


Development Planning Audit

Audit Committee – Monday September 30th,
2024



Agenda

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1. Audit Objective
 2. Scope and Methodology
 3. Audit Conclusion
 4. Management Action Plans
 5. Next Steps
 6. Questions

Audit Objective

- ▶ To evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place to mitigate the business risks associated with the management and administration of the Development Planning Department.

Audit Scope and Methodology

- Review of strategic goals, objectives, policies and procedures and management oversight
- Use of technology
- Staff interviews
- The audit scope included department related activities that occurred from January 1, 2022 to October 31, 2023.

Audit Conclusion

While Development Planning has made significant progress on several initiatives over the past number of years, further improvements will be required to ensure risks related to Development Planning are mitigated.

Issues and Observations

The following opportunities were identified:

- 1 Continue transforming the Development Planning and Cultural Heritage Processes and Policies in response to the new legislation.
- 2 Expedite the migration to one system to collect/monitor development activity for business enhancement.
- 3 Improve management oversight to ensure the completeness of application documentation and the timely updating of application status.
- 4 Establish Key Performance Indicators to measure department performance by benchmarking against peer municipalities and industry standards.
- 5 Leverage advances in technology to enhance various business processes, records management, and online services.

Management Action Plans

Management Action Plans

1

Continue transforming the Development Planning and Cultural Heritage Processes and Policies in response to the new legislation.

- To continue to work with stakeholder departments to fully understand the impacts of Bill 109, Bill 23 and Bill 185.
- Participate in learning sessions to bring staff up to date on changes that may affect work processes and efficiency.
- The Urban Design and Cultural Heritage Business Unit has initiated review of internal process in response to all the recent changes to Ontario Heritage Act.
- Work collaboratively with legal to further define this process and intend to implement this action plan by Q1 2025.

Management Action Plans

2

Expedite the migration to one system to collect/monitor development activity for business enhancement.

- To explore the process of creating a plan to utilize the AMANDA automatic circulations with other City of Vaughan Departments such as By-law and compliance, Forestry and Development Engineering.
- DP expect to complete the AMANDA integration of the Urban Design and Cultural Heritage processes by Q4, 2025. Steps have been identified to proceed with a formal request to secure OCIO resources.
- A dedicated staff resource will continue to help planning staff with training and resolve other AMANDA-related issues.
- Continue working with Planning Staff, OCIO, and the PMO to complete the migration to AMANDA.

Management Action Plans

3

Improve management oversight to ensure the completeness of application documentation and the timely updating of application status.

- To continue to build a catalogue of Standard Operating Procedures (SOP's) within 2024/2025; review cycle will be established for SOP's to coincide with new legislative updates and every 4 – 5 years.
- Continue to train new staff members on procedures and importance of timely and accurate document uploads. Further training will be identified to ensure new and existing staff are aware of the status update requirements.
- To enhance training to all staff members on relevant legislative and process changes as required. DP Management Staff will continue to follow-up and monitor progress of document uploads and file status updates with staff.

Management Action Plans

- 4 Establish Key Performance Indicators to measure department performance by benchmarking against peer municipalities and industry standards.
- Staff will initiate the development of appropriate performance benchmarks and perform regular review of performance data against external stakeholders and partners (i.e., peer municipalities and industry average) aligned with the relevant frameworks and with current legislative requirements.

Management Action Plans

5 Leverage advances in technology to enhance various business processes, records management, and online services.

- The Urban Design and Cultural Heritage Business Unit has engaged OCIO to initiate integration of the Heritage Permit Process into the AMANDA system to improve the oversight, data sharing and reduce reliance on manual processes.
- The Urban Design and Cultural Heritage Business Unit has assigned a dedicated staff to ensure all permits are tracked and fees paid prior to issuance of the Heritage permits.
- Initiate integration of Tree Protection Review Process into the AMANDA system to improve information sharing and reduce reliance on manual process of the review.
- To update and improve departmental website information and ensure that links are accurate and maintained to reduce inconsistency on the City's website.



Next Steps

- ✓ Action plans have been developed
- ✓ Implementation is underway or completed
- ✓ Internal Audit will follow up and report on the status of these action plans



Questions?



Thank you!