

TO: The Chair and Members
of the Board of Directors,
Credit Valley Conservation

SUBJECT: **PLANNING AND DEVELOPMENT SERVICES
CUSTOMER SERVICE AND STREAMLINING ACTION
PLAN**

PURPOSE: **To seek endorsement of the Board of Directors of CVC for
Planning and Development Services Customer Service and
Streamlining Action Plan**

BACKGROUND:

Conservation Authorities Liaison Committee

In 2007 conservation authorities (CAs) participated with the Ontario Home Builders Association (OHBA) and the Building Industry and Land Development Association (BILD) along with municipalities, the province and other stakeholders as members of the Conservation Authorities Liaison Committee (CALC). In 2010, the Ministry of Natural Resources and Forestry (MNRF) and Ministry of Municipal Affairs and Housing (MMAH) approved updated *Policies and Procedures for Conservation Authority Plan Review and Permitting Activities* that would form part of MNRF's Policies and Procedures Manual. Among other things, the document clarifies CA's roles and responsibilities in municipal planning, plan review and *Conservation Authorities Act* Section 28 permitting as it relates to growth management.

In addition, through 2011 MNRF required all CA's to report monthly on Section 28 permit review timelines that were developed as a pilot for best practices. In all permit categories (minor and major) CVC complied with the review timelines approximately 95% of the time.

Customer Service Optimization

To further assist in the implementation of MNRF's updated policies CVC Planning and Development Services (PDS) undertook a planning service enhancement review, led by Planning Solutions Incorporated. Upon completion of the review in mid-2011, a report was prepared titled *Customer Service Optimization - CVC Planning Department*. The report contained several recommendations targeted at improvements for program administration and service delivery including staff capacity and workload, application quality, the politics of planning and regulations, plan review/permitting program administration, application review timeframes, work flow, value added service and fees.

Since that time, PDS staff has been monitoring service delivery performance, on an ad hoc basis, to evaluate the plan review and regulation programs' service delivery effectiveness and efficiency.

Conservation Ontario Client Service and Streamlining Initiative

Most recently, PDS staff has directly engaged with Conservation Ontario (CO) and partner CAs in program reviews to explore opportunities for further customer service improvements and increased accountability.

At the CVC Board of Directors meeting in March 2019, PDS staff presented an overview of PDS' programs and services, including a review of CVC's roles and responsibilities related to planning and regulatory functions, department organizational structure, and CVC's watershed planning and regulatory policy framework. At that same meeting, the Board endorsed (CVC Board Resolution #31/19) three key solutions developed by a working group of CA General Managers and Chief Administrative Officials created by CO to pursue CA plan review and regulation program streamlining and client service standards in response to the provinces' 'Modernizing Conservation Authority Activities' initiative and to recognize the role CAs play in supporting the province's priority to increase housing supply.

The three key solutions endorsed by the Board included the following:

1. Improve client service and accountability;
2. Increase speed of approvals; and
3. Reduce red tape and regulatory burden.

At that time, the Board also directed staff to continue to work with CO and stakeholders to identify additional improvements, and to implement actions associated with the solutions as soon as possible.

ANALYSIS:

Since March 2019, PDS staff have been engaged with CO and partner CA staff participating in the following client service and streamlining project activities:

1. CO client service delivery training for CA planning and regulatory staff (CVC hosted one of the Central Ontario CA sessions):
 - a. Full day interactive training session given by Capstone Development and Training Inc.;
 - b. Attended by several CA staff across the province (Southern, Central, Eastern and Northern) – including CO staff; and
 - c. 12 CVC PDS planning, regulation and senior technical staff attended.
2. Development of templates and guidelines to assist in standardizing CA outputs:
 - a. CA client service standards for planning and development reviews – including service delivery standards, review and approval process checklists, as well as standards for making guidelines, agreements and other key information publicly available;

- b. Template for CA/municipal service agreement framework for planning and development approvals;
 - c. Guideline for CA fee administration for plan review and permitting; and
 - d. Templates for CA planning and development related comments.
3. CA work/process flow review for plans of subdivision and site plans (on-going) and recommended improvements/standards; and
 4. Identifying legislative opportunities for reducing red tape and regulatory burden.

Customer Service and Streamlining Action Plan

In addition, a 'made-in-CVC' *Planning and Development Services Customer Service and Streamlining Action Plan* (June 2019) was created for immediate implementation (see Schedule 'D', Appendix 1). The action plan builds on past PDS program and service enhancements already implemented, as well as:

- MNRF's updated policies and procedures,
- Recommendations from the *Customer Service Optimization – CVC Planning Department* report; and
- The key solutions, activities, templates and guidelines developed by CO's working group and client service and streamlining initiative.

The action plan is also a reflection of PDS's long standing leadership role in customer service excellence and PDS staff's continued commitment to improvements in program and service delivery.

The purpose of this action plan is to outline the PDS department's planned program monitoring and service improvement actions, and to demonstrate a continued commitment to customer service excellence in keeping with CVC's Board approved corporate Customer Service Charter. The action plan identifies three core themes consistent with the CO working groups key solutions, and provides detailed actions to be undertaken for the short term (2019), medium term (2020) and long term (2020 and beyond).

Table 1 outlines each core theme and targeted action area identified in the action plan. The full details, including specific actions for each target action area and associated timeframes for completion are contained in the full action plan attached as Schedule 'D', Appendix 1.

Table 1 – PDS Action Plan Core Themes and Target Action Areas

CORE THEMES	TARGET ACTION AREAS
Improve Client Service and Accountability	<ul style="list-style-type: none"> ➤ Online Regulation Mapping ➤ Service Agreements ➤ Checklists and Guidelines ➤ Open Source/Publicly Available Data
Increase Speed of Approvals	<ul style="list-style-type: none"> ➤ Work Flow ➤ Issue Management ➤ Case Facilitation ➤ Departmental Organization ➤ Complete Application Process
Reduce Red Tape and Regulatory Burden	<ul style="list-style-type: none"> ➤ Policy Alignment ➤ Service Delivery (review timelines) ➤ Cost Recovery and Fees (staff time and resources) ➤ Customer Service Surveys ➤ Monitor and Evaluate Performance

Although it is not the purpose of this report to evaluate and update the Board on results from the action plan's specific actions or the status of their implementation, Table 2 provides a preview of some specific actions completed as of October 2019.

Table 2 – PDS Action Plan Core Themes and Key Specific Actions Completed

CORE THEMES	*KEY SPECIFIC ACTIONS COMPLETED
Improve Client Service and Accountability	<ul style="list-style-type: none"> ➤ Update online regulation mapping; ➤ Undertake service agreement reviews; ➤ Prepare/update technical guidelines. ➤ Update CVC PDS website to include planning and development 'checklist' to increase transparency**;
Increase Speed of Approvals	<ul style="list-style-type: none"> ➤ Update work flow, application checklists and timeline standards ➤ Optimize departmental structure and plan review teams ➤ Appoint team leads ➤ Appoint departmental case/file facilitator ➤ Develop/adopt complete application process guide
Reduce Red Tape and Regulatory Burden	<ul style="list-style-type: none"> ➤ Prepare (internal) risk-based guidelines for permit review ➤ Track permit application timelines ➤ Track PDS staff time to support cost recovery and resourcing

* as of October 2019

** includes links to the following webpages: client experience survey, permit and regulations, planning services, policies and guidelines, property enquiries (FAQ); CVC planning contacts; on-line regulation mapping, CVC Customer Service Charter and PDS Customer Service and Streamlining Action Plan

It is proposed that a detailed evaluation and implementation status report on the specific actions in the action plan be provided to the Board annually, beginning late 2020. This timing will allow an appropriate amount of time to implement the plan, as well as adequate time to collect data for a meaningful analysis to support the evaluation of program service delivery, cost recovery and customer service performance indicators.

COMMUNICATIONS PLAN:

Copies of this report will be forwarded to member municipalities, Conservation Ontario, Greater Golden Horseshoe Conservation Authorities, and the Building Industry and Land Development Association for their information.

FINANCIAL IMPLICATIONS:

There is no financial impact to CVC for this project.

CONCLUSION:

In 2007 the Province created the CALC to support an update to MNRF's *Policies and Procedures for Conservation Authority Plan Review and Permitting Activities*. Since that time, PDS has been working to ensure consistency with provincial service delivery guidelines and implementing program improvements to ensure effective and efficient program administration and client services.

In March 2019, the Board endorsed three key solutions to form the framework for PDS customer service and streamlining activities. At that time, the Board directed PDS staff to work with CO and stakeholders to identify additional improvements, and to implement these solutions as soon as possible. In June 2019, PDS staff developed the *Planning and Development Services Customer Service and Streamlining Action Plan* (June 2019) – building on the Board endorsed 3 key solutions.

It is recommended the Board endorse the attached action plan (Schedule 'D', Appendix 1), and that PDS staff report back to the Board with a detailed evaluation and implementation status report on the specific actions contained in the action plan annually (beginning late 2020).

RECOMMENDED RESOLUTION:

WHEREAS the CVC Board of Directors endorsed the three key solutions developed by the Conservation Ontario working group to improve client service and accountability; increase speed of approvals; and reduce red tape and regulatory burden; and

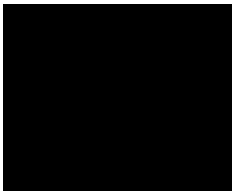
WHEREAS the Board of Directors directed staff to work with Conservation Ontario and stakeholders to identify additional improvements and implement the solutions as soon as possible;

THEREFORE BE IT RESOLVED THAT the report entitled "Planning and Development Services Customer Service and Streamlining Action Plan" be received and appended to the minutes of this meeting as Schedule 'D'; and

THAT the Board of Directors endorses the Planning and Development Services Customer Service and Streamlining Action Plan attached as Schedule 'D', Appendix 1; and further

THAT Planning and Development Services staff report back to the Board of Directors with a detailed evaluation and implementation status report on the specific actions contained in the action plan annually, beginning late 2020.

Submitted by:



Josh Campbell MES, RPP
Director, Planning and Development Services

Recommended by:



Deborah Martin-Downs
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**Credit Valley
Conservation**
inspired by nature

PLANNING AND DEVELOPMENT SERVICES CUSTOMER SERVICE AND STREAMLINING Action Plan

Prepared by: Credit Valley Conservation

June 2019

PURPOSE

The purpose of this document is to outline CVC Planning and Development Services (PDS) department's action plan to demonstrate CVC's continued commitment to customer service excellence in keeping with CVC's corporate Customer Service Charter – consistent with Conservation Ontario's Client Service Streamlining Initiative.

The following is an outline of CVC's PDS department's identified actions for the short term (2019), medium term (2020) and long term (2020 and beyond), in keeping with our commitment to customer service excellence which revolves around a client centric approach.

Note: Appendix 1 provides an illustration of each of the 3 core themes (Improve Client Service and Accountability; Increase Speed of Approvals; and Reduce Red Tape and Regulatory Burden) and associated actions CVC's PDS department has committed to, as outlined in more detail below.

Link to CVC's Strategic Plan

- a. Goal 2: Safeguard people, property and communities from Hazards.
- b. Goal 7: Ensure that Credit Valley Conservation is a well-managed, sustainable and service driven organization.
- i. CVC's Board approved Customer Service Charter is currently available on CVC's website at <https://cvc.ca/wp-content/uploads/2018/09/customer-service-charter-2018.pdf>

CORE THEMES and ASSOCIATED ACTIONS

1. Improve Client Service and Accountability

Online Screening Maps, Service Agreements, Guidelines and Data Availability

- a. Online Regulation Mapping: online regulation mapping is currently available on CVC's website at <https://cvc.ca/planning-permits/regulation-mapping/>
 - i. Short Term – no action.
 - ii. Medium Term – no action.
 - iii. Long Term – update and maintain online mapping as approved.

- b. Service Agreements (Memorandum of Understanding): all CVC service agreements/MOUs are available on CVC's website at <https://cvc.ca/planning-permits/planning-services/>. CVC currently has service agreements/MOUs with all partner municipalities except Brampton (currently under review at municipality).
 - i. Short Term – Review existing (or current undertakings) Service Agreement/MOU identify gaps (e.g. Caledon (1997), plan review timelines etc.).
 - ii. Medium Term – Contact municipalities to undertake review and update of Service Agreements/MOUs where necessary.
 - iii. Long Term – update and maintain online agreements as approved.
- c. Check Lists and Guidelines: all CVC checklists and Guidelines are available on CVC's website at <https://cvc.ca/planning-permits/policies-guidelines/>
 - i. Short Term:
 - 1. Review policy and guideline list and update where necessary;
 - 2. Require checklists used as part of complete application process.
 - 3.
 - ii. Medium Term:
 - 1. Checklists – develop more 'user friendly' checklists and ensure used as part of application submission process.
 - 2. Guidelines - review guidelines to ensure consistent with best practices and provincial/municipal standards, updating where necessary.
 - iii. Long Term – Develop a working group with Province, municipal partners and stakeholders to identify gaps and opportunities where additional guidelines are needed, where existing ones may be improved and for consistency across the GGH.
- d. Open Source Data and Publicly Available Data
 - i. Short Term:
 - 1. explore opportunities to develop online open source data and/or publicly available data portal(s).
 - 2. identify types of data possible to include in open source and publicly available data (risk management and legal).
 - 3. identify priority data to include in open source or publicly available data most useful for users (e.g. floodplain mapping data, flood models etc.?).
 - 4. Review and streamline current data request process (reduce timeframe and administrative burdens – e.g. data sharing agreements etc.).

- ii. Medium Term – develop an open source and publicly available data strategy.
- iii. Long Term – develop an open source and publicly available data project to implement strategy.

2. Increase Speed of Approvals

Application Streams and Service Work Flow

- a. Work Flow Transparency: CVC currently has a Planning and Development Administrative Procedural Manual available on CVC's website at <https://cvc.ca/wp-content/uploads/2012/04/CVC-Procedural-Manual-final-Dec-2011.pdf>

In addition, CVC currently has a permit and plan review processes work flow charts on the CVC website at <https://cvc.ca/planning-permits/permits-regulations/permit-review-process/> and <https://cvc.ca/wp-content/uploads/2011/07/Plan-Review-Flowchart.pdf>

- i. Short Term:
 - 1. Review and update online workflow review process charts – including updated processes and internal procedures (e.g. application checklists, complete application notification, review timelines etc.).
- ii. Medium Term – review and update Procedural Manual, particularly related to PDS admin policies and procedures.
- iii. Long Term: Review, update and maintain Procedural Manual and associated materials online (workflow process chart etc.) seeking opportunities for further transparency (based on need and overall effectiveness).

- b. Departmental Organization Streamlining

- i. Plan Review Teams: currently, CVC PDS structures plan review staff into teams considering expertise (urban vs rural) and to increase consistency and familiarity (internally and externally):
 - 1. By Municipality: Plan Review Teams are currently structured by municipality (i.e. a planner, planning ecologist and plan review engineer) – this should not be changed:
 - a. Short Term:
 - i. Reformat mandatory team bi-weekly Planning Integration Committee (PIC) meetings to include committed senior PDS staff (leadership team) attendance (minimum Sr. Managers):
 - 1. triage issues;

2. coordinate/review file status, timelines and performance standards;
 3. expedite resubmission approvals for minor applications and/or re-submissions.
 - ii. Require bi-weekly Triage meetings (opposite PICs) with team members and needed technical support staff to support PIC functions where senior staff not necessary.
 - b. Medium Term – evaluate PIC effectiveness at addressing/providing direction on larger scale projects and issues (e.g. often enough? Effective forum for decision making? Reducing resubmissions for files discussed? etc.).
 - c. Long Term – Develop an internal working group to monitor and evaluate effectiveness of ‘issues management’ process and provide recommendations to consider for improvements (e.g. joint project assessment meetings, coordinated field assessment meetings etc.).
2. Team Leads and Case/File Facilitator: Currently, planners lead plan review teams and are the lead contacts for file and issue management.
 - a. Short Term:
 - i. Confirm planners lead plan review teams and provide direction on files and identified issues. Clarify case/file facilitators are senior PDS staff and must involve appropriate senior staff (at a minimum – Senior Manager, Planning);
 - ii. Review PDS organizational structure and modify to optimize work flow, ensure internal/external consistency and support customer service and employee development opportunities are available.
 - b. Medium Term – develop an internal training strategy for staff education on municipal and development industry processes.
 - c. Long Term – Monitor, review and modify team and organizational structure as needed.
- c. Complete Application: CVC has a complete application checklist for permit and planning applications available on-line at <https://cvc.ca/wp-content/uploads/2012/04/Complete-Application-Checklist-Final.pdf>
 - i. Pre-Consultation: CVC staff offer pre-consultation for permit applications, including site visits (e.g. general development and potential

development applications). In addition, CVC staff coordinate with municipal pre-consultation process(es) and attend to provide input.

1. Short Term:
 - a. Regulation: require mandatory pre-consultation for permit applications, coordinated with required checklist through the complete application process.
 - b. Plan Review: require staff attend municipal pre-consultation meetings for all applicable applications (e.g. Development Application Review Committee [Mississauga], Development Review Committee [Halton Hills] etc.).
2. Medium Term – Coordinate with municipalities to have regular integration/coordination meetings regarding plan input/plan review (e.g. Peel-CA Discussion Forum, Halton Area Planning Partnership/Halton Area Development Managers etc.).
3. Long Term – Develop a working group to monitor and review pre-consultation process(es) and identify gaps and efficiency reviews.

ii. Complete Application Process

1. Short Term:
 - a. Formalize a 'complete application process' for permit applications of all types (minor and major) – requiring formal confirmation to applicants prior to acceptance of application for review (pre-consultation and application checklists required).
 - b. Develop standardized (rigid) mandatory timelines to identify application completeness and review timelines (consistent with existing MNRF guidelines) – including for resubmissions.
2. Medium Term – Update application review timelines and coordinate with municipalities.
3. Long Term - Evaluate application and submission timelines, including application quality, and adjust process as necessary.

3. Reduce Red Tape and Regulatory Burden

Policy Alignment and Development

- a. Planning and Regulation Policies: CVC has a Board approved policy document outlining CVC's plan review, plan input and regulatory policies – the policy document is available on-line at https://cvc.ca/wp-content/uploads/2011/01/004-CVC-WPR-Policies_APR-2010.pdf
 - i. Short Term – Prepare (interim) internal risk-based guidelines for:
 1. Types of development ('minor works' exemptions).
 2. Wetlands (exemptions or wetland status based on size, function and hydrologic connection).

- ii. Medium Term - Begin planning and regulation policies update strategy based on anticipated CAA and Sec 28 regulation (including CRWNHS and offsetting guide).
 - iii. Long Term – Update planning and regulation policies based on new CAA and Sec 28 regulation.
- b. Service Delivery (review timelines)
- i. Short Term – Track permit application timelines (coordinated with submission requirements, complete application and existing guideline timelines)
 - ii. Medium Term – Develop permit application timeline requirements (for non-planning permits, planning related permits and major/minor applications).
 - iii. Long Term:
 - 1. Developed an improved, consistent and more efficient database/tracking system (corporate - SharePoint)
 - 2. Undertake annual reporting (CVC Board, BILD, Province) – coordinating with 'new' anticipated Provincial requirements.
- c. Cost Recovery and Fees (staff time and resources)
- i. Short Term – Track PDS staff time based on plan review, plan input, permitting and EA activities.
 - ii. Medium Term – Conduct analysis of staff time to support fee review and departmental budgeting (BILD 2020 – subdivision fee agreement expires).
 - iii. Long Term – Undertake annual reporting (CVC Board, BILD, Province) – coordinating with 'new' anticipated Provincial requirements.
- d. Evaluation
- i. Customer Service Surveys
 - 1. Short Term - Develop customer survey for front counter, permit applications and on-line.
 - 2. Medium Term – Develop customer survey for plan review customers and strategy for outreach.
 - 3. Long Term – Undertake annual reporting (CVC Board, BILD, Province).

APPENDIX 1

Illustration of CVC's client centric customer service 3 core themes and associated actions

IMPROVE CLIENT SERVICE and ACCOUNTABILITY

Online Regulation Mapping

- **Short Term:** maintain online regulation mapping.
- **Medium Term:** review regulation mapping for consistency with updated regulation.
- **Long Term:** update online mapping with revised floodplain and wetland data (including regulation changes).

Service Agreements

- **Short Term:** review existing service agreements/MOUs and identify gaps based on best practices (currently online).
- **Medium Term:** contact municipalities to undertake coordinated review and update.
- **Long Term:** update and maintain online agreements as approved.

Check Lists and Guidelines

- **Short Term:** review online policy and guideline list and identify gaps and update requirements (best practices).
- **Medium Term:** develop more 'user friendly' guidelines and checklists (ensure used as part of application processes).
- **Long Term:** Develop working group to identify gaps and opportunities (guideline needs, industry standards and best practices).

Open Source/Publicly Available Data

- **Short Term:** explore opportunities to add to existing open source data (flood modeling) and on-line data (floodplain mapping) - based on external demand.
- **Medium Term:** review and streamline current data request process (data sharing agreement requirements, online request etc.).
- **Long Term:** Develop an open source and publicly available data strategy and implement.

INCREASE SPEED of APPROVALS

Work Flow

- **Short Term:** review and update online workflow process charts - including internal procedures (application checklists, complete application notification, timelines).
- **Medium Term:** review and update Procedural Manual - particularly related to PDS admin policies and procedures.
- **Long Term:** update and maintain Procedural Manual and associated online information - including administrative policies (fees, timelines etc.).

Issue Management

- **Short Term:** review and establish mandatory bi-weekly planning team meetings with senior staff (alternate week triage).
- **Medium Term:** evaluate team meeting effectiveness.
- **Long Term:** Develop internal working group to monitor and evaluate effectiveness of 'issues management' process and provide recommendations as needed (particularly related to consistency and timelines).

Case Facilitation

- **Short Term:** Identify planners as 'team leaders' and Sr Manager Planning as 'case facilitator'.
- **Medium Term:** develop internal training strategy for all staff to educate on municipal and development industry process(es).
- **Long Term:** Monitor, review and modify teams and departmental structure (areas of responsibility, decision matrix) as needed.

Departmental Organization

- **Short Term:** review PDS organizational structure and modify to optimize work flow, ensure consistency, better support issue management/case facilitation processes and take advantage of growth opportunities.
- **Medium Term:** No action.
- **Long Term:** Monitor and review departmental structure and optimize as needed based on growth opportunities, meeting client needs, resourcing etc..

Application Process

- **Short Term:** establish and implement formal application process requiring pre-consultation, complete application notification and (iterim) timelines (for plan review and regulations).
- **Medium Term:** update mandatory review timelines coordinated with provincial (regulatory) and municipal (plan review) requirements.
- **Long Term:** develop working group to monitor and review application process(es) and identify gaps, challenges and opportunities.

REDUCE RED TAPE and REGULATORY BURDEN

Policy Alignment

- **Short Term:** develop (interim) internal risk based guidelines for types of development (minor works) and wetlands (size, hydrologic connection) - exceptions and exemptions.
- **Medium Term:** develop planning and regulation policy update strategy - 10 year review (updated Act, Regulation - CRWNHS and offsetting).
- **Long Term:** Update Planning and Regulation policies based on strategy.

Service Delivery

- **Short Term:** track permit and planning application review timelines - coordinated with submission and review requirements.
- **Medium Term:** update permit application timeline requirements based on regulatory requirements.
- **Long Term:** develop an improved and more efficient database/tracking system (corporate/ SharePoint database coordination).

Cost Recovery

- **Short Term:** track PDS staff time based on plan review, plan input, permitting and EA activities.
- **Medium Term:** conduct analysis of staff time to support/modify fee review and departmental budgeting.
- **Long Term:** develop an improved and coordinated time database/tracking system (with Service Delivery tracking).

Performance Evaluation

- **Short Term:** develop customer survey for front counter, all permit applications and on-line survey.
- **Medium Term:** develop customer survey for plan review customers and strategy for outreach (municipalities, BILD, OFA etc.).
- **Long Term:** Undertake annual reporting to CVC Board, BILD and Province related to service delivery and cost recovery performance.