

# City of Brampton

## End-to-End Development Application Review

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Final Report

December 19, 2022



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

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**01**

# **Project Overview**

# Project Overview

## Background

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

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

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



## Objectives

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

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

# Project Work Plan

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

**02**

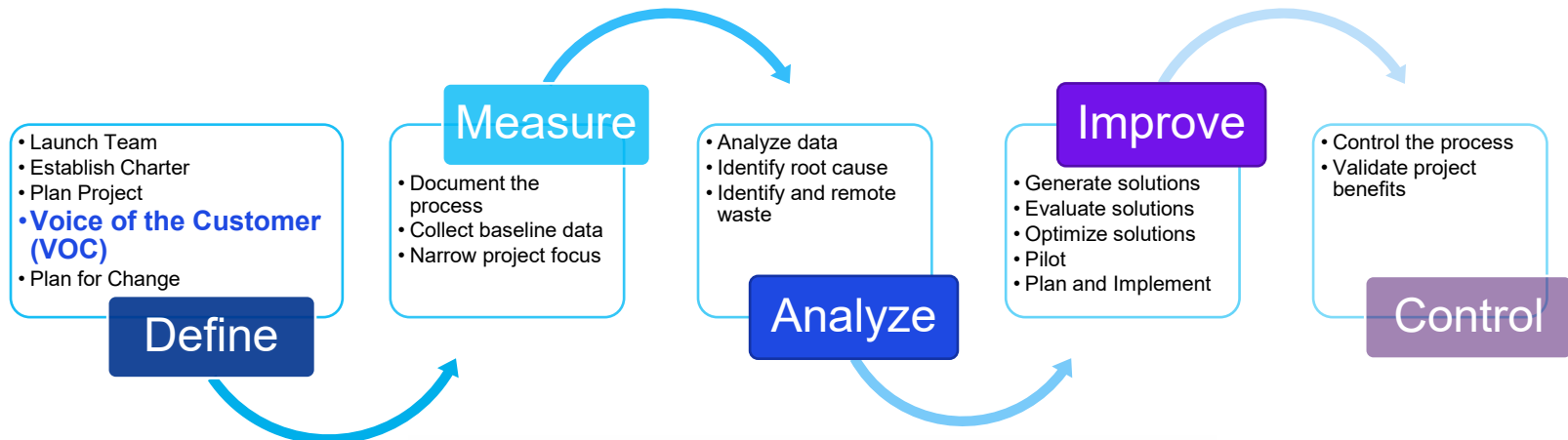
# **Methodology & Approach**



# Lean Methodology & Voice of Customer (VOC)

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

## Process Improvement Methodology



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



# Stakeholder Engagement – Current State Process

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



**24 Industry Stakeholders Consulted**



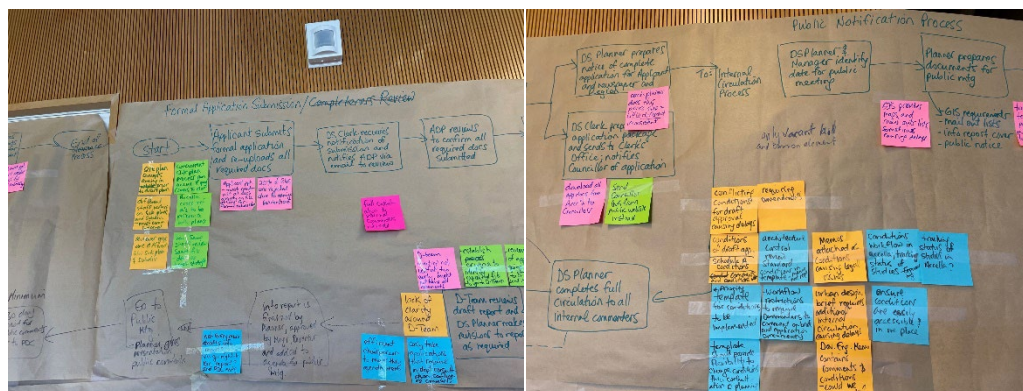
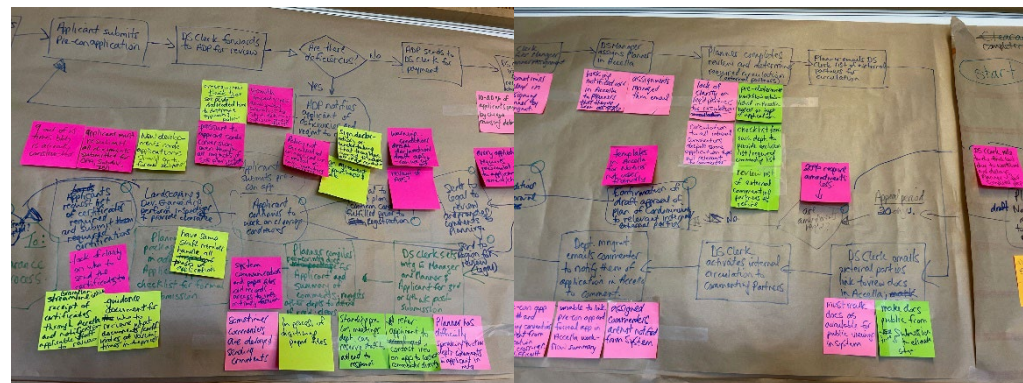
**33+** City of  
Brampton  
Staff Engaged



**20+ Hours of Consultation**

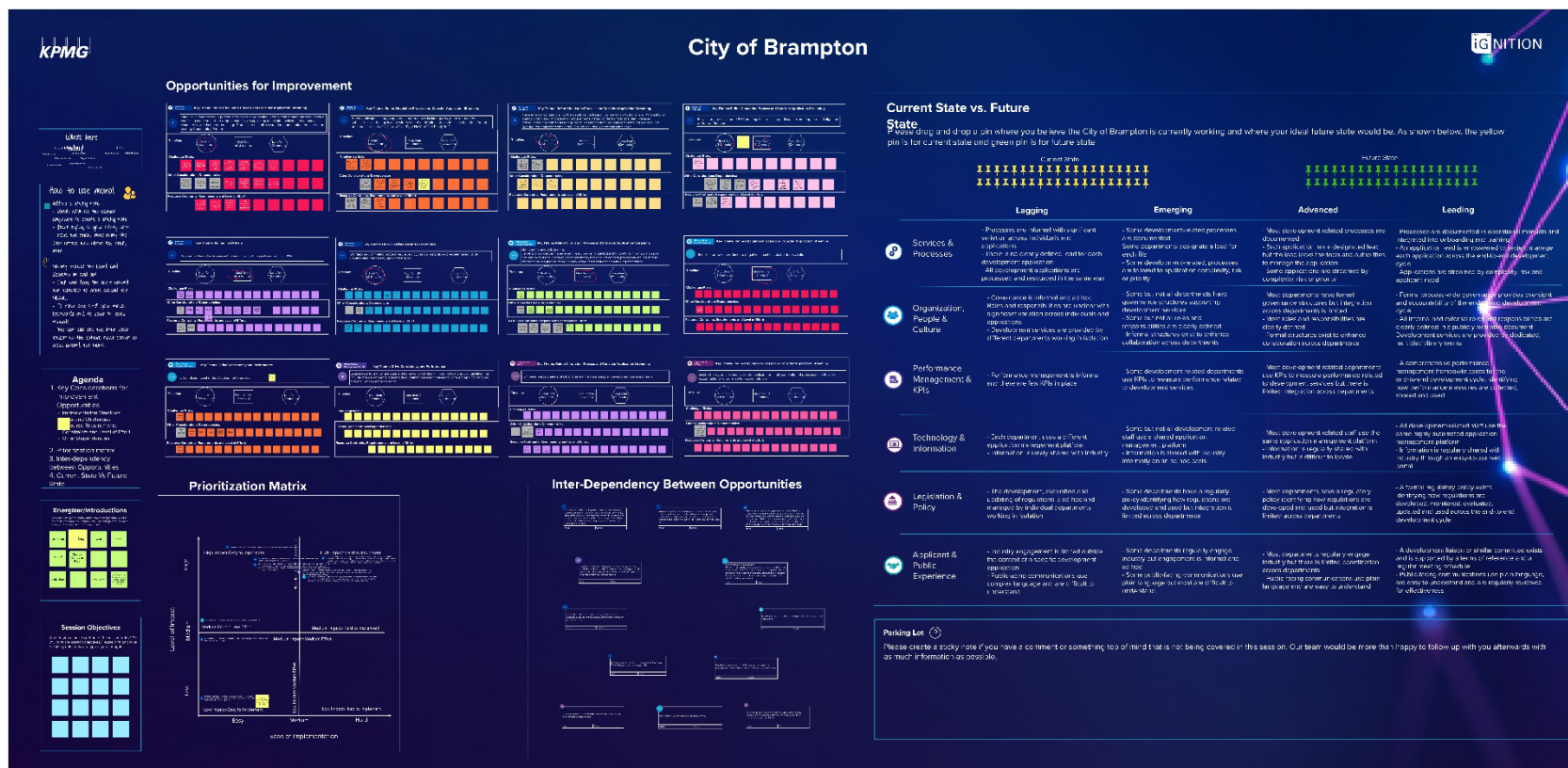


17+ Processes Mapped



## Stakeholder Engagement – Future State

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



**03**

# **Summary of Voice of Customer (VOC)**

# Key Insights from Voice of Customer (VOC) Analysis



## Stakeholder Themes

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

## What does Brampton do well with respect to DRP?



### Current Process Strengths & Opportunities

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

# What does Brampton do well with respect to DRP?

## **Developer Accessibility to Senior Staff:**

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

## **City Staff Alignment with Development Community:**

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

## **Engineering Submissions:**

“Engineering plan registration is a finely oiled machine.”

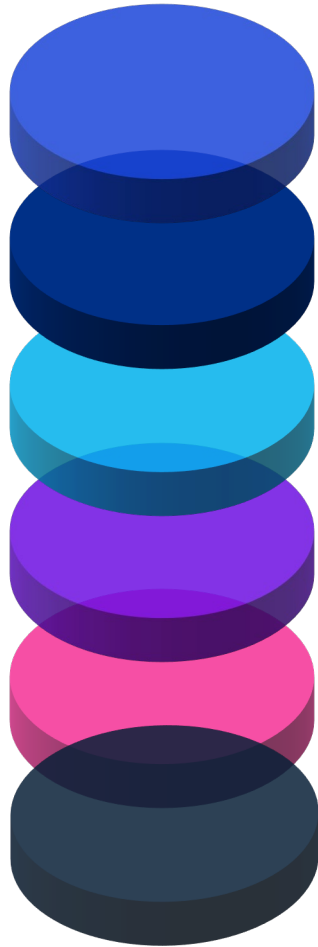
“Kudos to Brampton for their innovation in a digital world and moving towards digital processes that ease submissions in respect to BramPlan Online. It saves us money and time and is great for the environment.”

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

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



# Improvement Opportunity Summary from VOC



## Appoint

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

## Reduce

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

## Mitigate

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

## Empower

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

## Triage

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

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

## Adopt

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

**04**

# **Recommendations**



# Current State Key Themes

## Lacking Standardization



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

## Accella System Limitations



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



## Gaps in Staff Training and Turnover

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



## Staff Time Spent on Non-Value Added Work

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



# Future State Recommendations (1/2)

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

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

## Refine circulation process and consider application streaming



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

# Future State Recommendations (2/2)

## Reimagine D-Team



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

## Drive Consistency and Performance



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

## Accela Solutioning



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

## Draft Plan Amendments & Conditions



- Standardize Draft Plan Agreements, Amendments and Conditions

**05**

# **Summarized Improvement Opportunities**

# Improvement Opportunities (1/11)

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

## Key Theme: Refine Circulation Process and Consider Application Streaming

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

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

# Improvement Opportunities (2/11)

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

## **Opportunity 1 continued:**

**Key Theme: Refine Circulation Process and Consider Application Streaming**

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

### **Resource Requirements / Constraints**

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

### **Level of Effort**

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

# Improvement Opportunities (3/11)

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

## Key Theme: Refine Circulation Process and Consider Application Streaming

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

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



# Improvement Opportunities (4/11)

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

## Key Theme: Refine Circulation Process and Consider Application Streaming

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

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

# Improvement Opportunities (5/11)

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

## Key Theme: Refine Circulation Process and Consider Application Streaming

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

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

# Improvement Opportunities (6/11)

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

## Key Theme: Reimagine D-Team

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

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

# Improvement Opportunities (7/11)

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

## Key Theme: Drive Consistency and Performance

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

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

# Improvement Opportunities (8/11)

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

## Key Theme: Drive Consistency and Performance

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

### Challenge

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

### Risks

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

### Key Considerations / Dependencies

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

# Improvement Opportunities (9/11)

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

## **Opportunity VOC8 continued:**

### **Key Theme: Drive Consistency and Performance**

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

#### **Resource Requirements / Constraints**

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

#### **Level of Effort**

- Medium to High Effort
- Medium to High Impact

# Improvement Opportunities (10/11)

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

## Key Theme: Draft Plan Amendments and Conditions

### 12. Standardize Draft Plan Agreements, Amendments and Conditions

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



# Improvement Opportunities (11/11)

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

## Key Theme: Drive Consistency and Performance

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

### Challenges

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

### Risks

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

### Key Considerations / Dependencies

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

### Resource Requirements / Constraints

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

### Level of Effort

- Medium effort
- Medium benefit

**06**

# **Accela Specific Improvements**

# Accela Priority Opportunities for Improvement

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

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

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

# Bill 109: Accela Improvements

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

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

# Accela Workplan

## Critical Success Factor:

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



### Step 1

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



### Step 2

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



### Step 3

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



## Priority 1 – Urgent (Bill 109)

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



## Priority 1 – Process Improvements

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

Step 1  
January  
2023

Step 2  
February  
2023

Step 3  
May  
2023

July 2023  
Go Live

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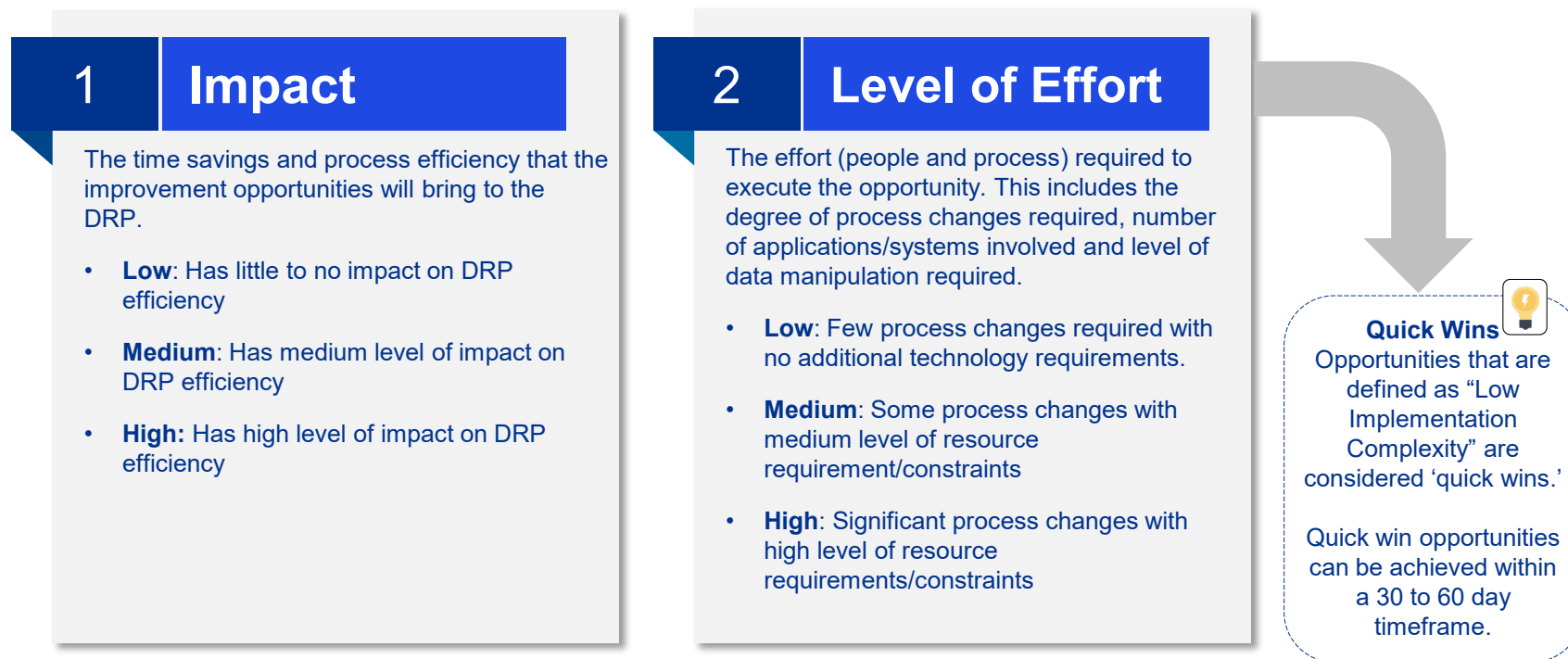
**07**

# **Opportunity Prioritization**

# Improvement Opportunity Prioritization

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

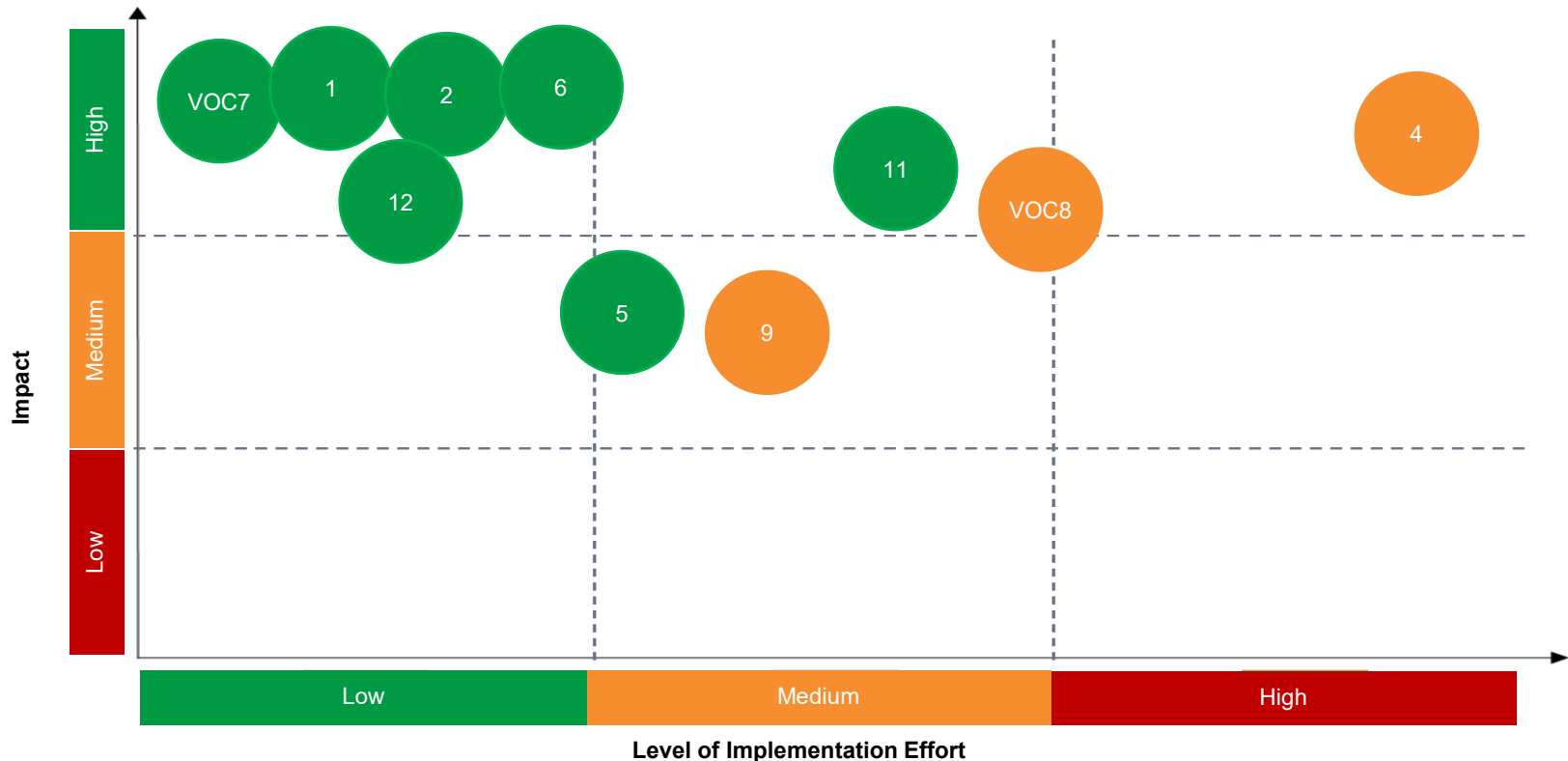
Each opportunity was evaluated across two dimensions: Impact of Improvement and Level of Effort to Implement to prioritize the recommendations and build an implementation plan.





# Prioritized Matrix

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



*\*Numbers represent the Opportunity ID*

**08**

# **Quick Wins**

# 8 Wastes of Lean

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

**D**

## Defects

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

**T**

## Transportation

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

**O**

## Overproduction

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

**I**

## Inventory

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

**W**

## Waiting

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

**M**

## Motion

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

**N**

## Non-utilized Talent

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

**E**

## Extra Processing

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

# Quick Wins – Improvement Opportunities (1/4)

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

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

# Quick Wins – Improvement Opportunities (2/4)

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

## Document Circulation

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

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

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

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

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

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

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

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

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

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

**D** Defect

**O** Overproduction ✓

**W** Waiting

**N** Non-utilized Talent ✓

**T** Transportation

**I** Inventory

**M** Motion ✓

**E** Extra Processing ✓

# Quick Wins – Improvement Opportunities (3/4)

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

Comment Review and Consolidation	Draft Approval (Subdivision)	
57. Have strict time frames for Clerk's office to release declaration and to clear comments on Site plan to avoid delays in receiving comments from Clerk's office.	72,42,43. Have one central place for housing templates and one person responsible for managing them to avoid time spent on searching for the right template.	<b>D</b> Defect
59. Track zoning special section numbers in master list to prevent historical duplicates and errors by Planners on section numbers that causes confusion amongst public.	77. Have weekly or bi-weekly status update meetings with developer to improve communication and to avoid disconnect with Developers regarding outstanding items required for clearance.	<b>O</b> Overproduction ✓
		<b>W</b> Waiting ✓
		<b>N</b> Non-utilized Talent ✓
		<b>T</b> Transportation
		<b>I</b> Inventory
		<b>M</b> Motion ✓
		<b>E</b> Extra Processing
Clearance (Condo)		
95. Create stakeholder list with accountability and make it accessible to Planners and Applicants so it can be referenced when needed to provide clarity on whom to request the certificates from.		
95.1. BramPlan will streamline online receipt of certificates through Accela and notification can be sent to applicable staff for review.		
95.2. Create guidance documents that specifies who receives what documents/certificates at various stages of the process to avoid confusion.		

# Quick Wins – Improvement Opportunities (4/4)

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

## File Close Out

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

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

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

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

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

D

Defect

O

Overproduction



W

Waiting



N

Non-utilized Talent



T

Transportation

I

Inventory

M

Motion



E

Extra Processing

**09**

# **Data Analysis**



# Impacts of Bill 109: Application Refunds

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

Table 1

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

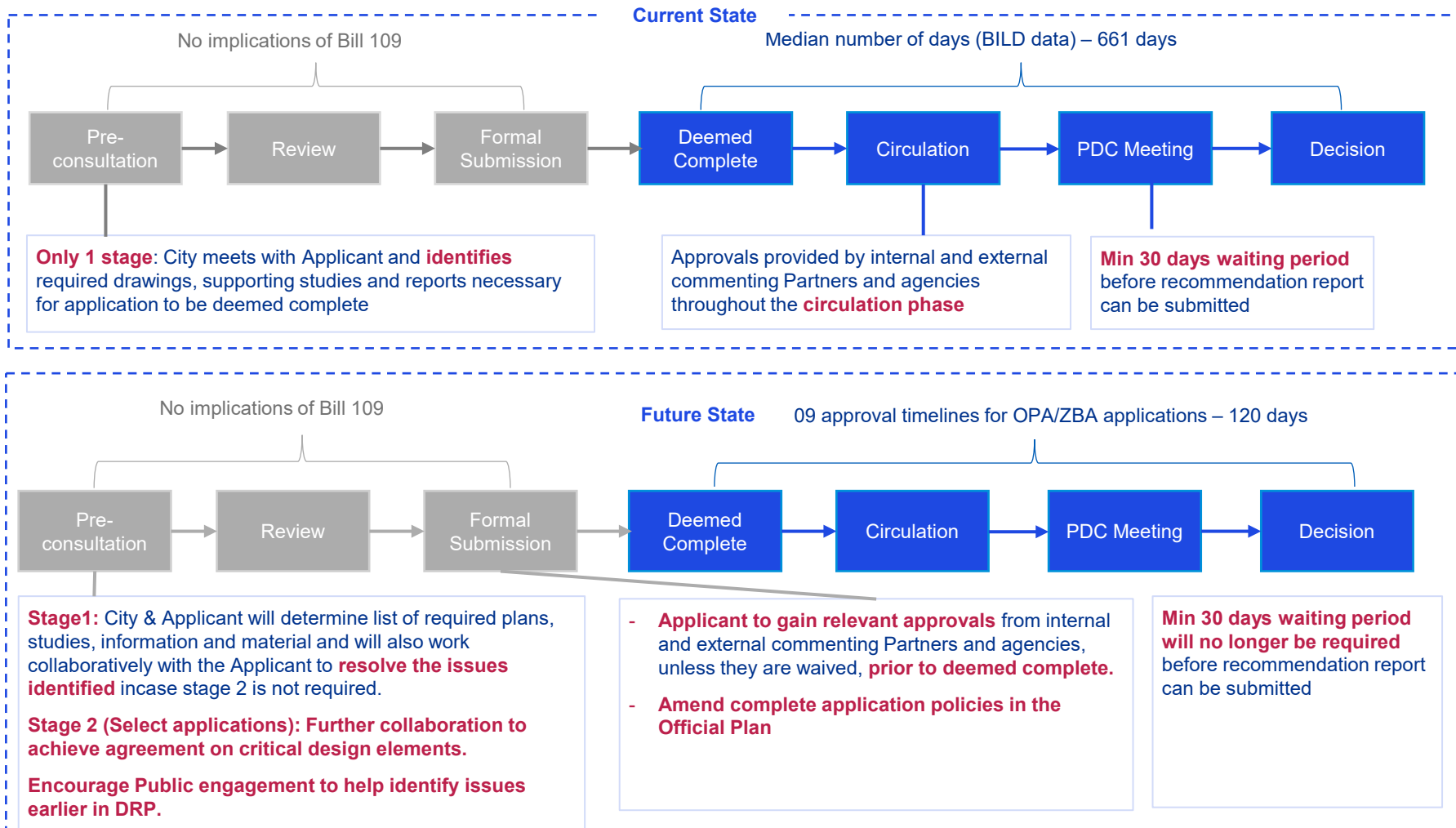
Table 2

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

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

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

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

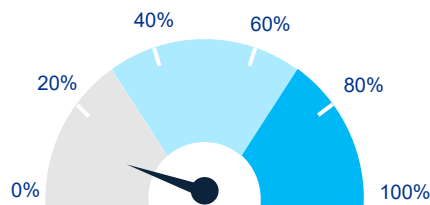


# Staff Uptime\*

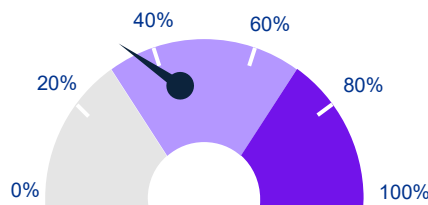
Using Lean methodology and time to task data provided by the City, KPMG calculated the median staff uptime for processing ZBA, Subdivision, and Condo development applications in the table below. **“Uptime” is defined as the time in the process (or process steps) staff spend conducting value added work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

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

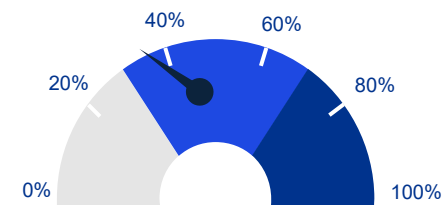
	ZBA	Subdivision	Condo
<b>Time to task in hours</b>	342	386	267
<b>BILD hours (median)</b>	2,177	2,079	1,246
<b>Time to task in days</b>	49	55	38
<b>BILD days (median)</b>	311	297	178



**16%**  
Staff uptime in  
processing ZBA  
applications



**19%**  
Staff uptime in  
processing Subdivision  
applications

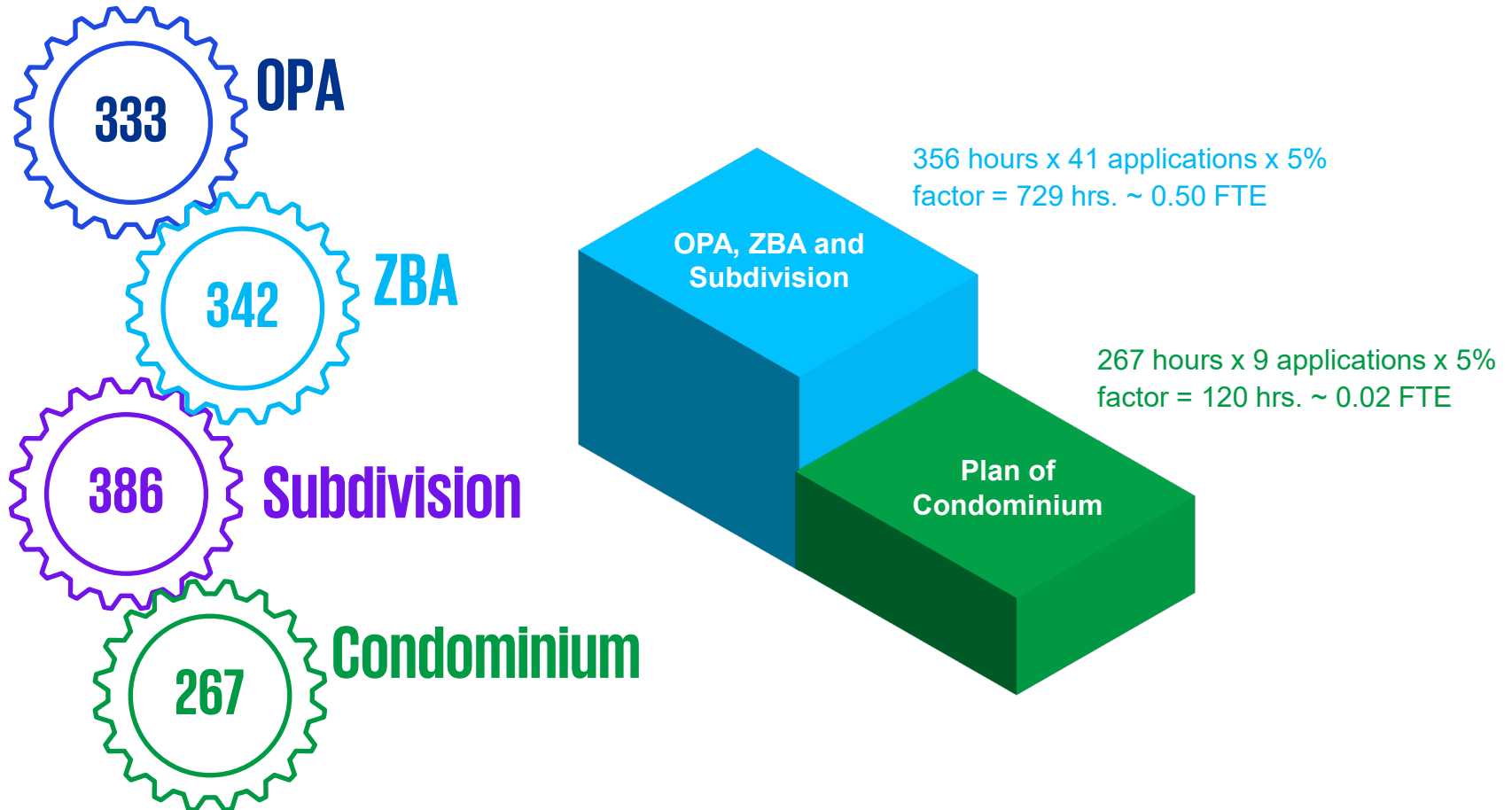


**21%**  
Staff uptime in  
processing Condo  
applications

\*Uptime determined based on 7 hour staff work day

# Snapshot - Task to Time Data

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



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

# Estimated Savings from High Priority Opportunities

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

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

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

# Data Limitations

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

## OZS File – Accela Data

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

## Pre-Milestones

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

## Task to Time Data

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

## BILD Data

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

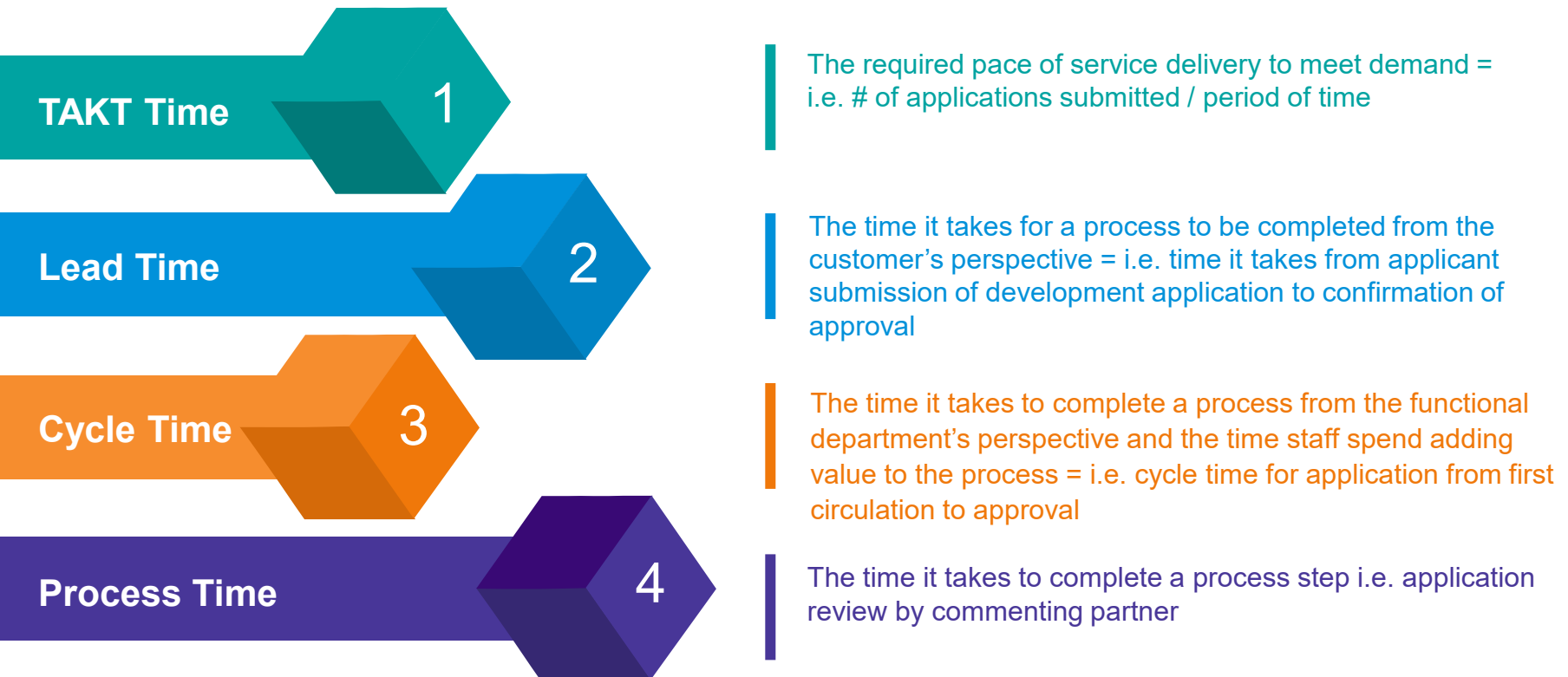
**10**

# **KPIs and Metrics**

# Key Metrics for Consideration

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

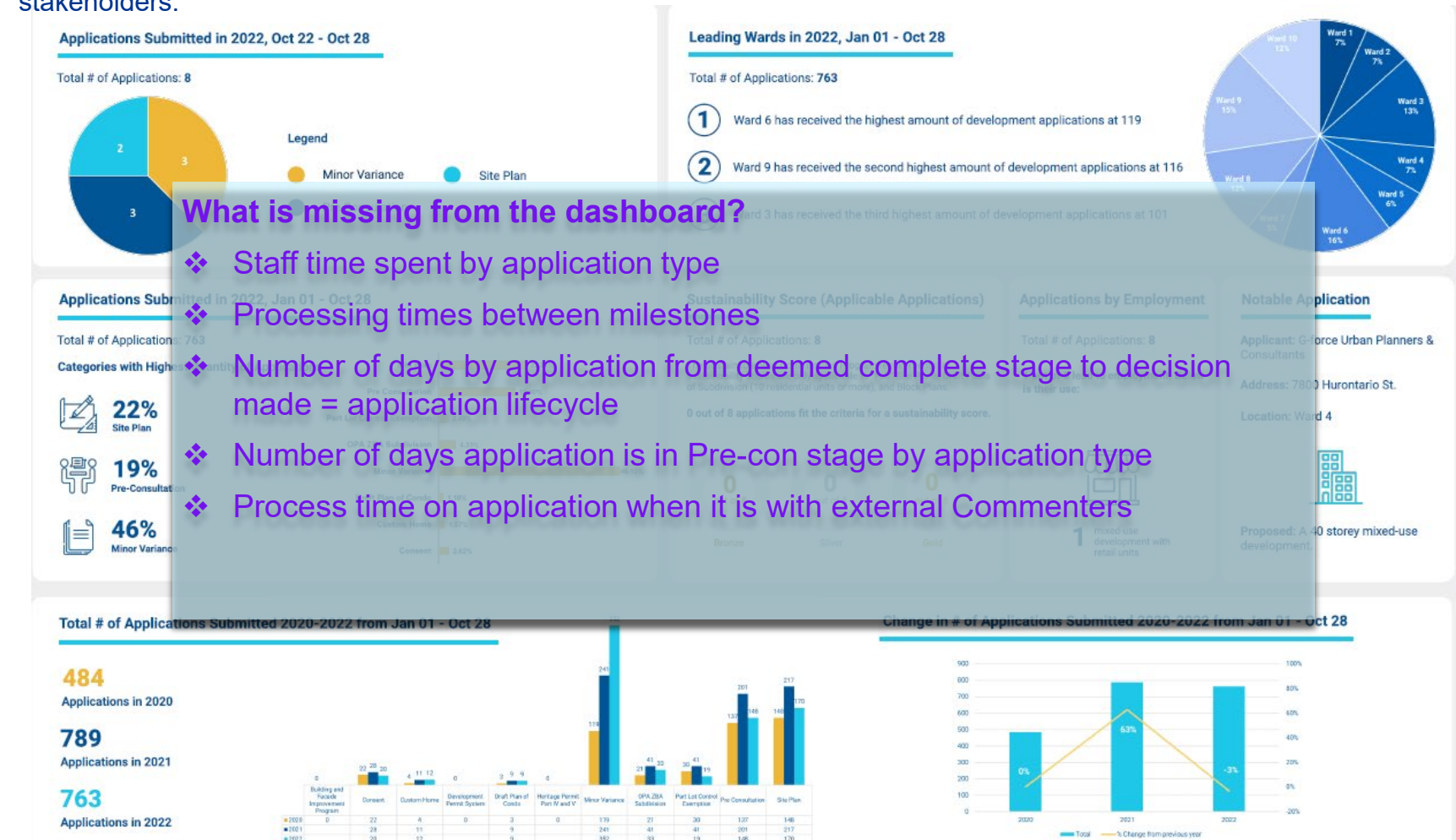
The following is the list of metrics that must be built into the Accela system to enable reporting and line of sight:





# City's Current Dashboard

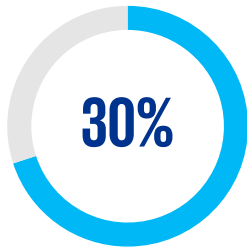
While Development Service's current dashboard provides some key insights, such as Takt time, KPMG recommends additional data points that will provide insights to help track application lifecycles, lead time and cycle time, and associated staff processing time (value added work) with clearly linked KPIs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



# Sample Dashboard

## 763

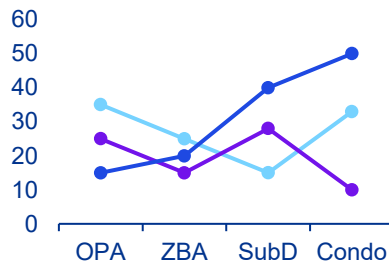
Total number of applications received by the City in 2022



Applications meet the Bill 109 requirements

### Real Time Insights

Showing real time average days application is in process



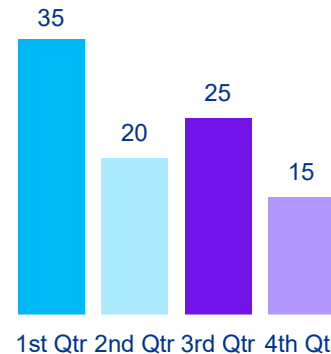
## 600 Hours

Total hours spent by staff by application type

## \$50,000

Amount was refunded on OPA/ZBA applications in 2022

Application refunds by Quarter



## 20%

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

## 100 hours

Average time the application was with the applicant

## 300 hours

Application was in Pre-con stage

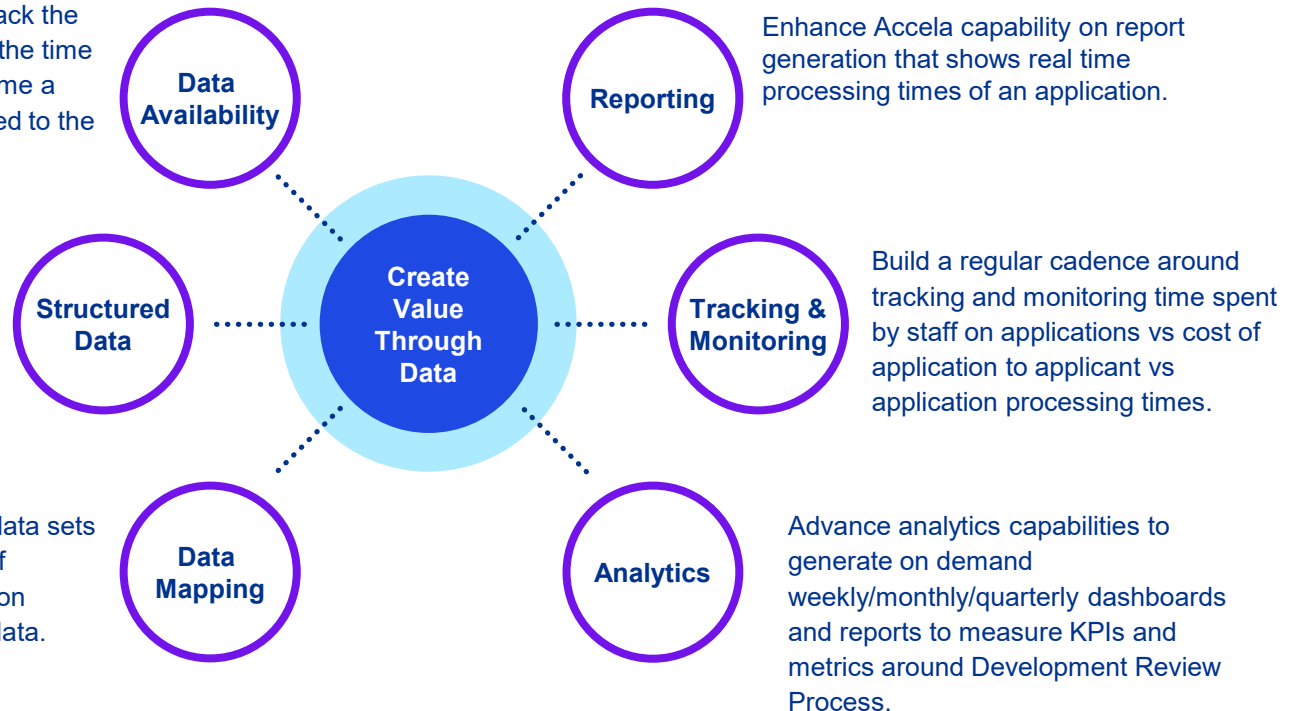
# Overcoming Data Limitations

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

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

Ensure the data is clean and structured.

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



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# **Guiding Principles**

# Guiding Principles

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



# Decision Matrix

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

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

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

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

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

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

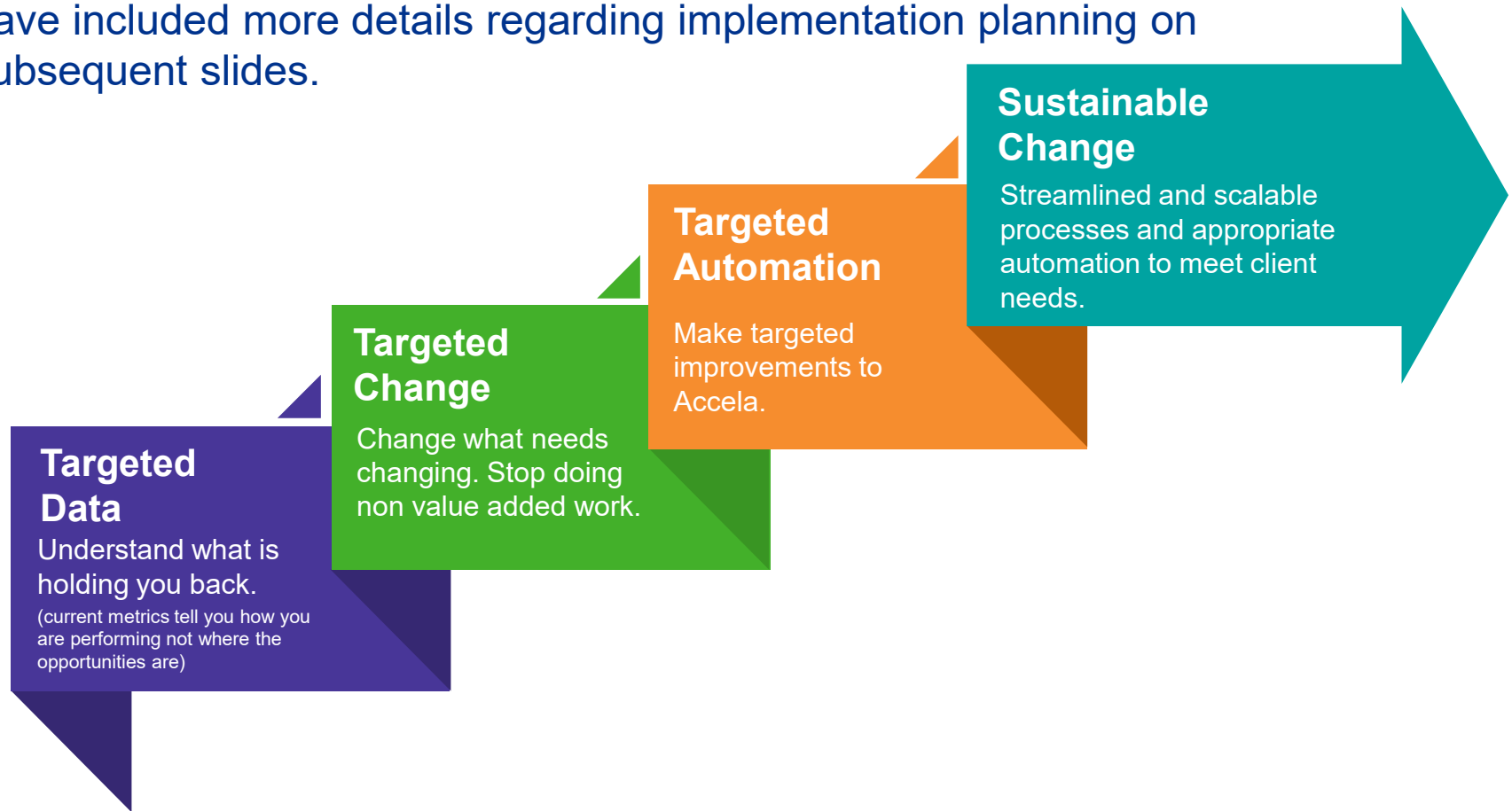
## Example Decision Matrix with Rating Values

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# **Implementation Plan**

# High Level Improvement Road Map

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





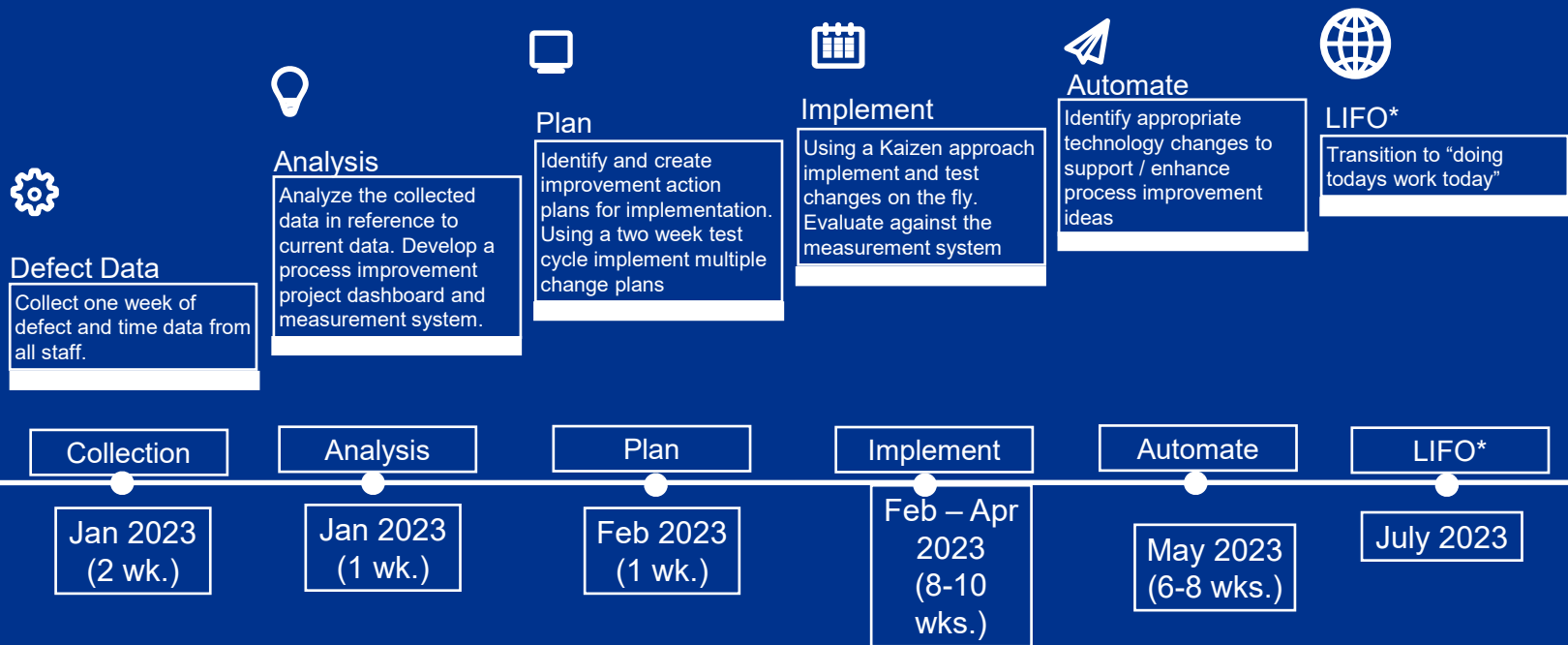
# Detailed Implementation Timeline

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

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

# Process Improvement Road Map

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



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

**\*LIFO = Last In, First Out**

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# **Next Steps**

# Next Steps

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

## Change Management

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

## Pursue Continuous Improvement Quick Wins

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

## Upskill Staff in Lean

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

## Shift Focus to Data and Metrics

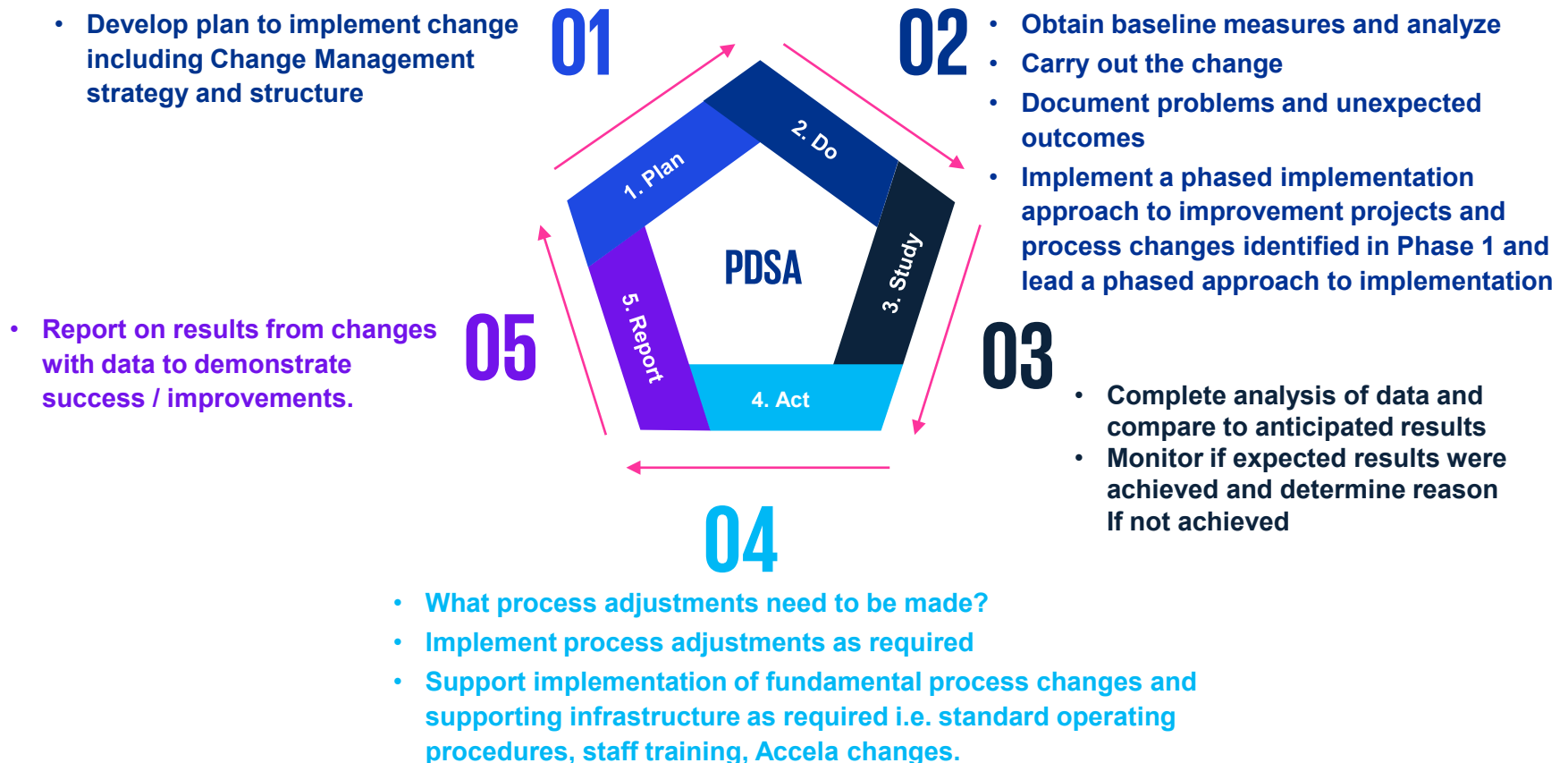
- Create project dashboard to provide visual sharing of progress on implementation throughout the year
- Develop metrics to quantify Guiding Principles to act as True North through transition and evaluate future improvement opportunities using this tool

## Action Accela Workplan

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

# Plan Do Study Act (PDSA)

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





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**Document Classification: KPMG Public**

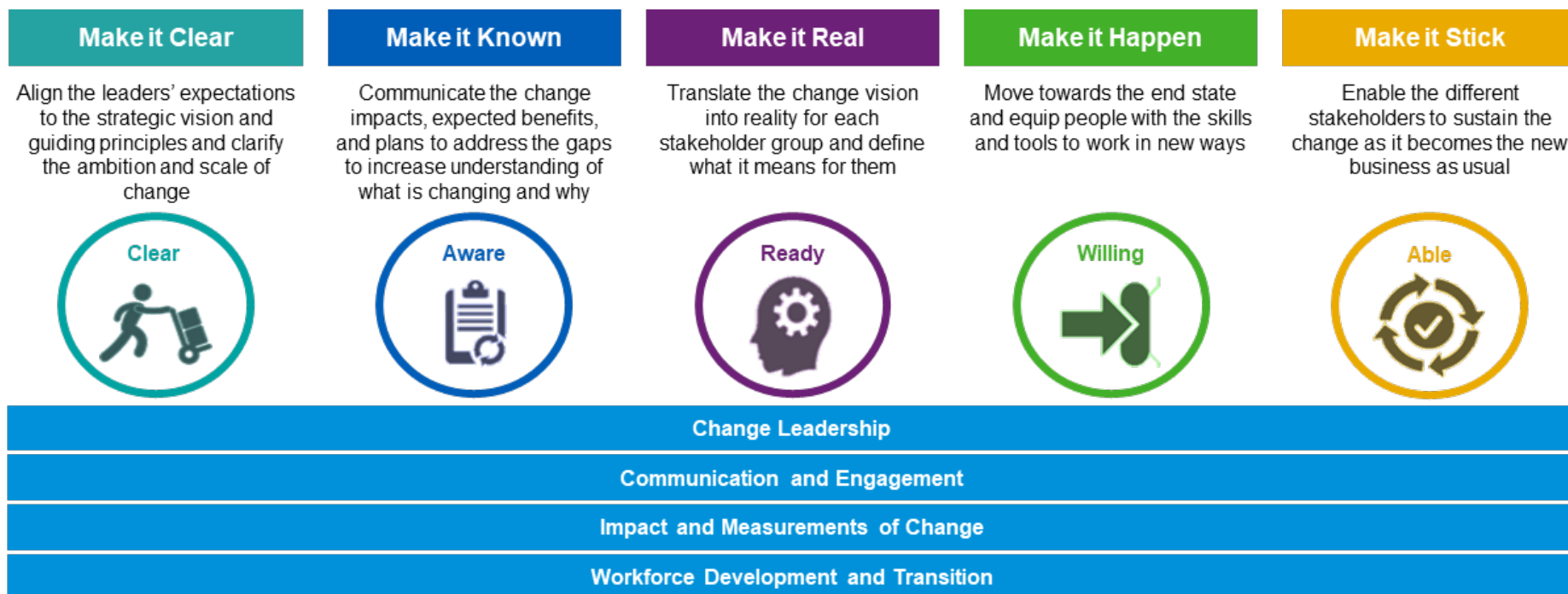
**14**

## **Appendix A**

# **Change Management Strategy**

# Change Management Strategies

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





# Introduction to Change Readiness

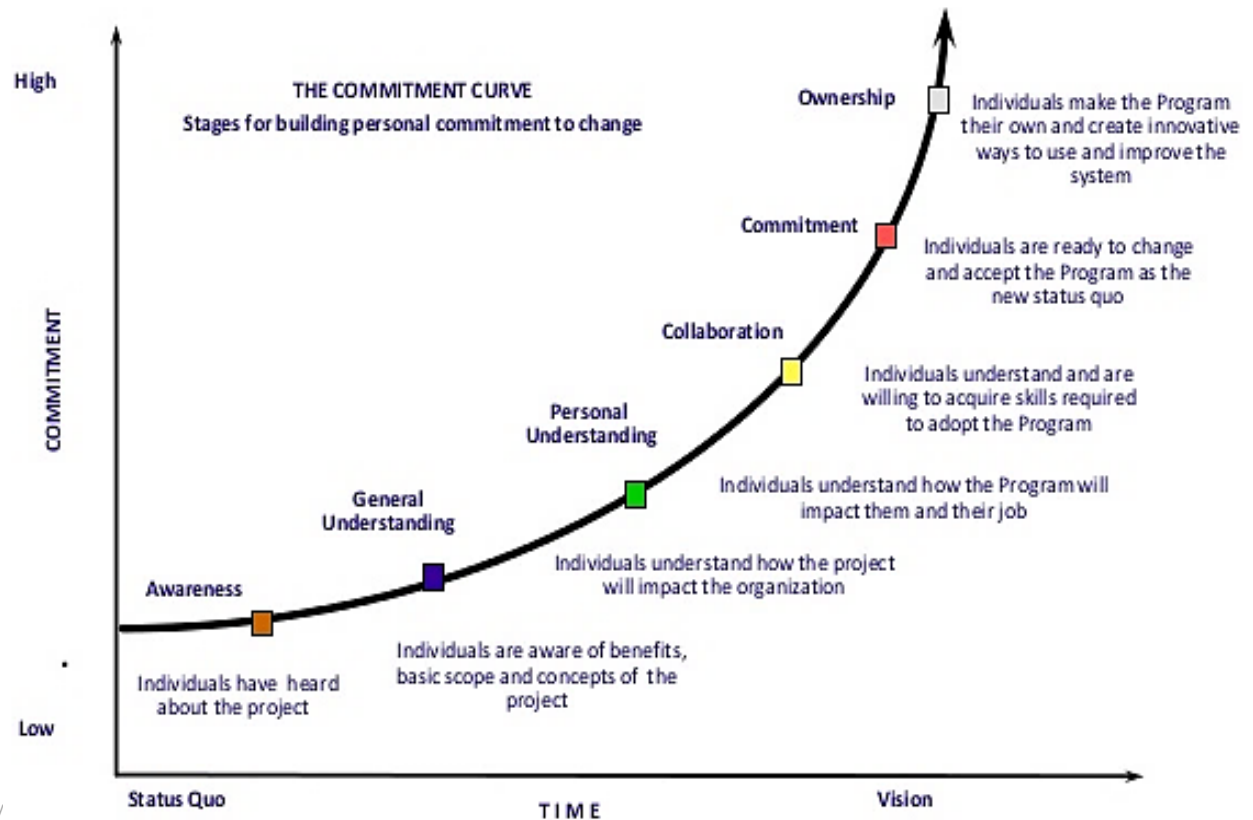
Change is a capability that can be developed rather than simply a workstream. Employing a change management methodology such as KPMG's propriety method introduced over the next slides will provide enhanced benefits such as less disruption to the City during transition, and staff will become more quickly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

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

## Change Readiness Assessment Objectives

The objectives of a change readiness assessment are to:

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



# Definitions of the Criteria Elements

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

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

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

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

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## **Appendix B**

# **Complete List of Opportunities for Improvement by Application**

# Opportunities for Improvement (1/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



# Opportunities for Improvement (2/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



# Opportunities for Improvement (3/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



# Opportunities for Improvement (4/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity

# Opportunities for Improvement (5/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity





# Opportunities for Improvement (6/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



# Opportunities for Improvement (7/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



# Opportunities for Improvement (8/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



# Opportunities for Improvement (9/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity



# Opportunities for Improvement (10/26)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity

# Opportunities for Improvement (11/26)

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

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

QW = Quick Win

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# Opportunities for Improvement (12/26)

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

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

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# Opportunities for Improvement (13/26)

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

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

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# Opportunities for Improvement (14/26)

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

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

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# Opportunities for Improvement (15/26)

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

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

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# Opportunities for Improvement (16/26)

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

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

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# Opportunities for Improvement (17/26)

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

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

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# Opportunities for Improvement (18/26)

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

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

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# Opportunities for Improvement (19/26)

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

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

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# Opportunities for Improvement (20/26)

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

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

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# Opportunities for Improvement (21/26)

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

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

QW = Quick Win

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# Opportunities for Improvement (22/26)

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

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

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# Opportunities for Improvement (23/26)

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

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

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# Opportunities for Improvement (24/26)

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

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

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# Opportunities for Improvement (25/26)

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

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

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# Opportunities for Improvement (26/26)

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

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

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**16**

## **Appendix C**

# **Accella Specific - Opportunities for Improvement**

# Accella Specific Opportunities for Improvement (1/6)

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

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

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# Accella Specific Opportunities for Improvement (2/6)

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

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

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# Accella Specific Opportunities for Improvement (3/6)

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

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

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# Accella Specific Opportunities for Improvement (4/6)

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

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

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LTO = Long Term Opportunity



# Accella Specific Opportunities for Improvement (5/6)

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

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

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# Accella Specific Opportunities for Improvement (6/6)

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

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

QW = Quick Win

K = Kaizen

LTO = Long Term Opportunity

