DILLON CONSULTING

Development Planning and Engineering Service Review

Regional Municipality of Peel

Final Report Rev. 0, September 30, 2021

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Executive Summary

Dillon Consulting Limited, in partnership with Performance Concepts Consulting, was retained by the Regional Municipality of Peel (Region) to conduct a Development Planning and Engineering Service Review. The purpose of the project is to undertake a process improvement review of the Region's development planning, engineering, and site servicing application review and clearance/approval processes.

Current State: Areas of Strength

Based on input received through engagement activities, internal and external stakeholders identified that the following elements of the current system are working well:

- Peel is organized into three distinct Development Services (DS) teams to reflect the local municipal frameworks in Mississauga, Brampton, and Caledon, and the built-form realities of development in those municipalities (i.e., the distinction between primarily greenfield development vs. infill development, and a hybrid of the two);
- The Region supports a significant degree of delegation to local municipal partners;

- Regional staff have a desire for collaboration and value a high standard of customer service;
- The Region is committed to results-based management and employing supportive technology tools to measure and report results against Key Performance Indicators (e.g., creation of Planning & Performance team within DS); and,
- The Region is already operating within an integrated development tracker technology tool in Mississauga (e.g., the City's ePlans system).

Future State Recommendations

The following are the Future State Recommendations, placed alongside the issue (gaps) and the benefits:

The Issue (Current State Gaps)	Recommendation	Benefits
Professional staff in DS lose time on non-value-added work, such as renaming files, preparing maps for every file in PeelScan, manual data entry into the Region's development tracker, and simple or routine correspondence	**S1. Improve Regional staff alignment to their role**	• Preserves professional expertise for high-value development services functions (e.g., evaluation of development proposals) • Aligning staff to the value of work curbs the trajectory of long-term salary cost burden
There is consistent feedback from all stakeholders that there is insufficient resources to support the development review function[1]	**S2. Appropriate distribution of resources (i.e., engineering/technical reviews)**	• Directly resolves the issue of under-resourced engineering capacity • Manages organizational risk where expertise is held by a limited number of employees

[1] As the Region continues to urbanize, application types are shifting and the complexity and coordination of development applications are increasing. Submissions of site plans and subdivisions involve much more engineering review (e.g., stormwater management plan, grading and drainage, water/wastewater servicing capacity analysis, traffic impact analysis, noise study, air quality study, etc.)

The Issue (Current State Gaps)	Recommendation	Benefits
Regional subject matter expertise from DS and other commenting divisions/business units that comment on infrastructure are needed at pre-consultation, but not always present, and/or expertise is engaged too late in the process resulting in frustration by all parties	**S3. Identify application quality issues earlier on** **A. Improve pre-consultation engagement**	• Stronger presence of the Region's significant interest in infrastructure [at pre-consultation] pays dividends later on in the process *Dependency: All terms of references and engineering standards are updated and readily accessible.*
Regional comments from pre-consultation are sometimes not forwarded to the appropriate consultants by the local municipalities which could result in delays or extra time spent by Regional staff to provide comments again	**S3. Identify application quality issues earlier on** **B. Improve pre-consultation applicant info**	• The valuable advice that Regional engineering provide at pre-consultation can go directly to the applicant's consulting engineers, so that this advice can be reflected in engineering designs
Poor quality application submissions cause excess workload for Regional review on first circulation, with the effort on correcting errors rather than a genuine review; this excess workload cost is not the Region's to bear	**S3. Identify application quality issues earlier on** **C. Improve deeming complete**	• Improved requirements for deeming complete reduce first circulation inefficiencies *Dependency: All terms of references and engineering standards are updated and readily accessible. The Region will have to work with the local municipalities to define 'quality' and decide whether the Region or the local municipality engineering staff will engage in the quality review, based on staff capacity and available expertise.*

The Issue (Current State Gaps)	Recommendation	Benefits
There is insufficient expertise and insufficient authority immediately within DS to make judgement calls on engineering designs when there is a dispute	**S4. Equip the Region with more engineering authority for engineering solutions**	• Engineering problem-solving expertise together with the right authority and collaboration with other subject matter experts will help minimize conflict later on in the process • This expertise will increase decision-making efficiency, moving workload away from Senior Management and from other Regional engineering teams *Note: Expertise needs to be available to all three DS teams. Whether this means one, two, three, or more staff is a decision for management to make based on workload demands.*
The Region does not have adequate development tracker technology even though it is a major partner (commenting agency) to the three local municipalities in delivering the development review function, and should be better integrated given the Region's significant role/interest and furthermore scoped to meet its internal operational needs while avoiding duplicating the other three municipal tools	**S5. Invest wisely in technology** **A. Improving performance analytics**	• The Region can gain performance analytics by engaging with the local municipalities to obtain data from each platform
	B. Scoping of development tracker tool	• By scoping the development tracker tool and integrating with the local municipalities, the Region can avoid creating significant duplication (e.g., re-entering all the application data and re-uploading plans into a separate Regional system, rather than drawing that data from the three local municipalities) • By scoping the development tracker tool, the Region may be able to reduce the cost of the technology investment by only building out end-to-end technology tools for the processes that it leads (e.g., Regional OPAs)

The Issue (Current State Gaps)	Recommendation	Benefits
Varying timeline expectations creates workflow problems and resourcing difficulties for a large group of Regional staff that serve all three local municipalities	**S6. Standardize commenting timeframes**	• Setting commenting timeframes (by application category) helps the Region/local municipalities to coordinate overall timelines more effectively • All the local municipalities receive consistent and fair service from the Region on: o First circulation; and, o Subsequent circulation(s). • Standardization of timelines facilitates more effective workload monitoring by management to ensure resourcing is better aligned with operational needs *Dependency: Timeframes are established in a single Memorandum of Understanding (MOU) among the four governments.*
Extensive comments are provided on applications from the Region and some are not materially relevant to the proposed development	**T1. Improve triage of applications**	• By focussing Regional resources on matters of Regional interest, time spent on the inclusion of generic comments can be saved
Queries on engineering details from proponents and local municipalities are routed through DS planners which is inefficient and a barrier to communication	**T2. Implement circulation memo**	• Knowledge of which Regional staff that have carriage of a file can streamline communication (facilitates direct contact, especially on complex engineering matters)

The Issue (Current State Gaps)	Recommendation	Benefits
The Region is manually renaming hundreds of electronic files every year to suit its file naming convention; this manual work is a significant loss of otherwise value-added productive time	**T3. Standardize the file naming process**	• By standardizing filenames, the non-value-added task of staff renaming multiple files can be eliminated • Responsibility for this task can be moved away from staff to the applicant where the effort belongs • File naming could also be programmed into online e-submission platforms
Regional staff outside of DS are asked to comment on major development with frequently no background/context given on the proposal	**T4. Secure consistent format/content of circulation packages from local municipalities**	• All Regional staff will have a fulsome understanding of the project/proposal, to enable quality commenting and timely responses *Note: This is only an issue to be managed until Regional staff have direct access into the local municipalities' development tracker tool and/or its Regional development tracker tool*
Regional staff desire to integrate with local municipality staff through the use of each local municipality's development tracker tool; the ability to actually do so currently varies	**T5. Ensure Regional staff have access to the respective local municipality's development tracker tool**	• The Region can continue to strengthen the desired integration with the local municipality's development tracker tool; modern development tracker technology can facilitate this, so it must be leveraged, where possible
With increasing levels of intensification more development proposals are asking to tie-in to Regional stormwater management infrastructure, but the process needs updating and full cost-recovery is needed	**T6. Implement improvements to the Regional stormwater connection process**	• The increasing workload for these requests can be adequately managed • Cost-recovery for these requests which are time-consuming can be significantly improved over the nominal fees currently being charged

The Issue (Current State Gaps)	Recommendation	Benefits
DS planners that are dedicated to reviewing development applications also get involved in *local municipally-initiated Official Plan Amendments (OPAs)* that are very time consuming but not cost recovered	**T7. Reassign local municipally-initiated OPAs from DS to Regional Planning & Growth Management**	• Focusses Development Services (planning) staff on cost-recovered development files rather than policy planning matters • Optimizes cost-recovery ratio of DS staff (since the Region does not collect fees for its staff time on local municipally-initiated OPAs)
Gaps in knowledge and knowledge vested in only a few people create risk for the Region; the Region faces a looming corporate knowledge gap with many staff nearing retirement	**T8. Enhance training and mentoring**	• Improved retention of corporate knowledge, effectiveness of staff, and collaboration • Long-term infrastructure maintenance costs are effectively managed through wise decisions by knowledgeable staff on new infrastructure

Summary of Minimum Expected Cost Efficiencies[2]

Based on measuring the benefits of Recommendations S2, S3, S4, S5, T3, T5, and T7, there is the opportunity to achieve approximately $1,279,000 to $1,808,000 in cost efficiency and optimization of staff's fee-recoverable time over a five-year implementation period. This value is considered a minimum expectation of cost savings.

The remaining strategic and tactical recommendations will all secure process execution efficiencies and timeframe consistency/predictability. Many of these are considered "fine grain" time savings that could not be pinpointed from the Region's Development Services Fees Review[3], so it is difficult for the consulting team to convert these savings into an accurate dollar value of cost avoidance, cost savings, and/or efficiency. Nonetheless, our perspective is that "every minute matters", and if even small amounts of time can be saved then that time saving magnifies over the size of the DS team, and amplifies over numerous years.

It is also important to note that additional resources needed to improve service delivery are considered cost-neutral to the Region, since the development review function operates on a

[2] The Provincial reporting requirement under the funding agreement for this service review defines these savings as "quantifiable efficiencies" so this is how these savings will be reported to the Province.
[3] This report is available on the internet at:
https://pub-peelregion.escribemeetings.com/filestream.ashx?DocumentId=5636

cost-recovery basis, and so a commensurate increase in development fees will offset the costs of new technology, additional staff, etc.

Implementation Roadmap

The Region needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. It is expected that Development Services will lead implementation in close coordination with local municipal partners, as well as the commenting divisions/business units within the Region.

It should be noted that ***Recommendation S2 plays a critical role in aligning the complement of staff to workload, and is therefore prioritized for immediate implementation***. Where other recommendations rely on the existence of staff to deliver success, these recommendations generally fall in line after S2 has been actioned. For further details, please refer to Section 4 of this report.

Closure

The implementation of the recommendations in this report is expected to significantly enhance the Region's ability to meet its current and future objectives for efficiency, customer-centric service delivery, and legislative compliance. By engaging with local municipal partners and development industry stakeholders through this service review, coupled with research and independent analysis, the consulting team was able to find process and other improvements that save time, avoid cost, reduce duplication, and/or enhance downstream productivity, thereby creating value in the system.

The buy-in and positive feedback from local municipal partners on the recommendations is noteworthy and a strong indicator that the Region will be able to successfully implement all the recommendations.

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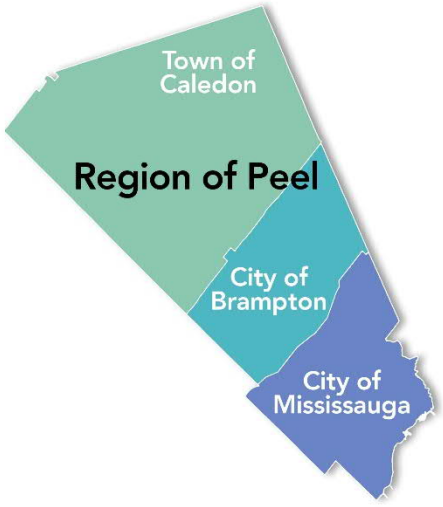
1.0 Introduction

Dillon Consulting Limited, in partnership with Performance Concepts Consulting, was retained by the Regional Municipality of Peel (Region) to conduct a Development Planning and Engineering Service Review. The Region is a dynamic blend of urban, industrial, and residential areas. It is one of Ontario's fastest growing municipalities, delivering a wide range of municipal services to over 1.4 million residents and a thriving business community.



Peel is expected to grow to include approximately 2.28 million people by the year 2051. In order to effectively manage this growth and provide planning, and engineering services to respond to new growth and development, it is important to understand how the Region and local municipalities are delivering development services currently, what is working well and what needs improvement.

The purpose of the project is to undertake a process improvement review of the Region's development planning, engineering, and site servicing application review and clearance/approval processes. This includes a review of the Region's partnership with local municipalities, which are often the approval authority for such development applications. The review focuses on streamlining and

modernizing opportunities to improve processing timelines, which – among other benefits – will support the creation of much needed housing supply in the Region.

This report is organized as follows:

- **Section 2, Current State** – provides an assessment of the existing situation at the Region;
- **Section 3, Future State** – provides a discussion of the genesis of each recommendation, including a suite of strategic and tactical recommendations to achieve improvement, and commentary on the value these recommendations offer; and,
- **Section 4, Implementation Roadmap** – organizes the recommendations into a timetable of structured activities to assist the Region with advancing the recommended improvements.

This project is funded through the Province of Ontario Audit and Accountability Fund (AAF), which supports initiatives that focus on increasing digital services, modernization, streamlining and service integration. The views expressed in this report are the views of the consulting team based on data review and observations during the project and do not necessarily reflect the views of the Province.

2.0 Current State

This section of the report constitutes a summary of the Dillon/Performance Concepts team's observations during the Current State phase of the project.

2.1 Methodology to Arrive at Current State

As part of the Current State phase of this project, the consulting team conducted numerous interviews with staff from the Region (Development Services [DS] and other related commenting divisions/business units), as well as local municipal staff (Planning and Engineering) and representatives from the development industry. These discussions have been candid and fruitful, demonstrating intimate knowledge of the current development review and approvals process, including elements that work well in Peel Region and where there is ambiguity and/or room for improvement.

More specifically, this assessment includes:

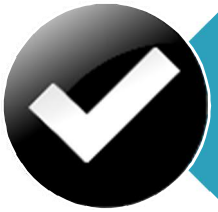
- Results from stakeholder interviews with Regional staff, local municipal staff, and the development community;
- Interviews with three peer "905" Regions in the Greater Toronto Area (GTA);
- Knowledge-based municipal-sector best practices obtained through our team's experience on similar assignments; and,
- Review of data obtained from the Region and local municipal partners, including existing process mapping, staffing models, application volumes, etc. (where available).

The Current State highlights areas of strength regarding the Region's development review and approvals process (i.e., what is working well based on the current model) and opportunities for improvement (i.e., areas identified as "pain points"). The Current State also provides an overview of the peer benchmarking scan, and a data summary in the form of a municipal data profile.

2.2 Current State Observations

2.2.1 Area of Strengths

Based on input received through engagement activities, internal and external stakeholders identified that the following elements of the current system are working well:



Peel is organized into three distinct Development Services (DS) teams to reflect the local municipal frameworks in Mississauga, Brampton, and Caledon, and the built-form realities of development in those municipalities (i.e., the distinction between primarily greenfield development vs. infill development, and a hybrid of the two).

The Region supports a significant degree of delegation to local municipal partners.

Regional staff have a desire for collaboration and value a high standard of customer service.

The Region is committed to results-based management and employing supportive technology tools to measure and report results against Key Performance Indicators (e.g., creation of Planning & Performance team within DS).

The Region is already operating within an integrated development tracker technology tool in Mississauga (e.g., the City's ePlans system).

A robust results-based culture focused on customer service is fundamental to a high-functioning two-tier development review and approvals model. The absence of a performance based and measurement supported culture could erode future performance even with the most sophisticated or streamlined processes and technology tools. This culture needs to be organized around a development review performance vision that aspires to achieve optimum development review efficiency and performance within the realities of a two-tier system.

2.2.2 Opportunities for Improvement

Our team's initial/evolving observations regarding potential improvements can be characterized into two key themes:

1. Increased integration	2. Optimize the deployment of staff processing effort/resources
• Functionally operate with as high a level of collaboration / coordination with the local municipalities as possible	• Appropriately resource Regional teams/business units based on required processing effort, recognizing the role of commenting body vs approval authority (i.e., responsibility/ownership of the process)

The opportunities for improvement, including identified gaps and challenges, have been categorized through two distinct lenses: Strategic change and Tactical change.

Strategic Changes Emerging from the Current State Assessment

1. **Improve Regional Planning alignment to its role in development review and approvals**
    - Primarily a facilitator of process at the Regional scale, with the exception of specific land use planning matters
    - Ensure that the Planning resources are being optimized for high-value land use planning functions, and utilize planning technicians and/or administrative staff for low-value, but necessary administrative tasks.

2. **Distribute resources effectively:** A two-step process -- A. optimization of existing processing/staff resources; B. planning for desired future state redistribution and quantum of processing/staff resources
    - DS Engineering, some commenting business units within Engineering, and Servicing Connections are demonstrably under resourced for the volume and complexity of work (existing and anticipated)
    - Explore the redistribution of Planning/Engineering staff resources over time to reflect where the bulk of the technical work rests
    - Lack of depth in certain teams/business units results in organizational risk associated with certain job functions/positions and processes if knowledgeable employees leave the organization
    - Need to aim for high-value positions and contributions, while reducing/automating administrative functions and eliminating duplication of process (i.e., application intake and file creation at both upper and lower-tiers)

- Related to appropriate distribution of resources among planning/engineering staff and between DS team/supporting technical business units is the need to ensure that roles and responsibilities are well understood, both internally and externally

3. **Ensure early identification of application submission quality issues**
   - Robust and direct participation in the pre-consultation process, as an investment in the process. Generic comments should not be provided based on tight timelines, as it undermines the intent of pre-consultation
   - Initial quality review in partnership with local municipal staff in getting to a complete application (beyond the submission piece count approach)
   - Accurate and readily accessible Terms of Reference (ToR) and engineering design standards, while ensuring this information is available on the Region and local municipal website

4. **Enable Engineering team members to accept creative engineering solutions**
   - A lack of cohesion between policy objectives/vision and operational realities (e.g., local municipal planning partners desire to achieve specific streetscape or public realm objectives and the Region representing operational realities that may identify challenges to implementation later in the process)
     - For example, low impact development (LID) measures and other creative engineering solutions require Regional engineers to be part of solution-oriented approaches, rather than rigidly following design standards and/or designing based on dated equipment/fleet,or dated design standards for lighting. There needs to be alignment on the desire to design with an eye to the future.
   - Engineering staff need to be authorized to take a solution-oriented approach, balancing current/effective design manuals and standards, along with the autonomy (at a staff/manager level) to adjust as necessary to achieve broader planning and/or design objectives
   - Feedback indicates that the role of the Expert is not as effective as originally envisioned. What was once an organic function has now been formalized and it may need to be re-evaluated

5. **Commit to wise investment in a functional development tracker tool: A fork in the road**
   - A Regional standalone development tracker tool may represent further segregation of Regional development review and without seamless integration with local municipal systems
   - The consulting team has identified that further analysis is required before further investment in the Regional Development Tracker, considering the Region is primarily a commenting body in three local municipal development review processes
   - Further research and consultation is warranted (beyond the Fit Gap Analysis), specifically as it relates to the ability to integrate with local development tracker systems
     - For example, will the Regional Development Tracker and/or future electronic plans review (EPR) tool deliver seamless integration with the local municipal development tracker tools (e.g., ePlans)?

- Integration with local development tracker tools represents an opportunity to strengthen the client/service relationship between the Region and the local municipalities as well

6. **Commit to data sharing that enables alignment of datasets between/across all four municipal entities**
    - Even within the Region, there are different initiatives underway aimed toward similar outcomes (e.g., Regional Planning and Growth Management's Business Intelligence program intended to use more robust/integrated datasets to inform infrastructure investment decisions, while DS remains responsible for maintaining records and data related to development review and approval functions)
    - Review the role of the Peel Data Centre and determine how it can be best leveraged
    - A coordinated approach to data tracking and sharing should be employed to support informed decision making and measure the relative effectiveness of the system in delivering on established goals/targets
    - Explore whether DS should be maintaining their own separate datasets, or relying on data from Peel Data Center and/or local municipal partners (streamlined approach)

Tactical Changes Emerging from the Current State Assessment

The strategic observations noted above are related to big-picture improvements, whereas the following list represents a snapshot of tactical observations/opportunities noted through Current State engagement activities. This list is not exhaustive and a long-list will continue to be refined throughout later stages of the project.

1. Implement improved triage (filtering) of applications (at local and/or Regional level) to effectively limit staff effort to matters of genuine Regional interest only
    - For example, local municipal staff indicated that from time to time, the Region provides comments that are generic and/or not relevant to the file
2. Develop standardized timeframes for Regional commenting units applicable to all three local municipalities
    - Currently the local municipalities each apply different timeframe requests that the Region tries to accommodate, resulting in highly politicized applications being prioritized
3. Facilitate improved understanding of roles and responsibilities of staff across divisions and across upper/lower tiers. Ensure a simplified approach that is well-communicated
    - One quick-win could be to institute a circulation memo indicating who is involved in the application
4. Develop standardized naming protocol across four municipal entities so effort is not wasted renaming files (a significantly low-value process)
5. Agree upon minimum requirements of information to be circulated by municipal partners (e.g., a project description for any/all application types) that can be relied on for commenting divisions, agencies, etc. so that basic information is consistent
6. Process manuals need to be updated or created for standard Regional processes
    - Many engineering manuals are circa 2009 and some process maps are lacking (e.g., securities, agreements, etc.)

    - Process maps that are lacking have been documented and will continue to be refined through the latter stages of this assignment
7. Ensure that the appropriate staff have the necessary access and training in each of the respective local municipal development tracker systems (BramPlan, ePlans and/or AMANDA extension for Regional use) and work directly within these systems, rather than pulling info from local to Regional system, then back again
    - Note that this extends to the Development Tracker and future EPR tool employed at a Regional scale as well

To be effective, actions resulting from both the strategic and tactical lenses identified above must directly link performance measurement to identified goals and legislated timelines or process targets. The development tracker tool implemented must then support this measurement through efficient reporting capabilities, thereby improving the effectiveness of performance monitoring and reducing the manual effort required by staff to produce these metrics.

2.3 Overview of Peer Benchmarking

Interviews with peer municipalities focused on gathering information from Durham Region, York Region and Halton Region. Based on our team's experience with similar assignments, we have found that comprehensive surveys and/or data requests of peer municipalities for the purposes of benchmarking typically produce delayed/limited results and fall short of expectations. As such, we have approached the benchmarking exercise with targeted issue-specific discussions with staff at each of the peer municipalities identified in consultation with Region of Peel staff. Results are summarized below and fulsome documentation of these discussions is included in **Appendix A**.

Development Tracker Tool

- Durham has traditionally used an ESRI product and will be transitioning to a new tool in the near future that has been under development for the last 3 years. The new tool (PLANit) will operate on the Posse platform, similar to Halton Region, and include performance metrics and reporting functionality.

- York is using YorkTrax system designed in-house, based on the Salesforce/SharePoint platform, which is consistent with the technology that Peel Region has been using and has completed a Fit-Gap Analysis based on.
- Halton is using Posse; this tool was selected for its broader 'enterprise' operability since it delivers more features than just development tracking.

Role of Regional Planning

- In Durham, Regional Planning staff manage the one-window process and plays a significant role in policy development and implementation. Northern lower-tier municipalities rely on the Region for certain Planning Act approvals (e.g., Draft Plan of Subdivision).
- From a planning perspective, York Region focuses on its provincially delegated responsibilities, including but not limited to growth management.
- Halton Region has a Memorandum of Understanding (MOU) that clearly sets out its role; this has been in place since the 90s with Provincial delegation and has been recently updated. The provincial Growth Plan for the Greater Golden Horseshoe has put an emphasis on the upper-tier for policy planning (e.g., MTSA[4], employment lands), which the Region is accountable for.

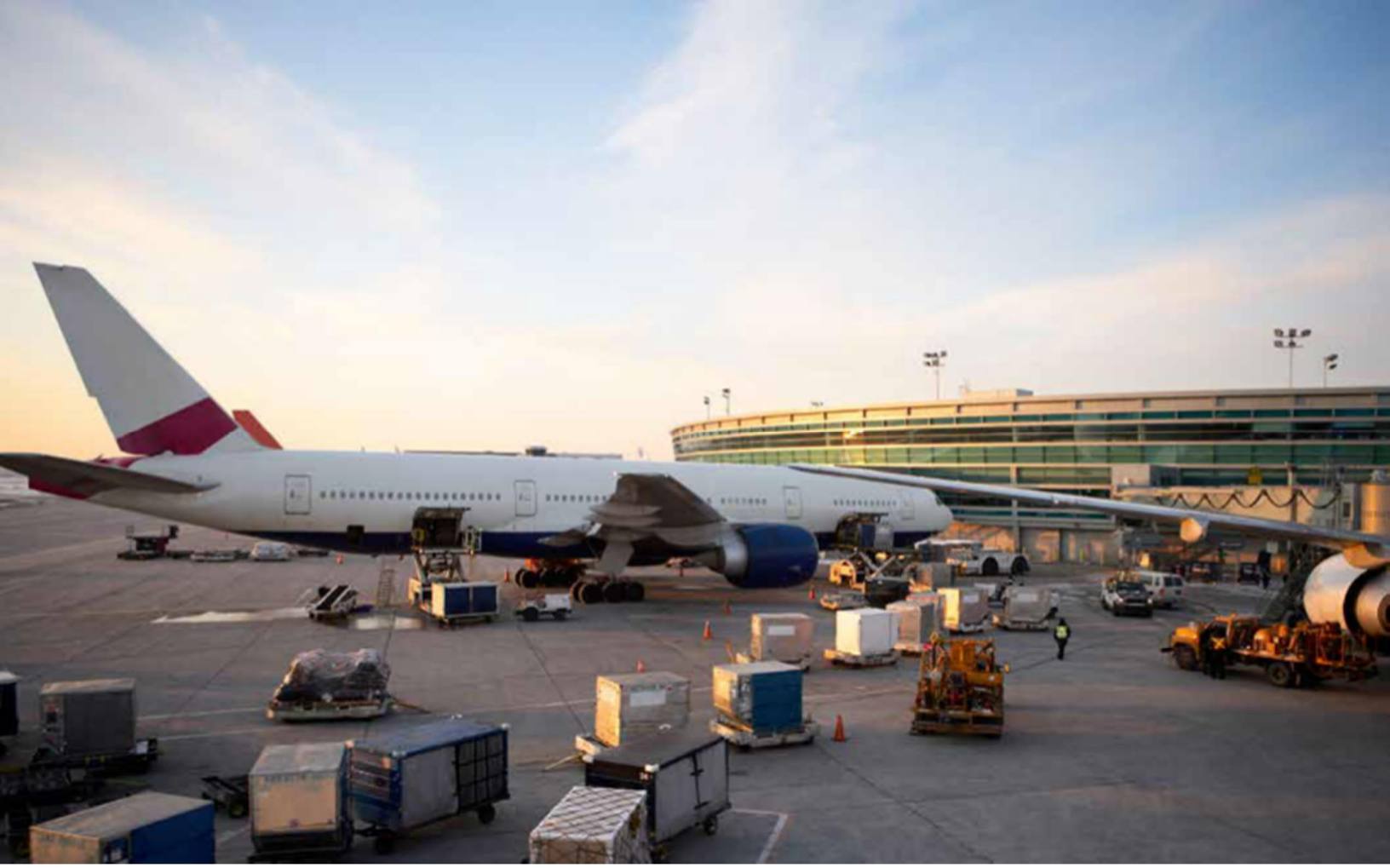
Role of Regional Engineering

- The role of engineering staff in Durham Region is focused in Public Works, which includes regional transportation infrastructure, water/wastewater infrastructure, and waste management.
- Engineering plays a lead role in the development review and approvals process in York Region. The Region recognizes two distinct roles in serving its nine local municipalities:
    - The allocator of finite servicing capacity across local municipalities.
    - A commenting role on servicing and infrastructure within the Regional road allowance.
- Halton Region has a long-established clear role to plan for, allocate development to, and approve development tied to the Region's major road, water, and wastewater infrastructures. Halton has a unique servicing capacity allocation program that affirms its role in managing growth through infrastructure, and recovering infrastructure costs.

Organization Design and Resourcing

- Anecdotally, Durham's staffing model is close to 1:1 between planning and engineering staff. Teams are generally aligned to geographic boundaries across local municipalities for Planning and Works staff; however, other commenting departments participate in the process on an as-needed basis (i.e., no assigned team to an application type or geographic boundary).
- In York Region, the engineering team is significantly larger than development planning. Regional Engineering has a standalone Program Management team consisting of a Development Engineering Manager, two Program Managers, and two development

[4] Major transit station areas.



engineering teams based on portfolios of local municipalities. York also has a standalone team of four inspectors that are involved in clearing conditions and returning securities.

- Halton notes adequate distribution of resources between planning and engineering staff. This has generally been the case because of the clarity of roles in the Region, and because many municipalities have grown their [engineering] staff complement significantly to respond to their growth pressures. Regional teams in Halton are organized by geography - north and south.

Application Processing

- Durham Region participates directly in the pre-consultation process led by local municipal partners. Where the Region is the approval authority, the Region coordinates with internal departments and external agencies to facilitate direct participation from the necessary parties at the outset of the application process. The Region has also developed their own internal circulation timeframes, regardless of the request from the local municipality. Staff do not always meet the standardized Regional timeframe.
- York Region's engineering staff view the pre-consultation process as a meaningful opportunity to influence design and outcomes early in the application process. Standardized Regional processing/review cycle timeframes have been established; however, staff are not always able to meet timeframe targets given workload realities. Acceleration of timeframes based on prioritized and/or politicized applications is a reality in York, as it is in other peer jurisdictions.
- In Halton, the Region and local municipalities have designed a coordinated 21-day pre-consultation process, which allows effective participation from the Region. Timelines for

application review and comment are outlined in the MOUs, however, they are not always met. A greater degree of timeliness has been observed since 2016 when the Region implemented efficiency improvements. As a result of their previous development planning and engineering service review, Halton's Public Works Department defined and refined their scope to focus efforts on high value and necessary job functions.

Performance Measurement

- Durham uses the OMBI system for reporting to the Province on basic Planning Act timelines, which has been somewhat effective, but far from comprehensive. Building Permit data is shared with the Region from local municipalities annually. The new development tracker tool will allow for significantly improved/streamlined dashboard presentation of performance metrics.
- YorkTrax is being modernized/upgraded to deliver comprehensive performance metrics on development review and approvals outputs (e.g., review cycles completed), plus timeframe target achievement rates for Planning file review cycles and post-Draft Plan detailed engineering phases.
- In Halton, there is recognition that the Posse platform allows for performance measurement beyond what is currently being implemented.

Based on the results of these discussions, together with our understanding that the Region plans to advance further investment in the development tracker in the near future as part of the outcomes of this assignment, further analysis and consultation could be conducted by the Region with its peer (regional) municipalities to gain additional insight on lessons learned based on their experience with various development tracker tool solutions.

Table 1 provides an overview of best practices identified through similar projects in other jurisdictions, organized based on the strategic observations specific to Peel Region, documented above.

Table 1: Additional Best Practice Observations

Strategic Observations – Peel Region	Best Practice Observations – Other Jurisdictions
Regional Planning alignment	• Senior management at regional and local municipal business units need to be aligned on shared and individual roles and responsibilities in the development review and approvals process • Senior management at regional and lower-tier business units need to be aligned on the direction of policies governing management of development and the means by which those policies are implemented and applied

Strategic Observations – Peel Region	Best Practice Observations – Other Jurisdictions
Effective resource distribution	• All three peer regional municipalities interviewed have greater numbers of development engineering staff than Peel, measured as a ratio to development planning staff • Organization design and staffing charts should be available, both to municipal partners as well as publicly • Resourcing constraints and higher file volumes are a common factor in explaining processing bottlenecks specific to engineering review functions • Having an appropriately-staffed contingent of development engineering staff is critical to minimizing sources of slowdown in the engineering review process that are not related to external factors (e.g., submission quality) • Assessment of staff participation in the development review and approvals process vs other priorities (i.e., trade-offs) are necessary to determine the appropriate staff complement especially in a two-tier system
Early identification of submission quality issues	• Quality control/completeness problems related to application submissions are not just a two-tier development review process challenge. For example, the City of Guelph experienced reduced review cycle timeframes and fewer overall technical review cycles by implementing “shallow dive” content adequacy reviews before deeming submissions complete. Time spent/invested in improved upfront submissions can translate into measurable timeframe/processing effort efficiencies during the technical review cycles that take place on the statutory “municipal decision” clock • As noted above, appropriate resourcing (both quantum and distribution) is key to success in having staff meaningfully contribute at the early stages of the application process • Planning Act “non-decision” timelines dictate a significantly condensed timeframe to deem applications complete, which needs to be factored into the design of this process • Early identification of quality issues requires buy-in and cooperation from both levels in a two-tier system

Strategic Observations – Peel Region	Best Practice Observations – Other Jurisdictions
Empower creative engineering solutions	• First and foremost, alignment needs to be achieved between regional policy objectives and operational/maintenance realities • Regional engineers should be empowered, with input from management as necessary, to determine where it is appropriate to deviate from typical design standards • This approach relies on deploying appropriate risk management measures, which also necessitates adequate distribution of staff with the appropriate experience/tenure • In addition to adequate and current design standards and manuals, the success of this approach in a two-tier system also relies on robust participation in the early stages of an application • Where cooperation between upper and lower tiers is necessary to facilitate a collaborative solution, this must be advanced in a timely manner (i.e., not rely on availability of senior management to participate in all meetings and/or weigh in on every issue)
Functional development tracker tool	• Implementation of a public-facing online development review portal which supports digital permit submissions, electronic plans review, and permit issuance is a critical component in improvements to customer service and process efficiency • Development review and approvals platforms should support robust performance measurement and reporting capabilities which require minimal manual effort to produce • Appropriate time and effort should be allocated to define functionality/system performance needs prior to selection of any digital system • Integration with local municipal systems should be seen as a high priority when defining functionality/needs. The key is to perform as efficiently as possible within the development review and approvals model from an applicant perspective • As a bare minimum, staff users at the local municipal level must be able to access regional systems for the purpose of transferring files into and out of the Region's development tracker platform

Strategic Observations – Peel Region	Best Practice Observations – Other Jurisdictions
Data sharing, consolidation and access	• Despite the complexities of a two-tier system, every attempt should be made to integrate datasets to enable informed decision-making based on consistent data inputs • Dashboards and/or other tracking systems help managers balance workload demands and see what is on-time or behind • 'One Ontario' is an initiative led by the Association of Consulting Engineering Companies in Ontario that aims to standardize and streamline the development application process across the Province. Since June 2020, supporters have been lobbying for improved efficiency and transparency throughout the development review process and enabling data aggregation for future reporting and measurement. Supporters include BILD and OPPI, among many others.[5]

2.4 Current State Data Analysis

Current State data profiles for each of the municipalities are included as **Appendix B.** A high level summary of application volume data received is provided below, sourced from the Region.

Planning Act Application Volumes (2020)

Application Type	Brampton	Caledon	Mississauga	All municipalities
Regional Official Plan Amendment	0	3	1	4
Official Plan Amendment	9	4	20	33
Zoning By-law Amendment	17	8	7	32
Plan of Subdivision	9	2	6	17
Site Plan Control	87	27	49	163
Plan of Condominium	5	1	9	15
Minor Variance	165	47	402	614
Consent to Sever	25	21	71	117
Other[6]	161	87	50	298
Combined applications	9	8	6	23
Total	**487**	**208**	**621**	**1,316**

In addition to the application volumes presented above and provided in **Appendix B**, the following qualitative information was shared with respect to the two-tier development review and approvals process in Peel.

[5] See also, "Modernization attempts have been thwarted by a lack of consistency in data and information exchange," at https://www.oneontario.ca/thesolution

[6] "Other" includes applications related to pre-consultation, Part Lot Control, removal of Holding Provisions, various agreements, and Niagara Escarpment Commission approvals.

Use of Technology in Development Review and Approvals Process

- Brampton has recently implemented a public-facing online development review portal which supports digital permit submissions, electronic plans review and permit issuance ("BramPlanOnline"). The system is based on a custom implementation of an off-the-shelf permit platform (Accela).
- Mississauga has a mature public-facing online development review portal which supports digital permit submissions, electronic plans review and permit issuance ("ePlans"). The system is based on a combination of custom implementations of off-the-shelf systems (Avolve ProjectDox; Avolve Online Applicant Services) and systems developed in-house (MAX).
- Caledon does not currently have a public-facing online development review portal. Staff make use of AMANDA v7 for workflow coordination and BlueBeam for electronic plans review (i.e., drawing markups).
- Peel does not currently have a public-facing online development review and approval portal. Staff make use of the Salesforce platform to manage applications and payments and monitor workflow between the Servicing Connections, Meter Operations, and Engineering and Technical Services teams. Development application statistics are currently being collected for spatial development tracking using ArcGIS.

Degree of Regional Integration with Local Municipal Systems

- There is currently limited integration between the Region and Brampton's BramPlanOnline system. Brampton staff expressed a desire for greater integration of Regional staff into their development tracker systems; however, the current implementation of BramPlanOnline requires staff users to be signed onto the City's corporate VPN. Brampton is exploring workarounds to enable access for Regional staff.
- The Region continues to have good integration with Mississauga's ePlans system. Some Regional Development Services planners have ready access to the system and are familiar with its use. Expanded utilization of ePlans by development engineering and servicing connections staff in addition to Region planners is necessary and the logical next step for Mississauga as they continue to streamline the approvals process.
- There is currently limited integration between the Region and Caledon's systems. Regional staff currently have no access to Caledon's AMANDA permit coordination system.

Planned Technology Improvements with Local Municipal Systems

- Brampton is currently exploring options to allow Regional staff to interface with its BramPlanOnline system as staff users, however implementation has been subject to delays.
- Mississauga plans to implement upgrades to its ePlans system in Q3-2022.
- Caledon plans to extend the functionality of its AMANDA system so as to enable Regional staff to enter comments as part of the development review process, however implementation has been subject to repeated delays.

Use of Performance Measurement Systems

- Brampton appears to make use of basic performance measurement systems. Data provided by Brampton indicates city staff have the ability to track application volumes. However, the degree to which the BramPlanOnline system currently allows for accurate reporting of circulation cycle counts or duration is unclear.
- Brampton intends to create a permanent internal performance improvement team as part of broader process improvement efforts.
- Mississauga appears to make use of basic performance measurement systems. Data provided by Mississauga indicates staff have the ability to track permit volumes. However, the degree to which the ePlans system currently allows for accurate reporting of circulation cycle counts or duration is unclear.
- Mississauga has committed to measuring several development review process performance metrics as part of 2020-2023 Business Plan. Key examples include:
    - % of Building Permit applications reviewed within legislated timeframe;
    - Median working days to provide first-round Site Plan Control comments;
    - Count of applications reviewed through pre-consultation process; and,
    - Count of deferrals for Committee of Adjustment applications.
- It is unclear whether Caledon makes use of any formalized development review performance measurement systems.
- The Region appears to have limited development review and approvals performance measurement systems in place, given there is no fulsome development tracker system in place. Data provided by the Region indicates regional staff have the ability to track application volumes. In terms of regular reporting that does exist on a monthly, quarterly and annual basis (e.g., Pipeline Tracker Report, Nov 2020), it is labour-intensive/manual for staff to produce but summarizes key metrics, including submission counts, the number of residential units, and non-residential gross floor area active in the development review process

2.5 Summary of Current State Observations

Based on our team's strategic and tactical observations related to the Region's opportunities for improvement, coupled with the strong cultural foundation that is evident through stakeholder engagement activities, the Region has ample opportunity to advance further towards a more streamlined development review and approvals process. The Region is well suited to lead this change and will need to embrace significant change management opportunities as part of this transition.

With respect to the development review and approvals process, the Region is responsible for managing and supporting growth identified by the Province, as well as the approval, assumption and management of water and wastewater infrastructure and regional transportation infrastructure, typically as part of local municipal development review processes. These are necessary elements to appropriately service existing communities and accommodate planned growth in an environmentally and financially sustainable fashion. In order for the Region to successfully deliver these important upper-tier functions, an optimized development review and approvals model is required. It is important to note that this is not the sole responsibility of the Region; their local municipal partners need to be active participants in coordinated two-tier change management.

2.5.1 On the Road to the Future State

In the Future State phase of this assignment, the consulting team has crafted independent recommendations based on the issues raised. Recommendations are based on Current State observations together with peer benchmarking and best practices employed through development application processes in other jurisdictions, stakeholder input, the consulting team's own expertise, and further research. Additional stakeholder liaison will help ensure a strong linkage from the issues identified in the Current State towards building consensus on the recommended improvements.

Understanding Development Review as a Fee-Recovered Service

On the road to the Future State, it is also important to note that development review operates on a fee-recovery basis at the Region of Peel (and at many other Ontario municipalities). When exploring opportunities to improve the development review process, optimally aligning the service to be delivered, the resources needed, and the fees charged is imperative. The Region cannot stop delivering its development review function because it has a Provincially-delegated mandate to fulfill and a major stake in the infrastructure tied-in to development. This means that the way forward consists of:

- Improving efficiency in the current system that enhances the value of service delivered from the fees charged; and,
- Making appropriate future investments in resources (recognizing that the preceding efficiency gains are a prerequisite) but that these are fully cost-recovered by an appropriate increase in fees.

3.0 Future State

This section of the report constitutes a summary of the Dillon/Performance Concepts team's advancement of the Development Planning and Engineering Process Review through the steps of preliminary recommendations, consultation/validation process, and refined recommendations.

3.1 Methodology to Arrive at Future State

The following steps were taken to arrive at the recommendations:

- **Reflection of Current State Findings:** The findings from the Current State phase of work provided insight on the issues. Discussions during the Current State phase of work also generated some emerging ideas from stakeholders for improvements.
- **Development of Preliminary Recommendations "Stress Testing" Package, including Key Performance Indicators (KPIs):** The nature of the issues were weighed against stakeholder's suggestions and the consulting team's experience conducting similar service reviews. Two foundational philosophies emerged during the Current State assessment that shaped the Future State's preliminary recommendations:
    1. Continue to increase integration between Peel Region and the local municipalities – essentially strive to functionally operate with as high a level of collaboration / coordination with the local municipalities as possible; and,

2. Optimize the deployment of staff processing effort/resources – ensure that Regional staff teams are properly resourced and aligned to their role/function, which includes protecting staff productivity from non-value-added/other intervening work.

The solutions to the issues framed by these philosophies were then conceived, and the preliminary recommendations were developed. Process changes, if needed, were also conceptualized. These recommendations are organized into:

- Strategic Recommendations – Significant change that may need time and/or resources to fully implement, but are necessary to achieve improvement.
- Tactical Recommendations – Relatively "quick wins" that can be implemented with few resources within a short timeframe.

The perspective on performance measurement is centred on three parameters:

1. Velocity (speed of processing applications);
2. Quality (completeness of applications and completeness of review); and,
3. Consistency (maintaining both velocity and quality).

These parameters frame the initially-recommended KPIs.

The preliminary recommendations "stress testing" package including KPIs is included as **Appendix C** to this report.

- **Consultation with Regional and Local Municipal Staff:** The consulting team undertook the following stakeholder consultation activities to explain the preliminary recommendations and KPIs, and receive constructive feedback:
  - Sessions with Peel's Development Services planning and engineering teams serving Mississauga, Brampton, and Caledon, as well as Servicing Connections staff;
  - Sessions with staff from Mississauga, Brampton, and Caledon;
  - Sessions with a variety of business units including Regional Planning and Growth Management, Waste Management, Legal and Real Estate, Transportation, Water/Wastewater, and the Peel Data Centre; and,
  - A session with Mississauga's IT team since Mississauga expressed interest in the preliminary recommendations related to a Regional development tracker tool and systems integration.

  A summary of these stakeholder consultation activities is included in **Appendix D** to this report.

- **Assessment of Feedback Received and Refinement of Recommendations:** The consulting team considered the feedback received, having regard for the philosophies noted above, overarching Regional interest/responsibilities, and the consulting team's goal to "right size" the preliminary recommendations to best suit the Region. The consulting team also identified a few other aspects of the development review process that could be improved, and these were brought forward. Details of how the preliminary recommendations were refined to form the ultimate recommendations are included in **Appendix D**.

The refined and recommended improvements ("Future State Recommendations") are presented on the following pages, in addition to a discussion of their benefits. KPIs are discussed in section 3.5 that follows afterwards.

3.2 Overview of Future State Recommendations

The following presents an overview of the Future State Recommendations and these are discussed in greater detail below.

Strategic Recommendations

- S1. Improve regional staff alignment to their role
- S2. Distribute staff resources more effectively
- S3. Identify application quality issues earlier on
- S4. Equip the Region with more engineering authority for engineering solutions
- S5. Invest wisely in technology
- S6. Standardize commenting timeframes

Tactical Recommendations

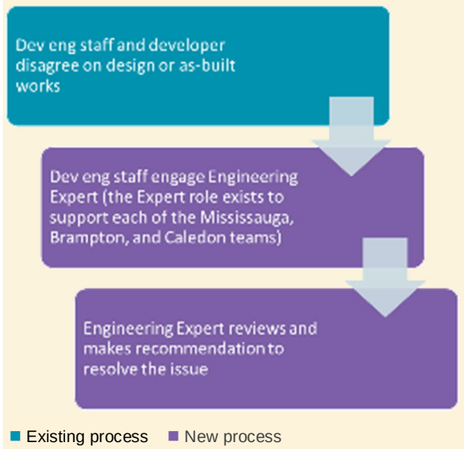
- T1. Improve triage of applications
- T2. Implement circulation memo
- T3. Standardize the file naming process
- T4. Secure consistent format/content of circulation packages from locals
- T5. Ensure Regional staff have access to the respective local municipality development tracker
- T6. Implement improvements to the Regional stormwater connection process
- T7. Reassign local municipally-initiated OPAs from DS to Regional Planning & Growth Management
- T8. Enhance training and mentoring

3.3 Detailed Discussion of the Future State Recommendations

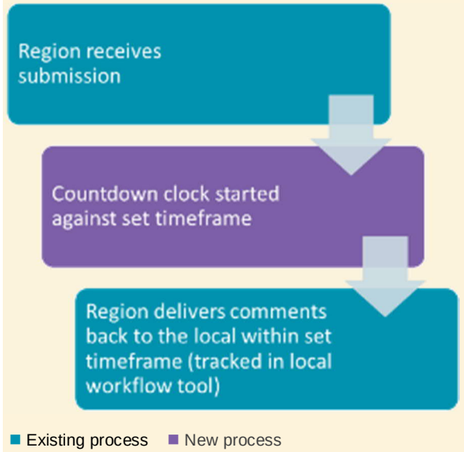
The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
Professional staff in DS lose time on non-value-added work, such as renaming files, preparing maps for every file in PeelScan, manual data entry into the Region's development tracker, and simple or routine correspondence	**S1. Improve Regional staff alignment to their role**	• Preserves professional expertise for high-value development services functions (e.g., evaluation of development proposals) • Aligning staff to the value of work curbs the trajectory of long-term salary cost burden	• Assess responsibilities between professional and non-professional staff, and re-assign duties to appropriate technical or administrative support staff	Cost avoidance by curbing the trajectory of long-term salary cost burden of professional staff offset by technical/ administrative staff	Not applicable.	An increase in staff satisfaction is expected since administrative tasks will not burden professional staff
There is consistent feedback from all stakeholders that there is insufficient resources to support the development review function[10]	**S2. Appropriate distribution of resources (i.e., engineering/ technical reviews)**	• Directly resolves the issue of under-resourced engineering capacity • Manages organizational risk where expertise is held by a limited number of employees.	• Determine the application-demand driven processing hours required within each of the three local municipal processing channels, delineating both planning and engineering functions • Complete a workforce sustainability forecast to understand staff capacity needs out to 5 year horizon • Implement human resource changes to address processing workload requirements, aligning planning and engineering resources to need	Cost avoidance by reducing the risk of appeals to the Ontario Land Tribunal due to lack of decisions (delays)	Some modest improvement to quality is expected if staff are under less intense pressure.	Improvements to both client and staff satisfaction are expected with more staff available to handle the workload volumes, be more responsive to clients, and find that the workload is manageable

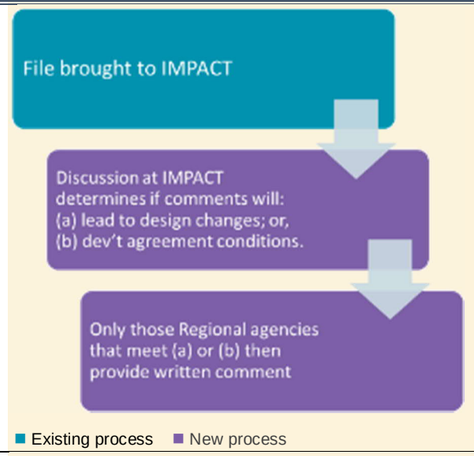
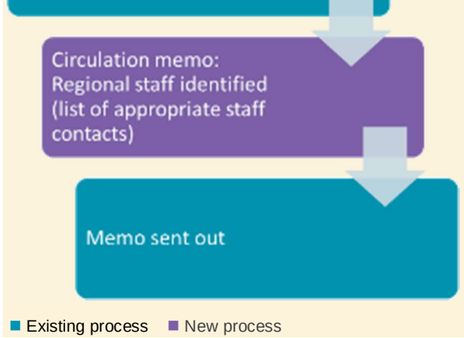
[7] Changes are explained in text; process improvements are explained with diagrams.
[8] Please refer to Section 3.4 of this report for a valuation of these benefits.
[9] Such as less rework, reducing duplication/manual effort, or potential to reduce errors.
[10] As the Region continues to urbanize, application types are shifting and the complexity and coordination of development applications are increasing. Submissions of site plans and subdivisions involve much more engineering review (e.g., stormwater management plan, grading and drainage, water/wastewater servicing capacity analysis, traffic impact analysis, noise study, air quality study, etc.)

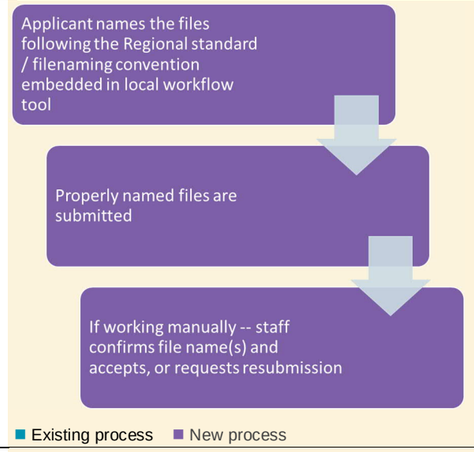
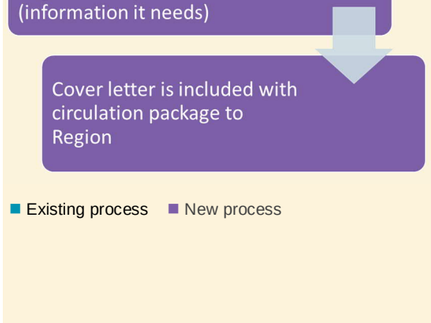
The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
Regional subject matter expertise from DS and other commenting divisions/business units that comment on infrastructure are needed at pre-consultation but not always present, and/or expertise is engaged too late in the process resulting in frustration by all parties	**S3. Identify application quality issues earlier on** **A. Improve pre-consultation engagement**	• Stronger presence of the Region's significant interest in infrastructure [at pre-consultation] pays dividends later on the process *Dependency: All terms of references and engineering standards are updated and readily accessible.*		Cost avoidance by reducing the risk of appeals to the Ontario Land Tribunal due to lack of decisions (delays)	Significant improvement to quality is expected, since improved advice can result in better quality applications, reducing staff workload on review/commenting, and the duplicative waste of unnecessary resubmissions	Improvements to both client and staff satisfaction are expected with clients experiencing fewer comments on submissions (less rework for clients) and staff less frustrated with their time wasted having to "correct the mistakes" in the submissions
Regional comments from pre-consultation are sometimes not forwarded to the appropriate consultants by the local municipalities which could result in delays or extra time spent by Regional staff to provide comments again	**S3. Identify application quality issues earlier on** **B. Improve pre-consultation applicant info**	• The valuable advice that Regional engineering provide at pre-consultation can go directly to the applicant's consulting engineers, so that this advice can be reflected in engineering designs		Some modest cost avoidance is expected by reducing the need for unnecessary follow-up communication between the applicant and the Region	As noted above.	As noted above

The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
Poor quality application submissions cause excess workload for Regional review on first circulation, with the effort on correcting errors rather than a genuine review; this excess workload cost is not the Region's to bear	**S3. Identify application quality issues earlier on** **C. Improve deeming complete**	• Improved requirements for deeming complete reduce first circulation inefficiencies *Dependency: All terms of references and engineering standards are updated and readily accessible. The Region will have to work with the local municipalities to define 'quality' and decide whether the Region or the local municipality engineering staff will engage in the quality review, based on staff capacity and available expertise.*		Cost avoidance by reducing the inflow of poor quality applications that drive up the Region's labour cost for review, which in turn helps ensure that the proponents fully bear the cost of good quality submissions	As noted above.	As noted above.
There is insufficient expertise and insufficient authority immediately within DS to make judgement calls on engineering designs when there is a dispute	**S4. Equip the Region with more engineering authority for engineering solutions**	• Engineering problem-solving expertise together with the right authority and collaboration with other subject matter experts will help minimize conflict later on in the process • This expertise will increase decision-making efficiency, moving workload away from Senior Management and from other Regional engineering teams *Note: Expertise needs to be available to all three DS teams. Whether this means one, two, three, or more staff is a decision for management to make based on workload demands.*		Cost avoidance by reducing the risk of appeals to the Ontario Land Tribunal due to lack of decisions (delays). Cost effectiveness by reducing the frequency of involving other Regional engineering teams in development issues that reduces their capacity to deliver their own core priorities.	A notable improvement to quality is expected in situations when the Engineering Expert is engaged, since this should lead to less rework.	Improvements to both client and staff satisfaction are expected since the client is able to obtain authoritative answers from the Engineering Expert and frontline staff can coordinate with the Engineering Expert who is better able to facilitate conflict resolution.

The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
The Region does not have adequate development tracker technology even though it is a major partner (commenting agency) to the three local municipalities in delivering the development review function, and should be better integrated given the Region's significant role/interest and furthermore scoped to meet its internal operational needs while avoiding duplicating the other three municipal tools	**S5. Invest wisely in technology** **A. Improving performance analytics**	• The Region can gain performance analytics by engaging with the local municipalities to obtain data from each platform	• Develop and implement a working protocol to receive performance data from the local municipal platforms	Cost effectiveness by leveraging local municipal business analyst expertise for reporting by the Region on a cost-recovery basis.	A notable improvement to quality is expected through the reduced likelihood of duplication because the Region is relying on the data in the local municipalities' system – rather than duplicating tracking and duplicating a business analyst resource at the Region to engage in this reporting	Not applicable.
	B. Scoping of development tracker tool	• By scoping the development tracker tool and integration with the local municipalities, the Region can avoid creating significant duplication (e.g., re-entering all the application data and re-uploading plans into a separate Regional system, rather than drawing that data from the three local municipalities) • By scoping the development tracker tool, the Region may be able to reduce the cost of the technology investment by only building out end-to-end technology tools for the processes that it leads (e.g., Regional OPAs)	• Develop a Regional development tracker tool that automates process steps and reduces the manual efforts of staff • Develop a Regional development tracker tool that can integrate the outcomes of the local municipalities' workflow, that then flows efficiently into the Regional workflow process	Cost avoidance and efficiently gain by greatly reducing the potential of the Region duplicating the three local municipalities' development application tracking tool	A significant improvement to quality is expected through the reduced duplication of having a fourth development tracker tool layered fully on top of the three existing development tracker tools at the local municipalities; a scoped tool also reduces rework/manual effort and the risk of re-entry errors if there is a duplicative system in place.	A significant improvement to staff satisfaction with the process would come from avoiding a duplicative development tracker tool. This sentiment was shared by staff during consultation. Some improvement to client satisfaction is expected with developer's being able to better track actual file progress through the system using a client-side portal common to online development tracking software.

The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
Varying timeline expectations creates workflow problems and resourcing difficulties for a large group of Regional staff that serve all three local municipalities	**S6. Standardize commenting timeframes**	• Setting commenting timeframes (by application category) helps the Region/local municipalities to coordinate overall timelines more effectively • All the local municipalities receive consistent and fair service from the Region on: o First circulation; and, o Subsequent circulation(s). • Standardization of timelines facilitates more effective workload monitoring by management to ensure resourcing is better aligned with operational needs *Dependency: Timeframes are established in a single Memorandum of Understanding (MOU) among the four governments.*		Cost recovery by adequately resourcing to workload needs and recovering this cost through appropriate fees	Significant improvement to quality is expected if staff are under less intense pressure, especially when regularly asked to comment on very short notice which should not be the norm.	Improvements to both client and staff satisfaction are expected with staff available to deliver consistent service against predictable timeframes.

The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
Extensive comments are provided on applications from the Region and some are not materially relevant to the proposed development	**T1. Improve triage of applications**	• By focussing Regional resources on matters of Regional interest, time spent on the inclusion of generic comments can be saved		Cost avoidance by saving staff time from preparing comments that do not have any material relevance to the development being proposed	Some improvement to quality is expected by the elimination of the unnecessary work of manually compiling immaterial comments.	Improvement to client satisfaction is expected – because they only receive actionable comments and this eliminates their confusion/frustration with receiving immaterial comments.
Queries on engineering details from proponents and local municipalities are routed through DS planners which is inefficient and a barrier to communication	**T2. Implement circulation memo**	• Knowledge of which Regional staff that have carriage of a file can streamline communication (facilitates direct contact, especially on complex engineering matters)		Cost avoidance by freeing up DS planners time from engineering enquiries to focus on other value-added duties	Not applicable.	Improvement to client satisfaction through improved access to engineering expertise that helps expedite work on their development application (re)submissions.

The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
The Region is manually renaming hundreds of electronic files every year to suit its file naming convention; this manual work is a significant loss of otherwise value-added productive time	**T3. Standardize the file naming process**	• By standardizing filenames, the non-value-added task of staff renaming multiple files can be eliminated • Responsibility for this task can be moved away from staff to the applicant where the effort belongs • File naming could also be programmed into online e-submission platforms		Cost avoidance by removing the time for file renaming as an internal cost and externalizing this cost to the proponents	A significant improvement to quality is expected by removing manual work from staff and reducing the potential for errors in the renaming of files.	Not applicable.
Regional staff outside of DS are asked to comment on major development with frequently no background/context given on the proposal	**T4. Secure consistent format/content of circulation packages from local municipalities**	• All Regional staff will have a fulsome understanding of the project/proposal, to enable quality commenting and timely responses *Note: This is only an issue to be managed until Regional staff have direct access into the local municipalities' development tracker tool and/or its Regional development tracker tool*		Nominal cost avoidance by reducing the effort of staff to follow-up and seek information on the development being proposed	Not applicable.	A nominal improvement to staff satisfaction with the process is expected by eliminating the need to circle back with the local municipality to gain an understanding of the file.

The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
Regional staff desire to integrate with local municipality staff through the use of each local municipality's development tracker tool; the ability to actually do so currently varies	**T5. Ensure Regional staff have access to the respective local municipality's development tracker tool**	• The Region can continue to strengthen the desired integration with the local municipality's development tracker tool; modern development tracker technology can facilitate this, so it must be leveraged, where possible	• Mississauga: Expand the group of Regional staff that can participate directly in ePlans • Brampton: Region to engage with Brampton to resolve technical hurdles so Regional staff can directly input to Brampton's Accela platform • Caledon: Region to engage with Caledon to facilitate Regional staff direct input to Caledon's AMANDA platform	Cost avoidance by eliminating all handling inefficiencies with proponent submissions, circulations, and comments. Cost avoidance associated with development of a duplicative standalone development tracker tool when the Region is a partner in the processing of local municipal development files.	A significant improvement in quality is expected through the reduction of duplication, avoidance of manual work (e.g., manual circulation of files), and the potential to reduce errors (e.g., mix-up of file materials).	A significant improvement to staff satisfaction is expected since staff desire this integration and have also expressed a desire to avoid a duplicative system.
With increasing levels of intensification more development proposals are asking to tie-in to Regional stormwater management infrastructure, but the process needs updating and full cost-recovery is needed	**T6. Implement improvements to the Regional stormwater connection process**	• The increasing workload for these requests can be adequately managed • Cost-recovery for these requests which are time-consuming can be significantly improved over the nominal fees currently being charged	• DS and Transportation staff to complete process mapping • DS and Transportation staff to update reporting requirements and applicable Regional standards • Complete activity-based costing, determination of adequate fees, and updating of the fees by-law	Cost recovery is significantly improved by charging fees commensurate with the staff effort involved	Not applicable.	Some improvement to client satisfaction is expected due to the clarity gained in improving this process and making it more understandable.
DS planners that are dedicated to reviewing development applications also get involved in *local municipally-initiated Official Plan Amendments (OPAs)* that are very time consuming but not cost recovered	**T7. Reassign local municipally-initiated OPAs from DS to Regional Planning & Growth Management**	• Focusses Development Services (planning) staff on cost-recovered development files rather than policy planning matters • Optimizes cost-recovery ratio of DS staff (since the Region does not collect fees for its staff time on local municipally-initiated OPAs)		Cost recovery is optimized for DS planners by re-assigning work from them that is not supported by application fees	Not applicable.	Not applicable.

The Issue (Current State Gaps)	Recommendation	Benefits	Change(s) or Process Improvement(s)[7]	Qualitative Cost Efficiency to the Region of Peel[8]	Improvements to Quality[9]	Improvements to Client, Staff, and/or Community Satisfaction
Gaps in knowledge and knowledge vested in only a few people create risk for the Region; the Region faces a looming corporate knowledge gap with many staff nearing retirement	**T8. Enhance training and mentoring**	• Improved retention of corporate knowledge, effectiveness of staff, and collaboration • Long-term infrastructure maintenance costs are effectively managed through wise decisions by knowledgeable staff on new infrastructure	• Identify and scope specific training and mentoring needs across all DS staff, particularly in engineering where the risk of corporate knowledge loss is currently the greatest, including opportunities for cross-training/cross-pollination	Improved cost effectiveness of all staff through strengthened knowledge and greater ability to deliver their mandates. Cost avoidance by maintaining staff and reducing recruitment costs caused by undue turnover. Cost avoidance of significant long-term maintenance costs caused by new infrastructure that was allowed and later considered beyond the Region's appetite for risk.	Not applicable.	Some improvement to client and staff satisfaction is expected because clients receive consistent advice from staff, and staff are equipped with adequate knowledge to make informed judgement calls rather than face uncertainty.

3.4 Measuring the Benefits

A comprehensive, fully implemented review of Peel's Development Review Process (DRP) should generate the following benefits:

- Improved "growth pays for growth" cost recovery of staff processing effort across all DRP application categories and supporting activities/permits. Development fees modernization removes any unintended or counter-productive property tax subsidization of DRP.
- Improved consistency of execution and predictable DRP processing timeframes. Actual timeframes (number of controllable file processing days) are evaluated against performance targets for core DRP application categories featuring significant Region involvement. The key benefit is securing processing consistency as opposed to the velocity of completion. A high performing DRP model must balance due diligence of Peel's review against the timeframe certainty required of development industry applicants.
- Efficiency gains resulting from improved allocation of staffing resources, process re-engineering and technology platform productivity enhancements. Finite staff resources are redeployed so the right people are doing the right things. The trajectory of staffing cost increases is flattened over time.

It is noted that the Region has already secured "growth pays for growth" fees modernization via the Region's Development Services Fees Review executed in 2020.

Implementation of some of the strategic and tactical recommendations put forward in this report will secure process re-engineering benefits and stable processing timeframes. The financial benefits associated with these types of improvements will accrue to DRP applicants. Timeframe certainty will allow development industry applicants to manage the cash flow and supply chain complexities of their business more effectively. While it is outside the scope of this review to quantify these applicant financial benefits, they should nonetheless be recognized as significant.

It is possible to estimate/quantify the financial benefits for Peel associated with some of the other strategic and tactical recommendations put forward in this report. The tables that follow document financial efficiencies that can be re-invested in the Region's DRP model in order to reduce the net financial impact of required new staffing resources – in other words, efficiencies with the current complement of staff are first achieved, and then additional staff resources are added and cost-recovered through an appropriate incremental fee increase. Where possible financial benefits have been linked to specific recommendations.

Measuring the Benefits of Strategic Recommendations 2, 3, and 4 (Avoidance of Appeals)

A common benefit across Recommendations S2, S3, and S4 is the avoidance of appeals to the Ontario Land Tribunal (OLT)[11] due to delays in processing, which can be more accurately described as an appeal based on a non-decision that is allowed by the Planning Act. By

[11] Formerly known as the Local Planning Appeal Tribunal (LPAT), and before that, the Ontario Municipal Board (OMB).

avoiding appeals due to a non-decision, staff can remain focused on moving development files through the customary process, rather than having to manage with the sometimes chaotic process that unfolds when files are appealed.

Of the recent appeal data provided to the consulting team identifying a total 57 appeals, a rationalized subset has been used for this costing analysis. This subset represents files typical of development (e.g., re-zonings, site plans, and subdivisions) rather than those complicated by growth planning issues (e.g., Official Plan Amendments). Only appeals filed at the local municipal level were considered and appeals to Regional Official Plan Amendments were excluded. Furthermore, those files where the Region indicated an interest and were a party to the appeal were included, to offer a truer picture of when Regional staff are significantly drawn into appeals. The resulting subset includes a total of 18 appeals that go as far back as the year 2016 (i.e., span 5 years).

The following table attempts to make a conservative quantification of the cost of an appeal to the Region to inform an estimate of potential future cost savings. Based on the consulting team's experience with OLT appeals, the time cost estimate is based on the assumption that a lawyer, a law clerk, a planner, and an engineer are engaged to represent the Region's interest. The time cost estimate is also based on an assumption that the file has passed through two pre-hearing conferences, a few without prejudice meetings, preparation of the book of documents, an outline of evidence, witness statements, and reply witness statements. Lastly, an allowance of time is made for a number of exchanges between the lawyers representing the parties, as well as working meetings between the legal team, the planner, and the engineer. Since not all appeals culminate at a full hearing, we have not included hearing time but have allowed time for case management conferences. It should be noted that hearing time can range from a few days to many days depending on the issues underlying the reason while the file has been delayed.

Local municipality where appeal was filed	Number of non-decision appeals, 2016 to current	Estimates
Brampton	8	1,990 person-hours
Caledon	4	990 person-hours
Mississauga	6	1,485 person-hours

Billable hourly rate	$74 per hour
Value of time gained if these appeals were avoided	**$330,410 over 5 years**

Across 5 years, the avoidance of appeals on the basis of non-decision that involve the Region would generate an estimated at over $330,000 of staff time savings. For the planning and engineering professionals involved, their time could be redirected to the processing of development files. For lawyer and law clerk staff, this would free up these resources for other work, whereas if the Region had to retain external counsel then these costs would not be incurred.

Measuring the Benefits of Strategic Recommendation 5 and Tactical Recommendation 5 (Development Tracker)

Adoption/utilization of a modern DRP development tracker tool/solution will generate a significant automation efficiency dividend for Peel. Recommendations S5 and T5 set out a practical development tracker tool/automation pathway for Peel. This pathway is consistent with the foundational requirement of Peel and the local municipalities to create a tightly integrated DRP performance culture and business model.

Direct participation of Peel staff inside the three local municipal DRP development tracker tools will significantly reduce cumbersome manual/low-tech work activities now conducted by Region staff outside any DRP development tracker tool. Based on our extensive DRP review experience, Dillon/Performance Concepts are confident that a 3% to 5% efficiency dividend will be secured via development tracker tool participation.[12] The table below quantifies the 3% to 5% efficiency divided.

Hours across core planning, subdivision, engineering and servicing functions		Estimated value at $74/hour
Current DRP effort	71,550 hours*	**$5,294,700 per year**
Lower end estimate of DRP development tracker automation dividend (3% of current effort)	2,147 hours	**$158,878 per year**
Upper end estimate of DRP development tracker automation divided (5% of current effort)	3,578 hours	**$264,772 per year**

**Source: Watson Fee Review DRP Annual Processing Hours*

An estimated 2,147 to 3,578 of existing processing hours of staff effort could be freed-up to execute higher value-added DRP functions moving forward. This freed-up staff effort has an estimated value of $159K to $265K. Over five years, that dividend ranges from approximately $794,000 to $1.3 million in freed-up staff effort.

Measuring the Benefits of Tactical Recommendation 3 (File Renaming)

The externalizing of effort from staff to the applicant for the renaming of files to match the Region's file naming convention is expected to create a dividend for Peel.[13] Staff effort currently spent on renaming/reorganizing application files can be reduced or eliminated entirely by requiring applicants to follow a specific, pre-defined file naming scheme when submitting digital files as part of an application. This approach appropriately places the time obligation on the proponent where it belongs instead of placing this burden on Region staff.

[12] Notable is the finding in the AMO report titled Streamlining the Development Review Process: Best Practices Guide, which states, "professionals who use the [development tracking] system have experienced time savings of up to 65%, a reduction in need for human resources of up to 44%, printing cost savings of up to 72% and reduction of hardcopy storage by up to 54%."

[13] In the long-term, it is expected that this file naming scheme would be implemented automatically by a digital solution which sets file names based on pre-defined parameters (i.e., the applicant uploads the files through a customer portal, and then the software automatically renames the files; alternatively, the files could be organized within the database such that the need to rename files is entirely negated).

The potential efficiency dividend has been estimated on the basis of no longer having staff expend effort on file renaming as part of the application intake process (approximately an hour) but there is still some nominal handling time (5 minutes), for a net benefit of 0.92 hours. Based on a review of previous studies undertaken for the Region combined with industry experience, Dillon/Performance Concepts estimate that approximately 239 hours of staff effort per year could be freed-up to execute higher-value tasks moving forward.

Estimated time saved from on renaming and reorganizing files	Approximate annual application volumes[14]	Estimated value of savings
0.92 hours	260	239 person-hours per year

Billable hourly rate	$33 per hour
Value of time gained if this work is externalized	**$7,887 per year**
Value of time gained over a five year period	**$39,435 over a five year period**

This freed-up staff effort has an estimated value of approximately $7,887 per year. Over five years, the efficiency dividend is estimated at $39,425 in freed-up staff effort.

Measuring the Benefits of Tactical Recommendation 7 (Local OPAs)

Tactical recommendation T7 is all about "who does what". The recommendation reassigns internal responsibility for policy driven local OPAs to Regional Planning and Growth Management. This re-assignment frees-up existing staff processing capacity across the Region's Development Services' Mississauga, Brampton, and Caledon teams to execute file-driven core work. The estimate of time effort is based on the consulting team's experience with municipally-initiated planning studies that culminate in a local Official Plan amendment. We have considered Regional staff involvement in shaping a study's terms of reference, participation on the project steering committee, review of various reports, attendance at a few public consultation events, and review/commenting on the local OPA. The following table quantifies the dollar value of this efficiency by using back-casting across 2016 to 2020 to inform a potential valuation of the improved cost recovery.

[14] For local OPAs, subdivisions, condo, major and minor site plan, and re-zoning files.

Municipality	Locally-Initiated OPAs					5 Year Period
	2016	2017	2018	2019	2020	2016 to 2020
Total number of OPAs for Brampton, Caledon, and Mississauga	9 OPAs	2 OPAs	4 OPAs	8 OPAs	3 OPAs	**26 OPAs**
Time estimate at 90 hours per OPA	810 hours	180 hours	360 hours	720 hours	270 hours	**2,340 hours**
Billable hourly rate	$74/hour					
Estimated total effort for Regional staff	$59,940	$13,320	$26,640	$53,280	$19,980	**$173,160**
Assumption of efficiency gain – two-thirds of workload shifted to RPGM	66%					
Value of the DS time that can be cost recovered	$39,560	$8,791	$17,582	$35,165	$13,187	**$114,286**

Across 5-years, the reassignment of two-thirds of the local OPAs that involve the Region's Development Services teams would free-up an estimated $114,286 of processing capacity to deploy against traditional development file activities. The OPA work would no longer consume fee-supported staff hours.

Summary of Minimum Expected Cost Efficiencies[15]

Based on measuring the benefits of Recommendations S2, S3, S4, S5, T3, T5, and T7, there is the opportunity to achieve approximately $1,279,000 to $1,808,000 in cost efficiency and optimization of staff's fee-recoverable time over a five-year implementation period. This value is considered a minimum expectation of cost efficiencies.

The remaining strategic and tactical recommendations will all secure process execution efficiencies and timeframe consistency/predictability. Many of these are considered "fine grain" time savings that could not be pinpointed from the recent Development Services Fees Review[16], so it is difficult for the consulting team to convert these savings into an accurate dollar value of cost avoidance, cost savings, and/or efficiency. Nonetheless, our perspective is that "every minute matters", and if even small amounts of time can be saved then that time saving magnifies over the size of the DS team, and amplifies over numerous years.

As already noted, significant financial benefits will accrue to applicants as a result of these recommended improvements. The Region may wish to engage in a dialogue with development

[15] The Provincial reporting requirement under the funding agreement for this service review defines these savings as "quantifiable efficiencies" so this is how these savings will be reported to the Province.
[16] This report is available on the internet at:
https://pub-peelregion.escribemeetings.com/filestream.ashx?DocumentId=5636

industry stakeholders to gain insight in the quantifiable cash flow/supply chain benefits (in terms of dollars) that applicants will secure from a critically important improvement in overall DRP timeframe stability.

Lastly, it is also important to note that additional resources needed to improve service delivery are considered cost-neutral to the Region – this is because the development review function operates on a cost-recovery basis, and so a commensurate increase in development fees will offset the costs of new technology, additional staff, etc.

3.5 Recommended KPIs: Measuring Peel's Future State Development Review Process Performance

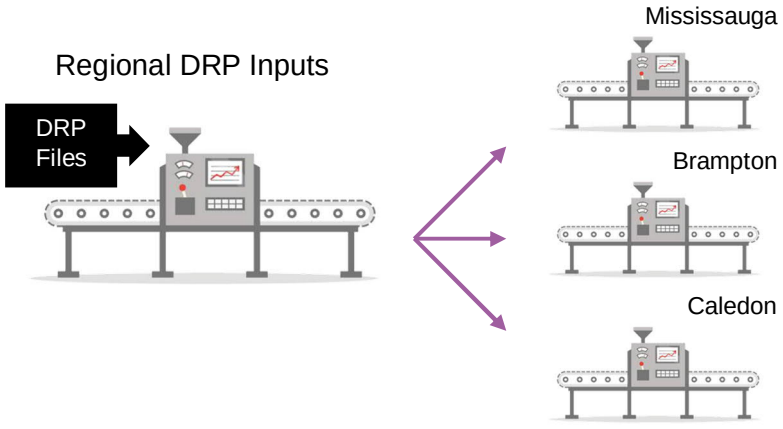
As the Region implements Future State process streamlining and commits to improved integration across the Mississauga, Brampton and Caledon development review channels, the design and deployment of accountability-driven performance measurement tools becomes mission critical.

3.5.1 Driven by LEAN Thinking

The design of Peel's development review process (DRP) performance measurement toolkit should be driven by LEAN thinking[17]. As Peel development industry stakeholders confirmed, a high-performing development review model must centre on consistency and predictability, as shown below.

Thinking About the Region's Development Review Process (DRP) as an "Industrial" Assembly Line

- Velocity of the Region's DRP assembly line (timeliness of Regional inputs routed to the three local municipalities
- Assembly line quality control (addressing completeness/ quality of DRP submissions for review)
- Consistency of the Region's internal DRP assembly line (velocity + quality control) as it routes a high volume of inputs across the three local municipal DRP assembly lines



[17] LEAN thinking comes from manufacturing and has been adapted to many other sectors. LEAN thinking means to maximize customer value while minimizing non-value-added work. Simply, LEAN means creating more value for customers with fewer wasted supplies/personnel/time/cost. For more information, see www.lean.org.

The two-tier assembly line must achieve consistent/appropriate processing velocity. In order to do so the Region and its local municipal partners must execute appropriate quality control of applicant submission packages to avoid inefficiencies/wasted effort during Technical Review Cycles. Once the local municipalities and Peel confirm standardized processing timeframes (velocity) for Region's Technical Review Cycles in a binding MOU, the Region can resource itself appropriately to meet those timeframe targets.

The Region is making a Future State commitment to integrated tracking/executing of its DRP work within the three local municipal DRP development tracker systems. Local municipal development tracker tools will need to deploy countdown clock functionality. Countdown clocks will need to measure controllable file processing days and produce timely reports for the Region (see figure below). These countdown clock performance reports will compare actual file processing timelines to target timelines that have been imbedded in a binding single MOU among the four governments. Additional countdown clock functionality will also track and report file processing days that a given application/submission package was in the control of the applicant or their consultant. Local municipal countdown clock functionality should be able to configure and report on differentiated first review cycle timeframes versus subsequent review cycle timeframes.

DRP Performance Measurement Workflow Tool Data Sets

Toolkit requirements:

1. DRP file tracking and reporting of ***actual versus targeted timeframes***
2. Countdown clocks based on ***controllable processing days***

3. Additional countdown clock reporting on ***applicant controllable file processing days***

3.5.2 Quantifying Standardized Units of Output

The key to successful DRP performance tracking and resourcing is to quantify and count standardized units of output (DRP products). The Region's DRP processing outputs are fairly straightforward.

Core Regional DRP Processing Outputs

1. *Complete applications/submission packages that move through multiple **Technical Review cycles** on the way to a local municipal development review decision*
2. *Servicing connection permit applications/packages that are review on the way to a **regional permit issuance decision***

Both of the Region's core DRP processing outputs are countable and measurable:

- Number of technical review cycles executed
- Number of servicing connection permit issuance decisions generated

The Region executes Technical Review Cycles as a standard unit of Output. The number of Review Cycles per DRP application varies. The Region's Technical Review Cycle Outputs become review cycle Inputs for each of the local municipalities who oversee three distinct DRP approvals channels. The single MOU among the four governments will standardize the Region's assembly line velocity when providing these review cycle Inputs to Mississauga, Brampton and Caledon. The Region can be accountable for properly resourcing itself (staff processing hours) to process the required number of Technical Review Cycles at the agreed-upon assembly line velocity/timeframes embedded in the MOU.

Peel also generates Servicing Connection Permit decisions for applicants that apply directly to the Region. Standardized timeframes for issuing permit decisions will improve integration with the three local municipal DRP assembly lines. The number will inform resourcing of the Service Connection Permit process (staff processing hours) of countable permit decision Outputs that need to be generated in accordance with timeframe targets. Servicing connection timeframe targets should also be embedded in a single MOU among the four governments because the timing of the Servicing Connection Permit is a crucial processing milestone during the transition from Site Plan approval to Building Permit issuance.

3.5.3 Design of Key Performance Indicators Focussed on Technical Review Cycles

In the realm of DRP, there are three structural process elements prior to approval that are conducive to KPIs, namely:

1. Pre-consults;
2. Application submissions; and,
3. Technical review cycles.

In a two-tier development and approval system, the local municipalities lead the vast majority of the Planning Act development application processes, while the Region's most significant involvement is in the structural process element of ***technical review cycles***. It is for this reason

that technical review cycle KPIs are discussed in detail below. Supplementary KPIs on pre-consultation and application submissions that the Region may wish to explore with the local municipalities can be found in **Appendix E**.

When considering the detailed design of DRP KPIs, Peel should adopt two key design concepts. Average processing times should be adopted to reflect processing velocity. The frequency at which processing timeframes are met should be used to reflect processing consistency/dependability. Beyond processing timeframes per review cycle, the Region should also track the absolute number of technical review cycles (both comments sent out, and resubmissions received) with the applicant required per submission. The number of review cycles is the main driver of overall application decision timeframes with the three local municipal DRP assembly lines.

KPI Design Concepts	
Technical Review Timeframes	Technical Review Cycle Counts
Percentile approach (8 out of 10 Site Plan circulations in 30 controllable file days or less)	Percentile approach (6 out of 10 Site Plans executed in less than 3 circulations)
Average (actual) timeframes versus average (target) timeframe	Average actual number of circulations versus average target number of circulations

3.5.3.1 Recommended KPIs for Technical Review Cycles

The following table sets out the KPIs that Peel should adopt for tracking and reporting results associated with its execution of Technical Review Cycles. KPIs include processing time averages per Review Cycle, the average number of Review Cycles per application, and the percentile of Review Cycles achieving a timeframe target set out in the single MOU among the four governments.

Effectiveness (Quality) KPIs		
Technical Submission Reviews 	• Average number of controllable file processing days for a first technical review cycle (sorted by DRP application categories) • Average number of controllable file processing days for subsequent technical review cycles to be executed (sorted by DRP application categories • Average number of technical review cycles required to generate a Regional design approval on a given application (sorted by DRP application categories) • Percent planning application first technical review cycles completed in 'X' controllable file processing days or less (sorted by DRP application categories) • Percent planning application subsequent technical review cycles completed in 'X' controllable file processing days or less (sorted by DRP application categories) • Percent post-draft plan detailed engineering review cycles completed in 'X' business days or less	**Average measures speed** **Percent hitting processing day targets measures consistency/ predictability**

3.5.3.2 Recommended KPIs for Servicing Connection Permit Issuance

The following table sets out the KPIs that Peel should adopt for tracking and reporting results associated with its generation of Servicing Connection Permit Issuance. Average timeframes for arriving at a Permit Issuance decision can be combined with a target around the percentage of Permit Decisions meeting a standardized target embedded in a single MOU among the four governments.

Effectiveness (Quality) KPIs		
Servicing Connection Permit Issuance Decisions 	• Average number of business days for servicing connection permit issuance – decision generated after receipt of a complete permit application submission • Percent servicing connection permit decisions issued within 'X' controllable file processing days or less	**Average measures speed** **Percent hitting processing day targets measures consistency/ predictability**

4.0 Implementation Roadmap

The Region needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. It is expected that Development Services will lead implementation in close coordination with local municipal partners, as well as the commenting divisions/business units within the Region. If significant resources are needed, implementation will follow after approval of funding. With regard to measuring success, the Region's commitment to continuous improvement and KPIs will help Management confirm that that DRP is operating as efficiently and cost-effectively as possible.

The roadmap on the following page places all of the strategic and tactical recommendations into an implementation plan. With strategic recommendations needing some time to implement and tactical recommendations representing "quick wins", there is an opportunity to advance both in parallel. Where recommendations have dependencies, this is noted in the roadmap below. A financial forecast of "quantifiable efficiencies" is also shown by averaging the values computed in Section 3.4 of this report, and totals approximately $1.2 million across the five years, bearing in mind that the gains have been previously noted as a minimum expected level of cost efficiencies.

It should be noted that ***Recommendation S2 plays a critical role in aligning the complement of staff to workload, and is therefore prioritized for immediate implementation***. Where other recommendations rely on the existence of staff to deliver success, these recommendations generally fall in line after S2 has been actioned.

It is further recommended that a 1-Year Progress Report be completed to revisit the implementation and adjust the roadmap as needed to ensure successful implementation.

4.1 Roadmap Including Financial Efficiencies Forecast[18]

No.	Recommendations	2021	2022	2022	2023	2023	2024	*Future*	Total
		Q4	Q1/2	Q3/4	Q1/2	Q3/4	Q1/2	*2.5 yrs*	**Saved**
	Strategic Recommendations								
S1	Improve Regional staff alignment to their role								
S2	Distribute staff resources more effectively			$33K	$33K	$33k	$33k	*$165K*	**$297K**
S3-A	Identify application quality issues earlier on: Improving pre-consultation attendance[19]								
S3-B	Identify application quality issues earlier on: Improving pre-consultation applicant info								
S3-C	Identify application quality issues earlier on: Improving deeming complete[19]								
S4	Equip the Region with more engineering authority for engineering solutions								
S5-A	Invest wisely in technology: Improving performance analytics								
S5-B	Invest wisely in technology: Scoping of development tracker[18]						$132K	*$662K*	**$794K**
S6	Standardize commenting timeframes								
N/A	**1 Year Progress Report**			◆					
	Tactical Recommendations								
T1	Improve triage of applications								
T2	Implement circulation memo								
T3	Standardize the file naming process		$4K	$4K	$4K	$4K	$4K	*$20K*	**$39K**
T4	Secure consistent format / content of circulation packages from local municipalities								
T5	Ensure Regional staff have access to the respective local municipality's development tracker tool								
T6	Implement improvements to Regional stormwater connection process								
T7	Reassign local municipally-initiated OPAs from DS to RP&GM			$11K	$11K	$11K	$11K	*$57K*	**$103K**
T8	Enhance training and mentoring								

[18] Numbers may not sum directly due to rounding; prioritization and timelines of recommendations are subject to change based on interdependency of technology implementation under Recommendation S5-B.
[19] Dependency: All terms of reference and engineering standards are updated and readily accessible.

5.0 Closure

The implementation of the recommendations in this report is expected to significantly enhance the Region's ability to meet its current and future objectives for efficiency, customer-centric service delivery, and legislative compliance. By engaging with local municipal partners and development industry stakeholders through this service review, coupled with research and independent analysis, the consulting team was able to find process and other improvements that save time, avoid cost, reduce duplication, and/or enhance downstream productivity, thereby creating value in the system.

The buy-in and positive feedback from local municipal partners on the recommendations is noteworthy and a strong indicator that the Region will be able to successfully implement all the recommendations. Given the success of this approach and this service review, the Region should actively conduct this type of review on its other services – such that efficiency, accountability, and continuous improvement become fully integrated into the way that every employee works.

Appendix A:
Peer Benchmarking Summary

1 – Workflow Tools

	Durham Region	Halton Region	York Region
1.1 What workflow tool is used to track Planning Act applications in your municipality? Is it automated or does it rely on manual data entry?	• Land Development Office (LDO) ESRI product, stopped supporting it 3 years ago. • Laborious tracking - started in 2009. • It has worked, but not well. • The LDO system is currently used for all development applications; information is entered into that database manually. • Anecdotally, this requires a lot of energy/effort from planning staff and is low value (has been worse during Covid). **ADDITIONAL COMMENTS** • Everything went digital during Covid. • Burden of additional admin effort/data entry went to planning (i.e., not Clerks). • The new PLANit tool should help with this, but there's a recognition that it's more about culture + roles/responsibilities.	• Halton is using Posse by Computronix; this was selected for its broader 'enterprise' operability, since it has more features than just development tracking. **ADDITIONAL COMMENTS** • Have the 'tough conversations' earlier on about the system, before selecting the tool or the service provider. • Everything except for enhanced reporting is unlocked. • It took a few years to be fully operational, and still working on getting the software fully set up for reporting of quality and timeliness of service.	• York uses YorkTrax system, which is based on a Salesforce/SharePoint technology platform.
1.2 Is it consistently used by Planning and Engineering staff?	• Not clear whether all staff involved in development review and approvals at the Region are currently using LDO, but Planning and Works are (primary departments).	• Yes, there has been excellent use of the system by Regional staff. An extensive investment was made on training staff to use the system. **ADDITIONAL COMMENTS** • They did work with staff from across the different departments at Halton for the training/roll-out. • It's always good to check-in and get together as a larger group, and make sure that everyone is fully understanding and using the platform as consistently as possible. ○ Region holds lunch and learn sessions to discuss system features and enhancements.	• YorkTrax is the central tracking system used for development review and approvals in York, and is populated by all Region Planning & Development Engineering staff. • Staff noted that effective/timely development review and approvals process execution depends on the process discipline (i.e., highly structured workflow) provided by the YorkTrax system.

	Durham Region	Halton Region	York Region
1.3 Recent or planned improvements re workflow tool?	• Launching online development approvals process platform (training in July, start using in August). • Expectation is that the new system will include planning and works initially, then expand to all other involved departments/divisions. • Roll out internally first then encourage locals to embrace it (as a circulation tool). • Computronics PLANit (via Posse software) development tracking and circulation system will include internal and external portal functions ○ Go-live scheduled for July 28 • All files are uploaded here, then circulated via this software (e.g., Clarington would upload to the Regional portal). • Still up to the Regional planner to circulate the materials to the internal department and external agency (if applicable). • Email automated from this system. • Have embraced all electronic submission and payment will be quick data entry, from application form (admin function) circulated internally and externally. • Pulldown list to identify stakeholders that need to be circulated; this list can be saved for future use (as a drop down); very efficient system generates a to-do list every day with timelines (dashboard). • When an application is submitted, the respective manager checks it, then admin clerk creates a file. • It's connected to the web portal + mapping + circulation templates for agendas, circulation memos, notes, etc. • Contact: Lino + Stephanie Jones for further info.	• They haven't yet fully implemented the sub-activities of (1) legal agreements and (2) construction inspection. • This is still happening outside of the system, and making the best use of their current arrangement, with email being copied into the system; but it's on the horizon for this improvement. **ADDITIONAL COMMENTS** • Halton has a unique allocation program – developments must first 'buy in' before they can file for subdivisions, but this means that Halton must manage a process of accounting for these 'bought in' units and the payment made. They made the choice to 'go light' on this aspect of their process in their software system; the allocation tracking resides outside of it.	• York Region's 2021 Audit & Accountability Fund project is focussed on integrating local municipal and Region development review and approvals processes in the YorkTrax system. • Some local municipalities will potentially work only in YorkTrax; others will maintain their own standalone workflow tools (Markham/Vaughan). The YorkTrax system will therefore need to integrate/communicate seamlessly with E-Plans in Markham or Dynamics 365 in Vaughan. The system will also have to incorporate a detailed local municipality workflow process map for those municipalities wishing to use YorkTrax instead of funding/developing their own workflow tool. • Integration between YorkTrax and local systems is "the performance dream" York Region is working towards in their Audit and Accountability Fund project.
1.4 Is the workflow tool integrated with local municipal partners or a standalone Regional system?	• Standalone system. • Locals will have access to upload and download.	• Standalone Regional system. **ADDITIONAL COMMENTS** • There is still no interface/integration with local municipal systems. • They have moved to full electronic circulation. • A single person sets up the initial files in the system at the Region. • They have spoken to Conservation Halton about their interest in the tool, but the conversation has yet to evolve further. • How do they coordinate if there are two separate platforms? ○ Region gets the info by e-mail or FTP, and they submit comments, and then Oakville plugs it into their system (for example). • Great reception by both tiers of staff, generally no issues; the pandemic has given them an opportunity to refine it as a necessity. • The Region was alongside the municipalities in the shift to online during Covid, and full electronic is the 'norm' now.	• The workflow connection point between YorkTrax and local workflow tools is currently quite limited. • Local municipal staff are provided with YorkTrax downloads and/or online URL links to Region comments/materials etc. inside YorkTrax. • Region Development Engineering staff also directly populate the ePlans system in Markham (e.g., comments and drawing mark-ups). • York recognizes the unacceptable inefficiency of Site Planning and Engineering staff independently having to populate multiple workflow systems. • While current integration between Yorktrax and local municipal systems is limited, it still exceeds the degree of integration currently seen in Peel Region.

2A – Role of Regional Planning

	Durham Region	Halton Region	York Region

2.1 Since the local municipal planners run the development application process, what is the role of Regional planning in the application process?	● Planning manages the one-window approach.
	● There has been a movement to stop working in a siloed environment.
	● Planning plays a role from a policy development and implementation perspective.
	● Northern (local) municipalities rely on the Region as approval authority for a number of Planning Act applications.
	● Consent is managed by the Region (via the Land Division Committee), while Committee of Adjustment is managed locally.
	● Can be tricky to manage planning resources in practice
	  ○ e.g., planning staff are participating in an LPAT hearing on road widening of 2 m, not a planning issue.
		● Halton Region has an MOU that clearly sets out its role; this has been in place since the 90s with Provincial delegation and has been recently updated. It is clear that they are an agency that is circulated to comment.
		
		ADDITIONAL COMMENTS
		● The MOU & implementation also tried to understand the historic MOU's where the Provincial responsibilities were assigned to upper-tiers.
		● The need for consistency with Provincial interest has to manifest on-the-ground with due diligence (e.g., recent Land Use Compatibility guidelines which was assigned in the mid-90s)
		  ○ This doesn't manifest day-to-day because so much is so strongly vested in the Regional OP
		  ○ The Region does provide an economy of scale on specialized discipline-type reviews (more economy of scale to have this centralized); specialized reviews include noise, air quality, etc. – suspects this could continue going forward.
		● The provincial Growth Plan for the Greater Golden Horseshoe has put an emphasis on the upper-tier for policy planning (MTSA, employment lands); still a lot of accountability on the Region.
			● York Region recognizes it has 2 distinct roles:
			  ○ 1. The allocator of finite servicing capacity across local municipalities.
			  ○ 2) A commenting role on Development Engineering matters in regards to servicing and infrastructure in the Regional road allowance.
			● York Region exhibits a scaled-down scope of responsibility compared to Peel where all water and wastewater infrastructure falls under the Regional interest.

2.2 Does the Regional Planning culture align with the role of facilitation/support of local goals and objectives? Is there alignment in terms of planning vision between upper and local municipal partners?	● This is an issue, particularly in downtowns accessed by Hwy 2 ● Objectives of Works Department is moving people as fast as possible through, whereas Planning objectives are completely different (e.g., place making). ● Addressing this disconnect is starting to get traction. There's recognition of the need for balance (e.g., Secondary Plan workshops with planning + engineering at upper and lower-tiers).	● Yes - the Region is genuinely concerned about meeting the expectation of the customer, and that customer is the lower-tier municipality.	● York Region is focused on the challenging objective of allocating/staging servicing capacity in a system comprised of 9 local municipalities.

2B – Role of Regional Engineering

	Durham Region	Halton Region	York Region

2.3 High level, what is the role of Regional Engineering?	• Water/Wastewater
	• Regional transportation infrastructure
	• Waste management
	• Subdivision design review for northern municipalities
	• Other matters of provincial interest, including (but not limited to):
	  ○ Land use compatibility
	  ○ Site contamination
	  ○ Noise
	  ○ Source water protection
		• Halton Region has a long-established clear role to plan for, allocate development to, and approve development tied to the Region's major road, water, and wastewater infrastructures.
		
		ADDITIONAL COMMENTS
		• The allocation program is unique to Halton Region. It is also a unique way that Halton affirms its role in managing growth through infrastructure, and recovering infrastructure costs.
			• Regional engineering business unit runs/executes the technical side of development approvals at York Region. They oversee agreements, run the entirety of Site Plan review and the post-Draft Plan detailed engineering review for Subdivision process.
			• Regional Engineering has a standalone Program Management framework – one (1) Development Engineering Manager, two (2) Program Managers, and two (2) Development Engineering teams based on portfolios of local municipalities.
			• One (1) Engineer and three (3) Engineering Technologists are included in each of the two geography/local municipality defined teams.
			• A standalone team of four (4) York Region inspectors handles clearance of conditions and return of securities.
			• Engineering team complement is significantly larger than the corresponding complement of six (6) FTE Development Planning staff.
			• York Region's approach to development engineering stands in marked contrast with Peel, where the core engineering work is managed/coordinated by planning staff.

2.4 Do any resourcing bottlenecks occur, as it relates to the engineering scope of the development approvals process?	• Works has been known to be delayed, typically as a result of volume.
	• Discrepancies in comments amongst departments can delay the process significantly.
	• Role of the Planner is to resolve conflicts and discrepancies (through one-window process).
		• Halton has added some Development Project Managers 'DPMs' (DPM is the organization name assigned to the engineers and engineering techs that are engaged in the process), and now have 6 full-time DPMS, 3 for northern and 3 for southern.
		• In addition 2 contracted-out DPMs for surge capacity, b/c of the allocation program and especially in north Oakville).
		• Now making a pitch for another Development Engineer – they need the senior level support and they need a position at that level.
		
		ADDITIONAL COMMENTS
		• They went through a reorg, and split Community Planning into two – north and south, because of the complexity and volume of work and need for senior-level oversight.
		• Last year they had a considerable number of files (complex files, too), plus LPAT appeals, plus aggregate developments.
		• The two teams still work as a cohesive unit, and so far it has been working quite well.
			• The teams are busy and sometimes struggle to deliver comments on their four week standardized cycle.
			• A single timeframe standard for review cycles is generally applied regardless of the source municipality (i.e., no differentiated cycle time frames across various local municipalities).
			• Despite the general standard timeframe approach, staff acknowledged the "squeaky wheel" reality of one-off rush timing for review of certain files in various municipalities.
			• Note that the four-week review timeframe applies to York Region's limited role regarding infrastructure within the Regional right of way, therefore Peel has justification for a longer review timeframe cycle dealing with more complex infrastructure.
			• Also note the York Region's Development Engineering Program Managers filter files in terms of "Regional Significance" before any files are allocated to their teams.
			  ○ This cuts down on low value files being circulated and creates immediate resolution of these files (e.g., Minor SPs) often on the same day.
			  ○ This approach contrasts with Peel, where planners manage the engineering teams/staff and cannot technically evaluate "Regional Significance/Interest" at the outset.
			  ○ York Region planning staff expressed skepticism about the prospect of planners technically evaluating files instead of engineering staff (e.g., Program Planners).

3 – Organizational Design / Resourcing

	Durham Region	Halton Region	York Region
3.1 How many development planners vs development engineers support development applications at the Region?	• Close to 1:1 ratio of Planners to Engineers. • Org chart depicted in **Figure 1.**	• 11 planners (plus 1 vacant position); 6 development project managers (engineering) with prospective hire for a total of 7 working on the front end 'Community Planning' North and South teams. • Number working in Public Works that serve the development approvals function is TBD. • Org chart depicted in **Figure 2**.	• York Region employs six (6) Development Planning staff, split equally into two geographic portfolios (i.e., three planners in each team) ○ In contrast with Peel, note how York Region's engineering team complement is significantly larger than the corresponding complement Development Planning staff, and how York Region's Development Engineering team complement is also larger than the Peel Development Engineering team despite a narrower range of infrastructure issues to deal with. • York Region development planning staff coordinate and transmit file comments to locals and track completion against timeframes in the YorkTrax system. • York Region staff focus their review function on high-level issues of servicing capacity and development within the Regional right-of-way. • Org charts depicted in **Figure 3** and **Figure 4**.
3.2 Are teams organized by business unit (function) or by geographic area (by local municipality)? Some combination of the two?	• Try to be aligned with a local municipality (both Works and Planning). • DRT, Transportation, Health, etc. are all ad-hoc.	• By geography - north and south.	• York Region employs standalone Development Planning team and standalone Development Engineering team. • Development Planning and Development Engineering teams are integrated within two portfolios defined by geography/municipality.
3.3 Autonomy to make decisions in Engineering group?(e.g., flexibility beyond documented design standards)	• Anecdotally, yes. • Didn't speak directly with Works staff to confirm, but Planning staff are satisfied with the Engineer's approach to problem solving.	• Yes; the implementation guide of the MOU specifically states that the Region will resource with "staff with sufficient decision-making authority".	• Key observation: Development Engineering staff at York Region have autonomy to resolve technical issues because they have Program Management status and engineering staff in management positions. • Development Engineering staff play a key technical role and act as coordination agent for collecting and consolidating comments from internal business units.
3.4 Do you feel there is an adequate distribution of resources between planning and engineering at the Regional level?	• Noted some concerns with capacity of Engineering staff and suggested that more development engineers would be helpful (especially based on volume, concentrated in certain areas like Seaton). • Similar concern re planning, based on the geographic distribution of resources (e.g., 14 active Secondary Plans in Clarington).	• Yes; this has generally been the case because of the clarity of roles in Halton Region, and because many municipalities have grown their [engineering] staff complement significantly to respond to their growth pressures.	• York Region staff were taken aback at Peel's current model of planning and engineering staff distribution, along with the absence of robust/formal development engineering program management oversight.
3.5 Do the stakeholders involved in an application know who else is involved/who they can go to?	• Yes, this seems to be well understood in Durham.	• Yes; in past experience through Halton's DPESR, their points of contact for engineering approvals was quite transparent.	• Regional staff relationships with their local municipal counterparts are good because team membership is stable and does not shift, allowing for trust to be built over time between technical staff at the two levels of government; this points to the importance of continuity at the staff level.

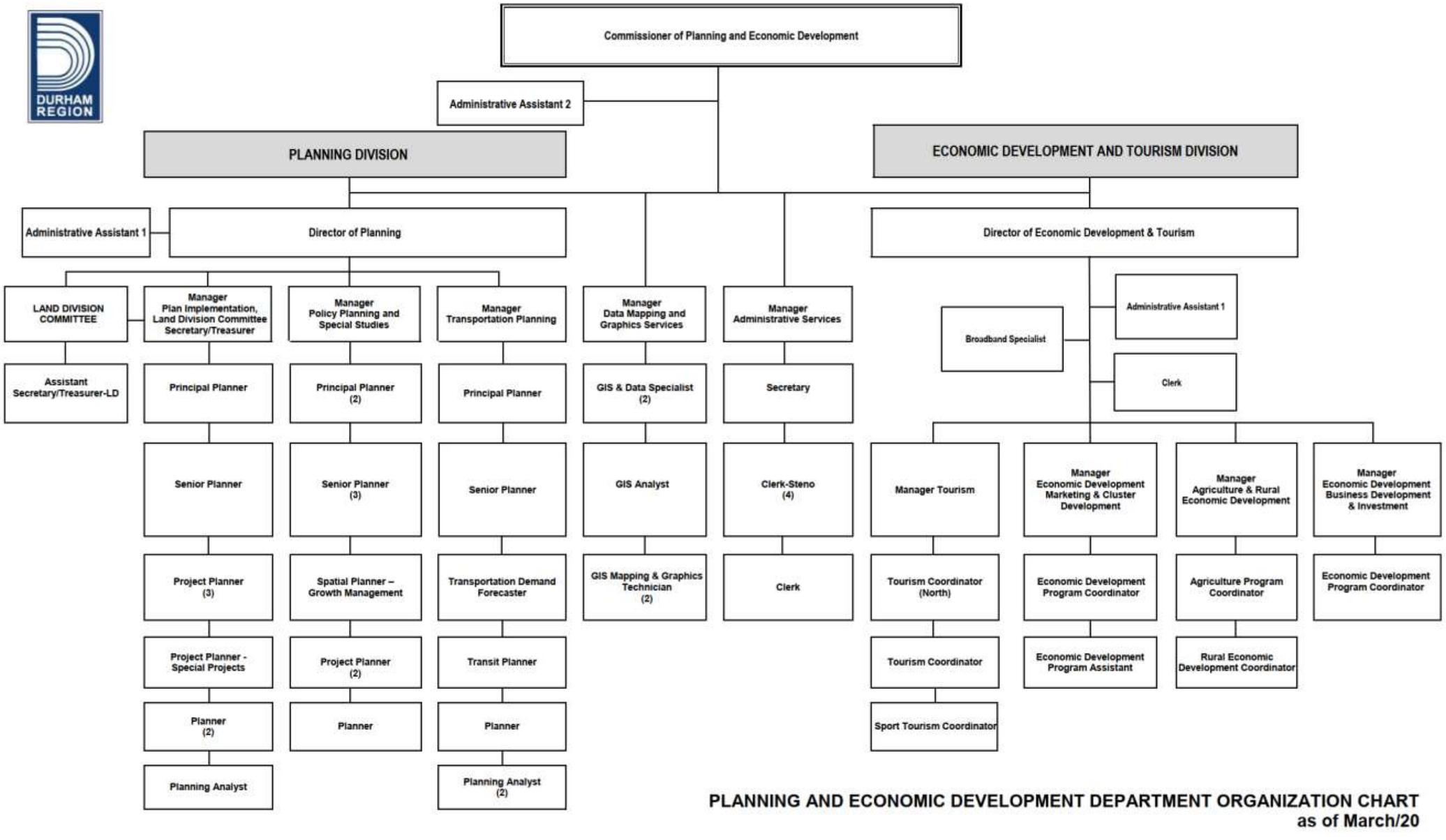


Figure 1: Org chart for Durham Region

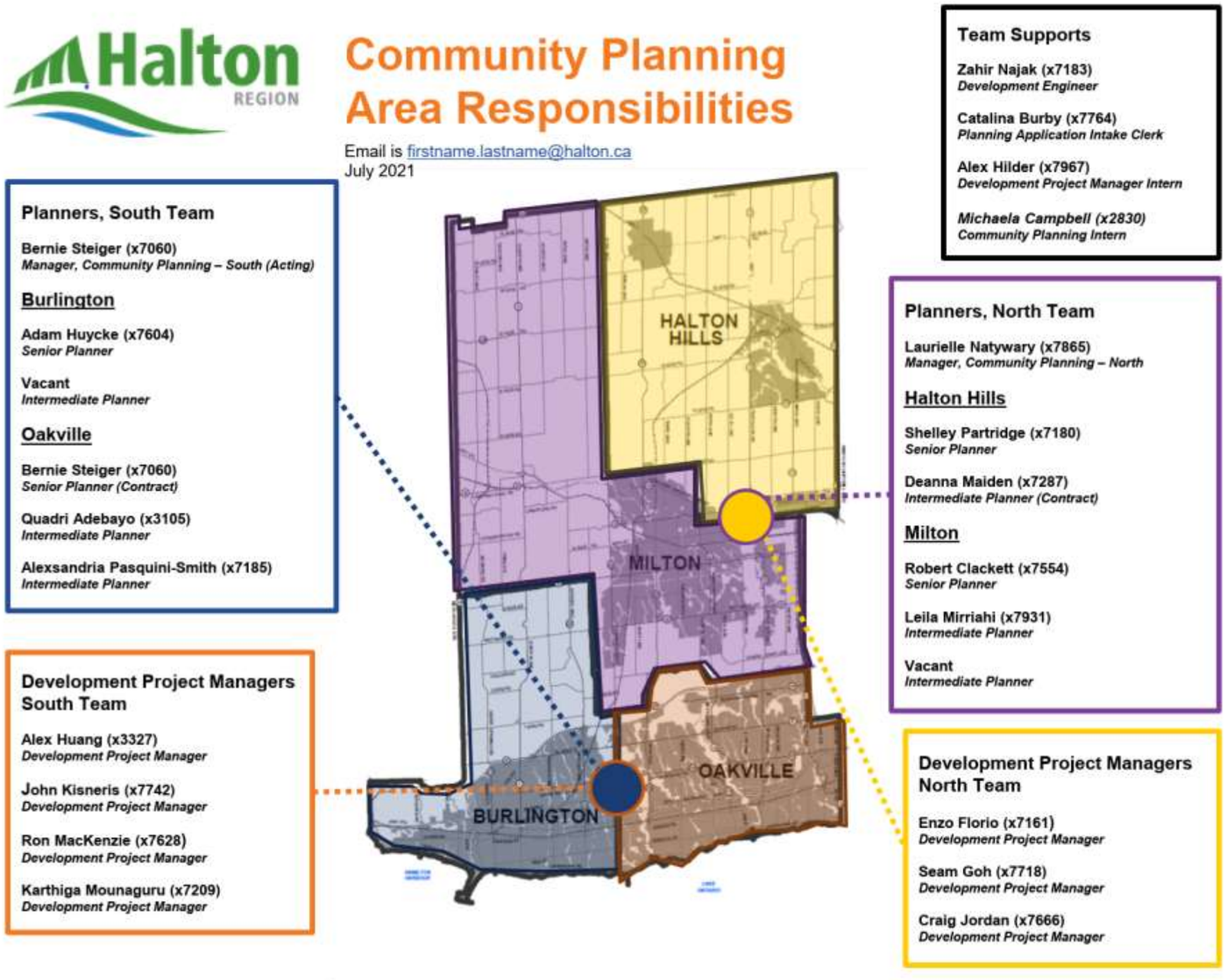


Figure 2: Org chart for Halton Region

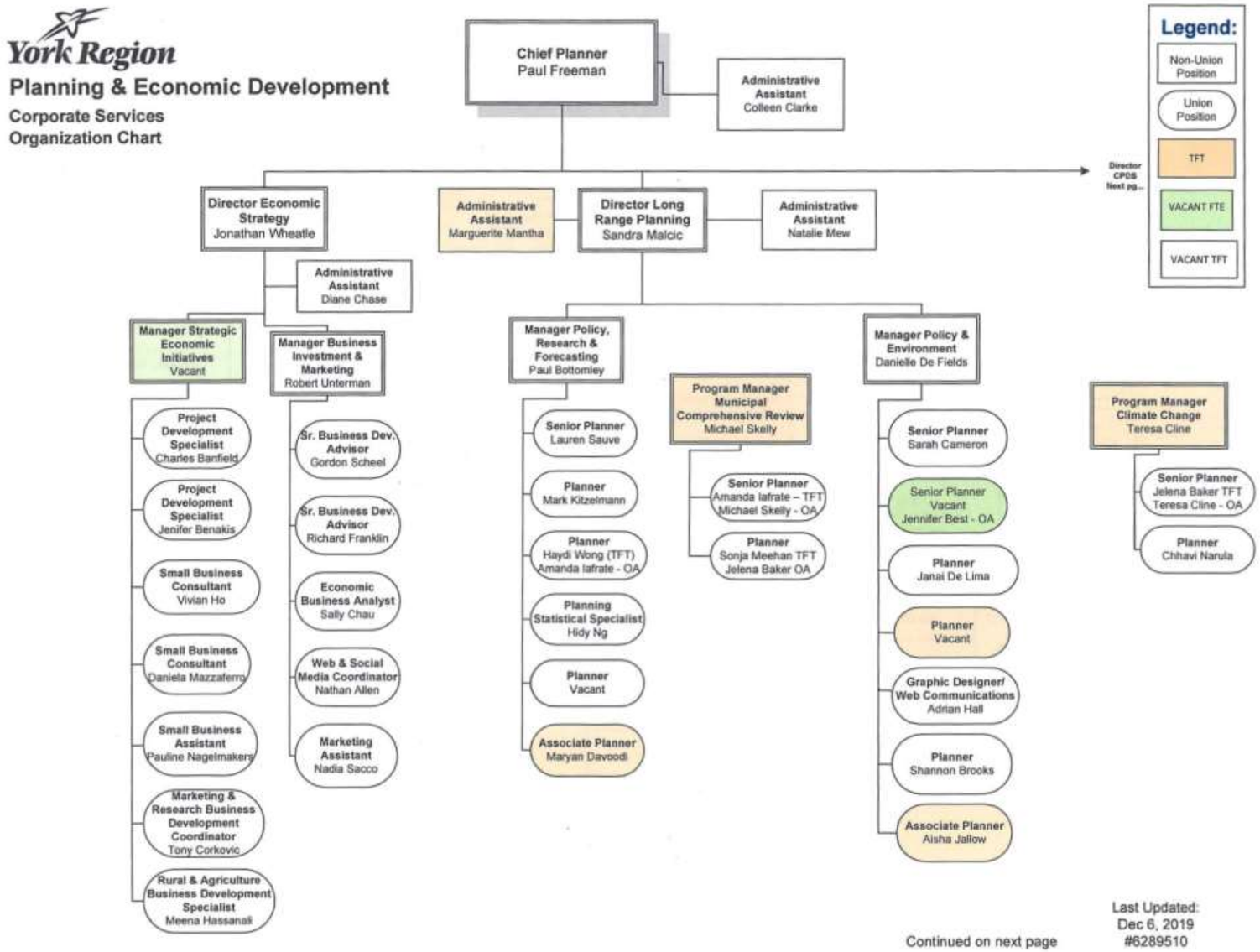


Figure 3: Org chart for York Region (1 of 2)

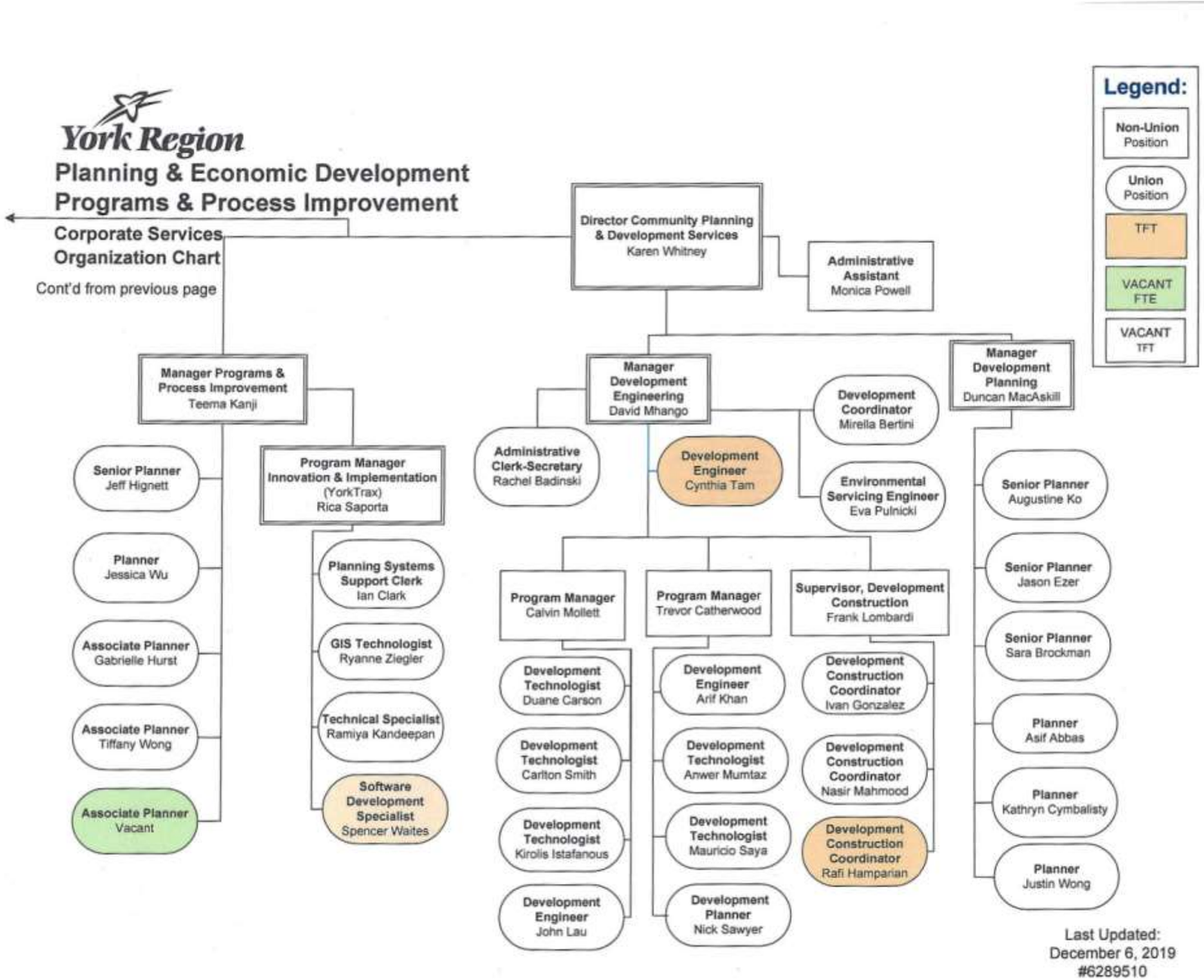


Figure 4: Org chart for York Region (2 of 2)

4 – Application Processing

	Durham Region	Halton Region	York Region
4.1 Are applicable Regional BUs directly involved in the pre-consultation process? If not, are written comments sought from the Region to be provided to the applicant?	• Yes	• Yes; the Region and lower-tier have organized a 21-day timeline for pre-consultation (from when the request is received) so that Regional staff can participate effectively; this has worked well. • Material is received, circulated to facilitate review so that useful/helpful feedback can be provided by the Region at pre-consultation.	• Development Engineering staff are deeply involved in pre-consultation and offer very detailed comments/expectations. • York Region staff view involvement in pre-consultation as their only opportunity to maximize the quality of application submission content.
4.2 Are timeframes standardized across the Region, or subject to the local municipal process, which varies?	• Standard Regional review times (3 weeks) when they are a commenting body. • ROPA; non delegated Draft Plan of Subdivision; non-exempt OPAs = 5 weeks.	• Halton tries to meet municipal timeframes. • Note that standardized timeframes are vested in the MOU.	• York Region applies a standardized four-week review timeframe. ○ This timeframe may not be suitable for Peel considering the differing content/scope of technical review.
4.3 If subject to local municipal timeframes, does the Region meet those requested timeframes?	• Default to standard Regional timeframes.	• As a commenting agency, they wanted to make sure they were commenting within timeframes. • Timeframes were ambitious in the MOU and they haven't changed them. • They are likely meeting these ambitious timelines perhaps 50% of the time, speaking anecdotally. • However, it should be noted that timeliness for review has improved by 40% since 2016 when Halton implemented efficiency improvements.	• York Region staff note they have mixed success meeting time frames, pointing to peak-period volume pressures across 9 local municipalities. • Review timeframes are not defined by locals (a standardized four-week timeframe is applied by the Region).
4.4 Does the Region have a target for input based on development application type (regardless of municipal target)? Are you meeting it?	• Yes, they have standardized timeframes (noted above). • Not always meeting the target.	• As noted before, they are more concerned about meeting the expectation of the customer versus a strict internal standard.	• The teams are busy and sometimes struggle to deliver comments within timeframe standards. • A single timeframe standard for review cycles is generally applied regardless of the source municipality (i.e., no differentiated cycle time frames across various local municipalities). • Despite the general standard timeframe approach, staff acknowledged the "squeaky wheel" reality of one-off rush timing for review of certain files in various municipalities.
4.5 Additional comments	• No additional comments	• No additional comments	• No additional comments

5 – Performance Measurement

	Durham Region	Halton Region	York Region
5.1 What method of tracking performance on development approvals does the Region employ? Is it effective?	• Annual performance reporting of the Provincial Planning Act timelines. • Currently use the OMBI system (Ontario Municipal CAO's Benchmarking Initiative). • Somewhat effective, but far from comprehensive. • They get annual BP data from all local municipalities.	• This is possible in Posse but it has not been fully implemented yet.	• Current systems (Salesforce, SharePoint) allow for robust reporting on KPIs.
5.2 Any plans to employ a Regional performance measurement tool and/or KPIs on the horizon? If yes, can further info be shared?	• Yes, the new tool will be able to measure days for actual in Region hands. • Metrics - are secondary, but were not the primary objective considered when designing this tool. • Too early to assess effectiveness of the new approach, but could share results over time.	• As noted before, this is available in Posse and is a work-in-progress.	• YorkTrax system allows for performance measurement reporting. • KPIs will be applied to Region and local municipalities that commit to YorkTrax.
5.3 How does this relate to the Region's role in managing growth and providing adequate servicing?	• Didn't explicitly discuss with Durham.	• Because of Halton's unique allocation program, there is a different relationship. Developers have to buy-in first, which gives them the ability to file their Subdivision applications. • Once the applications come in as a flood linked to the release of each wave of allocation, the Region has to deal with them. • The allocation program drives the Region's role in growth management and delivering on their "servicing promise" because the developers have had to buy-in.	• Development approvals performance measurement approach does not relate to regional growth management and service allocation. KPIs are focused on development review and approvals process execution and not the allocation of growth, which is a separate planning function outside the development review and approvals process.
5.4 Additional comments	• The new PLANit (Posse) system is an 80% out of the box solution and 20% custom design. • Fit Gap analysis was done to identify synergies, gaps and approximate costs associated with implementing the new system.	• On the back-end team, recall the Halton DPESR noted that staff need to be part of a strong centralized model - and while it didn't lead to staff moving around in the org chart, it created a shift in Halton that Public Works wanted to demonstrate their accountability/ response rates/etc. • PW also defined and scoped their review, (e.g., "we're doing too much of this, and we're going to focus on THIS"). • PW was quite motivated and the relationship has strengthened to be even more positive; it was much more important that the function was working, and as long as the mandate was fulfilled it didn't matter where the staff actually sat.	• No additional comments

Appendix B:
Current State Municipal Data Profiles

Current State Data Profile - Region of Peel

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 1-1: Staff Resources involved in Development Review and Approvals (2020)

Business Unit	Count of FTE staff	Notes
Planning	14	
Development Engineering	8	
Transportation	14	
Legal	5	
Finance	1	
Clerks	UNKNOWN	*Data not available*
Real Estate	8	
IT	2	
Housing	1	
Ops Support	19	*Includes staff involved in Inspections and Meters*
Public Health	2	
Regional Planning and Growth Management	10	
Servicing Connections	10	
Waste Management	2	
Water and Wastewater	25	
Total staff involved in development approvals	121	

Application Volumes

Table 1-2: Planning Act Application Volumes (2020)

Application Type	Count of applications from Brampton	Count of applications from Caledon	Count of applications from Misissauga	Count of applications from all municipalities	Notes
Regional Official Plan Amendment	0	3	1	4	
Official Plan Amendment	9	4	20	33	
Zoning By-law Amendment	17	8	7	32	
Plan of Subdivision	9	2	6	17	
Site Plan Control	87	27	49	163	*Includes "Major" and "Minor" SPA files*
Plan of Condominium	5	1	9	15	
Minor Variance	165	47	402	614	
Consent to Sever	25	21	71	117	
Other (Pre-consultation and agreements)	161	87	50	298	*Includes Preconsultation and "Agreements"*
Combined applications	9	8	6	23	
Total	487	208	621	1,316	

Table 1-3: Building Permit Volumes (2020)

Type of Development	Count of applications from Brampton	Count of applications from Caledon	Count of applications from Misissauga	Count of applications from all municipalities	Notes
Single-family residential	23	22	168	213	*Refers to applications involving Regional servicing approval*
Multi-residential	19	1	27	47	*Refers to applications involving Regional servicing approval*
ICI	71	29	71	171	*Refers to applications involving Regional servicing approval; includes counts of "mixed use"*
Other	N/A	N/A	N/A	0	*Refers to applications involving Regional servicing approval*
Total	113	52	266	431	

Current State Data Profile - Region of Peel

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 1-4: Residential Units and Non-residential Space Approved Annually

Year	Total residential units approved in all municipalities	Total gross floor area (sq.ft.) of non-residential uses approved in all municipalities	Notes
2015	4,136	30,306	
2016	2,933	90,990	
2017	3,156	395,513	
2018	3,168	370,101	
2019	3,378	600,093	
2020	3,813	536,956	
Annual average, 2015-2020	3,431	337,327	

Process Efficiency and Performance

Table 1-5: Planning Act Application Processing Timeframes (2020)

Application Type	Average business days per circulation cycle for applications in Brampton	Average business days per circulation cycle for applications in Caledon	Average business days per circulation cycle for applications in Mississauga	Average business days per circulation cycle for applications in all municipalities	Target business days per circulation cycle	Difference from target for applications in Brampton	Difference from target for applications in Caledon	Difference from target for applications in Mississauga	Notes
Regional Official Plan Amendment	N/A	N/A	N/A	N/A	20.0	N/A	N/A	N/A	
Official Plan Amendment	44.0	24.0	26.4	30.9	20.0	120%	20%	32%	
Zoning By-law Amendment	26.0	19.1	17.5	22.4	20.0	30%	-4%	-13%	
Plan of Subdivision	43.2	17.3	24.1	33.4	20.0	116%	-14%	21%	
Site Plan Control	24.6	19.6	17.9	21.8	20.0	23%	-2%	-11%	
Plan of Condominium	29.3	26.0	17.0	21.7	20.0	46%	30%	-15%	
Minor Variance	7.0	7.0	7.0	7.0	10.0	-30%	-30%	-30%	
Consent to Sever	7.0	7.0	7.0	7.0	10.0	-30%	-30%	-30%	
Other (Pre-consultation and agreements)	24.4	9.2	15.3	18.4	11.7	109%	-21%	31%	*Average of Pre-consultation, Agreements and Other application types*
Combined applications	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Overall average of all application types	18.3	10.7	9.6	13.0	12.4	48%	-14%	-23%	*Weighted average of only those application types for which data was available*

Table 1-6: Building Permit Processing Timeframes (2020)

Type of Development	Average business days per circulation cycle for applications in Brampton	Average business days per circulation cycle for applications in Caledon	Average business days per circulation cycle for applications in Mississauga	Average business days per circulation cycle for applications in all municipalities	Target business days per circulation cycle	Difference from target for applications in Brampton	Difference from target for applications in Caledon	Difference from target for applications in Mississauga	Difference from target for applications in all municipalities	Notes
Single-family residential	UNKNOWN	UNKNOWN	UNKNOWN	4.6	10.0	N/A	N/A	N/A	-54%	
Multi-residential	UNKNOWN	UNKNOWN	UNKNOWN	22.4	41.0	N/A	N/A	N/A	-45%	
ICI	UNKNOWN	UNKNOWN	UNKNOWN	18.6	41.0	N/A	N/A	N/A	-55%	*These numbers are reflective of an overall average number of business days per cycle for the Region*
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Overall average of all types of development	N/A	N/A	N/A	12.1						

Current State Data Profile - Region of Peel

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 1-7: Planning Act Application Circulation Counts (2020)

Application Type	Average number of circulation cycles for applications in Brampton	Average number of circulation cycles for applications in Caledon	Average number of circulation cycles for applications in Mississauga	Average number of circulation cycles for applications in all municipalities	Notes
Regional Official Plan Amendment	N/A	N/A	N/A	N/A	
Official Plan Amendment	2.8	2.0	2.9	2.8	
Zoning By-law Amendment	2.6	2.3	2.1	2.4	
Plan of Subdivision	3.2	3.1	2.7	3.0	
Site Plan Control	2.7	3.3	3.2	3.0	
Plan of Condominium	2.6	2.0	2.2	2.3	
Minor Variance	1.0	1.0	1.0	1.0	
Consent to Sever	1.0	1.0	1.0	1.0	
Other (Pre-consultation and agreements)	1.0	1.4	1.1	1.1	*Weighted average of Pre-consultation, Agreements and Other application types*
Combined applications	N/A	N/A	N/A	N/A	
Overall average of all application types	1.5	1.6	1.3	1.4	*Weighted average of only those application types for which data was available*

Table 1-8: Staffing Resource Efficiency

	Average labour hours per circulation cycle	Notes
All Planning Act applications	110.6	*Weighted average of only those application types for which data was available*

Current State Data Profile - City of Mississauga

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 2-1: Staffing Resources involved in Development Approvals (2020)

Business Unit	Count of FTE staff	Notes
Planning	63	
Development Engineering	22	
Transportation	9	
Legal	6	
Finance	3	
Clerks	4	
Real Estate	0	
IT	2	
Total staff involved in development approvals	109	

Application Volumes

Table 2-2: Planning Act Application Volumes (2020)

Application Type	Count of applications in Mississauga	Notes
Regional Official Plan Amendment	N/A	
Official Plan Amendment	14	
Zoning By-law Amendment	7	
Plan of Subdivision	5	
Site Plan Control	258	*Includes residential, non-residential, and Express SPA files*
Plan of Condominium	9	
Minor Variance	460	
Consent to Sever	68	
Other	33	
Combined applications	15	
Total	869	

Table 2-3: Building Permit Volumes (2020)

Type of Development	Count of applications in Mississauga	Notes
Single-family residential	1,354	
Multi-residential	360	
ICI	1,296	
Other	47	*Site Servicing permits*
Total	3,057	

Current State Data Profile - City of Mississauga

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Process Efficiency and Performance

Table 2-4: Planning Act Application Processing Timeframes (2020)

Application Type	Average business days per circulation cycle for applications in Mississauga	Target business days per circulation cycle	Difference from target for applications in Mississauga	Notes
Regional Official Plan Amendment	N/A	N/A	N/A	
Official Plan Amendment	35.0	20.0	75%	
Zoning By-law Amendment	35.0	20.0	75%	
Plan of Subdivision	35.0	20.0	75%	
Site Plan Control	30.0	20.0	50%	
Plan of Condominium	30.0	20.0	50%	
Minor Variance	40.0	40.0	0%	
Consent to Sever	40.0	40.0	0%	
Other	30.0	20.0	50%	
Combined applications	N/A	N/A	N/A	*Applications are treated separately but can run concurrently*
Overall average of all application types	36.3	32.4	12%	*Weighted average of only those application types for which data was available*

Table 2-5: Building Permit Processing Timeframes (2020)

Type of Development	Average business days per circulation cycle for applications in Mississauga	Target business days per circulation cycle	Difference from target for applications in Mississauga	Notes
Single-family residential	10.0	10.0	0%	
Multi-residential	8.0	20.0	-60%	
ICI	12.3	20.0	-38%	*Actual values are average of commercial (11.0), industrial (14.0) and public (12.0) file categories*
Other	N/A	N/A	N/A	
Overall average of all types of development	10.6	15.3	-31%	

Current State Data Profile - City of Mississauga

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 2-6: Planning Act Application Circulation Counts (2020)

Application Type	Average number of circulation cycles for applications in Mississauga	Notes
Regional Official Plan Amendment	N/A	
Official Plan Amendment	4.0	
Zoning By-law Amendment	4.0	
Plan of Subdivision	4.0	
Site Plan Control	3.5	*Does not include values for SPA Express (no info available)*
Plan of Condominium	2.0	
Minor Variance	1.0	
Consent to Sever	1.0	
Other	3.0	
Combined applications	N/A	
Overall average of all application types	2.3	*Weighted average of only those application types for which data was available; does not include SPA Express*

Table 2-7: Staffing Resource Efficiency

	Average labour hours per circulation cycle	Notes
All Planning Act applications	109.3	*Weighted average of only those application types for which data was available; does not include SPA Express*

Current State Data Profile - City of Brampton

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 3-1: Staffing Resources involved in Development Approvals (2020)

Business Unit	Count of FTE staff	Notes
Planning	47	
Development Engineering	12	
Transportation	4	
Legal	5	
Finance	2	
Clerks	7	
Real Estate	4	
IT	11	
Total staff involved in development approvals	92	

Application Volumes

Table 3-2: Planning Act Application Volumes (2020)

Application Type	Count of applications in Brampton	Notes
Regional Official Plan Amendment	N/A	
Official Plan Amendment	0	
Zoning By-law Amendment	12	
Plan of Subdivision	3	
Site Plan Control	64	*Includes residential and non-residential*
Plan of Condominium	5	
Minor Variance	167	
Consent to Sever	26	
Other	45	
Combined applications	16	
Total	338	

Table 3-3: Building Permit Volumes (2020)

Type of Development	Count of applications in Brampton	Notes
Single-family residential	1,479	
Multi-residential	14	
ICI	35	
Other	UNKNOWN	*Foundation permits noted as not tracked by the City*
Total	1,528	

Current State Data Profile - City of Brampton

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Process Efficiency and Performance

Table 3-4: Planning Act Application Processing Timeframes (2020)

Application Type	Average business days per circulation cycle for applications in Brampton	Target business days per circulation cycle	Difference from target for applications in Brampton	Notes
Regional Official Plan Amendment	N/A	N/A	N/A	
Official Plan Amendment	10.0	15.0	-33%	
Zoning By-law Amendment	10.0	15.0	-33%	
Plan of Subdivision	10.0	15.0	-33%	
Site Plan Control	10.0	15.0	-33%	
Plan of Condominium	10.0	15.0	-33%	
Minor Variance	UNKNOWN	10.0	N/A	*Data for actual business days unavailable*
Consent to Sever	UNKNOWN	10.0	N/A	*Data for actual business days unavailable*
Other	UNKNOWN	10.0	N/A	*Data for actual business days unavailable*
Combined applications	10.0	15.0	-33%	
Overall average of all application types	10.0	11.5	-13%	*Weighted average of only those application types for which data was available*

Table 3-5: Building Permit Processing Timeframes (2020)

Type of Development	Average business days per circulation cycle for applications in Brampton	Target business days per circulation cycle	Difference from target for applications in Brampton	Notes
Single-family residential	UNKNOWN	UNKNOWN	N/A	*Data not available*
Multi-residential	UNKNOWN	UNKNOWN	N/A	*Data not available*
ICI	UNKNOWN	UNKNOWN	N/A	*Data not available*
Other	UNKNOWN	UNKNOWN	N/A	*Data not available*
Overall average of all types of development	0.0	0.0	N/A	

Current State Data Profile - City of Brampton

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 3-6: Planning Act Application Circulation Counts (2020)

Application Type	Average number of circulation cycles for applications in Brampton	Notes
Regional Official Plan Amendment	N/A	
Official Plan Amendment	3.0	
Zoning By-law Amendment	3.0	
Plan of Subdivision	3.0	
Site Plan Control	3.0	
Plan of Condominium	2.0	
Minor Variance	1.0	
Consent to Sever	1.0	
Other	1.0	
Combined applications	3.0	
Overall average of all application types	1.6	*Weighted average of only those application types for which data was available*

Table 3-7: Staffing Resource Efficiency

	Average labour hours per circulation cycle	Notes
All Planning Act applications	284.8	*Weighted average of only those application types for which data was available*

Current State Data Profile - Town of Caledon

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 4-1: Staffing Resources involved in Development Approvals (2020)

Business Unit	Count of FTE staff	Notes
Planning	25	
Development Engineering	7	
Transportation	N/A	*Included in Development Engineering count*
Legal	12	
Finance	4	
Clerks	1	
Real Estate	UNKNOWN	*Data not available*
IT	UNKNOWN	*Data not available*
Total staff involved in development approvals	49	

Application Volumes

Table 4-2: Planning Act Application Volumes (2020)

Application Type	Count of applications in Caledon	Notes
Regional Official Plan Amendment	N/A	
Official Plan Amendment	3	
Zoning By-law Amendment	11	
Plan of Subdivision	7	
Site Plan Control	55	*Includes all categories of SPA files*
Plan of Condominium	1	
Minor Variance	55	
Consent to Sever	23	
Other	42	*Includes Part Lot Control, Niagara Escarpment Commission approvals*
Combined applications	UNKNOWN	*Data not tracked by Caledon*
Total	197	

Table 4-3: Building Permit Volumes (2020)

Type of Development	Count of applications in Caledon	Notes
Single-family residential	315	
Multi-residential	0	
ICI	10	
Other	0	
Total	325	

Current State Data Profile - Town of Caledon

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Process Efficiency and Performance

Table 4-4: Planning Act Application Processing Timeframes (2020)

Application Type	Average business days per circulation cycle for applications in Caledon	Target business days per circulation cycle	Difference from target for applications in Caledon	Notes
Regional Official Plan Amendment	N/A	N/A	N/A	
Official Plan Amendment	UNKNOWN	30.0	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Zoning By-law Amendment	UNKNOWN	30.0	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Plan of Subdivision	UNKNOWN	40.0	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Site Plan Control	UNKNOWN	14.0	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Plan of Condominium	UNKNOWN	30.0	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Minor Variance	UNKNOWN	UNKNOWN	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Consent to Sever	UNKNOWN	UNKNOWN	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Other	UNKNOWN	22.0	N/A	*Target ranges from 14 days for Part Lot Control, 30 days for Holding Provision*
Combined applications	UNKNOWN	22.0	N/A	*Specific data not provided by Caledon; notes indicate it is rare that target is met*
Overall average of all application types	0.0	12.3	-100%	*Weighted average of only those application types for which data was available*

Table 4-5: Building Permit Processing Timeframes (2020)

Type of Development	Average business days per circulation cycle for applications in Caledon	Target business days per circulation cycle	Difference from target for applications in Caledon	Notes
Single-family residential	8.0	10.0	-20%	
Multi-residential	18.0	20.0	-10%	
ICI	15.5	17.5	-11%	*Target ranges from 15-20 days; actual performance ranges from 13-18 business days*
Other	N/A	N/A	N/A	*No permits of this type*
Overall average of all types of development	8.2	10.2	-20%	

Current State Data Profile - Town of Caledon

Note: "UNKNOWN" entries in data tables indicate values which were not available at the time of publication.

Table 4-6: Planning Act Application Circulation Counts (2020)

Application Type	Average number of circulation cycles for applications in Caledon	Notes
Regional Official Plan Amendment	N/A	
Official Plan Amendment	UNKNOWN	*Specific data not available*
Zoning By-law Amendment	UNKNOWN	*Specific data not available*
Plan of Subdivision	UNKNOWN	*Specific data not available*
Site Plan Control	UNKNOWN	*Specific data not available*
Plan of Condominium	UNKNOWN	*Specific data not available*
Minor Variance	UNKNOWN	*Specific data not available*
Consent to Sever	UNKNOWN	*Specific data not available*
Other	UNKNOWN	*Specific data not available*
Combined applications	UNKNOWN	*Specific data not available*
Overall average of all application types	0.0	*Weighted average of only those application types for which data was available*

Table 4-7: Staffing Resource Efficiency

	Average labour hours per circulation cycle	Notes
All Planning Act applications	N/A	*Weighted average of only those application types for which data was available*

Appendix C: Preliminary Recommendations “Stress Testing” Package and KPIs

Region of Peel
working with you

Region of Peel Development Planning and Engineering Process Review

Future State Stress Testing – Region of Peel

July/August, 2021

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75 YEARS

Agenda

1. Link issues to improvement opportunities
2. Share preliminary recommendations
3. “Stress test” future state processes
4. Explore performance measures

We are here

Project Initiation	Review of Current State & Best Practices	Analysis of Current State	Transition to Future State	Final Reporting & Recommendations	Lessons Learned & Project Closeout

What’s working well?

- ✓Team works well together and has strong support from leadership
- ✓3 regional teams focussed on the local municipalities
- ✓Effective IMPACT circulation
- ✓Regulatory compliance/standards are being adhered to better now

Challenges and Opportunities for Improvement

What are the key challenges?

- Unique needs/circumstances of local municipalities
- Complexities of engineering review (risk management, long-term maintenance costs)
- Varying review timeframes
- Under resourced Regional engineering capacity
- Technology limitations (or lack of tools)
- Political pressures

Opportunities for Improvement

Increased integration: Functionally operate like a single-tier

Optimize the deployment of staff processing effort/resources: Resource Regional staff teams based on role (commenting/ approval)

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Preliminary Recommendations

Quick overview on all of these

Pause at the end to double-back on anything of keen interest

Strategic

- S1. Improve regional alignment to its role
- S2. Distribute staff resources effectively
- S3. Early I.D. of application quality issues
- S4. Equip the Region with more engineering authority for engineering solutions
- S5. Invest wisely in workflow technology

Tactical

- T1. Improve triage of applications
- T2. Standardize commenting timeframes
- T3. Clarify which Regional staff are involved
- T4. Standardize the file naming process
- T5. Secure consistent format/content of circulation packages from locals
- T6. Ensure Regional staff have access to the respective local municipality development tracker

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S1. Improve Regional alignment to its role

Benefit(s):

- Preserves planning expertise for high-value land use planning functions (e.g., ROPAs)
- Planning techs and admin staff that deliver day-to-day tasks help curb the trajectory of long-term salary cost burden

➢ **Formalize who-does-what responsibilities between professional planner and non-planner staff**

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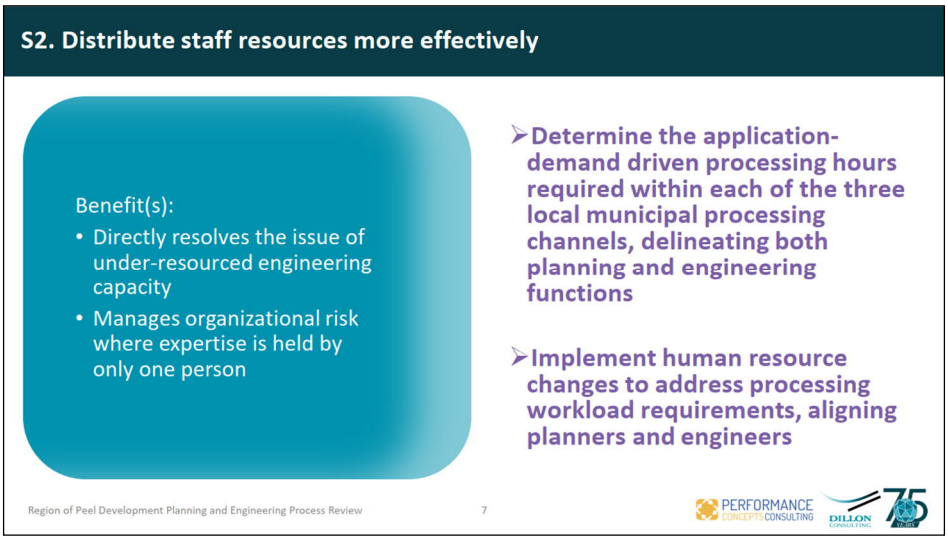
S2. Distribute staff resources more effectively
Benefit(s):
• Directly resolves the issue of under-resourced engineering capacity
• Manages organizational risk where expertise is held by only one person
➢Determine the application-demand driven processing hours required within each of the three local municipal processing channels, delineating both planning and engineering functions
➢Implement human resource changes to address processing workload requirements, aligning planners and engineers
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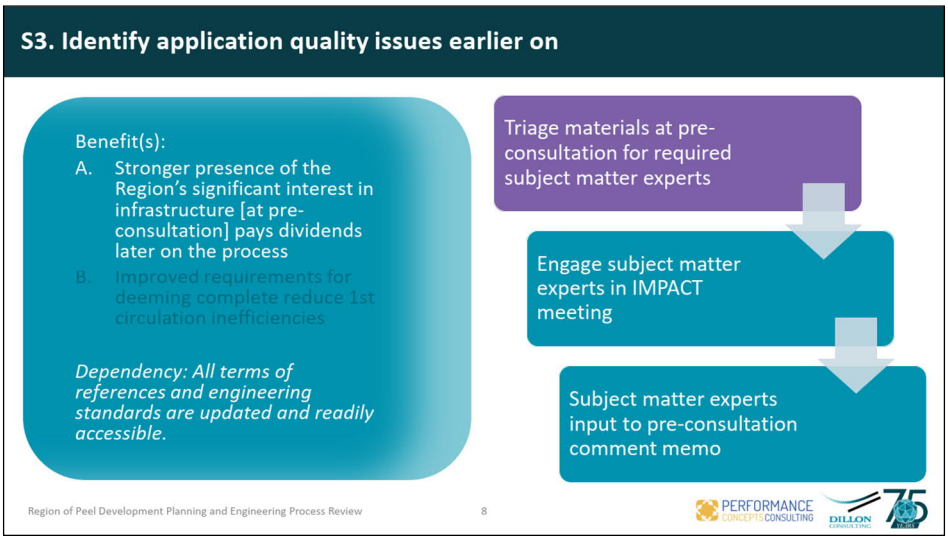
S3. Identify application quality issues earlier on
Benefit(s):
A. Stronger presence of the Region's significant interest in infrastructure [at pre-consultation] pays dividends later on the process
B. Improved requirements for deeming complete reduce 1st circulation inefficiencies
Dependency: All terms of references and engineering standards are updated and readily accessible.
Triage materials at pre-consultation for required subject matter experts
Engage subject matter experts in IMPACT meeting
Subject matter experts input to pre-consultation comment memo
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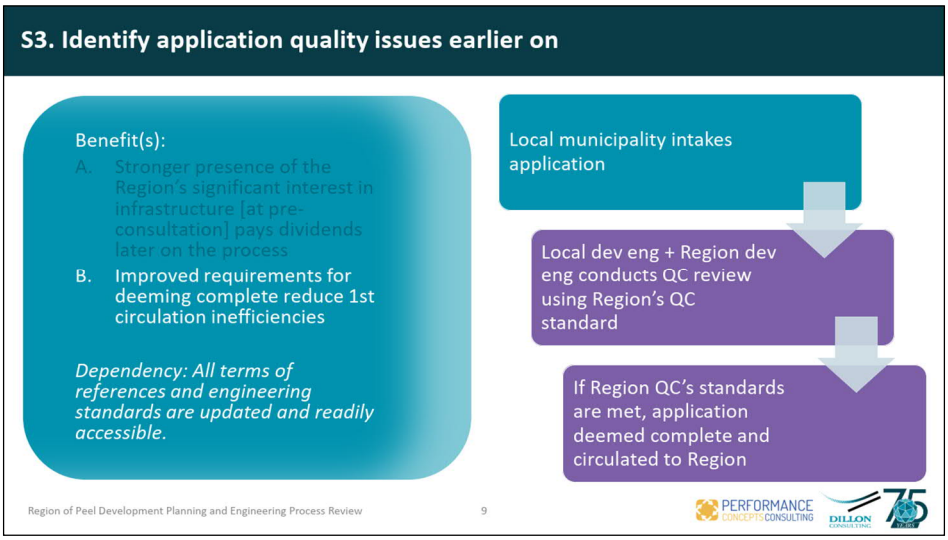
S3. Identify application quality issues earlier on
Benefit(s):
A. Stronger presence of the Region's significant interest in infrastructure [at pre-consultation] pays dividends later on the process
B. Improved requirements for deeming complete reduce 1st circulation inefficiencies
Dependency: All terms of references and engineering standards are updated and readily accessible.
Local municipality intakes application
Local dev eng + Region dev eng conducts QC review using Region's QC standard
If Region QC's standards are met, application deemed complete and circulated to Region
Region of Peel Development Planning and Engineering Process Review
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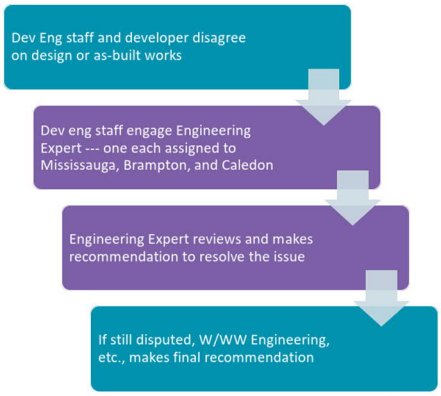
S4. Equip the Region with more engineering authority for engineering solutions

Benefit(s):

- Engineering problem-solving expertise coupled with the right authority will help minimize conflict later on in the process
- This expertise will increase decision-making efficiency, moving workload away from Senior Management and from the W/WW Planning, etc., teams

Note: An Engineering Expert has been added on contract; more of this resource appears necessary.



S5. Invest wisely in workflow technology

Benefit(s):

A. The Region can gain performance analytics by engaging with the locals to obtain data from each platform

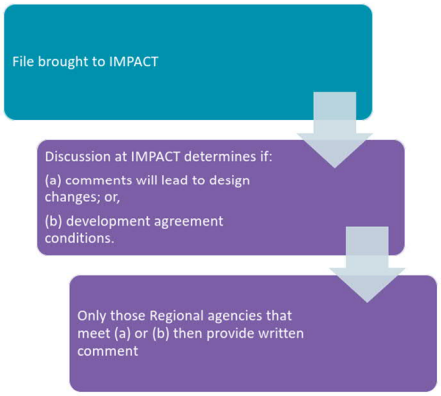
B. The Region's own investment in a workflow tool specifically for development review/approvals must focus on the development reviews that it leads (rather than participates in)

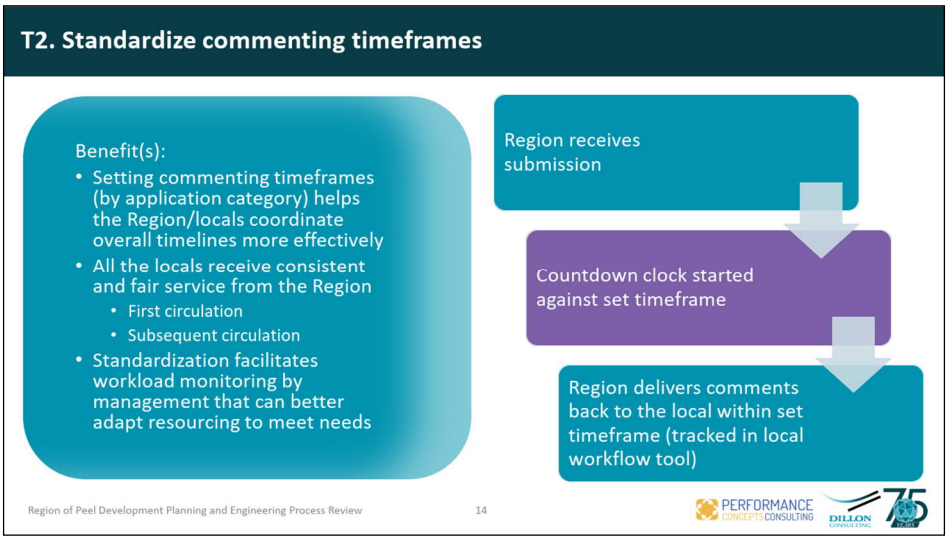
- **Develop and implement a working protocol to receive performance data from the local platforms**
- **Develop a Regional workflow tool that can integrate the outcomes of the local workflow, that then flows efficiently into the Regional workflow process (see diagram next page)**

T1. Improve triage of applications

Benefit(s):

- By focussing Regional resources on matters of Regional interest, time wasted on generic comments can be saved




T2. Standardize commenting timeframes
Benefit(s):
• Setting commenting timeframes (by application category) helps the Region/locals coordinate overall timelines more effectively
• All the locals receive consistent and fair service from the Region
• First circulation
• Subsequent circulation
• Standardization facilitates workload monitoring by management that can better adapt resourcing to meet needs
Region receives submission
Countdown clock started against set timeframe
Region delivers comments back to the local within set timeframe (tracked in local workflow tool)
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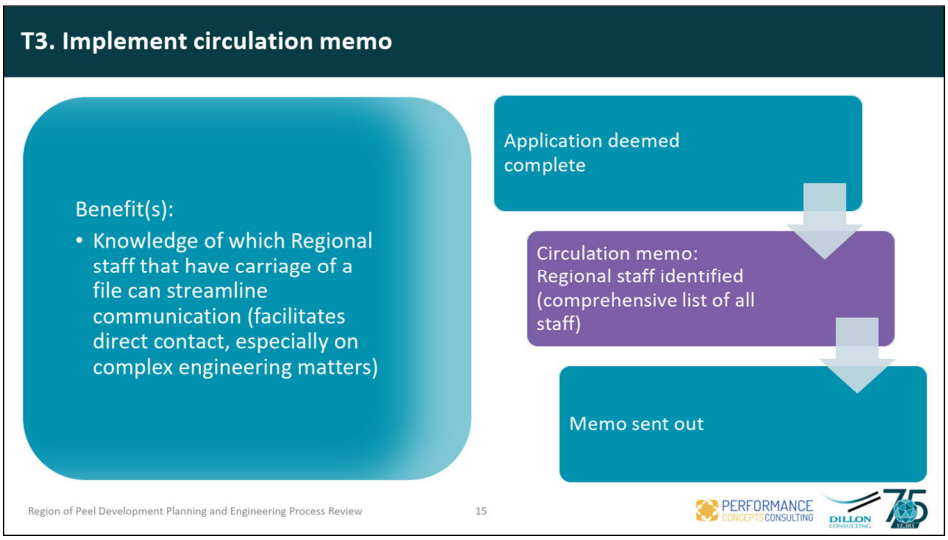
T3. Implement circulation memo
Benefit(s):
• Knowledge of which Regional staff that have carriage of a file can streamline communication (facilitates direct contact, especially on complex engineering matters)
Application deemed complete
Circulation memo: Regional staff identified (comprehensive list of all staff)
Memo sent out
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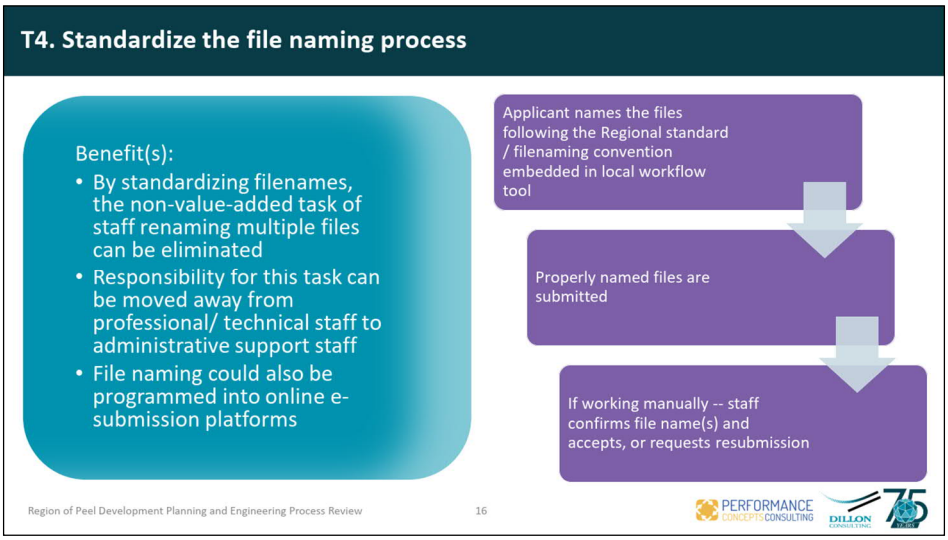
T4. Standardize the file naming process
Benefit(s):
• By standardizing filenames, the non-value-added task of staff renaming multiple files can be eliminated
• Responsibility for this task can be moved away from professional/ technical staff to administrative support staff
• File naming could also be programmed into online e-submission platforms
Applicant names the files following the Regional standard / filenaming convention embedded in local workflow tool
Properly named files are submitted
If working manually -- staff confirms file name(s) and accepts, or requests resubmission
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T5. Secure consistent format/content of circulation packages from locals

Benefit(s):

- Regional staff have a fulsome understanding of the project/proposal, to enable quality commenting and timely responses

Note: This is only an issue to be managed until Regional staff have direct access into the local workflow tool

Local municipality prepares 'cover letter' based on Regional template (information it needs)

Cover letter is included with circulation package to Region

T6. Ensure Regional staff have access to the respective local municipality dev't tracker

Benefit(s):

- The Region can continue to strengthen the desired integration with the locals; modern workflow tech can facilitate this, so it must be leveraged

- **Mississauga:** ***Expand the group of Regional staff (eng.) that participate directly in ePlans***
- **Brampton:** ***Region to engage with Brampton to resolve technical hurdles so Region staff can directly input to Brampton's platform***
- **Caledon:** ***Region can engage with Caledon during Caledon's upcoming DAP review to transition to the direct Regional staff input using workflow tool***

Preliminary Recommendations

Discussion?

Strategic

- S1. Improve regional alignment to its role
- S2. Distribute staff resources effectively
- S3. Early I.D. of application quality issues
- S4. Equip the Region with more engineering authority for engineering solutions
- S5. Invest wisely in workflow technology

Tactical

- T1. Improve triage of applications
- T2. Standardize commenting timeframes
- T3. Clarify which Regional staff are involved
- T4. Standardize the file naming process
- T5. Secure consistent format/content of circulation packages from locals
- T6. Ensure Regional staff have access to the respective local municipality development tracker

Performance Measures

What does success look like?

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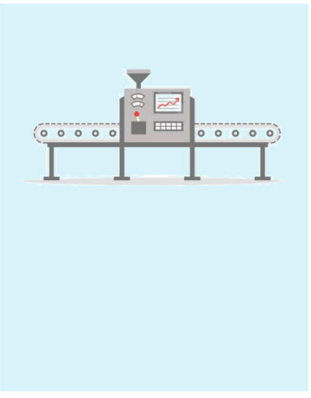
Building the Region’s Development Review/Approvals “Industrial” Assembly Line



- **Velocity** of the development review/approvals assembly line
  - Timelines for generating development review/approvals outputs
- Development review/approvals assembly line **quality**
  - Completeness/quality of applicant submissions
  - Region technical review
- **Consistency** of the development review/approvals assembly line
  - Maintaining/tracking velocity + quality across multiple development review/approvals files at any given point in time

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Core Development Review/Approvals Processing Outputs

Pre-consults *navigated forward to application submissions*

Application submissions *navigated forward to complete applications*

Complete applications that move through ***technical review cycles*** *enroute to a municipal approval decision*

All 3 of these outputs are countable and measurable!

Pre-consults
Submitted applications
Technical review cycles

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Future State Development Review/Approvals KPIs

	Effectiveness (Quality) KPIs

Pre-consult 	• Average # business days for Pre-consult to be provided to an applicant following the scheduled Pre-consult meeting
	  • Sorted by Planning Act categories + Detailed Engineering Reviews
	• % Pre-consult processed in 10 business days or less
	  • Sorted by Planning Act categories + Detailed Engineering Reviews

Average measures speed

% hitting #-day target measures consistency/ predictability

Future State Development Review/Approvals KPIs

	Effectiveness (Quality) KPIs
Complete Applications 	• Average # business days for an application submission (clearing the Portal) to be considered complete/adequate for 1st Technical Review Cycle • % applications (clearing the Portal) reviewed/considered ready for Technical Review Cycle #1 in ‘X’ business days or less • Sorted by Planning Act categories + Detailed Engineering Reviews * For KPIs “complete” is defined as deemed “content suitable” for a 1st Technical Review Cycle

Average measures speed

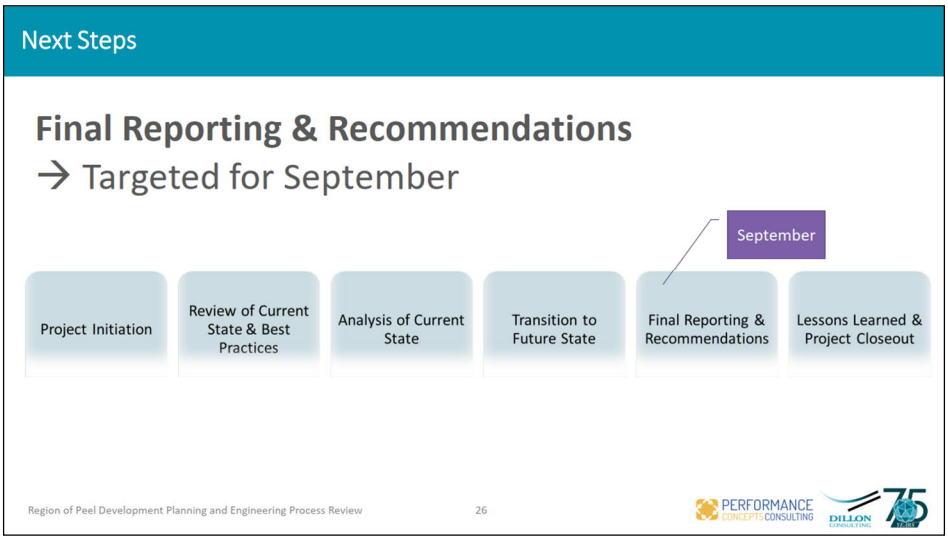
% hitting #-day target measures consistency/ predictability

Future State Development Review/Approvals KPIs

	Effectiveness (Quality) KPIs
Technical Reviews 	• Average # business days for a 1st Technical Review Cycle (sorted by application categories & complexity levels) • Average # business days for subsequent Technical Review Cycles to be executed (sorted by application categories & complexity levels) • Average # Technical Review Cycles required to generate a decision on a given application (sorted by application categories & complexity levels) • % Planning application 1st Technical Review Cycles completed in X business days or less (sorted by application categories & complexity levels) • % Planning application subsequent Technical Review Cycles completed in X business days or less (sorted by application categories & complexity levels) • % Post-Draft Plan Detailed Engineering Review Cycles completed in X business days or less (sorted by complexity levels)

Average measures speed

% hitting business day targets measures consistency/predictability


Next Steps
Final Reporting & Recommendations
→ Targeted for September
September
Project Initiation
Review of Current State & Best Practices
Analysis of Current State
Transition to Future State
Final Reporting & Recommendations
Lessons Learned & Project Closeout
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Questions / Comments
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Development Approvals Process Transformation Lead
Todd MacDonald – todd@performanceconcepts.ca
Lead Development Approvals Process Analyst
Michael Seasons – mseasons@dillon.ca
Development Approvals Process Analyst
Abby Pakyanathan – apakyanathan@dillon.ca
Please reach out with any additional input you may have!
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Appendix D: Summary of Consultation and Feedback Received during the Future State Stress Testing Sessions

General Feedback Received

- There was concern raised that the positive of having the three DS teams (Slide 3 in Appendix C) is overshadowed by those teams lacking sufficient engineering expertise
- Overall, the feedback from internal and external stakeholders on the recommended improvements was significantly more positive than critical
- There were some suggestions to refine/strengthen the recommendations that have been taken into consideration by the consulting team
- There was discussion about the need for additional training and mentoring to support retention of corporate knowledge, improve the effectiveness of staff, and strengthen collaboration
- There was discussion about the timing and priority of the recommendations, and the consulting team indicated that this prioritization was to be determined

Summary of Feedback by Strategic and Tactical Recommendations in the "Stress Testing" Package

Strategic Recommendations

S1. Improve regional alignment to its role

- There was positive support expressed for this recommendation

S2. Distribute staff resources effectively

- There was positive support expressed for this recommendation, on both concepts of additional team members to address workload and on the need to regenerate the staff (i.e., allowing for the on-boarding and adequate mentoring of new staff given forthcoming retirements)
- There was further discussion that the analysis of workload should extend beyond those business units in Development Services since there are other business units with the Water and Wastewater and Transportation Divisions that engage on development applications that also experience challenges due to development application workload

S3.A. Early I.D. of application quality issues – Regional presence at pre-consultation

- There was broad support for this recommendation
- There was discussion that appropriate engineering expertise is absolutely necessary at pre-consultation given the Region's significant interest in infrastructure, and that some time had to be given after the circulation of pre-consultation materials so that fulsome advice can be given to development proponents

  - There was some discussion that the multi-disciplinary expertise of the Engineering Expert could significantly enhance the value of pre-consultation – such that there would be less need for triaging subject matter experts if the Engineering Expert was present at all pre-consultation meetings (note: the consulting team's experience in other municipalities is that engineering expertise in the disciplines of water/wastewater, stormwater, and transportation are always in attendance at all pre-consultation meetings)
- It was noted that one local municipality aims to provide advice at the pre-consultation meeting, rather than after, so Regional staff would have to accommodate the workflow of assessing the materials, providing written advice, and being prepared to elaborate on that advice at the meeting

S3.B. Early I.D. of application quality issues – Quality control at intake

- There was broad support for this recommendation
- There was concern about the availability of local municipal staff time to participate in a quality review of applications
- There was concern about whether a quality control review could be implemented on the premise that "quality" is subjective, and that the specific quality checks would have to be sorted out as an implementation step

S4. Equip the Region with more engineering authority for engineering solutions

- There was broad support for this recommendation, and some emphasis that the need was greatest specifically for the DS team
- There was discussion about whether each DS team should have its own separate Expert, and whether this could be facilitated through a realignment of existing experienced staff coupled with the on-boarding of new staff to deliver day-to-day workload
- There was discussion that appropriate expertise and authority on engineering issues would reduce the incidence of development-related engineering issues drawing other business unit staff away from their core mandates (e.g., Water/Wastewater, Transportation, etc.)
- There was concern about organization structure and suggestions for Manager roles in DS engineering to be introduced (note: the consulting team understands this to be an issue with inadequate expertise and inadequate decision-making authority that causes process challenges, not necessarily an organization design issue)
- There was discussion that the Region is struggling with multiple new requests to connect development to Regional stormwater mains and a need for this process to be formalized and cost-recovered; it was understood that this matter would be a new tactical recommendation

S5. Invest wisely in technology

- There was broad support for this recommendation, in particular the avoidance of duplication by having data re-entered into a Regional development tracking app
- There was discussion about cost-recovery of business analyst effort at the local municipalities to generate these reports for the Region but that was viewed as a detail to be sorted out during implementation
- There was discussion about whether Regional staff would have direct access to the databases within each local municipality's development tracking app to generate reports, although the value of Regional staff learning three different software platforms to perform this function was questionable
- There were some concerns about the technical feasibility of data-sharing between the four municipal organizations, while there was also a positive outlook that such data-sharing was achievable

Tactical Recommendations

T1. Improve triage of applications

- There was broad support for this recommendation

T2. Standardize commenting timeframes

- There was broad support for this recommendation
- There was discussion that some standardized timeframes were in place and an acknowledgement that staff could still prioritize applications, but that last-minute requests would be the exception rather than the norm
- There was a further desire to have standardized timeframes for processes not driven by the Planning Act, such as Servicing Connection permits
- There was discussion that the timeframes could be enshrined formally in a Memorandum of Understanding (MOU)

T3. Clarify which Regional staff are involved

- There was broad support for this recommendation
- There was a concern about proponents having direct access to frontline engineering staff as a means of attempting to negotiate on standards without appropriate managerial oversight

T4. Standardize the file naming process

- There was broad support for this recommendation
- Past difficulty standardizing file names was noted but there was consensus that it was a fair onus on the applicants/proponents to name files in accordance with a standardized naming convention

T5. Secure consistent format/content of circulation packages from local municipalities

- There was broad support for this recommendation

T6. Ensure Regional staff have access to the respective local municipality development tracker

- There was broad support for this recommendation
- There was discussion about which staff (beyond the immediate DS staff) would have access to the local municipality development tracker, avoiding the need for staff to learn three different platforms, and the role that support staff in DS could play as conduits for these other staff into the local municipality development tracking platforms
- It was noted that Caledon has invested in the AMANDA module for its planning functions (i.e., the ability for the Region to collaborate within Caledon's development tracking app does not have to wait until Caledon's forthcoming development process review)

Summary of feedback on the KPIs in the "Stress Testing" Package

- There was little substantive discussion on the KPIs during the sessions since the majority of discussion was on the recommendations
- When KPIs were discussed, there was generally positive support for them, in particular when framed as a means of generating business intelligence (i.e. dashboards) and enabling Senior Management with the data to effectively resource DS and other divisions/business unit teams to meet workload needs
- The KPIs were also seen as beneficial for defining a true performance baseline to assist with setting goals/targets for improvement

Assessment of Feedback Received and Refinement of Recommendations

The consulting team considered the feedback received, having regard for the philosophies of "increased integration" and "optimize deployment of staff processing effort/resources" as noted in the Current State section. The team also considered the overarching Regional interest/responsibilities and the consulting team's goal to "right size" the preliminary recommendations to best suit the Region. The consulting team also identified a few other aspects of the development review process that could be improved, and these are brought forward in the final suite of Future State recommendations.

Notable improvements from the preliminary "stress testing" recommendations include the following:

- Consistent commenting timelines ascended to a strategic-level recommendation (S6) due to wide-ranging importance to the development review process and the expected significant improvement to workflow coordination and resourcing;

- A workforce sustainability forecasting exercise has been incorporated into Recommendation S2 given the resourcing challenge of available staff processing hours rather than simply the number of full-time equivalents;
- Implement improvements to the Regional stormwater connection process (T6) has been added as a new tactical recommendation recognizing the need for a clearly-defined process on how to handle these requests;
- Redirecting local municipally-initiated amendments to local municipal Official Plans to Regional Planning and Growth Management staff has been added as a new tactical recommendation (T7) to ensure Development Services staff are focussing their energy on development applications from developers; and,
- Enhancing training and mentoring has been added as a new tactical recommendation (T8) to facilitate retention of corporate knowledge, improve the effectiveness of staff, and strengthen collaboration.

To assist with visualizing the improvements from the preliminary recommendations, the following shows the refined suite of recommendations with the revised/additional ones shown in red text:

Strategic

- S1. Improve regional staff alignment to their role
- S2. Distribute staff resources more effectively
- S3. Identify application quality issues earlier on
- S4. Equip the Region with more engineering authority for engineering solutions
- S5. Invest wisely in workflow technology
- S6. Standardize commenting timeframes

Tactical

- T1. Improve triage of applications
- T2. Implement circulation memo
- T3. Standardize the file naming process
- T4. Secure consistent format/content of circulation packages from locals
- T5. Ensure Regional staff have access to the respective local municipality development tracker
- T6. Implement improvements to Regional stormwater connection process
- T7. Reassign local municipally-initiated OPAs from DS to Regional Planning & Growth Management
- T8. Enhance training and mentoring

Appendix E: Supplementary KPIs for Pre-Consults and Application Submissions

Supplementary KPIs for Pre-Consults and Application Submissions

The following are supplementary KPIs that the Region may wish to explore with the local municipalities that lead the vast majority of the Planning Act development application processes that involve the Region as a partner.

	Effectiveness (Quality) KPIs

Pre-consult 	• Average # business days for Pre-consult to be provided to an applicant following the scheduled Pre-consult meeting
	  • Sorted by Planning Act categories + Detailed Engineering Reviews
	• % Pre-consult processed in 10 business days or less
	  • Sorted by Planning Act categories + Detailed Engineering Reviews

Average measures speed

% hitting number-of-days target measures consistency/ predictability

	Effectiveness (Quality) KPIs
Complete Applications 	• Average # business days for an application submission (clearing the Portal) to be considered complete/adequate for 1st Technical Review Cycle • % applications (clearing the Portal) reviewed/considered ready for Technical Review Cycle #1 in 'X' business days or less • Sorted by Planning Act categories + Detailed Engineering Reviews * For KPIs "complete" is defined as deemed "content suitable" for a 1st Technical Review Cycle

Average measures speed

% hitting number-of-days target measures consistency/ predictability

Appendix F:
Current State Process Maps

Plan of Condominium Application

Record Clerk

START

Receive Application and forward it to Planning Manager

Director

Process Water Servicing Agreement

Agreement Review & Execution

Planning Manager

Manager Review and assignment of Planner

Financial Coordinator

First Request for Application Fee

Was the application received within 10 business days?

NO

2nd request for application fee

Was the application fee received?

NO

Planner to follow up until application fee received.

YES

Planner

Undertake Review from a Regional Land User Planning Perspective

Consult with external partners (GTAA, Conservation Authorities, NEC, Area Municipalities

Prepare Circulation Memeo

Prepare Draft Comment Letter

Receive and review area Municipality's Notice of Draft Approval

Send and process Condominium Water Servicing Agreement to Application

Prepare and confirm Encroachment Agreement

Monitor Conditions

Prepare Clearance Letter

Receive and Review Notice of Registration

END

Servicing Connections

Circulated to Project Manager and Technical Analyst for commenting

Legal

Conduct Review

Waste

Adv Source Water Protection

Traffic

Circulated to technical Analyst for Commenting

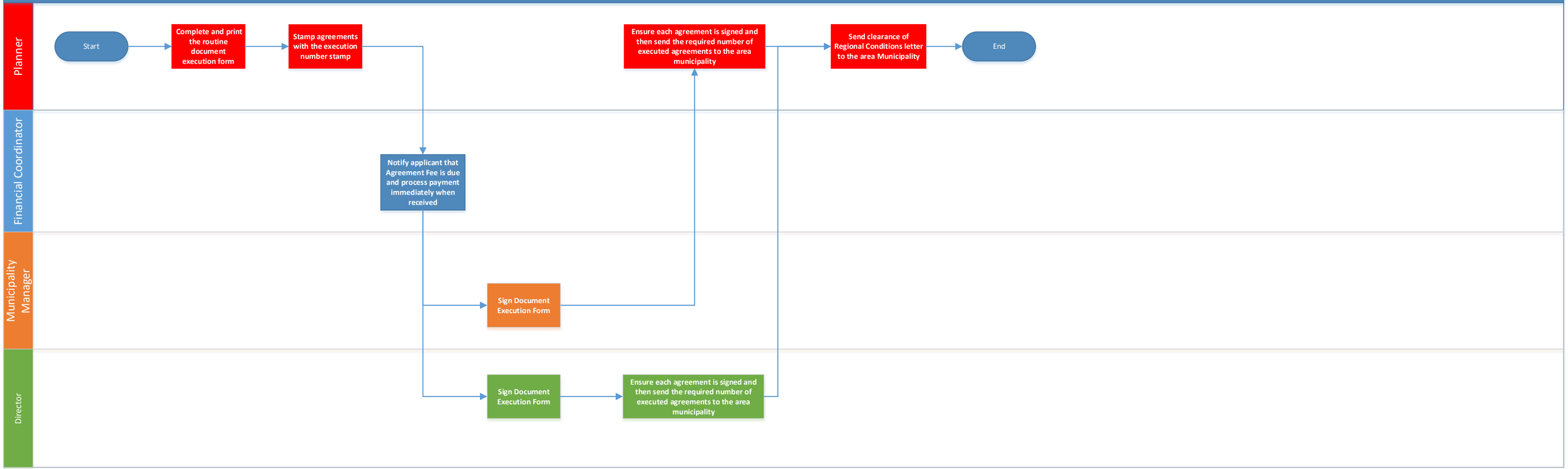
Technical Analyst prepare Permits

Real Estate

Circulated to Real Estate to conduct review (include all sub-processes and steps)

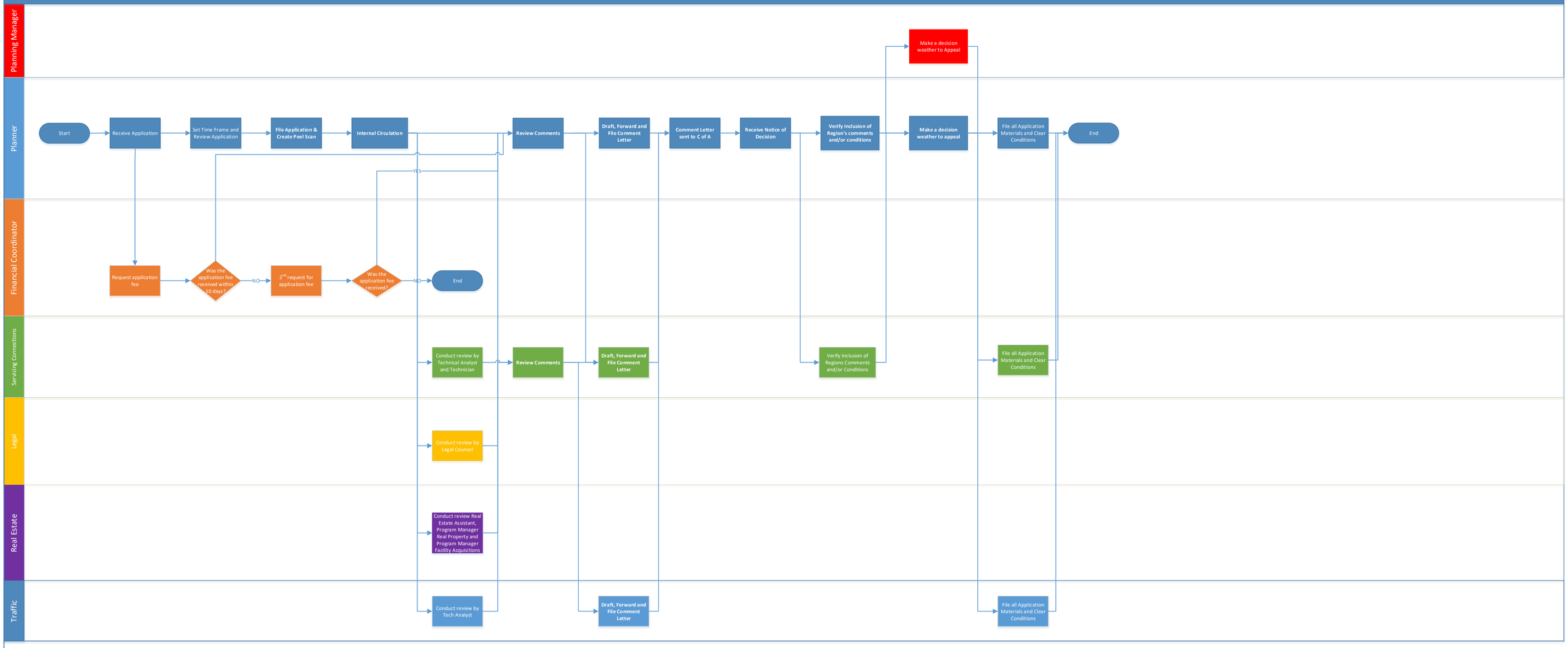
Region of Peel working with you	Project Title: Condominium Application	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Agreement Review and Execution



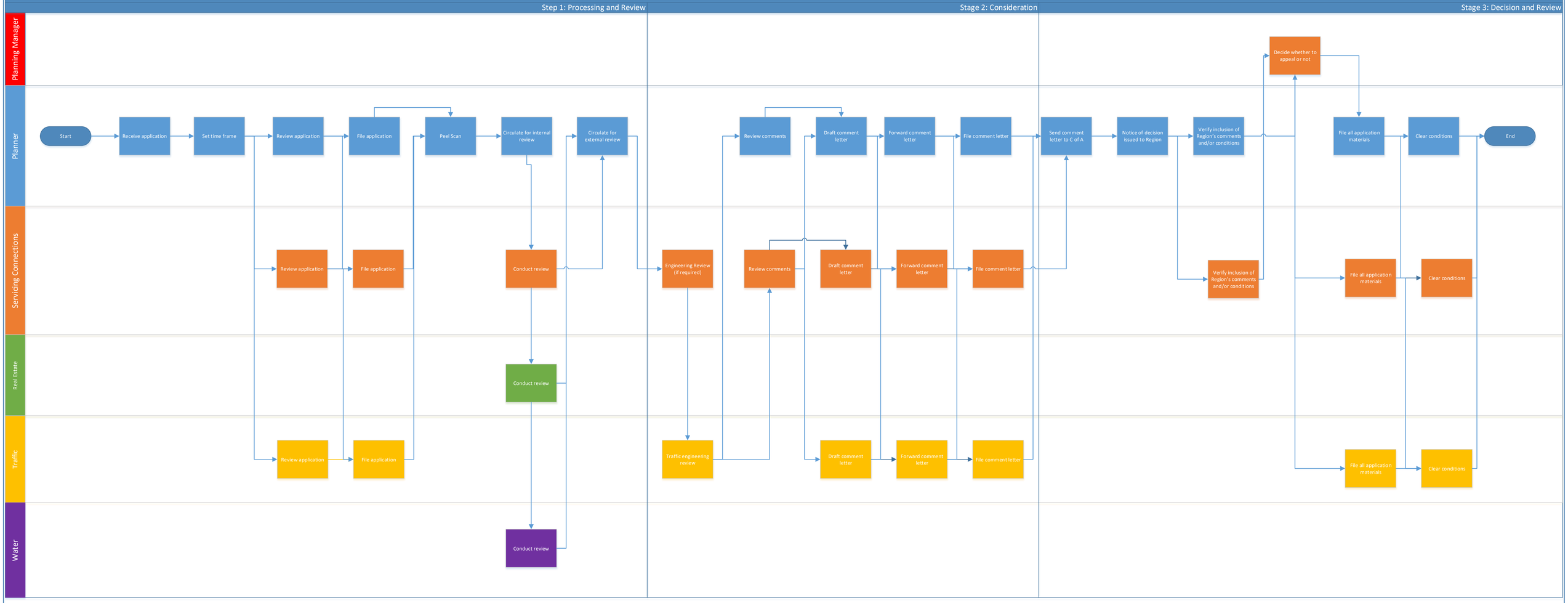
Region of Peel working with you	Project Title: Agreement Review and Execution	Original Issuance Date: September 29, 2021
	Process Owner: Development Planning	Revision Date: N/A
	Page Number: 2	Revision Number: N/A

Consent C of A



Region of Peel working with you	Project Title: Consent C of A	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Minor Variance



Region of Peel working with you	Project Title: Minor Variance	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

LOPAs

Record Clerk

START

Application Received

Forward application to Planning Manager

Prepare Files for Records Centre

END

Planning Manager

Assign application to Planner

Financial Coordinator

Request for application fee

Was application fee received within 10 business days?

NO

Send second request for application fee

Was the application fee received?

NO

Process Ends

YES

YES

Planner

Review application for completeness

Circulate for Review

IMPACT

Determine if there are further comments/ conditions

Consolidate comments and/or conditions and send letter to indicated parties

Receive and circulate revised documents

Hold meeting if required

Prepare letter to Area Municipality

Receive decision from Area Muncipality

Confirm Region's comments are addressed in the Area Municipality's Notice of Decision

Review Area Muncipality's Decision to determine if appeal is required

Servicing Connections

Conduct review

IMPACT

Conduct review and provide comments

Review revised documents and provide comments to planning

Law Clerk

Conduct review

IMPACT

Real Estate

Conduct review

IMPACT

Traffic

Conduct review

IMPACT

Determine if there are further comments/ conditions

Conduct review and provide comments

Public Health

Conduct review

IMPACT

Housing

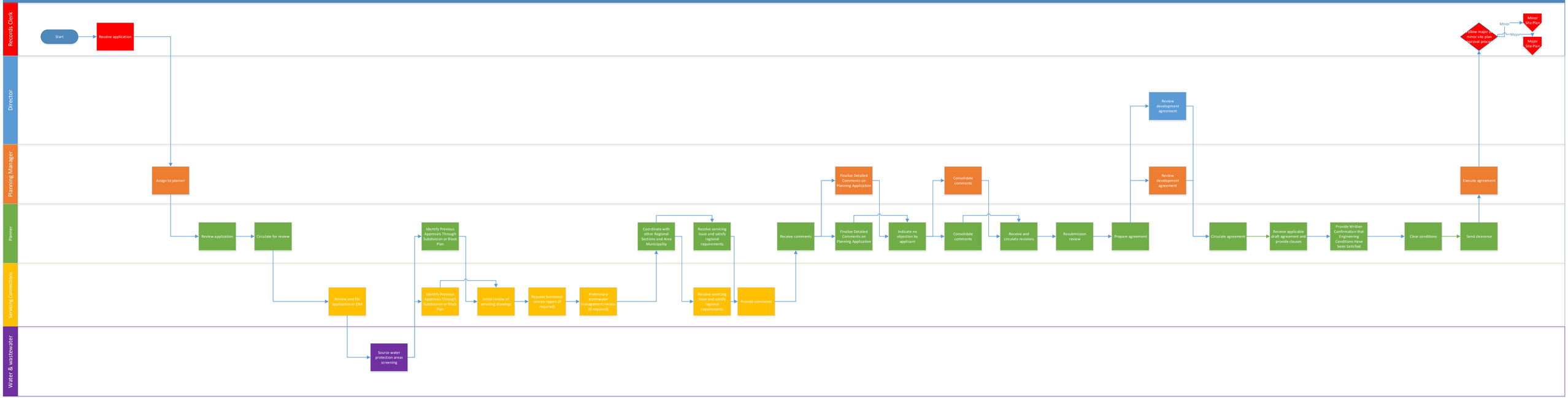
Conduct review

IMPACT

Review revised documents and provide comments to planning

Region of Peel working with you	Project Title: LOPAs	Original Issuance Date: September 29, 2021
	Process Owner: Development Planning	Revision Date: N/A
	Page Number: 1	Revision Number: N/A

Part Lot Control



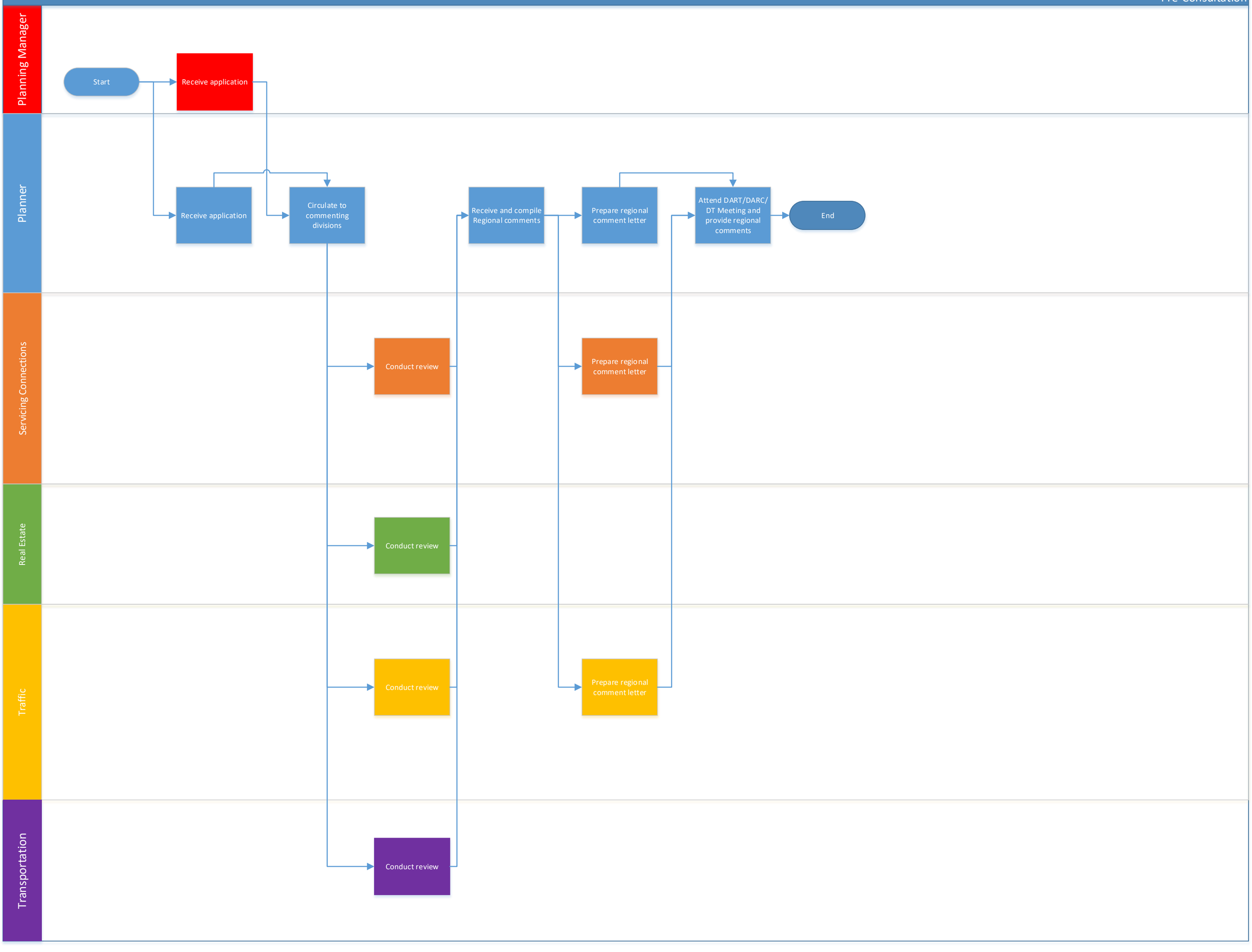
Region of Peel working with you	Project Title: Part Lot Control	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

PAGE
1 OF 2

Region of Peel working with you	Project Title: ROPA	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Pre-Consultation Sub Process

Pre-Consultation



Region of Peel working with you	Project Title: Pre Consultation Sub Process	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 2	Revision Number: N/A

Block Plans or Secondary Plans

Record Clerk

Start

Receive draft LOPARZ from Area Municipality

Receive and create EIM file

Add to IMPACT agenda

Manager

Assign to planner

Consult with Planner

Planner

Receive application

Set circulation list

Distribute materials to commenting divisions

Add to IMPACT agenda

IMPACT Meeting

Hold internal discussion (if required)

Receive comments

Prepare letter

Hold internal discussion meeting (if required)

Sign comment letter

Mail and file comment letter

End

Financial Coordinator

Request application fee

Was the application fee received within 10 days?

2nd request for application fee

Was the application fee received?

End

Servicing Connections

Conduct review

IMPACT Meeting

Legal

Conduct review

IMPACT Meeting

Real Estate

Conduct review

IMPACT Meeting

Traffic

Conduct review

IMPACT Meeting

Transportation

Conduct review

IMPACT Meeting

Water

Conduct review

IMPACT Meeting

Housing

Conduct review

IMPACT Meeting

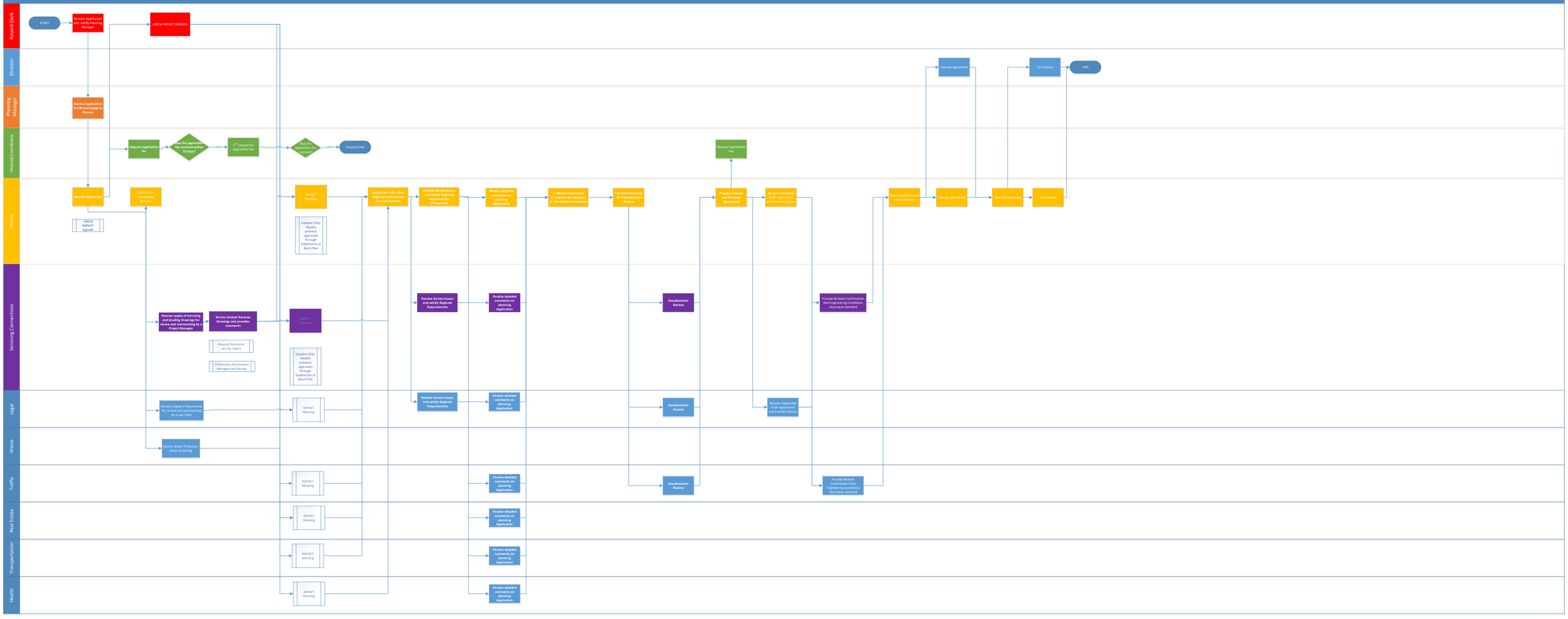
Health

Conduct review

IMPACT Meeting

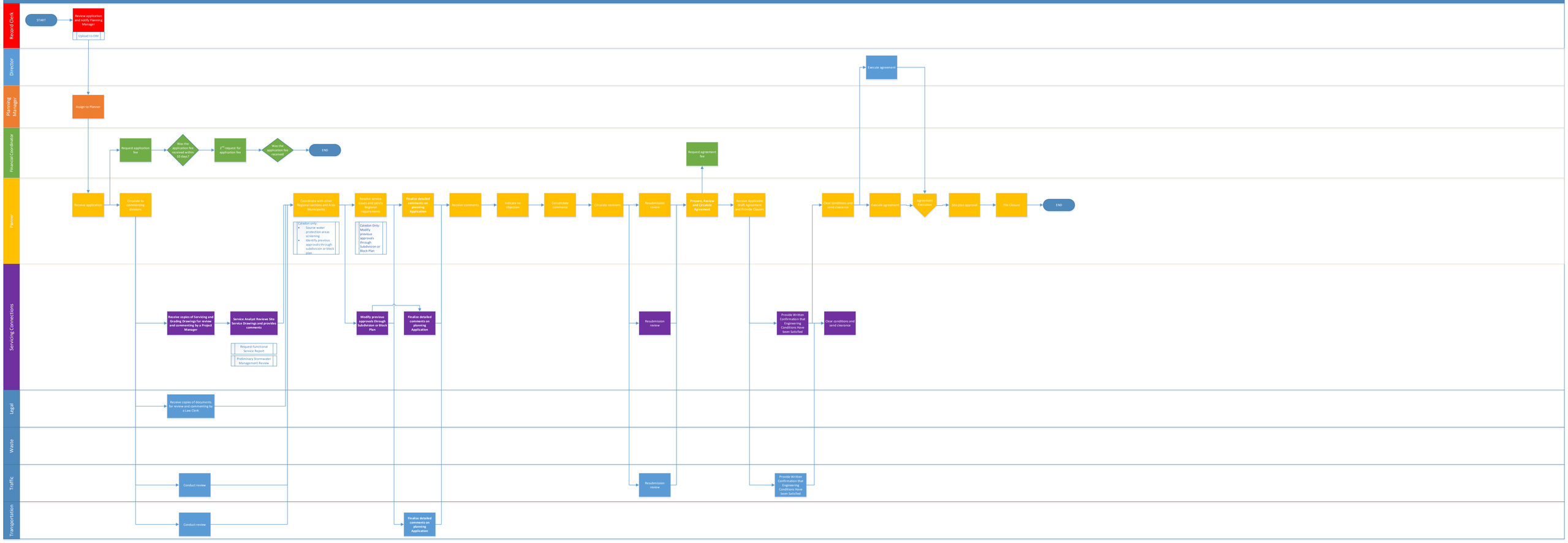
Region of Peel working with you	Project Title: Block Plans or Secondary Plans	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Major Site Plan Application



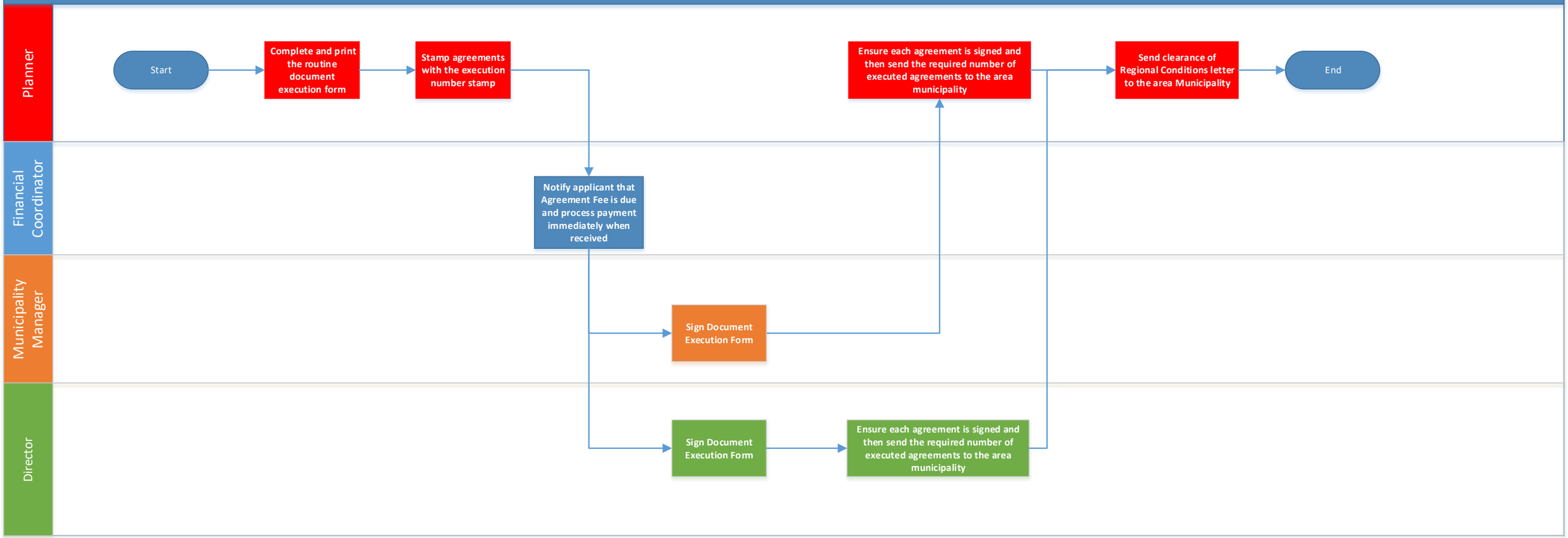
Region of Peel working with you	Project Title: Major Site Plan Application	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Minor Site Plan Application



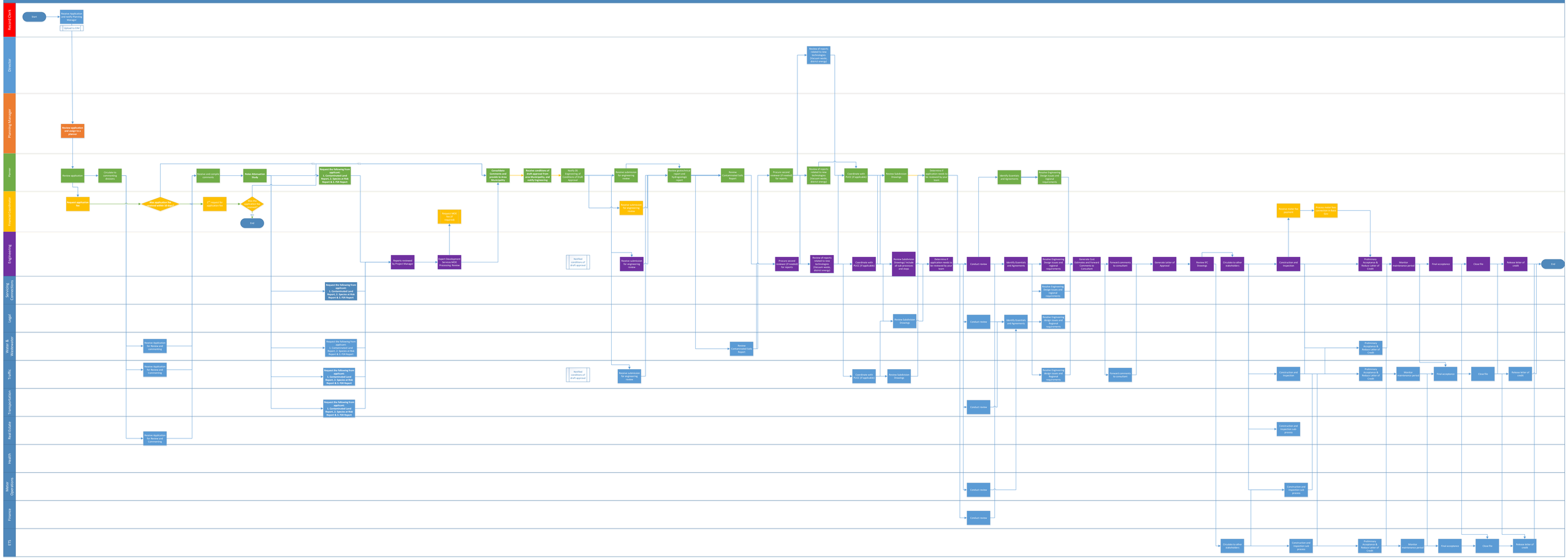
Region of Peel working with you	Project Title: Minor Site Plan Application	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 2	Revision Number: N/A

Agreement Execution



Region of Peel working with you	Project Title: Agreement Execution	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 3	Revision Number: N/A

Plan of Subdivision Application



Sheet 1 OF 1

Region of Peel working with you	Project Title: Plan of Subdivision Application	Original Issuance Date: N/A
	Process Owner: Development Services	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Zoning By-Law Amendment

Record Clerk

START

Receive Draft A2 Application From Area Municipality

Record Application

Add to IMPACT Agenda

Financial Coordinator

Request application fee

Was the application fee received within 10 days ?

NO

2ND request for application fee

Was the application fee received?

NO

End

YES

Director

Hold Internal Discussion

Planning Manager

Review application and assign to Planner

Hold Internal Discussion

Consult with Planner

Hold Internal discussion Meeting if required

Sign Comment Letter

Mail Comment Letter

File Comment Letter

Identify Previous Approvals through subdivision or Block Plan

Request Functional Servicing Report

Resolve Servicing Issues and Satisfy Regional Requirements

Finalize Detailed Comments and Planning Application

Receive Applicable Draft Agreement and Provide Clauses

Provide Clearances

Provide Written Confirmation that Engineering Conditions have been Satisfies

END

Planner

Receive application

Srt Circulation List

Distribute Review Details to Commenting Divisions

Add to IMPACT Agenda

Review at IMPACT Meeting

Hold Internal Discussion

Receive comments, consult with Manager

Prepare letter

Servicing Connections

Conduct review

Provide Comments

File Comment Letter

Receive Servicing & Grading Drawings

Identify Previous Approvals through subdivision or Block Plan

Initial Review of Site Servicing Drawings

Review Functional Servicing Report

Preliminary Storm Management Review

Coordinate with other Regional Sections and Area Municipality

Resolve Servicing Issues and Satisfy Regional Requirements

Finalize Detailed Comments and Planning Application

Receive Applicable Draft Agreement and Provide Clauses

Provide Clearances

Provide Written Confirmation that Engineering Conditions have been satisfies

Legal

Conduct review

Provide Comments

Real Estate

Conduct review

Provide Comments

Traffic

Conduct review

Provide Comments

Transportation

Conduct review

Provide Comments

Water & Wastewater

Conduct review

Provide Comments

Housing

Conduct review

Provide Comments

Health

Conduct review

Provide Comments

Region of Peel working with you	Project Title: Zoning By-Law Amendment	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Collection and release of securities – Plan of Subdivision

Collection | Partial Release | Full Release

Applicant

- Submit estimate for Letter of Credit
- Revise estimate for Letter of Credit
- Submit Letter of Credit
- Begin construction
- Complete construction
- Has maintenance period elapsed?
  - No → Submit request for partial reduction of securities
  - Yes → Submit request for full reduction of securities
- Inspection occurs during the entire construction process
- Applicant requests final water and sanitary (CCTV) inspections

Development Services

- Review estimate for Letter of Credit by PM
- Is estimate for Letter of Credit acceptable?
  - No → Revise estimate for Letter of Credit
  - Yes → Submit Letter of Credit
- Can securities be partially released?
  - No → Complete construction
  - Yes → Prepare Letter of Credit reduction notice
- Letter of Credit notice reduction to lower Tier
- Can securities be partially released?
  - No → Submit request for full reduction of securities
  - Yes → Prepare Letter of Credit reduction notice

ETS

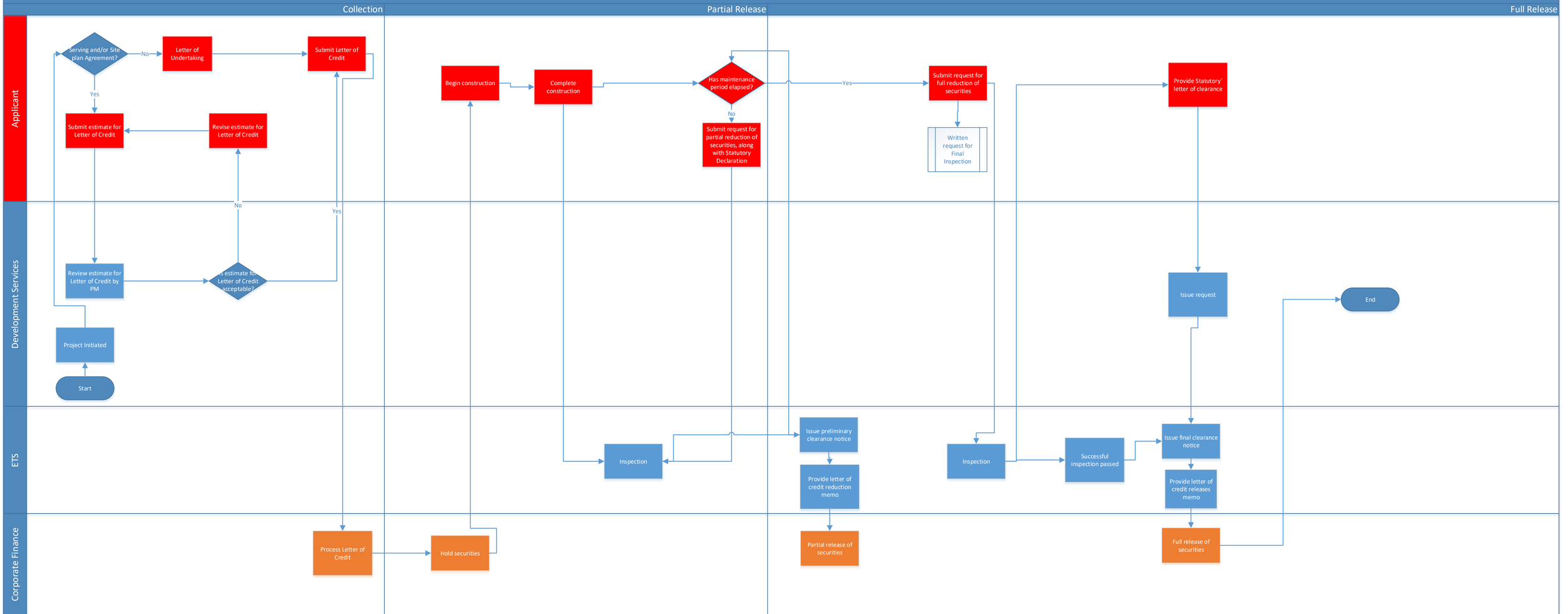
- Inspection complete by ETS
- Issue preliminary clearance/approval notice by ETS
- Inspection complete by ETS
- Can securities be fully released?
  - No → Submit request for full reduction of securities
  - Yes → Issue final clearance notice by ETS. Securities no longer required.

Lower-tier

- Start
- Hold securities
- Partial release of securities
- Full release of securities, Once assumed by Lower Tier
- End

Region of Peel working with you	Project Title: Collection & Release of Securities (Plan of Subdivision)	Original Issuance Date: June 28, 2021
	Process Owner: Development Engineering	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Collection and release of securities – Miscellaneous Projects



Region of Peel working with you	Project Title: Collection & Release of Securities (Miscellaneous Projects)	Original Issuance Date: June 28, 2021
	Process Owner: Development Engineering	Revision Date: September 14, 2021
	Page Number: 2	Revision Number: N/A

Condominium Water Service Agreement (CWSA)

Phase

Planner

Start

Receive Draft Plan of Condominium – Circulate to SPS and Legal for commenting

Provide Clearance of the conditions

Servicing Connections (Technical Analyst)

Technical Analyst comments on Draft Plan of Condominium

Consolidates CWSA registration package to provide to client/ lawyer

Save in EIM under CDM Folder

Circulated CWSA package

Receive executed CWSA and Cheques for the registration of the Agreement

Check executed CWSA package for completion

Recive CWSA Documents and Document Execution Record (DER)

Verify CWSA and DER

Copy of Registered Documents

Save documents in EIM and Log one hard copy & added to site servicing folder

End

Legal Clerk

Legal services initiated

Review CWSA documents

Registration on Title

Planner be notified the condo water main service agreement is register

Servicing Connection Manager

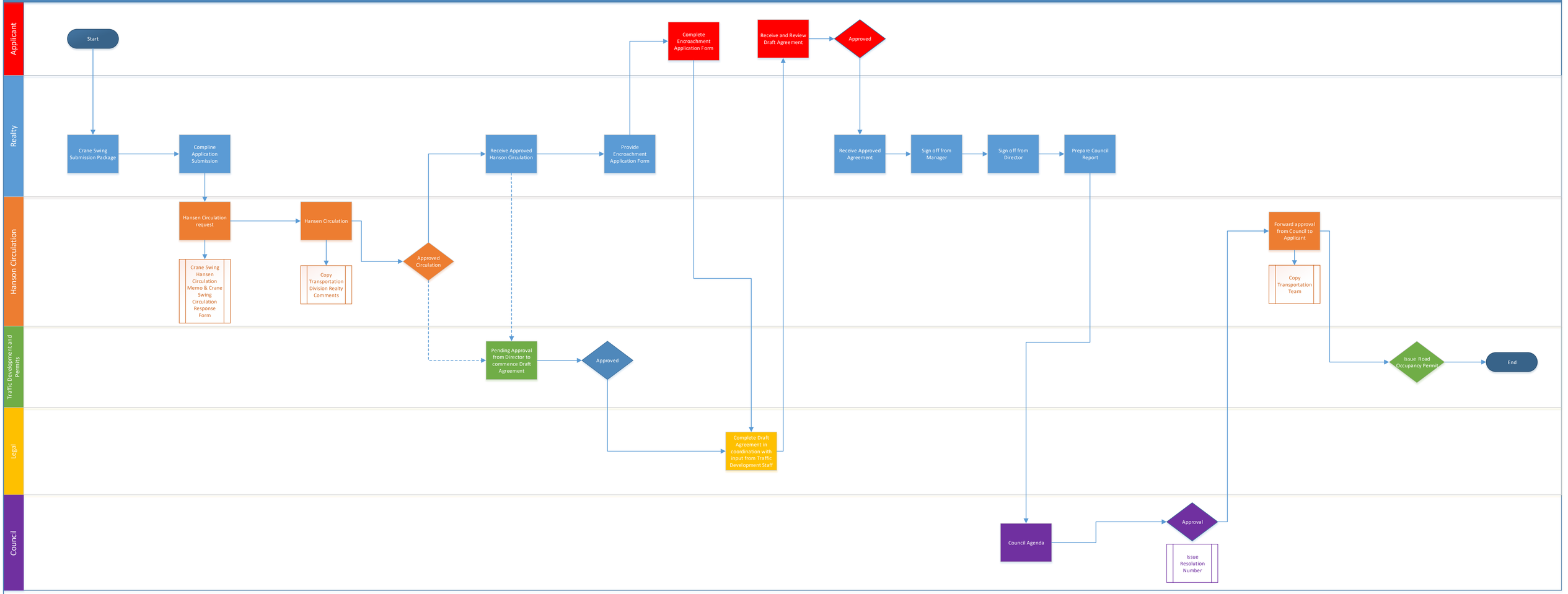
Sign CWSA & DER documents

Development Services Director

Execute all CWSA, DER and Final Servicing Plan

Region of Peel working with you	Project Title: Condominium Application	Original Issuance Date: June 28, 2021
	Process Owner: Servicing Connections	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Crane Swing Agreement



Region of Peel working with you	Project Title: Crane Swing Agreement	Original Issuance Date: July 26, 2021
	Process Owner: Development Services	Revision Date: August 26, 2021
	Page Number: 1	Revision Number: N/A

Development Application

IMPACT/Planning

Start

Planning Application/ Outstanding documents and revisions sent to resubmission

Planner Review and forward to Applicable Local Municipality

Yes

End

Planner Clears Conditions

Servicing Connections (Technical Analyst)

Application/ Outstanding documents received

Are there SPS conditions?

No

Yes

Is it a Minor Variance Application

Yes

No

Is there an existing application in BasicGov?

Yes

No

Is the address in BasicGov?

Yes

Create/Edit Parent Connection Application

No

Request a Draft Address from Peel Data Centre

Create Servicing folder within Parent C number folder (C#/Address/ Servicing)

Create sub folder (number of submission, date circulated to ZZG inbox. Ex-1st submission – Aug. 4, 2021)

Move/Copy Servicing Submission documents * into Sub-folder

Email Servicing Submission and EIM link for subfolder to the ZZG inobx

Was it only a servicing submission received?

No

Yes

Is there a servicing drawing?

Yes

No

Create/Update EIM Folder

Create Associated File (link to the EIM file) if required

Create a Submission Package

Create Submitted Documents

Perform Planning review

Create/Update a list of Required Documents

Enter data into ArcGIS if required

Planning Engineering review follow up (Email) (comments / revisions /additional requirements)

Are the condition fulfilled?

Yes

Update Submission and Required Documents with approval dates

Advise Planner all Conditions have been Cleared

Peel Data Centre

Creates DRAFT Address

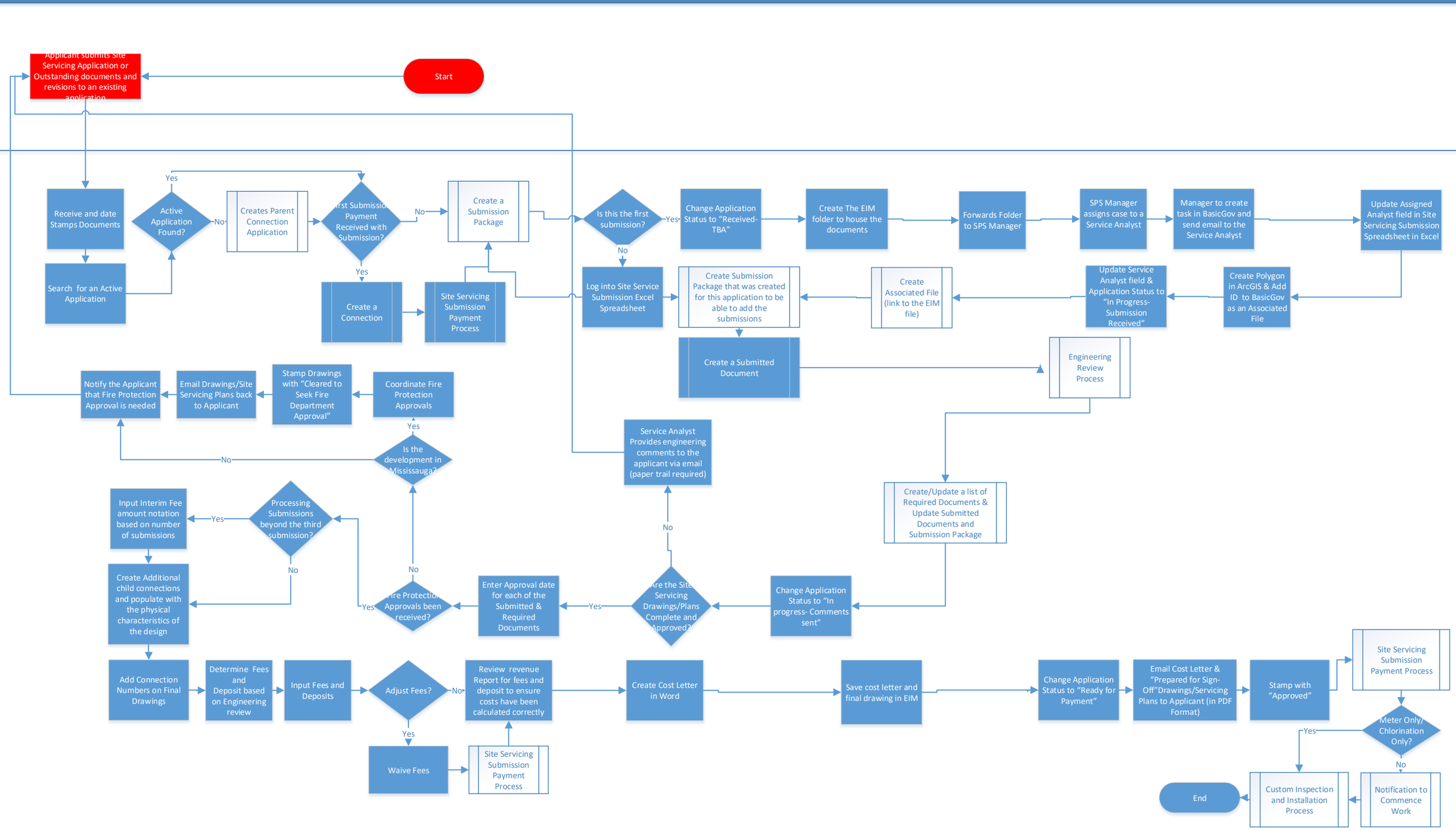
Notify Development Engineering that Draft Address has been created

Region of Peel working with you		
	Project Title: Development Application	Original Issuance Date: August 26, 2021
	Process Owner: Servicing Connections	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

Custom Site Servicing Plan Submission

IMPACT/Planning

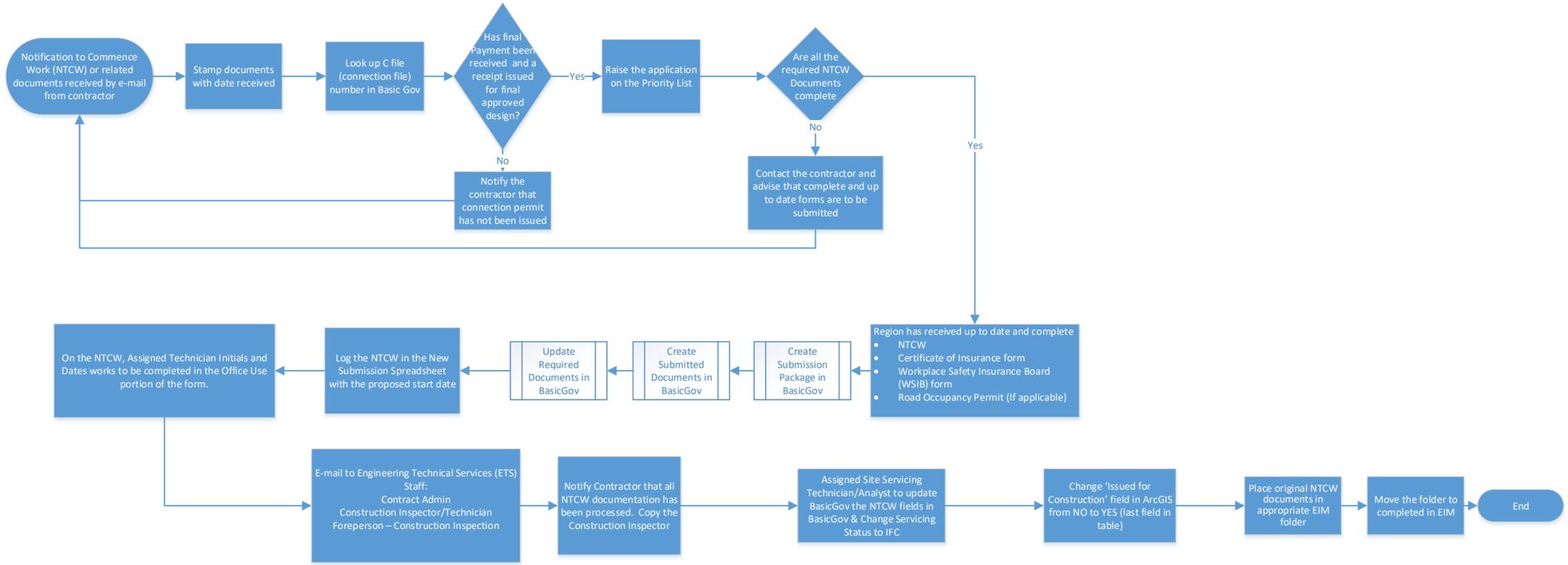
Servicing Connections (Technical Analyst)



Region of Peel working with you	Project Title: Custom Site Servicing Plan Submission	Original Issuance Date: August 26, 2021
	Process Owner: Servicing Connections	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

Processing A Notice to Commence Work (NTCW)

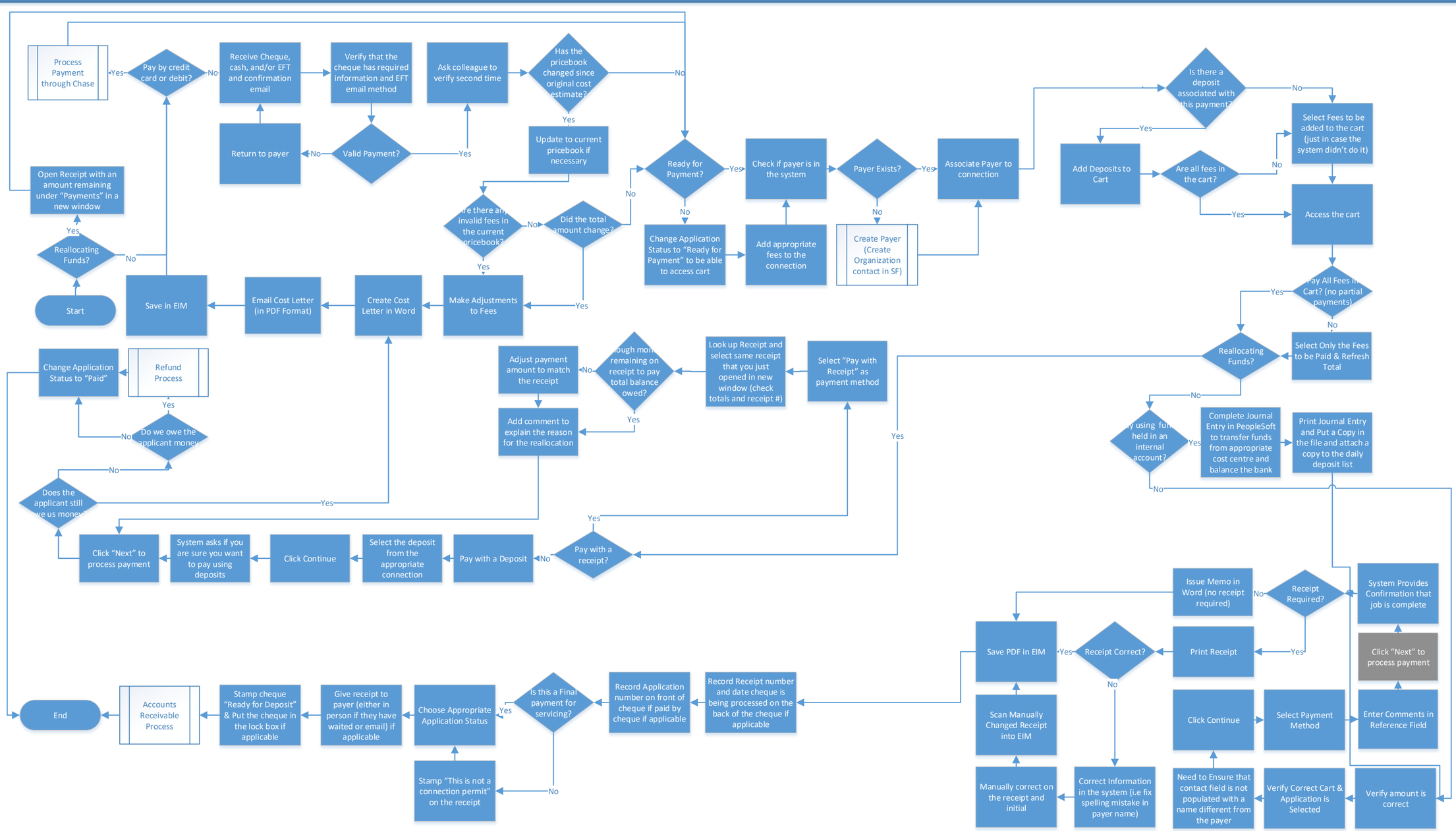
Servicing Connections (Technical Analyst) & Contractor



Region of Peel working with you	Project Title: Processing a Notice to Commence to Work (NTCW)	Original Issuance Date: August 26, 2021
	Process Owner: Servicing Connections	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

Site Service Plan Submission Payment/Reallocation Process

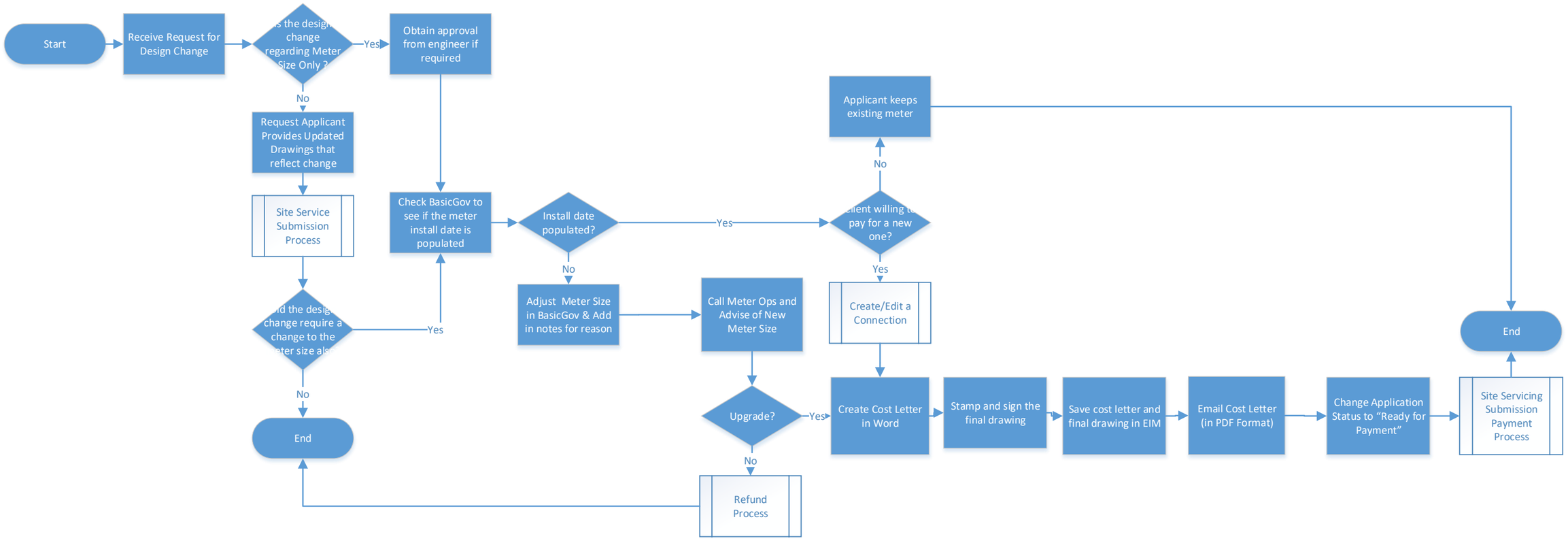
Servicing Connections (Technical Analyst)



Region of Peel working with you	Project Title: Site Service Plan Submission Payment/Reallocation Process	Original Issuance Date: August 26, 2021
	Process Owner: Servicing Connections	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

Site Service Submission Design Change

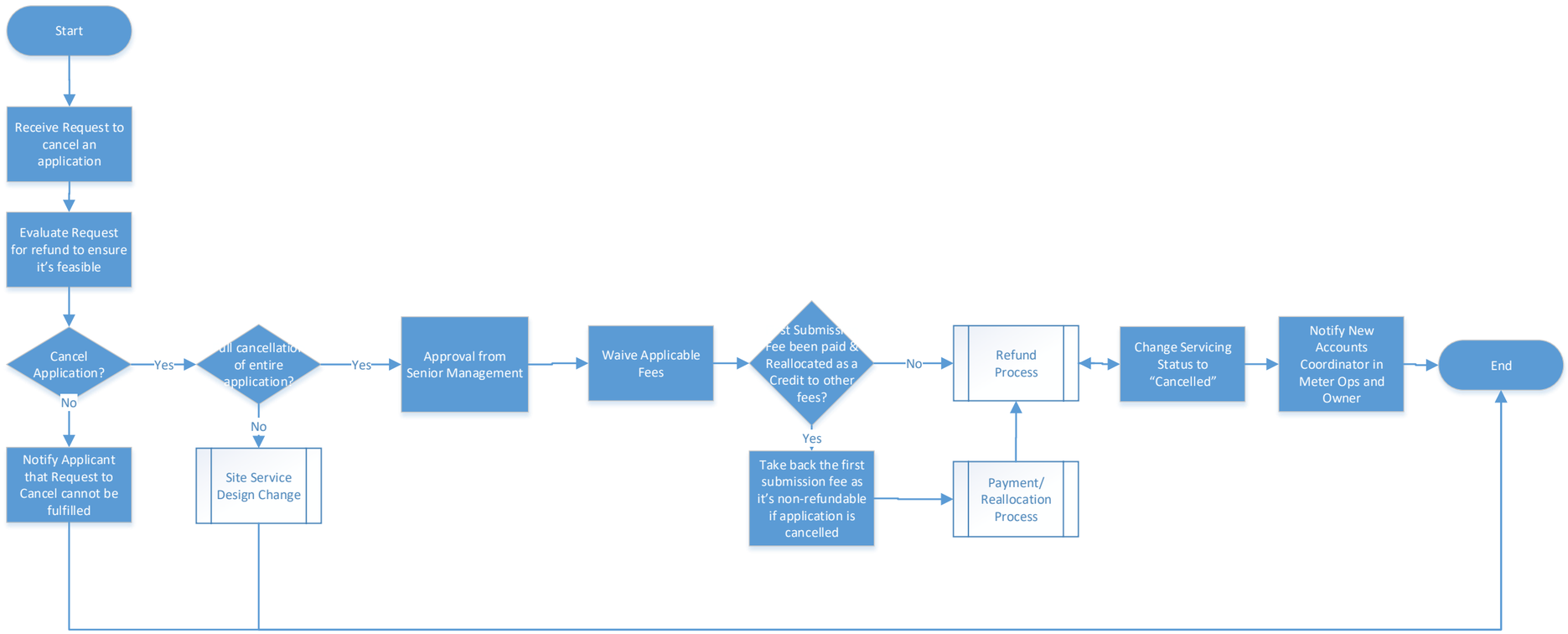
Servicing Connections (Technical Analyst)



Region of Peel working with you	Project Title: Site Service Submission Design Change	Original Issuance Date: August 26, 2021
	Process Owner: Servicing Connections	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

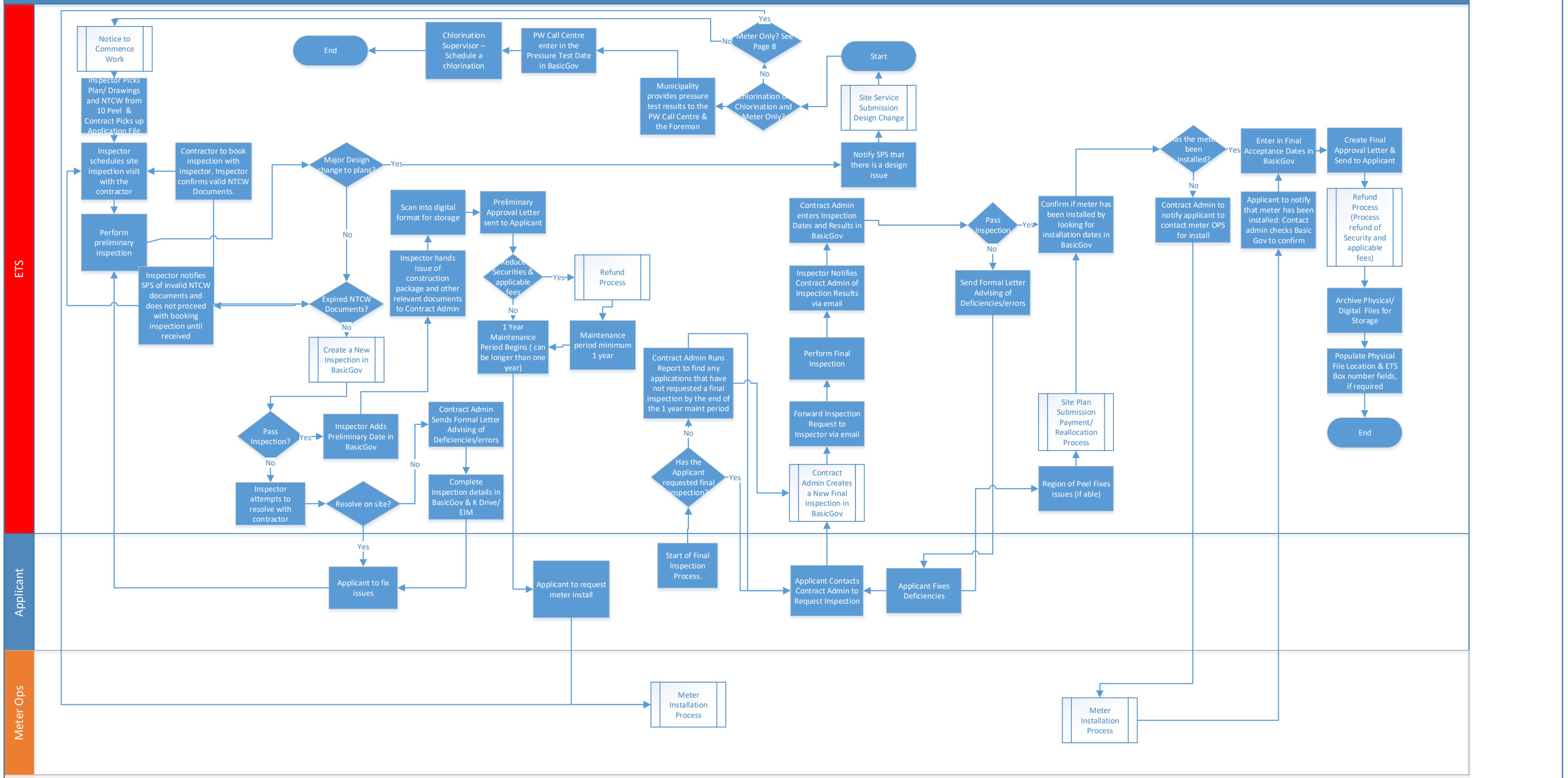
Site Service Application Cancellation Process

Servicing Connections (Technical Analyst)



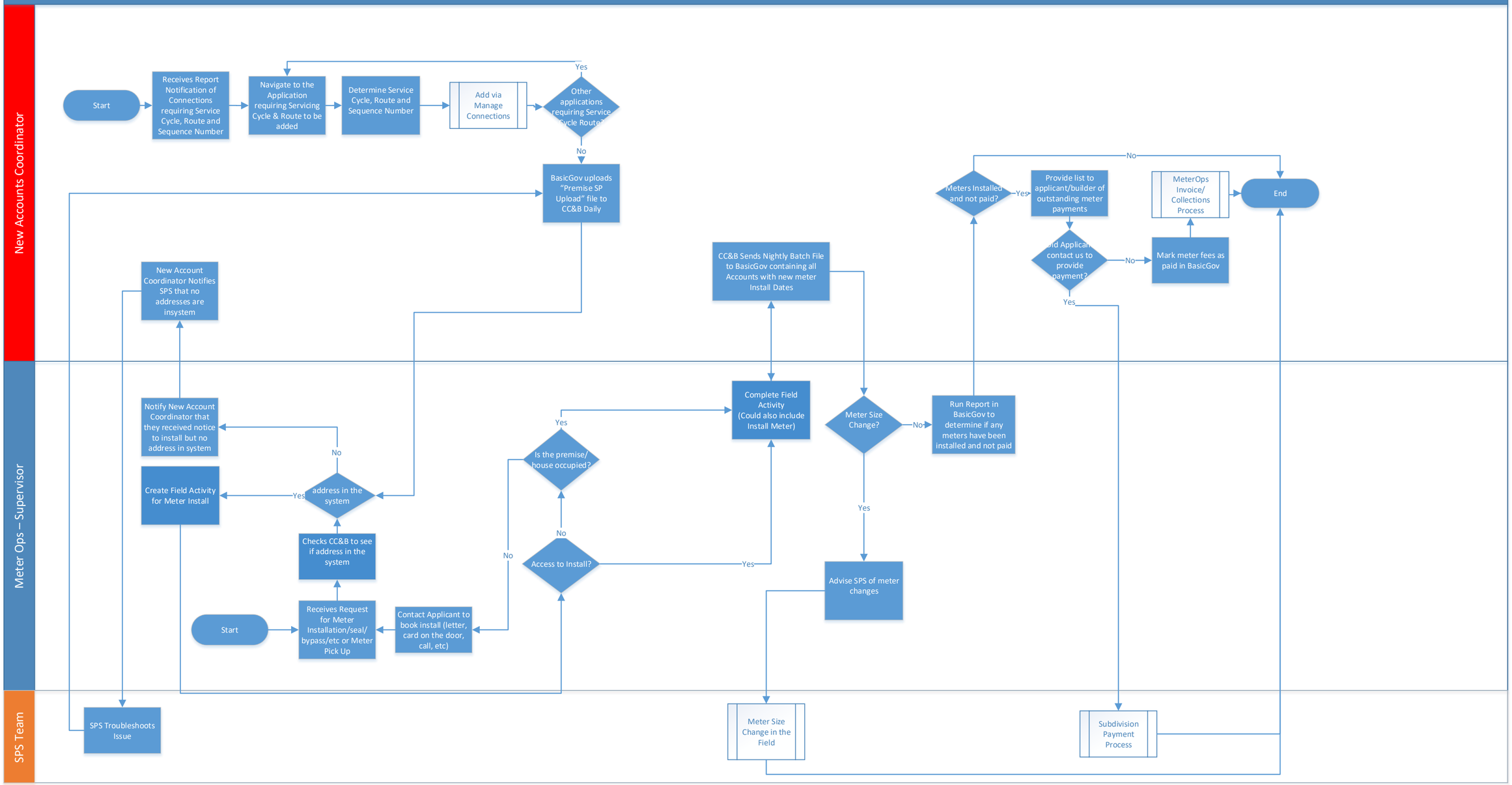
Region of Peel working with you	Project Title: Site Service Application Cancellation Process	Original Issuance Date: August 26, 2021
	Process Owner: Servicing Connections	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

Custom Inspection & Contract Admin Process



Region of Peel working with you	Project Title: Custom Inspection & Meter Installation Process	Original Issuance Date: August 26, 2021
	Process Owner: Engineering Technical Services	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

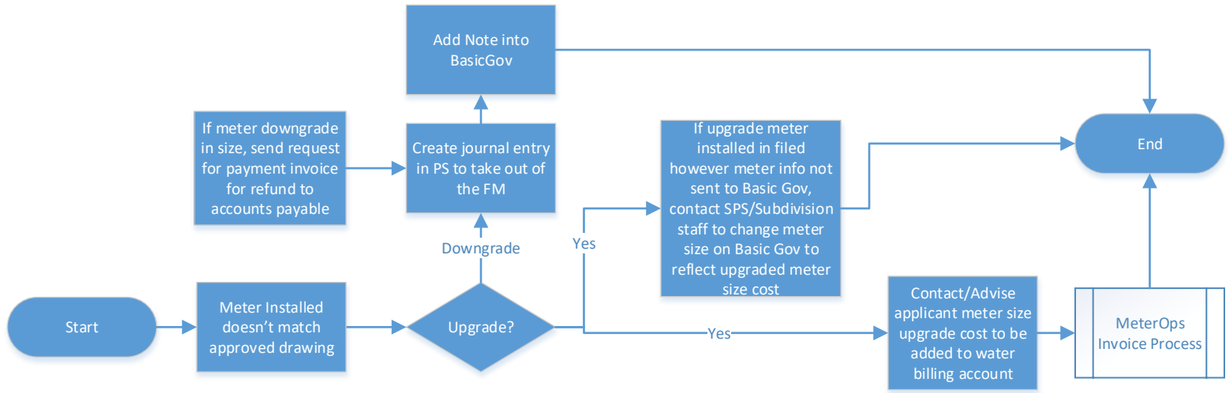
Meter Installation Process for Custom Applications



Region of Peel working with you	Project Title: Meter Installation Process for Custom Applications	Original Issuance Date: August 26, 2021
	Process Owner: Meter Operations	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

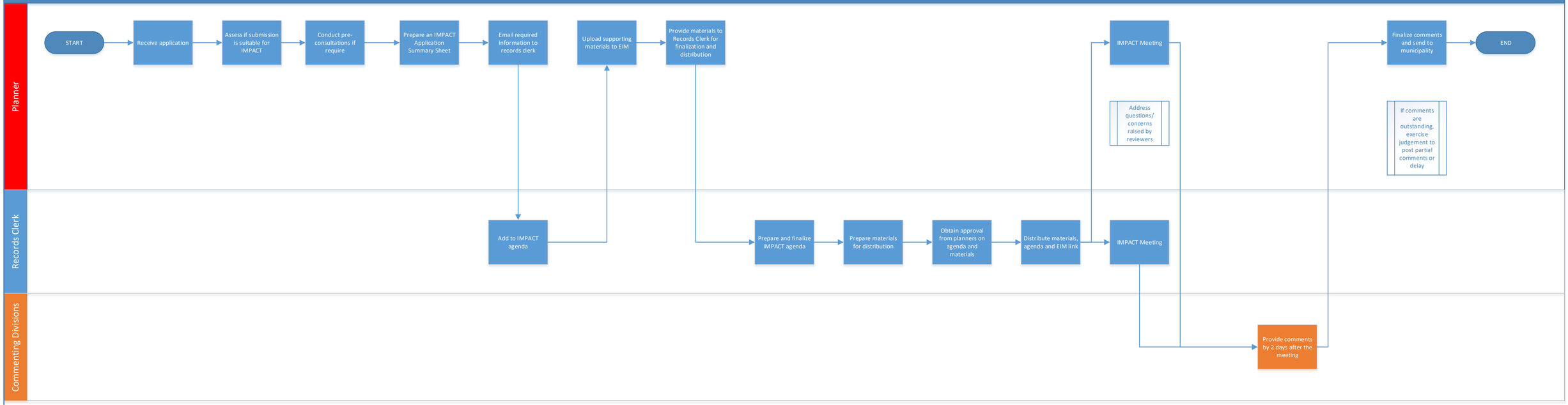
Meter Size Change in the Field Custom & Subdivision

Meter Ops



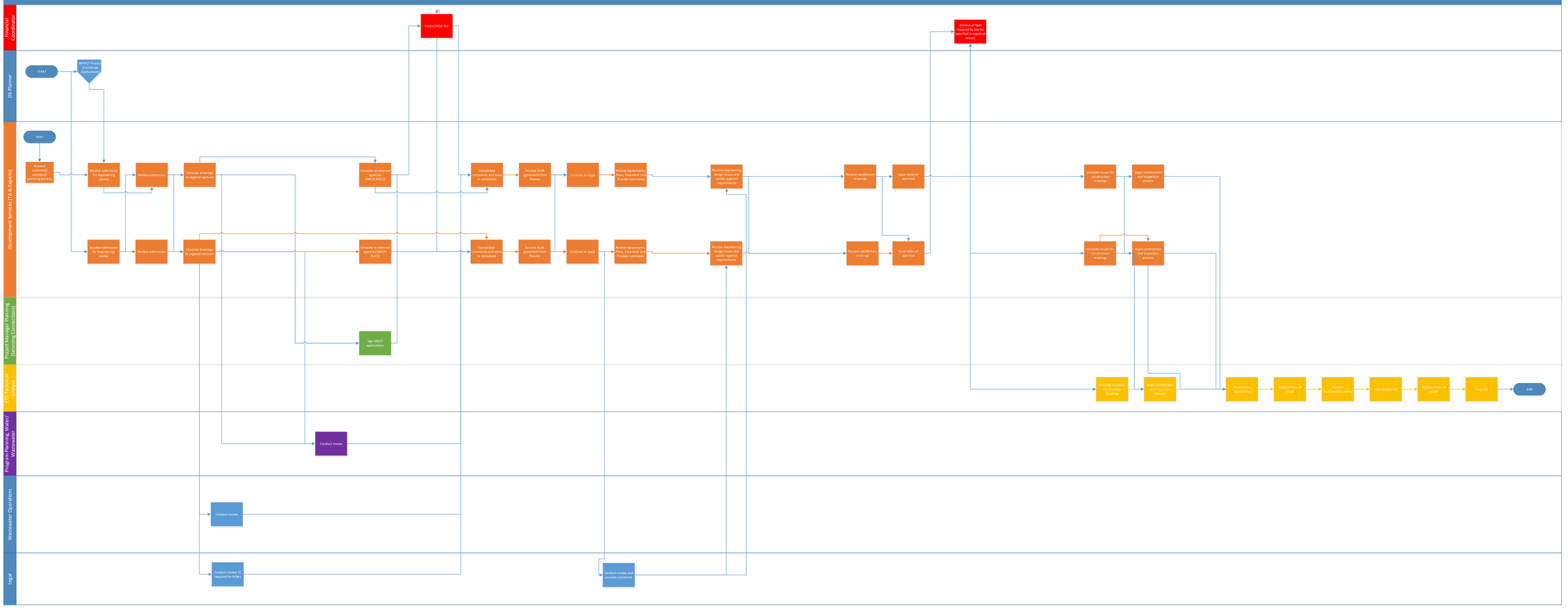
Region of Peel working with you	Project Title: Meter Size Change in the Field Custom & Subdivision	Original Issuance Date: August 26, 2021
	Process Owner: Meter Operations	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

IMPACT Process Flow



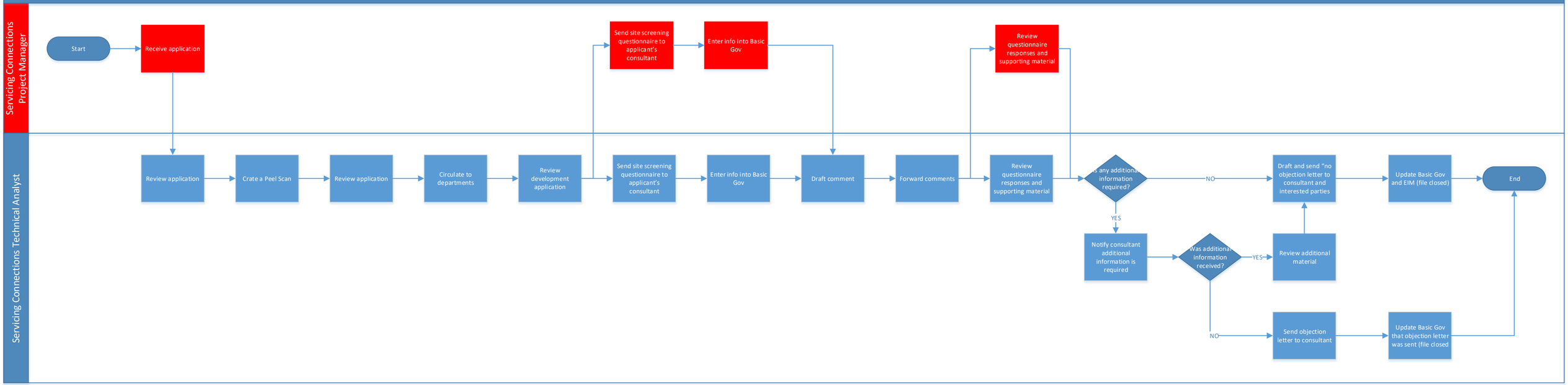
Region of Peel working with you	Project Title: IMPACT Process	Original Issuance Date: Septemeber 1, 2021
	Process Owner: Development Planning	Revision Date: N/A
	Page Number: 2	Revision Number: A

Miscellaneous Development Projects



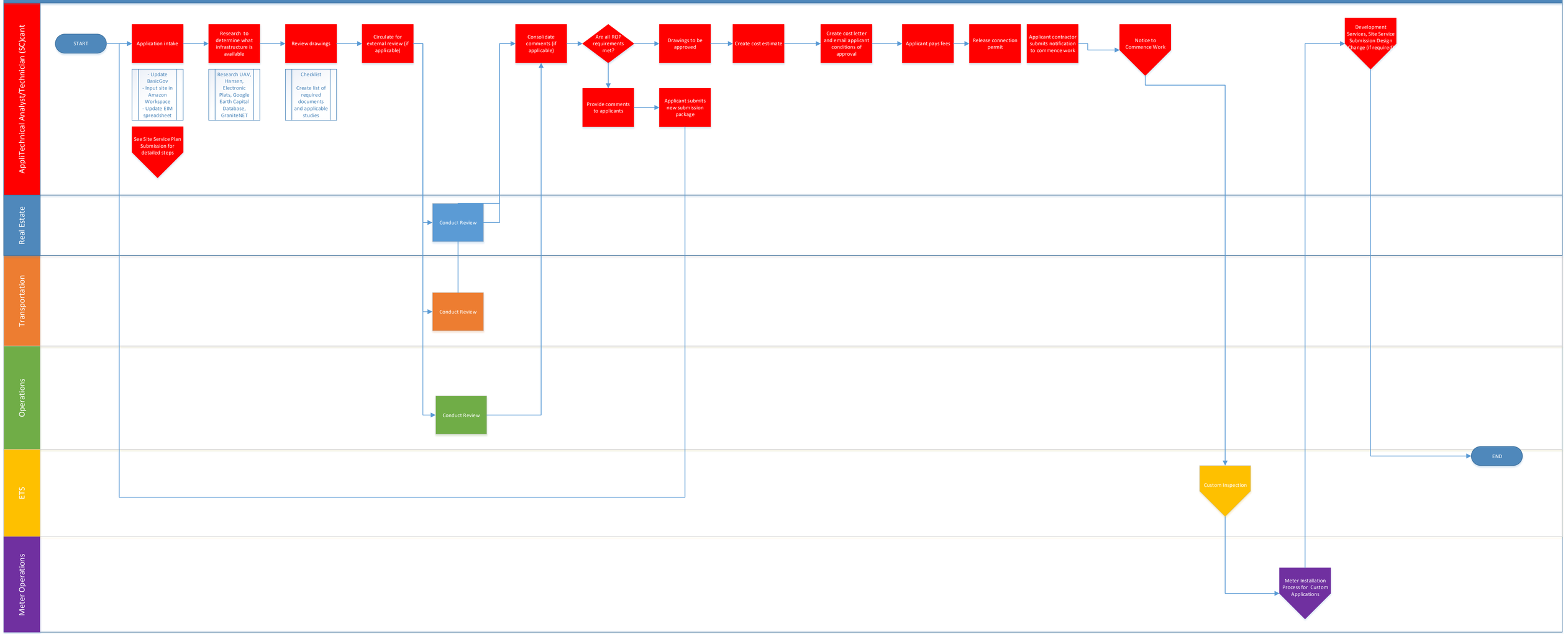
Region of Peel working with you	Project Title: Miscellaneous Development Projects	Original Issuance Date: July 26, 2021
	Process Owner: Development Engineering	Revision Date: September 27, 2021
	Page Number: 1	Revision Number: N/A

Non Potable Groundwater



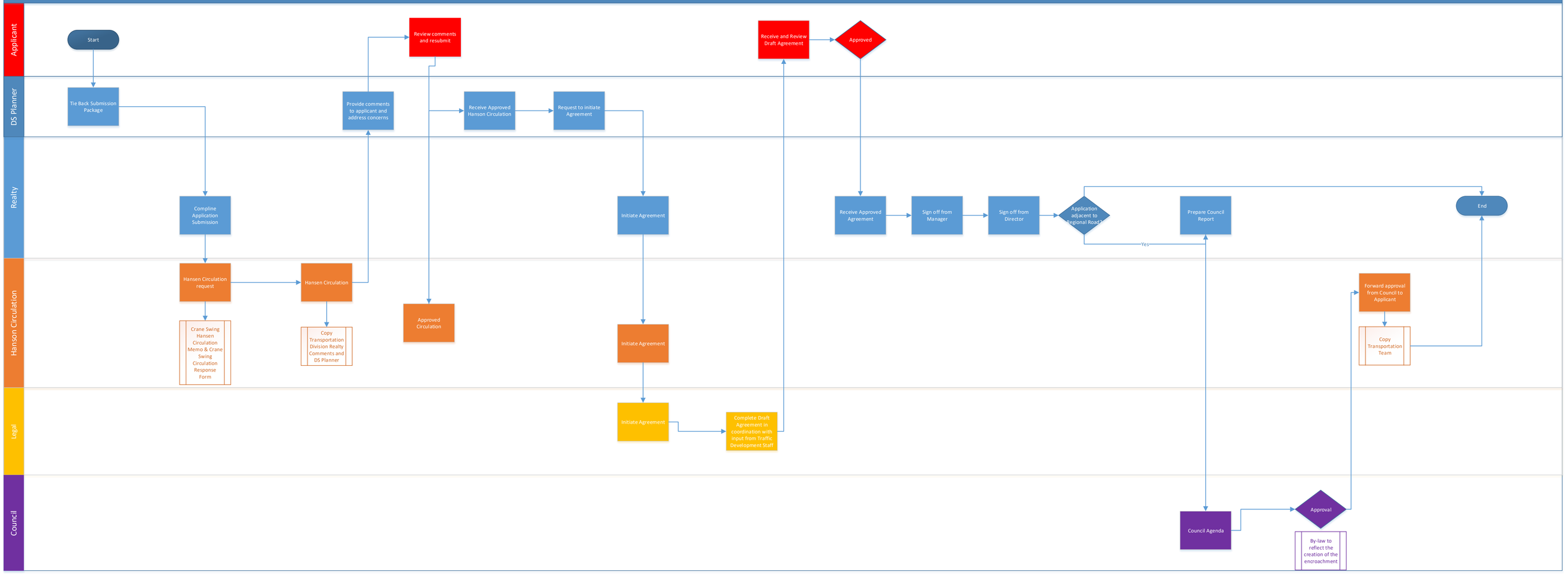
Region of Peel working with you	Project Title: Non Potable Groundwater	Original Issuance Date: N/A
	Process Owner: Servicing Connections	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Residential Application



Region of Peel working with you	Project Title: Residential Application	Original Issuance Date: N/A
	Process Owner: Servicing Connections	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

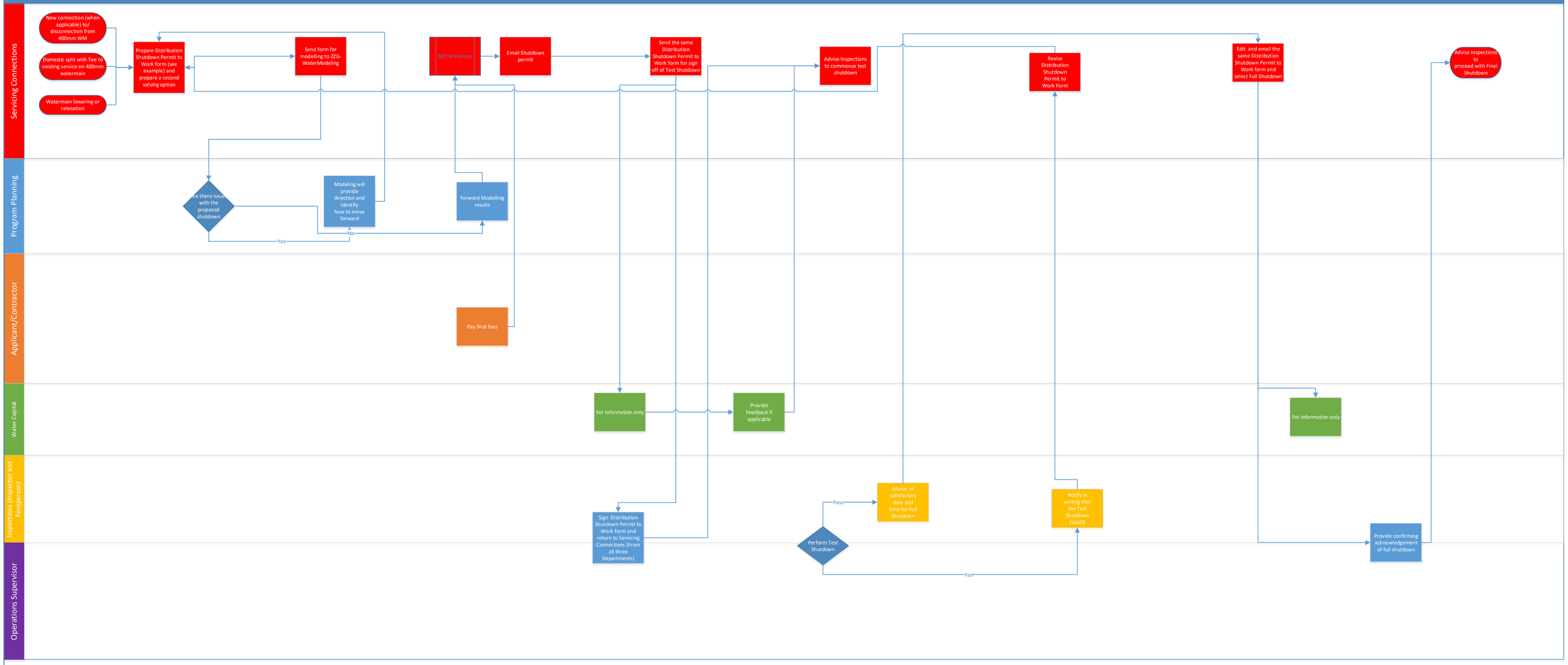
Tie Back Agreements



PAGE
1 OF 1

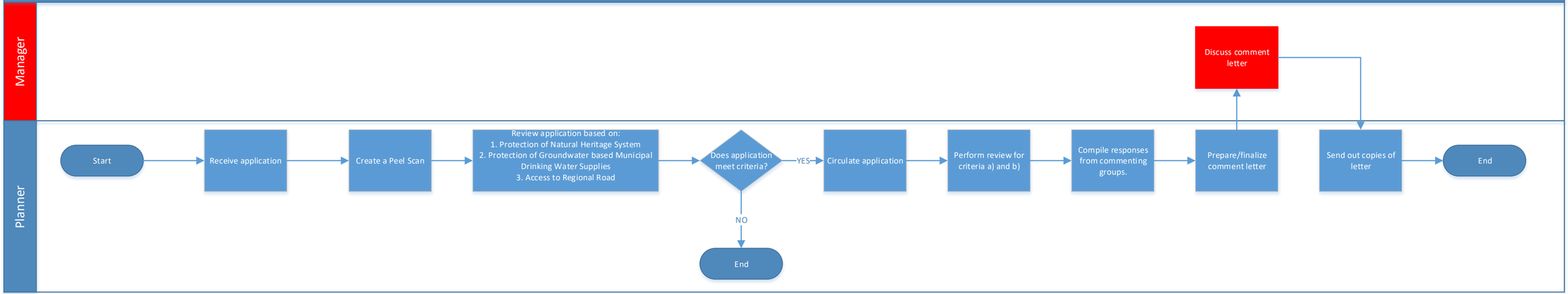
Region of Peel working with you	Project Title: Tie Back Agreements	Original Issuance Date: July 26, 2021
	Process Owner: Development Services	Revision Date: August 26, 2021
	Page Number: 1	Revision Number: N/A

Watermain Shutdown Procedure – Connections or Disconnections to Mains 400mm and greater



Region of Peel working with you	Project Title: Watermain Shutdown Procedure	Original Issuance Date: September 29, 2021
	Process Owner: Servicing Connections	Revision Date: N/A
	Page Number: 1	Revision Number: N/A

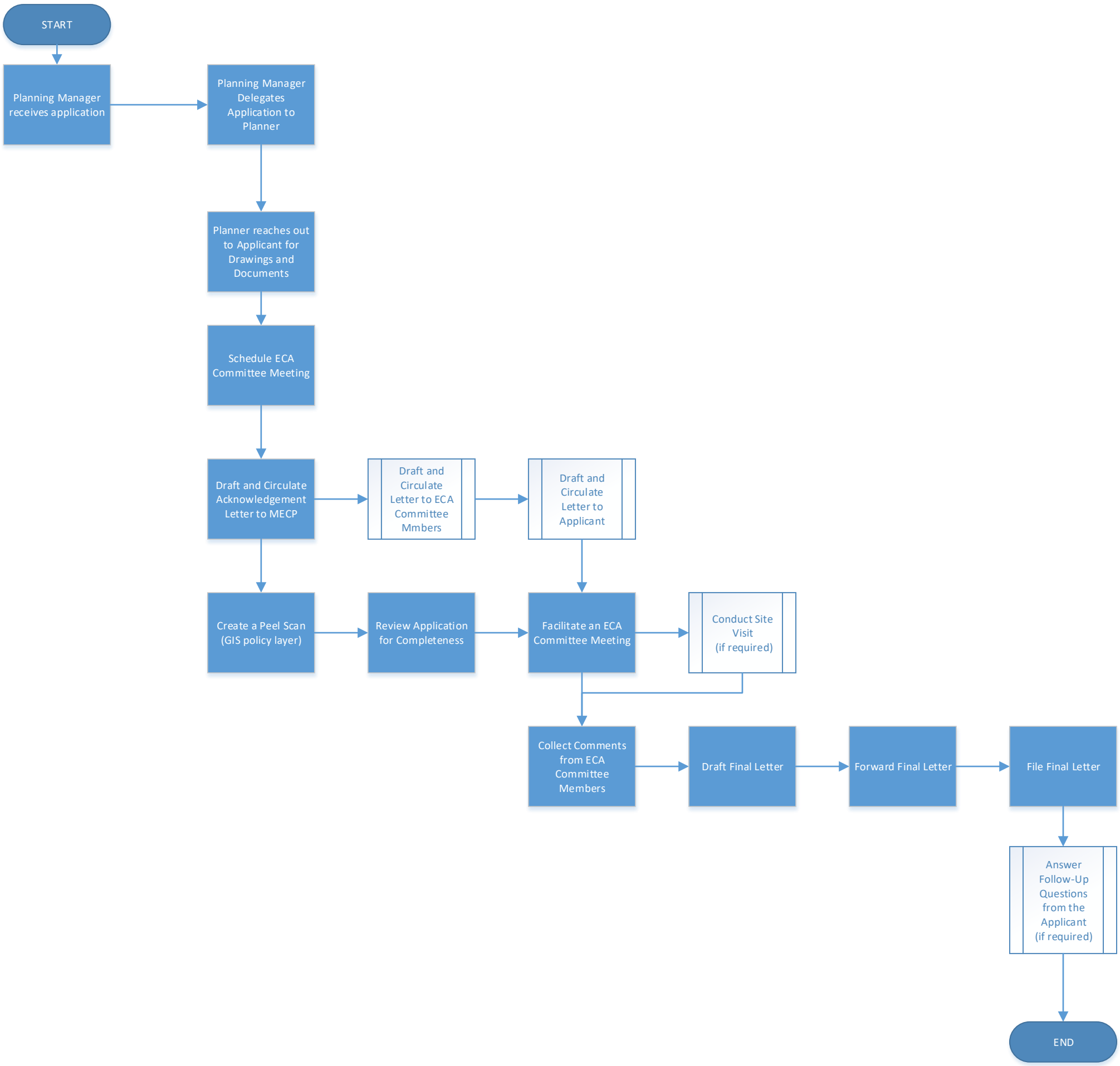
Permit to Take Water



Region of Peel working with you	Project Title: Permit to Take Water	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

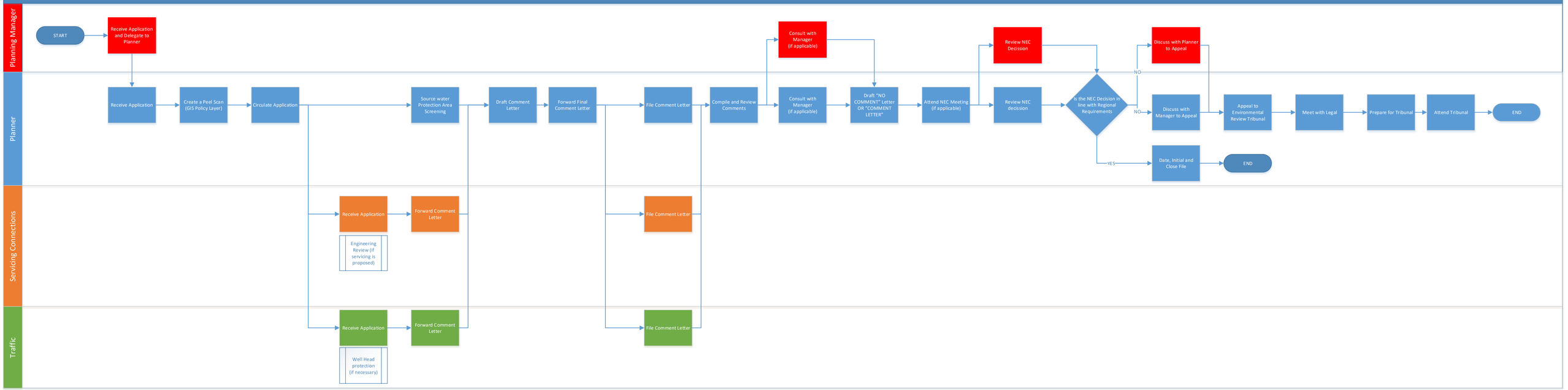
Environmental Compliance Approvals

Planning



Region of Peel working with you	Project Title: Environmental Compliance Approvals	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Niagara Escarpment Commission



Region of Peel working with you	Project Title: Niagara Escarpment Commission	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Appendix G:
Future State Process Maps

LOPAs

Record Clerk

START

Application Received

Forward application to Planning Manager

Prepare Files for Records Centre

END

Planning Manager

Assign application to Planner

Financial Coordinator

Request for application fee

Was application fee received within 10 business days?

NO

Send second request for application fee

Was the application fee received?

NO

Process Ends

YES

YES

Planning and Growth Management (Planner)

Review application for completeness

Circulate for Review

IMPACT

Determine if there are further comments/ conditions

Consolidate comments and/or conditions and send letter to indicated parties

Receive and circulate revised documents

Hold meeting if required

Prepare letter to Area Municipality

Receive decision from Area Muncipality

Confirm Region's comments are addressed in the Area Municipality's Notice of Decision

Review Area Muncipality's Decision to determine if appeal is required

Servicing Connections

Reassign local municipally-initiated OPAs from DS to Planning & Growth Management

Conduct review

IMPACT

Conduct review and provide comments

Review revised documents and provide comments to planning

Law Clerk

Conduct review

IMPACT

Real Estate

Conduct review

IMPACT

Traffic

Conduct review

IMPACT

Determine if there are further comments/ conditions

Conduct review and provide comments

Public Health

Conduct review

IMPACT

Housing

Conduct review

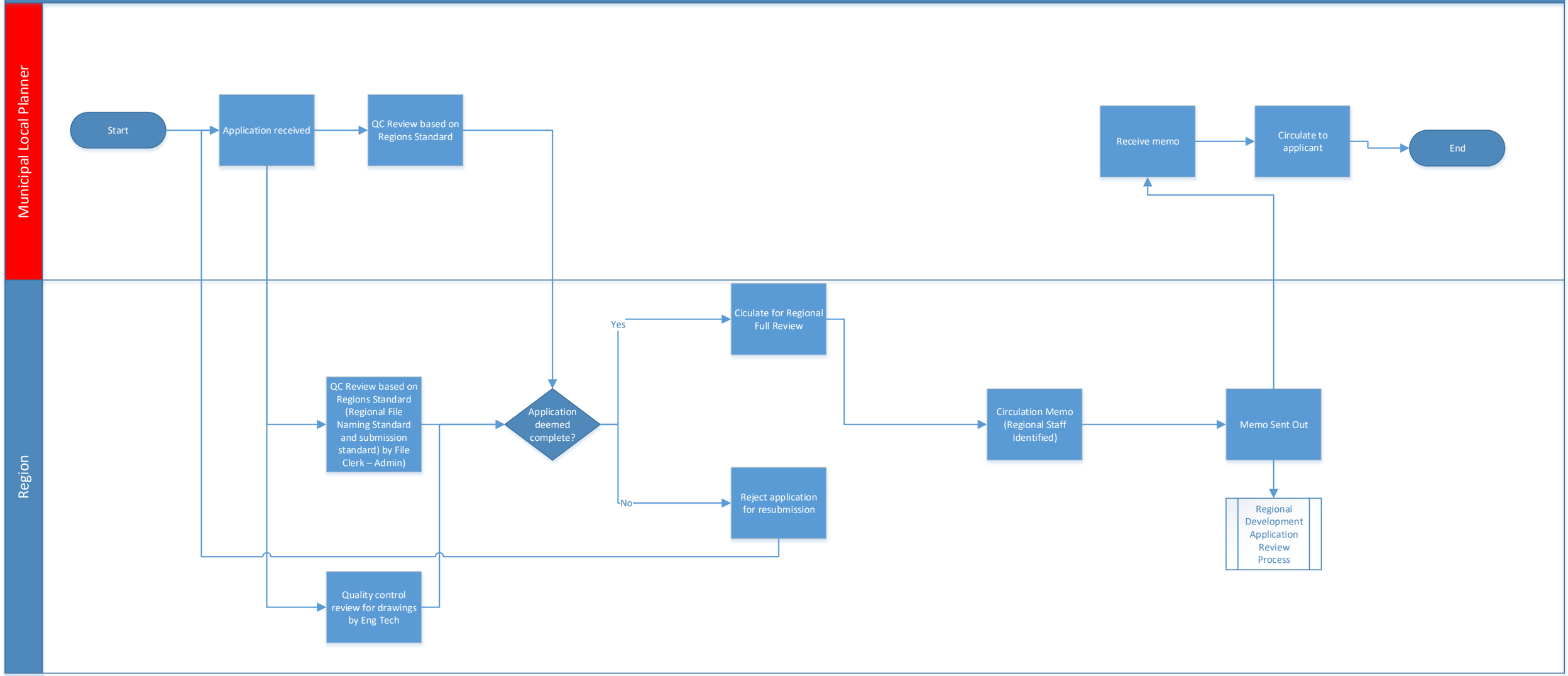
IMPACT

Review revised documents and provide comments to planning

Improve triage of applications

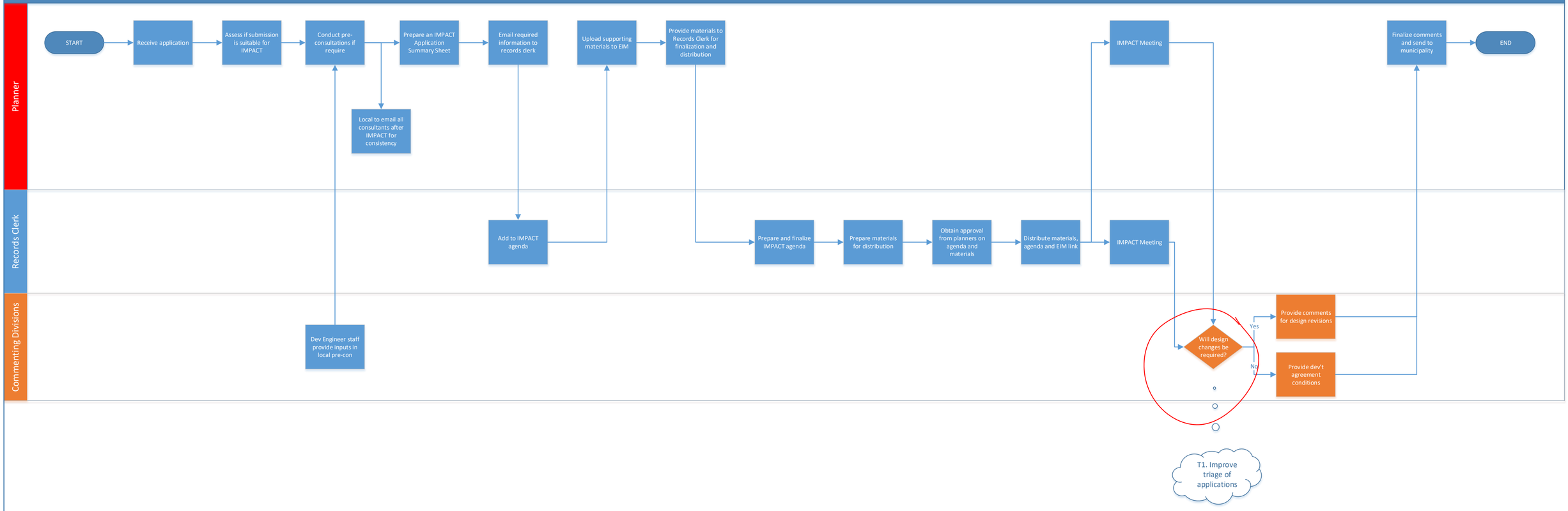
Region of Peel working with you	Project Title: LOPAs	Original Issuance Date: N/A
	Process Owner: Development Planning	Revision Date: September 14, 2021
	Page Number: 1	Revision Number: N/A

Application Intake Process



Region of Peel working with you	Project Title: Application Intake Process	Original Issuance Date: September 1, 2021
	Process Owner: Development Planning	Revision Date:
	Page Number: 1	Revision Number: A

IMPACT Process Flow



Region of Peel working with you	Project Title: IMPACT Process	Original Issuance Date: Septemeber 1, 2021
	Process Owner: Development Planning	Revision Date: N/A
	Page Number: 2	Revision Number: A

Systems Integration

Review Process | System Integration

Local

Pre-Con

Submission/deemed complete

Technical Circulation

System triggers each department to provide comments in their respect file management system

Compile All comments

Draft Approval

Clearance of conditions, local interest

Final Approval

Regional

System triggers each department to provide comments in their respect file management system

Clearance of conditions, Regional interest

Other Regional dev't review process, post approval

Region of Peel working with you	Project Title: System Integration	Original Issuance Date: Septemeber 1, 2021
	Process Owner: Development Services	Revision Date: N/A
	Page Number: 3	Revision Number: A