

**Date:** 2022-12-12

**Subject:** Information Report

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

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

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

**Recommendations:**

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

**Overview:**

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

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

## **Background:**

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

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

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

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

## **Current Situation:**

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

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

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

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

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

### 3. Urban Design (UD) Modernization Review – Dillon Consulting

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

### 4. Strategic Workforce Planning Project – Ernst and Young Consulting

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

#### Analysis:

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

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

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

### **Corporate Implications:**

#### Financial Implications:

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

### **Term of Council Priorities:**

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

### **Conclusion:**

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

Authored by:

Reviewed by:

---

Carolyn Crozier, MCIP, RPP  
Strategic Leader, Development Services

---

Allan Parsons, MCIP, RPP  
Director, Development Services

Approved by:

---

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

**Appendices:**

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

Appendix B: Development Application Modernization Review Final Report

Appendix C: Committee of Adjustment Modernization Review Final Report

Appendix D: Urban Design Modernization Review Final Report

Appendix E: Strategic Workforce Plan Final Report