**CITY OF BRAMPTON**

Future State Report

Committee of Adjustment End-to-End Process Review

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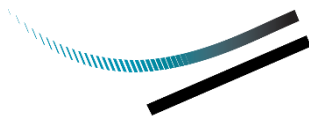
Project
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Executive Summary

Dillon Consulting Limited, in partnership with Performance Concepts Consulting Inc., was retained by the City of Brampton (the City) to conduct a review of the City's Committee of Adjustment (CofA) business processes and related land use policies. The primary intent of the project, known as the Committee of Adjustment End-to-End Process Review, is to improve the efficiency and effectiveness of the City's CofA processes while also providing excellent customer service. The primary outcome of the project is to reduce the sunk costs associated with CofA applications.

Findings and Recommendations

The Project Team conducted extensive stakeholder engagement efforts with the key business units and external stakeholders involved in CofA service delivery to understand the current state of service delivery. Based on the observations gleaned from the stakeholder engagement activities and analysis of the drivers behind demand for CofA services, the Project Team developed a list of 26 recommendations, grouped according to related types of issues. The issues and associated recommendations are summarized as follows:

Customer Service

The Project Team noted the following key observations regarding customer service issues:
- Applicants cannot apply online, leading to unnecessary expenditure of staff effort to assist and process applications at the intake stage;
- Guiding documentation is not readily available to applicants; and
- Technical staff look for non-compliances unrelated to the details of application at hand.

The recommendations relating to customer service issues are as follows:
- **C1:** Implement CofA processes in public-facing Accela platform (BramPlanOnline)
- **C2-A:** Rationalize approach to identification of extraneous non-compliances
- **C2-B:** Provide training to CofA members regarding implementation of two-track system
- **C3:** Make CofA-specific application reference guides available to the public
- **C4:** Simplify CofA application form

Business Processes

The Project Team noted the following key observations regarding business processes:
- The rigour and consistency CofA process creates a highly inflexible system;
- Applications are deemed complete without any technical review upon intake; and
- There is ample opportunity for automation.

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The recommendations relating to business process issues are as follows:

- **B1:** Implement "Preliminary Plan Review" process
- **B2-A:** Modify approach to meeting statutory requirement for hearing applications within 30 days
- **B2-B:** Make sketches available only upon request
- **B2-C:** Implement a fixed cap on number of applications to be heard per CofA hearing cycle
- **B2-D:** Operate multiple Committees of Adjustment (if warranted)
- **B2-E:** Employ a consent agenda approach for CofA hearings
- **B2-F:** Provide training to CofA members regarding consent agenda approach
- **B3:** Employ streamlined approach to mailing processes
- **B4:** Employ simplified reporting template for files where staff have no objections

Staffing/Resources

The Project Team noted the following key observations regarding staffing/resources:

- The consistent and rigorous application of the current CofA business process model is having a direct negative impact on staffing/resources; and
- There is no slack in the pool of staffing/resources but peaks in file volumes

The recommendations relating to staffing/resources are as follows:

- **S1-A:** Forego in-person site visits, or employ less labour-intensive approach to site visits
- **S1-B:** Provide training to CofA members regarding implementation of changes to site visit procedures
- **S2:** Employ streamlined approach to provision of notice signs
- **S3:** Streamline processes to reduce workload and/or add staff resources

Use of Technology

The Project Team noted the fact that the Accela platform is used in a limited capacity for CofA processes as an overarching issue. Accordingly, the recommendations relating to use of technology are as follows:

- **T1/T2/T3:** Implement CoA processes in existing Accela platform (BramPlanOnline)

Amendments to Regulatory Frameworks

The Project Team noted the following key observations regarding the drivers behind demand for CofA services:

- Restrictions in the zoning regulations regarding below grade entrances are driving a substantial portion of applications to the CofA, and many applications relate to exterior side yards on corner lots or side yards in general;
- A sizeable portion of demand for CofA services is driven by zoning regulations regarding maximum driveway widths, and the relief sought is often relatively minor; and

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- Current business processes (e.g., site inspections, zoning reviews) may be inducing demand for variances relating to maximum driveway widths.

The recommendations relating to amendments to regulatory frameworks are as follows:
- **P1:** Allow Below Grade Entrances in Exterior Side Yards As-of-Right
- **P2:** Generally Allow Below Grade Entrances in Rear Yard or Side Yard As-of-Right
- **P3:** Apply 5% Increase to Maximum Driveway Widths As-of-Right
- **P4:** Implement Other Process Changes and Monitor Outcomes

Deferrals

The Project Team noted that a sizeable portion of demand for Committee of Adjustment services is driven by deferrals. Accordingly, the Project Team made the following recommendation:
- **O1:** Implement Other Process Changes and Monitor Outcomes

Potential Cost Savings

The Project Team estimated the potential cost savings associated with each recommendation. If all recommendations were implemented, it is estimated that the City could expect potential savings in labour effort of **up to $1,380 per consent file** and **up to $1,570 per minor variance file**.

If the volume of applications processed in 2021 is used as a reference for annual savings, it is estimated that the City could stand to save **nearly $550,000 per year** through the implementation of all recommendations. When examined at the departmental level, it is estimated that annualized gross savings would accrue as follows: up to approximately **$275,000 in savings for the Clerk's Office**, up to **$260,000 in savings for Planning and Development Services**, and **up to more than $10,000 in savings for all other departments**.

Compared to an assumed total labour cost of $1,695,480 for all CofA applications processed in 2021, implementation of all recommendations would represent a **32% reduction in labour costs.**

Given the nature of the recommendations, the Project Team is of the opinion that the City is well positioned to be able to achieve its stated objective of reducing sunk costs associated with CofA service delivery while also providing excellent customer service.

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Implementation, Monitoring and Evaluation

The Project Team identified realistic timeframes for implementation of the various recommendations according to the following categories:

- **Do now**, for activities that can and should be undertaken immediately;
- **Do soon**, for activities which should be undertaken within approximately 1 to 2 years; and
- **Do later**, for activities which should be fully executed within approximately 2 to 5 years.

As it proceeds through implementation, the City should prepare end-of-year internal progress reporting on an annual basis. The progress reports should function as a brief summary of what has been achieved in the preceding year, the activities that are actively underway, and the roadmap for remaining implementation activities yet to be undertaken.

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1.0   Introduction

1.1   Purpose of Report

Dillon Consulting Limited, in partnership with Performance Concepts Consulting Inc., was retained by the City of Brampton (the City) to conduct a review of the City's Committee of Adjustment (CofA) business processes and related land use policies. The primary intent of the project, known as the Committee of Adjustment End-to-End Process Review, is to improve the efficiency and effectiveness of the City's CofA processes while also providing excellent customer service. The primary outcome of the project is to reduce the sunk costs associated with CofA applications.

The purpose of this report is to:
- Document and summarize key findings and observations regarding the current state of the City's CofA service delivery, including analysis of the impact that land use policy may have on the demand for CofA services;
- Document the recommended process changes and regulatory amendments intended to enable the City to reach its desired future state of CofA service delivery, including the estimated financial benefits associated with those recommendations; and
- Lay the framework for a realistic plan for implementation, including monitoring and evaluation activities.

The findings, observations and recommendations presented in this report represent an encapsulation of data provided by the City, extensive feedback collected from internal and external stakeholders, and the analysis provided by the Project Team over the course of the project.

1.2   Structure of Report

This report is structured as follows:
- **Section 2.0** offers an overview of current state business processes relating to the delivery of CofA services;
- **Section 3.0** summarizes relevant data collected from the City relating to the current state of CofA service delivery and as part of the peer benchmarking exercise, including analysis of the drivers behind application volumes and deferral outcomes;
- **Section 4.0** summarizes the key themes and process-related issues and opportunities for improvement identified during the current state stakeholder engagement efforts;
- **Section 5.0** summarizes the recommended future state process improvements and opportunities for targeted amendments to policy and regulatory frameworks, as well as a high level estimate of potential cost savings associated with implementation of the recommendations; and

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- **Section 6.0** offers a phased plan to implement, monitor and evaluate the future state recommendations.

The following information has been included in the appendices:

- **Appendix A** includes depictions of the current state CofA business processes in the form of high-level, conceptual process maps.

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2.0 Overview of Current State Processes

2.1 Background

The City of Brampton, located in the Region of Peel, is currently Canada's 9th largest City and one of the fastest-growing. The City's current population currently sits at 680,000 and is expected to reach 1 million by 2051. Currently its growth is most evident in the review of development application activity data revealing a 50% increase in all types of applications submitted to the City between 2019 and 2021. The City of Brampton's Committee of Adjustment (CofA) applications (both Minor Variance and Consent) have increased by 40% in the same time period.

2.2 Committee of Adjustment Service Delivery

As authorized by the Planning Act, the CofA deals with matters of:

- Minor Variances – The Committee of Adjustment may grant a minor variance to any City of Brampton's zoning by-law in respect to land, buildings or structures or use thereof.
- Consents – The Committee of Adjustment may grant consent with respect to the following transactions:
    1. New lot
    2. Leases over 21 years
    3. Mortgage or partial discharge of a mortgage
    4. Foreclosure or exercise of power of sale
    5. Rights-of-way and easements over 21 years
    6. Lot line adjustments
    7. Corrections to deeds or property descriptions

The current CofA is structured with the Secretary-Treasurer through City Clerks working with the CofA Development Planner to coordinate the technical review of CofA Applications. Technical staff will review, comment and provide recommendations to the Committee of Adjustment for a decision on these matters.

The CofA meets once every three (3) weeks (17 scheduled meetings year) to review applications of Minor Variance and Consent. CofA applications need to be processed within about 20 business days from when an application is received to the scheduled hearing date because the approach is to assign applications to specific hearing dates based on an intake deadline. The current CofA service delivery process is shown as three phases identified in **Appendix A**.

The following sections of the report describe the three main phases of the CofA process and identify the roles of key stakeholders within the process. For the purpose of the subsections below we have

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approximated the days for each phase with the exception of Day 1 representing the filing deadline, and Day 20 representing the corresponding Hearing date.

2.2.1   Intake Phase (Days 1-2)

Each of the scheduled Committee of Adjustment Meetings is tied to a filing deadline in which applicants must submit a complete application for a CofA meeting date. Applicants must file a "complete" application with the Secretary-Treasurer of the Committee through the office of the City Clerk.

The Secretary-Treasurer will screen applications, confirming that the required fields in the application form have been completed, confirming that applicable fees documents have been submitted. Furthermore the Secretary-Treasurer can commission applications and accept hard copy applications on site at City Hall. If a hard copy application is received, staff then scan the application for storage in Accela.

Internal business units are geographically isolated from each other (i.e., Zoning sits in a different building, separate from Planning and the offices of the City Clerk), such that applicants might be asked to access two separate buildings to make a single CofA application.

Once an application is deemed complete a hearing date is assigned and the application materials are uploaded by the Secretary-Treasurer to the City's development approvals software platform, Accela (also known as BramPlanOnline). Once uploaded to Accela, the application materials are circulated internally to business units at the City and external agencies (i.e., Conservation Authorities and the Region of Peel) for comment and input.

2.2.2   Prehearing Phase (Days 7 – 19)

Technical staff are assigned applications and will complete a desktop review to confirm adequacy and content for each submitted application. If submitted applications are insufficient, technical staff will work with applicants to obtain the necessary information to complete their review. Furthermore both the assigned Development Planner I ("CofA Planner") and Zoning Examiner will complete separate site visits to complete their respective reviews prior to the Cross Functional Team Meeting.

A regularly scheduled Cross Functional Team Meeting takes place at the halfway point in the CofA process, where external and internal agencies share comments and discuss recommendations for the Committee related to each application. It is at this point in which the CofA agenda is organized and where public notices are prepared/issued for Minor Variance applications, ten days prior to the scheduled hearing date as required by the *Planning Act*. For Consent applications, the *Planning Act* requires that public notices be issued fourteen days prior to the scheduled hearing. Consent applications are reviewed after the public notice is issued and if there are changes to the application, current City policies require that a new public notice be issued and that the a recommendation be made to defer the application.

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Public notices are prepared and coordinated by the Secretary Treasurer and the office of the City Clerk. The notices are printed, manually labelled and mailed out by staff in that office. The *Planning Act* requires that neighbouring property owners within 60 metres of the subject lands be notified of the CofA hearing for both consents and minor variance applications. Additionally, current City policy requires that the Secretary-Treasurer be on site at City Hall to hand over the public notice sign(s) to applicants and confirm signs were received/posted through the completion of a waiver.

Upon receiving comments from internal business units, external agencies and the public, the CofA planner will begin to compile received comments for the staff report for each application. Once finalized, the Secretary Treasurer will issue the staff report to applicants and will package reports into the final agenda.

2.2.3   Hearing and Post Hearing Phase (Day 20 +)

The scheduled public hearing takes place on Day 20 of this process. The Committee can respond to a matter before it in one of three ways:
1. Render decisions to approve an application;
2. Render decisions to refuse an application; or
3. Move to defer an application for consideration at a future hearing.

Decisions of either approval or refusal will lead to the provision of a Notice of Decision which is prepared by the Secretary Treasurer following the hearing. The Notice of Decision is issued by the Secretary Treasurer, with circulation to both the applicant and interested parties. The preparation of the Notice of Decision follows a similar manual process as the mail out of public notices in the noted in the Pre-Hearing Phase. A decision, whether it be an approval or refusal, is subject to an appeal period. The timing of the appeal period varies based on the type of application: for Consent applications, the appeal period is twenty days from the mailing of the decision; for Minor Variances, the appeal period is twenty days from the oral decision of the Committee was rendered. If an appeal is received for a decision it will move forward to the Ontario Land Tribunal to be resolved.

Approved decisions that are not appealed will receive a Final & Binding notice, as coordinated by the Secretary Treasurer. If the decision rendered by the Committee of Adjustment is subject to conditions, the CofA Planner will coordinate the fulfillment of those conditions, while the Secretary-Treasurer will follow up with applicants as required. If there are no conditions or conditions have been fulfilled, the CofA Planner will file the reports/documents/clearances and update Accela to close out the file with the office of the City Clerk.

In cases where staff have recommended deferral of an application in the Staff Report, the Committee asks the applicant during the hearing if they are in agreement with the deferral and based on this discussion, the Committee will issue a deferral to the agreed-upon date. The *Planning Act* requires a

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new public notice for deferred Minor Variance applications, whereas City policy requires a new public notice for deferred Consent applications. Both deferred Minor Variance and Consent applications will often be reviewed again at the corresponding Cross Functional Team Meeting.

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3.0   Current State Data Analysis

3.1   City of Brampton Data

Specific data was requested in order to supplement and contextualize the feedback collected during stakeholder engagement sessions. The Project Team requested the following data from the City in relation to CofA service delivery:

- Application Volumes for 2019, 2020 and 2021
  - Breakdown of Application types (e.g., Consents vs Minor Variance);
  - Type of Development (Residential, non-residential);
  - Approved/Deferred Applications.
- Application timeframes for 2021 – time required to process CofA applications by application type;
- Staff Effort for 2021 - the amount of staff effort needed to process CofA files; and
- Staffing Requirements for 2021 - amount of staff effort needed to process CofA files.

It must be noted that the City's ability to provide the requested data was limited by the degree to which the data was tracked in the first place. The software platform employed by the City to manage development approvals processes, Accela, is only put to limited use in relation to CofA processes. Accordingly, the data the City was able to retrieve from Accela for this review was limited to application volumes for 2020 and 2021, broken down by application types. The City could not provide data for application volumes for 2019 as that data was previously tracked on an alternative system.

The following section offers a high-level summary of data collected pertaining to the current state of delivery of CofA services at the City, including an analysis of the drivers of demand for CofA services.

3.1.1   Application Volumes

The volume of applications heard at each meeting over the course of 2020-2022 is depicted in the following figures: **Figure** 3-1 depicts the volume of consent applications heard at each hearing, and **Figure** 3-2 depicts the volume of minor variance applications heard per hearing.

Two notable outliers were captured in the data. The first outlier occurs in 2020 in which Meeting Numbers 5 to 9 were cancelled due to the COVID-19 pandemic. The second data outlier relates to Meeting 8 in 2022 during which a seventy-lot subdivision required a variance to ameliorate a zoning deficiency common to each lot; while a separate application was filed for each lot, the applications were collectively handled together as a bundle.

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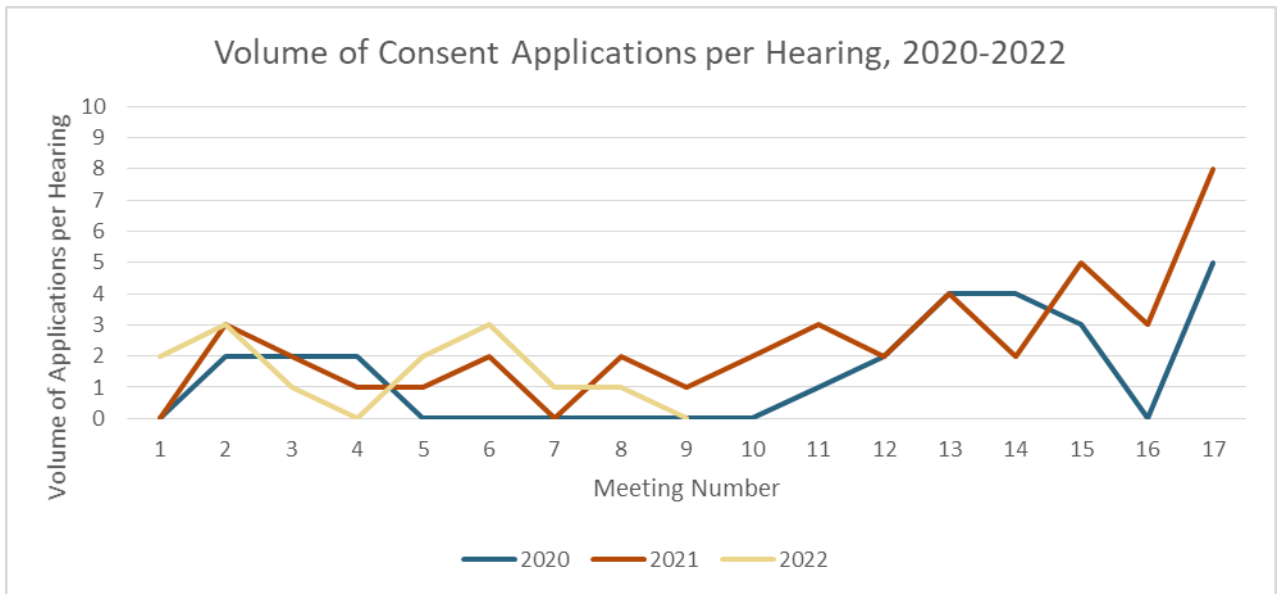
Figure 3-1: Volume of Consent Applications per Hearing, 2020 - 2022
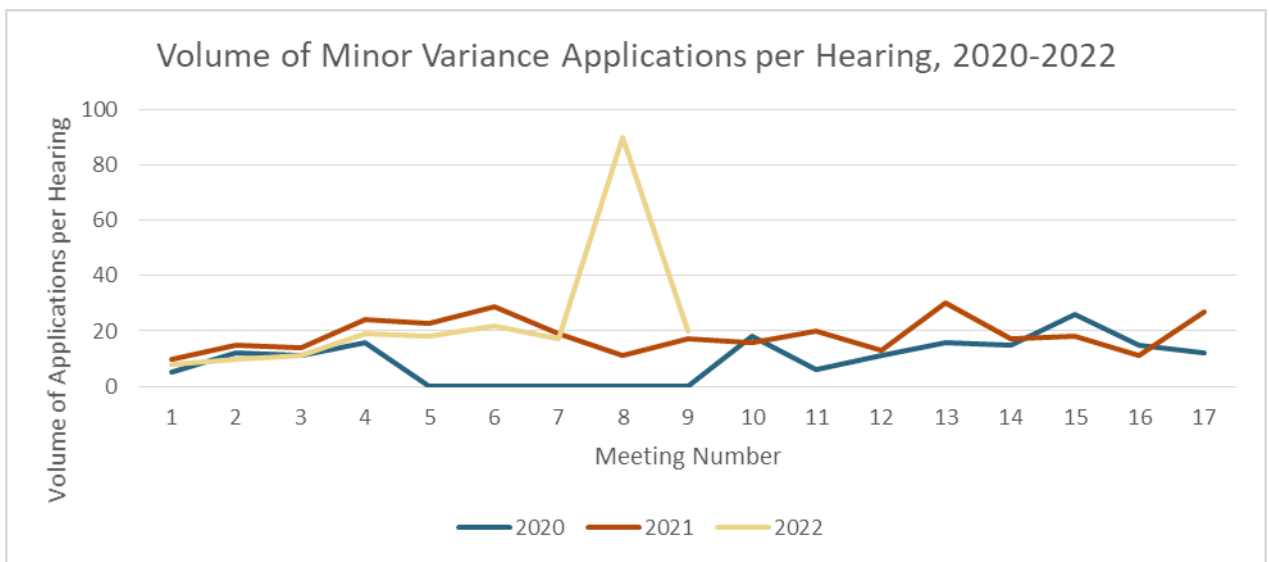
Figure 3-2: Volume of Minor Variance Applications per Hearing, 2020 - 2022

The application volume data shows that while per-hearing application volumes are highly volatile from one meeting to the next, the City has experienced a general increase in the number of applications dealt with at CofA hearings since 2020. The volume of consent applications ranges from one to eight per hearing, whereas Minor Variance applications range from five to thirty per hearing (not including the Meeting 8 outlier in 2022).

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3.1.2   Typical Processing Timelines and Staff Effort

Given the limitations in the City's data tracking for CofA files, the available data was supplemented by discussions with City staff.

Staff confirmed the average timeline for all CofA applications to be approximately 21-23 days from application submittal to hearing date using the rigid CofA schedule.

Staff estimated the average number of hours they would typically expend on the processing of CofA applications, the results of which are summarized in **Table** 3-1. The effort estimates were broken down into the following subcomponents:

1. The average effort spent from the point of intake to the point of holding the Cross Functional Team Meeting, which includes hours spent on the initial inquiry, review of the application technical staff, issuance of the public notice, and attendance at the Cross Functional Team Meeting.
2. The average effort spent on staff reports, which includes the effort required for the preparation of staff reports, effort spent by the Secretary-Treasurer on circulating the report to CofA Members and the applicant, and effort spent by the CofA Planner collecting and reviewing comments.
3. The average effort spent on attending CofA hearings, which includes attendance by the CofA Planner, Development Manager, Zoning Examiner and Secretary-Treasurer.

The effort estimates provided by staff did not include effort associated with tasks relating to appeals and fulfillment of conditions of approval.

Table 3-1: Average staff hours spent per CofA file by type of application

	Consent Applications	Minor Variance Applications
Average total staff hours spent per file, from initial inquiry to cross-functional team meeting – for all staff involved, as estimated by staff	21.74 hours	29.83 hours
Average total staff hours spent per file, staff reports – for all staff involved, as estimated by staff	6.92 hours	2.33 hours
Average total staff hours spent per file, attending hearings – for all staff involved, as estimated by staff	5 hours	5 hours
Total*	**33.66 hours**	**37.16 hours**

*Note: The average total staff hours was calculated based on anecdotal estimates provided by staff. The review time for a CofA application is based on the scheduling of the CofA hearings.

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3.1.3   Staffing Requirements

The City was unable to provide a detailed breakdown of the number of full time-equivalent staff directly assigned to CofA service delivery. In lieu of this, the City was able to provide a listing of staff positions which are generally involved in CofA service delivery (see **Table** 3-2).

Table 3-2: Staff positions involved in CofA service delivery

Department	Job Title
Building Services	Plans Examiner
Clerk's Office	CofA Secretary-Treasurer
	Records Clerk (BRIMS)
Development Engineering	Engineering Manager
	Development Engineering Technician
Environmental Engineering	Engineer
Legal	Legal Counsel, Real Estate, Property, & Development
Parks Open Space	Open Space Manager
	Open Space Design Technician
	Environment and Engineering Clerk
Planning and Development Services	Manager
	Development Manager
	Development Planner I
	Assistant Development Planner
	Development Services Clerk
	Business Services Clerk
	Zoning Manager
	Zoning Officer
Plans and Permits	Plans Examiner (Zoning)
Policy Planning	Heritage Planner
	Policy Planner
Traffic Services	Transportation Planning Technologist
Transportation Planning	Project Manager
	Transportation Planner

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3.1.4   Patterns in Committee of Adjustment Applications

In order to identify opportunities to reduce the number of applications needing to be considered by the CofA – i.e., in order to reduce the demand for CofA services – one must have an understanding of the land use policies that may be triggering the need for the CofA process. Applications to the CofA fall into two categories:

- Applications for consent, which deal with the subdivision of land outside of the Plan of Subdivision process (e.g., severances) and with the conveyance of interests in land (e.g., easements, long-term leases); and
- Applications for minor variances, which deal with relief sought from specific zoning regulations.

Applications for minor variances are directly linked to policy triggers which the City has broad powers to change (i.e., the City's Official Plan and zoning by-law). Conversely, the policy triggers for applications for consent are either defined by the City in its Official Plan (e.g., in cases of subdivision of land outside of the Plan of Subdivision process) or otherwise tied to statutory measures defined solely by provincial legislation which the City cannot directly influence or change (i.e., the *Planning Act*). While the City has meaningful influence over the policy triggers that lead to consent applications, anecdotal observations from the current state working sessions indicated that staff did not perceive consent applications as problematic or in need of further investigation.

Accordingly, in order to identify opportunities to reduce the demand for CofA services, the Project Team elected to direct its analytical focus on identifying any apparent patterns in the policy triggers driving the need for applicants to seek relief from zoning regulations by way of minor variances.

In order to execute the kind of analysis needed to reveal such patterns, the project team examined the minutes of a set of CofA hearings so as to build a dataset which logged all the applications involving minor variances. A representative sample of applications was defined which included all applications heard at CofA hearings held on the following dates:

- January 4, 2022;
- January 25, 2022;
- February 15, 2022;
- March 8, 2022;
- March 29, 2022; and
- April 19, 2022.

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Over the course of January to April 2022, a total of 83 unique minor variance applications were heard by the CofA, involving a total of 202 separate variances under consideration.[1] For every application heard within that period, each individual variance was coded using the following categories:

- The general category of relief being sought (e.g., variances for relief from zoning provisions relating to below grade entrances); and
- The sub-category of specific relief being sought (e.g., a provision prohibiting below grade entrances in a yard located between the main wall of a dwelling and a flankage lot line).

3.1.4.1 **Trends in Minor Variance Applications**

Of the 83 unique minor variance applications heard during the sample period, the following categories of zoning regulations constituted the five most-frequently cited:

- Relief sought in relation to below grade entrance regulations accounted for the largest single share of applications (29% of all minor variance applications);
- Relief sought in relation to setback regulations not related to below grade entrances accounted for 27% of all minor variance applications;
- Relief sought in relating to permitted uses accounted for 17% of all minor variance applications
- Relief sought in relation to landscaping regulations accounted for 16% of all minor variance applications; and
- Relief sought in relation to driveway regulations accounted for 16% of all minor variance applications.

Table 3-3 lists the count of minor variance applications sought during the sample period, broken down by category of relief sought.

Table 3-3: Count and share of all minor variance applications by category of variance, January 2022 - April 2022

Category of Variance Sought	Count of unique applications involving variances	Share of all unique applications involving variances
Below grade entrance	24	29%
Setback	22	27%
Permitted uses	14	17%
Landscaping	13	16%
Driveway	13	16%
Parking	11	13%
Building dimensions	10	12%
Lot dimensions	7	8%
Lot coverage	7	8%
Accessory structure	6	7%

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[1] A total of 88 files were heard at the Committee within that period, meaning several files were heard more than once.

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Category of Variance Sought	Count of unique applications involving variances	Share of all unique applications involving variances
Garage door	5	6%
Path of travel to second unit	4	5%
Floor space index	4	5%
Above grade door	3	4%
Deck	3	4%
Fence	3	4%
Porch	2	2%
Below grade window	2	2%
Detached garage	1	1%
Loading spaces	1	1%
Dwelling units	1	1%
Total	**83**	**N/A**

Of the 202 separate variances considered during the sample period, the following categories of zoning regulations constituted the five most-frequently cited:

- Below grade entrance regulations accounted for the majority of all variances sought (19%);
- Setback regulations not related to below grade entrances accounted for 17% of all variances sought;
- Driveway regulations accounted for 8% of all variances sought;
- Permitted uses accounted for 7% of all variances sought; and
- Parking regulations accounted for 7% of all variances sought.

Collectively, the "top 5" categories noted above accounted for 58% of all variances sought during the sample period. **Table** 3-4 lists the share of all variances sought during the sample period, broken down by category of relief sought.

Table 3-4: Count and share of all variances sought by category of variance, January 2022 - April 2022

Category of Variance Sought	Count of variances sought	Share of all variances sought
Below grade entrance	38	19%
Setback	34	17%
Driveway	16	8%
Permitted uses	15	7%
Parking	15	7%
Landscaping	13	6%
Building dimensions	12	6%
Accessory structure	11	5%
Lot dimensions	9	4%
Lot coverage	8	4%
Garage door	5	2%

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Category of Variance Sought	Count of variances sought	Share of all variances sought
Above grade door	4	2%
Path of travel to second unit	4	2%
Floor space index	4	2%
Deck	3	1%
Fence	3	1%
Below grade window	2	1%
Porch	2	1%
Detached garage	2	1%
Loading spaces	1	0%
Dwelling units	1	0%
Total	**202**	**100%**

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Drivers of Deferrals

The Committee can render the following decisions in relation to a given application:
- Approval, with or without associated conditions which must be satisfied;
- Refusal; or
- Deferral, in which case the application file remains "active" with the intent that it be considered again at a future hearing.

The Project Team placed particular analytical focus on identifying any apparent patterns in the frequency and nature of deferrals, as these represent applications that inherently require greater expenditure of resources by the applicant, staff, and the Committee. The Committee may elect to defer its decision on an application for a variety of reasons, including:
- Applications which are withdrawn by the applicant prior to the hearing;
- Requests by the applicant to defer the file to a future hearing;
- On the advice of staff, such as in situations where staff are aware of forthcoming modifications to the nature of the application or the provision of further information by the applicant or other parties, or instances where staff want more time to review and/or discuss the application with the applicant; and
- Situations where the Committee is not satisfied that they are able to reach a decision, such as instances where the Committee concludes that they do not have sufficient information to reach a decision, or where the judgements of Committee members do not align with staff recommendations, or where some related, external process must be completed (e.g., assumption of a subdivision by the City), or instances where the applicant is not present at the hearing.

The Project Team examined the minutes of CofA hearings so as to build a dataset which logged all the consent and minor variance applications that resulted in deferrals. A representative sample of applications was defined which included all applications heard at CofA hearings held on the following dates:
- January 4, 2022;
- January 25, 2022;
- February 15, 2022;
- March 8, 2022;
- March 29, 2022; and
- April 19, 2022.

For every application heard within that period that resulted in a deferral, each individual application was coded using the following categories:
- Application type (i.e., consent vs. variance);
- The recommendation made by staff (i.e., approval, refusal, or deferral); and

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- The apparent reason for the decision to defer as described in the meeting minutes, generalized into relatively broad subcategories.

The following subsections detail the key observations and findings that came out of the analysis of deferrals.

3.1.5.1 **Rates of Deferral**

Of the 99 applications scheduled for hearings during the sample period, a total of 24 files resulted in deferrals – almost one-quarter of all files scheduled for the period (24%). When broken down by type of application, the following observations become apparent:

- Consent applications were most likely to result in a deferral: 4 out of the 11 applications for consent heard during the sample period resulted in deferral, translating to a deferral rate of 36%; and
- A substantial portion of minor variance applications resulted in deferral: 20 out of the 88 applications for minor variances heard during the sample period resulted in deferral, translating to a deferral rate of 23%.

Table 3-5 summarizes the count and share of deferred applications scheduled for hearings during the sample period, broken down by application type.

Table 3-5: Count and share of deferred CofA applications by type of application, January 2022 - April 2022

Hearing Date	Consent Applications Heard	Deferred Consent Applications	Deferral Rate, Consent Applications	Minor Variance Applications Heard	Deferred Minor Variance Applications	Deferral Rate, Minor Variance Applications
January 4, 2022	2	1	50%	8	1	38%
January 25, 2022	3	1	33%	10	1	20%
February 15, 2022	1	0	0%	11	1	9%
March 8, 2022	0	0	N/A	19	5	26%
March 29, 2022	2	1	50%	18	5	28%
April 19, 2022	3	1	33%	22	7	32%
Total	**11**	**4**	**36%**	**88**	**20**	**23%**

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3.1.5.2 **Reasons for Deferral**

Of the 24 applications scheduled for hearings during the sample period which resulted in a deferral, the following categories constituted the most-frequently cited reasons for deferral:

- Almost half (46%) of deferral decisions cited the need to provide additional time for the applicant to amend the details of their application (e.g., include missing information or revised plans);
- One-quarter (25%) of deferral decisions cited the need to provide additional time for the applicant to submit or revise related technical studies;
- Almost one-fifth (17%) of deferral decisions cited the need to provide additional time for the submission or completion of related development approvals processes (e.g., submission of Site Plan Control application; assumption of subdivisions by the City; or completion of ongoing appeals); and
- Less than one-tenth (8%) of deferral decisions cited the need to provide additional time for the applicant to obtain necessary approvals or input from interested third parties (e.g., railway operators).

Table 3-6 summarizes the most frequently cited categories of deferral decisions for applications scheduled for hearings during the sample period, broken down by count and share of application type.

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Table 3-6: Count and share of deferred applications by reason for deferral, January 2022 - April 2022

Reason for Deferral	Deferred Applications	Share of Deferred Applications	Deferred Consent Applications	Share of Deferred Consent Applications	Deferred Minor Variance Applications	Share of Deferred Minor Variance Applications
Provide sufficient time for the applicant to amend the application	11	46%	2	50%	9	45%
Provide sufficient time for the applicant to submit or revise technical studies	6	25%	1	25%	5	25%
Provide sufficient time for submission or completion of related development approvals process	4	17%	1	25%	3	15%
Provide sufficient time for applicant to obtain approval from third party (e.g., railway)	2	8%	0	0%	2	10%
No representatives at hearing	1	4%	0	0%	1	5%
Total	**24**	**100%**	**4**	**100%**	**20**	**100%**

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3.2   Peer Benchmarking Comparison

The original scope of work called for a comparison of the City to similar peer comparator municipalities so as to better contextualize the nature of CofA service delivery. In consultation with the City, the Project Team identified the following six municipalities to serve as peer comparators:

- City of Hamilton;
- City of Markham;
- City of Mississauga;
- City of Toronto;
- City of Vaughan; and
- Town of Oakville.

The Project Team requested the following data from the peer comparators in relation to their CofA service delivery:

- Application Volumes for 2019, 2020 and 2021
    - Breakdown of Application types (e.g., Consents vs Minor Variance);
    - Type of Development (Residential, non-residential);
    - Approved/Deferred Applications.
- Application timeframes for 2021 – time required to process CofA applications by application type;
- Staff Effort for 2021 - the amount of staff effort needed to process Committee of Adjustment files; and
- Staffing Requirements for 2021 - amount of staff effort needed to process Committee of Adjustment files.

Despite best efforts by the City, only limited data was received from the City of Toronto in advance of the reporting timeline associated with this report. Accordingly, the City and the Project Team elected to change approach and instead offer brief descriptive details pertaining to how CofA services are known to be delivered at the peer comparator municipalities. A summary of pertinent key differentiators relating to how CofA services are delivered at the peer comparators is given in **Table** 3-7.

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Table 3-7: Overview of key differentiators compared to peer municipalities

Key Differentiators	Hamilton	Markham	Mississauga	Oakville	Toronto	Vaughan
Availability of application guide materials	• Detailed submission requirements listed on application form • Example sketch included on application form	• Detailed submission requirements provided as separate documents • Quick reference guide for use of ePlans system specific to CofA applications provided • Example sketches not provided in guide materials	• Detailed submission requirements listed on application forms • Explanatory guide content offered on City's website • Example sketches not provided in guide materials	• Detailed explanatory guide specific to CofA processes provided • Detailed submission requirements listed on application forms • Example sketches not provided in guide materials	• Detailed application checklist provided on City's website • Example sketches not provided in guide materials	• Detailed explanatory guide specific to CofA processes provided • Example sketches not provided in guide materials
Method of application intake	• Applications accepted in hard copy form or via email submission	• Applications accepted through online interface	• Applications accepted in hard copy form or via email submission	• Applications only accepted via email submission	• Applications only accepted via email submission	• Applications accepted through online interface
Approach to zoning review	• Application form explicitly states that applicants are responsible for identifying all variances, and that staff will only review the variances applied for • Applicants can elect to pay additional fees to have staff review zoning ahead of submission	• For variances, applicant can elect to pursue Zoning Preliminary Review process to identify all zoning deficiencies • Alternatively, applicant must sign waiver acknowledging that staff will only review variances included in the application • Applicant must pursue Zoning Preliminary Review process for consent applications	• Applicant can elect to pursue Preliminary Zoning Review process to identify all zoning deficiencies • Alternatively, applicant must sign waiver acknowledging that staff will only review variances included in the application	• Application form explicitly states that applicants are responsible for identifying all variances, and that staff will only review the variances applied for	• Applicant can elect to pursue Preliminary Project Review or Zoning Certificate processes to identify all zoning deficiencies • Alternatively, applicant must sign waiver acknowledging that staff will only review variances included in the application	• All applications undergo zoning review process after intake, at which point the need for additional variances may be identified • If additional variances are identified and a resubmission is required, scheduling of the hearing only occurs once staff confirm all required information has been submitted
Approach to provision of notice sign materials	• Sign equipment provided by City • Applicant expected to print and prepare notice materials	• Sign equipment and notice materials provided by Town	• Sign equipment provided by City • Applicant expected to print and prepare notice materials	• Sign equipment and notice materials provided by Town	• Applicant expected to provide sign equipment and print and prepare notice materials	• Applicant expected to provide sign equipment and print and prepare notice materials
Approach to scheduling of hearings	• Hearing dates are assigned only after staff are satisfied that the application can be considered "complete" • Meetings typically held three times per month; additional hearing can be held if needed	• Hearing dates are assigned at the discretion of the Secretary-Treasurer • Meetings typically held two times per month, with exception of January and December	• Hearing dates are assigned after application fees are received • Meetings typically held three times per month; more than one meeting may be held on the same date	• Hearing dates are assigned only after staff are satisfied that the application can be considered "complete" • Meetings typically held every other Tuesday	• Hearing dates are assigned only after staff are satisfied that the application can be considered "complete" • Meetings held between two to four times per month, with frequency varying by geography; more than one meeting may be held on the same date	• Hearing dates are assigned only after staff are satisfied all necessary information has been provided • Meetings typically held every 3 weeks; additional hearings can be held if needed

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Key Differentiators	Hamilton	Markham	Mississauga	Oakville	Toronto	Vaughan
Approach to delivering Committee hearings	• A single committee hears all applications	• A single committee hears all applications	• A single committee hears all applications	• A single committee hears all applications	• Four committees operate on basis of pre-amalgamation boundaries, with some committees being comprised of more than one panel • Committee can elect to render decisions on uncontested applications at the beginning of a hearing	• A single committee hears all applications • Committee can elect to render decisions on multiple related files at the same time

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4.0   Current State Observations

4.1   Current State Stakeholder Engagement Efforts

The Project Team conducted extensive stakeholder engagement efforts with the key business units and external stakeholders involved in CofA service delivery to understand the current state of service delivery. As part of these efforts, the following stakeholder engagement sessions were held:

- Engagement Session #1 with Brampton CofA Staff – May 11, 2022;
- Engagement Session #2 with Brampton CofA Staff – May 12, 2022;
- Engagement Session #3 with Brampton CofA Staff – May 13, 2022;
- Engagement Session #4 with Credit Valley Conservation and Region of Peel – May 20, 2022;
- Engagement Session #5 with Brampton Senior Management – May 26, 2022;
- Engagement Session #6 with Brampton Zoning Staff – May 27, 2022;
- Engagement Session #7 with CofA Members – May 31, 2022;
- Engagement Session #8 with Brampton City Clerks – June 3, 2022;
- Engagement Session #9 with Brampton Planning Staff – June 3, 2022; and
- Engagement Session #10 with TRCA– June 9, 2022.

The following subsections of this report summarize the observations made by the Project Team throughout the course of the current state stakeholder engagement efforts, categorized into key themes.

4.2   Customer Service

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding customer service.

4.2.1   What is Working Well

The City prides itself on offering good customer service and the consulting team noted a high degree of interaction between CofA staff and applicants. We understand that staff regularly follow-up with applicants in the lead-up to a hearing to request the information needed to facilitate approval rather than deferral of an application. The vast majority of approved CofA applications and very minimal appeals to the Tribunal are also indicative of the high level of customer service delivered.

4.2.2   Opportunities for Improvement

The high degree of customer service provided masks a weakness at the CofA for applicant self-service. There is no ability to apply online, for example, and while an explanation is provided for drawing requirements for a variance, an example sketch is not readily available. Furthermore technical staff actively look for non-compliances unrelated to the details of the application at hand – under the guise of

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customer service – but this means additional effort is expended and contributing to the strain on the CofA process.

4.3 Business Processes

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding business processes.

4.3.1 What is Working Well

Brampton's CofA has rigours and consistent business processes that are very commendable. Applicants can expect both a scheduled hearing date and decision if they submit a complete application, because intake windows are tied to pre-scheduled CofA hearing dates. Given the rigorous and consistent application review timeline, we observed that technical staff are highly consistent in their review of CofA applications which must be completed within the given 21-23 business days timeline (including site visits, cross-function team meeting, report writing, etc.).

4.3.2 Opportunities for Improvement

CofA applications are deemed complete without any technical review of the submitted documents, meaning technical staff may be left with insufficient time to properly review applications due to expensed time rectifying poor quality submissions. Adding to this strain is the City's practice of seeking other zoning compliance matters beyond what was applied for (as noted above) which thereby makes the variance process a mechanism to enforce compliance with the Zoning By-law.

Furthermore, several business processes which should arguably be automated are currently completed manually (e.g., the issuance of public notices and Notices of Decisions involves staff manually printing and affixing labels to these deliverables – tasks which can be completed by machine).

The rigour and consistency also creates a highly inflexible system, and as file volumes have increased (or when they peak), there is no method to manage the sudden intensity of work when the CofA is faced with a large number of applications on a specific hearing date.

4.4 Staffing/Resources

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding staffing and resources.

4.4.1 What is Working Well

The Project Team noted a high degree of adaptability and dedication with staff even under the duress of increasing volumes and complex nature of CofA applications. Staff have shown the ability to address complex CofA applications within a multi-disciplinary team, as shown in the scheduled Cross Functional

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Team Meeting which assists in breaking down silos and provides a forum for technical staff to review applications together. The CofA system provides a vehicle for staff growth and succession planning, allowing junior staff to get familiar with various internal business units and build expertise with planning applications as a stepping stone to more complex planning work at the City.

4.4.2 Opportunities for Improvement

The Project Team observed that the challenges of delivering a high degree of customer service through consistent and rigorous business processes at the Brampton CofA is having a direct negative impact on staffing/resources. The absence of greater customer self-service, requirements for staff to conduct site visits and take measurements, full zoning examination of variance applications, pick-up of notices, and a single development planner assigned to the CofA all point to a significant burden placed on the few number of staff involved in CofA applications. There is little slack in the pool of staffing/resources when there are peaks in file volumes and the number of staff have remained the same even though volumes have increased.

4.5 Use of Technology

The following sections summarize the key observations noted during the stakeholder engagement sessions regarding the City's use of technology in delivering CofA services.

4.5.1 Opportunities for Improvement

Brampton implements the Accela platform in a limited capacity for the CofA process and there is significant room for the CofA to enhance its use of Accela. With respect to CofA business processes, Accela is currently used only to enter application data for data storage purposes – activities which occur largely after the fact. The Accela platform is not used to coordinate processing of CofA applications, and is not set up to accept CofA applications through its public-facing online interface. Accela has the ability to be able to be used as a workflow tool for application circulation and processing, but is not used as such for CofA files.

Furthermore, external agencies are not directly informed of CofA decisions by the City (i.e., staff at external agencies must follow-up with City staff to request decision status updates or obtain public-facing information from the City's website).

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5.0 Future State Recommendations

5.1 Optimizing Committee of Adjustment Service Delivery

The preceding review of how the City is currently delivering CofA services indicates that there is plenty of room for improvement. At the same time, the Project Team is of the opinion that the City is well positioned to be able to achieve its stated objective of reducing sunk costs associated with CofA service delivery while also providing excellent customer service.

The Project Team has developed a series of recommendations, refined after extensive input from municipal staff, which will enable the City to achieve that objective within the next several years. The thinking behind the recommendations revolves around the following general themes:

1. Customer service is a key priority for the City, and this can be supported by rationalizing the way that CofA services are delivered in line with reasonable, contemporary expectations for how those services should be delivered.
2. Brampton is a fast-growing urban centre, and its business processes need to be adapted to reflect this reality. It is essential that the CofA system be designed to have the right staff doing the right work. Procedural changes intended to minimize or avoid low value tasks offer the opportunity to increase productivity and support sustainable workloads for staff.
3. Following on the prior point, additional staff resources may need to be part of the approach to servicing the growing demand for CofA services. When coupled with procedural changes, this can offer a multiplier effect in terms of improvements to throughput while also supporting sustainable workloads for staff.
4. Delivering CofA services at increasing scale will require use of modern development approvals processing technologies. The City already has the benefit of an existing software platform (Accela) at its disposal, and the City should begin work to integrate CofA processes into that system so as to capture the efficiency benefits.
5. Opportunities exist to control the demand for CofA services by modifying the regulatory triggers that drive that demand in the first place. Improvements to business processes and resources should be coupled with targeted modifications to the zoning by-law to minimize the need for variances in specific instances.
6. Deferrals can be thought to represent a kind of "waste" which occurs near the end of the CofA process "assembly line": instead of the process leading to a finished product (i.e., an approval or refusal decision rendered by the Committee), a deferral represents an unfinished product and can point to problems occurring earlier on in the assembly line. Process improvements should result in reduced instances of deferrals.

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The following subsections summarize the recommended changes to processes or policies, the stakeholder engagement activities undertaken by the Project Team to refine the recommendations, and the potential cost savings the City stands to capture through implementation of the recommendations.

5.2 Future State Stakeholder Engagement Efforts

The Project Team conducted extensive stakeholder engagement efforts with the key business units and external stakeholders involved in CofA service delivery to "stress test" and validate preliminary future state process improvements and amendments to policy and regulatory frameworks. As part of these efforts, the following stakeholder engagement sessions were held:

- Future State Engagement Session #1 with Brampton City Clerk's and Zoning staff – August 19, 2022;
- Future State Engagement Session #2 with Brampton Senior Management – August 23, 2022;
- Future State Engagement Session #3 with Brampton Senior Management – August 24, 2022;
- Future State Engagement Session #4 with Credit Valley Conservation Authority and TRCA – August 25, 2022
- Future State Engagement Session #5 with CofA Members – August 25, 2022;
- Future State Engagement Session #6 with Region of Peel – August 26, 2022;
- Future State Engagement Session #7 with Brampton Planning staff – September 7, 2022; and
- Future State Engagement Session #8 with Brampton Planning and Zoning staff – September 14, 2022.

The following subsections list the recommendations developed by the Project Team following their refinement during the future state stakeholder engagement activities.

5.3 Process Improvements

Using the feedback and observations gained from previous phases of the project, the Project Team identified multiple recommendations relating to improvements that the City can make to CofA processes. In keeping with the approach used in categorizing observations noted regarding the current state, each recommendation is paired with an associated issue that it seeks to address, with each pairing grouped according to the categories used in **Section 4.0** of this report.

The recommendations are listed in the following tables:

- **Table** 5-1 lists process improvements relating to customer service;
- **Table** 5-2 lists process improvements relating to business process;
- **Table** 5-3 lists process improvements relating to staffing and resources; and
- **Table** 5-4 lists process improvements relating to the use of technology.

A summary of the potential cost savings associated with the recommendations is given in **Section 5.6** of this report.

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Table 5-1: Process improvements relating to customer service

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
C1	Excessive staff effort is allocated to assisting applicants at the intake stage due to inability for applicants to apply using online platform (BramPlanOnline)	Implement CofA processes in public-facing Accela platform (BramPlanOnline)	Implement CofA processes in public-facing Accela platform (BramPlanOnline)[2]	• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks • Improvements to processing times as public-facing application interface can be used to enforce application quality requirements • Improvements to customer service as public-facing application interface can be used to provide applications with explanatory information

C2-A	Technical staff allocate time and effort on looking for unrelated non-compliances	Rationalize approach to identification of extraneous non-compliances	• Option 1: Implement internal policy to only look at the variance(s) sought by the applicant
			• Option 2: Implement two-track zoning review process[3]
			  ○ Track 1 (default): Only review variance(s) sought
			  ○ Track 2: Fulsome zoning review intended to identify additional deficiencies prior to the file proceeding further; additional application fee would be paid for by applicant
				• Improvements to processing times as staff could spend less time on looking for extraneous non-compliances
				• Improvements to processing times as applications would not need to be amended after submission due to staff looking for and finding extraneous non-compliances
				• Improvements to revenue capture as applicants pay for additional services where greater staff effort is required

C2-B	*See above*	Provide training to CofA members regarding implementation of two-track system (to accompany Recommendation C2-A)	N/A	• Expectations of CofA members will be appropriately aligned with City procedures
C3	Application reference guides specific to the CofA are not available to applicants	Make CofA-specific application reference guides available to the public	• Prepare application guides targeted to the general public which explain how each of the various types of CofA processes play out and what is required for a successful application (including examples of properly-completed application forms and sketches) • Application guides should be available both on the public-facing general City website as well as on BramPlanOnline (once CofA processes are implemented in Accela)	• Improvements to processing times as application quality will likely improve • Improvements to customer service as application process is clearer and better-understood
C4	CoA application form is viewed as complicated and not easily interpreted by applicants with no prior experience or those without professional representation	Simplify CofA application form	Revise CoA application form according to plain language principles with an emphasis on improving user friendliness	• Improvements to processing times as application quality will likely improve • Improvements to customer service as application process is clearer and better-understood

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[2] The Project Team recognizes the substantial amount of work that will need to be undertaken to successfully implement CofA processes in the Accela platform. See **Section 5.3.1** of this report for further discussion.

[3] Note that the Project Team has elected not to be prescriptive about the business logic that would result in an application proceeding through the Track 2 review process so as to leave the City with maximum flexibility to implement this recommendation according to the appropriate balance between customer service and revenue recovery. For example, the City could elect to treat the Track 2 review stream as optional and up to the applicant to elect to pursue, or specific triggers could be applied which automatically result in an application proceeding through Track 2 (e.g., complex applications), or some combination thereof.

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Table 5-2: Process improvements relating to business processes

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
B1	Applications are deemed complete without technical review	Implement "Preliminary Plan Review" process	Implement "Preliminary Plan Review" before an application is even made	• Improvements to upfront processing times as application quality will likely increase
B2-A	Business processes cannot keep up with demand (e.g., fixed hearing schedule results in no ability to manage workload as application volume increases)	Modify approach to meeting statutory requirement for hearing applications within 30 days	Modify business processes to recognize that the 30 day "timer" for hearing an application does not need to start once an application is submitted (physically or digitally)[4]	• Improvements to staff morale as workload pressures are relieved
B2-B	*See above*	Make sketches available only upon request	Forego the need to include a sketch in order to distribute a public notice. Instead of including sketches in public notices, make them available to the public upon request (e.g., via BramPlanOnline).[5]	• Improvements to upfront processing times as staff do not need to wait for sketches to be made available to be able to distribute the public notice • Improvements to upfront processing times as staff do not need to re-issue a public notice if a revised sketch is submitted (assuming there is no associated revision to the proposal at hand)
B2-C	*See above*	Implement a fixed cap on number of applications to be heard per CofA hearing cycle	Implement a fixed cap on number of applications to be heard per CofA hearing cycle (e.g., if an application is received after the cap is met, that application would be scheduled for the following hearing cycle)[6]	• Improvements to staff morale as workload pressures are relieved
B2-D	*See above*	Operate multiple Committees of Adjustment (if warranted)	Operate multiple Committees of Adjustment (if warranted)[7]	• Increase in processing throughput as more applications can be heard within the same timeframe
B2-E	*See above*	Employ a consent agenda approach for CofA hearings	Employ a consent agenda approach for CofA hearings, whereby the Committee can consider and render decisions on multiple files together as a batch (e.g., files where no objection is lodged by staff and the public)	• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks • Increase in processing throughput as decisions can be rendered for multiple files at once • Improvements to customer service as more time can be allotted to more complex or controversial applications without increasing overall hearing length
B2-F	*See above*	Provide training to CofA members regarding consent agenda approach (to accompany Recommendation B2-E)	N/A	• Expectations of CofA members will be appropriately aligned with City procedures

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[4] Subsection 45(4) of the *Planning Act* directs that "the hearing on any application shall be held within thirty days after the application is received by the secretary-treasurer." The Project Team is of the opinion that receipt of an application need not necessarily be tied to the literal receipt of application materials, and can instead be construed to refer to a process by which the Secretary-Treasurer deems an application fit to be received, and therefore heard, by the Committee of Adjustment. This interpretation should allow the City to implement preliminary quality checks prior to the statutory requirement for holding a hearing within 30 days being triggered.

[5] The regulation that governs the form that public notices must take explicitly provides for a public notice including either "a description of the subject land or a key map showing the subject land" – it does not require a sketch to be included in the notice (refer to clauses 3(11)(2) and 3(13)(3) in *O. Reg. 200/96*). It is noted that the recommended approach of making sketches available only upon request (i.e., not including sketches in public notices) is currently employed by the City of Ottawa.

[6] Following the logic applied for Recommendation B2-A, if receipt of an application can be construed to refer to a process by which the Secretary-Treasurer deems an application fit to be received, then it is conceivable that the Secretary-Treasurer could apply a reasonable constraint such as the maximum number of applications that can be heard per hearing cycle as a factor in determining whether an application is fit to be received (and thus whether the statutory requirement for holding a hearing within 30 days is triggered). Refer to Footnote 4.

[7] The Project Team recognizes that the operation of multiple committees would come with greater expenditure of logistical effort on the part of Clerk's staff. Accordingly, it should be understood that this recommendation may only be appropriate if application volumes increase so substantially that the additional logistical effort becomes warranted. Accordingly, the City should pursue other process improvements first before considering this approach.

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Item	Issue	Recommendation	Changes or Process Improvements	Benefits
B3	Staff spending time on low-value tasks (e.g., public notices and Notices of Decision are manually printed/labelled)	Employ streamlined approach to mailing processes	• Modify layout of documents such that addresses can be printed automatically, without the need for affixing mailing labels onto envelopes (e.g. use envelopes with windows and set print layout accordingly) • Contract out printing/mailing services • Implement greater automation through capital investments in equipment	• Increase in productivity as administrative staff are freed up to spend more time on higher-value tasks
B4	Staff spend substantial effort completing reports for every application, regardless of application complexity or resulting staff recommendation	Employ simplified reporting template for files where staff have no objections	For files where staff have no objections, make use of a brief, simplified reporting template which includes standardized text content (i.e., less than 1 page, and no need for analytical content)	• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks • Improvements to processing times as staff are required to spend less time on reporting

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Table 5-3: Process improvements relating to staffing and resources

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
S1-A	Planning and Zoning staff each undertake separate site visits	Forego in-person site visits, or employ less labour-intensive approach to site visits	• Forego in-person site visits through the use of date-stamped photographic records submitted by the applicant o City would need to define specific parameters for the quantity and nature of photos • If in-person site visits are to continue: o Only conduct site visits in exceptional circumstances (e.g., files deemed controversial by management, or files resulting from by-law complaints) o Only send one staff member to conduct site visits (i.e., Planning and Zoning staff do not both need to attend the same site)[8]	• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks • Improvements to corporate health and safety risk profile as fewer site visits implies fewer opportunities for exposure to health and safety risks
S1-B	*See above*	Provide training to CofA members regarding implementation of changes to site visit procedures (to accompany Recommendation S1-A)	N/A	• Expectations of CofA members will be appropriately aligned with City procedures
S2	Notice signs must be picked up in-person, meaning Clerk's staff must be physically present at the front desk at all times	Employ streamlined approach to provision of notice signs	Make generic sign packages available at front desk for applicants to pick up themselves as needed, and require that application-specific notice paperwork be printed out and inserted into the sign package by applicants	• Increase in productivity as front-line Clerk's staff no longer need to be physically present at the front desk at all times, and can instead focus on more important tasks • Improvements to customer service as customers do not need to wait to talk to staff to obtain sign packages, and can do so proactively (e.g., consultants with multiple applications can pick up multiple sign packages in one visit)
S3	Limited staffing resources allocated to CofA mean that there is minimal "slack" to respond to increases in application volumes (i.e., a single Development Planner is assigned to process CofA files on a full-time basis)	Streamline processes to reduce workload and/or add staff resources	• Implement other recommendations and monitor resulting changes in workload, then make further staffing additions as appropriate • Assign an additional Development Planner 1 to the CofA to act as backup for workload peaks	• Improvements to staff morale as workload pressures are relieved • Increase in processing throughput as more files can be processed in the same timeframe

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[8] Note that the Project Team has elected not to be prescriptive about who should attend site visits so as to leave the City with maximum flexibility to implement this recommendation as appropriate.

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Table 5-4: Process improvements relating to use of technology

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
T1	Accela is not used as an internal development approvals workflow tool	Implement CoA processes in existing Accela platform (BramPlanOnline)	Implement CoA processes in existing Accela platform (BramPlanOnline)[9]	• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks • Improvements to processing times as staff have timely access to most current files
T2	City has limited ability to track and report on CofA performance metrics	*See above*	*See above*	• Improvements to managerial oversight as patterns and trends in performance can be identified, and issues addressed as needed • Improvements to customer service as typical, real-world processing timeframes can be reported
T3	Accela platform is not accessible by, or used by the City to manage interactions with, external agencies • E.g., Accela not accessible by external agencies (i.e., interactions occur via email) • E.g., Accela not used to automatically inform external agencies of application decisions	*See above*	*See above*	• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks • Improvements to processing times as external agencies have timely access to most current files

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[9] The Project Team recognizes the substantial amount of work that will need to be undertaken to successfully implement CofA processes in the Accela platform. See **Section 5.3.1** of this report for further discussion.

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5.3.1   Additional Planning Needed for Improvements to Use of Technology

Multiple recommendations revolve around the need to implement CofA processes in the City's Accela development approvals management platform. While the recommendations may be brief in nature, their brevity should not be interpreted to imply that their implementation will be simple or easy to execute successfully.

Over the course of the future state stakeholder engagement activities, City staff repeatedly voiced the view that substantial improvements need to be made to the existing implementation of planning approvals processes in the Accela platform before additional approvals processes (i.e., CofA) are integrated into the system. It is understood that similar sentiments and recommendations will have been reflected in the City's broader review of its development approvals processes (undertaken concurrently with the Committee of Adjustment End-to-End Process Review project).

Accordingly, the recommendations pertaining to implementation of CofA processes in the Accela platform should be considered and planned for in a way that recognizes the substantial work that needs to be undertaken to improve the Accela platform in general.

5.4   Amendments to Regulatory Frameworks

As noted in earlier reporting prepared by the Project Team, modifying land use policy and regulatory frameworks can offer meaningful opportunities to streamline the delivery of development approvals processes.[10] This is especially true when such modifications are coupled with related changes to business processes.

The Project Team identified several opportunities for targeted amendments to the City's zoning framework intended to optimize the overall execution of CofA services. The following subsections detail recommended zoning amendments with specific regard to two main drivers behind demand for CofA services in Brampton: below grade entrances and driveway widenings.

5.4.1   Below Grade Entrances

The data analysis undertaken by the Project Team as described in **Section 3.1.4** of this report led to the following observations in relation to why minor variance applications involving below grade entrances are so common:

- Most applications pertained to dwellings on corner lots, which follows from the existing prohibition against below grade entrances located between the main wall of a dwelling and the flankage lot line (i.e., the exterior side yard) given in subsection 10.23.1 of the zoning by-law; and

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[10] Refer to the *Drivers of Submission Assessment and Solutions Report (Technical Brief)*, dated August 2022.

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- Similarly, a substantial portion of applications pertained to semi-detached dwellings, which follows from the existing prohibition against semi-detached dwellings having below grade entrances located within a required side yard, front yard, or between the main wall of a dwelling and the flankage lot line given in subsection 10.23.1 of the zoning by-law.

The current provisions for below grade entrances given in section 10.23 of the zoning by-law are inherently restrictive, and effectively only permit below grade entrances in the following cases:
- If located within the rear yard of a single detached, semi-detached, or townhouse dwelling; or
- If located within a required interior side yard of a single detached dwelling subject to the side yard on the opposite side of the dwelling having a continuous width of at least 1.2m, and if a minimum setback of 0.3m is maintained from the below grade stairway to the adjacent lot line.

The approach taken in the zoning by-law could be viewed as a relatively restrictive implementation of the overarching policies pertaining to second units given in subsection 3.2.8.2 of the current Brampton Official Plan. Salient policy provisions from the Official Plan offer the following direction regarding below grade entrances:
- That alterations to the exterior of a principal dwelling undertaken to facilitate a second unit must be consistent with its existing design, style and materials (para 3.2.8.2(a)(iii)); and
- That second units shall have no negative impact on stormwater management and site drainage (para 3.2.8.2(a)(v)).

With these observations in mind, the Project Team settled on two recommendations for reducing demand for CofA services associated with below grade entrance regulations while also respecting the intent of the Official Plan and zoning by-law and being reflective of sound planning principles. The recommendations are described in the following subsections.

5.4.1.1   **Recommendation P1: Allow Below Grade Entrances in Exterior Side Yards As-of-Right**

The City should consider amending subsection 10.23.1 of the zoning by-law to remove the phase "or in a yard located between the main wall of a dwelling and a front of [*sic*] flankage lot line."[11]

This would have the effect of allowing below grade entrances within the exterior side yard of a corner lot for any dwelling for which below grade entrances would otherwise be permitted. In such cases, proponents would still need to meet all other applicable zoning regulations that might be implicated by the development of a below grade entrance (e.g., side yard setbacks, landscaping requirements, requirements for clear paths of travel for access to second units, etc.). Furthermore, the consulting team has experience with newer dwellings on corner lots that have their principal entrance located facing the

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[11] Given that a flankage lot line is defined as "the longer lot line which abuts a street on a corner lot," and the front lot line on a corner lot is defined as "the shorter lot line that abuts a street," the wording "front of flankage lot line" appears to be a misnomer. We have interpreted the corresponding text in section 10.23.1 of the zoning by-law as if it were referring to "a flankage lot line".

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flankage lot line, implying that the existence of a below grade entrance can still meet principles of good urban design.

Based on the findings from the sample set of data described in **Section 3.1.4** of this report, this amendment would have reduced the total count of variances by 13 and the total count of applications by 2.

5.4.1.2 **Recommendation P2: Generally Allow Below Grade Entrances in Rear Yard or Side Yard As-of-Right**

The City should consider making the following amendments to the zoning by-law:
1. Deleting the existing text in subsection 10.23.1 of the zoning by-law and replacing it with the following: "For a single detached, semi-detached, or townhouse dwelling, or two unit dwelling, exterior stairways constructed below the established grade may be permitted within a rear yard or side yard."; and
2. Deleting the existing text in subsection 10.23.2 of the zoning by-law in its entirety.

This would have the effect of generally permitting below grade entrances in any rear yard or side yard (thus also incorporating the intended effect of Recommendation P1), while also broadening the permissions to apply to all of the noted dwelling types. Just as with Recommendation P1, proponents would still need to meet all other applicable zoning regulations that might be implicated by the development of a below grade entrance (e.g., setbacks, landscaping requirements, requirements for clear paths of travel for access to second units, etc.).

While this approach would substantially reduce the number of variances relating to relief from the provisions specific to below grade entrances, further analysis should be undertaken to determine the degree to which relief may still need to be sought from other regulations.

5.4.2 **Driveway Widenings**

City staff noted during the current state working sessions their view that, in addition to below grade entrances, variances involving widening of driveways constituted "low hanging fruit" that could offer opportunities for reductions in demand for CofA services.

The data analysis undertaken by the Project Team as described in **Section 3.1.4** of this report led to the following observations in relation to minor variance applications involving driveway provisions:
- Most applications pertained to relief from the driveway width requirement in the zoning by-law;
- Most applications sought relief from maximum driveway widths of 6.71m or 5.2m (the applicable maximum value being dependent on the dimensions of the lot in question);
- Applications involving driveways exceeding the permitted maximum of 6.71m sought an average exceedance of 0.87m (or 13.0% beyond the permitted maximum);

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- Applications involving driveways exceeding the permitted maximum width of 5.2m sought an average exceedance of 0.23m (or 4.5% beyond the permitted maximum); and
- Many applications involved existing conditions (i.e., applicants who had already had their driveway widened, and were seeking relief retroactively).

With these observations in mind, the Project Team settled on two recommendations for reducing demand for CofA services associated with driveway width regulations while also respecting the intent of the zoning by-law and being reflective of sound planning principles. The recommendations are described in the following subsections.

5.4.2.1 Recommendation P3: Apply 5% Increase to Maximum Driveway Widths As-of-Right

The City should consider making the following amendments to the zoning by-law:

1. Amend paragraph 10.9.1(B)(1)(b) of the zoning by-law as it applies to lots having a width equal to and greater than 8.23m but less than 9.14m to increase the maximum permitted driveway width value by 5% (i.e., from 5.2m to 5.46m); and
2. Amend paragraph 10.9.1(B)(1)(c) of the zoning by-law as it applies to lots having a width equal to and greater than 9.14m but less than 15.24m to increase the maximum permitted driveway width value by 5% (i.e., from 6.71m to 7.05m).

These amendments constitute a relatively minor modification and offer a reasonable balance between efforts to seek greater efficiency in the delivery of CofA services while still maintaining the intent of the zoning by-law. For the types of cases where these amendments would apply, proponents would still need to meet all other applicable zoning regulations that might be implicated by the widening of a driveway (e.g., setbacks, landscaping requirements, etc.).

Based on the findings from the sample set of data described in **Section 3.1.4** of this report, these amendments would have reduced the total count of variances by 5.

5.4.2.2 Recommendation P4: Implement Other Process Changes and Monitor Outcomes

As part of this end-to-end review, the City may alter the approach to its processing of variance applications. By modifying its approach, these process changes could reduce the volume of variances brought to the CofA. If the City relies on process changes alone, this represents a 'do nothing' approach in terms of policy/zoning changes.

For example, implementation of Recommendation C2-A could have a noticeable impact in terms of reducing the volume of variances relating to maximum driveway widths. This would involve implementing a two-track system of review for CofA files, whereby one track involves City staff only reviewing the variance(s) sought by the applicant, and a second track involves the applicant paying an additional fee to have the City undertake a broader review of the proposed development for zoning compliance. If an applicant elects not to pay for a broader zoning review and proceeds through the first

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track with a variance unrelated to driveway regulations, the compliance risk associated with any existing or resulting deficiency relating to driveway widths would remain solely with the applicant. More importantly, the City would not be expending staff resources on identifying such deficiencies and the counts of such variances would likely be reduced.

The City should monitor the rate of variances relating to driveway widths before and after one or more process or regulatory changes have been implemented so as to determine whether further adjustments are needed.

5.5   Deferrals

Aside from policy-based drivers, the City should be able to capture additional opportunities to reduce the number of applications needing to be considered by the CofA if the frequency of deferral decisions is minimized. In light of the detailed analysis regarding the rate and nature of deferral decisions is given in **Section 3.1.5** of this report, the following subsection offers the Project Team's recommendation with regard to what can be done to reduce the rate of deferrals.

5.5.1   Recommendation O1: Implement Other Process Changes and Monitor Outcomes

It is believed that the rate of deferrals may be substantially reduced through the application of other process-related recommendations which are intended to avoid the circumstances that trigger the need for deferrals in the first place (e.g., the need to amend an application after submission). Accordingly, the City should monitor the rate of deferrals before and after one or more process changes have been implemented.

5.5.2   Commentary on Provision of Notices for Deferrals

The City requested that the Project Team offer further clarity on best practices regarding the provision of notices in cases where a CofA file is deferred to a future hearing. It is understood that the City's current practice is to issue subsequent notices in instances where a file is deferred to a future hearing without a specific hearing date having been selected at the time of deferral. Conversely, the Project Team understands that the City does not issue subsequent notices in instances where a file is deferred to a future hearing date and the future hearing date is set out at the time of deferral.

The requirements for the provision of public notices insofar as consent applications are concerned are given in section 3 of *O.Reg. 197/96*. The notice provisions applicable to applications for consent only require notice to be given in relation to the application itself – not the hearing of that application. Accordingly, there would appear to be no need to issue subsequent notices in instances where a consent file is deferred from one hearing to a future hearing.

The requirements for the provision of public notices insofar as minor variances are concerned are given in section 3 of *O.Reg. 200/96*. The regulation stipulates different requirements for the provision of

notices depending on whether the intent is to notify the general public, specific interested parties, or specific approval authorities or corporate entities (such as utilities). The analysis given below relates to the provision of notices intended for the general public.

The Project Team noted anecdotally that the City's current practice regarding the provision of notices in instances of deferrals for minor variance applications appears consistent with the practice employed in other municipalities, such as the City of Ottawa. This practice appears to be operable on the basis of whether or not a future hearing date for an application to be deferred is set during the course of the prior hearing or after the fact. The logic is further explained as follows:[12]

1. If an application for minor variance is heard at a hearing, and that application is deferred to a future hearing with the future hearing date having been set in the course of that hearing, then there is no need to re-issue a subsequent public notice. This appears to be a reasonable practice as the information regarding the new hearing date is already readily available to the public by way of their participation in the first hearing or through the record of that hearing made public after the fact.

2. However, if an application for minor variance is heard at a hearing, and that application is deferred to a future hearing without a specific hearing date having been set in the course of that hearing, then the typical notice provisions (i.e., the need to issue a notice) would apply once the new hearing date is subsequently set. This approach would satisfy the intention of the statutory requirements for enabling public participation in the future hearing.

In all cases, it is assumed that the City would provide notice to interested third parties who make requests of the City to do so, and to the various agencies, authorities and entities as prescribed in the regulation.

5.6   Measuring the Financial Benefits

The financial benefits that stand to be realized through the comprehensive implementation of the recommendations included in this report can be summarized according to the following general outcomes:

1. Efficiency gains resulting from improved allocation of staffing resources, process re-engineering and technology platform productivity enhancements. Finite staff resources are deployed so as to have the right people doing the right things.

2. Improved "growth pays for growth" cost recovery of staff processing effort, particularly for minor variance applications. By modernizing its approach to CofA application fees, the City can strike a more appropriate balance between the desire for provision of equitable access to CofA services and the need for a sustainable cost recovery model.

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[12] The analytical commentary provided in this report does not constitute legal advice and should be reviewed by the City's legal counsel.

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Using data provided by the City, the project team estimated the potential savings in time and labour costs that could be expected with implementation of each process-oriented recommendation. The following inputs and assumptions were used to develop the resulting estimates:

- Estimates of the average time spent by staff on consent files (42.41 hours) and minor variance files (45.16 hours), respectively;
- An estimate of the average total labour cost of all CofA applications ($4,776.00);
- An assumed average hourly labour rate ($108.55 per hour), derived from the aforementioned inputs; and
- Counts of the volume of consent and minor variance applications processed in 2021, which were used to calculate representative values for the total annual cost savings that could have been captured over the course of that year.

The resulting estimates of potential gross cost savings, summarized for each recommendation category, are given in **Table** 5-5; associated estimates of the hourly labour savings are given in **Table** 5-6.[13] If all recommendations were implemented, it is estimated that the City could expect potential savings in labour effort of up to $1,380 per consent file and up to $1,570 per minor variance file. If the volume of applications processed in 2021 is used as a reference for annual savings, the high level estimate indicates that the City could stand to save nearly $550,000 per year through the implementation of all recommendations. Compared to an assumed total labour cost of $1,695,480 for all CofA applications processed in 2021, implementation of all recommendations would represent a 32% reduction in labour costs.[14]

Table 5-5: High level estimate of potential cost savings[15]

Recommendation Category	Estimated cost savings per application, consents	Estimated cost savings per application, minor variances	Estimated cost savings per year, consents	Estimated cost savings per year, minor variances	Total estimated cost savings per year
Customer Service	$55	$165	$2,255	$51,810	$54,065
Business Processes	$340	$340	$13,940	$106,760	$120,700
Staffing/Resources	$195	$195	$7,995	$61,230	$69,225
Use of Technology	$790	$870	$32,390	$273,180	$305,570
Total	**$1,380**	**$1,570**	**$56,580**	**$492,980**	**$549,560**

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[13] The values reported refer to gross savings not including costs that may be associated with implementation (e.g., budget or labour effort needed for implementation of Accela).

[14] The total labour cost for 2021 was derived using the City's estimated average total labour cost per CofA application ($4,776) and the total volume of CofA applications processed in 2021.

[15] Values calculated on a per-application basis were rounded up to the nearest $5 in the interests of legibility; these rounded values were used to calculate the annual values.

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Table 5-6: High level estimate of potential labour savings[16]

Recommendation Category	Estimated hourly labour savings per application, consents	Estimated hourly labour savings per application, minor variances	Estimated hourly labour savings per year, consents	Estimated hourly labour savings per year, minor variances	Total estimated hourly labour savings per year
Customer Service	1	2	20	471	±494 hours
Business Processes	3	3	125	958	±1,089 hours
Staffing/Resources	2	2	72	550	±626 hours
Use of Technology	7	8	297	2,509	±2,821 hours
Total (approximate)	±13 hours	±15 hours	±514 hours	±4,488 hours	±5,030 hours

The estimates of potential gross cost savings can also be summarized by savings associated with specific business units. If all recommendations were implemented, it is estimated that gross savings at a departmental level would apply as follows:

- **Clerk's Office:** up to $775 per consent file and $775 per minor variance file, netting total annualized savings of up to $275,125;
- **Planning and Development Services:** up to $565 per consent file and $755 per minor variance file, netting total annualized savings of up to $260,235; and
- **All other departments:** up to $30 per consent file and $30 per minor variance file, netting total annualized savings of up to $10,650.[17]

As many of the recommendations are tied to tasks or processes followed for every application, it is expected that total annual savings would increase or decrease in relation to annual application volumes.

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[16] The caveats and qualifiers applicable to Table 5-5 also apply to these values.
[17] The caveats and qualifiers mentioned in Footnotes 13, 14 and 15 also apply to the department-level values.

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6.0   Implementation, Monitoring and Evaluation

6.1   Implementation Roadmap

The City needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. It is expected that Development Services will lead implementation in close coordination with the City Clerk. If significant resources are needed, implementation will follow after approval of funding.

The implementation roadmap given in **Table** 6-1 identifies realistic timeframes for implementation of the various recommendations according to the following categories:

- *Do now*, which refers to activities that can and should be undertaken immediately;
- *Do soon*, which refers to activities that may have longer lead times due to associated pre-work or other dependencies, but which should still be undertaken sooner than later (i.e., within approximately 1 to 2 years;
- *Do later*, which refers to activities that will require lengthier implementation periods or which should follow others due to pre-work or other dependencies; such activities should be fully executed within approximately 2 to 5 years.

The proposed implementation timeframes have been based on the relative priority and assumed level of effort needed to successfully implement each recommendation.

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Table 6-1: Implementation roadmap[18]

Item	Recommendation	2023 Q1-Q2	2023 Q3-Q4	2024 Q1-Q2	2024 Q3-Q4	2025 Q1-Q2	2025 Q3-Q4	2026 Q1-Q2	2026 Q3-Q4	2027 Q1-Q2	2027 Q3-Q4
C1/T1/T2/T3	Implement CofA processes in public-facing Accela platform (BramPlanOnline)					█	█	█		█	
C2-A	Rationalize approach to identification of extraneous non-compliances			█	█						
C2-B	Provide training to CofA members regarding implementation of two-track system				█						
C3	Make CofA-specific application reference guides available to the public			█	█						
C4	Simplify CofA application form			█							
B1	Implement "Preliminary Plan Review" process		█	█							
B2-A	Modify approach to meeting statutory requirement for hearing applications within 30 days	█									
B2-B	Make sketches available only upon request	█									
B2-C	Implement a fixed cap on number of applications to be heard per CofA hearing cycle			█							
B2-D	Operate multiple Committees of Adjustment (if warranted)									█	█
B2-E	Employ a consent agenda approach for CofA hearings	█	█								
B2-F	Provide training to CofA members regarding consent agenda approach	█	█								
B3	Employ streamlined approach to mailing processes		█								
B4	Employ simplified reporting template for files where staff have no objections	█									
S1-A	Forego in-person site visits, or employ less labour-intensive approach to site visits	█									
S1-B	Provide training to CofA members regarding implementation of changes to site visit procedures	█									
S2	Employ streamlined approach to provision of notice signs	█									
S3	Streamline processes to reduce workload and/or add staff resources							█	█		
P1	Allow Below Grade Entrances in Exterior Side Yards As-of-Right					█					
P2	Generally Allow Below Grade Entrances in Rear Yard or Side Yard As-of-Right					█					
P3	Apply 5% Increase to Maximum Driveway Widths As-of-Right					█					
P4/O1	Implement Other Process Changes and Monitor Outcomes	█	█	█	█	█	█	█	█	█	█

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[18] Refer to **Sections 5.3**, **5.4** and **5.5** of this report for detailed descriptions of each recommendation.

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6.2 Ongoing Monitoring and Evaluation

The successful implementation of any plan necessitates meaningful monitoring and evaluation along the way so as to ensure that things get done, or to modify the plan if needed. As it proceeds through implementation, the City should prepare end-of-year internal progress reporting on an annual basis. The progress reports should function as a brief summary of what has been achieved in the preceding year, the activities that are actively underway, and the roadmap for remaining implementation activities yet to be undertaken.

Appendix A

Current State Process Maps

Clerk's Office

Applicant

Planning / Zoning Staff

CoA

Minor Variances (Intake + Pre-Hearing Phases)

Intake Phase

Application materials submitted (by cut-off deadline)

→ Application oath commissioned by staff (typically)

→ Clerk's Office reviews for Application completeness (piece check against a list derived from Regs)

→ Application Deemed Complete (not considering content adequacy)

→ Application materials assigned to upcoming hearing date

→ Application data uploaded into Accela + hard copy scanned

→ Application materials circulated (internally to City business units + external agencies: Region, CAs)

Pre-Hearing Phase

CofA Planner + assigned Zoning Examiner separately review adequacy/content of submission materials

→ Planner and/or Zoning Examiner do not identify significant shortcomings in application submission materials

→ Planner and/or Zoning Examiner identify significant shortcomings in application materials

→ Planner and/or Zoning Examiner request refinements/ resubmission of application materials

→ Staff work back-and-forth with applicant to secure adequate application content

→ Site visit undertaken by Planner*

→ Site visit undertaken by Zoning Examiner*

→ Additional variances often identified at site visits

→ Cross-Functional Team Meeting (both adequate files and incomplete / inadequate files)

Continued back-and-forth with Applicant to secure required information / content

Deferral from Sheet 3

Public notice materials finalized

→ Planner prepares staff report with recommendation (deferral or approval)

→ Site visit often undertaken by CoA members

→ Finalize hearing agenda

→ GO TO SHEET 3

*Site visits commonly involve taking measurements on site

Minor Variances (Hearing and Post-Hearing Phase)

Hearing and Post-Hearing Phase

From Sheet 2

CoA Hearing (each heard individually)

Decision Option: Application approved

Notice of Decision issued

Application not appealed

Application appealed to OLT

Applicant pursues clearance of conditions

Clearance of conditions monitored/confirmed by CofA Planner

Decision option: Application refused

Notice of Decision issued

Application appealed to OLT

Application not appealed

Decision option: Application deferred

Hearing date rescheduling decision by Committee

Return to liaison with applicant, Sheet 2

END

Consents (Intake and Pre-Hearing Phases)

Intake Phase

Application materials submitted (by cut-off deadline) → Application oath commissioned by staff (typically) → Clerk's Office reviews for Application completeness (piece check against a list derived from Regs) → Application Deemed Complete (not considering content adequacy) → Application materials assigned to upcoming hearing date → Application data uploaded into Accela + hard copy scanned → Application materials circulated (internally to City business units + external agencies: Region, CAs)

Pre-Hearing Phase

CofA Planner + assigned Zoning Examiner separately review adequacy/content of submission materials →

- Planner and/or Zoning Examiner do not identify significant shortcomings in application submission materials

- Planner and/or Zoning Examiner identify significant shortcomings in application materials → Planner and/or Zoning Examiner request refinements/resubmission of application materials → Staff work back-and-forth with applicant to secure adequate application content → Site visit undertaken by Planner* / Site visit undertaken by Zoning Examiner* → Public notice materials finalized → Cross-Functional Team Meeting (both adequate files and incomplete / inadequate files)

Deferral from Sheet 4

Planner prepares staff report with recommendation (deferral or approval)

Site visit often undertaken by CoA members

→ Finalize hearing agenda → GO TO SHEET 5

*Site visits commonly involve taking measurements on site

Consents (Hearing and Post-Hearing Phase)

Hearing and Post-Hearing Phase

From Sheet 4

CoA Hearing

Decision Option: Application approved

Notice of Decision issued

Application not appealed

Application appealed to OLT

Applicant pursues clearance of conditions

Clearance of conditions monitored/ confirmed by CofA Planner

Decision option: Application refused

Notice of Decision issued

Application appealed to OLT

Application not appealed

Decision option: Application deferred

Hearing date rescheduling decision by Committee

Return to liaison with applicant, Sheet 4

END

City of Brampton

End-to-End Development Application Review

—

Final Report

December 19, 2022

Disclaimer

This report has been prepared by KPMG LLP ("KPMG") for the City of Brampton ("Client") pursuant to the terms of our engagement agreement with the Client dated April 27, 2022 (the "Engagement Agreement").

KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client and such other persons or entities as may be specified in the Engagement Agreement, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity in connection with their use of this report.

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the City of Brampton. KPMG has not and will not perform management functions or make management decisions for the City of Brampton.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

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

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01
Project Overview

Project Overview

Background

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

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

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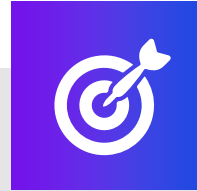
Objectives

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

1. Identifying opportunities to create greater efficiencies and effectiveness in service delivery;

2. Enhancing existing process capacities and capabilities;

3. Improving development application processing times;

4. Identifying and removing waste bottlenecks, challenges, and non-value-add services;

5. Improving the customer experience; and

6. Understanding the impacts of the City's transition to a digital application intake and review system.

Project Work Plan

Phase 1: Kick off	Phase 2: Current State	Phase 3: Gap Analysis	Phase 4 Future State	Phase 5: Report
Objectives				
Align on project plan, schedule & objectives, develop a strong foundation.	Map current processes; identify strengths, challenges, and opportunities for improvement.	Validate current state findings.	Develop, test and refine improvement opportunities and future state options.	Synthesize work into a final report.
Activities				
– Facilitate project kick-off – Stand up project governance, key roles, and reporting structures – Confirm project objectives and scope – Finalize assessment framework – Identify documents – Develop stakeholder engagement plan – Finalize Workplan	– Review and analyze documents and data – Stakeholder engagement – Develop process maps of current state – Identify problem areas, value add, and non-value add services – Develop understanding of Voice of the Customer – Draft Interim Report	– Opportunity workshops with key stakeholders – Conduct needs assessment workshops with key stakeholders – Engage Senior Management to confirm findings – Identify and confirm high-level gaps and opportunities – Identify process inefficiencies	– Prioritize preliminary improvement opportunities – Develop detailed options to test and refine – Facilitate up to three design workshops – Conduct up to 10 hours of additional stakeholder engagement to gather additional feedback	– Draft and present Future State Report – Revise Future State Report based on feedback – Deliver Future State Report
Deliverables				
› Assessment Framework › Project Charter › Bi-weekly status meetings › Stakeholder engagement plan	› Interim Report › Preliminary improvement opportunities › Presentation of Interim Report	› Needs assessment workshop › Summary of needs assessment	› Detailed list of improvement opportunities › Design workshops	› Final Report synthesizing work completed › Current and Future State process maps › Prioritized recommendations

02

Methodology & Approach

Lean Methodology & Voice of Customer (VOC)

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

Process Improvement Methodology

Define
- Launch Team
- Establish Charter
- Plan Project
- **Voice of the Customer (VOC)**
- Plan for Change

Measure
- Document the process
- Collect baseline data
- Narrow project focus

Analyze
- Analyze data
- Identify root cause
- Identify and remote waste

Improve
- Generate solutions
- Evaluate solutions
- Optimize solutions
- Pilot
- Plan and Implement

Control
- Control the process
- Validate project benefits

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

Stakeholder Engagement – Current State Process

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

24 Industry Stakeholders Consulted

33+ City of Brampton Staff Engaged

20+ Hours of Consultation

17+ Processes Mapped
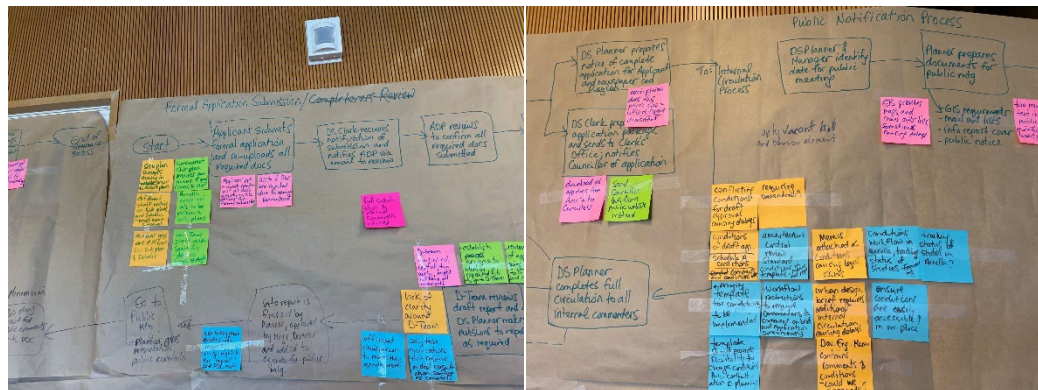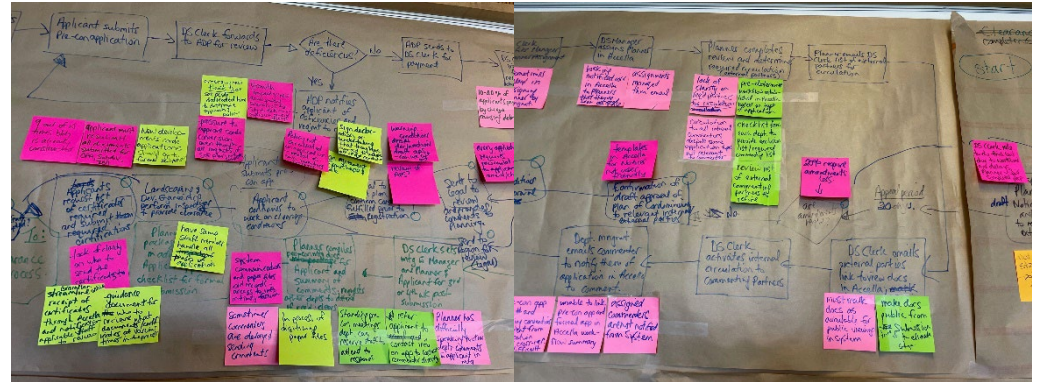
Stakeholder Engagement – Future State

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

03

Summary of Voice of Customer (VOC)

Key Insights from Voice of Customer (VOC) Analysis

🌐 **Stakeholder Themes**

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

What does Brampton do well with respect to DRP?

🚀

Current Process Strengths & Opportunities

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

What does Brampton do well with respect to DRP?

Developer Accessibility to Senior Staff:
"Access to the senior members of Brampton's Development Services is a bit of fresh air at a time where their collective access to each other has become a little more fragmented due to COVID and everyone working from home".

City Staff Alignment with Development Community:
"Brampton Development Service's heart is in the right place. Generally, we see them as players on the ice with us vs. goaltenders."

Engineering Submissions:
"Engineering plan registration is a finely oiled machine."

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

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

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

Improvement Opportunity Summary from VOC
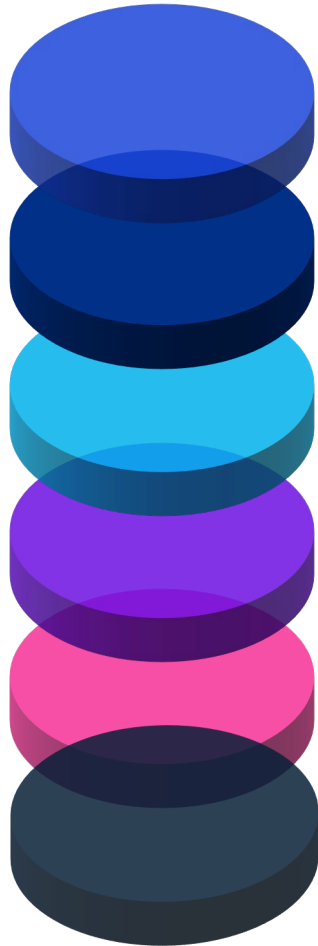
Appoint a primary Planner as the project manager for the application lifecycle and empower them to make decisions regarding conflicting comments

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

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

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

Triage applications based on their simplicity or complexity at pre-con stage to fast track simple applications. Example of applications:
- Simple = installation of a telephone pole
- Complex = construction of a 15 acre plaza

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

04

Recommendations

Current State Key Themes

Lacking Standardization

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

Gaps in Staff Training and Turnover

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

Accella System Limitations

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

Staff Time Spent on Non-Value Added Work

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

Improve

- Standardize
- Educate
- Optimize
- Add Value

.

Future State Recommendations (1/2)

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

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

Refine circulation process and consider application streaming

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

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

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

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

Future State Recommendations (2/2)

Reimagine D-Team

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

Drive Consistency and Performance

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

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

➢ Establish performance management framework with clearly linked KPIs and accountabilities that include interdepartmental stakeholders, defining service timelines for different application types and ensure they are adhered to.

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

Accela Solutioning

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

Draft Plan Amendments & Conditions

➢ Standardize Draft Plan Agreements, Amendments and Conditions

05

Summarized Improvement Opportunities

Improvement Opportunities (1/11)

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

Key Theme: Refine Circulation Process and Consider Application Streaming	
1. Establish a standardized meeting structure to align internal and external commenting partners, resolve conflicting comments, share draft comments with applicant, meet with applicant, and enhance customer service in the Pre-Con stage. Establish standardized commenting template to be used by commenting partners.	
Challenge	• Pre-Con meeting with applicants is not standardized – typically doesn't include commenting partners and Planner has difficulty speaking to all comments • As a result of low pre-consultation fees, heavy staff time is spent in this process for potentially no formal submission – speculative process by applicant • Poor application quality, particularly on application submission, drives staff re-work and increases processing timelines. • Comments received by Planners from commenting partners are not in a standardized format, requiring Planners to spend time administratively formatting documents, etc. • Tracking comments through many circulations causes challenges to naming conventions.
Risks	• Ensuring consistent execution • Revenue loss if not completed • May become difficult for complex applications • This can become an additional task for staff if meeting is not required for the application • Ensuring internal staff attends meetings • Certain comments and commenting partners not within City's sphere of influence • Need to develop project management skills in Planners to lead the process • Will require a pulse check on the risk tolerance of the organization to release comments prior to finalization.
Key Considerations / Dependencies	• Involve decision makers earlier on in the process to set application up for success • Empowering the Lead Planner to have a holistic versus transactional viewpoint • Establish a standard commenting template and consolidated comment report that can be used by Commenting Partners and include "Planner's Analysis and Recommendations" to empower Planner to quarterback the process • Commenting templates to have standardized features (e.g., checklists for review content and/or pick lists for common/standard comments) to improve consistency • Will require a SOP • Will require coordination / training with all commenters and a mindset shift. • Determine if this is required for all application types.

Improvement Opportunities (2/11)

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

Opportunity 1 continued:	
Key Theme: Refine Circulation Process and Consider Application Streaming	
1. Establish a standardized meeting structure to align internal and external commenting partners, resolve conflicting comments, share draft comments with applicant, meet with applicant, and enhance customer service in the Pre-Con stage. Establish standardized commenting template to be used by commenting partners.	
Resource Requirements / Constraints	• Substantial dedicated initial upfront investment of staff time will be required. • Will require a regular review to ensure process is achieving desired outcomes and re-tweak if needed • Staff resources of other departments will be required
Level of Effort	• Moderate level of effort and will be cross department initiative to initiate this process.

Improvement Opportunities (3/11)

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

Key Theme: Refine Circulation Process and Consider Application Streaming

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

Challenge	• Applicants present poor quality of documents at the informal consultation stage • 20% of applicants require significant number of informal consultations
Risks	• Dependent on applicant's willingness to use the proposed new process • Setting deadlines will create pressure for the applicant causing additional tracking work for the city staff
Key Considerations / Dependencies	• Review financial analysis data on cost for pre-con • Leadership alignment is required • How to decide when to use process • Need to share our position with political leadership • Would Council endorsement of new process help confidence level of staff when saying 'no'
Resource Requirements / Constraints	• For fast lane application - have a dedicated SWAT Team • Budget considerations and discussions with CLT will be required for SWAT team
Level of Effort	• Low level of effort required

Improvement Opportunities (4/11)

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

Key Theme: Refine Circulation Process and Consider Application Streaming

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

Challenges	• Delays from Region causing further delays at every circulation • They debt finance their infrastructure and are apprehensive to release comments • Currently Peel's comments are added towards the end of the application to avoid stalling of the application
Risks	• Peel Region has resource constraints • Constant change of mind of Council at Peel Region • Applicant deals with Region directly for the fees and release of comments
Key Considerations / Dependencies	• External agencies need to determine if they will support the application prior to formal submission. • Identify any concerns at pre-con stage to give applicant opportunity to address the issues. • Not sure of Region will agree to defer to site plan if site has servicing constraints.
Resource Requirements / Constraints	• Resource constraints at Region will impact ability to execute
Level of Effort	• High Effort • High Impact

Improvement Opportunities (5/11)

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

Key Theme: Refine Circulation Process and Consider Application Streaming	
5. Re-visit the process around PDC meetings to streamline participation, meeting date and alignment of Council members – eliminate info report	
Challenges	• Preparing for PDC meetings involves manual and unstandardized process of editing heavily texted Public notices, increasing chances of error. • PDC Public Meeting templates change often and staff are not sure which ones to use or where to find the most recent templates • Removal of holding by-law symbol required to go to PDC • Not every municipality drafts info report causing inconsistencies in process
Risk	• Need Council buy-in • Finding the right balance of what information to cut out and what to keep to meet the needs of all stakeholders
Other considerations/ Dependencies	• Eliminate the info report and go straight to Rec Report • Additional details will be added to presentation slides • Clerks continue to offer delegation to individuals • Presentation occurs only when delegation present; similar to how Council meetings were operated pre-Covid • Urban Design Brief - opportunities to eliminate duplicate processes • Applicant to supplement City presentation • Standardize Rec Report to be as concise as possible
Resource constraints/ Requirements, level of effort	• Delegate the task of making the presentation to team members versus the Planner • Holding By-Law Removal delegated to staff • Changes do not need to be done all at once, but could be incremental
Level of Effort	• Low to Medium Effort • Medium Impact
Savings	• 700 staff hours annually • 0.5 FTE

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

Key Theme: Reimagine D-Team	
6. Redefine members in the D-Teams and the team's role. Confirm D-Team priorities at Pre-con Stage.	
Challenge	• D-Team meetings not currently adding value • Staff come unprepared • Meetings fall outside review period and might not have received all comments • Significant staff time spent prepping for D-Team • Lack of clarity around objectives of meetings • Applicants often escalate files to senior staff and/or elected officials. The reporting requirements related to escalations create additional work for front-line staff and result in ad-hoc and inconsistent prioritization of applications.
Risks	• Senior staff availability to attend and dedicate time to D-Team • Ensuring right people are having the right conversation at the right time • D-team awareness amongst staff may be lacking
Key Considerations / Dependencies	• More Sr. Staff to be included at D-Team • Establish clear criteria to identify files that need to go to D-Team • D-Team to be Rapid Response Team to fast track some apps • Need to coordinate with Bill 109 changes, e.g. when should it be in the process • SOP and TOR is needed and requires to be shared with all staff members and internal depts. • Clear definition on topics where staff needs to be involved and clearly defining how the staff is empowered based on the issues and context of the application • Ensure D-Team occurs once all comments have been received
Resource Requirements / Constraints	• Staff attendance at D-Team is now optional • Only require staff attendance at D-Team if current application is applicable and if there are conflicting comments that need to be discussed • Participation at D-Team to be added to performance measures
Level of Effort	• Low effort • High benefit
Savings	• 30 hours x 50 applications = 1,500 hrs. annually ~ 0.75 FTEs

Improvement Opportunities (7/11)

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

Key Theme: Drive Consistency and Performance	
VOC7. Standardize commenting procedures, review cycles and establish as pre-determined list of Commenting Partners by Application Type	
Challenge	• Circulation memos suggest review timelines for internal and external commenting partners but are not based on anticipated work effort or application complexity. These timelines are seldom met and drive staff and applicant frustration. • Policy not included in circulation • Reviewer groups are different between site plan and subdivision, creating inconsistencies with comments • Conflicting comments and late-stage comments can be difficult for staff and industry to resolve, increasing processing timelines and negatively impacting applicant satisfaction. • Comments are not consistently summarized by staff or applicants at key application milestones (e.g., resubmissions), increasing the administration burden on staff and applicants. • Inefficient circulation processes that add to staff workloads –sending to all commenting partners even if not relevant for each circulation • Developers reported there is often reluctance for the zoning examiner to look at a by-law until approval, causing multiple iterations of the by-law requiring re-submissions resulting in missed PDC meetings and further delays. Developers requested the zoning department review the by-law after second submission to expedite the process. • Reviewer groups are different between site plan and sub-division creating inconsistencies in comments.
Risk	• Setting timelines for commenting review cycles for external commenters that are not met • Setting up performance measures internally to ensure review timelines are met
Key Considerations / Dependencies	• Identify who needs to comment on what type of application - Planner should know who needs to comment and who doesn't • Have same staff review same file e.g. site plan and subdivision; develop bench strength • Ensure alignment with Accela workflows • Defining SLAs for external Partners • Develop criteria to structure the recirculation process to reduce application churn and late-state comments
Resource Requirements / Constraints	• Identifying level of service agreement is a large effort • Differentiate between areas of work - LOS agreements v/s quick wins
Level of Effort	• Low Effort • High Impact

Improvement Opportunities (8/11)

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

Key Theme: Drive Consistency and Performance	
VOC8. Staff training and onboarding: Develop a knowledge management resource (i.e., a database) that contains information on past files and exceptions, historical decisions made, background context, precedent, etc. for staff to reference as required to improve knowledge and boost decision making confidence.	
Challenge	• Developers reported high turnover from Planners on their files is causing increasing inefficiencies for development applications and inconsistency in file review • Some Developers reported instances when their development application had as many as 6 or 7 Planners assigned to it, creating issues with consistency and continuity • Staff reported a 43% vacancy rate in Development Services Planning at the time of our current state assessment • Existing knowledge transfer mechanisms and file transfer procedures are limited. As a result, staff turnover can disrupt the development review process, extending timelines and contributing to net-new, late-stage comments. • Newly onboarded staff are lacking training on SOP's • No centralized location for key templates, checklists, by-laws, important notices regarding policy or process changes – much of this is circulated by email and therefore not accessible to any new employees onboarded after these important communications have been circulated • SOP's are currently outdated and contain work steps based on Accella workflows instead of planner process steps
Risks	• This won't be successful if it is not centralized
Key Considerations / Dependencies	• Centrally storing communication on process and policy changes and keep email records on SharePoint • Provide Junior Planners with ownership and accountability to update SOPs and use team approach for continuous maintenance • Revise existing SOP's to be streamlined for new staff understanding e.g. 10 steps to Site Plan Approval • Create video tutorials to provide training on Accela workflows and system functions; link tutorials to workflow steps in system • Standardized onboarding, training and documents to lie with strategy and innovation department. • Implement file transfer protocol to reduce process inefficiencies associated with staff turnover and absences • Train staff on lean continuous improvement to facilitate internal capabilities for ongoing process review

Improvement Opportunities (9/11)

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

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

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

Improvement Opportunities (10/11)

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

Key Theme: Draft Plan Amendments and Conditions	
12. Standardize Draft Plan Agreements, Amendments and Conditions	
Challenge	• Lacking standardization in subdivision agreements and plan of condominium agreements • "Applications get to the final stage of approval awaiting agreement execution and then get bogged down for months at a time in Brampton's legal review. Agreements that are boiler plate should not take 6-9 months."– City of Brampton Developer • Developers reported that the standardized conditions for draft plan of condominium conflict with the registration process and therefore the draft plan of condominium will not conform to conditions • Developers reported frustration with minor changes requiring draft plan amendments between draft plan of subdivision approval and M-Plan • Lacking standardized conditions and templates – memos attached as conditions cause legal concerns • 9 out of 10 times there are issues requiring amendments which causes delays • No Notice of Decision templates
Risks	• Final approval review required with different groups regarding standard conditions before launch • Staff turnover since 2019 may impact management opinion on standardized conditions requiring additional consultation and collaboration
Key Considerations / Dependencies	• Establish a standardized subdivision agreement and involve the Planners and the Engineers in the process • Establish set of standardized conditions and templates • Provide a higher degree of discretion to the Planner without the need for red line revisions to the draft plan
Resource Requirements / Constraints	Significant work was completed internally to solution this issue prior to COVID. • Standardized conditions have been created and awaiting final clearance from management • Administration of conditions will be brought into Accela and test environment has been created • Staff training to be rolled out in two sessions, one for Planners and one for Commenting Partners being lead by Data Analyst and Lead Planner
Level of Effort	• Low Effort (substantial work already completed) • High Impact

Improvement Opportunities (11/11)

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

Key Theme: Drive Consistency and Performance	
9. Develop a framework/process that can be followed by applicants and political leaders to manage escalations and create a safe and healthy environment for an open dialogue between the City and Political leaders to discuss pros and cons of an escalated application.	
Challenges	• Frequent pressure to approve Condo conversion even though all requests for site plan is not completed • Pressure from Developer to finalize agreement • Negative impacts from stakeholder escalations
Risks	• Council support required to maintain consistent application of protocol • CLT's support to get involved less in escalations
Key Considerations / Dependencies	• Determine escalation protocol that developer must follow to ensure all appropriate actions have been taken to address issues at the planner level prior to escalation
Resource Requirements / Constraints	• Include in training package for new council • Burden must be on developer to demonstrate they have exhausted all options through planning first • Only escalate to administrative leadership vs political leadership
Level of Effort	• Medium effort • Medium benefit

06

Accela Specific Improvements

Accela Priority Opportunities for Improvement

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

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

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

Bill 109: Accela Improvements

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

Accela Change Required	Key Considerations
1. Make Pre-consultation a 2-stage process in Accela	
2. Add external agencies for completeness review	• Provide Region access to Accela for pre-con applications
3. Incorporate changes in Accela workflows to accommodate for changes in Site Plan process.	• Add step for completeness review • "Approval in Principle" step – similar to Site Plan Approval Memo right now
4. Clearing of conditions to be managed in Accela for Site Plan and Sub-division	
5. Create Accela workflow for removal of holding provisions	• Veering significantly from ZBA workflows currently in Accela
6. Process of issuing refunds to be added in Accela	• Current process for refunds in Accela is not currently sufficient to accommodate increase in volume (currently ranges from 4 weeks to 4-6 months) • Required ability to track the application between deemed complete to decision made so that amount of refunds can be monitored • Requires re-work of Finance back office revenue accounts to accommodate • Will this be automatic or will the applicant have to apply?

Accela Workplan

Critical Success Factor:

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

Step 1

- Clarify full scope of Priority 1 *Urgent* and Priority 1 *Process* system requirements

- Identify IT and Planning Leads to collaborate on working group through to implementation and roll-out

Step 2

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

Step 3

- Priority 1 changes launched in Accela test environment

- Staff training program launched

Priority 1 – Urgent (Bill 109)

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

Priority 1 – Process Improvements

- ✓ Automate notifications to applicant that payment is due

- ✓ Create multiple Review Distribution flows that correspond with the document naming convention: helps improve reports, circulation to internals, makes clerks jobs easier

- ✓ Increase Character limit similar to the conditions box and addition of text editing functions

Step 1 January 2023

Step 2 February 2023

Step 3 May 2023

July 2023 Go Live

07

Opportunity Prioritization

Improvement Opportunity Prioritization

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

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

1 Impact

The time savings and process efficiency that the improvement opportunities will bring to the DRP.

- **Low**: Has little to no impact on DRP efficiency

- **Medium**: Has medium level of impact on DRP efficiency

- **High:** Has high level of impact on DRP efficiency

2 Level of Effort

The effort (people and process) required to execute the opportunity. This includes the degree of process changes required, number of applications/systems involved and level of data manipulation required.

- **Low**: Few process changes required with no additional technology requirements.

- **Medium**: Some process changes with medium level of resource requirement/constraints

- **High**: Significant process changes with high level of resource requirements/constraints

Quick Wins
Opportunities that are defined as "Low Implementation Complexity" are considered 'quick wins.'

Quick win opportunities can be achieved within a 30 to 60 day timeframe.

Prioritized Matrix

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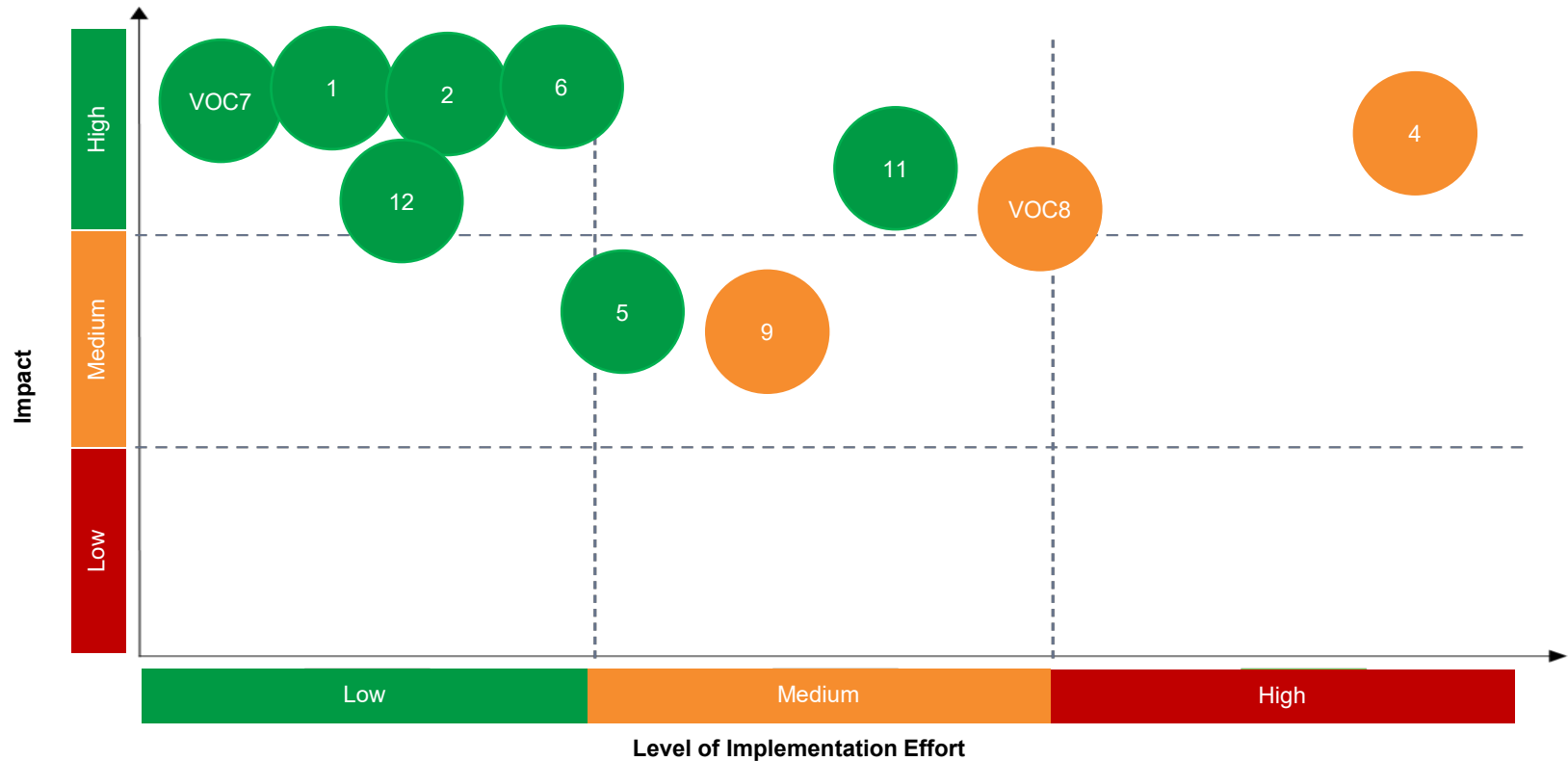
*Numbers represent the **Opportunity ID***

08

Quick Wins

8 Wastes of Lean

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

D

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

O

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

W

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

N

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

T

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

I

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

M

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

E

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

Quick Wins – Improvement Opportunities (1/4)

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

Pre-consultations

2. Add disclaimer stating City reserves the right to request documents of higher quality for further review to discourage applicants form submitting poor quality documents.

3. Put a cap on amount of time spent by staff on informal pre-consultations since 20% of applications require significant number of informal consultations.

7. Explore other payment methods to avoid cheque payment delays by applicants.

82. Digitize old paper files to reduce time spent on accessing old records stored in paper form.

Clearance and Completeness Review

20. Recommend Applicant to contact Commenter directly via the contact info provided on the application to avoid difficulties that Planner faces while speaking on behalf of Commenters to Applicant.

22. Cap the number of consultations permitted at this stage to avoid numerous consultations requested by Applicant after pre-consultations.

23. Provide onboarding and training on clearance process to Commenting Partners to mitigate lack of clarity on completeness review.

25. Provide specific options such as "No comments", "Complete", "Not complete" to Commenters to assist in arriving at completeness review decision quicker.

26. Create an instruction manual for applicants to follow the right naming convention to avoid application rejections due to naming conventions

29. Create a standard manual of process steps for Planners to follow to avoid process inconsistencies in preparing notice of completeness.

61. Concurrent site plan process can occur with good communication and Accela cross reference numbers can be used to reference both site and draft plan to avoid duplication of effort for Applicant to load documents.

D Defect ✓

O Overproduction ✓

W Waiting ✓

N Non-utilized Talent ✓

T Transportation

I Inventory

M Motion ✓

E Extra Processing ✓

Quick Wins – Improvement Opportunities (2/4)

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

Document Circulation

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

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

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

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

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

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

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

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

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

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

D Defect

O Overproduction ✓

W Waiting

N Non-utilized Talent ✓

T Transportation

I Inventory

M Motion ✓

E Extra Processing ✓

Quick Wins – Improvement Opportunities (3/4)

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

Comment Review and Consolidation

57. Have strict time frames for Clerk's office to release declaration and to clear comments on Site plan to avoid delays in receiving comments from Clerk's office.

59. Track zoning special section numbers in master list to prevent historical duplicates and errors by Planners on section numbers that causes confusion amongst public.

Draft Approval (Subdivision)

72,42,43. Have one central place for housing templates and one person responsible for managing them to avoid time spent on searching for the right template.

77. Have weekly or bi-weekly status update meetings with developer to improve communication and to avoid disconnect with Developers regarding outstanding items required for clearance.

Clearance (Condo)

95. Create stakeholder list with accountability and make it accessible to Planners and Applicants so it can be referenced when needed to provide clarity on whom to request the certificates from.

95.1. BramPlan will streamline online receipt of certificates through Accela and notification can be sent to applicable staff for review.

95.2. Create guidance documents that specifies who receives what documents/certificates at various stages of the process to avoid confusion.

D Defect

O Overproduction ✓

W Waiting ✓

N Non-utilized Talent ✓

T Transportation

I Inventory

M Motion ✓

E Extra Processing

Quick Wins – Improvement Opportunities (4/4)

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

File Close Out

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

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

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

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

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

D Defect

O Overproduction ✓

W Waiting ✓

N Non-utilized Talent ✓

T Transportation

I Inventory

M Motion ✓

E Extra Processing

09

Data Analysis

Impacts of Bill 109: Application Refunds

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

Table 1

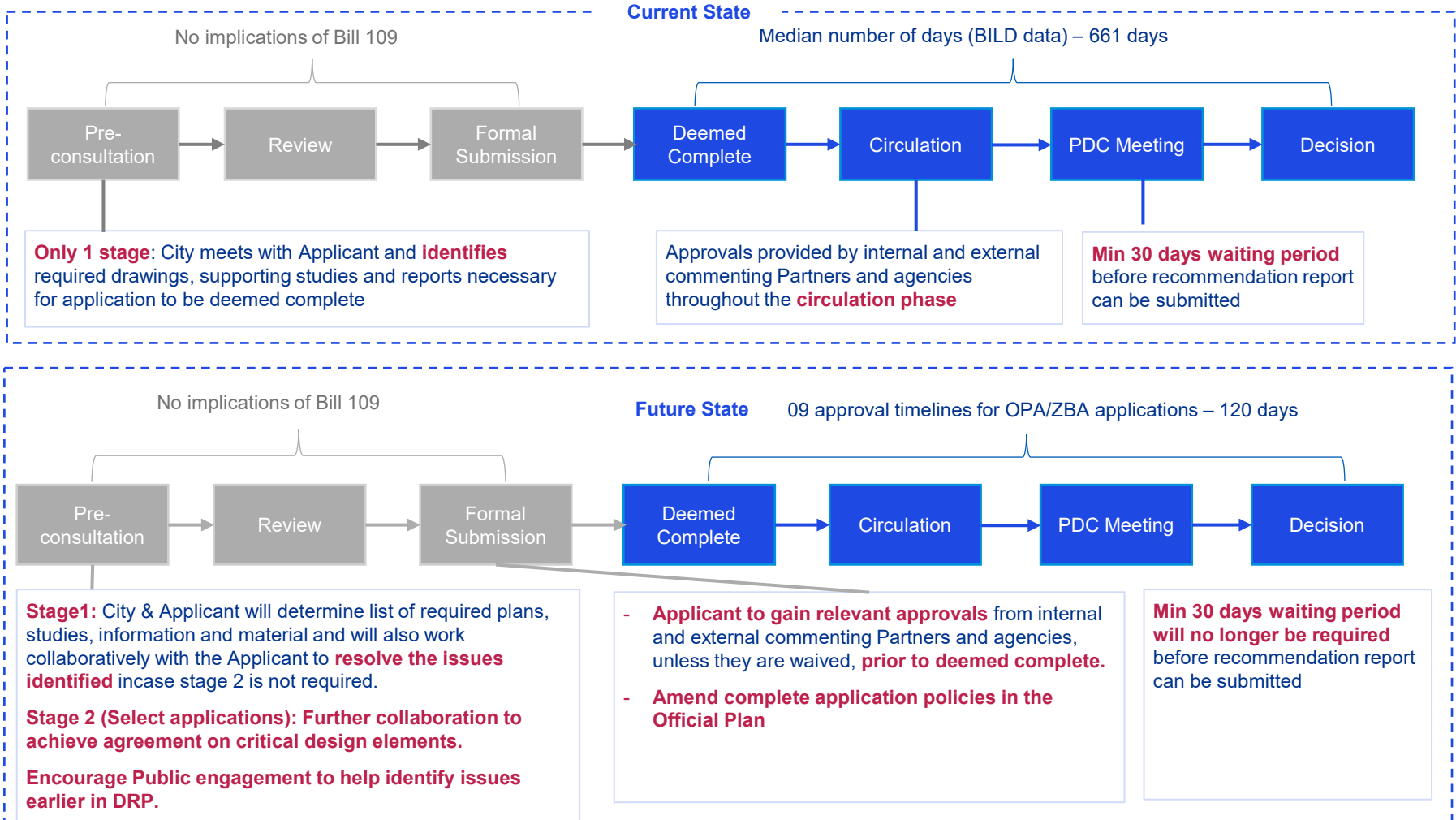| Number of ZBA Application Refunds		Number of OPA, ZBA Application Refunds		Number of Site Plan Application Refunds	
Within 90 days (No refunds)	0	Within 120 days (No refunds)	0	Within 60 days (No refunds)	0
90 and 150 days (50% refunds)	9	120 and 180 days (50% refunds)	8	60 and 90 days (50% refunds)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

Table 2

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

- *The data set has 61 file numbers. Out of these, only 41 were considered for the purpose of determining how many applications will require refunds due to bill 109 legislation as only these had the approval/refusal decision along with number of days taken between the time the application was deemed complete to the point of Council decision was made. (Table 2).*

- *Table 1 highlights the type and number of applications that would have required a refund based on number of processing days set by Bill 109.*

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

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

Current State

No implications of Bill 109   Median number of days (BILD data) – 661 days

Pre-consultation → Review → Formal Submission → **Deemed Complete** → **Circulation** → **PDC Meeting** → **Decision**

Only 1 stage: City meets with Applicant and **identifies** required drawings, supporting studies and reports necessary for application to be deemed complete

Approvals provided by internal and external commenting Partners and agencies throughout the **circulation phase**

Min 30 days waiting period before recommendation report can be submitted

Future State

No implications of Bill 109   09 approval timelines for OPA/ZBA applications – 120 days

Pre-consultation → Review → Formal Submission → **Deemed Complete** → **Circulation** → **PDC Meeting** → **Decision**

Stage1: City & Applicant will determine list of required plans, studies, information and material and will also work collaboratively with the Applicant to **resolve the issues identified** incase stage 2 is not required.

Stage 2 (Select applications): Further collaboration to achieve agreement on critical design elements.

Encourage Public engagement to help identify issues earlier in DRP.

- **Applicant to gain relevant approvals** from internal and external commenting Partners and agencies, unless they are waived, **prior to deemed complete.**

- **Amend complete application policies in the Official Plan**

Min 30 days waiting period will no longer be required before recommendation report can be submitted
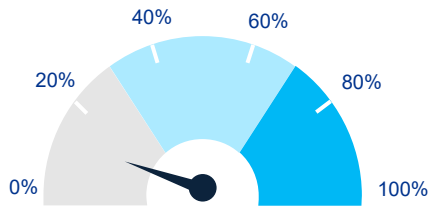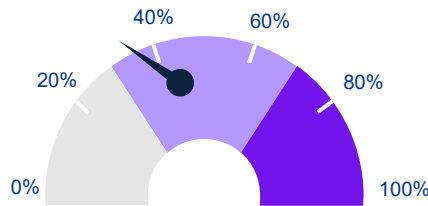
Staff Uptime*

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

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

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

16%

Staff uptime in processing ZBA applications

19%

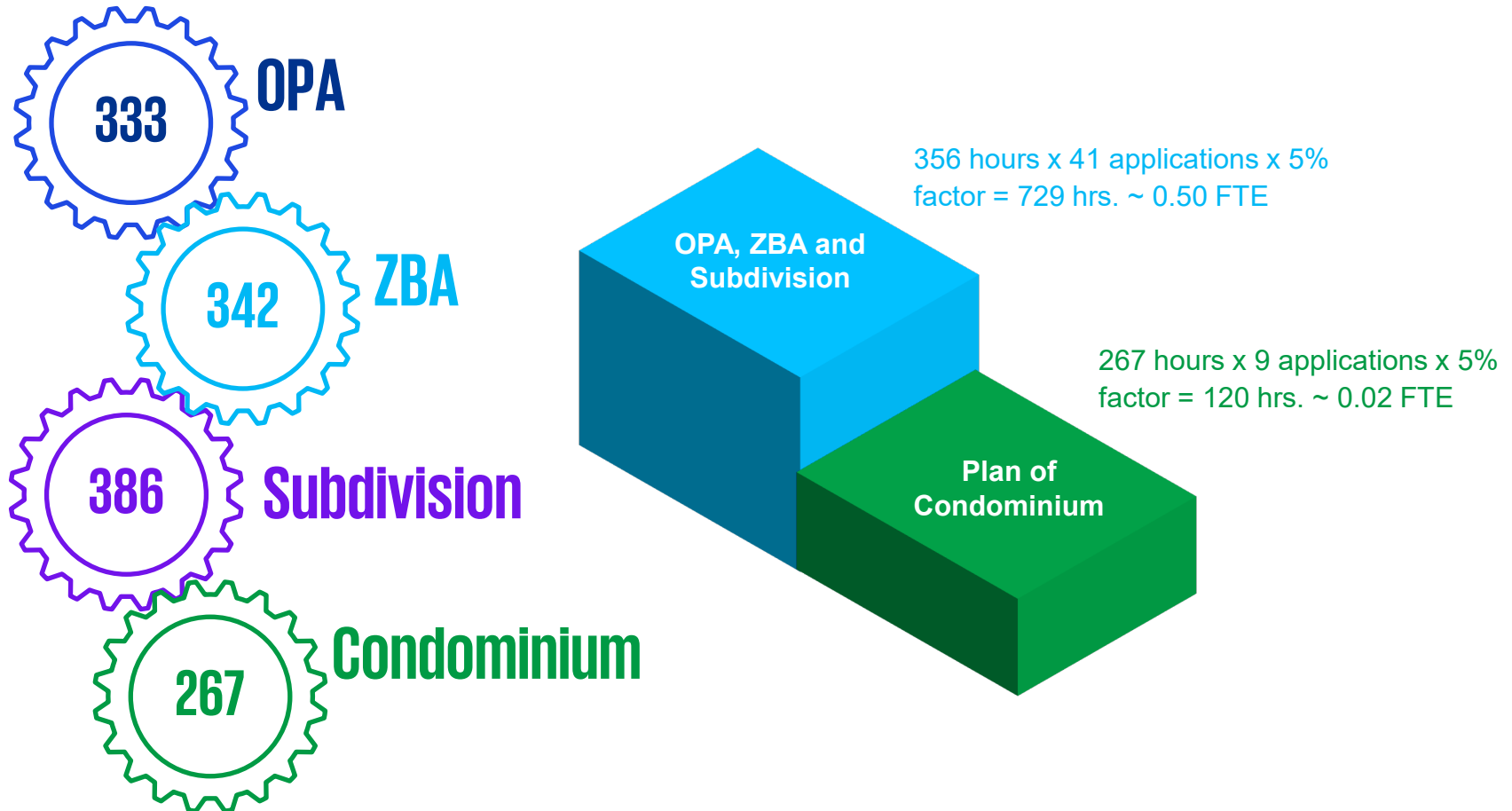Staff uptime in processing Subdivision applications
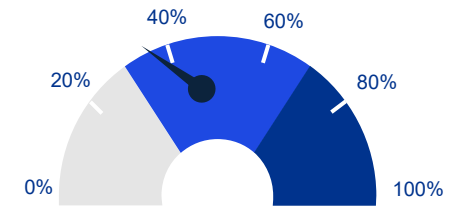
21%

Staff uptime in processing Condo applications

*Uptime determined based on 7 hour staff work day

Snapshot - Task to Time Data

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

333 OPA

342 ZBA

386 Subdivision

267 Condominium

356 hours x 41 applications x 5% factor = 729 hrs. ~ 0.50 FTE

OPA, ZBA and Subdivision

267 hours x 9 applications x 5% factor = 120 hrs. ~ 0.02 FTE

Plan of Condominium

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

Estimated Savings from High Priority Opportunities

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

Improvement Opportunity	Potential savings
5. Re-visit the process around PDC meetings to streamline participation, meeting date and alignment of Council members	14 hours x 50 applications = 700 hrs. ~ 0.50 FTE *Time savings if info report is not required
6. Redefine members in the D-Teams and the team's role. Track their performance through KPIs	30 hours x 50 applications = 1,500 hrs. ~ 0.75 FTE
VOC8. Staff training and onboarding: Develop a knowledge management resource (i.e., a database) that contains information on past files and exceptions, historical decisions made, background context, precedent, etc. for staff to reference as required to improve knowledge and boost decision making confidence.	5 hours x 50 applications = 250 hrs. ~ 0.12 FTE *Time to write by-laws

Total estimated time savings from all improvement opportunities, including implementation of 32 Quick Wins, Accela enhancements, and all high priority recommendations = 3,299 hours

~ 2 FTEs (annually) of staff time savings for OPA/ZBA, Subdivision, and Condo Applications

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

Data Limitations

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

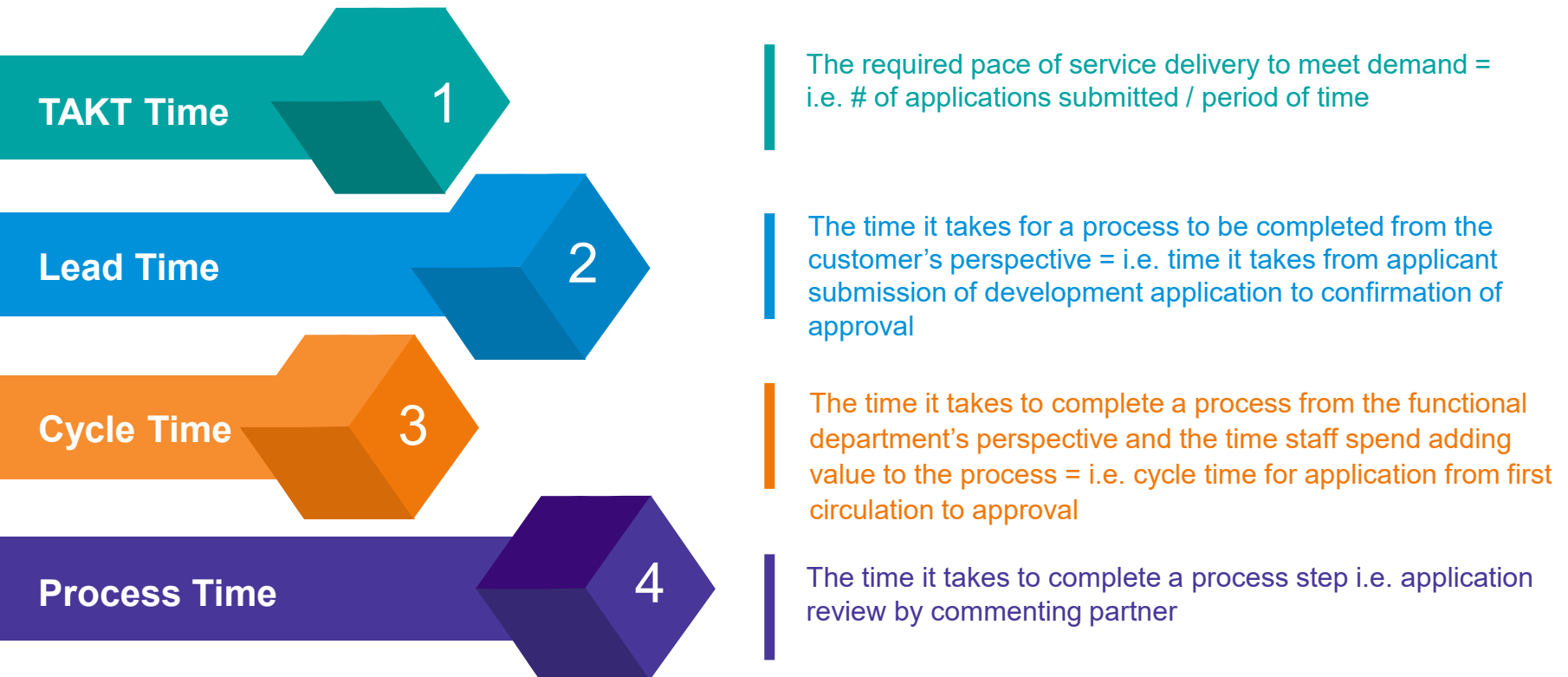| OZS File – Accela Data	Pre-Milestones	Task to Time Data	BILD Data
• Data is accurate only until the preliminary review stage • Days the application was in the process has been manually entered in the system making it difficult to determine the real number of days the application has been in the process	• There were only 13 applications out of which only 11 applications have all the dates between the different process steps from date of submission and pre-consultation close • The dates are manually entered by staff making it difficult to determine the real number of days the application is in pre-con stage.	• Data is 3 years old and may not be relevant anymore due to changes in the process steps • Since the tasks are at a granular level, it poses difficulty in mapping the tasks to process steps based on Accela data on time taken between tasks	• Data only has time from application is deemed complete to the time the decision was made. • In between process steps and time taken is missing making it difficult to map the BILD data to other data set

10

KPIs and Metrics

Key Metrics for Consideration

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

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

TAKT Time — 1

The required pace of service delivery to meet demand = i.e. # of applications submitted / period of time

Lead Time — 2

The time it takes for a process to be completed from the customer's perspective = i.e. time it takes from applicant submission of development application to confirmation of approval

Cycle Time — 3

The time it takes to complete a process from the functional department's perspective and the time staff spend adding value to the process = i.e. cycle time for application from first circulation to approval

Process Time — 4

The time it takes to complete a process step i.e. application review by commenting partner

City's Current Dashboard

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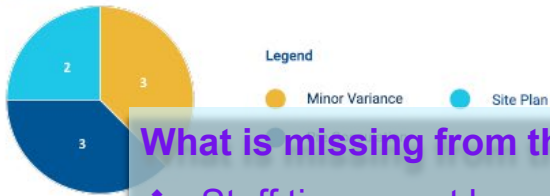
What is missing from the dashboard?

❖ Staff time spent by application type

❖ Processing times between milestones

❖ Number of days by application from deemed complete stage to decision made = application lifecycle

❖ Number of days application is in Pre-con stage by application type

❖ Process time on application when it is with external Commenters

Overcoming Data Limitations

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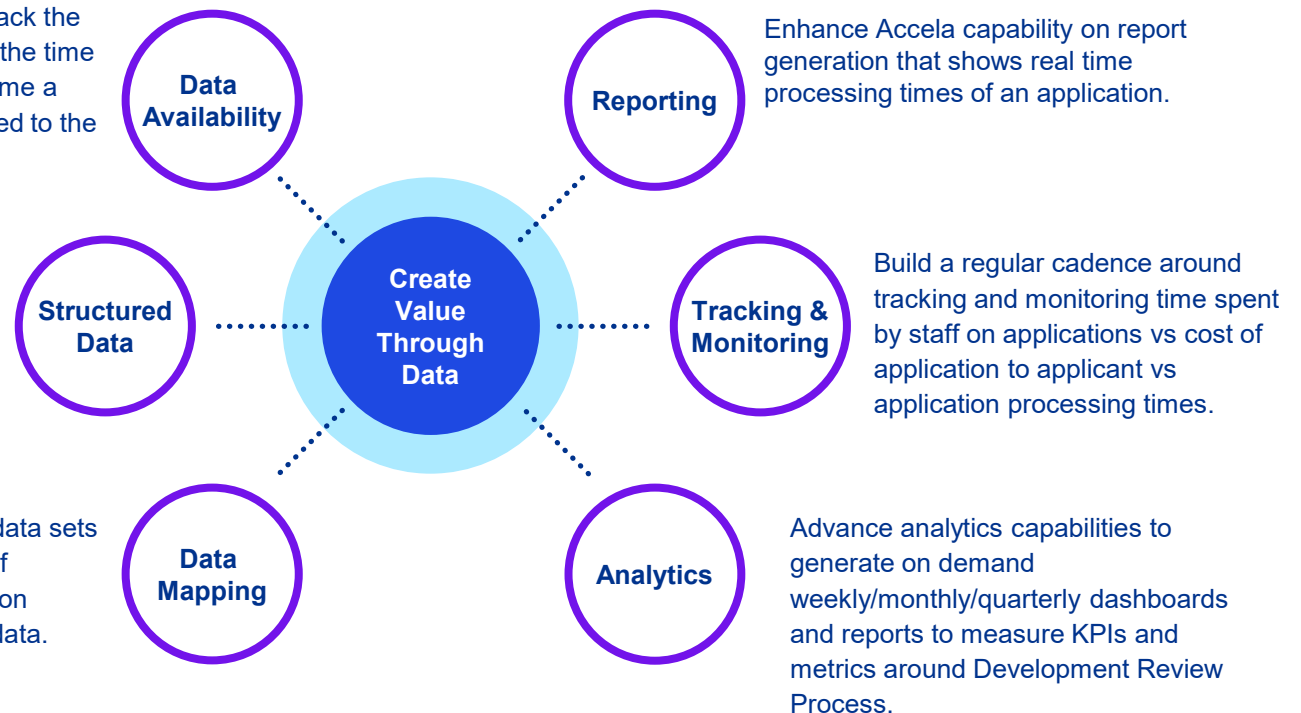la frameworks to facilitate better data gathering techniques and reporting mechanisms and also create a staff culture around data driven decision-making and the importance of analytics to support process improvement.

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

Data Availability

Enhance Accela capability on report generation that shows real time processing times of an application.

Reporting

Ensure the data is clean and structured.

Structured Data

Create Value Through Data

Tracking & Monitoring

Build a regular cadence around tracking and monitoring time spent by staff on applications vs cost of application to applicant vs application processing times.

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

Data Mapping

Analytics

Advance analytics capabilities to generate on demand weekly/monthly/quarterly dashboards and reports to measure KPIs and metrics around Development Review Process.

11

Guiding Principles

Guiding Principles

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

01 Service Excellence and Efficiency

Providing outstanding customer service, by having standardized and consistent processes to provide timely response to applicants and to be responsive towards legislative requirements

protecting the financial and reputational risk to the organization

02 Quality in Build Form

Work collaboratively with stakeholders, balancing the needs of the applicant, residents, and good planning principals to be solutions oriented and a City of Choice for development

03 Continuous Improvement Culture

Create a culture of continuous improvement and a healthy environment for council and staff engagement and discussion, with clear roles and responsibilities that support the City of Brampton Development Services as an Employer of Choice with high staff satisfaction and staff retention

04 Data Driven Decision Making

Develop an outcome based mindset that aligns with council identified priorities for the future and key corporate metrics to facilitate evidence based decision making and drive performance

05 Agility

Provides flexibility for staff in allocating and aligning resources where and when they are needed to meet changing demands and circumstances, while maintaining a consistent process, and ultimately shifting from an activity based mindset to a City-Building/partnership based mindset

Decision Matrix

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

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

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

✓ Consistency

✓ Understanding of priorities

✓ Engaging everyone in the vision for future state

✓ Objectivity

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

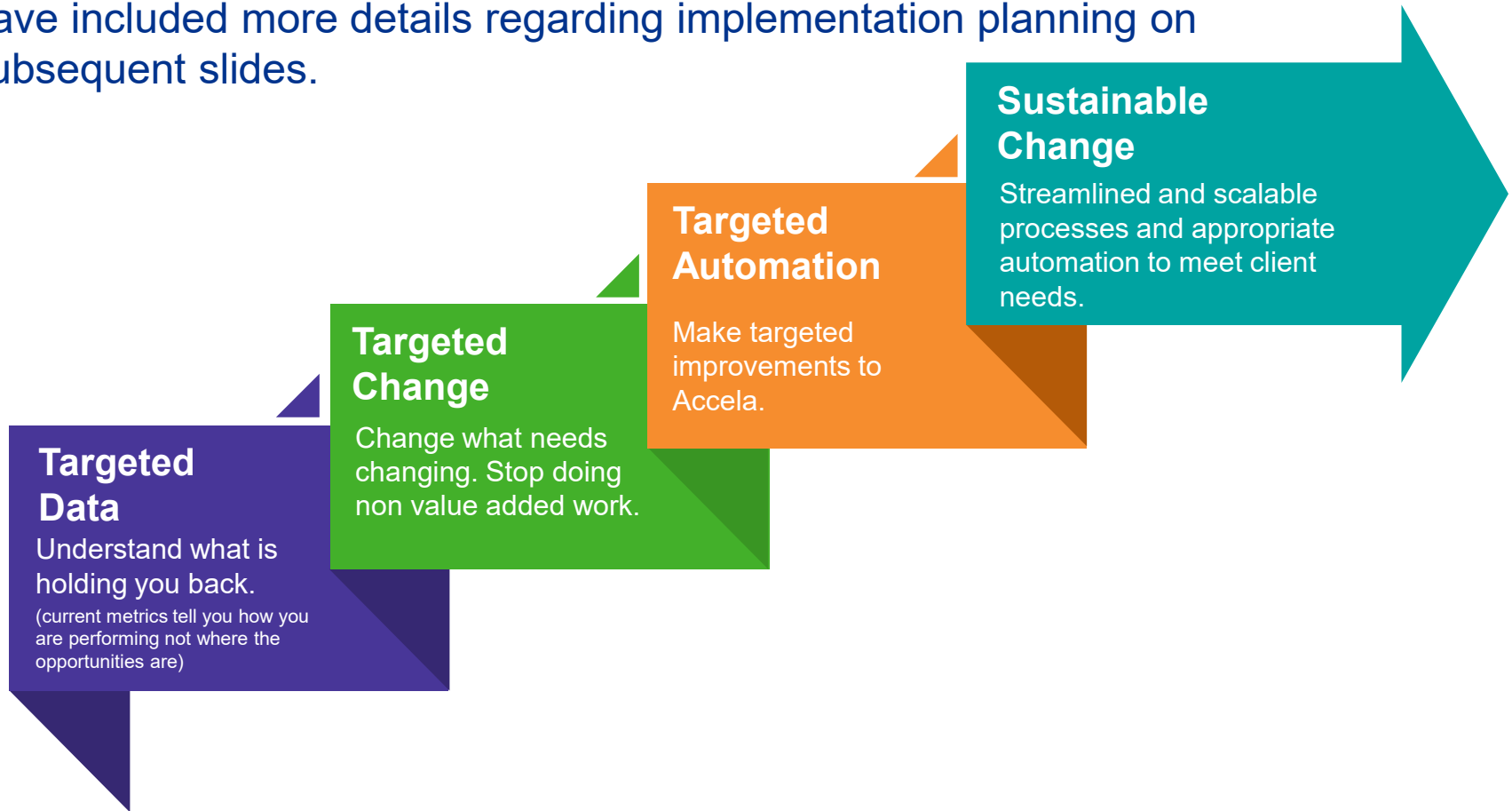| 1) Rating Criteria | 3) Weight | 4) Rating Values Description | | | | |
		<< Lowest		Middle		Highest >>
		1	2	3	4	5
Impact on Student Outcome	1.00	Subjective impact on student outcome	Supports improvement on one student outcome measure	Supports improvement on two student outcome measure	Supports improvement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

Example Decision Matrix with Rating Values

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Implementation Plan

High Level Improvement Road Map

This is a high level look at the implementation model we are suggesting, outlining key milestone gateways along the journey to implementation. We have included more details regarding implementation planning on subsequent slides.
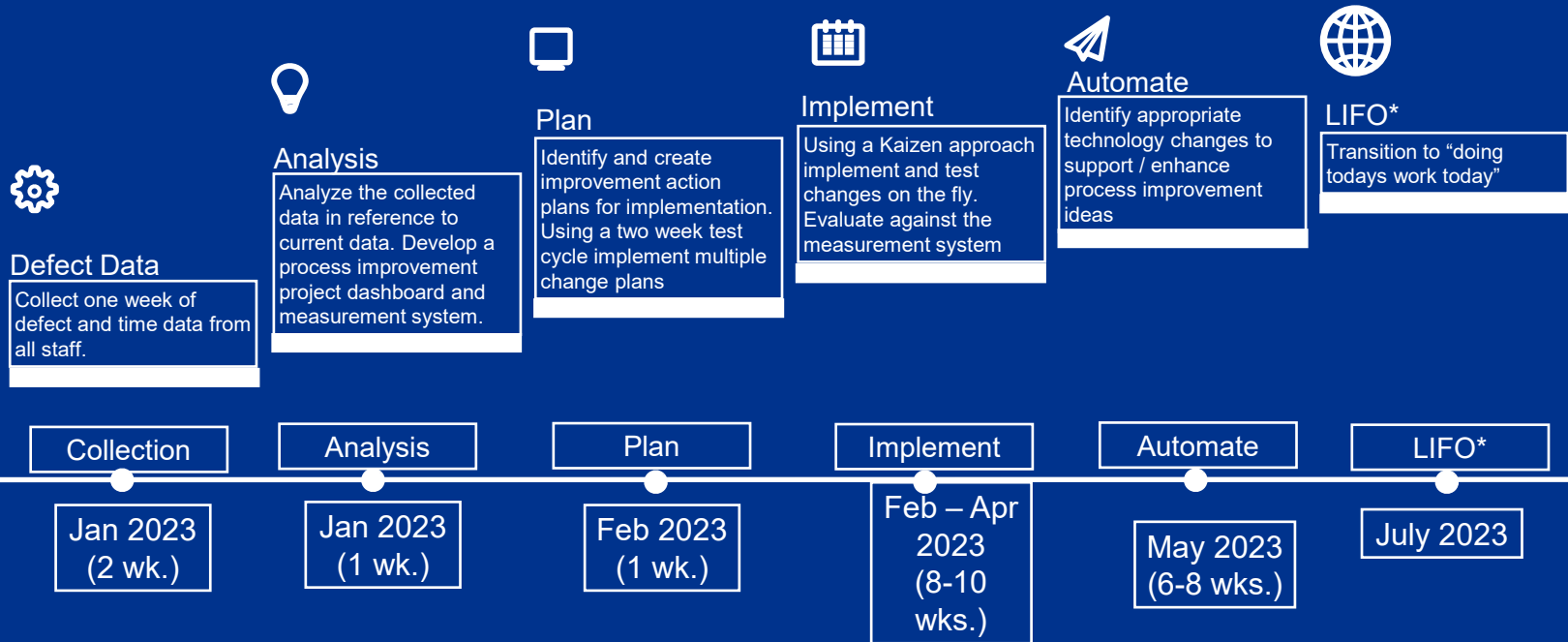
Sustainable Change
Streamlined and scalable processes and appropriate automation to meet client needs.

Targeted Automation
Make targeted improvements to Accela.

Targeted Change
Change what needs changing. Stop doing non value added work.

Targeted Data
Understand what is holding you back.
(current metrics tell you how you are performing not where the opportunities are)

Detailed Implementation Timeline

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

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

Process Improvement Road Map

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

Defect Data
Collect one week of defect and time data from all staff.

Analysis
Analyze the collected data in reference to current data. Develop a process improvement project dashboard and measurement system.

Plan
Identify and create improvement action plans for implementation. Using a two week test cycle implement multiple change plans

Implement
Using a Kaizen approach implement and test changes on the fly. Evaluate against the measurement system

Automate
Identify appropriate technology changes to support / enhance process improvement ideas

LIFO*
Transition to "doing todays work today"

Collection	Analysis	Plan	Implement	Automate	LIFO*
Jan 2023 (2 wk.)	Jan 2023 (1 wk.)	Feb 2023 (1 wk.)	Feb – Apr 2023 (8-10 wks.)	May 2023 (6-8 wks.)	July 2023

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

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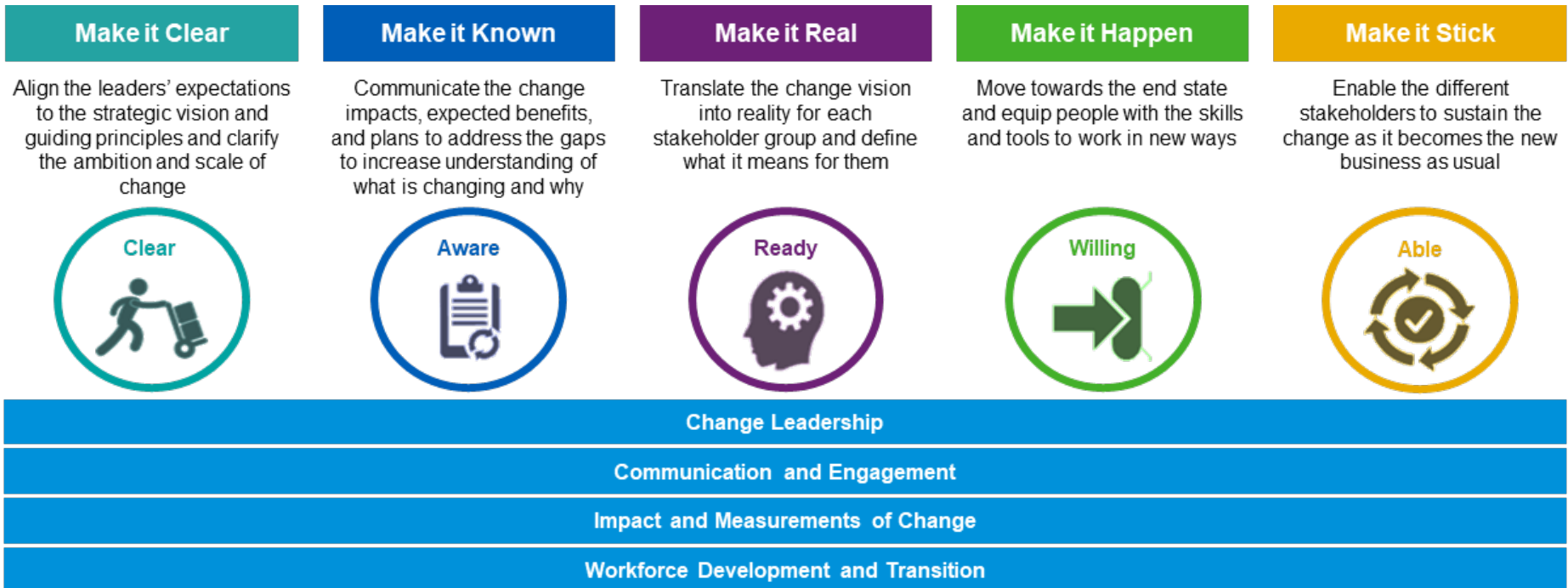
LIFO = Last In, First Out

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Next Steps

Next Steps

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

Change Management

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

Shift Focus to Data and Metrics

- Create project dashboard to provide visual sharing of progress on implementation throughout the year

- Develop metrics to quantify Guiding Principles to act as True North through transition and evaluate future improvement opportunities using this tool

Pursue Continuous Improvement Quick Wins

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

Action Accela Workplan

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

Upskill Staff in Lean

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

Plan Do Study Act (PDSA)

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

01

- Develop plan to implement change including Change Management strategy and structure

02

- Obtain baseline measures and analyze
- Carry out the change
- Document problems and unexpected outcomes
- Implement a phased implementation approach to improvement projects and process changes identified in Phase 1 and lead a phased approach to implementation

05

- Report on results from changes with data to demonstrate success / improvements.

03

- Complete analysis of data and compare to anticipated results
- Monitor if expected results were achieved and determine reason If not achieved

04

- What process adjustments need to be made?
- Implement process adjustments as required
- Support implementation of fundamental process changes and supporting infrastructure as required i.e. standard operating procedures, staff training, Accela changes.

PDSA

1. Plan
2. Do
3. Study
4. Act
5. Report

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Appendix A

Change Management Strategy

Change Management Strategies

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

Make it Clear	Make it Known	Make it Real	Make it Happen	Make it Stick
Align the leaders' expectations to the strategic vision and guiding principles and clarify the ambition and scale of change	Communicate the change impacts, expected benefits, and plans to address the gaps to increase understanding of what is changing and why	Translate the change vision into reality for each stakeholder group and define what it means for them	Move towards the end state and equip people with the skills and tools to work in new ways	Enable the different stakeholders to sustain the change as it becomes the new business as usual
Clear	Aware	Ready	Willing	Able

Change Leadership

Communication and Engagement

Impact and Measurements of Change

Workforce Development and Transition

Introduction to Change Readiness

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

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

Change Readiness Assessment Objectives

The objectives of a change readiness assessment are to:

1. Determine a baseline level of organizational readiness for structural changes to work delivery.

2. Gauge current employee awareness of, readiness for, and sentiments towards the potential change.

3. Identify key tactical elements of focus to inform the development of the project's change management plan and strategy.
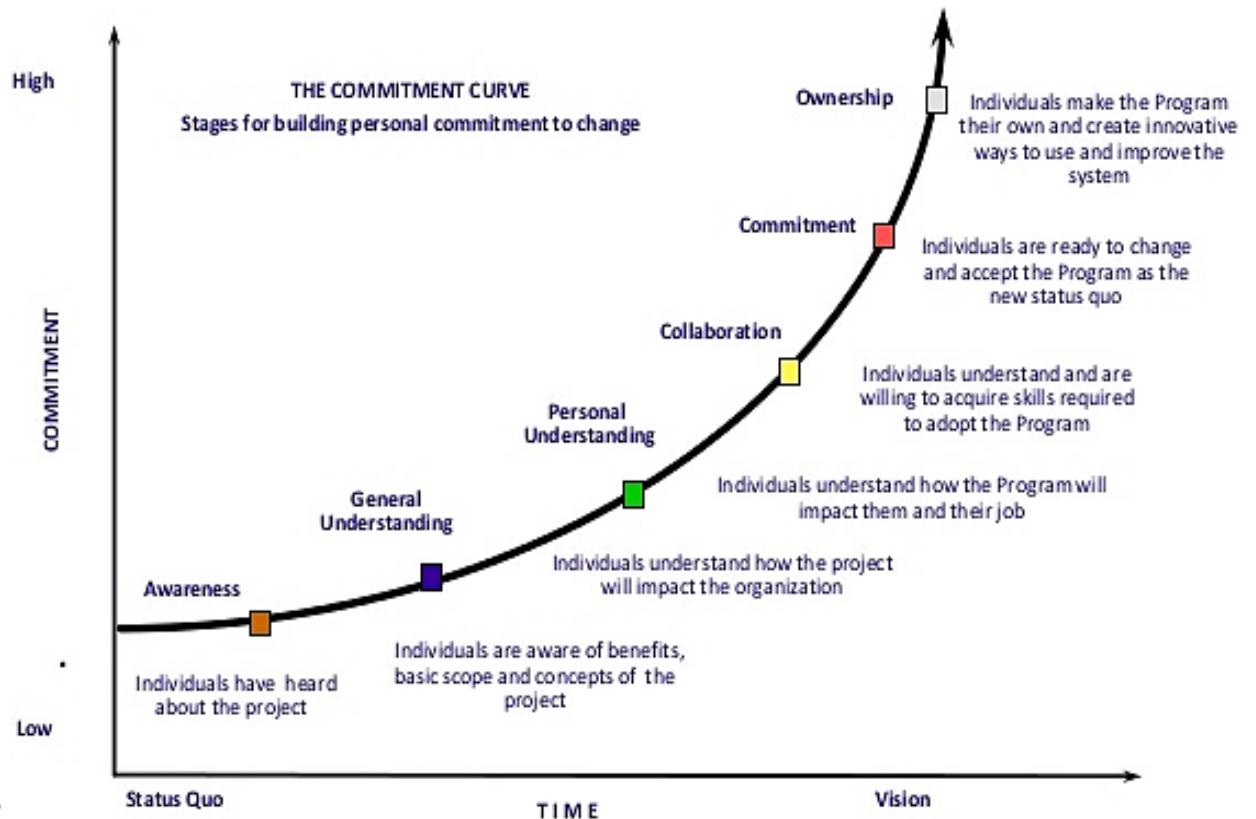
Definitions of the Criteria Elements

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

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

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

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

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Appendix B

Complete List of Opportunities for Improvement by Application

Opportunities for Improvement (1/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (2/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (3/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (4/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (5/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (6/26)

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

Pain Point #	Application	Process Step	Description	Ideas & Recommendations	QW/K/ LTO
21	OPA, ZBA, Subdivision, Condo	Planner compiles pre-consultation documents for applicant and summary of comments. Requests other departments to attend if required, clears contentious comments	Sometimes commenters are delayed in sending comments		
22	OPA, ZBA, Subdivision, Condo	Clearance - Applicant submits all materials for clearance process prior to formal submission	Further consultation with Planner for formal application submission not captured in pre-consultation fee	Cap the number of consultations permitted as this stage. Charge fee for additional consultations	K
23	OPA, ZBA, Subdivision, Condo	Clearance - DS Planner submits to Internal Commenting Partners to clear	Lack of clarity in completeness review process from Commenting Partners	Onboarding and training on clearance process	K
25	OPA, ZBA, Subdivision, Condo	Completeness review - Is it cleared by Internal Partners?	Limited options for Commenters in completeness review step	Change term options to: - No comments - Complete - Not complete	QW
26	OPA, ZBA, Subdivision, Condo	Completeness review - DS Planner closes file and directs applicants to apply	20% of files rejected due to naming conventions	Create an instruction manual for applicants to follow the right naming convention	QW

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (7/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (8/26)

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

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

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Opportunities for Improvement (9/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (10/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (11/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (12/26)

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

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

QW = Quick Win   K = Kaizen   LTO = Long Term Opportunity

Opportunities for Improvement (13/26)

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

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

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Opportunities for Improvement (14/26)

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

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

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Opportunities for Improvement (15/26)

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

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

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Opportunities for Improvement (16/26)

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

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

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Opportunities for Improvement (17/26)

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

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

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Opportunities for Improvement (18/26)

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

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

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Opportunities for Improvement (19/26)

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

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

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Opportunities for Improvement (20/26)

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

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

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Opportunities for Improvement (21/26)

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

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

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Opportunities for Improvement (22/26)

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

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

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Opportunities for Improvement (23/26)

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

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

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Opportunities for Improvement (24/26)

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

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

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Opportunities for Improvement (25/26)

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

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

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Opportunities for Improvement (26/26)

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

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

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Appendix C

Accella Specific - Opportunities for Improvement

Accella Specific Opportunities for Improvement (1/6)

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

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

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Accella Specific Opportunities for Improvement (2/6)

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

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

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Accella Specific Opportunities for Improvement (3/6)

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

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

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Accella Specific Opportunities for Improvement (4/6)

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

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

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Accella Specific Opportunities for Improvement (5/6)

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

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

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Accella Specific Opportunities for Improvement (6/6)

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

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

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CITY OF BRAMPTON

Urban Design Process Review

Future State Report

January 9, 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 Future State Report is to document and summarize key findings and observations regarding the current state of the City's urban design service delivery and document the recommended process changes intended to enable the City reach its desired future state of urban design service delivery. The report includes projected benefits associated with the proposed recommendations and a framework for how to execute goals and provides specific and measurable actions during implementation.

The findings and observations presented in this report are based on the City's data sets, stakeholder feedback and peer benchmarking.

1.3   Engagement

Along with the analysis of the development application review process metrics for Urban Design (UD) staff, 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, and recorded as reflections throughout the Future State 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 Current State Report validation sessions were held with both UD staff and senior leadership team to confirm the emerging findings and preliminary improvement recommendations, and carried through into this Future State Report.
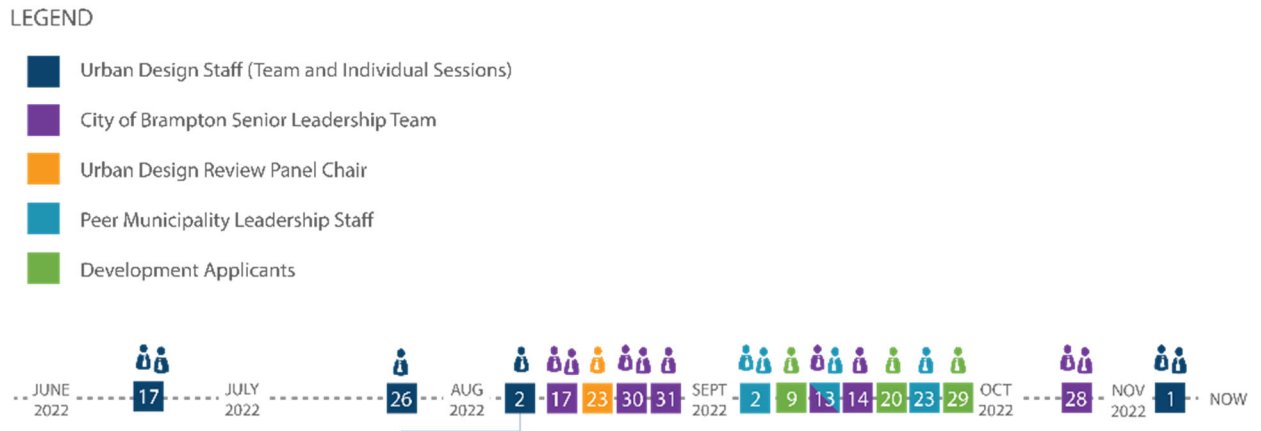
Figure 1: Stakeholder Engagement Timeline

1.4   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 current state of the organizational structure of the UD team;
- **SECTION 3** provides a summary of the current state of Urban Design Tools such as policies, masterplans and guidelines;
- **SECTION 4** offers a summary of the analysis of the data collected through the stakeholder engagement efforts;
- **SECTION 5** provides an overview of the current state of the development approval processes;
- **SECTION 6** provides a summary of the current state of the Urban Design Review Panel;
- **SECTION 7** offers an overview of the key themes and process-related issues and opportunities of current state processes;

- **SECTION 8** provides a summary of the recommended future state processes improvements and opportunities for targeted amendments to policy and regulatory frameworks, as well as high level estimate of efficiencies that are possible through the execution of the recommendations; and
- **SECTION 9** offers a phased plan to implement, monitor and evaluate the outcomes of the future state recommendations.

2.0 Current State of Urban Design Team

Urban Design (UD) is one of four sub-groups in Planning and Design, and is led by the UD manager who 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.

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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

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 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 department 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.
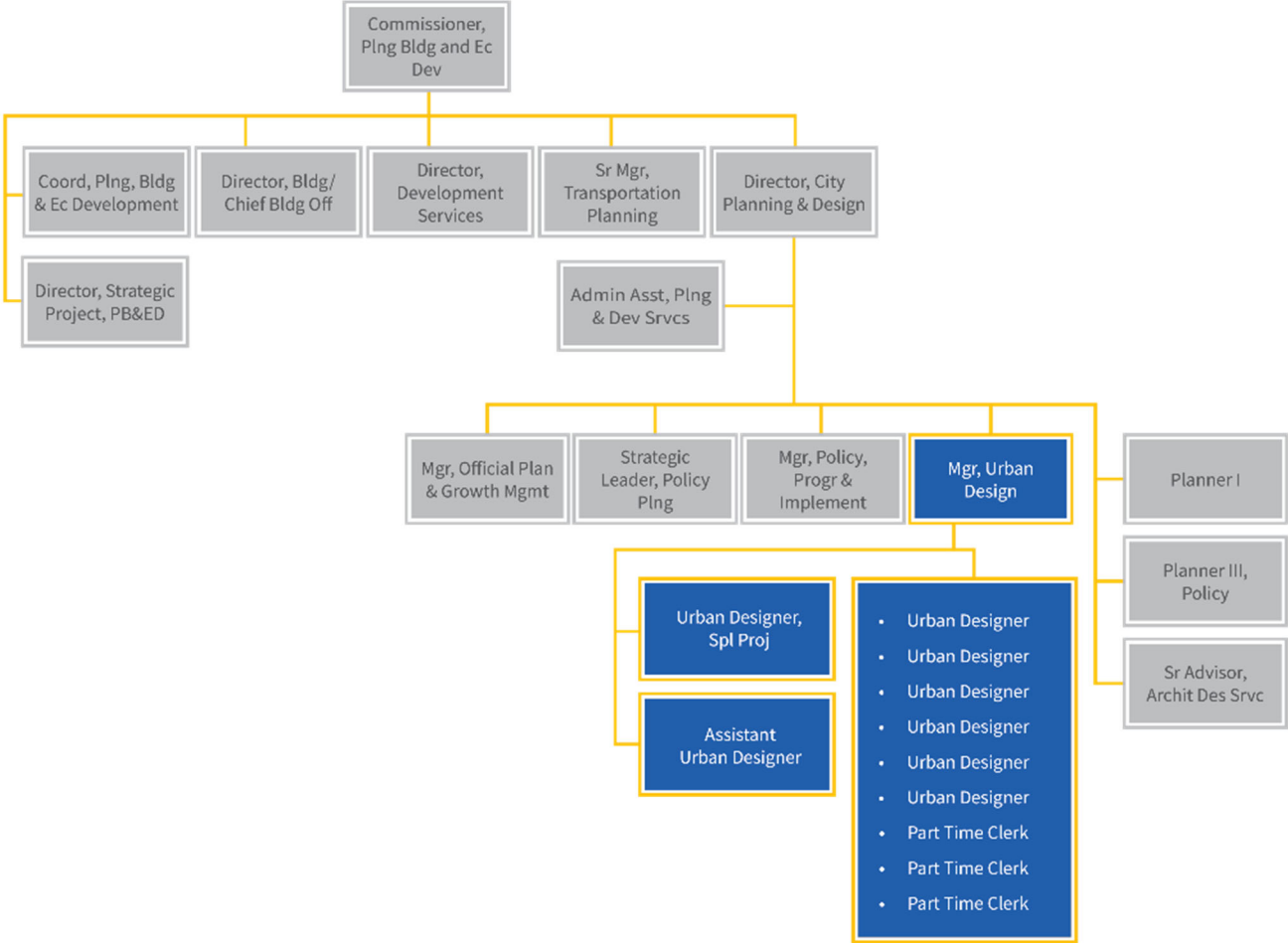
Figure 2: Urban Design Department within Planning and Design Organization Chart

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.

2.1.1   Engagement Reflections

2.1.1.1   City Staff

Both UD and senior leadership team staff were interviewed in individual and group discussion relating to the UD department'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 department 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.

2.1.1.2 Urban Design Review Panel

The Urban Design Review Panel (UDRP) has a good working relationship with UD staff who coordinate the UDRP and prepare for presentations for various applications during UDRP meetings. The UDRP identified noted that the role of UD staff should focus more on providing guidance through approved urban design 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 help to inform the review process. The UDRP suggested that having earlier and increased collaboration at the pre-consultation phase of development projects would make the panel more effective and streamline the DAP process.

2.1.1.3 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.

3.0 Current State of Urban Design Tools

City of Brampton's UD department leads master planning for area-specific and streetscape plans, private and public realm guidelines, and collaborates with other departments 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);
- 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.

3.1.1 Engagement Reflections

3.1.1.1 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.

3.1.1.2 UDRP

The UDRP recognizes the challenges facing UD staff who need to provide comments on applications without 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.

3.1.1.3 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.

3.1.1.4   **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 documents 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.

4.0 Current State Data Analysis

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.

Staff time contributions are illustrated in **Figure 3** . This provides a snapshot of the types of applications and degree of involvement. The workflow includes architectural control, UDRP and custom home applications that are specifically led by the UD staff. City's tracking data illustrates 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.
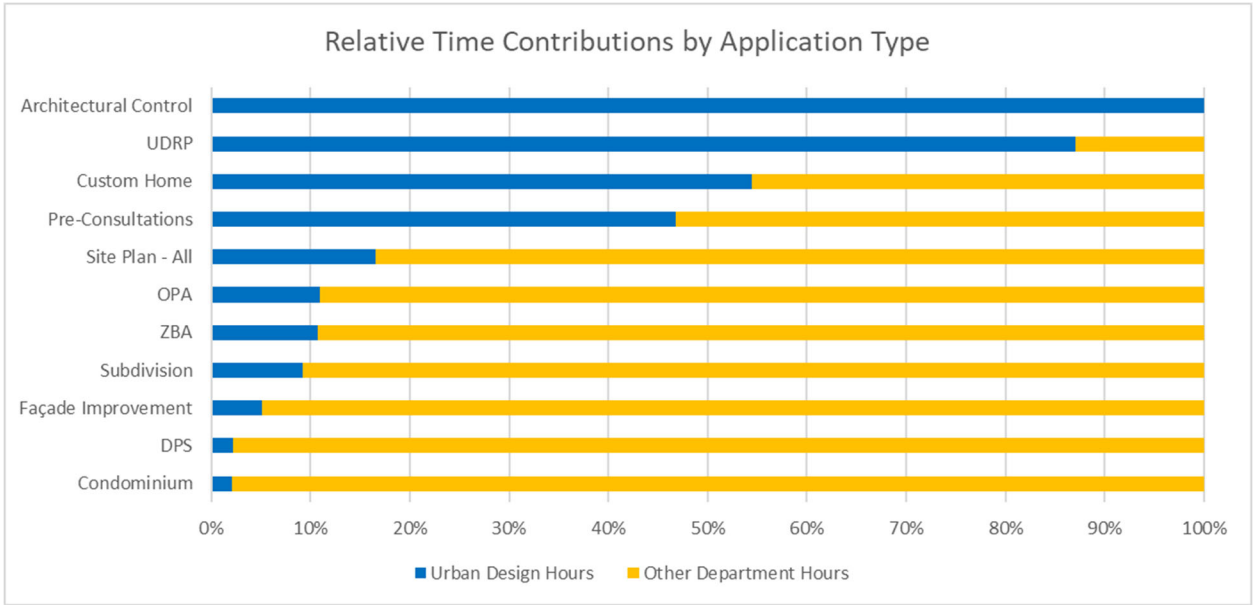
Figure 3: Relative Time Contributions by Application Type (2019-2021), City of Brampton
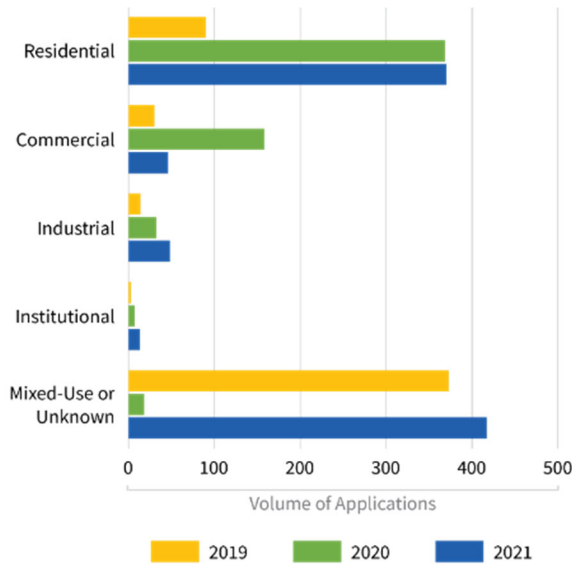
Figure 4: Volume of Development Applications by Development Type (2019-2021[5]), City of Brampton

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[5] No data was provided for Employment and Community Areas type.
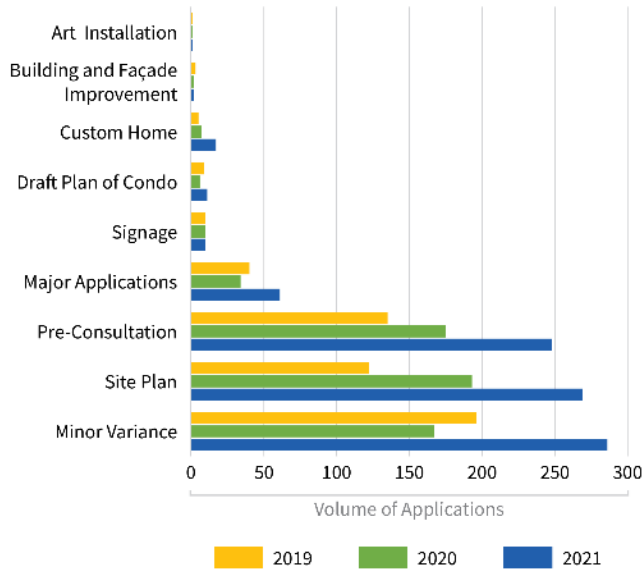
Figure 5: Volume of Development Applications by Approval Type (2019-2021), City of Brampton

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**).

5.0 Current State of Development Approval Process

The UD department's development applications review is embedded in the larger Development Approvals Process (DAP). The DAP in Brampton is currently under review by others, however, this report assesses the UD department'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 department, including: architectural control, custom homes, building façade improvements, public art and signage. The UD staff also review requests for minor variances.

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 5-1** 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 5-1: 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.

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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

The removal of site plan control requirements for small-scale development applications and permission for up to three residential units per parcel, the City's and more specifically the UD department'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 be subject to the DAP.

5.1.1   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**).
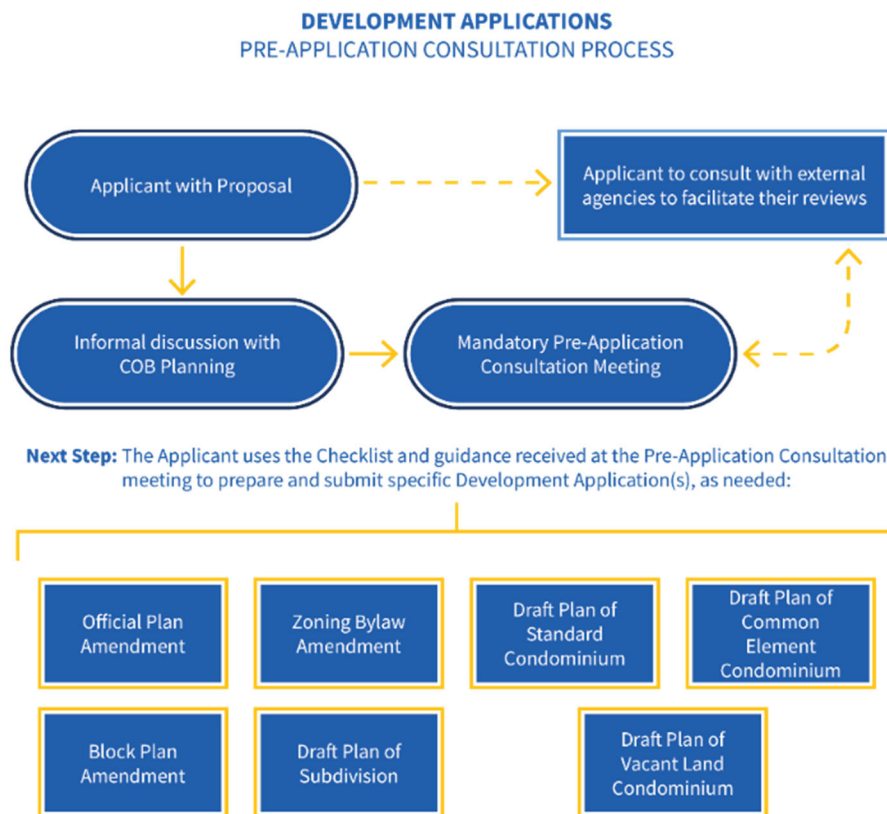
Figure 6: Development Applications Process, City of Brampton

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.

5.1.2   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.

5.1.3 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.
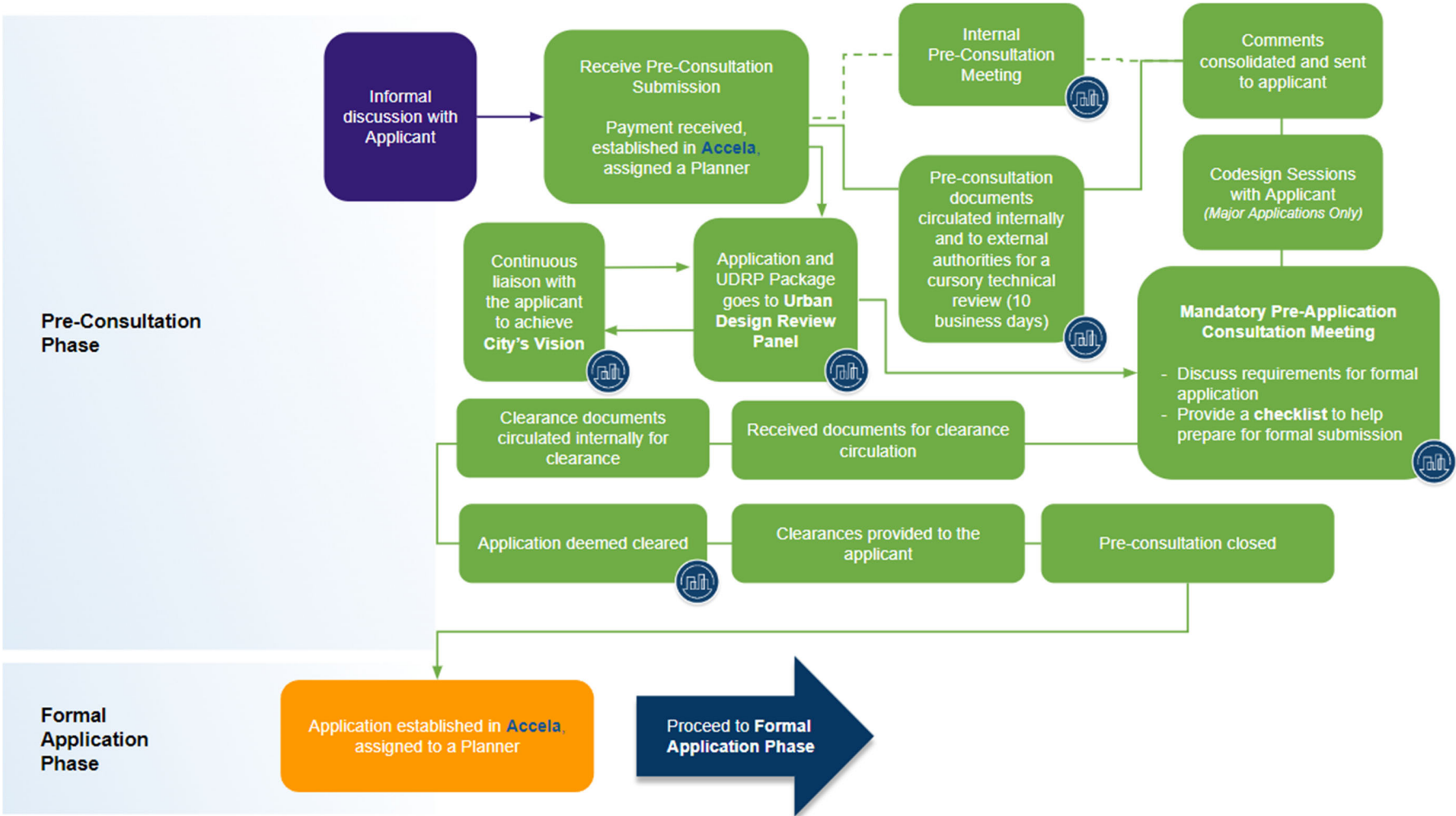
Figure 7: Current Pre-Consultation Process Diagram
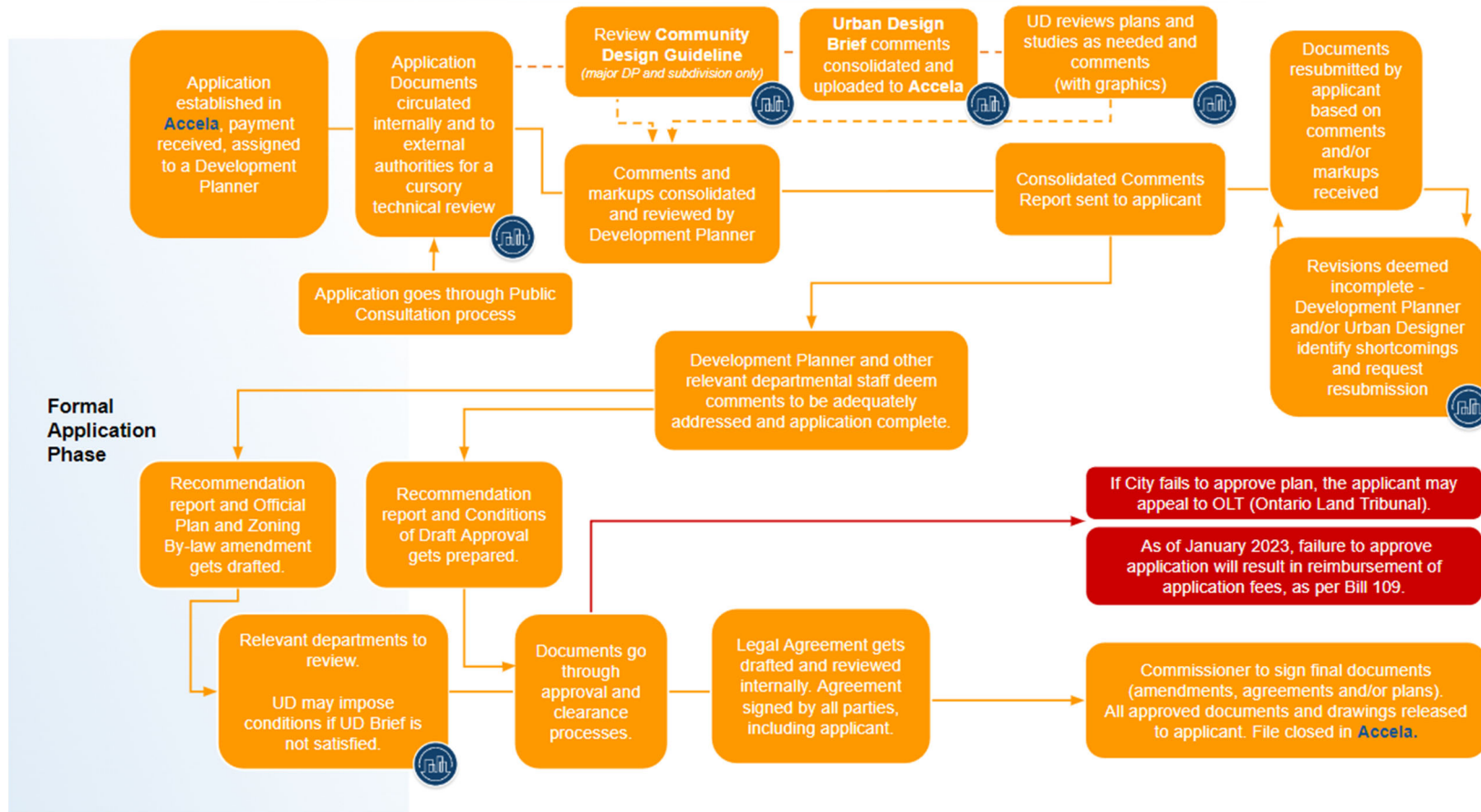
Figure 8: Current Major Applications Process Diagram
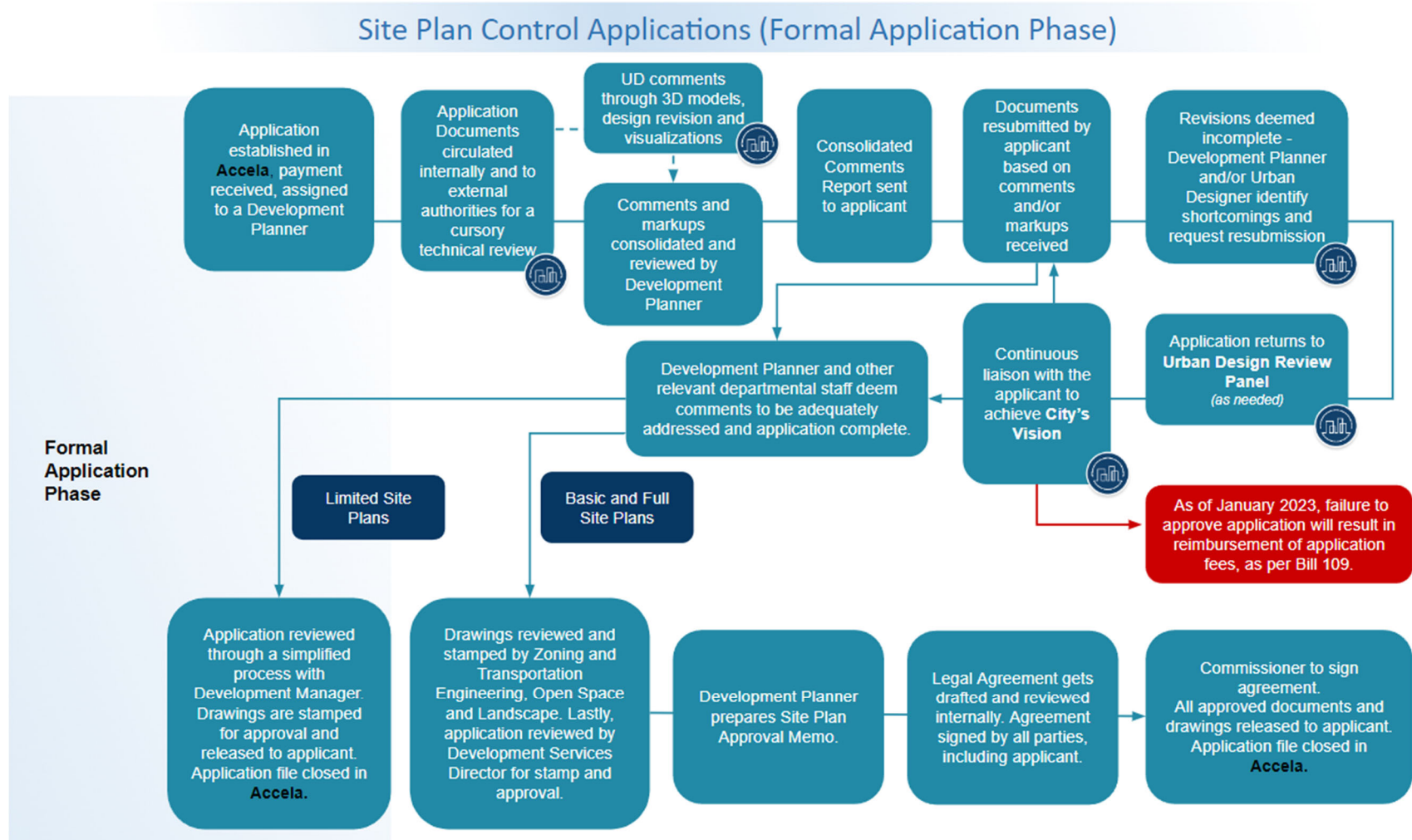
Figure 9: Current Site Plan Control Process Diagram

5.1.4 Engagement Reflections

5.1.4.1 City Staff

Both UD staff and Senior Leadership were interviewed in individual and group discussions relating to the UD department'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
- Gaps in configuration and programming of 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.

5.1.4.2   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.

5.1.4.3   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.

5.1.4.4   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.

6.0 Current State of Urban Design Review Panel

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 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.

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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

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 2.1.1.2**, **3.1.1.2** and **5.1.4.2**.
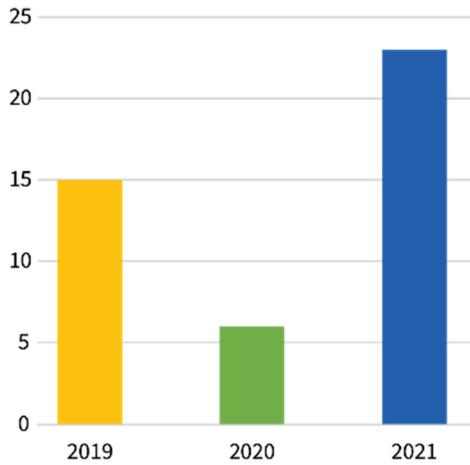
Figure 10: UDRP Volume of Applications (2019-2021), City of Brampton

7.0 Current State Observations

The UD department 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 **6**), the following sections summarize what is working well and the opportunities for improvement.

7.1   Organizational Structure

7.1.1   What is working well

The Urban Design team were commended for their accessibility and frequency of communication during various stages of application review. There is evidence of interdepartmental communication during internal circulation and departments reported having good interpersonal relationships with the Urban Design team and acknowledge the technical expertise that urban design brings to the City as a whole. Due to the geographic organization of both the Development Services and Urban Design Departments, the same planners and urban designers end up working together frequently which is seen as a positive feature of the current system.

UD staff are also recognized for having diverse professional backgrounds and experiences and having both municipal and private sector experience. The wide breadth of skills in preparing development applications review, master plans, policy development and special projects have also proven to be well valued by other departments in enhancing a wide variety of interdepartmental projects.

7.1.2   Opportunities for Improvement

The UD department can benefit from having an updated department structure and an increased room for professional growth across departments. A clearer delineation of staff responsibilities in terms of supporting policies, master plans and DAP can drastically improve efficiencies once roles and responsibilities are defined.

7.2   Master Planning and Policy

7.2.1   What is working well

There is strong initiative and desire within UD department to support good development through the creation of strong urban design policies and guidelines. Applicant stakeholders report having minimal issues accessing the guidance documents that do exist while relevant resources are easily identified on the municipal website including digital submission requirements, fee calculations, and external agency information.

7.2.2   Opportunities for Improvement

The lack of updated urban design guidelines has forced applicant stakeholders to develop site specific guidelines to be evaluated against. This puts additional work on the applicant and limits the City's ability to regulate Urban Design on a wider scale. There is limited access to guiding documents that have not been endorsed by council despite being referenced in the consolidated comments report and after meeting with the UDRP.

7.3   Development Approvals

7.3.1   What is working well

The UD team reported to have routinely provided comments within the prescribed timeframe although there is uncertainty around how this can be achieved with the proposed legislation changes. Preliminary distribution review during the pre-consultation phase is a valuable and consistent method of ensuring that only complete applications are entered into the system and that basic requirements have been followed.

As such, pre-consultation check lists are seen as necessary and minimal errors in these were identified during applicant interviews. Digital intake and processing of development applications were not identified as pinch points during stakeholder engagements with staff.

7.3.2   Opportunities for Improvement

Several opportunities for improvement have been identified throughout the current state stakeholder engagement efforts including improved UD workflow in reviewing and providing comments on development applications. The UD department can also benefit from initiating an early co-design and collaborative process with the applicant during the pre-consultation phase. A more streamlined workflow also helps to eliminate duplication of work efforts between departments and the need for preparing alternate designs for applicant consideration. In addition, updates to guidelines, policies, master plans and sustainability metrics help raise the City standard for improved outcomes in the physical and natural environments.

7.4   Urban Design Review Panel

7.4.1   What is working well

The UDRP was commended for the quality of advice they provide and are considered an important function. The lack of comprehensive guiding documents for urban design and the lagging Council endorsement of key documents slows the review process. The UDRP's involvement supporting the UD staff is helpful to expediting the review process.

7.4.2   Opportunities for Improvement

Key opportunities that have been noted by UDRP includes having earlier and increased collaboration during the pre-consultation phase of development projects as well as other departments to support streamlined application processing. There are opportunities to diversify the skills of panel members to include transportation planning, natural environment and land economics of as well as encouraging greater transparency on UDRP comments. UDRP presentations can also benefit from focusing discussions on how to elevate design towards achieving exemplary city building outcomes.
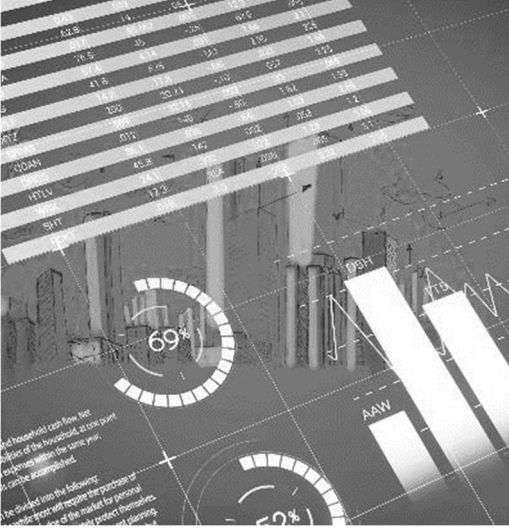
8.0 Future State Recommendations

The preceding review of how the City is currently delivering urban design services finds that there is opportunity for streamlining processes. There is also opportunity to harness these efficiencies to improve service delivery and free up staff resources for new services that are essential for a growing municipality.

The Project Team has developed a series of recommendations, refined through consultation with staff; which will enable the City to achieve a more efficient and responsive DAP in the near future. These recommendations are organized around four themes:

1. **Business Processes** need to be adapted to reflect the reality that Brampton is a fast-growing urban centre. It is essential that the urban design service delivery be streamlined to ensure that the right staff are doing the right work with the right tools. Procedural changes intended to minimize or avoid low value tasks offer the opportunity to increase productivity and support sustainable workloads for staff.

2. **Staffing and Resources** need to be part of the approach to servicing the growing demand for urban design services. When coupled with establishing clear roles and responsibilities and appropriate training and mentoring, this can offer efficiencies in terms of reduced staff turnover and an engaged workforce with sustainable workloads.

3. **Use of Technology** to deliver urban design services in a growing municipality requires modern development approvals processing technologies. The City already has the benefit of an existing software platform (Accela) at its disposal, and this platform needs to be enhanced to better support and the City should better integrate urban design processes into that system as well as capturing and measuring the efficiency benefits.

4. **Amendments to Regulatory Frameworks** are needed to execute meaningful streamlining in the delivery of development approvals by providing immediate policy inclusions in the Official Plan update. These policies provide a basis for approved templates, checklists and guidelines and establish who does what when. In the context of urban design, this means new timing for the UDRP and how the UD team interacts with other development team members

8.1 Future State Stakeholder Engagement

The project team will be holding a stakeholder session with the senior management team on January 17th, 2023.

8.2 Process Improvements

The recommendations are listed in the following tables:

- **Table 8-2** lists process improvements relating to business processes;
- **Table 8-3** lists process improvements relating to staffing resources;
- **Table 8-4** lists process improvements relating to use of technology; and
- **Table 8-5** lists process improvements relating to the amendments to regulatory framework.

8.2.1 Additional Planning Needed for Improvements to Use of Technology

Multiple recommendations revolve around the need to improve and capture data for urban design processes in the City's Accela platform. While the recommendations may be brief in nature, their brevity should not be interpreted to imply that their implementation will be simple or easy to execute successfully.

Over the course of the current state stakeholder engagement activities, it was identified that substantial improvements need to be made to the current Accela platform before additional approvals processes (i.e., urban design) can be fully integrated into the system. It is understood that similar findings and recommendations have been made in the City's broader review of its development approvals processes (undertaken concurrently with the City of Brampton End-to-End Development Application Review project).

Accordingly, the recommendations pertaining to implementation of urban design data tracking in the Accela platform should be considered and planned for in a way that recognizes the substantial work that needs to be undertaken to improve the Accela platform in general. **Table 8-3** highlights the recommendations pertaining to the use of technology in order to assist in encapsulating and keeping track of efforts and process efficiencies related to urban design service delivery.

Table 8-2: Process improvements relating to business processes

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
A1	At the pre-consultation phase of the development approvals process, UD staff identify which applications need to go through the UDRP, however, applicants have a choice and most often choose to come to the UDRP at a later phase	Provide immediate inclusions for the Official Plan update to require UDRP consultation during the pre-consultation phase	Implement one pre-consultation meeting and one formal submission review meeting	• Reduction in overall processing time/iterations due to earlier identification of non-compliant issues
A2	Unpredictable UD department workflows due to non-standardized and ad hoc comments on development applications potentially extending review timeframes during DAP	Prioritize the development of complete planning toolkit (standardized checklists, templates, guidelines) for UD staff, to enable efficient and streamlined DAP	Modify business processes to eliminate overproduction by UD staff including the redesign of developer proposals	• Reduction in unanticipated workflows that potentially distract and disrupt planned and scheduled work.
A3	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	Eliminate duplication of effort within the development team by providing a single consolidated development team staff report that incorporate urban design comments.	*See above*	• Refocus staff resources to high value tasks including pre-emptive master planning and design guidelines
A4	Recent legislation changes will require a more streamlined DAP to meet the shortened application review timeframes, triggering increased pressure for UD staff in the absence of planning tools	Assess how the UD team needs to be redeployed to meet the updated DAP (currently underway) and identify the new actions and roles that are needed.	*Review and update staff roles and responsibilities*	• Streamlined workflows resulting from clear roles and expectations
A5	Lack of standardized operational procedures and supporting documents makes measuring performance and degree of improvement difficult	Update standard operational procedure timeline to reflect the updated DAP, with newly established target timeframes	Prepare and establish operational procedures and timelines to reflect the updated DAP,	• Benefits can be measured and staff can better predict and manage workflows with less uncertainty
A6	Inconsistent staff comments on development applications due to outdated or missing Official Plan policy and Zoning By-law requirements extends DAP review timelines	Develop more robust front-end requirements to the pre-consultation process for development applications to align with the new approval timeframes	Integrate a three-step approach for the pre-consultation process for development applications: o Step 1: meeting with the applicant to discuss UD submission requirements; o Step 2: meeting with the UDRP to discuss site-specific UD directions; and o 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.	• Reduction in the number of submission iterations when applicants are provided with comprehensive comments during pre-consultation.
A7	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	Assess what clearances can be requested for 10-unit residential developments, to ensure critical site functions are aligned	Prepare standardized templates and checklists to ensure that urban design issues are addressed without site plan review.	• None, the site planning matters will need to be addressed in order to ensure integration with the surrounding community

Table 8-3: Process improvements relating to staffing and resources

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
B1	Flat UD team structure lacks clarity on the role, responsibility and accountability for each person. Neither formal mentorship nor career growth is addressed.	Implement a staff hierarchy by level of experience (UD Level 1, UD Level 2, etc.) to foster more efficient use of resources and clarity of roles	Formalize roles and responsibilities, identify utilization targets based on role and formalize mentorship	• Clarity in roles and responsibility can reduce turnover, increase accountability and better align the workforce. Mentorship will improve skill development and align staff with roles that are suited to their skills.
B2	Currently UD staff work in overlapping roles developing policies, master plans and DAP, without a clear delineation/understanding of their utilization targets	Assign utilization targets for UD staff to reflect their responsibility between policies and master planning and policy or DAP (e.g. 50/50, 75/25, etc.). Evaluate the assignments to ensure that DAP targets are met.	Regularly review the deployment of staff to the DAP to ensure that staff resources are adequate and the team is supported	• Regular review enables redeployment of staff from lower value activities to high level actions.
B2-B	*See above*	Assess the staffing levels of the UD department upon the implementation of priority improvement recommendations, to foster healthy and well-balanced team	Implement other recommendations and monitor resulting changes in workload, then make further staffing additions as appropriate	• Improvements to staff morale as workload pressures are relieved
B3	UD department lacks consistent support, clarity and direction due to persistent change in senior leadership and inconsistent decision making on priorities	Strengthen UD staff project management skills and processes, including establishing project charters, terms of reference, project tracking and project closeout	Create opportunities for growth within the department by allowing staff exposure to more senior roles and responsibilities when appropriate	• Increase in productivity as technical and professional staff are freed up to spend more time on higher-value tasks

Table 8-4: Process improvements relating to use of technology

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
C1	Currently there is limited ability to track and report on urban design performance metrics	Implement Accela improvements to facilitate improved data analytics and performance measurement tracking to monitor DAP workflows	Improved data analytics and performance measurement tracking and implementation of proposed DAP workflows	• Improvements to managerial oversight as patterns and trends in performance can be identified, and issues addressed as needed • Improvements to customer service as typical, real-world processing timeframes can be reported
C2	Accela does not capture all of UD department's DAP workflows, resulting in inefficiencies in managing various UD department led outputs	*See above*	*See above*	• Ability to track when the UD input is required and manage schedules to project milestone deadlines Improvements to processing times as staff have timely access to most current files
C3	Accela platform is not accessible by, or used by the City to manage interactions with, external agencies • Accela is not accessible by external agencies (i.e., interactions occur via email) E.g., Accela not used to notify agencies of application decisions	*See above*	*See above*	• Reduce duplication of and free up staff to spend more time on higher-value tasks • Reduce file processing times for external agencies

Table 8-5: Process improvements relating to regulatory frameworks

Item	Issue	Recommendation	Changes or Process Improvements	Benefits
D1	Outdated Official Plan policies and zoning make master planning and precinct planning very challenging, as interdepartmental needs have not been consolidated into a unified vision	Provide immediate policy inclusions for the Official Plan update to support the master planning and precinct planning work completed to date	Include a requirement in the Official Plan to support mandatory UDRP review during pre-consultation phase	• Reduced processing times and the ability to enforce application quality requirements earlier in the process
D2	Brampton has gaps UD guidance documents and several draft documents have yet to be finalized and endorsed by City Council	Obtain peer reviews of draft UD guidance documents, present them to City Council for approval and make them publicly accessible	Secure Council endorsement of drafted UD guidance documents and post documents online	• Endorsed guidelines and policies become the basis for standardized templates and checklists to be used in the assessment of applications • Reduce the number of iterations required to meet the City's application quality requirements earlier in the process
D2-B	*See above*	Work with policy planning to identify all the gaps and prepare a Zoning By-law update in support of the master planning and precinct planning work completed to date	Work with policy planning to align urban design guidelines and masterplans with Zoning By-law update	• Streamlined processing and reduction in resubmissions once requirements are explicit
D3	In the past there has been an expectation of UD staff work overtime to meet deadlines	Engage external consultants to help close the immediate gaps in UD guidance to provide UD staff critical tools for the DAP	Identify gaps in documentation that can benefit from immediate involvement of external consultants	• Normalization of workflows and reduction in overtime requirements
D3-B	*See above*	Assess UD staff capacity to carry out new UD guidance documents and routine updates based on UD staff fiscal utilization targets	Make staffing additions as appropriate	• Reduced staff turnover as workload pressures are relieved
D4	Lack of comprehensive policy, zoning and urban design guidance documents makes design excellence subjective rather than a matter of compliance with policies and guidelines	Prioritize having standardized templates and guidelines to enable an effective UDRP consultation	Established target timeframes for UDRP reviews	• Reduced need for multiple submission to achieve compliance with City policies and guidelines.

8.3   Amendments to Regulatory Frameworks

As noted in earlier reporting prepared by the Project Team, amendments to the Official Plan, Zoning By-law and regulatory frameworks can offer meaningful opportunities to streamline the delivery of development approvals processes. This is particularly effective when such modifications are coupled with related changes to business processes.

The Project Team identified several opportunities for targeted amendments to the City's Official Plan intended to optimize the overall execution of Urban Design services. **Table 8-5** offers an overview of the process improvements and recommendations pertaining to regulatory frameworks.

8.4   Amendments to Urban Design Review Panel

UDRP comments on development applications are often aligned with UD staff comments, but are not supported by Council endorsed policies, enabling the applicant to ignore their inclusion or modification. In addition to having approved policies, the UDRP member expertise should be reassessed in the light of the new legislation focus on climate change mitigation.

Furthermore, 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. As a response, applications must undergo front-end UDRP consultation during the pre-consultation, as well as the formal application review.

8.5   Measuring the Financial Benefits

8.5.1   Methodology and Disclaimers

The recommendations in this report vary in complexity, time horizons, and priority levels as further explored in Section 9.0 – Implementation, Monitoring, and Evaluation. As a result, the financial benefits associated with a more efficient use of staff labour must be evaluated at a single point on the Implementation Schedule (**Table 8-6**). To provide an analysis that is both realistic and immediately useful to decision makers, the Project Team has chosen 2025 where all 'Do Soon' actions are set to have been addressed.

It is important to note here that data that is available is limited and projections are based on the quality of data that is available. The analysis is intended to provide context for staff labour hours that may become available for redeployment under a variety of circumstances and relies on several assumptions. These assumptions include, but are not limited to, 2019 – 2021 growth

trends in application volume by type will remain constant until 2025, and urban design labour hours expended on each application type do not meaningfully change. It is also worth noting that, due to data availability, urban design effort contributed to architectural control, signage, and minor variance applications is not included in these projections. As a result, this analysis is likely conservative in its projection of labour savings.

	Volume (Observed)			Volume[14] (Projected)
	2019	2020	2021	2025
OZS (OPA, ZBA, DPS, Block Plan, & 2' Plan)	40	34	61	98
Site Plan (Full, Limited, Telecom, & Basic)	122	193	269	563
Pre-Consultations (Site Plan & Development)	135	175	248	469
Draft Plan of Condominium	9	6	11	14
Custom Home	5	7	17	40
Building and Façade Improvement	3	2	2	2
UDRP (urban design review panel)	15	6	23	35
Sum	329	423	631	1221

Table 8-6: Total applications per Type per Year (2019-2021, & 2025)

	Scenario	Labour Hours	
	No Change	69302	Difference
Conservative	Minus 1%	68609	693
	Minus 5%	65837	3465
Optimistic	Minus 6%	65144	4158
	Minus 10%	62372	6930

Table 8-7: Labour Hour Saving Scenarios (2025)

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[14] projected application volumes rounded to nearest integer

8.5.2   Implications

With current growth trends across the applications types, total application volume is anticipated to almost double by 2025. At these levels, approximately 69,000 UD staff hours will be required to process these applications if no streamlining occurs.

A conservative 1-5% reduction in application processing hours based on the recommendations in this report would free up between 693 and 3,465 staff hours to work on other tasks and initiatives that are needed in a growing municipality. A more optimistic 6-10% reduction would free up between 4,158 and 6,930 hours.

While it is possible to place a rough dollar value on these improvements, the more accurate and useful statistic concerns change in the processing time of applications. Based on the City's own calculation of 1,296 productive hours per staff member per year. These recommendations have the equivalent impact of hiring 5 new staff without the associated cost.
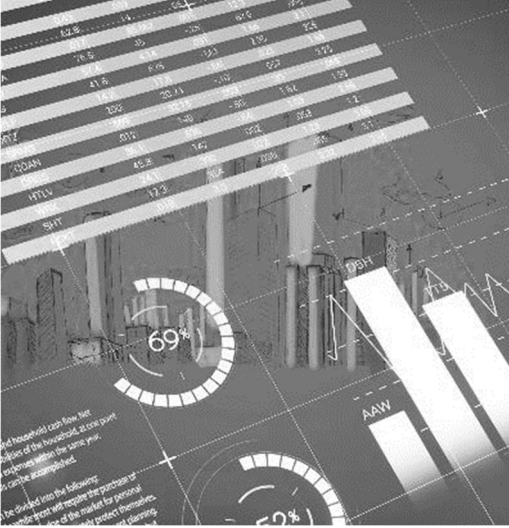
9.0 Implementation, Monitoring and Evaluation

9.1 Implementation Roadmap

The City needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. It is expected that Urban Design department will lead implementation in close coordination with the Director of City Planning and Design.

The implementation roadmap identifies realistic timeframes for implementation of the various recommendations.

- ***Do now***, which refers to activities that can and should be undertaken within six months;
- ***Do soon***, which refers to activities that may have longer lead times due to associated pre-work or other dependencies, but which should still be undertaken sooner than later i.e., within one year; and
- ***Do later***, which refers to activities that will require lengthier implementation periods or which be fully executed within approximately one to two years.

The proposed implementation timeframes shown in **Table 9-8** implementation roadmap have been based on the relative priority and assumed level of effort needed to successfully implement each recommendation.

Table 9-8: Implementation Roadmap

Item	Recommendation	2023 Do-Q2	2023 Q3-Q4	2024 Q1-Q2
A1	Provide immediate inclusions for the Official Plan update to support changes to the required timing and frequency of consultations with the UDRP	██ (green)		
A2	Prioritize having a standardized toolkit for UD review, to enable efficient and streamlined DAP		██ (green)	
A3	Eliminate staff-led production of 3D models and/or visualization for development applications	██ (green)		
A4	Assess how and when the UD review process fits into the updated DAP (currently underway) and establish target timeframes	██ (green)		
A5	Establish operational procedures and timelines to respond to the updated DAP, with newly established targets	██ (green)		
A6	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		██ (green)	
A7	Assess what clearances can be requested for 10-unit residential developments, to ensure critical site functions are aligned	██ (green)		
B1	Implement a staff hierarchy by level of experience for the UD department (UD Level 1, UD Level 2, etc.) to foster more efficient use of staff resources and clarity of roles		██ (orange)	
B2	Assign utilization targets for UD staff to reflect their responsibility split for master planning, policy and DAP	██ (orange)		
B2-B	Assess the staffing levels of the UD department upon the implementation of priority improvement recommendations, to foster healthy and well-balanced team		██ (orange)	
B3	Strengthen UD staff project management skills and processes, including establishing project charters, terms of reference, project tracking and project closeout			██ (orange)
C1/C2/C3	Implement Accela changes to facilitate improved data analytics and performance measurement tracking and implementation of proposed DAP workflows	██ (blue)	██ (blue)	
D1	Provide policy inclusions for the Official Plan update to support the master planning and precinct planning work completed to date		██ (purple)	
D2	Obtain peer reviews of already drafted UD guidance documents, and present them to City Council			██ (purple)
D2-B	Work with policy planning to identify the gaps 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			██ (purple)
D3	Engage external consultants to help close the immediate gaps in UD guidance to provide UD staff critical tools for the DAP	██ (purple)		
D3-B	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			██ (purple)
D4	Prioritize having a complete planning toolkit for UD staff, to enable an efficient UDRP consultation		██ (purple)	

9.2 Executing Change In the Midst of the Whirlwind

Change is hard. Executing transformational change will require Brampton to identify positive change drivers as well as restraining forces associated with the status quo. Brampton will need to break through the Results "Force Field" that confronts any change initiative. The key is to create and deploy change drivers strong and sustainable enough to prevail against status-quo restrainers.

Breaking Through the Results "Force Field"

Desired Results

Restraining Forces

Current Results

Driving Forces
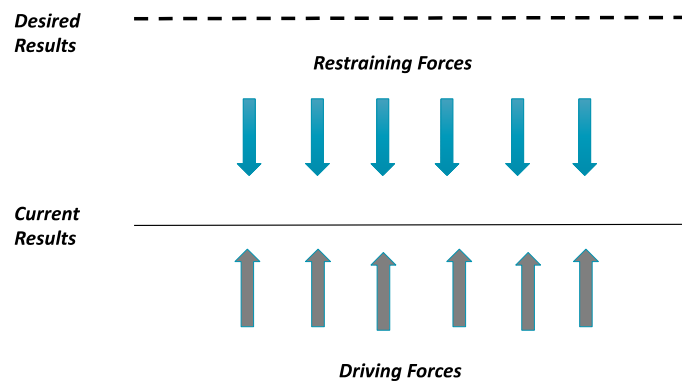
The primary restraining force that needs to be recognized is the Whirlwind (The Day Job). The Whirlwind can be defined as follows:

"The Whirlwind…It's the massive amount of energy that's necessary just to keep your operation going on a day-to-day basis; and ironically, it's also the thing that makes it so hard to execute anything new. The whirlwind robs from you the focus required to move your team forward. The whirlwind is urgent, and it acts on you and everyone working for you every minute of every day. The goals you've set for moving forward are important, but when urgency and importance clash, urgency will win every time. Once you become aware of this struggle, you will see it playing out everywhere, in any team that is trying to execute anything new."[15]

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[15] Covey Group Consultancy

The GREATEST Enemy of Superior Execution Is Your Day Job!

**Whirlwind
(The Day Job)**

URGENT

It Acts on You

**Wildly Important
Goals**
**(New Initiatives Supporting
Positive Change)**

IMPORTANT

You Act On It

The operational realities of living in the Whirlwind are daunting. Finding the organizational capacity to execute change (i.e., Report recommendations) is anything but straightforward. The Whirlwind will consume every hour of every day unless it is tamed.

Setting goals and securing real change requires Brampton to be focused and avoid an approach that is a mile wide and an inch deep. Change management research is clear; as the number of change driven Goals tackled at any given point in time escalate, the probability of meeting those goals is reduced. Mile wide/inch deep fails. Relentless focus on a small portfolio of change goals, amid the Whirlwind, is the only approach that has a high probability of success. Like individuals, organizations falter when confronted simultaneously with overly ambitious lists of change initiatives and the Whirlwind. Organizations are hardwired to succeed when they *focus*.

Setting Goals:
The Law of Diminishing Returns

Number of Goals (plus Whirlwind)	2-3	4-10	11-20
Goals Achieved with Excellence	2-3	1-2	0
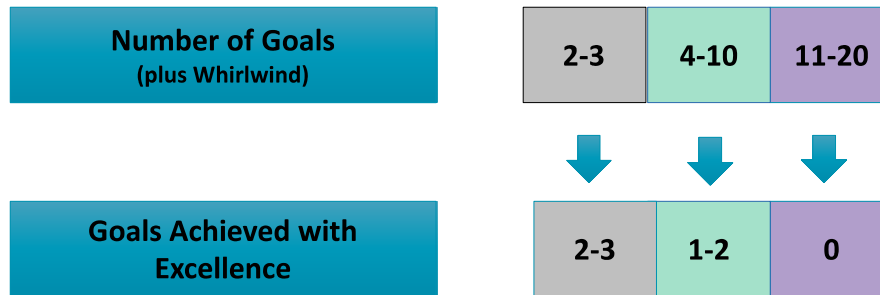
The fundamental principle at work is that human beings are genetically hardwired to do one thing at a time with excellence.

The 4 Disciplines of Execution (4DX) is a change management/execution model developed by the worldwide Covey Group consultancy. The Project Team, Dillon Consulting and Performance Concepts, know from experience that it works when applied to DAP. The figure below sets out the high-level components of 4DX. The key is to select only 1-3 Wildly Important Goals (WIGs) and then use innovative performance measures deployed in a simple "player's game" scorecard to track change. Weekly Cadence of Accountability working sessions will drive change across WIG teams and create accountability commitments. The approach is succinctly described in an overview that can be viewed at ***https//franklincovey.ca/the-4-disciplines/***

The 4 Disciplines of Execution   https://franklincovey.ca/the-4-disciplines/

Discipline 3

Keep a Compelling Scorecard

Discipline 2

Discipline 1

Act on the Lead Measures

Focus on the Wildly Important

Discipline 4

Create a Cadence of Accountability
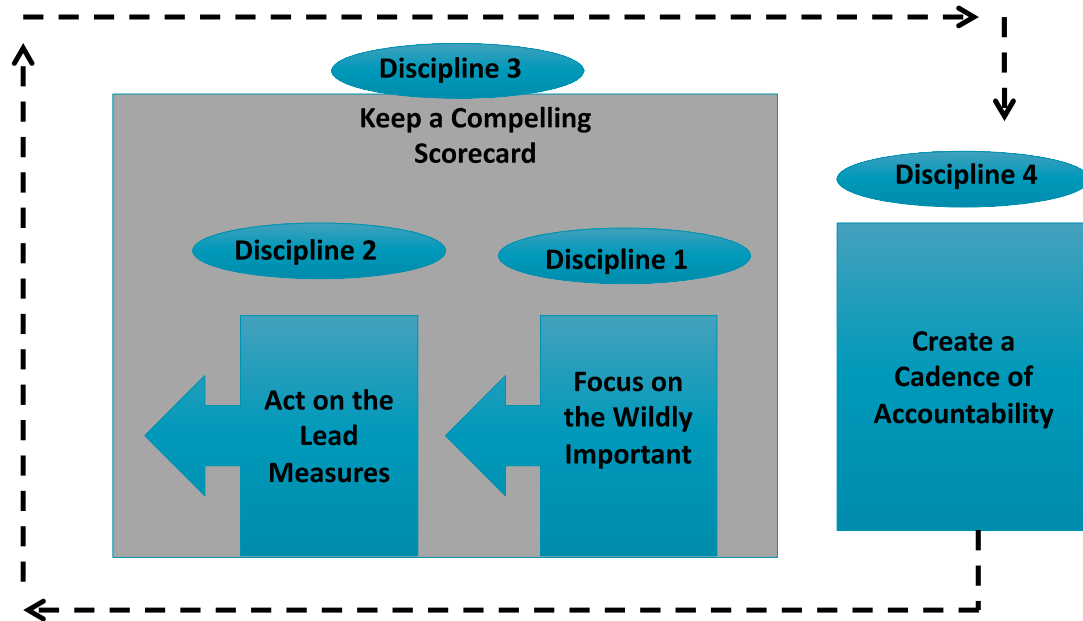
If Brampton adopts 4DX to drive DAP change it will significantly improve the probability that the recommendations in this Report (and other DAP Reports such as the Committee of Adjustment Review) will be implemented despite the status-quo restraints built-into the DAP Whirlwind.

9.3 Ongoing Monitoring and Evaluation

The successful execution of this plan requires more than establishing strategies, it needs behavioural changes that require staff commitment through engagement. The initial focus needs to be on the critical 'Do Now' (2020 Q1 and Q2) goals of aligning UD staff priorities to the new DAP process. The UD team is part of the larger development review team, and they need to be included in the decision making around the realignment of actions and goals.

The UD team needs to focus their actions on changing processes that they have control over, can lead and where their actions are measurable and specific. This includes avoiding the preparing iterations of applicant plans and redeploying those staff resources to finalizing draft guideline documents and other tools that can make the development review process more efficient and more effective in the longer term.

The execution of a successful plan also necessitates meaningful monitoring and evaluation as well as accountability for performance. This is a challenge for UD staff and the larger development team is the importance of demonstrating progress in finding solutions and applying constant improvement to their workflows.

Some actions require longer time horizons, including activities that require the engagement of stakeholders that are external to the team. The 'do now' and 'do soon' tasks establish the foundation for actions that are needed to establish a sustainable and effective urban design department.

Strategic Workforce Planning for PB&GM

Final Report

City of Brampton

December 2022

EY
Building a better working world

Table of Contents

Objectives

1. To share the final report encompassing all of the three phases of work under the Strategic Workforce Planning project for PB&GM

2. To share potential opportunities and possible prioritization of the initiatives for the department's consideration

Desired Outcomes

✓ Consideration of possible opportunities and prioritization for PB&GM

✓ Decisions on some key action items for the department

Context, Background, and Objectives
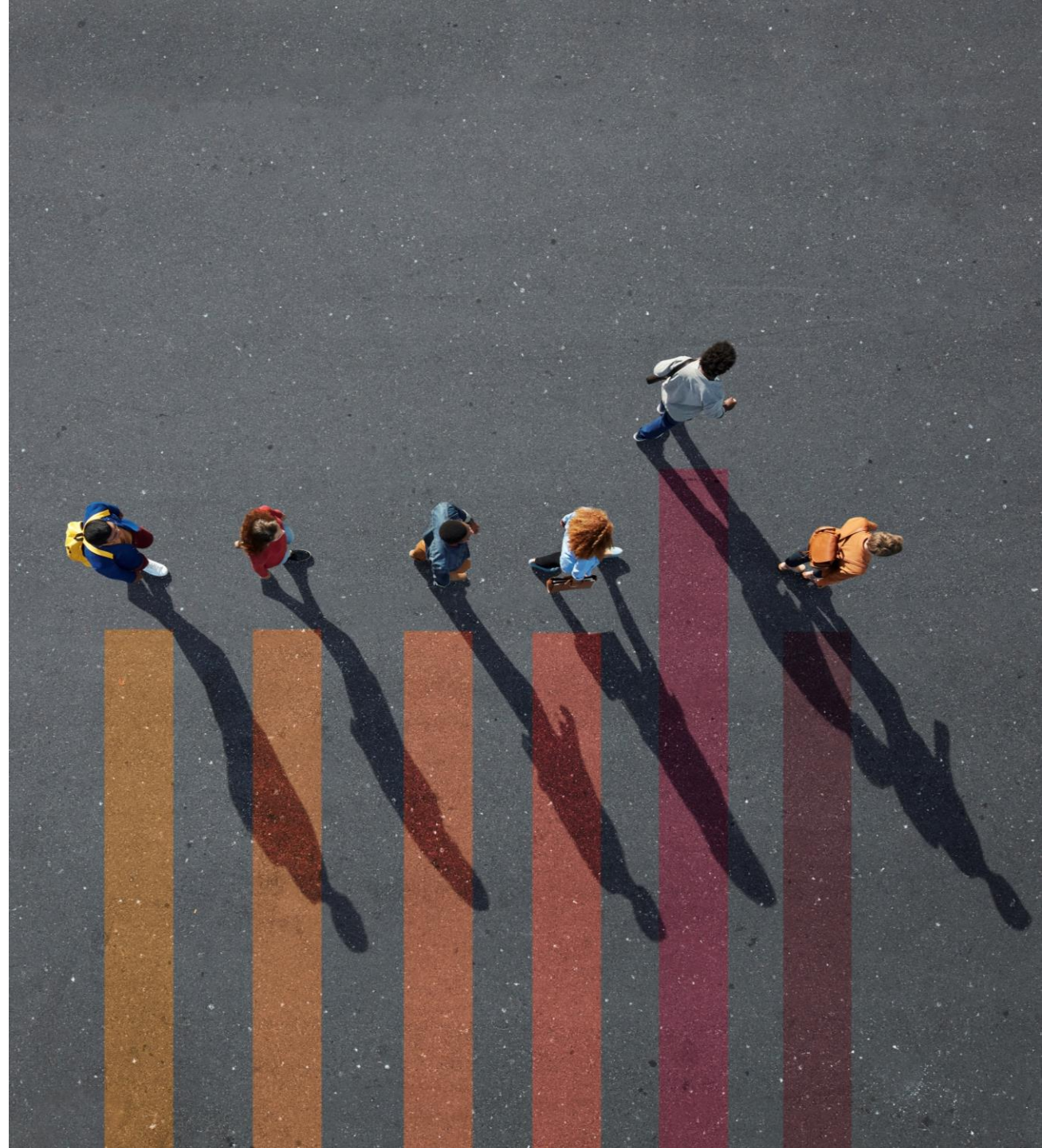
Context and Objectives
Background to the strategic workforce planning initiative

PB&GM has been undergoing a variety of changes due to both internal and external forces.

Implications of Bill 109 and 23 – potential financial impacts, ways of working, etc.

Change in complexity of work due to evolution in the developmental landscape of the City of Brampton (e.g., Greenfield vs. Brownfield development projects) and their varying complexity for different divisions.

Multiple priorities, policy, and implementation initiatives in flight (e.g., focus on Growth Management).

Through this project, PB&GM has initiated strategic workforce planning to ensure that the department is prepared and proactive towards the future. In this report, EY has consolidated observations on workforce assessment, workforce development, and fostering a people-centred workplace phases of work.

Strategic Workforce Planning (SWP) Initiative
The project was approached in three phases

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

Key Activities	▸ Leadership Engagement Interviews: **8**
	▸ Capability Assessment (Self-Assessment): **148**
	▸ Capability Assessment (Assessor): **174**
	▸ PB&GM data analysis
	▸ Identification of critical roles for the department through leadership engagement interviews
	▸ Leading and market practice research
	▸ Analysis of capability and capacity for PB&GM and identification of opportunities
		▸ Review of City of Brampton learning and development policy and practices
		▸ Review of PB&GM learning practices
		▸ Identification of possible development opportunities across each division (including critical roles) based on capability assessment and areas where CoB infrastructure can be leveraged by PB&GM
		▸ Opportunities for potential career paths, skills required to make transition, potential options to evaluate readiness, and development support that can be offered
			▸ Focus group discussions across all PB&GM divisions: **6** discussions covering ~**75** employees
			▸ Review of the following practices at PB&GM and understanding of CoB policies
			   ▸ Mental Health and Wellness
			   ▸ Future of Work, Hybrid Workforce, and Flexibility
			   ▸ Recognition
			▸ Identification of opportunities to enable PB&GM fostering a more people-centred workplace

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Phase 1

Workforce Assessment

Capability Assessment Overview and Assumptions

Overview of the approach taken and key steps for capability assessment

1. Define capabilities for PB&GM roles	2. Validate capabilities	3. Confirm managerial feedback providers	4. Conduct capability analysis	5. Analyze results	6. Communicate findings with organization

- EY defined capabilities with inputs from:
  - Role profiles and job descriptions shared from PB&GM
  - External researching of job descriptions (e.g., job postings on LinkedIn, website, etc.)
  - EY capability repository

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

- Assessors and Self-Assessment (excluding Directors) were confirmed feedback providers

- Assessor employee mapping was confirmed prior to launch

- The assessments from Assessors were validated through comparing the aggregate outputs of the self-assessment and manager assessment

- Communication was shared (with both Feedback Providers and Staff at large) sharing the purpose of the assessment (by commissioner)

- 4 orientation sessions (3 general and 1 people leader specific) were completed throughout assessment distribution:
  - (1) for a walkthrough of the process
  - (2) to answer questions from feedback providers

- Assessment was launched using Qualtrics on Sept. 1 and remained open till Sept. 16

- Output from the assessment was analyzed at a division level (not at an individual level)

- Each division results were classified across capability groups
  - # of employees across proficiency levels (Awareness, Learning, Applying, Leading) and time spent (%) on these capabilities

- The observations from capability assessment output were shared with business leaders for their insights

- Consolidated summary of department wide and division-specific results shared with PB&GM

Capability Assessment Components
Understanding capability, proficiency, and time spent in context of capability assessments

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Capabilities	Proficiency Level	Time Spent

Capabilities are high level activities that enable teams to deliver on their purpose.

▸ Capabilities have been identified for each division in the PB&GM leveraging the following:

  o Inputs from PB&GM

  o Inputs from job descriptions

  o Validations from PB&GM subject matter experts

▸ Capabilities have been clustered as follows:

  o **Capability Group** is defined as broad areas of work within a division. In the following screens, you will be able to choose the relevant capability group.

  o **Capability** describes high-level activities required to perform the sub-area of work.

  o **Capability Description** provides a specific and detailed description of the respective capability.

Proficiency levels describe the proficiency of the individual on each capability.

Awareness
Displays awareness of the capability with limited experience or little common knowledge in the area.

Learning
Understands and can discuss terminology and concepts related to the capability. Has knowledge sufficient to handle routine task but may require guidance, especially for non-routine tasks.

Applying
Has knowledge sufficient to handle non-routine situations and recognizes patterns. Requires minimal guidance or supervision and can work independently. Capable of assisting others in the application of the capability.

Leading
Recognized by others as an expert in the capability. Applies it across multiple projects or divisions. Able to explain issues pertaining to capability in relation to broader organizational context.

Time spent refers to the **estimated percentage (%)** of time you/your Staff spends on a given capability.

▸ Consider the (%) percentage of time spent on the process activity over the fiscal year (rather than on a day-to-day basis)

▸ This allows you to consider effort and time spent on a more consistent and constant basis, as well as potential fluctuations (e.g. the budget cycle)

⚠ No role requires an employee to be at the highest proficiency level for each capability. For example, a role might ideally require the individual to be "Leading" in some, but not all categories.

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

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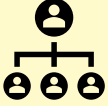
Capability Groups
High-level overview of PB&GM divisional capability groups

Divisions			
City Planning & Design	**Development Services**	**Transportation Planning**	**Building**
Planning and Design Strategy	Development Services Strategy	Transportation Planning Strategy	Building Strategy
Administration	Administration	Modelling and Analytics	Administration
Official Plan and Growth Management	Applications Review and Management	Transportation Planning	Plans Examining
Policy Planning	Research	Project Management	Inspections
Urban Design	Planning	Liaising and Relationship Management	Liaising and Relationship Management
Project Management			
Liaising and Relationship Management			

Capability Groups (row label)

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Roles and Assessment Output Types
The meaning of key terms used in the capability assessment and analyses

Role		Who did they assess?	Where have inputs been consolidated? (Assessment Output Type)
	Director	‣ Acted as an **Assessor** to Managers and Supervisors (and select Staff in some cases)	‣ **Assessor View for Manager** – for Managers and Supervisors ‣ **Assessor View for Staff** – for Staff
	Manager/ Supervisor*	‣ Acted as an **Assessor** for Supervisors and/or Staff	‣ **Assessor View for Manager** – for Supervisors ‣ **Assessor View for Staff** – for Staff
		‣ Conducted **Self-Assessment** for Self	‣ **Self-Assessment View for Manager**
	Staff	‣ Conducted **Self-Assessment** for Self	‣ **Self-Assessment View for Staff**

* In Building division, the admin coordinator acted as a supervisor to do assessments for their staff.
Note: In the assessment, **employee** refers to manager, supervisor, and staff.

Assumptions
Key assumptions considered for arriving at observations

Key Assumptions
▸ **Director, Manager, and Staff** evaluated themselves and/or their Staff(s) based on quality and consistency of current state individual proficiency level and time spent in executing the task as discussed and shared in the orientation sessions.   ▸ They considered capabilities they and/or their staff may possess, but may not be required in their and/or their staff's everyday work.   ▸ There are no fixed number of capability groups and capabilities for each individual. They can vary. They relied on their discretion while selecting for themselves and/or individual Staff.   ▸ Observations are based on proficiency level definitions (Awareness, Learning, Applying, Leading) and time spent (ranging from 0%-100% per fiscal year), not on hierarchical levels. For example, Leading proficiency level is not restricted to higher level grades, but based on Leading proficiency on a capability across levels.

Overall Findings

Note: Please note that capability insights provided in the following slides are <u>indicative only</u> to areas that could be potential opportunities. There are many questions that must be considered like:

- "Which capabilities are needed for which roles?"
- "What is the right level of proficiency requirement?"
- "What is the right mix of proficiency spread required by the division?"

The **insights are for consideration** and in no way imply that these are the most definitive opportunity or strength areas.

Structure of Results
Overview of how results are structured for the following analyses

Planning, Building, & Growth Management Department

▸ **Proficiency Distribution**

    ○ Consolidated Assessor View vs. Self-Assessment View

    ○ Assessor View: Manager vs. Staff

    ○ Self-Assessment View: Manager vs. Staff

    ○ Manager: Assessor View vs. Self-Assessment View

    ○ Staff: Assessor View vs. Self-Assessment View

▸ **Time Spent**

    ○ Consolidated Assessor View vs. Self-Assessment View

    ○ Assessor Type x Level (Overall)

    ○ Assessment Type x Staff (Deep Dive)*

▸ **Summary**

    ○ Key Takeaways

    ○ Opportunities for PB&GM

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

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City Planning & Design

Proficiency Distribution Overview
Consolidated

Assessor View

Self-Assessment View
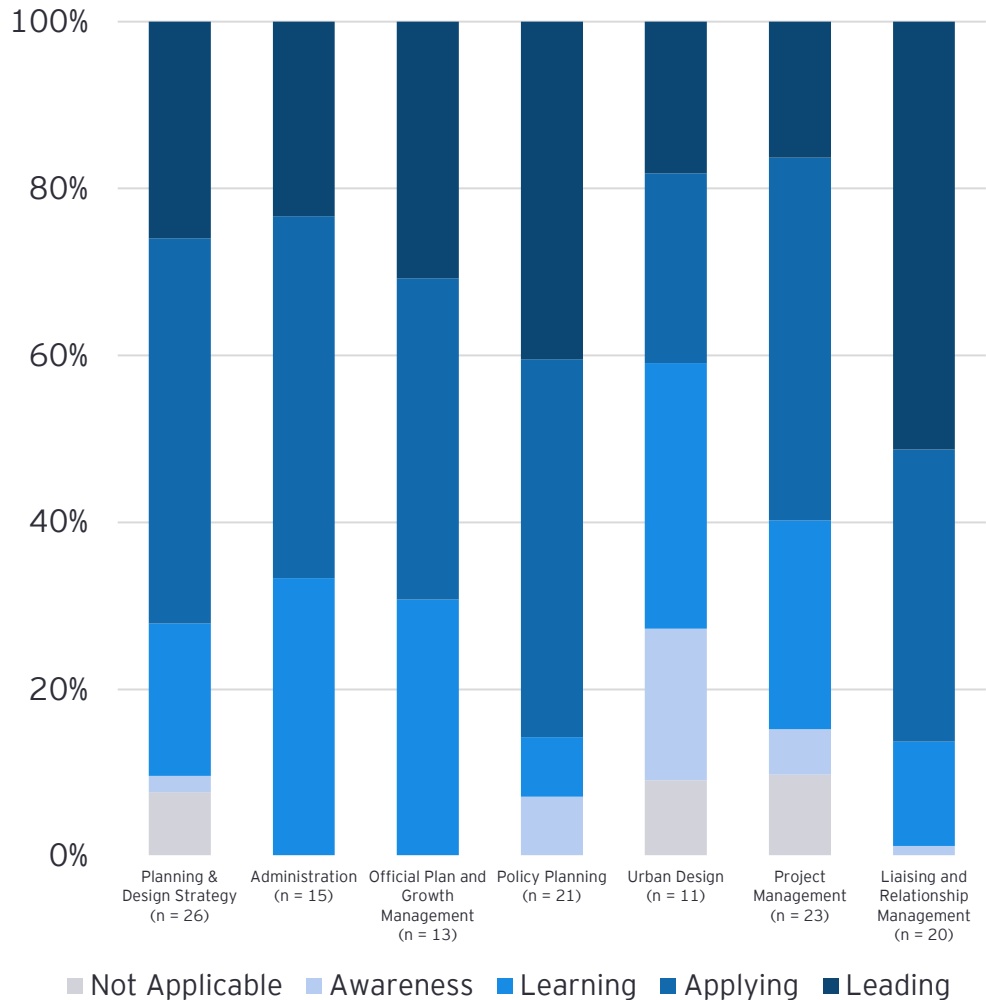
Key Observations:

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

Legend (Assessor View): Not Applicable · Awareness · Learning · Applying · Leading

Categories (Assessor View): Planning & Design Strategy (n = 26) · Administration (n = 15) · Official Plan and Growth Management (n = 13) · Policy Planning (n = 21) · Urban Design (n = 11) · Project Management (n = 23) · Liaising and Relationship Management (n = 20)

Legend (Self-Assessment View): Not Applicable · Awareness · Learning · Applying · Leading

Categories (Self-Assessment View): Planning & Design Strategy (n = 20) · Administration (n = 17) · Official Plan and Growth Management (n = 15) · Policy Planning (n = 21) · Urban Design (n = 14) · Project Management (n = 25) · Liaising and Relationship Management (n = 25)
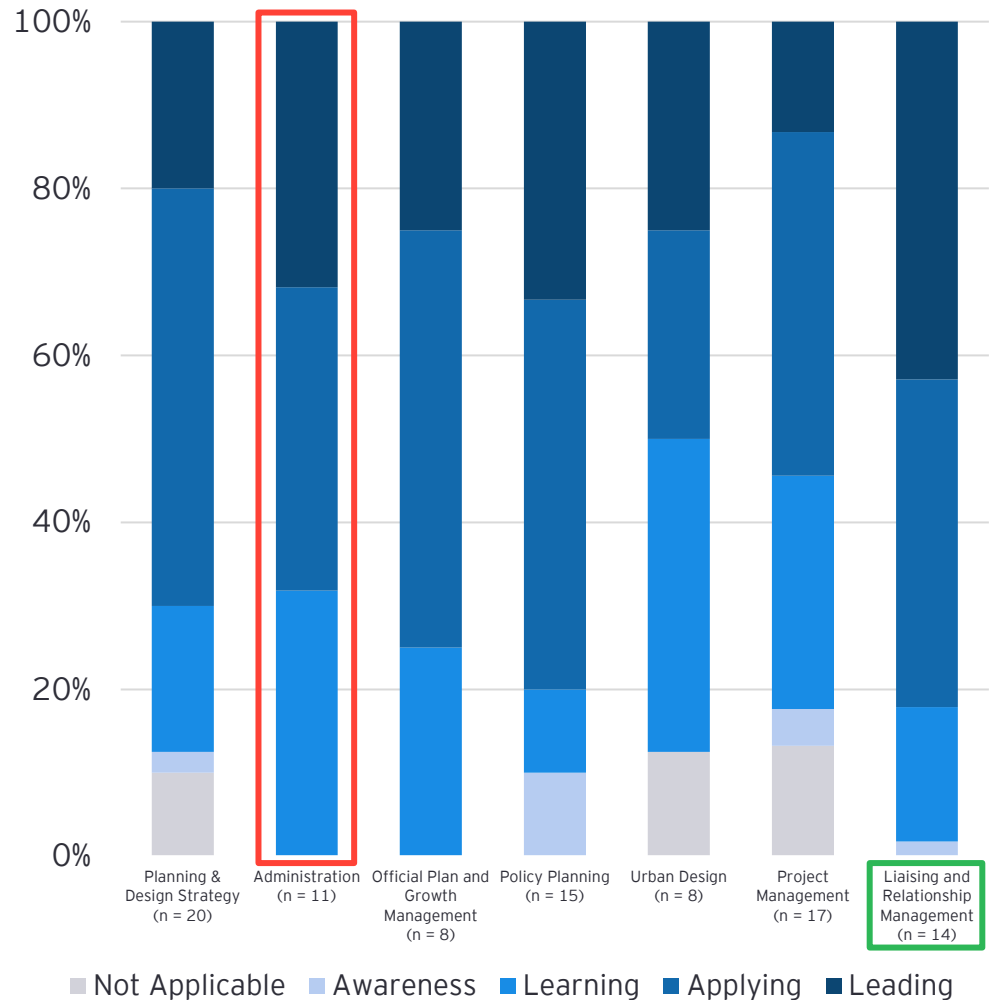
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level
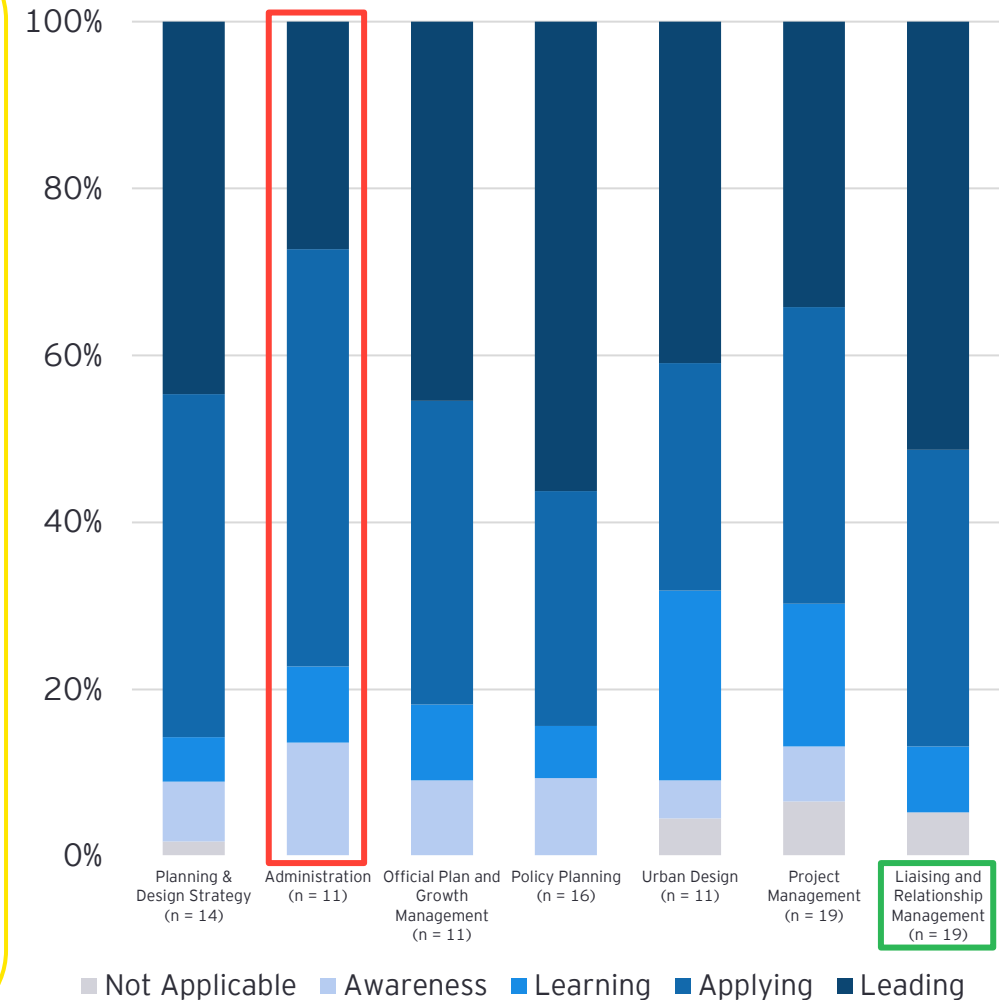## Assessor View

Assessor View (Overall)

Assessor View for Manager

Assessor View for Staff

Key Observations:

- Assessors generally view **Managers** as **more proficient** across all of the capability groups than Staff, with the exception of Administration and Urban Design capability groups (outlined in red)

- **None of the Managers** were assessed as **"Leading"** for **Administration or Urban Design**, indicating a potential **upskilling opportunity** (outlined in red)*

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

Legend (Overall): Not Applicable | Awareness | Learning | Applying | Leading

Legend (Manager): Not Applicable | Awareness | Learning | Applying | Leading

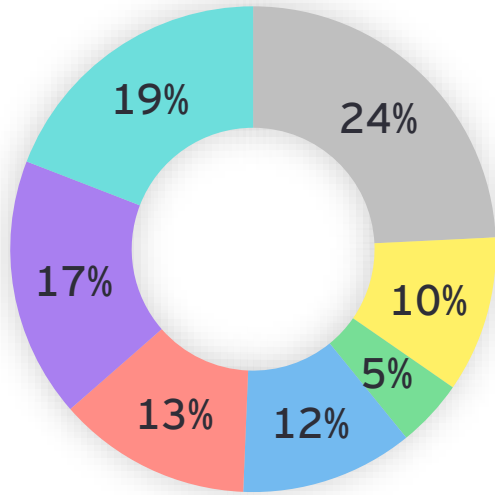Legend (Staff): Not Applicable | Awareness | Learning | Applying | Leading

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

Proficiency Distribution by Level
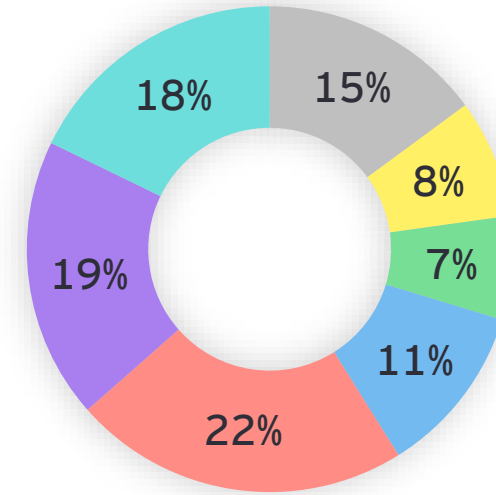## Self-Assessment View

Self-Assessment View (Overall)

Self-Assessment View for Manager

Self-Assessment View for Staff

Key Observations:

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

Legend: Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

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

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Proficiency Distribution for Managers
Assessor and Self-Assessment View

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Assessor View for Manager

Self-Assessment View for Manager

Key Observations:

▸ **Managers** view themselves as **more proficient** across capability groups than their Assessors view them, though they relatively align on Policy Planning (outlined in red)

▸ Assessors view **Managers** at "Learning" and "applying" proficiency level on **Administration and Urban Design** capability groups, while many Managers view themselves at a "Leading" proficiency level (outlined in green) indicating a potential to align expectations
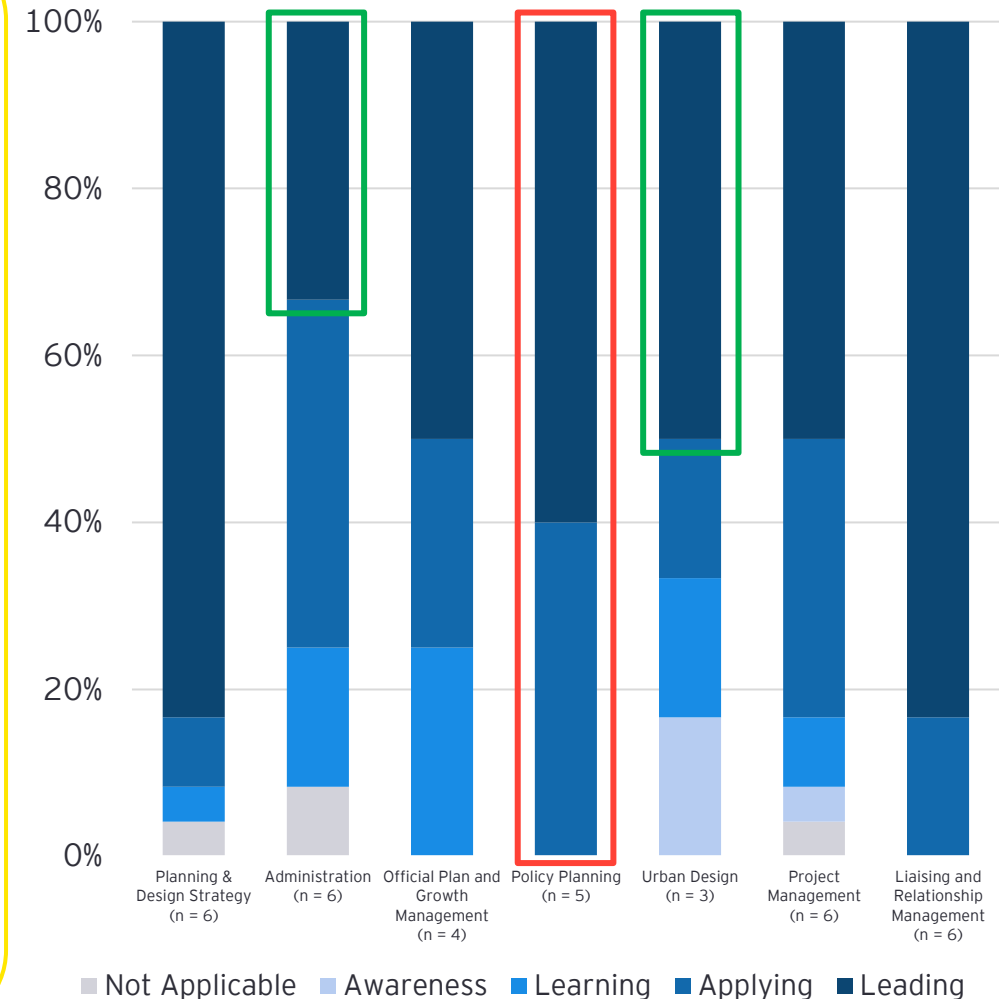
Assessor View legend: ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

Self-Assessment View legend: ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

Assessor View x-axis: Planning & Design Strategy (n = 6), Administration (n = 4), Official Plan and Growth Management (n = 5), Policy Planning (n = 6), Urban Design (n = 3), Project Management (n = 6), Liaising and Relationship Management (n = 6)

Self-Assessment View x-axis: Planning & Design Strategy (n = 6), Administration (n = 6), Official Plan and Growth Management (n = 4), Policy Planning (n = 5), Urban Design (n = 3), Project Management (n = 6), Liaising and Relationship Management (n = 6)

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

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Proficiency Distribution for Staff
Assessor and Self-Assessment View

Assessor View for Staff

Key Observations:

▸ **Staff** view themselves as **more proficient** across all capability groups than their Assessors view them, with the exception of **Administration** (outlined in red)

▸ Assessors report **Liaising and Relationship Management as less applicable** (n = 14) to a Staff's role than Staff report (n = 19; outlined in green)

Self-Assessment View for Staff

Not Applicable   Awareness   Learning   Applying   Leading

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

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Time Spent Overview
Consolidated

Assessor View

19% · 24% · 10% · 5% · 12% · 13% · 17%

Self-Assessment View

18% · 15% · 8% · 7% · 11% · 22% · 19%

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

Key Observations:

- The Assessor View indicates that **more time is spent*** on **Planning & Design Strategy** than indicated in the Self-Assessment

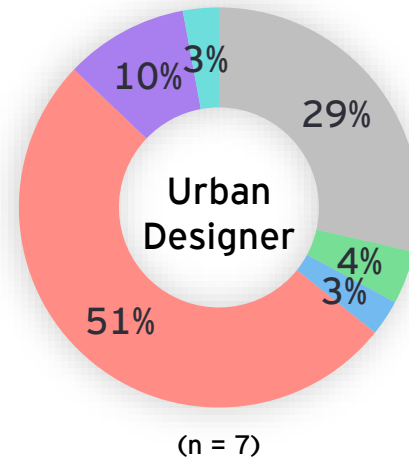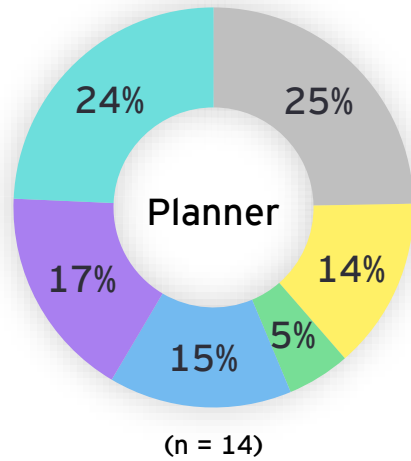- The Self-Assessment indicates that **more time is spent** on **Urban Design** than indicated in the Assessor View

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

EY

Time Spent by Assessment Type and Level
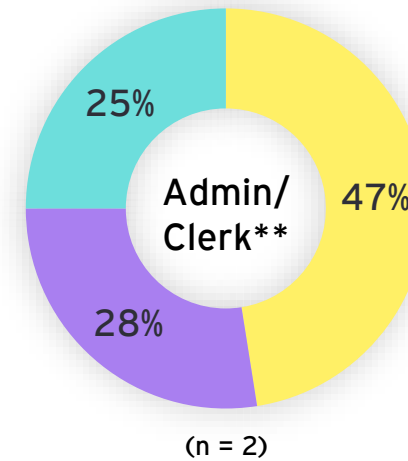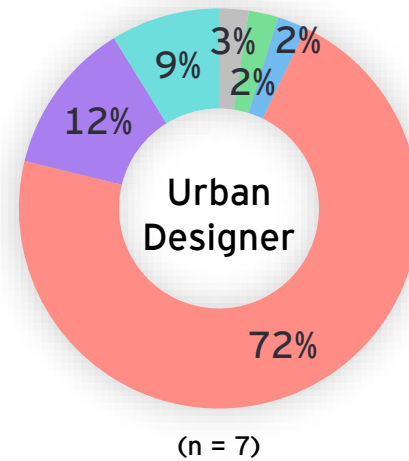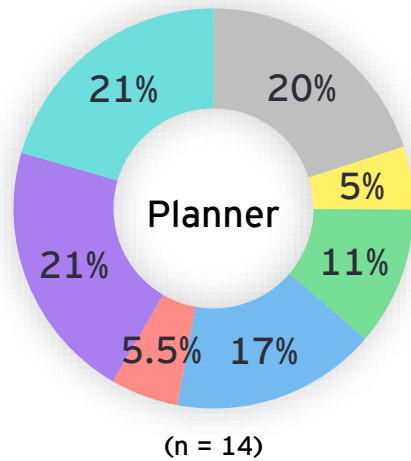## City Planning & Design
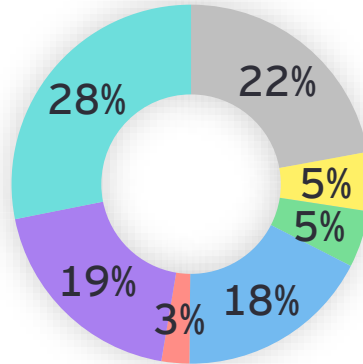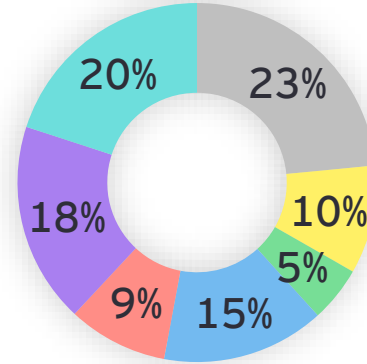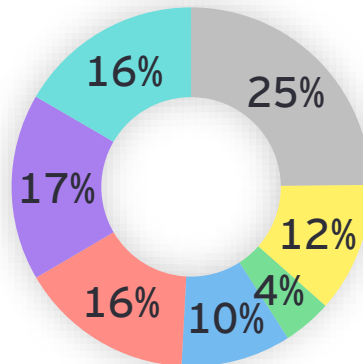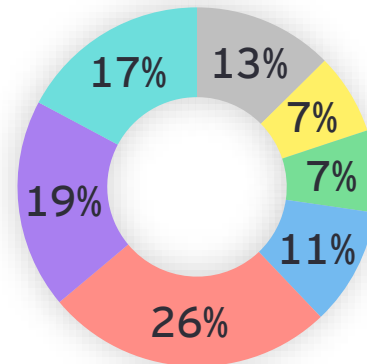
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Assessor View

Manager (n = 6)
- 22%
- 5%
- 5%
- 18%
- 3%
- 19%
- 28%

Self-Assessment View

Manager (n = 6)
- 23%
- 10%
- 5%
- 15%
- 9%
- 18%
- 20%

Assessor View

Staff (n = 23)
- 25%
- 12%
- 4%
- 10%
- 16%
- 17%
- 16%

Self-Assessment View

Staff (n = 23)
- 13%
- 7%
- 7%
- 11%
- 26%
- 19%
- 17%

Key Observations:

- Managers seem to be spending **a significant portion of time*** on Planning & Design Strategy and Liaising and Relationship Management, while Staff seems to be spending **a significant portion of time** on Planning & Design Strategy (according to Assessors) or Urban Design (according to Self-Assessments).
  - This indicates that work is being done at the appropriate level for Managers, but there is some misalignment for Staff in where **a significant portion of time** of their time is being spent.

- **Manager:**
  - In addition to the above, the Self-Assessment View indicates that **more time**** is being spent on Administration and Urban Design, and **less time** on Liaising and Relationship Management.

- **Staff:**
  - Assessments **do not align** on where Staff are spending **a significant portion of time** and therefore, require further exploration.
  - The Assessor View indicates **more time** spent** on Planning & Design Strategy and Administration, while Staff in their Self-Assessment feel they spend **more time** on Urban Design capabilities. It merits to deep dive an understand the Assessors' expectations and align them with how Staff is spending time

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

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

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Time Spent Deep Dive
Assessment Type x Staff

Assessor View

Planner (n = 14)
- 25% Planning & Design Strategy
- 14% Administration
- 5% Official Plan and Growth Management
- 15% Policy Planning
- 17% Project Management
- 24% Liaising and Relationship Management

Urban Designer (n = 7)
- 29% Planning & Design Strategy
- 4% Official Plan and Growth Management
- 3% Policy Planning
- 51% Urban Design
- 10% Project Management
- 3% Liaising and Relationship Management

Admin/Clerk** (n = 2)
- 12% Planning & Design Strategy
- 37% Administration
- 38% Project Management
- 13% Liaising and Relationship Management

Self-Assessment

Planner (n = 14)
- 20% Planning & Design Strategy
- 5% Administration
- 11% Official Plan and Growth Management
- 17% Policy Planning
- 5.5% Urban Design
- 21% Project Management
- 21% Liaising and Relationship Management

Urban Designer (n = 7)
- 2% Policy Planning
- 72% Urban Design
- 12% Project Management
- 9% Liaising and Relationship Management
- 3% Planning & Design Strategy
- 2% Official Plan and Growth Management

Admin/Clerk** (n = 2)
- 47% Administration
- 28% Project Management
- 25% Liaising and Relationship Management

Key Observations:

- Planner Self-Assessment indicates that the staff may be spending more time on Project Management and Official Plan and Growth Management than expected by Assessor, while lesser time on Administration and Planning & Design Strategy. Admin/Clerk roles seem to be spending **less time** on Project Management than expected by Assessors. It merits to explore how can Planners be better supported in Project Management

- The Assessor View for Urban Designer roles indicates that **more time is spent*** on Planning & Design Strategy capabilities, while the Staff' Self-Assessments indicates **more time spent*** on Urban Design and Liaising and Relationship Management capabilities

- Results are limited for the Admin/Clerk** roles

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

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

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Key Takeaways for City Planning & Design

Proficiency Distribution:

▸ Assessors view employees as **less proficient** across all identified capabilities than how employees view themselves
  o **Questions for PB&GM**: Proficiency distribution for staff seems spread across all proficiency levels. Are there any areas for staff that need more attention?
  o Are Administration and Urban Design capabilities that Managers should have a higher level of proficiency in?

Time Spent:

▸ The Assessor View indicates that **more time is spent*** on Planning & Design Strategy and **less time is spent** on Urban Design than indicated in the Self-Assessment (for Urban Designer roles)
  o **Question for PB&GM**: Urban Designers seems to spending minimal time on Planning & Design Strategy, which seems to be an expectation from the Assessors. What is the right role design for Urban Designers?
  o How can Planners be supported to spend less time on Project Management and focus on core capabilities?

Opportunities for PB&GM
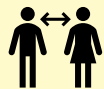
Mentoring/On-the-Job Training

▸ There is an opportunity to reverse mentor and upskill Managers "on-the-job" to develop capabilities that Staff are proficient in (e.g., **Administration** and **Urban Design**).

Upskilling (Structured Program)

▸ Managers: The **Urban Design** capability group could be an important area of focus as there are limited/no employees at "Leading" or "Applying" levels. In addition to this, Administration has many Managers at lower proficiency levels, indicating scope for upskilling.

Process and Role Design Review

▸ Higher time spent by **Managers** on the **Administration** capability group and **Planners** on **Project Management** and Liaising and relationship Management indicates a potential to review to the work process and composition of roles to ensure effective distribution of time being spent.

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

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Development Services

Proficiency Distribution Overview
Consolidated

Assessor View

Self-Assessment View
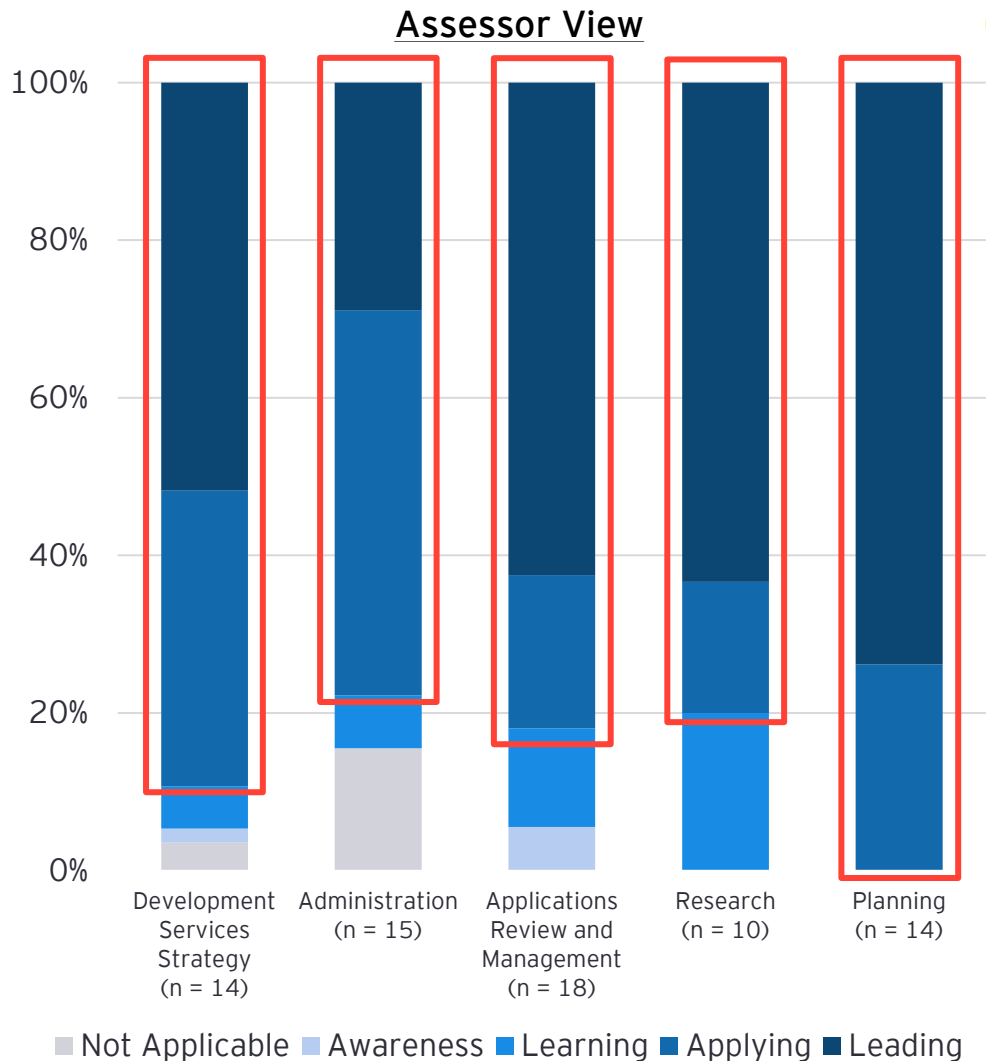
Key Observations:

▸ Assessor view employees as **more proficient** on identified capabilities than reflected in Self-Assessments

▸ Assessor view reported a range of **78%-100% on "Leading" and "Applying" proficiency level** across all capability groups (outlined in red) on all capability groups as compared to Self-Assessments with a range of **44%-79% on "Leading" and "Applying" proficiency level** (outlined in green)
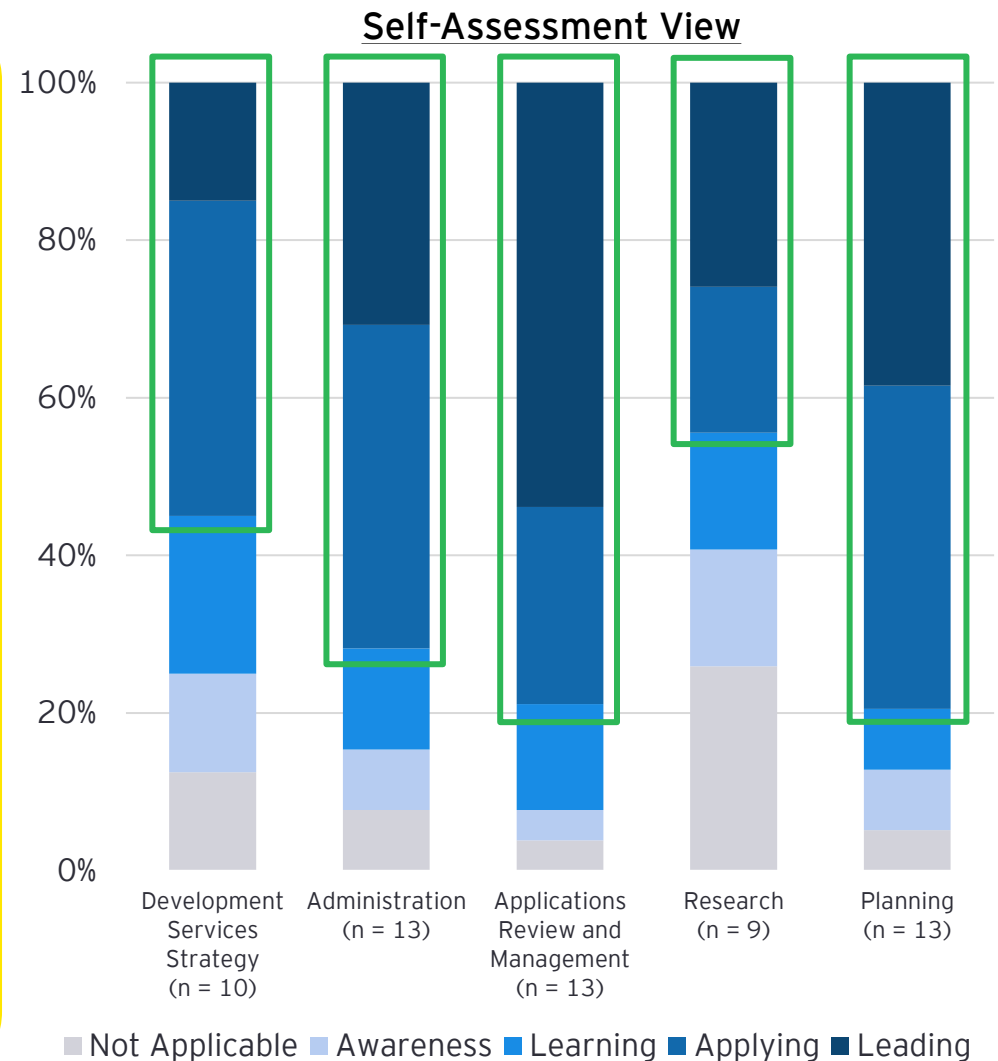
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

Proficiency Distribution by Level
Assessor View

Assessor View (Overall)

Assessor View for Manager

Assessor View for Staff

Development Services Strategy (n = 14), Administration (n = 15), Applications Review and Management (n = 18), Research (n = 10), Planning (n = 14)

Development Services Strategy (n = 3), Administration (n = 3), Applications Review and Management (n = 3), Research (n = 3), Planning (n = 3)

Development Services Strategy (n = 11), Administration (n = 12), Applications Review and Management (n = 15), Research (n = 7), Planning (n = 11)

Not Applicable Awareness Learning Applying Leading
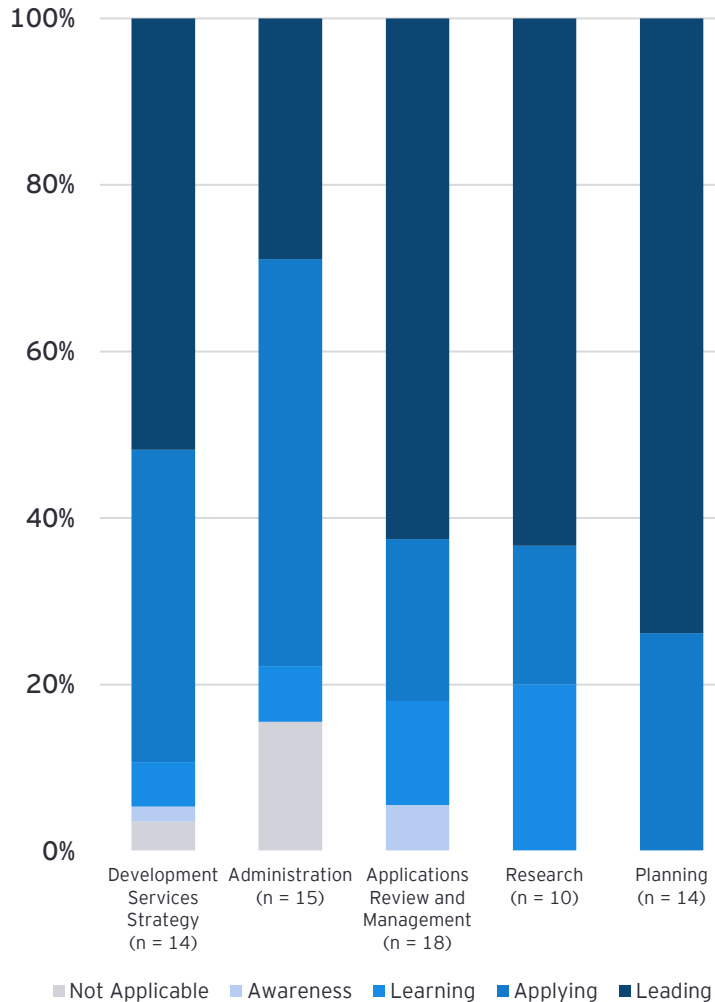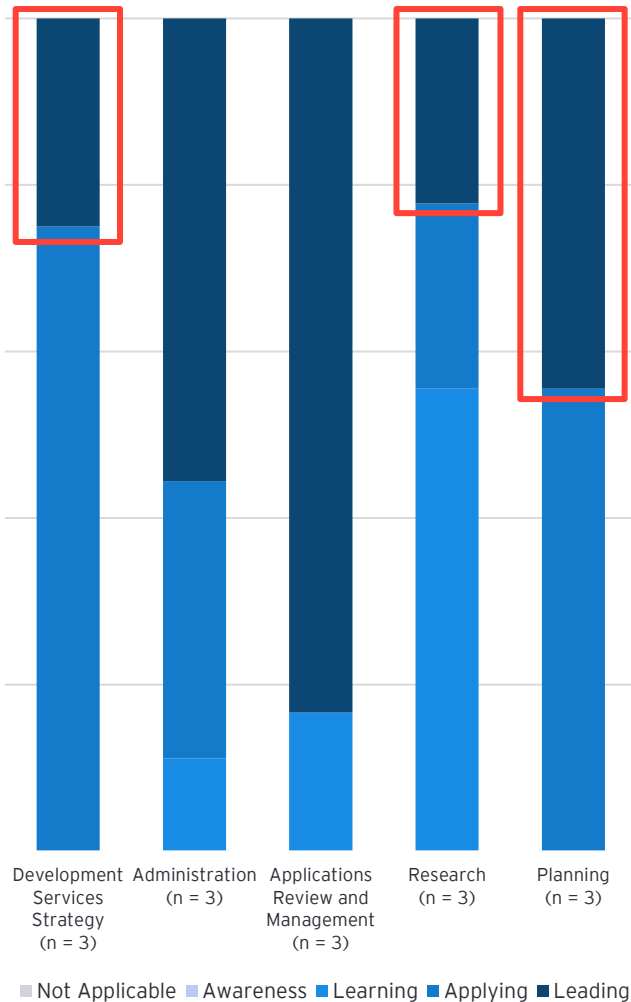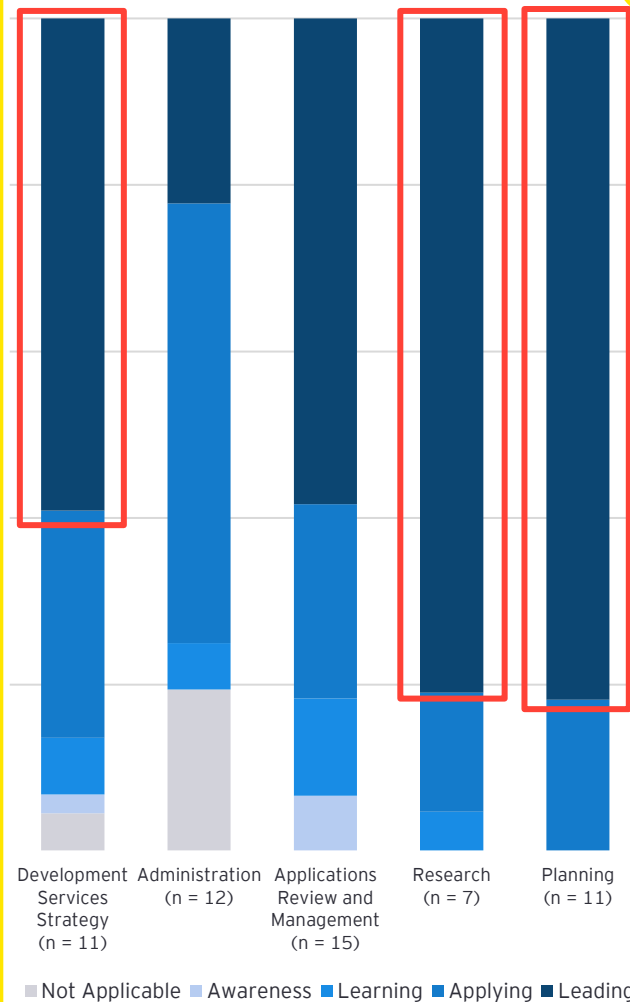
Key Observations:

▸ Assessors generally assess **Managers** as **more proficient** across all of the capability groups than Staff

▸ A **higher proportion** of Staff were assessed as **"Leading"** for Development Services Strategy*, Research*, and Planning* capability groups than Managers (outlined in red)

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

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

EY

Proficiency Distribution by Level
Self-Assessment View

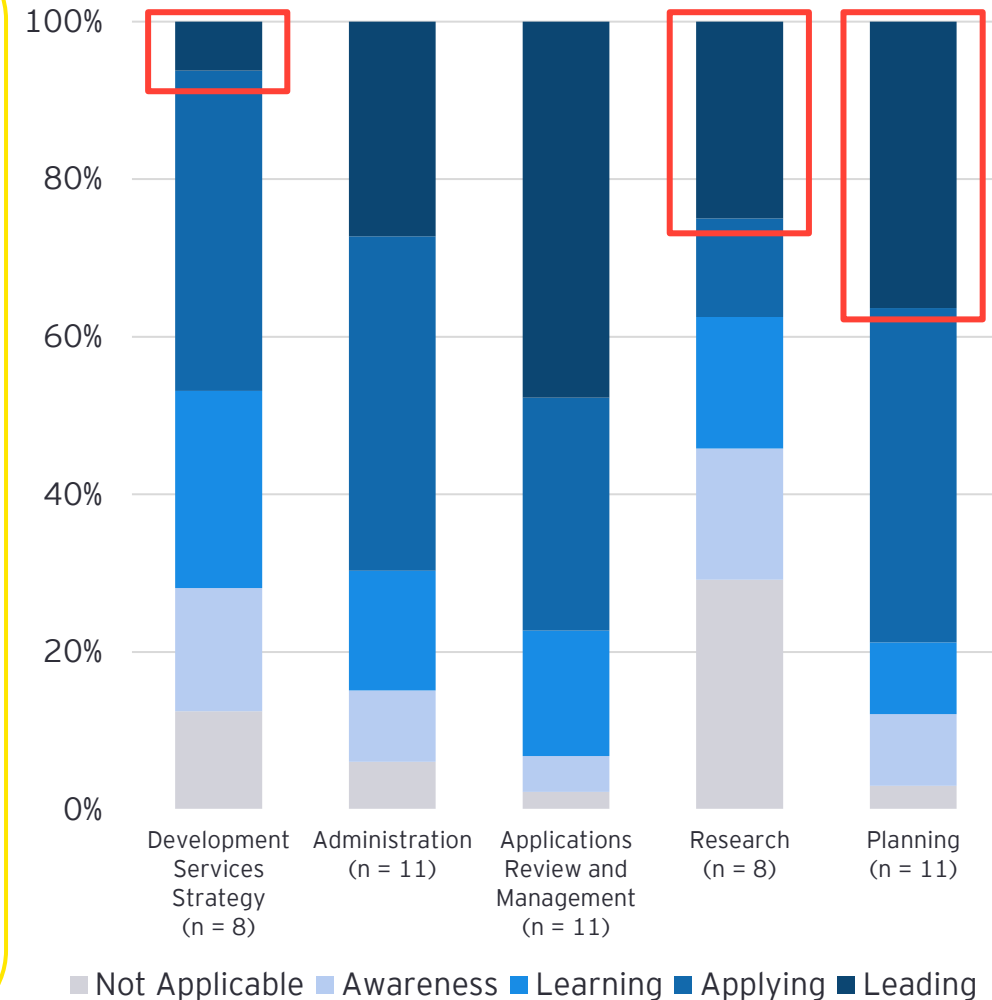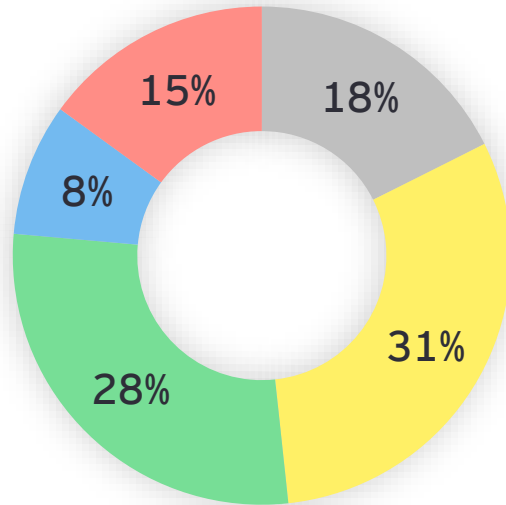**Self-Assessment (Overall)**

Self-Assessment for Manager

Self-Assessment for Staff

Development Services Strategy (n = 10), Administration (n = 13), Applications Review and Management (n = 13), Research (n = 9), Planning (n = 13)

Development Services Strategy (n = 2), Administration (n = 2), Applications Review and Management (n = 2), Research (n = 1), Planning (n = 2)

Development Services Strategy (n = 8), Administration (n = 11), Applications Review and Management (n = 11), Research (n = 8), Planning (n = 11)

Legend: Not Applicable, Awareness, Learning, Applying, Leading
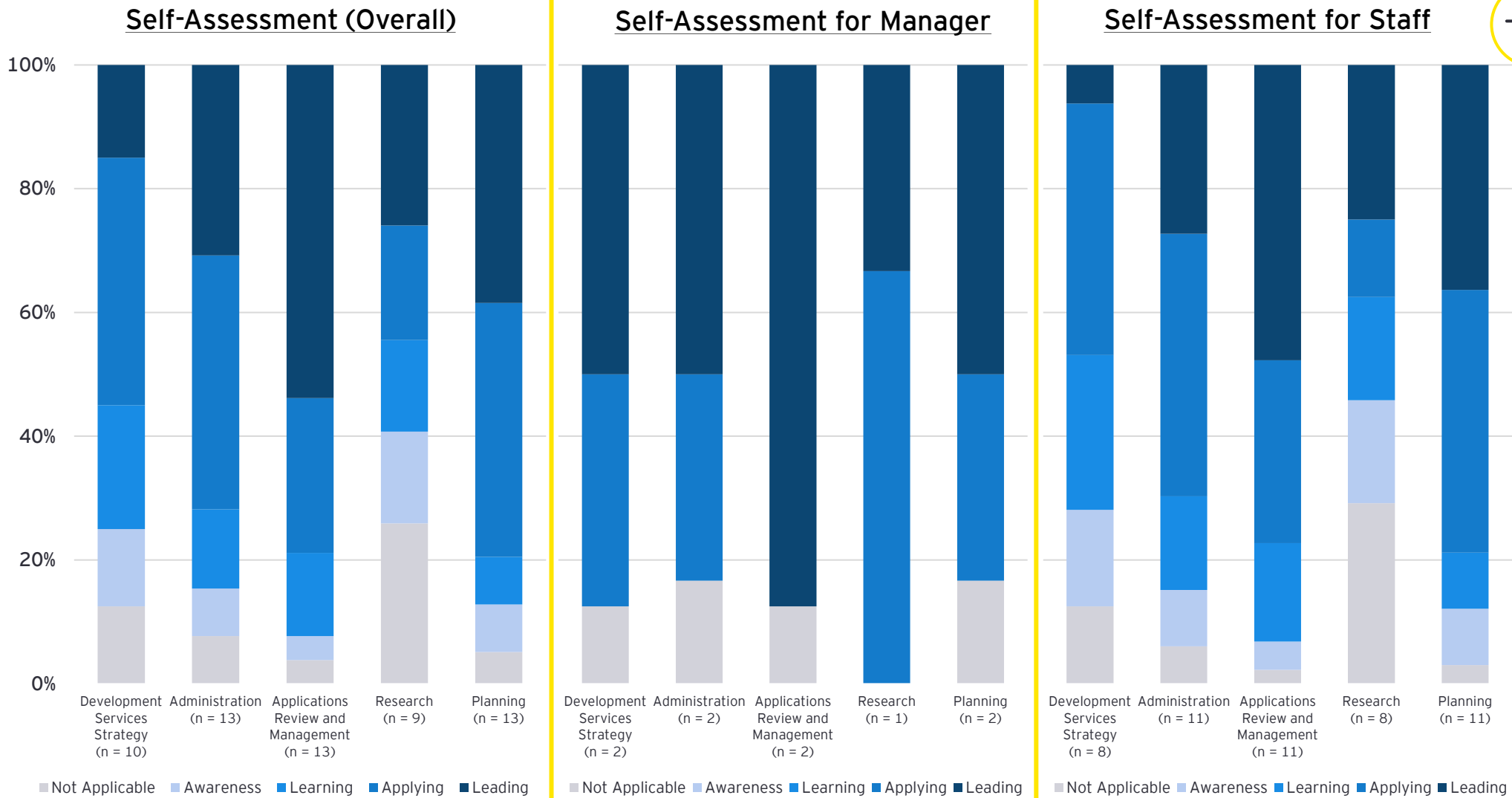
Key Observations:

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

- Staff generally report more varied proficiency levels across each capability group (i.e., a mix of each type of proficiency level)

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

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

EY

Proficiency Distribution for Managers
Assessor and Self-Assessment View

BRAMPTON

Assessor View for Manager

Self-Assessment for Manager
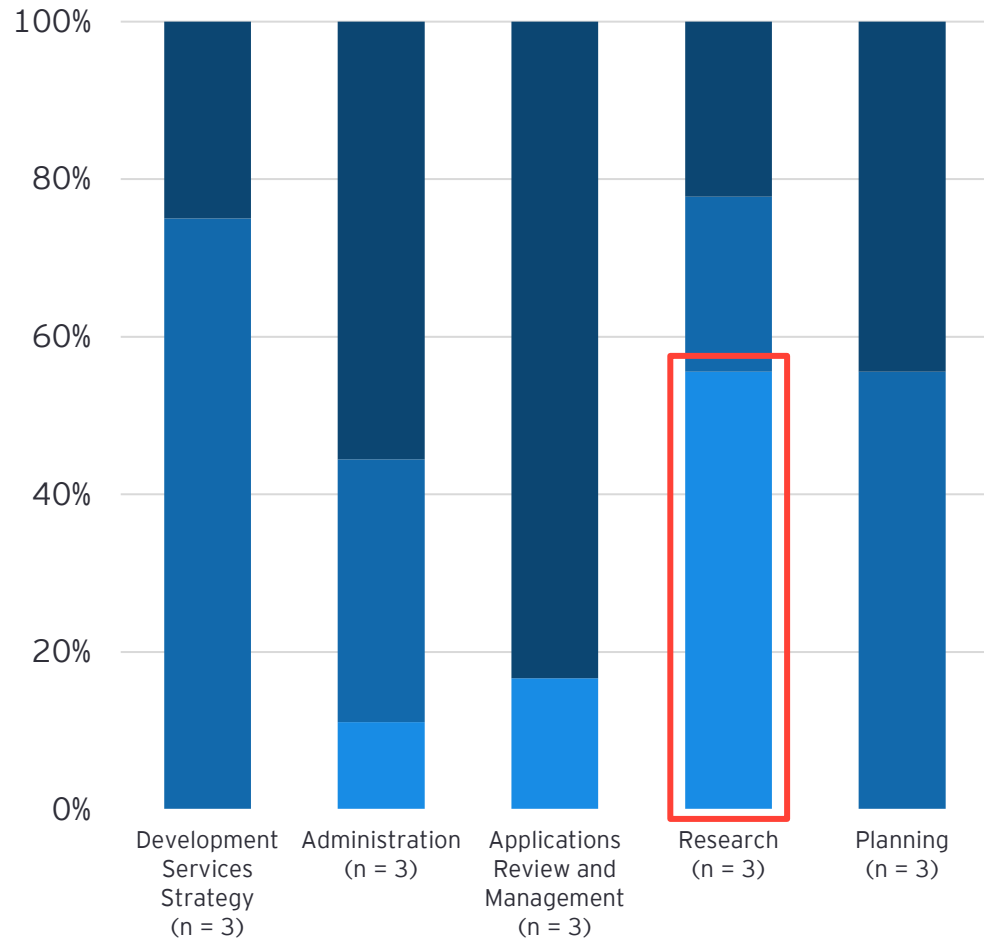
Key Observations:

▸ **Managers** view themselves as **more proficient** across capability groups than their Assessor's view them

▸ For **Research** capability group Assessors viewing majority of their direct reports at an "Learning" (56%) proficiency level, while majority of Managers* view themselves at an either "Applying" (67%) or "Leading" (33%) proficiency level (outlined in red) indicating an opportunity to align on expectations

*based on data from a limited sample, and thus may not be representative
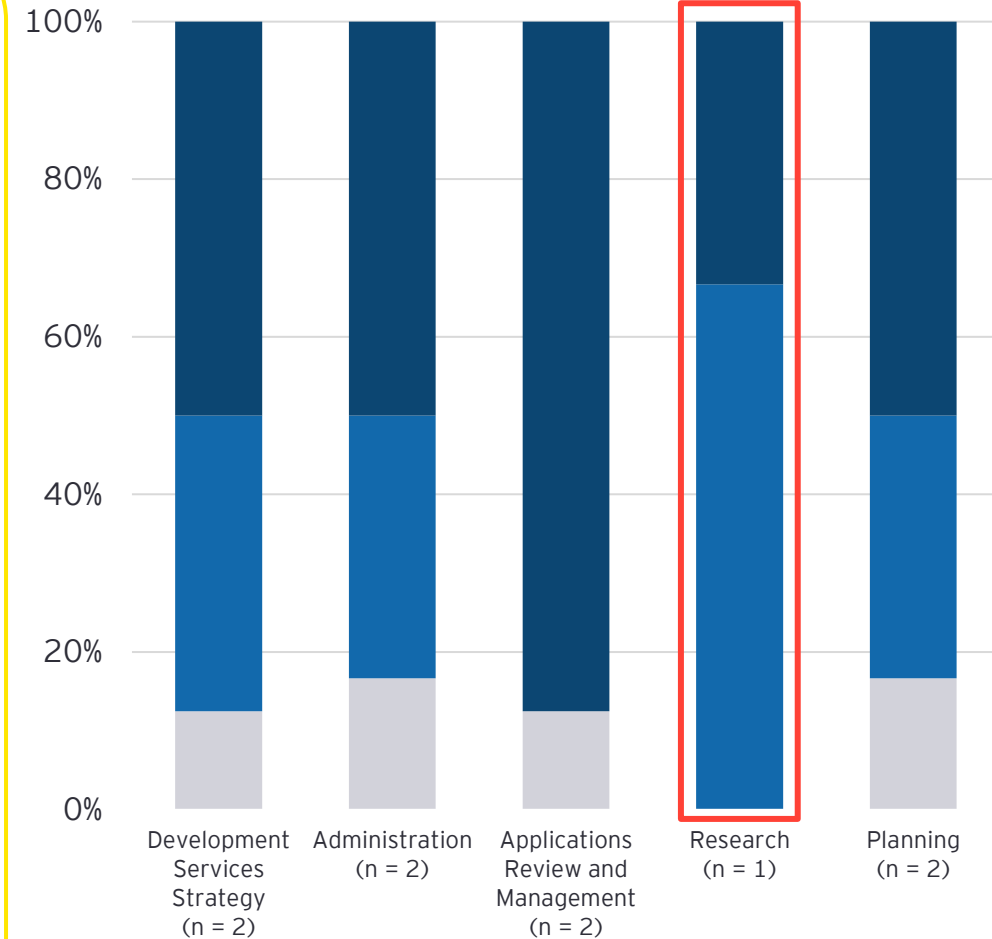
Legend: ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

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

EY

Proficiency Distribution for Staff
Assessor and Self-Assessment View

Assessor View for Staff

Self-Assessment for Staff
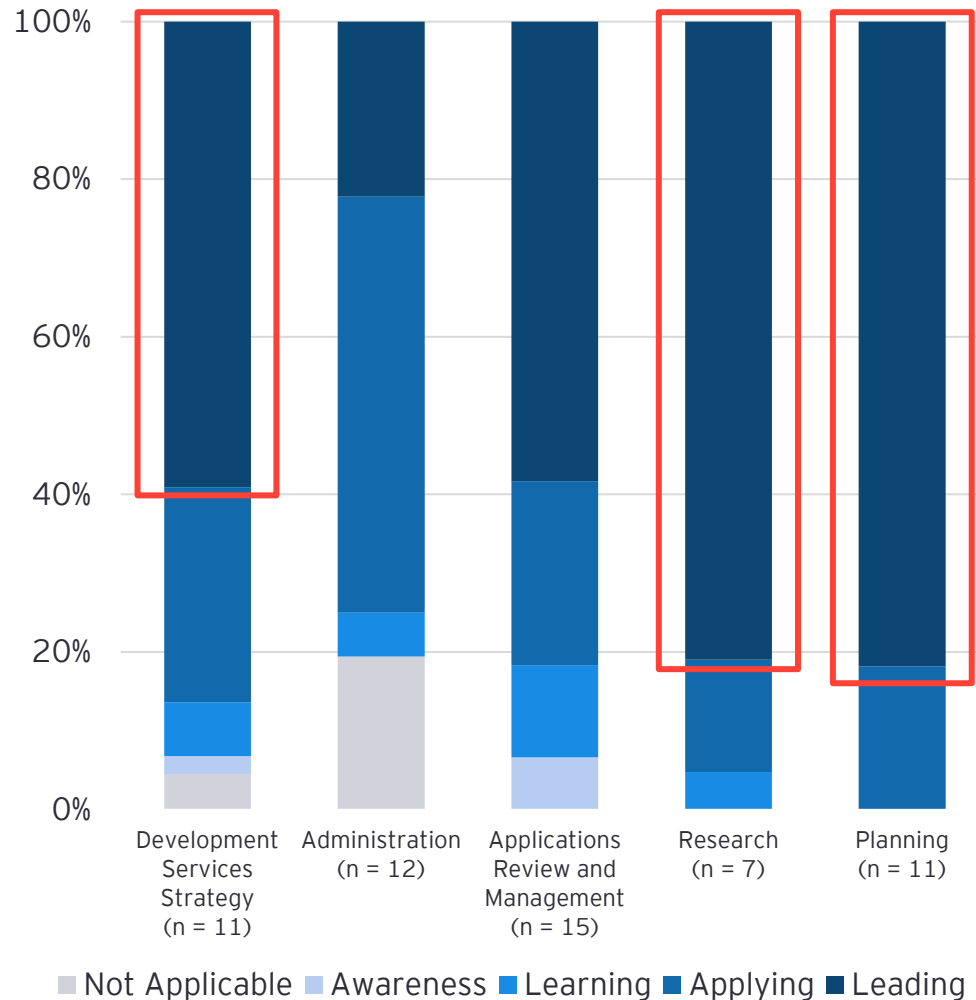
Key Observations:

- **Assessors** view their Staff as **more proficient** across most capability groups than the Staff view themselves, though they relatively align on Administration and Applications Review and Management

- For **Development Services Strategy, Research, and Planning** capability groups with Assessors view majority of the employees at an "Leading" (59%, 81%, 82, respectively) proficiency level, while fewer Staff view themselves at "Leading" (6%, 25%, 34%, respectively) proficiency level (outlined in red)

Assessor View for Staff categories:
- Development Services Strategy (n = 11)
- Administration (n = 12)
- Applications Review and Management (n = 15)
- Research (n = 7)
- Planning (n = 11)

Self-Assessment for Staff categories:
- Development Services Strategy (n = 8)
- Administration (n = 11)
- Applications Review and Management (n = 11)
- Research (n = 8)
- Planning (n = 11)

Legend: Not Applicable | Awareness | Learning | Applying | Leading

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

Time Spent Overview
Consolidated

Assessor View

Self-Assessment View

Development Services Strategy	Administration	Applications Review and Management

Research	Planning
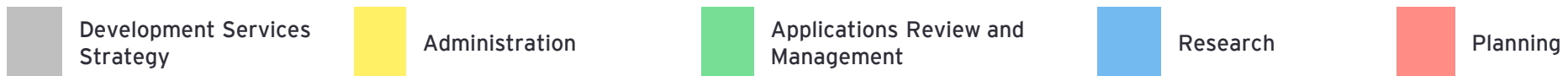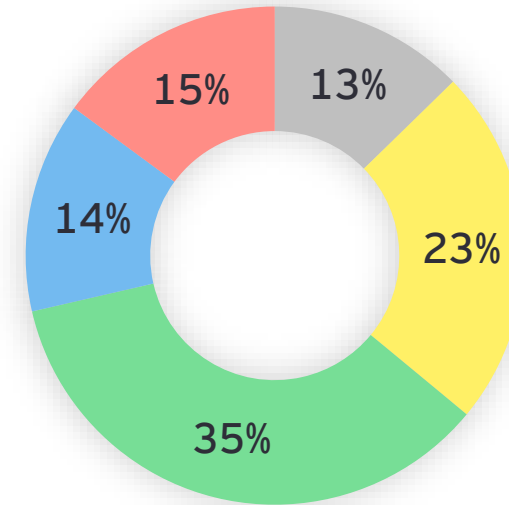
Key Observations:

▸ The Assessor View indicates that **more time is spent*** on **Development Services Strategy and Administration** than indicated in the Self-Assessment

▸ The Self-Assessment indicates that **more time is spent** on **Applications Review and Management and Research** than indicated in the Assessor View

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

EY

Time Spent by Assessment Type and Level
Development Services

Assessor View

Self-Assessment View

Manager

Assessor View (n = 3):
- 34% Development Services Strategy
- 27% Administration
- 22% Applications Review and Management
- 7% Research
- 10% Planning

Self-Assessment View (n = 2):
- 20% Development Services Strategy
- 17% Administration
- 35% Applications Review and Management
- 13% Research
- 15% Planning

Staff

Assessor View (n = 20):
- 14% Development Services Strategy
- 29% Administration
- 30% Applications Review and Management
- 12% Research
- 15% Planning

Self-Assessment View (n = 14):
- 11% Development Services Strategy
- 24% Administration
- 36% Applications Review and Management
- 14% Research
- 15% Planning

Key Observations:

- Managers seem to be spending **a significant portion of time*** on Development Services Strategy and Applications and Review Management, while Staff seems to be spending **a significant portion of time** on Administration and Applications Review and Management.
    - This indicates that core capabilities are being dispensed as expected.

- **Manager:**
    - Managers in their Self-Assessment feel they spend **more time**** on Applications Review and Management, Research, and Planning, and **less time** on Development Services Strategy and Administration than indicated by their Assessors.
    - Both assessments indicate managers are spending a **significant portion of time** on DS Strategy and Liaising and Relationship Management.
    - In addition, the Assessor View indicates that a **significant portion of time** is being spent on Administration.

- **Staff:**
    - Both assessments indicate Staff spend **a significant portion of time** on Administration and Applications Review and Management.
    - Staff in their Self-Assessment feel they spend **more time**** on Applications Review and Management, and **less** time on Administration than indicated by their Assessors.

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

Legend:
- Development Services Strategy (grey)
- Administration (yellow)
- Applications Review and Management (green)
- Research (blue)
- Planning (red)

EY
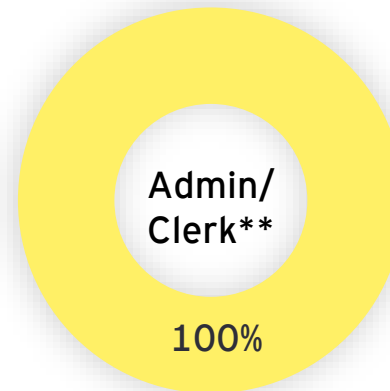
Summary
What does this mean for the Development Services division?

| Key Takeaways for Development Services |
|---|

Proficiency Distribution:

▸ Assessors view employees as **more proficient** across all identified capabilities than how employees view themselves

▸ There are **limited Managers*** that were assessed at a "Leading" proficiency level for **Research**

  ○ **Questions for PB&GM**: What could be the reason for Assessors viewing employees as more proficient than they view themselves?

  ○ The staff has been assessed at a high proficiency in capability assessments. Does this view of assessors get reflected in processes like performance management, career development, recognition, etc.?

Time Spent:

  ○ Are the managers spending time in the right place considering a substantial time spent is on Applications Review and Management ?

  ○ Where should the Managers be spending their time between Strategy and Applications Review and Management? How can they be enabled?

  ○ Staff seems to be spending considerable time on administration. Is that by design? If not, what measures can be taken to rectify it?

Opportunities for PB&GM
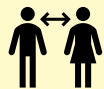
Mentoring/Alignment

▸ There is an opportunity to re-align the team on roles and responsibilities, considering there is a high degree of difference in perception for both proficiency and time spent across capabilities.

Upskilling (Structured Program)

▸ Managers: The **Research** capability group could be an important area of focus and starting point for Managers, as majority of were assessed at a "Learning" level.

Process and Role Design Review

▸ Workforce numbers and role design could be potential causes for Managers to spend more time on Applications Review and Management than expected and merits to be explored in greater detail. For staff, review of processes to optimize time spent on administration activities could be explored.
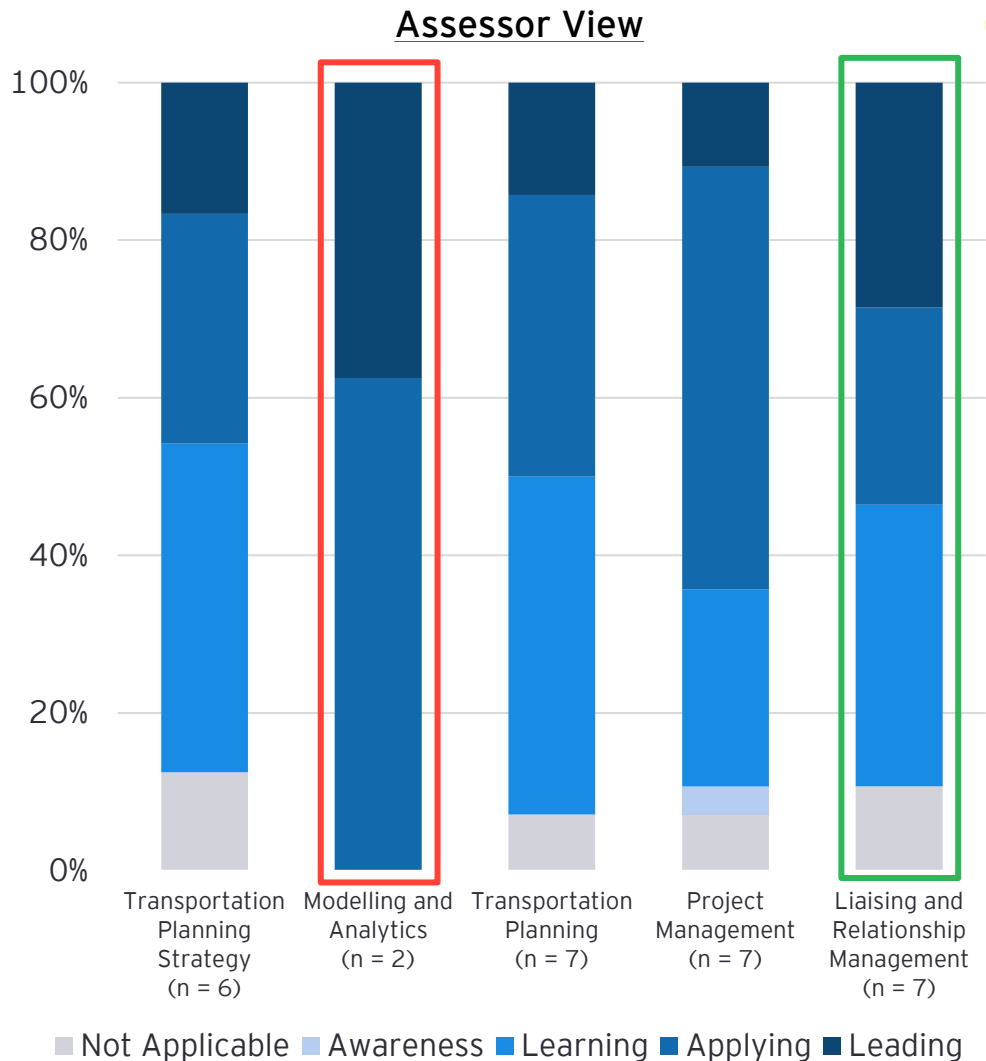
*Based on a limited sample (Assessor Views, n = 3; Self-Assessment, n =1).
**Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

EY

Transportation Planning

Proficiency Distribution Overview
Consolidated

Assessor View

Self-Assessment View

Key Observations:

▸ Assessors view proficiency as **mixed** (varied across capabilities) than reflected on Self-Assessments

▸ Assessors reported a **100% on "Leading" and "Applying" proficiency level** across Modelling and Analytics as compared to Self-Assessments with **33% on "Leading" and "Applying" proficiency level** (outlined in red)

▸ Assessors view proficiency as **more distributed** across levels of Liaising and Relationship Management, while Self-Assessments **centralize** around "Applying" proficiency level (67%; outlined in green)
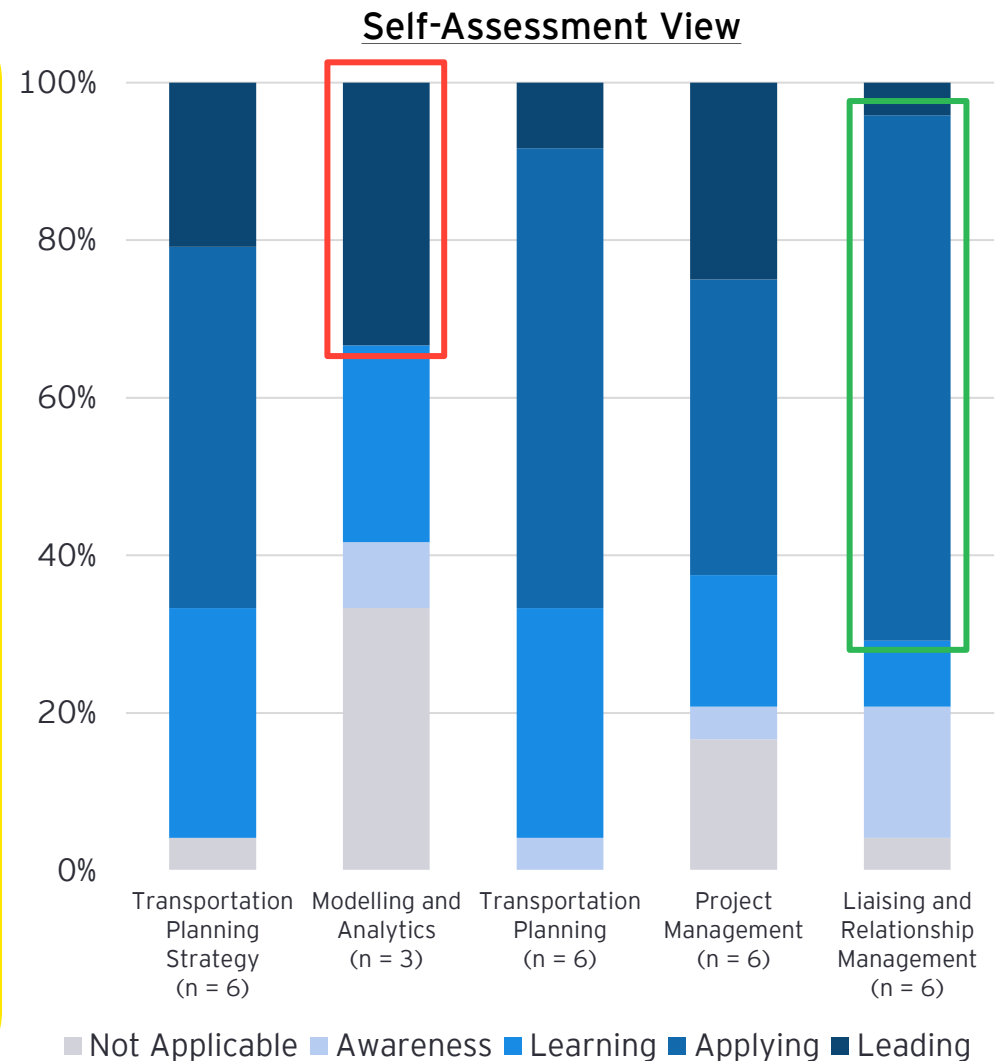
Legend: Not Applicable ▪ Awareness ▪ Learning ▪ Applying ▪ Leading

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

Proficiency Distribution by Level
Assessor View

Assessor View (Overall)

Assessor View for Manager
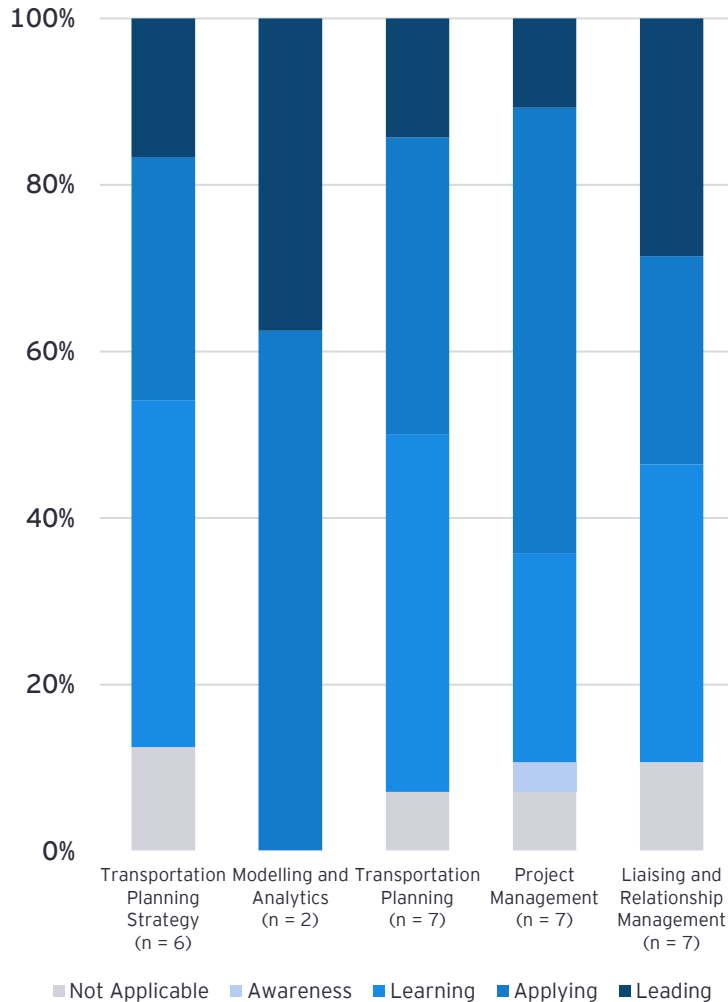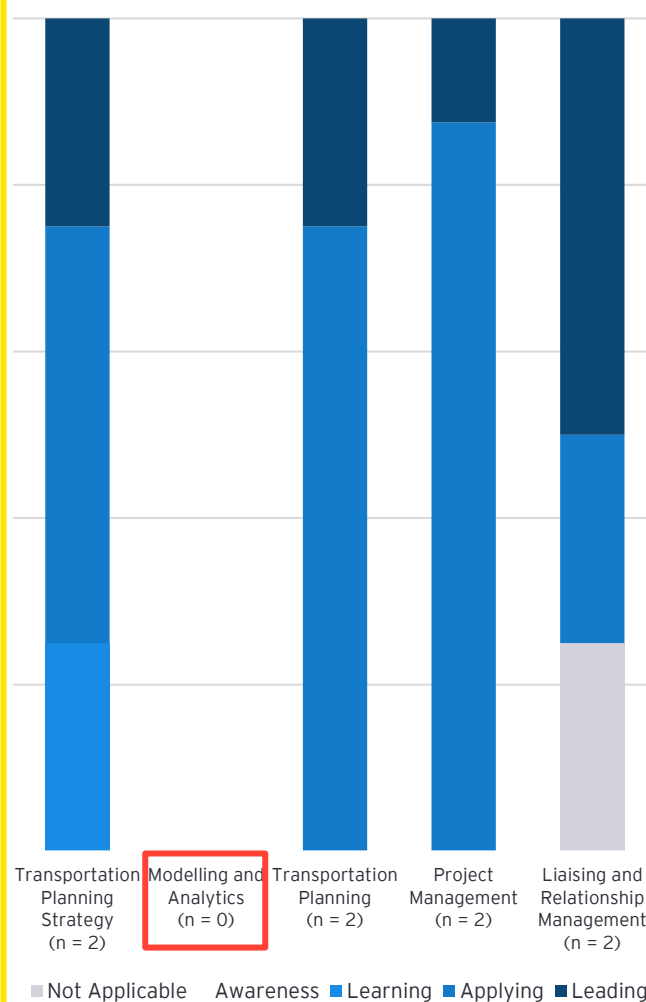
Assessor View for Staff

Key Observations:

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

▸ For Modelling and Analytics, proficiency is required only at the staff level which seems to be present. PB&GM may benefit by developing additional proficiency in this at staff level to mitigate risk arising out of possible attrition (if any)

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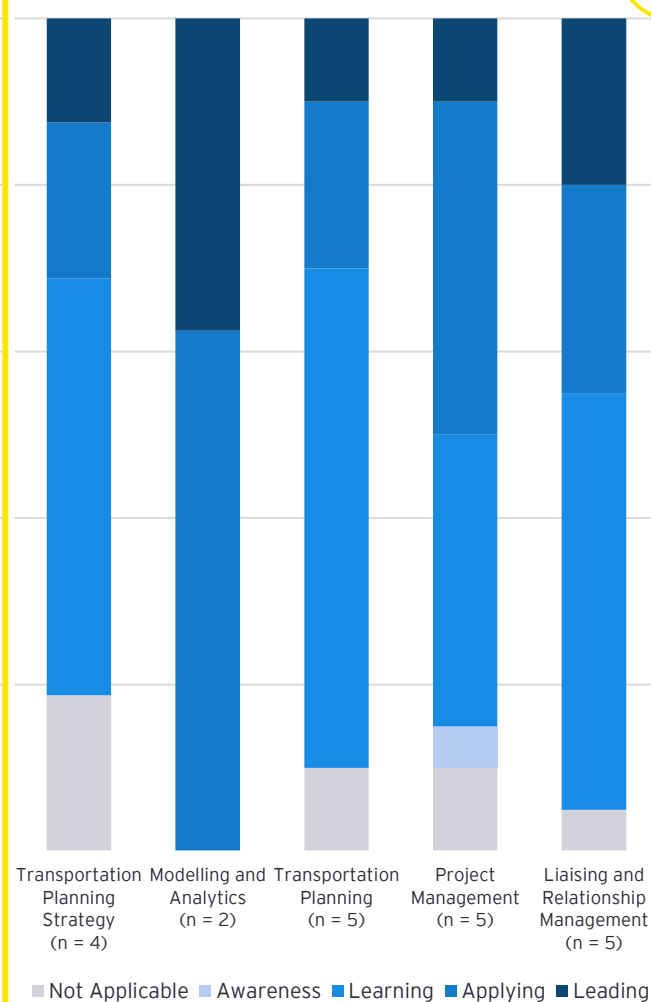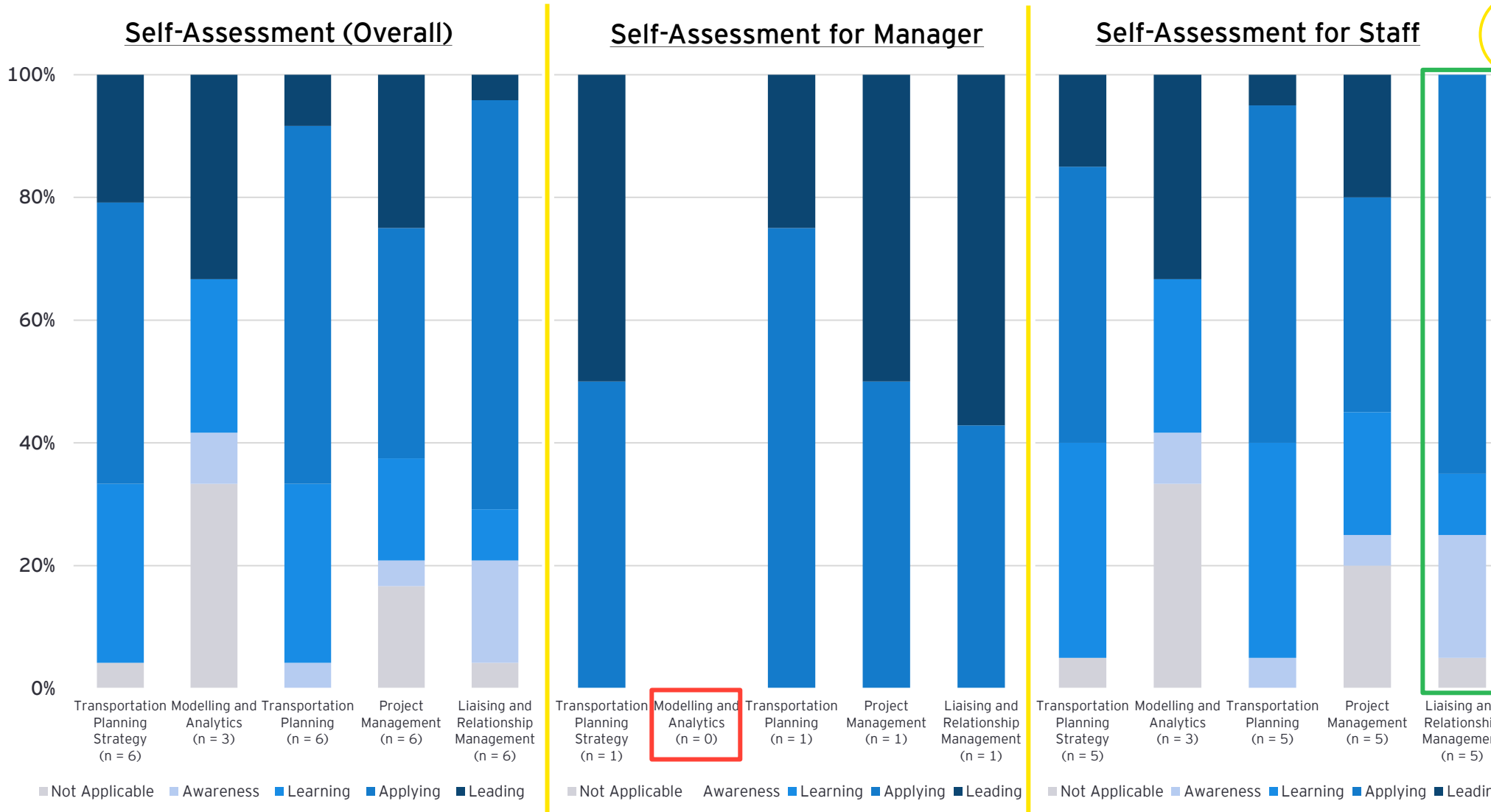
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed). Based on data from a limited population (i.e., Transportation Planning division), and thus may not be fully representative or generalizable.

Proficiency Distribution by Level
Self-Assessment View

Key Observations:

- **Managers*** generally assess themselves at a **higher proficiency level** across all of the capability groups than Staff, with the exception of Modelling and Analytics (outlined in red)

- **No Staff** assess themselves as having a **"Leading"** proficiency level on Liaising and Relationship Management capability group (outlined in green)
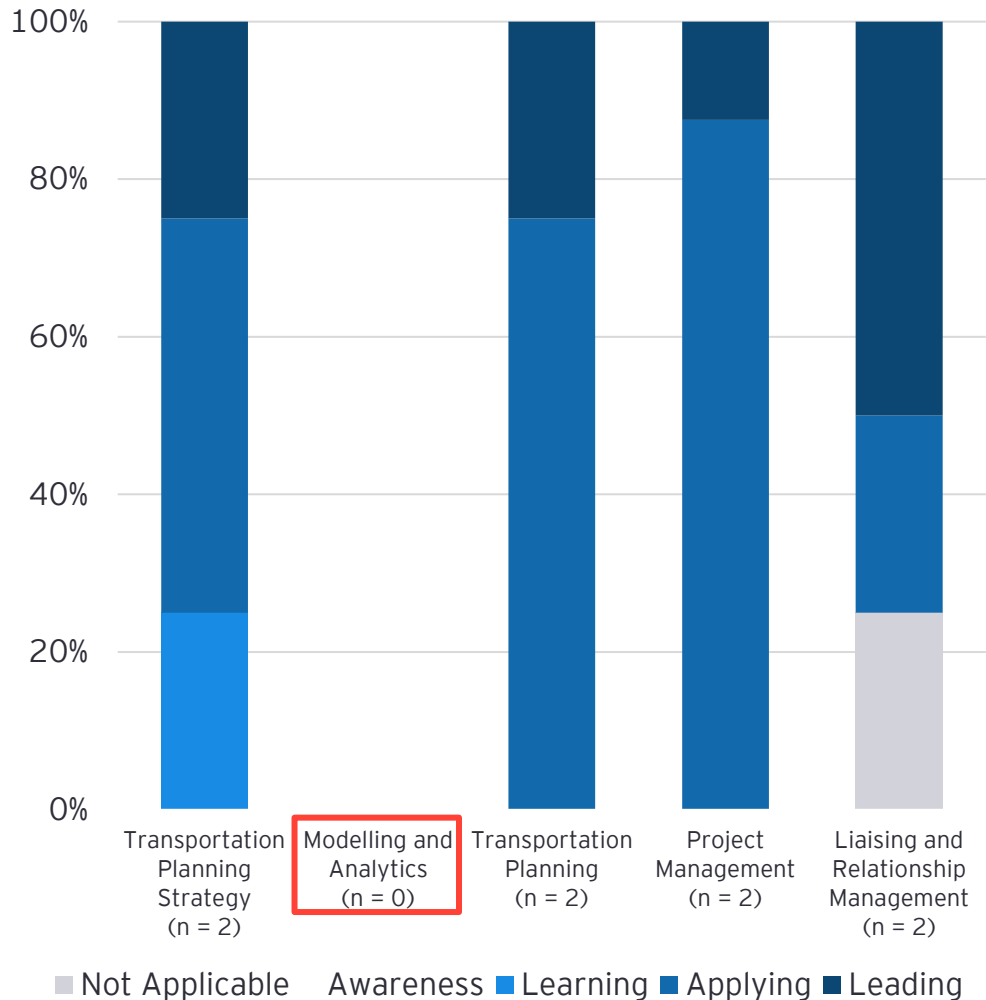
*based on data for one Manager, and thus may not be representative

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

Proficiency Distribution for Managers
Assessor and Self-Assessment View
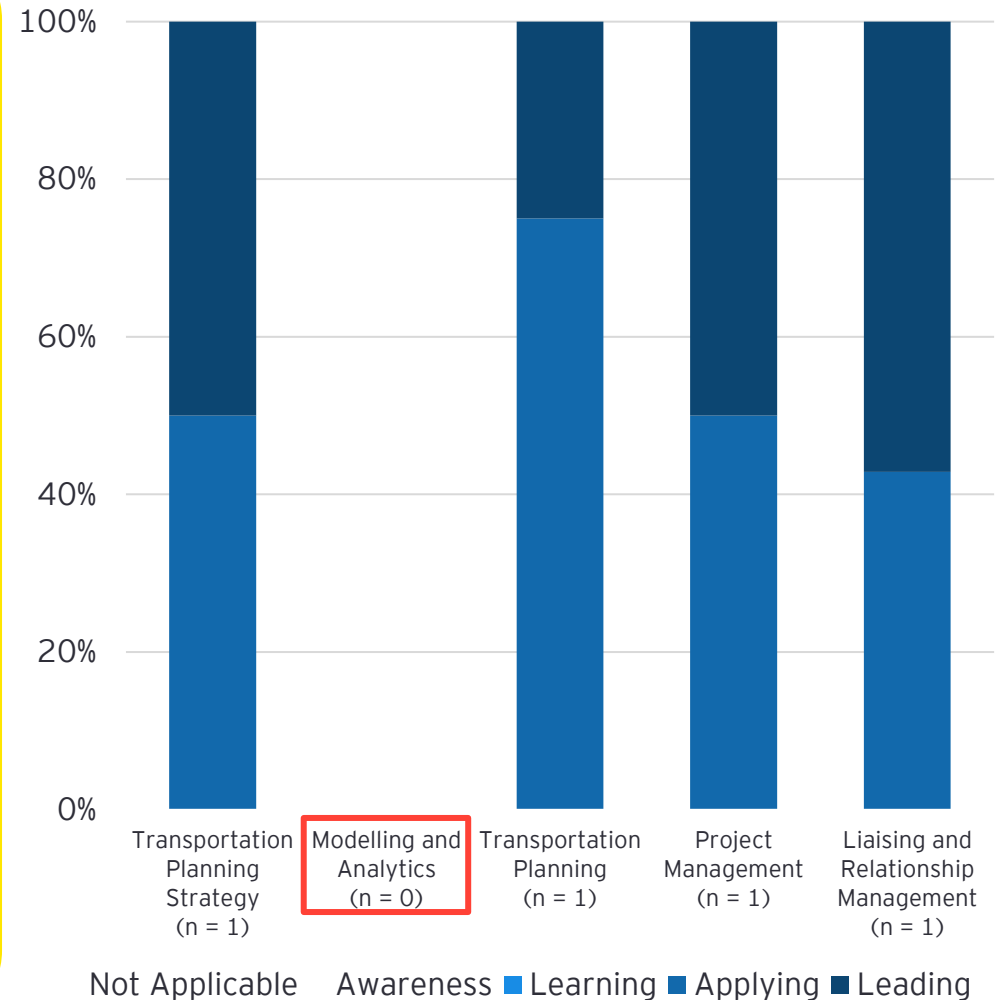

Assessor View for Manager

Self-Assessment for Manager

Key Observations:

▸ **Managers*** view themselves at a **higher proficiency level** across capability groups than their Assessors view them, though they relatively align on Transportation Planning

▸ **No Managers** have any level of proficiency on the Modelling and Analytics capability group (outlined in red). Based on discussions, we understand this capability is not required at the Manager level

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

Assessor View categories (x-axis): Transportation Planning Strategy (n = 2), Modelling and Analytics (n = 0), Transportation Planning (n = 2), Project Management (n = 2), Liaising and Relationship Management (n = 2)

Self-Assessment categories (x-axis): Transportation Planning Strategy (n = 1), Modelling and Analytics (n = 0), Transportation Planning (n = 1), Project Management (n = 1), Liaising and Relationship Management (n = 1)

Legend: ☐ Not Applicable ◼ Awareness ◼ Learning ◼ Applying ◼ Leading

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

EY

Proficiency Distribution for Staff
## Assessor and Self-Assessment View

Assessor View for Staff

Self-Assessment for Staff
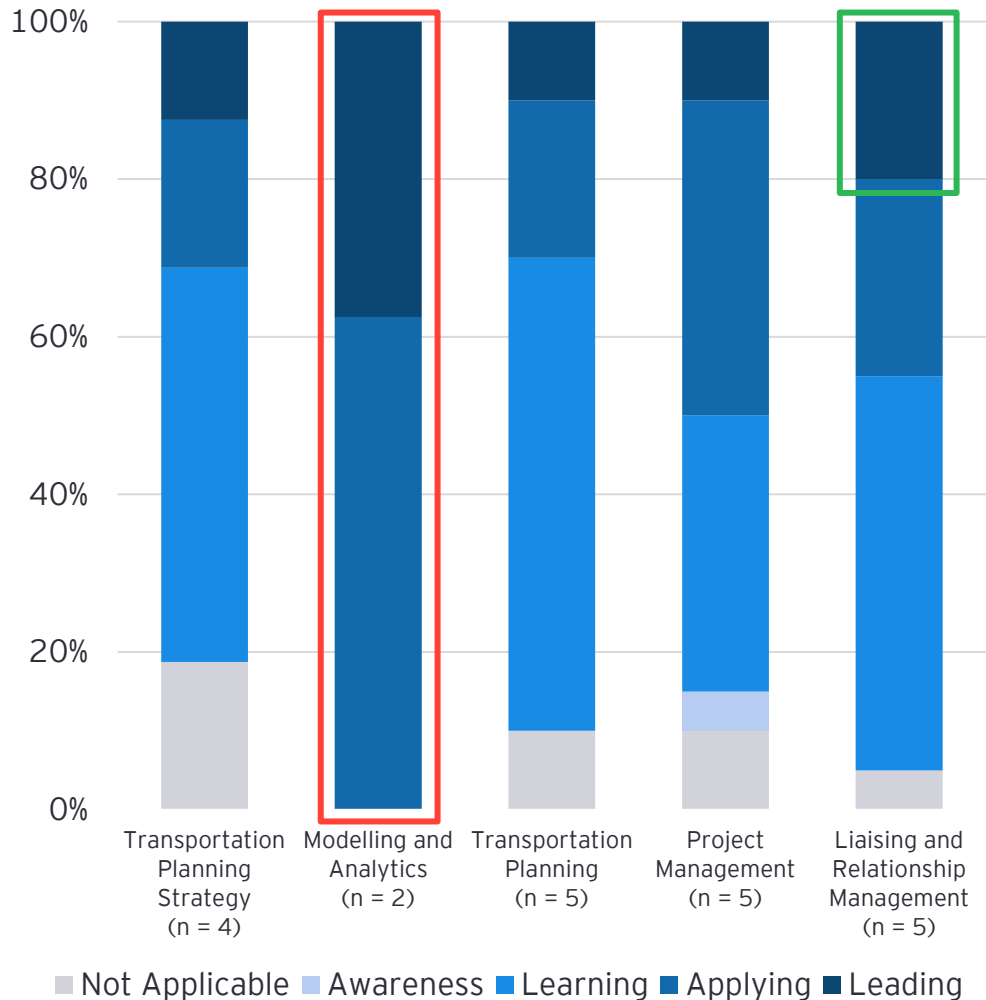
Key Observations:

▸ **Staff** view themselves at a **higher proficiency level** on Transportation Planning Strategy and Transportation Planning, **aligned** on Project Management, and at a **lower proficiency level** on Modelling and Analytics and Liaising and Relationship Management as compared to how their Assessors view them

▸ For **Modelling and Analytics** (outlined in red) **and Liaising and Relationship Management** (outlined in green) capability group, Assessors view the Staff as more proficient than Staff view themselves. This indicates a potential opportunity to explore and provide further development support
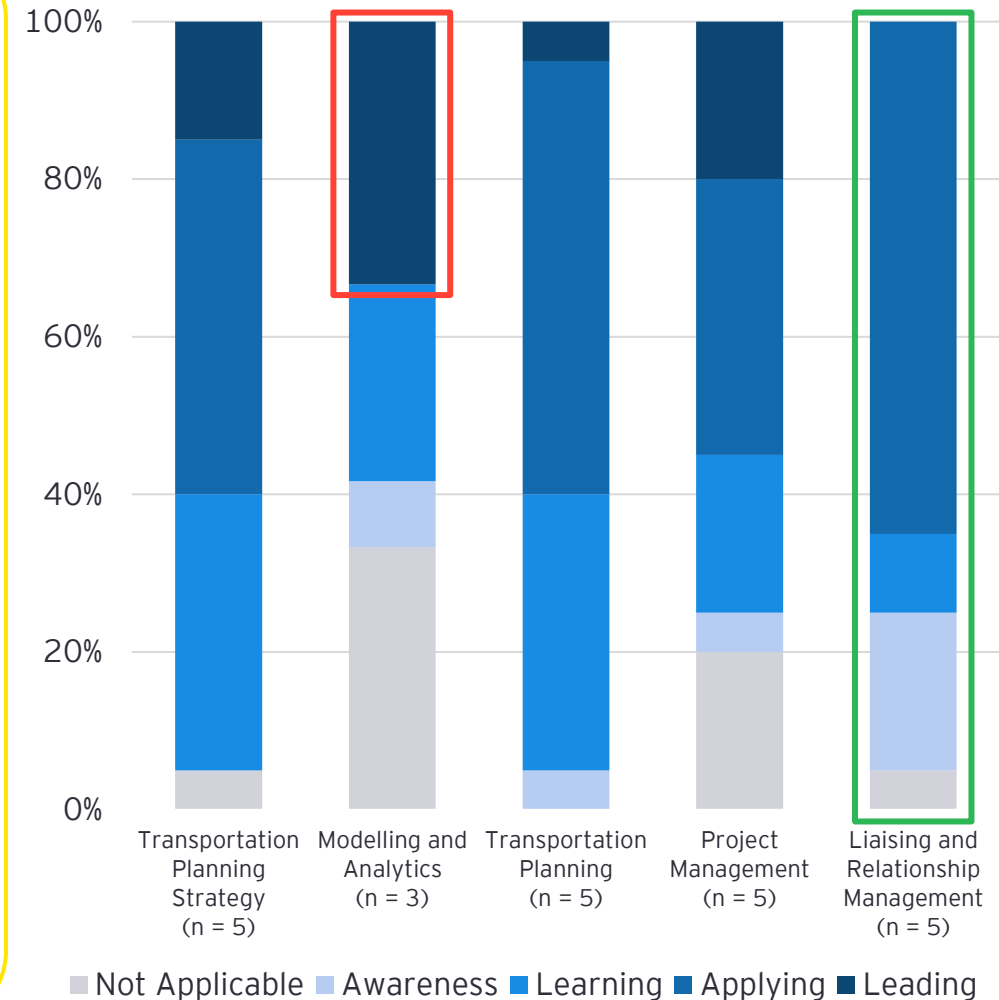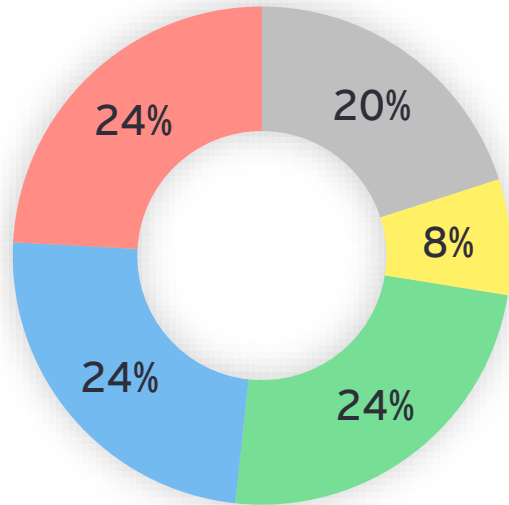
Assessor View categories: Transportation Planning Strategy (n = 4), Modelling and Analytics (n = 2), Transportation Planning (n = 5), Project Management (n = 5), Liaising and Relationship Management (n = 5)

Self-Assessment categories: Transportation Planning Strategy (n = 5), Modelling and Analytics (n = 3), Transportation Planning (n = 5), Project Management (n = 5), Liaising and Relationship Management (n = 5)

Legend: ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

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

Page 40

Capability Assessment Time Spent Overview
Transportation Planning

Assessor View

Self-Assessment
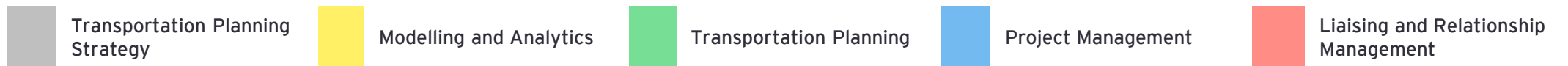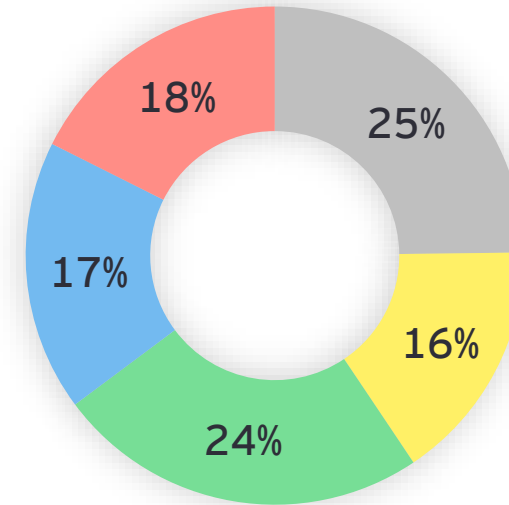
- Transportation Planning Strategy (grey)
- Modelling and Analytics (yellow)
- Transportation Planning (green)
- Project Management (blue)
- Liaising and Relationship Management (red)

Key Observations:

‣ The Assessor View indicates that **more time is spent*** on **Project Management and Liaising and Relationship Management** than indicated in the Self-Assessment

‣ The Self-Assessment indicates that **more time is spent** on **Transportation Planning Strategy and Modelling and Analytics** than indicated in the Assessor View

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

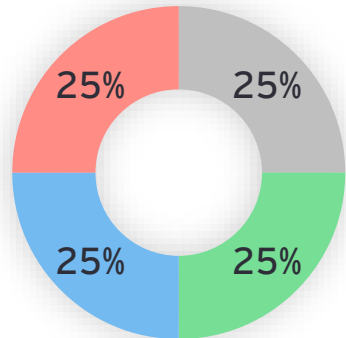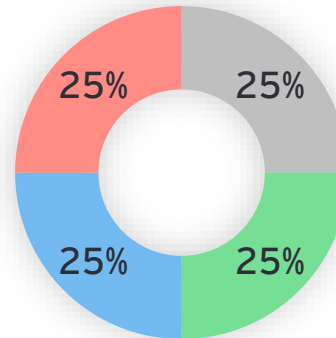# Time Spent by Assessment Type and Level
Transportation Planning

BRAMPTON

Assessor View

Self-Assessment View

Key Observations:

Manager

Manager (Assessor View) — donut chart:
- 25% Transportation Planning Strategy (grey)
- 25% Transportation Planning (green)
- 25% Project Management (blue)
- 25% Liaising and Relationship Management (red)

(n = 2)

Manager (Self-Assessment View) — donut chart:
- 25% Transportation Planning Strategy (grey)
- 25% Transportation Planning (green)
- 25% Project Management (blue)
- 25% Liaising and Relationship Management (red)

(n = 1)

Staff

Staff (Assessor View) — donut chart:
- 17% Transportation Planning Strategy (grey)
- 11% Modelling and Analytics (yellow)
- 24% Transportation Planning (green)
- 24% Project Management (blue)
- 24% Liaising and Relationship Management (red)

(n = 5)

Staff (Self-Assessment View) — donut chart:
- 25% Transportation Planning Strategy (grey)
- 19% Modelling and Analytics (yellow)
- 24% Transportation Planning (green)
- 16% Project Management (blue)
- 16% Liaising and Relationship Management (red)
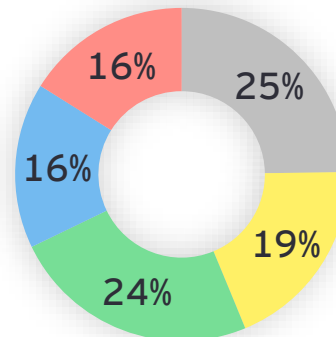
(n = 5)

‣ Managers seem to be spending **equal amount of time** across capabilities (with the exception of Modelling and Analytics), while Staff seems to be spending **a significant portion of time*** on Transportation Planning
   o This indicates that work is being done at the appropriate level

‣ **Manager:**
   o There is **alignment** between Assessors and Managers on time spent across capabilities
   o However, no time is being spent on Modelling and Analytics by Managers (though this is expected)

‣ **Staff:**
   o Both assessments indicate Staff spend **a significant portion of time** on Transportation Planning
   o In addition, the Assessor View indicates **a significant portion of time** is being spent on Project Management and Liaising and Relationship Management, while Staff in their Self-Assessment indicate they spent **a significant portion of time** on Transportation Planning Strategy
   o Staff in their Self-Assessment feel they spend **more time**** on Modelling and Analytics than their Assessors indicate

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

Legend:
- Transportation Planning Strategy (grey)
- Modelling and Analytics (yellow)
- Transportation Planning (green)
- Project Management (blue)
- Liaising and Relationship Management (red)

EY

What does this mean for the Transportation Planning division?

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Key Takeaways for Transportation Planning

Proficiency Distribution:

▸ Assessors view employees proficiency as **mixed** (varied across capabilities) in comparison to Self-Assessments

▸ There are limited staff with expertise in **Modelling and Analytics**, indicating a potential risk if there is a Staff separation from the City

▸ There are **minimal Staff** that were assessed at a "Leading" proficiency level for **Liaising and Relationship Management**

    ○ **Questions for PB&GM**: What could be causing this (e.g., lack of leadership, insufficient training resources, etc.)?

    ○ Even though Managers may not require any level of proficiency in Modelling and Analytics, should there be other Staff that have this capability?

Time Spent:

▸ The Assessor View indicates that **more time is spent*** on Project Management and Liaising and Relationship Management and **less time is spent** on Transportation Planning Strategy and Modelling and Analytics than indicated in the Self-Assessment

    ○ **Question for PB&GM**: Where should the Staff be spending their time? How can they be enabled?

Opportunities for PB&GM
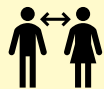
Mentoring/On-the-Job Training

▸ There is an opportunity to mentor and informally train Staff "on-the-job" to develop capabilities that are already developed by their Managers or colleagues across divisions (e.g., **Liaising and Relationship Management**).

Upskilling (Structured Program)

▸ Staff: In addition to this, Liaising and Relationship Management and Transportation Planning has many Staff at lower proficiency levels, indicating scope for upskilling. In addition, Modelling and Analytics could be another area to be explored.

Process and Role Design Review

▸ Higher time spent by Staff on the Transportation Planning Strategy and Liaising and Relationship Management indicates a potential to review to the key responsibilities of the Staff. This could ensure effective distribution of time between strategy and day-to-day work.

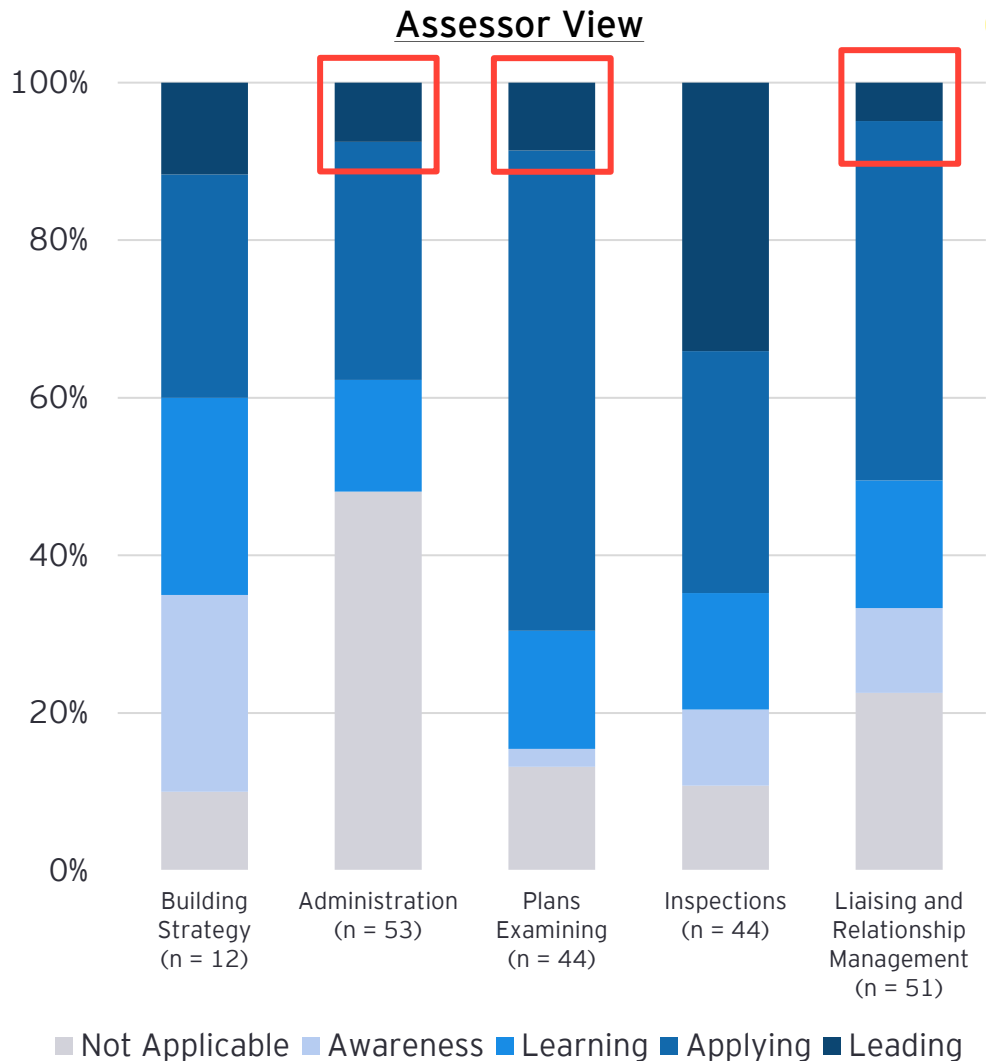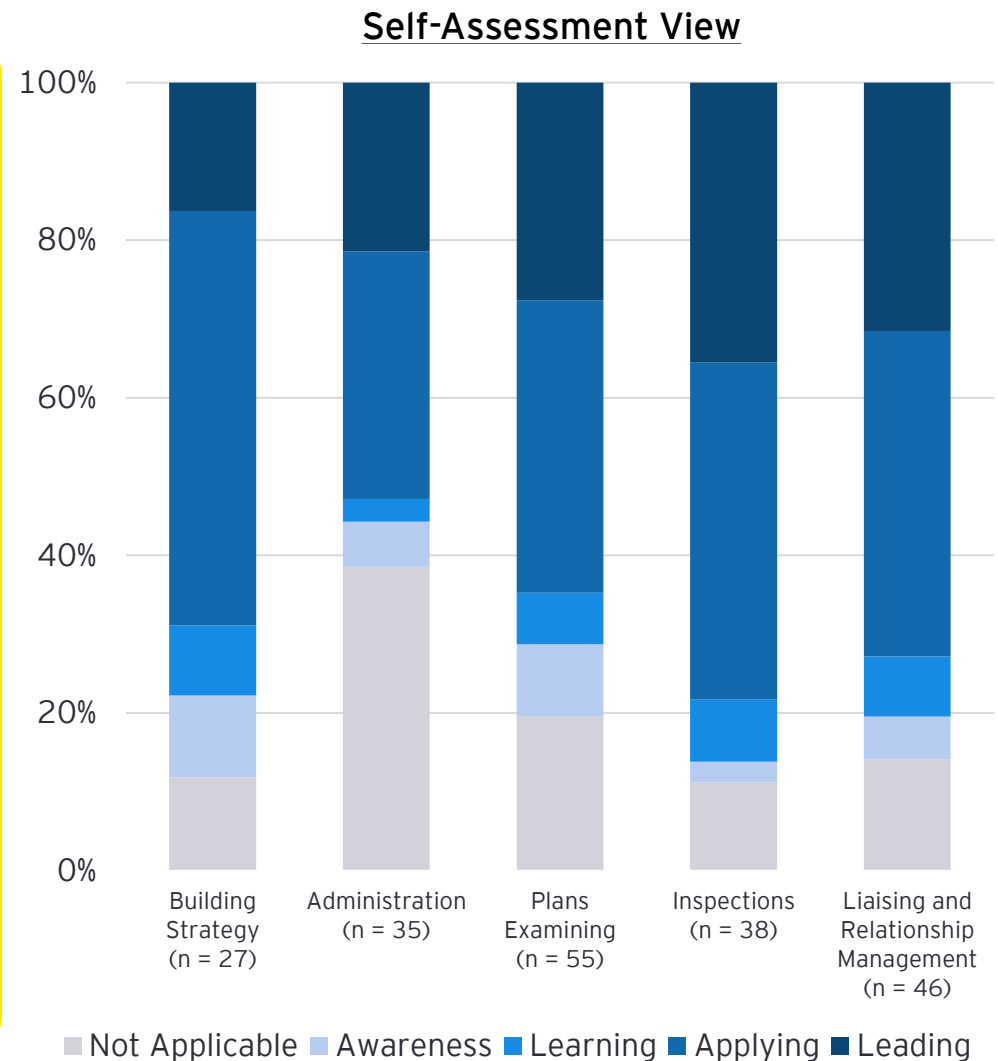▸ The process flow could also be looked at to further increase overall efficiencies.

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

EY

Building

Proficiency Distribution Overview
Consolidated

Assessor View

Self-Assessment View

Key Observations:

▸ Employees view themselves as more proficient on identified capabilities than Assessors view them

▸ While the Self-Assessment indicates majority of population at "Leading" and "Applying" proficiency levels, Assessor view differs with lesser population classified as **"Leading"** proficiency (outlined in red) especially on three capability groups (i.e., Administration, Plans Examining, and Liaising and Relationship Management)

Legend: ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

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

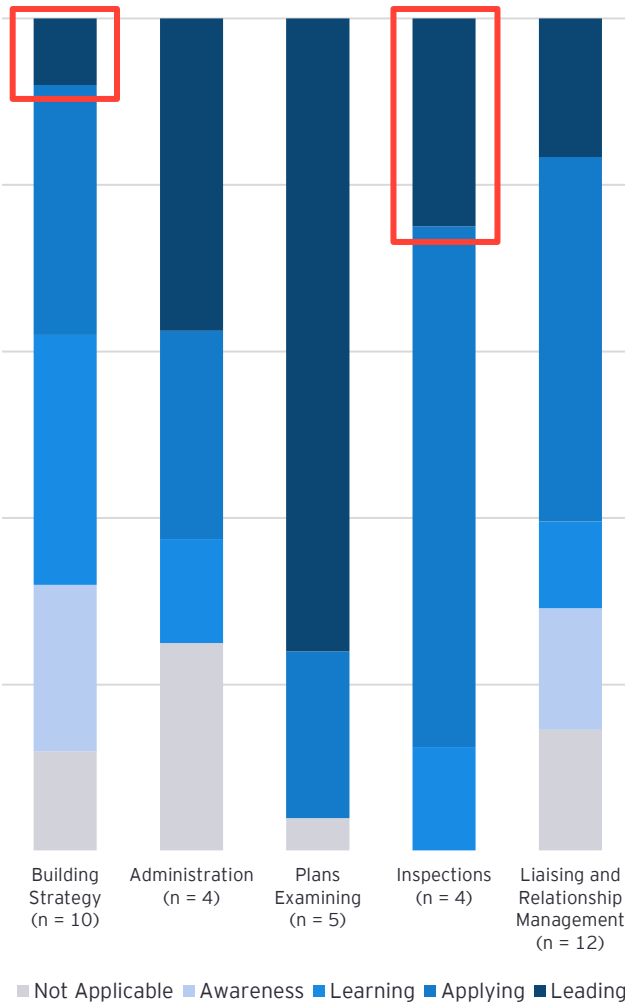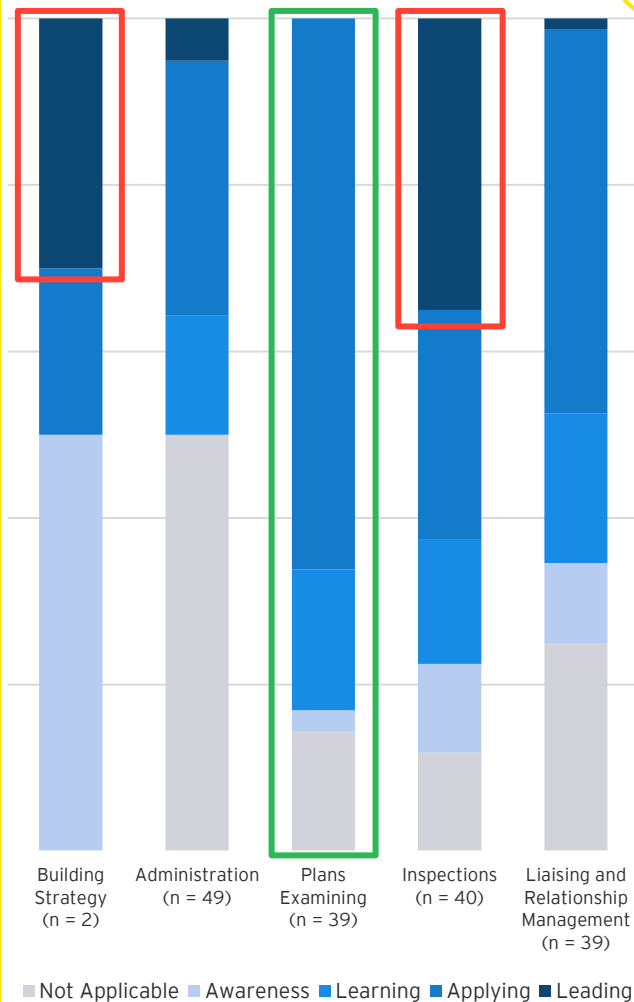# Proficiency Distribution by Level
Assessor View

BRAMPTON

Assessor View (Overall) | **Assessor View for Manager** | **Assessor View for Staff**
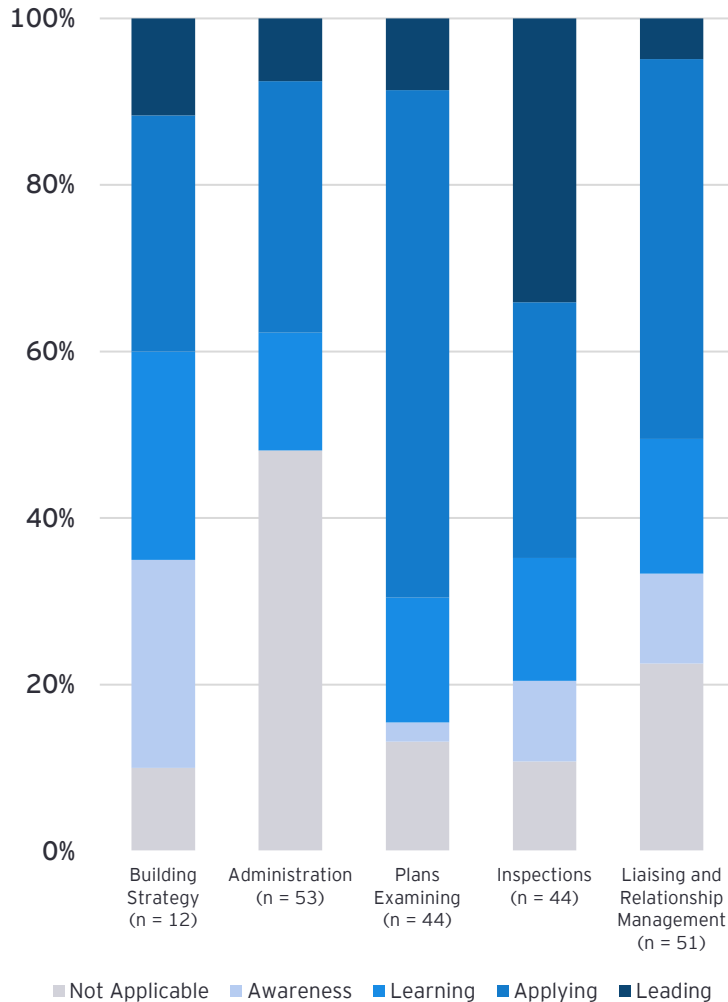
Key Observations:

- Assessors generally assess **Managers** as **more proficient** than staff across all of the capability groups. This is expected as Managers are expected to have higher expertise across most capabilities.

- A **higher proportion** of Staff, than Managers, were assessed as **"Leading"** for Building Strategy* and Inspections capability groups (outlined in red)

- **No Staff** were assessed as **"Leading" for Plans Examining**, indicating a potential **upskilling opportunity** (outlined in green)

Not Applicable · **Awareness** · **Learning** · **Applying** · **Leading**
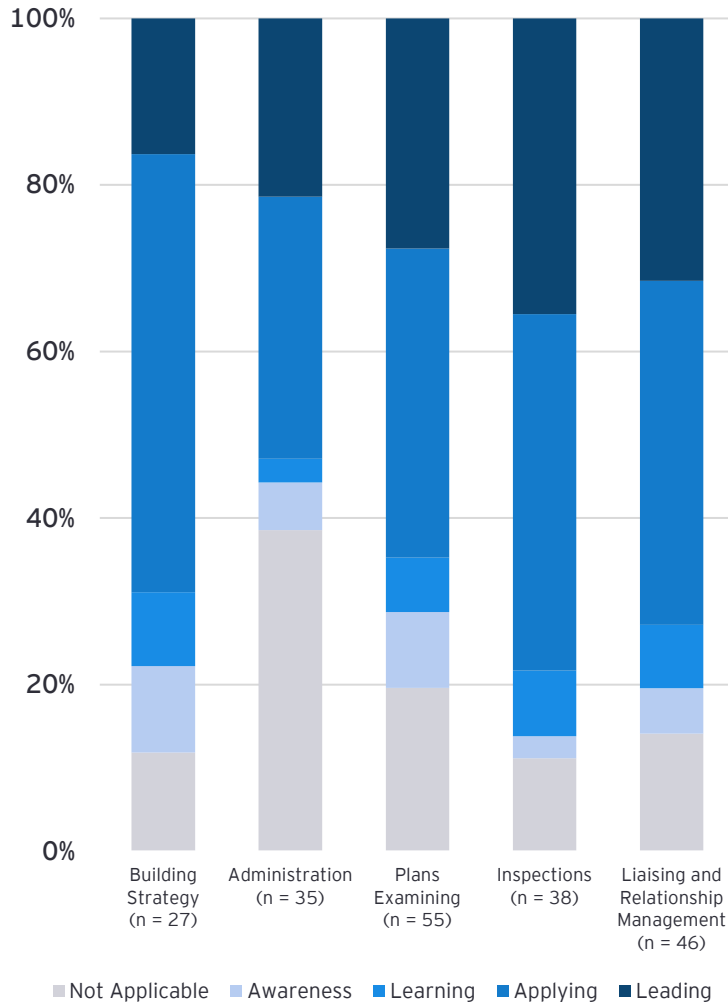
Notes: n = # of respondents assessed for that specific capability group (i.e., selected as relevant to role being assessed).

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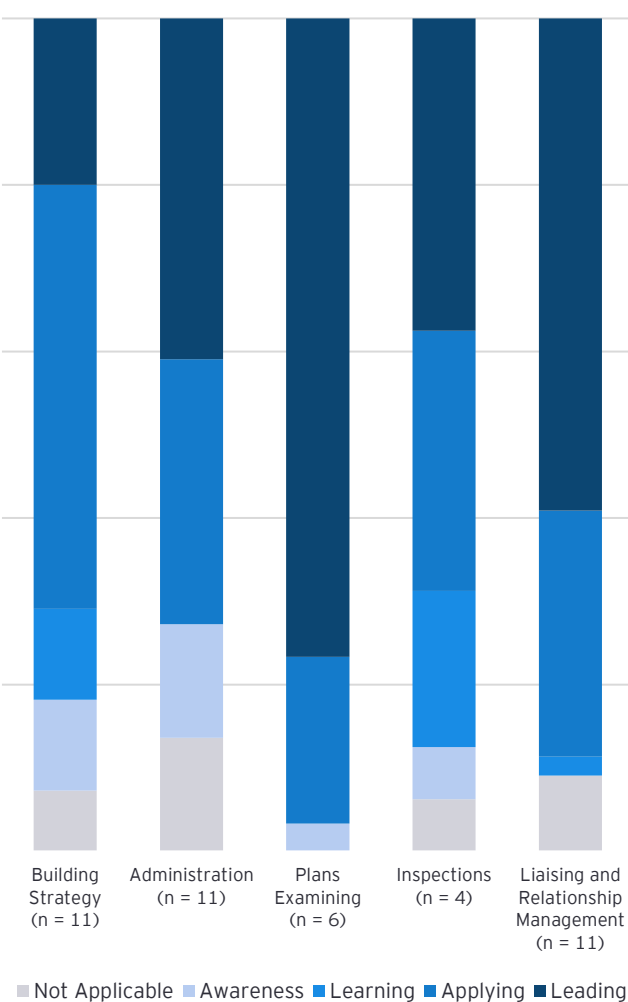*based on data from two Staff, and thus may not be representative
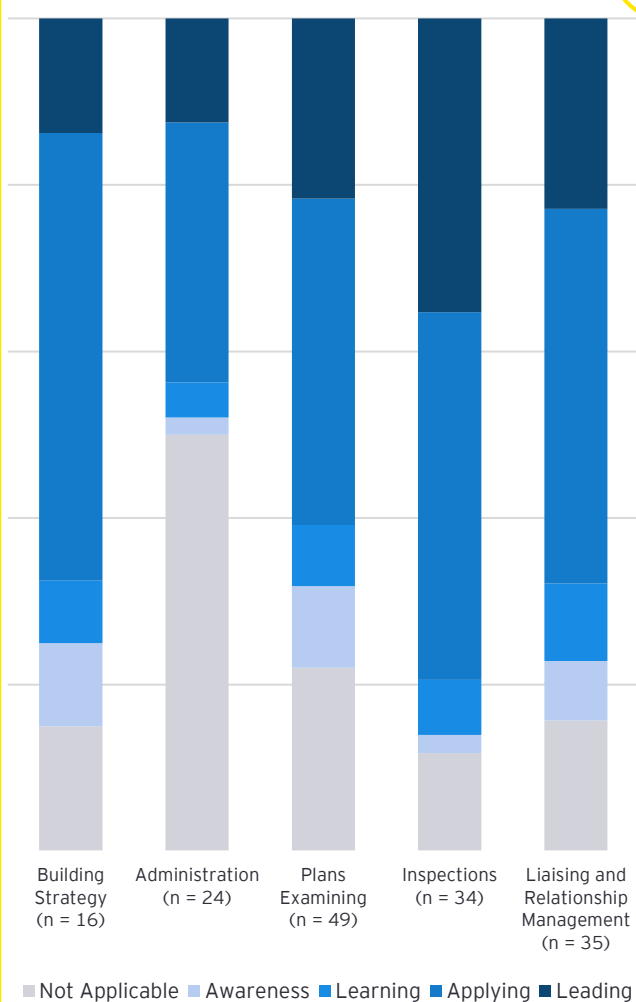
EY

Proficiency Distribution by Level
Self-Assessment View

Self-Assessment View (Overall)

Self-Assessment View for Manager

Self-Assessment View for Staff

Legend (all three charts): Not Applicable, Awareness, Learning, Applying, Leading

Overall categories: Building Strategy (n = 27), Administration (n = 35), Plans Examining (n = 55), Inspections (n = 38), Liaising and Relationship Management (n = 46)

Manager categories: Building Strategy (n = 11), Administration (n = 11), Plans Examining (n = 6), Inspections (n = 4), Liaising and Relationship Management (n = 11)

Staff categories: Building Strategy (n = 16), Administration (n = 24), Plans Examining (n = 49), Inspections (n = 34), Liaising and Relationship Management (n = 35)
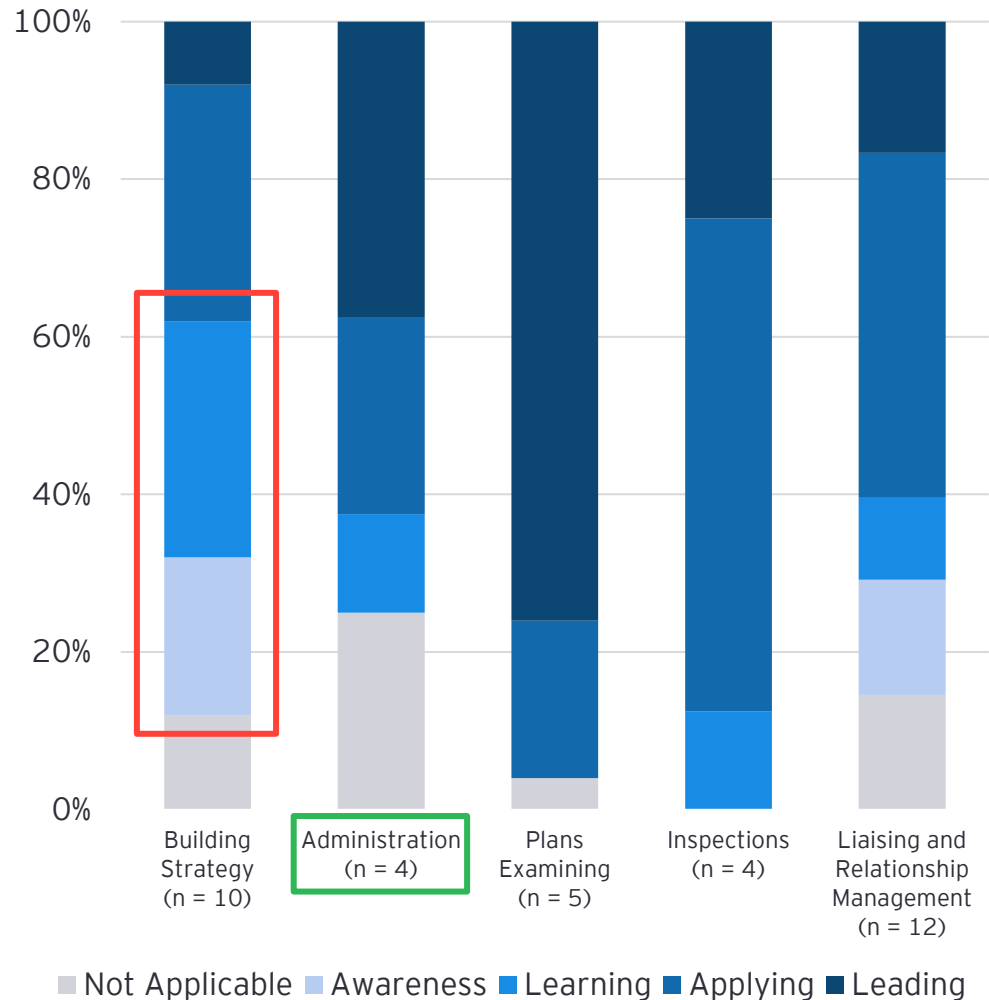
Key Observations:

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

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

EY

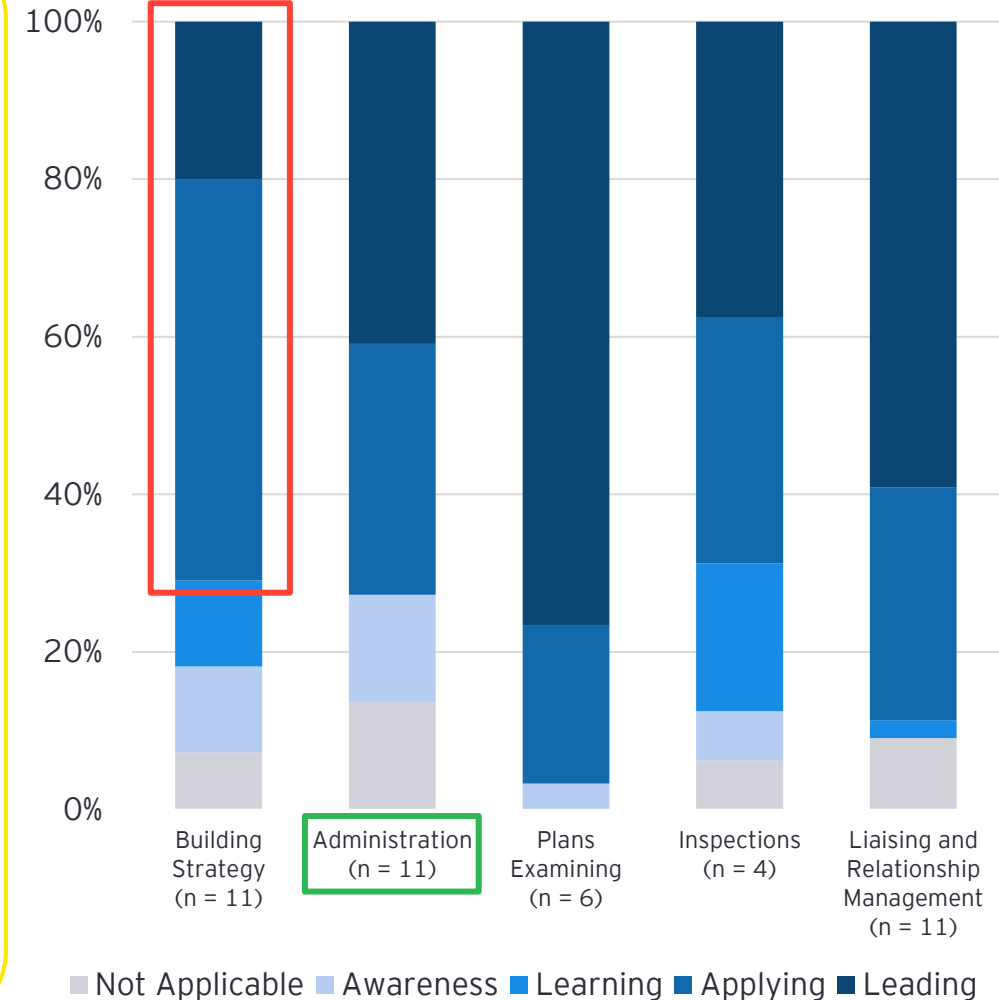# Proficiency Distribution for Managers
Assessor and Self-Assessment View

Assessor View for Manager

Self-Assessment View for Manager

Key Observations:

- **Managers** view themselves as **more proficient** across most capability groups than their Assessors view them, with high alignment on Administration and Plans Examining

- For **Building Strategy** capability group, Assessors view majority of their direct reports at an "Awareness" (20%) or "Learning" (30%) proficiency level, while majority of Managers view themselves at an either "Applying" (51%) or "Leading" (20%) proficiency level (outlined in red). This indicates a possible opportunity for discussion and alignment on expectations

- Assessors report **Administration as less applicable** (n = 4) to a Manager's role than Managers report (n = 11; outlined in green)

Assessor View categories: Building Strategy (n = 10), Administration (n = 4), Plans Examining (n = 5), Inspections (n = 4), Liaising and Relationship Management (n = 12)

Self-Assessment View categories: Building Strategy (n = 11), Administration (n = 11), Plans Examining (n = 6), Inspections (n = 4), Liaising and Relationship Management (n = 11)

Legend: ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

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

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EY

Proficiency Distribution for Staff
Assessor and Self-Assessment View

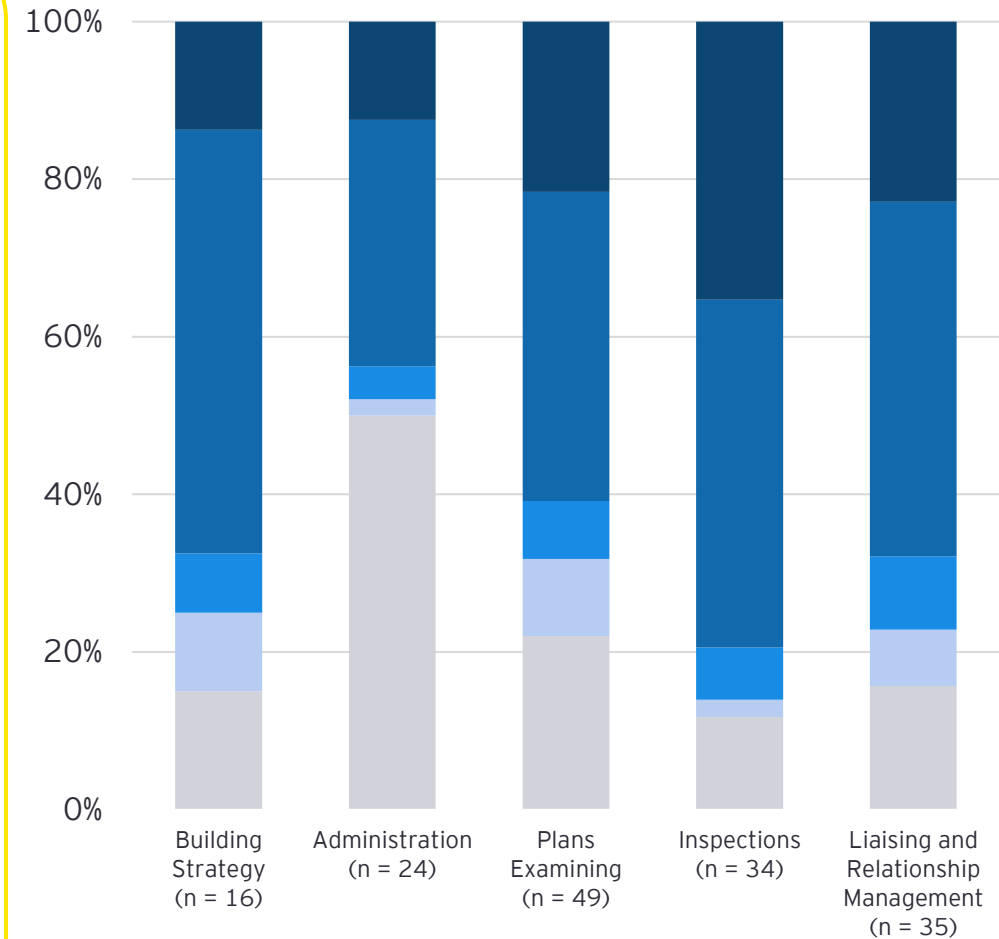**Assessor View for Staff**

Self-Assessment View for Staff
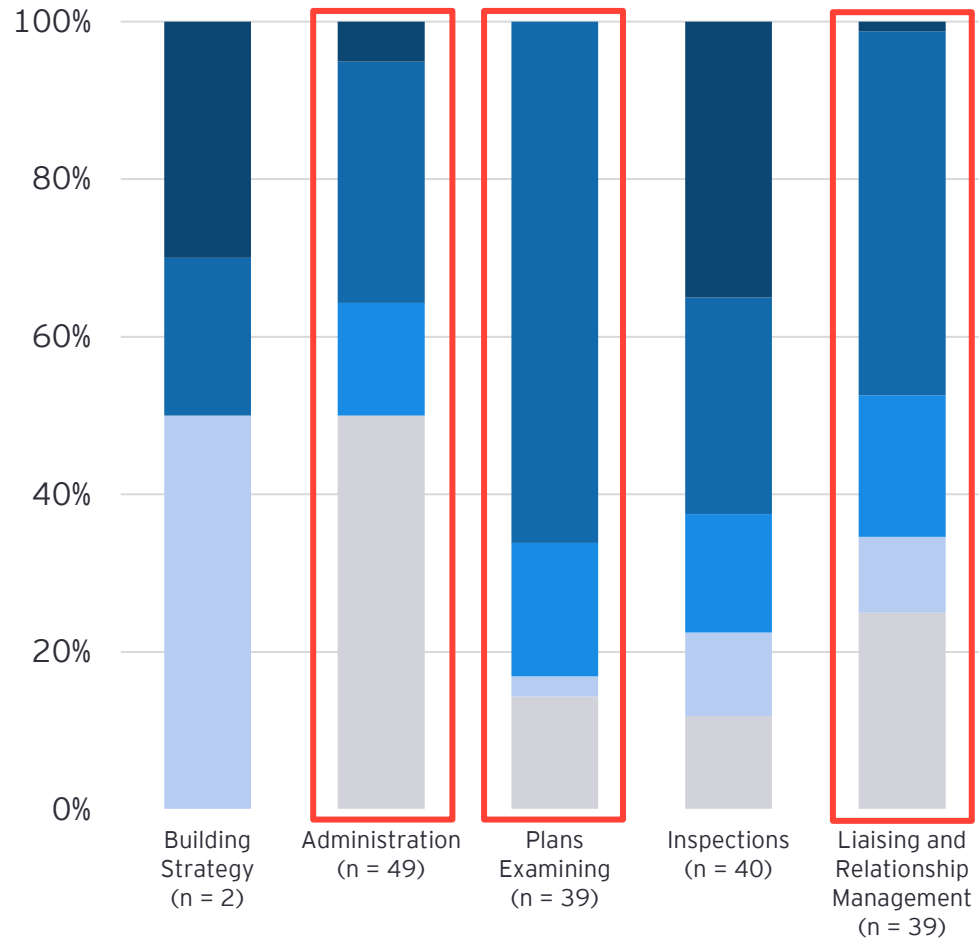
Key Observations:

▸ **Staff** view themselves as **more proficient** across three capability groups (i.e., Administration, Plans Examining, and Liaising and Relationship Management) than how their Assessors view them

▸ Assessors view **<5%** of Staff at a **"Leading"** proficiency level across the above mentioned three capability groups, indicating a potential **upskilling opportunity** (outlined in red)

Legend (Assessor View): ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

Legend (Self-Assessment View): ■ Not Applicable ■ Awareness ■ Learning ■ Applying ■ Leading

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

EY

Time Spent Overview
Consolidated

Assessor View

- 5% Building Strategy
- 17% Administration
- 26% Plans Examining
- 40% Inspections
- 12% Liaising and Relationship Management

Self-Assessment View

- 8% Building Strategy
- 18% Administration
- 32% Plans Examining
- 26% Inspections
- 16% Liaising and Relationship Management

Legend:
- ■ Building Strategy
- ■ Administration
- ■ Plans Examining
- ■ Inspections
- ■ Liaising and Relationship Management
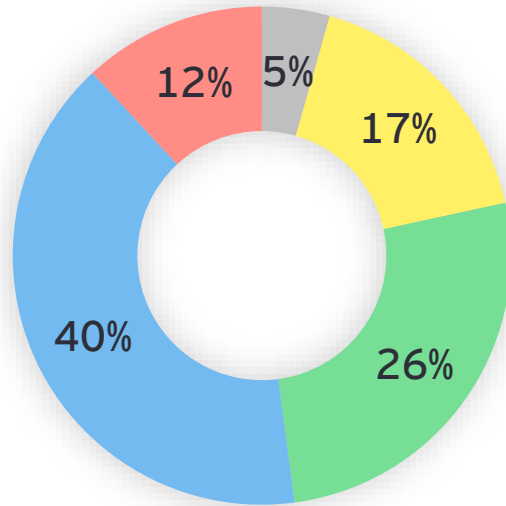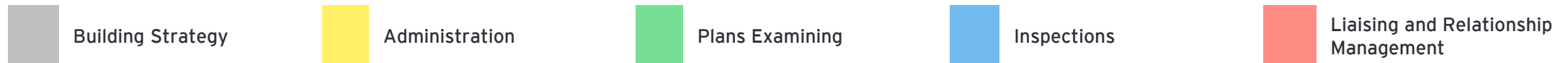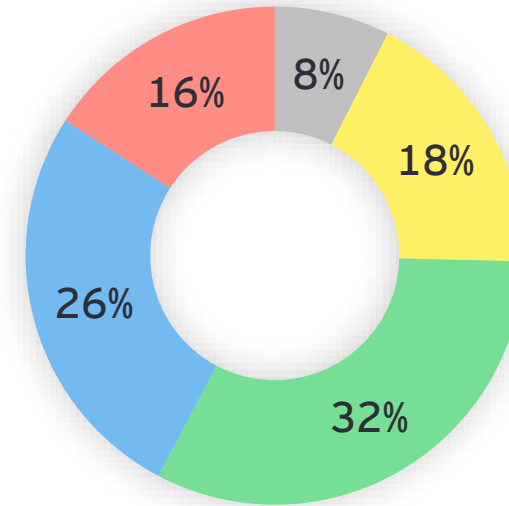
Key Observations:

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

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

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

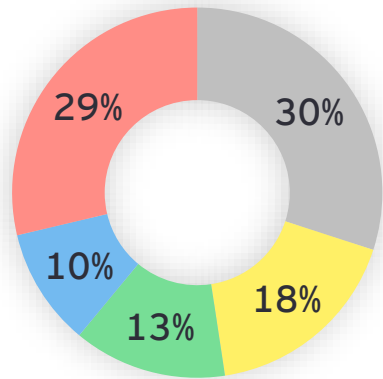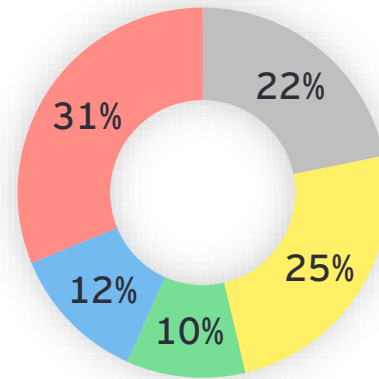# Time Spent by Assessment Type and Level
Building

BRAMPTON

Assessor View

Self-Assessment View

Manager

Assessor View (n = 14):
- 30% Building Strategy
- 18% Administration
- 13% Plans Examining
- 10% Inspections
- 29% Liaising and Relationship Management

Self-Assessment View (n = 14):
- 22% Building Strategy
- 25% Administration
- 10% Plans Examining
- 12% Inspections
- 31% Liaising and Relationship Management

Staff

Assessor View (n = 101):
- 1% Building Strategy
- 21% Administration
- 32% Plans Examining
- 38% Inspections
- 8% Liaising and Relationship Management

Self-Assessment View (n = 82):
- 5% Building Strategy
- 17% Administration
- 36% Plans Examining
- 29% Inspections
- 13% Liaising and Relationship Management

Key Observations:

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

▸ **Manager:**
  ○ In addition, the Self-Assessment View indicates a **significant portion of time** is being spent on Administration.

▸ **Staff:**
  ○ In addition, assessor view indicates **a significant portion of time** is being spent on administration.
  ○ Staff in their Self-Assessment feel they spend **more time**** on Liaising and Relationship Management than their Assessors.

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

Note: Further breakdown of data presented on this slide can be found In the Appendix.

Legend:
- Building Strategy (grey)
- Administration (yellow)
- Plans Examining (green)
- Inspections (blue)
- Liaising and Relationship Management (red)

EY

Time Spent Deep Dive
Assessment Type x Staff

Assessor View

Inspectors 100%	Plans Examiners 82% (12%, 6%)	Admin / Clerks 100%	Other* 35%, 20%, 12%, 33%
(n = 41)	(n = 36)	(n = 19)	(n = 5)

Self-Assessment View

Inspectors 77% (8%, 5%, 3%, 7%)	Plans Examiners 80% (16%, 1%, 3%, <1%)	Admin / Clerks 78% (17%, 1%, 4%)	Other** 26%, 41%, 6%, 27%
(n = 32)	(n = 33)	(n = 15)	(n = 2)

Legend:
- ⬛ Building Strategy
- 🟨 Administration
- 🟩 Plans Examining
- 🟦 Inspections
- 🟥 Liaising and Relationship Management

Key Observations:

▸ The Assessor View for Inspector and Admin/Clerk roles indicates that **all time is spent** on those role-related capabilities. In contrast, the Staff's Self-Assessments View indicates ~**20% of their time** being spent on other capabilities (e.g., Liaising and Relationship Management)

▸ The Assessor View for Plans Examiner roles indicates that **more time is spent**† on Administration capabilities, while the Staff' Self-Assessments does not share this sentiment

▸ Results are limited for the Other** roles

†Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.
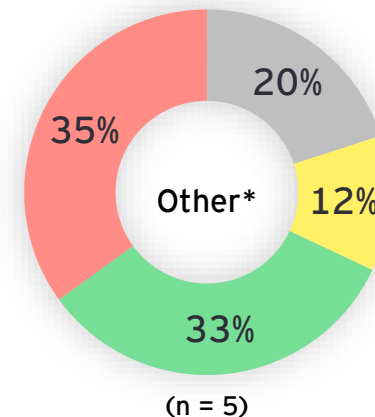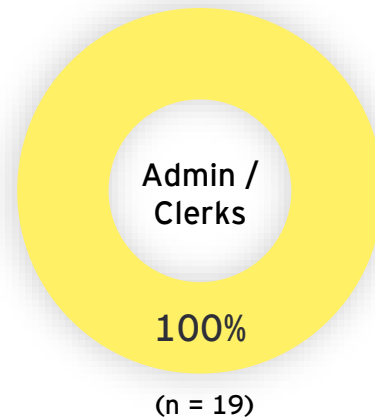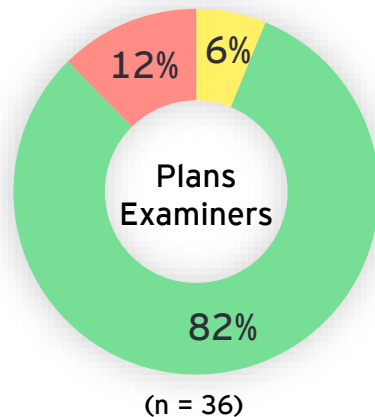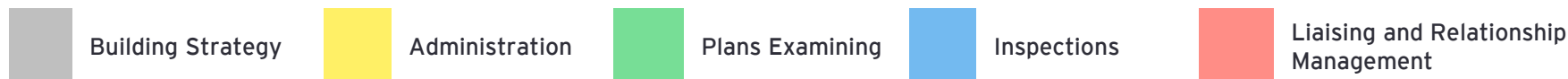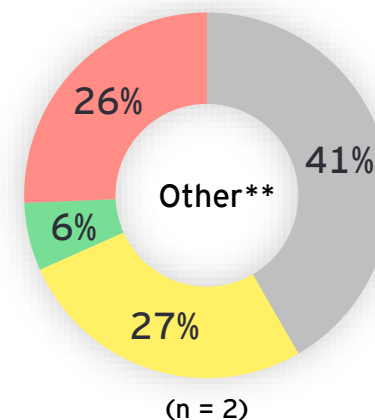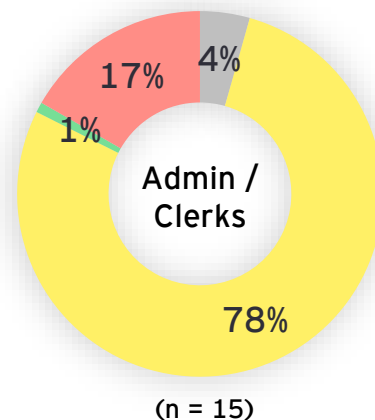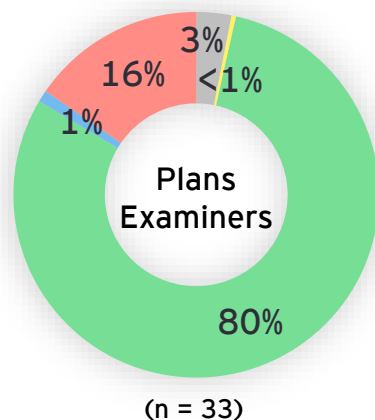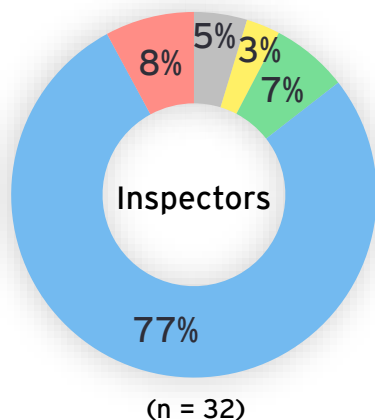
*Includes: System Analyst (n = 2) and Permit Expeditor (n = 3).
Includes: System Analyst (n = 1) and Permit Expeditor (n = 1). **Generalizability is low due to limited response rate.

Key Takeaways for Building

Proficiency Distribution:

▸ Assessors view employees as **less proficient** across all identified capabilities than employees view themselves

▸ There are **no** Staff that were assessed at a "Leading" proficiency level for **Plans Examining**, and minimal assessed at "Leading" for **Administration and Liaising and Relationship Management**

　　○ **Question for PB&GM**: What is the proficiency levels required at Staff level for the above mentioned capabilities?

　　○ Do employees have adequate technical expertise support for critical business capability like Plans Examining? Is there a need for further strengthening technical expertise in this area?

Time Spent:

▸ The Assessor View indicates that **more time is spent*** on core role-related capabilities (e.g., Inspections for Inspectors) and **less time is spent** on non-core capabilities (e.g., Liaising and Relationship Management) than indicated in the Self-Assessment (i.e., across roles). This indicates a potential to explore causes for this perceived variance.

Opportunities for PB&GM
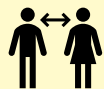
Mentoring/On-the-Job-Training

▸ Mentor and informal training by Managers to Staff on areas of their strength (e.g., **Plans Examining** and **Liaising and Relationship Management**).

Upskilling (Structured Program)

▸ Staff: The **Plans Examining** and **Administration** capabilities could be areas to have more structured sessions to upskill the Staff.

▸ Managers: **Building Strategy** could be a potential area for upskilling.

Process and Role Design Review

▸ Higher time spent by Managers on the Administration capability group (Self-Assessment vs. Assessor View) indicates a potential to review the processes, components, and composition of roles (e.g., adding clerical roles to delegate administrative responsibilities) to optimize time for other roles (e.g., Inspectors).
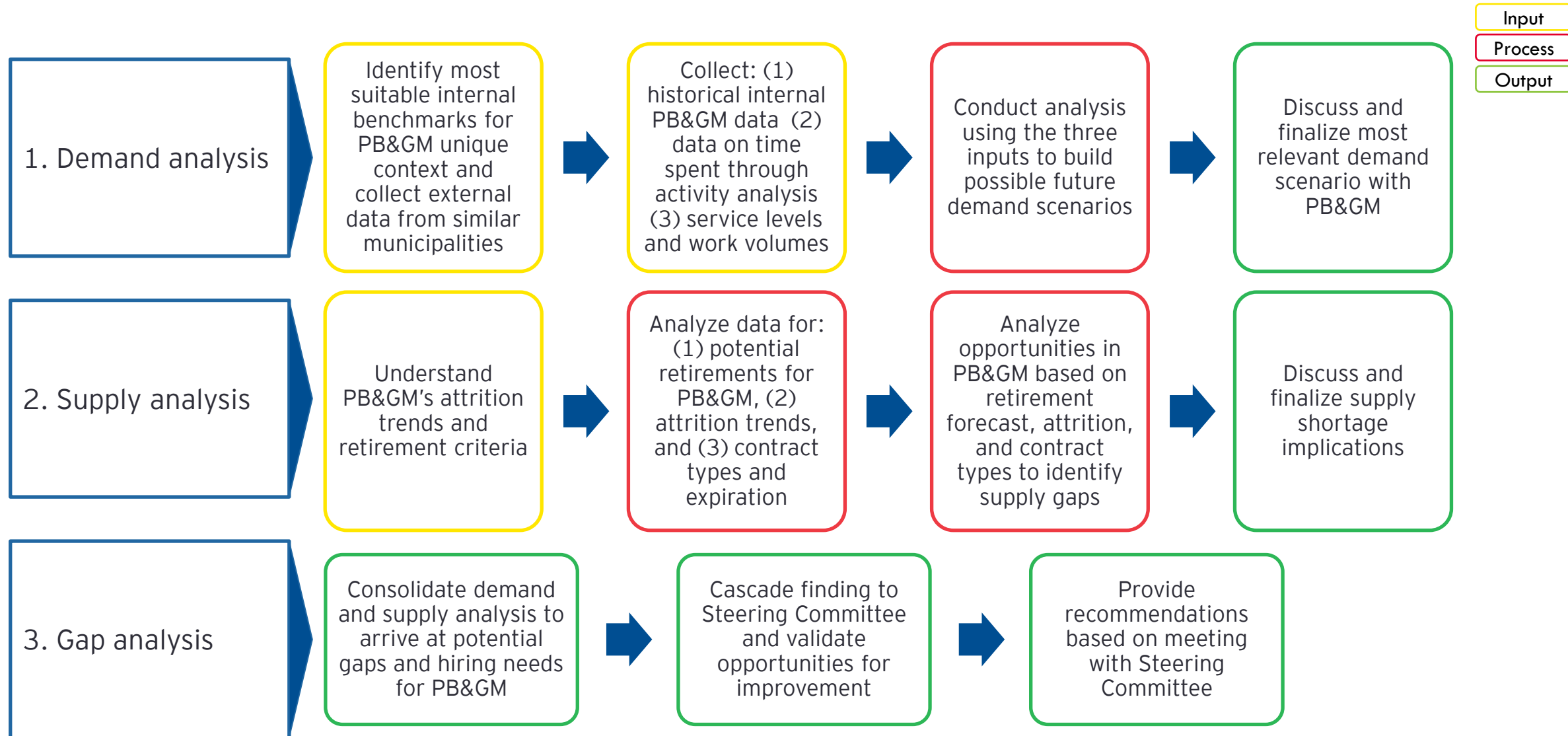
*Time Spent is reported as substantially differing with a discrepancy between assessments of +/- 5% or more.

Capacity Analysis Overview and Assumptions

Capacity Analysis
High-level approach for the analyses

Input
Process
Output

1. Demand analysis

Identify most suitable internal benchmarks for PB&GM unique context and collect external data from similar municipalities

→

Collect: (1) historical internal PB&GM data (2) data on time spent through activity analysis (3) service levels and work volumes

→

Conduct analysis using the three inputs to build possible future demand scenarios

→

Discuss and finalize most relevant demand scenario with PB&GM

2. Supply analysis

Understand PB&GM's attrition trends and retirement criteria

→

Analyze data for: (1) potential retirements for PB&GM, (2) attrition trends, and (3) contract types and expiration

→

Analyze opportunities in PB&GM based on retirement forecast, attrition, and contract types to identify supply gaps

→

Discuss and finalize supply shortage implications

3. Gap analysis

Consolidate demand and supply analysis to arrive at potential gaps and hiring needs for PB&GM

→

Cascade finding to Steering Committee and validate opportunities for improvement

→

Provide recommendations based on meeting with Steering Committee

EY

Overview of Capacity Analysis

Capacity analysis adopted for the City analyzes the demand and supply of talent in comparison with relevant benchmarks to identify workforce opportunities (gaps/surplus) for the organization.

Internal benchmark comparisons, based on sectors and revenue size*

Department/Team Ratios*

DEMAND ANALYSIS
What you need

SUPPLY ANALYSIS
What you have

Attrition trends

Planned exits (e.g., contract completion)

Potential retirements

* Benchmarks will be applied to demand analysis drivers where available and applicable.
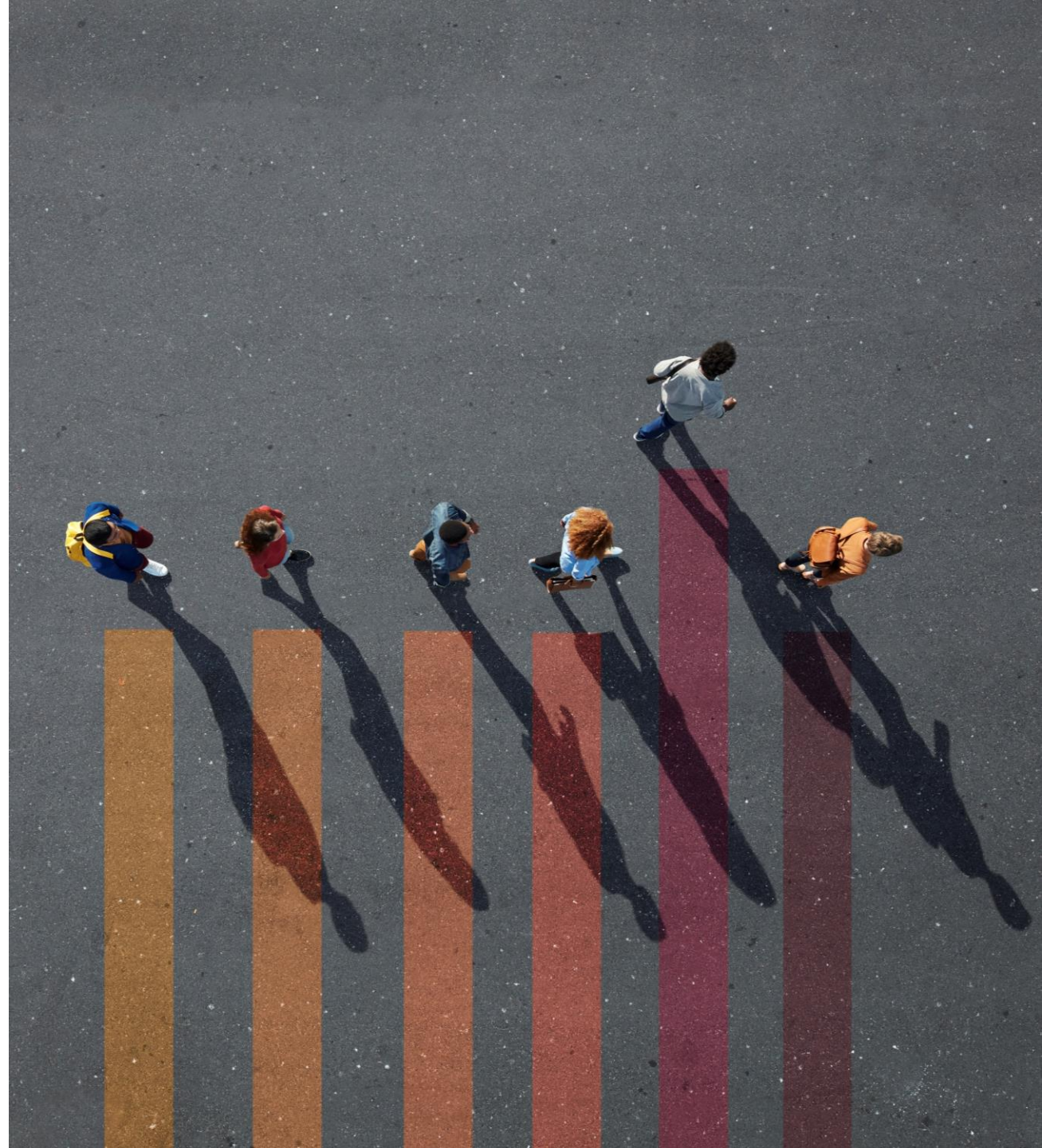
Demand Analysis: Context & Objectives

Note: Please note that the demand analysis insights provided in the following slides are <u>indicative</u> and only provide <u>directive</u> considerations for informing future talent needs. There are many questions that must be considered like:

- "What level of employee is needed (e.g., junior vs. senior)?"
- "What talent pipeline is required to ensure adequate staffing needs in the coming year(s)?"
- "How do complexity of applications impact hiring decisions?"

The **insights are for consideration** and in no way imply that these are the most definitive talent hiring and selection needs.

City Planning & Design

Demand Analysis Scenarios: City Planning & Design

BRAMPTON

‣ The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Urban Design Revenue ($)	$116,550	$78,950	$51,217	$73,300	$47,675	($114,000)	($68,000)	($68,000)
Revenue per headcount for Urban Design ($)			$10,243	$10,471	$5,297			
Projected headcount for Urban Designers			5	7	9	13 (+4)	8 (-5)	8 (+0)
Urban Designers as a % of total employees			22%	25%	24%			
Overall CP&D Headcount			23	28	37	56 (+19)	33 (-23)	33 (+0)

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

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

Average: 24%.*

Calculations by Step:

1. Calculate **revenue per headcount for Urban Designers ($)** = Urban Design (UD) Revenue ($) ÷ Urban Designer headcount
   ‣ 2019: $51,217 ÷ 5 = **$10,243**
   ‣ 2020: $73,300 ÷ 7 = **$10,471**
   ‣ 2021: $47,675 ÷ 9 = **$5,297**

2. Calculate **average revenue per headcount ($)** = Sum of revenue per headcount (for 2019 - 2021) ÷ 3
   ‣ ($10,243 + $10,471 + $5,297) ÷ 3 = **$8,671**

3. Calculate h**eadcount for 2022 – 2024** (by year) = UD revenue ($) ÷ average revenue per headcount ($)
   ‣ 2022: $114,000 ÷ $8,671 = **13**
   ‣ 2023: $68,000 ÷ $8,671 = **8**
   ‣ 2024: $68,000 ÷ $8,671 = **8**

4. Calculate **# of division-specific staff of total (%)** = # of Urban Designers ÷ Overall CP&D Headcount for 2019 - 2021; Sum of UD (%) (for 2019 - 2021) ÷ 3
   ‣ 2019: 5 ÷ 23 = **22%**
   ‣ 2020: 7 ÷ 28 = **25%**
   ‣ 2021: 9 ÷ 37 = **24%**
      ○ (22% + 25% + 24%) = 24%

5. Calculate h**eadcount for 2022 – 2024** (by year) = # of UD ÷ # of UD staff of total (%)
   ‣ 2022: 13 ÷ 24% = **56**
   ‣ 2023: 8 ÷ 24% = **33**
   ‣ 2024: 8 ÷ 24% = **33**

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

EY

Potential Scenario** — BRAMPTON

▸ The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Labour ($)	$2,759,375	$2,961,057	$3,432,471	$3,916,165	$3,971,553	($4,535,160)	($4,358,153)	($4,372,515)
Average cost per employee ($)			$149,238	$139,863	$107,339	($109,486)	($111,676)	($113,909)
Overall CP&D Headcount*			23	28	37	41 (+4)	39 (-2)	38 (-1)

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

$107,339 assumed due to projected revenue and current headcount.*

Based on unionized salary increase set to 2% annually (base increase from average cost/employee).*

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

Based on estimated projection: Headcount for 2022-2024 = **Labour ($) / Average cost per employee ($)** .

Calculations by Step:

1. Calculate **labour per headcount ($) =** Labour ($) ÷ CP&D headcount
   ▸ 2019: $3,432,471 ÷ 23 = **$149,238**
   ▸ 2020: $3,916,165 ÷ 28 = **$139,863**
   ▸ 2021: $3,971,553 ÷ 37 = **$107,339**

2. Calculate h**eadcount for 2022 – 2024** (by year) = labour cost (by year) ($) ÷ average revenue per headcount ($)
   ▸ 2022: $4,535,160 ÷ $109,486 = **41**
   ▸ 2023: $4,358,153 ÷ $111,676 = **39**
   ▸ 2024: $4,372,515 ÷ $113,909 = **38**

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

- In cases when the projected headcount decreases year on year, a common practice is to rely more on contractual employees than permanent employees so that when the demand decreases, contract expirations enable adjustment of headcount.

EY

Demand Analysis Benchmark Overview
City Planning & Design Scenario 3: Combination of Scenarios 1 + 2

‣ The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 1: CP&D Headcount			23	28	37	56 (+19)	33 (-23)	33 (+0)
Scenario 2: CP&D Headcount			23	28	37	41 (+4)	39 (-2)	38 (-1)
Scenario 3: CP&D Headcount			23	28	37	49 (+12)	36 (-13)	36 (+0)

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

Based on estimated labour (% increase) from year over year.

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

Based on the **average headcount projections (Scenarios 1 + 2) for each year between 2022 – 2024**

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

EY

▸ The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Population (people)	607,740	642,800	656,000	701,000	656,480	(670,153)	(684,111)	(698,360)
Growth Rate (%)		5.8%	2.1%	6.9%	-6.4%			
Citizens per employee			28,522	25,036	17,743			
Overall CP&D Headcount*			23	28	37	28 (-9)	29 (+1)	29 (+0)

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

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

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

Calculations by Step:

1. Calculate growth rate (%)
   ▸ 2018: 642,800 - 607,740 = 5.8%
   ▸ 2019: 656,000 - 642,800 = 2.1%
   ▸ 2020: 701,000 - 656,000 = 6.9%
   ▸ 2021: 656,480 - 701,000 = -6.4%

2. Calculate average growth rate (%)
   ▸ (5.8% + 2.1% + 6.9% + -6.4%) = 2.1%

3. Calculate citizens per employee
   ▸ 2019: 656,000 ÷ 23 = 28,522
   ▸ 2020: 701,000 ÷ 28 = 25,036
   ▸ 2021: 656,480 ÷ 37 = 17,743

4. Calculate average citizens per employee
   ▸ (28,522 + 25,036 + 17,743) ÷ 3 = 23,767

5. Calculate headcount for 2022 - 2024 (by year)
   ▸ 2022: 670,153 ÷ 23,767 = 28
   ▸ 2023: 684,111 ÷ 23,767 = 29
   ▸ 2024: 698,360 ÷ 23,767 = 29

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

Demand Analysis: Summary for City Planning & Design

Demand Analysis Benchmark Overview
Summary: City Planning & Design

▸ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the four scenarios:

FTEs by Year	Scenario 1		Scenario 2		Scenario 3		Scenario 4	
	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE
2021	37		37		37		37	
2022	56	+19	41	+4	49	+12	28	+0
2023	33	-23	39	-2	36	-13	29	+1
2024	33	+0	38	-1	36	+0	29	+0
Estimated Net Increase (FTE and %): 2021→ 2024		-4 (-12.1%)		+1 (+2.7%)		-1 (-2.7%)		-8 (-27.6%)

Scenario 1 is based on City Planning & Design division's revenue (Urban Design only).

Scenario 2 is based on labour cost.

Scenario 2 can be a potential option[2], as this is not a revenue generating function. This scenario accounts for the projected labour increases and better encompasses the types of work completed by the division (i.e., strategy-based and non-revenue generating). [1]

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Notes:
1. The City of Mississauga estimates **35 Planner** (including Policy and Heritage) and **16 Urban Designer** roles for 2023. The larger headcount can be attributed to: (1) the inclusion of Transportation Planning-related planning roles, (2) Planners and Urban Designers completing additional types of work (e.g., supporting the acquisition of parkland and encourages environmental protection and sustainable development, guiding the implementation and future maintenance of streetscapes to develop vibrant, walkable and connected neighbourhoods), and (3) an the emphasis on more Brownfield Development.
2. Scenario 2 is the preferred scenario based on discussion with the Division's Director.

Supply Analysis:
Context & Objectives

Supply Analysis Overview

Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).

2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:

    *   Scenario 1: Supply projection based on potential retirements.

    *   Scenario 2: Supply projection based on attrition.

    *   Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.
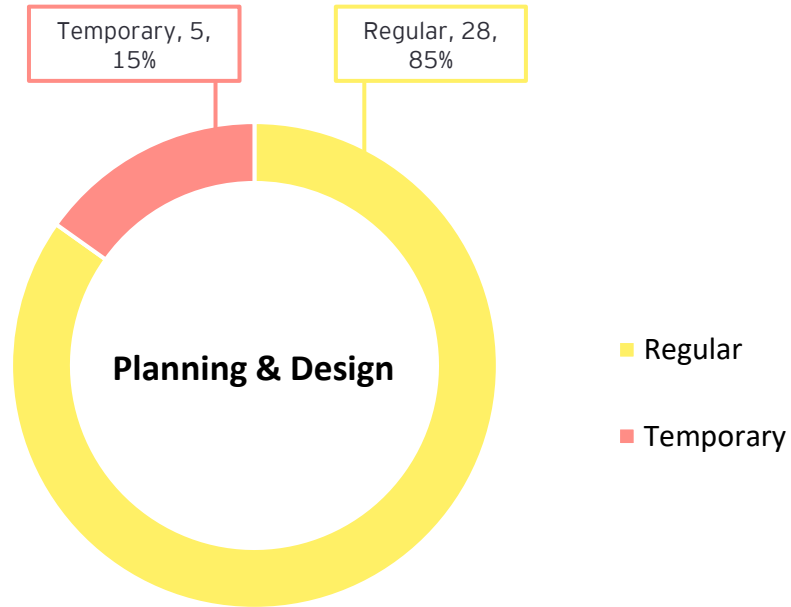
Notes and Assumptions:
1. Supply analysis for the full PB&GM department can be found in the appendix here.

Supply Analysis Scenarios: City Planning & Design

Supply Analysis: Workforce Composition
City Planning & Design

Current Workforce Composition

Temporary, 5, 15%

Regular, 28, 85%

Planning & Design

- Regular
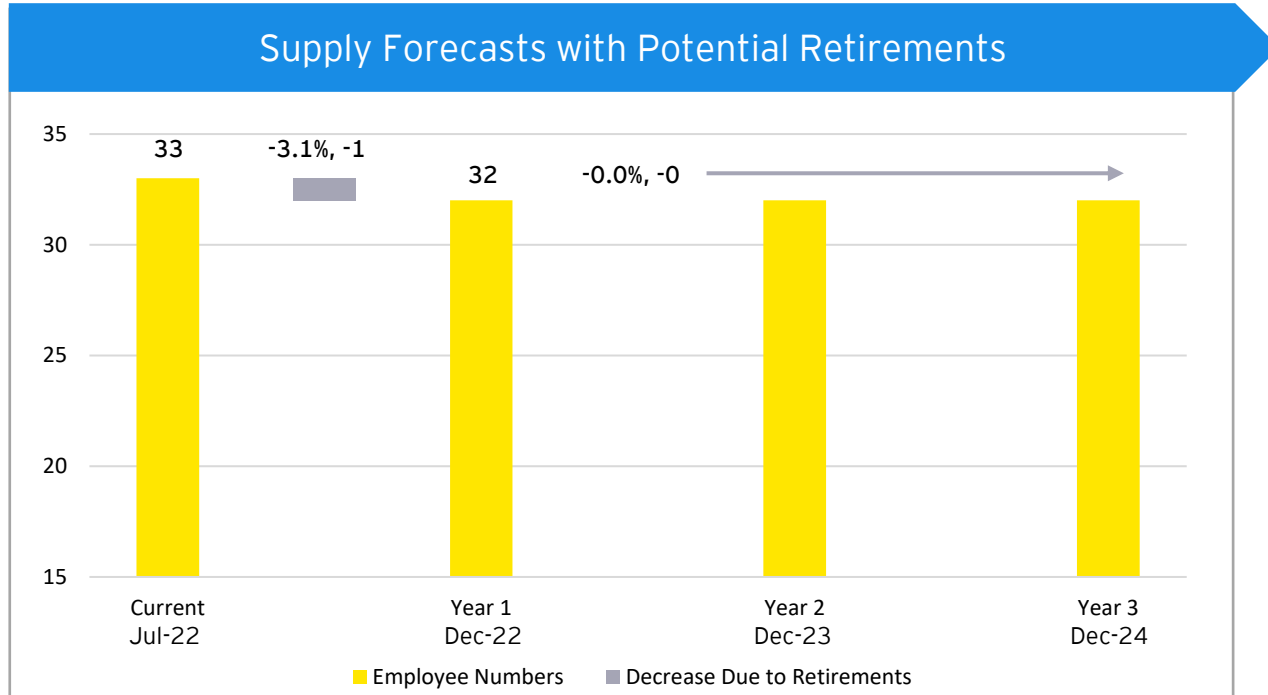- Temporary

Key Observations

- Overall, the City Planning & Design division has 33 employees

- 15% of employees (5) are in temporary/contract roles

  o 1 contract is for Assistant Heritage Planner role and is expiring September 22, 2022

  o 1 contract is for Clerk role and is expiring October 1, 2022
    ▪ This contract is likely to be extended

  o 1 contract is for Urban Designer role and is expiring February 23, 2023

  o 1 contract is for Planner role and is expiring May 13, 2023

  o 1 contract is for Assistant Policy Planner role and is expiring July 8, 2023

Notes and assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. City Planning & Design employee numbers include Division Leader.

Supply Forecasts with Potential Retirements

Chart values:
- Current Jul-22: 33
- -3.1%, -1
- Year 1 Dec-22: 32
- -0.0%, -0
- Year 2 Dec-23: 32
- Year 3 Dec-24: 32

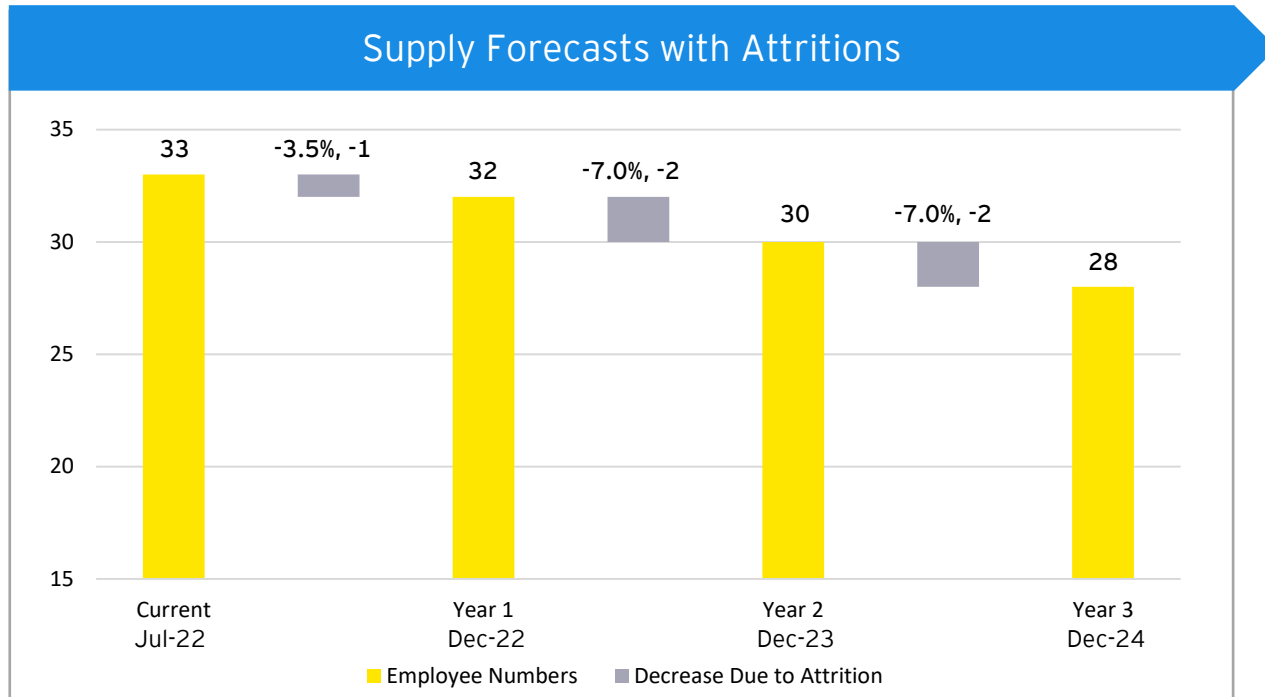Legend: Employee Numbers | Decrease Due to Retirements

Key Observations

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

Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. City Planning & Design employee numbers include Division Leader.
3. Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

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

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Supply Forecasts with Attritions

Chart data:
- Current Jul-22: 33
- -3.5%, -1
- Year 1 Dec-22: 32
- -7.0%, -2
- Year 2 Dec-23: 30
- -7.0%, -2
- Year 3 Dec-24: 28

Legend: ■ Employee Numbers ■ Decrease Due to Attrition

Key Observations

- If City Planning & Design division does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to natural, voluntary attrition. Thus resulting in a potential cumulative impact of 5 employee numbers in Planning & Design division by the end of 2024.
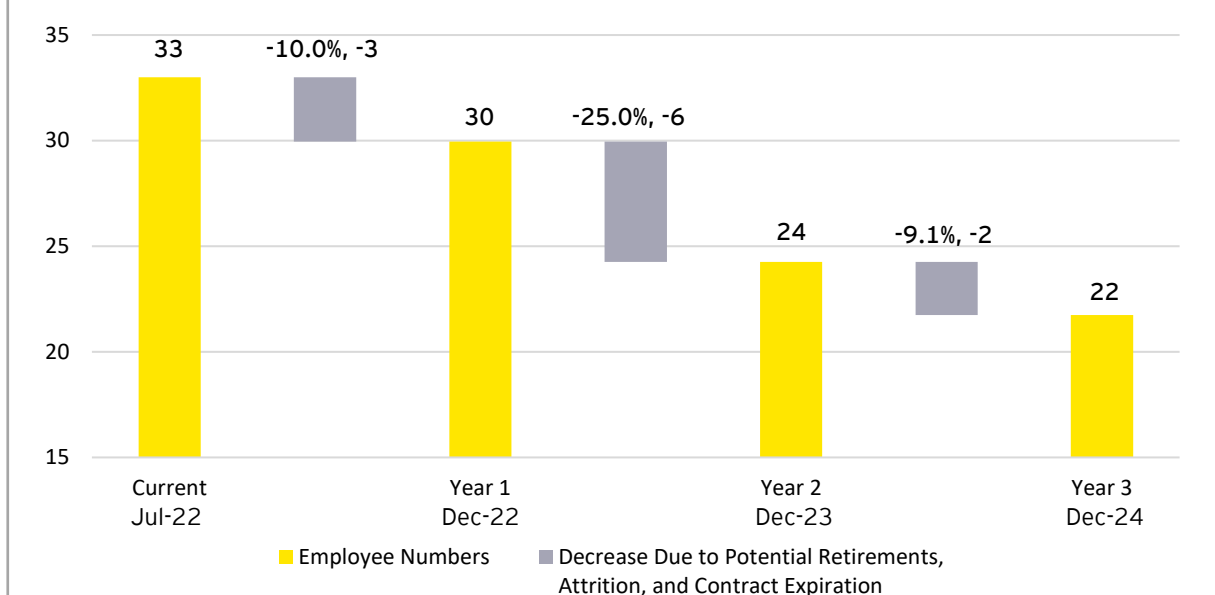
Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. City Planning & Design employee numbers include Division Leader.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years.
   - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022).
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

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Supply Analysis: Supply Projection
City Planning & Design – Scenario 3: Potential Retirements, Attrition[6], and Contract Expiration

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Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations

Chart axis values: 35, 30, 25, 20, 15

- Current Jul-22: 33, -10.0%, -3
- Year 1 Dec-22: 30, -25.0%, -6
- Year 2 Dec-23: 24, -9.1%, -2
- Year 3 Dec-24: 22

Legend:
- Employee Numbers
- Decrease Due to Potential Retirements, Attrition, and Contract Expiration

Key Observations

- City Planning & Design division could experience a cumulative reduction of 33% (11 employee numbers) by 2024. Thereby resulting in 22 employees from the current 33 employees.
  - It includes 1 contract expirations in 2022 and 4 contract expirations in 2023 (including Clerk role that is likely extended by typically 6 months)

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. City Planning & Design employee numbers include Division Leader.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).

EY

Capacity Gap Analysis:
City Planning & Design

Capacity Gap Analysis
City Planning & Design

▸ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the four scenarios:

City Planning & Design	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3				Demand Scenario 4			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]
2021	37	-	-	-	37	-	-	-	37	-	-	-	37	-	-	-
07/2022[1]	33[1]	-	-	-	33[1]	-	-	-	33[1]	-	-	-	33[1]	-	-	-
Year 1 (2022)	30	56	+26	+26	30	41	+11	+11	30	49	+19	+19	30	28	-2[6]	-2[6]
Year 2 (2023)	24	33	-17	+9	24	39	+4	+15	24	36	-7	+12	24	29	+7	+5
Year 3 (2024)	22	33	+2	+11	22	38	+1	+16	22	36	+2	+14	22	29	+2	+7

Scenario 1 is based on City Planning & Design division's revenue (Urban Design only).

Scenario 2 is based on labour cost.

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Scenario 2 can be a potential option[8], as this is not a revenue generating function. This scenario accounts for the projected labour increases and better encompasses the types of work completed by the division (i.e., strategy-based and non-revenue generating). [7]

Notes and Assumptions:

1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand – Supply; Gap (Year 2) = (Year 2 Demand – Year 1 Demand) + (Year 1 Supply – Year 2 Supply). Gap (Year 3) = (Year 3 Demand – Year 2 Demand) + (Year 2 Supply – Year 3 Supply).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
7. The City of Mississauga estimates 35 Planner (including Policy and Heritage) and 16 Urban Designer roles for 2023. The larger headcount can be attributed to: (1) the inclusion of Transportation Planning-related planning roles, (2) Planners and Urban Designers completing additional types of work (e.g., supporting the acquisition of parkland and encourages environmental protection and sustainable development, guiding the implementation and future maintenance of streetscapes to develop vibrant, walkable and connected neighbourhoods), and (3) an the emphasis on more Brownfield Development.
8. Scenario 2 is the preferred scenario based on discussion with the Division's Director.
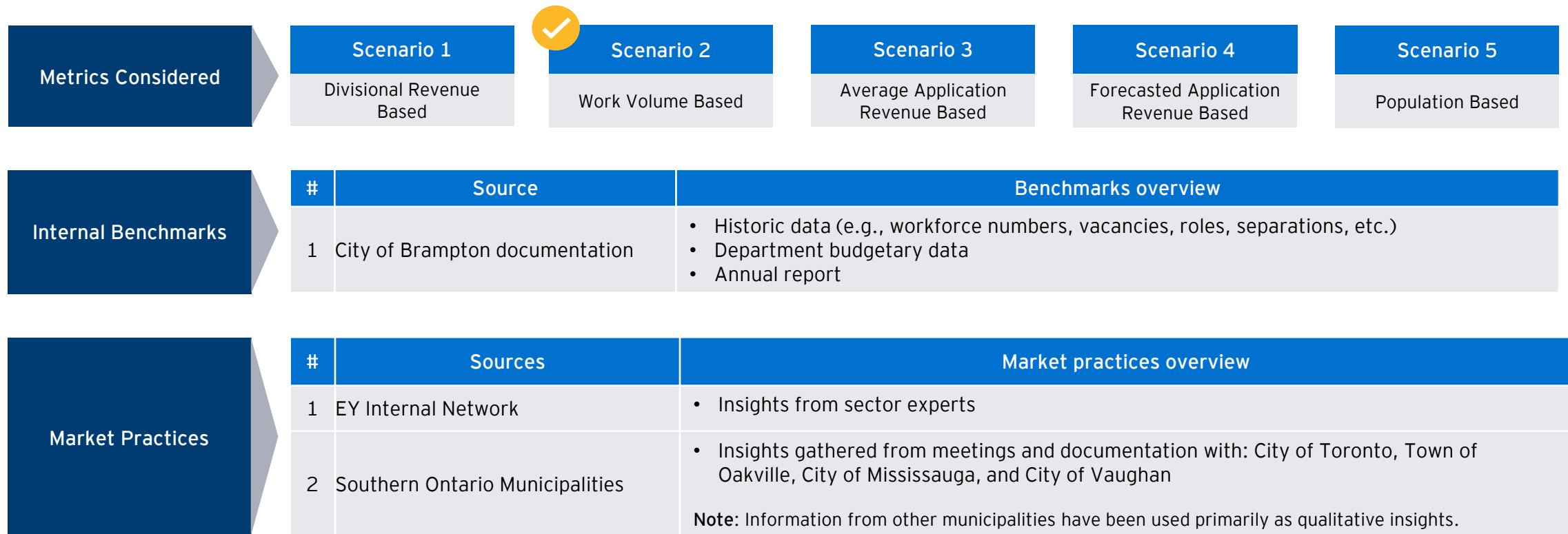
Development Services

Demand Analysis Scenario and Benchmark Overview

In the demand analysis, current state at the City has been compared with internal benchmarks and market practices from other municipalities:
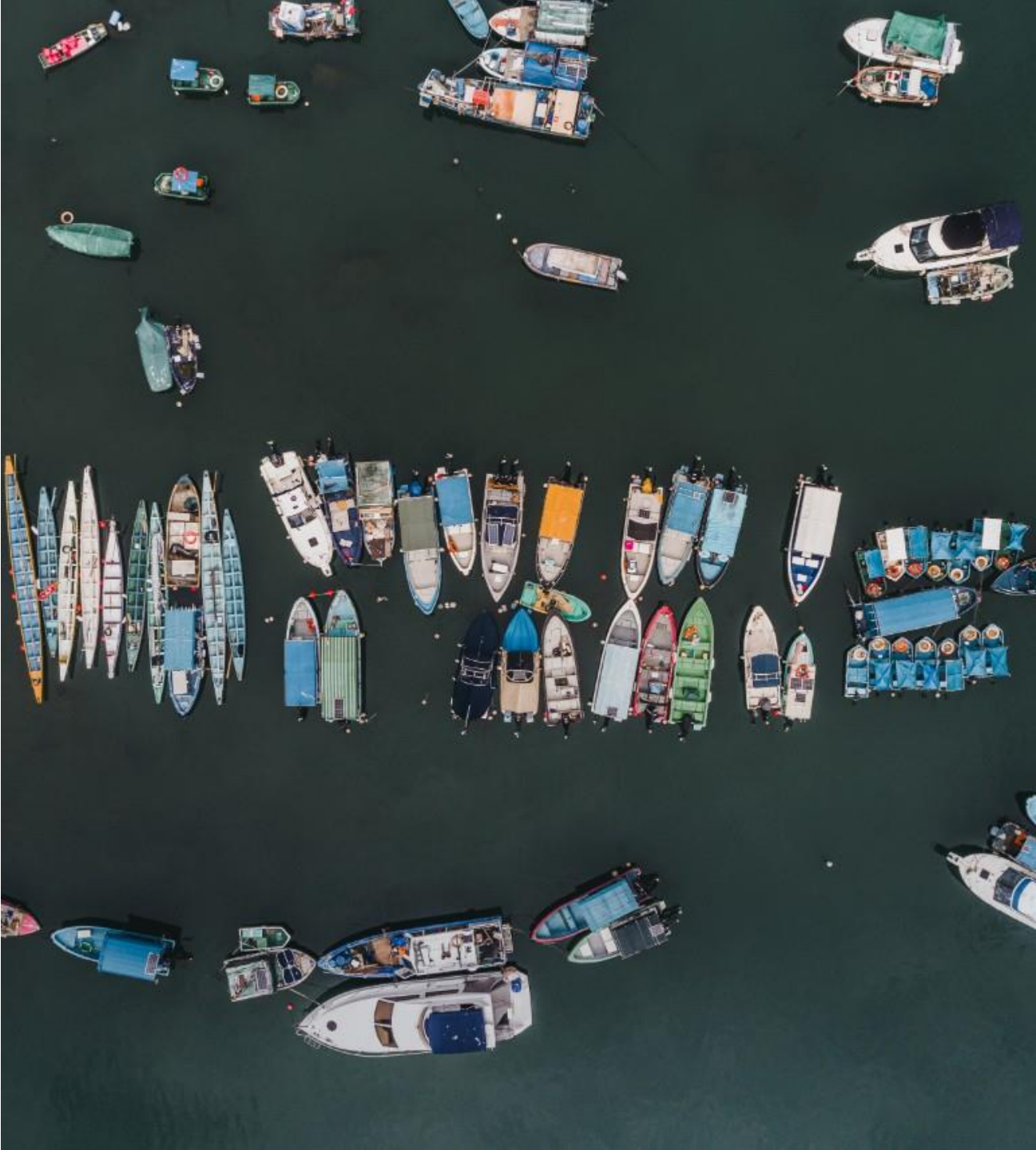
Sources of benchmarks/market practices: City of Brampton, EY internal network, municipalities across southern Ontario, and secondary sources.

Metrics Considered

Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Divisional Revenue Based	Work Volume Based	Average Application Revenue Based	Forecasted Application Revenue Based	Population Based

Internal Benchmarks

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

Market Practices

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

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

Demand Analysis Scenarios: Development Services

Development Services Scenario 1: Divisional revenue based

▸ The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	ACTUAL					FORECASTED		
	2017	2018	2019	2020	2021	2022	2023	2024
DS Division Revenue ($)	$3,630,645	$3,298,349	$4,423,884	$3,215,785	$12,059,981	($10,210,501)	($7,250,286)	($7,250,286)
Revenue per headcount ($)	$181,532	$164,917	$184,329	$103,735	$415,861			
Overall DS Headcount	20	20	24	31	29	49 (+20)	35 (-14)	35 (+0)

Based on trend projections provided by the DS division.

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

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

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

Calculations by Step:

1. Calculate **revenue per headcount ($)** = DS division revenue ($) ÷ overall Building headcount
   ▸ 2017: $3,630,645 ÷ 20 = **$181,532**
   ▸ 2018: $3,298,349 ÷ 20 = **$164,917**
   ▸ 2019: $4,423,884 ÷ 24 = **$184,329**
   ▸ 2020: $3,215,785 ÷ 31 = **$103,735**
   ▸ 2021: $12,059,981 ÷ 29 = **$415,861**

2. Calculate **average revenue per headcount ($)** = Sum of revenue per headcount (for 2019 - 2021) ÷ 5
   ▸ ($181,532 + $164,917 + $184,329 + $103,735 + $415,861) ÷ 5 = **$210,075**

3. Calculate **headcount for 2022 - 2024** (by year) = DS division revenue ($) ÷ average revenue per headcount ($)
   ▸ 2022: $10,210,501 ÷ $210,075 = **49**
   ▸ 2023: $7,250,286 ÷ $210,075 = **35**
   ▸ 2024: $7,250,286 ÷ $210,075 = **35**

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

Demand Analysis Benchmark Overview
Development Services Scenario 2: Work volume based

Potential Scenario** | BRAMPTON

▸ The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Application Submissions	738	609	617[1]	471[2]	758	(911)[3]	(991)	(1,077)
# of applications per Planner			34	20	34			
Planners			18	24	22	(31)	(34)	(37)
Planners as % of total			75%	77%	76%			
Overall DS Headcount	20	20	24	31	29	41 (+12)	44 (+3)	48 (+4)

Based on historical data provided by the City.

Assumption based on **9% year on year increase** [2] (average) in applications excluding 2020 due to COVID-19 slowdown.*

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

Based on assumption that a Planner can complete 29 applications per year [4] and equal distribution of application complexity.*

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

Based on estimated projections (% increase) from Planner % increase year over year.

Calculations by Step:

1. Calculate average of the application submissions year over year (excluding 2020 [2]) = applications for a year ÷ applications for previous year; Sum of applications ÷ 4
   - ▸ 2018: 609 - 738 = **-21%**
   - ▸ 2019: 617 - 609 = **1%**
   - ▸ 2021: 758 - 471 = **38%**
   - ▸ 2022: 911* - 758 = **17%**
     - ○ (-21% + 1% + 38% + 17%) ÷ 4 = **9%**

2. Calculate average calculation per Planner = Application submissions (2019 - 2021) ÷ Planner (2019 - 2021); Sum of applications per Planner (2019 - 2021) ÷ 3
   - ▸ 2019: 617 ÷ 18 = **34**
   - ▸ 2020: 471 ÷ 24 = **20**
   - ▸ 2021: 758 ÷ 22 = **34**
     - (34 + 20 + 34) = **29**

3. Calculate **Planners for 2022 - 2024** (by year) = Projected applications ÷ average of projected applications each year
   - ▸ 2022: 911** ÷ 29 = **31**
   - ▸ 2023: 991 ÷ 29 = **34**
   - ▸ 2024: 1,077 ÷ 29 = **37**

4. Calculate **# of division-specific staff of total (%) =** # of Planners required to complete Applications ÷ Overall DS Headcount for 2019 - 2021
   - ▸ 2019: 18 ÷ 24 = **75%**
   - ▸ 2020: 24 ÷ 31 = **77%**
   - ▸ 2021: 22 ÷ 29 = **76%**
     - ○ (75% + 77% + 76%) = **76%**

5. Calculate **headcount for 2022 - 2024** (by year) = # of Planners required to complete applications ÷ # of Planner staff of total (%)
   - ▸ 2022: 31 ÷ 76% = **41**
   - ▸ 2023: 34 ÷ 76% = **44**
   - ▸ 2024: 37 ÷ 76% = **48**

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.
* Assumption validated by the City.
**This is the preferred scenario based on discussion with the Division's Director.
1. Applications for 2019 are prorated based on 360 submissions as of July 31, 2019 (as per PlanTrack).
2. Value for 2020 excluded from analyses due to impact of COVID-19 and reduction in applications.
3. Applications for 2022 are prorated based on 714 submissions as of October 14, 2022.
4. Some applications are carried over multiple years. This number considers an overall average of new applications per year.
5. There is also a difference in complexity of applications processed. During the calculation, it has been assumed that each planner does a mix of complex and less complex applications each year.

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▸ The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Division Revenue ($)	$3,630,645	$3,298,349	$4,423,884	$3,215,785	$12,059,981	($10,210,501)	($7,250,286)	($7,250,286)
Application Submissions	738	609	617[1]	471[2]	758	(911)[3]	(846)[4]	(846)[4]
Average revenue per application ($)	$4,920	$5,416	$7,170	$6,828	$15,910	($11,205)		
# of applications per Planner	Assumption based on **29*** (average) per applications per Planner year[5].		34	20	34			
Planners			18	24	22	(31)	(29)	(29)
Planners as % of total			75%	77%	76%			
Overall DS Headcount	20	20	24	31	29	41 (+12)	38 (-3)	38 (+0)

Average revenue per application is $8,574*.

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

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

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

Based on estimated projections (% increase) from Planner % increase year over year.

Calculations by Step:

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

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

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

1. Calculate **# of division-specific staff of total (%) =** # of Planners required to complete Applications ÷ Overall DS Headcount for 2019 - 2021
   ▸ 2019: 18 ÷ 24 = **75%**
   ▸ 2020: 24 ÷ 31 = **77%**
   ▸ 2021: 22 ÷ 29 = **76%**
      ○ (75% + 77% + 76%) = **76%**

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

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.
* Assumption validated by the City.
1. Applications for 2019 are prorated based on 360 submissions as of July 31, 2019 (as per PlanTrack).
2. Lower value for 2020 due to impact of COVID-19 and reduction in applications.
3. Applications for 2022 are prorated based on 714 submissions as of October 14, 2022.
4. Project applications for 2023 + 2024 = Projected applications = DS revenue ÷ average revenue per application*.
5. Some applications are carried over multiple years. This number considers an overall average of new applications per year.

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▸ The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Division Revenue ($)	$3,630,645	$3,298,349	$4,423,884	$3,215,785	$12,059,981	($10,210,501)	($7,250,286)	($7,250,286)
Application Submissions	738	609	617[1]	471[2]	758	(911)[3]	(518)[4]	(414)[4]
Average revenue per application ($)	$4,920	$5,416	$7,170	$6,828	$15,910	($11,205)	($14,007)	($17,508)
# of applications per Planner	Assumption based on **29*** (average) per applications per Planner year[5].		34	20	34	Assumption of 25% year after year increase from 2022 onwards due to increased complexity of applications.*		
Planners			18	24	22	(31)	(18)	(14)
Planners as % of total			75%	77%	76%			
Overall DS Headcount	20	20	24	31	29	41 (+12)	23 (-18)	18 (-5)

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

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

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

Based on estimated projections (% increase) from Planner % increase year over year.

Calculations by Step:

1. Calculate revenue per application = Average revenue per application for 2022 ($) x 25% year on year growth
   - ▸ 2023: $11,205 x 25% = **$14,007**
   - ▸ 2024: $14,007 x 25% = **$17,508**

2. Calculate projected applications for 2023 + 2024 = DS revenue ÷ revenue per application 2023 + 2024
   - ▸ 2023: $7,250,286 ÷ $14,007 = **518**
   - ▸ 2024: $7,250,286 ÷ $17,508 = **414**

3. Calculate **Planners for 2022 – 2024** (by year) = Projected applications ÷ average applications per Planner each year
   - ▸ 2022: 911** ÷ 29 = **31**
   - ▸ 2023: 518 ÷ 29 = **18**
   - ▸ 2024: 414 ÷ 29 = **14**

4. Calculate **# of division-specific staff of total (%) =** # of Planners required to complete Applications ÷ Overall DS Headcount for 2019 – 2021
   - ▸ 2019: 18 ÷ 24 = **75%**
   - ▸ 2020: 24 ÷ 31 = **77%**
   - ▸ 2021: 22 ÷ 29 = **76%**
   - ○ (75% + 77% + 76%) = **76%**

5. Calculate h**eadcount for 2022 – 2024** (by year) = # of Planners required to complete applications ÷ # of Planner staff of total (%)
   - ▸ 2022: 31 ÷ 76% = **41**
   - ▸ 2023: 18 ÷ 76% = **23**
   - ▸ 2024: 14 ÷ 76% = **18**

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year.
* Assumption validated by the City.
1. Applications for 2019 are prorated based on 360 submissions as of July 31, 2019 (as per PlanTrack).
2. Lower value for 2020 due to impact of COVID-19 and reduction in applications.
3. Applications for 2022 are prorated based on 714 submissions as of October 14, 2022.
4. Project applications for 2023 + 2024 = Projected applications = DS revenue ÷ revenue per application each year*.
5. Some applications are carried over multiple years. This number considers an overall average of new applications per year.

EY

▸ The following table shows the data used in the capacity analysis for Scenario 5, with the accompanying steps:

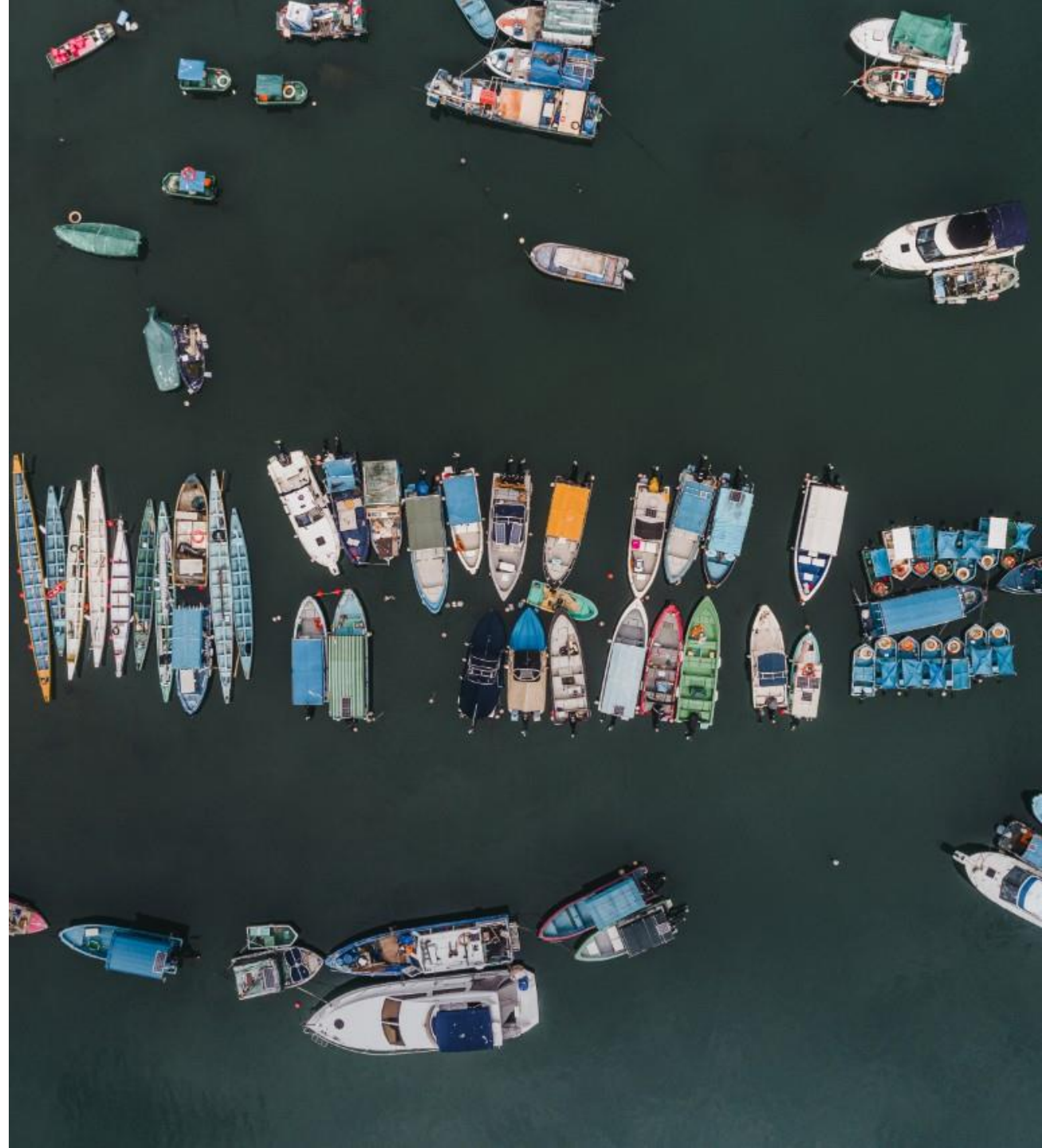|	2017	2018	2019	2020	2021	2022	2023	2024
Population (people)	607,740	642,800	656,000	701,000	656,480	(670,153)	(684,111)	(698,360)
Growth Rate (%)		5.8%	2.1%	6.9%	-6.4%			
Citizens per employee			27,333	22,613	22,637			
Overall DS Headcount*	20	20	24	31	29	28 (-1)	28 (+0)	29 (+1)

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

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

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

Calculations by Step:

1. Calculate growth rate (%)
   ▸ <u>2018</u>: 642,800 - 607,740 = **5.8%**
   ▸ <u>2019</u>: 656,000 - 642,800 = **2.1%**
   ▸ <u>2020</u>: 701,000 - 656,000 = **6.9%**
   ▸ <u>2021</u>: 656,480 - 701,000 = **-6.4%**

2. Calculate average growth rate (%)
   ▸ (5.8% + 2.1% + 6.9% + -6.4%) = **2.1%**

3. Calculate citizens per employee
   ▸ <u>2019</u>: 656,000 ÷ 24 = **27,333**
   ▸ <u>2020</u>: 701,000 ÷ 31 = **22,613**
   ▸ <u>2021</u>: 656,480 ÷ 29 = **22,637**

4. Calculate average citizens per employee
   ▸ (27,333 + 22,613 + 22,637) ÷ 3 = **24,194**

5. Calculate headcount for 2022 - 2024 (by year)
   ▸ <u>2022</u>: 670,153 ÷ 24,194 = **28**
   ▸ <u>2023</u>: 684,111 ÷ 24,194 = **28**
   ▸ <u>2024</u>: 698,360 ÷ 24,194 = **29**

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

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Demand Analysis: Summary for Development Services

Demand Analysis Benchmark Overview
Summary: Development Services

‣ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the five scenarios:

FTEs by Year	Scenario 1		Scenario 2		Scenario 3		Scenario 4		Scenario 5	
	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE
2021	29		29		29		29		29	
2022	49	+20	41	+12	41	+12	41	+12	28	-1
2023	35	-14	44	+3	38	-3	23	-18	28	+0
2024	35	+0	48	+4	38	+0	18	-5	29	+1
Estimated Net Increase (FTE and %): 2021→2024		+6 (+20.1%)		+19 (+65.5%)		+9 (+31.0%)		-11 (-61.1%)	+/- 0 (0%)	

Scenario 1 is based on DS's revenue.

Scenario 2 is based on work volume.

Scenario 3 is based on average application revenue.

Scenario 4 is based on forecasted application revenue.

Scenario 5 is based on population.

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

Notes:
1. Division headcount is in line with other similar sized municipalities (e.g., DS-equivalent division at City of Mississauga – ~35 FTEs for 2022) when accounting for the City of Brampton's rapid projected growth over the coming years (e.g., Greenfield Development).
2. Scenario 2 is the preferred scenario based on discussion with the Division's Director.

EY

Supply Analysis:
Context & Objectives

Supply Analysis Overview

Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).

2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:

   - Scenario 1: Supply projection based on potential retirements.

   - Scenario 2: Supply projection based on attrition.

   - Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.

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

Supply Analysis Scenarios: Development Services

Supply Analysis: Workforce Composition
Development Services

Current Workforce Composition	Key Observations

Current Workforce Composition

Temporary, 1, 4%

Regular, 24, 96%

Development Services

- Regular
- Temporary
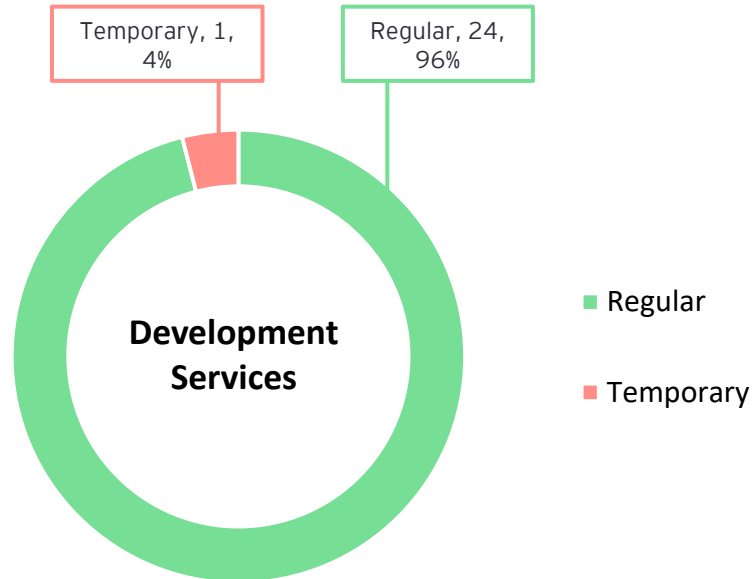
Key Observations

- Overall, the Development Services division has 25 employees

- 4% of employees (1) are in temporary/contract roles

  o   1 contract is for Clerk role and is expiring January 1, 2023

Notes and assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Development Services employee numbers include Division Leader.

EY

Supply Analysis: Supply Projection
Development Services – Scenario 1: Potential Retirements

Supply Forecasts with Potential Retirements

Current Jul-22: 25
-4.0%, -1
Year 1 Dec-22: 24
-0.0%, -0
Year 2 Dec-23: 24
-4.3%, -1
Year 3 Dec-24: 23

■ Employee Numbers   ■ Decrease Due to Retirements
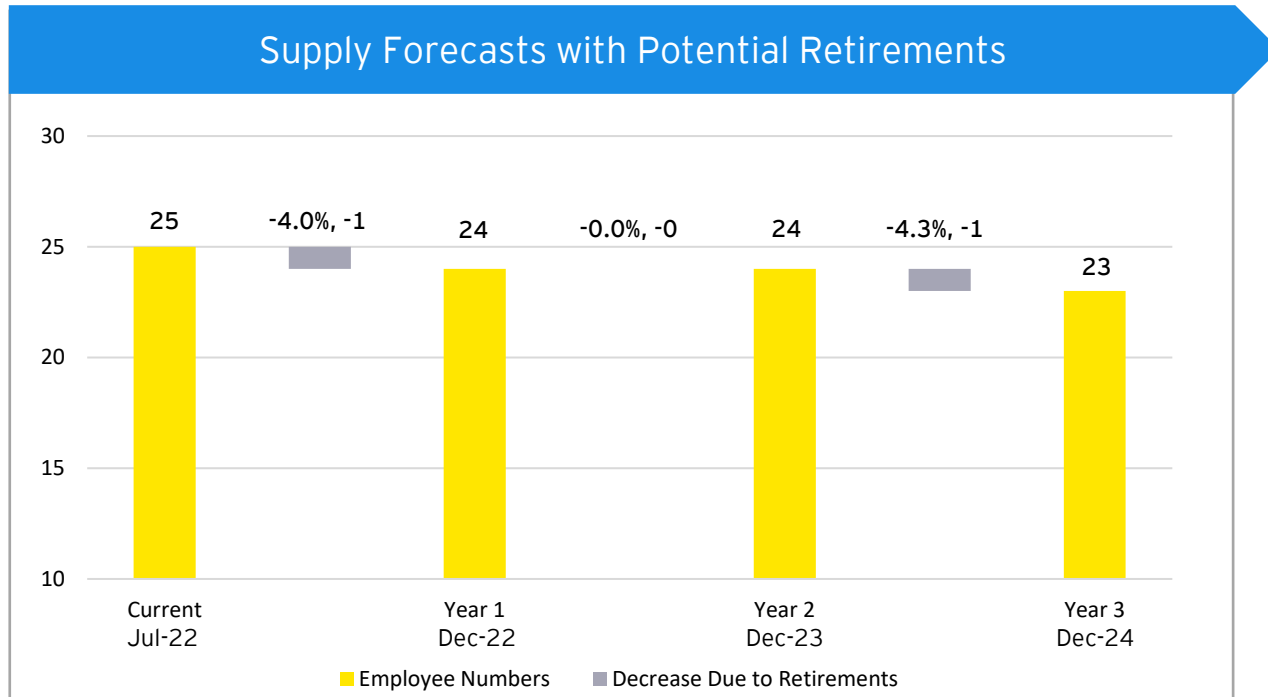
Key Observations

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

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Development Services employee numbers include Division Leader.
3. Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

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

Supply Forecasts with Attritions
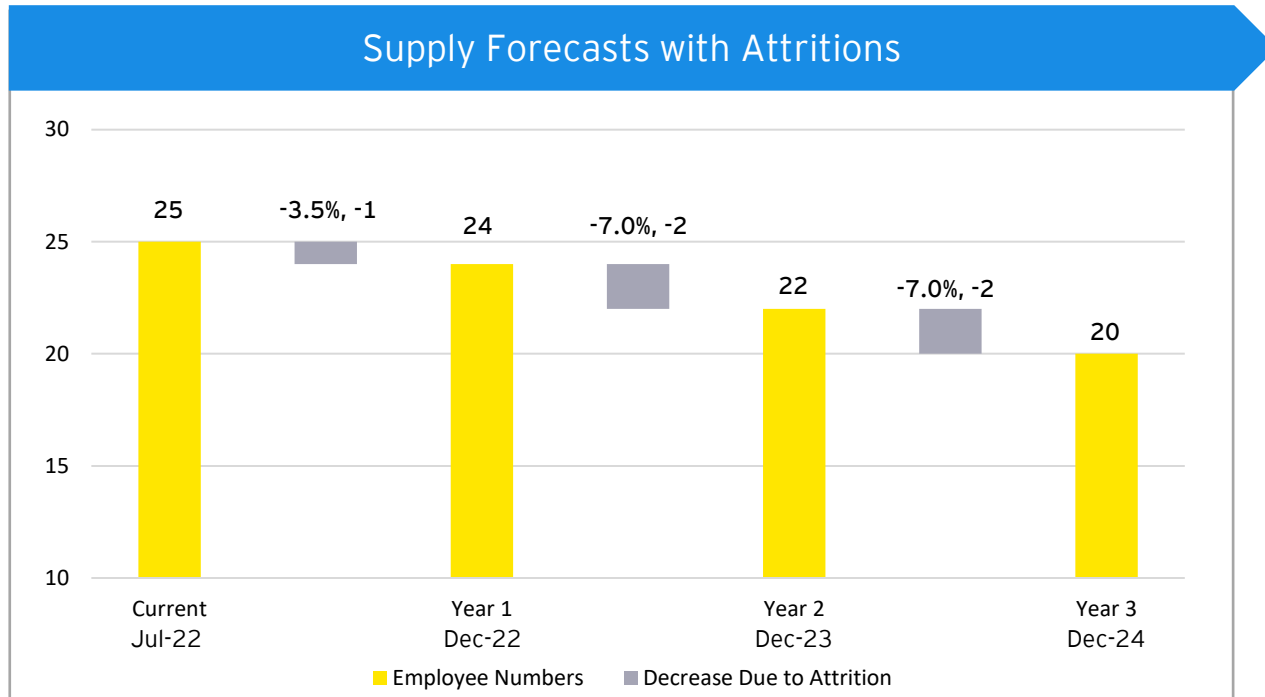
Key Observations

- If Development Services division does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to natural, voluntary attrition. Thus, resulting in a cumulative impact of 5 employee numbers in Development Services division by the end of 2024.

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Development Services employee numbers include Division Leader.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years.
   - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022).
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations

Legend:
- Employee Numbers (yellow)
- Decrease Due to Potential Retirements, Attrition, and Contract Expiration (grey)

Chart data:
- Current Jul-22: 25
- -8.7%, -2
- Year 1 Dec-22: 23
- -9.5%, -2
- Year 2 Dec-23: 21
- -16.7%, -3
- Year 3 Dec-24: 18

Key Observations

- Development Services division could experience a cumulative workforce reduction of 28% (7 employee numbers) by 2024. Thereby resulting in remaining 18 employees from the current 25 employees.
  - It includes 1 contract expirations in 2023

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Development Services employee numbers include Division Leader.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).

Capacity Gap Analysis: Development Services

Capacity Gap Analysis (1/2)
Development Services

‣ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the five scenarios:

Development Services	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]
2021	29		-	-	29		-	-	29		-	-
07/2022[1]	25	-	-	-	25	-	-	-	25	-	-	-
Year 1 (2022)	23	49	+26	+26	23	41	+18	+18	23	41	+18	+18
Year 2 (2023)	21	35	-12[6]	+14	21	44	+5	+23	21	38	-1[6]	+17
Year 3 (2024)	18	35	+3	+17	18	48	+7	+30	18	38	+3	+20

Scenario 1 is based on DS's revenue.   Scenario 2 is based on work volume.   Scenario 3 is based on average application revenue.

Scenario 2 can be a potential option[7], as it accounts for the projected
increase in work volume and complexity of projects (year over year).

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand – Supply; Gap (Year 2) = (Year 2 Demand – Year 1 Demand) + (Year 1 Supply – Year 2 Supply). Gap (Year 3) = (Year 3 Demand – Year 2 Demand) + (Year 2 Supply – Year 3 Supply).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
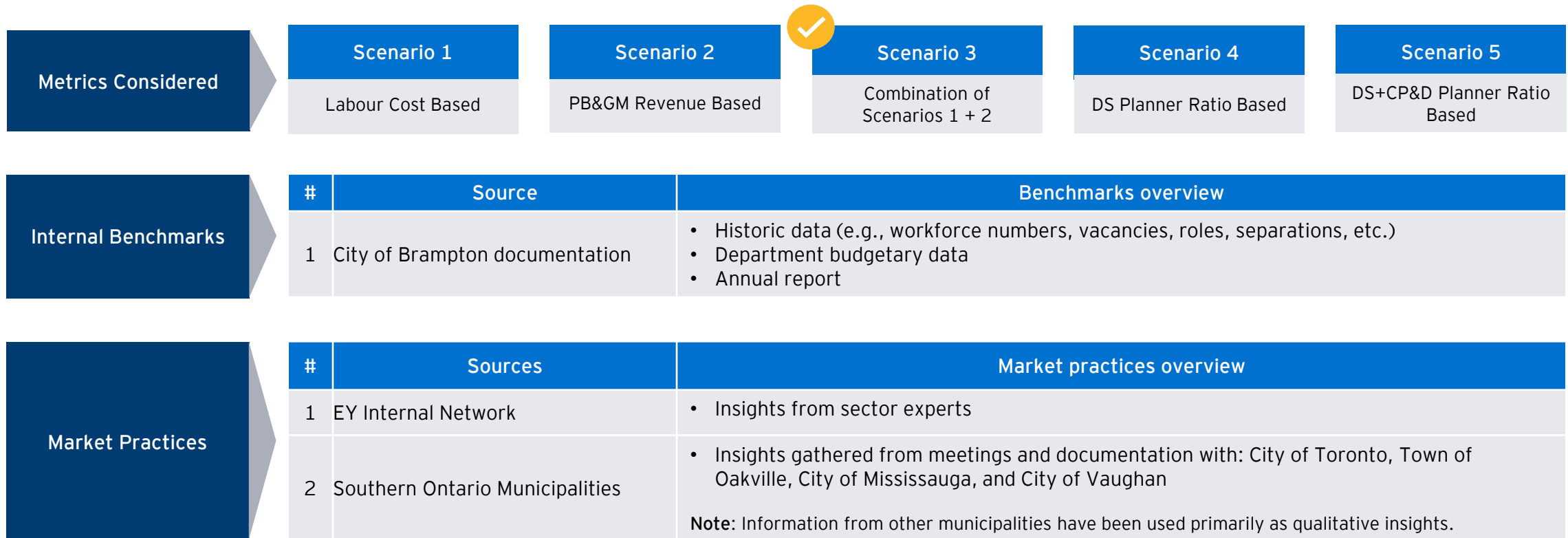7. Scenario 2 is the preferred scenario based on discussion with the Division's Director.

EY

Capacity Gap Analysis (2/2)
Development Services

▸ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the five scenarios:

Development Services	Demand Scenario 4				Demand Scenario 5			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]
2021	29		-	-	29		-	-
07/2022[1]	25	-	-	-	25		-	-
Year 1 (2022)	23	41	+18	+18	23	28	+5	+5
Year 2 (2023)	21	23	-16[6]	+2	21	28	+2	+7
Year 3 (2024)	18	18	-2[6]	+0	18	29	+4	+11

Scenario 4 is based on forecasted application revenue.

Scenario 5 is based on population.

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand – Supply; Gap (Year 2) = (Year 2 Demand – Year 1 Demand) + (Year 1 Supply – Year 2 Supply). Gap (Year 3) = (Year 3 Demand – Year 2 Demand) + (Year 2 Supply – Year 3 Supply).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
7. Scenario 2 is the preferred scenario based on discussion with the Division's Director.

Transportation Planning

Demand Analysis Scenario and Benchmark Overview
Transportation Planning

In the demand analysis, current state at PB&GM has been compared with internal benchmarks and market practices from other municipalities:

Sources of benchmarks/market practices: City of Brampton, EY internal network, municipalities across southern Ontario, and secondary sources.

Metrics Considered	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
	Labour Cost Based	PB&GM Revenue Based	Combination of Scenarios 1 + 2	DS Planner Ratio Based	DS+CP&D Planner Ratio Based

Internal Benchmarks

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

Market Practices

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

Scenario 3 is the preferred scenario based on discussion with the Division's Director.
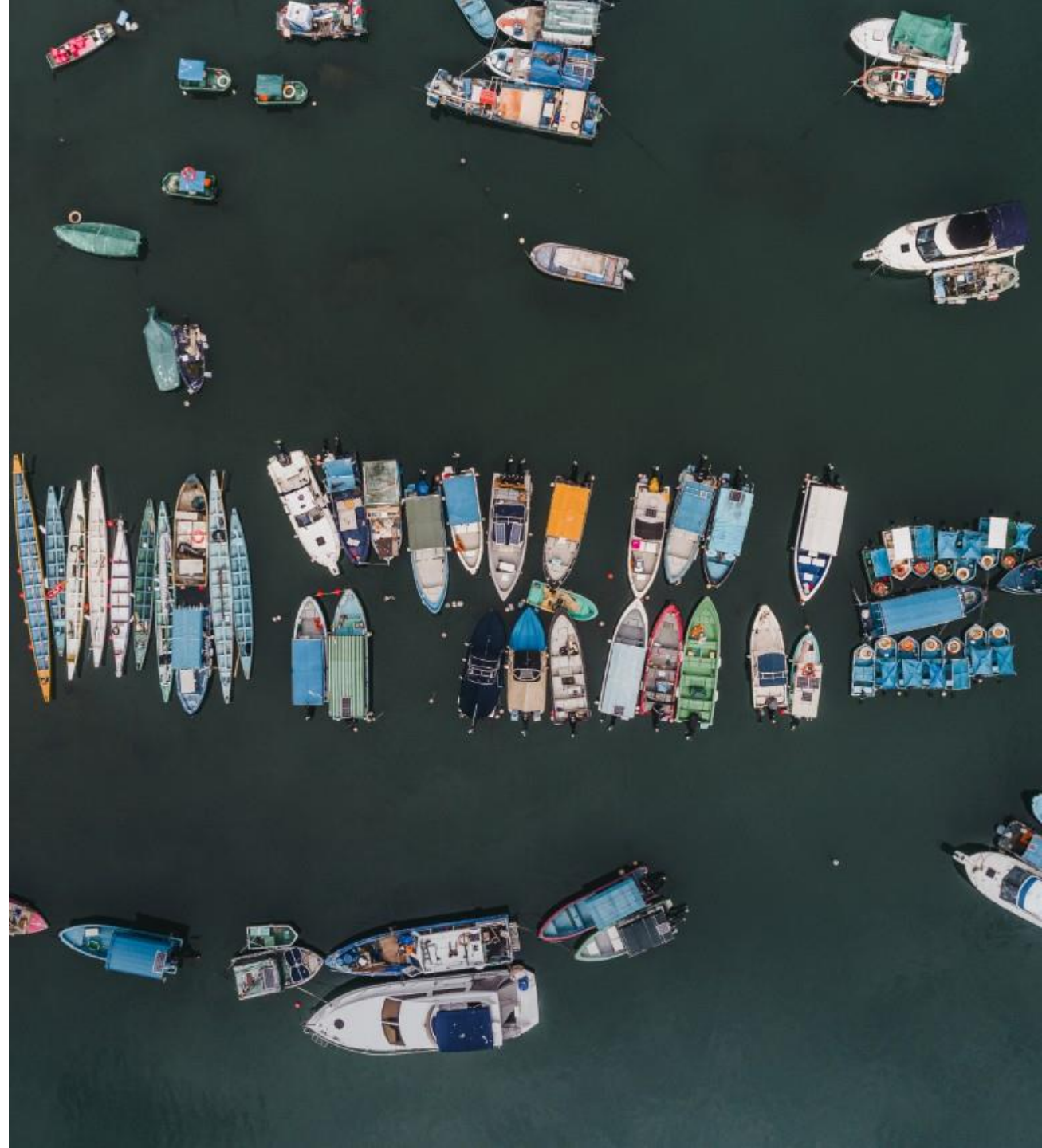
Demand Analysis Scenarios:
Transportation Planning

▸ The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Labour ($)	$571,377	$635,929	$831,119	$853,402	$856,360	($1,087,577)	($1,381,223)	($1,754,153)
Average cost per employee ($)			$207,780	$170,680	$122,337	($170,271)	($173,677)	($177,150)
Overall TP Headcount*			4	5	7	6 (-1)	8 (+2)	10 (+2)

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

Average of cost per employee is assumed at **$166,932**.*

Based on unionized salary increase set to 2% annually (base increase from average cost/employee).*

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

Based on estimated projection: Headcount for 2022-2024 = **Labour ($) / Average cost per employee ($) .**

Calculations by Step:

1. Calculate **labour per headcount ($) =** Labour ($) ÷ TP headcount
   ▸ 2019: $831,119 ÷ 4 = **$207,780**
   ▸ 2020: $853,402 ÷ 5 = **$170,680**
   ▸ 2021: $856,360 ÷ 7 = **$122,337**

2. Calculate **average labour cost per headcount ($) =** Sum of labour per headcount (for 2019 - 2021) ÷ 3
   ▸ ($207,780 + $170,680 + $122,337) ÷ 3 **= $166,932**

3. Calculate h**eadcount for 2022 – 2024** (by year) = labour cost projection (by year) ($) ÷ average cost per employee ($)
   ▸ 2022: $1,087,577 ÷ $170,271 = **6**
   ▸ 2023: $1,381,223 ÷ $173,677 = **8**
   ▸ 2024: $1,754,153 ÷ $177,150 = **10**

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

‣ The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
PB&GM Revenue ($)					$23,569,279	($29,646,927)	($29,954,919)	($30,026,249)
Revenue per headcount ($)					$120,868			
PB&GM Headcount			151	177	195	(245)	(248)	(248)
TP as a % of total PB&GM employees			3%	3%	4%			
Overall TP Headcount			4	5	7	10 (+3)	10 (+0)	10 (+0)

Based on PB&GM revenue projections provided by the City.

Revenue per headcount is assumed at $120,868 based on 2021 numbers.*

4% is applied for future calculations due to this division's projected growth.*

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

Calculations by Step:

1. Calculate **revenue per headcount for PB&GM ($) =** PB&GM Revenue ($) ÷ PB&GM headcount
   ‣ 2021: $23,569,279 ÷ 195 = **$120,868**

2. Calculate **projected PB&GM headcount for 2022 – 2024 ($) =** Revenue per year ÷ revenue per headcount ($)
   ‣ 2022: $29,646,927 ÷ $120,868 = **245**
   ‣ 2022: $29,954,919 ÷ $120,868 = **248**
   ‣ 2022: $30,026,249 ÷ $120,868 = **248**

3. Calculate **TP headcount** for 2022 – **2024** (by year) = PB&GM x TP headcount as a % of total PB&GM employees
   ‣ 2022: 245 x 4% = **10**
   ‣ 2023: 248 x 4% = **10**
   ‣ 2024: 248 x 4% = **10**

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

Potential Scenario*

BRAMPTON

▸ The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 1: TP Headcount			4	5	7	6 (-1)	8 (+2)	10 (+2)
Scenario 2: TP Headcount			4	5	7	10 (+3)	10 (+0)	10 (+0)
Scenario 3: TP Headcount			4	5	7	8 (+1)	9 (+1)	10 (+1)

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

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

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

Based on the **average headcount projections (Scenarios 1 + 2)** for each year between 2022 – 2024. This could be a potential scenario due to the following: (a) Transportation Planning division contributes to revenue indirectly and (b) labour cost is a fixed cost that is incurred by the team. A combination of the two could give a more accurate estimate tacking the headcount from both revenue and cost angles.

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

EY

Demand Analysis Benchmark Overview
Transportation Planning Scenario 4: DS Planner ratio based

▸ The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Planners			18	24	22	(34)	(43)	(55)
Ratio of DS Planners to TP Planners			1 : 0.22	1 : 0.21	1 : 0.32			
Overall TP Headcount			4	5	7	9 (+2)	11 (+2)	14 (+3)

Based on estimated DS Planner growth ratio based on application submissions trend projections (i.e., 27% increase year over year).*

Average % of ratio DS:TP Planners is 25%. This means there is 1 Transportation Planning employee for every 4 Planners in DS.*

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

Based on ratio of DS:TP Planners year over year assumed at 25%.*

Calculations by Step:

1. Calculate ratio of TP Planners to DS Planners = TP Planners ÷ DS Planners
   - ▸ <u>2019</u>: 4 ÷ 18 = **22%**
   - ▸ <u>2020</u>: 5 ÷ 24 = **21%**
   - ▸ <u>2021</u>: 7 ÷ 22 = **32%**

2. Calculate estimated increase in TP Planners based on ratio to DS Planners = Sum of ratios of DS:TP ÷ 3
   - ▸ <u>TP</u>: (22%+ 21% +32%) ÷ 3 = **25%**

3. Calculate h**eadcount for 2022 – 2024** (by year) = DS Planners x Average ratio of DS:TP Planners (%)
   - ▸ <u>2022</u>: 34 x 25% = <u>9</u>
   - ▸ <u>2023</u>: 43 x 25% = <u>11</u>
   - ▸ <u>2024</u>: 55 x 25% = <u>14</u>

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

‣ The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
DS Planners			18	24	22	(34)	(43)	(55)
CP&D Planners			13	16	22	(18)	(18)	(19)
Ratio of DS+CP&D Planners to TP Planners			1 : 0.13	1 : 0.13	1 : 0.16			
Overall TP Headcount			4	5	7	7 (+0)	8 (+1)	10 (+2)

Based on estimated DS Planner growth ratio based on application submissions trend projections (i.e., 27% increase year over year).*

Based on estimated CP&D Planner growth ratio based on labour costs.*

Average % of ratio DS+CP&D:TP Planners is 14%. This means there is 1 Transportation Planning employee for every ~7 Planners in DS and CP&D.*

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

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

Calculations by Step:

1. Calculate ratio of TP Planners to DS+CP&D Planners = TP Planners ÷ DS+CP&D Planners
   - ‣ <u>2019</u>: 4 ÷ 31 = **13%**
   - ‣ <u>2020</u>: 5 ÷ 40 = **13%**
   - ‣ <u>2021</u>: 7 ÷ 44 = **16%**

2. Calculate estimated increase in TP Planners based on ratio to DS+CP&D Planners = Sum of ratios of DS+CP&D:TP ÷ 3
   - ‣ <u>TP</u>: (13%+ 13% +16%) ÷ 3 = **14%**

3. Calculate headcount for 2022 – 2024 (by year) = DS+CP&D Planners x Average ratio of DS+CP&D:TP Planners (%)
   - ‣ <u>2022</u>: 52 x 14% = <u>7</u>
   - ‣ <u>2023</u>: 61 x 14% = <u>8</u>
   - ‣ <u>2024</u>: 74 x 14% = <u>10</u>

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

EY

Demand Analysis: Summary for Transportation Planning

Supply Analysis:
Context & Objectives

Supply Analysis Overview

Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).

2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:

   - Scenario 1: Supply projection based on potential retirements.

   - Scenario 2: Supply projection based on attrition.

   - Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.

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

Supply Analysis Scenarios: Transportation Planning

Supply Analysis: Workforce Composition
Transportation Planning

Current Workforce Composition

Key Observations

Temporary, 2, 25%

Regular, 6, 75%

Transportation Planning

- Regular
- Temporary
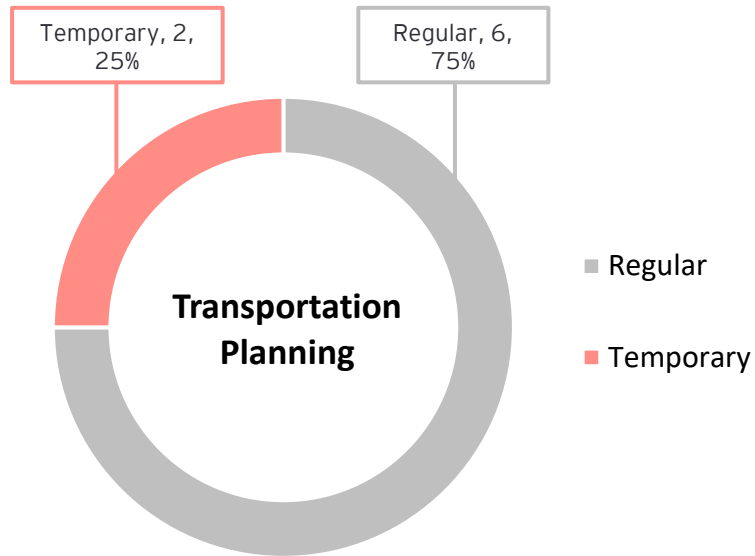
- Overall, the Transportation Planning division has 8 employees

- 25% of employees (2) are in temporary/contract roles

  o Both contracts are for Transportation Planner roles and have an expiration of June 10, 2023
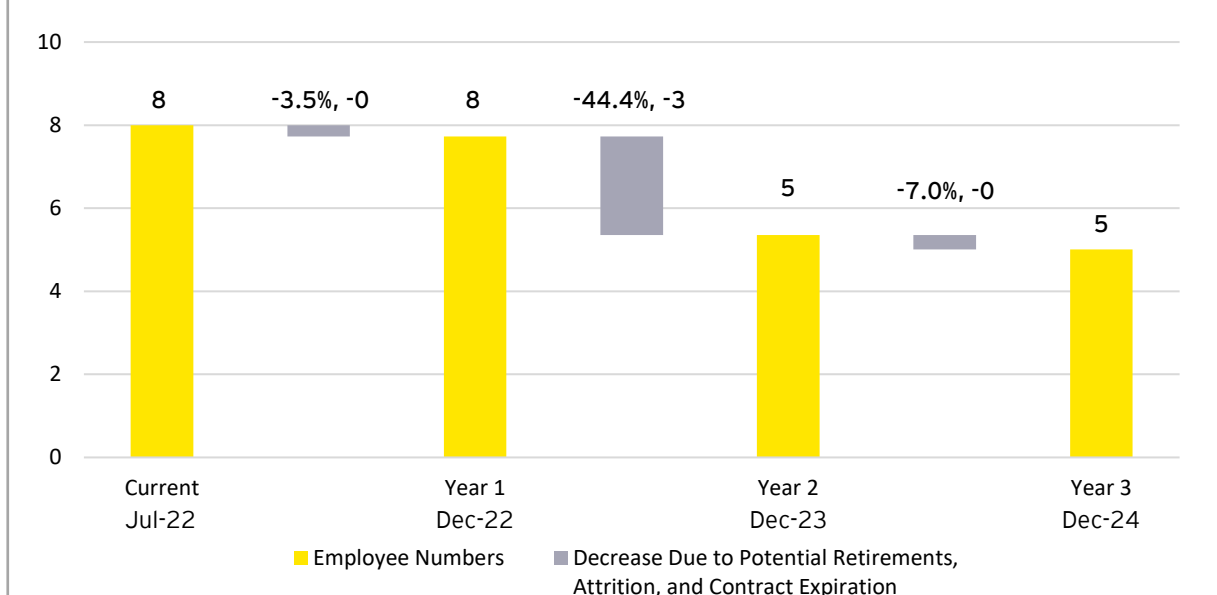
Notes and assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Transportation Planning employee numbers include Division Leader.

Supply Forecasts with Potential Retirements

Chart data:
- Current (Jul-22): 8, -0.0%, -0
- Year 1 (Dec-22): 8
- Year 2 (Dec-23): 8
- Year 3 (Dec-24): 8

Legend: Employee Numbers | Decrease Due to Retirements

Key Observations

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

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Transportation Planning employee numbers include Division Leader.
3. Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

Supply Analysis: Supply Projection
Transportation Planning – Scenario 3: Potential Retirements, Attrition[6], and Contract Expiration

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations

Key Observations

- Transportation Planning division is projected to experience a cumulative decline of 38% (3 employee numbers) by 2024. Thereby resulting in 5 employees from the current 8 employees.
  - o It includes 2 contract expirations in 2023

Chart values:
- Current Jul-22: 8
- -3.5%, -0
- Year 1 Dec-22: 8
- -44.4%, -3
- Year 2 Dec-23: 5
- -7.0%, -0
- Year 3 Dec-24: 5

Legend: ■ Employee Numbers   ■ Decrease Due to Potential Retirements, Attrition, and Contract Expiration

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Transportation Planning employee numbers include Division Leader.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).

Capacity Gap Analysis: Transportation Planning

▸ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the five scenarios:

Development Services	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]
2021	7	-	-		7	-	-		7		-	-
07/2022[1]	8[1]	-	-	-	8[1]	-	-	-	8[1]	-	-	-
Year 1 (2022)	8	6	-2[6]	-2[6]	8	10	+2	+2	8	8	+0	+0
Year 2 (2023)	5	8	+5	+3	5	10	+3	+5	5	9	+4	+4
Year 3 (2024)	5	10	+2	+5	5	10	+0	+5	5	10	+1	+5

Scenario 1 is based on Transportation Planning division's projected labour costs.

Scenario 2 is based on Transportation Planning revenue (from revenue per headcount of PB&GM).

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 3 can be a potential option[7], as it accounts for projected labour costs and projected City revenue, and has progressive growth (year over year).

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand – Supply; Gap (Year 2) = (Year 2 Demand – Year 1 Demand) + (Year 1 Supply – Year 2 Supply). Gap (Year 3) = (Year 3 Demand – Year 2 Demand) + (Year 2 Supply – Year 3 Supply).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
7. Scenario 3 is the preferred scenario based on discussion with the Division's Director.

▶ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the five scenarios:

Development Services	Demand Scenario 4				Demand Scenario 5			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]
2021	7	-	-		7	-	-	
07/2022[1]	8[1]	-	-	-	8[1]	-	-	-
Year 1 (2022)	8	9	+1	+1	8	7	-1[6]	-1[6]
Year 2 (2023)	5	11	+5	+6	5	8	+4	+3
Year 3 (2024)	5	14	+3	+9	5	10	+2	+5

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

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

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE, as to incorporate the most up-to-date employee counts. For the demand analysis, this is based on the employee report dated the end of 2021, as to allow for accurate trend data to be extrapolated. Thus, there is a discrepancy of 1 employee between the two analyses.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand – Supply; Gap (Year 2) = (Year 2 Demand – Year 1 Demand) + (Year 1 Supply – Year 2 Supply).
   Gap (Year 3) = (Year 3 Demand – Year 2 Demand) + (Year 2 Supply – Year 3 Supply).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. Though calculated as a negative number, this should be interpreted as **no change** between years and instead reduced in the following years or natural attrition due to contract expiration.
7. Scenario 3 is the preferred scenario based on discussion with the Division's Director.

EY

Building

Demand Analysis Scenario and Benchmark Overview

In the demand analysis, current state at the City has been compared with internal benchmarks and market practices from other municipalities:

Sources of benchmarks/market practices: City of Brampton, EY internal network, municipalities across southern Ontario, and secondary sources.

Metrics Considered	Scenario 1	Scenario 2	Scenario 3 ✓	Scenario 4
	Divisional Revenue Based	Work Volume Based	Average of Scenarios 1 + 2	Population Based

Internal Benchmarks

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

Market Practices

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

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

Demand Analysis Scenarios: Building

Demand Analysis Benchmark Overview
Building Scenario 1: Divisional revenue based

‣ The following table shows the data used in the capacity analysis for Scenario 1, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Building Division Revenue ($)	$12,344,721	$12,694,191	$20,229,945	$15,665,181	$19,069,870	($19,285,285)	($22,750,434)	($22,822,599)
Revenue per headcount ($)			$202,299	$138,630	$156,310			
Overall Building Headcount			100	113	122	116 (-6)	137 (+21)	138 (+1)

Based on revenue forecasts provided by the Building division.

Average of revenue per headcount is assumed at **$165,747***.

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

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

Calculations by Step:

1. Calculate **revenue per headcount ($) =** Building division revenue ($) ÷ overall Building headcount
   ‣ <u>2019</u>: $20,229,945 ÷ 100 = **$202,299**
   ‣ <u>2020</u>: $15,665,181 ÷ 113 = **$138,630**
   ‣ <u>2021</u>: $19,069,870 ÷ 122 = **$156,310**

2. Calculate **average revenue per headcount ($) =** Sum of revenue per headcount (for 2019 – 2021) ÷ 3
   ‣ ($202,299 + $138,630 + $156,310) ÷ 3 **= $165,747**

3. Calculate **headcount for 2022 – 2024 (by year) =** Building division revenue ($) ÷ average revenue per headcount ($)
   ‣ <u>2022</u>: $19,285,285 ÷ $165,747 = **116**
   ‣ <u>2023</u>: $22,750,434 ÷ $165,747 = **137**
   ‣ <u>2024</u>: $22,822,599 ÷ $165,747 = **138**

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

▶ The following table shows the data used in the capacity analysis for Scenario 2, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Building Inspections	154,646	132,679	152,563	177,292	228,036	(254,039)	(283,008)	(315,280)
Average inspections per year			4,015	4,221	4,957	(4,680)	(4,680)	(4,680)
Building Inspectors			38	42	46	(54)	(60)	(67)
BI : PE Ratio	Average ratio for PE = 68%*		1 : 0.68	1 : 0.67	1 : 0.70			
BI : Admin Ratio	Average ratio for Admin = 46%*		1 : 0.42	1 : 0.48	1 : 0.48			
Overall Building Headcount			100	113	122	139 (+17)	153 (+14)	168 (+15)

Based on historical data provided by the City. Assumption based on **11% year on year increase** (average) in inspections*.

Based on maximum amount of building inspection (per inspector) that can be done per year (i.e., 18 inspections per day, 5 days a week in a 52 week year)*.

Based on estimated BI projections (% increase) and ratios for PE and Admin roles, estimated projections are calculated as follows (2022 - 2024)*. PE = 37;41;46. Admin = 25;28;31.

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

Based on estimated projections (% increase) from BI and BI:PE and BI:Admin ratios, and Other** roles % increase year over year.

Notes: All values in parentheses () are estimated projections. Red font indicates a decrease from the previous year. BI = Building Inspector; PE = Plans Examiner; Admin = Administration/Clerk.
*Assumption validated by the City.
**Other roles include: Managers, Supervisor/Advisor, Systems Analyst, Technologist, and Permit Expeditor. Average % increase calculated at 4%, resulting in 23;24;24 (2022 - 2024, respectively).

Calculations by Step:

1. Calculate average of the building inspections year over year = building inspections for a year ÷ building inspections for previous year; Sum of building inspections for 2017 - 2021 ÷ 4
   - ▶ 2018: 132,679 - 154,646 = **-14%**
   - ▶ 2019: 152,563 - 132,679 = **15%**
   - ▶ 2020: 177,292 - 152,563 = **16%**
   - ▶ 2021: 228,036 - 177,292 = **29%**
     - ○ (-14% + 15% + 16% + 29%) ÷ 4 = **11%**

2. Calculate **Building Inspectors for 2022 – 2024** (by year) = Building inspections ÷ average of projected inspections each year
   - ▶ 2022: 254,039 ÷ 4,680 = **54**
   - ▶ 2023: 283,008 ÷ 4,680 = **60**
   - ▶ 2024: 315,280 ÷ 4,680 = **67**

3. Calculate estimated increase in Plans Examiners **and** Admin/Clerk roles based on ratio to Building Inspectors = Sum of ratios of BI:PE ÷ 3; Sum of ratios of BI:Admin ÷ 3
   - ▶ Plans Examiners: (68%+ 67% +70%) ÷ 3 = **68%**
   - ▶ Admin/Clerk: : (42%+ 48% +48%) ÷ 3 = **46%**

4. Calculate h**eadcount for 2022 – 2024** (by year) = # of Building Inspectors required to complete Inspections + estimated number Plans Examiners + Admin/Clerk roles + average rate of increase for Other** roles (i.e., 4%)
   - ▶ 2022: 54 + 37 + 25 + 23 = **139**
   - ▶ 2023: 60 + 41 + 28 + 24 = **153**
   - ▶ 2024: 67 + 46 + 31 + 24 = **168**

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Potential Scenario*

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‣ The following table shows the data used in the capacity analysis for Scenario 3, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 1: Building Headcount			100	113	122	116 (-6)	137 (+21)	138 (+1)

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

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 2: Building Headcount			100	113	122	139 (+17)	153 (+14)	168 (+15)

Based on estimated projections (% increase) from Building Inspector % increase year over year.

	2017	2018	2019	2020	2021	2022	2023	2024
Scenario 3: Building Headcount			100	113	122	128 (+6)	145 (+17)	153 (+8)

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

Based on the **average headcount projections (Scenarios 1 + 2) for each year between 2022 – 2024**

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

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Demand Analysis Benchmark Overview
Building Scenario 4: Population based

▸ The following table shows the data used in the capacity analysis for Scenario 4, with the accompanying steps:

	2017	2018	2019	2020	2021	2022	2023	2024
Population (people)	607,740	642,800	656,000	701,000	656,480	(670,153)	(684,111)	(698,360)
Growth Rate (%)		5.8%	2.1%	6.9%	-6.4%			
Citizens per employee			6,560	6,204	5,381			
Overall Building Headcount*			100	113	122	111 (-11)	113 (+2)	115 (+2)

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

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

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

Calculations by Step:

1. Calculate growth rate (%)
   - ▸ 2018: 642,800 - 607,740 = 5.8%
   - ▸ 2019: 656,000 - 642,800 = 2.1%
   - ▸ 2020: 701,000 - 656,000 = 6.9%
   - ▸ 2021: 656,480 - 701,000 = -6.4%

2. Calculate average growth rate (%)
   - ▸ (5.8% + 2.1% + 6.9% + -6.4%) = 2.1%

3. Calculate citizens per employee
   - ▸ 2019: 656,000 ÷ 100 = 6,560
   - ▸ 2020: 701,000 ÷ 113 = 6,204
   - ▸ 2021: 656,480 ÷ 122 = 5,381

4. Calculate average citizens per employee
   - ▸ (6,560 + 6,204 + 5,381) ÷ 3 = 6,048

5. Calculate headcount for 2022 - 2024 (by year)
   - ▸ 2022: 670,153 ÷ 6,048 = 111
   - ▸ 2023: 684,111 ÷ 6,048 = 113
   - ▸ 2024: 698,360 ÷ 6,048 = 115

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

Demand Analysis: Summary for Building

Demand Analysis Benchmark Overview
Summary: Building

▸ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the four scenarios:

FTEs by Year	Scenario 1		Scenario 2		Scenario 3		Scenario 4	
	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE	FTE Estimate	Net Change in FTE
2021	122		122		122		122	
2022	116	-6	139	+17	128	+6	111	-11
2023	137	+21	153	+14	145	+17	113	+2
2024	138	+1	168	+15	153	+8	115	+2
Estimated Net Increase (FTE and %): 2021→ 2024	+16 (+13.1%)		+46 (+37.7%)		+31 (+25.4%)		-7 (-5.7%)	

Scenario 1 is based on Building division's revenue.

Scenario 2 is based on work volume.

Scenario 3 is a combination of Scenarios 1 + 2.

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

Scenario 4 is based on population.

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

Supply Analysis: Context & Objectives

Supply Analysis Overview

Supply Analysis covers the following considerations:

1. Current workforce composition, including nature of roles (e.g., regular vs. temporary/contract).

2. Potential supply gaps due to planned/unplanned exits, through the following three scenarios:

    •   Scenario 1: Supply projection based on potential retirements.

    •   Scenario 2: Supply projection based on attrition.

    •   Scenario 3: Supply projection based on potential retirements, attrition, and contract expirations.

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

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Supply Analysis Scenarios: Building

Workforce Composition
Building

Current Workforce Composition

Temporary, 5, 4%

Regular, 112, 96%

Building

- Regular
- Temporary

Key Observations

- Overall, the Building division has 117 employees

- 4% of employees (5) are in temporary/contract roles

  - o 4 contracts are for Clerk roles and have an expiration of September 17 and 19; October 9, 2022 (2 positions)
    - Contract expiring September 19, 2022 is transferring to the role: Clerk, Addressing & Records

  - o 1 contract is for Plans Examining role and is expiring April 8, 2023
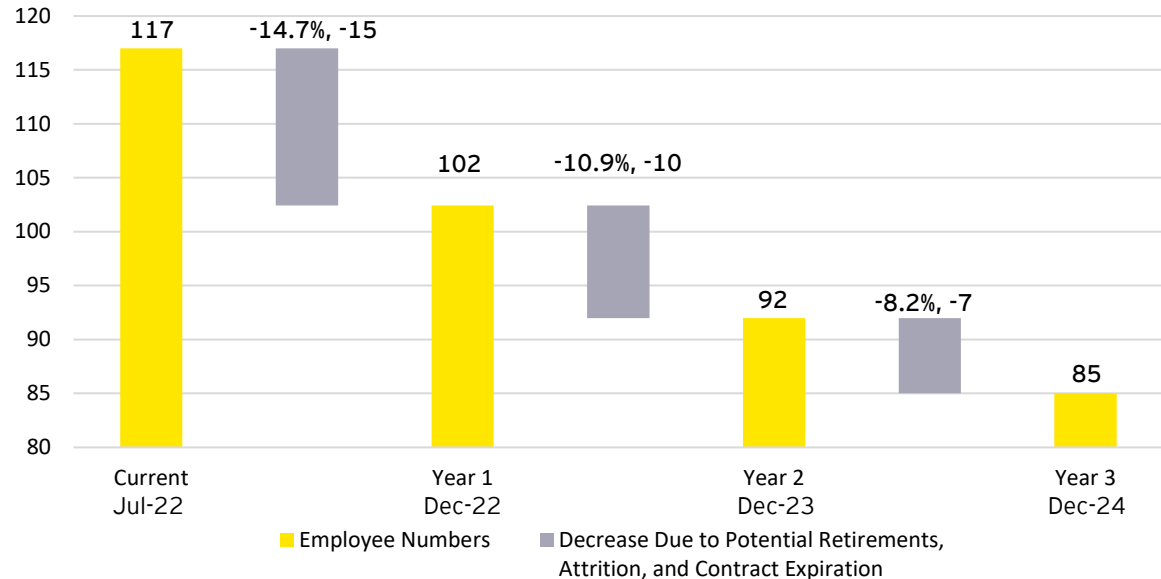
Notes and assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Building employee numbers include Division Leader.

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Supply Analysis: Supply Projection
Building – Scenario 1: Potential Retirements

Supply Forecasts with Potential Retirements

Chart data:
- Current Jul-22: 117
- -7.3%, -8
- Year 1 Dec-22: 109
- -1.9%, -2
- Year 2 Dec-23: 107
- -1.0%, -1
- Year 3 Dec-24: 106

Legend: ■ Employee Numbers ■ Decrease Due to Retirements
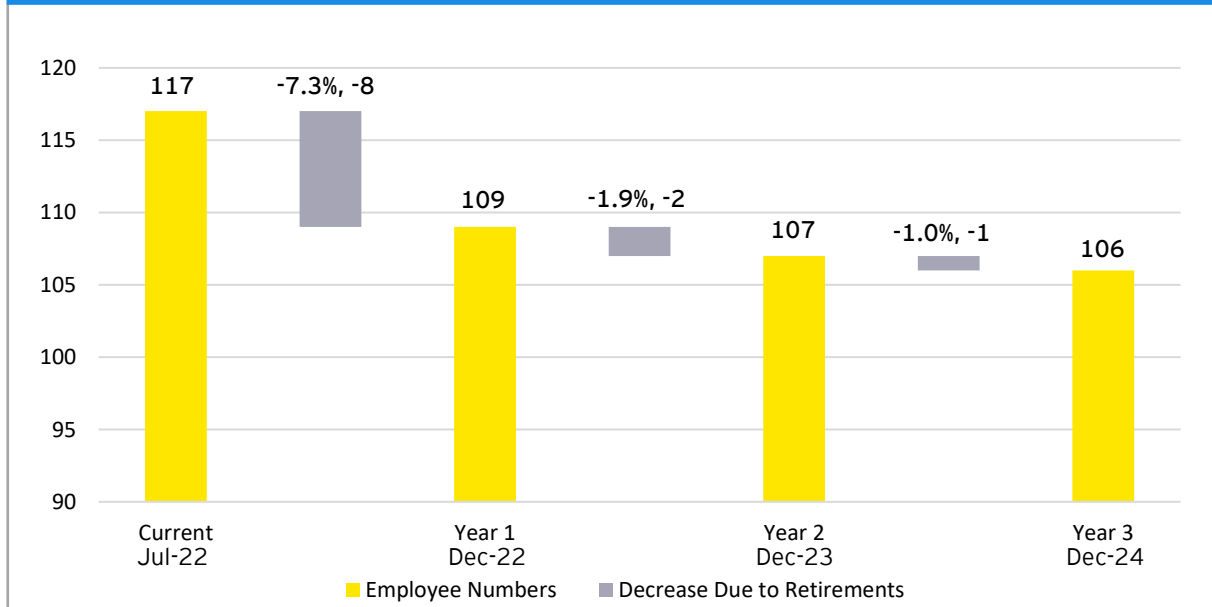
Key Observations

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

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Building employee numbers include Division Leader.
3. Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

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Supply Forecasts with Attritions

Chart values:
- Current Jul-22: 117
- -3.5%, -4
- Year 1 Dec-22: 113
- -7.0%, -7
- Year 2 Dec-23: 106
- -7.0%, -7
- Year 3 Dec-24: 99

Legend: ■ Employee Numbers ■ Decrease Due to Attrition

Key Observations

- If Building division does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to natural, voluntary attrition. Thus resulting in a cumulative impact of 18 employee numbers in Building division by the end of 2024.

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Building employee numbers include Division Leader.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years
   - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022).
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

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Supply Analysis: Supply Projection
Building – Scenario 3: Potential Retirements, Attrition[6], and Contract Expiration

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Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations

Chart data:
- Current Jul-22: 117 Employee Numbers; -14.7%, -15
- Year 1 Dec-22: 102 Employee Numbers; -10.9%, -10
- Year 2 Dec-23: 92 Employee Numbers; -8.2%, -7
- Year 3 Dec-24: 85 Employee Numbers

Legend:
■ Employee Numbers
■ Decrease Due to Potential Retirements, Attrition, and Contract Expiration

Key Observations

- Building division could experience a cumulative reduction of 27% workforce (32 employee numbers) by 2024. Thereby resulting in 85 employees from the current 117 employees.
  - It includes 3 contract expirations in 2022 and 2 contract expirations in 2023 (including Clerk role that is extended by typically 6 months)

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Building employee numbers include Division Leader.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).

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Capacity Gap Analysis: Building

Capacity Gap Analysis
Building

▶ The following table presents an overview of changes to FTEs (from 2021 – 2024) based on the four scenarios:

Building	Demand Scenario 1				Demand Scenario 2				Demand Scenario 3				Demand Scenario 4			
	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]	FTE Estimate (Supply)	FTE Estimate (Demand)	FTE Estimate (With New Hires)[4]	FTE Estimate (No New Hires)[5]
2021	122			-	122		-	-	122		-	-	122		-	-
07/2022[1]	117	-		-	117	-	-	-	117	-	-	-	117	-	-	-
Year 1 (2022)	102	116	+14	+14	102	139	+37	+37	102	128	+26	+26	102	111	+9	+9
Year 2 (2023)	92	137	+31	+45	92	153	+24	+61	92	145	+27	+53	92	113	+12	+21
Year 3 (2024)	85	138	+8	+53	85	168	+22	+83	85	153	+15	+68	85	115	+9	+30

Scenario 1 is based on Building division's revenue.

Scenario 2 is based on work volume.

Scenario 3 is a combination of Scenarios 1 + 2.

Scenario 4 is based on population.

Scenario 3 can be a potential option[6], as it accounts for overall revenue for building division and work volume for building inspections as equal predicators in future headcount. Thereby, providing a well rounded view.

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. Estimate is based on supply reduction from 07/2022 to Year 3 (2024).
3. Estimate is based on demand increase from 2021 to Year 3 (2024).
4. Projected gaps assume that there are **new hires** each year, while accounting for supply attrition. Gap (Year 1) = Demand – Supply; Gap (Year 2) = (Year 2 Demand – Year 1 Demand) + (Year 1 Supply – Year 2 Supply). Gap (Year 3) = (Year 3 Demand – Year 2 Demand) + (Year 2 Supply – Year 3 Supply).
5. Projected gaps assume that there are **no new hires** until 2024, that it is cumulative year over year. Gap = Demand – Supply.
6. Scenario 3 is the preferred scenario based on discussion with the Division's Director.

Phases 2 + 3

Workforce Development and Fostering a
People-Centred Workplace

Approach and Framework for Analyzing Data

EY Deployed a Four Dimensional Framework with Humans@Centre to Enable a Holistic Approach

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

Outside In View: to explore what is working for others. **What can we learn from what others are doing?**

Top-Down View: **How do leadership and HR imagine people centered workplace at PB&GM?**

- 8 leadership interviews
- ~10 hours of conversations

Bottom-up View: **How are employees experiencing PB&GM on the ground?**

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

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

- Review of CoB and PB&GM policies and practices across all areas under discussion
- 5 meetings with HR stakeholders relating to City policies and programs

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Overview of Phases 2 + 3

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

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? Focus group question: What do you *like* and *dislike* about working at the City?

Like about the culture and would like to retain

learning
sharing
supportive
career
collaboration
people
encouraging coworkers
management hybrid helpful mental-health
passionate
balance teaming
enthusiastic benefits
expression
friends work culture work-life
inclusive
challenging positive team
potential
openness opportunity

Dislike about the culture and would like to change

technology
stability workload political
top-heavy resourcing
connectedness hybrid
culture onboarding
transparency leadership
communication
silo'd limited-growth
direction reputation

Employees enjoy working with their colleagues, the friendly support by co-workers, and flexibility that hybrid work offers.

Employees dislike the political environment, lack of communication and transparency, and possibility that hybrid work may not be here to stay (i.e., potentially increasing to more than 3 days/week in office).

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Workforce development

Area	Key Observations
Leadership Direction and Culture	▸ The overall direction for City of Brampton and Brampton 2040 Vision has been defined which gives high-level guidance. ▸ At the department level for PB&GM, frequent changes in leadership has led to unclear direction, ambiguous culture (of uncertainty and fear) and lack of advocacy for the employees. ▸ Leadership coaching support (for current and new leaders) to build self awareness and provide tools that could enable leaders navigate the political landscape and create a better culture for their employees.
Learning and Development	▸ Learning categories (i.e., Leading Self, Leading Others, and Leading Business) are aligned to the City's skills and values Frameworks. As well, infrastructure for the skills and values frameworks exist as trainings that are available at the City-level. There is an opportunity for PB&GM to further leverage these resources, as the awareness and utilization of these training at PB&GM appear limited. ▸ Development of technical capabilities in the department focuses on certification programs that are mandatory to maintain the proper licencing to practice.
Performance and Careers	▸ Performance management system and resources exists for non-union staff. The focus is on performance for the year. The City's skills and values frameworks are accounted for, however the evaluation is subjective. Performance is linked to rewards (e.g., merit-pay increase). Individual development plans could be an opportunity to link performance to learning. ▸ Union staff – performance management is not conducted due to the CUPE agreements. ▸ While there is a vertical hierarchy of roles for both union and non-union staff, there are no clearly defined career paths. ▸ There is an opportunity to define career path philosophy and paths for employees to explore and design their career path at PB&GM.

Area	Key Observations
Mental Health and Wellness	‣ Multiple health and wellbeing service cards exist (e.g., EFAP, Healthy Workplace Events and Challenges, Mental Health Resources, etc.) and are available at the City. However, awareness of these resources at PB&GM appears limited. ‣ Departments have the ability to run department-specific programs (such as peer support networks in Fire, Transit, Service Brampton and Enforcement & By-Law Services) creating an opportunity for PB&GM to implement relevant initiatives.
Future of Work, Hybrid Workforce, and Flexibility	‣ The current flexible work arrangement includes being in-office three days per week. While employees are willing to come to the office, they desire a more purposeful and geared towards objectives reasoning. ‣ There is skepticism around being back in-office 5 days a week. As well, this poses a risk considering many similar southern Ontario municipalities have conducive flexible work and hybrid workforce arrangements. ‣ Leading practices indicate organizations are adopting a flexible work approach in terms of where, when, how, etc.
Recognition	‣ Recognition at PB&GM is in form of non-monetary appreciation. It is however, primarily leader-dependent and therefore, varies team to team. There is limited structured recognition. ‣ Non-union staff: year end performance evaluation is linked to increments. ‣ Union staff: no formal recognition process exists. Employees have expressed recognition could be a motivator to enhance performance.

EY

Possible quick win opportunities to comfort, engage, and retain the talent at PB&GM

Leadership Direction and Culture

- Direction 'Champions'
- Communication
- Reflect and Action
- Coaching for Existing and New Leaders

Learning and Development

- Communication
- Lunch & Learn

Performance and Careers

- Communications
- Leader Engagement
- Extend Available Resources

Mental Health and Wellness

- Policy Reminders
- Lunch & Learn
- Connection Events
- Leadership Stories

Future of Work, Hybrid Workforce, and Flexibility

- No meeting Fridays
- Leadership Check-ins
- Engagement Opportunities
- Policy Reminders

Recognition

- Leader Acknowledgement
- Announcements
- Events

Notes: Details of each quick win can be found in the associated section. Detailed roadmap and opportunities are laid out in the later part of the deck.

EY

Content Structure
How to read this document

Our humans@centre framework was used as the structure

▸ **Top-Down –** empathy maps (leadership and HR)

▸ **Bottom-Up –** empathy maps (employees) , focus group themes

▸ **Inside-Out –** questions and parameters on City of Brampton policies and programs

▸ **Outside-In –** southern Ontario municipal market practices, EY point of views and frameworks, social media research

▸ **Opportunities and Recommendations –** quick wins, future goals, and bigger lifts

Note: The following theme areas contain some or all of these components.

Phase 2

Workforce Development

Leadership Direction and Culture

Leadership and employees at PB&GM believe that the department would benefit with a clear direction and stability

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to leadership direction and culture. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe…

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

Employees believe…

Say	Do	Think	Feel
‣ There is lack of continuity in senior management, which leaves staff unclear on the overall direction of PB&GM ‣ Senior management lets employees deal with councillors direct requests. Many employees find themselves ill-equipped to do so	‣ Work is not completed up to the desired standard due to lack of guidance and pressure to produce high volumes (as opposed to accuracy)	‣ Work is not being done up to guidelines and standards (rules are often bent), which could result in major issues for the City in the future	‣ Development of "learned helplessness" in their work, careers, and prospective growth ‣ Increased levels of stress due to higher workload pressure ‣ Low motivation to complete work

EY

Employees are seeking a clear vision from leadership and support on appropriately executing it

Employees have expressed concern over the instability in leadership, and resulting unclear vision and direction that ensues. They believe that politically-driven and other external influence is negatively impacting their ability to successfully complete their jobs. As well, they feel unsupported in navigating these situations.

Continuously Changing Leadership

"There's a lack of continuity in senior management"

"New managers become in line of fire (and your team as well)"

"It feels like everyone will turnover and there will be a lack of stability. Why does this keep happening?"

Unclear Vision and Direction

"No clear direction from upper management"

"The sense of uncertainty amongst seniors and this trickles down to staff"

"Lack of a common vision"

"Leadership has no direction, no clear path for decisions, and this makes staff vulnerable"

Support and Protection

"Leadership should do a better job of protecting us, I've even received calls on my days off"

"Our leaders don't protect us from the pressure of developers or outside individuals (from the organization)"

"We should not be afraid to give our opinion, there's too much external influence"

"This culture could erode into dark depths...no one has our back"

Political / Low Transparency

"They want us to extrapolate if jobs are being done properly based on limited information"

"The environment is too political and lacks transparency"

"Upper management does not give explanations as to why certain things are happening"

"We constantly find out things via gossip, and it's embarrassing how often that happens"

Note: The data presented on this slide presents themes from focus groups held between June – October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.

EY

EY's research-based framework* 13 capabilities leaders need to thrive in this time of disruption

Think differently with clarity of mind

Navigate a complex, digital, disrupted working world

Relate to others on a very human level

Connect people and possibilities in virtual, complex systems

Adopting, building, and practicing these capabilities could enable leaders at PB&GM to be even more effective leaders and build a culture that is more open and nurturing for the employees. Coaching existing and new leaders to build these capabilities could be beneficial for PB&GM.

*based on interviews with 25,000 leaders from 2,500 companies identifies

Leadership Direction and Culture Opportunities

Quick Wins	Future Goals	Bigger Lifts
Objectives: ‣ To alleviate immediate concerns that employees have ‣ To show PB&GM's commitment towards fostering a people-centric workplace	**Objectives:** ‣ To address concerns that require time to solve and were not addresses in Quick Wins ‣ To ensure policies and processes are modified to support the initiatives	**Objectives:** ‣ To enable mindset shift at large ‣ To make systemic, City level changes
‣ **Direction 'Champions':** Reiterate and promote the overall direction and vision of the City (i.e., Brampton 2040 Vision and how their role will add value and result in it) and have leaders 'champion' it ‣ **Communication:** Be more open and transparent with employees (e.g., regularly during 1-on-1s, frequent update emails, via intranet, genuinely getting to know employees, actively listening, sharing words of encouragement, etc.) ‣ **Reflect and Action:** Periodically reflect on personal strengths and areas for improvement (e.g., performance management, via City offered trainings like 'Developing Trust' from Leading Others module) ‣ **Coaching:** Provide coaching support for existing and new leaders to hone in on areas that can build a more positive culture (e.g., how to be transparent, developing trust with your employees)	‣ **Pulse Check:** Engage employees via pulse surveys and other methods to gain insights into areas for growth and improvement relating to leadership and culture ‣ **Training:** Provide training to leadership on articulating direction and through other trainings offered by the City ‣ **Communication Strategy:** Develop and implement a communication strategy to engage employees and maintain transparency on key events impacting them	‣ **Leadership Development Program:** Develop a Leadership Development program to address gaps and future state needs, including leadership coaching around succession planning and tied to the performance management approach ‣ **Employee Engagement Strategy:** Create employee engagement and employee listening approach including, but not limited to: survey design, focus groups, etc. to drive engagement and continuous improvement that can be incorporated into the leadership culture and mindset shift ‣ **Culture and Mindset Shift:** Enable shift in leadership mindset related to building open, transparent, and supportive teams that incorporates employee perspectives and foster/exemplify the desired culture through leadership)

Key success factors:
‣ Leadership awareness, buy-in and desire to change in order to develop and more people-centred workplace culture
‣ Increased alignment between leadership behaviour and the ideal future state of the City
‣ Resources, guidance, and feedback mechanisms to monitor and iterate on the mindset shift throughout (e.g., 1-on-1 coaching)

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make leadership direction and culture more implementable for the department and the City.

Learning and Development

Both leadership and employees agree that there is a need for greater support in learning and development

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to learning and development. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe…

Say	Do	Think	Feel
‣ Train people so that they can do hearings ‣ There is a provision for coaching as employees move into leadership roles ‣ Lack of awareness among employees about what all the City offers	‣ Spend most of the learning budget in gaining technical certification for the staff ‣ Supervisors do on-the-job mentoring, but their bandwidth is limited	‣ There is a requirement to invest in people to build their skillset both technical and behavioural ‣ Leadership development trainings should be done ‣ LMS is complicated and not very intuitive	‣ Knowledge management is an issue due to high attrition ‣ If HR can be more proactive with learning opportunities and share available learning opportunities with employees, it might enable development better

Employees believe…

Say	Do	Think	Feel
‣ The City does not provide enough resources to develop and grow its talent ‣ Even budgets exist, policies surrounding it are unclear and there's little guidance on what development staff should do	‣ Minimal participation in optional learning and development courses/trainings/opportunities ‣ Mandatory trainings (e.g., re-certification) are emphasized	‣ Everyone is too busy to spend time on learning and development opportunities ‣ There will be more skills gaps that will have to be addressed	‣ There's a desire to be encouraged by leadership to utilize the resources

EY

Employees desire the appropriate timing, guidance and resources to improve their learning and development journey

Employees have expressed their desire to engage in learning and development opportunities. However, they are being hindered by lack of time, clarity on policies to pursue the learning, not receiving the necessary guidance from their leaders, and appropriate resources being unavailable (e.g., courses to develop technical skills).

Time and Availability

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

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

Policy Clarification

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

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

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

Leadership Support and Guidance

"You need to figure it out yourself"

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

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

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

Resources

"Not enough professional development courses available"

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

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

Note: The data presented on this slide presents themes from focus groups held between June – October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.

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Learning and Development

The following presents questions and parameters that should be considered around learning and development program design. EY acknowledges that multiple initiatives are already underway to update existing guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Yes	This exists, but employees are unclear how to access and use it. As well, there is a lack of clarity on which learning budget should be used when (the City's or departmental budget for furthering education).
2	Are there defined roles or a RACI[2] matrix for key decisions within the policy or process workflow?	Partial	Steps to complete and required approvals are outlined. Optional courses are available on an "opt-in" basis.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Partial	Leadership decides on policies, but employees are responsible for seeking out desired learnings.
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	No	Require approval, but on an as needed basis.
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Yes	Documents are available through the intranet, but require employees to be aware how to access them (e.g., EFAP Career Counselling offerings).
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Partial	Courses conducted through the City's learning catalogue provide individualized completion rates.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet does allow for posting comments, however the uptake appears to be low.*
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	Yes	Learning offerings are updated annually (e.g., 2022 Learning and Organization Development Catalogue). Other policies are as needed.

Notes:
1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

*Assumption validated by the City.

Sources (dated August 2022):
- 2022 Learning and Organization Development Catalogue, Learning Service Cards, Education Assistance Program, EFAP Career Counselling offerings (e.g., retirement planning, planning management, resiliency coaching).

EY

All municipalities researched offer learning and development opportunities for their staff

All of the municipalities researched have learning and development opportunities for their staff. However, the modes (self directed learning, class room, tuition assistance etc.) vary depending on the municipality.

▸ **City of Mississauga**: As part of their 'People Strategy,' the City 's philosophy is to build a culture of learning, focused on encouraging all employees to enhance their knowledge, competence, and performance. As well, apprenticeships, research & academic partnership support, training and skills development are offered.

▸ **City of Oakville:** OakvilleLearn – the town's learning and development program (i.e., self directed online courses).

▸ **City of Toronto:** Tuition assistance reimbursement

▸ **City of Oshawa**: Leadership development, skills development, succession planning, in-class and e-learning, resource library, conferences, tuition assistance, innovation labs, career planning resources.

▸ **City of Caledon**: Continuous learning and training development opportunities, tuition assistance.

▸ **City of Vaughan**: The City of Vaughan adopts a continuous learning approach and build knowledge, skills and abilities for the entire workforce. Learning and development programs available to all City employees categorized into seven series – Health, Safety and Wellness, Management and Leadership, Personal Effectiveness and Communication, Power Hour (quick courses revisiting previous courses), Special Learning Events, Team Development, and Technology, Systems and Processes. With nearly 100 learning and organizational development courses and programs in various formats (classroom learning, eLearning, simulations and coaching).

Note: Municipalities have a differences in their unionization of employees. Thus, some aspects of available learning and development may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.

Learning and development can be approached from behavioural and technical skills/capabilities perspective

Behavioural Skills/Capabilities

- Framework defined by the City of Brampton can be leveraged by PB&GM
- Leaders at PB&GM could prioritize skills for their respective teams under the following buckets as defined by the City:
  - Leading self
  - Leading others
  - Leading business
- Staff could be guided to pursue individualized learning opportunities leveraging the learning infrastructure that already exists

Technical Capabilities

- Capabilities as assessed during the capability assessment could be a starting point for technical development within the department
- Mentoring and on the job are the primary modes that can be leveraged to enable development
- Mentoring can be structured such that a formal mentor is assigned for a specific capability for a group of employees with regular weekly or bi-weekly touchpoints
- On the job training is often unstructured. Considering the time commitments facing employees, as this could be a preferable approach

Further considerations for PB&GM:
- More, consistent communication to encourage employees to take time for learning
- Exploring how can learning and development be further incentivised (e.g., through non-monetary recognition)

Capabilities Identified as Potential Areas of Development
Managers

Division/Priority	High	Medium	Low
Building	Liaising and Relationship Management*	Building Strategy	
City Planning and Design		Urban Design	Administration
Development Services		Development Service Strategy	Research
Transportation Planning		Project Management*	Modelling and Analytics

Modes of development that can be deployed: On the job   Mentoring   Reverse mentoring   Structured programs

*Existing CoB courses that can be leveraged: For Liaising and Relationship Management: Presentation Skills, Interpersonal Communication, Facilitate with Finesse, Dealing with Difficult People, Conversations with Courage, Business Writing, Collaborative Communication
For Project Management: PROSCI

Notes:

1. All opportunities identified above are directional based on capability assessment study conducted at the department by EY. It does not question employees' capability. It only attempts to identify areas that can be further strengthened to equip employees.

2. Details of classification can be found here

Capabilities Identified as Potential Areas of Development
Staff

Division/Priority	High	Medium	Low
Building	Plans examining	Administration	Liaising and Relationship Management*
Transportation Planning	Transportation Planning / Modelling and Analytics	Liaising and Relationship Management*	Project Management*

Modes of development that can be deployed: On the job — Mentoring — Reverse mentoring — Structured programs

*Existing CoB courses that can be leveraged: For Liaising and Relationship Management: Presentation Skills, Interpersonal Communication, Facilitate with Finesse, Dealing with Difficult People, Conversations with Courage, Business Writing, Collaborative Communication
For Project Management: PROSCI

Notes:

1. All opportunities identified above are directional based on capability assessment study conducted at the department by EY. It does not question employees' capability. It only attempts to identify areas that can be further strengthened to equip employees. Note that data validity is low for transportation planning due to limited sample size.

2. Details of classification can be found here

Learning and Development Opportunities

Quick Wins

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

- **Communication:** PB&GM could re-communicate the existing learning and development opportunities that exist at the City especially the ones included in the City's skills framework (i.e., leading self, leading others, and leading business)

- **Lunch & Learn:** Monthly lunch & learns for teams to share technical projects and therefore share knowledge and contribute to on-the-job training

Future Goals

Objectives:
- To address concerns that require time to solve and were not addresses in Quick Wins
- To ensure policies and processes are modified to support the initiatives

- **Mentoring:** Many capabilities identified through the capability assessment can be built leveraging existing expertise in the team. Some capabilities that can be considered include: Building Strategy, Development Services Strategy. Mentoring can be lent a structure such as setting regular touchpoints, creating a guide to mentoring conversation etc.

- **Reverse-Mentoring:** For capabilities where higher proficiency levels have been reported for junior employees, reverse mentoring approach can be leveraged to further enhance technical skills of more senior resources. Some capabilities that can be considered include: Research, Urban Design

Bigger Lifts

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

- **Structured Programs :** Classroom or e-learning programs can be built for technical capabilities identified during the assessment. Some capabilities that can be considered include: Plans Examining, Project Management, Transportation Planning and Modelling and Analytics

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Key success factors:
- Deliberate design of all above mentioned initiatives to ensure desired outcomes are achieved (for e.g., defining the mentoring framework, building a communication strategy, etc.)
- Leadership commitment and active participation in initiatives rolled out to enhance learning and development

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make learning and development more implementable for the department and the City. **Identified learning opportunities are based on findings from the Capability Assessment conducted with PB&GM employees.**

Performance and Careers

Development support to enable progression for non-union staff and need for a career path for union employees are emerging themes

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to performance and careers. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe…

Say	Do	Think	Feel
‣ There is a provision for coaching as employees move into leadership roles ‣ Lack of awareness among employees about what all the city offers	‣ Spend most of the learning budget in gaining technical certification for the staff ‣ Supervisors do on-the-job mentoring and provide career guidance, but their bandwidth is limited ‣ Complete the performance management process as laid out by the City often as a checkbox activity	‣ Leadership development trainings should be done ‣ Guidance on future at the City should be provided to help people see what is available ‣ LMS is complicated, not very intuitive, and offers minimal professional development offerings	‣ There is limited room to grow professionally, which is frustrating and disappointing

Employees believe…

Say	Do	Think	Feel
‣ The City does not provide a structured performance management program for non-union employees ‣ Growth is relatively stagnant	‣ Avoidance of "speaking up" ‣ Stay in same position to avoid leaving the union ‣ Do not seek to improve their technical skills and other abilities	‣ Movement is limited unless you are favoured by management ‣ Moving upward is strongly disincentivized due to having to leave the union and associated job insecurity	‣ There are limited growth opportunities and the job does not provide room for moving upwards ‣ There's an instilled fear of repercussions for speaking out

Employees are seeking equitable and transparent performance and career growth opportunities

Employees feel that there are limited growth and advancement opportunities. Often, external talent is hired for roles instead of building and promoting talent from within. As well, there is concern regarding leaders' bias in the talent progression process.

Growth Stagnation

"Growth is pretty stagnant, and I'm willing to take a pay cut to get a new experience"

"The growth circles are too defined, it's hard to stay when you hit a ceiling"

"If you want leadership position you have to resign, go to another place, and then come back"

"You reach the top and then there's nowhere else to go from there"

Bias

"There's a sense of favouritism (whether a group or individual),and preferential treatment"

"Managers pick favourites and groom those individuals (whether or not they're particularly qualified)"

"Movement is limited unless you're favoured by management"

Build vs. Buy

"They keep buying talent instead of building internal"

"Being retained and given a promotion to stay if threatening to leave, but those that have stayed for a while aren't given that – why stay on and do extra work for no chance of a new opening?"

"Contract roles have no growth opportunity. I've been here 1.5 years and never receive a call back about a posting for my current role"

Note: The data presented on this slide presents themes from focus groups held between June – October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.

The following presents questions and parameters that should be considered around performance and careers (non-union) policy and process design. EY acknowledges that multiple initiatives are already underway to update the performance and careers guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Resources available (e.g., goal planning, skills frameworks, etc.). Some under development (e.g., Succession Planning).
2	Are there defined roles or a RACI[2] matrix for key decisions within the policy or process workflow?	Yes	There is a defined policy in place in regards to performance and careers. That is, you have a leadership review (mid-year check-in and annual) and a self-assessment. There is a linkage to merit-based pay increases.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	Leadership decides on policy updates and reviews.
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	N/A	
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Yes	They have access to documents and the Performance Management system through intranet. They are also prompted to complete various steps throughout the year (via email).
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Yes	Performance management for non-union employee is mandatory and links to pay. While there is a metric for completion that is tracked, no other measures are deployed. Succession is in development and could include aspects of performance levels.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating to manager). Can share formal feedback through the system.
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	Yes	Policy is updated and review periodically.

Notes:
1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

Sources (dated August 2022):
• Goal planning worksheet, performance management program (reflection, skills framework, values framework).

Performance and Careers (Union Employees)

The following presents questions and parameters that should be considered around performance and careers (union) policy and process design. EY acknowledges that multiple initiatives are already underway to update the performance and careers guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Minimal resources in this area available for union employees. More so based on your leader's capability to develop (informal).
2	Are there defined roles or a RACI[2] matrix for key decisions within the policy or process workflow?	No	There is no defined policy in place in regards to performance and careers for union employees.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	Leadership decides on the process, but would have to be in alignment with CUPE (and shared across the City, not departmental).
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	N/A	
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	No	Unavailable due to not being under revisions/designed.
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	No	There are minimal resources available that can be tracked.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	No	Informal channels exist (e.g., communicating to manager). No formal channels exist.
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	N/A	

Notes:
1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

Sources (dated August 2022):
- EFAP Career Counselling (career planning and redirection, job satisfaction and performance)

Career paths and performance systems vary based on municipality

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

- **City of Mississauga**: Performance and career development programs, check-in with staff on quarterly basis (highlight successes and needs for improvement), staff rotation between divisions, courses in management and leadership, provision of positions that allows employees growth to "higher-level" roles/supervisory services, but not at manager level yet, self-designating program (previously known as 'HIPO' program). Retirement eligibility and succession planning activities are aligned.
    - **Career Pathing**: Coordinator -> Research -> Project Lead (Capital or Operation) -> Planner -> Manager -> Director
- **City of Oakville:**
    - **Career Pathing for Building Services:** Building Services Representative -> Zoning Officer -> Plans Examiner -> Building Inspector II -> Building Inspector I -> Manager, Building Services -> Director, Building
    - **Career Pathing for Planning Services**: Planner -> Senior Planner -> Manager -> Director, Planning
- **City of Toronto:** Urban-Fellows program* (done through corporate HR), pool of research training
    - **Career Pathing for Planners:** Assistant -> Intermediate -> Senior; mostly lateral movements.
- **City of Oshawa**: Succession planning, career planning resources.
- **City of Caledon**: Professional development opportunities, ongoing performance coaching, annual performance reviews*, apprenticeship programs, secondment positions.
- **City of Vaughan**: Managers are expected to find growth and development opportunities for their team (e.g., reaching out to contacts and getting best practices or knowledge opportunities).

Note: Municipalities have differences in the status of unionization of employees. Thus, some aspects of available performance management and career may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.
*Secondary research does not specify if this is for union and/or non-union roles.

Defining career philosophy is a crucial aspect of career management

While designing a career framework, deciding on a philosophy could enable both the design and the implementation. Defining a philosophy comprises multiple aspects that can enable the building of a robust framework:

Progression - Promotion — 06
Does the organization want to treat progressions and promotions differently?

01 — **Performance - Potential**
Do we base career movements on performance or potential?

Availability - Readiness — 05
What will trigger a career movement - readiness or position availability?

02 — **Technical - Behavioural**
What is the level of focus required on Technical & Behavioural competence/skills?

Depth - Breadth — 04
Should people grow on the basis of depth of expertise or breadth of knowledge across different areas of work?

03 — **Organization - Employee**
Who will own employee careers – organization or the employee?

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

Career Framework Lever	Possible option for PB&GM
Performance - Potential *Do we base career movements on performance or potential?*	Anchoring career movements on performance could be a more suitable option for the following reasons: ▪ Relatively easier to measure ▪ Existence of behaviour skills and technical capability frameworks Note: For union staff, a measure like interviews can be implemented to evaluate performance
Technical - Behavioural *What is the level of focus required on Technical & Behavioural competence/skills?*	A mix of technical capabilities and behavioural skills can be applied with more weightage towards technical capabilities. The reason being there is higher subjectivity in measuring behavioural skills and requires more upskilling for the managers.
Organization – Employee *Who will own employee careers – organization or the employee?*	Shared ownership between organization and employee could be an option for PB&GM for the following reasons: ▪ The organization (PB&GM) could build indicative career paths and guidelines around skills and development requirements to provide some structure to careers ▪ The employees could be responsible for exploring, identifying and pursuing the path most aligns with their skills and aspirations

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

Career Framework Lever	Possible option for PB&GM
Depth-Breadth *Should people grow on the basis of depth of expertise or breadth of knowledge across different areas of work?*	Hybrid of breadth and depth could be deployed for PB&GM. Breadth up to a certain level (e.g.: up to grade 11/13) to equip employees with different skillsets and experiences. Employees can then make a choice of area where they would like to specialize. For building: the transition is being made for development of generalist (breadth based) building inspectors to enable optimization of workflow. Breadth of knowledge could be a guiding criteria for this division.
Availability - Readiness *What will trigger a career movement - readiness or position availability?*	Availability of roles could be an option for PB&GM considering: ▪ Considering budgeting and approval requirements for positions at the department ▪ Retention of existing talent Though, it will be critical to evaluate readiness soon as a position becomes available.
Progression - Promotion *Does the organization want to treat progressions and promotions differently?*	Progression based approach could be more suitable to enable depict a career path to employees. It would also enable in attracting and retaining talent for the department.

EY

Currently, career paths are linear. The department could explore lateral movements especially within the union

BRAMPTON

Development Service

Transportation Planning

City Planning, Policy and Growth Management

Non-Union

Director

Senior Manager Transportation Planning

Director

Manager

Project Manager Transportation

Manager/Strategic Leader, Official Plan and GM/ Policy Prog & Implementation/ Policy Planning

Principal Planner/ Supervisor

Principal Planner/ Supervisor

Union

Planner III (G15)

Policy Planner Transp/ Infrastr (G15)

Planner III (G15)

Heritage Planner (G15)

Planner II (G13)

Transportation Planner II (G13)

Planner II (G13)

Urban Designer (G14)

Heritage Planner (G12)

Urban Designer (G12)

Planner I (G11)

Transportation Planner I (G11)

Transp Planr Modelling & Analytics (G11)

Planner I (G11)

Heritage Planner (G9/10)

Urban Designer (G9/10)

Transportation Planner (G9)

Assistant Policy Planner (G9)

Assistant Development Planner (G7)

Assistant Heritage Planner (G7)

Asst Urban Designer (G7)

Planning Technician (G5)

Planning Technician (G5)

Additional Possible career paths

Current

Possible new roles

EY

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

Key considerations

General Considerations

▸ While there are common capabilities (like Liaising and Relationship Management), core technical capabilities may require development support as employees make lateral transition. For this reason, the possible paths mentioned on the previous slide focus on lateral movements at the same grade level

▸ Development support to move across divisions will be critical to set up employees for success

▸ Open and transparent internal job posting process would contribute to increasing visibility for employees

▸ Criteria for movement such as tenure, assessment/interview process etc. would need to be defined

▸ Finally, guidance on how to implement the movement to support the employees make the decision would enable more robust implementation

For Transportation Planning

▸ Considering the following:
   o It's a small team with limited current and required roles
   o There is a considerable gap from job evaluation perspective between roles which could have an implication of employee development and readiness for roles. It also limits the career path they see with PB&GM

▸ Options to explore
   o There could be 1 or 2 roles between Transportation Planner (G9) and Policy Planner Transp/ Infrastr (G15) to enable employees develop on the job

For City Planning, Policy and Growth Management

▸ Considering the following:
   o Multiple, varied roles under the purview of this division
   o There is a considerable gap from job evaluation perspective between roles in Urban Design and Heritage Planning which could have an implication of employee development and readiness for roles. It also limits the career path they see with PB&GM

▸ Options to explore
   o There could be 1 or 2 roles in Heritage Planning and Urban Design to enable employees see a career path and develop on the job as they make the transition

EY

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

Building Services

Non-Union

Director

Manager
Building/Plans and Permit/Standards and training/ Zoning / Admin/ Innov

Supervisor Inspections	Supervisor Plans and Permit	Supervisor Admin and Info services	Advisor, Innovation and transformation

Union

Senior Inspector Building/Mechanical (G14)	Senior Plans Examiner Building/Mechanical (G14)		System Analyst (G8)
Inspector Generalist / Building/ Plumbing/HVAC (G12)	Plans Examiner Building/Mechanical (G11)	Coordinator, Admin and Info services	Technologist (G7)
Junior Inspector Building (G9)	Coordinator	Clerk	

Key Considerations:
- Development support to move across divisions will be critical to set up employees for success
- Open and transparent internal job posting process would contribute to increasing visibility for employees
- Finally, guidance on how to implement the movement to support the employees make the decision would enable more robust implementation
- Criteria for movement such as tenure, assessment/interview process etc. would need to be defined
- The Admin structure appears flat and may merit exploration of additional paths

Current

Additional Possible

EY

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

Performance and Careers Opportunities

Quick Wins	Future Goals	Bigger Lifts
Objectives: ‣ To alleviate immediate concerns that employees have ‣ To show PB&GM's commitment towards fostering a people-centric workplace	**Objectives:** ‣ To address concerns that require time to solve and were not addresses in Quick Wins ‣ To ensure policies and processes are modified to support the initiatives	**Objectives:** ‣ To enable mindset shift at large ‣ To make systemic, City level changes
‣ **Communications:** Share with employees the existing resources that are available for them (e.g., Morneau Shepell Career Counselling); promote utilization of these resources (i.e., from leadership) ‣ **Leader Engagement:** Leaders should engage in conversation with their employees on career-related topics (e.g., future career pathing, future at the City, etc.) ‣ **Extend Available Resources:** Extend to union employees existing (for non-union) performance management resources that can be applicable to their performance (e.g., goal setting, assessments, giving feedback) within the confines of CUPE guidelines	‣ **Performance Cycle and Career Pathing:** Re-design performance management program to include programs for unionized employees (including a detailed process and periodic cycle) and develop accompanying career mapping options for employees ‣ **Recognition Integration:** Integrate recognition program with performance and career growth ‣ **Rewards:** Identify opportunities where rewards can be connected with performance and career growth for unionized employees (already existing for non-union roles)	‣ **Succession Management:** Develop and implement succession planning component of the program including successor development plan and monitoring progress of succession planning ‣ **Succession Planning Guidelines:** Develop succession planning guidelines and socialize with leadership across levels

Key success factors:
‣ Ensure there is CUPE alignment and permissibility of performance practices (i.e., union leaders must be proactively engaged in these efforts)
‣ Employee awareness and desire for career pathing and development

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make performance and careers more implementable for the department and the City.

Phase 3

Fostering a People-Centred Workplace

Mental Health and Wellness

Leadership and employees at PB&GM are aligned on the need for mental health and wellness resources to retain talent

BRAMPTON

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to mental health and wellness. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe…

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

Employees believe…

Say	Do	Think	Feel
‣ The City needs to provide a more comprehensive mental health resources ‣ Staff wellness is dependent on the leader's skillset and not standardised and governed by policies	‣ Little awareness, and thus low utilization of existing mental health and wellness-related resources	‣ The City needs to improve the overall mental health and wellness of employees or attrition and staff dissatisfaction will continue to increase	‣ Limited clarity on existing resources leaves employees feeling uncertain on how to manage their stress and feelings of ambiguity ‣ Feel unsupported and left to their own devices

EY

Employees desire practical and actionable mental health and wellness related activities

Employees believe increased connectedness to their colleagues could benefit their overall mental well-being. As well, they expect increased empathy and understanding from their leaders. They also believe that seeking support for their mental health is stigmatized and requires more acceptance with easier access to available resources.

Socialization and Connections

"There's a lack of connectedness amongst staff and it feels like we're surviving one day at a time"

"I come into the office for the value in building fellowship, which contributes to my overall wellbeing"

"Staff engagement is lacking in the department"

"Provide more opportunities to connect, but not make staff use vacation days"

Leadership Support and Empathy

"People don't respect or value comments, reducing morale of the team"

"It would be nice if they showed genuine interest in projects we spend substantial time and effort on"

"Morale is very low due to how we're treated"

Stigmatized Mental Health

"People frown down on those that leave for mental health leave"

"Needs supervisors that understand flexibility and appropriate times/deadlines for getting things done, important to prioritize what matters most and not cause unnecessary stress"

Access to Resources

"Challenging onboarding process that leads to negative mental health experience"

"It would be nice to have a wellness day"

"We are not aware of what is available"

Note: The data presented on this slide presents themes from focus groups held between June – October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.

EY

Mental Health and Wellness

The following presents questions and parameters that should be considered around the mental health policy and process design. EY acknowledges that multiple initiatives are already underway to update existing guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Personal Leave Policy, Psychological Health and Safety Strategy (2018), Health and Wellbeing Service Card, etc. exist. However, no official comprehensive policy surrounding mental health[1] was observed.
2	Are there defined roles or a RACI[2] matrix for key decisions within the policy or process workflow?	Partial	Limited policies that exist have a process for approvals (e.g., short-term disability for mental health).
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	If approval for a policy is required, defined process for approval exists (e.g., CLT, council, leader, etc.)
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	Yes	For example, personal leave requires leader alignment and sign-off.
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Yes	Resources are accessible through the intranet, though employees are not aware of it. As well, resources are directly shared with employees (via email and onboarding).
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Partial	Nothing specific to PB&GM. Overall metrics are sporadically monitored (e.g., Manulife coverage, short-term disability, EFAP). Impact assessed across the City (e.g., diabetes awareness and support) is done occasionally.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet/SharePoint does allow for posting comments and other interactivity, however the uptake appears to be low (likely due to lack of anonymity). Equity, Diversity, and Inclusion (EDI) survey touches on some areas related to mental health and wellness that employees can provide feedback on.
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	Partial	Newer policies are viewed with a mental health and wellness lens, but not historic ones. Policies are updated as needed (e.g., Psychological Health and Safety Strategy from 2018 is under revision) but no governance for reviews observed.

Notes:
1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.
3. The above table looks at policies and processes that are universal to the City and therefore applicable to PB&GM. None specifically for the department.

Sources (dated August 2022):
- Personal Leave Policy, Health and Wellbeing Service Card, Assisting and Colleague in Distress, Psychological Health and Safety Strategy (2018), EFAP, Leadership Speak Series (Power of Healthy Tension).

Municipal examples of mental health and wellness programs

All of the municipalities researched have some form of hybrid work arrangement as an integral part of overall mental health and wellness approach. In addition, other benefits or offerings regarding mental health and wellness vary based on the municipality (e.g., gym memberships, ergonomic assessments).

▸ **City of Mississauga**: Working remotely policy (including work from home benefit for desk and other ergonomic supplies), wellness account, alternative work arrangements, disconnecting from work after specific time, leaves of absences, benefit packages for contractors.

▸ **Town of Oakville:** Flexible work arrangements, remote work arrangements, disconnecting from work procedure, employee and family assistance programs (24/7 access), Not Myself Today (mental health resources), access to town gym facilities.

▸ **City of Toronto:** Hybrid work arrangement, employee resource groups (e.g., Black Professional Network, Women's Network) trainings (e.g., 'Positive Space').

▸ **City of Oshawa**: Alternative work arrangement, employee assistance plan, medical clinics, healthy workplace programs (e.g., fitness classes, massage therapy), ergonomic assessments, wellness workshops (e.g., lunch and learns).

▸ **Town of Caledon:** Flexible working arrangements for a balanced home/work lifestyle, progressive and award-winning Healthy Workplace Program, employee assistance program, celebration events, discounted gym memberships, bike share program, casual Fridays, healthy snacks and food options, lunch and learns on wellness, health promotion days, medical clinics/screenings.

▸ **City of Vaughan**: Hybrid work arrangement, allowance for home office, commuting friendly (near subway station), workplace wellness program, WELLNESS@VAUGHAN strategy (encouraging self-care and highlights the importance of staff's total health at work according to the following pillars: mental health, social health, financial health and physical health).

Note: Municipalities have a differences in their unionization of employees. Thus, some aspects of available mental health and wellness may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.

EY's point of view on Mental Health and Wellness

EY's research and experience indicate wellbeing journey should include physical, financial, emotional, and social wellbeing. They together help put humans@centre and look at the "whole" person.

Physical

Providing support to ensure employees are able to care for their physical health. For example, via health and wellness articles (e.g., work-life balance tips), recipes (nutrition and Alzheimer's, acupuncture and arthritis), and more.

Financial

Supporting financial wellbeing through various benefit programs and providing tools and resources to help achieve personal goals. For example, pension plans, group RRSP, TFSA, wellbeing benefit re-imbursement, workperks, financial wellbeing posts/articles, group home and auto insurance, tools and calculators, etc.

Emotional

Valuing the contributions of people from all backgrounds and perspectives – including people with a range of abilities and disabilities. For example, employee and family assistance programs (available 24/7), mental health benefit, healthcare online (e.g, Teledoc medical experts), telemedicine, backup elder and childcare, mindfulness, etc.

Social

Offering different networks employees can join and connect with others to share challenges and ideas to support each other as they navigate the corporate environment. For example, Black Professionals Network, Accessibilities Network, Pan Asian Professional Netowrk, Professional Women's Network, Latinx Professional Network, Today's Families Network, Unity (LGBTQ+) Network.

Mental Health and Wellness Opportunities
Leveraging the Physical, Financial, Emotional and Social Framework could be beneficial

Quick Wins	Future Goals	Bigger Lifts
Objectives: ‣ To alleviate immediate concerns that employees have ‣ To show PB&GM's commitment towards fostering a people-centric workplace	**Objectives:** ‣ To address concerns that require time to solve and were not addresses in Quick Wins ‣ To ensure policies and processes are modified to support the initiatives	**Objectives:** ‣ To enable mindset shift at large ‣ To make systemic, City level changes
‣ **Policy Reminders (P, F, E, S):** Share links to existing mental health and wellness resources (e.g., Health and Wellbeing Service Card) ‣ **Lunch & Learn (P, F, E, S):** Presentation on the City mental health and wellness offerings can be given by Sarah to PB&GM employees ‣ **Connection Events (E, S):** Introduce formal periodic events (e.g., Treat Tuesdays) and promote participation in informal ones (e.g., Coffee Chats) to have staff connect and socialize with one and build morale ‣ **Leadership Stories (E, S):** Have Leaders share their experiences with mental health to model empathy and reduce stigma surrounding the topic (e.g., Ask Me Anything with Leadership)	‣ **Wellness Engagement Activities (P):** Methods to engage employees in wellness-related activities (e.g., Wellness Wednesdays talking about topics like how to manage stress or 5 minute chair yoga, building a wellness community, etc.) ‣ **Process and Policy Update (P, F, E, S):** Investigate the actual desires and needs of employees, and re-design existing materials to support it (e.g., total rewards and benefits)	‣ **Empathy Development (E):** Enable shift in leadership mindset related to mental health and wellness by developing empathy and overall emotional intelligence (e.g., emotional intelligence assessment and development, coaching support) ‣ **Behavioural Modelling (P, E, S):** Promote and embed empathy within day-to-day work, modelling these skills to all employees (e.g., wellness checks, engaging in empathic conversations) ‣ **Employee Value Proposition (P, F, E, S):** Update current employee value proposition to include additional components of mental health and wellness offerings

Key success factors:
‣ Leadership alignment, buy-in, and modelling of the importance of empathy and mental health awareness in the workplace
‣ Reducing the stigma surrounding mental health to enable employees to further utilize the resources
‣ Integration with total rewards and workplace policies

Notes: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make mental health and wellness-related activities more implementable for the department and the City.

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

EY

Future of Work, Hybrid Workforce, and Flexibility

Leadership and employees at PB&GM are aligned on the need for flexible work arrangement to attract and retain talent

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to hybrid work. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe…

Say	Do	Think	Feel
‣ The City needs to take a proactive approach for flexible working ‣ Limited flexible work options with constant uncertainty is one of the reasons for high attrition	‣ Engage in sporadic group meetings to discuss on the topic	‣ Brampton needs to commit to hybrid work stance, as otherwise there will be an adverse impact for the department ‣ Hybrid work can extend the talent pool and develop a better talent pipeline	‣ Levels of burnout are increasing and this applies to all employees ‣ That they should be able to address the concerns of the employees to better the situation ‣ Absence of clear alternate work arrangement policy is an impediment to success as everyone needs and desires flexibility

Employees believe…

Say	Do	Think	Feel
‣ The City should offer employees flexibility in where they work ‣ There is a lack of understanding how decisions on coming into office were made and reasoning for them ‣ It would be better to receive clear and direct communication from leadership	‣ Reluctantly come to work (in-person) 3 days a week in accordance with the City's guidelines	‣ There will be major attrition if the City does not take a stance that incorporates employee feedback ‣ Political pressure will only increase and accentuate the problem further	‣ It is difficult to come into work daily as this negatively impacts work-life balance ‣ Employees feel they could be better respected and less helpless on the matter if their thoughts and feedback can be appropriately heard and actioned

EY

Employees are willing to come in to office if it is purposeful while ensuring work-life balance is met

BRAMPTON

Employees have expressed that there should be a reason to come in to office and knowledge workers who can work remotely should not be mandated to come into office. The believe that decision making for such things should be transparent. They also think productivity is higher when working remotely.

Flexibility in 'When' and 'Why'

"You have to come to the office, but there's no coordination between staff of when/why they should come in"

"Come in, no one is here, and then all meetings are online"

"People want flexibility"

Work-Life Balance

"We want the type of work-life balance that allows us to take our kids to school, workout, etc."

"In regards to work-life balance, most studies would show that (specifically since 2020) the work from home, or rather a more flexible approach, increases productivity and employee happiness"

Productivity

"Productivity has only grown since work from home, so why come in every day?"

"I'm more productive at home, less so in office [from the distractions]"

"Management needs to trust people are doing the work (need to deal with issues on a case by case basis) and allow minimum supervision"

Transparency

"No clear direction from upper management, just told to come in 3 days a week"

"Not getting answers or support from upper management, not giving explanations of why things are happening"

"We voice it, but nothing comes back, not even acknowledged"

"There's a lack of transparency in decision-making"

Note: The data presented on this slide presents themes from focus groups held between June – October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.

EY

Greater communication with employees could enable better design and implementation of flexible work

The following presents questions and parameters that should be considered around the future of work policy and process design. EY acknowledges that multiple initiatives are already underway to update the flexible work arrangement guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Yes	In review (see sources below), updated recommendations to be shared with council. Documentation does not specify considerations and implications[1].
2	Are there defined roles or a RACI[2] matrix for key decisions within the policy or process workflow?	Partial	The policy and process are in development. For example, aligning with their leader on working hours.
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	Most decision making is done at the council level with limited empowerment at department/division level.
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	Yes	Revised policy and process are in development.
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Partial	Employees have some awareness, but do not have full access to documentation as it is in development.
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	N/A	
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet does allow for posting comments, however the uptake appears to be low.*
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	N/A	The policy and process are in development.

Notes:
1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.
*Assumption validated by the City.
Sources (dated August 2022):
• Flexible Work Program, Flexible Work Administrative Directive, Flexible Work Agreement, Flexible Work FAQs.

All municipalities researched have hybrid work arrangement for their staff and plan on continuing the same

All of the municipalities researched have some form of hybrid work arrangement. The range for days in office is 1-4 days. Hybrid work is observed to be dependent on employee roles and varies based on the role-related work and the talent pool that they are competing for.

- **City of Mississauga**: Fully remote with planning teams often coming in 1 day a week. Timesheet requirement. Option to claim job related expenses if working more than 60% remote.

- **Town of Oakville:** Hybrid arrangement with 1-3 days in office based on business requirement. Flex-time arrangement where employees can decide the time they work at.

- **City of Toronto:** Hybrid work for anyone that desires; to be determined between employee and their people lead.

- **Town of Caledon**: Hybrid with 2 days in office.

- **City of Vaughan**: Hybrid with 50% in office spread over 2 weeks.

Note: Municipalities have a differences in their unionization of employees. Thus, some aspects of available hybrid workforce may not be applicable. Most of the data has been collected through secondary research online, as well as some direct conversations with other municipalities.

EY's Principles for Defining Hybrid Work
Key considerations for hybrid work arrangements

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

When should a hybrid employee come into an office?

Scheduled Hybrid (rules-based model) ← → **Flexible Hybrid (principles-based model)**

Scheduled Hybrid (rules-based model)

- Employees come into the office for a set number of days weekly (e.g. 3 days / week)
- In some cases, the number of days / week and the actual days of the week are defined at an enterprise level (e.g. everyone comes in Tues-Thurs and Monday and Friday are work from home days)
- In other cases, the number of days / week are decided at the enterprise level and then the Manager / Team Leads decide the actual days of the week based on the preferences of their team

Flexible Hybrid (principles-based model)

- Employees come into the office for specific activities that are considered core to enabling the firm's culture, desired employee experience, desired customer experience or are core to the employee's job (e.g. onboarding, performance reviews)
- Typically principles and activities are set at the leadership level and Managers / Team Leaders decide how to organize their teams around that

STRENGTHS	CHALLENGES	STRENGTHS	CHALLENGES
• Could be considered to be a more equitable approach as all employees are required to come in for the same amount of time regardless of role	• May not provide the full flexibility employees are looking for from their employers and may be challenged by employees	• Potential fore more cross-team collaboration as different teams show up on different days throughout the week	• Could create possible inequity between teams if leaders have different frequency or approach for specific activities
• May allow for more effective office and workspace planning	• Could reduce the amount of cross-functional collaboration in the office between teams if the "in-office" days are not defined at an enterprise level with everyone coming in on the same days	• May allow for a more consistent employee experience with all employees experiencing the same types of activities in the office	• More substantial change management effort to ensure consistent understanding of activities across Managers / Team Leaders
• Potentially greater ease of implementation requiring less change management to share approach with employees		• Could create more even use of workspace over the course of the week	• May create more difficult office and planning and may limit the availability of assigned workspaces should they be desired
		• Provides higher levels of autonomy and flexibility to teams, Managers / Team Leaders to split their time between the office and other locations of their choosing	• Could put more pressure on Managers/Team Leaders to coordinate employees (and/or create greater need for technology to enable)

EY

EY's Workplace Archetypes
Based on EY's experience, there are 5 key workplace archetypes
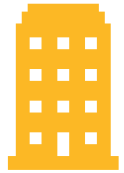
Work as a Place

'The Office' is 'work', but more people do some 'from home', more regularly

"I am going to work"

Office as Anchor

'The Office' is central to work and organizational effectiveness but with greater degrees and types of remote work in place

"Today I am in the office"

Office as Connector

'The Office' optimally connects different modes of work, and employee segments, to each other

"I only go to the office to connect and collaborate"

Office as a Magnet

'The Office' is not central to work, but is at the centre of organizational development and regularly draws people together

' "I only show up to learn and feel the culture"

Work as an Activity

'The Office' is not an important part of work. Space is fluid and virtual effectiveness is everything

' "I work from 'a network of spaces' "

On-Premises ←— Hybrid — Models —→ Off-Premises (Local – Global)

Enablers for a hybrid workforce
How leadership can enable a hybrid workforce

As many organizations are trying to capitalize on the global talent market, below are some leading practices when executing on the "Hybrid" and "Work from Anywhere" initiative.

SS
Strategic Solution

GS
Global Structure

EE
Equal Experience

VS
Virtual Standardized

FL
Future Leader

Engage at a strategic level when adopting a global talent market

Exploring global talent market is not a quick operation and resource fix, it needs to be

- Treated at a strategic level and make sure it is aligning to the overall company and people strategy
- A long-term journey that needs to reflect, review and re-adjust

Embrace the bigger world with a global infrastructure for business and people

Taking away the geographic boundary requires a shift in how the company configure itself to fit the global scale

- Business & Operation Value Chain
- Operating / Service Delivery Model
- Organization Structure
- Governance
- Workforce Planning
- Talent Management
- Techonology

Ensure an equal experience disregarding of location for greater sustainability

Recognizing location differences that the same process does not mean the same experience, it requires

- Clear understanding on the needs for both in-person and remote
- Recognizing the impact caused by distance and time zone difference
- Embracing the various national value, culture and expectation

Establish a prescribed virtual working system and environment

Having a "Hybrid/Work from Anywhere" environment means the need to build ways of working in a deliberate way

- Brainstorming & Knowledge Sharing
- Problem Solving & Decision Making
- Socialization & Networking
- Data Security & Management

Enhance your leadership capability for leading a global workforce

Building a leadership pipeline that are equipped and ready to lead/manage at a global scale

- Global Mindset
- Cultural Intelligence
- People Centricity
- Self Awareness & Reflection
- Empathy & Compassion

EY

Some quick win opportunities to support the employees can be immediately explored followed by more systemic interventions

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Quick Wins	Future Goals	Bigger Lifts
Objectives: ▸ To alleviate immediate concerns that employees have ▸ To show PB&GM's commitment towards fostering a people-centric workplace	**Objectives:** ▸ To address concerns that require time to solve and were not addresses in Quick Wins ▸ To ensure policies and processes are modified to support the initiatives	**Objectives:** ▸ To enable mindset shift at large ▸ To make systemic, City level changes
▸ **No Meeting Fridays:** Implement a "no meeting Friday" to give employees focus or 'heads-down' time ▸ **Leadership Check-Ins:** Establish regular touch-points (e.g., monthly 1-on-1s) with managers to discuss concerns around hybrid work and proximity bias ▸ **Engagement Opportunities:** Provide more purposeful staff engagement opportunities as reasons to come into the office (e.g., socials, networking events, team brainstorming sessions) ▸ **Policy Reminders:** Re-communicate work from home ergonomic set-up trainings (and similar offerings)	▸ **Hybrid Guidelines:** Establish clear guidelines to help leaders understand what is expected to be in the office and ensure that employees have a consistent and equitable experience (e.g., Hybrid Handbook for navigating the future of work, leadership sessions) ▸ **Talent Processes:** Update talent management process to embed hybrid work related guidelines and support to employees for onboarding, training, and professional growth and development (e.g., buddy program for new hires, mentorship program)	▸ **Culture Shift**: Enable shift in leadership mindset related to hybrid work, productivity and equity to build a healthier, more inclusive culture (e.g., coaching support, remote leadership skill development, trainings) ▸ **Employer Branding:** Position the City as an employer of choice by improving the talent perception (e.g., enhancing the employee value proposition)

Key success factors:
▸ Leadership alignment and buy-in to hybrid workforce and future of work philosophy
▸ Trained resources that are capable of bringing the hybrid workforce to life across divisions in line with the City's strategic priorities

Note: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make hybrid and flexible work arrangement more implementable for the department and the City.

EY

Recognition

Leadership and employees at PB&GM are aligned on the need for recognition to reinforce behaviours and build morale

The following presents an empathy map. An empathy map is used to show what different stakeholders are saying, doing, thinking, and feeling thereby giving a deeper insight into their perception. The following is focused on topics related to recognition. It is based on aggregate sentiments captured during interactions.

Leadership and HR believe…

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

Employees believe…

Say	Do	Think	Feel
‣ The City should empower leaders to formally and informally recognize employees for their successes ‣ There should be better guidance on how to develop one's career and technical skills	‣ Sporadically recognize team/peers based on their own volition	‣ No reinforcement of behaviours that align with the City's values ‣ There could be a continued reduction in employee motivation due to absence of sufficient recognition	‣ Feel underappreciated in role ‣ Believe their career and professional development is stagnant at the City

EY

Employees are seeking a more **structured and equitable** process to both formal and informal recognition

Employees have expressed a desire to receive acknowledgement of their work and overall performance from their leaders. As well, this acknowledgement should be more structured in order for it to be an equitable process for all. They also seek clarification on the linkage between recognition and overall career opportunities within the City.

Performance Acknowledgement

"Maybe a "thank you" or "you're the best" because it's good to be recognized"

"We should receive more reassurance about the progress of our work"

"Brampton says their focus is on their people, so they should focus on us"

Structure and Process

"Being recognized is very leader-dependent"

"There isn't a specific process to recognize others or share successes, at least that I know of"

"Strong desire to be known by leadership, not even an attempt"

Linkage to Performance and Careers

"Being retained and given a promotion to stay, but those that have stayed for a while aren't given that – why stay on and do extra work for no chance of a new opening?"

"Support from management to do the appropriate work (sometimes hired for specific skills and then forced to do things that are not in the job description)"

"Commitment for professional development and leadership being encouraging of these opportunities"

"No focus on elevating our staff or their ability"

Note: The data presented on this slide presents themes from focus groups held between June – October 2022. Some of these insights are already being actioned and developed by the City into related policies and programs.

EY

Recognition

The following presents questions and parameters that should be considered around a recognition process or program design. EY acknowledges that multiple initiatives are already underway to update existing guidelines. The table below provides an addition input for consideration.

#	Question/Parameter	Yes/No/Partial	Additional Comments
1	Is there a documented policy or process workflow?	Partial	Informal recognition may take place on leader-to-leader basis (e.g., complimenting one's work). There are limited formal resources primarily to recognise duration of service at the City (e.g., bonus week vacation, work milestone publications).
2	Are there defined roles or a RACI[2] matrix for key decisions within the policy or process workflow?	No	Recognition policies are limited and have general guidelines (e.g., years of service to receive a milestone announcement).
3	Are most of the decisions related to policy/ process implementation taken by the top Leadership?	Yes	The milestone based recognition is automatic. If any department level initiative was to be designed, leadership (like the commissioner) would need to be aware and sign-off. As well, if it is something relating to monetary recognition CUPE would need to be consulted before any decision (and it would need to be City-wide, not just for PB&GM).
4	Do employees need to get approvals frequently for policy or process related decisions that impact their day-to-day work?	N/A	
5	Do employees have access to documents with details on how the policy or process is applied/implemented within the organization?	Partial	Documents are available through the intranet, but require employees to be aware how to access them. However, no formal documentation except for recognition of years of service has been observed.
6	Are there any defined metrics to track policy or process efficiency/impact/coverage?	Partial	Implementation of recognition for years of service is monitored and is automated.
7	Is there any channel or forum for employees to share ideas or inputs for policy changes/process improvements?	Partial	Informal channels exist (e.g., communicating ideas to manager), but opportunities are limited. Intranet does allow for posting comments, however the uptake appears to be low. There is an option to contact the Talent and Organizational Development team via a shared inbox (though this would be for City-wide).
8	Is there a periodic review (annual or bi-annual) of policy and process for required changes or shifts?	No	Due to limited structure and process, this does not occur.

Notes:
1. May vary depending on updated documentation.
2. RACI allows you to define roles as Responsible for, provide Approval, to be Consulted, and to be Informed.

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

EY's PoV on Recognition
Recognition & rewards programs are key to driving behaviour change

Rewards and recognition programs are key levers in driving transformation and behaviour change. Recognition is also crucial in creating a highly engaged and effective organization.

Recognition is a key component of how employees' view their total rewards package.

Total Rewards

- Base Pay
- Variable Pay
- Policies & Practices
- Benefits
- Recognition
  - Monetary
  - Non-monetary
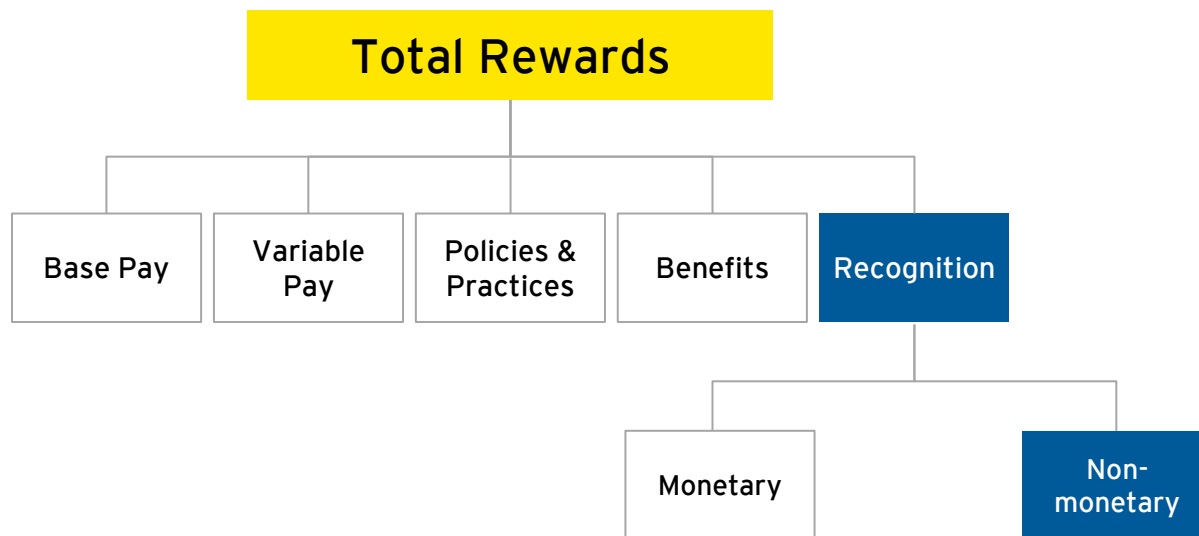
For PB&GM, **non-monetary recognition** could be a potential option as it takes into consideration some of the barriers the department may face:

- ‣ Low cost approach (that would have no/minimal budget implications)
- ‣ Quick to implement
- ‣ Can be department-led (as opposed to City-wide)
- ‣ Does not require Council or CUPE approval (due to no financial aspects)

A recent study showed that that 81% of employees say they are "**motivated to work harder when their boss shows appreciation for their work.**"

EY

Focus on: Non-Monetary Recognition
Efficiently motivating employees without the expense of traditional methods

Types of Non-Monetary Rewards

Non-monetary rewards (no financial value) can be implemented using both **Formal** and **Informal** recognition programs:

- Formal recognition is given on a semi-regular basis, and follows a defined process (e.g., employee of the month, letter of appreciation, ceremony, plaque)

- Informal recognition can be given arbitrarily to anyone, by any one (e.g., sending a co-worker an e-card for their hard work on a project, telling the employee that they're doing "good work")

- Recognition based on efforts, and not only on results, can be beneficial as well.

5 Criteria for No -Monetary Recognition

Five criteria* for non-monetary recognition:

1. The rewards should be made public (other employees should be able to be made aware of the recognition).

2. Rewards should be given infrequently to maintain significance.

3. There has to be some type of reward process that makes it credible.

4. Rewards should be associated with "achievement."

5. Rewards should be made meaningful in the culture and should be symbolic in nature.

*In-depth details for the 5 criteria can be found here

Note: For an example of a non-monetary recognition program (EY's Recognition Awards Centre), please see here.

Key Considerations
How a non-monetary recognition program can be brought to life

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The following are considerations and questions to reflect on and think about for PB&GM's recognition program/platform:

Key Questions

Leading Practice & Latest Trends Potentially Applicable for PB&GM

Key Questions	Leading Practice & Latest Trends Potentially Applicable for PB&GM
What is the primary objective of the recognition program?	Many organizations use recognition programs to **incentivize behaviour,** show appreciation for performance and drive greater employee engagement.
What is the program recognizing?	Organizations are shifting from purely recognizing outputs to recognizing behaviour and/or effort – especially **behaviour that is aligned to key strategic priorities** (e.g., transparency, DE&I. etc.) to drive a more holistic and broader coverage.
What is the program anchored on?	Organizations are aligning recognition programs to their **purpose and key values as part of their total reward philosophy.** This is also coming in the form of awards for inclusion, sustainability, teaming, etc.
Is a platform necessary? What would it need to include?	Typically, organizations opt-in for a recognition platform that allows for a **structured nomination and notification process**. The **type of recognition** (e.g., e-cards, letter of appreciation, etc.) will aid in determining what components must be included in the platform.
Who receives the recognition?	While there could be individual division/function recognition programs, **organizations are aiming to have all employees** be eligible to at least some form of recognition program (regardless of role, level, etc.) to ensure fairness, inclusion, and equity.
Who can nominate? What is the governance around it?	A 360 approach is preferred that any employee can nominate (**peer to peer; skip level**) to drive a greater recognition culture (i.e., an informal process). Many organizations have created a **committee to approve** monetary awards (i.e., a formal process).
What kinds of awards are given? How are they determined?	Given COVID-19, awards have become more **flexible** – available online through **rewards catalogues with gift card optionality**. Wellness has become a key reward category (e.g., yoga classes, flexible time-off, stipends). **Employees wants and desires** should be gathered for specific rewards options.
Is it tied to overall performance?	Recognition awards are used as an **input to performance** conversations.

Recognition Opportunities

Quick Wins	Future Goals	Bigger Lifts
Objectives: ‣ To alleviate immediate concerns that employees have ‣ To show PB&GM's commitment towards fostering a people centric workplace	**Objectives:** ‣ To address concerns that require time to solve and were not addresses in Quick Wins ‣ To ensure policies and processes are modified to support the initiatives	**Objectives:** ‣ To enable mindset shift at large ‣ To make systemic, City level changes
‣ **Leader Acknowledgement:** Leaders providing individualized and genuine appreciation for employees' work (on a semi-regular basis or at specified milestones, consistently across divisions) ‣ **Announcements:** Sharing in division/department-wide announcements or 'shout-outs' to those that have exemplified exception work or performance or milestones (e.g., recognizing an employee at a team meeting, celebrating a birth, etc.) ‣ **Events**: Hosting employee appreciation events to recognize and show appreciation for the work employees do (e.g., team BBQ similar to that of the transit department)	‣ **Recognition Framework and Process:** Creation of a structured program and process, aligned to total rewards philosophy. It can comprise of components such as non-monetary (e.g., e-cards, verbal praise) recognition from leaders and peers ‣ **Process Implementation:** Develop guidelines, policies, and systems that are equitable and bring the framework to life (e.g., technology that enables recognition)	‣ **Other Forms of Recognition**: Exploring other forms of recognition at a department level (e.g., monetary for non-union staff) and at a City level (i.e., monetary for unionized staff)

Key success factors:
‣ Leader buy-in and engagement in understanding and practicing recognition strategies
‣ Alignment with CUPE for any monetary program and an 'FYI' for a non-monetary program
‣ Recognition program designed in an employee-centric way and that they are recognizing each others (i.e., to have a 'snowball' effect)

Notes: The City and PB&GM might already be doing some of these initiatives. The view above attempts to consolidate opportunities that could make recognition more implementable for the department and the City. Examples of market practices are drawn from other municipalities include: **City of Oshawa** – Service recognition and retirement functions/celebrations, staff appreciation events, informal recognition, awards of excellence; **Town of Caledon** – Service awards, employee recognition events.

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Social Media Research

Social Media Research on the City of Brampton

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

City of Brampton

Overall Satisfaction	3.8
Culture and Values	3.4
Career Opportunities	3.5
Senior Leadership	3.2
Compensation and Benefits	3.5
Work-Life Balance	3.7
Diversity and Inclusion	3.9

- **74% recommend to a friend**
- **44% have a positive business outlook**

Pros

Pay, benefits, flexible hours, great staff, great salary

Cons

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

people hours
colleagues
salary
work-environment
pay work location
learning
flexible benefits
friendly

transparency trainings
limited-growth
top-down communication
management
inconsistency supervisors political

Employee (current and previous) reviews perceive the City of Brampton as providing flexibility and good overall benefits. However, inconsistent management/leadership and limited growth opportunities are areas raised as concerns.

Notes: Reviews include full and part-time employees. Data collected from Glassdoor. These data are based on the City of Brampton as a whole and do not accurately depict PB&GM specifically.

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Town of Caledon

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

Overall Satisfaction	3.7
Culture and Values	3.3
Career Opportunities	3.2
Senior Leadership	2.9
Compensation and Benefits	3.1
Work-Life Balance	3.6
Diversity and Inclusion	3.3

- **56% recommend to a friend**

Pros
Coworkers, working closely with public, leadership, work-life balance, good training

Cons
Advancement opportunities, little communication from management, very political

City of Toronto

- **1,368 reviews** (as on Nov 2022)
- **Ranking of Parameters** (based on average scores, on a scale of 0-5):

Overall Satisfaction	4.1
Culture and Values	3.8
Career Opportunities	3.8
Senior Leadership	3.5
Compensation and Benefits	4.0
Work-Life Balance	4.0
Diversity and Inclusion	4.2

- **82% recommend to a friend**

Pros
Good place to work, good benefits, fun, overall pay, work-life balance, flexible hours

Cons
Staff shortages, poor management, unnecessary trainings, long hours

City of Mississauga

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

Overall Satisfaction	4.2
Culture and Values	3.9
Career Opportunities	3.7
Senior Leadership	3.7
Compensation and Benefits	4.2
Work-Life Balance	4.0
Diversity and Inclusion	4.1

- **81% recommend to a friend**

Pros
Good pay and benefits, work environment, flexible hours, great staff

Cons
Favoritism by leadership, long hours, many procedures and policies

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

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Town of Oakville

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

Parameter	Score
Overall Satisfaction	3.8
Culture and Values	3.7
Career Opportunities	3.3
Senior Leadership	3.7
Compensation and Benefits	3.9
Work-Life Balance	3.9
Diversity and Inclusion	3.7

- 74% recommend to a friend

Pros
Good pay, nice coworkers, flexible hours, good benefits, great environment

Cons
Disorganized, poor management, no concern or consideration for employees

City of Vaughan

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

Parameter	Score
Overall Satisfaction	3.8
Culture and Values	2.7
Career Opportunities	2.8
Senior Leadership	2.6
Compensation and Benefits	3.6
Work-Life Balance	3.1
Diversity and Inclusion	3.2

- 52% recommend to a friend

Pros
Great team environment, pay, people, flexible hours

Cons
Management, top-heavy, minimal training

City of Hamilton

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

Parameter	Score
Overall Satisfaction	4.1
Culture and Values	4.0
Career Opportunities	3.8
Senior Leadership	3.6
Compensation and Benefits	4.0
Work-Life Balance	4.0
Diversity and Inclusion	4.0

- 98% recommend to a friend

Pros
Accommodating, good pay and overall salary, people, benefits, work environment,

Cons
Toxic management environment, lack of training

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

EY

Prioritization and Implementation Roadmaps

Recap: Consolidation of Quick Wins (1/2)

Leadership Direction and Culture

- **Direction 'Champions':** Reiterate and promote the overall direction and vision of the City (i.e., Brampton 2040 Vision and how their role will add value and result in it) and have leaders 'champion' it

- **Communication:** Be more open and transparent with employees (e.g., regularly during 1-on-1s, frequent update emails, via intranet, genuinely getting to know employees, actively listening, sharing words of encouragement, etc.)

- **Reflect and Action:** Periodically reflect on personal strengths and areas for improvement (e.g., performance management, via City offered trainings like 'Developing Trust' from Leading Others module)

- **Coaching:** Provide coaching support for existing and new leaders to hone in on areas that can build a more positive culture (e.g., how to be transparent, developing trust with your employees)

Learning and Development

- **Communication:** PB&GM could re-communicate the existing learning and development opportunities that exist at the City especially the ones included in the City's skills framework (i.e., leading self, leading others, and leading business)

- **Lunch & Learn:** Monthly lunch & learns for teams to share technical projects and therefore share knowledge and contribute to on-the-job training

Performance and Careers

- **Extend Available Resources:** Extend to union employees existing (for non-union) performance management resources that can be applicable to their performance (e.g., goal setting, assessments, giving feedback) within the confines of CUPE guidelines

- **Leader Engagement:** Leaders should engage in conversation with their employees on career-related topics (e.g., future career pathing, future at the City, etc.)

- **Communications:** Share with employees the existing resources that are available for them (e.g., Morneau Shepell Career Counselling); promote utilization of these resources (i.e., from leadership)

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Mental Health and Wellness

- **Policy Reminders (P, F, E, S):** Share links to existing mental health and wellness resources (e.g., Health and Wellbeing Service Card)

- **Lunch & Learn (P, F, E, S):** Presentation on the City mental health and wellness offerings can be given by Sarah to PB&GM employees

- **Connection Events (E, S):** Introduce formal periodic events (e.g., Treat Tuesdays) and promote participation in informal ones (e.g., Coffee Chats) to have staff connect and socialize with one and build morale

- **Leadership Stories (E, S):** Have Leaders share their experiences with mental health to model empathy and reduce stigma surrounding the topic (e.g., Ask Me Anything with Leadership)

Note: P (Physical),F (Financial) ,E (Emotional),S (Social) acronym relate to the mental health framework, see here.

Future of Work, Hybrid Workforce, and Flexibility

- **No Meeting Fridays:** Implement a "no meeting Friday" to give employees focus or 'heads-down' time

- **Leadership Check-Ins:** Establish regular touch-points (e.g., monthly 1-on-1s) with managers to discuss concerns around hybrid work and proximity bias

- **Engagement Opportunities:** Provide more purposeful staff engagement opportunities as reasons to come into the office (e.g., socials, networking events, team brainstorming sessions)

- **Policy Reminders:** Re-communicate work from home ergonomic set-up trainings (and similar offerings)

Recognition

- **Leader Acknowledgement:** Leaders providing individualized and genuine appreciation for employees' work (on a semi-regular basis or at specified milestones, consistently across divisions)

- **Announcements:** Sharing in division/department-wide announcements or 'shout-outs' to those that have exemplified exception work or performance or milestones (e.g., recognizing an employee at a team meeting, celebrating a birth, etc.)

- **Events**: Hosting employee appreciation events to recognize and show appreciation for the work employees do (e.g., team BBQ similar to that of the transit department)

Possible Prioritization of Quick Wins
Ease of implementation x impact of the recommended quick wins

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

▸ **Ease of implementation** refers to how readily and with ease the quick win can be implemented (i.e., based on cost, effort involved, etc.)

▸ **Impact** refers to how pronounced the outcome associated with the quick win could potentially be on staff

▸ High impact and ease of implementation could be a starting point for PB&GM, and 4 levels of prioritization have been developed with the City

Notes: Quicks wins may vary employee to employee based on their subjective opinions. For full description of quick wins, see the theme's recommendation slide (linked under 'Theme Legend').

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

Impact (high / low) × Ease of Implementation (low / high)

- Coaching
- Leader Acknowledgement
- Direction 'Champions'
- Engagement Opportunities
- No Meeting Fridays
- Lunch & Learn
- Extend Available Resources
- Leadership Engagement
- Policy Reminders
- Connection Events
- Communications
- Leadership Check-Ins
- Leadership Stories
- Announcements
- Reflect and Action

Theme Legend

- Leadership Direction and Culture
- Learning and Development
- Performance and Careers
- Mental Health and Wellness
- Future of Work, Hybrid Workforce, and Flexibility
- Recognition

Prioritization

- 🟢 First (~January – March)
- 🔵 Second (~March – April)
- 🟣 Third (~April – May)
- 🟦 Fourth (~May – June)

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

EY

Indicative Roadmap for Implementing Quick Wins
Quick wins for fostering a supportive workplace at PB&GM

	First	Second	Third	Fourth

Theme	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023

★ Define Success Metrics .... ★ Measure Against Success Metrics

Leadership Direction and Culture
- Communications
- Coaching
- Direction 'Champions'
- Reflect and Action

Learning and Development
- Communications
- Lunch & Learn

Performance and Careers
- Communications
- Extend Available Resources (one-time)
- Leadership Engagement

Mental Health and Wellness
- Connection Events
- Policy Reminder (one-time)
- Lunch & Learn
- Leadership Stories

Future of Work, Hybrid Workforce, and Flexibility
- No Meeting Fridays (one-time)
- Leadership Check-Ins
- Engagement Opportunities
- Policy Reminder (one-time)

Recognition
- Leadership Acknowledgement
- Connection Events
- Announcements

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

Notes:
1. This is only an indicative roadmap. Timelines may vary based on capacity and requirements of the City. Initiatives have been prioritized with PB&GM to be implemented in this order (i.e., first, second, third, fourth priority areas).
2. Details and explanations of each Quick Win can be found on each theme's recommendation slide (linked under 'Theme' above).

Legend:
- Ongoing consistently
- Ongoing periodically (e.g., weekly, monthly, etc.)

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Indicative Roadmap for Implementing Future Goals and Bigger Lifts

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

Quick Wins → **Future Goals** → **Bigger Lifts**

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

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

Notes:
1. This is only an indicative roadmap to be finalized by the City internally.
2. Details and explanations of each future goal and bigger lift can be found on each theme's recommendation slide (linked under 'Theme' above).
3. Timeline and prioritization is suggested based on collected data and understanding of the workforce. Implementation may vary depending on capacity, resourcing, and needs to the City.
4. For more information relating to potential cost implications of select opportunities, see the appendix.

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Further Considerations and Next Steps

Examples of Potential Success Metrics by Theme
Leadership Direction and Culture
▸ Business outcomes (financial, customer, and operational)
▸ Leadership uptake and completion of recommended trainings (e.g., how to be transparent, developing trust with your employees)
▸ Goals/targets being achieved by leadership (e.g., Bill 109 and meeting application deadlines)
▸ Increase in leadership engagement with staff (e.g., check-ins, communications, etc.)
▸ Employee engagement scores and overall satisfaction with management and the City
▸ Employee awareness of core values and skills of the City via engagement survey/pulse
Learning and Development
▸ Course registration rate
▸ Course completion rate
▸ Module completion (in-session time and post-session hours)
▸ % of employees covered (i.e., uptake from across employee levels and divisions of the trainings)
Performance and Careers
▸ Leadership enhancement and development, via
○ Assessment (skills and self-assessment)
○ Team/leader observations/opinions
▸ Workplace application of new knowledge; accountability partners (e.g., mentor/peers observing growth, self-reported growth)
▸ Percentage of promotions from within the team vs. external hires
Mental Health and Wellness
▸ Increase in intranet usage of mental health and wellness resources (e.g., article clicks, comments, shares/likes)
▸ Employee perceived mental health and wellness equal or better via engagement surveys/pulse
▸ Reduction in amount of short-term disability leaves related to mental health issues or burnout
Future of Work, Hybrid Workforce, and Flexibility
▸ Stance and/or related policy development and implementation related to hybrid workforce
▸ Ability to attract and retain top talent from diverse areas of expertise and experience via # of applications, # of offer rejections and attrition data (from HR) and diversity data (e.g., collected as part of engagement survey/pulse, onboarding survey, etc.)
▸ Equal or better perception in regards to work-life balance via engagement survey/pulse, leader feedback, reduction in attrition, etc.
Recognition
▸ Introduction and implementation of recognition program (i.e., non-monetary)
▸ Uptake and increase of recognition program usage after launch
▸ Increase in overall employee satisfaction via engagement survey/pulse, leader feedback, employee retention, etc.

Note: These measures do not have a one-to-one correlation with success for each theme. There are many other potential factors that could contribute to these measures. As well, social media indicators (e.g., Glassdoor, Indeed, etc.) can be applied for any of the themes.

Potential impact of current challenges on cost, time and efficiency for PB&GM

Current state people-related challenges impede the City's ability to meet its service targets and come with significant cost and productivity impacts.

Current state: Challenges being able to **adequately resource, retain, recruit, and develop employees** to optimize and deliver quality services.

Impacts: Increased cost and time, and less productivity.

Challenges in **adequate staffing levels to meet service levels** (accentuated by the impacts of Bill 109 and Bill 23)

Long recruitment cycles lead to increased costs through additional work (average PB&GM vacancy rate for a role is 13.9 months*)

Increased risk to the City when employees leave as there is a **limited knowledge transfer a**nd **no formal succession planning**

Low headcount leads to **increased staff overtime**, resulting in **burnout and attrition**

Inadequate developmental support leads to **inefficiencies**. As well, an inability to redeploy employees to new roles due to the needs of the City

Inability to attract, recruit, and retain top talent leads to financial impact, such as **high cost associated with hiring external support** (e.g., recruitment consultant)

Cost
‣ Employee turnover can cost companies an average of 33% of their salary in recruiting efforts[1]
‣ Overtime costs at the City as a result of vacancies
‣ Continuously changing leadership and management skills means that employees are 4x more likely to quit (increasing cost to recruit[1])
‣ Costs due to loss in productivity as a result of mental health and burnout (e.g., absenteeism, short-term disability, physical healthcare costs, turnover, etc.) [2]
  ○ Employees that rate their mental health as *fair or poor* take 4x as many unplanned absences as those that rate their mental health as *good*[3]

Time
‣ Public sector time to hire takes approximately 119 days, while average in private sector is 36 days[4]
‣ Onboarding time spent to upskill new employees

Inefficiency
‣ Lower productivity due to burnout (affects efficiency)[5]
‣ Inefficiencies due to lack of upskilling
‣ Unable to redeploy due to lack of upskilling

*Based on PB&GM vacancy data provided by HR as of August 4, 2022.
Sources: 1. Tiny Pulse, 2., Forbes, 3. Gallup, 4. NEOGOV, 5. Based on anecdotal evidence collected through the PB&GM SWP engagement.

Next Steps

City of Brampton:

▸ Socialize with Directors and Leadership to finalize the prioritization of shared initiatives and opportunities

▸ Allocate accountabilities on who will take up what area of work

▸ Build a governance on how to implement these recommendations

▸ Align future initiatives to Brampton's 2040 Vision

EY:

▸ Attend Steering Committee meeting on January 11 to discuss and clarify on any questions leadership may have

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

Appendix

Capability Assessment Guidelines

Capability Group and Capability
Capability groups and capabilities have been identified for each division

Capability Group is defined as broad areas of work within a division.

Definition is a high-level description of the capability group.

Capability describes high-level activities required to perform the sub-area of work.

Capability Description provides a specific and detailed description of the respective capability.

Capability Group	Definition	Capability	Capability Description	Illustration
Development Services Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.	
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.	
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.	
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.	

Click here to return to the capability assessment section.

EY

Time Spent Guidelines for Self / Manager Assessment

- When thinking about time spent, think of **your or your Staff' (if applicable) year.**

- Consider what are the **key areas where you or your Staff' (if applicable) spend your time annually.**

- We recommend starting with the capabilities that take most of **your or your Staff' (if applicable) time**.

- We understand it cannot be completely accurate so put in your **best estimate of your or your Staff' (if applicable) time**.

- Capabilities are to be assigned a percentage (%) between a 0% to 100% scale.

- For example: If you or your Staff(s) spend approximately X hours a week on a given capability:
  - 2 hours = ~**5%**
  - 3 hours = ~**8%**
  - 10 hours =~**30%**

- If you or your Staff spends **less than 5% or 2 hours a week** on a capability, you are **not required to mention it.**

- If there are activities that are done just once or twice a year, unless it takes more than a week to complete, you are **not required to mention it.**

- You are **not required** to allocate time to every capability. You **can keep the time spent to '0%' where needed.**

Click here to return to the capability assessment section.

Stakeholder Roles
Roles of each stakeholders for completing the capability assessment

Two types of capability assessments will be completed – a **self-assessment** for each employee to complete, and a **manager assessment**, where each employee will be assessed by their Assessor . The results of both assessments will be consolidated for the final report (at an aggregate level).

PB&GM **Directors**	PB&GM **Managers**	PB&GM **Staff**	EY Project Team
Complete capability assessment for all **your direct reports** via the assessment link.	Complete capability assessment **for yourself and all your direct reports** via the assessment link.	Complete capability **self-assessment** via the assessment link.	▪ Send assessment links and reminders. ▪ Answer any questions that you may have. ▪ Ensure confidentiality and anonymity of survey responses.

City Planning and Design

Capability Group	Definition	Capability	Capability Description
Planning and Design Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
Administration	Maintain standard operating procedures and distribute records appropriately to ensure project success.	Maintain standard operating procedures	Create and maintain Standard Operating Procedures and/or manuals.
		Organize and distribute records	Coordinate, organize, and distribute documentations, drawings, and property records to the appropriate stakeholder.
Official Plan and Growth Management	Provide full cycle support of programs, studies, guidelines, procedures, and standards.	Deliver Planning and Design management programs	Design, co-ordinate, and deliver the City's Official Plan and Growth Management, Policy Planning, and Urban Design programs in accordance with relevant strategic initiatives.
Policy Planning	Provide full cycle support of policy planning programs, studies, guidelines, procedures, and standards.	Deliver policy planning programs	Deliver Brampton's policy planning programs including Heritage, Local Area Planning, Secondary Plan review, Tertiary planning, Housing, Community Improvement Plans, incentive programs and strategic initiatives
		Provide input on major policy planning studies	Provide input on major planning policy and city studies such as sub-watershed management studies for new developments, transportation studies, master open space studies, environmental assessment studies, and secondary plan studies.
Urban Design	Provide full cycle support of urban design programs, studies, guidelines, procedures, and standards.	Deliver urban design programs	Deliver urban design services including: urban design comments on development applications; architectural control compliance review; special projects and city initiated urban design studies
		Provide full cycle support for guidelines, procedures, and standards	Develop, update, and implement of development design guidelines, community design guidelines, procedures and standards.
Project Management	Use of processes, skills, tools, and knowledge to complete the planned project and achieve its goals.	Maintenance of statistical databases	Coordinate the creation and maintenance of computerized statistical databases focused on analysis, modeling work and infrastructure studies.
		Budget management	Provide budget information relative to funding and delivery of necessary infrastructure and services to accommodate growth and manage invoicing and project expenses.
		Review work of third party vendors	Review, coordinate for review, and critique the work of consultants and other third party vendors and ensuring that input of City staff is incorporated.
		Ensure compliance to Planning and Design plans	Ensure compliance of all recommendations, decisions and actions to regulatory requirements and within the framework of relevant City plans and guiding documents.
Liaising and Relationship Management	Establish a working connection and maintain relationships within the City, and between the City and its external partners and clients.	Represent in project meetings	Represent the Planning and Design division on project-specific inter-departmental and intergovernmental working groups and technical advisory committees.
		Provide updates across City departments	Provide updates regarding City's Official Plan, Development Charges By-law, and other studies.
		Represent in public meetings	Represent the Planning and Design division at Council, Committees, Public Meetings, Ontario Municipal Board hearings, provincial workshops etc. as required.
		Liaise with external agencies	Liaise with other City Departments and external agencies in developing and implementing the City's Planning and Design-related programs.

EY

Development Services

Capability Group	Definition	Capability	Capability Description
Development Services Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
Administration	Maintain standard operating procedures and review development applications while providing information to internal and external customers.	Maintain standard operating procedures	Create and maintain Standard Operating Procedures and/or manuals.
		Provide information to customers	Provide general zoning & development information to internal and external customers by telephone, email, in person or by using the Multilingual Interpretation Translation Service.
		Preliminary review of development applications	Conduct preliminary review of all Development Applications, including a review with clients, ensuring receipt of payment and forwarding applications for processing.
Applications Review and Management	Proactively manage the full cycle application process while establishing a working connection within the City, and between the City and its external partners and clients.	Manage full cycle application process	Assess and advance applications, while consistently monitoring its progress and timeline across divisions and throughout the full application life cycle (i.e., through the use of internal monitoring software).
		Liaise with city departments	Liaise with City departments, divisions, and agencies on planning proposals and planning matters, and facilitate information exchange.
		Liaise with applicants	Liaise with applicants during the approval process and revise applications as required.
		Attend local planning appeal tribunal hearings	Attend and provide professional planning evidence at Local Planning Appeal Tribunal Hearings on assigned planning proposals and projects.
Research	Maintain information systems and databases and utilize sources to create outputs to assist decision making across the division.	Create decision making outputs	Utilize multiple data sources as well as internal resources (i.e. Accela Software, Dashboards) to create user friendly outputs and benchmarks that assist in decision making across the division.
		Maintain database	Develop and maintain a database of to assist staff with their decision making process with respect to programs and offerings.
		Monitor Business Services division portal	Monitor the internal and external Business Services division portal and identify required changes to be shared with Content Publisher.
Planning	Design and deliver planning proposals and projects, providing updates to the review team and conducting site visits as required.	Design and deliver planning proposals and projects	Review, process, formulate, and recommend planning best practices on planning proposals and projects within a community planning context, such as community block plans and plans of subdivision applications.
		Conduct site visits	Attend and conduct site visits, preparing reports and recommendations to ensure compliance.
		Design and delivery of project update presentations	Create presentations with planning proposal and project updates to share at Development Review Team, Planning and Committee, Site Plan Committee, the Committee of Adjustment and Corporate Teams.

Transportation Planning

Capability Group	Definition	Capability	Capability Description
Transportation Planning Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
Modelling and Analytics	Manage demand forecasting model and statistical information database, and use technical expertise to conduct network analyses.	Provide modelling expertise	Provide technical expertise on transportation modelling and planning matters in response to requests from various stakeholders.
		Manage demand forecasting model	Maintain, modify, and operate a computerized travel demand forecasting model.
		Conduct transportation network analysis	Conduct transportation network analysis and develop innovative applications to support the implementation of a multi-modal transportation network for the City.
		Manage database of historic work done in the department	Establish and maintain a transportation planning and statistical information database dealing with historical employment and population projections, and transportation network characteristics and factors.
Transportation Planning	Design, formulate, and implement transportation policies, plans, and programs using data inputs.	Formulate transportation policies	Formulate transportation policies and recommend implementation plans.
		Build transportation plans	Build active transportation network planning and transportation demand management plans, and conduct site visit to ensure compliance.
		Data collection and processing	Assemble and process varieties of data inputs according to the transportation monitoring program.
		Develop sustainable transportation programs	Identify, develop and implement sustainable transportation programs and initiatives through community engagement and outreach programs to be promoted to the public.
Project Management	Use of processes, skills, tools, and knowledge to complete the projects, and achieve its goals.	Design project delivery strategy	Design and coordinate the overall project delivery strategy, including the creation and execution of project plans.
		Budget management	Provide budget information relative to funding and delivery of necessary infrastructure and services to accommodate growth and manage invoicing and project expenses.
		Review work of third party vendors	Review, coordinate for review, and critique the work of consultants and other third party vendors and ensuring that input of City staff is incorporated.
		Ensure compliance of transportation plans	Ensure compliance of all recommendations, decisions and actions to regulatory requirements and within the framework of relevant City plans and guiding documents.
Liaising and Relationship Management	Establish a working connection and maintain relationships within the City, and between the City and its external partners and clients.	Represent in internal meetings	Represent the Transportation Planning division on project-specific inter-departmental and intergovernmental working groups and technical advisory committees.
		Provide updates across City departments	Provide updates regarding City's Official Plan, Transportation Master Plan, Development Charges By-law, and other studies.
		Represent in public meetings	Represent the Transportation Planning division at Council, Committees, Public Meetings, Ontario Municipal Board hearings, provincial workshops, etc. as required.
		Liaise with external agency for project implementation	Liaise with other City Departments and external agencies in developing and implementing the City's transportation modelling program.

Building			
Capability Group	**Definition**	**Capability**	**Capability Description**
Building Strategy	Utilize subject matter trends to review reports and documentations, while effectively representing and formulating the City's values and corporate goals.	Identify and leverage relevant trends	Identify and leverage relevant subject matter trends and opportunities for the City and recommend appropriate course of action.
		Review reports and documentation	Provide detailed technical review and editing of reports and documents prepared by divisional planners, consultants and peers in other agencies.
		Communicate City values effectively	Communicate effectively, champion, and represent the City's purpose, values, mindset and style, embedded in the City's DNA.
		Formulate corporate goals	Contribute as a member of the management team in the formulation of philosophy, mission, corporate goals and objectives related to the provision of excellent services and programs.
		Build technology footprint	Build and maintain the departments technology footprint to secure long term ability to adapt to changing customer needs and evolving technologies.
Administration	Manage documents and records and prepare annual budget for divisions to ensure project success.	Prepare annual budget for divisions	Prepare the annual budget and monitor revenues and expenditure for divisional accounts.
		Manage documents and records	Maintain and review all digitized records and comprehensive data pertaining to permits, ensuring records are posted and/or provided upon request within service level standards.
Plans Examining	Use of processes, skills, tools, and knowledge to complete the projects and achieve its goals.	Review projects and applications	Perform detailed review of all projects, plans, drawings, and permit applications for compliance with the Ontario Building Code, energy efficient standards, zoning standards, and By-law.
		Issue deficiency letters and recommendations to applicants	Issue deficiency letters for plans and permit applications that do not achieve compliance and recommend solutions where corrective action is required.
		Calculate project fees	Perform calculations for the determination of fees, construction value, development charges, and permit fees.
		Prepare technical submissions and coordinate divisional responses	Assist in the preparation of technical submissions for Building Code Commission hearings and coordinate divisional responses to proposed code amendments as initiated by the Ministry of Municipal Affairs and Housing.
		Develop and communicate technical code guidelines	Assist in the development of written technical code interpretations and service guidelines, standard practices and procedures related to building code regulations to ensure consistent application of the regulation by all technical staff in the Building Division.
Inspections	Review applications and inspect building sites, issuing appropriate work orders to ensure accordance with the Ontario Building Code.	Review permit applications	Perform detailed review of permit applications and issuances, verifying completeness and compliance.
		Inspect buildings and sites	Perform detailed and comprehensive inspection of buildings and/or sites to ensure that construction is in accordance with the Ontario Building Code, plans, specifications and documents.
		Issue work orders	Issue Orders to Comply, Stop Work Orders, and Orders to Uncover, Orders Not to Cover as a result of site investigations and in accordance with the legislative process.
		Investigate complaints	Investigate complaints to determine whether any infractions of the Building Code Act or regulations have occurred, and take appropriate follow-up actions in accordance with legislative requirements.
Liaising and Relationship Management	Establish a working connection and maintain relationships within the City, and between the City and its external partners and clients.	Liaise with building inspectors and practitioners	Liaise with building inspectors and practitioners for resolution of design and construction issues, permit application status, and complex building projects.
		Provide updates across City departments	Provide updates regarding the City's Official Plan, Development Charges By-law, and other studies.
		Liaise with external agencies	Liaise with design professionals, contractors, owners, fire prevention officers, By-law Enforcement officers, and other agencies in the completion of plans review and the resolution of technical issues.
		Liaise with surrounding municipal partners	Liaise with surrounding municipal partners and represent the City on street naming committees to ensure proposed street names are in compliance with Regional policies.

Supply Analysis: PB&GM Workforce Overview

Supply Analysis: Workforce Composition
PB&GM

Current Workforce Composition

- Building
- Planning & Design
- Development Services
- Transportation Planning
- Temporary

Regular, 6, 3%
Temporary, 13, 7%
PB&GM
Regular, 24, 13%
Regular, 28, 15%
Regular, 112, 61%
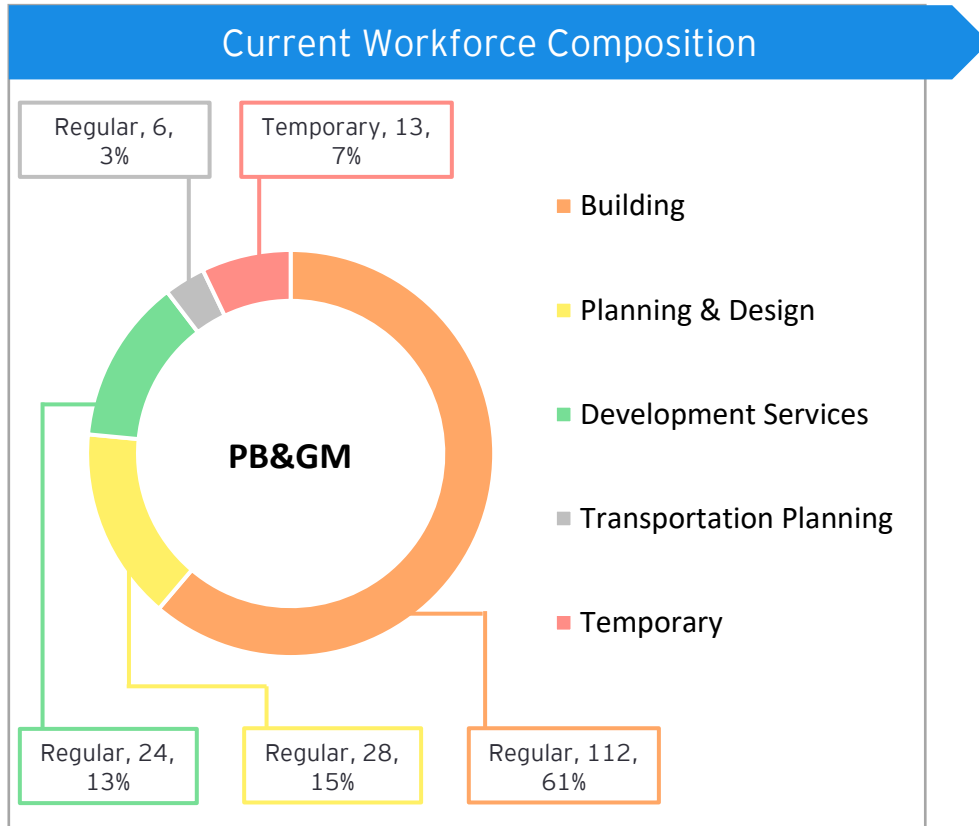
Key Observations

- Overall, the PB&GM department has 183 employees

- 7% of employees (13) are in temporary/contract roles

  o The temporary/contract roles are divided divisionally as follows:
    - Building – **5**
    - Planning & Design – **5**
    - Development Services – **1**
    - Transportation Planning – **2**

  o One temporary role (Development Services) was recently converted into a Regular position, and is included as such

Notes and assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. PB&GM employee numbers include Division Leaders.

Supply Analysis: Supply Projection
PB&GM – Scenario 1: Potential Retirements

Supply Forecasts with Potential Retirements

Chart data:
- Current Jul-22: 183
- -5.8%, -10
- Year 1 Dec-22: 173
- -1.2%, -2
- Year 2 Dec-23: 171
- -1.2%, -2
- Year 3 Dec-24: 169

Legend: ■ Employee Numbers ■ Decrease Due to Retirements
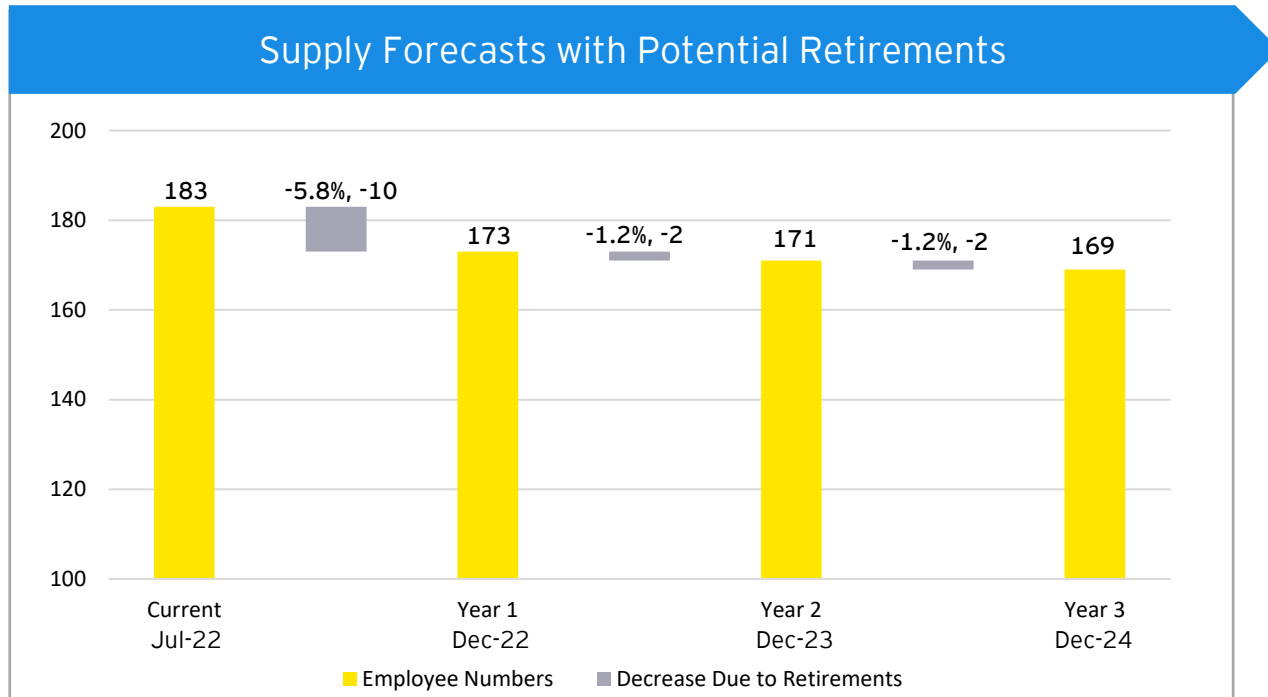
Key Observations

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

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. PB&GM employee numbers include Division Leaders.
3. Age and years of service are assumed as-is for the current year. They have been progressed by a year for 2023 and 2024 projections.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City and based on the OMERS Plan:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.

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

Supply Forecasts with Attritions

Chart: Supply Forecasts with Attritions

- Current Jul-22: 183
- -3.5%, -6
- Year 1 Dec-22: 177
- -7.0%, -12
- Year 2 Dec-23: 165
- -7.0%, -11
- Year 3 Dec-24: 154

Legend: ■ Employee Numbers ■ Decrease Due to Attrition
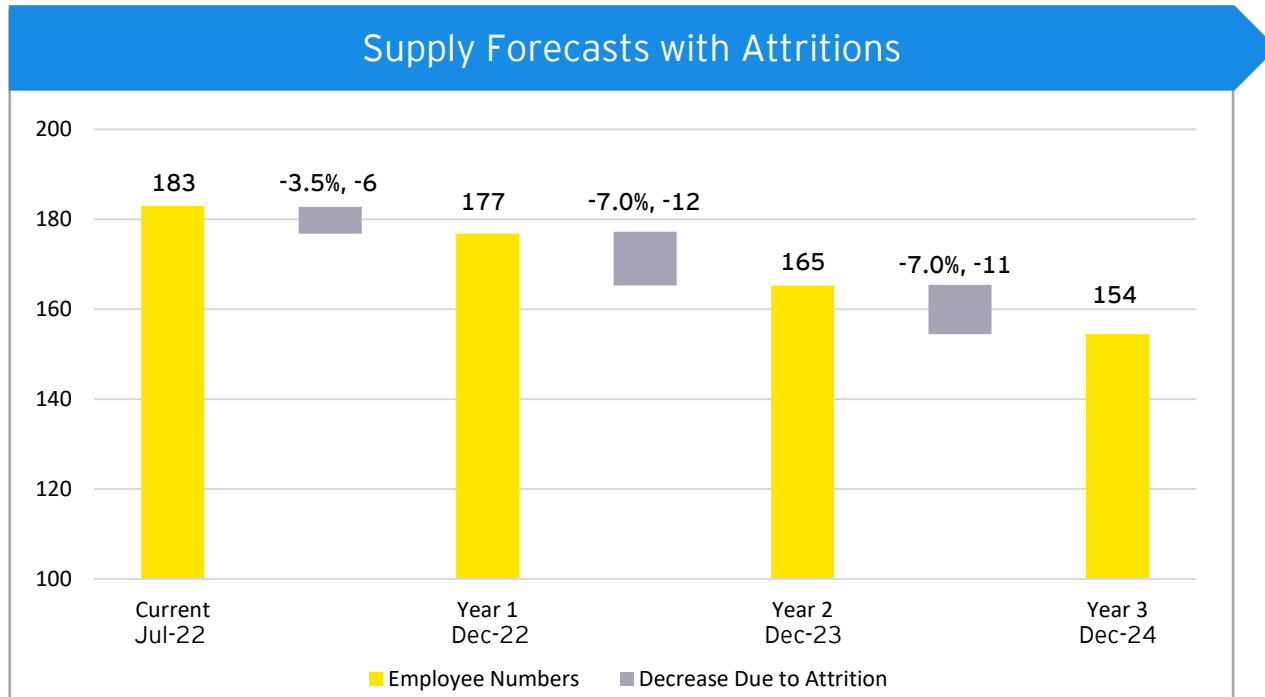
Key Observations

- If PB&GM does not hire any employees, the employee number is projected to decrease by 7.0% year-on-year due to voluntary attrition. Thus resulting in a cumulative impact of 29 employee numbers in PB&GM by the end of 2024.

Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2021 and is based on employee numbers and not FTE.
2. PB&GM employee numbers include Division Leaders.
3. Attrition has been assumed at 7.0%, covering only voluntary attrition as confirmed with the City. It is an average of the division's attrition rate for last three and a half years:
   - PB&GM average voluntary attrition rate for three and a half years was 7.00%, as the rate for 2019 was 8.45%, 2020 was 4.83%, 2021 was 5.26% and for January 2022 to July 2022 was 4.73%.
4. Attrition for each year is annualized by 3 months intervals (i.e., 4.83% divided by 2 for the period of January to March 2022). Data for September to December, 2022 estimate includes attrition estimates dating back to July 2022.
5. Attrition due to involuntary exits and retirements have not been factored here. The impact of potential retirements has been assessed separately in scenarios 1 and 3.
6. Planned exits due to contract expiration have not been factored in this scenario. Please refer scenario 3 for cumulative impact of retirements, contract expiration and attrition.

Supply Analysis: Supply Projection
PB&GM – Scenario 3: Potential Retirements, Attrition[6], and Contract Expiration

Supply Forecasts with Potential Retirements, Attritions, and Contract Expirations

Chart data:
- Current Jul-22: 183
- -13.0%, -21
- Year 1 Dec-22: 162
- -14.1%, -20
- Year 2 Dec-23: 142
- -8.4%, -11
- Year 3 Dec-24: 131

Legend:
- Employee Numbers (yellow)
- Decrease Due to Potential Retirements, Attrition, and Contract Expiration (grey)

Key Observations

- PB&GM is projected to experience a cumulative decline of 28% (52 employee numbers) by 2024. Thereby resulting in 131 employees from the current 183 employees.
  - It includes 5 contract expirations in 2022, 8 contract expirations in 2023, and 1 converted to a Regular employee.
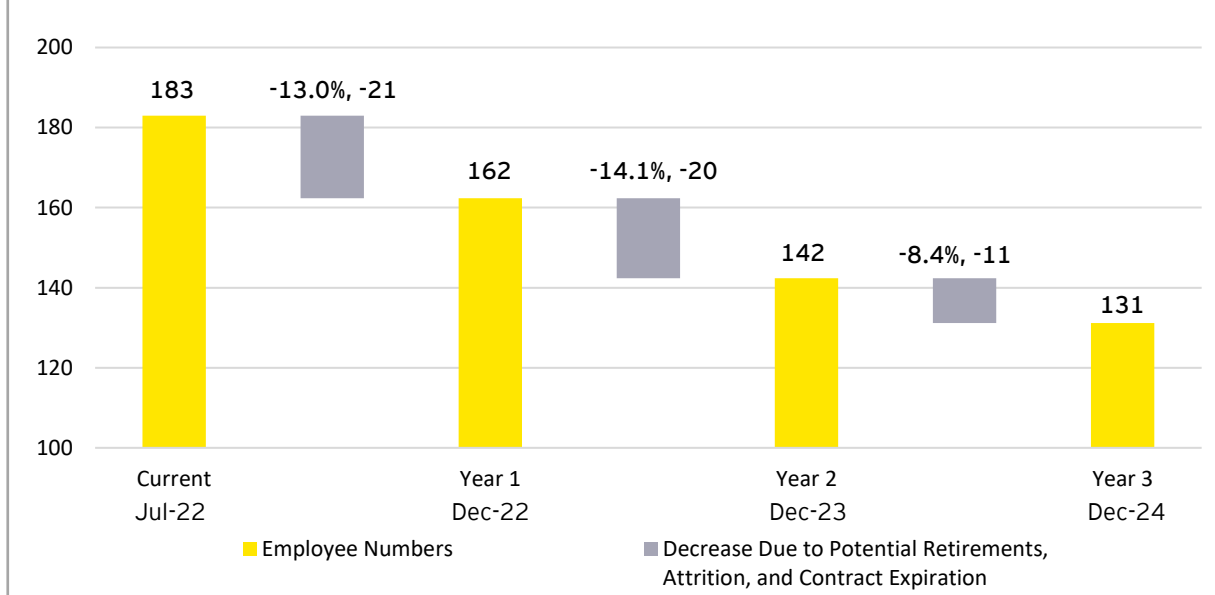
Notes and Assumptions:
1. Supply analysis is as per the employee report dated July 1, 2022 and is based on employee numbers and not FTE.
2. PB&GM employee numbers include Division Leaders.
3. Similar to scenario 2, attrition has been assumed at 7.0%, covering only voluntary attrition. Attrition has been annualized for each year, based on three months intervals.
4. Potential retirements have identified based on the following three retirement scenarios, as agreed with the City:
   - 65 years of age; or
   - 30 years or more of service; or
   - 90 Factor (age plus years of service equals 90).
5. Borderline cases (e.g., age plus years of service equals 89.4) have been rounded up for inclusion in the retirement projection, as age is available in years as of September 2022 and not to the month/date.
6. As agreed with the City, voluntary exit program employees have been excluded from the supply gap projection.
7. Exits due to contract expirations have been based on contract expiration dates, unless otherwise specified (e.g., being extended or moved to a similar/different role).

Legend for Capabilities Development
PB&GM

Legend		
Capability Guardrails	Manager	- <25% at Leading **or** - <50% at Leading + Applying
	Staff	- <10% at Leading **or** - <30% at Leading + Applying **or** - <60% Leading + Applying + Learning
Priority Level	High	These have a direct impact on the **day-to-day** functioning of a role and its components. They should be the first development focus area as employees will benefit greatly from the upskilling and related role outcomes, and would result in increased risk not having these.
	Medium	These capabilities are not as relevant to the core or day-to-day functioning of a role, but have impact on final outcomes that can delivered on. There is role-related impacts, but lesser in the immediate term.
	Low	These capabilities include many fairly proficient employees in respect to the group, therefore are a lower priority, but still provide an opportunity to further improve and strengthen existing skills in the future. They are more of the "nice to have" or next steps.
Mode	On-the-job	Training that allows employees to be familiarized with the skills needed in the role. Employees with more experience on the skill provide the "trainee" **hands-on experiences**, while also sharing verbal instructions and demonstrations.
	Mentoring	Mentoring is a collaborative and optional relationship that occurs between a senior and junior employee for the purpose of providing the "mentee" growth, learning, and career development. The emphasis is on developing the mentee.
	Reverse mentoring	Reverse mentoring is a collaborative and optional relationship that occurs between a senior and junior employee where the roles of "mentor" and "mentee" are reversed. The junior employee becomes the "mentor" and the senior employee becomes the "mentee". The process, approach and outcomes are often similar to mentoring.
	Classroom/ Virtual Learning	Involves **live** classroom learning environment (can be virtual as well) to gain knowledge and practical experiences on a skill. Typically used for foundational content and over a longer period of time. This approach can be used for both technical-related skills as well as behavioural skills development.
	eLearning/On-demand	Involves online course (**pre-created/developed**) to gain knowledge and practical experiences on a skill. Typically used for re-certification and quicker completion. This approach is mainly used for more technical-related skills development.

Click here to return to the capabilities identified as potential areas of development.

Non-Monetary Recognition Criteria In-Depth

5 Non-Monetary Recognition Criteria

Non-monetary recognition is an efficient way of motivating employees without the expense of traditional methods.

- Can be in the form of prizes (e.g., employee of the month), encouragement (e.g., telling the employee that they're doing "good work"), peer recognition, plaque, letter of appreciation, ceremony, etc.

- These types of recognition are beneficial because they have strong symbolic value and tell the employees they are doing a good job without costing PB&GM additional funds or putting a price tag on performance.

- Recognition based on efforts, and not only on results, can be beneficial as well.

- Five criteria should be met for non-monetary recognition:

  1) The rewards should be made public (other employees should be able to be made aware of the recognition).

  2) Rewards should be given infrequently (this preserves their importance).

  3) There has to be some type of reward process that makes it credible (e.g., the person giving rewards should be aware of the performance and accomplishments of the recipients).

  4) Rewards should be associated with "winners" (prospective reward recipients will want to be associated with such individuals).

  5) Rewards should be made meaningful in the culture and should be symbolic in nature (e.g., relates to the leader or a historical event in the company).

Example of Non-Monetary Recognition
EY's recognition award centre (RAC)

At EY, our main non-monetary reward platform to appreciate employees' dedication and hard work is RAC. Recognition awards are just one way that we acknowledge all that our people do, as individuals and as teams, to contribute to the firm's success. Applause e-cards, Bravo gift cards, and Ovation cash awards recognize the contributions of those who work hard every day to make the world work better.

RAC Platform Process is simple and user friendly

It incorporates non-monetary rewards criteria

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

Using RAC is as easy as 1, 2, 3...

Choose your award → Make it personal → Submit

✓ Made public (e.g., service-line emails, team meetings)
✓ Given infrequently or unexpectedly
✓ Credible rewards process (i.e., RAC)
✓ Associated with accomplishment and hard work (given at all levels of the business)
✓ Linked to EY culture (i.e., incorporates EY's Transformative Leadership model)

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

Delivery and Directional Financial Impacts Assumptions

Directional financial impacts are provided for each opportunity and are based on the assumptions below.

1. Recommendations provided are from a diagnostic and design point of view, that is, to initiate projects/programs to address the 6 identified theme opportunities that supports fostering a people-centred workplace

2. The directional financial impacts are organized by:
   - One Time Cost led internally by City or external professional services provider, and
   - Ongoing Cost that may be a recurring cost to support an activity in future and/or ongoing requirements yearly

3. FTE cost is estimated in part with backfill hours with an external HR consultant for the HR manager and Organizational Development specialist. Assumed external backfill HR consultant rate is $100/hr

4. In-house implementation is not associated with a cost and is assumed to be duties associated with the HR role

5. External cost is indicative and may be different with additional insight gathering, which was not included in scope for this project

6. Total Cost doesn't include any additional Technology, Operational, or Intellectual property cost

7. Financial directional estimates should be considered alongside current PB&GM and HR budget for related activities

Click here to return to the indicative roadmap for implementing recommendations.

BRAMPTON

Key activities could be delivered either in-house or externally with the below considerations:

Directional Financial Impact	
One Time Cost	**Ongoing Requirements (Annual)**

Leadership Direction and Culture

One Time Cost:

External Provider (service provider led):
▸ **Coaching/Training/Leadership Development Program** – content creation and facilitation only: **$40k-70k** (2-3 modules of course content/facilitation)
▸ **Employee Engagement Strategy/Culture and Mindset Shift** – surveys, consultations, roadmap, other considerations: **$150k -$225k***

*External provider could provide software to implement surveys, facilitate workshops/sessions, and provide a roadmap. This is a longer term opportunity; internal team would not have the capacity.

Ongoing Requirements (Annual):

In House (City led):
▸ **Leadership Development Program/Training** – Part of ongoing HR duties
▸ **Pulse Check** – **$10k -$15k** (budget to action results yearly)

External Provider (service provider led):
▸ **Coaching/Training/Leadership Development Program** – content creation and facilitation only: **$20k-40k** (1-2 modules of course content/facilitation)
▸ **Pulse Check** – **$10k -$15k** (survey deployment yearly)

Learning and Development

One Time Cost:

External Provider (service provider led):
▸ **Structured Programs** – content creation and facilitation only: **$40k-70k** (2-3 modules of course content/facilitation)

Ongoing Requirements (Annual):

In House (City led):
▸ Programs are currently provided (e.g., TLMS, LinkedIn Learning, re-certification)

External Provider (service provider led):
▸ **Structured Programs** – updating content as required: **$20k-40k** (1-2 modules of course content/facilitation)

Performance and Careers

One Time Cost:

In House (City led):
▸ Programs are currently underway (e.g., succession planning)

External Provider (service provider led):
▸ **Performance Cycling and Career Pathing**– content creation, consultation, facilitation, recommendations, roadmaps: **$200k-$275k***

*This is a longer term opportunity; internal team would not have the capacity.

Ongoing Requirements (Annual):

In House (City led):
▸ Updating and revising current and future policies (e.g., succession management) and are part of ongoing HR duties
▸ **Performance Management** (as part of performance cycling and career pathing) – maintenance of tools, system, and licencing: ~**$70-$100** per employee annual subscription

Click here to return to the indicative roadmap for implementing recommendations.
Note: These costs are directional and can vary based on the decided scope and nature of work.

EY

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

Key activities could be delivered either in-house or externally with the below considerations:

	Directional Financial Impact	
	One Time Cost	**Ongoing Requirements (Annual)**
Mental Health and Wellness	External Provider (service provider led): ▸ **Employee Value Proposition** – content creation, framework, governance, recommendations, roadmaps: **$150k-$250k*** *This is a longer term opportunity; internal team would not have the capacity.	In House (City led): ▸ Part of ongoing HR duties
Future of Work, Hybrid Workforce, and Flexibility	In House (City led): ▸ Programs are currently underway (e.g., hybrid workforce) External Provider (service provider led): ▸ **Hybrid Guidelines/Talent Process/Employer Branding** – content creation, consultation, facilitation, recommendations, roadmaps: **$175k-$300k*** *Would need to be for the entire City.	In House (City led): ▸ Updating and revising current and future policies (e.g., talent processes) and are part of ongoing HR duties
Recognition	External Provider (service provider led): ▸ **Recognition Framework and Process** – framework, roadmap, and strategy development: **$25k-$50k**	In House (City led): ▸ Engagement activities are currently underway (e.g., leadership acknowledgement) External Provider (service provider led): ▸ **Process Implementation** – access to non-monetary recognition platform: **~$3-$12** per employee annual subscription

Click here to return to the indicative roadmap for implementing recommendations.

Note: These costs are directional and can vary based on the decided scope and nature of work.