



Planning and Development Service Delivery Review Council Report-out

January 24th, 2023



Agenda

Introducing Leading Edge Group

Summary

Lean

Current State Key Findings

Future State Recommendations

Implementation Plan

Leading Edge Group – Established 1995

We provide tailored support in Lean/continuous improvement across a variety of sectors, including municipalities.

OUR CORE SERVICES



Consulting
Lean and digital



Training
Lean and Agile tools and techniques



Certification
Lean and Agile Belts

SAMPLE MUNICIPAL CLIENTS



ST. JOHN'S



MISSISSAUGA



COUNTY OF
NEWELL



Summary

- Slow and inefficient planning and development processes can have a negative impact on a municipality's tax base
- Inefficient use of employee's time can negatively impact capacity
- Leading Edge Group (LEG) undertook a Lean review and analysis of seven (7) planning processes at the Town of Tillsonburg (the Town)
- LEG looked at how work flows from and between the County of Oxford and the Town; how individual job functions interact; new processes that could be implemented and any required changes to existing documentation
- Overall, planning processes are efficient and will meet the Bill 109 timelines
- Report and analysis prepared before Bill 23 (*More Homes Built Faster Act*), was introduced and therefore does not specifically address that Bill's priorities

Historical Processing Data

processing days by year and application type	Responsibility											
	Processing	Approval	Days	2013	2014	2015	2016	2017	2018	2019	2020	2021
Condominium	Oxford	Oxford	60	0	0	180	0	60	60	120	60	120
Part Lot Control	Oxford	Oxford	60	0	60	0	0	60	240	60	240	120
Woodlands Conservation	Oxford	Oxford	60	0	0	0	0	0	0	0	0	0
Consents	Oxford	Oxford	90	630	270	270	0	270	630	180	810	270
Consents/MV	Oxford	Oxford	90	270	90	90	90	90	180	180	180	540
OPA	Oxford	Oxford	120	120	240	240	240	0	0	120	600	240
Subdivision	Oxford	Oxford	120	0	240	0	0	0	120	120	240	360
DA Extension/Amendment	Oxford	Tillsonburg	30	30	30	0	60	90	60	0	120	30
Zonings	Oxford	Tillsonburg	90	720	1080	720	810	1260	1260	1440	1710	1530
Site Plan Amendment	Tillsonburg	Tillsonburg	20	20	40	40	60	80	80	100	20	80
Site Plan Control	Tillsonburg	Tillsonburg	20	140	60	140	160	80	240	80	100	220
Minor Variances	Tillsonburg	Tillsonburg	30	180	330	390	330	330	540	510	390	660
Total Processing Days		Oxford	720	1770	2010	1500	1200	1830	2550	2220	3960	3210
		Tillsonburg	70	340	430	570	550	490	860	690	510	960

Lean

- A systematic way to look at processes to understand what is adding value for the customer (value-add activities) and what is not adding value (non-value-add activities/waste)
- The goal is to reduce non-value-add activities to make the processes more efficient
- Lean has identified eight (8) categories of waste and all non-value-add activities fall in to at least one (1) of these categories

Lean – Wastes

- **Transportation** – of inventory, files, employees, etc.
- **Inventory** – stockpiling of supplies 'just in case' thereby tying up floor space and money and probably making it difficult to find what you need when you need it
- **Unnecessary Movement** – of staff, customers, information, work, etc.
- **Waiting** – for approvals, replies, supplies, equipment, work, etc.
- **Over Processing** – redundant reviews, excessive approval sign-offs, etc.
- **Over Production** – doing more than is required by the customer to meet a perceived or assumed need
- **Defects** – missing information; inaccurate data entry
- **Underutilized Skills** – inappropriate grade of staff carrying out work, not involving relevant staff on projects

Current State – Key Findings

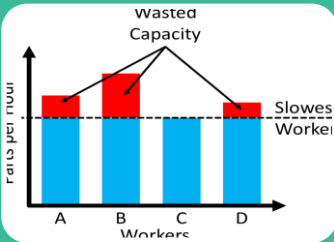
- In general, the Planning and Development processes are efficient enough to meet the expected timelines
- Some teams are very high functioning and work efficiently together
- The Sr. Planner has very long-term organizational knowledge which helps ensure processes are efficient.

Future State Recommendations



Add one (1) full time administrative position

- Eliminate the 1-month backlog
- Reduce process time



Free up senior planner capacity

- Work done at a more appropriate level



Expand delegation of authority

- More efficient process
- Frees Council time

Future State Recommendations



Implement a mandatory pre-application consultation.

- Allows work to flow better
- More efficient processes



Amendment to Schedule A of Bylaw 3991

- Clear language
- Standard expectations



Cross training/Learning

- More responsive to peaks and valleys of work
- Stronger culture

Future State Recommendations



Archive historical documents

- Frees capacity
- Ensures the right information is found quickly



Document and Standardize processes

- Ensures everyone is working the same way
- Helps set expectations

Implementation Plan

Immediate

Begin the process of hiring
Start laying out the pre-application process
Create list of work that can be shifted

Medium Term

Onboard new administrative staff
Start shifting work to more appropriate staff
Begin training/cross training
Develop pre-application material

Long Term

Implement the pre-application consultation process

Stay In Touch

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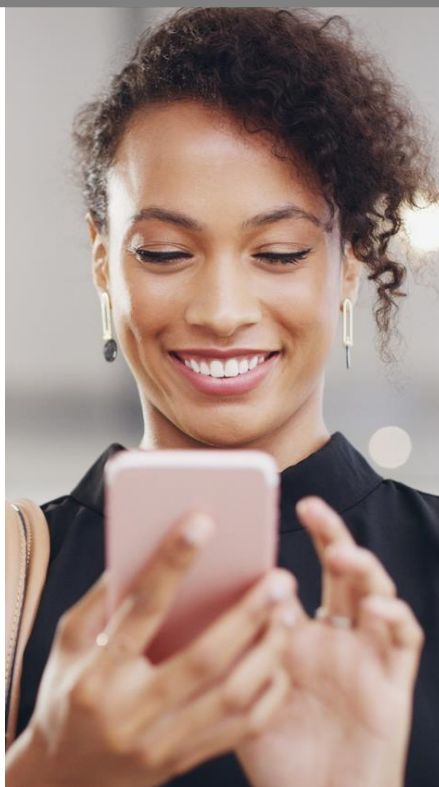
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Future State Recommendations

Amendment to Schedule A of the By-Law 3991

- Consider adding a chart such as the one below to show approval authority and if a pre-application consultation is required.

Application Type	Responsibility for Processing	Responsibility for Approving	Pre-Application Consultation Required
Severance	County	County	No
Official Plan Amendment	County	County	Yes
Subdivision	County	County	Yes
Part Lot Control	County	County	No
Zoning	County	Town	Yes
Minor Variance	Town	Town	No
Minor Variance - Consent	County	County	No
Site Plan Approval	Town	Town	Yes