
DATE: October 3, 2009

REPORT TITLE: **ORGANIZATIONAL CHANGES - ENVIRONMENT, TRANSPORTATION AND PLANNING SERVICES (ETPS)**

FROM: Dan Labrecque, Commissioner of Environment, Transportation and Planning Services
Norma Trim, Chief Financial Officer and Commissioner of Corporate Services

OBJECTIVE

The purpose of this report is to inform Regional Council of changes to the organizational structure that has been put in place by the Commissioner of Environment, Transportation and Planning Services (ETPS), in consultation with the Executive Management Team.

REPORT HIGHLIGHTS

- The Region of Peel previously realigned its Public Works, Water Billing, TransHelp and Planning Departments into one department, ETPS, which included nine divisions.
- A further realignment review, with the objective of enhancing organizational efficiency and effectiveness, was conducted and has resulted in reducing the number of divisions to six from nine.
- This review also included renaming the ETPS department to the Public Works Department.

DISCUSSION

1. Background

On June 1, 2007 the Region undertook a broadly based realignment of services with the ultimate goal of establishing a foundation for our Common Purpose initiative. As part of that realignment, the department of Environment, Transportation and Planning Services was formed. This new department included: service teams from the previous Public Works and Planning Departments, operational teams from the Finance Department that support the utility billing function, and Transhelp from the previous Social Services.

This change resulted in an organizational structure that incorporated nine divisions:

- Development Planning
- Operations Support
- Policy, Planning and Research
- Revenue Management
- Transportation
- Transportation Planning
- Waste Management

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- Water
- Wastewater

After merging the above noted service units into one departmental organization, the primary focus of management actions over the subsequent transition period was related to the formation of new service divisions that were focused on water, wastewater and transportation.

In late 2008, there were some changes in senior leadership in the department. One of the new Commissioner's first actions was a review of the outcome of the changes that had been undertaken in mid-2007. The objective of the review was to determine if there were opportunities for further adjustments to the organization's structure and focus that would continue engaging employees, enhancing customer service and reinforcing public trust and confidence in the Region of Peel.

After much review and consultation a number of actions have been identified and completed. A summary of these organizational changes are presented in the balance of this report.

2. Findings

The resulting actions identified in our review can be grouped into six main areas, as set out below. In many cases, it is anticipated that further actions will be identified as new teams work through development of broader based business plans over the next year.

a) New Development Services Division – Director, Tom Slomke

We have amalgamated the staff in the Development Planning Services Division with the Development Engineering section, which was formerly part of the Transportation Division.

The mandates of the two sections remain the same for the short term, with the intent that a new mandate statement will be created prior to year-end 2009. This new mandate will recognize that the division is to respond to development applications and to facilitate new development within the Region of Peel. This will be consistent with the Region's Official Plan and the Strategic Plan.

Current roles and activities of the new division are:

- a) Participation and leadership in the Building Industry Liaison Team (BILT)
- b) Centralization of comments to outside agencies and approval authorities on the position of the Region of Peel with respect to:
 - i) Development applications under the *Planning Act*
 - ii) Development applications made in adjacent municipalities
 - iii) Development applications under the *Niagara Escarpment Act* and Plan
 - iv) Permits to take water under the *Ontario Water Resources Act*
 - v) Approvals to use non-potable standards in Brownfield Redevelopments.
 - vi) Environmental Assessments undertaken by external authorities (with the note that some external Environmental Assessments for major transportation projects have Transportation Planning or Transportation Staff on the project team)

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- c) Centralization of comments to developers, consultants and landowners pertaining to the capacity or feasibility of providing services to identified parcels of land
- d) Review and approval of engineering drawings for the provision or installation of regional services in development projects
- e) Approvals to connect to existing water and wastewater facilities
- f) Coordinating the participation of the Region of Peel in respect to the Ontario Municipal Board, (or other similar administrative tribunals) in conjunction with Legal Services
- g) Consulting services to other Regional departments and divisions where development approvals may be required

In addition, the division is to monitor development data and trends to provide information to staff, Regional Council and the area municipalities.

b) Integration of Transportation Planning into Transportation Division - Director, Damian Albanese

As noted earlier in this report, the main focus of the restructure in 2007 pertained to forming new program-based divisions to support the delivery of water, wastewater and transportation services. The pre-existing Planning divisions were incorporated within the new department without significant change to their internal structures.

The Transportation Planning function has been integrated with Transportation Services. The planning portfolio for transportation is complex as the Region is only one part of a broader public/private sector network. As such, Transportation Planning it is not simply a matter of planning for the management of our infrastructure (capital and maintenance), but also a matter of how our infrastructure connects and interacts with all the other elements of the Transportation Network, both inside and outside of the Region of Peel. Issues such as the Goods Movement and Active Transportation have recently come to light as being critical elements for the long term sustainability of community economic prosperity and health. Supporting Transit initiatives both locally and in concert with Metrolinx will continue to evolve and impact on our design standards and fiscal planning.

Ensuring that the Transportation Division has a strong capacity and capability to manage all of these needs has led to the decision to integrate the two transportation related planning functions.

c) Integration of Support Divisions – Director, Shaun Hewitt

As part of the original reorganization, the department reviewed two support divisions.

The Operations Support Division provided the department in four main areas:

- Fleet and Facilities Management – including support to Paramedics
- Education and Outreach
- Engineering Technical Services
- Information Services

The Revenue Management Division provided the meter operations support and billing services to the Utility Supported programs.

These two divisions have been amalgamated into one organizational unit, which will continue to be known as Operations Support. The complement and budget for the

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surplus director and assistant positions have been transferred to Corporate Services, in order to enable their realignment exercise to conclude without the need for additional resources.

d) Amalgamation of Transhelp and Accessible Transportation Coordination Office – Director, Damian Albanese

The existing departmental configuration had placed our Transhelp service within the Transportation Division and our Accessible Transportation Coordination Office (ATCO) program within the Transportation Planning Division. This alignment, in 2007, was logical given that ATCO was in its early program planning stages.

When reviewing the current state of the two programs, we identified a number of factors that could enhance customer service by amalgamating these services, within the Transportation Division. These factors include:

- Providing one portal for citizens looking for non-conventional transportation options
- Providing one portal for coordination with area municipal and Metrolinx transit operations
- Developing one Accessible Transportation Master Plan, which would enable more efficient allocation of scarce financial resources to meeting community needs
- Ensuring operational efficiency (i.e. procurement practices, fleet management, dispatch, customer service, cross-training of staff)
- Providing one portal for coordination and liaison with community agencies

e) Transfer of Planning, Policy and Research Division to Corporate Services – Director, Arvin Prasad

Peel's Official Plan has evolved significantly over the last decade. Our Official Plan covers the ground for all Region of Peel services, both the traditional 'hard' infrastructure services that are delivered by the ETPS department and the critical 'soft' human and health services. Throughout the current Peel Region Official Plan Review (PROPR) process, Regional Council has been very consistent in focusing on implementation of Official Plan Policies. The Region of Peel's Strategic Plan has been an important document capturing Council's priorities while establishing direction on diverse matters such as service delivery, environmental protection, human services issues, growth management, and excellence as a municipal government.

In order to incorporate longer term strategy into our day-to-day service delivery, the organization has developed a broad corporate initiative to develop a framework for integrated business planning. This initiative, managed by the Corporate Services Department, will ensure the seamless delivery of the three major corporate planning functions:

- Regional Official Plan
- Regional Strategic Plan
- Budget

A key step in moving this initiative forward is to transfer the Policy, Planning and Research Division from ETPS to Corporate Services. This move will place all three planning functions in the same department. Besides working to streamline all business processes, one of the goals of the initiative is to improve our long-term financial modeling in order to provide more value to our broader strategic decision making.

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With the new integrated approach to delivering our services and the adjustment to our organizational structure it was decided that the department is ready for a new name. Staff were invited to submit suggestions that would help us identify who we are and what we do. On October 9, 2009, the ETPS department management team reviewed all submissions and approved the department name change to Public Works.

3. Next Steps

At this point, all the above noted actions have been implemented (see Appendix I and Appendix II for new organization chart) from a management accountability point of view. Day-to day activity has not been impacted in any notable way. The benefits that we will realize will be captured over the next few years as business processes are reviewed and improvements are implemented. As in any organizational restructure, change management will be a key focus in the early days of the reorganization.

FINANCIAL IMPLICATIONS


The overall impact of these organizational changes is primarily neutral, although the transfer of two surplus FTE's to Corporate Services has avoided the need for that department to request more funding to finalize the restructuring process changes reported to Council, earlier this year.

CONCLUSION


The organizational changes addressed in this report will position both the Public Works and the Corporate Services departments to enhance their capacity to engage employees, improve customer satisfaction and improve the level of public trust and confidence in the Region of Peel.



Dan Labrecque
Commissioner of Environment, Transportation
and Planning Services



Norma Trim
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Approved for Submission:


D. Szwarc, Chief Administrative Officer

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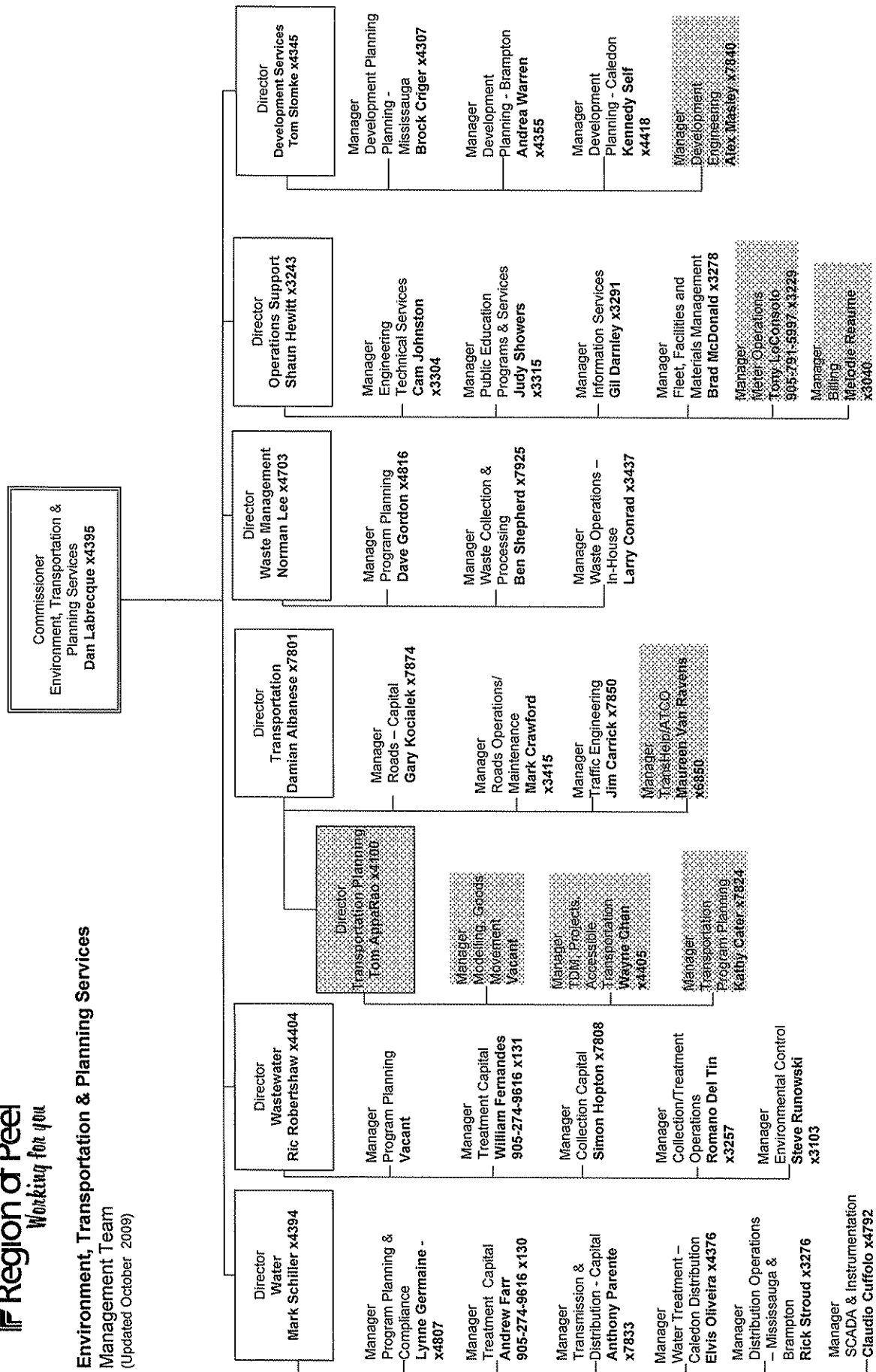
c. Legislative Services

APPENDIX I
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Environment, Transportation & Planning Services
Management Team
 (Updated October 2009)



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Corporate Services Management Team
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