

# Planning, Building & Growth Management Continuous Improvement Efforts and Proposed Fee Increases



# Today's Conversation

1. Continuous Improvement - Key Drivers of the Work
2. Continuous Improvement - Project Findings and Next Steps
3. Development & Site Plan Application Fees

## Key Highlights:

This report covers the year of 2022:



976 applications were submitted from Jan 01 - Dec 31 2022. This is a 3% increase from 2021.



The top three highest application types submitted were minor variances, site plans, and pre-consultations.



The status for most applications submitted this year is 'approved' at 477 out of 976 applications.



110 applications have a direct link to employment. The top use is industrial at 34 applications.



A total of 7,612 residential units are proposed with majority being apartments at 5,863 units.



There are 6 developments with affordable housing. A total of 544 apartments and 15 stacked condominiums are proposed.



70 applications had sustainability scores, with a majority scoring bronze at 47 applications.



Notable applications are mapped on the Bram West, Central Area, Intensification Corridor, and Secondary Plan 47 maps.



863,363 sq.m of office and industrial developments are awaiting approval and 6,540 sq.m have received approval.



2,214 units were registered /approved from 2020-2022, 178 have obtained a building permit.



A total of 10,562 building permits were issued, the majority were residential at 9,516 building permits.



A 18% increase in the construction value of issued permits and a 9% decrease in permit revenue, is seen since 2021.

## Summary of Applications Submitted

Jan 01 - Dec 31 2022

Total # of Applications: 976



### Categories with Highest Quantity of Applications



42%  
Minor Variances



22%  
Site Plans



19%  
Pre-Consultations

## Applications by Employment

Includes all submissions

Office & Industrial Submitted in 2022:

902,628 sq.m

Office & Industrial Approved in 2022:

222,603 sq.m

114 applications lead to employment, below is their use:

\*Submission dates for applications approved in 2022 start from 2015.



8 Retail



2 Supermarket



2 Animal Hospital



1 Medical Office



2 Restaurants



34 Industrial



4 Office



9 Educational Facilities



1 Childcare Facility



2 Youth Shelter



20 Other (e.g. hair salon)



29 Multiple (e.g. office/retail)

## Housing

Includes formal submissions only

A total of 7612 residential units are proposed, the type is below:



5863  
Apartments



1195  
Townhouses



104  
Semi-Detached



450  
Single-Detached

\*Excludes affordable housing units

## Sustainability Score

For applicable applications

70 applications have a sustainability score, below is their initial score:



Not Achieved



Bronze



Silver



Gold

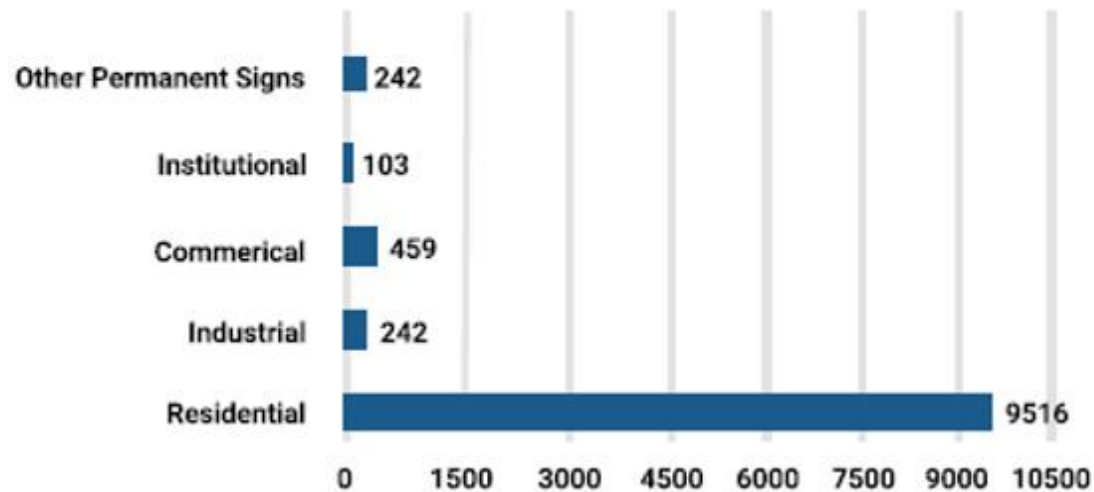
The Sustainable New Communities Program requirements for sustainability scores are only applicable to "Full" Site Plans, Draft Plans of Subdivision (10 residential units or more), and Block Plans.

\*Note that applications that received 'not achieved' must re-submit to meet the minimum score 'bronze'.

# Building Permit Activity

## Building Permit Activity

Permits Issued by Type:



## Construction Value of Issued Permits

**\$2,031,155,518**

📈 18% increase from 2021

## Permit Revenue

**\$15,880,206**

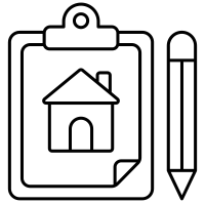
📉 9% decrease from 2021

# Continuous Improvement **Initiatives**

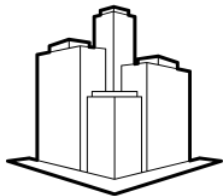
Audit and Accountability Funded Projects



Committee of Adjustment End-to-End Review



Urban Design Process and Guidance Document Review



Development Application End-to-End Review



# Committee of Adjustment Review

## Findings



DEFECTS

- Lack of automation and use of technology
- Unnecessary processes create duplication and delays
- High degree of staff time expended on applications
- Zoning by-law restrictions driving demand for services
- Volume of deferrals adding unnecessary pressures to business processes



EXTRA-PROCESSING



OVERPRODUCTION



WAITING

# Committee of Adjustment Review

## Implementation

Recommendation	2023 Q1-Q2	2023 Q3-Q4	2024 Q1-Q2
Implement CofA processes in public-facing Accela platform (BramPlanOnline)			
Rationalize approach to identification of extraneous non-compliances			
Simplify CofA form and make application reference guides available to the public			
Implement “Preliminary Plan Review” process			
Zoning by-law housekeeping amendment			
Employ a consent agenda for CofA hearings			
Employ simplified reporting template			
Make sketches available only upon request			
Implement a fixed cap on number of applications to be heard per CofA hearing cycle			
Streamline mail out and notice sign processes			
Provide training to CofA members on roles, responsibilities and process changes			

# Committee of Adjustment Review

## Outcomes



\$549,560 labour savings annually



5,030 hours - staff time savings annually



# Urban Design Guidance & Process Review

## Findings



DEFECTS



EXTRA-PROCESSING



OVERPRODUCTION



WAITING

- Gaps in key guidance documents
- Eliminate low-value or redundant processes
- Streamlining commenting processes to avoid delays
- Need for a realigned Urban Design team structure for more efficient, collaborative service delivery

# Urban Design Guidance & Process Review

## Implementation

Recommendation	2023 Q1-Q2	2023 Q3-Q4	2024 Q1-Q2
Update key Urban Design guidance documents			
Eliminate identified low-value processes			
Reposition role of the Urban Design Review Panel			
Realign Urban Design team structure			
Revise Standard Operating Procedures			
Improve ability to track and report on Urban Design metrics through Accela			

# Urban Design Guidance & Process Review

## Outcomes



\$48,183 labour savings annually



350 hours - staff time savings  
annually

# Development Application End to End Review

## Findings



DEFECTS

- Refine application circulation process for greater efficiencies

- Leverage Accela solutions to improve processes



EXTRA-PROCESSING

- Increase and improve standardization to drive consistency and performance

- Automate standard comments and conditions



OVERPRODUCTION

- Revise pre-consultation requirements

- Establish team to support rapid response of priority applications



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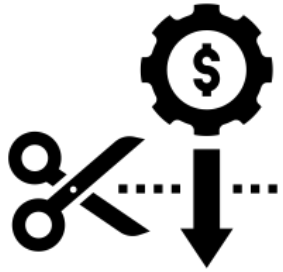
- ✓ Restructure use of D-Team

# Development Application End to End Review Implementation

Recommendation	2023 Q1-Q2	2023 Q3-Q4	2024 Q1-Q2
PDC Process Refinements	March		
D-Team Restructuring	Complete		
Standardization Activities			
Revised Pre-Consultation Process and Requirements			
Priority application rapid response team			
Accela Solutioning			

# Development Application End to End Review

## Outcomes



25% reduction in application processing times



\$360,000 labour savings annually



3,299 hours - staff time savings  
annually



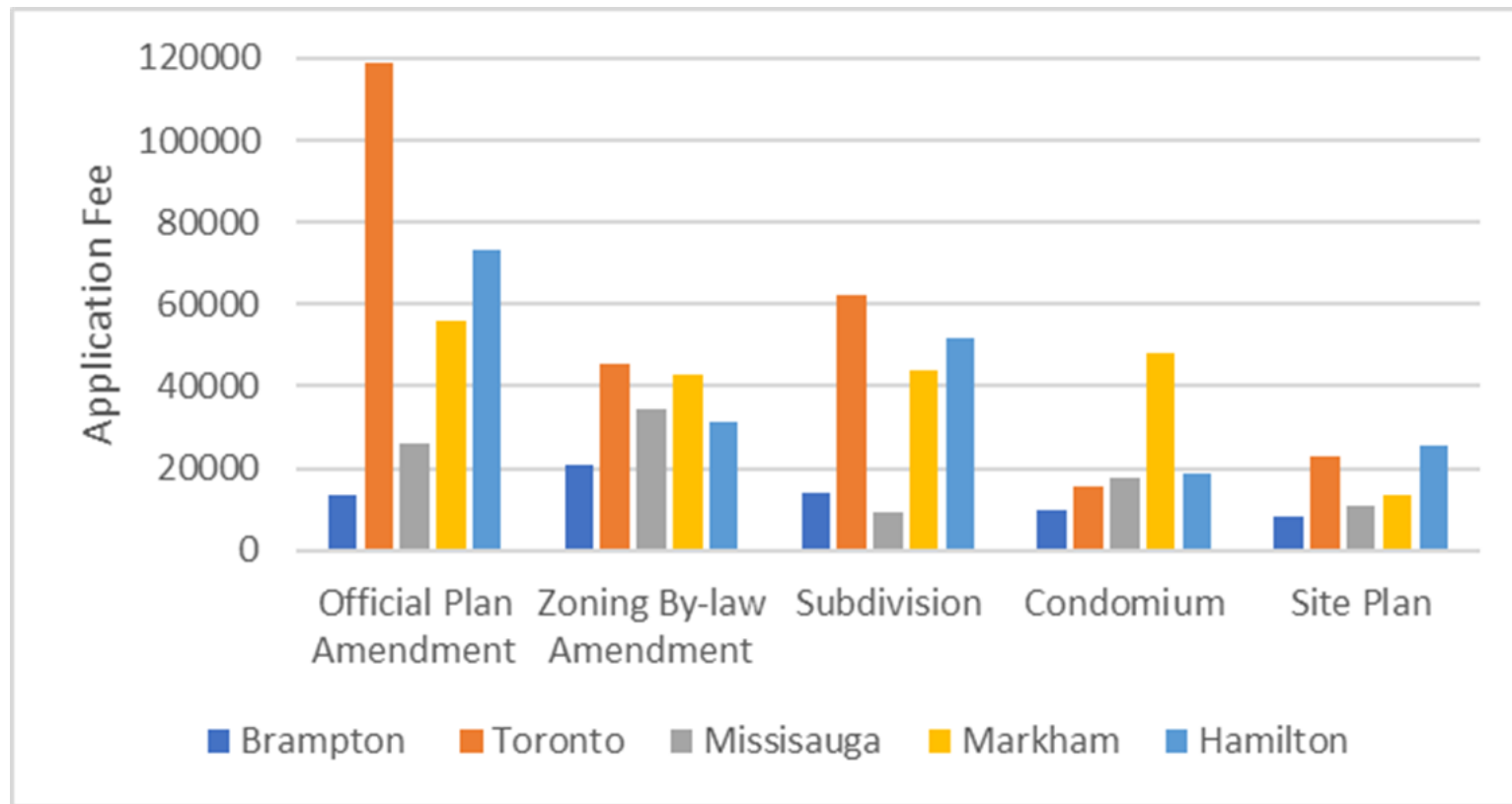
# Proposed Fee Increases

## Proposed Increases:

- Pre-Consultation -\$2000
- 25% all other application types excluding Committee of Adjustment
- New \$2000 Withdrawal/Resubmit Fee

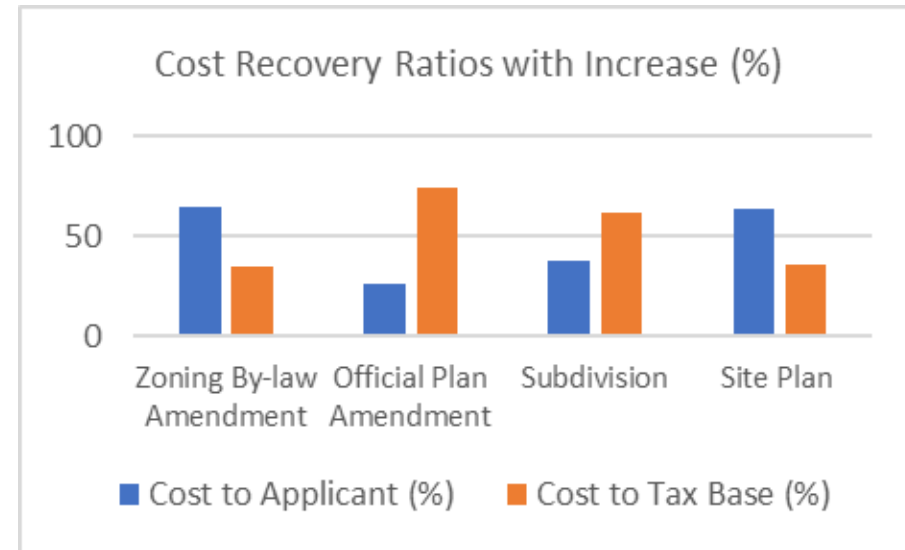
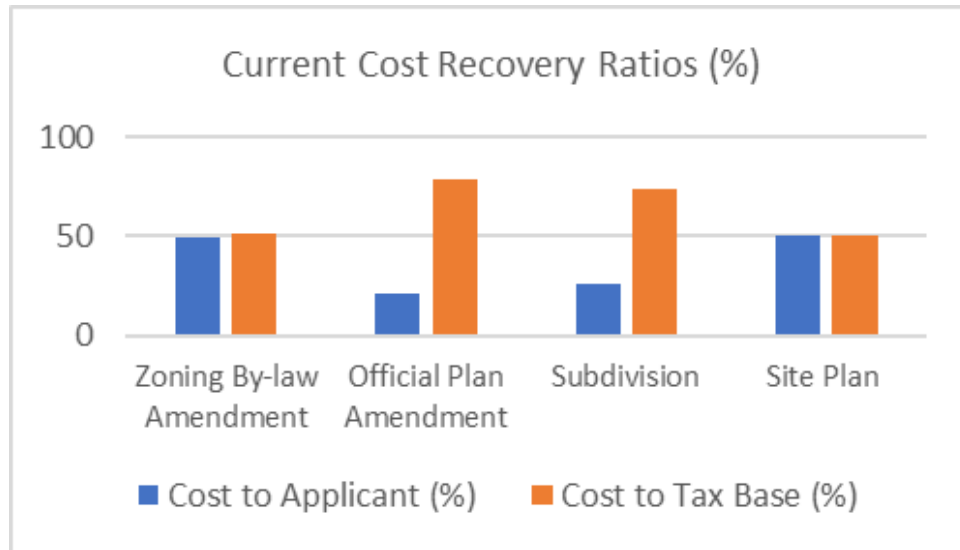
APPLICATION	CURRENT BASE FEE	PROPOSED BASE FEE
Pre-Consultation	\$644	\$2000
Official Plan Amendment	\$11,354	\$14,166
Zoning By-law Amendment	\$17,571	\$21,922
Plan of Subdivision	\$11,933	\$14,888
Plan of Condominium	\$8,450	\$10,543
Site Plan	\$7,059	\$8807

# Municipal Fee Comparisons



# Application Fees

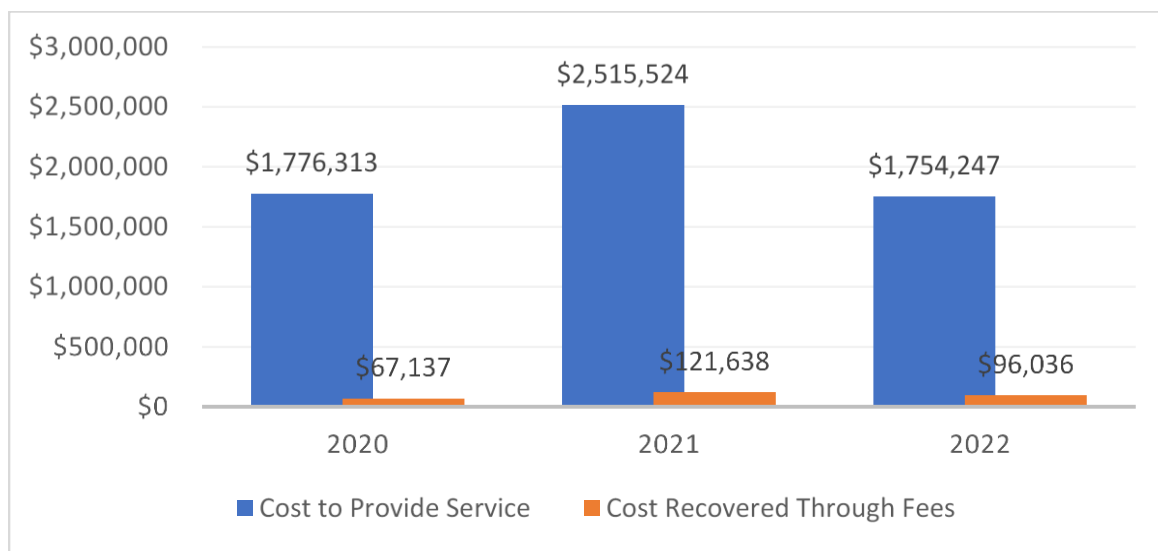
## Improving Cost Recovery



# Application Fees

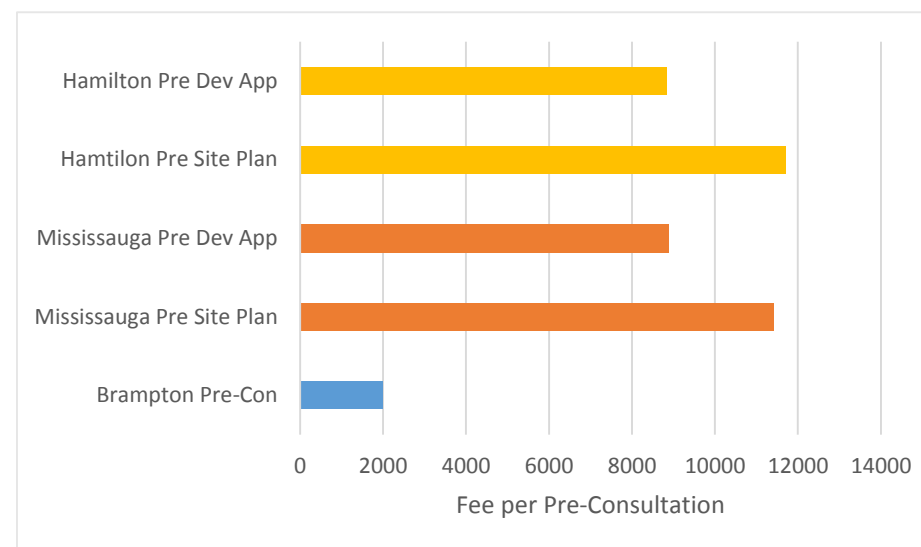
## Pre-Consultation

**Pre-consultation Labour Costs vs. Fee Recovery**



Average labour cost is \$11,033. Application volumes: 2020 – 161; 2021 – 228; 2022 - 159

**Pre-Consultation Fee Comparison**



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