



Alternative formats and communication supports available upon request. Please contact accessibility@brantford.ca or 519-759-4150 for assistance.

Date January 20, 2022 **Report No.** 2022-74

To Chair and Members
Building Construction Process Review Task Force

From Heidi de Vries, General Manager
People, Legislated Services and Planning

1.0 Type of Report

Consent Item

Item For Consideration

2.0 Topic Development Approvals Process (DAP) Review: Phase 1 Implementation Plan [Financial Impact - NONE]

3.0 Recommendation

- A. THAT Report 2022-74, "Development Approvals Process Review: Phase 1 Implementation Plan", BE RECEIVED; and
- B. THAT the Steering Committee BE DIRECTED to develop a Terms of Reference to hire a consultant to complete a Planning and Development Application and Service Fee Review for Council consideration; and
- C. THAT the Steering Committee BE DIRECTED to undertake a review of the Site Plan, Site Alteration and Security Release processes to implement the "As Should Be" recommendations contained in the final DAP report, and report back to the Task Force and Council with recommendations by the end of Q2 2022; and
- D. THAT the Steering Committee BE DIRECTED to develop a Standard Operating Procedure and Planning Application Manual as part of their work plan for 2022; and
- E. THAT the Steering Committee BE DIRECTED to solicit a proposal from North Lake Design Lab to develop a work plan, schedule and budget to

configure all the required Planning functions in AMANDA for consideration by the Task Force and Council; and

- F. THAT Staff BE DIRECTED to report back to the Task Force and Council with an annual implementation update.

4.0 Executive Summary

Performance Concepts Inc. was retained by the City to conduct a Phase Two analysis of the Development Approvals Process (DAP) in order to support the implementation of the KPMG Phase One recommendations. The final DAP report builds on the previous work conducted by KPMG in 2020 and outlines detailed recommendations to improve service delivery based on the initial KPMG findings. Performance Concepts presented the final DAP Review and Technology Modernization Report to the Building and Construction Task Force in November, 2021 which report included a total of thirty seven (37) “Do Now”, “Do Soon” and “Do Later” recommendations. The purpose of this report is to present the Task Force with an implementation plan and road map to put into practice the twenty three (23) “Do Now” recommendations outlined in the final DAP report, which have been consolidated to form part of this report as **Appendix A**. Full implementation of all the recommendations contained in the DAP report will require further review and funding to implement; as such, the Steering Committee anticipates that the full implementation of the recommendations contained in the DAP report will require a multi-phased approach. This report also provides a status update with respect to the initial forty-five (45) recommendations contained in the KPMG report which are attached as **Appendix B** to this report for ease of reference. While many of the recommendations require technology improvements (AMANDA Workflow tool/ online application portal) in order to implement and have been the subject of the Performance Concepts work program, staff have been able to implement several of the administrative recommendations to improve service delivery in the interim while the DAP review was underway.

5.0 Purpose and Overview

The purpose of this report is to present the Task Force with a prioritized road map to implement the twenty three (23) “Do Now” recommendations outlined in the final DAP report prepared by Performance Concepts Inc.

6.0 Background

On November 9, 2021, Performance Concepts Inc. presented the final DAP Review and Technology Modernization report to the Building and Construction Task Force. The Task Force approved the following recommendations, which were endorsed by Council at their meeting on November 23, 2021:

- A. THAT the report 2021-612 titled Development Application Process Review BE RECEIVED; and
- B. THAT staff BE DIRECTED to report back to the Human Resources Committee with respect to an implementation plan for the staffing recommendations set out in the Development Application Process Review by the end of Q4, 2021; and
- C. THAT staff BE DIRECTED to report back to the Building Construction Process Review Task Force in December, 2021 with an action plan and implementation roadmap.

This Report responds to Recommendation C above: that staff report back to the Task Force with an action plan and implementation road map in December 2021. Also, at the Committee of the Whole – Planning Administration meeting held on November 9, 2021, a status update on the implementation of the KPMG recommendations was requested, which update is attached as Appendix B to this report.

7.0 Corporate Policy Context

In 2019, City Council identified through the “2019-2020 Council Priorities” that where there is opportunity to do so, streamlining of City procedures should be a priority of Council (see Section 8.3 of Report 2019-384). This report outlines key implementation strategies to improve service delivery and builds upon the work completed by KPMG and Performance Concepts Inc.

8.0 Input From Other Sources

The DAP Steering Committee includes staff from the CAO’s office, Planning, Building, IT Services and Development Engineering.

9.0 Analysis

The DAP report includes a total of thirty seven (37) “Do Now”, “Do Soon” and “Do Later” recommendations. For the purposes of this report, staff have consolidated the twenty three (23) “Do Now” recommendations into a summary

document attached as **Appendix A**, which shall form the basis for an overall implementation strategy to be coordinated by the Steering Committee.

This implementation strategy represents prioritized actions required to lay the ground work to begin to implement all of the recommendations contained in the final DAP report, and have been broken down into the following four (4) categories:

- Accounting and Fees;
- Internal Process Improvements;
- Technology Solutions; and
- Staffing Resources and Governance.

9.1 Accounting and Fees

In 2014, Council mandated a 90% cost recovery target for DAP, which is currently being met based on a basic calculation of the costs associated with processing development applications in the Planning department. However, these costs do not represent a modernized staff complement (based on current and future proposed staffing levels), nor do the costs reflect the full service delivery costs to the Corporation resulting from indirect costs such as finance, legal and human resources. The DAP report recommends that a full fee review be undertaken to determine the true costs to the Corporation to process development applications. This will ensure that appropriate fees for service delivery are established moving forward and cost recovery targets can be set based on actual expenses to the Corporation. Furthermore, changes to our internal accounting practices in Planning are also recommended, such that application revenues are used as a funding source to offset additional staffing/technology improvements needed over time.

In order to implement the recommendations contained in the DAP report, Staff recommends that the Steering Committee, with input from Staff in the Finance department, develop a Terms of Reference and identify a proposed budget to retain a consultant to undertake a full service fee review and report back to the Task Force prior to the end of 2022. Modernizing the fee schedule in the Planning Department, and allocating revenues to fund staffing/operating costs would be consistent with the

accounting structure already in place in the Building Department and will address the “Do Now” recommendations 1-4 in the final DAP report.

Building Department fees currently fund all annual operational costs of the department, including an indirect corporate overhead charge; with any surplus transferred to a reserve in accordance with Finance Policy 002 (FP2) to offset future costs or deficits. Similar to the Building Department, Development Engineering also recovers its direct costs from fees, and transfers any surplus to reserves in accordance with FP2. Development Engineering, however, does not currently receive a corporate overhead charge; and as such their fees will also be reconsidered through this review. The Planning Department does not currently recover all of its costs, nor is there a provision for any surplus to be put in reserves to offset future costs. A key outcome of the review will be to recommend a fee structure across all DAP functions including Planning, Building and Development Engineering that ensures full cost recovery, in addition to consistent accounting treatment.

9.2 Internal Process Improvements

9.2.1 Review of Site Plan, Site Alteration, and Security Releases Processes

The DAP report identifies internal process improvements that can be made without the need for major technological improvements or funding. The Steering Committee acknowledges that the Site Plan, Site Alteration and Security Release processes for Site Plan applications is cumbersome and labour-intensive for both Staff and the development community. The Steering Committee recommends undertaking a deep dive review of these internal processes to implement the “As Should Be” recommendations contained in the DAP report. This review will focus on the process and associated by-laws to consider opportunities to speed up the application process and combine these processes where feasible, while meeting legislated requirements. Staff will also review and present recommendations to modernize the release of securities, identify one central business unit responsible for inspections and look for opportunities to compress the time frame for inspections. Given the amount of time, research and consultation with stakeholders and the development community that will be required, the Steering Committee plans to report back to the Task

Force with the findings of the review and recommendations for an improved process(es) by Q2 2022. Undertaking a deep dive into this process review will address recommendations 1-5 in the final DAP report and addresses several of the key recommendations identified in the KPMG service review.

9.2.2 Application Requirements, Development Review Meeting Structure and Technical Review Cycles

All development applications are required to go through a pre-consultation phase prior to the submission of formal Planning Act applications. The purpose of the pre-consultation meeting is to review a draft development proposal and identify the need for, and scope of, the technical information that will be necessary to facilitate the comprehensive assessment of the application by the City and relevant agencies.

It should be acknowledged, however, that prior to the formal pre-consult meeting, DAP staff often engage in multiple meetings and touch points with applicants prior to the submission of the formal pre-consultation application and again prior to the formal submission of a development application(s). While this is often the case amongst many developers, it is more problematic with some small scale builders/developers who often do not retain professional consulting services with the expertise needed to guide them through the development approvals process. As the application volumes continue to increase, it will become more challenging for staff to manage current DAP files within the legislated timeframes under the Planning Act, and provide the same level of oversight or assistance required to the development community, in the early inquiry stages of a development concept through to a formal application submission.

Recognizing these challenges, the final DAP report identifies several process, technology, and resourcing improvements to maintain this vital customer service role, while reducing the amount of time in which staff is redirected away from processing of DAP applications. To address these concerns the DAP report recommends transitioning to a one-window approach for development inquiries. This would involve integrating several key departments into one centralized Commission to better align and

coordinate DAP functions, improve communications and workflow. Furthermore, the DAP report also recommends establishing a development facilitation Concierge position, to support small builder/developers and free up DAP staff for their core review functions. As noted previously, a separate report addressing the City's corporate structure and additional staff resources will be coming forward under separate cover to the Human Resources Committee and will address recommendations 7 and 8 of the final DAP report.

Recommendations 14 –23, listed in the attached Appendix A, directly relate to improved application processing. To improve processing, a Standard Operating Procedure (SOP) and supporting documentation to clearly outline application requirements and approximate the processing time is required. As such, the Steering Committee recommends that Staff be directed to develop an SOP and Application Submission Manual to outline the requirements and expectations for the City and development community to ensure quality submissions are prepared and received, and to reduce the instances of incomplete planning applications or multiple application resubmissions. The DAP report also recommends establishing the following with respect to the Development Review meetings cycles;

- a cycle of “pre-consultation only” development review meetings,
- streamlining each meeting to pertinent staff and technical matters only;
- establishing criteria for when a pre-consultation letter may be issued in lieu of a formal pre-consultation meeting for straight forward applications;
- creating a manual/by-law to outline the requirements/process for pre-consultations; and,
- requiring acknowledgement by the applicant that the requirements for pre-consultation have been met prior to a formalized meeting and subsequent future planning applications.

Moving forward, the Steering Committee will work towards implementing these recommendations, drawing on resources in Long Range Planning to provide direct support for project management, complete research, and process review. Staff will report back with an interim and end of year progress report to update the Task Force on the progress made to date.

9.3 Technology Solutions

A key observation in the DAP report is the inefficient use of staff time (upwards of 80%), spent on completing manual administrative tasks, mainly due to outdated processes and limitations in technology. The DAP report firmly emphasizes the importance of modernized workflow tools (such as the AMANDA software) and an online application submission portal to meet many of the key objectives outlined in the original KPMG report and DAP report. Staff is already experiencing an increase in workload and application volumes, which is projected to significantly increase as more greenfield land in the expansion areas moves through the development approvals process, and so improvements to workflow tools, data management, combined with increases in staff resources will be necessary to keep pace with the volume of applications both now and in the future.

9.3.1 AMANDA Workflow Tool and Online Development Application Portal

The DAP report notes that while several city departments use AMANDA software, outside of the Building Department, the tool is not being utilized to its full potential as a centralized development application tracking tool to manage DAP. Recently, the City upgraded AMANDA to the latest release, purchased the AMANDA web services for integrations, and purchased the Planning Approvals module and its supporting Conditions Clearance module, all to support the modernization of the DAP process.

The technology solutions supporting the DAP report are twofold; first is the full implementation of the AMANDA product to support all Planning processes and those which integrate with Building and Development Engineering. Second, is the implementation of a customer portal by which applicants can more easily submit

development applications, and track the application through the approvals process.

9.3.2 Full AMANDA Implementation

Currently, the AMANDA software system is used in the following three business areas:

- a. Building Department for all types of permits, building permit searches, zoning compliance certificates, bylaw complaints and all orders;
- b. Engineering Department for several types of permits and backflow devices;
- c. Clerks for business licensing; and,
- d. Tax department for property tax (this is a completely separate Amanda module called Open Tax).

AMANDA is not currently treated as a “corporate application” in that support for these systems is generally provided by the user department itself, with some assistance from IT as necessary. In order to effectively roll out the use of the AMANDA system as a development tracking, data management and workflow tool, and to support a future online application portal, the AMANDA software tool should be rolled out as a corporate IT solution.

In addition to rolling out the AMANDA software corporately, the AMANDA program itself needs to be configured to support the full spectrum of development applications and approvals. To test pilot this process, a key deliverable of the Phase 2 Performance Concepts work plan included a full build out (Proof of Concept) for the Site Plan process, which is nearing completion. Staff has worked with Performance Concepts within a testing environment to configure the AMANDA software for site plan applications and will be able to build off of this work to inform the creation of all the necessary folders required to support DAP. The Steering Committee’s assessment of this work concludes that the Proof of Concept meets the City’s needs and expectations.

9.3.3 Technical Configuration of the Software and Required Reports

Given the expertise required to configure the AMANDA software, the Steering Committee is seeking direction from the Task Force to solicit a proposal from North Lake Design Lab, to configure all the required Planning functions and those functions that integrate with Building and Development Engineering. North Lake Design Lab is the consultant currently under contract with the City as part of the DAP review and responsible for building the site plan module in AMANDA as a proof of concept deliverable. A secondary deliverable would be to create a full set of reports to monitor key performance indicators and to provide management data on target to actual time durations that happen between steps of the various planning processes. If approved, a fulsome work plan, schedule, and project cost will be presented to the Task Force and Council for consideration.

9.3.4 Identify City Resources to Support the Configured Software

An existing IT Services resource has been identified to participate in the development of the Planning and Development Engineering configuration of Amanda. This person will work with the consultant and existing Amanda support staff to not just configure the Amanda system, but to take on the lead support role for Planning and Development Engineering after it goes live. As the AMANDA software will be used across multiple departments and Commissions, it is important that we build a robust support model with sufficient backup resources and cross-training across AMANDA modules, similar to how we manage other corporate systems, with at least two staff members able to support it, using the standard service ticketing process, using corporate reporting solutions, managing all system integrations centrally, coordinating upgrades, and software license management. As noted previously, a staff report will be coming forward to identify the staff resources required to support the recommendations contained in this report.

9.3.5 DAP Customer Portal

A fully configured and integrated AMANDA system will bring a significant level of improvement and sophistication to the development approvals process. Once the software has been

configured to support the planning application process, the final step will be to implement a customer portal that integrates with the AMANDA system which will bring additional benefits to the Corporation such as;

- Online application submission;
- Document and message exchanges with City staff;
- File progress tracking;
- Fee payments; and,
- Automated application screening for completeness.

The detailed requirements for such a portal was not done as part of the DAP project. The ideal sequence of events would be to begin work on the AMANDA implementation and focus efforts on this process until the program is live and stabilized. This is going to require significant business process changes and it will take time to adjust to the new business processes. Once the system and processes are stable, the City be in a position to move onto the next phase of defining requirements for and implementing a digital portal. However, given the timing to implement a corporate digital portal, staff are looking at interim steps to procure a solution for the Building Department, which can then be leveraged to build out a fulsome DAP solution. The landscape for these software tools is changing rapidly, and by the time AMANDA is fully implemented, the situation could be much different than it is today. As such, the development of a full online customer service portal may be premature at this time, however staff will continue to review options to implement a portal once the implementation of AMANDA is fully underway.

9.4 Governance

In September 2021, Planning Staff brought forward a report identifying areas where the delivery of technical planning services provided by the Planning Department could be streamlined by delegating six (6) services to Staff, and revising certain existing delegated authority to the Chief Planner/Director of Planning. The recommendations to delegate additional approvals to the Chief Planner, as outlined in the staff report, was approved by Council and directly relates to recommendations in the DAP and KPMG reports, that staff look for opportunities where measured

delegation of authority could be enhanced. While this task is complete, it's important to note that staff will continue to review opportunities to improve functions by streamlining the delivery of services where necessary.

The DAP report also identifies opportunities to reconfigure the current Committee of the Whole meeting structure to include meetings for development approvals only. The current COW - Planning and Administration meeting structure often includes several other pertinent reports and matters to be addressed by the Committee, however this limits the amount of statutory public meetings scheduled for each COW meeting. With the anticipated increase in planning application volumes, it may become necessary for the City to consider a separate meeting cycle exclusively for planning matters and increase the opportunity for more applications to move through the meeting cycle more quickly. Staff will continue to monitor this matter, and should the need for an additional meeting cycle arise, staff will prepare a report with input from the necessary departments for Council consideration.

9.5 Implementation of the KPMG Recommendations: Status Update

By way of background, the Building Review Task Force was formed in October, 2019. A high level review was conducted in 2020 with a finalized Development Review Process Assessment prepared by KPMG and approved by Council on Oct 13, 2020. Phase 1 of the review resulted in forty recommendations for implementation, which have since been analyzed and prioritized by the Steering Committee. Of the forty-five (45) KPMG recommendations, attached as **Appendix B**, the following represents the current completion status:

- 9 are complete;
- 17 are in progress, or planned to put into progress in 2022;
- 14 require a technology solution (AMANDA) to be fully implemented;
- 3 Not started; and
- 2 do not apply to DAP specifically, but represent corporate-wide recommendations to be implemented through a separate process.

A fully digital end-to-end Development Application Process (DAP) is required in order to deliver an efficient and effective process, and to address the outstanding recommendations in the KPMG report.

10.0 Financial Implications

There are no financial impacts to the municipality associated with this report. Should the Steering Committee be directed to solicit a formal proposal from North Lake Design Lab, a fulsome work plan and cost estimate will be presented to the Task Force and Council for review and consideration.

11.0 Conclusion

This report presents the Task Force with an implementation plan and road map to implement the twenty three (23) “Do Now” recommendations outlined in the final DAP report. A key deliverable of the DAP review has been to develop “As Should Be” process improvements, based on a fully digitalized workflow management tool and online application portal and the staff resources to support these improvements. This report also provides an overall status update with respect to the forty-five (45) recommendations contained in the KPMG report, and while many of the recommendations require technology improvements (AMANDA Workflow tool/ online application portal) in order to implement, staff have been able to implement several of the administrative recommendations to improve service delivery in the interim while the DAP review has been underway.



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

Prepared By:

Nicole Wilmot, Chief Planner and Director of Planning
People, Legislated Services and Planning

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

APPENDIX A – excerpt from the DAP Report

#	<i>As Should Be Finding</i>	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.	<p>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.</p> <p>Fee adjustments can be phased in across a three-year period.</p>	✓	✓	
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	✓	✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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	✓		

#	<i>As Should Be Finding</i>	Strategic Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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).	✓	✓	

#	<i>As Should Be Finding</i>	Strategic Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
8	<p>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.</p>	<p>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.</p>	<p>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.</p>	✓	✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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.	<p>Approve & Execute the Development Planning <i>Staffing Business Case</i> set out in this Final Report</p> <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.	✓	✓	

#	<i>As Should Be Finding</i>	Strategic Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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”.	✓	✓	

#	<i>As Should Be Finding</i>	Strategic Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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	✓	✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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.	✓		

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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.	✓	✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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.		✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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.	✓	✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
21	<p>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>	<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>	<p>Standardized formatting will contribute to more efficient execution of each Technical Review Cycle – an incremental reduction in cycle length should result over time.</p>		✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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.	✓	✓	

#	<i>As Should Be Finding</i>	Tactical Recommendations	Expected Benefits	DO NOW	DO SOON	DO LATER
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.	✓	✓	

ID	Category	Task Name	Priority	% Complete	Task Status	Comments
1	Process Standardization	Standardized comment templates	(1) High	50.00%	In progress - Q1 - Q2, 2022	Amanda
2	Process Standardization	Internal review timelines	(1) High	50.00%	In progress - Q1 - Q2, 2022	Amanda required
3	Process Standardization	Precon Requirement	(1) High	50.00%	In progress -Q1 -Q2, 2022	
4	Process Standardization	Site Plan Control By-Law	(1) High	25.00%	In Progress - Q2, 2022	
5	Process Standardization	Site alt permit process	(1) High	0.00%	In Progress - Q2, 2022	
6	Process Standardization	CI Program	(1) High	100.00%	City Wide - Does not apply to DAP	
7	Process Standardization	Communicate quality expectations	(1) High	25.00%	In progress - to be complete in 2022	
8	Process Standardization	Online information	(2) Normal	50.00%	Completed /On-going	
9	Process Standardization	Registered plan delays	(2) Normal	100.00%	Completed	
10	Process Standardization	Recirculation process	(1) High	25.00%	In Progress	Relates to 3-5
11	Process Standardization	Concierge service	(1) High	100.00%	Q4, 2021	
12	Process Standardization	Securities	(1) High	25.00%	In Progress -Q2, 2022	Relates to 3-5
13	Process Standardization	Recirculation process	(2) Normal	0.00%	Not Started	Amanda
14	Collaboration & Communication	Streamline precon	(1) High	0.00%	In progress- Q2, 2022	
15	Collaboration & Communication	Circulation tool	(1) High	25.00%	In Progress	Amanda
16	Collaboration & Communication	Lead Planner project manager	(3) Low	100.00%	Complete	
17	Collaboration & Communication	Neighborhood agenda template	(2) Normal	100.00%	Completed	
18	Collaboration & Communication	Reporting	(1) High	0.00%	Not Started	Amanda
19	Collaboration & Communication	Escalations	(3) Low	0.00%	Not Started	
20	Collaboration & Communication	Departmental collaboration	(1) High	100.00%	Completed	
21	Collaboration & Communication	Customer relationship	(3) Low	0.00%	Not Started	
22	People & Organization	Process priorities	(1) High	25.00%	Q4, 2021	
23	People & Organization	File transfer protocol	(2) Normal	50.00%	In-progress	Amanda
24	People & Organization	Departmental org review	(2) Normal	100.00%	Q4, 2021	
25	People & Organization	Staff empowerment	(2) Normal	25.00%	Q4, 2021	
26	Roles & Responsibilities	Role clarity	(2) Normal	0.00%	Q4, 2021	
27	Roles & Responsibilities	Delegation of Authority	(1) High	100.00%	Completed	Achieved/on -going
28	Roles & Responsibilities	ECA	(3) Low	25.00%	In Progress	
29	Roles & Responsibilities	Development review process clarity	(2) Normal	0.00%	in-progress	
30	Governance	Performance Measurement	(1) High	100.00%	Not Started	Amanda
31	Governance	Report writing	(1) High	75.00%	In Progress	
32	Technology & Information	Application workflow	(1) High	0.00%	Not Started	Amanda
33	Technology & Information	Project management tools	(2) Normal	0.00%	Not Started	Amanda
34	Technology & Information	Online cashiering	(1) High	0.00%	Not Started	Amanda
35	Governance	Time tracking	(3) Low	0.00%	Not Started	Amanda
36	Governance	Applicant feedback	(2) Normal	0.00%	Not Started	Amanda
37	Technology & Information	File management tools	(2) Normal	0.00%	Not Started	Amanda
38	Technology & Information	GIS	(2) Normal	0.00%	Not Started	Amanda
39	Technology & Information	Updating bylaws	(2) Normal	0.00%	Not Started	
40	Technology & Information	Zoning bylaw and OP updates	(3) Low	100.00%	Completed	
41	Technology & Information	MS Office upgrade	(1) High	100.00%	Not DAP Related	
42	Fee Structure & Deposits	Incomplete fee	(2) Normal	100.00%	Completed	
43	Fee Structure & Deposits	Deposit release	(2) Normal	25.00%	In Progress	
44	Fee Structure & Deposits	Development app fee process	(1) High	0.00%	In-progress	Relates to 3-5
45	Governance	Vision Statement	(2) Normal	100.00%	Completed	