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**Date** July 5, 2022 **Report No.** 2022-440

**To** Chair and Members  
Human Resources Committee

**From** Heidi de Vries  
General Manager - People, Legislated Services & Planning

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## 1.0 Type of Report

Consent Item ☐  
Item For Consideration ☒

## 2.0 Topic Development Application Process Review – Temporary Staff Positions to Support DAP Implementation [Financial Impact - \$288,500 funded from Provincial Grant]

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## 3.0 Recommendation

- A. THAT Report 2022-440, titled “Development Application Process Review – Temporary Staff Positions to Support DAP Implementation”, BE RECEIVED; and
- B. THAT staff BE DIRECTED to proceed with the recruitment of the temporary contract positions as identified within Report 2022-440.

## 4.0 Executive Summary

In February 2022, Council approved a recommendation by staff (via Report 2022-155) to enter into a Transfer Payment Agreement (TPA) with the Province of Ontario for \$1.7M in funding to assist the City with streamlining the development approvals process. In accordance with the TPA, on April 20, 2022 staff submitted a detailed Implementation Work Plan to the Province for approval. The work plan included detailed project descriptions, estimated costs

and timelines for completion. In total, staff submitted 12 projects/initiatives totaling an estimated \$1.67M in project costs. The Implementation Work Plan was approved by the Province on June 6, 2022.

As part of the Implementation Work Plan, staff identified five (5) temporary contract positions required to assist with DAP Implementation across the Corporation. These positions are as follows:

- Planning- Administrative Assistant – Data Entry
- IT Services – IT Staff Resource x 2;
- Human Resources Department- Human Resources Business Partner; and
- Clerk's Services Department - Legislative Branch - Committee Coordinator.

## **5.0 Purpose and Overview**

The purpose of this Report is to present to the Human Resources Committee five (5) temporary staffing recommendations to implement DAP. The hiring of temporary staff to assist with DAP implementation was identified by the Province as a key initiative to fast track DAP initiatives.

## **6.0 Background**

On January 19, 2022, Premier Doug Ford and Steve Clark, Minister of Municipal Affairs and Housing held the Ontario - Municipal Housing Affordability Summit with big city mayors and regional chairs to discuss the Ontario housing crisis and coordinate efforts to increase the supply of homes across the province. The virtual summit provided provincial-municipal leaders with an opportunity to share best practices, identify persistent issues, and collaborate on ways to build the right mix of housing. Mayor Kevin Davis attended the summit on behalf of the City of Brantford.

During the summit, Premier Ford announced more than \$45 million for a new Streamline Development Approval Fund to help Ontario's 39 largest municipalities modernize, streamline and accelerate processes for managing and approving housing applications. For example, municipalities can use the funding to implement online systems that make it easier for applicants to navigate the development approvals process, manage their applications and receive timely status updates. Eligible projects and initiatives also include the hiring of temporary staff to assist municipalities implement DAP improvements.

The Province of Ontario has approved financial support to the City of Brantford through the Streamline Development Approval Fund. Under this program, the City is eligible to receive up to \$1,750,000, subject to the execution of a transfer payment agreement. At their February 2022 meeting, Council approved the execution of the Agreement and on June 6, 2022 the Province approved the City of Brantford work plan which included five (5) temporary staffing positions to implement DAP improvements. These positions will be fully funded through the provincial funding.

## **7.0 Corporate Policy Context**

The recommendations set out in this Report will further Council priority #5 – “Growth is successfully accommodated in expansion lands”. This report is also aligned with and implements recommendations arising from the DAP review completed by Performance Concepts Inc. with included a strong focus on internal process improvements.

## **8.0 Input From Other Sources**

Input into this Report was provided by the Human Resources, Legal & Real Estate Services, Planning & Development, IT Services, Clerk’s Services, and Finance departments.

## **9.0 Analysis**

The following section provides an overview of each of the proposed temporary contract positions. Eligible expenses financed through this funding must be incurred between January 19, 2022 and February 28, 2023. As such, contracts for each temporary position will expire on or before February 28, 2023. Given the timing to advertise and recruit each position, staff anticipate each contract to be in the range of 6-7 months in length.

### **Planning and Development Services - Administrative Assistant:**

This temporary contract position will be mainly responsible for populating Cloudpermit (the new tool the City has procured to digitize the application process) with historic application data. The purpose of this project is to develop a historical application database to transition away from paper files to electronic file management. This will help to eliminate the backlog in transitioning files into a digital format. Digital file management reflects LEAN process improvements, as it will provide greater and faster access to information to process applications and to assist the development

community with inquires. This initiative is also aligned with one of the KPMG recommendations to create a digital city by leveraging technology.

**IT Staff Resources - Two (2) Contract Positions:**

The development approvals process improvement includes a significant investment and adoption of new technologies to enhance and improve service delivery. To support the implementation of these systems requires additional Information Technology (IT) resources to work with existing city staff, software vendors and consultants.

The city has identified the need for two (2) IT resources who will assist with the setup and configuration of the Cloudpermit solution across the three business areas, assist and/or develop integrations to existing backend systems, provide project management, guidance with business process review, support and liaise with corporate communications on the development of the “Build Brantford” Planning and Development microsite, and coordinate with IT Services on the procurement of all hardware, software, user management, network and security requirements associated with these initiatives.

**Human Resources Department - HR Business Partner:**

The Human Resources Business Partner (HRBP) will be dedicated to support the various people components associated with the Development Approval Process projects and initiatives. The HRBP will provide focused talent acquisition and employee retention initiatives to ensure staff resources in the various departments are available to deliver on the proposed implementation work plan.

The HRBP will work with Department Managers and liaise with the City’s applicable bargaining units to facilitate the recruitment process and develop Letters of Understanding that will support the various requirements and talent needs of the proposed projects contained in the City of Brantford Streamline Development Approval Fund Initiative – Interim Report.

**Clerk’s Services Department, Legislative Branch – Committee Coordinator:**

In order to support an influx of development applications and increased meeting cycle process, staff are recommending that a contract Committee

Coordinator be approved for within the Clerk's Department - Legislative Services branch. The focus of this staff member will be to become a subject matter expert in clerking support to all planning related matters such as Statutory Hearings, Committee of Adjustment, and Heritage Committee and to coordinate all such meetings. With a dedicated clerking support to this area, focus can be given to the quality of materials and the increased meeting structure can be supported. A companion report, Planning Committee Pilot Project – 2022-450, outlines a pilot program for a dedicated Planning Committee to be launched from September to April 2023 to which this role would be the assigned as the lead Clerk's Services support. The Building Construction Process Review Task Force meeting was held on June 23 and saw unanimous support for the pilot program. The pilot program is contingent on the approval of the temporary positions.

## 10.0 Financial Implications

Eligible expenses financed through this funding must be incurred between January 19, 2022 and February 28, 2023. In accordance with the TPA, Staff submitted a work plan for approval on April 22, 2022 and received approval by the Province on June 6, 2022. This results in approximately eight (8) months to implement the work plan.

As such, contracts for each temporary position will expire on or before February 28, 2023. Given the timing to advertise and recruit each position, staff anticipate each contract to be in the range of 6-7 months in length. These positions will be funded by the Transfer Payment Agreement (TPA).

The following Chart outlines the positions and associated costs:

Position	Number of Positions	Length of Contract: Approx.	Estimated Costs Funded from TPA
Planning and Development Services - Administrative Assistant – Data Entry	1	6- 7 months	\$46,000
IT Services System Engineer	2	6-7 months	\$127,400
Human Resources HR Business Partner	1	6-7 months	\$69,100

Clerk's Services Committee Coordinator (portion covered through grant)	1	6-7 months	\$46,000
		TOTAL	\$288,500

## 11.0 Conclusion

This Report recommends to the Human Resources Committee, five (5) temporary staffing positions to support and implement DAP. The hiring of temporary staff to assist with DAP implementation was identified by the Province as a key initiative to fast track DAP initiatives. Support and funding for these positions was received through the Implementation Work Plan approved by the Province in June of this year.



Heidi de Vries  
General Manager, People, Legislated Services & Planning

Prepared By:

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Attachments: None

Copy to:

Brian Hutchings, Chief Administrative Officer  
Anita Szaloky, Director of Human Resources

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required ☐ yes ☒ no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk ☐ yes ☒ no

Is the necessary by-law or agreement being sent concurrently to Council? ☐ yes ☒ no