

APPENDIX A – excerpt from the DAP Report

#	<i>As Should Be</i> Finding	Strategic Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
1	The City has not yet structured Planning/Engineering DAP as a full-cost recovery Enterprise business model like Building DAP. The activity-based costing justification for modernized DAP fees has not been undertaken.	Confirm and document the City's existing 90% "Growth Pays for Growth" Planning DAP Cost Recovery Target by Conducting a Full-cost DAP Fee Review.	Modernized full cost DAP fees will supply the sustainable revenue stream required to fund a robust City staffing model. That staffing model will, in turn, execute timely/consistent DAP processes meeting targeted timeframes. Fee adjustments can be phased in across a three-year period.	✓	✓	
2	Current City revenue and Cost accounting/Budgeting structures do not document the true all-in costs of Planning/Engineering DAP.	Implement an Enterprise- style Revenue and Cost Accounting/Budgeting model for Planning DAP (linking Fee revenues to eligible DAP Cost centres).	Creates Enterprise cost recovery consistency across Development Planning, Development Engineering and Building service delivery channels	✓	✓	

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3	Peer municipal comparisons of DAP fee structures reveal Brantford's current "flat fee" structure for Multi-residential Site Plans does not reflect best practices in fee design	Modernize Site Plan Fee Design by adding a per-unit escalator to Multi-Residential Site Plans. Justify new escalator with supporting activity-based costing analysis.	A modernized Site Plan fee structure will improve fairness across simple and complex projects (with differences in unit counts acting as a proxy for complexity). The recommended DAP Fee Review will finalize the design details of the new Site Plan fee structure.	✓	✓	
4	Peer municipal comparisons of DAP fee structures reveal Brantford's current "flat fee" structure for Commercial/Industrial Site Plans does not reflect best practices in fee design	Modernize Site Plan Fee Design by adding a GFA escalator to Commercial/Industrial Site Plans. Justify new escalator with supporting activity-based costing analysis.	A modernized Site Plan fee structure will improve fairness across simple and complex projects (with difference in GFA acting as a proxy for complexity)	✓	✓	
5	Peer municipal comparisons document the reality that Brantford's current 5.5% Engineering Construction fee rate is below greenfield municipality norms	Adjust the rate for the City's Development Engineering % Construction Value Fee to 6% - thereby improving "fit" with peer growth municipalities.	Improved revenue generation will support a robust Development Engineering staffing model required for the upcoming spike in Subdivision Draft Plan applications & Post-Draft Plan Detailed Engineering Review Phases	✓		

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6	Detailed DAP application volume/workload projections prepared by Performance Concepts justify a business case for an additional 10 FTE within the Development Engineering business unit.	Approve & Execute the Development Engineering <i>Staffing Business Case</i> set out in this Final Report.	The Development Engineering <i>Staffing Business Case</i> “ask” for 10 FTE will enable the City to approve/on-board \$335 M+ in required road, water, wastewater, and stormwater infrastructure. This fee supported staffing “ask” will have no property tax impact.	✓	✓	
7	The current organizational alignment of Development Engineering in a different Department than Development Planning and Building is sub-optimal from a DAP performance perspective.	Implement <i>One Window</i> Organization Re-Design to integrate Development Planning, Development Engineering and Building business units within a single department.	Seamless alignment/coordination of Development Engineering within a new “all DAP” Commission will improve workflow performance and is consistent with the recommended <i>One Window</i> approach to governance reform achieved via a new DAP Committee of the Whole (COW).	✓	✓	

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8	Brantford's finite DAP staffing capacity is being consumed by extensive "pre Pre-Consult" exploration discussions that properly fall within the purview of Economic Development in most Greater Golden Horseshoe growth municipalities. This support model for supporting exploratory development enquiries from smaller Brantford development community actors is not sustainable given the impending spike in DAP workload facing the City.	Brantford should establish a development facilitation Concierge position within the Economic Development division, to support small builder/developers and free up DAP staff for their core review function.	The City's finite DAP staffing capacity will be freed-up to focus on serious/formal DAP applications poised to move forward, while proponents requiring pre-DAP exploratory support will be routed to an appropriate/qualified Economic Development concierge who will support the "pre Pre-Consult" dialogue.	✓	✓	

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9	Performance Concepts/Dillon has independently reviewed City staff's proposed staffing upgrades required to generate additional Planning DAP processing hours to meet the impending infill and greenfield applications/workload spike.	Approve & Execute the Development Planning <i>Staffing Business Case</i> set out in this Final Report <ul style="list-style-type: none"> New staffing model to consist of 4 Senior Planners, 2 Intermediate Planners, 2 Junior Planners + administrative a non-Planner coordinator for the Committee of Adjustment 	The Development Planning <i>Staffing Business Case</i> will reduce the risk of undemocratic "planning by OLT" by ensuring stable/predictable application processing times that meet City timeframe targets.	✓	✓	
10	AMANDA modernization / "As Should Be" workflow re-configuration is urgently required to meet the flow and sequencing challenges associated with the imminent spike in DAP application volumes/workload.	Deploy a new AMANDA Configuration & Training Senior Analyst	In combination with transitional AMANDA contractor expertise, the new AMANDA Senior Analyst will ensure Brantford wins the AMANDA configuration/preparation race with the DAP applications workflow spike. The recommended new Senior Analyst can in-turn train new staff super-users as required.	✓	✓	

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11	Expanded delegation of DAP approvals by Council to staff is a necessary processing efficiency to meet the challenge of the imminent applications spike. In the absence of expanded delegation additional staffing investments beyond those recommended in this Final Report will be required to ensure processing timeframes remain stable	Modernize DAP Governance – Expand Council Delegation of Approvals to Staff as per the October 2021 staff report to the Building Construction Process Review Taskforce	City staff processing capacity currently consumed by writing effort-intensive Council reports can be redeployed to technical review/approval of Site Plans and other delegated application categories. Estimated processing timeframe reductions of 2-3 months per file will be secured via expanded delegation. Relatively infrequent contentious files can still be escalated for Council consideration if absolutely required.	✓		
12	Brantford's Committee of Whole governance model is not configured to deal with the new growth realities. Impending DAP applications volume spike will create unsustainable governance choke points in the current COW model.	Modernize City Governance model to meet DAP challenges – Create a new Committee of the Whole (COW) devoted exclusively to Planning/Engineering DAP, Planning Policy and Building	Will secure/protect adequate Decision-Making Bandwidth for Council to deal with the imminent spike in DAP applications. Will avoid decision-making choke points & reduce the risk of undemocratic “planning by OLT”.	✓	✓	

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13	Currently the overlapping processing of Planning/Engineering DAP files is not subject to stringent business rules defined by process trigger points. Both Planning and Building staff support AMANDA based coordination of overlapping processes.	Use AMANDA to document the specific processing triggers needed to coordinate the overlapping back-end of Planning/ Engineering DAP Subdivision, Site Plan and Minor Variance files with the front-end of Building permit Applications/Permit issuance	Using AMANDA to regulate/manage an orderly coordination of overlapping Planning/Engineering/ Building DAP processes will reduce the risk of processing errors/breakdowns in the imminent high volumes growth environment facing Brantford	✓	✓	

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14	The DAP file audit has demonstrated that a streamlined Pre-Consultation letter for simple/straightforward files can sometimes replace the Pre-consult meeting with applicants. This effort-saving process innovation will free-up staff capacity for other high value-added priorities.	<p>While a Pre-consultation meeting is the default process requirement, the City should make use of a discretionary pre-consultation “results letter” for straight-forward applications that may not require a meeting.</p> <ul style="list-style-type: none"> The letter must provide a complete set of comments from all City departments, including identification of required studies and application submission items, as well as contact information specific to each department. All communications between departmental contacts and the applicant must be shared with the File Planner for coordination purposes. 	This effort-saving process innovation will free-up City staff capacity for other more complex Pre-consult meetings/files. Capacity will be at a premium in the impending high volumes environment facing Brantford.	✓		
15	The DAP file audit has demonstrated that Pre-consultation meetings require improved focus on contentious issues as opposed to routine matters.	Refocus the DRC Pre-consult meeting towards discussion of comments that are likely to be contentious or have an impact on other technical disciplines present, or which have the potential to imply the need for revisions to multiple aspects of the proposal.	Improved Pre-Consultation performance will yield downstream efficiencies in the review and processing of complete/higher quality DAP application packages.	✓		

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16	The DAP file audit has demonstrated that comments/checklists developed after Pre-consultation meetings should be consolidated to improve efficiency/consistency.	Issue a single, consolidated set of Pre-consultation staff comments, rather than the current approach of issuing both Preliminary and Final comments to the applicant.	Improved Pre-Consultation performance will yield downstream efficiencies in the review and processing of complete/higher quality DAP application packages.	✓		
17	Best practices in GTA greenfield municipalities require applicants to acknowledge in writing the complete application submission requirements agreed to in a Pre-consultation meeting.	Create a formalized Pre-Consultation Understanding w/Applicants (featuring mandatory electronic acknowledgement by applicants to subsequently submit a complete application over the new DAP Portal).	A formalized Pre-Consultation Understanding will create accountability for the City and applicants as they move forward with submission of application packages across a new DAP online portal.	✓	✓	
18	The current practice of using DRC meetings to deal with both Pre-Consults and actual DAP files will not be sustainable once the imminent spike in applications occurs. Existing DRC meeting bandwidth/capacity will be overloaded by new workload.	Create a new “Pre-Consults Only” set of scheduled DRC meetings to deal with the expected volume spike in development applications associated with imminent growth	A stream of “Pre-Consult Only” DRC meetings will protect the bandwidth/capacity of existing DRC meetings to deal with matters of substance associated with actual DAP applications.	✓	✓	

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19	Post-Draft Plan Detailed Engineering submissions do not benefit from the quality control rigour/efficiencies generated by the mandatory Pre-consultation model attached to Planning applications. Submission gaps/quality control problems are only discovered/addressed during the 1 st Technical Review Cycle.	<p>Implement a formal Pre-Consultation model for the Post-Draft Plan Detailed Engineering Review.</p> <p>Mirror the recommended Planning applications approach/process by creating a Pre-Consult Understanding.</p>	As is the case with Planning applications, a formal Pre-Consultation model for Post Draft Plan Detailed Engineering submissions will improve quality/completeness, reduce the length of 1 st Technical Review Cycles, and reduce the overall number of required Technical Review Cycles.		✓	

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20	The City selectively applies a 2-step completeness/adequacy check for some DAP application categories prior to applications being Deemed Complete. This effective quality control approach should be extended to all DAP applications – most notably Site Plans.	<p>Implement a 2-step QA Process for the “Application Submitted to Deemed Complete” component of all DAP files.</p> <ul style="list-style-type: none"> The City’s existing “shallow-dive” submission adequacy review (Step 2) should also be applied to all Post-Draft Plan Detailed Engineering Review phases moving forward. 	Extending the 2-step submission completeness/adequacy check across all DAP applications + Detailed Engineering Review phases will improve the effectiveness of Technical Review Cycles – shorter cycles and fewer cycles will result.	✓	✓	

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21	Improved/standardized formatting of Complete Application checklist requirements across different DAP application submissions will help streamline/standardize staff's review effort across the various Technical Review Cycles for a given application.	<p>For projects involving multiple applications, City staff should clearly indicate which submission checklist requirements correspond with each distinct application.</p> <ul style="list-style-type: none"> Specifically, the submission checklist requirements should be segregated by separate application category for combo-packs of Site Plans, Re-zonings, Subdivisions, Condos. <p>This sorting of application submission requirements should be organized in a tabular/matrix format. Submission requirements to be listed in rows and application categories appearing in columns. A simple checkmark or other symbol to be used to indicate the applicability of each submission requirement pertaining to each application category.</p>	Standardized formatting will contribute to more efficient execution of each Technical Review Cycle – an incremental reduction in cycle length should result over time.		✓	

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22	Improved/standardized formatting of Technical Review Cycle comments/approval conditions will help streamline the execution of Technical Review Cycles for a given application.	<p>All staff Technical Review Cycle comments and approval conditions should be tracked by the City using unique identifiers (e.g., numbering) and provided to the applicant in the form of a standardized comment response matrix.</p> <ul style="list-style-type: none"> Likewise, applicants should be required to clearly indicate which comment or condition they are responding to by referencing the same unique numeric identifier as part of resubmission documentation. Applicants should respond directly within the same comment response matrix provided by the City. 	Standardized formatting/numeric coding will contribute to more efficient execution of each Technical Review Cycle – an incremental reduction in cycle length should result over time.	✓	✓	

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23	Incremental process improvement opportunities in DRC meetings were documented during the Dillon file audit exercise executed as part of this DAP review.	<p>City staff should Update the presentation template used in DRC meetings to review specific applications.</p> <ul style="list-style-type: none"> • Include introductory slides that summarize key information (i.e., type of application, key dates, and applicant updates/ conversations to date). 	Incremental improvements in the execution of DRC meetings will expand the capacity to deal with more applications per DRC meeting.	✓	✓	