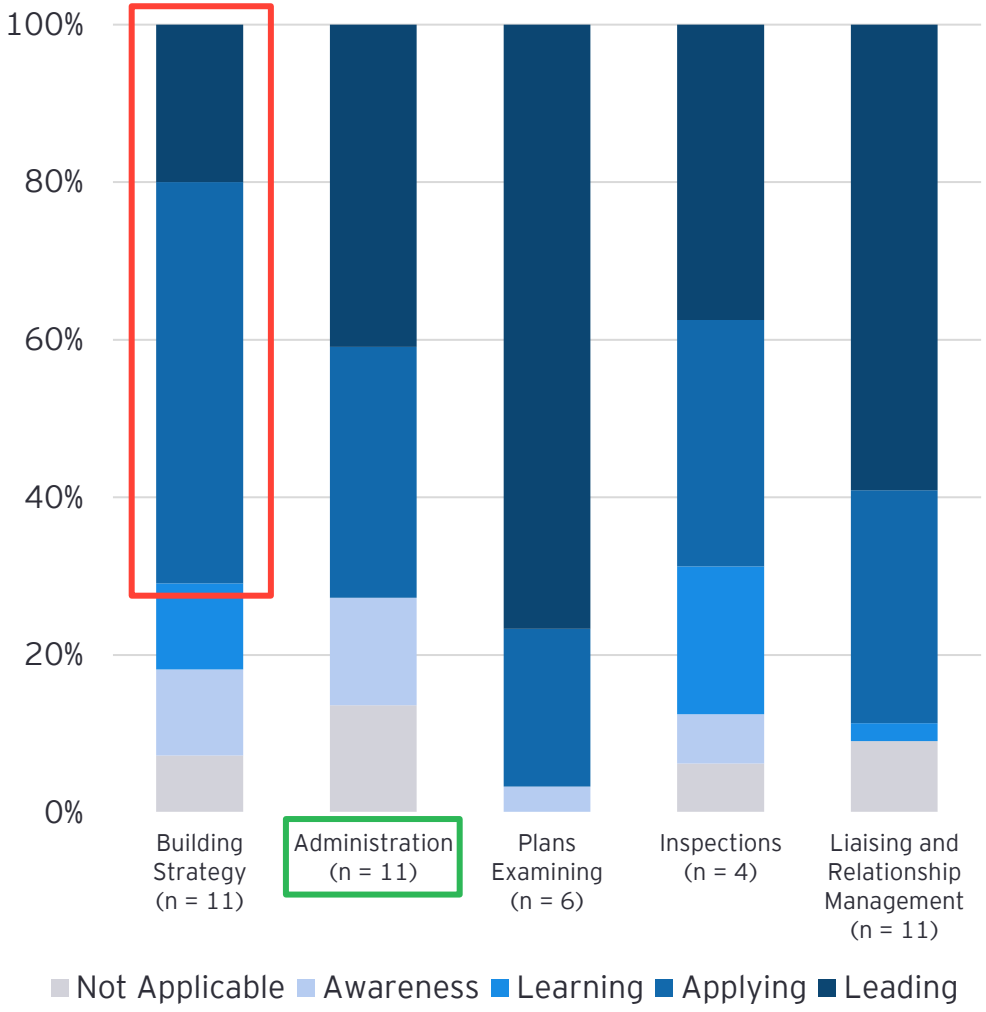
Assessor View for Manager



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

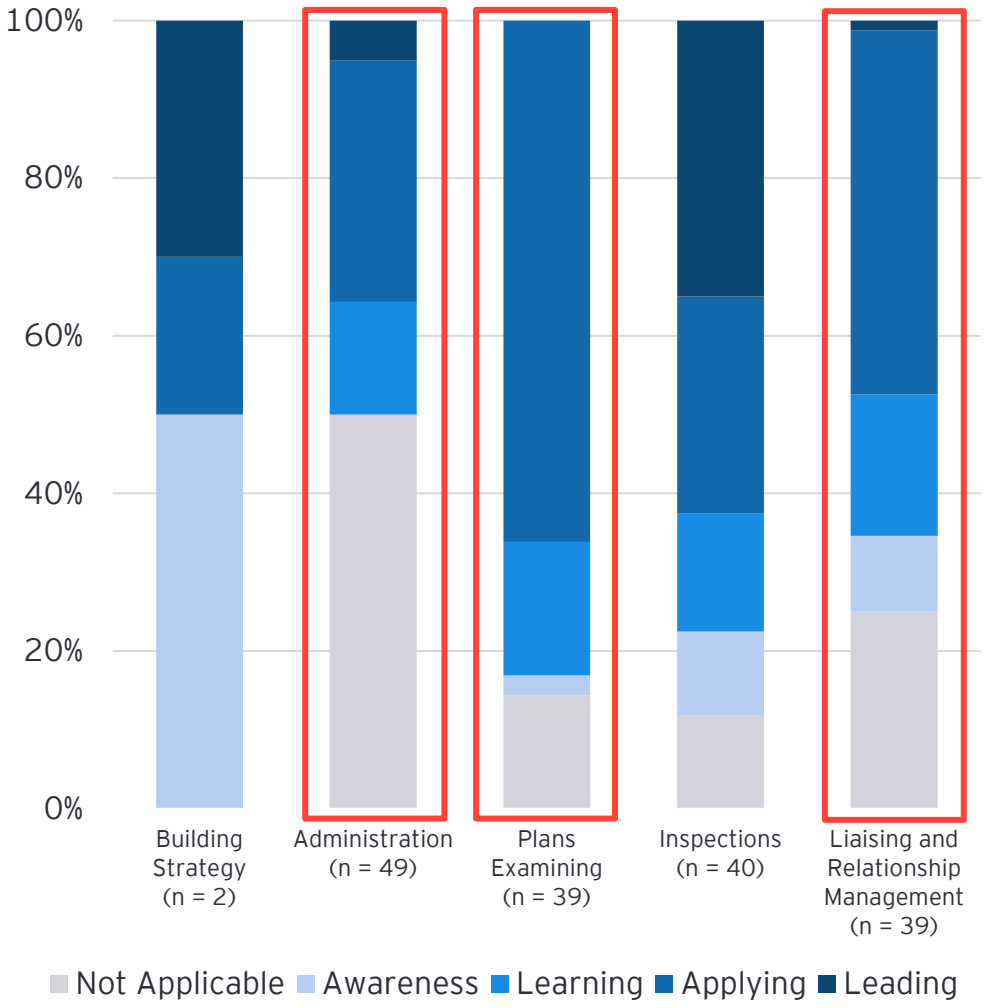


Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution for Staff

Assessor and Self-Assessment View

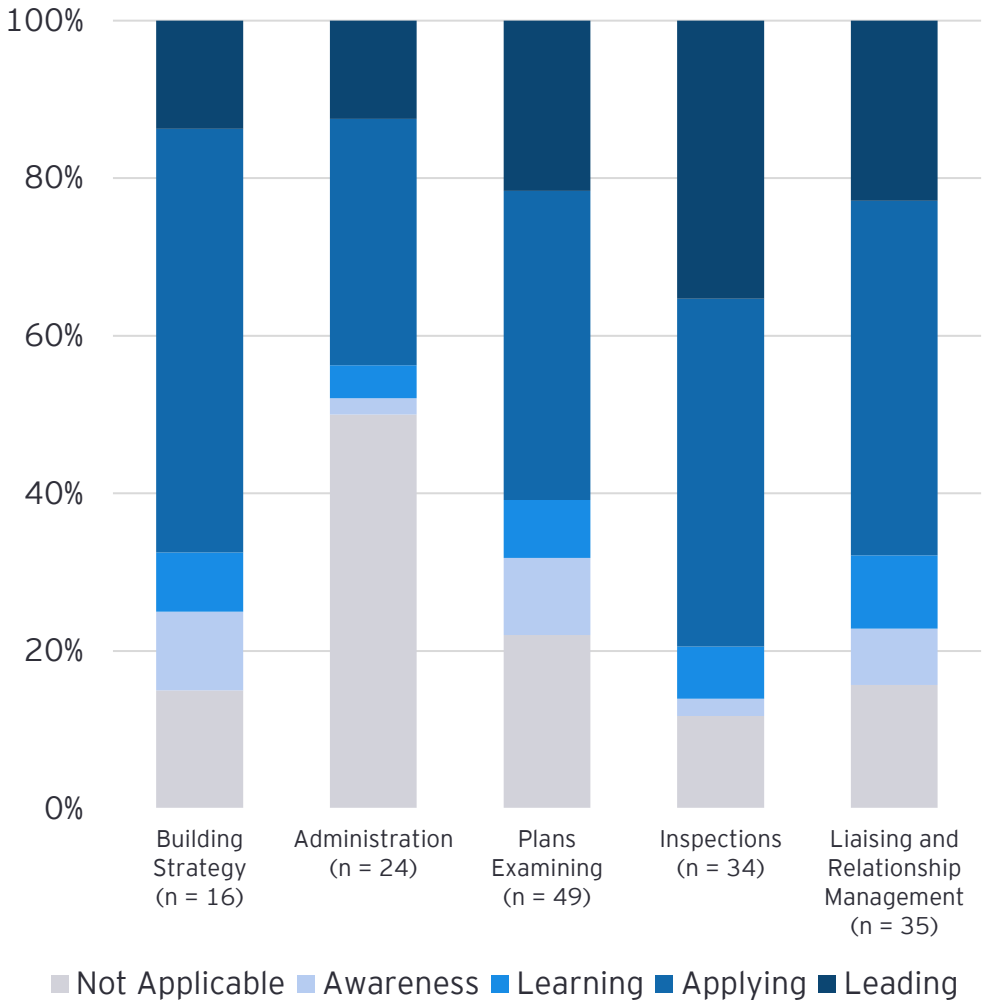
Assessor View for Staff



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)

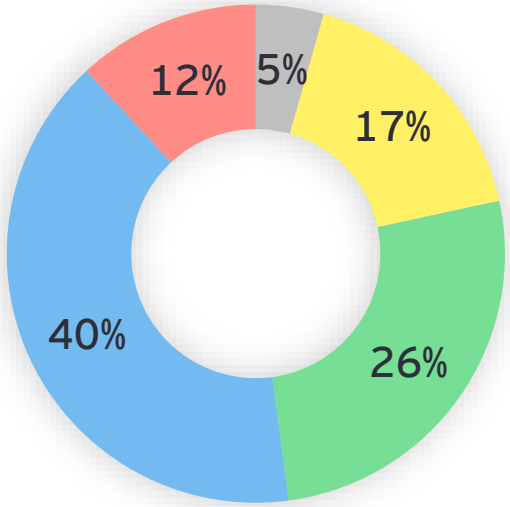
Self-Assessment View for Staff



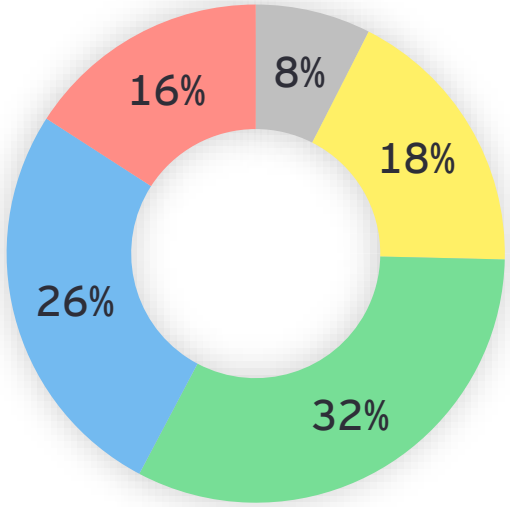
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Time Spent Overview
Consolidated

Assessor View



Self-Assessment View



Building Strategy | Administration | Plans Examining | Inspections | Liaising and Relationship Management

Key Observations:

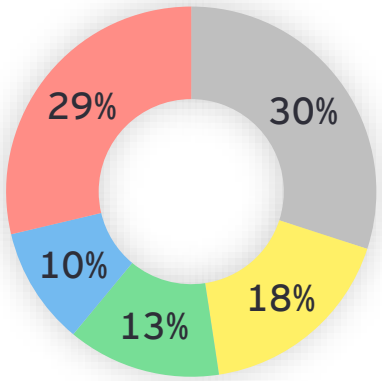
- The Assessor View indicates that **more time is spent*** on **Inspections** than indicated in the Self-Assessment
- The Self-Assessment indicates that **more time is spent** on **Plans Examining** than indicated in the Assessor View

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

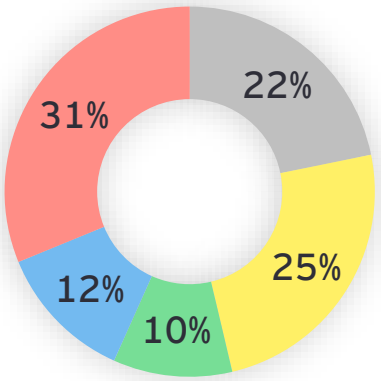
Time Spent by Assessment Type and Level
Building

Assessor View | Self-Assessment View

Manager

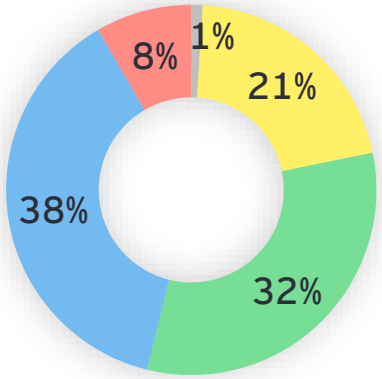


(n = 14)

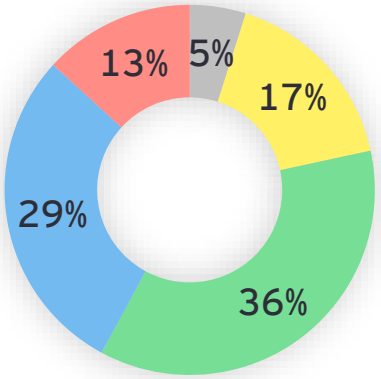


(n = 14)

Staff



(n = 101)



(n = 82)

Key Observations:

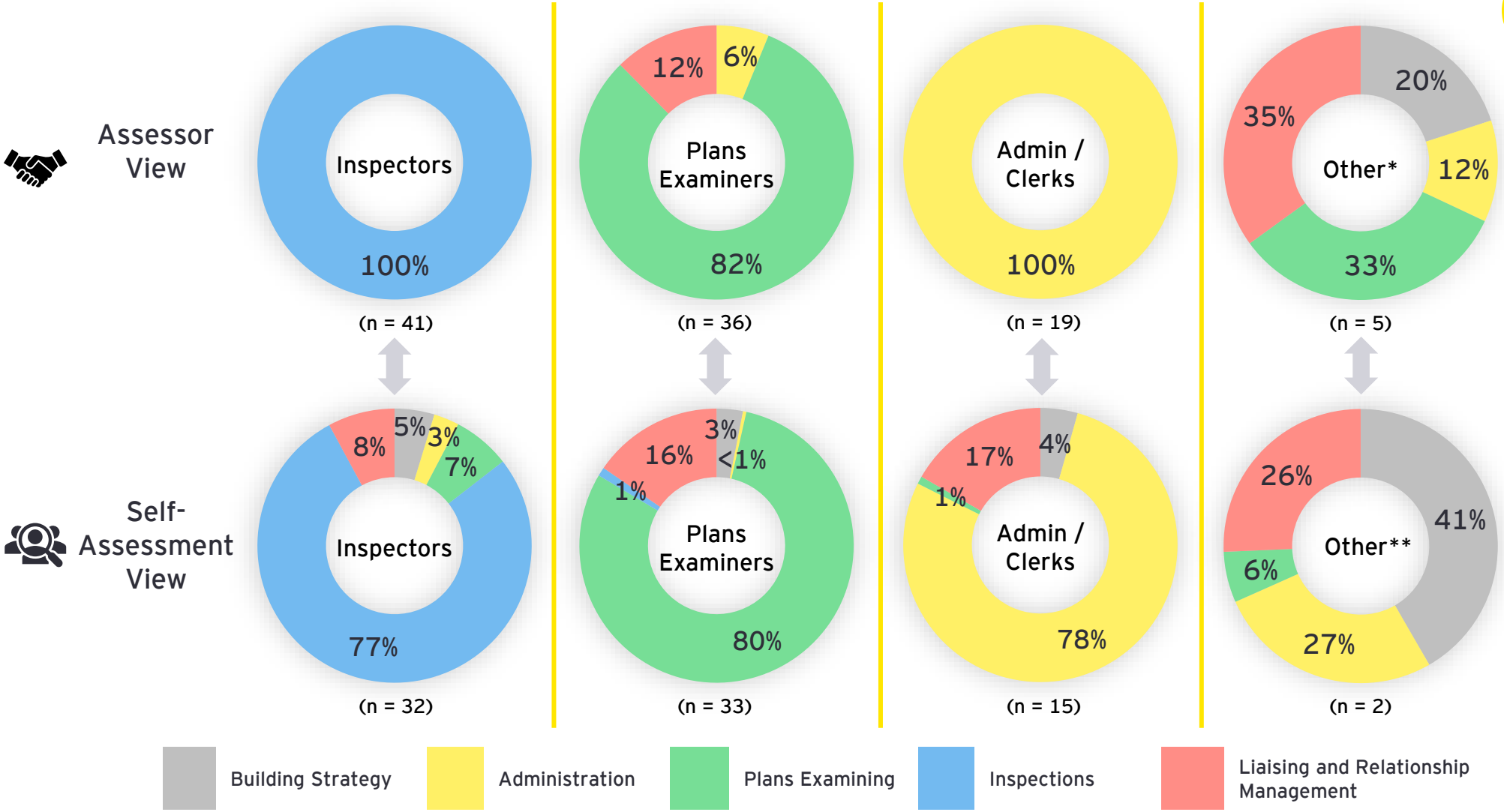
- Managers seem to be spending **a significant portion of time*** on Building Strategy and Liaising and Relationship Management, while Staff seems to be spending **a significant portion of time** on Plans Examining and Building Inspections.
  - This indicates that work is being done at the appropriate 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.

Building Strategy | Administration | Plans Examining | Inspections | Liaising and Relationship Management

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' 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.

*Includes: System Analyst (n = 2) and Permit Expeditor (n = 3).
Includes: System Analyst (n = 1) and Permit Expeditor (n = 1). **Generalizability is low due to limited response rate.

Summary
What does this mean for the Building division?

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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.

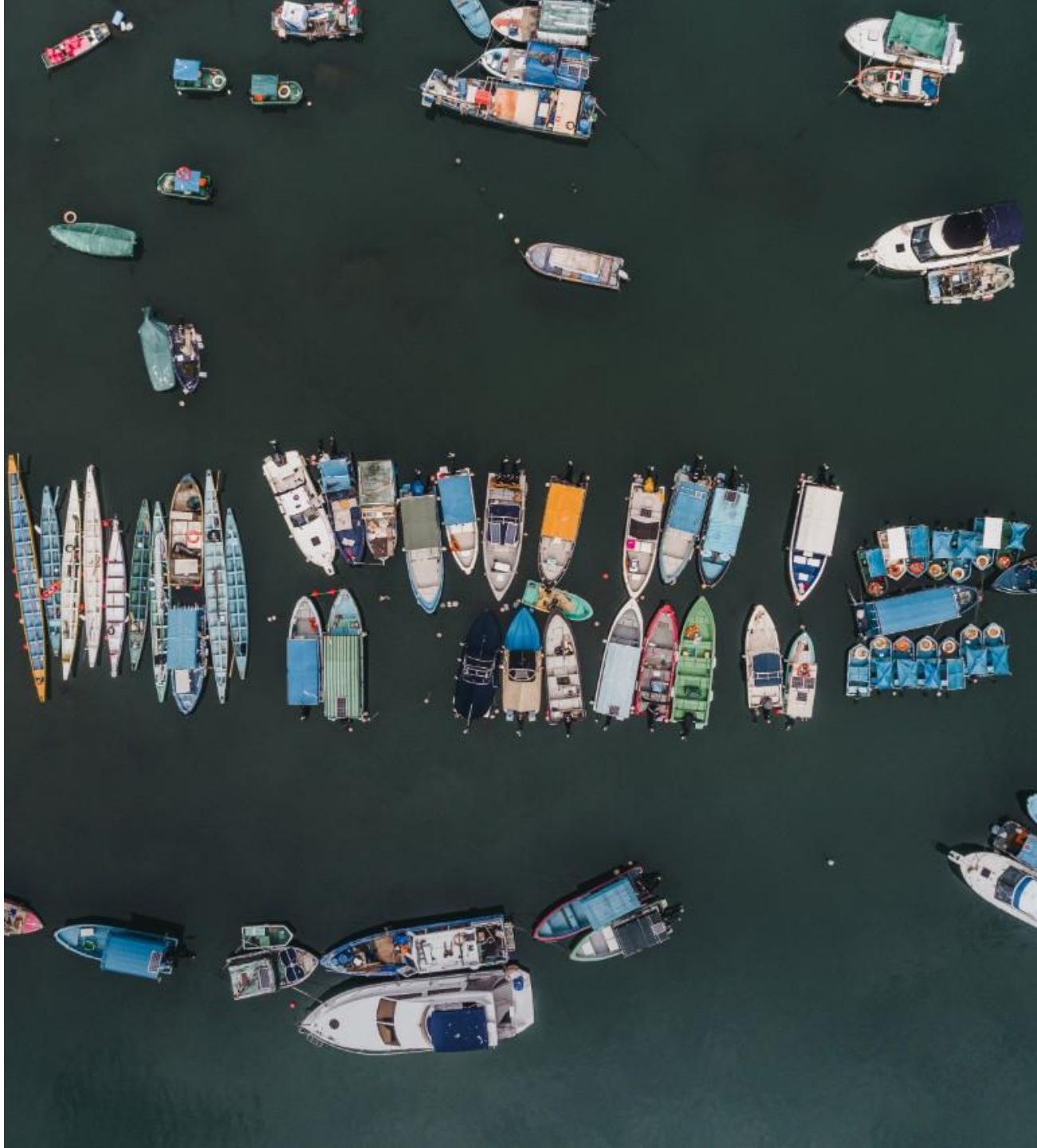
Process and Role Design Review

- 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).

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

EY

Capacity Analysis Overview and Assumptions



Capacity Analysis
High-level approach for the analyses

Input
Process
Output

1. Demand analysis

- Identify most suitable internal benchmarks for PB&GM unique context and collect external data from similar municipalities
- Collect: (1) historical internal PB&GM data (2) data on time spent through activity analysis (3) service levels and work volumes
- Conduct analysis using the three inputs to build possible future demand scenarios
- Discuss and finalize most relevant demand scenario with PB&GM

2. Supply analysis

- Understand PB&GM's attrition trends and retirement criteria
- Analyze data for: (1) potential retirements for PB&GM, (2) attrition trends, and (3) contract types and expiration
- Analyze opportunities in PB&GM based on retirement forecast, attrition, and contract types to identify supply gaps
- Discuss and finalize supply shortage implications

3. Gap analysis

- Consolidate demand and supply analysis to arrive at potential gaps and hiring needs for PB&GM
- Cascade finding to Steering Committee and validate opportunities for improvement
- Provide recommendations based on meeting with Steering Committee

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

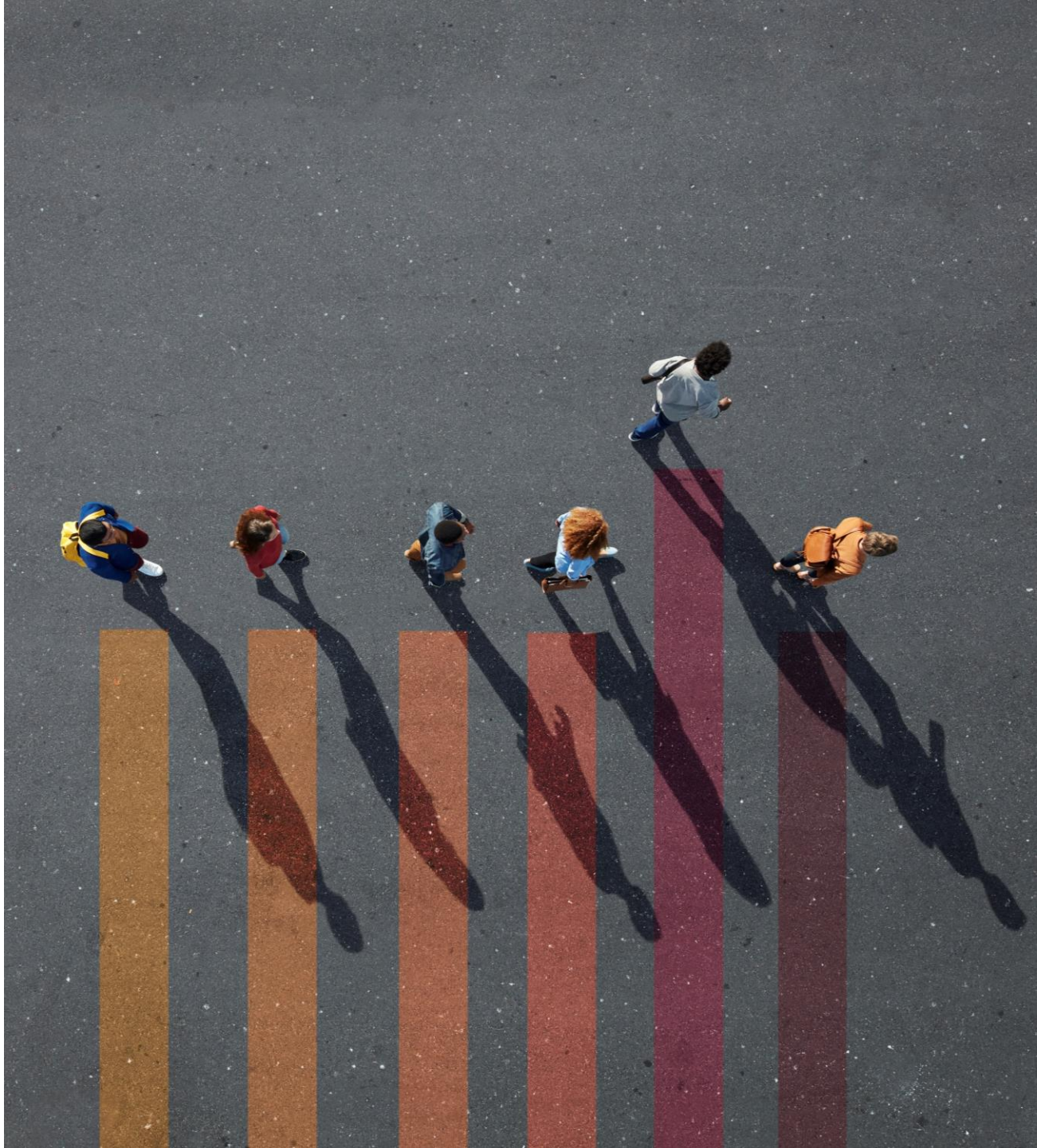
** Benchmarks will be applied to demand analysis drivers where available and applicable.*

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

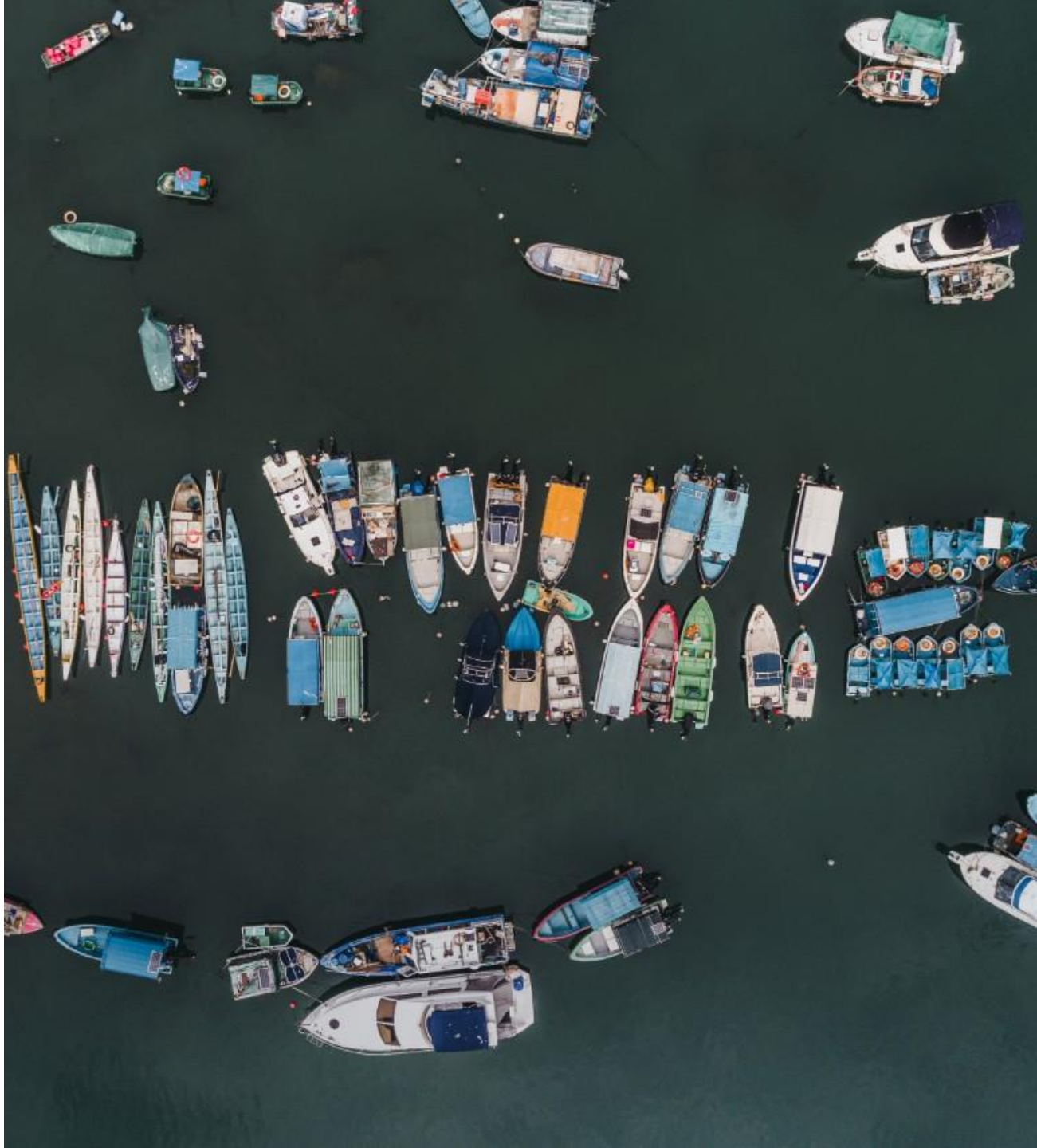
#	Source	Benchmarks overview
1	City of Brampton documentation	• Historic data (e.g., workforce numbers, vacancies, roles, separations, etc.) • Department budgetary data • Annual report

Market Practices

#	Sources	Market practices overview
1	EY Internal Network	• Insights from sector experts
2	Southern Ontario Municipalities	• Insights gathered from meetings and documentation with: City of Toronto, Town of Oakville, City of Mississauga, and City of Vaughan **Note**: Information from other municipalities have been used primarily as qualitative insights.

Scenario 2 is the preferred scenario based on discussion with the Division's Director.

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			
Projected headcount for Urban Designers			5	7	9	13 (+4)	8 (-5)	8 (+0)
Urban Designers as a % of total employees			22%	25%	24%			
Overall CP&D Headcount			23	28	37	56 (+19)	33 (-23)	33 (+0)

Based on trend projections provided by the CP&D division.

Average of revenue per headcount is assumed at **$8,671.***

Average: 24%.*

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.
*Assumption validated by the City.

Calculations by Step:

1. Calculate **revenue per headcount for Urban Designers ($) =** Urban Design (UD) Revenue ($) ÷ Urban Designer headcount
   - 2019: $51,217 ÷ 5 = **$10,243**
   - 2020: $73,300 ÷ 7 = **$10,471**
   - 2021: $47,675 ÷ 9 = **$5,297**
2. Calculate **average revenue per headcount ($) =** Sum of revenue per headcount (for 2019 – 2021) ÷ 3
   - ($10,243 + $10,471 + $5,297) ÷ 3 = **$8,671**
3. Calculate **headcount for 2022 – 2024** (by year) = UD revenue ($) ÷ average revenue per headcount ($)
   - 2022: $114,000 ÷ $8,671 = **13**
   - 2023: $68,000 ÷ $8,671 = **8**
   - 2024: $68,000 ÷ $8,671 = **8**
4. 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 ÷ 23 = **22%**
   - 2020: 7 ÷ 28 = **25%**
   - 2021: 9 ÷ 37 = **24%**
     - (22% + 25% + 24%) = **24%**
5. Calculate **headcount for 2022 – 2024** (by year) = # of UD ÷ # of UD staff of total (%)
   - 2022: 13 ÷ 24% = **56**
   - 2023: 8 ÷ 24% = **33**
   - 2024: 8 ÷ 24% = **33**

Demand Analysis Benchmark Overview

City Planning & Design Scenario 2: Labour cost based

Potential Scenario**

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- 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)	($4,372,515)
Average cost per employee ($)			$149,238	$139,863	$107,339	($109,486)	($111,676)	($113,909)
Overall CP&D Headcount*			23	28	37	41 (+4)	39 (-2)	38 (-1)

Based on trend projections from the City (i.e., +2.5% year over year increase).

$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).*

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:

1. 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 = **$107,339**
2. Calculate **headcount for 2022 – 2024** (by year) = labour cost (by year) ($) ÷ 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.

EY

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 = **DS division revenue ($) ÷ average revenue per headcount ($)**

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**

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

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%			
Citizens per employee			28,522	25,036	17,743			
Overall CP&D Headcount*			23	28	37	28 (-9)	29 (+1)	29 (+0)

Assumption: Average population increase = **2.1%** (applied to subsequent years to calculate population for City of Brampton).

Calculated as **population/headcount**. Average equal to **23,767 citizens/employee.**

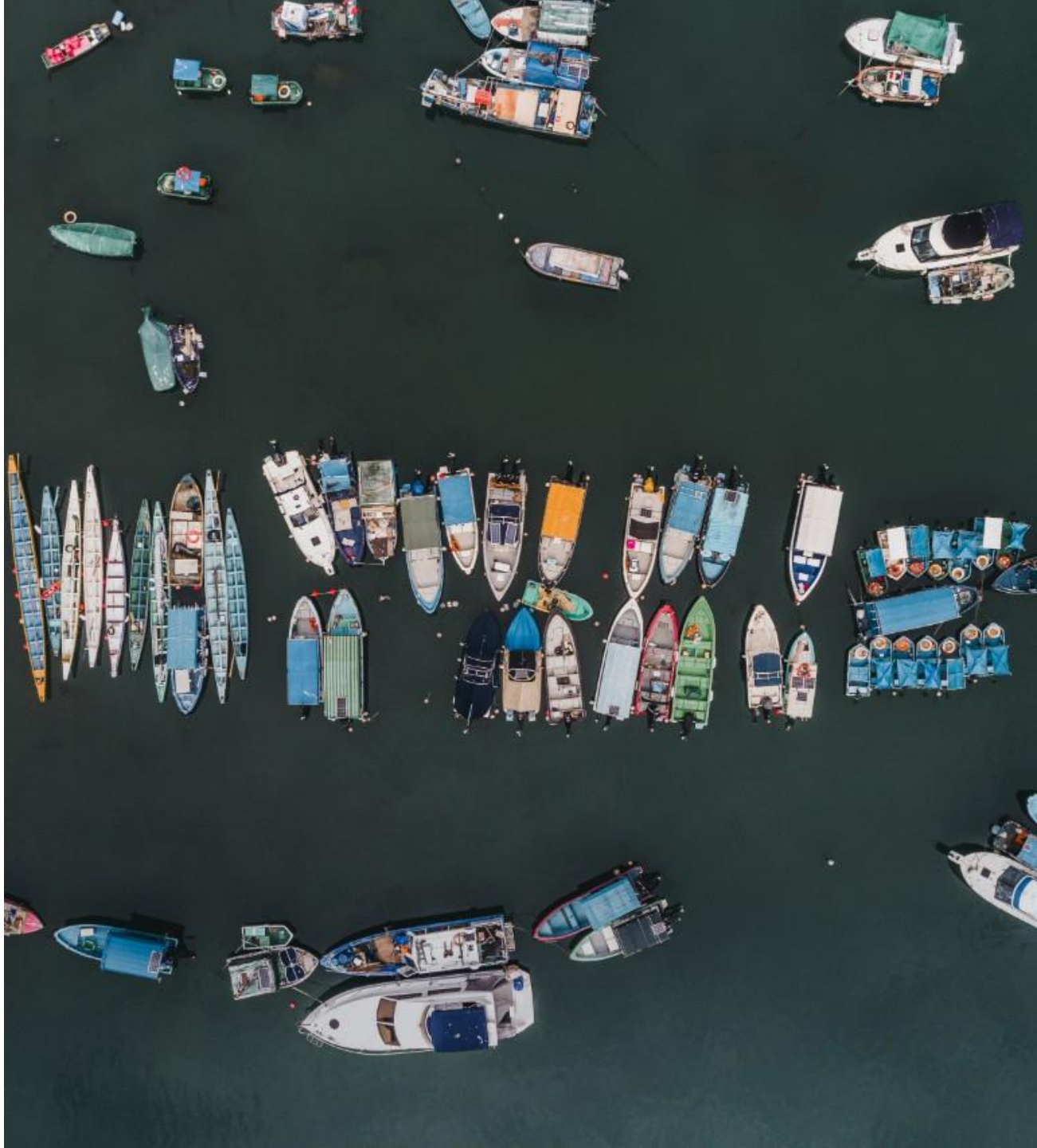
Based on estimated projections of **population/citizens per employee.**

Calculations by Step:

1. 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%
2. Calculate average growth rate (%)
   - (5.8% + 2.1% + 6.9% + -6.4%) = 2.1%
3. Calculate citizens per employee
   - 2019: 656,000 ÷ 23 = 28,522
   - 2020: 701,000 ÷ 28 = 25,036
   - 2021: 656,480 ÷ 37 = 17,743
4. Calculate average citizens per employee
   - (28,522 + 25,036 + 17,743) ÷ 3 = 23,767
5. Calculate headcount for 2022 - 2024 (by year)
   - 2022: 670,153 ÷ 23,767 = 28
   - 2023: 684,111 ÷ 23,767 = 29
   - 2024: 698,360 ÷ 23,767 = 29

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

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 option[2], 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]

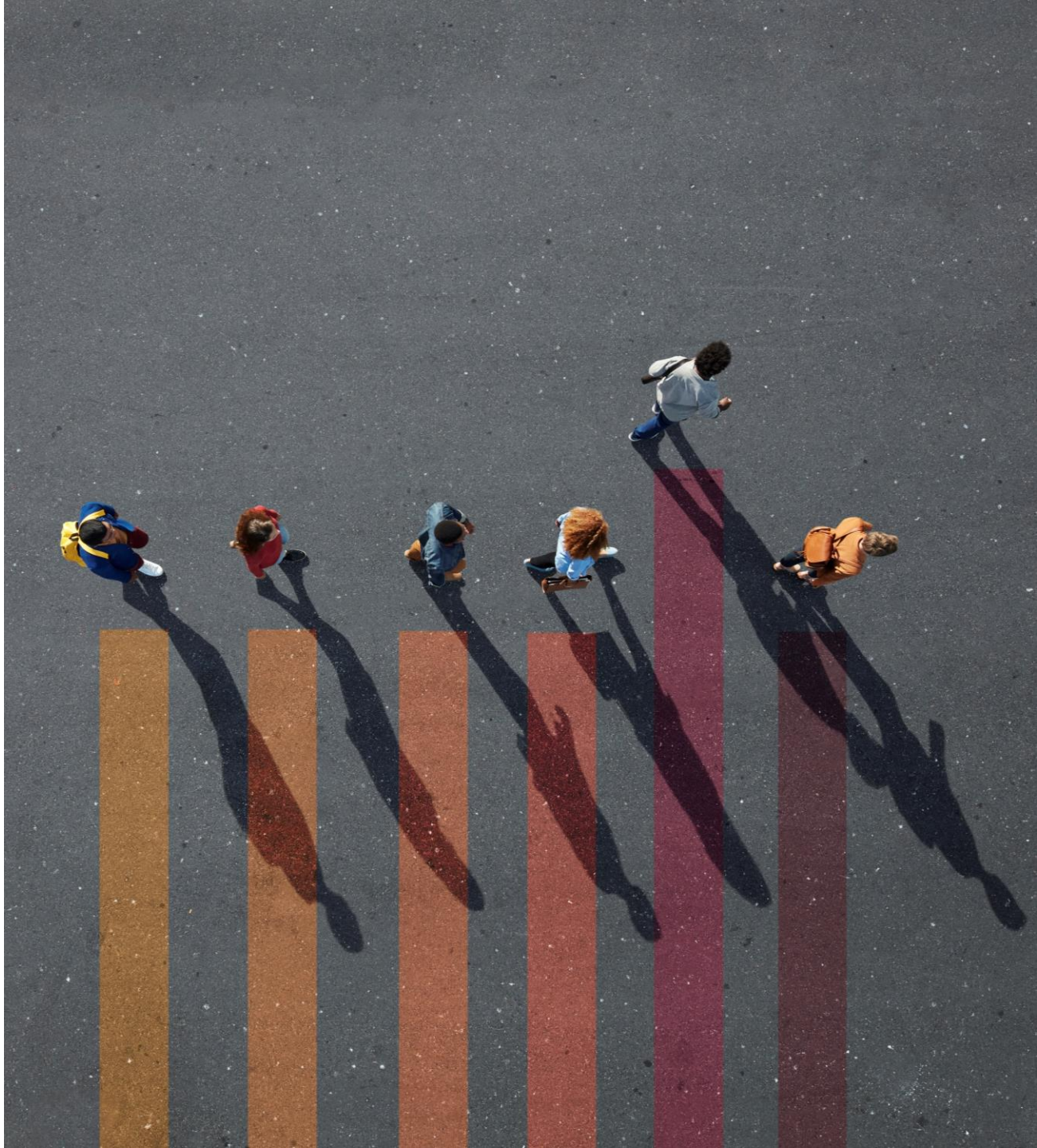
Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Notes:

1. 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.
2. Scenario 2 is the preferred scenario based on discussion with the Division's Director.

Supply Analysis: Context & Objectives



Supply Analysis Overview

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.

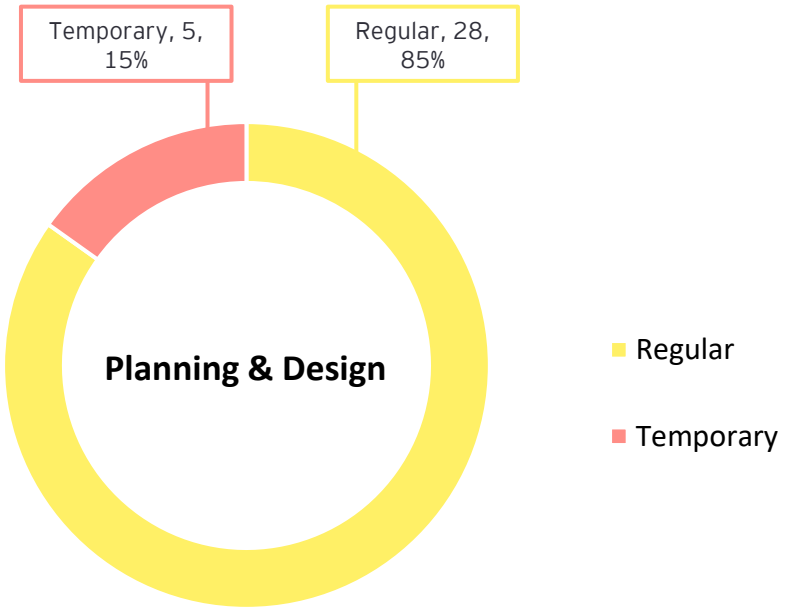
Notes and Assumptions:

1. Supply analysis for the full PB&GM department can be found in the appendix here.

Supply Analysis Scenarios: City Planning & Design

Supply Analysis: Workforce Composition
City Planning & Design

Current Workforce Composition



Key Observations

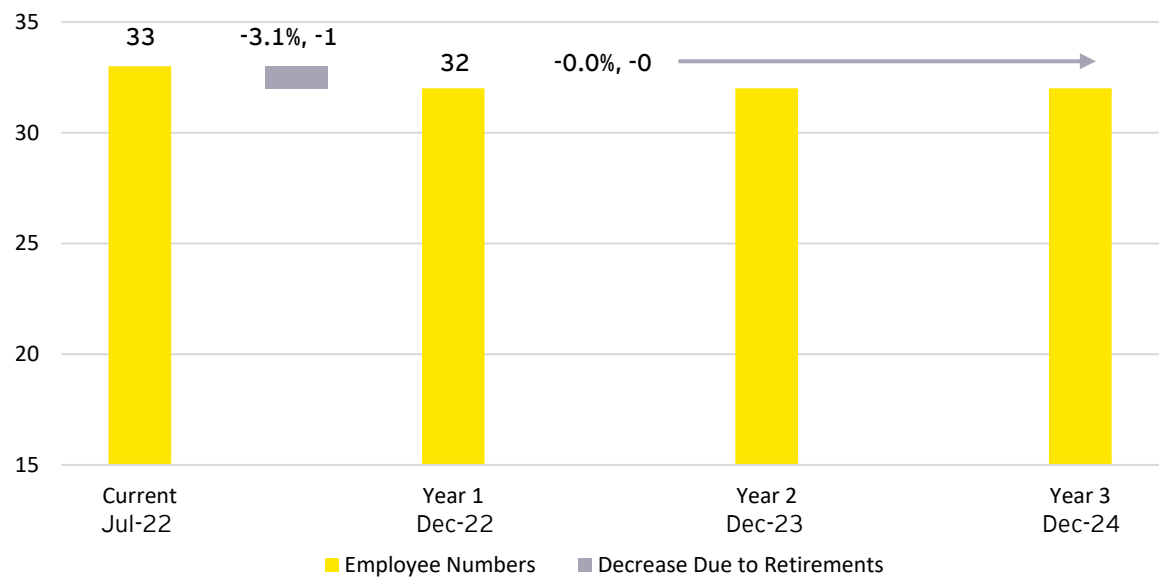
- Overall, the City Planning & Design division has 33 employees
- 15% of employees (5) are in temporary/contract roles
  - 1 contract is for Assistant Heritage Planner role and is expiring September 22, 2022
  - 1 contract is for Clerk role and is expiring October 1, 2022
    - This contract is likely 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

Supply Forecasts with Potential Retirements



Key Observations

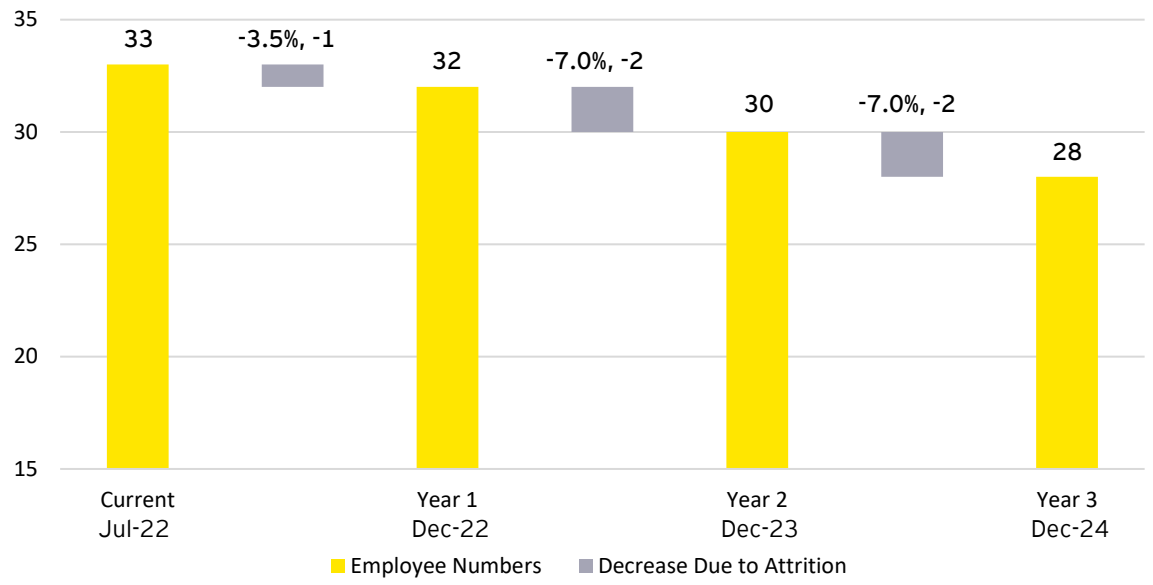
- As per the identified retirement criteria, City Planning & Design division may witness 1 potential retirement by 2024.

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. 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.
4. 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).
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.

Supply Analysis: Supply Projection
City Planning & Design – Scenario 2: Attrition

Supply Forecasts with Attritions



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.

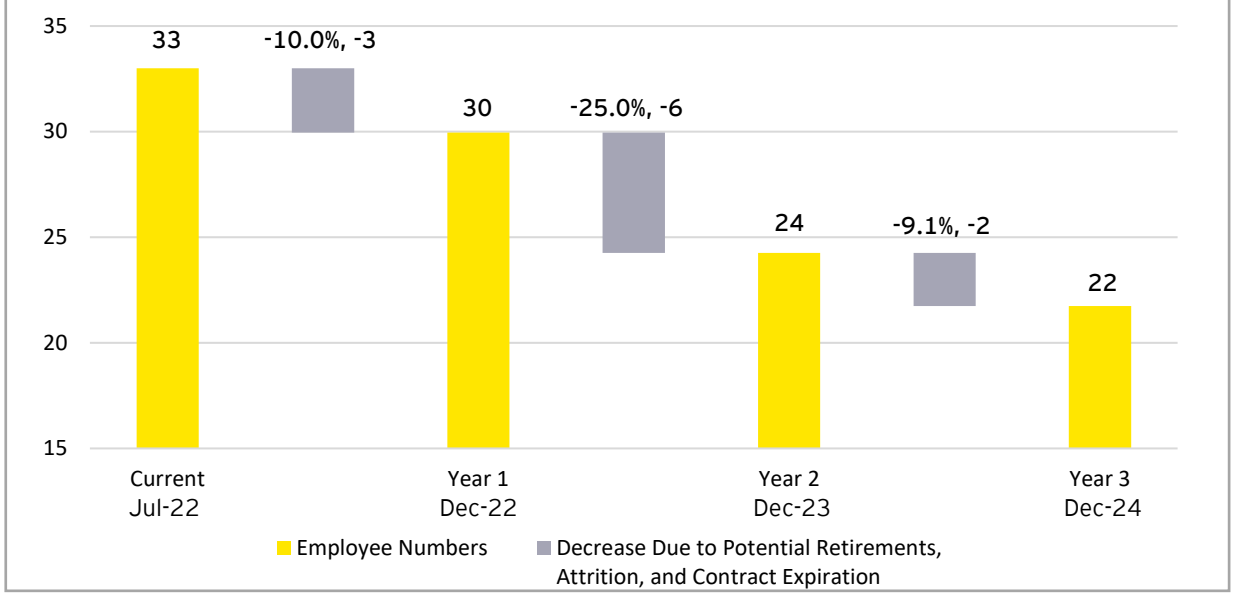
Notes and Assumptions:

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, Attrition[6], 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

BRAMPTON

- 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 2 can be a potential option[8], 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]

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

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, 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.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. 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).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. 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.
7. 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.
8. Scenario 2 is the preferred scenario based on discussion with the Division's Director.

Development Services

Demand Analysis Scenario and Benchmark Overview

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

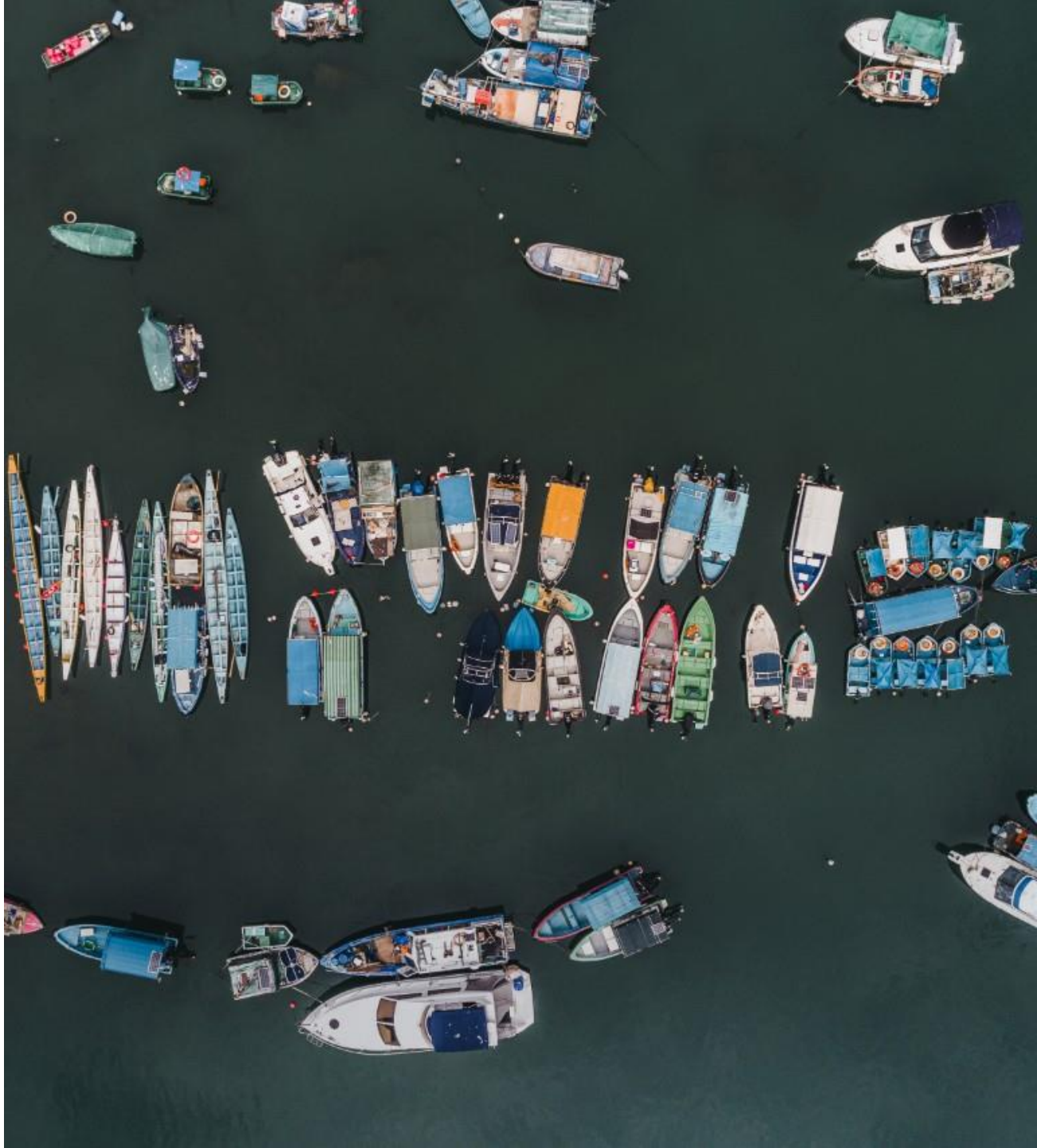
#	Source	Benchmarks overview
1	City of Brampton documentation	• Historic data (e.g., workforce numbers, vacancies, roles, separations, etc.) • Department budgetary data • Annual report

Market Practices

#	Sources	Market practices overview
1	EY Internal Network	• Insights from sector experts
2	Southern Ontario Municipalities	• Insights gathered from meetings and documentation with: City of Toronto, Town of Oakville, City of Mississauga, and City of Vaughan **Note**: Information from other municipalities have been used primarily as qualitative insights.

Scenario 2 is the preferred scenario based on discussion with the Division's Director.

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			
Overall DS Headcount	20	20	24	31	29	49 (+20)	35 (-14)	35 (+0)

Based on trend projections provided by the DS division.

Average of revenue per headcount is assumed at **$210,075***.

Based on historical data (i.e., The City's annual report and divisional budgets)

Based on estimated projection: Headcount for 2022-2024 = **DS division revenue ($) ÷ average revenue per headcount ($)**

Calculations by Step:

1. Calculate **revenue per headcount ($)** = DS division revenue ($) ÷ overall Building headcount
   - 2017: $3,630,645 ÷ 20 = **$181,532**
   - 2018: $3,298,349 ÷ 20 = **$164,917**
   - 2019: $4,423,884 ÷ 24 = **$184,329**
   - 2020: $3,215,785 ÷ 31 = **$103,735**
   - 2021: $12,059,981 ÷ 29 = **$415,861**
2. Calculate **average revenue per headcount ($)** = Sum of revenue per headcount (for 2019 – 2021) ÷ 5
   - ($181,532 + $164,917 + $184,329 + $103,735 + $415,861) ÷ 5 = **$210,075**
3. Calculate **headcount for 2022 – 2024** (by year) = DS division revenue ($) ÷ average revenue per headcount ($)
   - 2022: $10,210,501 ÷ $210,075 = **49**
   - 2023: $7,250,286 ÷ $210,075 = **35**
   - 2024: $7,250,286 ÷ $210,075 = **35**

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

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 increase** [2] (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 year [4] 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 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.
**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:

1. Calculate average of the application submissions year over year (excluding 2020 [2]) = 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%**
2. 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**
3. 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**
4. 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%**
5. 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**

EY

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			
Planners			18	24	22	(31)	(29)	(29)
Planners as % of total			75%	77%	76%			
Overall DS Headcount	20	20	24	31	29	41 (+12)	38 (-3)	38 (+0)

Average revenue per application is $8,574*.

Based on assumption that a Planner can complete 29 applications per year and equal distribution of application complexity.*

Planners as % of total headcount = **76%.***

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:

1. Calculate average revenue per application = DS revenue ($) ÷ application submissions; Sum of revenue for 2017 – 2022 ÷ 6
   - 2017: $3,630,645 ÷ 738 = **$4,920**
   - 2018: $3,298,349 ÷ 609 = **$5,416**
   - 2019: $4,423,884 ÷ 617 = **$7,170**
   - 2020: $3,215,785 ÷ 471 = **$6,828**
   - 2021: $12,059,981 ÷ 758 = **$15,910**
   - 2022: $10,210,501 ÷ 911** = **$11,205**
     - ($4,920 + $5,416 + $7,170 + $6,828 + $15,910 + $11,205) ÷ 6 = **$8,574**

2. Calculate projected applications for 2023 + 2024 = DS revenue ÷ average revenue per application
   - 2023: $7,250,286 ÷ $8,574 = **846**
   - 2024: $7,250,286 ÷ $8,574 = **846**

3. Calculate **Planners for 2022 – 2024** (by year) = Projected applications ÷ average of projected applications each year
   - 2022: 911** ÷ 29 = **31**
   - 2023: 846 ÷ 29 = **29**
   - 2024: 846 ÷ 29 = **29**

1. 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%**

2. Calculate **headcount for 2022 – 2024** (by year) = # of Planners required to complete applications ÷ # of Planner staff of total (%)
   - 2022: 31 ÷ 76% = **41**
   - 2023: 29 ÷ 76% = **38**
   - 2024: 29 ÷ 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	(31)	(18)	(14)
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)	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:

1. 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**
2. 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**
3. 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**
4. 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%**
5. 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%**			
Citizens per employee			27,333	22,613	22,637			
Overall DS Headcount*	20	20	24	31	29	**28 (-1)**	**28 (+0)**	**29 (+1)**

Assumption: Average population increase = **2.1%** (applied to subsequent years to calculate population for City of Brampton).

Calculated as **population/headcount**. Average equal to **24,194 citizens/employee.**

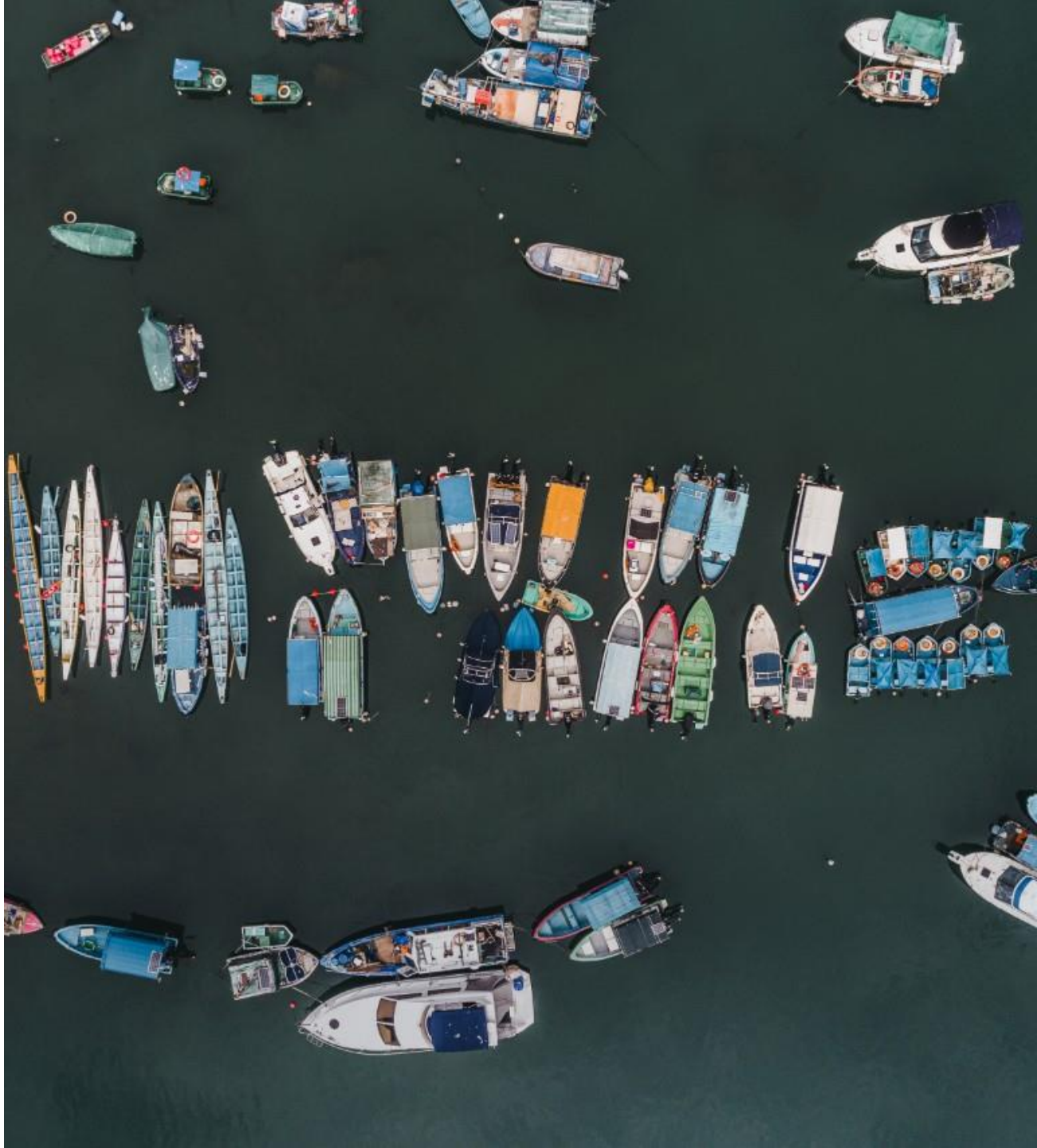
Based on estimated projections of **population/citizens per employee.**

Calculations by Step:

1. 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%**
2. Calculate average growth rate (%)
   - (5.8% + 2.1% + 6.9% + -6.4%) = **2.1%**
3. Calculate citizens per employee
   - 2019: 656,000 ÷ 24 = **27,333**
   - 2020: 701,000 ÷ 31 = **22,613**
   - 2021: 656,480 ÷ 29 = **22,637**
4. Calculate average citizens per employee
   - (27,333 + 22,613 + 22,637) ÷ 3 = **24,194**
5. Calculate headcount for 2022 - 2024 (by year)
   - 2022: 670,153 ÷ 24,194 = **28**
   - 2023: 684,111 ÷ 24,194 = **28**
   - 2024: 698,360 ÷ 24,194 = **29**

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

Demand Analysis: Summary for Development Services



Demand Analysis Benchmark Overview
Summary: Development Services

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- 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 2 can be a potential option[2], as it accounts for the projected increase in work volume and complexity of projects (year over year).[1]

Scenario 3 is based on average application revenue.

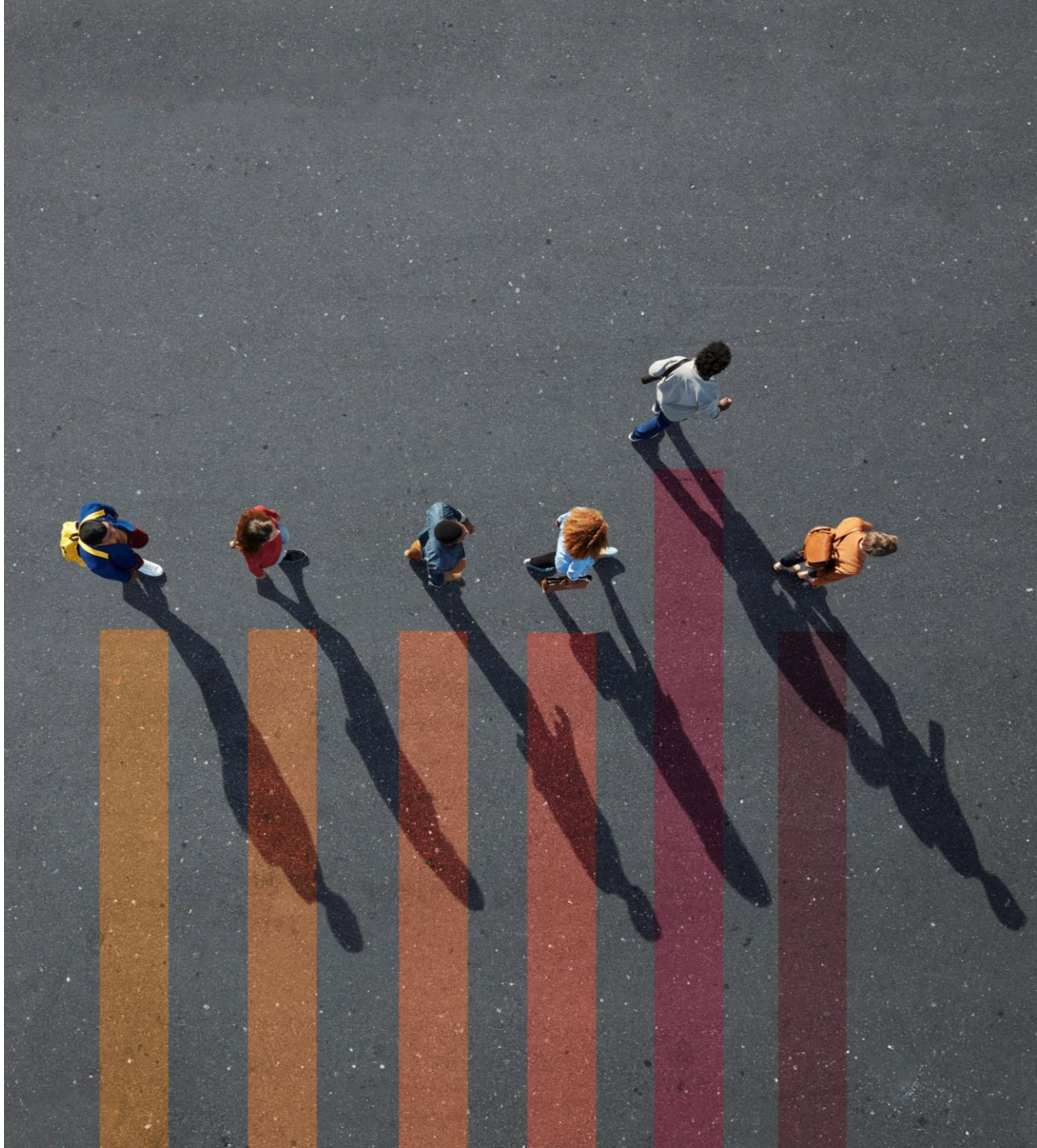
Scenario 4 is based on forecasted application revenue.

Scenario 5 is based on population.

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.

EY

Supply Analysis: Context & Objectives



Supply Analysis Overview

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.

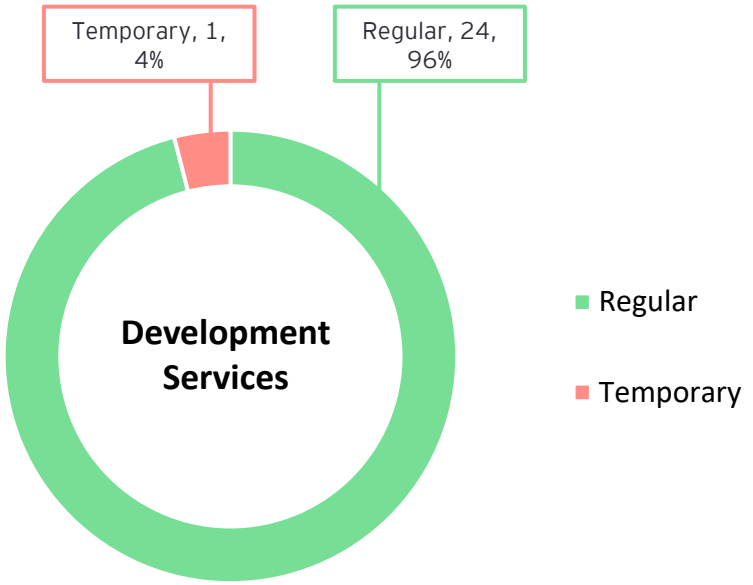
Notes and Assumptions:

1. Supply analysis for the full PB&GM department can be found in the appendix here.

Supply Analysis Scenarios: Development Services

Supply Analysis: Workforce Composition
Development Services

Current Workforce Composition



Key Observations

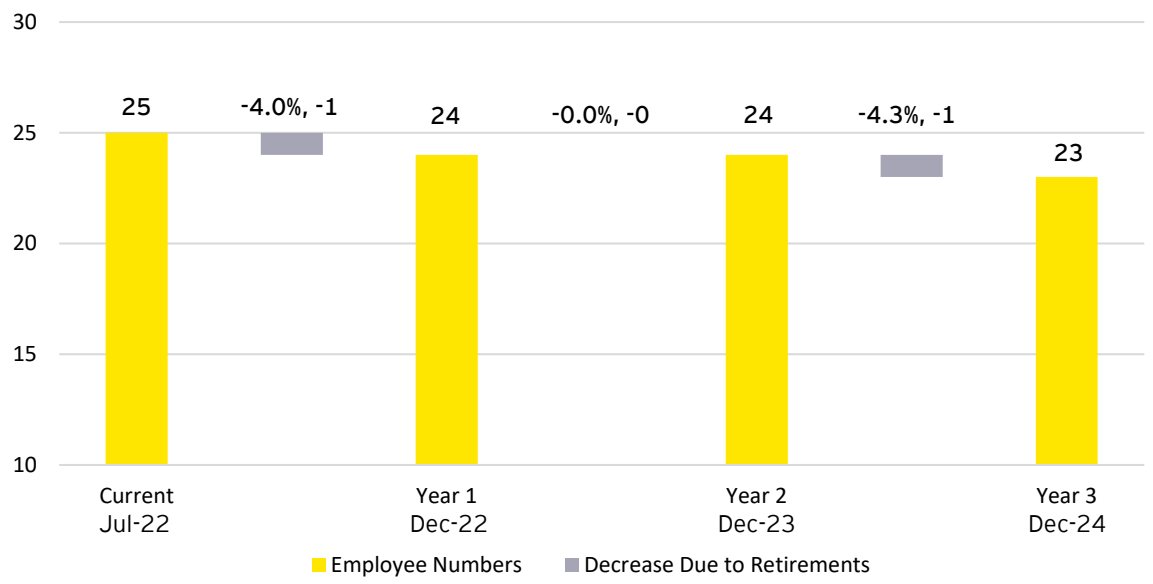
- Overall, the Development Services division has 25 employees
- 4% of employees (1) are in temporary/contract roles
  - 1 contract is for Clerk role and is expiring January 1, 2023

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

Supply Forecasts with Potential Retirements



Key Observations

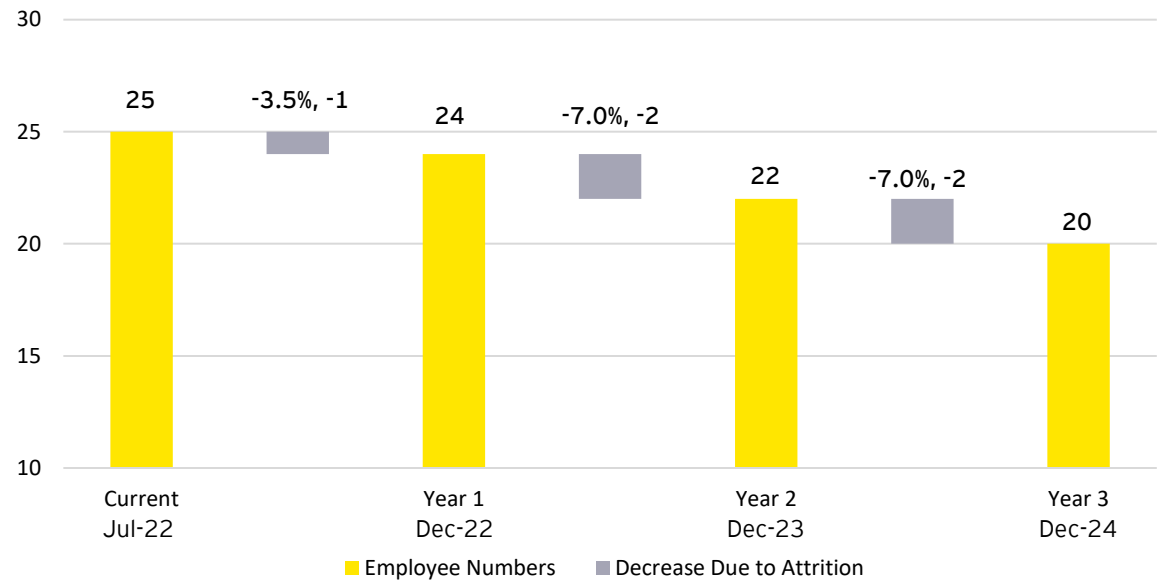
- As per the identified retirement criteria, Development Services division may witness 2 potential retirements by 2024.

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. 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.
4. 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).
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.

Supply Analysis: Supply Projection
Development Services – Scenario 2: Attrition

Supply Forecasts with Attritions



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.

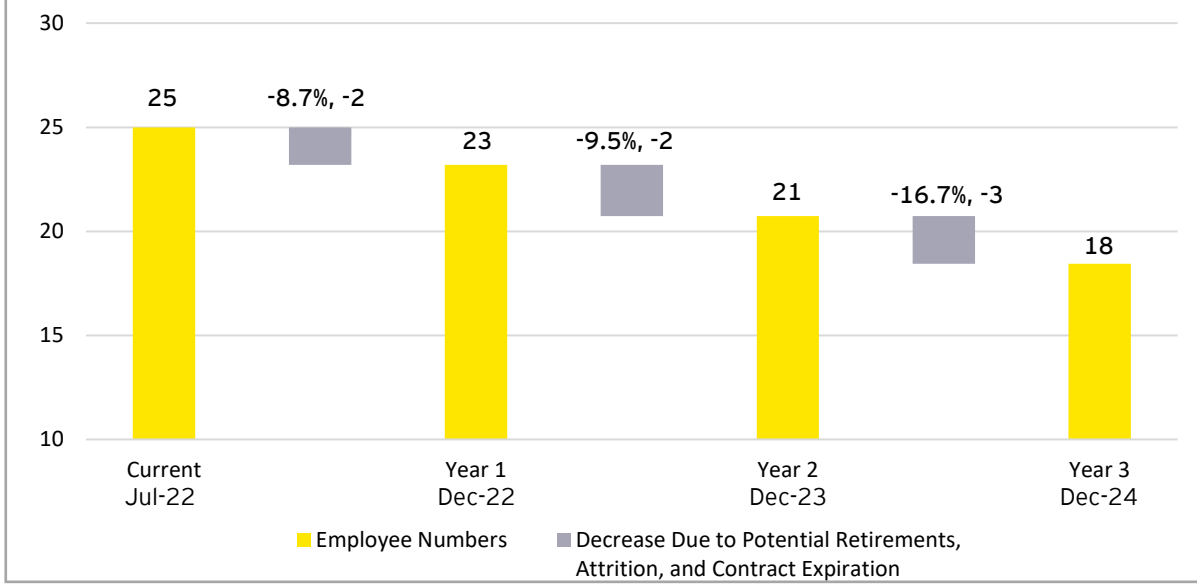
Notes and Assumptions:

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, Attrition[6], 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:

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. 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: Development Services

Capacity Gap Analysis (1/2)
Development Services

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- 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 option[7], as it accounts for the projected increase in work volume and complexity of projects (year over year).

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, 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.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. 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).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. 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.
7. Scenario 2 is the preferred scenario based on discussion with the Division's Director.

EY

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:

1. 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.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. 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).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. 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.
7. 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

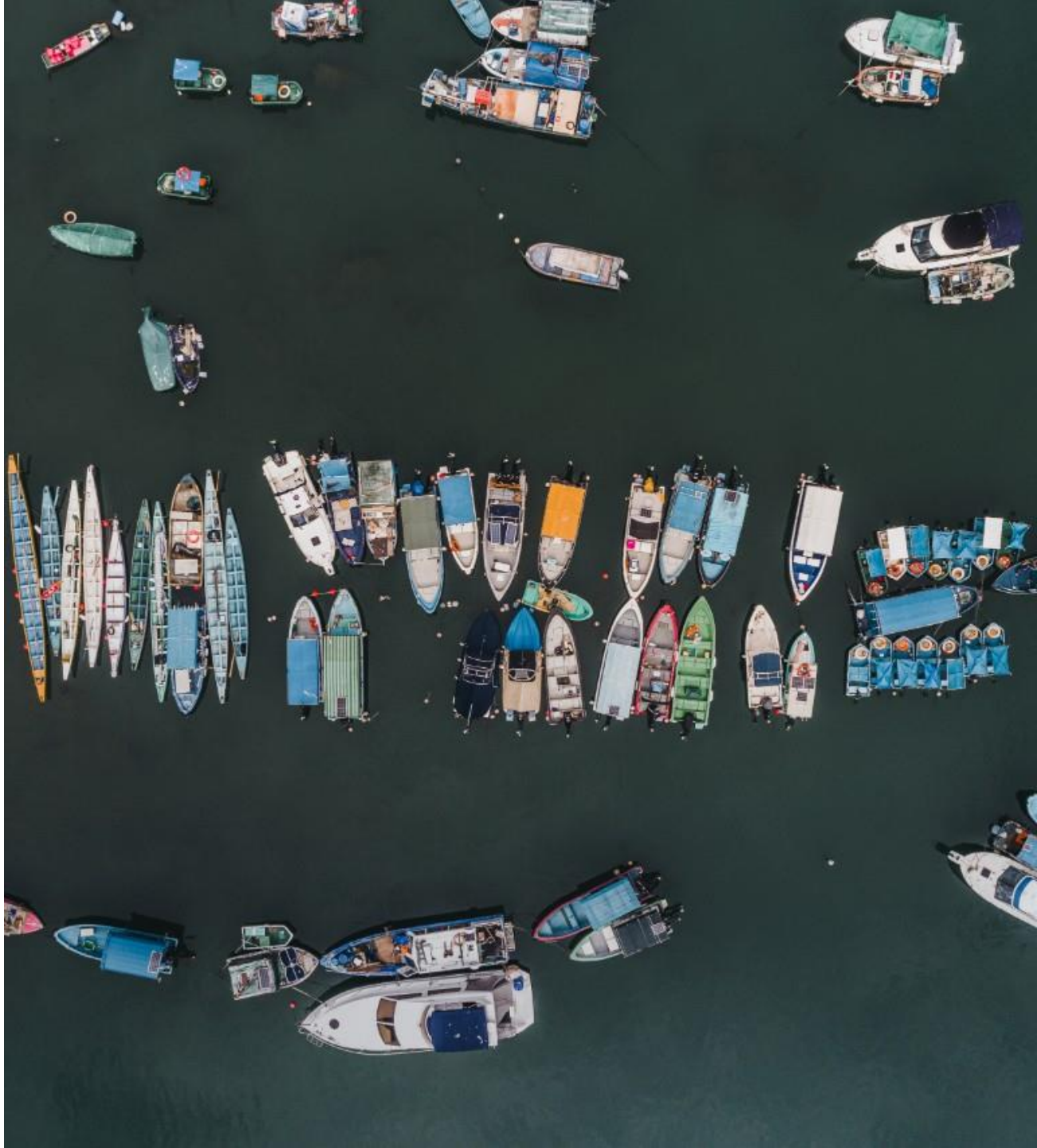
#	Source	Benchmarks overview
1	City of Brampton documentation	• Historic data (e.g., workforce numbers, vacancies, roles, separations, etc.) • Department budgetary data • Annual report

Market Practices

#	Sources	Market practices overview
1	EY Internal Network	• Insights from sector experts
2	Southern Ontario Municipalities	• Insights gathered from meetings and documentation with: City of Toronto, Town of Oakville, City of Mississauga, and City of Vaughan **Note**: Information from other municipalities have been used primarily as qualitative insights.

Scenario 3 is the preferred scenario based on discussion with the Division's Director.

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)	($1,754,153)
Average cost per employee ($)			$207,780	$170,680	$122,337	($170,271)	($173,677)	($177,150)
Overall TP Headcount*			4	5	7	6 (-1)	8 (+2)	10 (+2)

Based on trend projections from the City (i.e., +27% year over year increase).*

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).*

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:

1. Calculate **labour per headcount ($) =** Labour ($) ÷ TP headcount
   - 2019: $831,119 ÷ 4 = **$207,780**
   - 2020: $853,402 ÷ 5 = **$170,680**
   - 2021: $856,360 ÷ 7 = **$122,337**
2. Calculate **average labour cost per headcount ($) =** Sum of labour per headcount (for 2019 – 2021) ÷ 3
   - ($207,780 + $170,680 + $122,337) ÷ 3 **= $166,932**
3. Calculate **headcount for 2022 – 2024** (by year) = labour cost projection (by year) ($) ÷ 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:

1. Calculate **revenue per headcount for PB&GM ($)** = PB&GM Revenue ($) ÷ PB&GM headcount
   - 2021: $23,569,279 ÷ 195 = **$120,868**
2. Calculate **projected PB&GM headcount for 2022 – 2024 ($)** = 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**
3. 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**

Demand Analysis Benchmark Overview

Transportation Planning Scenario 3: Average of Scenarios 1 and 2

Potential Scenario*

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- 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)
Scenario 2: TP Headcount			4	5	7	10 (+3)	10 (+0)	10 (+0)
Scenario 3: TP Headcount			4	5	7	8 (+1)	9 (+1)	10 (+1)

Based on estimated projection: Headcount for 2022-2024 = **TP division labour ($) ÷ average labour per headcount ($).**

Based on estimated projections (% increase) from PB&GM revenue and TP employees as a %.

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.

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.
*This is the preferred scenario based on discussion with the Division's Director.

EY

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:

1. Calculate ratio of TP Planners to DS Planners = TP Planners ÷ DS Planners
   - 2019: 4 ÷ 18 = **22%**
   - 2020: 5 ÷ 24 = **21%**
   - 2021: 7 ÷ 22 = **32%**
2. 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%**
3. Calculate h**eadcount 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).

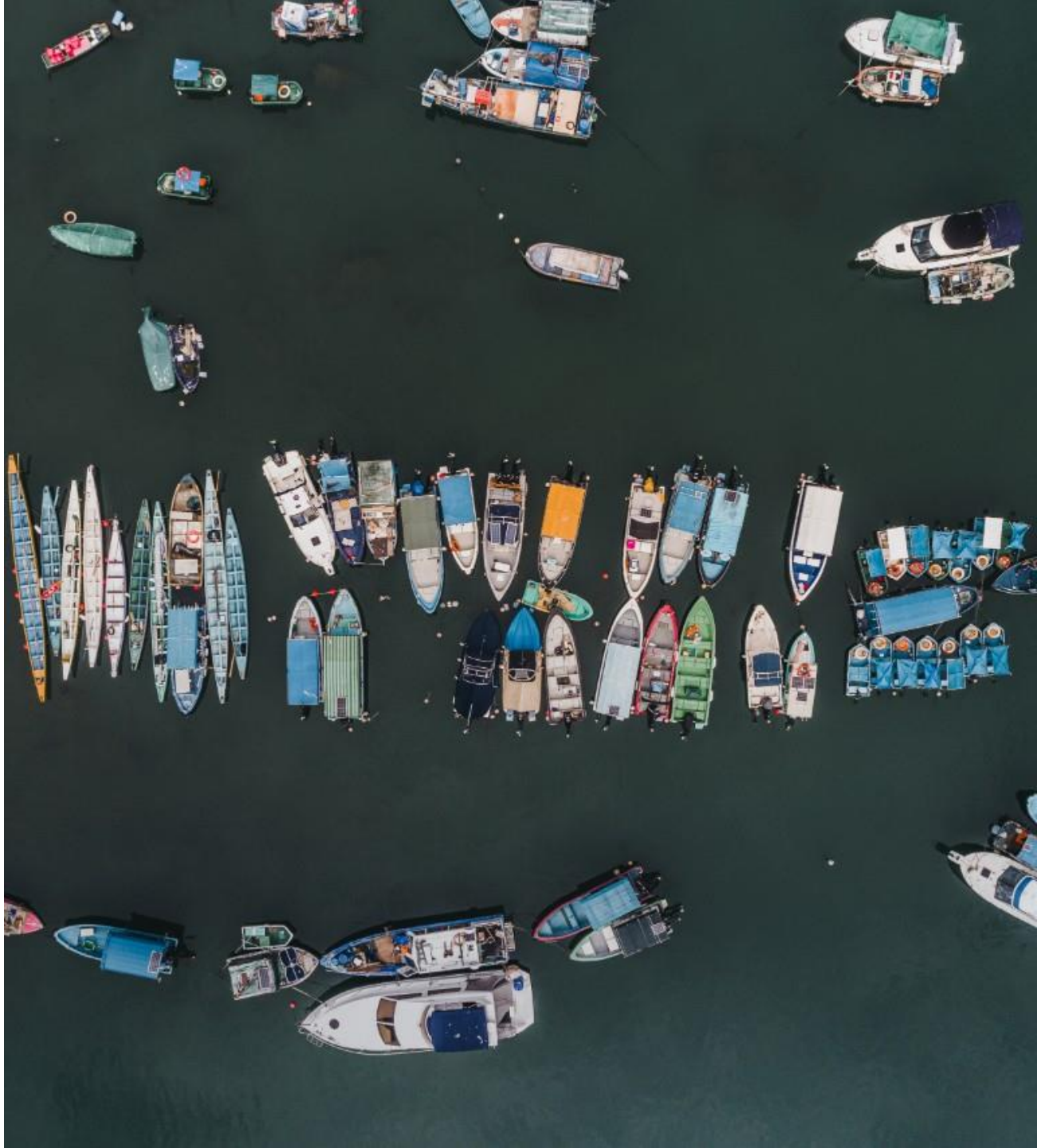
Based on ratio of DS+CP&D:TP Planners year over year assumed at 14%.*

Calculations by Step:

1. Calculate ratio of TP Planners to DS+CP&D Planners = TP Planners ÷ DS+CP&D Planners
   - 2019: 4 ÷ 31 = **13%**
   - 2020: 5 ÷ 40 = **13%**
   - 2021: 7 ÷ 44 = **16%**
2. Calculate estimated increase in TP Planners based on ratio to DS+CP&D Planners = Sum of ratios of DS+CP&D:TP ÷ 3
   - TP: (13%+ 13% +16%) ÷ 3 = **14%**
3. Calculate h**eadcount for 2022 – 2024** (by year) = DS+CP&D Planners x Average ratio of DS+CP&D:TP Planners (%)
   - 2022: 52 x 14% = 7
   - 2023: 61 x 14% = 8
   - 2024: 74 x 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

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- 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).

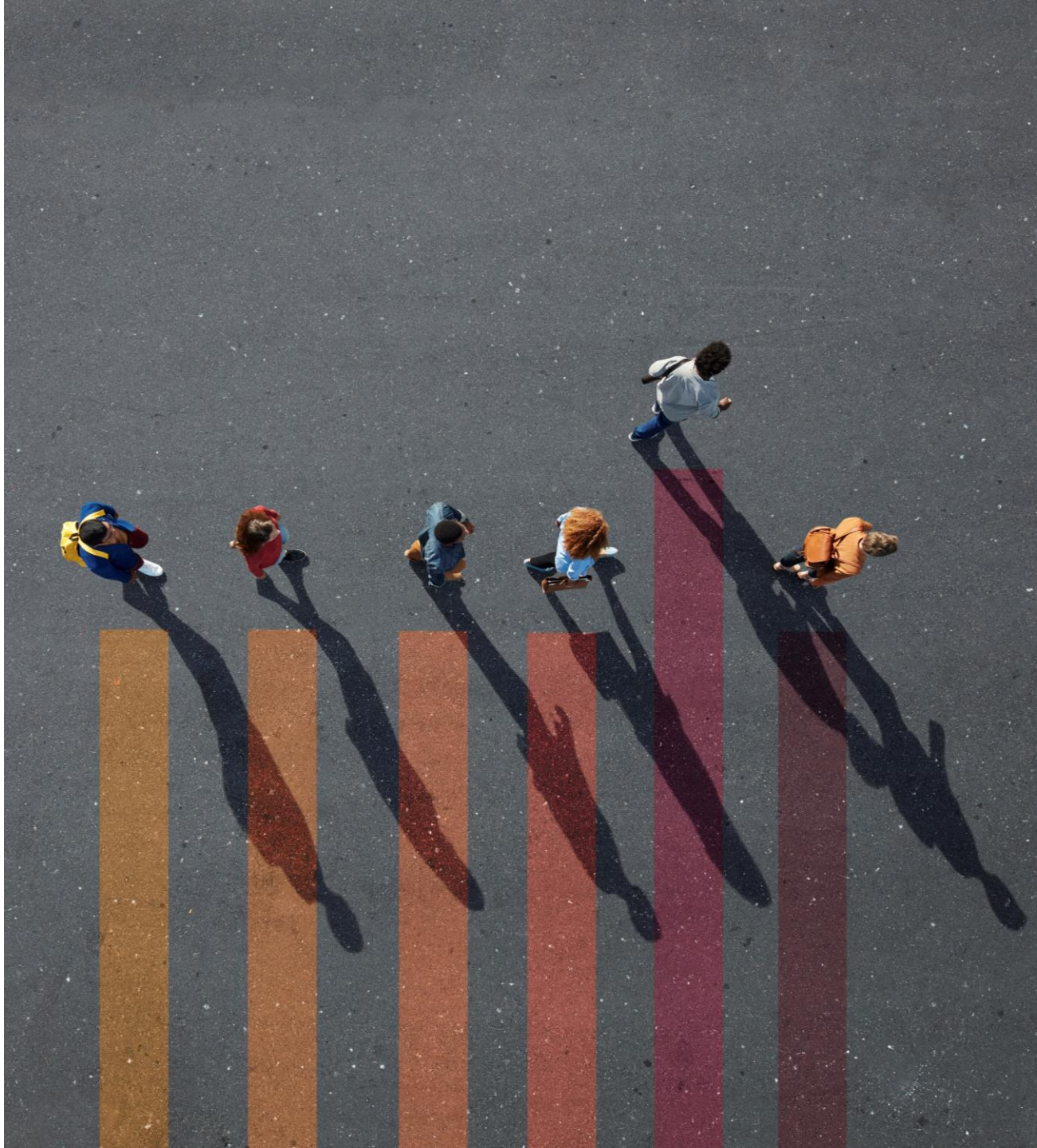
Scenario 4 is based on Planner ratios and growth projections between Development Services and Transportation Planning.

Scenario 5 is based on Planner ratios and growth projections between Development Services + City Planning & Design and Transportation Planning.

Note: *Scenario 3 is the preferred scenario based on discussion with the Division's Director.

EY

Supply Analysis: Context & Objectives



Supply Analysis Overview

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.

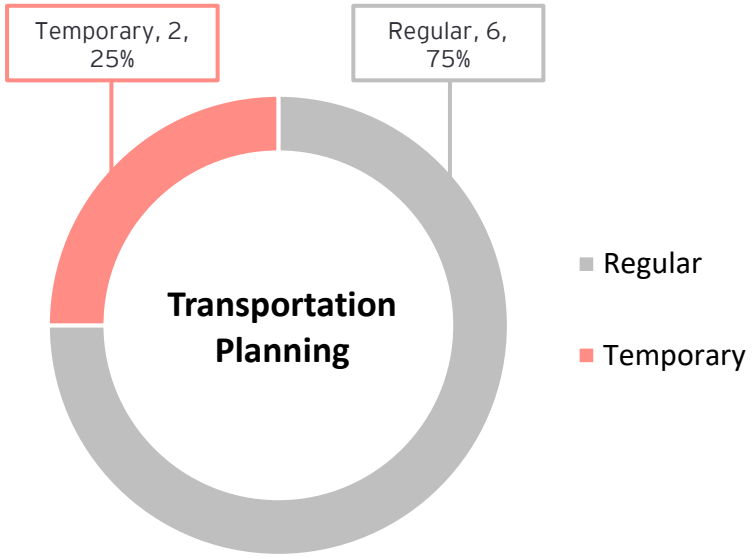
Notes and Assumptions:

1. Supply analysis for the full PB&GM department can be found in the appendix here.

Supply Analysis Scenarios: Transportation Planning

Supply Analysis: Workforce Composition
Transportation Planning

Current Workforce Composition



Key Observations

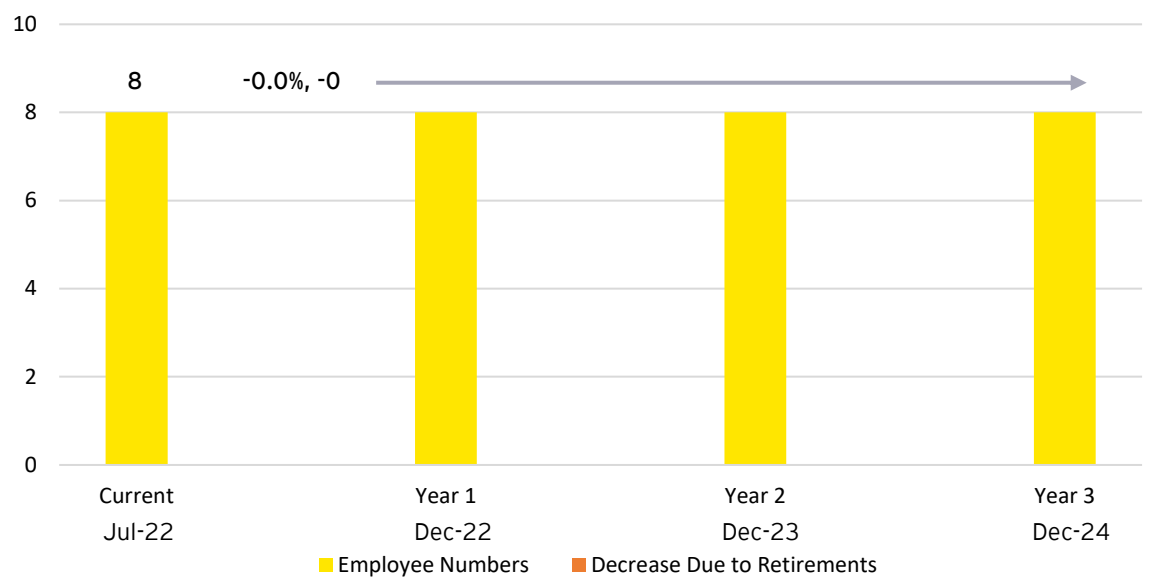
- Overall, the Transportation Planning division has 8 employees
- 25% of employees (2) are in temporary/contract roles
  - Both contracts are for Transportation Planner roles and have an expiration of June 10, 2023

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

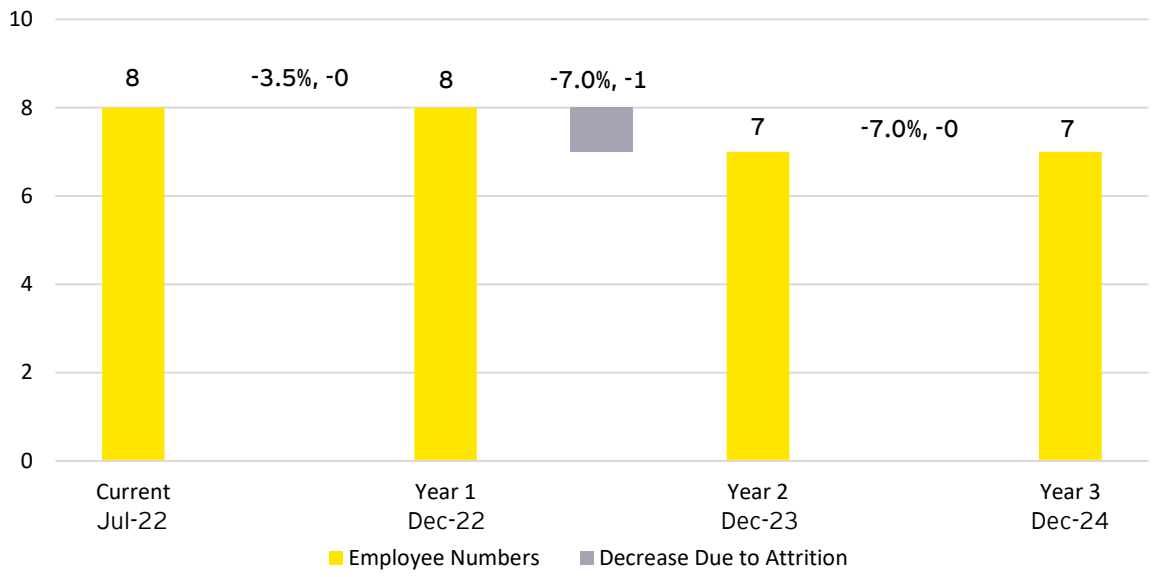
- As per the identified retirement criteria, Transportation Planning division does not have any potential retirements by 2024.

Notes and Assumptions:

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. 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.
4. 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).
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.

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, Attrition[6], 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

BRAMPTON

- 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 option[7], as it accounts for projected labour costs and projected City revenue, and has progressive growth (year over year).

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, 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.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. 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).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. 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.
7. Scenario 3 is the preferred scenario based on discussion with the Division's Director.

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Capacity Gap Analysis (2/2)
Transportation Planning

BRAMPTON

- 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:

1. 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.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. 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).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. 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.
7. Scenario 3 is the preferred scenario based on discussion with the Division's Director.

EY

Building

Demand Analysis Scenario and Benchmark Overview

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
	Divisional Revenue Based	Work Volume Based	Average of Scenarios 1 + 2	Population Based

Internal Benchmarks

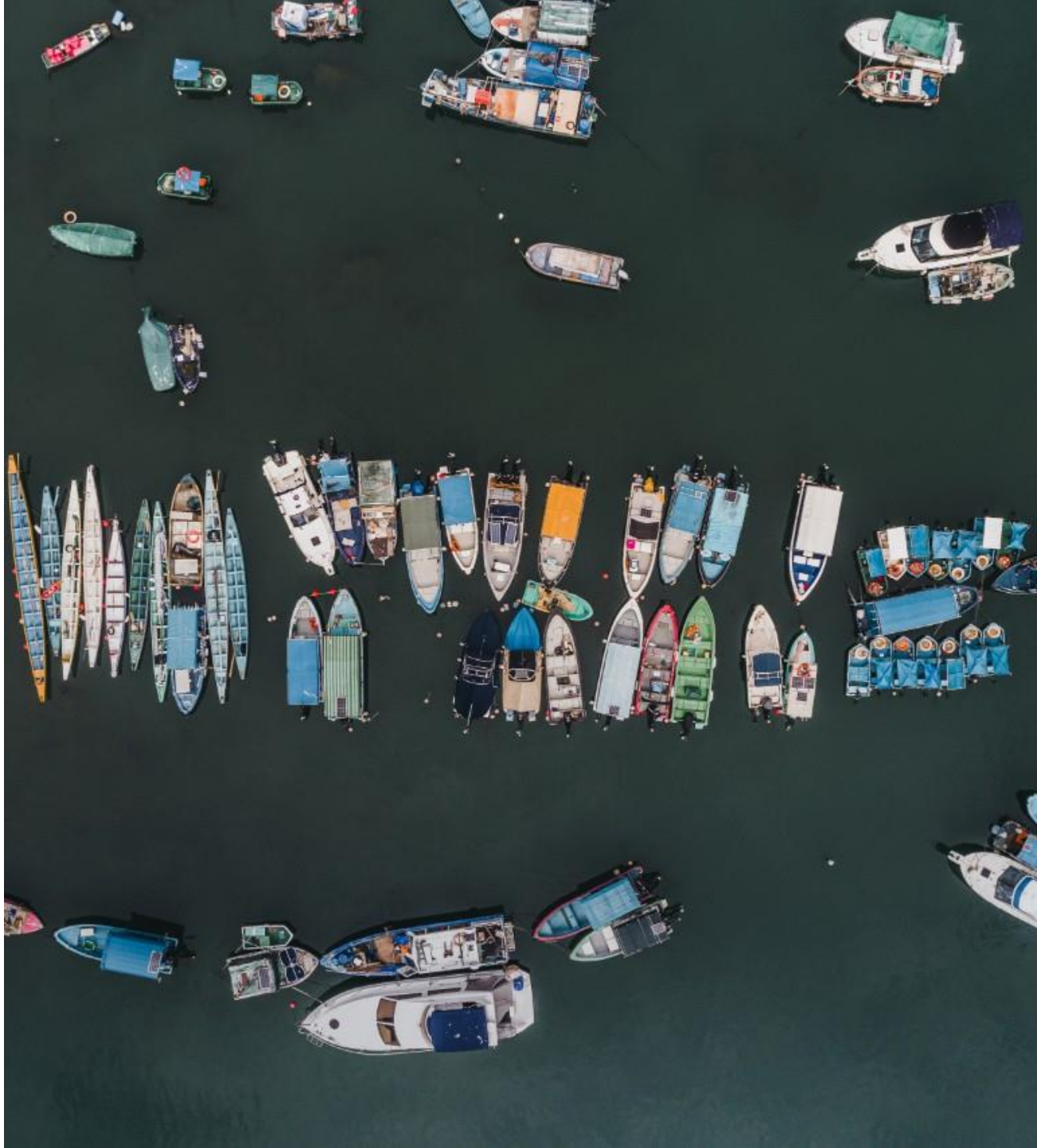
#	Source	Benchmarks overview
1	City of Brampton documentation	• Historic data (e.g., workforce numbers, vacancies, roles, separations, etc.) • Department budgetary data • Annual report

Market Practices

#	Sources	Market practices overview
1	EY Internal Network	• Insights from sector experts
2	Southern Ontario Municipalities	• Insights gathered from meetings and documentation with: City of Toronto, Town of Oakville, City of Mississauga, and City of Vaughan **Note**: Information from other municipalities have been used primarily as qualitative insights.

Scenario 3 is the preferred scenario based on discussion with the Division's Director.

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**

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

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)
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			
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 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)*.

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.

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.

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).

Calculations by Step:

1. 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%**
2. 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**
3. 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%**
4. Calculate h**eadcount 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

Demand Analysis Benchmark Overview

Building Scenario 3: Combination of Scenarios 1 + 2

Potential Scenario*

BRAMPTON

- 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)
Scenario 2: Building Headcount			100	113	122	139 (+17)	153 (+14)	168 (+15)
Scenario 3: Building Headcount			100	113	122	128 (+6)	145 (+17)	153 (+8)

Based on estimated projection: Headcount for 2022-2024 = **Building division revenue ($) ÷ average revenue per headcount ($)**

Based on estimated projections (% increase) from Building Inspector % increase 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**

Notes: All values in parentheses () are estimated projections.
*This is the preferred scenario based on discussion with the Division's Director.

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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%			
Citizens per employee			6,560	6,204	5,381			
Overall Building Headcount*			100	113	122	111 (-11)	113 (+2)	115 (+2)

Average population increase assumed at = **2.1%** (applied to subsequent years).

Calculated as **population/headcount**. Average assumed as equal to **6,048 citizens/employee.**

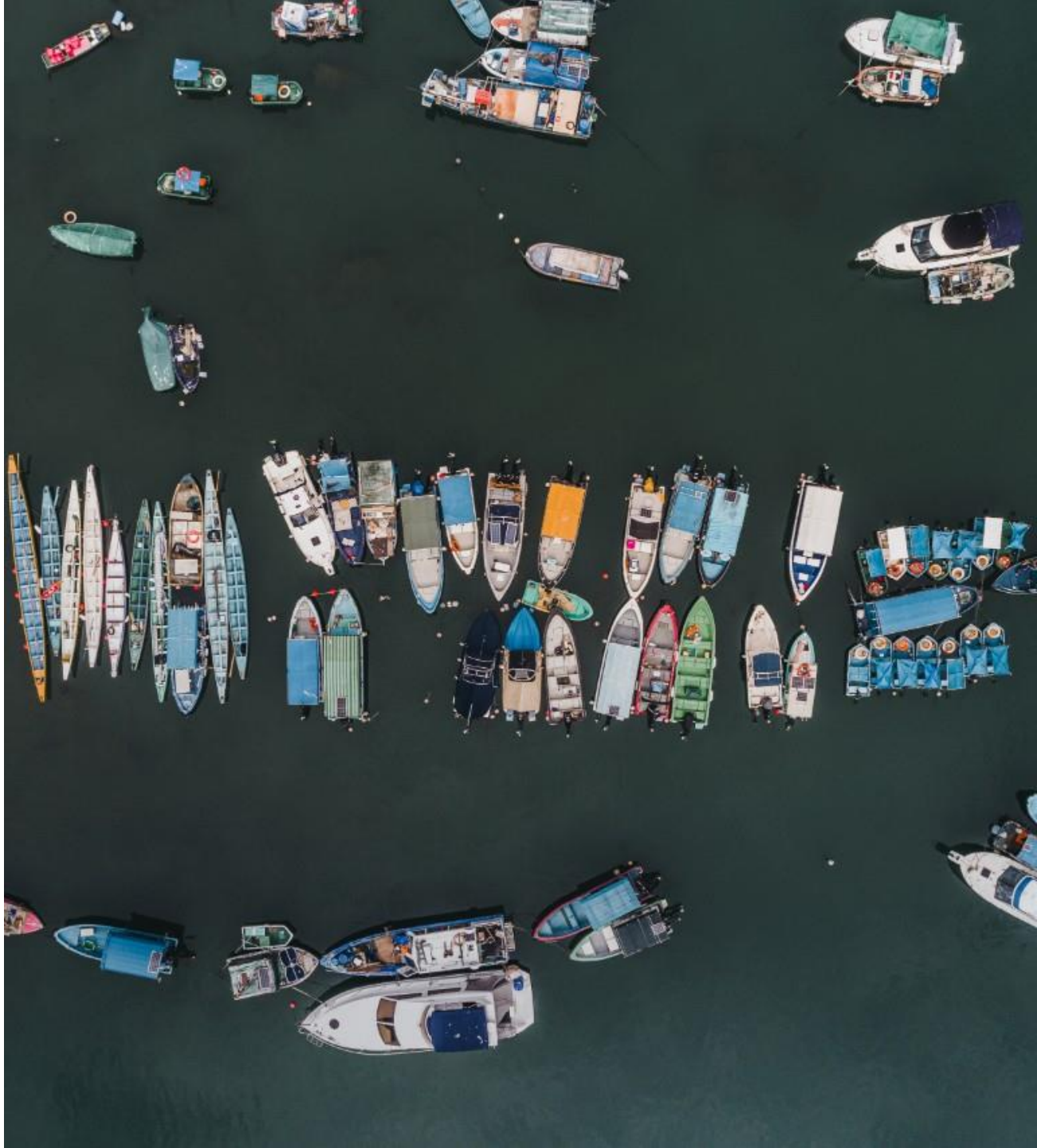
Based on estimated projections of **population/citizens per employee.**

Calculations by Step:

1. 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%
2. Calculate average growth rate (%)
   - (5.8% + 2.1% + 6.9% + -6.4%) = 2.1%
3. Calculate citizens per employee
   - 2019: 656,000 ÷ 100 = 6,560
   - 2020: 701,000 ÷ 113 = 6,204
   - 2021: 656,480 ÷ 122 = 5,381
4. Calculate average citizens per employee
   - (6,560 + 6,204 + 5,381) ÷ 3 = 6,048
5. Calculate headcount for 2022 - 2024 (by year)
   - 2022: 670,153 ÷ 6,048 = 111
   - 2023: 684,111 ÷ 6,048 = 113
   - 2024: 698,360 ÷ 6,048 = 115

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.

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.

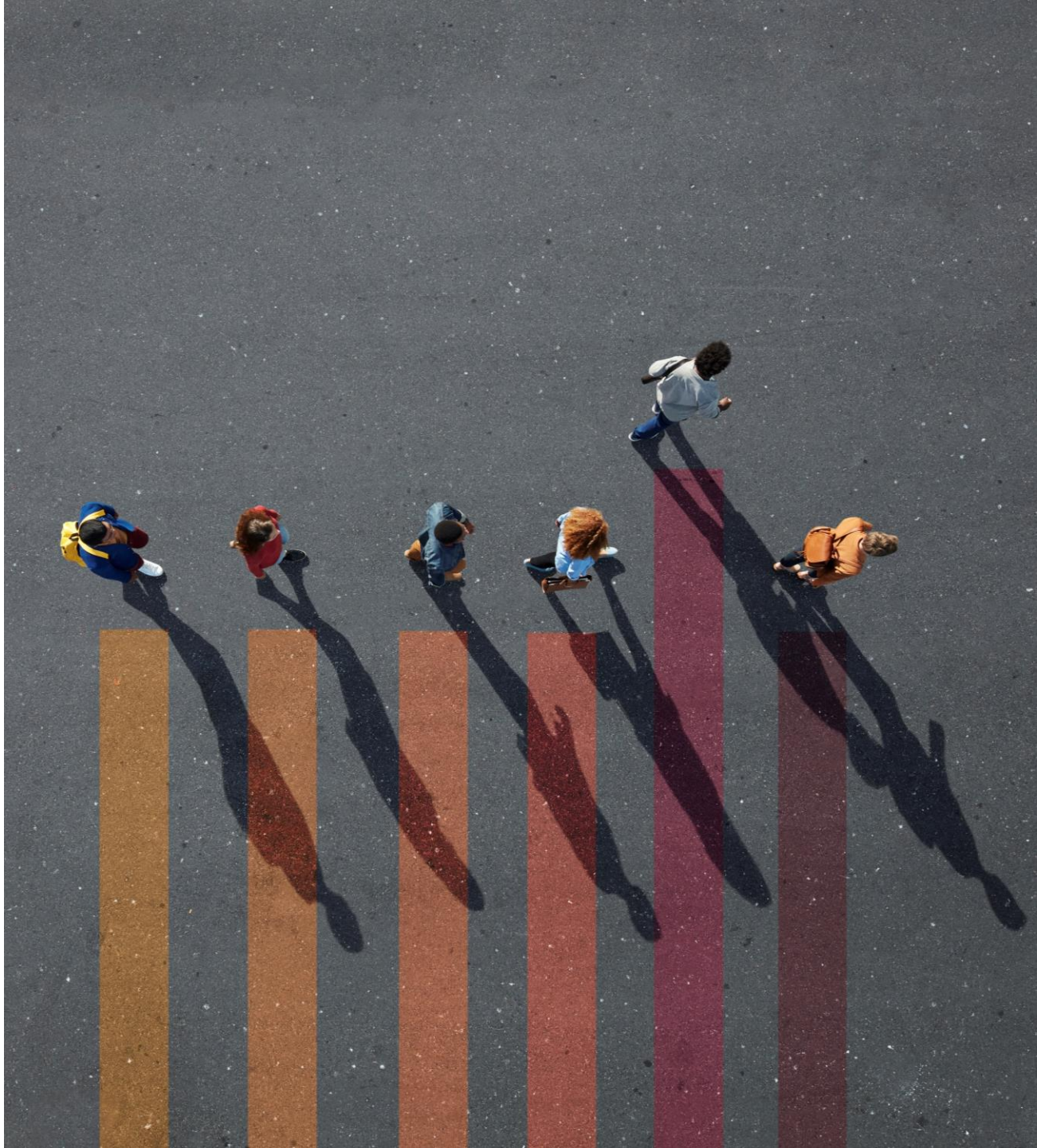
Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 3 can be a potential option*, as it accounts for overall revenue for building division and work volume for building inspections as equal predicators in future headcount. Thereby, providing a well rounded view.

Scenario 4 is based on population.

Note: *Scenario 3 is the preferred scenario based on discussion with the Division's Director.

Supply Analysis: Context & Objectives



Supply Analysis Overview

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.

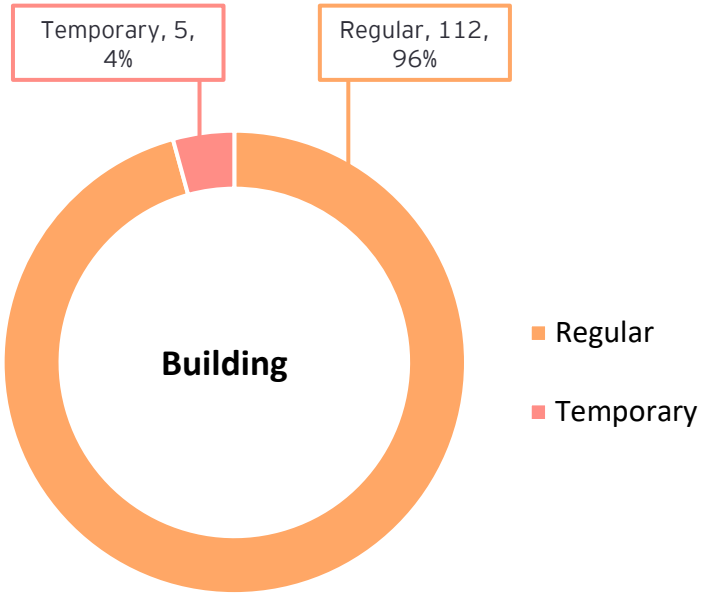
Notes and Assumptions:

1. Supply analysis for the full PB&GM department can be found in the appendix here.

Supply Analysis Scenarios: Building

Workforce Composition
Building

Current Workforce Composition



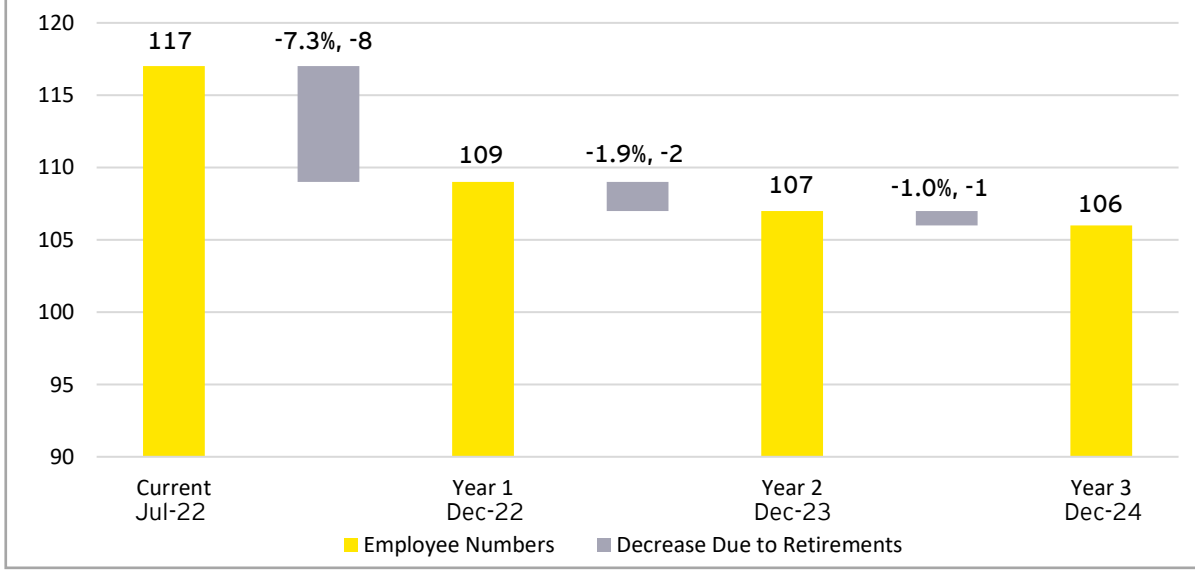
Key Observations

- 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

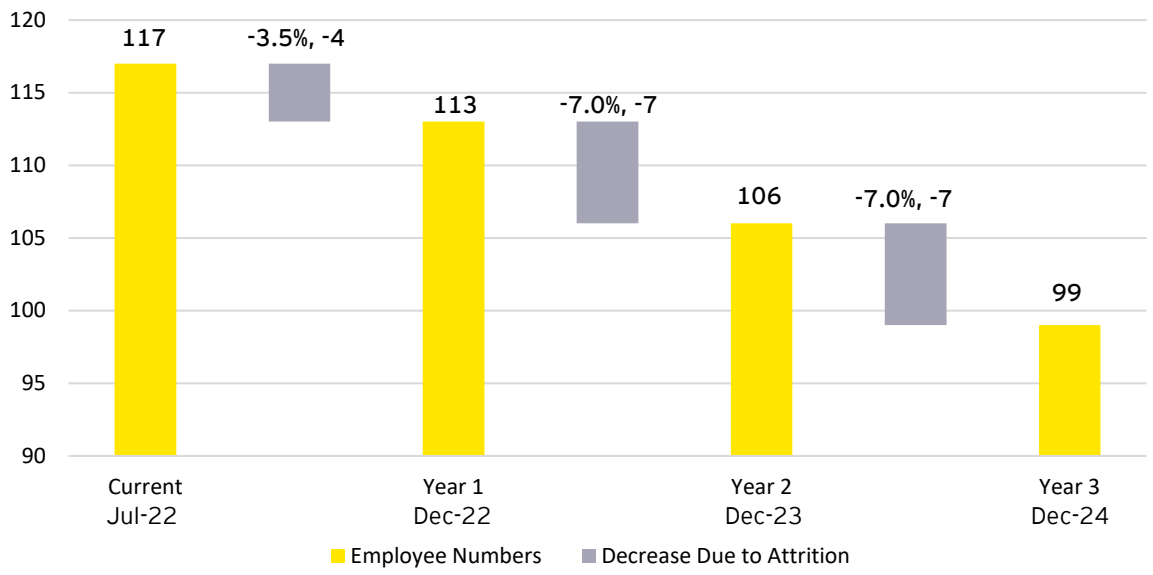
- As per the identified retirement criteria, Building division may witness 11 potential retirements by 2024.
  - This could pose a potential knowledge risk as tacit organisational knowledge could be lost with these retirements. It might merit to explore succession planning and knowledge transfer for this division.

Notes and Assumptions:

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. 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.
4. 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).
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.

Supply Analysis: Supply Projection
Building – Scenario 2: Attrition

Supply Forecasts with Attritions



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.

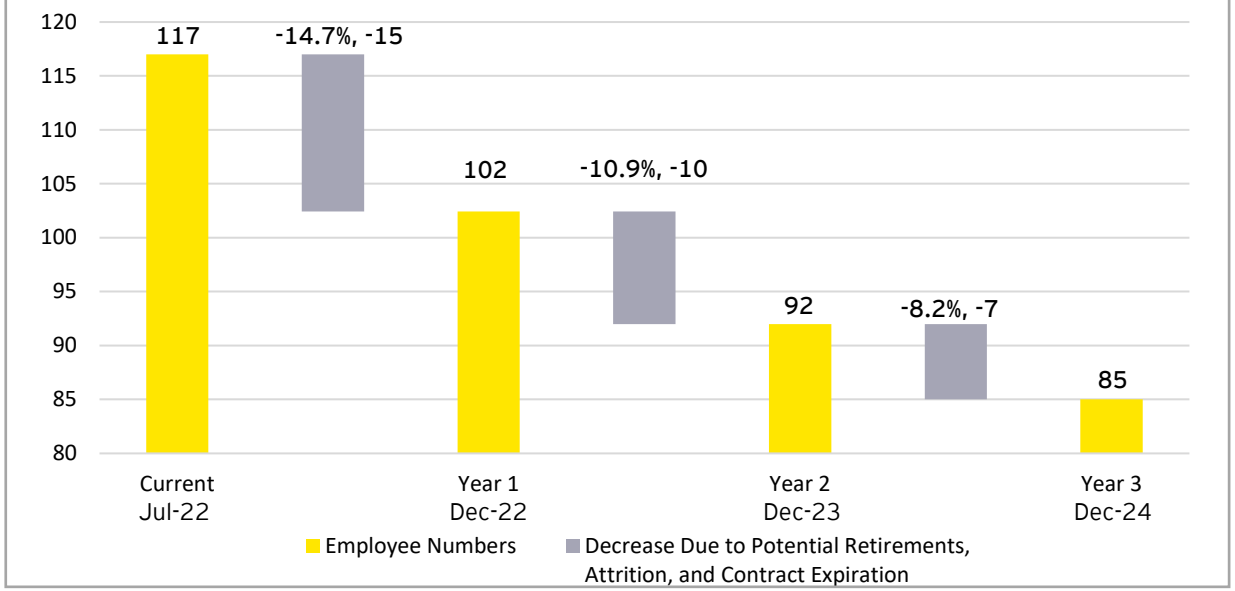
Notes and Assumptions:

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. 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

Building – Scenario 3: Potential Retirements, Attrition[6], 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

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- 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 option[6], as it accounts for overall revenue for building division and work volume for building inspections as equal predicators in future headcount. Thereby, providing a well rounded view.

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. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. 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).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. Scenario 3 is the preferred scenario based on discussion with the Division's Director.

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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

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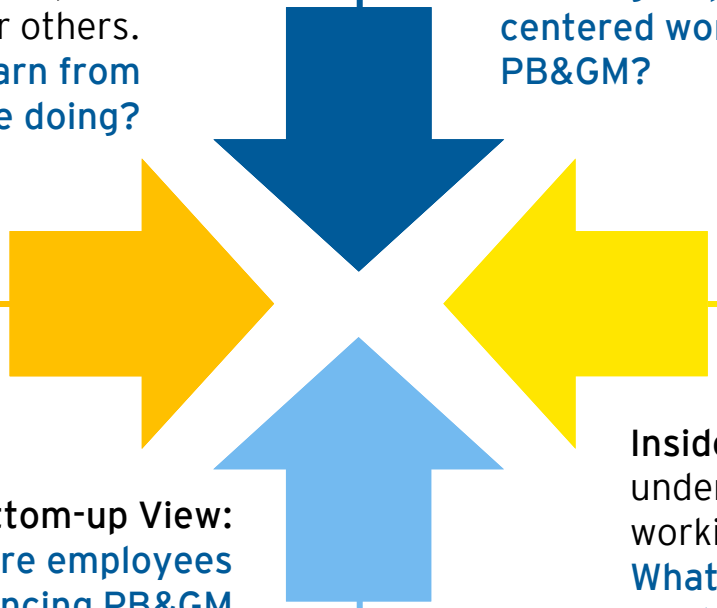
- EY Subject Matter Expert inputs
- ~5 southern Ontario municipal research conversations
- Glassdoor research

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?

- 6 focus group discussions
- ~8 hours of conversations
- ~75 PB&GM employees engaged

Inside Out View: to understand what is working and what is not. What can we learn from existing initiatives and systems?

- 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

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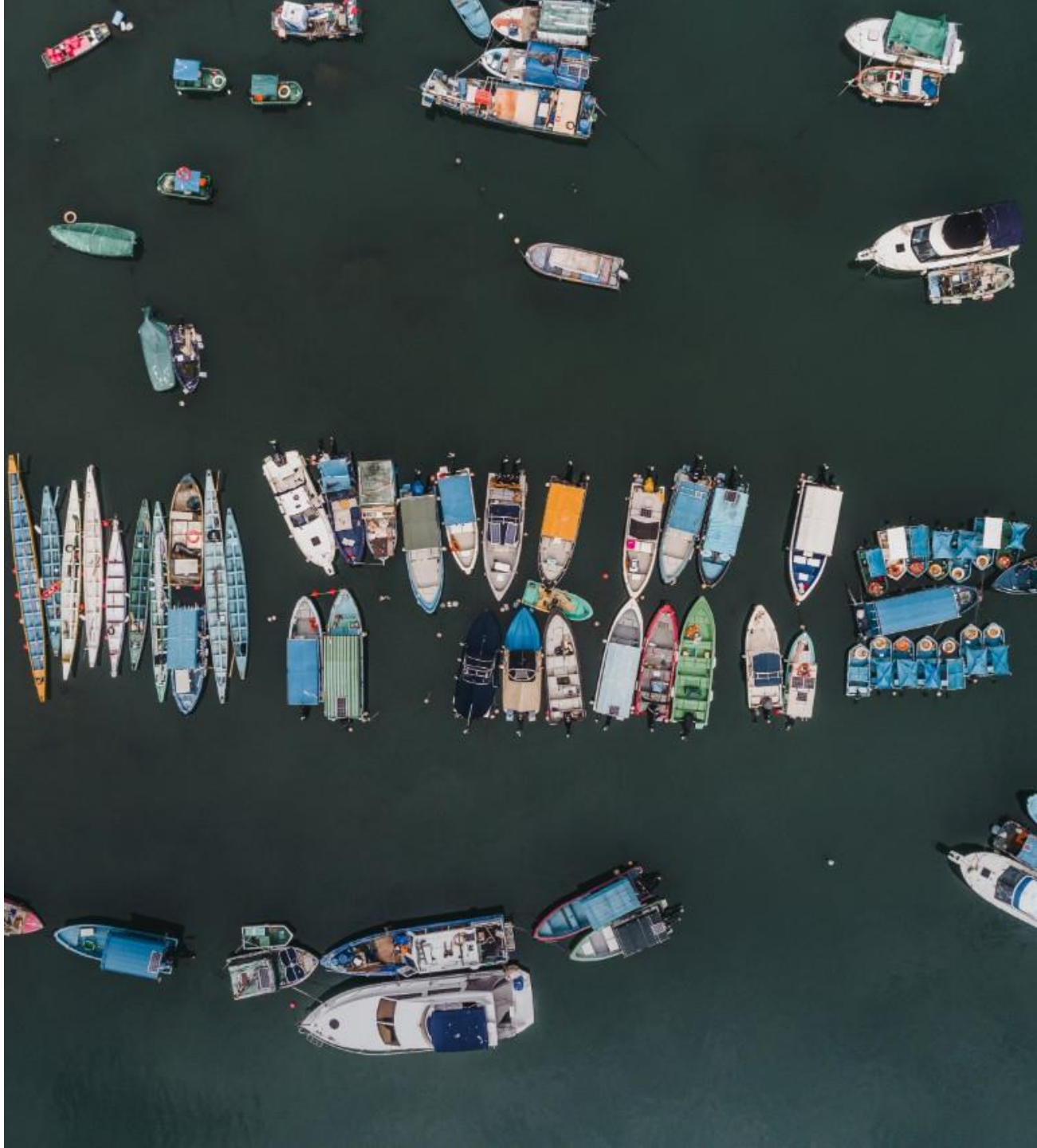
Overview of Phases 2 + 3



Employees seem fond of the people they work with and would prefer a more flexible, openly communicative environment

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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).

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Overview and Summary of Phase 2

Workforce development

Area	Key Observations
Leadership Direction and Culture	▸ 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	▸ 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	▸ 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	▸ 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	▸ 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	▸ 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

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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.

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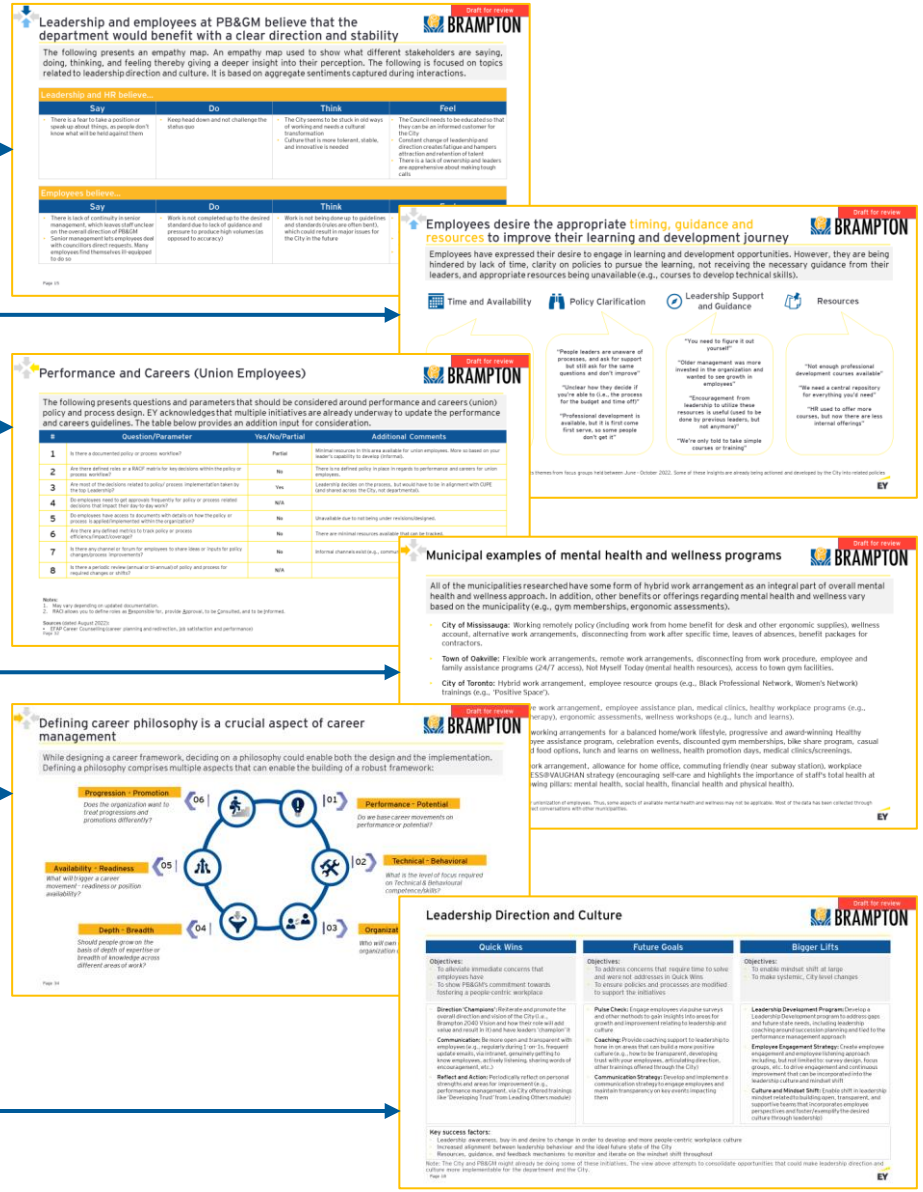
Content Structure

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



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
▸ There is a fear to take a position or speak up about things, as people don't know what will be held against them	▸ Keep head down and not challenge the status quo	▸ The City seems to be stuck in old ways of working and needs a cultural transformation ▸ Culture that is more tolerant, stable, and innovative is needed	▸ The Council needs to be educated so that they can be an informed customer for the City ▸ Constant change of leadership and direction creates fatigue and hampers attraction and retention of talent ▸ There is a lack of ownership and leaders are apprehensive about making tough calls

Employees believe...

Say	Do	Think	Feel
▸ There is lack of continuity in senior management, which leaves staff unclear on the overall direction of PB&GM ▸ Senior management lets employees deal with councillors direct requests. Many employees find themselves ill-equipped to do so	▸ Work is not completed up to the desired standard due to lack of guidance and pressure to produce high volumes (as opposed to accuracy)	▸ 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	▸ Development of "learned helplessness" in their work, careers, and prospective growth ▸ Increased levels of stress due to higher workload pressure ▸ Low 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

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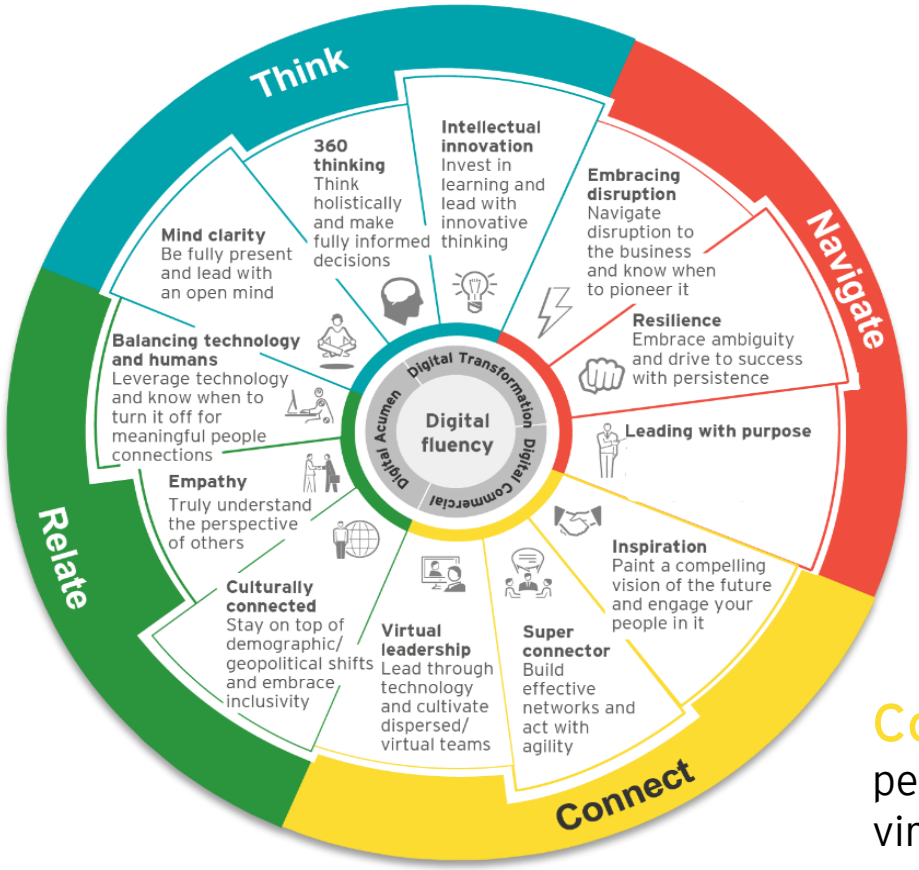
Think
differently with clarity of mind

Navigate
a complex, digital, disrupted working world

Relate
to others on a very human level

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

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Leadership Direction and Culture Opportunities

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Quick Wins

Objectives:
- To alleviate immediate concerns that employees have
- To show PB&GM's commitment towards fostering a people-centric workplace

- **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)

Future Goals

Objectives:
- 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

- **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

Bigger Lifts

Objectives:
- To enable mindset shift at large
- To make systemic, City level changes

- **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)

Key success factors:
- 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.

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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
▸ 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	▸ Spend most of the learning budget in gaining technical certification for the staff ▸ Supervisors do on-the-job mentoring, but their bandwidth is limited	▸ 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	▸ 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
▸ 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	▸ Minimal participation in optional learning and development courses/trainings/opportunities ▸ Mandatory trainings (e.g., re-certification) are emphasized	▸ Everyone is too busy to spend time on learning and development opportunities ▸ There will be more skills gaps that will have to be addressed	▸ 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).

Time and Availability

"Staff gets knowledge through online courses, webinars, if you can find time"

"Everyone is so busy and no one has the time"

Policy Clarification

"People leaders are unaware of processes, and ask for support but still ask for the same questions and don't improve"

"Unclear how they decide if you're able to (i.e., the process for the budget and time off)"

"Professional development is available, but it is first come first serve, so some people don't get it"

Leadership Support and Guidance

"You need to figure it out yourself"

"Older management was more invested in the organization and wanted to see growth in employees"

"Encouragement from leadership to utilize these resources is useful (used to be done by previous leaders, but not anymore)"

"We're only told to take simple courses or training"

Resources

"Not enough professional development courses available"

"We need a central repository for everything you'd need"

"HR used to offer more courses, but now there are less internal offerings"

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.

Learning and Development

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:
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):
- 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:

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. Note that data validity is low for transportation planning due to limited sample size.
2. Details of classification can be found here

Learning and Development Opportunities

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Quick Wins

Objectives:
- To alleviate immediate concerns that employees have
- To show PB&GM's commitment towards fostering a people-centric workplace

- **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

Future Goals

Objectives:
- 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

- **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

Bigger Lifts

Objectives:
- To enable mindset shift at large
- To make systemic, City level changes

- **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

Key success factors:
- 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.**

EY

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
▸ There is a provision for coaching as employees move into leadership roles ▸ Lack of awareness among employees about what all the city offers	▸ 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	▸ 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	▸ There is limited room to grow professionally, which is frustrating and disappointing

Employees believe…

Say	Do	Think	Feel
▸ The City does not provide a structured performance management program for non-union employees ▸ Growth is relatively stagnant	▸ Avoidance of "speaking up" ▸ Stay in same position to avoid leaving the union ▸ Do not seek to improve their technical skills and other abilities	▸ 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	▸ 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.

Performance and Careers (Non-Union Employees)

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, values framework).

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 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

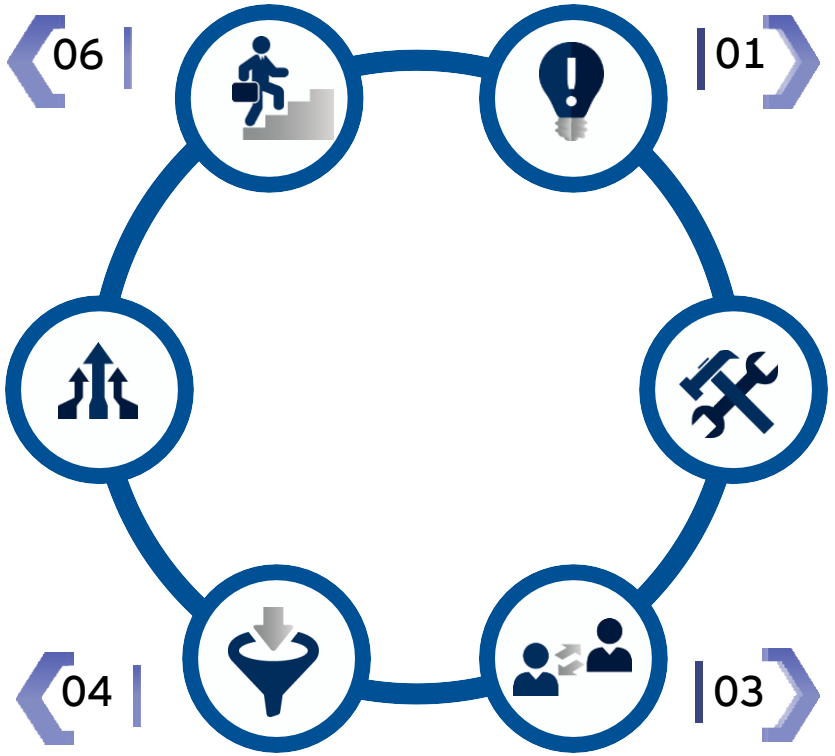
All of the municipalities researched have some form of careers and performance management process and policies for their union and non-union staff. However, it varies based on municipality.

- **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:



01 Performance - Potential

Do we base career movements on performance or potential?

02 Technical - Behavioural

What is the level of focus required on Technical & Behavioural competence/skills?

03 Organization - Employee

Who will own employee careers – organization or the employee?

04 Depth - Breadth

Should people grow on the basis of depth of expertise or breadth of knowledge across different areas of work?

05 Availability - Readiness

What will trigger a career movement - readiness or position availability?

06 Progression - Promotion

Does the organization want to treat progressions and promotions differently?

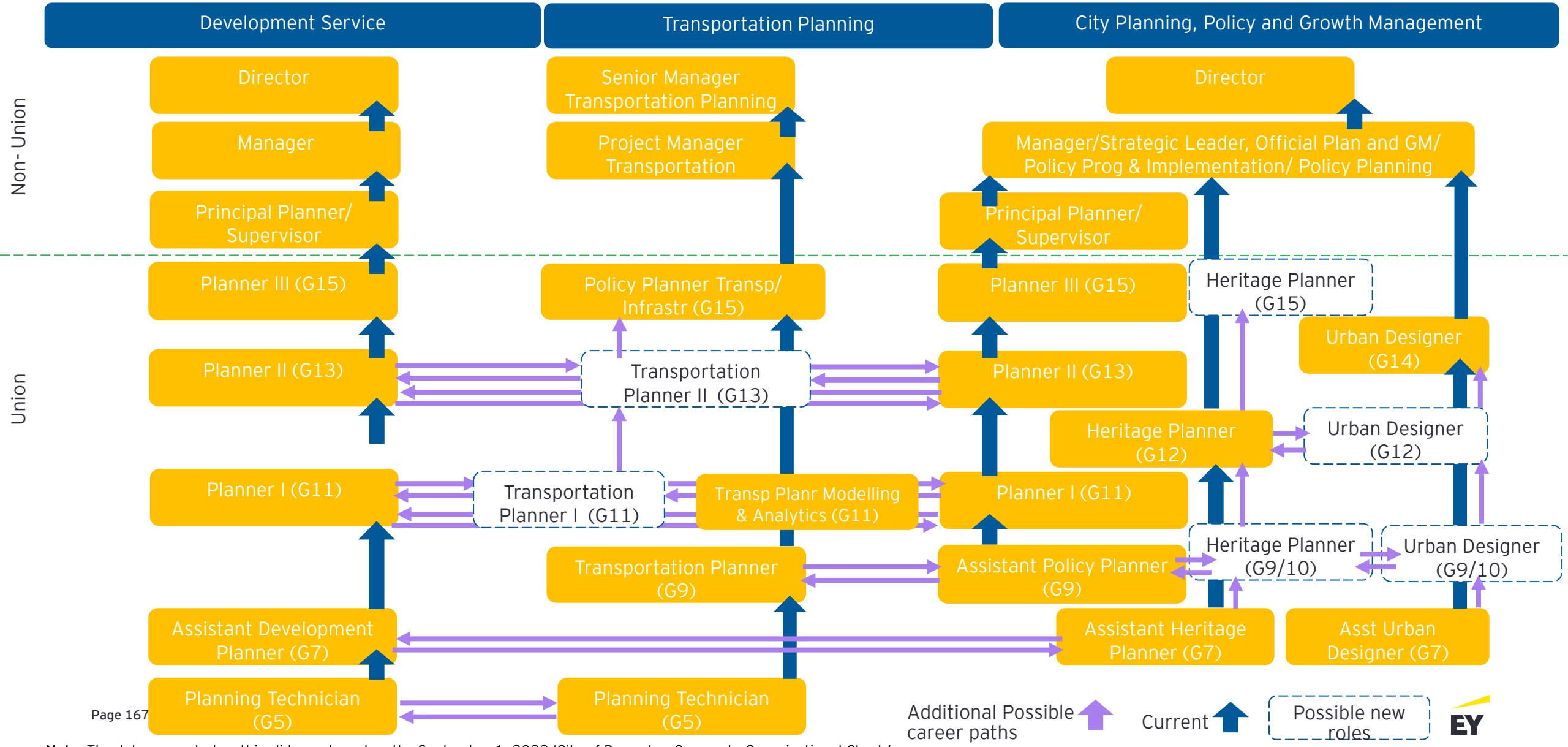
Potential career philosophy framework for PB&GM (1/2)

Career Framework Lever	Possible option for PB&GM
Performance - Potential *Do we base career movements on performance or potential?*	Anchoring career movements on performance could be a more suitable option for the following reasons: ▪ Relatively easier to measure ▪ Existence of behaviour skills and technical capability frameworks Note: For union staff, a measure like interviews can be implemented to evaluate performance
Technical - Behavioural *What is the level of focus required on Technical & Behavioural competence/skills?*	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.
Organization – Employee *Who will own employee careers – organization or the employee?*	Shared ownership between organization and employee could be an option for PB&GM for the following reasons: ▪ 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

Potential career philosophy framework for PB&GM (2/2)

Career Framework Lever	Possible option for PB&GM
Depth-Breadth *Should people grow on the basis of depth of expertise or breadth of knowledge across different areas of work?*	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 *What will trigger a career movement - readiness or position availability?*	Availability of roles could be an option for PB&GM considering: ▪ 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 *Does the organization want to treat progressions and promotions differently?*	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



Note: The data presented on this slide are based on the September 1, 2022 'City of Brampton Corporate Organizational Chart.'

Key considerations

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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

EY

Since the skillset for Building Division is varied but related, lateral mobility is the easiest within the division across teams

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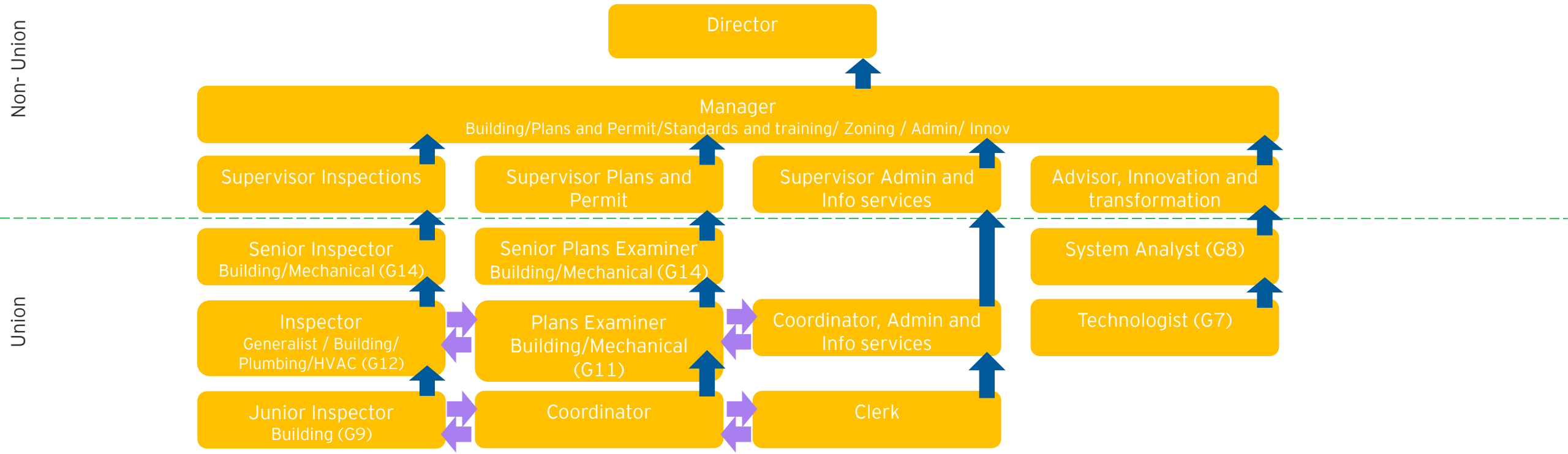
Building Services



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

Current

Additional Possible

EY

Note: The data presented on this slide are based on the September 1, 2022 'City of Brampton Corporate Organizational Chart.'

Performance and Careers Opportunities

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Quick Wins

Objectives:
- To alleviate immediate concerns that employees have
- To show PB&GM's commitment towards fostering a people-centric workplace

- **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

Future Goals

Objectives:
- 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

- **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)

Bigger Lifts

Objectives:
- To enable mindset shift at large
- To make systemic, City level changes

- **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

Key success factors:
- 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.

EY

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
▸ Employees use benefits like massage therapy	▸ City has some mental health benefits	▸ Personal days could be introduced to give employees time to say go to the doctor ▸ Limited awareness among employees about what the City offers	▸ There is stigma attached to talking about and addressing mental heath issues

Employees believe...

Say	Do	Think	Feel
▸ 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	▸ Little awareness, and thus low utilization of existing mental health and wellness-related resources	▸ The City needs to improve the overall mental health and wellness of employees or attrition and staff dissatisfaction will continue to increase	▸ 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.

Mental Health and Wellness

BRAMPTON

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:

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.
3. 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).

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 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 point of view on Mental Health and Wellness

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 (nutirition 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 Netowrk, 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

BRAMPTON

Quick Wins

Objectives:
- To alleviate immediate concerns that employees have
- To show PB&GM's commitment towards fostering a people-centric workplace

- **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)

Future Goals

Objectives:
- 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

- **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)

Bigger Lifts

Objectives:
- To enable mindset shift at large
- To make systemic, City level changes

- **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

Key success factors:
- 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.

Legend for four components of mental health framework (based on EY PoV): **P** = Physical, **F** = Financial, **E** = Emotional, and **S** = Social

EY

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
▸ 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	▸ Engage in sporadic group meetings to discuss on the topic	▸ 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	▸ 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
▸ 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	▸ Reluctantly come to work (in-person) 3 days a week in accordance with the City's guidelines	▸ 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	▸ 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. The 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, Flexible Work FAQs.

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

Pre-Covid Ways of Working « Scheduled Hybrid (rules-based model) | Flexible Hybrid (principles-based model) » Work from Anywhere

When should a hybrid employee come into an office?

Scheduled Hybrid (rules-based model) ⟷ **Flexible Hybrid (principles-based model)**

- 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 fore 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.

SS Strategic 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

GS Global 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

EE Equal 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

VS Virtual 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

FL Future 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

BRAMPTON

Quick Wins

Objectives:
- To alleviate immediate concerns that employees have
- To show PB&GM's commitment towards fostering a people-centric workplace

- **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)

Future Goals

Objectives:
- 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

- **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)

Bigger Lifts

Objectives:
- To enable mindset shift at large
- To make systemic, City level changes

- **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)

Key success factors:
- 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.

EY

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
▸ Peer recognition should be done	▸ Sporadic appreciation emails sent by leaders	▸ There isn't sufficient recognition infrastructure that exists	▸ There is no time due to heavy workload to engage in recognition related activities

Employees believe...

Say	Do	Think	Feel
▸ 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	▸ Sporadically recognize team/peers based on their own volition	▸ 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	▸ 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.

Recognition

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:
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.

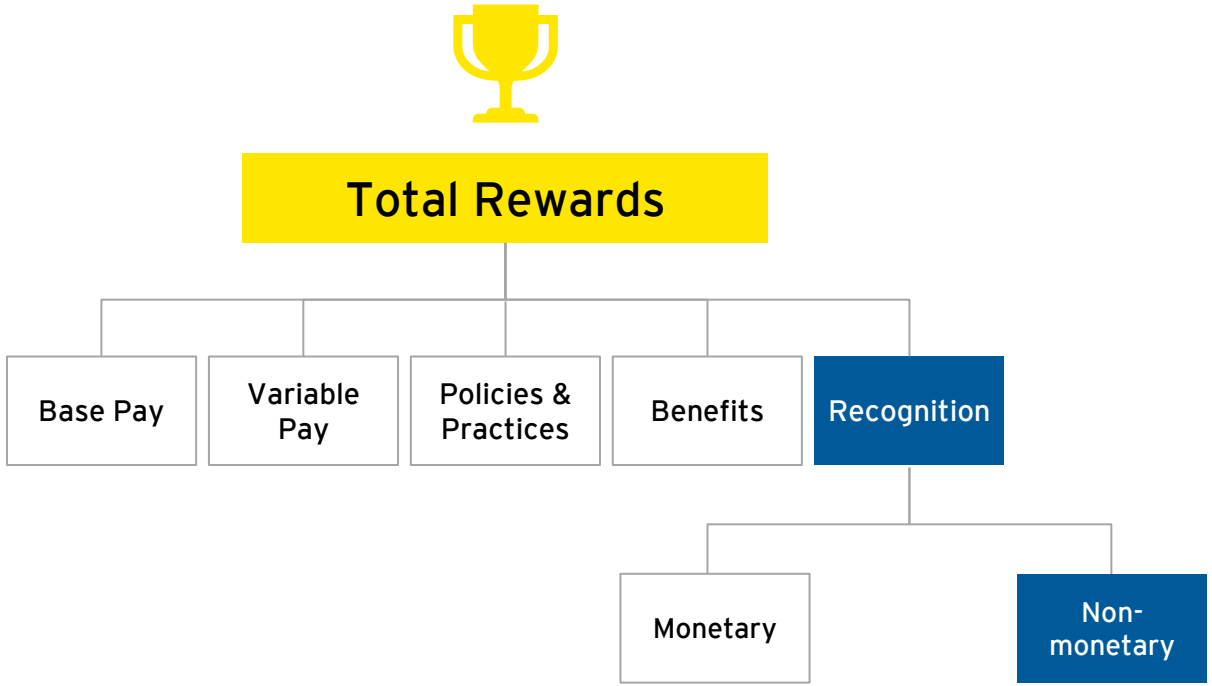
Sources (dated August 2022):
- Milestone Policy, Vacation Policy.

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 No -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	Leading Practice & Latest Trends Potentially Applicable for PB&GM
What is the primary objective of the recognition program?	Many organizations use recognition programs to **incentivize behaviour,** show appreciation for performance and drive greater employee engagement.
What is the program recognizing?	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.
What is the program anchored on?	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.
Is a platform necessary? What would it need to include?	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.
Who receives the recognition?	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.
Who can nominate? What is the governance around it?	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).
What kinds of awards are given? How are they determined?	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.
Is it tied to overall performance?	Recognition awards are used as an **input to performance** conversations.

Recognition Opportunities

BRAMPTON

Quick Wins

Objectives:
- To alleviate immediate concerns that employees have
- To show PB&GM's commitment towards fostering a people centric workplace

- **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)

Future Goals

Objectives:
- 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

- **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)

Bigger Lifts

Objectives:
- To enable mindset shift at large
- To make systemic, City level changes

- **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)

Key success factors:
- 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.

EY

Social Media Research

Social Media Research on the City of Brampton

BRAMPTON

- **247 reviews** (as on Nov 2022)
- **Ranking of Parameters** (based on average scores, on a scale of 0-5):

City of Brampton

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

Cons

Poor management, Bad managers, Inconsistent supervisors, limited opportunities for growth, high number of trainings

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.

EY

Social Media Research on Southern Ontario Municipalities (1/2)

BRAMPTON

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

Notes: Reviews include full and part-time employees. Data collected from Glassdoor.

EY

Social Media Research on Southern Ontario Municipalities (2/2)

BRAMPTON

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

Notes: Reviews include full and part-time employees. Data collected from Glassdoor.

EY

Prioritization and Implementation Roadmaps

Recap: Consolidation of Quick Wins (1/2)

BRAMPTON

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)

EY

Recap: Consolidation of Quick Wins (2/2)

BRAMPTON

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)

EY

Possible Prioritization of Quick Wins

Ease of implementation x impact of the recommended quick wins

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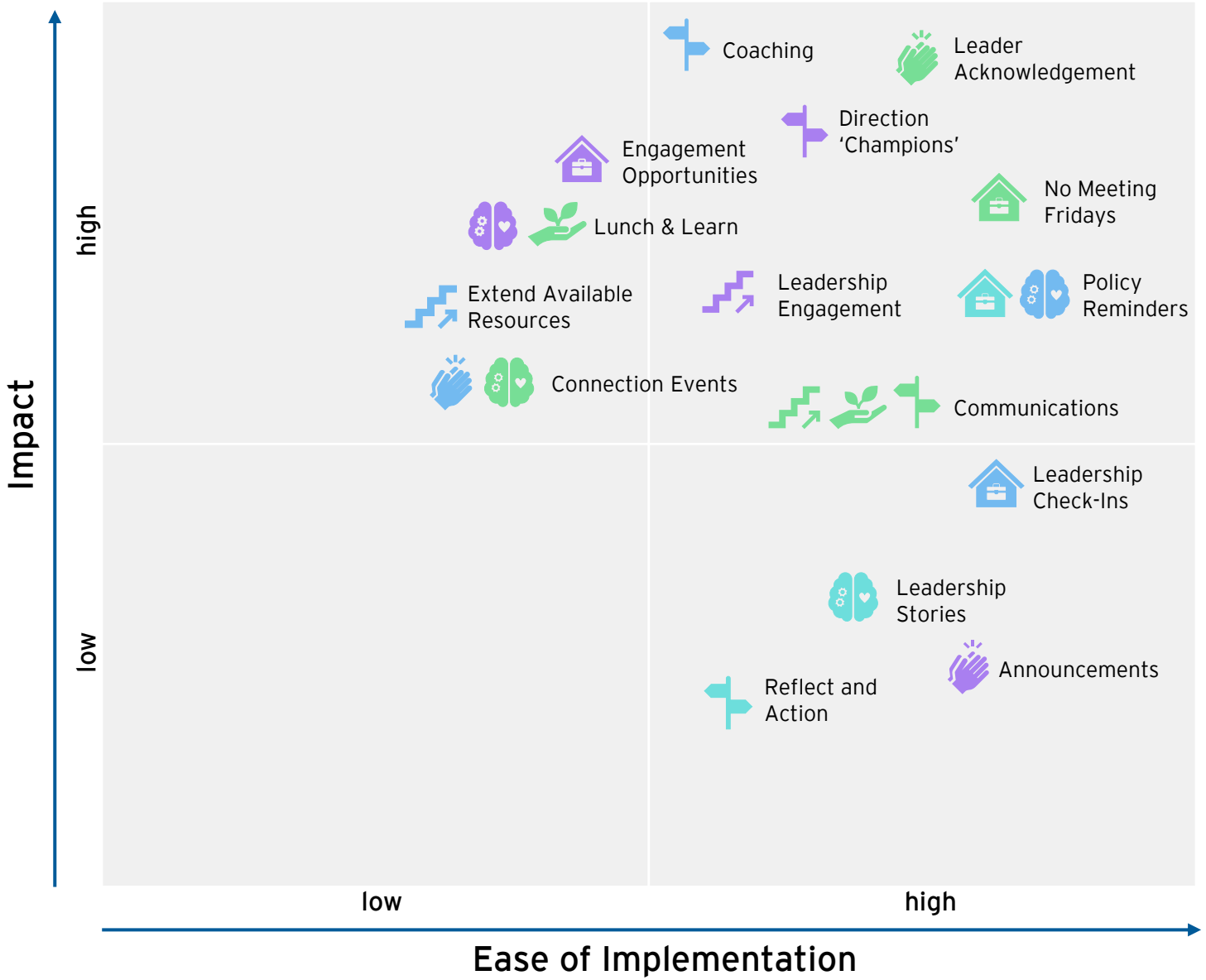
The chart presented here maps and distributes the recommended Quick Wins from each theme area (seen on the far right) based on **ease of implementation** and **impact**.

- **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').

For an explanation of each Quick Win below, see the previous two slides.



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)

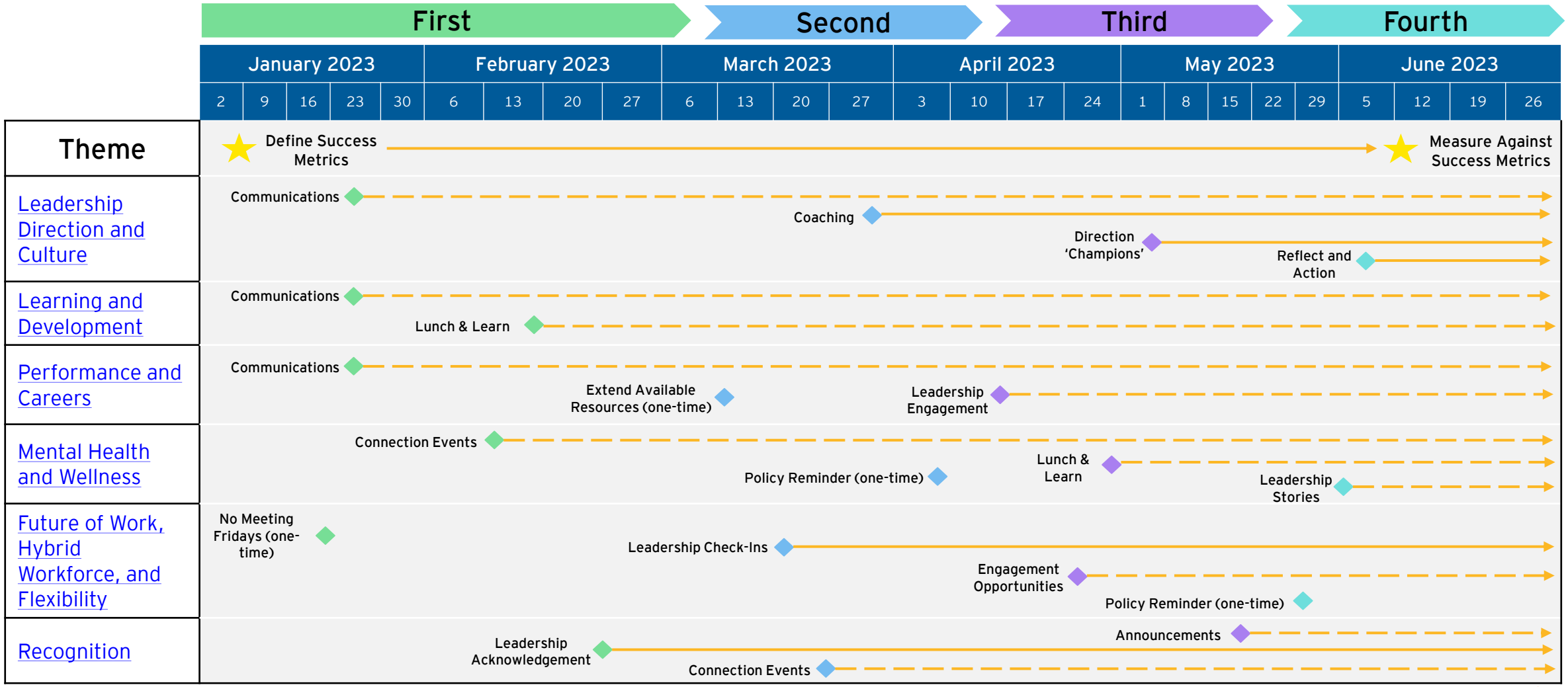
Note: The above prioritization was done in consultation with PB&GM.

EY

Indicative Roadmap for Implementing Quick Wins

Quick wins for fostering a supportive workplace at PB&GM

BRAMPTON



Supported by: Key Success Factors, Change Management, Communications, and Initiative and Stakeholder Alignment Throughout

Notes:

1. 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).
2. Details and explanations of each Quick Win can be found on each theme's recommendation slide (linked under 'Theme' above).

Legend:

Ongoing consistently

Ongoing periodically (e.g., weekly, monthly, etc.)

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Indicative Roadmap for Implementing Future Goals and Bigger Lifts

Future goals and bigger lifts for fostering a supportive workplace at PB&GM

BRAMPTON

Quick Wins | Future Goals | Bigger Lifts

~Jan. 2022 – June 2023 | ~July 2023 – June 2024 | ~July 2024 – Onward

Theme	~Jan. 2022 – June 2023	~July 2023 – June 2024	~July 2024 – Onward
	Define Success Metrics →		Measure Against Success Metrics
Leadership Direction and Culture	Pulse Check; Communication Strategy	Training; Pulse Check; Employee Engagement Strategy	Leadership Development Program; Culture and Mindset Shift; Culture Sprints →
Learning and Development	Mentoring and Reverse-Mentoring →		Structured Programs →
Performance and Careers	Performance Cycle and Career Pathing; Rewards	Recognition Integration; Succession Management	Succession Planning Guidelines
Mental Health and Wellness	Process and Policy Updates; Wellness Engagement Activities	Empathy Development; Behavioural Modelling	Employee Value Proposition
Future of Work, Hybrid Workforce, and Flexibility	Hybrid Guidelines; Talent Processes		Culture Shift; Employer Branding; Culture Sprints →
Recognition	Recognition Framework and Process	Process Implementation	Other Forms of Recognition →

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 workforce. 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.

EY

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.

- 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)

Impacts: Increased cost and time, and less productivity.

Cost

- Employee turnover can cost companies an average of 33% of their salary in recruiting efforts[1]
- 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 recruit[1])
- 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 days[4]
- 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

*Based on PB&GM vacancy data provided by HR as of August 4, 2022.

Sources: 1. Tiny Pulse, 2., Forbes, 3. Gallup, 4. NEOGOV, 5. Based on anecdotal evidence collected through the PB&GM SWP engagement.

Next Steps

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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 is defined as broad areas of work within a division.

Definition is a high-level description of the 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.

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.

Click here to return to the capability assessment section.

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).

PB&GM **Directors**

Complete capability assessment for all **your direct reports** via the assessment link.

PB&GM **Managers**

Complete capability assessment **for yourself and all your direct reports** via the assessment link.

PB&GM **Staff**

Complete capability **self-assessment** via the assessment link.

EY Project Team

- Send assessment links and reminders.
- Answer any questions that you may have.
- Ensure confidentiality and anonymity of survey responses.

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.

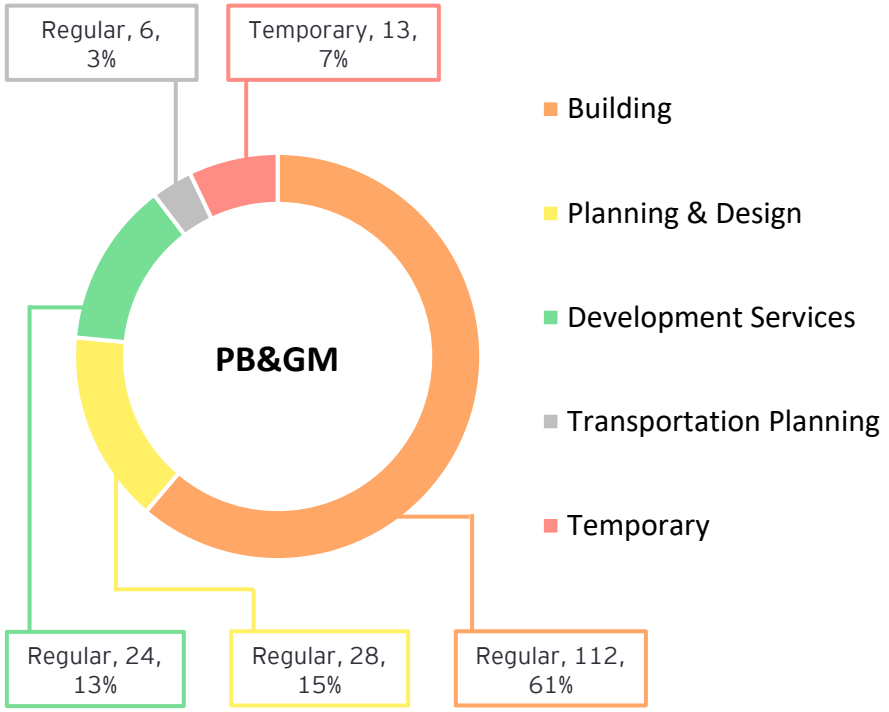
Overview of Capability Groups and Capabilities by Division
Building

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

Supply Analysis: Workforce Composition
PB&GM

Current Workforce Composition



Key Observations

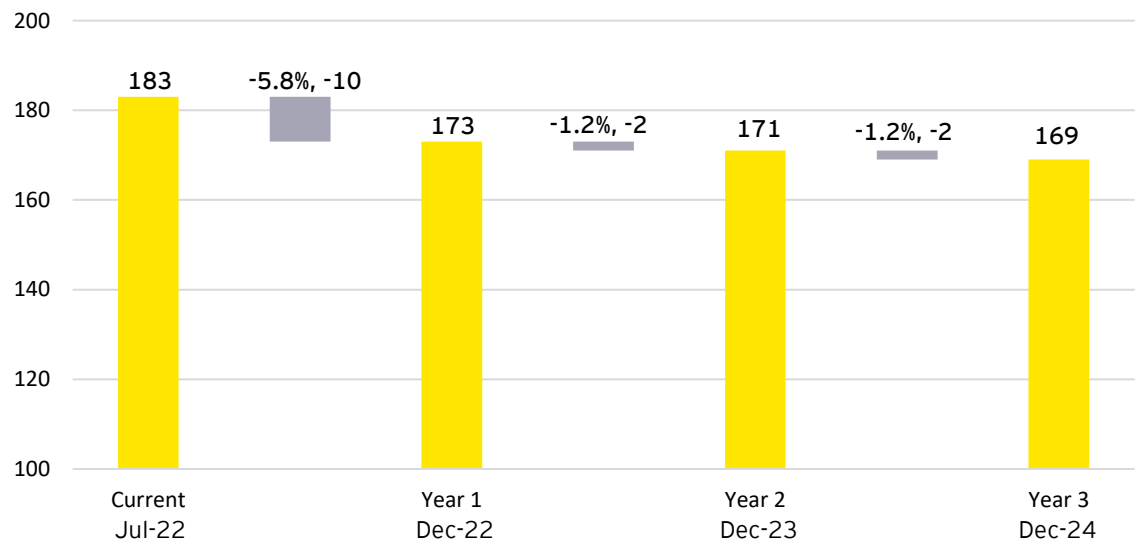
- Overall, the PB&GM department has 183 employees
- 7% of employees (13) are in temporary/contract roles
  - The temporary/contract roles are divided divisionally as follows:
    - Building - 5
    - Planning & Design - 5
    - Development Services - 1
    - Transportation Planning - 2
  - One temporary 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

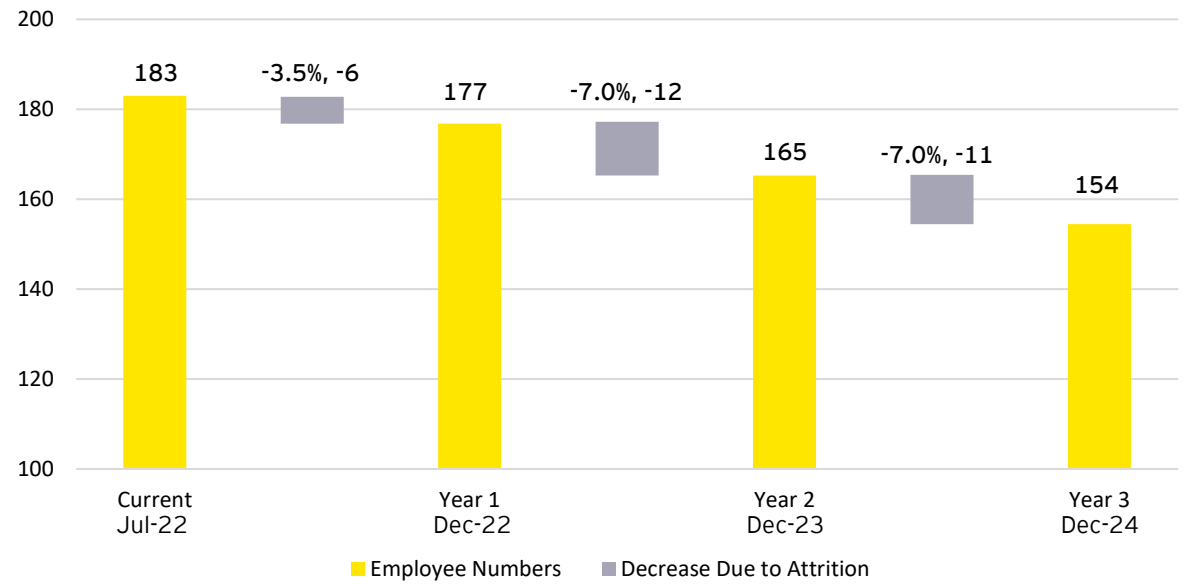
- As per the identified retirement criteria, PB&GM may witness 14 potential retirements by 2024.

Notes and Assumptions:

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. 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.
4. 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).
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.

Supply Analysis: Supply Projection
PB&GM – Scenario 2: Attrition

Supply Forecasts with Attritions



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.

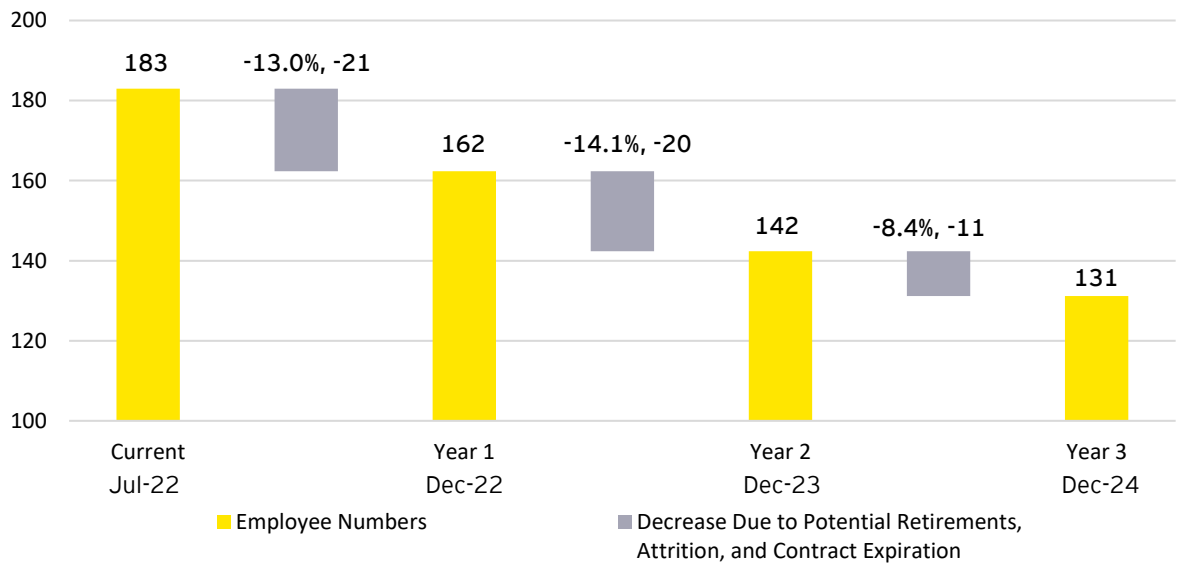
Notes and Assumptions:

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, Attrition[6], 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.

Non-Monetary Recognition Criteria In-Depth

BRAMPTON

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).

Click here to return to the non-monetary recognition section.

EY

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

- ✓ 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)

RAC helps to bring **EY's Transformative Leadership model** to life

Transformative leaders are purpose driven and bring out the best in themselves and others.

Click here to return to the non-monetary recognition section.

Delivery and Directional Financial Impacts Assumptions

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

BRAMPTON

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	External Provider (service provider led): ▸ **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*** *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.	In House (City led): ▸ **Leadership Development Program/Training** – Part of ongoing HR duties ▸ **Pulse Check – $10k -$15k** (budget to action results yearly) External Provider (service provider led): ▸ **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	External Provider (service provider led): ▸ **Structured Programs** – content creation and facilitation only: **$40k-70k** (2-3 modules of course content/facilitation)	In House (City led): ▸ Programs are currently provided (e.g., TLMS, LinkedIn Learning, re-certification) External Provider (service provider led): ▸ **Structured Programs** – updating content as required: **$20k-40k** (1-2 modules of course content/facilitation)
Performance and Careers	In House (City led): ▸ Programs are currently underway (e.g., succession planning) External Provider (service provider led): ▸ **Performance Cycling and Career Pathing**– content creation, consultation, facilitation, recommendations, roadmaps: **$200k-$275k*** *This is a longer term opportunity; internal team would not have the capacity.	In House (City led): ▸ 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.

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Potential Costing Implications (2/2)

How PB&GM can potentially be financially impacted by the identified themes

BRAMPTON

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	External Provider (service provider led): ▸ **Employee Value Proposition** – content creation, framework, governance, recommendations, roadmaps: **$150k-$250k*** *This is a longer term opportunity; internal team would not have the capacity.	In House (City led): ▸ Part of ongoing HR duties
Future of Work, Hybrid Workforce, and Flexibility	In House (City led): ▸ Programs are currently underway (e.g., hybrid workforce) External Provider (service provider led): ▸ **Hybrid Guidelines/Talent Process/Employer Branding** – content creation, consultation, facilitation, recommendations, roadmaps: **$175k-$300k*** *Would need to be for the entire City.	In House (City led): ▸ Updating and revising current and future policies (e.g., talent processes) and are part of ongoing HR duties
Recognition	External Provider (service provider led): ▸ **Recognition Framework and Process** – framework, roadmap, and strategy development: **$25k-$50k**	In House (City led): ▸ Engagement activities are currently underway (e.g., leadership acknowledgement) External Provider (service provider led): ▸ **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.

EY