

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JANUARY 28, 2014

Item 4, Report No. 2, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on January 28, 2014.

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**PUBLIC SERVICE RENEWAL
PROPOSED INTERIM AND PERMANENT STAFF CHANGES IN
PLANNING AND COMMUNITY SERVICES COMMISSIONS**

The Finance, Administration and Audit Committee recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Planning and the Commissioner of Community Services, dated January 20, 2014, be approved;
- 2) That throughout 2014, approximately 15% of the Cultural Services Manager's time be allocated toward providing management support to assist in the transition to the new structure; and
- 3) That Communication C1, from Ms. Danielle Chin, Senior Planner, Policy & Government Relations, Building Industry and Land Development Association (BILD), Upjohn Road, North York, dated January 20, 2014, be received,

Recommendation

The Commissioner of Planning and the Commissioner of Community Services in consultation with the Interim City Manager, Commissioner of Strategic and Corporate Services, Acting Commissioner of Finance & City Treasurer, and the Director of Human Resources recommend:

1. That a revised organizational structure that merges the Policy Planning and Development Planning Departments into one department with three sections, Urban Design, Policy Planning, Development Planning and Cultural Heritage, under the leadership of an Interim Director of Planning, be endorsed as an interim measure pending the outcome of planned operational reviews;
2. That two Cultural Heritage Coordinators positions be transferred from the Community Services Commission to the Planning Commission; and
3. That the Additional Resource Requests for the Planning Department and the Building Standards Department described in this report be forwarded for consideration in the Draft 2014 Budget.

Contribution to Sustainability

Sustainability by definition focuses on an organization's ability to maintain a function(s) over a period of time. The recommendations contained in this report are intended to put in place an organizational structure in the Planning Commission that will serve the City now and into the future.

Changes arising from the proposed reorganization are designed to assist the Commission in maintaining its commitment to high quality and timely customer service while achieving Vaughan Official Plan 2010, Green Directions Vaughan, and Region of York Official Plan objectives related to sustainable development. In addition, the proposed changes reflect the need for greater coordination and capacity within the Commission to respond to sustainability aspects of Provincial policy.

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Economic Impact

As part of the revised organizational structure a transfer of staff to the Planning Commission is requested and an increase in complement is requested in both the Development Planning and Building Standards Departments which is proposed as a permanent measure to address customer service demands and pressures. The proposed changes to the Planning Commission outlined in this report will be funded through a variety of sources which will be further explained below:

Development Planning

The Additional Resource Requests related to the Development Planning department include the addition of one Senior Urban Designer and two Senior Planners. The cost associated with these complements is \$397,845 and will be fully offset by an increase in planning revenues. This is possible due to a continued favorable revenue position in fourth quarter and consistent with past performance of 2012 and 2013. This approach is also consistent with the Development Planning cost recovery policy.

Building Standards

The Building Standards Department will incorporate two new positions including a Deputy Chief Building Official and a Building Inspections Supervisor. The cost associated with these positions is approximately \$297,497. These positions are offset partially by the reduction of a complement position with the remaining balance offset by an increase in anticipated revenues. Should the additional revenue not materialize the building standards continuity reserve can be leveraged until revenues increase or fees are adjusted. The overall net impact of this action is favorable by \$18,771 due to a change in the staff funding allocations between Building Code revenue and non-building taxation subsidy code supported activities, which have different cost recovery targets.

Heritage

Cultural Heritage staff resides within the Commission of Community Services; one of the proposed changes will be to have the two pre-existing Cultural Heritage Coordinators transferred to Development Planning. As these positions are pre-existing the only costs related to this transfer would be a one-time expense of \$27,450 to have work stations added to the Development Planning Department. This expense will be entirely offset by repurposing accumulated funds related the Zoning By-Law Review which is delayed due to continuing OMB mediation.

The result of the above sections is summarized in the table 1 below:

Table 1

Department	Continuous Costs	One-Time Expenses	Offset	Net
Development Planning	\$ 358,020	\$ 39,825	\$ (397,845)	\$ -
Cultural Heritage	\$ -	\$ 27,450	\$ (27,450)	\$ -
Building Standards	\$ 290,597	\$ 6,900	\$ (316,268)	\$ (18,771)
Net Cost	\$ 648,616	\$ 74,175	\$ (741,563)	\$ (18,771)

Other considerations:

- The remaining reorganizational changes that have been identified will be addressed through the reevaluation of pre-existing positions. Any additional budget issues will be reported on at a later date upon completion of the planned operational review.

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- Additional resources required to address pressure experienced related to official plan and VMC implementation efforts will be the subject of a future report discussing corporate resourcing requirements.

Communications Plan

The proposed changes will be communicated through meetings with Commission staff including employee engagement sessions such as departmental or Commission wide meetings. Advisory Committees such as the Accessibility Advisory Committee, Heritage Vaughan and the Committee of Adjustment will be provided an update of any changes by staff. The changes will also be communicated through regular meetings with the York Chapter of BILD, through the York Region Municipal Directors/Commissioners group and through updates to professional organizations.

Purpose

The purpose of this report is to describe a revised interim organizational structure for the departments within the Planning Commission, to receive approval to transfer two Cultural Heritage Coordinator positions from the Community Services Commission to the Planning Commission and to request that additional resource requests for the Planning Commission be forwarded for consideration in the Draft 2014 Budget.

Background – Analysis and Options

On October 29, 2013, Committee considered and adopted the Public Service Renewal initiatives of the Interim City Manager and Senior Management Team. The Public Service Renewal report included high level information related to proposed changes to the Planning Commission.

The October 29, 2013 report proposed a consolidation of Policy Planning, Urban Design and Development Planning departments into one department with realignment of staff resources under sections within the Planning Department including Development Planning, Policy Planning, and Urban Design. The October 29th report discussed the potential to move Cultural Heritage from the Community Services Commission into the Planning Commission. Proposed changes also included the creation of East and West section leads in Development Planning with subject matter team leads in Policy Planning and inter-disciplinary teams for special projects (e.g. Mackenzie Vaughan Hospital, Vaughan Official Plan 2010 OMB appeals). The report discussed the proposed realignment within Building Standards to recognize evolving business needs and to better support customer needs and priority initiatives. The report also discussed the dotted line reporting relationship from Planning Commissioner to Director of Parks Development which has been established and is working well to facilitate collaboration between the Commissions. Job descriptions and evaluations for a number of positions are underway based on new and changing responsibilities associated with implementation of new Council and provincial policy.

Rationale for Interim Structure and Additional Resource Requests

Continued Growth Pressures

Vaughan is one of the fastest growing communities in Canada. The Planning Commission is increasingly receiving high volumes of complex mixed use applications, particularly around intensification corridors. Furthermore, Commission staff are currently implementing, reviewing and inspecting work on new provincial and regional infrastructure projects (VMC Mobility Hub, Mackenzie Vaughan Hospital, input on design of VIVA/YRT transit projects). Pressure to intensify and redevelop sites along transit corridors is expected to remain steady due to infrastructure investment and new provincial policy encouraging intensification.

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As part of our discussions on Public Service Renewal a number of stakeholders including BILD representatives have requested the City to consider restructuring to facilitate increased coordination between Development Engineering, Finance and other departments and agencies that provide input into the development process. Industry stakeholders have also requested additional support for the timely processing and one-window coordination for development planning applications that rely on inputs from other departments within the City. Previous benchmarking work indicates that City of Vaughan Development Planning staff is currently operating more efficiently and with a greater file load than comparative municipalities. However, given the increasing volume of complex mixed use applications, new resources in specific business units are required to maintain and sustain our best-in-class services to address customer service demands and pressures.

Legislative Changes

Changes to provincial legislation have impacted the responsibilities and obligations of Planning Commission staff. Some of the legislative changes that have occurred include the following:

- The Building Code arising from the Green Energy Act;
- The Places to Grow Act;
- Safe Drinking Water Act, financial and quality standards;
- The Planning Act;
- Endangered Species Act;
- Accessibility for Ontarians with Disabilities Act (AODA).

The following sections outline an approach to managing these changes.

Proposed Interim Planning Department Changes

To help address the above pressures an interim revised structure of the Planning Department which merges Policy Planning with Development Planning is proposed. The proposal to reevaluate the Director of Development Planning position to allow for a Director of Planning position is also being pursued on an interim basis. The Director of Planning position will have direct reports from Policy Planning, Urban Design and Development Planning and Cultural Heritage. In addition, this measure will allow time for other adjustments to the organizational structure related to growth and development to be studied further as part of the operational review of the Planning Commission as well as taking into account the functional review of the Engineering and Public Works Commission taking place in 2014. One of the proposed changes involves pursuing reevaluation of Senior Planners to reflect added supervisory roles, the need for greater leadership and coordination of the east and west development review teams and special projects (e.g. Mackenzie Vaughan Hospital).

Proposed Additional Planning Department Resources

There is a proposal to add two new Senior Planners and one Senior Urban Designer to reflect added and changing responsibilities associated with the increased emphasis on urban design and complex nature of intensification projects. These additional positions are not intended to address OMB VOP 2010 resourcing issues, which will be discussed in a future joint report being led by Legal Services.

In summary, the new proposed interim and permanent structure outlined above helps to better recognize and align staff around the greenfield and intensification area themes to address growth related pressures. In addition, the changes identified above begin to address requests by BILD representatives to streamline service to customers and to align resources to reflect industry priorities.

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Building Standards Changes

Building Permit activity exceeded \$1 Billion dollars in 2013 and continued growth is envisioned. To address the growing need for coordination related to intensified forms of development and need to adjust to new legislative requirements while maintaining current levels of service the Planning Commissioner and the Director of Building Standards and Chief Building Official are proposing to create a Deputy Chief Building Official position that would report to the Director of Building Standards and Chief Building Official. The position will support efforts to implement the recent broad technical and policy changes to legislation by leading the review and revision of departmental policies to reflect these changes. The Deputy Chief Building Official will also work with IT to maintain momentum on GIS, IT system and future project team initiatives. In summary, a Deputy Chief Building Official will support efforts to manage the high pace of growth and the complexities associated with intensification and City building. In addition, a new supervisor position is proposed to afford technical leadership in the areas of environmental inspection services dealing with septic systems and source water protection. As well, the supervisor will be responsible for plumbing inspection staff and mechanical inspectors. The new supervisor will possess a complex skill set and be able to assess plumbing and mechanical designs and assist in alternative designs where field installations need to be modified. The proposed changes, if endorsed, will result in the creation of two new full time Management complements being the Building Inspections Supervisor position and the Deputy Chief Building Official.

Cultural Heritage

The Commissioner of Community Services and the Commissioner of Planning have discussed the benefits of relocating the Cultural Heritage Services division from the Community Services Commission to the Planning Commission. Some benefits of this change include the opportunity for greater collaboration between Cultural Heritage staff, Urban Design and Development Planning staff.

The Cultural Heritage function in the municipality consists of two main streams: the preservation of built heritage resources and the administration of archaeological requirements within the land development process. Within the built heritage role, Cultural Heritage staff administer requirements under the Ontario Heritage Act related to Vaughan's four heritage conservation districts (Thornhill, Maple, Kleinburg-Nashville and Woodbridge) and almost 50 designated heritage properties (i.e. the issuance of a Heritage Permit for changes or additions to Designated property and acting as staff resources to Heritage Vaughan committee, a statutory advisory committee under the Act). There are currently two full-time Cultural Heritage staff within the Recreation and Culture Department who perform this function.

It is proposed that the two Cultural Heritage staff in the Recreation and Culture Department be relocated to the Planning Department. This move would better align the cultural heritage or heritage planning function with its current role in the land development process and would serve as a more streamlined process for the customer. This move will also align Vaughan with other municipalities in the Province, which have the heritage planning portfolio as part of the land-use planning/land development function of the municipality. The current manager of Cultural Heritage, who will remain in the Community Services Commission, will provide limited management support during the transition period.

Relationship to Vaughan Vision 2020/Strategic Plan

To achieve the vision and goals noted in the City's Strategic Plan, Council implemented Operational Reviews – beyond program reviews to ensure interconnectivity between various programs and to look at service streams that deliver a broader complete service to clients

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(i.e. citizens, council, staff and other stakeholders). In addition, Council implemented Public Service Renewal recognizing the need to continuously improve service delivery effectiveness while ensuring we focus on citizens and businesses; as well as ensuring we have the right people, in the right places with the right tools and right processes. The proposed interim and permanent changes in the Planning Commission support the Strategic Plan objectives of staff excellence and organizational excellence and will better align the organization to achieve Council's strategic goals and objectives.

Regional Implications

N/A

Conclusion

The proposed Public Service Renewal changes within the Planning Commission, if implemented, will help address a number of opportunities for continuous improvement and efficiency through streamlined levels of customer service recognizing increasing stakeholder demands. It is recommended that staff be directed to implement the proposed interim changes outlined in this report, that two Cultural Heritage Coordinator positions be transferred to the Planning Commission, and that the additional resource requests described in this report be forwarded to the 2014 Draft Budget deliberations for consideration.

Report prepared by:

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