



Hamilton

Planning and Economic
Development Department

Memorandum

Date: September 6, 2018

To: Chair and Members
Open for Business Sub-Committee

From: Brian Hollingworth, Director
Transportation Planning and Parking
Planning and Economic Development Department

Subject: **Continuous Improvement Process Review - Transportation Reviews for Development – Case Study No. 19**

The Planning and Economic Development Department (PED), along with the Department's Continuous Improvement Team, continues to review select case studies and current process practices to identify lessons learned and opportunities for process improvements. This Case Study focuses on reviews that are undertaken by the Transportation Planning Section as part of the development application process.

BACKGROUND

Prior to 2018, transportation reviews were distributed amongst a number of Sections in both the Public Works Department and PED. Transportation reviews, by nature, cross-over several subject matter areas from corridor planning, to system operations and safety, with involvement by many stakeholders. This has resulted in inconsistent messages, and delays in providing transportation review comments as part of the development review process. In January 2018, a portion of the Transportation Management and Corridor Management sections were consolidated to form a re-defined Transportation Planning Section, within the newly formed Transportation Planning and Parking Division in PED.

Prior to 2018, the Transportation Management Section provided comments on transportation policy conformance (e.g. Official Plan, Transportation Master Plan, Pedestrian Mobility Plan, and Secondary Plans), Right-of-Way (ROW) requirements and Travel Demand Management (TDM) elements. The Corridor Management Section provided comments relating to roadway function including traffic impacts and sight lines.

OBSERVATIONS AND ISSUES

The new Transportation Planning Section in PED took over a backlog of approximately 200 outstanding transportation reviews in January 2018 (168 Development Applications and 42 Transportation Impact Study (TIS) reports/scopes). Outstanding reviews included applications from 2017 and January 2018. This backlog created a number of

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challenges for the Transportation Planning Section, and some frustration within the development community over delays.

As part of the creation of the new Transportation Planning Section, within PED, Council also approved a new position dedicated to development reviews in the 2018 Budget. This position was filled in April 2018 with the staff getting fully underway in May 2018. In addition, the Director of Transportation Planning and Parking was retained and started in April 2018.

In combination with the staffing appointments, several process improvements were implemented by the new management team. These included the refinement and enhancement of the development file intake and comment tracking system, consistent representation of the Section on the Development Review Team (DRT), early red-lining of comments at or following DRT, and the standardization of common comments. Cross-training of staff was implemented to improve consistency and applicability of comments and a rationalized approach to providing TIS scopes was adopted.

OUTCOME

Since the creation of the consolidated Transportation Planning Section, a new streamlined approach has been implemented to address turnaround time and usefulness of transportation reviews. Table 1 provides a summary of general Development Applications received and reviewed by the Section by month since February 2018 when the new tracking system was adopted. Between February and July, the number of outstanding reviews was reduced from 156 to 86 (45% reduction), despite an influx of new reviews in April and May.

Table 1: Summary of Completed and Remaining Development Reviews

Month	Received	Completed	Balance
<i>Balance as of January 31, 2018</i>			156
February	15	12	159
March	39	34	164
April	36	24	176
May	43	41	178
June	25	103	100
July	31	45	86

The Section also reviews TIS reports, which are required for larger and more complex developments. Between January and April, the Section focused on the backlog of smaller applications, so has made less progress on addressing the outstanding TIS's. Table 2 summarizes the completed TIS reviews, illustrating the increasing output. Additional progress in this area is still required.

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Table 2: Summary of Completed and Remaining TIS Reviews

Month	Received	Completed	Balance
<i>Balance as of January 31, 2018</i>			35
February	2	1	36
March	6	1	41
April	4	1	44
May	11	3	52
June	7	4	55
July	2	6	51

In addition to the table above, Transportation Planning also provides reviews on other development types including surplus lands (including alley and road closures, and encroachments), Travel Demand Management (TDM) reviews, Right-of-Way Impact Assessments (ROWIA), and Committee of Adjustment (COA). A summary of these reviews is shown in Table 3. There is no outstanding backlog relating to these reviews.

Table 3: Summary of Related Transportation Reviews

Type	January 1 – July 31, 2018
	Completed
Surplus Lands	38
TDM	47
ROWIA	14
COA	332
Total	431

In addition, Transportation Planning continues to act as a conduit to the Public Works Department, and co-ordinates many activities to guide development as well as protect for future operations of the transportation system.

NEXT STEPS

Several other areas for improvement are in development. Future activities include, a one-day training session for staff by an external specialist in traffic reviews, updates to the TIS Guidelines to provide clarity on scope and to ensure sustainable transportation needs are considered at the early stages, and continued improvement in the initial categorization of applications to guide staffing assignments. In collaboration with the Planning Section, and Growth Management Section, Transportation Planning reviews will be integrated into the AMANDA System to provide a direct link to the development application, timelines and comment tracking.

If you require any further information on the above matter, please contact Steve Molloy, Manager, Transportation Planning, by e-mail or at Ext. 2975.

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