

## Report to Planning and Environment Committee

**To:** Chair and Members  
Planning & Environment Committee

**From:** Scott Mathers, MPA, P.Eng.,  
Deputy City Manager, Planning and Economic Development

**Subject:** Audit and Accountability Fund – Intake 3:  
Continuous Improvement of Development Approvals -  
Single Source Award for the Site Plan Resubmission  
Process Review

**Meeting on:** April 25, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following report **BE RECEIVED** for information.

## Executive Summary

The City of London processes approximately 130 Site Plan applications yearly for approval. Follow-up review by the City ranges up to five, or more times, for an approximate total of 160 resubmissions in addition to the total number of applications received each year. The additional resubmissions result in delays to obtain a development agreement and ultimately a building permit to commence construction. The number of resubmissions may also have a direct impact on the front end of the review process where Site Plan staff are expected to balance the workload and manage priority deadlines. Inefficiencies of the resubmission process is a burden to the developer, the City and the end user given the amount of rework involved. There is also an added cost to the developer with each submission. Undertaking this process review will allow us to identify and address deficiencies within the process, helping us to improve the overall site plan application and resubmission process to the benefit of both the development community and our internal stakeholders.

## Linkage to the Corporate Strategic Plan

Council's 2019 to 2023 Strategic Plan for the City of London identifies "Leading in Public Service" as a strategic area of focus. This includes increasing the efficiency and effectiveness of service delivery by conducting targeted service reviews and promoting and strengthening continuous improvement practices.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

**February 15, 2022** - Overview of the new Streamlining Development Approvals fund and seeking direction to enter into the Ontario Transfer Payment Agreement between Her Majesty the Queen in Right of Ontario as represented by the Minister of Municipal Affairs and Housing (the "Province") and The Corporation of the City of London (the "Recipient").

#### 1.2 Streamlining Development Approvals

On February 7, 2022, London received the Transfer Payment Agreement and high-level

program guidelines for this program. The agreement has been executed. Eligible expenses financed through this funding must be incurred between January 19, 2022, and February 28, 2023, the project completion date. The final report on the use of this funding is due February 28, 2023, and must include a publicly posted staff report.

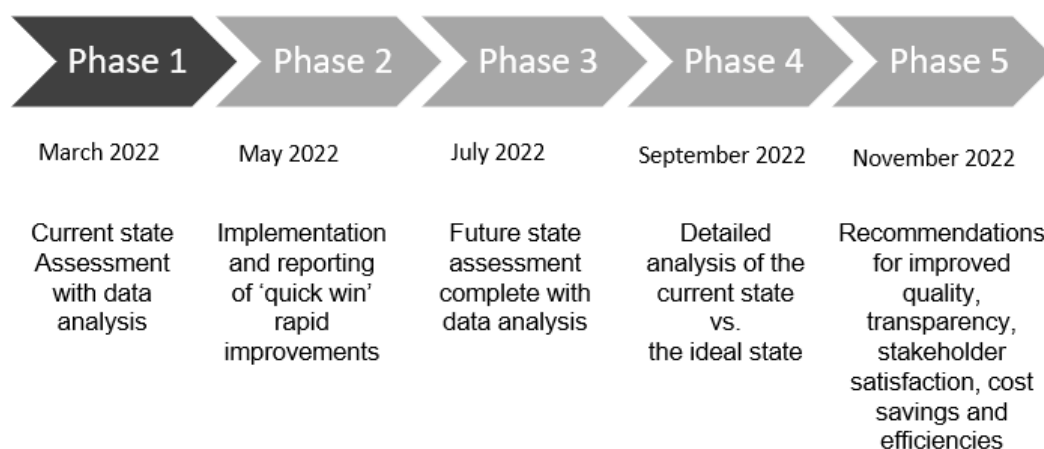
The Site Plan Resubmission Process Review project is being undertaken in coordination with the Streamline Development Approval Fund granted to the City by the Province of Ontario in an effort to align associated Planning and Development’s process reviews and ensure the processes are integrated, where deemed appropriate. The City of London is eligible to receive up to \$1,750,000 through the Streamline Development Approval Fund to implement streamlining development approval initiatives such as e-permitting systems, temporary staff (including interns) to address backlogs, online application portals, and other projects aimed at unlocking housing supply.

## 2.0 Discussion and Considerations

### 2.1 Project Overview

The projects key milestones include:

- 1) Current state Assessment with Data Analysis
- 2) Implementation and reporting of ‘quick win’ Rapid Improvements within the Site Plan Approval Process
- 3) Future State Assessment Complete with Data Analysis
- 4) Detailed Analysis of the Current State versus the Ideal State
- 5) Final Report out the provides Specific and Actionable Recommendations for Improved Quality, Transparency, Stakeholder Satisfaction Cost Savings and Efficiencies, including a Summary of Actions Undertaken.



### 2.2 Project Update

The project is on target based on the identified milestones for the scope of project review. Validation and updates to the current state of the Site Plan process has been completed as well as an analysis of application workload and performance in turnaround times of previous years.

The current state assessment has also been completed on the Official Plan and Zoning By-law amendment (OPA/ZBA) application processes. The intent of this part of the review is to evaluate the earlier stages of the planning process, before Site Plan review, for identification of potential opportunities between the OPA/ZBA and Site Plan stages of review that better aligns and integrates the two processes.

Preliminary results of the current state assessment have identified opportunities at pre-application consultation completed under the OPA/ZBA application review may ultimately reduce the number of Site Plan resubmissions. The quality of application package at the consultation stage that is intended to inform the conversation in the early stages of the planning process has also been identified as a potential opportunity to streamline the

application review process.

### **3.0 Financial Impact/Considerations**

There is no financial impact to the City of London of the award the consulting services for this project. This project will be 100% funded by the Province of Ontario through the \$305,280 (including HST) granted through the Audit and Accountability (Intake 3) Fund.

## **Conclusion**

The demands for quality submissions throughout the planning review process and increased pressures on turnaround times have never been greater. The expectations and needs of our community demand this. This project provides the City with an opportunity to assess the changing landscape of Provincial and Municipal regulations and guidelines and our ability to meet and exceed expectations and timelines. Through engagement with the Development community and other internal and external stakeholders, a goal is to improve service delivery timelines, while continuing to provide Londoners with great neighbourhoods and places and spaces that are well designed and function sustainably, effectively, and are safe for all Londoners.

**Prepared by:**                      **Mike Norman**  
**Manager, Continuous Improvement**

**Reviewed by:**                     **Heather McNeely**  
**Manager, Current Development**

**Recommended by:**             **Gregg Barrett, AICP**  
**Director, Planning and Development**

**Submitted by:**                  **Scott Mathers, MPA, P. Eng.**  
**Deputy City Manager,**  
**Planning and Economic Development**

Note: The opinions contained herein are offered by a person or persons qualified to provide expert opinion. Further detail with respect to qualifications can be obtained from Development Services.

cc: Mike Pease, Manager, Site Plans

April 14, 2022