



**Community Planning, Regulation and Mobility Committee Meeting
Addendum**

Date: January 10, 2023
Time: 9:30 a.m. and 6:30 p.m.
Location: Hybrid meeting- virtual and Council Chambers, City Hall
Contact: Committee Clerk, Jo-Anne.Rudy@burlington.ca, 905-335-7600, x7413

Pages

2. Statutory Public Meetings:

2.1 Official Plan and Zoning By-law Amendment applications for 789-795 Brant Street (PL-04-23)

a. *Staff presentation regarding Official Plan and Zoning By-law Amendment applications for 789-795 Brant Street (PL-04-23)*

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b. *Delegation from Michele Camacho, Chair of the Heritage Burlington Advisory Committee, regarding Official Plan and Zoning By-law Amendment applications for 789-795 Brant Street (PL-04-23)*

5. Regular Items:

5.3 Streamline Development Approval Fund (PL-02-23)

a. *Staff presentation regarding Streamline Development Approval Fund (PL-02-23)*

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Statutory Public Meeting

Applications to amend the Official Plan and Zoning By-law

**Applicant: MHBC Planning, Urban Design &
Landscape Architecture**

Addresses: 789-795 Brant Street

Date: January 10, 2023

Report: PL-04-23

File no.: 505-07/22, 520-08/22

Overview of Development Site



789-795 Brant Street
Site Area: 0.2 hectares

Policy Context

- Provincial Policy Statement (PPS), 2020
- A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020)
- Halton Region Official Plan (ROP)
- City of Burlington Official Plan (1997, as amended)
- City of Burlington New Official Plan (2020)
- City of Burlington Zoning By-law 2020

Proposed Development



- Mixed-use, tall building
- 31-storey's with a 7-storey podium
- 485sqm retail at grade
- 356 dwelling units
- Proposed Floor Area Ratio: 11.55:1
- Indoor amenity space on the 6th, 7th, and 8th floors
- Outdoor amenity space on the 7th and 8th floors
- Parking: 279 vehicle parking spaces

Burlington Official Plan

Current Official Plan (1997 as amended)

Designation:	Mixed Use Corridor – General
Permits:	Maximum height: 6-storeys Maximum Floor Area Ratio: 1.5:1

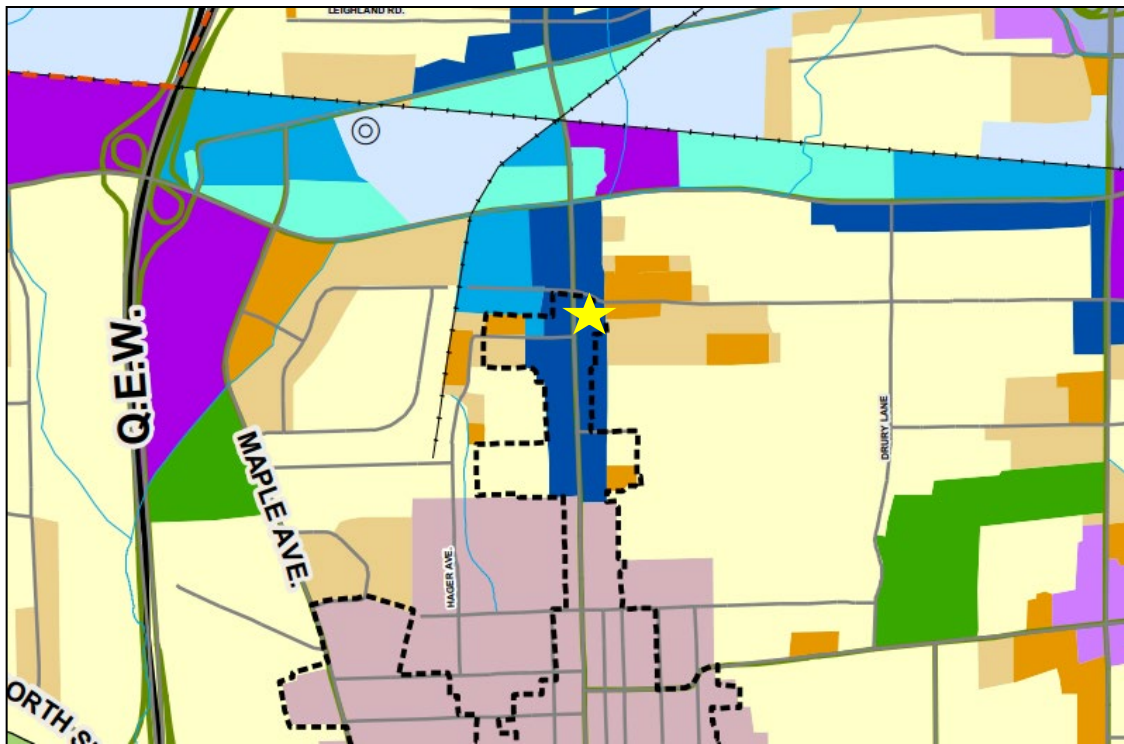
New Official Plan (2020) (subject to appeals)














Designation:	Downtown Urban Centres – Upper Brant Precinct
Permits:	Maximum height: 25-storeys

Requested Official Plan Amendment

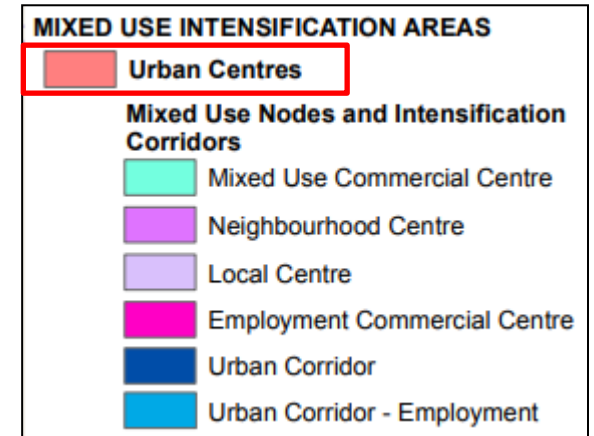
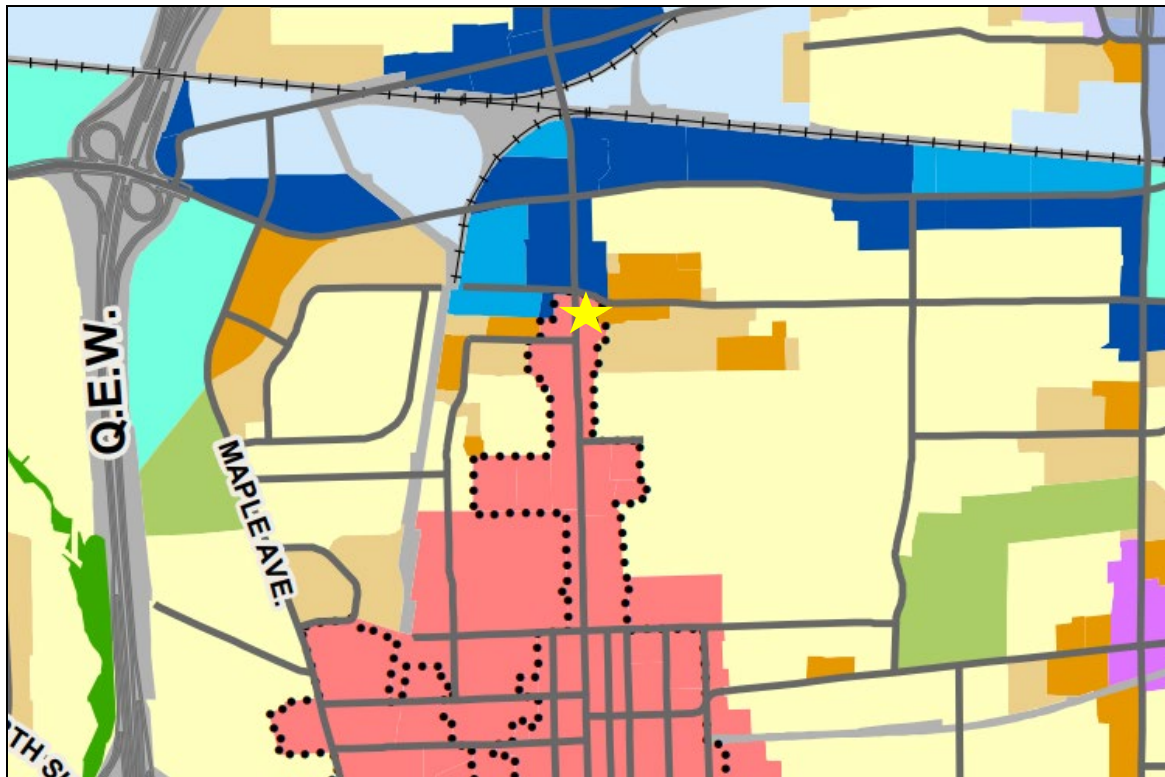
Designation:	Mixed Use Corridor General with site-specific policy
Permits:	Maximum height: 31-storey's Maximum Floor Area Ratio: 11.55:1

Burlington Official Plan, 1997



	Residential - Low Density
	Residential - Medium Density
	Residential - High Density
	General Employment
	Business Corridor
	Regional Commercial
	Community Commercial
	Employment Commercial
	Neighbourhood Commercial
	Mixed Use Centre
	Mixed Use Corridor - General
	Mixed Use Corridor - Commercial Corridor
	Mixed Use Corridor - Employment

Burlington Official Plan, 2020



Burlington Zoning By-law

Zoning By-law

Zone:	Mixed Use General (MXG)
Permits:	Maximum height: 6-storey's Maximum Floor Area Ratio: 1.5:1

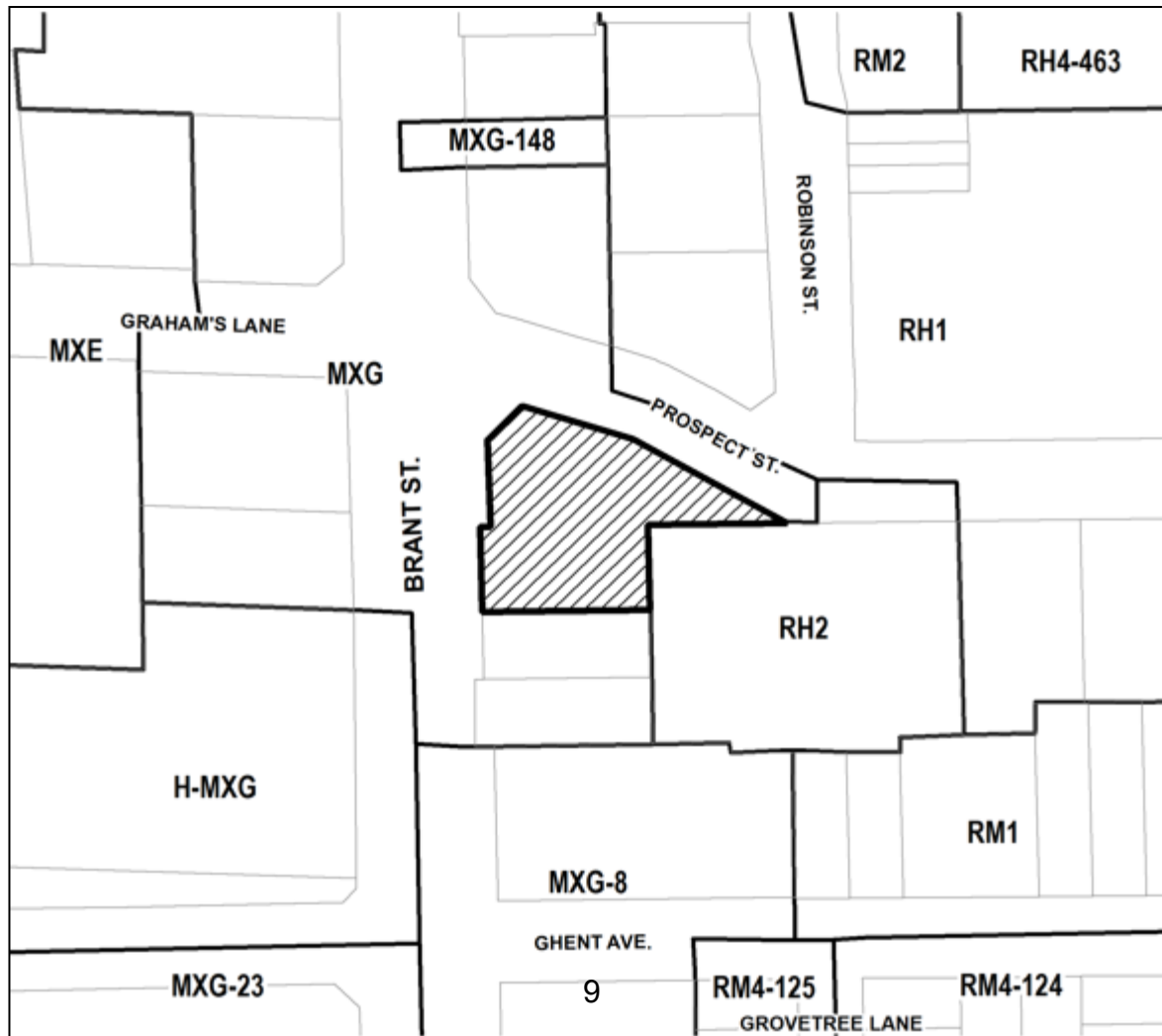
Requested Zoning By-law Amendment

Zone: MXG-XXX (Mixed Use General with site-specific exception)

Permits:

- Maximum height: 31-storey's
- Maximum Floor Area Ratio: 11.55:1
- Reduced amenity area
- Reduced parking supply and dimensions
- Reduced yards and setbacks
- Reduced landscape areas

Burlington Zoning By-law



Notice of Intention to Designate 795 Brant Street

- December 6, 2022: Eligibility of 795 Brant Street for Heritage Designation (PL-80-22) report was supported by the CPRM Committee
- December 13, 2022: Council ratified the Committee motions of December 6th, and stated its' intention to proceed with designating the property at 795 Brant Street
- December 14, 2022: Notice of Intention to Designate 795 Brant Street was circulated

Public Consultation

- October 21, 2021: Pre-Application Community Meeting
- September 23, 2022: Complete application submitted
- December 2022:
 - Notice sign on property
 - Notice mailed to neighbours
 - Notice in Burlington Post
 - Webpage created: www.burlington.ca/789brant
- January 10, 2023: Statutory Public Meeting
- 724 notices were mailed to the public
- Technical comments are continuing to be received and reviewed by staff

Recommendation:

Direct staff to continue to process the submitted Official Plan Amendment and Zoning By-law Amendment applications for 789-795 Brant Street in an effort to bring forward a subsequent recommendation report. This report provides a description of the subject applications, an update on the technical review that is underway, and a summary of the technical and public comments received to date.

For more information:

Visit www.burlington.ca/789brant

Contact: Jaclyn Schneider, Planner II,
jaclyn.schneider@burlington.ca

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STREAMLINE DEVELOPMENT APPLICATION FUNDING PROJECT

Brief Project Overview for Report PL-02-23

PROJECT PRIORITIES

Modernize, streamline, and accelerate processes for managing and approving housing applications

Training for Staff

Lean Six Sigma training for project staff
29 staff trained

Pre-building Permit Process Review

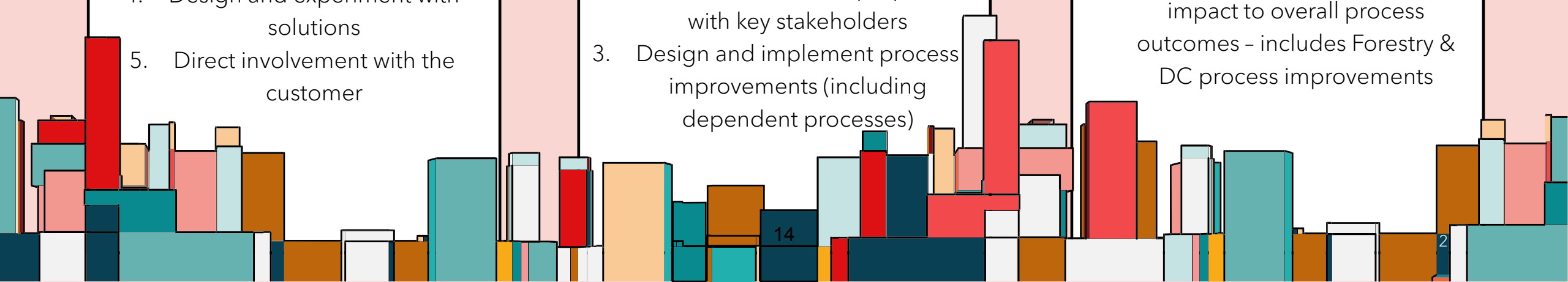
1. Environmental Scan
2. Value stream mapping
3. Identify key pain points and prioritize solutions
4. Design and experiment with solutions
5. Direct involvement with the customer

Development Charges Process

1. Assessment and validation of already completed process review work (including recommendations)
2. Validate future state proposal with key stakeholders
3. Design and implement process improvements (including dependent processes)

Pre-consultation & Other Supporting Process Improvements (as applicable)

1. Identify areas for improvement - focus on Amanda improvements
2. Prioritize improvements to supporting process considering impact to overall process outcomes - includes Forestry & DC process improvements



PROJECTS RUNNING IN PARALLEL



Audit and Accountability Funding

- Land Management Development Platform Review - Amanda technology
- Enterprise Web Architecture & Modernization Review



Burlington Lands Partnership/ Housing Strategy

- Strategic use of available land for housing
 - Assessment of issues/ opportunities associated with the acquisition & re-use of former school sites re: attainable housing



Community Benefit (new)

- New process required by legislation
- Launch June 2022

IMPORTANT CONTINUOUS IMPROVEMENT FUNDAMENTALS



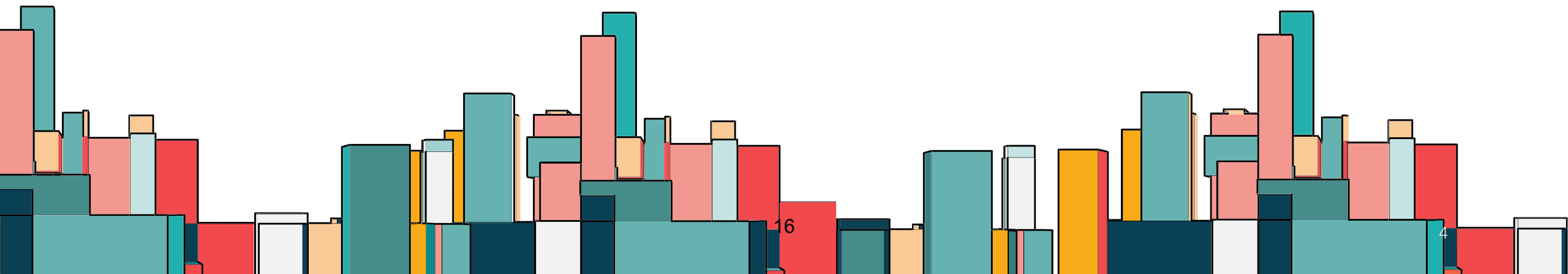
- Psychological Safety
 - Collaboration
 - Direct customer engagement
- Designing for the win win



- Make it flow, make it visible
- Solving problems at the root
 - Making room For improvement & strategy



- Reduce task switching
- Focus on the value-add
- Plan Do Check Act
 - Experimentation





UNDERSTANDING THE CURRENT STATE

ENVIRONMENTAL SCAN

Interviews with Oakville, Markham & Brampton

- poor quality submissions, interruption through file escalations, culture is important

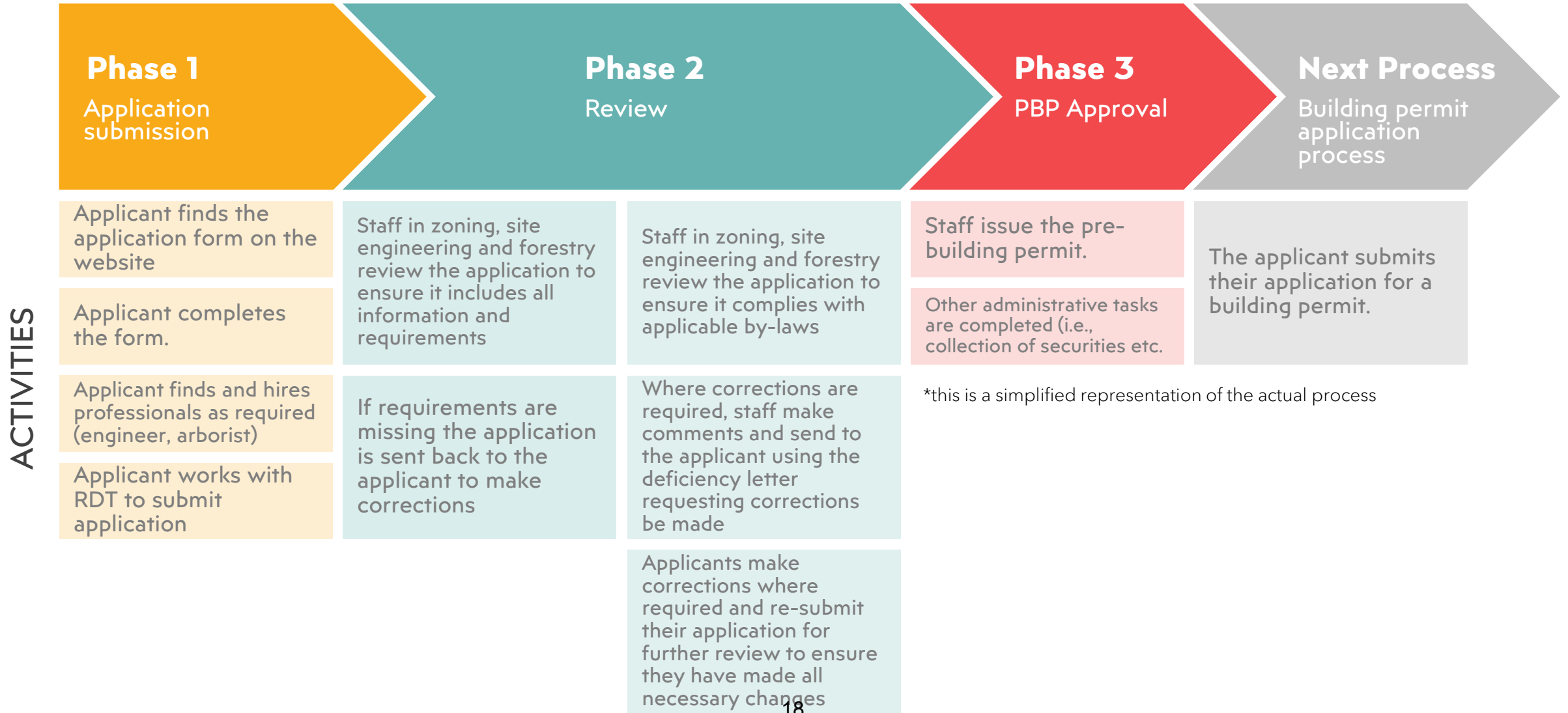
VOICE OF THE CUSTOMER

- Before value stream mapping, during application experiment, during visibility tool design

BASELINE DATA COLLECTION

- Collected during value stream mapping, used capacity analysis data from 2021

PBP - HOW DOES THE PROCESS WORK?

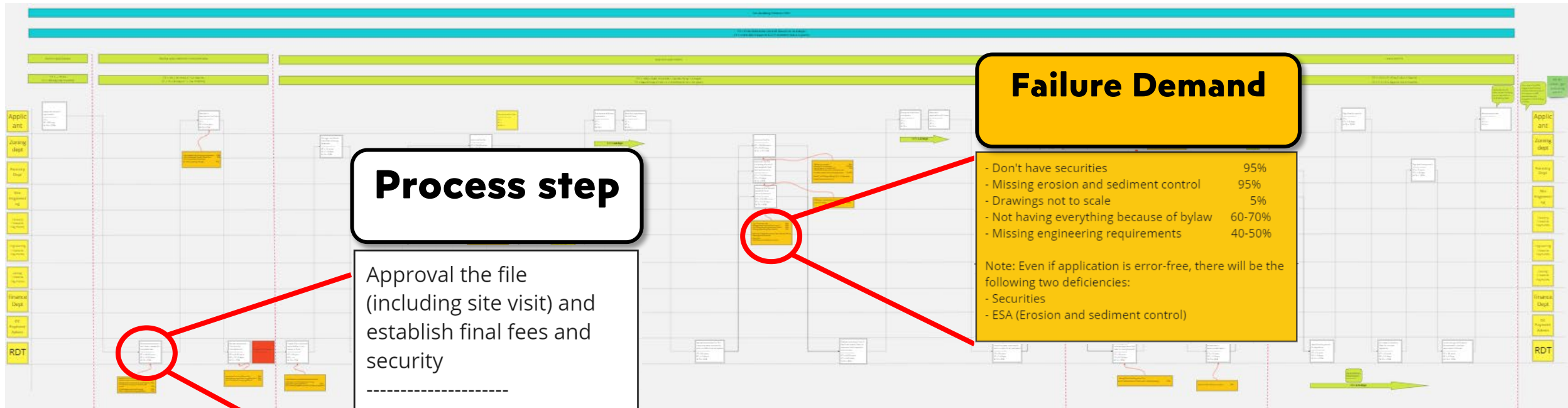


VALUE STREAM MAPPING CURRENT STATE

PT = Processing time – the amount of time to perform the task

ET = Elapsed Time – amount of time for the application to move from one step to the next

%CA = % Complete & Accurate – percent of time the information coming is correct and staff can use it to complete their task



Process step

Approval the file
(including site visit) and
establish final fees and
security

PT = 480 mins
ET = 20-50 days
% CA = 0-5%

Failure Demand

- Don't have securities 95%
 - Missing erosion and sediment control 95%
 - Drawings not to scale 5%
 - Not having everything because of bylaw 60-70%
 - Missing engineering requirements 40-50%
- Note: Even if application is error-free, there will be the following two deficiencies:
- Securities
 - ESA (Erosion and sediment control)

PRE-BUILDING PERMIT PROCESS – CURRENT STATE MEASURES

- ET = minimum 6 months
- Elapsed time sits with the applicant 50% of the time and with staff 50% of the time
- Worst case scenarios can extend to a maximum of 24 months – these tend to be outliers or exceptions

KEY ROOT CAUSES

To what extent does the ROW cause the COLUMN? <div style="text-align: center;">↑</div> Major cause: 10 Minor cause: 5	Lack of process visibility	Bad Application form	Too much back and forth	AMANDA not utilized properly	Complex requirements and bylaws	Overprocessing/ manual process @ RDT	Files get escalated	Staff not utilized properly	E2E process ineffectiveness, including 3 levels of approval	Lack staff capacity	No continuous improvement routines	Too long to process payments / not visible	#REF!	#REF!	#REF!	ROWS: impact of this cause on all other
Lack of process visibility			10			5	10		5		5					35
Bad Application form			10			10	5	5		5		5				40
Too much back and forth							10	5		10						25
AMANDA not utilized properly	10		10			10		10	5	10		5				60
Complex requirements and bylaws		10	10			5	5		10	10						50
Overprocessing/ manual process @ RDT			10				10			5						25
Files get escalated								10								10
Staff not utilized properly												5				5
E2E process ineffectiveness, including 3 levels of approval		5	10			10	10	10		10						55
Lack staff capacity							10	10				5				25
No continuous improvement routines		5	5	10	5	10	10	10	10	5		10				80
Too long to process payments / not visible			5			5	5		5							20
COLUMNS: how many other causes impact this cause	1	3	8	1	1	7	9	7	5	7	1	5	0	0	0	

IMPROVEMENTS



Initial File Circulation

Experiment 1



- Reduce ET by 5-10 days
- Improved internal visibility



Improved Application Form

Experiment 2



- Reduction in failure demand (%CA was 50%, now 80%)
- Improve the client and staff experience
- Saving staff effort to answer queries, because we now provide them with our checklist



Simplification of Review Requirements Site Engineering

Experiment 3



- Eliminated 5 app types, 25% of apps
- Saves 20hrs/app, 1500hrs PT/year for Site Engineering Team



SHIELD Experiment 2 Phases

Experiment 4



Phase 1 – pre-screen:

- PT = 1.25-2 hours instead of 17.75-24 hours (saving 92%)
- ET = 2-6 days instead of 41-108 days (saving 95%)
- Significant improvement to client experience
- Saving 3 handoffs, eliminated the backlog

Phase 2 – review – 3 cycles to 2:

- Reduce PT from 36-65 hours down to 27-45 hours (saving 25-32%)
- Reduce ET from 107-270 days down to 45-141 days (saving 48-58%)



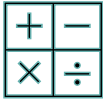
Deficiency Form Improvement

Experiment 5



- Centralized record management creating consistency across groups
- Minimizing back and forth

IMPROVEMENTS



Development Charges Process Improvement

Experiment 6

- DC administration is done once by the right staff at the right time thus eliminating unnecessary back and forth handoffs
- 370 hours of Zoning staff capacity a year which can be re-deployed toward development applications subject to Bill 109



Amanda Improvements for Pre-consultation

Experiment 8

- Improved consistency in practice across application types
- Streamlined and automated process



Process Visibility Tool

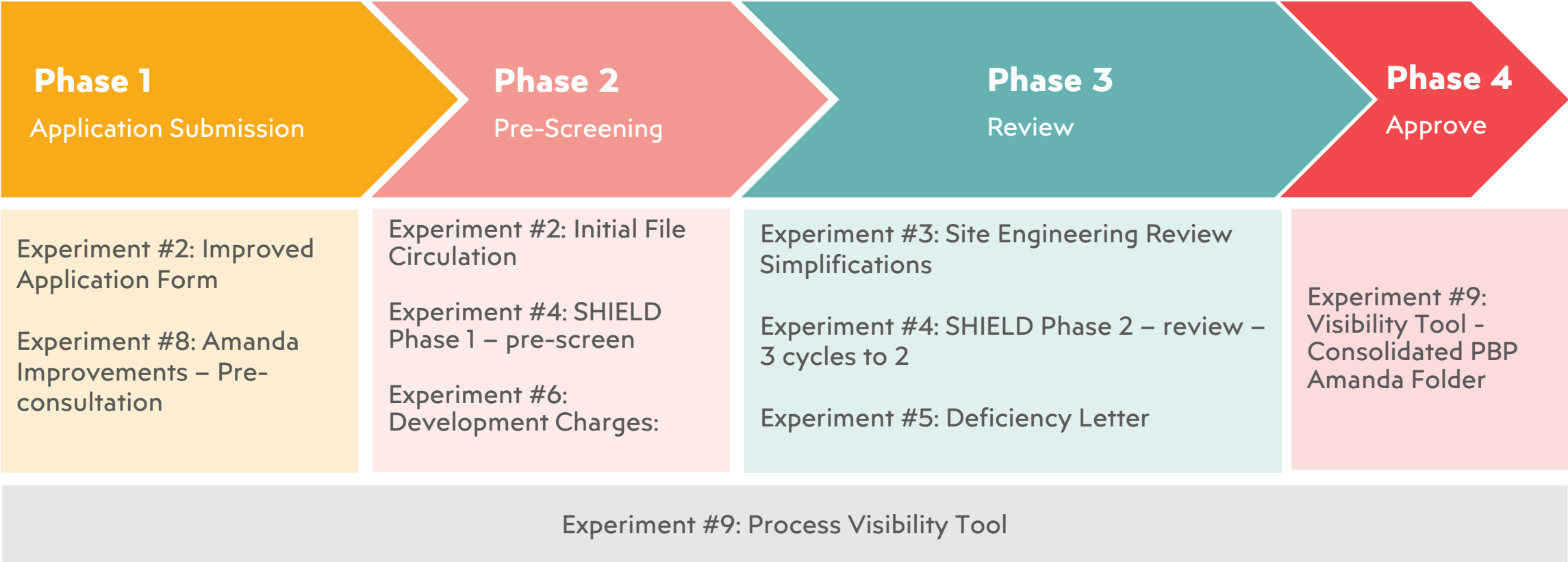
Experiment 9

- Estimated savings of 60 hrs per week in inquiries
- Consolidation of 3 folders into 1
- Improved visibility for staff doing reviews
- Saved time looking in different folders for information
- Saved time in updating information in folders

TECHNOLOGY IMPROVEMENTS

THE HIGHLIGHTS

IMPROVEMENTS



HOW IMPROVEMENT CHANGES EXPERIENCE

FOR THE CUSTOMER

- Applications will take less time
- Customers can see where in the process their application is sitting
- Customers feel included and informed, and this will build trust
- Reduction in frustration
- Ability to meet their own (business) needs

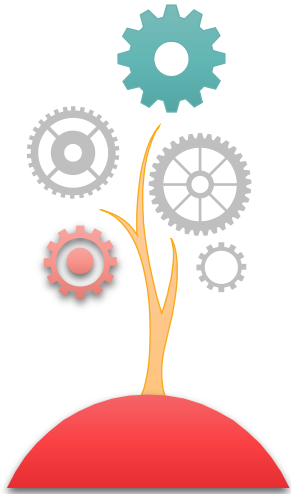
FOR THE STAFF

- Found capacity will help reduce overwhelming workloads and work will feel more valuable
- Backlogs will be reduced/eliminated
- Satisfaction in providing good service to clients
- Reduction in stress from dealing with frustrated customers
- Increased collaboration between departments
- Improved teambuilding, engagement and empowerment

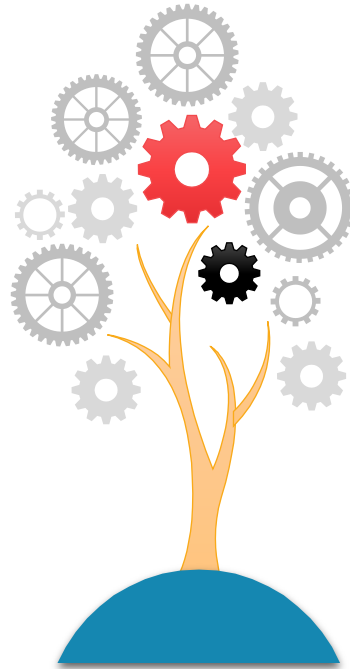
CULTURAL CHANGES

How are we changing the way we work and how we do business

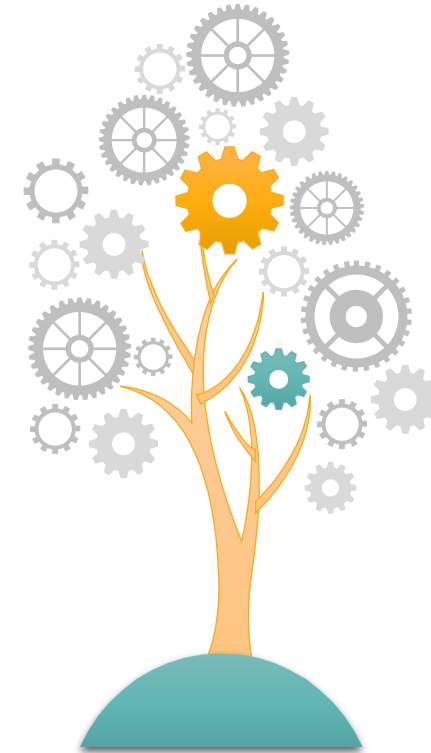
- March**
- Siloed operations
 - Risk aversion
 - Change adverse
 - Customers not included



- July**
- Embracing fear of failure
 - Experimenting
 - Working cross-functionally

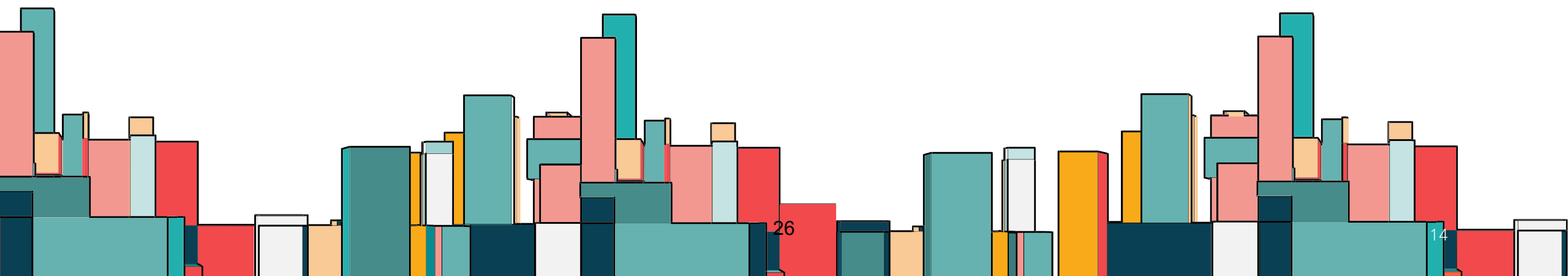


- Today**
- Staff are generating experiments independently
 - Choosing when risk is right
 - Enablers not enforcers
 - Readily reaching across borders
 - Empowering staff to lead
 - Working with customers



NEXT STEPS

- Align process with Bill 23
- Continue to measure the impact of improvements on the overall process
- Establish a continuous improvement plan to move forward with beyond SDAF
 - In collaboration with partnering departments (building, site engineering, forestry, IT)
- Scale solutions to other planning processes



THANK YOU

Questions?

