

Legislative & Process Changes

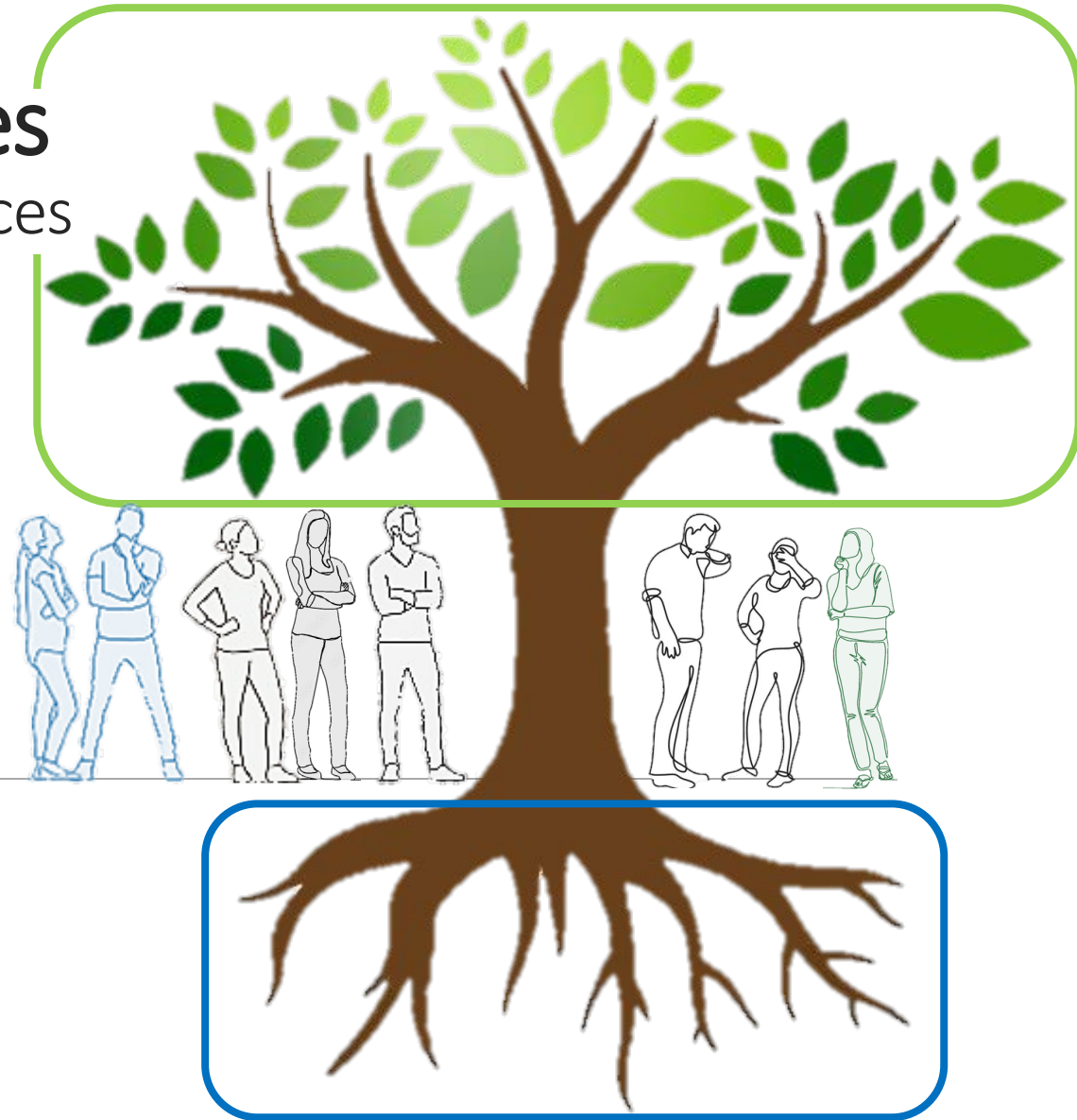
Affecting Planning &
Development Services



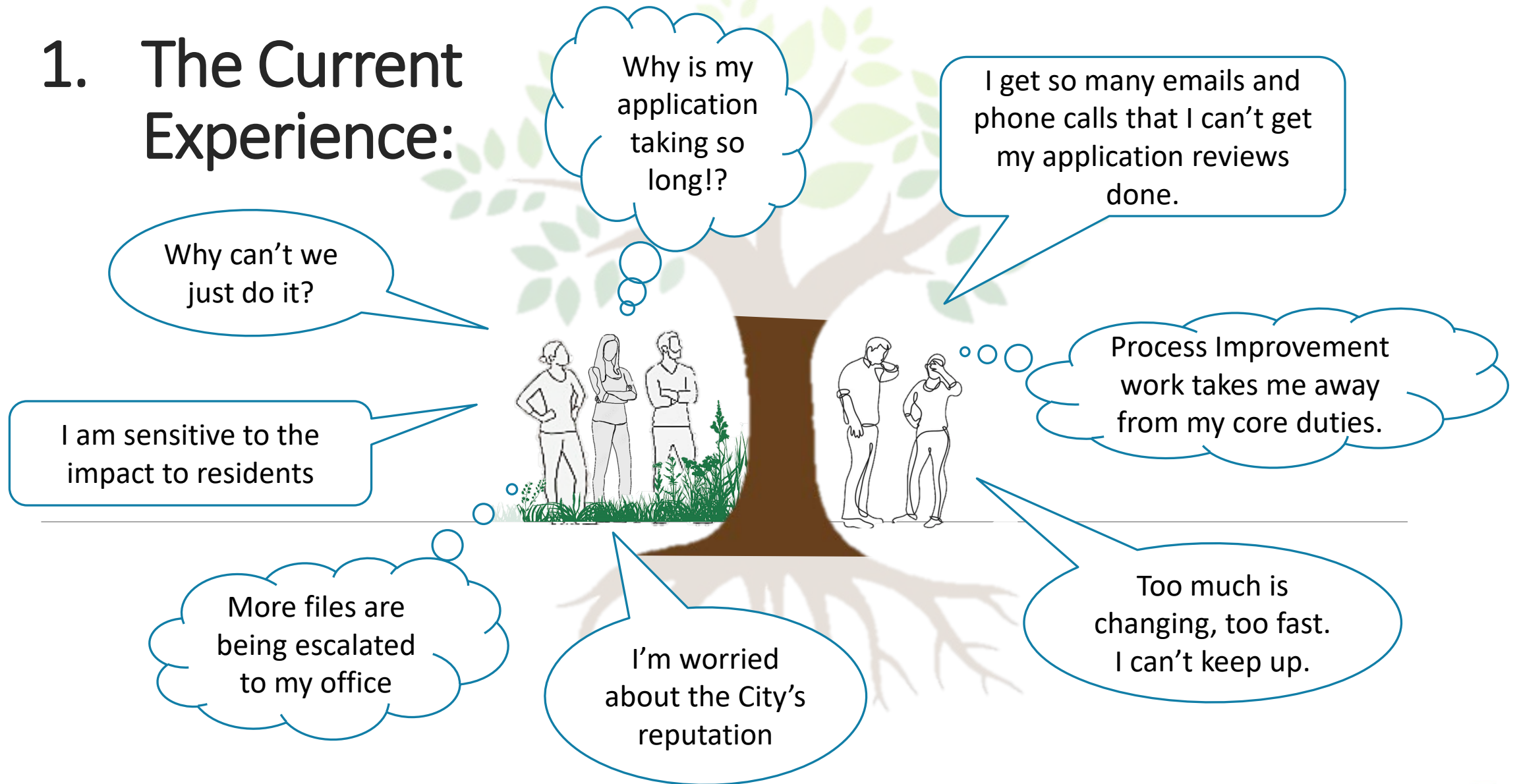
Legislative & Process Changes

Affecting Planning & Development Services

1. The Current Experience
2. Impacting Factors
3. Experiential Session
4. What Staff are Doing About It
5. What Staff Need from Council



1. The Current Experience:



2. Impacting Factors

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- Sheer pace of provincial legislative change
 - Bill 13, 23, 108, 109
 - Ontario & National Building Code Harmonization
 - ROPA 48 & 49
 - Consolidated PPS & Growth Plan
 - Unclear OLT mandate
 - Slow speed of OLT process
 - Financial impacts & risks
 - Reduced Development Charges & Parkland Dedication
 - Applicant Fee Refund Penalties
 - New funding tools
 - SDAF
 - CBC
 - Housing Accelerator Funds
 - Previously unplanned development
 - Additional Residential Units
 - New Designated Greenfield Areas
 - Removal of Regional Employment Designations
 - Confusion regarding green standards
 - Discussion of broader standardization
 - Uncertainty regarding further legislation changes

Higher Levels of
Government

2. Impacting Factors:

- Regional Official Plan Amendments
 - ROPA 48
 - ROPA 49
- Conservation Halton's Spills Policy and East Burlington Creeks Study
- Waiting to learn how our partners will adjust to Provincial legislation
- Conservation Halton's regulation downstream of the Hager/Rambo diversion channel
- Uncertainty around future changes to the role of our partner agencies
- Local absorption of the Regional Official Plan and Regional planning responsibilities

Higher Levels of Government

Region & Conservation Authorities

2. Impacting Factors:

- Complexity of infill development
- Complex development review due to appealed OP
- Significant volume of appeals
- Complex Comprehensive Zoning By-law Review due to appealed OP
- Transition to adjusted Urban Growth Centre
- Implementation of two Official Plans through development review
- Official Plan 2020 modifications to respond to ongoing legislation changes
- Public & Private Tree By-laws
- DEOO
 - New By-law Compliance Department
 - Evolution of CX Manager and SBAC Roles
- Continuous Improvement initiatives
 - PBP Permit Process
 - Pre-consultation redesign
 - Applicable Law status
 - Development Charges
 - Building Permit timing of acceptance
 - One Window for Development Services
 - My Files portal
 - Land Management Database Platform Review
 - Human Centered Design
 - Red Tape Red Carpet renewal
 - Committee of Adjustment
 - Customer Experience Education
 - Updated Customer Service Standards
 - New website at Burlington.ca

Higher Levels of Government

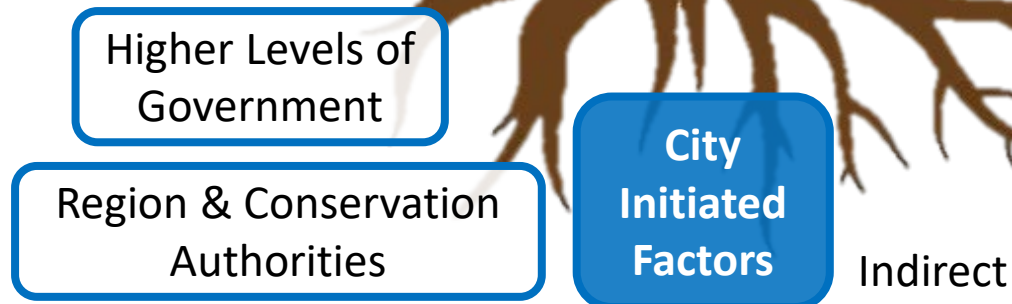
Region & Conservation Authorities

City Initiated Factors

Direct

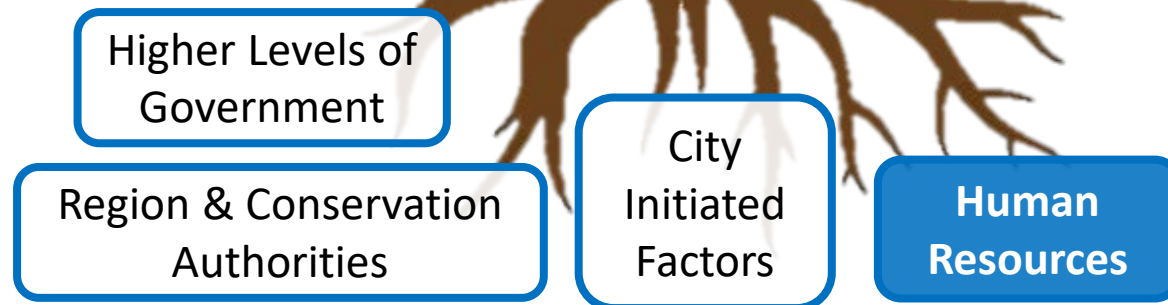
2. Impacting Factors:

- Burlington Lands Partnership
- Housing Strategy
- Patio Program
- Local Election
- City Hall Renovation and Renewal
- Tree preservation and canopy enhancement policies
- Launch of guide for tree preservation
- Training and adjustment to digital transformation and new technologies such as ERP, EAMS and CRM



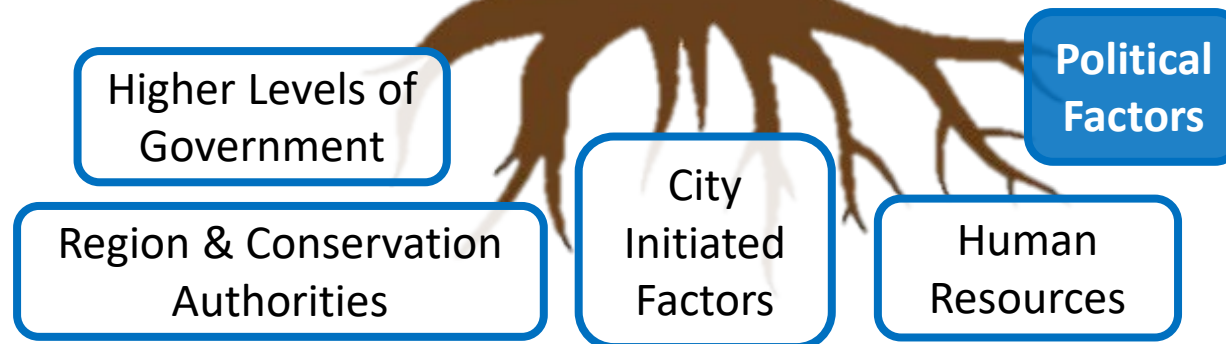
2. Impacting Factors:

- Vacancies
 - Retirements as well as other voluntary turnover
 - Loss of institutional knowledge
 - Work passed to remaining staff until vacancy is filled
 - Challenge attracting and securing qualified candidates
- Retention efforts for current employees
- Learning to work with a hybrid team
- Learning to build workplace culture in a hybrid team



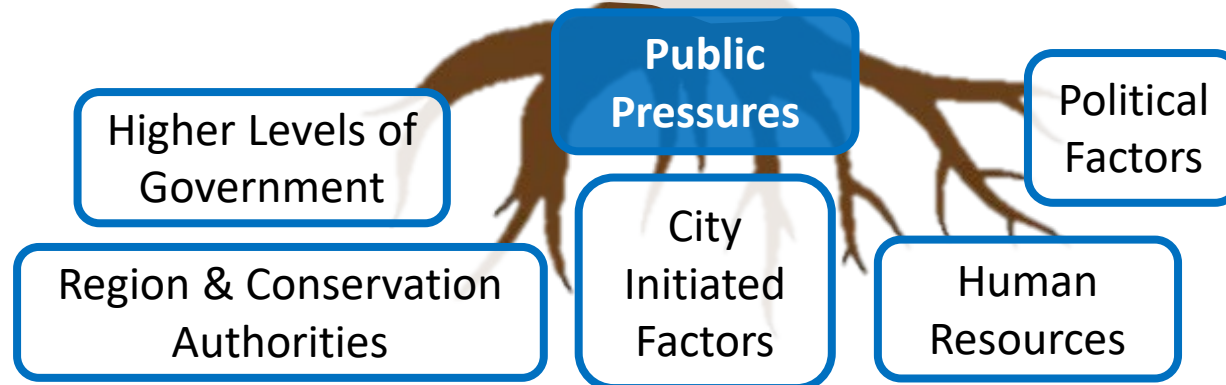
2. Impacting Factors:

- Increase in interaction between developer, Council and senior management
- Interest in converting employment lands for sensitive uses such as retirement and long-term care
- Prioritization of applications of various types and magnitudes
- Staff directions and motion memos

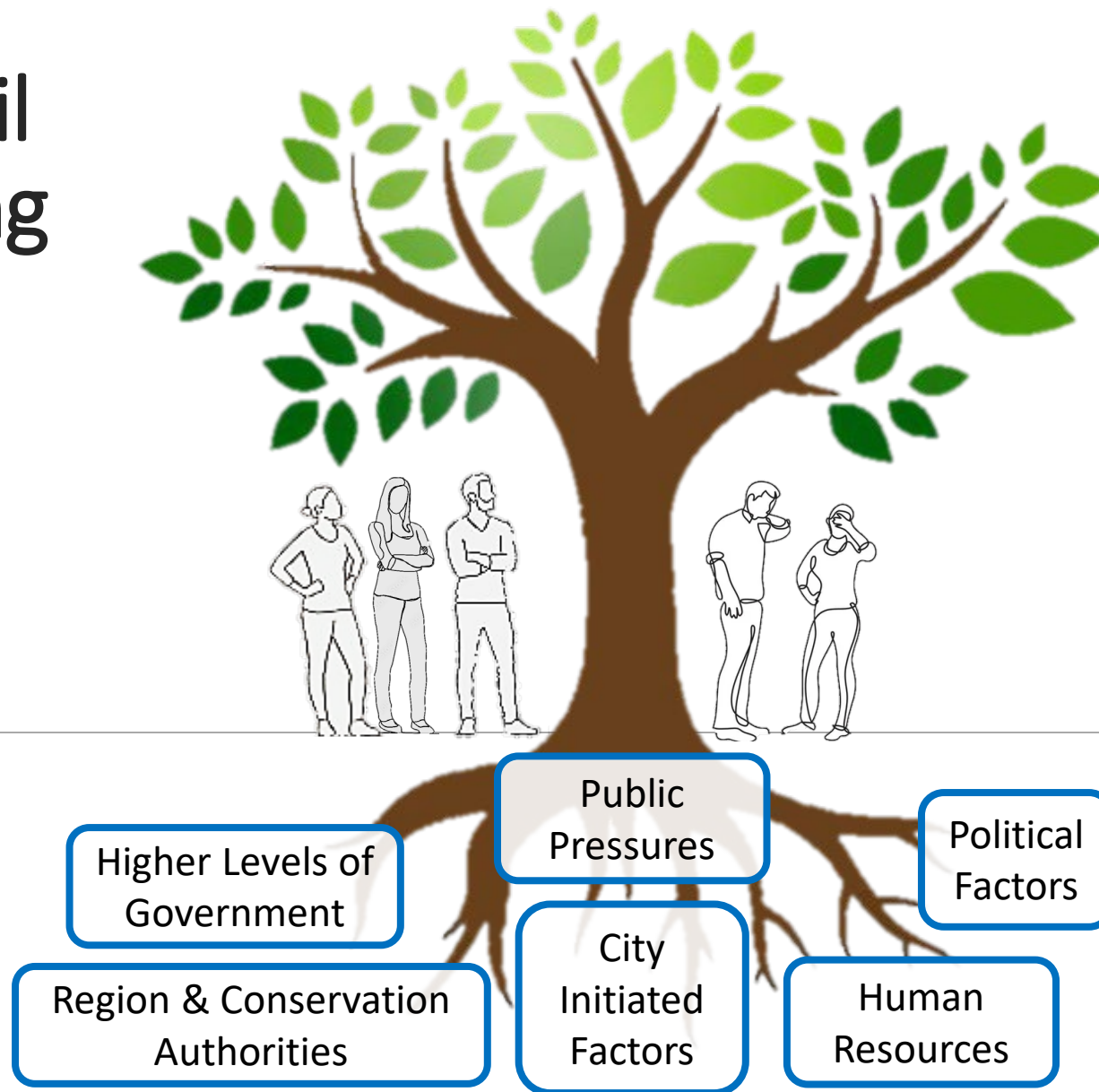


2. Impacting Factors:

- Public discourse and sentiment portrayed in the media about the need for housing being focused almost exclusively on municipal role.
- Backlog of applications of all types leading to frustration and escalation, increased pressure on municipal staff.



3. Council Training



4. What are Staff doing about it
5. What Staff need from Council



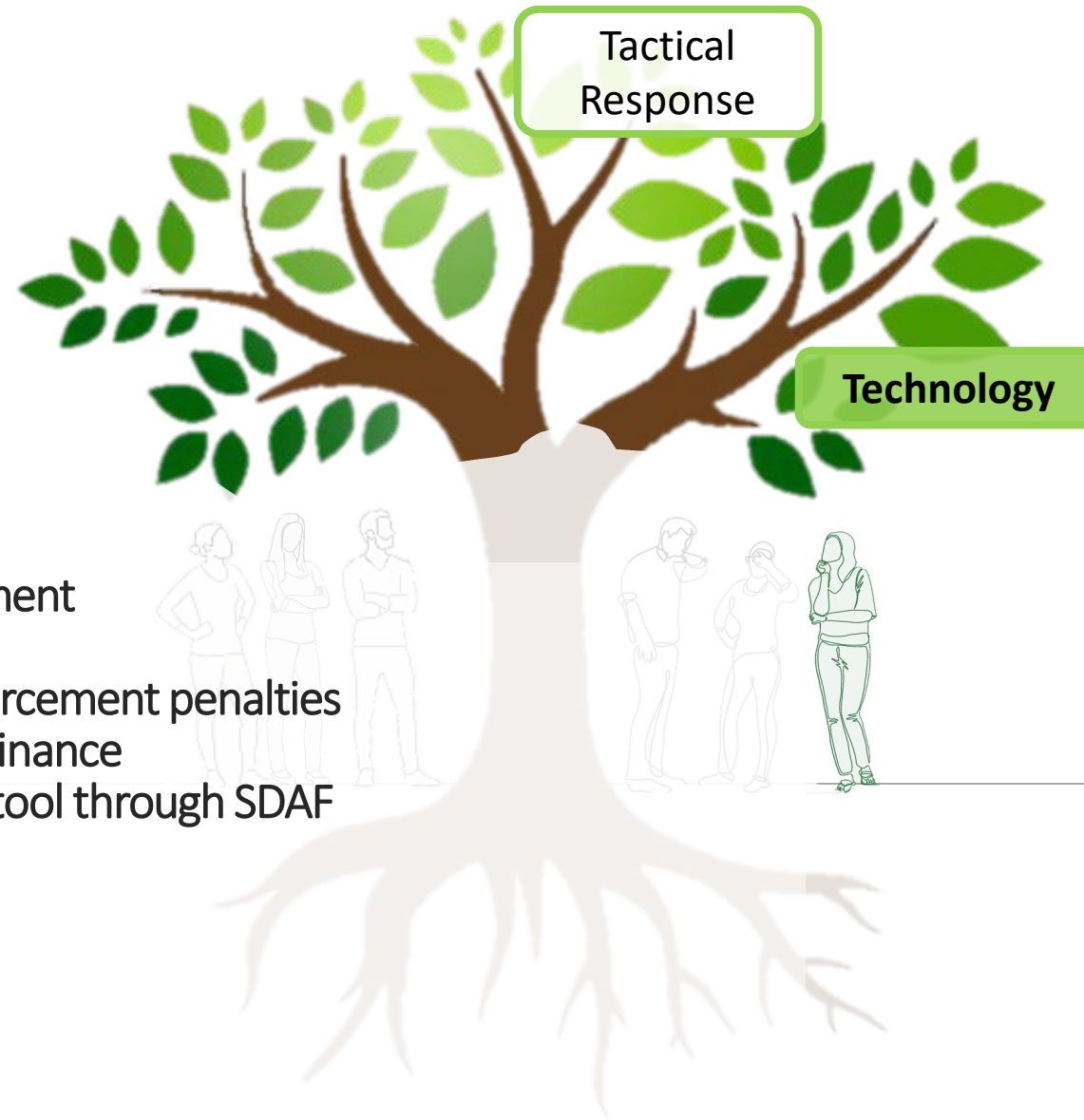
4. What Staff are Doing about it:

Tactical Response

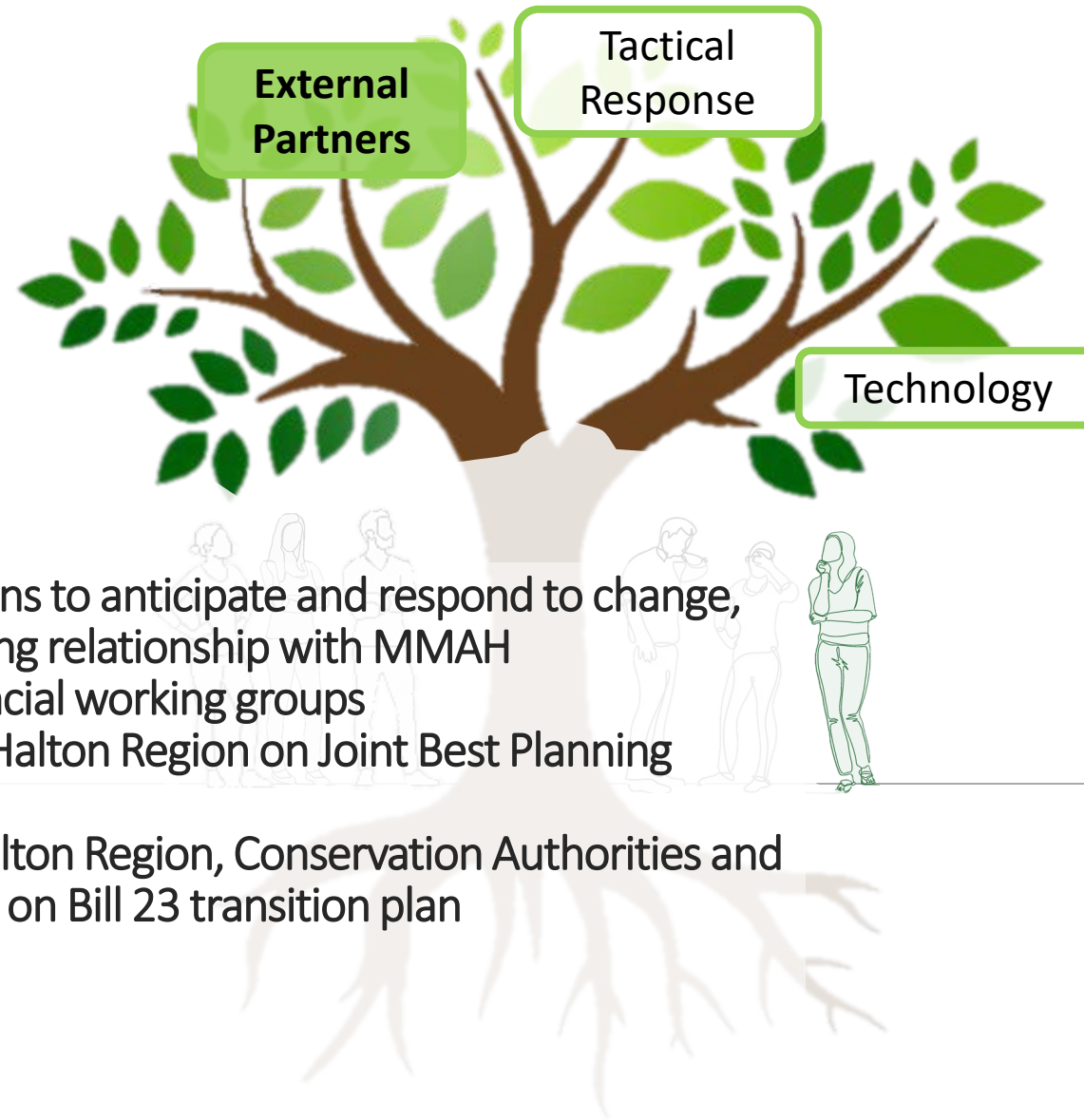
- ROPA 49 & Bill 23 primers and OP modifications
- Heritage Register strategy in response to Bill 23
- 'As available' Zoning By-law Review strategy
- Bill 109 response and preparations
- Seek settlements of OLT matters where appropriate
- Building Permit timing strategy
- Housing Strategy implementation plan
- Embed continuous improvement into work cycles
- Prioritization of City initiatives
- Prioritization of policy and guideline development
- File tracking prioritization criteria
- Application Fee Review
- Expanding the use of delegated authority
- Roster of external consultants to assist with development review and manage backlog

4. What Staff are Doing about it:

- AMANDA improvement
- LMDPR project
- APS system for enforcement penalties
- Workday for HR & Finance
- “My Files” visibility tool through SDAF

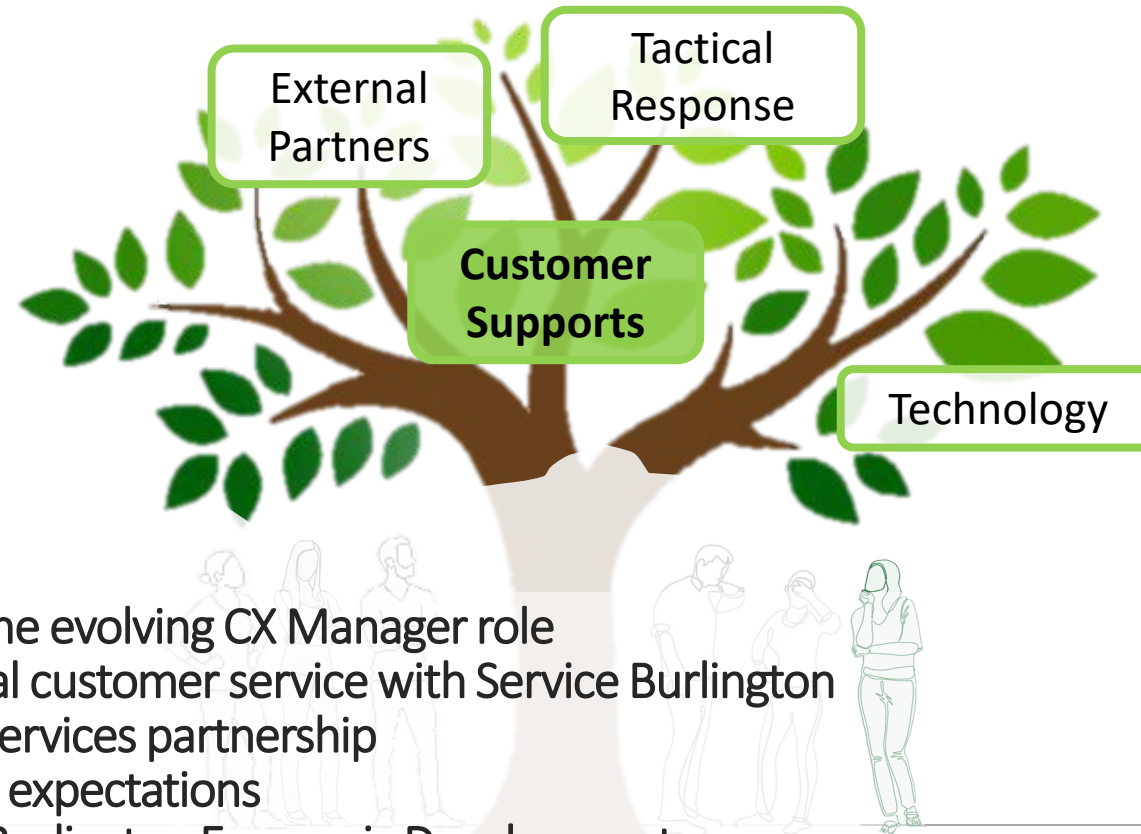


4. What Staff are Doing about it:



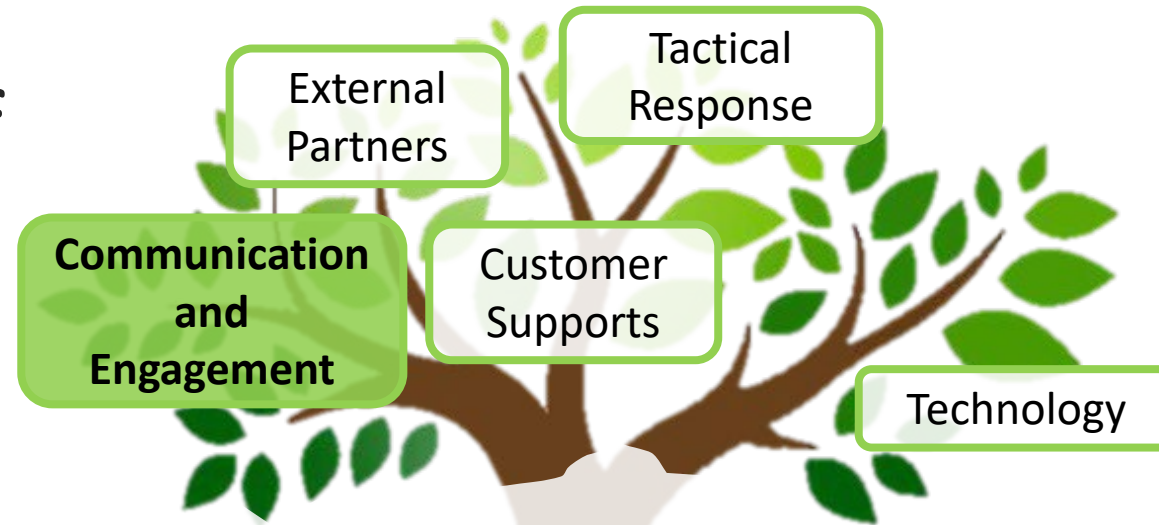
- Government relations to anticipate and respond to change, and maintain a strong relationship with MMAH
- Participate in provincial working groups
- Collaboration with Halton Region on Joint Best Planning Estimates
- Collaborate with Halton Region, Conservation Authorities and Local Municipalities on Bill 23 transition plan

4. What Staff are Doing about it:



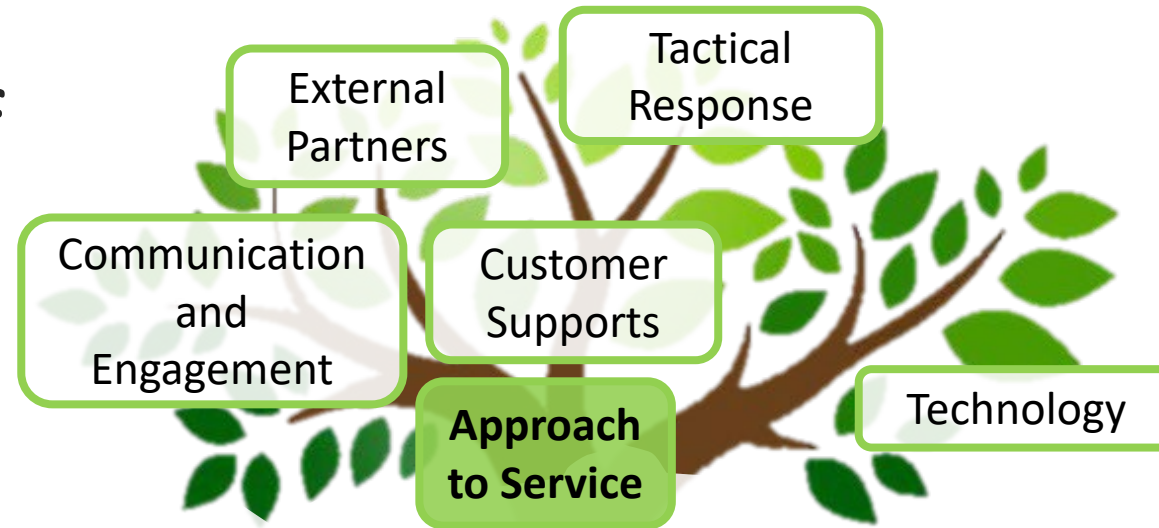
- Clear definition of the evolving CX Manager role
- In-person and virtual customer service with Service Burlington and Development Services partnership
- Setting service level expectations
- Collaboration with Burlington Economic Development
- Engaging customers in Continuous Improvement initiatives
- New CX strategy
- New Customer-Centric Architecture and Digital Business Strategy
- Ongoing internal audits of the details of processing, beyond SDAF
- Providing process FAQ
- Customer timelines and up-front expectation setting

4. What Staff are Doing about it:



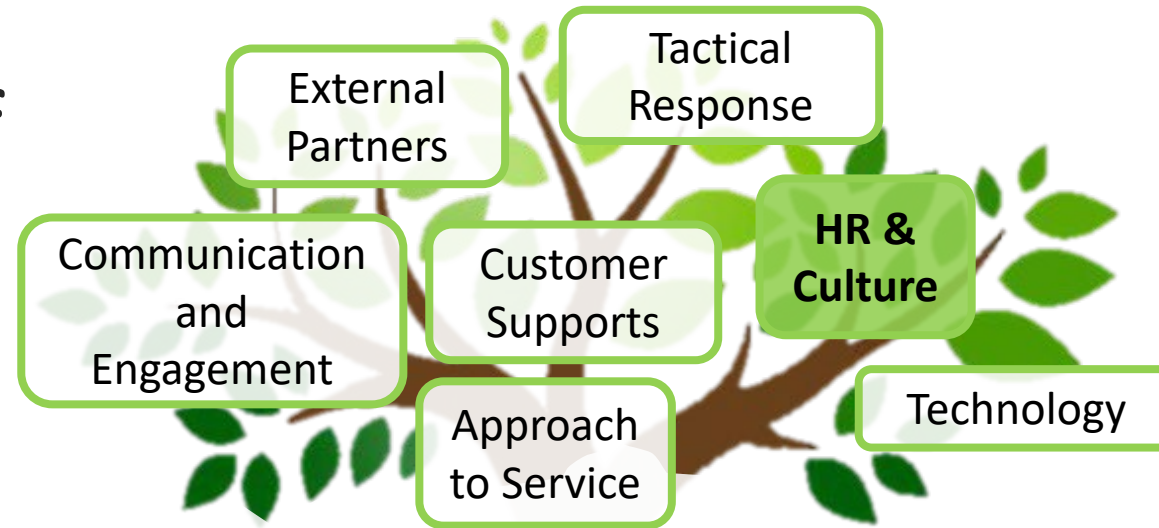
- Communication & Engagement strategies:
 - New Official Plan and modifications
 - Housing strategy
 - Patio program
 - New Zoning By-law
 - Private Tree By-law
- Communication and transparency regarding OLT activity
- Internal and external communication and engagement for SDAF
- Refresh of Red Tape Red Carpet stakeholders

4. What Staff are Doing about it:



- Mindset that embraces change
- Safe to fail/experiment friendly principles of continuous improvement
- Strong collaboration across service areas
- Human Centered Design and Customer Experience
- My Files visibility portal
- Improved inter-departmental coordination and 'synergies'
- Agile project management
- Triaging of applications
- Overlapping building permit reviews where appropriate
- Updating DC / CBC / Parkland studies, processes and by-laws

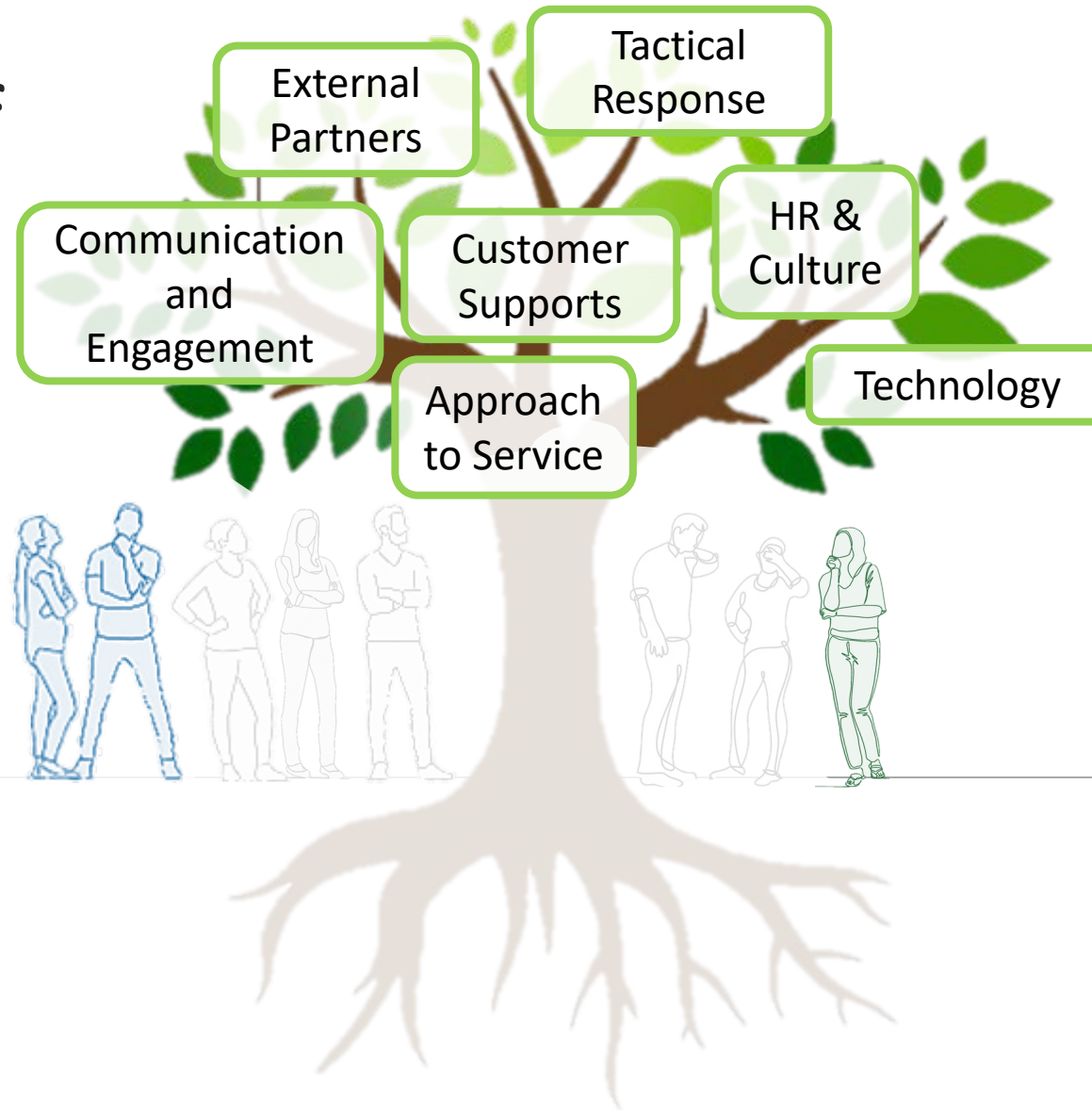
4. What Staff are Doing about it:



- LEAN Six-sigma process design training
- Culture of 'enabler' vs 'enforcer'
- Adapted recruitment strategies
- Redesign of roles and corporate structure through DEOO to address retention challenges, gaps and inefficiencies
- Bi-annual culture survey and staff capacity analysis
- Offering staff Temporary Additional Duties compensation to incentivize vacancy coverages
- Increase in frontline staffing levels and supervisory/coordinator positions
- Supported hybrid working environment
- Strong sponsorship of continuous improvement initiatives
- Enhanced employee engagement

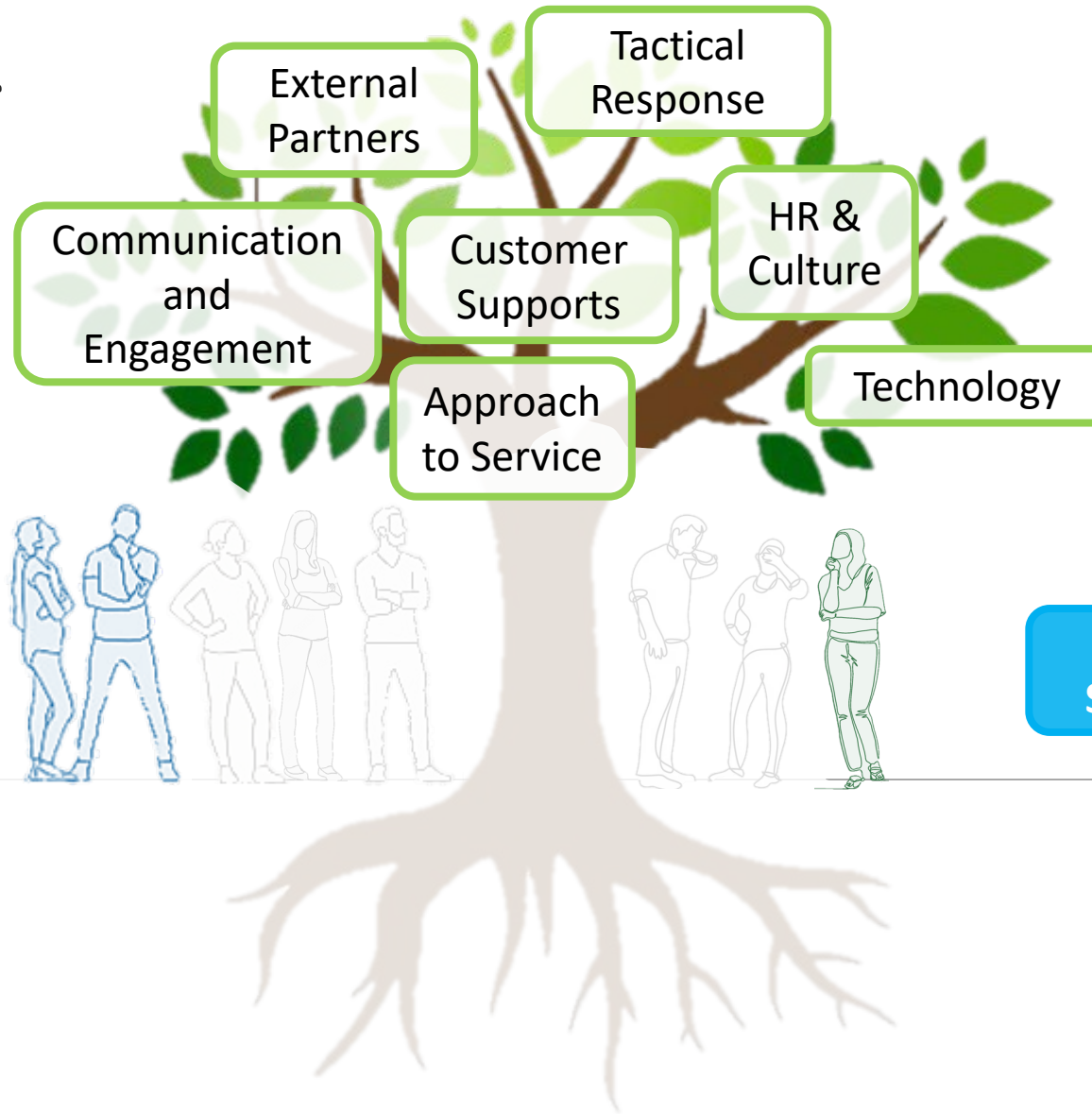
5. What Staff need from Council:

Mindset of open to change



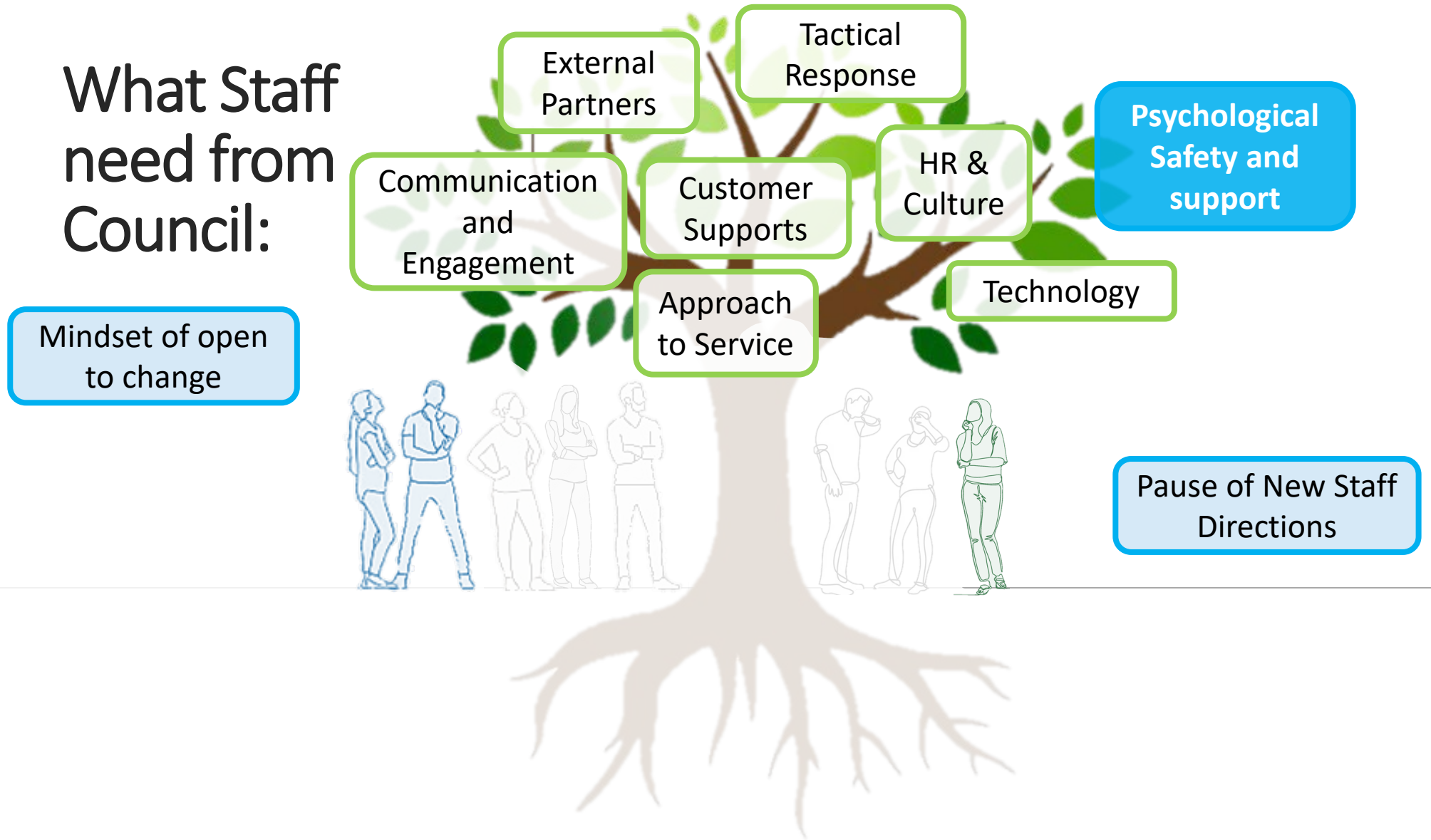
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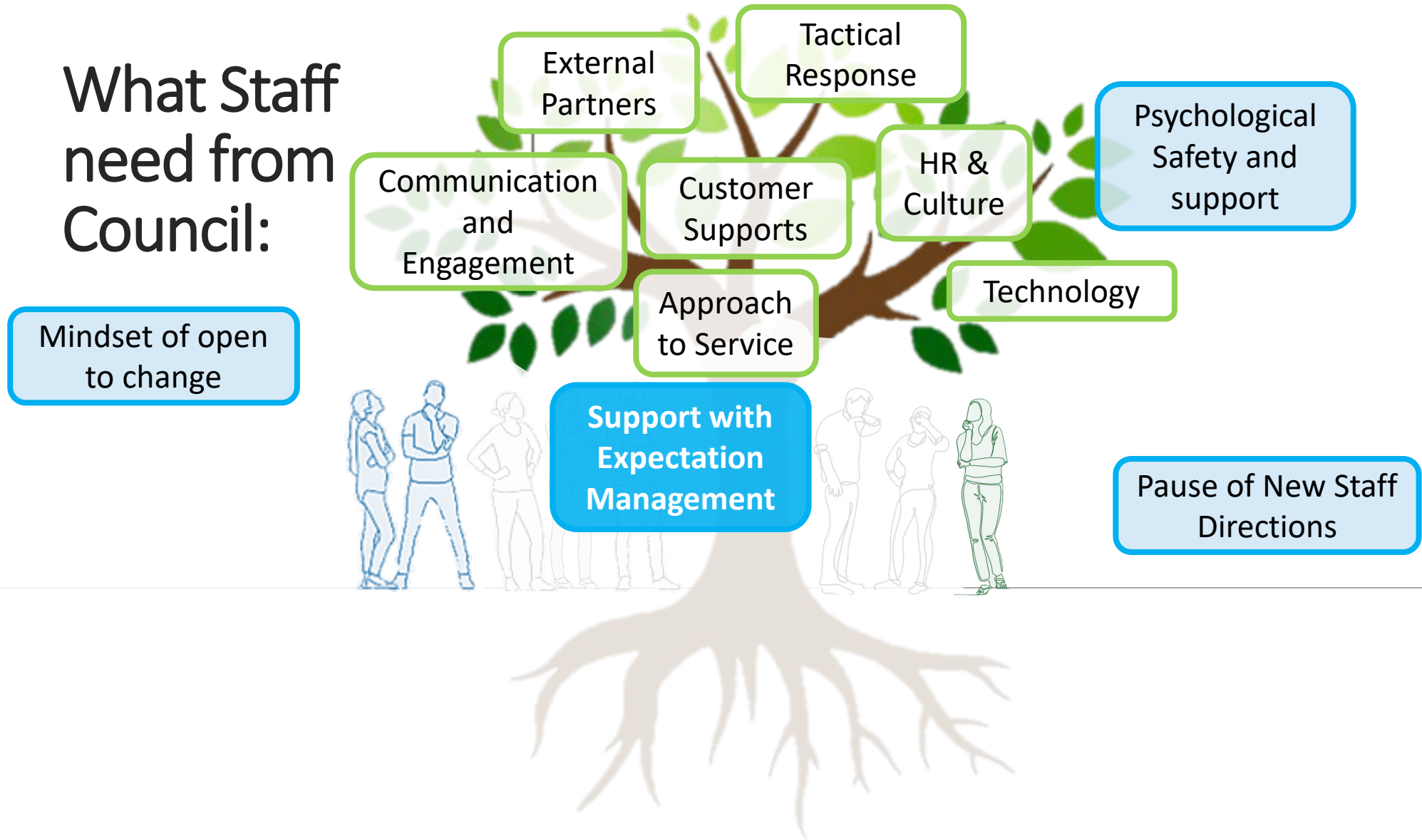


Pause of New Staff Directions

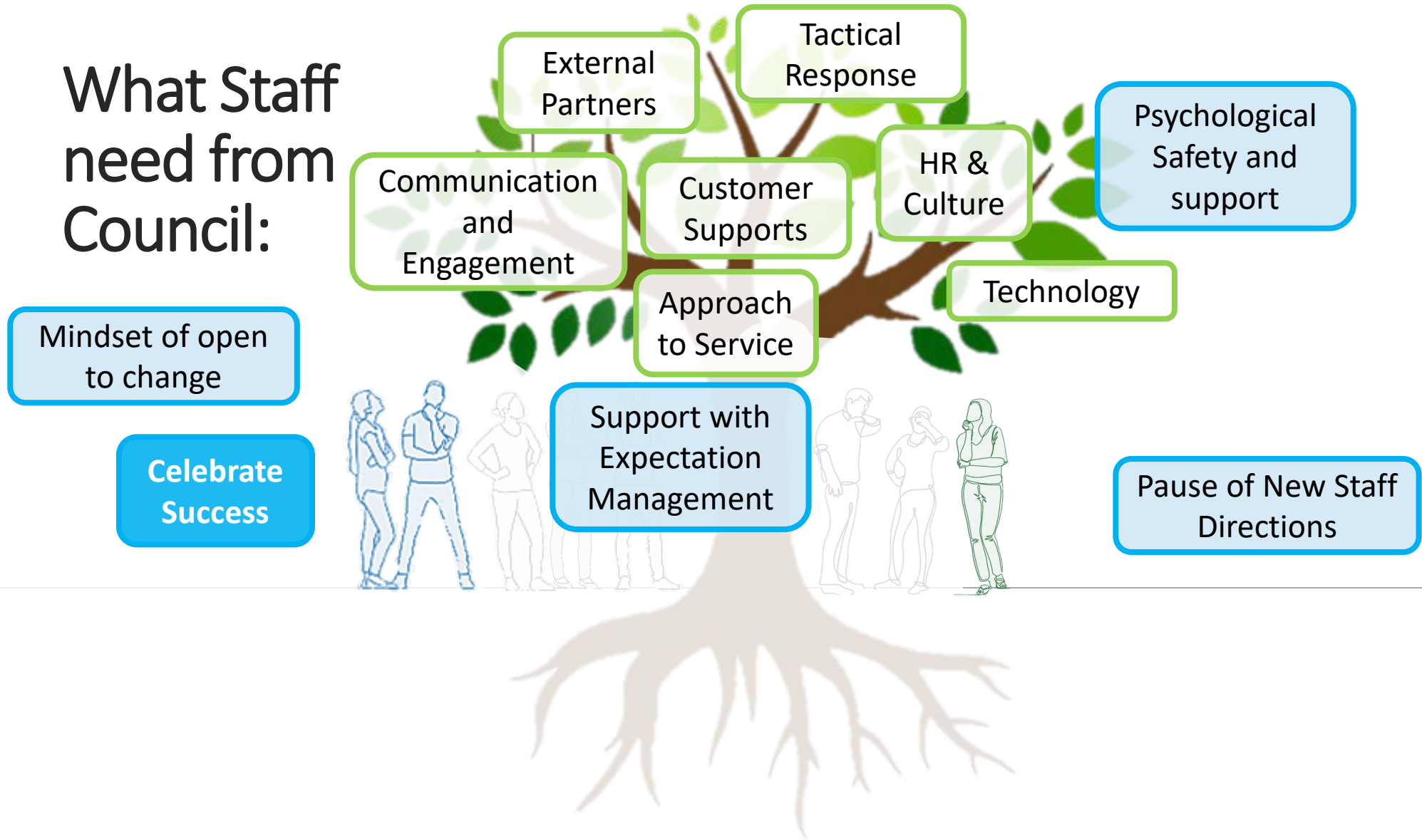
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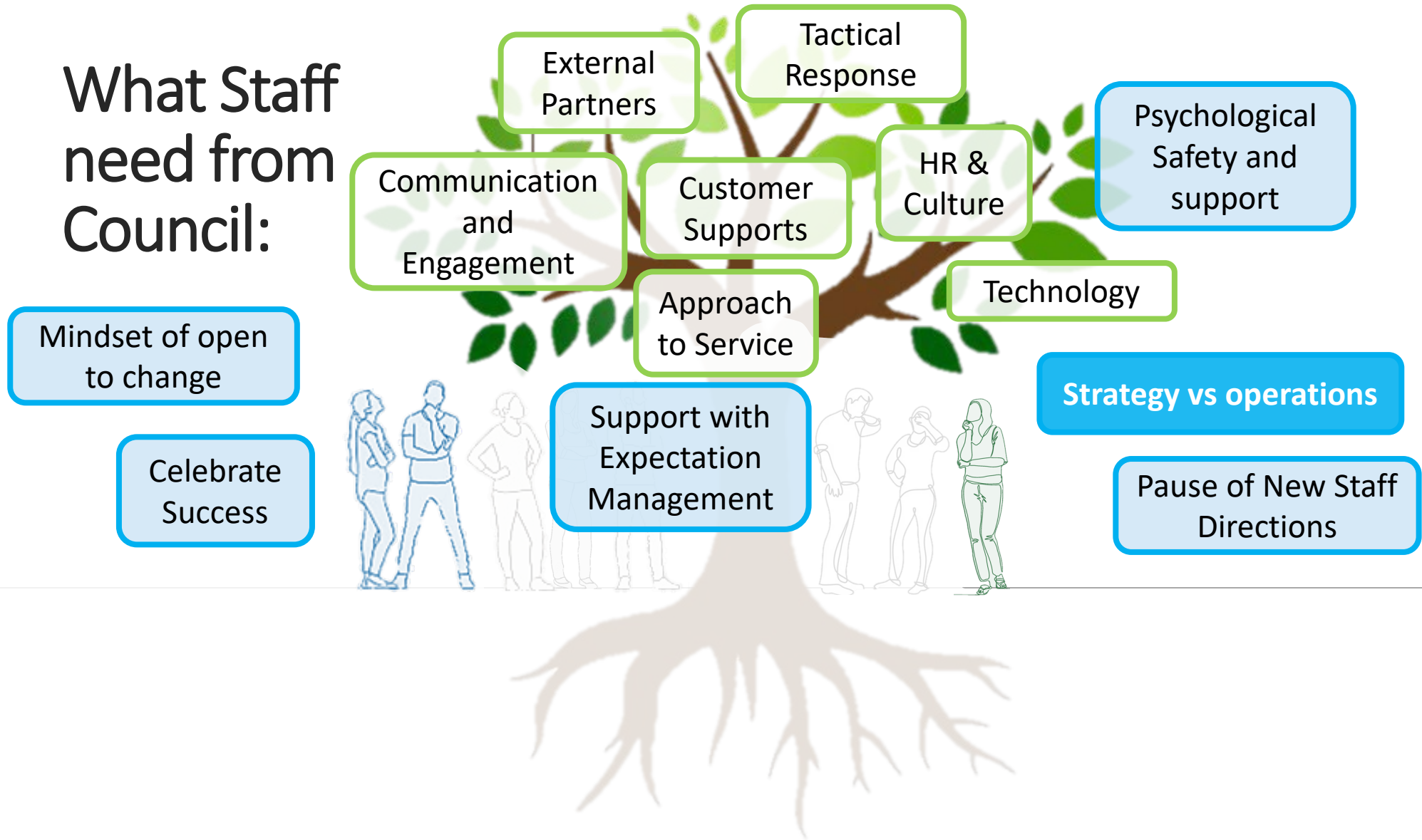
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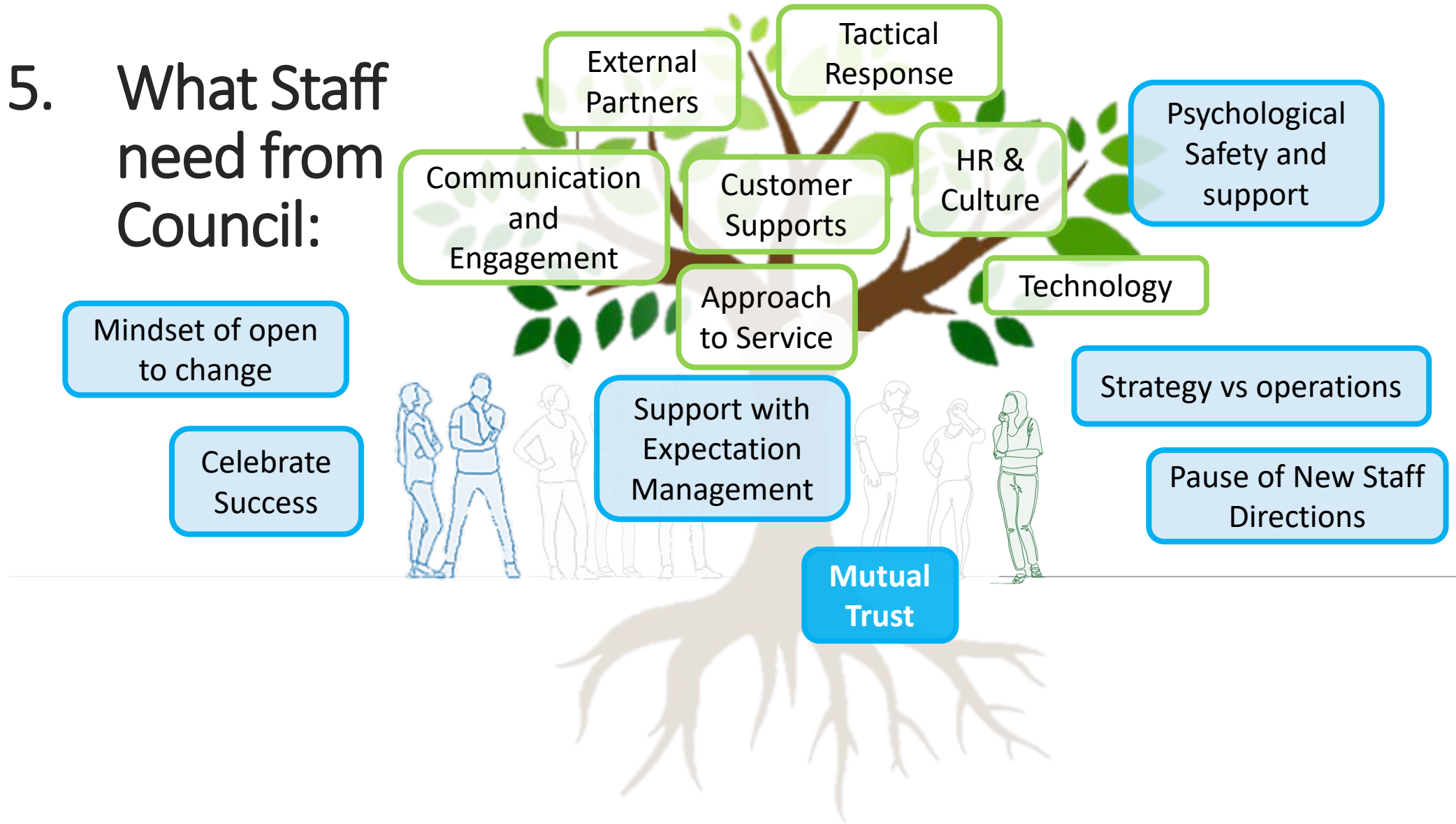
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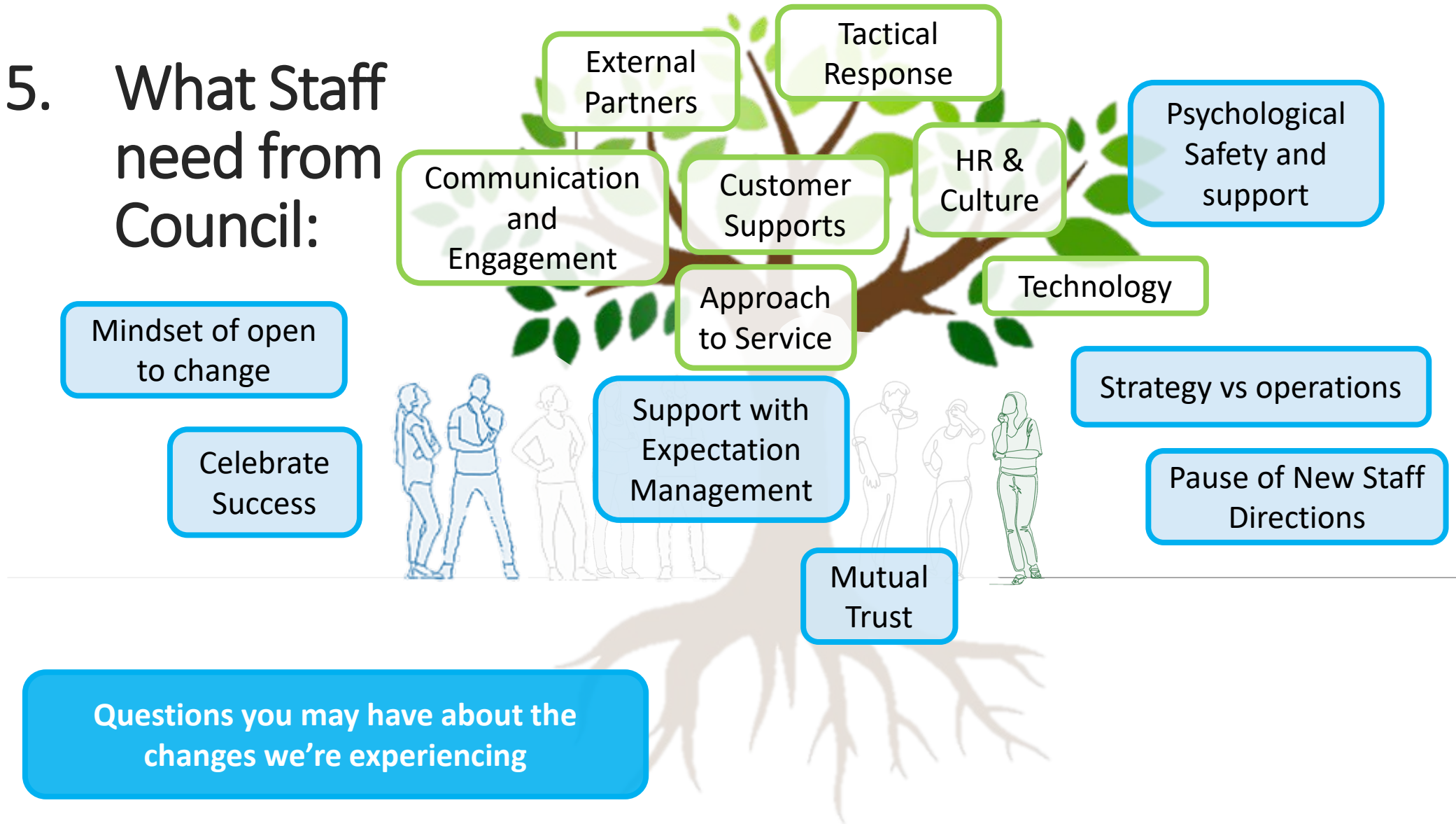
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