

Attachment #2

Report From Climate Action, Planning and Development

MEMO
Climate Action, Planning and Development

To: Lisa Spitale,
Chief Administrative Officer

Date: February 17, 2023

From: Jackie Teed,
Acting Director, Climate Action, Planning and
Development (CAPD)

File: 2236256

Subject: CAPD Required Work Reduction Due to Staffing Shortage

Current Staff Resource Challenges

The Climate Action, Planning and Development Department includes the functions of:

1. bylaw enforcement
2. building permits and inspections
3. climate action policy development
4. planning (land use, development, and social planning)

The department has significant staff resource challenges at this time. These include vacancies where staff have been recruited away by other municipalities/private sector, and health leaves, largely due to burnout, summarized as follows:

- ***Bylaw Enforcement: 50% below full staff complement*** of Bylaw Officers; i.e. two officers to address issues across the city.
- ***Climate Action: 50% below full complement*** of Energy & Emissions Specialists; i.e. one specialist to advance the entire workplan.
- ***Development Planning: 47% below full complement.***
- ***Social Planning: 33% below full complement;*** i.e. two staff to advance workplan.
- ***Building Permits: 20% below full complement;*** i.e. vacant positions related to building and plumbing inspections, and plan review.
- ***Land Use Planning: full complement;*** i.e. two land use staff, one public engagement assistant to support the entire workplan; 1.5 heritage staff to support development and policy.

All of these teams, even when all positions are filled, have been operating for a number of years with fewer staff than are required to achieve their extensive workplans. In response, the department has been

active in streamlining processes and finding efficiencies in our practices, many of which have been previously reported to Council; this work is ongoing.

The department has also requested a number of new positions as part of the 2023 Operating Budget, which will help to address this long standing problem, and is a first step in a larger, multi-year staffing strategy for the department. However, the department will continue to experience a drop in service, due to the loss of experienced staff, and the time and effort required to train new staff.

Staff will continue to focus efforts on work related to life safety, public health, and legislative requirements. Certain efforts will be slowed, or halted, for the time-being, e.g.:

- Application intake times, all types of inquiry response times will be further slowed;
- Where possible, some steps in the review process for all applications will be paused, while further structured streamlining is identified and advanced;
- Bylaw enforcement will focus on responding to livability and life safety issues;
- Policy development, including land use, social and climate action, will be slowed and refocused through further workplanning;
- General work that is not time sensitive will be paused, such as updates to website and public info documents;
- Reduce/pause attendance at external meetings.

Given the broad and deep scope of the department's work, this list may not be exhaustive.

Thank you,

Jackie Teed,
Acting Director of Climate Action, Planning and Development