

APPENDIX C - CM 15-19

DETAILED ISSUES and RESPONSES TO FEEDBACK

Issue 1: A request for further information on advancing the timelines for online submission of development and building applications

Response:

Staff have met internally to review this request. As a reminder, the May 13th report identified key deliverables as follows:

- Upgraded case management development application system – Q4 2020 (this is an upgrade of the City's permitting software – AMANDA – to version 7 – referenced as "AMANDA7")
- Implementation of a one stop customer service counter for the Department of City Building – Q4 2022
- Develop and implement online/automated submissions, processing and approvals of development applications – Q4 2022

In addition to the above, City staff are currently undertaking business process reviews of development processing and permitting. This is now included in V2F as an initiative under Focus Area 5. AMANDA 7 is an important upgrade that will deliver improved functionality and will position the City to move to online permitting applications. This project is approximately \$500,000, involves 4 seconded staff, and will be implemented by Q2 2020.

Staff have reviewed the feedback from Council at the May 13th Committee of the Whole Session. Additional information for Council is as follows:

- The AMANDA upgrade to Version 7 must proceed. The current versions do not effectively support the automation that the City wishes to implement.
- The business process work that staff are proceeding with is critical work that is a very high priority. The business processes that are currently in place are largely based on the initial implementation of AMANDA at the City in the late 1990's. Updating the business processes will be done from a customer perspective including the recognition that different customers will have different requirements. This is a significant and critical body of work. Experience with similar projects, such as the Maintenance Management System Project, is that the business process work will take 15-18 months to document and implement changes – the work will be implemented on an incremental basis – as the work is completed implementation will occur (as opposed to doing all implementation at once). This

work cannot be rushed as defining new business processes from a customer perspective, integrating change management, and transitioning to new processes takes time. Both staff and customers must be supported through this.

- Bill 108 is driving certain changes in timelines, processing, and permitting. Staff must work to understand and implement the changes related to Bill 108. The draft regulations are in the process of being released so the impact of Bill 108, in its entirety, is not known (relative to the permitting and AMANDA requirements).
- The software vendor environment is changing. The marketplace for an e-plans module must be understood.
- The City has major technology upgrades underway now and for the next 3 years:
 - Customer Relationship Management (CRM)
 - Maintenance Management System (MMS)
 - Enterprise Resource Planning (ERP)
 - Business Intelligence (BI)

The City's ability to finance and resource (staff) a major technology upgrade in permitting to e-plans is not available at this time.

The above information leads staff to conclude that we are not able to advance the timeline for e-plans and online permitting to December 2019 as was requested at the Committee of the Whole meeting on May 13th. However, there is an opportunity to work on a project charter for this initiative which would include a more detailed assessment of the technology options, a financial analysis, and a staff resourcing plan. This could work in parallel with the other major initiatives (AMANDA 7 upgrade and the business process project). Council should be aware that project charter development of this nature will require staff resources with knowledge of the City Building processes and customers as well as technology solutions and technology integration. The process and resourcing will be reviewed as part of the 2020 budget preparation by a collaborative team of the City Manager's Office, the Departments of City Building, Information Technology, and Finance.

Issue 2: Measuring Success

Response:

A number of members of Council identified, as a priority, having specific Key Performance Indicators (KPI's) identified in V2F. The first version of V2F referenced KPI's as (for example) "increase" . Staff have reviewed all KPI's and this version of V2F now segments KPI's into the following:

- KPI's where there is a known benchmark and for which the City has credible and reliable data (example: increase the City's employment by 1,000 jobs per year);

- KPI's that are specific to completion of a project (example: complete the Burlington Transit 5 Year Business Plan by Q4 2019);
- KPI's that require further research as there is either work to undertake to determine an appropriate benchmark or target; or there are data quality or availability issues; or both circumstances exist. These KPI's are marked with an asterisk (*) in V2F.

Where further work on KPI's is required (those with an asterisk) staff will be bringing a further report on these at a later date (see Implementation Process of this report for more detail).

Additionally, staff have identified key priority initiatives and key priority KPI's for Council and the community. This is a new one-page component of Burlington's Plan: From Vision to Focus.

Issue 3: Addressing Social Implications in Staff Reports and addressing Mental Health

Response:

The issue of Social Implications in Staff Reports arose from discussion at the June 10th Committee of the Whole Meeting on two reports (Take Action Burlington; Climate Action Update Report). At the June 10th COW meeting, Committee members added "Environmental Implications" as a new area of staff reports. A suggestion arose to include "Social Implications" in staff reports and staff committed to following up on this in the report on V2F. The second issue is addressing Mental Health as part of V2F which was feedback received at the May 13th Committee of the Whole meeting. Both issues are addressed in this section of the commentary as there are relationships between the two.

- Social Implications in Staff Reports – staff support the inclusion of this section as a new component of staff reports. Social implications are one of the four pillars of Sustainable Development (economy, environment, social, culture). Burlington has adopted a document related to Sustainable Development entitled "Principles and Objectives for Sustainable Development" which was last updated in June 2017 (see Appendix F of CM 15-19). Principle 5 states:
 - 5 Affirm and promote practices that provide a safe and healthy environment and build resilience and engage our community in not only meeting the economic and social needs of all citizens but enhancing quality of life.

Objective p. states:

p. Healthy Lifestyles: Promote and support healthy and active lifestyles through the development of complete neighbourhoods, active transportation infrastructure, recreational facilities and parks.

Research into Social Implications is highly linked to the Social Pillar of Sustainable Development. More recently, work on the Social Pillar by the United Nations and the Sustainable Cities Network identifies key areas where organizations need to focus:

- Complete neighbourhoods – access to services; income distribution; crime rates
- Housing – affordable housing; breakdown of housing by needs group
- Quality Public Space – parks availability and accessibility
- Social Inclusion – Gender equity; voter participation; service provision for targeted demographic groups (youth, seniors, newcomers are examples)
- Safety – fire service availability and response times

There are also factors for which the City is not the service provider – education, waste management, public health – so although these are noted in the research they are not areas where the City can impact outcomes at the City level. Further discussion with Halton Region and the School Boards is required.

What is clear from the research is defining what Social Implications are priorities becomes critical. In this regard, implementation needs to include a strategy for development of the priority focus areas. For example, research into the use of Social Implications and the Social Pillar of Sustainability has not identified any approach that incorporates Equity, Diversity, Inclusivity, and Reconciliation (beyond Gender Equity). These goals are important priorities for the City of Burlington. It is important to initiate this work and it is also equally important that the strategy development includes conversation with key partners such as the Sustainable Development Committee, Community Development Halton, Halton Region, and community residents and businesses. Internal work also needs to occur to develop tools and resources to assist staff in implementing this new direction. It is suggested that a further detailed implementation report with a strategy be developed and brought forward to Council at a later date.

- Addressing Mental Health – Staff have researched other municipal organizations including Halton Region. Typically, the focus of work for other municipal organizations is within the areas of Public Health (examples: childhood bullying; post partum depression in new moms; connecting community based services such as ROCK); housing; and social services such as income assistance. Mental Health as an area of focus for the City and in researching this issue, it became clear that the City currently provides services that positively impact mental health through initiatives such as:

- physical activity programs through Parks and Recreation;
- arts and culture programs both offered by the City and the City's cultural partners;
- parks, open space, trails – there is a growing well-founded body of research that access to nature is a critical component of mental health and well being;
- Initiatives that the City undertakes for and on behalf of employees – for example, Employee Assistance Program; Burst Your Bubble and Mental Wellness initiatives; Firefighter Mental Wellness; Puppy Therapy (this is not an exhaustive list).

The connection to Social Implications in staff reports regarding mental health is clearly aligned. Where there is a difference is that mental health must also focus on what the City provides as an employer to its employees. There is some clear relationship as well to the Culture Pillar in Sustainability. At this point, it is suggested that the work on Social Implications for staff reports described above include mental health together with a more broad-based review, in concert with key partners like Halton Region, Joseph Brant Hospital, and more to understand what a mental health strategy for City services could be.

Further, there are many important components of mental health that many Public Health Units have undertaken such as Waterloo Region's Integrated Drug Strategy, Community Mental Health Strategies such as New York City's THRIVE report, and more. Supporting public health work on mental health is very important work.

It is recommended that Council support further work and reporting back on the inclusion of Social Implications in staff reports. This provides the opportunity to engage the City's community partners on what Social Implications means to a level of detail that is consistent, well understood analysis can occur, and reflective of the City's services.