



VERSATA CONSULTING

REGION OF PEEL

Developing an Official Plan Implementation Assessment Framework

2018





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Letter of Transmittal

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April 9th, 2018

Melanie Williams, MCIP, RPP, AALP
Principal Planner, Region of Peel
10 Peel Centre Drive,
Brampton, ON L6T 4B9

RE: Developing an Official Plan Implementation Assessment Framework

Dear Ms. Melanie Williams,

Versata Consulting is pleased to submit this Final Project Deliverables report as the final step in the project regarding the creation of an Official Plan Implementation Framework for the Region of Peel. This project was authorized by Mr. Indro Bhattacharyya on January 27, 2018, and is of high interest to the consulting team as it aligns with our team's expertise.

Versata Consulting aimed to find answers to the questions of "what issues are currently existing in policy implementation?" and "how can policies be better implemented?" through research, analysis, and expert discussions. With the successful completion of all four phases in the Implementation Framework Creation project, our team is happy to present the following deliverables attached within the Final Project Deliverables report:

- » One-page Summary of Research Findings
- » Literature Review and Interjurisdictional Review
- » One-page Guideline on the Framework Guideline Use
- » Implementation Framework Table
- » Inventory of Activities and Policy Gap Analysis

We hope that this Implementation Framework and supporting research will help the Region of Peel in implementing policies within the Regional Official Plan to achieve the sustainability vision for the future of the Region and its people.

Versata Consulting would like to thank you, Ms. Melanie Williams, Ms. Madison Van West, Mr. Indro Bhattacharyya, and staff within the Integrated Planning Division at the Region of Peel for the opportunity to work with you on this project. We sincerely appreciate all of the assistance you have provided throughout the duration of this project. If you have any questions, comments, or concerns, please do not hesitate to contact us by email at versata.consulting@gmail.com or by phone at 705-888-0300.

Yours sincerely,

Tracy Tang
Project Manager
VERSATA CONSULTING

Acknowledgement Note:

REGION OF PEEL

First, we would like to thank our client, the Region of Peel, for providing the RFP and providing staff to direct us through the project. Specifically, we would like to thank Indro Bhattacharyya, Melanie Williams, and Madison Van West who took time out of their busy schedules to communicate with us through emails and phone calls as they guided us through our project and its revisions.

PROFESSOR MARK SEASONS

Secondly, we would like to thank our faculty mentor, Professor Mark Seasons in the School of Planning. He was able to meet up with us to provide thoughtful feedback and comments regarding our deliverables, and helped steer us in the right direction for our research. His assistance and expert resources are extremely appreciated.

PROFESSOR KEVIN CURTIS

Lastly, to our professor Kevin Curtis, we would like to say thank you for giving us this opportunity to participate in such an eye opening project which taught us an enormous amount about policy development and implementation, and the importance of critical analysis.

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INTRODUCTION

REGION OF PEEL

The Official Plan of the Region of Peel was consolidated in 2016 and has been implemented throughout the Region. However, little has been done to examine and report on the success of the implementation of the Official Plan throughout the Region of Peel and its lower tier municipalities of the Cities of Brampton and Mississauga, and the Town of Caledon. This report provides a framework to track the implementation of the Official Plan and the success of its sections to meet the Official Plan's standards. This report will review Section 3.2 of the Official Plan, Agricultural Resources, as a case study to demonstrate the framework.

IMPLEMENTATION STRATEGIES

Implementation plans identify the required resources and participants in a plan, as well as measurable outcomes and impacts that can be used to evaluate the success and progress in the implementation of the plan over time. Many plans are composed of objectives that are not measurable, thereby constraining the ability to determine the success of a plan, or ways in which the plan should be altered to meet its objectives. It is not enough to create a plan and set it in place; implementation is a process that occurs over time and requires revision and updates throughout the process. Successful implementation requires monitoring and updates about the progress of a plan to ensure that appropriate steps are taken at all points of implementation to ensure that the final goals of a plan are met.

This report offers an implementation strategy framework for the Region of Peel's Regional Official Plan (ROP). The framework is designed to support the creation of measurable outcomes for the Region as it tracks the performance of its Official Plan. The framework will aid the Region of Peel in meeting its desired outcomes from its Official Plan and make the plan implementation evaluation process as active as possible.

PROJECT SCOPE

The RFP essentially asked for four separate actions to be taken to create the project, a gap analysis of existing policy (4.1.1 and 4.1.2 of RFP), a literature review to determine best practices (4.1.4 and 4.1.5 of RFP), the creation of an implementation framework (4.1.6 of RFP), and the creation of a report to show our findings (4.1.7, 4.1.8, and 4.1.9 of RFP). Through communications with our contact at the Region of Peel, it was determined that the first point, the gap analysis, was out of the scope of the project and should be narrowed down to the review of agricultural policies as a case study. The contact specified that we should focus resources on the framework and the report, as the gap analysis was not the significant part of the report for the client. With this in mind we created a framework, informed by extensive literature review to determine best practices, using agricultural policies as a case study to test the framework. This has been presented in the following report.



WE UNDERSTAND THE REGIONAL CONTEXT



WE UNDERSTAND THE IMPORTANCE OF POLICY REVIEW



WE UNDERSTAND THE PROJECT EXPECTATIONS

METHODOLOGY

There were four major phases in the project. This project was executed using a phased approach by grouping similar tasks around internal deadlines to optimize the use of time and efficiency.

PHASE ONE

PHASE ONE: In Phase One, the background research and data collection was conducted. This was essential to begin immediately after approval from the Region of Peel, as this was the most exhaustive stage in the project and provided a foundation for the next steps. Statistics Canada data was accessed to understand the demographic makeup of the Region, as the regional context must be fully understood so that any framework we create can best reflect the needs of those it will be impacting. A thorough analysis of the ROP was conducted in order to understand opportunities, constraints, and patterns in the Regional goals, objectives, and policies. This provided our team with a preliminary grasp of what challenges we may encounter in conducting a gap analysis and inventory in later project phases.

Additionally, we thoroughly researched other municipalities' implementation strategies and planning documents to compile an inter-jurisdictional table comparing the ROP with the plans of other municipalities. The method we used was based on "Best Practices" to determine what has previously been done and to what level of success. Research was focused on regional municipalities in Ontario and municipalities across Canada that are similar in size to the Region of Peel, such as the Region of York and City of Victoria. These municipalities were selected because of their comparable and transferable implementation strategies, and because their approach was considered exemplary.

We expanded our research to include an evaluation of peer-reviewed articles concerning policy implementation. Using search engines such as Google Scholar, Scopus database, and University of Waterloo online databases, we filtered research to articles addressing implementation with case studies or examples in the North American context. This ensured that the information retrieved would be most relevant to the Region of Peel's planning structure. The literature review helped us understand what research has been conducted concerning barriers to effective policy implementation, and helped us to brainstorm ways in which to overcome these barriers.

Meetings with our faculty mentor, Professor Mark Seasons, was essential in Phase One so that we were guided in a deliverables-focused direction. Through his special interests in Policy and Program Evaluation, Professor Seasons was able to provide us with valuable feedback specific to policy review and implementation. His resourcefulness in providing additional academic resources and timely correspondence helped Versata Consulting produce a comprehensive, well-researched project.

PHASE TWO: Phase Two of the project involved the structuring of the framework. In order to create a criteria-based priority management framework, it was essential that we first compiled all of the research conducted in Phase One, both inter-jurisdictional and literature, into a synthesized and concise matrix. This matrix served as the backbone to framework, as it contains all of the "Best Practices." During this phase, the framework was tested on one Focus Area policy section of the ROP based on the Peel 2041 Vision. Testing was a key step involved in this phase to ensure that the framework would be applicable to policies within the ROP. Interviews with Region of Peel staff in the Integrated Planning Division were conducted through phone calls during this Phase, along with regular email correspondence. These communications helped Versata Consulting to understand current practices at the Region of Peel so opportunities and constraints could be identified, and to narrow down the scope of the RFP to the Agricultural policies.

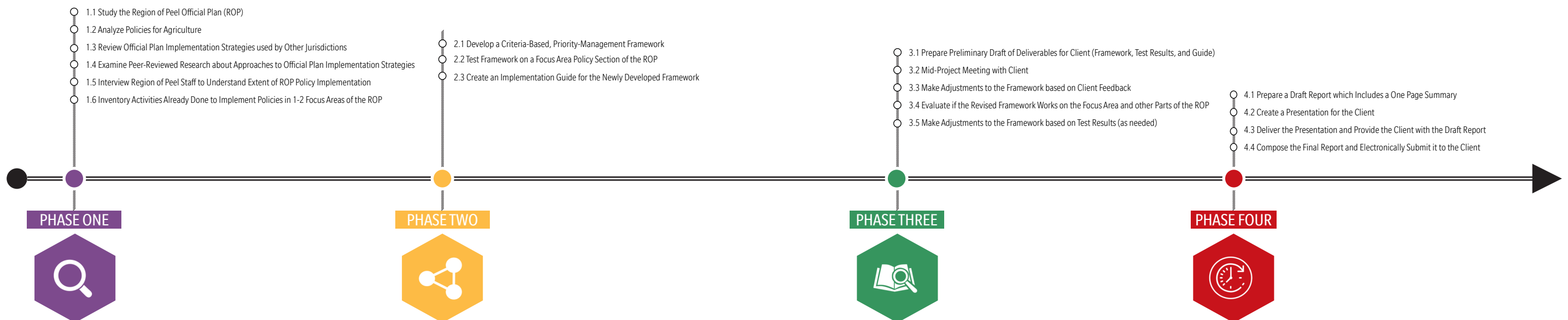
PHASE TWO

PHASE THREE: During Phase Three of the project, draft deliverables were prepared and presented to the Client. Versata Consulting continued to initiate phone call discussions and interviews with Region of Peel staff, and receive feedback to inform mid-project adjustments to the draft deliverables. A phone call interview was also conducted with a Planner from the City of Victoria, to inquire about the creation and success of their implementation framework. Furthermore, during this Phase, the policies within the Agricultural Resources Focus Areas of the Peel 2041 Vision were analyzed based on language and measurability. These results were used to inform the Policy Review and Analysis.

PHASE THREE

PHASE FOUR: The final phase, Phase Four, concluded the project and concerned next steps. Regular communication with the Client, Region of Peel staff, faculty mentor Professor Mark Seasons, and course instructor Professor Kevin Curtis were crucial during this phase in order to receive advice and guidance through the process of refining our final deliverables. We used graphic design inspirations from other professional documents to create an aesthetically pleasing, highly visual and vibrant final report. In collaboration with the Region of Peel, we discussed opportunities and recommendations for amendments in the ROP, policy creation processes, and policy planning at the Region of Peel.

PHASE FOUR



PROJECT SCHEDULE

VERSATA CONSULTING WORK SCHEDULE FOR REGION OF PEEL OFFICIAL PLAN IMPLEMENTATION ASSESSMENT FRAMEWORK PROJECT

The updated Gantt chart of the four phases, detailing each task and their actual completion date, is included below.

	January			February				March				April
	15	22	29	5	12	19	26	5	12	19	26	2
PHASE 1: Background Research and Data Collection												
1.1 Study the Region of Peel Official Plan (ROP)	█											
1.2 Analyze Policies in 1-2 Focus Areas of the Peel 2041 Vision (Climate Change, Greenland Systems, Agriculture, or Water Resources)			█									
1.3 Review Official Plan Implementation Strategies used by Other Jurisdictions			█									
1.4 Examine Peer-Reviewed Research about Approaches to Official Plan Implementation Strategies			█									
1.5 Interview Region of Peel Staff to Understand Extent of ROP Policy Implementation								█				
1.6 Inventory Activities Already Done to Implement Policies in 1-2 Focus Areas of the ROP							█					
PHASE 2: Framework Structuring												
2.1 Develop a Criteria-Based, Priority-Management Framework				█								
2.2 Test Framework on a Focus Area Policy Section of the ROP							█					
2.3 Create an Implementation Guide for the Newly Developed Framework							█					
PHASE 3: Mid-Project Adjustments												
3.1 Prepare Preliminary Draft of Deliverables for Client (Framework, Test Results, and Guide)							█					
3.2 Mid-Project Meeting with Client							█					
3.3 Make Adjustments to the Framework based on Client Feedback								█				
3.4 Evaluate if the Revised Framework Works on the Focus Area and other Parts of the ROP								█				
3.5 Make Adjustments to the Framework based on Test Results (as needed)										█		
PHASE 4: Conclusion												
4.1 Prepare a Draft Report which Includes a One Page Summary							█					
4.2 Create a Presentation for the Client										█		
4.3 Deliver the Presentation and Provide the Client with the Draft Report												█
4.4 Compose the Final Report and Electronically Submit it to the Client												
Ongoing Activities												
Regularly Update the Client on our Progress and Receive Feedback	█											

BUDGET

VERSATA CONSULTING WORK SCHEDULE FOR REGION OF PEEL OFFICIAL PLAN IMPLEMENTATION ASSESSMENT FRAMEWORK PROJECT

The updated budgeting schedule, provided for informational purposes, is included below.

	PERSONNEL AND TIME COMMITMENTS (HOURS)					TOTAL PROGRAM COSTS	
	Tracy Tang	Trevor Alkema	Timothy Choi	Michelle Wong	Jonathan Walters	Total Staff Time (hours)	Standard Fee
PHASE 1: Background Research and Data Collection	12	19	19	18	14	82	\$10,115.00
1.1 Study the Region of Peel Official Plan (ROP)	1	5	3	5	4	18	\$2,160.00
1.2 Analyze Policies in 1-2 Focus Areas of the Peel 2041 Vision (Climate Change, Greenland Systems, Agriculture, or Water Resources)	1	6	3	3	2	15	\$1,865.00
1.3 Review Official Plan Implementation Strategies used by Other Jurisdictions	2	2	3	3	4	14	\$1,675.00
1.4 Examine Peer-Reviewed Research about Approaches to Official Plan Implementation Strategies	2	2	4	3	0	11	\$1,395.00
1.5 Interview Region of Peel Staff to Understand Extent of ROP Policy Implementation	4	0	0	0	0	4	\$600.00
1.6 Inventory Activities Already Done to Implement Policies in 1-2 Focus Areas of the ROP	2	4	6	4	4	20	\$2,420.00
PHASE 2: Analysis and Evaluation	9	10	10	7	6	42	\$5,305.00
2.1 Develop a Criteria-Based, Priority-Management Framework	4	4	4	2	2	16	\$2,050.00
2.2 Test Framework on a Focus Area Policy Section of the ROP	4	4	4	4	4	20	\$2,480.00
2.3 Create an Implementation Guide for the Newly Developed Framework	1	2	2	1	0	6	\$775.00
PHASE 3: Framework Structuring	11	11	11	14	11	58	\$7,165.00
3.1 Prepare Preliminary Draft of Deliverables for Client (Framework, Test Results, and Guide)	2	3	3	6	3	17	\$2,055.00
3.2 Mid-Project Meeting with Client	1	1	1	1	1	5	\$620.00
3.3 Make Adjustments to the Framework based on Client Feedback	2	2	2	2	2	10	\$1,240.00
3.4 Evaluate if the Revised Framework Works on the Focus Area and other Parts of the ROP	4	3	3	3	3	16	\$2,010.00
3.5 Make Adjustments to the Framework based on Test Results (as needed)	2	2	2	2	2	10	\$1,240.00
PHASE 4: Conclusion	9	4	2	11	8	34	\$4,195.00
5.1 Prepare a Draft Report which Includes a One Page Summary	2	1	1	3	2	9	\$1,100.00
5.2 Create a Presentation for the Client	3	0	0	4	2	9	\$1,110.00
5.3 Deliver the Presentation and Provide the Client with the Draft Report	2	2	0	2	2	8	\$1,000.00
5.4 Compose the Final Report and Electronically Submit it to the Client	2	1	1	2	2	8	\$985.00
Ongoing Activities	6	0	0	0	0	6	\$900.00
Regularly Update the Client on our Progress and Receive Feedback	6	0	0	0	0	6	\$900.00
Miscellaneous Expenses (travelling, printing, etc.)							\$200.00

Total Number of Hours

47	44	42	50	39
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Hourly Billing Rate

\$150.00	\$135.00	\$120.00	\$115.00	\$100.00
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Total Fees per Personnel

\$7,050.00	\$5,940.00	\$5,040.00	\$5,750.00	\$3,900.00
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Personnel Hours:	222
Subtotal:	\$27,680.00
HST:	\$3,598.40
Total (with HST):	\$31,278.40

what works//

Successful frameworks can distinctly identify achievable policies and goals. As such, making this connection visible allows those assessing the policies and implementation actions to foresee and acknowledge the purpose of the policies and actions and perhaps the type of impacts that could potentially influence the overall goal-making process within the Region of Peel. Should a policy or implementation action be successful will be solely determined by the time frame and implementation status of the policy and action in achieving its intended goal.

These frameworks could also use timelines to show what actions should be done at which dates to help keep the structure organized. Having a risk assessment section that describes events and circumstances, which could potentially make implementation more difficult in the near future, is also beneficial because it allows planners to prepare for unexpected changes to the timelines.

A framework should also provide a strategy to monitor the effectiveness of implementation actions. One strategy is to produce an annual report that contains a detailed schedule to monitor the implemented policies and track the progress in how well they are doing, or the stage that it is currently at. In addition to keeping track of the actions themselves, the impact of the actions at all scales (city scale, neighbourhood scale, etc.) should be measured. To enable this measurement, qualitative and quantitative indicators should be created so that researchers can clearly assess how well the actions are working.

An additional aspect shared by the best frameworks is that they are easy to read and can be understood by the general public and other stakeholders. The simplest way to do this is to provide a balance between aesthetically pleasing images and diagrams with text wherever possible.

The final element for a successful framework is collaboration. Region of Peel government workers should consult with lower tier municipalities, members of the public, and other stakeholders when selecting what policies should be made and how they should be implemented. As such, this collaboration would allow new, innovative ideas to be created, which can lead to better policies and greater progress towards achieving the goals for the Region.

what doesn't work//

Unsuccessful frameworks tend to be vague and do not contain clear actions, which should be taken to implement policies. Similarly, when actions are identified, there are typically not enough indicators (qualitative and/or quantitative) that could be used to measure the long-term success of policies and actions when achieving for the Region's goals. Sometimes, frameworks contain a lot of detail but can be difficult and hard to understand by the general public and perhaps even by municipal staff members, which may ultimately lead to confusion about what should be done.

Another element that can lead to failure is having overly ambitious goals. It is ideal to try and accomplish a lot, but implementing goals that even experts would say are clearly impossible to achieve, may potentially lead to misallocation of resources if too much is spent in trying to achieve such absurd goals. This being said, the misallocation of resources could result in less progress being made towards achieving other, more realistic goals.

An important quality which can undermine implementation evaluation is when a government decides to continue doing what they are used to rather than looking for new and better ways of doing things (such as starting to monitor the long term impact of their implementation actions, even though they have never done this before). For example, a municipality might state that it will develop an implementation strategy (usually in their official plan or a public announcement) but not actually creating one because they feel their staff are capable of making the right decisions without an overarching evaluation framework. No matter how skilled they are, having a framework would help them make decisions that are better aligned with the municipality's long-term goals.

The final characteristic of unsuccessful frameworks is to focus only on actions and ignore policy development. In situations like these, organizations tend to consider the policies that are in place and create actions based on those policies, rather than exploring ways to improve them. As the values and circumstances of the residents of an area change, their priorities change as well. These changing priorities should be matched by changing policies to ensure that any completed actions are in accordance with public interest.

RESULTS & FINDINGS

Table Format: City of Victoria

01

Relevant OCP Policy (summarized)	Five-Year Implementation Actions (2012-2017)	City Team	#	Lead	Support	Start	End	Status
Land Management and Development								
1. Incorporate place-based land use management into local area plans and land use regulations.	• Establish new zones for Central Business District (through OCAP Implementation)	Healthy	1	SPD	Local	2012	2014	✓
2. Incorporate place-based land use management into local area plans and regulations.	• Develop zones based on other place designations (through Phase 1 Local Area Planning)	Healthy	1	SPD	Local	2012	2014	✓
3. Monitor and implement a detailed Local Area Plan that supports the development of the Downtown Core Area of the Downtown.	• Implement Downtown Core Area Implementation Plan	Healthy	1	SPD	Local	2012	2014	✓
4. Prepare a Local Area Plan for every 1 km ² area in the Douglas Corridor, Fortaker Green Village, Market Town Centre, South Village, and City Centre.	• Complete Phase 1 Local Area Plans	Healthy	1	SPD	Local	2012	2014	✓
Transportation and Mobility								
5. Update road standards in a manner consistent with other transportation guidelines (T.T. Code).	• Update the Streets and Traffic Bylaw for downtown streets (through OCAP implementation)	Healthy	1	SPD	Local	2012	2014	✓
	• Update the Streets and Traffic Bylaw for other streets (through OCAP implementation)	Healthy	1	SPD	Local	2012	2014	✓

TYPES OF FRAMEWORKS

One common type of framework is a table, which contains goals, policies to achieve the goals, and various pieces of information about the policies, which would be useful to decision-makers. This kind of framework provides a one-size-fits-all solution where planners can fill out information about any policy and then use the result to prioritize certain policies above others.

Another type of framework consists of simply a written document full of policies which guide how to implement policies. These documents may only provide general guidelines and leave it to the staff to determine what specific actions should be done. This kind of framework can be dull and off-putting to members of the public who are not used to reading lengthy documents that are full of text and containing little to no images or diagrams. The lack of specific instructions can also result in staff members interpreting the guidelines differently and reaching contrary conclusions about how to best implement policies.

Some areas create unique, technologically advanced frameworks. An example of this is an interactive website that is easily accessible to the members of the public. This kind of framework can create higher levels of engagement for people who prefers a simple and straightforward document or study table. However, such technologically advanced frameworks are more expensive to make and would require considerable skills to design these aesthetics. Although, being engaging is useful, the creators need to remember the purpose of the framework and ensure that they have the adequate skills and information to provide such clear guidance to policy implementers.

CHALLENGES TO SUCCESSFUL IMPLEMENTATION

The most common challenge to a successful implementation is not having enough resources to conduct the implementation actions. This can happen when organizations overestimate or intentionally exaggerate the capabilities of their staff, or by provincial or federal governments not giving enough support to regions and municipalities. Many implementation actions are done through partnerships between a region and a lower-tier municipality and in these situations, both the region and the municipality would need sufficient staff and budget for the action to be successfully executed. Having a good framework can help organizations use their resources as efficiently as possible and prioritize more important actions over less important ones.

Another common challenge is a lack of indicators used to measure the effectiveness of implementation actions. Even if there are capable and knowledgeable staff who can identify actions that will almost certainly help to achieve the goals of the municipality, there is no clear way to determine plan impacts and outcomes without a solid base of indicators, and regular plan monitoring and evaluation. Similarly, having indicators but not devoting resources to monitoring the indicators will have the same result.

A third challenge is having policies, which are not firm enough and will likely have minimal impact. By having policies that simply advise others (businesses, municipalities, etc.) to act a certain way rather than forcing them to act that way, the chances of plan effectiveness are greatly decreased. Similarly, policies, which are outdated and contain vocabulary that is inadequate towards the current needs and issues of the municipality, will likely result in minimal effectiveness.

The final challenge is the lack of collaboration. If there is an action created by a region that requires all necessary work to be completed by a lower-tier municipality (assuming it does not support that particular action), could be difficult in carrying out that action in a timely manner. It is essential for regional governments to coordinate with lower-tier municipalities, members of the public, and other stakeholders to ensure that the implemented policies and actions will be supported by as many stakeholders as possible. Not only will there be less resistance to the actions, but this may potentially increase the chances of the actions to be successfully implemented.

Written Format: City of Edmonton

02

11.3 Implementation Strategy

The MDP will be implemented in partnership with all City departments and the City of Edmonton's Transforming Edmonton committee. Implementation will require a combined corporate, community and private sector effort to deliver the anticipated outcomes and performance expectations. An implementation plan will:

- Identify immediate and long term actions required to implement the MDP.
- Identify departmental and agency responsibilities in terms of primary and supporting roles for the MDP policies.
- Contain a schedule, benchmarks and measurements of success.
- Be implemented through the City's budgeting process, in alignment with *The Way Ahead: City of Edmonton Strategic Plan 2009-2018*.

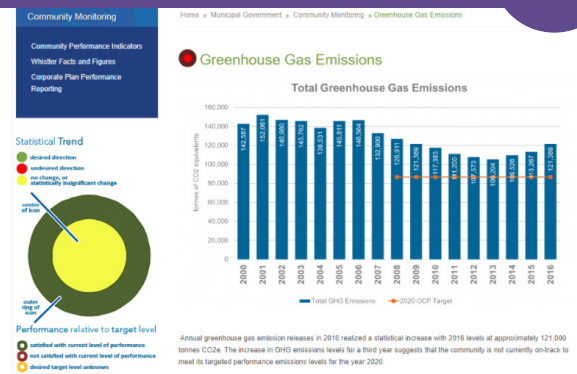
The Zoning Bylaw sets standards for the health and safety of the citizens of Edmonton and outlines development regulation for the City of Edmonton. Implementation of the MDP will require incremental or wholesale amendments to the Zoning Bylaw over time.

Implementation of the MDP will be supported through the activities of the Planning and Development Department's Planning Academy and other educational activities of the Planning and Development Department.

Community, stakeholder and industry involvement in planning exercises will be encouraged as the plan is implemented. This involvement will be supported by the City's public involvement program and continuing improvements to the planning consultation process.

Web-based Format: Resort Municipality of Whistler

03



Instead of having one overarching framework, some areas have separate documents and plans for different sectors (e.g. agriculture, transportation, etc.). This type of framework is less efficient, but does allow for the creation of solutions unique to certain sectors. This structure is only possible in large cities with enough staff to have separate people working in each sector create individual implementation and monitoring strategies. Another common occurrence is governments making decisions and commitments without a formal plan implementation strategy. This can lead to disjointed planning decisions which do not work towards common goals, or which focus on the present and typically ignore what the municipality would need in the future.

01 Lack of Resources

02 Lack of effective indicators

03 Lack of firm policies

04 Lack of collaboration

CONCLUSION

IDENTIFIED CHALLENGES

Although the Region initiates a periodic update of the ROP, additional steps are required to ensure that the implementation of Region of Peel's Official Plan remains effective over the long-term. Through extensive analysis of planning policy documents of various jurisdictions, one major issue is the lack of metrics (i.e. indicators) to evaluate the impacts of policies and associated actions. The ROP policies should be considered but are not sufficient. The most important step that was generally omitted in this process, monitoring and evaluation on a foundation of indicators, is still needed. Without the information generated by plan evaluation, the Region would not have a clear understanding of plan performance. Accordingly, the Region will need to develop a clear framework for monitoring and evaluation. In addition, with the use of a framework, the Region and local municipalities would be capable of monitoring the progress of their policies to determine whether they are meeting their goals and objectives. For plan evaluation to be effective, the ROP's goals, objectives, and policies would need to be worded clearly to facilitate measurability of its impacts.

Other common issues that affect plan evaluation include vague wording of policies, insufficient resources, prioritization of other planning actions, and the lack of staff coordination and commitment. In numerous cases, there has been a lack of funding and political will from upper-tier governments and Peel Regional Council to implement these policies. Consequently, these setbacks have significantly prevented the ROP from delivering the key improvements necessary for sustainable development and growth.

Through the use of this plan implementation evaluation framework, Region of Peel staff will be able to make better informed decisions when attempting to allocate resources and prioritizing the key policies. The recommendations is aimed to assist Region of Peel staff members in creating policies that are more effective at achieving the Region's goals and more likely to satisfy the needs and interests of local residents, lower-tier governments, and other stakeholders. The format of their implementation framework can be developed by pulling together various strong factors of existing implementation strategies in other municipalities, and through consultation with relevant stakeholders. Through an application of the framework on Agricultural Resource policies in the ROP, the Region of Peel can begin to understand how this framework would be applicable to other focus areas within the ROP.

RECOMMENDATIONS

SOLUTIONS TO THE CHALLENGES

The Region of Peel's Official Plan acknowledges that there are challenges and issues that arise due to its rapid growth over the past 2-3 decades. Through our research findings and conclusions, there are a few improvements that the Region of Peel can make to their existing processes in order to better implement policies in their ROP.

One recommendation to note is that the Region should specify the type of qualitative and quantitative metrics needed to evaluate the effectiveness of its policies and initiatives. A review of the Official or Community Plans of similar size jurisdictions within Ontario and other provinces in Canada found that there was a lack of clarity with proposed metrics. One major setback with the ROP is that the Region mentions it will monitor the type of impacts once the agricultural policies are implemented, although limited details are available regarding their approach. The ROP has included a few policies that are relevant to protecting the remainder of agricultural lands and support a viable industry in this sector, although this might not be sufficient. In this case, one recommendation would be for the Region of Peel to specify the type of metrics that will be used to measure the effectiveness of each policy, or group of policies.

In addition, the ROP could be improved by including details regarding the type of stakeholders or divisions that will be consulted for each policy. The reason is to demonstrate that the Region of Peel understands the need to collaborate with the appropriate authorities, professionals and members of the public to implement practical solutions. The Region should also include a strategy to collaborate with lower-tier governments from City of Mississauga, City of Brampton and Town of Caledon; these municipalities play an important role in implementing the ROP policies through their respective Official Plans. In the ROP, it is stated that numerous policies would be carried out in the Official Plans of the lower-tier municipalities. As such, the clarification of roles and resources is essential. This would ease the process of understanding what the Region might need to achieve a goal, as the responsibility would be shared.

Furthermore, another recommendation is to include tentative timelines and important dates for continuous monitoring of proposed policies. Without these details, it would potentially become more challenging to measure the impacts of policies and determine the necessary enhancements to achieve the desirable impacts. Additionally, the Region could adopt a table-formatted framework as a tool for organization and monitoring their policies and resources. The table-format is a good option to consider, as it is clear to read, easy to use, and is not resource intensive. Moreover, there could be qualitative metrics that the Region could consider to implement policies through consultation with local residents and those involved in the associated sector. In the case of Region of Peel's agricultural policies, these elements were too generic or absent, which could impact their effectiveness in protecting agricultural lands. In summary, the language and phrasing of the policies should be focused on, specifically in order to be measurable by a qualitative or quantitative metric.

REFERENCES

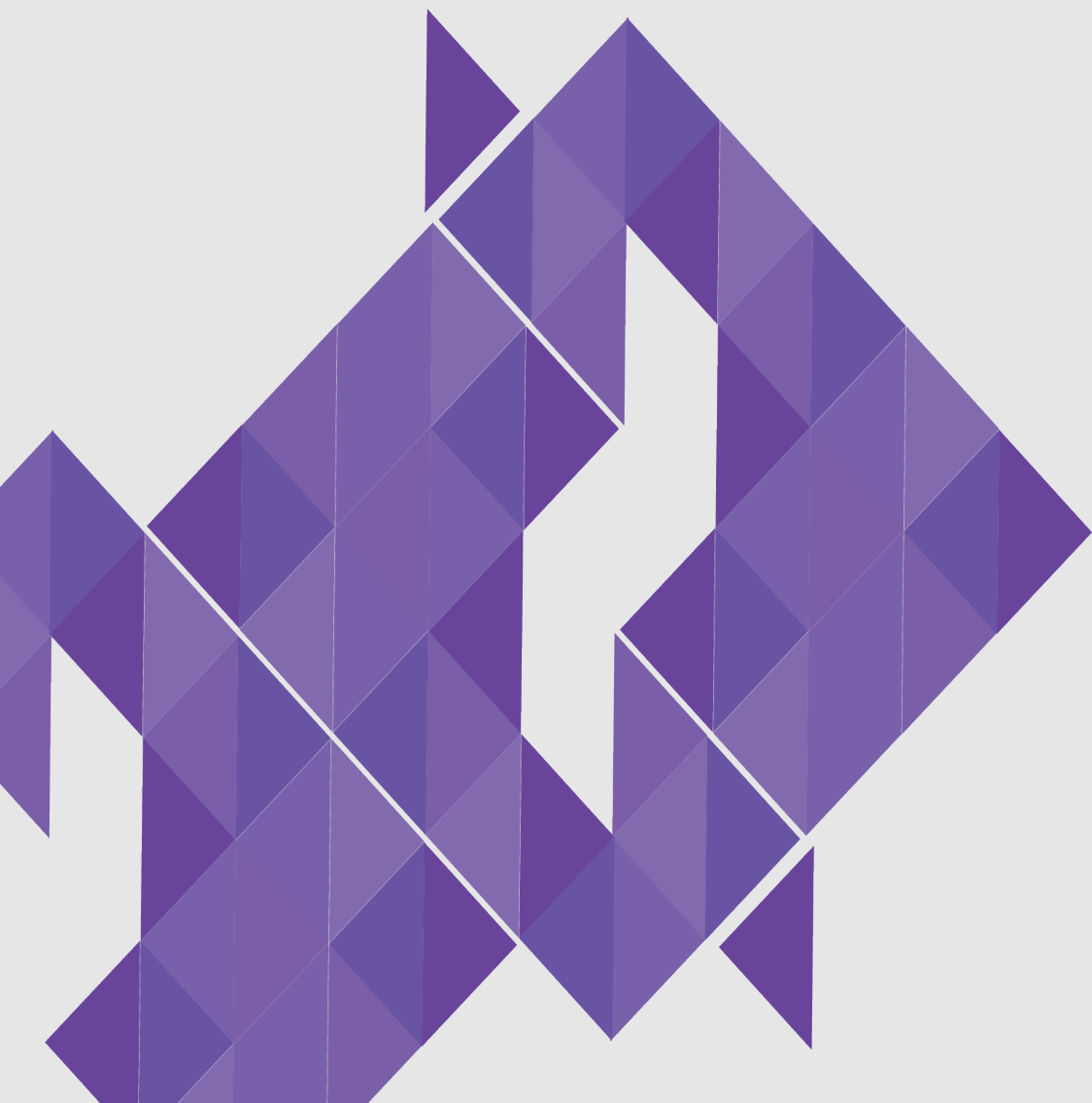
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APPENDICES



Appendix A.1: Summary of Findings

MONITOR AND EVALUATION

WHY MONITOR IMPLEMENTATION?

Monitoring is essential to make the most efficient use of resources in the Region of Peel. Evaluating policies through indicators helps inform stakeholders about the successes and challenges that the Region is currently facing in achieving their goals. A robust monitoring and evaluation program will help create trust between the public and the Region, and keep the Region accountable to those they impact most. Ultimately, the implementation framework will help the Region:

- » Increase public awareness and understanding about what the Region does
- » Identify critical issues and responses to improve progress
- » Inform decisions and influence actions
- » Advance sustainability for the Region of Peel

WHERE DID WE LOOK FOR INSPIRATION?

We looked at:

- » Academic research articles concerning policy implementation
- » Comparable municipalities with implementation strategies
- » Discussions through interviewing experts and Regional staff

WHAT DID WE FIND...? →

WHAT WORKS

01

- » Clarity
- » Continual monitoring
- » Measurability
- » Readability



WHAT DOESN'T WORK

02

- » Lack of indicators
- » Overly ambitious goals
- » Ignoring policy development
- » Corporate culture
- » Not open to change



TYPES OF FRAMEWORK

03

- » Text Format
- » Table Format
- » Web Format
- » Multiple Plans Format
- » None



CHALLENGES

04

- » Lack of resources & time
- » Unclear
- » Lack of coordination
- » Lack of monitoring



RECOMMENDATIONS

05

- » Review policy for clarity
- » Create measurements for timelines for policies
- » Be consistent
- » Create table framework



Appendix A.2: Literature Review

AUTHOR	TITLE OF ARTICLE	SUMMARY OF ARTICLE	WHAT WE CAN TAKE AWAY
Conteh, 2013	Transitions in regional development policy implementation in Canada: the cases of New Brunswick and Manitoba	Policy implementation is very complicated and any actions involved in it should be viewed as part of a long process rather than as events with certain intended effects. The culture of the people in the areas affected by policy should be known to policy makers and implementers.	This emphasizes the need for continuous monitoring and the creation of indicators. Researching the Region of Peel socio-economic context is necessary for us to understand the kind of implementation activities we are looking at and how they may be impacting the people.
Huang & Drescher, 2015	Urban Crops and Livestock: The experiences, challenges, and opportunities of planning for urban agriculture in two Canadian provinces	The two most important factors when trying to successfully implement agriculture policies are community advocacy and support from municipal governments. Public awareness and creating an inventory and analysis of land available for agriculture are also crucial.	Research needs to look at what municipalities want when assessing which policies would be easiest to implement. Even if certain implementation activities appear simple to execute on paper, complications may arise with local opposition. Resultantly, establishing a public education strategy may be a viable way to educate them and have them understand.
Huque & Watton, 2010	Federalism and the Implementation of Environmental Policy: Changing trends in Canada and the United States	In the past, policies were mostly made and implemented just by the federal government. Over time, more power was given to sub-national units (provinces and cities). Currently, a new policy implementation strategy is emerging which relies not only on government bodies, but also on the private sector and the general public.	Rather than solely the local government deciding which policies are best and implementation measures, businesses and the general public can be consulted to create policies more likely to be well accepted. Furthermore, their resources could be used to help implement and monitor the policies. For example, businesses or volunteers could conduct periodic site visits and monitor whether or not policy implementation activities are having the intended effect in certain areas.
Khan & Khandaker, 2016	A Critical Insight into Policy Implementation and Implementation Performance	Poor policy implementation and performance can be due to a variety of factors, such as: lack of coordination; funding; commitment; capabilities among implementers; and top-down support. Policy implementation is very theoretical and not always applicable or measurable. Performance should be ranked on output and outcome, impact, and assessment of development.	Performance measures are necessary to establish for policies. Additionally, one of the five models for successful policy implementation (rational, management, organizational, bureaucratic, or political) could be applied to policy documents.

Appendix A.2: Literature Review (con't)

AUTHOR	TITLE OF ARTICLE		SUMMARY OF ARTICLE	WHAT WE CAN TAKE AWAY
Seasons, 2003	Monitoring and Evaluation in Municipal Planning: Considering the Realities		Planners do not/cannot monitor or evaluate consistently, formally, or regularly due to: fiscal constraints; vague wording of policies; politics and organizational culture; and lack of resources to execute it. There must be benchmarks for evaluation measures to see how one is performing relative to others. Policies are unrealistic and hard to set indicators for.	Monitoring and evaluation models should be simple and easy to understand, and workable within existing resource limits. Roles and responsibilities for evaluation should be clearly articulated. Finally, the benefits of monitoring and evaluation should be marketed to staff, council, and stakeholders.
Seasons, 2018	Plan Canada: Plan Evaluation - Elephant in the Room		Canada is lacking evidence-based assessment of plan performance. It is in need of evaluation of impacts and outcomes, and monitoring indicators of progress. Previously, this has not been done due to a lack of resources and corporate culture that prioritizes action over policy research and development.	Municipalities should plan evaluations for every 5 years. Planners should be trained and educated on monitoring and evaluating. Furthermore, planning departments should be convinced in the merits of valuing and supporting evaluation.
UN Habitat, 2009	Planning Sustainable Cities		Urban planning systems should integrate monitoring and evaluation into plans with clear indicators aligned with goals, objectives, and policies. Policies should be put into plain words. Monitoring and evaluating should focus on small-scale areas like site plans, subdivisions, and neighbourhoods to be effective.	In order to come up with a monitoring and evaluation design, a municipality must: formulate goals and outcomes; select outcome indicators to monitor; gather baseline information on the current condition; set specific targets to reach and dates; regularly collect data to determine progress; and analyze and report the results. The policies must reflect realities.

Appendix A.3: Interjurisdictional Research

MUNICIPALITY	TITLE OF DOCUMENT	IMPLEMENTATION FORMAT	WHAT WE CAN TAKE AWAY
Calgary, AB	The City of Calgary Municipal Development Plan	There is a realization of the need for an implementation strategy and a plan to release a progress report every 3 years. However, progress reports could not be found or published publicly, and there are no clear ways of measuring success.	The plan says that the municipality will implement the plan, but it does not measure how successful implementation is.
Durham Region, ON	Durham Regional Official Plan	There is an annual work plan to keep track of what needs to be done each year with a report that shows progress. It outlines the need to collaborate with municipal planners. Additionally, a need of a "living report" to constantly reflect current conditions is identified.	The plan has goals that are identified by the Strategic Plan. Progress is to be kept track through monitoring strategies for each area (agriculture, transportation, etc.). Annual reports will be produced for each area outlining the progress.
Edmonton, AB	Municipal Development Plan (MDP) - The Way We Grow	Edmonton's implementation section of the MDP points out the need for evaluation, but fails to identify specific metrics to evaluate the implementation of goals and objectives. The plan mentions intention to evaluate but does not identify what kind of evaluation would be done.	The plan acknowledges the need to have an implementation framework to monitor goals and policies.
Fraser Basin Council, BC	Fraser Basin Council 2016 Strategic Plan	This plan uses both qualitative and quantitative measures, depending on program and partners. It uses collected numeric data and data collected from participants through surveys and other forms. It keeps track of the number of new plans, strategies, policies, and programs followed and actions taken.	The plan fails to identify measurable outcomes, rather stating outcomes in a news bulletin like format. It emphasizes the importance of stakeholders to the success and monitoring of implementation.

Appendix A.3: Interjurisdictional Research (con't)

MUNICIPALITY	TITLE OF DOCUMENT		IMPLEMENTATION FORMAT	WHAT WE CAN TAKE AWAY
Kelowna, BC	Official Community Plan Indicators Report		The format is a balance sheet that summarizes implementation using a clean, easy to read, colourful layout. Each goal is put against four tests: what is being measured; why it is important; target; and progress. Symbols and colours are used to indicate performance.	The report is a table that has an easy to read design, as well as colour and symbols. This makes it readable for everyone, including the general public.
Nanaimo Region, BC	Nanaimo Regional Growth Strategy		The format of Nanaimo's Implementation Strategy is a clear table with four headings, outlining the implementation action, timing, plan reference, and completion date. The strategy also identifies the responsibilities of the City and other agencies of various governments, organizations and groups.	Sorting the goals into short, medium, and long term timing and referencing where they found their goals in reference to their plan allows the municipality to be accountable and track their goal progress.
Niagara Region, ON	Implementation Chapter of Official Plan		This is a document of policies, which makes it hard to read. Nevertheless, it contains informative charts and text related to implementation of the OP.	The formatting of the report is accessible, dedicating parts of each page to the policies that are implemented. This makes it easy to find specific policies of interest.
Surrey, BC	City of Surrey Sustainability Charter		Appendix 4 of the Charter contains a solid framework table laying out Themes, Indicators to support the theme, a Description of the indicator, as well as the Progress of the indicator (trending up, trending down, ratios, etc.).	The City of Surrey details the method of achieving the Indicators in a clear and explicitly measurable manner, whether quantitative or qualitative. There is no ambiguity in their indicators and how they will be achieved.

Appendix A.3: Interjurisdictional Research (con't)

MUNICIPALITY	TITLE OF DOCUMENT	IMPLEMENTATION FORMAT	WHAT WE CAN TAKE AWAY
Vancouver, BC and BC Area	Economic Strategy for Agriculture in the Lower Mainland	The issues affecting implementation are identified as: lack of area organization; little ownership of the strategy; dealing with government; and a need to get organized.	As the document identifies and describes key issues in implementation, lessons could be learned and taken away on how this may be applicable in Region of Peel. These identified issues could be used to brainstorm potential measures to overcome them.
	Regional Growth Strategies - Metro Vancouver	This document splits monitoring into short and medium term time frames. It has measurable indicators for each section of goals with monitoring reports published yearly to show progress.	Collaboration between member municipalities is important to ensure goals are on track and achievable. Uses short and medium term time frames for their goals to be met within.
Victoria, BC	Official Community Plan Implementation Strategy	Victoria uses a table of actions and timelines of actions with risk assessment. They link policies and goals together with relevant actions, dividing them into either 5-year actions or medium-long term actions.	The strategy is in the form of an easy to read table with links to the policies.
Whistler, BC	Community Performance Indicators Website	An interactive visual website of over 90 performance indicators categorized through a target-icon visualizing their statistical trend and performance level relative to the target. Each indicator contains justification for why it is measured, how it is measured, and a graph of relevant data.	A visual and easy-to-understand graphic icon to show the trend and performance of the indicator. Website format is intuitive and user-friendly. Links to external data sources (ex: Statistics Canada) allow visitors to see where the data came from.
York Region, ON	York Region Official Plan 2016 Consolidation	This document outlines four sections: engagement; monitoring; process; and interpretation. It describes a need for monitoring and measuring, but does not detail how to carry this out.	This plan hints at reviewing policies every 5 years to ensure they remain relevant and effective. They emphasize the importance of monitoring and measuring, but not a method of doing this.

APPENDIX B.1: Guideline for Framework Use

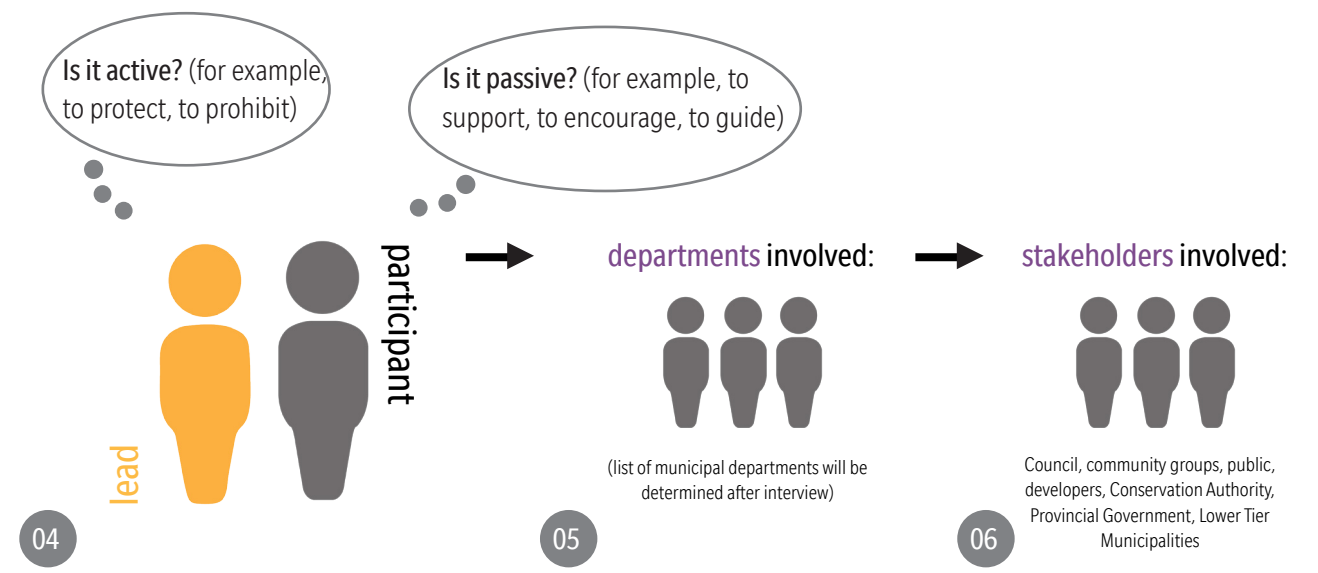
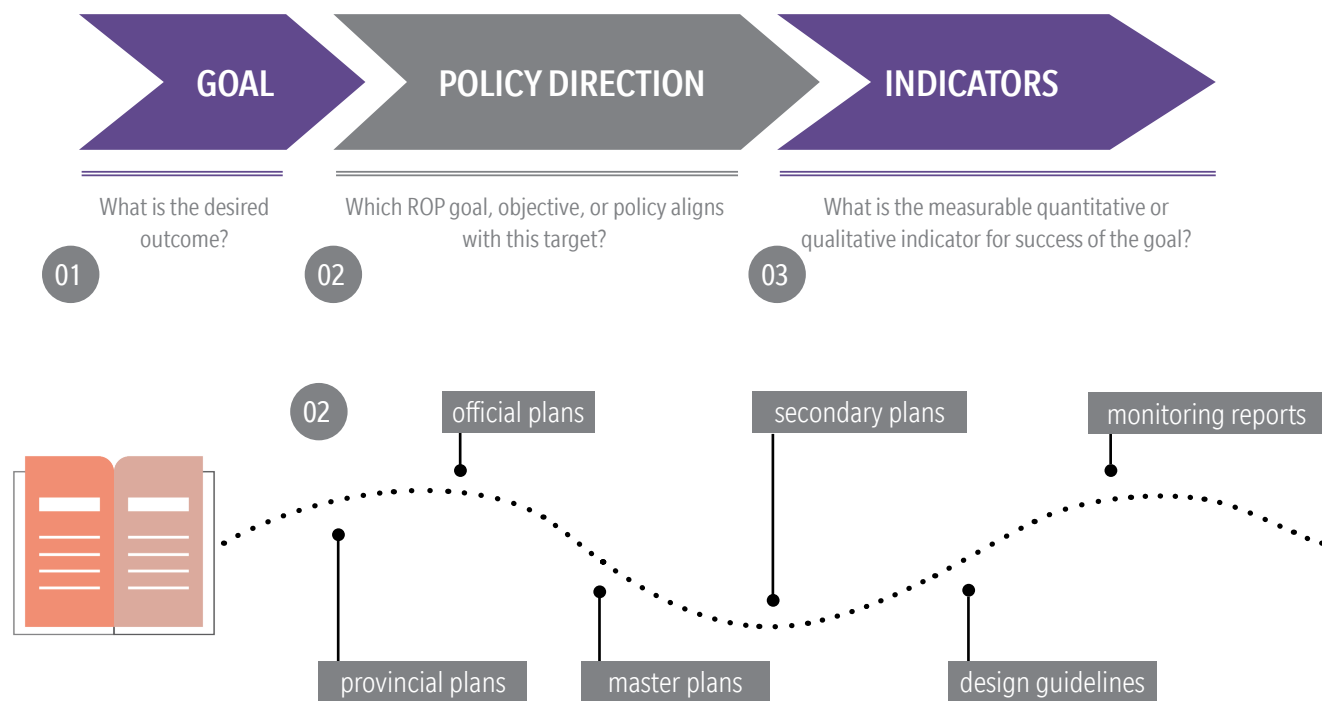
The framework can be used to assess a list of questions, which the policies will be tested on.

THE MAIN QUESTION:

Is this goal, objective, or policy reasonable and feasible? Can it actually be implemented, given the resources, and measured/evaluated?

FOLLOW UP QUESTIONS:

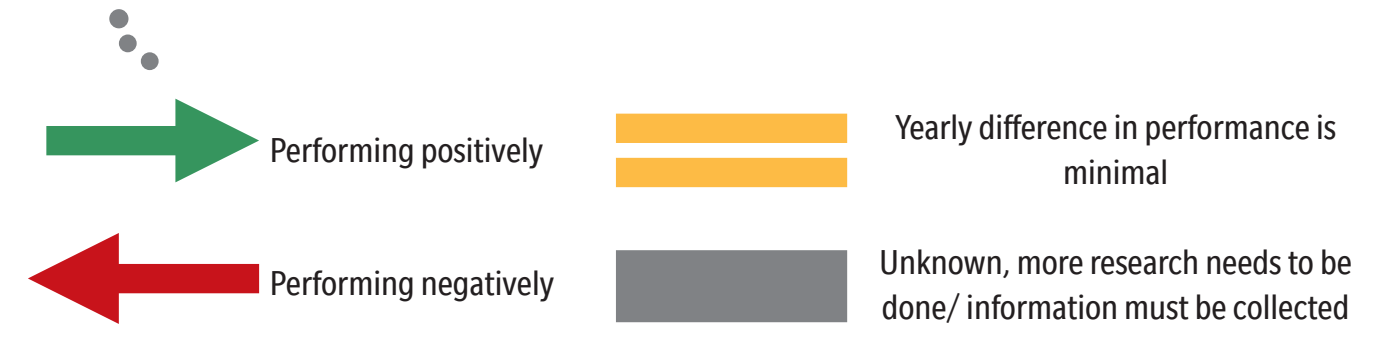
- 01 What is the desired outcome or intention of the policy/what goal or objective does it aim to achieve?
- 02 Is the goal supported by provincial and municipal policy directions? Does it align with the provincial vision?
a) Which policy documents or sources of information support the implementation of this goal?
- 03 What is the measurable qualitative or quantitative indicator for the successful implementation of this goal?
- 04 What is the Region's role in implementing this policy?
- 05 Who is responsible for the implementation of this policy? Which internal department or group or municipality?
- 06 Which stakeholders would be involved in the implementation of this policy? (For example, Conservation Authorities, Farmers Groups, etc.)
- 07 Are there sufficient resources for regional staff to execute the implementation of this policy? Is the municipality capable of it? (Funding, time, staff, political-will)
- 08 When should this goal be achieved by? How often can this goal be measured to ensure it is achieved by its target timeline?



Five major factors (as shown below) identify the resources required in terms of funding and timing, ultimately testing the performance of the goal in meeting its target.

07 RESOURCES	08 TIME FRAME	IMPLEMENTATION STATUS	MEASUREMENT FREQUENCY	PERFORMANCE
where is the funding coming from?	when should it be achieved by?	status of the goal here	how often is this goal measured?	how well has this goal been performing to meet its targets?
capital	short term	not started	annually	positive
operational	medium term	undergoing/ in progress	biennially	negative
one-time	long term	completed	every 5 years	minimal difference
external		include the start and complete date		insufficient data

**NOTE: keep in mind, the annual performance may not always connect to the long-term trend. While performance in any given year may be positive or negative, a clear trend may require years of data collection to reliably identify. The indicator symbols provided below will help answer our identified questions.*



APPENDIX B.2.1: Implementation Framework Table

GOAL	POLICY DIRECTION	INDICATORS	POLICY DOCUMENTS / STUDIES CONDUCTED	REGION'S ROLE	DEPARTMENT(S) INVOLVED	STAKEHOLDER(S) INVOLVED	RESOURCES (\$) (CITY FUNDING TYPE)	TIME FRAME	IMPLEMENTATION STATUS	MEASUREMENT FREQUENCY	PERFORMANCE	COMMENTS
[FOCUS AREA HERE]												
## [2041 GOAL HERE]	### [ROP POLICY HERE]	[MEASUREABLE INDICATOR HERE]	Official Plans, Secondary Plans, Design Guidelines, Master Plans, Provincial Plans, Indicator/Monitoring Reports	SELECT FROM DROPDOWN MENU ↓	[DEPARTMENT(S) HERE]	SELECT FROM DROPDOWN MENU ↓	SELECT FROM DROPDOWN MENU ↓	SELECT FROM DROPDOWN MENU ↓	SELECT FROM DROPDOWN MENU ↓	SELECT FROM DROPDOWN MENU ↓	SELECT FROM DROPDOWN MENU ↓	Ex. political council changed, different priorities Ex. budgeting was cut, funding was terminated
				PARTICIPANT		YES	CAPITAL	SHORT TERM (2-5 yrs)	NOT STARTED	ANNUALLY	POSITIVE	
				LEAD		NO	OPERATIONAL	MEDIUM TERM (5-10 yrs)	IN PROGRESS	BIENNIALY	NEGATIVE	
						*who can be added as a comment	ONE-TIME	LONG TERM (10+ yrs)	COMPLETED	EVERY 5 YEARS	MINIMAL DIFFERENCE	
							EXTERNAL		*start and completion date can be added as a comment		INSUFFICIENT DATA	

APPENDIX B.2.2: Implementation Framework Table

Agricultural Policies Testing

GOAL	POLICY DIRECTION	INDICATORS	POLICY DOCUMENTS / STUDIES CONDUCTED	REGION'S ROLE	DEPARTMENT(S) INVOLVED	STAKEHOLDER(S) INVOLVED	RESOURCES (\$)(CITY FUNDING TYPE)	TIME FRAME	IMPLEMENTATION STATUS	MEASUREMENT FREQUENCY	PERFORMANCE	COMMENTS
Agricultural Resources												
To support the agricultural industry, reduce the loss of agricultural lands and protect prime agricultural areas for the long-term use of agriculture.	Policy 3.2.1.1 Policy 3.2.2.1 Policy 3.2.2.6	Number of farms and land area in agricultural production	Region of Peel-Town of Caledon Land Evaluation & Area Review, Peel-Town review of Minimum Distance Separation Guidelines, Peel-Town Edge Planning for Agriculture Discussion Paper	LEAD	[DEPARTMENT(S) HERE]	YES	CAPITAL	LONG TERM	IN PROGRESS	EVERY 5 YEARS	MINIMAL DIFFERENCE	
To protect prime agricultural areas, to support the long-term viability of agriculture in Peel Region.	Policy 3.2.1.1 Policy 3.2.2.1	Total amount of Prime Agricultural Area in hectares converted to other uses.	Regional Official Plan Amendments or site-specific amendments from 1996 to the present, Region of Peel-Town of Caledon Land Evaluation & Area Review, Peel-Town review of Minimum Distance Separation Guidelines, Peel-Town Edge Planning for Agriculture Discussion Paper	LEAD	[DEPARTMENT(S) HERE]	YES	CAPITAL	LONG TERM	IN PROGRESS	ANNUALLY	POSITIVE	
To support the long-term viability of agricultural activities, protect agricultural lands and support the Region as a source of local food supply.	Policy 3.2.1.3 Policy 3.2.2.14	Farms that report on selling products directly to consumers	Federal agricultural census data, which is released every 5 years, Peel Food Charter, Grown in Peel program	LEAD	[DEPARTMENT(S) HERE]	YES	CAPITAL	LONG TERM	IN PROGRESS	EVERY 5 YEARS	INSUFFICIENT DATA	

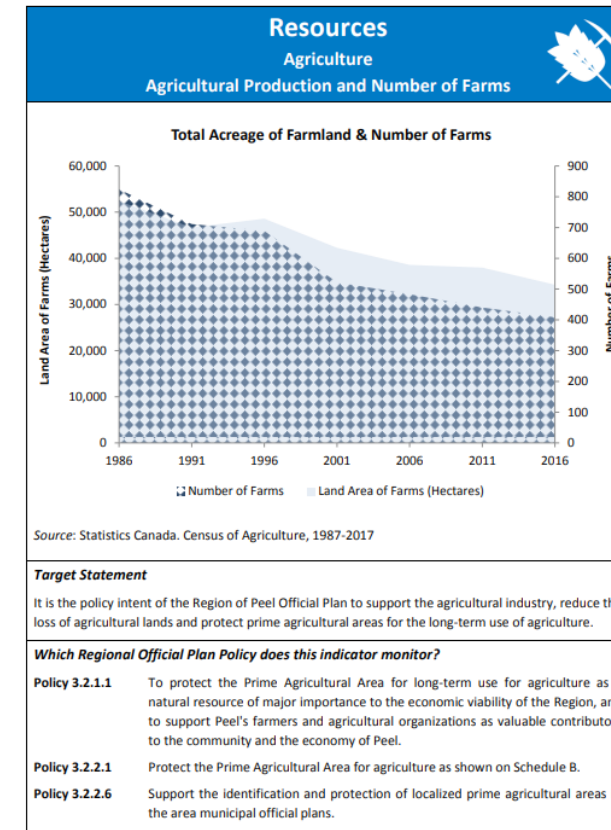
APPENDIX C.1: Inventory of Implementation Strategies

POLICY & GAP ANALYSIS

As part of the policy and gap analysis, policies in the Agricultural section of the Region of Peel's Official Plan were analyzed in further detail. Following the review of this section, Versata Consulting has prepared a table that indicates which policies are delivering the impacts that support the Region's goals and objectives, as well as those that are ineffective and need to be revised. To determine the effectiveness of these policies, the employed language and measurability were the two primary factors examined. For the policies that were worded in an active tone, the Region would have a leading role in coordination and monitoring impacts. Meanwhile, policies that are written in a passive tone indicate that Regional staff would have minimal involvement, whereas the lower-tier municipalities, other government agencies, or stakeholders would have the leading role. There are several policies in which the Region would direct lower-tier municipalities to complete the necessary data collection and impact monitoring. Policies in the ROP that are measurable would have potential metrics, which indicate how their impacts would be assessed.

Following the policy and gap analysis, it was found that most of the policies in the Agricultural Resources section are measurable and employed using a passive tone. The only policy that was not measurable is Policy 3.2.2.9 regarding agricultural industries and economic development. According to our firm's methodology, the intent of this policy is to ensure that the Region's agricultural industry would be able to deliver benefits to its economy and reduce conflicts associated with land-use. Unlike other policies in the Agricultural Resources section, these two factors are difficult to measure without direction provided by the Region. In order to improve the effectiveness of this policy, the Region should specify metrics to measure economic and land-use impacts.

The Region of Peel's Measuring and Monitoring Report was prepared by staff from the Integrated Planning division, to evaluate the impacts as a result of their policies. Throughout the development of their ROP, they consulted with local residents, businesses and various stakeholders to develop policies that would accommodate their needs and interests in the long-term. In comparison, models from other jurisdictions, most notably the model from Whistler, have introduced the stoplight icons as a visual tool to determine whether their policies are effective and performing in the right direction. However, the Region of Peel's Measuring and Monitoring Report only describes the results, while lacking sufficient and concise indicators to measure their policies. For this reason, the use of a visual icon to track impacts following policy implementation could greatly benefit the Region, members of the public, key stakeholders, and other lower-tier municipalities, to gain a better understanding of the Region's progress.



Target Statement
It is the policy intent of the Region of Peel Official Plan to support the agricultural industry, reduce the loss of agricultural lands and protect prime agricultural areas for the long-term use of agriculture.

Which Regional Official Plan Policy does this indicator monitor?

Policy 3.2.1.1 To protect the Prime Agricultural Area for long-term use for agriculture as a natural resource of major importance to the economic viability of the Region, and to support Peel's farmers and agricultural organizations as valuable contributors to the community and the economy of Peel.

Policy 3.2.2.1 Protect the Prime Agricultural Area for agriculture as shown on Schedule B.

Policy 3.2.2.6 Support the identification and protection of localized prime agricultural areas in the area municipal official plans.

Region of Peel Official Plan Chapter 3: Resources 3.2

3.2.2 Policies

It is the policy of Regional Council to:

3.2.2.1	Protect the Prime Agricultural Area for agriculture as shown on Schedule B.
3.2.2.2	Promote and protect agricultural operations and normal farm practices in the Prime Agricultural Area.
3.2.2.3	Require compliance with the minimum distance separation formulae in the Prime Agricultural Area.
3.2.2.4	Encourage, where appropriate, the phasing of development in accordance with the area municipal plans so that agricultural activities and related uses continue for as long as practical in the area that lies within the 2031 Regional Urban Boundary but outside the Greenbelt in the City of Brampton, and within the approved boundaries of the Rural Service Centres in the Town of Caledon.
3.2.2.5	Support programs of the Ontario Ministry of Agriculture, Food and Rural Affairs, and other organizations, which encourage farmers to develop and follow conservation measures and sustainable farming practices (such as Environmental Farm Plans), that will protect the long-term productivity of agricultural lands and minimize impacts on the environment.
3.2.2.6	Support the identification and protection of localized prime agricultural areas in the area municipal official plans.
3.2.2.7	Direct the Town of Caledon, in its official plan, to designate and protect the Prime Agricultural Area as shown on Schedule B.
3.2.2.8	Direct the Town of Caledon in its official plan to allow in the Prime Agricultural Area, primary agricultural uses, and where deemed appropriate by the municipality, secondary uses and agriculture-related uses; provided all new uses are limited in scale, are compatible with, and shall not hinder surrounding agricultural activity, and meet the requirements of the minimum distance separation formulae, and the Oak Ridges Moraine Conservation Plan. Further, direct the Town of Caledon in its official plan to include criteria for secondary uses and agriculture-related uses as recommended by the Province, or based on a municipal approach which achieves the same objectives.

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01 Measuring & Monitoring Report

02 Regional Official Plan

APPENDIX C.2.1: Policy Review

Environment

POLICY #	POLICY		LANGUAGE	MEASURABLE?	HOW TO MEASURE
2.2.9.3.7	<p>Existing uses are allowed to continue and a single dwelling can be built on an existing lot of record, where permitted by the Town of Caledon's Zoning By-law prior to November 15, 2001. Uses and structures accessory to existing uses are allowed subject to all applicable provisions of the Town of Caledon Official Plan and the ORMCP.</p> <p>a) Natural Core Areas - Maintain and where possible improve or restore ecological integrity. These areas have a high concentration of key natural heritage features, hydrologically sensitive features, and/or landform conservation areas and are critical to maintaining and improving the integrity of the Moraine as a whole. New permitted uses are generally related to conservation and resource management, low intensity recreation, or agriculture subject to other provisions of the ORMCP.</p> <p>b) Natural Linkage Areas - Maintain, and where possible, improve or restore ecological integrity and open space linkages between Natural Core Areas, river valleys, and stream corridors. New permitted uses include those that are permitted in Natural Core Area's as well as mineral aggregate operations and wayside pits, subject to other provisions in the ORMCP.</p> <p>c) Countryside Areas - Encourage agricultural and other uses that support the ORMCP by protecting prime agricultural areas, allowing agricultural and other rural land uses as well as normal farm practices to continue, and maintain the character of Rural Settlements. These are areas of existing rural land uses including agriculture, and maintain the character of Rural Settlements. These are areas of existing rural land uses including agriculture, recreation, Rural Settlements, mineral aggregate operations, wayside pits, parks, and open space, Rural Settlements are components of the Countryside designation. The Town of Caledon may recognize the non-residential uses on existing lots of record in the Village of Palgrave where the use would have been lawfully permitted by the Town of Caledon's existing Zoning By-law on November 15, 2001 and the use has addressed all the requirements of the ORMCP. The Palgrave Estate Residential Community, the boundary of which is shown on Schedule D1, is an additional component of the Countryside Area and residential development is permitted, subject to the Town of Caledon Official Plan, as amended from time to time, and specified provisions of the ORMCP.</p> <p>d) Settlement Areas are intended to focus and contain urban growth. All uses permitted by the applicable Official Plans are permitted, subject to the applicable sections of the ORMCP. In Peel, the only Settlement Area is the Caledon East Rural Service Centre."</p>		Passive	Yes	Keep in contact with Town of Caledon to ensure that policies are kept.
2.2.9.3.16	Prohibit the carrying out of new agricultural uses and agriculture-related uses, which commence after November 15, 2001 within a key natural heritage feature, a hydrologically sensitive feature, and within the associated minimum vegetation protection zone.		Active	Yes	Track development in these areas, recording numbers of developments that occur - should be 0
2.2.9.3.28	Direct the Town of Caledon to prohibit, subject to jurisdictional limitations, the establishment of new storage of animal manure, animal agriculture, and the storage of agricultural equipment, which commences after November 15, 2001, in the 0-2 time of travel zone within every wellhead protection area in the ORMCPA, except as permitted by the ORMCP.		Passive	Yes	Check back with Town of Caledon on development on establishment of these facilities. Number recorded should be 0

APPENDIX C.2.1: Policy Review

Environment (con't)

POLICY #	POLICY	LANGUAGE	MEASURABLE?	HOW TO MEASURE
2.2.10.3.3	Direct the area municipalities to develop official plan policies and zoning regulations to implement and refine the requirements of the Greenbelt Plan. This includes requirements that are more appropriately addressed at the area municipal level. Policies are to include, but are not limited to those addressing prime agricultural and rural areas, natural heritage, water resources, parkland, open space and trails; recreation; settlement areas; non-agricultural uses; infrastructure; natural resources; the continuation of existing uses; and lot creation within the Protected Countryside.	Passive	Yes	Follow up with the area municipalities to ensure that they have included these policies in their OP and Zoning. Check back until all municipalities have done so. Yes or no check
2.2.10.4.1	Direct the Town of Caledon to include policies in its official plan that will support and permit normal farm practices and a full range of agricultural, agriculture-related and secondary uses within the prime agricultural area of the Protected Countryside.	Passive	Yes	Check the Town of Caledon OP to ensure that policies have been added - yes or no check
2.2.10.4.4	Direct the Town of Caledon to include policies in its official plan with respect to compliance with the minimum distance separation formulae for uses within the prime agricultural areas of the Protected Countryside.	Passive	Yes	Follow up with the Town of Caledon to conduct land use planning tools that can determine setback distances between agricultural uses have been used for the countryside
2.2.10.4.6	Direct the City of Brampton and the Town of Caledon to allow and support within the rural areas of the Protected Countryside an appropriate range of recreational, tourism, institutional and resource-based commercial and industrial uses, existing and new agricultural uses and normal farm practices and a full range of agricultural, agriculture-related and secondary uses.	Passive	Yes	This section can be done by checking with both city and town to ensure that the appropriate uses are prioritized, supported and protected
2.2.10.4.14	<p>Direct the Town of Caledon and the City of Brampton to include policies in their official plans to require applicants proposing non-agricultural uses within the Natural Heritage System, to demonstrate that:</p> <p>a) at least 30 percent of the total developable area of the site will remain or be returned to natural self-sustaining vegetation, recognizing that Section 2.2.10.5 in this Plan establishes specific standards for non-renewable resources;</p> <p>b) connectivity along the system and between key natural heritage features and key hydrologic features located within 240 metres of each other is maintained or enhanced; and</p> <p>c) buildings or structures do not occupy more than 25 percent of the total developable area and are planned to optimize the compatibility of the project with the natural surroundings.</p>	Passive	Yes	Performing suitable calculations with the town and city to ensure that at least 30 percent of the area will be remained as "natural" vegetation in response to the existing OP

APPENDIX C.2.1: Policy Review

Environment (con't)

POLICY #	POLICY		LANGUAGE	MEASURABLE?	HOW TO MEASURE
2.2.10.5.1	Direct the Town of Caledon to prohibit non-agricultural uses within prime agricultural areas of the Protected Countryside, with the exception of those uses permitted by the general policies of the Greenbelt Plan, and subject to the Natural Heritage System policies of this Plan.		Passive	Yes	Ensuring that the prime agricultural areas that prohibit non-agricultural uses conform with the existing greenbelt plan and the natural heritage system policies
2.2.10.5.10	Permit certain elements of infrastructure serving the agricultural sector, such as agricultural irrigation systems, to Region of Peel Official Plan Chapter 2: The Natural Environment locate within a key natural heritage feature or key hydrologic feature and their associated vegetation protection zones in accordance with section 4.2.1.3 of the Greenbelt Plan and section 2.3.2.5 of this Plan. In such instances, these elements may be established within the feature itself or its associated vegetation protection zone, but all reasonable efforts shall be made to keep such infrastructure out of key natural heritage features or key hydrologic features and their associated vegetation protection zones.		Active	Yes	Map out location of infrastructure serving the agricultural sector. Testing and measuring factors that irrigate agricultural uses according to the OP and while also taking hydrologic features into consideration
2.2.10.5.26	<p>Permit within the Protected Countryside:</p> <ul style="list-style-type: none"> a) all existing uses lawfully used for such purposes on December 15, 2004; b) single dwellings on existing lots of record, provided they were zoned for such as of December 16, 2004 or where an application for an amendment to a zoning by-law is required as a condition of a severance granted prior to December 14, 2003 but which application did not proceed; c) outside of settlement areas, expansions to existing buildings and structures, accessory structures and uses, and/or conversions of legally existing uses which bring the use more into conformity with this Plan, an area municipal official plan and the Greenbelt Plan, subject to a demonstration of the following: <ul style="list-style-type: none"> i) notwithstanding section 4.2.2.6 of the Greenbelt Plan, new municipal services are not required; and ii) the use does not expand into key natural heritage features and key hydrologic features, unless in accordance with section 2.3.2.5 of this Plan. d) expansions to existing agricultural buildings and structures, residential dwellings, and accessory uses, buildings and structures to both, within key natural heritage features and key hydrologic features in accordance with policies 2.3.2.5 i and ii of this Plan; and e) expansion, maintenance and/or replacement of existing infrastructure subject to the infrastructure policies of section 4.2 of the Greenbelt Plan. 		Active	Yes	Taking control of these land developments through the Development Services section. Meeting with the provincial and municipal officials to discuss upon improving these existing conditions that conforms to the current plans. Consulting with the Province concerning the Greenbelt Plan.

APPENDIX C.2.2: Policy Review

Agriculture Resources

POLICY #	POLICY	LANGUAGE	MEASURABLE?	HOW TO MEASURE
3.2.2.1	Protect the Prime Agricultural Area for agriculture as shown on Schedule B.	Active	Yes	The prime agricultural areas are measured as part of the Federal census completed every 5 years. The region reviews the amount of hectares of agricultural lands, and the number of agricultural farms
3.2.2.2	Promote and protect agricultural operations and normal farm practices in the Prime Agricultural Area.	Active	Yes	Agriculture census is conducted by the federal government, which provides a breakdown on the type of farms in the region, and markets served. However, given that this is the first version of the census, it would be challenging to compare progress and the federal government requires conducting further census in the following years.
3.2.2.3	Require compliance with the minimum distance separation formulae in the Prime Agricultural Area.	Active	Yes	Reviewing development applications to ensure they do not encroach within Prime Agricultural Areas. The province's Ministry of Agriculture, Food and Rural Affairs has identified minimum distances to separate new development areas and agricultural zones with livestock animals, agricultural waste facilities and manure. However, it is difficult to measure whether development has complied with the minimum distances due to lack of studies by the region in the past, or identifiable measures
3.2.2.4	Encourage, where appropriate, the phasing of development in accordance with the area municipal plans so that agricultural activities and related uses continue for as long as practical in the area that lies within the 2031 Regional Urban Boundary but outside the Greenbelt in the City of Brampton, and within the approved boundaries of the Rural Service Centres in the Town of Caledon.	Passive	Yes	Consult the City of Brampton and Town of Caledon's Official Plans, to monitor policies regarding development. Additionally, the region would need to monitor if there are any changes with the amount of hectares converted from Prime Area Designation to permitted development areas.

APPENDIX C.2.2: Policy Review

Agriculture Resources (con't)

POLICY #	POLICY		LANGUAGE	MEASURABLE?	HOW TO MEASURE
3.2.2.5	Support programs of the Ontario Ministry of Agriculture, Food and Rural Affairs, and other organizations, which encourage farmers to develop and follow conservation measures and sustainable farming practices (such as Environmental Farm Plans), that will protect the long-term productivity of agricultural lands and minimize impacts on the environment.		Passive	Yes	Similarly with policy 3.2.2.2, the region can measure the long-term productivity by the use and industries on agricultural lands. In other words, they can analyze the shares of agricultural industries to determine if urban development has affected the viability of agricultural businesses in the region
3.2.2.6	Support the identification and protection of localized prime agricultural areas in the area municipal official plans.		Passive	Yes	Similarly with policy 3.2.2.1, the Region of Peel may consult the Federal census on monitoring how many hectares of prime agricultural areas remain, as well as the number of farms. They will need to consult with area municipalities to determine if they are implementing.
3.2.2.7	Direct the Town of Caledon, in its official plan, to designate and protect the Prime Agricultural Area as shown on Schedule B.		Active	Yes	Can be measured by checking the Town of Caledon OP to see if they have policies/objectives to protect Prime Agri Areas. Can be done by communicating/liasing with Town of Caledon staff
3.2.2.8	Direct the Town of Caledon in its official plan to allow in the Prime Agricultural Area, primary agricultural uses, and where deemed appropriate by the municipality, secondary uses and agriculture-related uses; provided all new uses are limited in scale, are compatible with, and shall not hinder surrounding agricultural activity, and meet the requirements of the minimum distance separation formulae, and the Oak Ridges Moraine Conservation Plan. Further, direct the Town of Caledon in its official plan to include criteria for secondary uses and agriculture-related uses as recommended by the Province, or based on a municipal approach which achieves the same objectives.		Passive	Yes	Can be measured by checking the Town of Caledon OP to see if they have policies/objectives to protect Prime Agri Areas. Can be done by communicating/liasing with Town of Caledon staff

APPENDIX C.2.2: Policy Review

Agriculture Resources (con't)

POLICY #	POLICY		LANGUAGE	MEASURABLE?	HOW TO MEASURE
3.2.2.10	Promote agricultural opportunities, new crops and products within near-urban areas to supply local markets, support health and protect the environment.		Passive	Yes	Can be measured by mapping out urban farms, vacant lots suitable for community gardens/greenhouse agriculture, and local farms. Look into where existing ones supply to, which can be done through GIS mapping, statistics, and stakeholder consultations/surveys. Collaborate with agricultural community groups to determine if they have new crops and products
3.2.2.11	<p>Direct the Town of Caledon, in the Prime Agricultural Area, only to permit a non-residential use, subject to an area municipal official plan amendment and provided that:</p> <ul style="list-style-type: none"> a) there are no reasonable alternative locations which avoid the Prime Agricultural Area; b) there are no reasonable alternative locations in the Prime Agricultural Area with lower priority agricultural lands; c) there is a demonstrated need for the use, which has been justified in the context of applicable growth management policies; and d) impacts from any new non-residential use on surrounding agricultural operations and lands are minimal or will be satisfactorily mitigated. <p>This Policy may not be used to address a proposal that has the effect of adjusting the 2031 Regional Urban Boundary, or the 2031 boundary for the Caledon East Rural Service Centre, or the 2021 boundaries for the Mayfield West and Bolton Rural Service Centres. Such applications must continue to be addressed in the context of Section 7.9 of this Plan.</p>		Passive	Yes	Can be measured by checking the Town of Caledon OP to see if they have policies/objectives to protect Prime Agri Areas. Can be done by communicating/liaising with Town of Caledon staff
3.2.2.12	Direct the Town of Caledon, in its official plan, to recognize in the Prime Agricultural Area existing non-residential uses, the residential use of existing and approved vacant severed lots, and the residential use of lots that may be approved in accordance with this Plan and applicable Provincial policies.		Passive	Yes	Can be measured by checking the Town of Caledon OP to see if they have policies/objectives to protect Prime Agri Areas. Can be done by communicating/liaising with Town of Caledon staff
3.2.2.13	Direct the Town of Caledon to protect farms in the Rural System from incompatible uses.		Passive	Yes	Can be measured by checking the Town of Caledon OP to see if they have policies/objectives to protect Prime Agri Areas. Can be done by communicating/liaising with Town of Caledon staff

APPENDIX C.2.2: Policy Review

Agriculture Resources (con't)

POLICY #	POLICY	LANGUAGE	MEASURABLE?	HOW TO MEASURE
3.2.2.14	Encourage greater diversity of permitted uses, including value- added industries (e.g. wineries, cideries, agricultural research institutes, feed mills and fertilizer depots) to aid the farm industry, and to maintain the cultural heritage and way of life of the farming community. Within prime agricultural areas all permitted uses must either be agriculture-related uses or secondary uses that are in accordance with Policy 3.2.2.8 of this Official Plan.	Passive	Yes	Can be measured through the "On-Farm Diversification" graph on page 87 of the Peel Measuring and Monitoring Report.
3.2.2.15	Investigate with the area municipalities, stakeholders and in consultation with the Province, the objective of providing financial incentives to farmers for the provision, protection and enhancement of ecological goods and services.	Passive	Yes	Can be done by holding meetings with stakeholders and measured by documenting the minutes of those meetings. A research project can also be commissioned to investigate the different kind of incentives, which could be given to farmers, and progress can be measured by documenting the findings of that project in a report.
3.2.2.16	Investigate with the area municipalities and the Province, the need, feasibility and implications of a land taxation system that provides financial incentives to farmers to continue farming.	Passive	Yes	Same as above. Can be done through meetings with municipal and provincial officials and a research project to assess the feasibility of a land taxation system, and measured through meeting minutes and a report containing the findings of the project.
3.2.2.17	Investigate with the area municipalities and the Province, various supplementary and financial options and incentives to make it attractive to farmers to keep their lands in agricultural production and allow greater flexibility to have a variety of on-farm secondary or agriculture-related uses.	Passive	Yes	Same as above. Can be done through meetings with municipal and provincial officials and a research project to identify different kinds of incentives, which could be given to farmers, and measured through meeting minutes and a report containing the findings of the project.

APPENDIX C.2.2: Policy Review

Agriculture Resources (con't)

POLICY #	POLICY		LANGUAGE	MEASURABLE?	HOW TO MEASURE
3.2.2.18	Investigate with the area municipalities, the challenges and emerging needs of near urban agriculture including: complaints from non-farm residents about farm practices; problems regarding movement of farm equipment on congested roads; the adequacy of infrastructure; farm parcel sizes; the shortage of rental land or lack of affordable land to purchase; and trespassing.		Passive	Yes	Same as above. Can be done through meetings with municipal officials and a research project to investigate the challenges and needs of urban agriculture, and measured through meeting minutes and a report containing the findings of the project.
3.2.2.19	Encourage area municipalities to consider the development of viable advanced technologies as necessary where appropriate, to promote year-round agricultural production of ethnic and market garden fresh fruits and vegetables for the local fresh market trades.		Passive	Yes	Can be done through policy directions or meetings with municipal officials, and measured by commissioning a research project which creates a graph showing percentage of farms which produce ethnic and market garden fresh fruits and vegetables for locals year-round.
3.2.2.20	Prohibit the Town of Caledon, in its official plan, from permitting lot creation and lot adjustments in the Prime Agricultural Area, unless it is consistent with the Provincial policies.		Active	Yes	Can be measured by looking at whether or not Caledon's next official plan allows lot creation and adjustments to be freely made in the Prime Agriculture Area.
3.2.2.21	Support urban agricultural uses and practices that are appropriate and compatible with adjacent urban land uses.		Passive	Yes	Can be measured through a yearly report, which documents all activities done to support urban agriculture.

APPENDIX C.2.3: Policy Review

Agriculture Objectives

POLICY #	POLICY	LANGUAGE	MEASURABLE?	HOW TO MEASURE
3.2.1.1	To protect the Prime Agricultural Area for long-term use for agriculture as a natural resource of major importance to the economic viability of the Region, and to support Peel's farmers and agricultural organizations as valuable contributors to the community and the economy of Peel.	Active	Yes	Quantity/area of prime agricultural area
3.2.1.2	To protect agricultural uses in the Prime Agricultural Area from incompatible activities and land uses which would limit agricultural productivity or efficiency or result in the loss and fragmentation of the agricultural land base.	Active	Yes	Quantity/area of agricultural land
3.2.1.3	To support a diversified healthy and productive agricultural industry as an important component of Peel's economic base and heritage.	Passive	Yes	ROP Measuring & Monitoring Report p.87, measured by where farmers sell their agricultural products
3.2.1.4	Support urban agricultural uses and practices that are appropriate and to work in cooperation with the Town of Caledon to increase and support diversification in local farming as a source of local food supply.	Passive	Yes	Find out where grocers are getting their food supply, mapping data. Find out most common crops/outputs of the farms

APPENDIX C.2.4: Policy Review

Policies Not Measurable

POLICY #	POLICY	LANGUAGE	MEASURABLE?	WHAT IS THE ISSUE?	HOW CAN IT BE FIXED?
3.2.2.9	Support the Region's long-term economic prosperity by promoting the sustainability of the agri-food sector and by protecting agricultural resources and minimizing land use conflicts.	Passive	No	Policy is worded very vaguely, and very generic. Loosely defined	Wording can be more specific, what do they mean by promoting sustainability of agri-food sector? What is sustainability? Should come up with some more measurable goals, more realistic

