CITY OF BRAMPTON

Urban Design Process Review

Current State Report

December 12, 2022

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Acknowledgements

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

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

1.0 Introduction

1.1   Background

The City of Brampton, located in the Region of Peel, is currently Canada's 9th largest and one of the fastest-growing cities. The city's forecasted population is expected to reach 985,000 by 2051 from 698, 200 in 2021 [1], with a growth rate two and a half times faster than the national average. This growth is reflected in the significant increase of development applications the City has received, which is trending at a 50 percent increase from two years ago.

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

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

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[1] Brampton Population Forecast, Brampton GeoHub, 2021

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

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

1.2   Purpose

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

1.3   Structure

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

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

2.0 Stakeholder Engagement

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

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

LEGEND

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

Figure 1: Stakeholder Engagement Timeline

2.1   Urban Design Staff Engagement

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

2.2   Senior Leadership Team Engagement

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

2.3   Urban Design Review Panel Engagement

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

2.4   Applicant Engagement

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

and the redevelopment of a portion of the Shoppers World Mall by RioCan. The outcomes of these discussions are summarized in **Section 3**.

2.5   Peer Benchmarking Comparison

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

3.0 Organizational Structure

3.1 City Organizational Structure

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

The UD Manager is responsible for providing oversight, managing and leading urban design professionals and services, including: urban design policy, guidelines, procedures and standards; urban design comments on development applications; architectural control compliance review; special project and city initiated urban design studies. As a member of the Leadership Team, the UD Manager also participates in strategic planning at both the divisional level as well as broader City-wide strategy[3]. The role assumes the responsibility to manage, coach, consult and influence staff to promote effective employee relationships and encourage innovation, productivity and service excellence.

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

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

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[2] The current staff count is based on information gathered in summer 2022.
[3] Manager, Urban Design – July 2018 Job Description, City of Brampton

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

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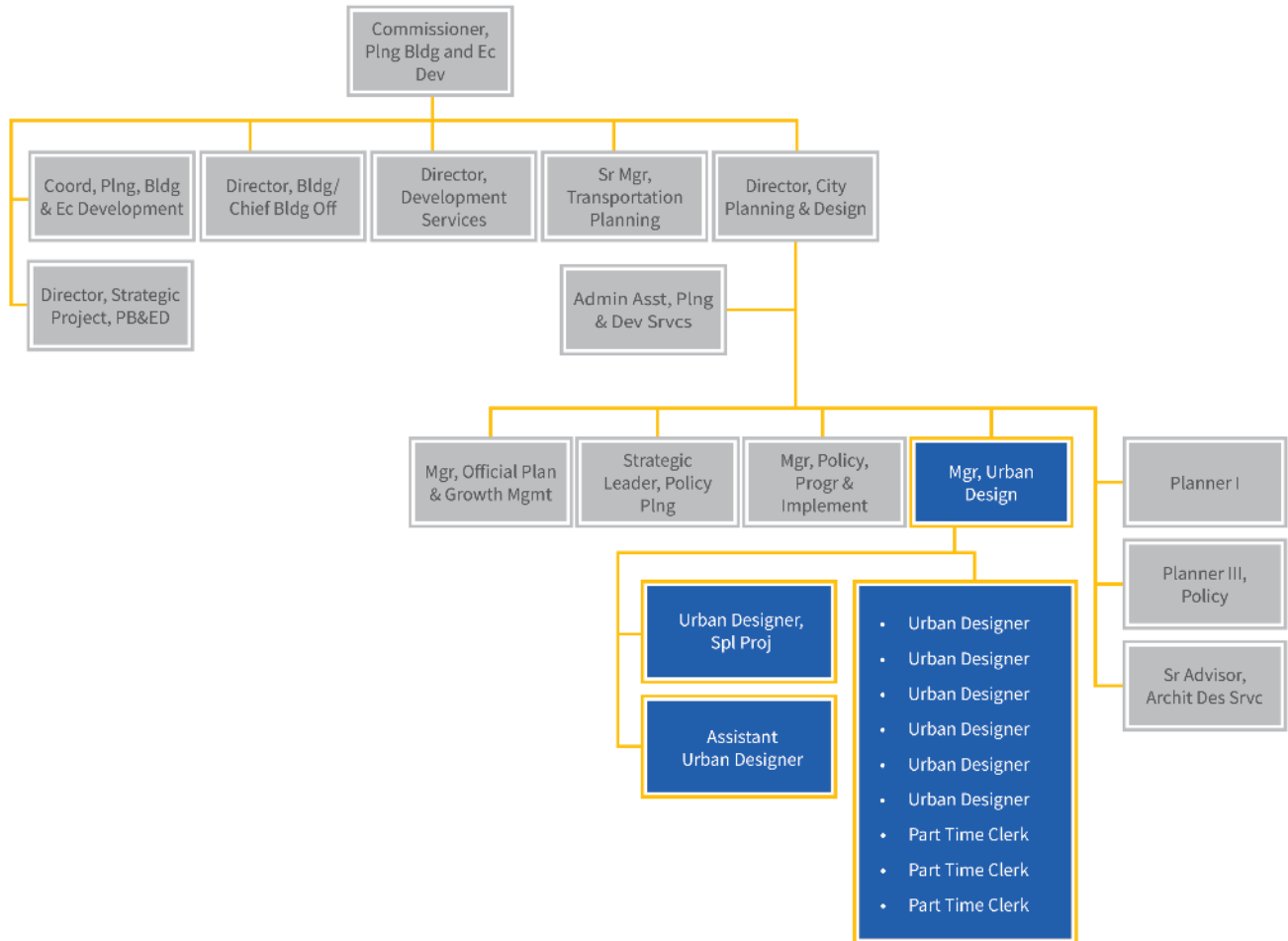
Figure 2: Urban Design Division within Planning and Design Organization Chart

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

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

3.1.1 Engagement Reflections

3.1.1.1 City Staff

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

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

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

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

Additionally, UD staff expressed the need for:

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

3.1.1.2 Urban Design Review Panel

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

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

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

3.1.1.3   Peer Benchmarking

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

4.0 Urban Design Service Delivery

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

4.1   Master Planning & Policy

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

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

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

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

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

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

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

The following documents were also identified through the update of the City's Official Plan, to close gaps in the UD guidance document gaps in the future:
- Nurturing Strong and Connected Communities Building Block; and
- Eco-Park: Eco Spaces and Eco Park Hub Guidelines.

4.1.1   Engagement Reflections

4.1.1.1   City Staff

Both UD staff and senior leadership were interviewed in individual and group discussions relating to the development, use and gaps in the City's master plans and policies. The following list provides a summary of their key experiences, observations and reflections:
- Lack of updated policies, zoning and UD guidance documents that are Council endorsed to carry out Brampton's 2040 vision;
- UD staff have developed area-specific visions and plans (not adopted to date by Council), which are used by UD staff to guide development approval comments and interdepartmental discussions;
- UD staff have historically worked overtime to meet the demands and timelines set by the UD Manager to complete in-house master plans, precinct plans, etc.; and
- There is an urgent need to update city-wide urban design guidance, development guidelines, traffic standards, park dedication assumptions, Terms of Reference and gaps in the City's Official Plan.

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

4.1.1.2   UDRP

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

4.1.1.3 Applicant

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

4.1.1.4 Peer Benchmarking

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

In reviewing the available urban design guidance from the three comparator municipalities, the following highlights additional guidance opportunities for the City of Brampton:
- Area-Specific Guidelines and Streetscape Plans;
- Employment & Industrial Area Design Guidelines;
- Green Development Standards;
- Streetscape Manual;
- Accessibility Design Guidelines;
- Crime Prevention Through Environmental Design;
- Public Realm Strategy; and
- Climate Change Resiliency / Green Infrastructure Guidelines.

4.2 Development Approvals

The UD division's development applications review process falls into the larger Development Approvals Process (DAP). The DAP in Brampton is currently under review by others, however, this report assesses the UD division's current roles in the DAP based on City staff practices and standard operating procedure manuals. The manuals, updated in August 2022, include:
- Site Plan Review Application - Standard Operating Procedures for Planners; Ver. 1.2;
- Application to Amend the Official Plan, Amend the Zoning By-Law, and/or Draft Plan of Subdivision - Standard Operating Procedures for Planners; Ver. 1.0;

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

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

Between 2019 and 2021, the City recorded a total of 1,463 planning and development applications processed through Accela: 386 total applications[4] in 2019, 420 total applications in 2020, and 657 total applications in 2021. The City has experienced a 70% increase in the number of applications from 2019 to 2021.

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

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[4] In this context 'total applications' consists of Art Installation, Building and Façade Improvement, Custom Home, Draft Plan of Condo, Signage, Major (OSZ) Applications, Site Plans, and Minor Variances.
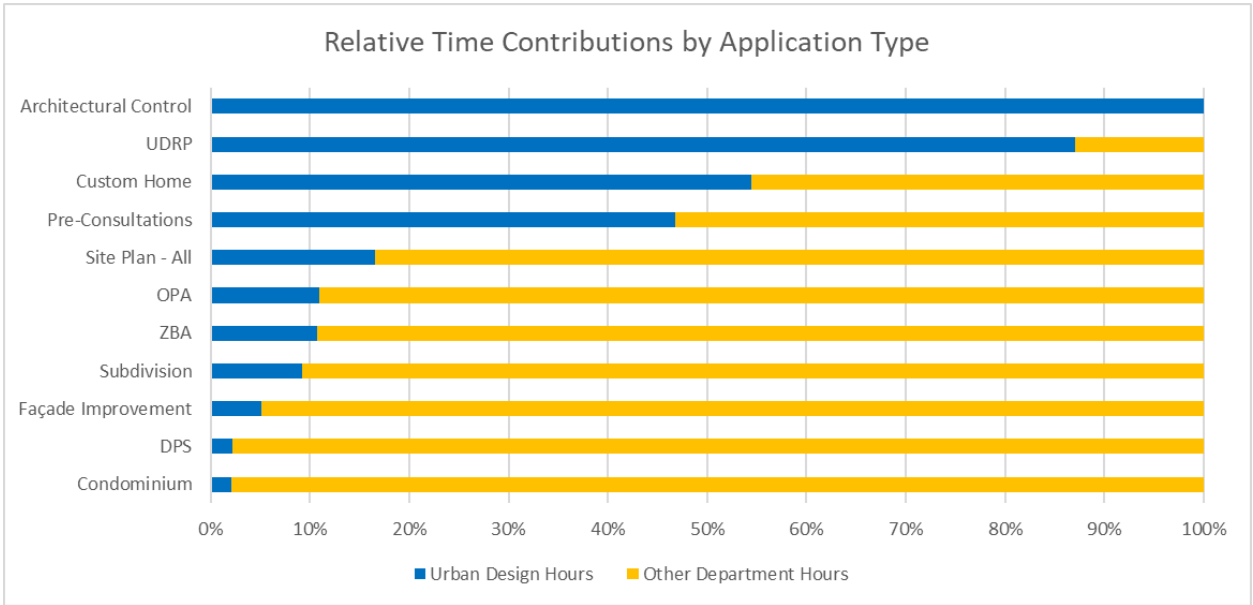
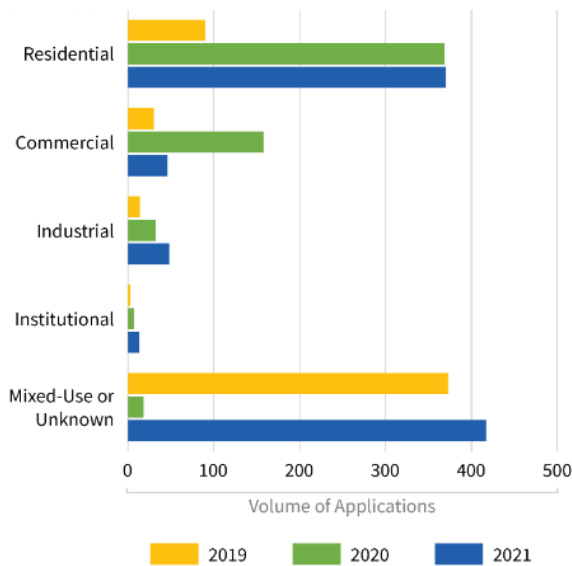Figure 3: Relative Time Contributions by Application Type (2019-2021), City of Brampton

Figure 4: Volume of Development Applications by Development Type (2019-2021[5]), City of Brampton

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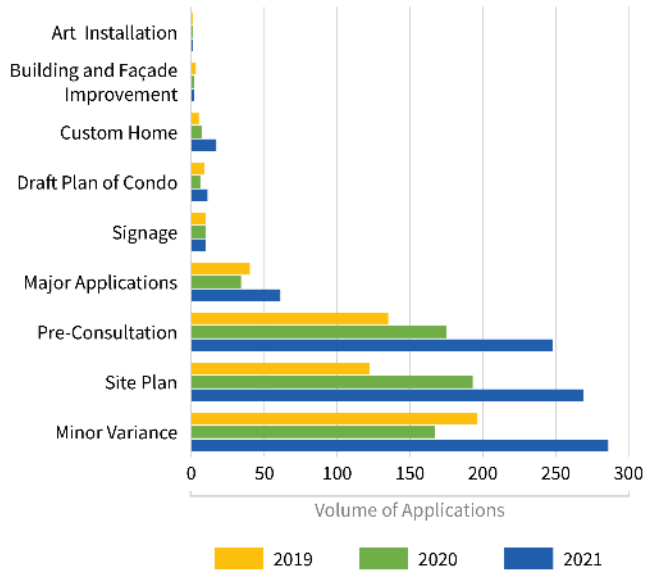[5] No data was provided for Employment and Community Areas type.

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

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

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

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

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

Table 1 Bill 109 Fees and Cost Recovery Implications[6], City of Brampton

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

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

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

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

4.2.1   Pre-Consultation Process

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

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

DEVELOPMENT APPLICATIONS
PRE-APPLICATION CONSULTATION PROCESS

Applicant with Proposal

Applicant to consult with external agencies to facilitate their reviews

Informal discussion with COB Planning

Mandatory Pre-Application Consultation Meeting

Next Step: The Applicant uses the Checklist and guidance received at the Pre-Application Consultation meeting to prepare and submit specific Development Application(s), as needed:

Official Plan Amendment

Zoning Bylaw Amendment

Draft Plan of Standard Condominium

Draft Plan of Common Element Condominium

Block Plan Amendment

Draft Plan of Subdivision

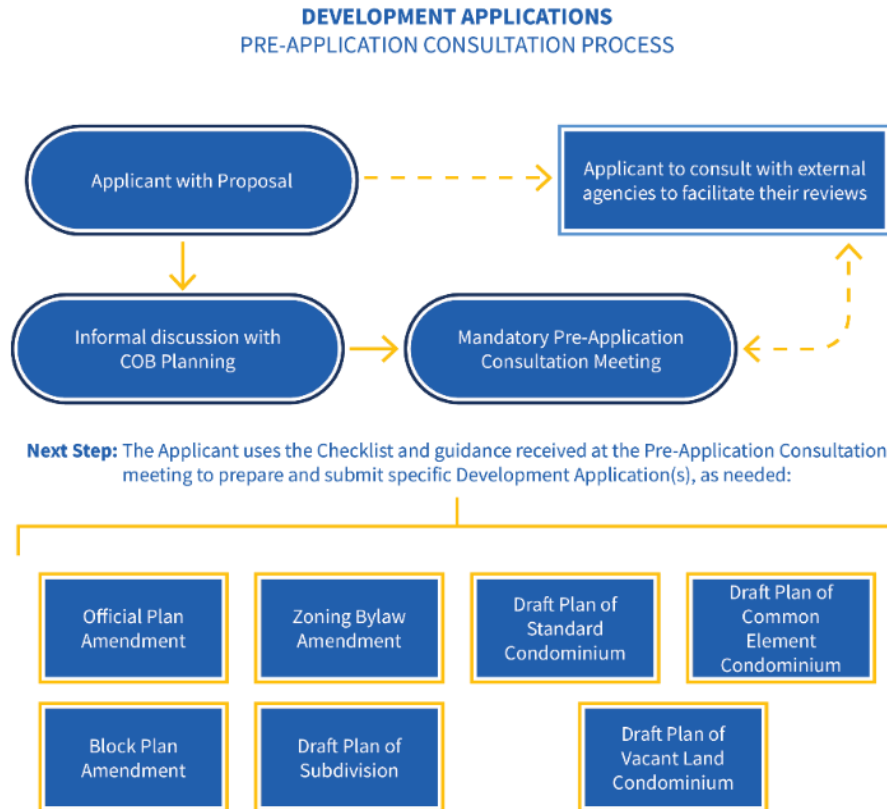Draft Plan of Vacant Land Condominium

Figure 6: Development Applications Process, City of Brampton

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

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

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

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

4.2.2 Development Approvals Process – Major Applications

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

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

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

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

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

4.2.3   Development Approvals Process – Site Plan Control

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

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

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

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

City's failure to approve applications within 30 to 60 days after the formal submission will also result in partial to full reimbursement of application fees, as per Bill 109. As per the proposed legislation changes of Bill 23, developments with fewer than 10 units have had site plan control requirements removed. These changes could have a positive impact in reducing the number of development applications to be reviewed within the new timeframes.
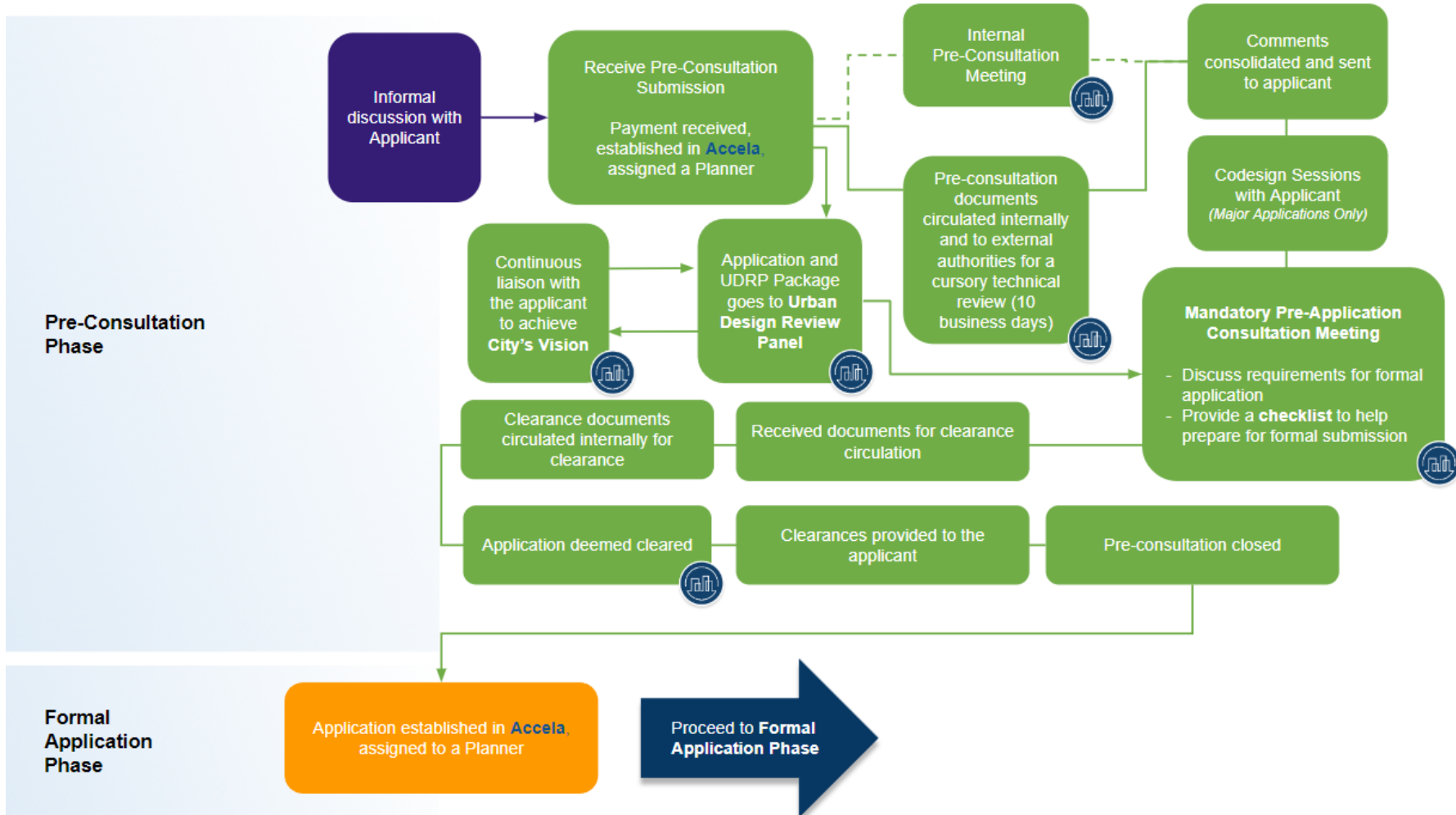
Figure 7: Current Pre-Consultation Process Diagram

Major Applications involving amendments to OPA, ZBA and Subdivision
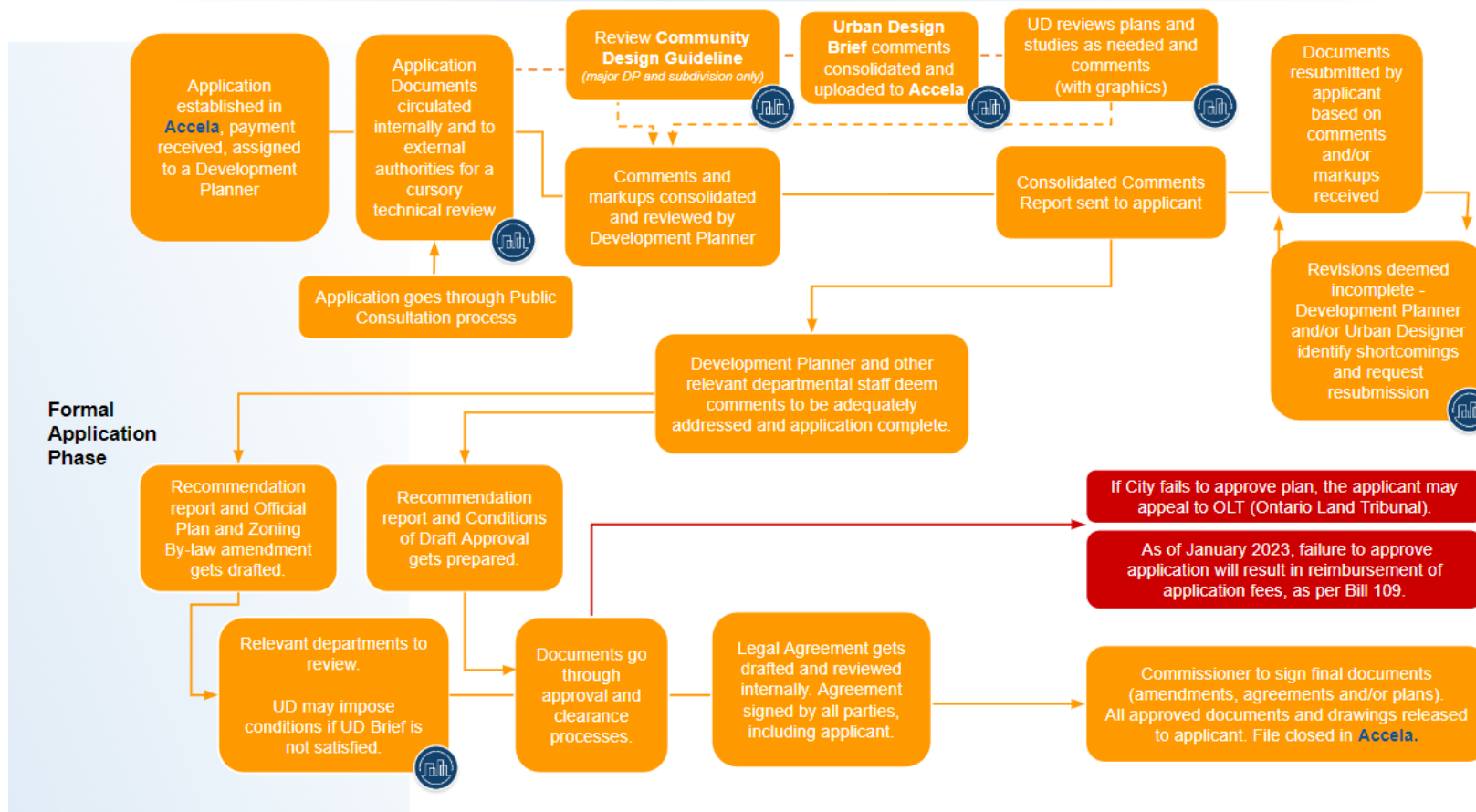

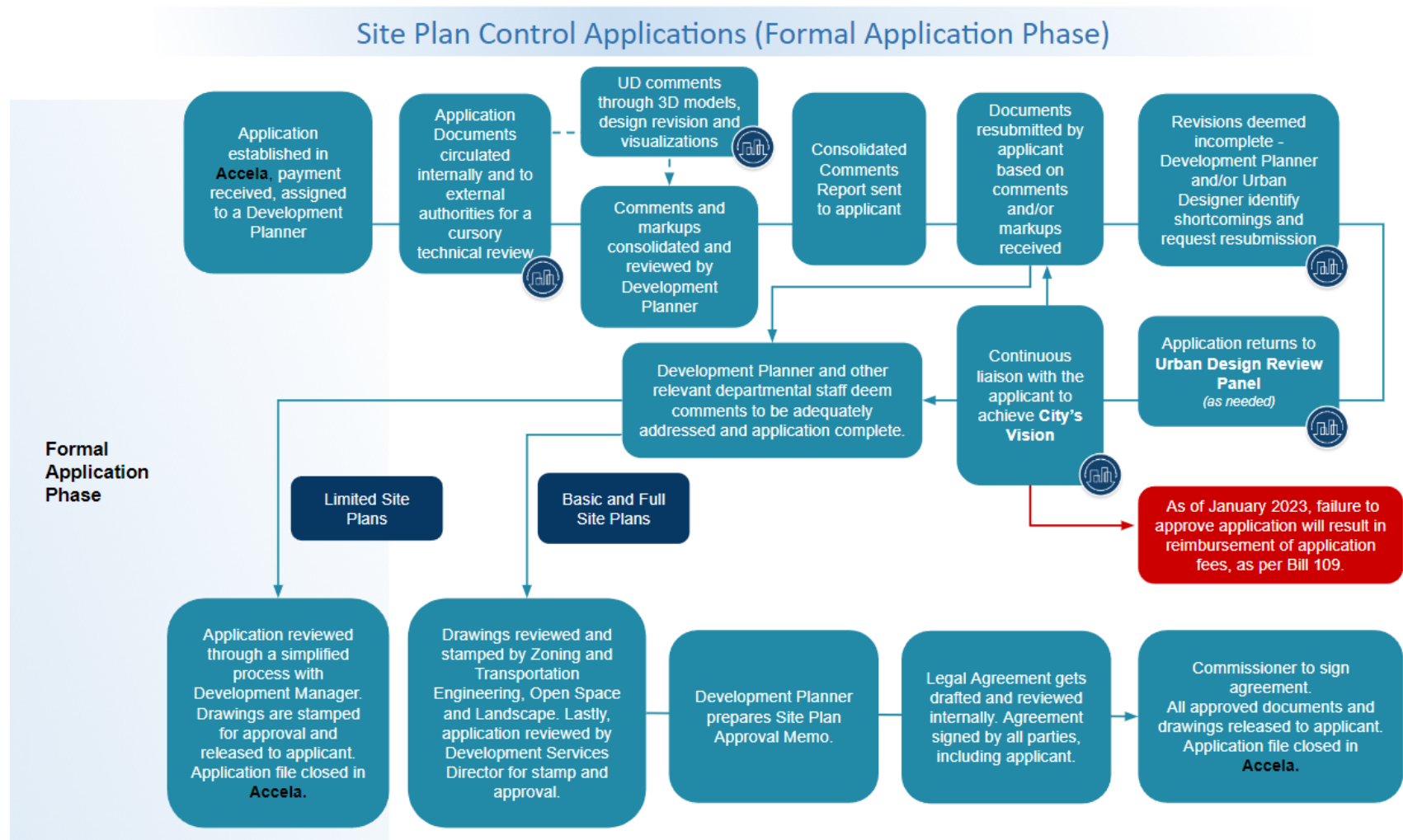Figure 8: Current Major Applications Process Diagram

Figure 9: Current Site Plan Control Process Diagram

4.2.4   Engagement Reflections

4.2.4.1   City Staff

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

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

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

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

Additionally, UD staff expressed the need for:

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

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

4.2.4.2   UDRP

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

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

4.2.4.3   Applicant

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

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

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

4.2.4.4   Peer Benchmarking

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

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

4.3   Urban Design Review Panel Role

The Urban Design Review Panel (UDRP) was established in March of 2018 to provide advice, guidance and alternate solutions on design related concerns that affect both the public and private realms. The panel is intended to achieve a higher level of design excellence on proposed developments through the inclusion of panel reviews during the development application phases. Based on the City's website[7], "the panel evaluates selected development applications in design priority areas, such as Central Area, Mobility Hubs, Major Station Areas and Designated Intensification Corridors. Ultimately, the UD team selects the types of projects that go through a panel consultation. Typically, the forms of development subject to UDRP review focus on major high-density and mixed-use development, large institutional uses, transit-oriented developments, important parks and key streetscape applications, as well as major public

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

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

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

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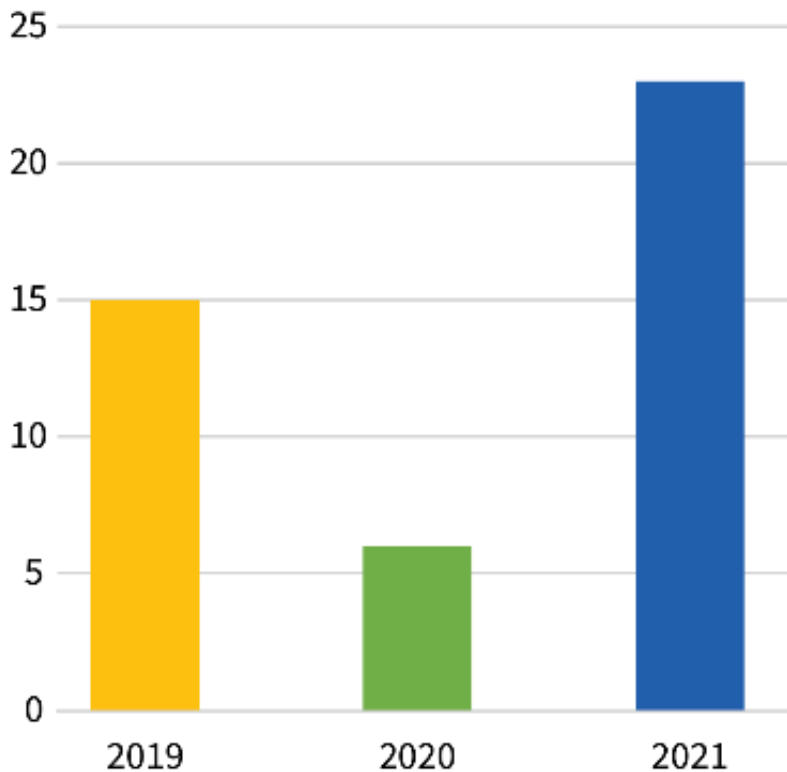

Figure 10: UDRP Volume of Applications (2019-2021), City of Brampton

5.0 Key Issues

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

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

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

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

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

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

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

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

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

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

5.1 Next Steps

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

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

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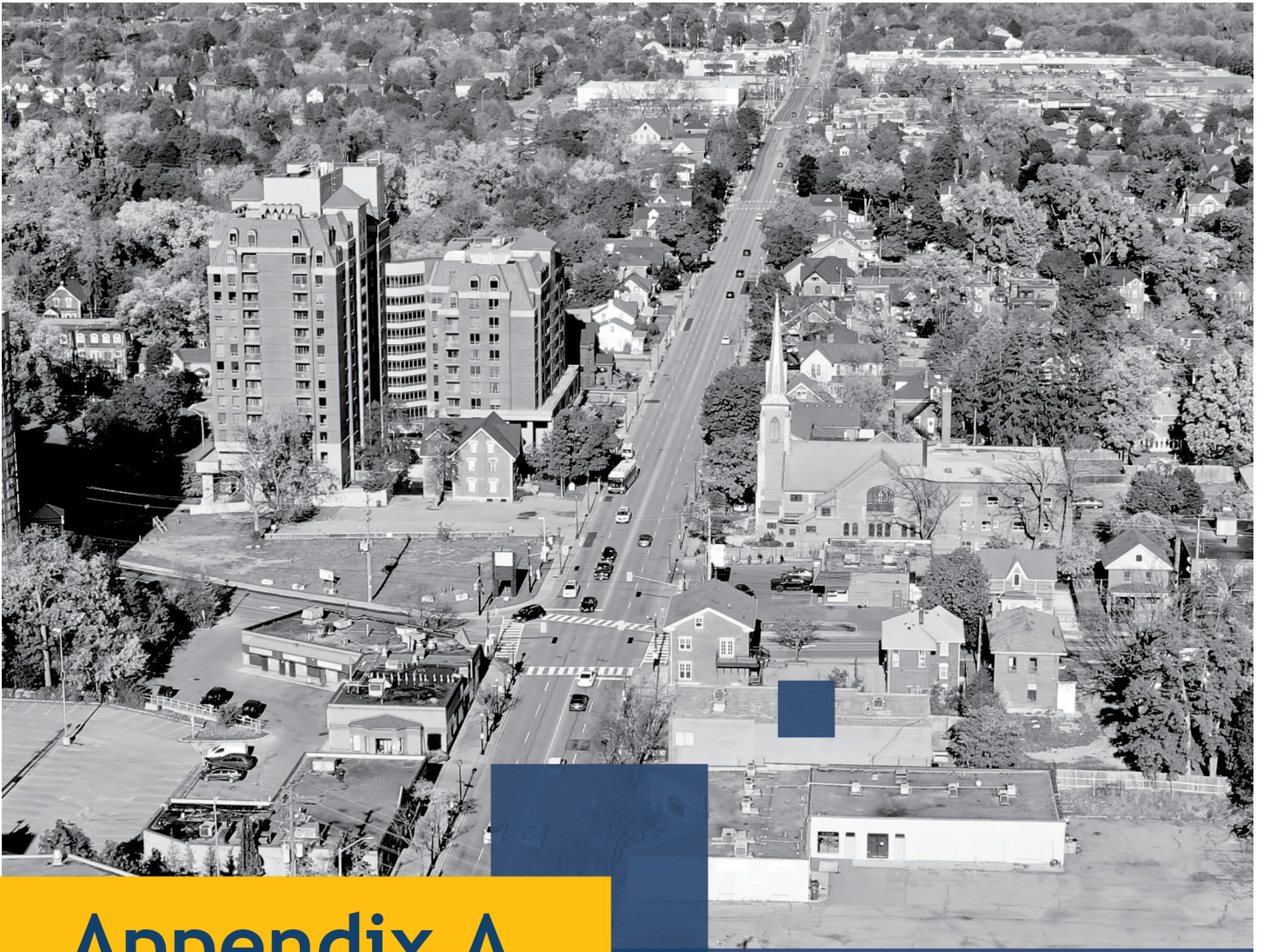
Appendix A

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

Brampton Urban Design Process Review

Urban Design Staff Interview Questions

Introduction

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

1. Are the right things being done; and,

2. Are they being done the right way.

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

Approach to the Interview

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

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

Part 3: Organizational Structure

1. Please provide your:

   - o Title
   - o Role
   - o Supervisor's name
   - o Department

2. How well do your skills or role align with the tasks assigned to you? (e.g., certifications, educational background, past work experience, etc.)

3. What type of work does a (insert title/role) do?

4. Is your role clearly communicated with you by your supervisor?

5. How well do you understand the scope of work that you are responsible for?

Part 4: Understanding and Involvement

6. How involved are you in the development application reviews?

7. How well do you understand the process and steps involved in development application reviews?

8. Do you receive appropriate guidance and/or communication during the review process?

9. What could be improved about the efficiency of reviewing applications?

10. Describe what (if any) challenges you encounter while completing your work.

11. How often does your supervisor or a senior staff review your work?

12. What level of rework or errors (if any) are usually identified in your work by internal/peer/senior reviewers?

13. How would you rate the quality or effectiveness of the review and feedback you receive on your work?

14. Do you get allocated appropriate time to complete your tasks?

15. Do you consistently meet all internal and external deadlines set out to you by your supervisor?

16. What (if any) barriers have you encountered in the past that prevented you from meeting deadlines?

17. Can you please describe how a typical day or week of work is prioritized, and how the progress/completion is tracked?

18. What happens if there is a complaint from a citizen or member of Council when you have other work to get done?

19. Did you participate in a post-application review with the Urban Design team and have the opportunity to share lessons learned?

20. Who do you identify as the client or customer? What are their goals? How do they align with your goals?

21. Do you feel you provide good value-for-money?

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

22. Do you often collaborate with other departments in order to complete application reviews?

23. Provide any general comments related to the workflow between the Urban Design Team or with other departments.

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

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

Brampton Urban Design Process Review

Urban Design Staff Post-Interview Questions

Introduction

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

1. Are the right things being done; and,

2. Are they being done the right way.

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

Approach to the Interview

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

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

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

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

Part 1: Tools, Technology and Software

3. What types of technical programs and/or software do you use in order to complete your work?

4. What types of workflow tools and/or methods do you use that help facilitate a more efficient and streamlined workflow?

5. Do you have access to the programs and/or software that you feel are appropriate to complete tasks assigned to you?

6. Do you receive adequate training and mentoring in order to complete your work?

7. Are you comfortable with the level of guidance and support available for your work?

8. Provide any general comments relating to any challenges and/or improvements related to completing your assigned tasks.

Part 2: Documents – Guidelines, Standards, Policy

9. What types of documents guide your decision-making throughout the application review process?

10. What gaps (if any) in the application review process do you think get overlooked or complicate the review process?

11. Are there any guidance and/or standards that could be improved?

12. Are there any outdated guidelines, standards and/or policies that cause issues and inefficiencies during the review process?

13. How would you rate the overall management of documents and organization as it relates to the application review process?

14. Please provide any general comments relating to guidelines, standards and policies and how these may affect the completion of the application reviews.

15. Do you believe the team has a mindset of continuous improvement? Could the team adapt quickly if things are done differently in the future?

16. What do you think should be the top three priorities to become a leading Urban Design team among similar-sized Ontario cities?

    1.

    2.

    3.

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

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

Thank you for your participation in this process review interview.

Additional Comments

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

Senior Leadership Team Questions

1. In your experience, what is your perception of the Urban Design Team when it comes to collaboration?

2. In your experience, does the Urban Design team provide timely responses and comments as part of the Development Application Review?

3. How has your experience been in regards to working with UD team in relation to special projects?

4. What are some of the challenges with working with the Urban Design team?

5. What are some of the opportunities for improvement that can help streamline the development application process?

6. The project team has discovered that the Urban Design team has done a lot of work regarding policies and guidelines, much of it in draft form. Why haven't these policies been formalized and approved?

7. For multidisciplinary projects, are there team meetings to discuss lessons learned? How is information shared between staff?
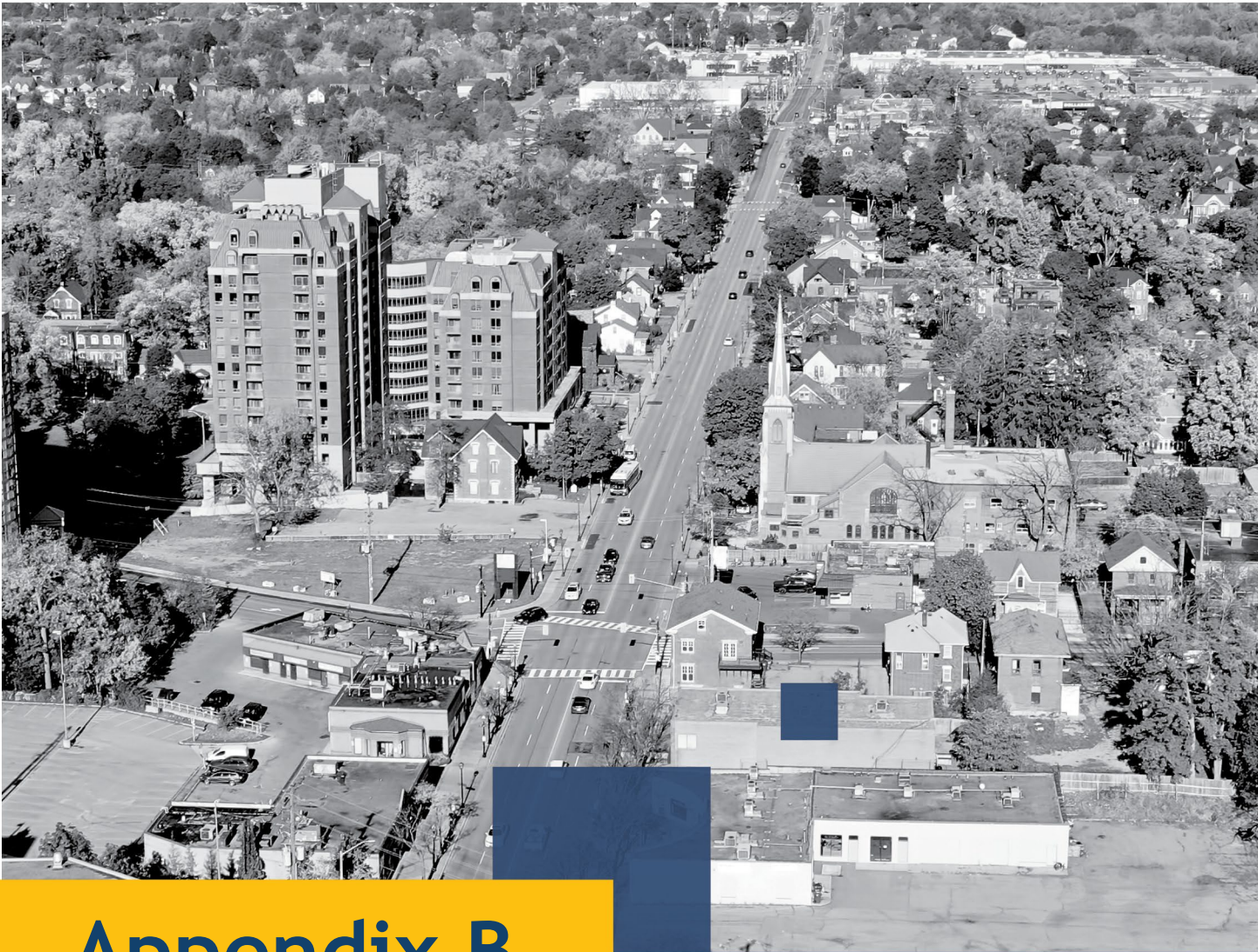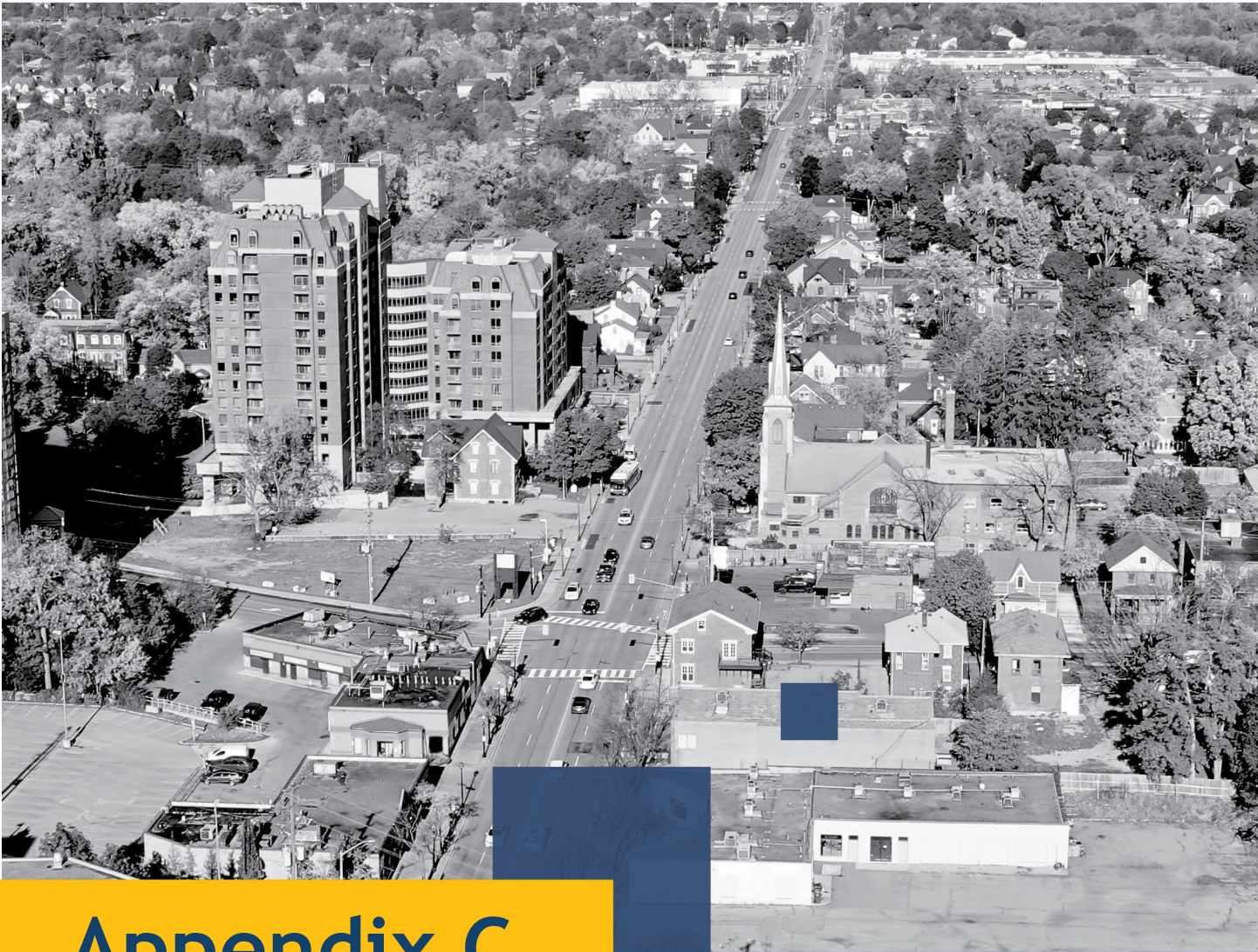
Appendix B

UDRP 2021 List of Recommendations

UDRP 2021 List of Recommendations

- **Panel transparency**
  - Panel session should be made public (or at least the recording and the minutes be made public like the Vaughan DRP)
  - Staff Development Application Report should include a short section on the Panel's key comments and recommendations
- **Project Selection:**
  - A proponent who does not owned or is not firm on the acquisition of a property should generally not be coming to the panel.
- **Presentation Package:**
  - Must include the presentation material listed on page 6 of the Brampton DRP TOR . If submission requirements are not met, a project should likely generally not proceed with the meeting (e.g. landscape plan/ public realm design must be included).
  - Applicants should always highlight the proposals' relationship and integration with Vision 2040, showcasing alignment to the vision.
  - For a second session, a project should clearly highlights and focus the presentation on the improvements made since the first session. Some second submissions have come with a list of the changes, but a majority do not.
  - Small details but all presentations should include page numbers, as well as north arrow on site plan and shadow study drawings.
  - If there are notable site grading changes to the proposed building, cross section(s) should be presented to illustrate the design solution. In a tight urban condition, cross section(s) should be provided to illustrate the interface between the proposed building and the street boulevard.

- **Presenters:**
  - Focus should be on design and should generally be by the Architect and Landscape Architect. There is generally no need for the proponent planner to present (which takes away time to present the design) as City Staff covers this well.
  - The applicant should address the city's questions/concerns as part of their presentation. It will would help keep the presentation more focused on critical issues.
- **Panel Discussions:**
  - Could there be opportunities to enhance the discussion of design between the presenter/applicant and the panel in a more constructive way and even between panel members. Maybe 2 rounds of comment cycles of the Chair

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

- **City Directions**
  - o The City needs General Guidelines and Area Specific Guidelines to help provide guidance to Staff and Applicants. This is currently missing and urgently needed.
- **Public Project**
  - o Needs to be held to the same, if not higher, level of excellence than a private project – Public Project need to lead by example.
  - o Public projects should come early on, so they can have some of the design recommendations considered into the budget. When possible, a public project TOR/Scope should come to the Panel for review to ensure it is complete and has no gaps.

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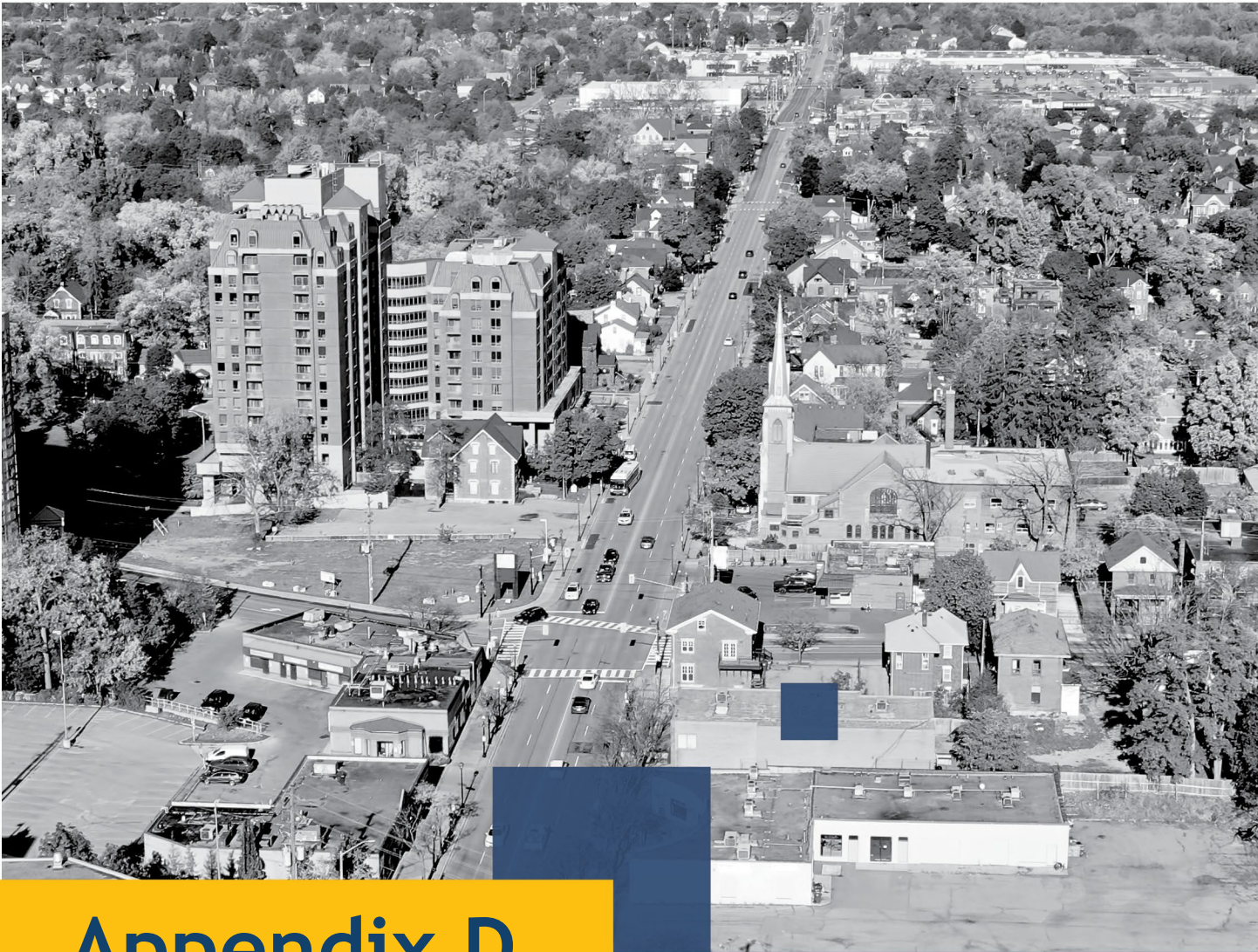
Appendix C

Applicant Interview Questions

Applicant Interview Questions

1. Describe the steps that were taken in order to submit the development application (from pre-consultation sessions all the way to getting approval). How long did it take altogether?

2. Were you able to easily find the appropriate policy and guideline documents necessary or applicable for the proposed project?

3. How would you describe your overall experience with the Urban Design team in regards to this development application? What worked well based on your experience?

4. What were some challenges of working with the Urban Design team?

5. In what ways did you communicate with the UD staff? How often? Is there a specific person that reached out to you directly?

6. How would you rate the feedback and/or comments received from the City of Brampton staff in regards to the application package? Were the comments received in a timely manner?

7. Did your project go through the Urban Design Panel Review? If so, at what stage of the design/planning process did it occur? How would you describe your overall experience?

8. What are some improvements, if any, that can be made to enhance the applicant's experience and streamline the development application process?

9. Suggested Rephrasing: What changes would you most like to see in the Urban Design Review process to improve your overall experience?

10. Provide general comments on any key observations, lessons learned and your team's future approach on development applications.

11. Has this experience affected how your team will approach development applications in the future? If so, how?

Appendix D

Peer Municipalities Benchmarking Questions

Brampton Urban Design Process Review

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Introduction

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

1. Are the right things being done; and,

2. Are they being done the right way.

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

Questions

1. How does the urban design team fit into the organizational structure?

2. Is there a hierarchy based on seniority and qualifications? For example, senior urban designers and technician.

3. What is the total number of the urban design staff?

4. What are the key activities, duties and responsibilities of the urban design team?

5. Does the urban design team prepare their own internal visionary master plans, guidelines and studies? If so, what percentage of this work is completed by the team? What projects are not completed in-house?

6. What type of supporting documents are requested and reviewed by urban design?

7. What type of terms of reference is used by the urban design team?

8. What type of urban design guidelines does the urban design team use?

9. What type of software are used by the urban designers in general and for reviewing applications in particular?

10. Do the staff review applications based on location, typology, complexity, or other?

11. What volume of development of applications has the City reviewed in 2001?

12. Urban designers provide support to other sections/ departments, how do they plan and provide this type of support? Is it done through MOUs?