

## Report to Planning and Environment Committee

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

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

**Subject:** Audit and Accountability Fund – Intake 3 – Final Report

**Date:** January 9, 2023

## Recommendations

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, with respect to the Province of Ontario's Municipal Program, Audit and Accountability Fund Intake 3 (AAF 3) Final Report, attached hereto as Appendix A, **BE RECEIVED** for information.

## Executive Summary

This report is to fulfill the requirement of providing an independent third-party reviewer's final report on the contract, awarded to EZSigma Group, for the Site Plan Resubmission Process Review project, which was funded through a Transfer Payment Agreement between the Minister of Municipal Affairs and Housing for the Province of Ontario and the City of London. A focus of the review is to establish clear standards and expectations, increase responsiveness to applicants, and improve the quality of submissions. The project outcome is to identify opportunities that support a reduction in the number of Site Plan resubmissions and cost to the applicant, decreased time to obtain a building permit, and improve efficiencies within the overall Site Plan application process.

## 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 Discussion and Considerations

#### 1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, February 8, 2022, Agenda item 5.1, Provincial Audit and Accountability Fund – Transfer Payment Agreement and single source contract award.

#### 1.2 Background and Purpose

On May 21, 2019, the Province of Ontario announced the creation of the "Audit and Accountability Fund." On August 16, 2021, the third intake (AA3) of requests for funding was announced by the Province.

On January 24, 2022, the Province approved the City of London's application for funding up to \$305,280 regarding *Site Plan Resubmission Process Review*. The final report on the project must be completed by February 1, 2023, which is the purpose of this report.

On February 15, 2022, Council resolved to approve the Ontario Transfer Payment Agreement, through a by-law and proceed to enter into an agreement with the Minister of Municipal Affairs and Housing for the Province of Ontario, as follows:

- a) *The attached proposed by-law (Appendix “A”) **BE INTRODUCED** at the Municipal Council meeting on February 15, 2022, to:*
  - i. *approve the Ontario Transfer Payment Agreement, attached as Schedule A to the proposed by-law, for the Audit and Accountability Fund – Intake 3 (the “Agreement”) between Her Majesty the Queen in Right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Province of Ontario and The Corporation of the City of London;*
  - ii. *authorize the Mayor and the City Clerk to execute the Agreement;*
  - iii. *delegate authority to the Deputy City Manager, Planning and Economic Development, or written delegate, to approve further Amending Agreements to the above-noted Transfer Payment Agreement for the Audit and Accountability Fund; and,*
  - iv. *authorize the Deputy City Manager, Planning and Economic Development (or delegate) to execute any financial reports required under this Agreement.*
- b) *A Single Source Procurement (SS-2022-044) in accordance with section 14.4(e) of the Procurement of Goods and Services Policy **BE AWARDED** to EZSigma Group, 61 Wellington Street East, Aurora, ON, L4G 1H7, to conduct the Audit and Accountability Fund Intake 3 – Site Plan Resubmission Process Review for the City of London at a cost of up to \$305,280.00 (including HST).*
- c) *Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this matter.*

## 2.0 Key Issues and Considerations

### 2.1 Overview of Project

The City of London processes approximately 120 Site Plan applications yearly for approval. In addition to these applications, the City completes follow-up reviews on existing applications that results in a total of approximately 200 resubmissions. In the 2-year period 2020 and 2021, 244 applications were received requiring 788 review cycles to complete.

The additional resubmissions result in delays to obtain a development agreement and a building permit to commence construction. The number of resubmissions may 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 in the resubmission process also create a burden to the developer, given the amount of rework involved and the added cost to the developer with each resubmission.

The intent for undertaking a Site Plan Resubmission Process Review was to identify and address inefficiencies within the process and improve the overall Site Plan application and resubmission processes to the benefit of both the development community and internal stakeholders. The focus of the review was to evaluate the Site Plan approval process, from end-to-end, with consideration on the early stages of the application process. As part of the scope of work, EZSigma was tasked to conduct consultations in collaboration with key development industry stakeholders for their feedback on the process and insights on possible improvements.

It is noted that this project commenced several months prior to Bill 23, which came into effect on November 28, 2022. A change through Bill 23 no longer requires Site Plan Control for development on properties that contain ten (10) units or less. Therefore, the data contained in the attached document accounts for varying types of residential and non-residential forms of development, which includes residential development of 10 units or less. In keeping with the spirit and intent of the project the focus of this review is to establish process efficiencies notwithstanding of the form of development.

## **2.2 Single Source of Truth**

Through a rapid improvement exercise, the project team established a framework for the site plan resubmission review project. The exercise was intended to help frame the project scope, deliverable(s), and identification of recommended actions for continuous improvement ideas and initiatives to be considered beyond this specific project.

### ***Why evaluate Site Plan resubmissions?***

The intent of this evaluation is to make the application review a better experience for everyone, which includes internal stakeholders and external stakeholders involved with resubmission applications. Stakeholders include applicants and industry representatives that prepare plans and documents, internal departments and external agency reviewers, and Planning and Development staff involved with the intake, evaluation, and coordination of site plan applications.

The continuous improvement initiative was identified given there are still multiple resubmissions on site plan applications, noting that the turnaround time for resubmissions was not an identified concern.

### ***Vision: One and Done***

The review of site plans involves multiple resubmissions that add additional process steps and has implications to the overall review time. It is the expectation that efficiencies to the review process will be achieved through the standardization of the application process.

The ideal state is for final site plan approval at first submission application review. However, the evaluation of the current state identifies, on average, 3.9 submissions per standard application and 2.5 submissions per admin application over 2020 2021 timeframe.

### ***Goal: Two and Through***

A goal of the project team is to identify and implement standards of the application and resubmission process that achieves an improvement to the overall process time (turnaround times or TAT), and the total number of resubmissions per application.

### ***Key Focus Areas***

#### **Standard of Work**

The team currently implements a standard of 21 days turnaround for 2nd submissions of applications that require further review. Subsequent submissions, after 2nd submission, involve a 14-day turnaround review anticipating the nature of changes are minor.

Other elements include:

- Revisions to templates (response on applications, quality of comments: ensure comments given to the applicant are actionable and ideally referenced to a Policy or Standard. This will help the applicant provide better responses to close issues reducing re-submissions.
- Refinements to the format response form for providing comments to applicants were updated to align with the comments provided by Staff on subdivision resubmission applications.
- Improvements to communication channels with Applicants was also undertaken, which includes the establishment of formal meeting schedules when the application is received for an in person (ideal) debrief the week following the application response.
- Updates to escalation channels for re-submissions and delays.

The following table is a sample of action areas considered in the project review:

<b>Consultation</b>	Clear outcomes of process steps
	Gate/Staged approach requirements
	Review of Record of Consultation response template
<b>Application Receipt</b>	Re-definition of Complete and Roles and Responsibilities of each department and their role in the 'complete' decision. Response to Applicant
<b>Quality of Comments</b>	Actionable and applicable. Tied to policy or standard
<b>Timing of Comments</b>	Identify target return date to allow sufficient time for proper analysis
<b>Internal Meetings</b>	Address how we engage and review comments to prepare quality application response
<b>External Meetings</b>	Address how we engage with the applicant to work towards a quality submission / re-submission. Ex. Pre-scheduled review meeting incorporated into schedule for one week after response.
<b>Response</b>	Template review on how we respond to application and track the journey to closure

### Quality of Submission

Definition of quality and quality resubmissions requirements may not be clear to Applicants. Through the consultation with Stakeholders, an identified improvement is to clarify standard response on resubmissions and clearly identify the expectations of the consultants to align issues requiring resolution and to satisfy all statutory regulations as well as City standards/requirements/specifications. Elements like plans not matching, lack of clarity on the detail required from the applicant and differences in interpretation of standards are common recurring issues with resubmission applications submitted to the City, which are examples of checklist items for Applicants to verify as being addressed prior to submitting to the City.

Consultation Stage of Official Plan amendment and Zoning By-law amendment applications was also completed as part of the end-to-end review. This stage of the process is to establish confidence with Applicants that their applications will receive a decision within the 90-day /120-day regulations, noting that only 2% in the first 6 months of 2022 were within timelines. The following actions have been identified for implementation:

- Changes to the consultation stage to aid in a more defined and studied submission,
- Define requirements for a complete Application
- Updated start timelines for the beginning of the Application Review process tied to the council decision date. This will increase analysis (including public record reviews, internal reviews, and application study response in the consultation phase). Based on turnaround performance from a sample of 65 Applications from 2020 – 2022 with the enactment of Bill 23 69% of fees would be returned to Applicants.

## 2.3 Streamline Funding Project, Bill 23, and Bill 109

### *Streamline Development Approval Fund*

On January 19, 2022, the Province of Ontario announced an investment of \$45 million in a new Streamline Development Approval Fund to help Ontario's 39 largest municipalities implement actions to unlock housing supply by streamlining, digitizing, and modernizing their approach to managing and approving applications for residential developments.

On February 7, 2022, London received the Transfer Payment Agreement of \$1,750,000 through the Streamline Development Approval Fund and high-level program guidelines for this program. The agreement has been executed with the identified funds to be used by February 28, 2023. In addition, a final report on the use of this funding is due February 28, 2023 and must include a publicly posted staff report.

The proposed scope of work takes into consideration the existing work already completed through the previous deep dive review of the Site Plan project, 2017-2019, and expedite the completion of eight of the major Planning Act processes at the same level of detail and develop business analytics to identify performance on a regular basis. The funding project for London includes initiatives such as e-permitting systems, temporary staff (including interns) to address backlogs, online application portals, and other projects aimed at unlocking housing supply.

The identified work for the funding project aligns with the Audit and Accountability Fund (AA3) project, particularly as it relates to engaging with the local development industry to obtain their feedback on where improvements on eight major Planning Act processes are most needed and can be achieved.

#### *Bill 109 (July 1, 2022)*

One significant change made by Bill 109 is that municipalities will be required to refund application fees for site plan approval as a result of a failure to decide within the statutory timeline.

The approval timeline for site plan applications is extended from 30 days to 60 days, which will alleviate some pressure on meeting the statutory timeline. Bill 109 also requires municipal councils to delegate approval authority with respect to site plan control applications submitted on or after July 1, 2022.

There are no implications with respect to the resubmission process given site plan applications submitted to the City of London are typically approved within 30 days, which is well within the legislated timelines. As a result, no refunds would be required, and no changes are necessary to the process moving forward as it relates to changes through Bill 109.

#### *Bill 23 (November 28, 2022)*

On October 25, 2022, the Government of Ontario introduced Bill 23, the *More Homes Built Faster Act, 2022* which proposes changes to the *Development Charges Act*, *Planning Act*, *Ontario Heritage Act*, *Municipal Act*, *Conservation Authorities Act* and other statutes. The Government of Ontario has indicated that the intent of these changes is to support their Housing Supply Action Plan to increase housing supply. The Bill 23 legislation includes a significant number of legislative and regulatory changes related specifically to Section 41 of the *Planning Act* for site plan approval, including significant changes to how and where site plan control can be applied.

Bill 23 stipulates that Site Plan control will no longer apply to any residential development with 10 or fewer units on the entire property. Essentially, the Bill reduces the City's Site Plan Control Powers, which is equivalent to 15-20 applications per year (based on 2021- 2022), which is equivalent to 20% of the applications that are reviewed under the Administrative Application stream.

The updated changes for site plan will be piloted in January. Data from the pilot will be analyzed to help project re-submissions (targeted for an average of 2.8 submissions per application). A reduction of half of the resubmissions per application would eliminate more than the 2 resubmissions received every week of the year (based on 2021 – 2022), which will address delays in the review process between first submission to building permit.

## 2.4 Next Steps

Identified medium and long term outcomes for continuous improvement are identified as follows:

### *Medium Term Improvement project recommendations for 2023*

- Improved Tracker to include the Consultation phase and better align with key metrics
- Improved use and integration with AMANDA database system
- Improved understanding of the effort required for process tasks to establish a more comprehensive Capacity Model for Application volumes and timelines
- Improved use of Planners across the OPA / ZBA areas and Site Plan areas for Applicants that wish to engage in the processes simultaneously
- Take a business look at aligning with [One Ontario](#) as a portal and technology solution
- Continue to expand the use of standard file structures, templates and naming conventions across all of Planning and Development

### *Long Term Strategies recommendations 2023 and beyond*

- Use of metadata for storing and reporting on the processes throughout Planning and Development
- Use of Sharepoint (or similar) to host Application's and allow all departments and agencies to post their comments (vs emailing) and coordination of comment files for responses
- Future improvements will be incorporated into the Council's draft 2023-2027 Strategic Plan

## 3.0 Financial Impact/Considerations

There is no financial impact to the City of London with the Transfer Payment Agreement for this project. The provincial funding received through the Audit and Accountability Fund has financed the full cost of this project. Any improvements that result in additional resource requirement will be considered through the 2024-2027 multi-year budget process.

## Conclusion

This report provides the background and context of the project - Site Plan Resubmission Process Review, and includes the third-party reviewer's final report, as appended. The final report is a requirement of the agreement with the Minister of Municipal Affairs and Housing for the Transfer Payment Agreement.

**Prepared by:** Mike Norman  
Manager, Strategy and Innovation

**Prepared and Recommended by:** Heather McNeely, MCIP, RPP  
Director, Planning and Development

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

**Attached:**  
Appendix A - Third party reviewer's final report (EZSigma Group, December 2022)

**cc: Lynne Livingstone, City Manager  
Anna Lisa Barbon, Deputy City Manager, Finance Supports  
Rosanna Wilcox, Director, Strategy and Innovation  
Alan Dunbar, Manager, Financial Planning and Policy  
Michael Pease, Manager, Site Plans  
Ismail Abushehada, Manager, Development Engineering  
Mike Corby, Manager, Planning Implementation**



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AUDIT AND ACCOUNTABILITY FUND INTAKE 3

# Site Plan Resubmission Process Review





# Project Information

Audit and Accountability Fund Intake 3 –  
Site plan Resubmission Process review

Date Started: March 2022

Date Completed: January 2023

Project Sponsor/Champion:

Heather McNeely, Director, Planning and Development

City of London

300 Dufferin Avenue, London, Ontario



# Executive Summary: Lean Six Sigma Project

Early in the project alignment and visioning stage, a determination was made to expand the scope of review to incorporate an evaluation of the Official Plan Amendment (OPA) and Zoning By-law Amendment (ZBA) processes as part of the Site Plan resubmission project. The alignment and potential for additional integration made this a logical inclusion for an end-to-end review of the entire planning process for development applications administered by the Current Development division of the Planning and Development department.

Voice of the Customer and data analysis lead to different challenges for each process:

- Official Plan Amendment / Zoning Bylaw Amendment Council decisions not meeting regulatory timelines with wide variation (2% in first half of 2022)
- Site Plan turnaround times are within target with minimal variation. However, re-submissions required for applications to obtain a Development Agreement are causing multiple review cycles and causing delays that results in extra costs and effort by both the Applicants and the City (sample from 2020 / 2021 – 244 Applications required 788 Review Cycles)

Continuous Improvement (CI) teams were established within each process as part of this initiative. Design was to drive quality (city and applicant) up front in the process to deliver success. CI teams and huddles were reintroduced and formalized into the service groups and part of Standard Work.

## Improvement Strategy and Expected Impact OPA / ZBA

- More focused actionable comments tied to Policy and Standards to guide the Applicant
- Greater detailed study review, Advisory Group comment timing and Public awareness at the Consultation Phase
- Predictability for Council Decision timing when entering the Application Phase for the Applicant allows for improved resource planning. With Bill 109, the city meeting regulatory timelines and holding 100% of fees. Noting that current performance would lead to a refund of 69% of fees. Based on 2021 fees that would be equivalent to \$567,245.29
- Pilot of new process flow targeted for February 2023



# Executive Summary con't

## Improvement Strategy and Expected Impact Site Plan

- More focused actionable comments tied to Policy and Standards to guide the Applicant
- Improved internal and external templates and documentation to provide improved clarity and focus
- Improved communication with internal department meetings and structured review and analysis meetings with the Applicant to focus on issue resolution and reduce unnecessary re-submissions
- Pilot of process changes to be introduced in January 2023. Data will be collected for validation for each Consultation and Application targeting a 15 % reduction of review cycles per submission this year, which equates to approximately 2 less new review cycles per week.



# Project Approach

PROJECT	SITE PLAN
ID	Description
DEFINE	
	Ensure Alignment and vision
	Communication strategies
	Review of all current state artifacts
MEASURE	
	Engagement with external and internal Stakeholder groups
	Create / validate / update current state flow
	Create / validate / update metrics
	Identify initial pain points
	Capture opportunities for Rapid Improvement Events (RIE)
ANALYZE	
	Deep dive into process inputs
	Implement Rapid Improvement Events (RIE)
IMPROVE	
	Research analysis to brainstorm potential solutions
	Benefits Analysis
CONCLUDE	
	Final Report

# DEFINE Phase



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# Define Phase Summary

Early in the project alignment and visioning stage, a determination was made to expand the scope of review to incorporate an evaluation of the Official Plan Amendment (OPA) and Zoning By-law Amendment (ZBA) processes as part of the Site Plan resubmission project. The alignment and potential for additional integration made this a logical inclusion for an end-to-end review of the entire planning process for development applications administered by the Current Development division of the Planning and Development department.

The beginning of our environmental scan of the current state, found that the Development Services group had engaged with the City of London Continuous Improvement (CI) team starting in 2017 and that a good foundation had been put in place. Reduction in variation has helped with the predictability of file handling timelines. This was a positive experience expressed by outside customers during Voice of the Customer sessions. Next stage was to reduce resubmissions through continuing to drive quality up front in the process.

Strategies for engaging the external and internal stakeholders created. Ultimately, there were 30 external and internal Voice of the Customer Sessions attended by 150+ participants.

# MEASURE Phase



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# Measure Phase Summary

The key steps to the measure phase

- Map out the current flow of the process to get a standard of how the process works today from end to end and the intersections with other groups and stakeholders
- Voice of the Customer: Interviews with internal and external stakeholders to capture their perception on how the process is working for them. This was categorized as: Working well, Frustrations, Suggestions / Ideas for improvement. Using affinity mapping, this work was then grouped into themes.
- Voice of the Process: This is an analysis of how well the process is performing. An analysis of what metrics are tracked and the actual data compared to target. It highlights where the pain points are.

## OPA / ZBA

- The measure phase highlighted that there was large variation between applications and that the current process was not capable of consistently meeting the timelines (histogram of days to process to follow). The gap between the what is contained in the application vs requested by the Planning and Development department causes re-work delays consistently in the review / analyze part of the process flow.
- The voice of the customer with internal and external stakeholders provided a forum to meet and listen to each other.
- Feedback was themed and used to identify opportunities to improve both the method (example: improved reporting templates) and medium (example: meetings to present and discuss requirements).

## Site Plan

- The measure phase looked at the turnaround times to review an application to receive a conditional approval. It also looked at re-submission cycles to get to a Development Agreement.
- Cycle times for review were consistently within target with minimal variation. Re-submissions were sliced to look at Administrative Applications vs Standard Application streams. Comment responses to the applicant were also sliced to understand where comments were originating from and how many submissions were required to mitigate them.
- Feedback was themed and used to identify opportunities to improve both the method (improved reporting templates) and medium (meetings to present and discuss requirements).
- A challenge that came out of the voice of the customer, is an expectation of multiple re-submissions on both the developer and city sides. This can lead to required detail being sorted out later in the re-submission cycles instead of earlier in the Application process.



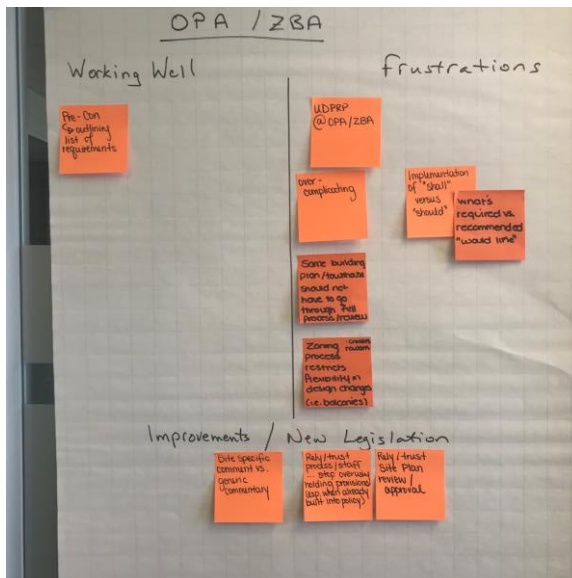
# Measure Phase Results

## Voice Of the Customer Stakeholder Sessions

- 30 Sessions / 150+ participants
  - Developers
  - Consultants
  - Engineers
  - Internal Depts
  - External Agencies
  - Associations
- 113 OPA / ZBA comments captured

## OPA ZBA Themes from Comments

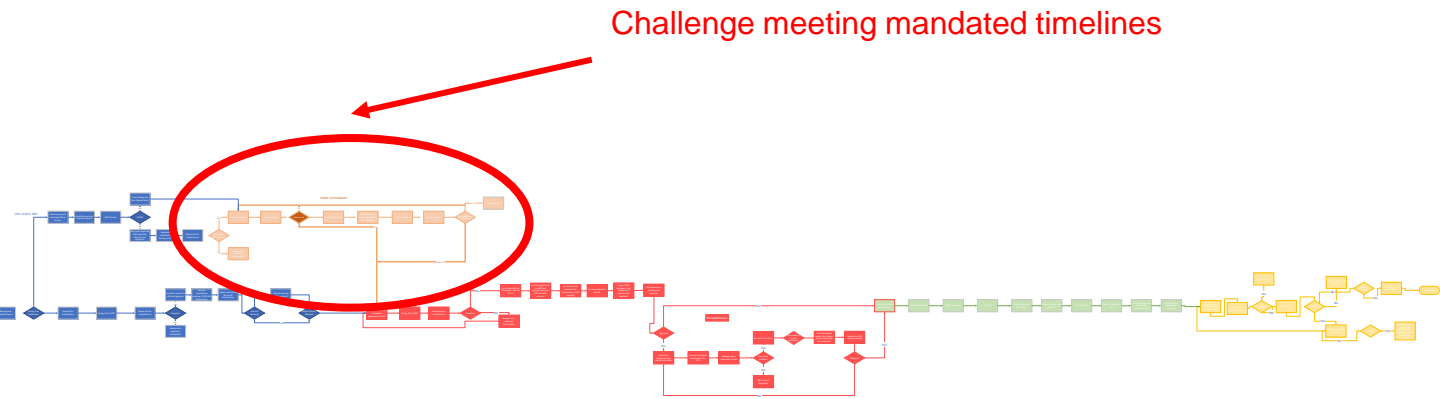
1. Comment Quality
2. Policy
3. Templates and Technology
4. Organizational Structure / Communication



# Measure Phase Results

## OPA ZBA

2% completed within timelines January to June 2022

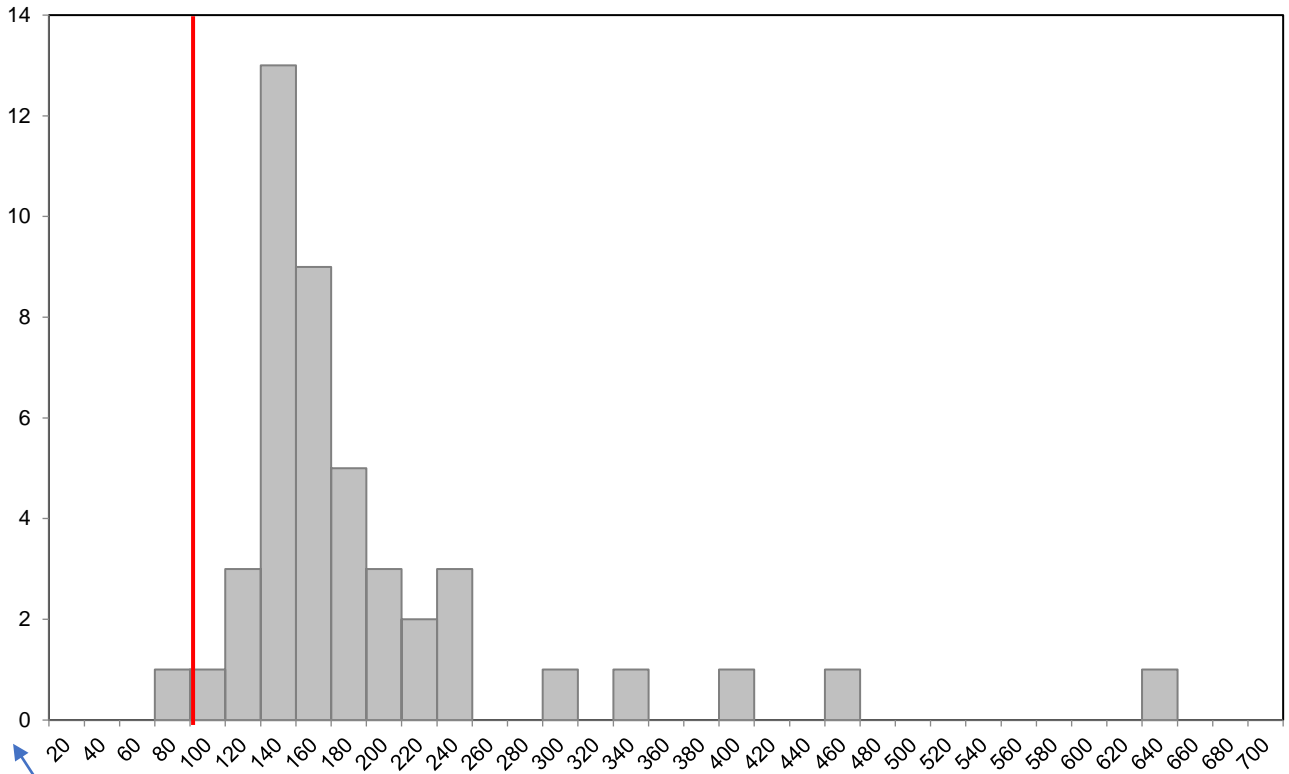


# Measure Phase Results

**ZBA Application (sample size 45) from 2020 – 2022**

**Regulatory days = 90**

Histogram – Days from Application Open to Council Decision



Number of Days from Application opening to Council decision

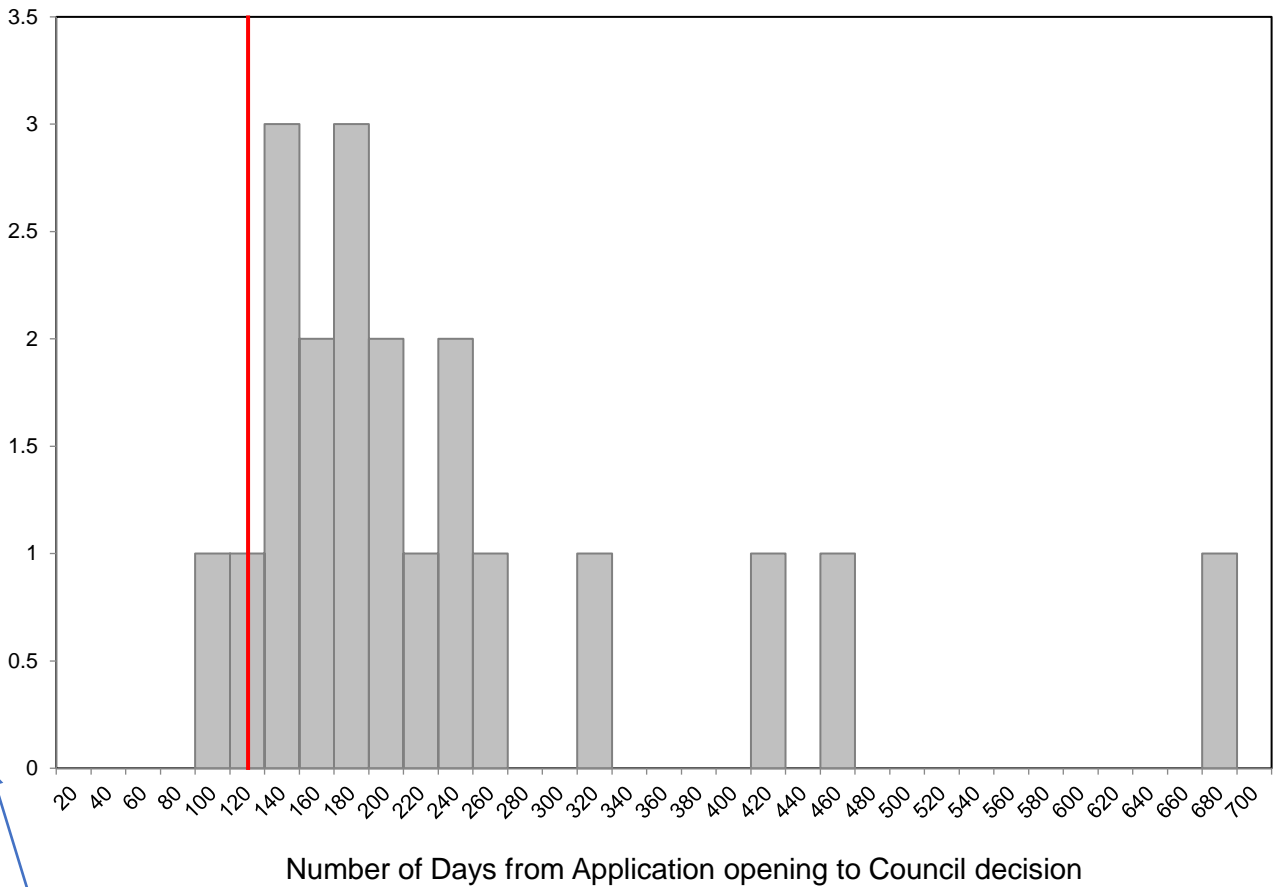
Number of Applications

# Measure Phase Results

**OPA / ZBA Applications (sample size 20) from 2020 – 2022**

**Regulatory days = 120**

Histogram – Days Open to Council



Number of Applications

# Measure Phase Results

## Voice Of the Customer Stakeholder Sessions

- 30 Sessions / 150+ participants
  - Developers
  - Consultants
  - Engineers
  - Internal Depts
  - External Agencies
  - Associations
- 187 Site Plan comments captured

## Site Plan Themes from Comments

1. Comment Quality
2. Process Flow
3. People / Staffing
4. Templates and Technology



# Measure Phase Results

## Standard Application Approval Stream

- All site plan applications are assumed to follow the Standard Application Approval Stream until it can be determined at consultation which stream the application will follow. Site Plan Applications that follow the Standard Application Approval Stream generally include more complex applications.
- Examples of Standard Applications include the following:
  - Sites requiring a Site Plan Public Meeting or Urban Design Peer Review Panel Meeting
  - Sites requiring a Zoning By-law Amendment.
  - External works required for the site or on-site stormwater management ponds.
  - Complex applications with new buildings, major additions and/or changes to the existing site.
  - Sites with major traffic impacts

## Administrative Application Approval Stream

- The Administrative Approval Stream was created to capture those extremely minor applications that, if enabled through the process, can reach site plan approval in a very short time. The Administrative Application Approval Stream gives the File Managers the autonomy to recognize minor applications upfront and champion them through the system. The Administrative Application Approval Stream is designed to accelerate the schedule for site plan approval by eliminating certain steps from the Consultation and Application Review stages. Minor applications with little or no construction elements that do not require a public meeting may qualify for the Administrative Approval Stream.

# Measure Phase Results

## Site Plan

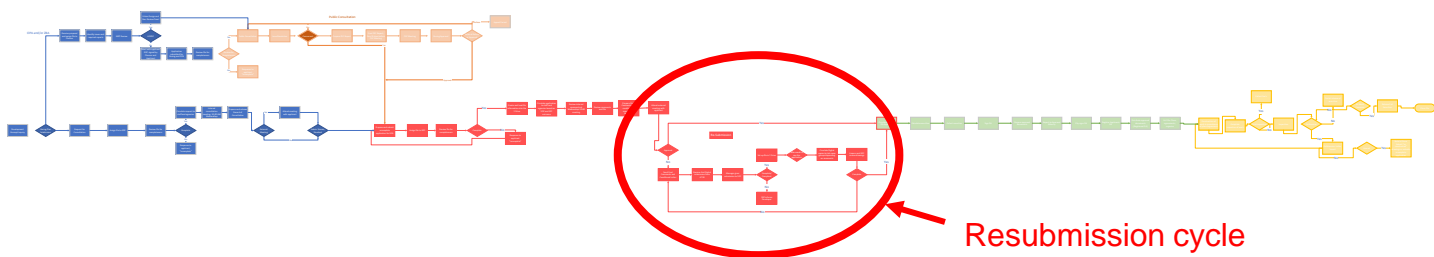
- Admin 2020 / 2021

110 applications created 272 review cycles with resubmissions

- Standard 2020 / 2021

134 applications created 516 review cycles with resubmissions

- 86% completed within timelines January to June 2022



# Measure Phase Results



The 110 applications created 272 review cycles with resubmissions (average of 2.5 submissions per application)



The 134 applications created 516 review cycles with resubmissions (average of 3.9 submissions per application)

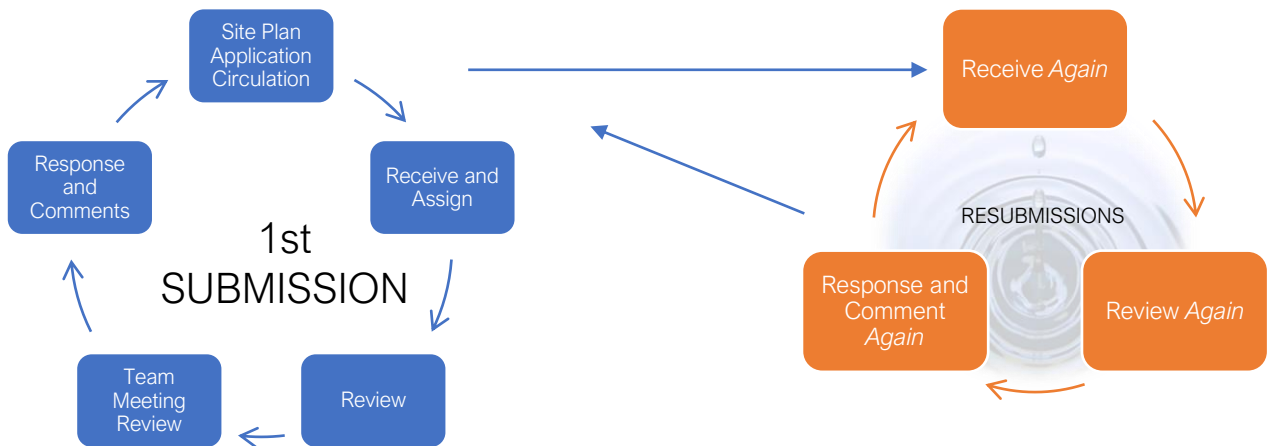
There were **244 applications** for Site Plan in 2020 and 2021  
 This resulted in **788 review cycles** due to resubmissions



# Submission Process

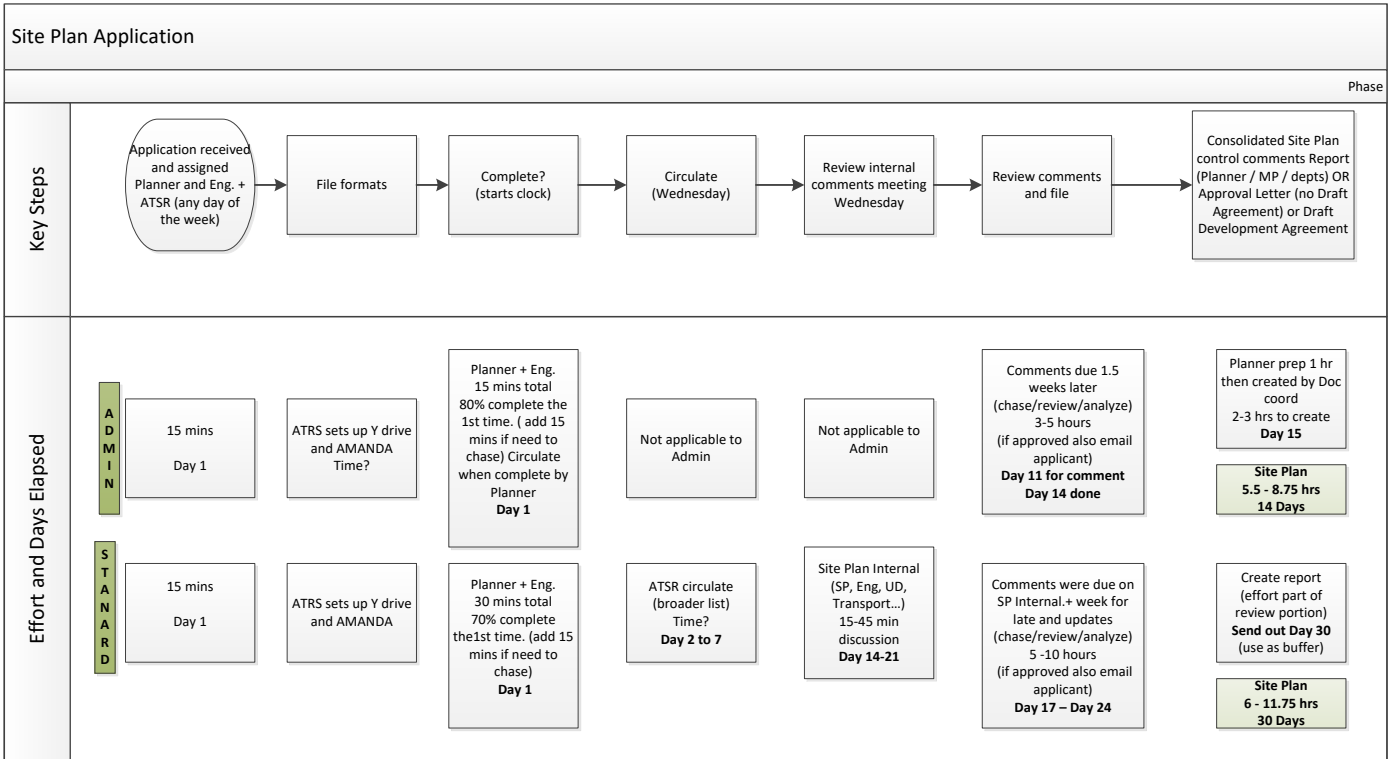
## Circulation:

- Engineering (Development); Landscape; Urban Design; Heritage/Archaeological;
- Transportation (Engineering); London Hydro; Parks Planning & Design; Development Finance;
- Ecology; UTRCA; LTVCA; Waste Management; Hydro One; Bell Canada; Building Division; MTO;
- Canada Post; Water Engineering; City Planning; Economic Services and Supports;
- Canadian Pacific Railway; CN Railway; Geomatics; Wastewater Engineering; Stormwater Management (Engineering);
- Subdivision; Planning; Enbridge; Imperial Oil; CP Proximity Ontario; and Forestry.

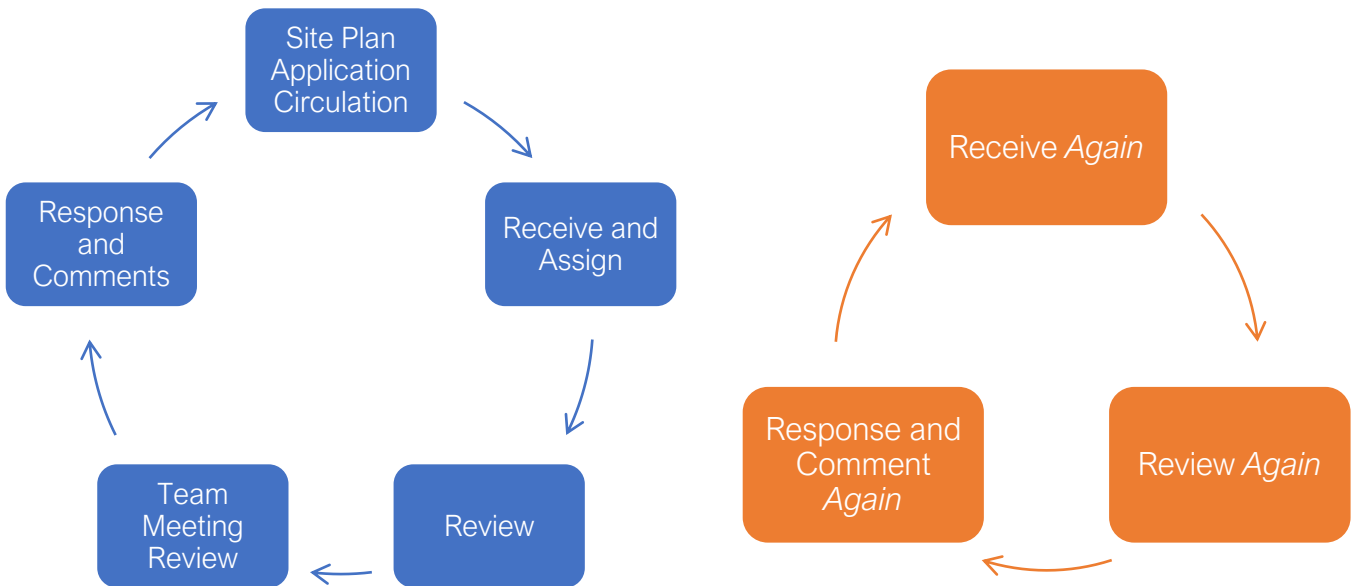




# Site Plan Application Process



Plus each circulation groups effort



# ANALYZE Phase



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# OPA / ZBA Process

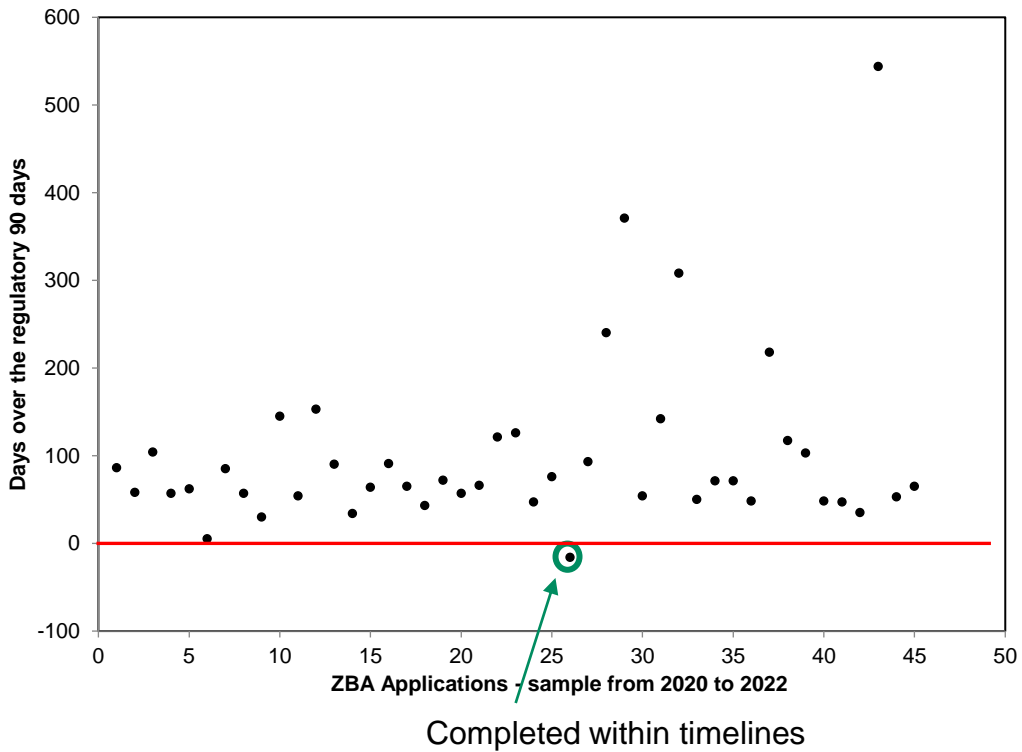
Project Objective: Improve Flow <i>(improve metrics to meet timelines to align with new Provincial Regulations)</i>	
Strategies	Rapid Improvement Events (RIE) Actions
<b>Strategy 1.1</b> <ul style="list-style-type: none"> <li>Improve how we communicate internally and externally to improve quality of submission and experience (Quality up front)</li> </ul>	<b>RIE Action 1.1.1</b> <ul style="list-style-type: none"> <li>Comment quality: Link each comment to policy (improve %)</li> </ul>
	<b>RIE Action 1.1.2</b> <ul style="list-style-type: none"> <li>Separate 'now' Zoning comments from 'later' Site Plan reference comments (Report Structure)</li> </ul>
	<b>RIE 1.1.3</b> <ul style="list-style-type: none"> <li>Roles, meetings and hand-offs between internal teams (PAC)</li> </ul>
	<b>RIE 1.1.4</b> <ul style="list-style-type: none"> <li>For each stage: milestone (gates) clarity and checklists to make obvious the output requirement</li> </ul>
	<b>RIE Action 1.1.5</b> <ul style="list-style-type: none"> <li>Meeting with Urban Design to brainstorm balance of great design, resolution and process timelines</li> </ul>
<b>Strategy 1.2</b> <ul style="list-style-type: none"> <li>Improve visibility, transparency and metrics / reporting</li> </ul>	<b>RIE Action 1.2.1</b> <ul style="list-style-type: none"> <li>Create comment response timelines tracking mechanism for Internal groups</li> </ul>
	<b>RIE Action 1.2.2</b> <ul style="list-style-type: none"> <li>Process steps data tracking system (interim solution). Track consultations, application milestone targets.</li> </ul>

# Analyze Phase Results

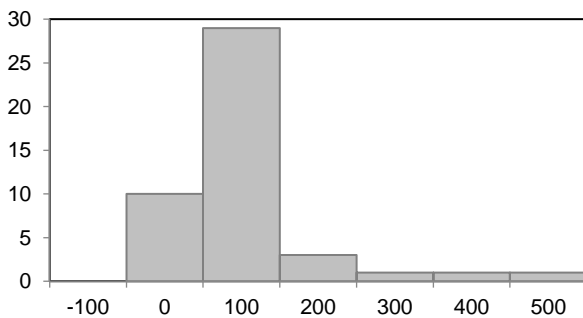
Need to redefine:

- Consultation phase outcomes
- Complete Application attributes
- Ability for Advisory Committee's to respond
- Align Council dates to process start date

**Scatter Plot – ZBA Applications: Days over the regulatory 90 days**



**Histogram - days over 90**



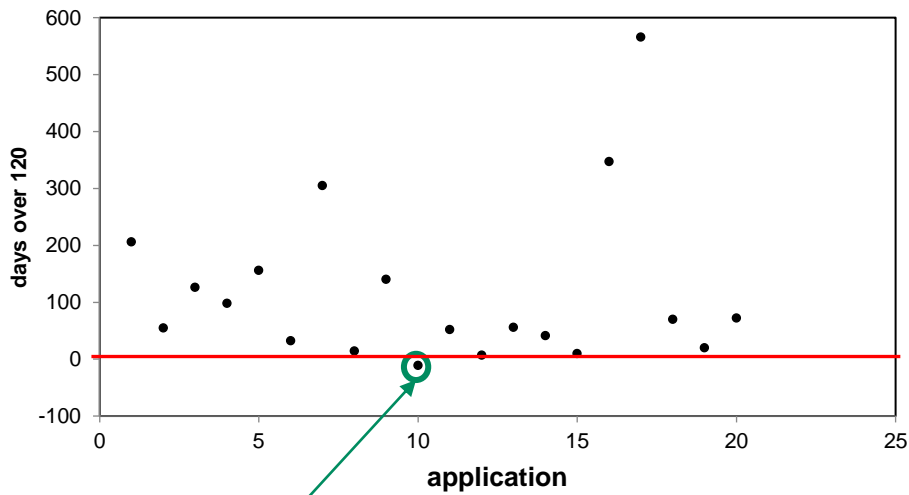
■ Frequency

# Analyze Phase Results

Need to redefine:

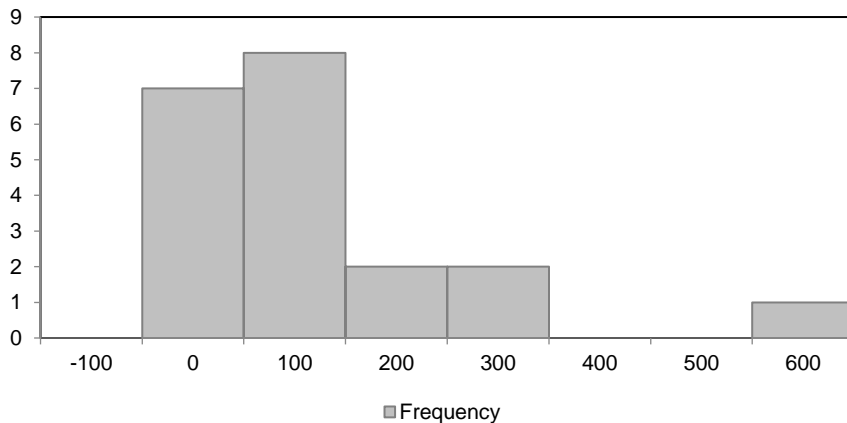
- Consultation phase outcomes
- Complete Application attributes
- Ability for Advisory Committee's to respond
- Align Council dates to process start date

**Scatter Plot – OPA ZBA Applications days over 120 regulation**



Completed within timelines

**Histogram - days over 120**

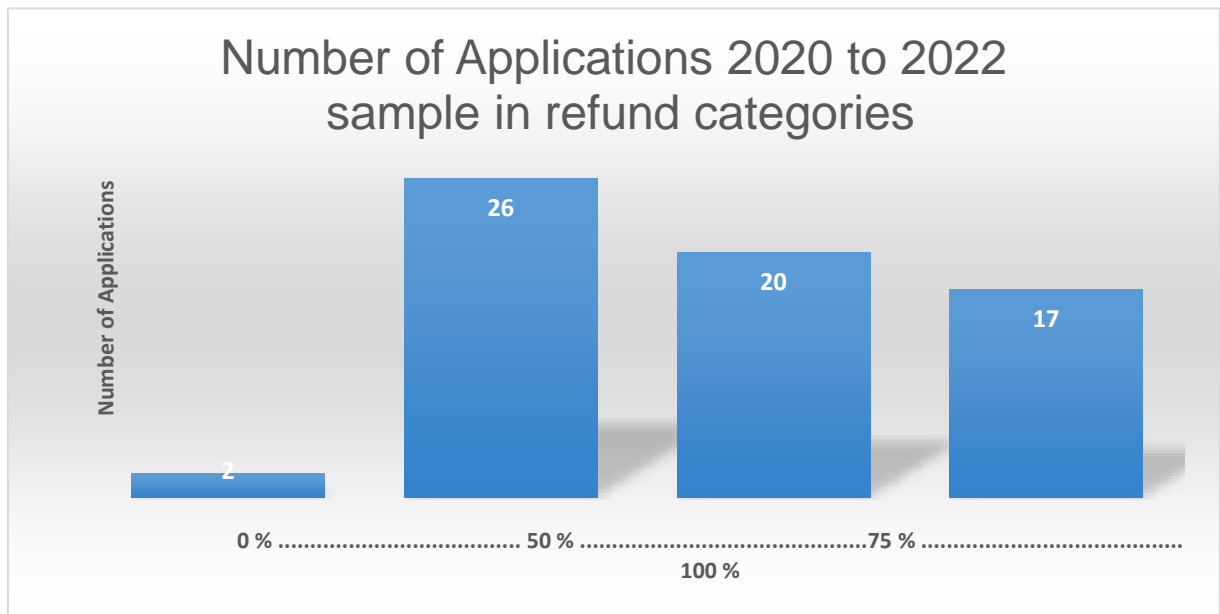


# Analyze Phase Results

## OPA / ZBA Applications received 2020 to 2022 Refunds (if Bill 109 in effect) due to decision timing

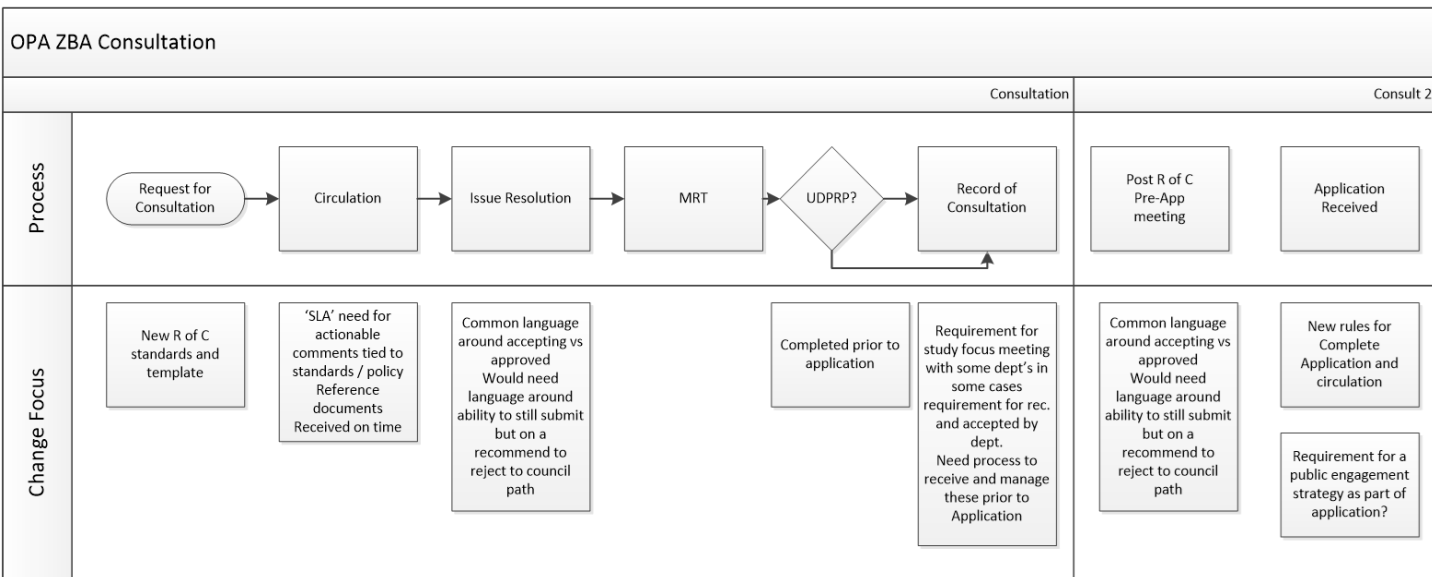
2021 fees = \$ 822,094.62

**69%= \$ 567,245.29**



Percentage if refund was in effect (Average of 69% of fees)  
(Sample size 65 applications)

# Analyze Phase Results





# Site Plan Process

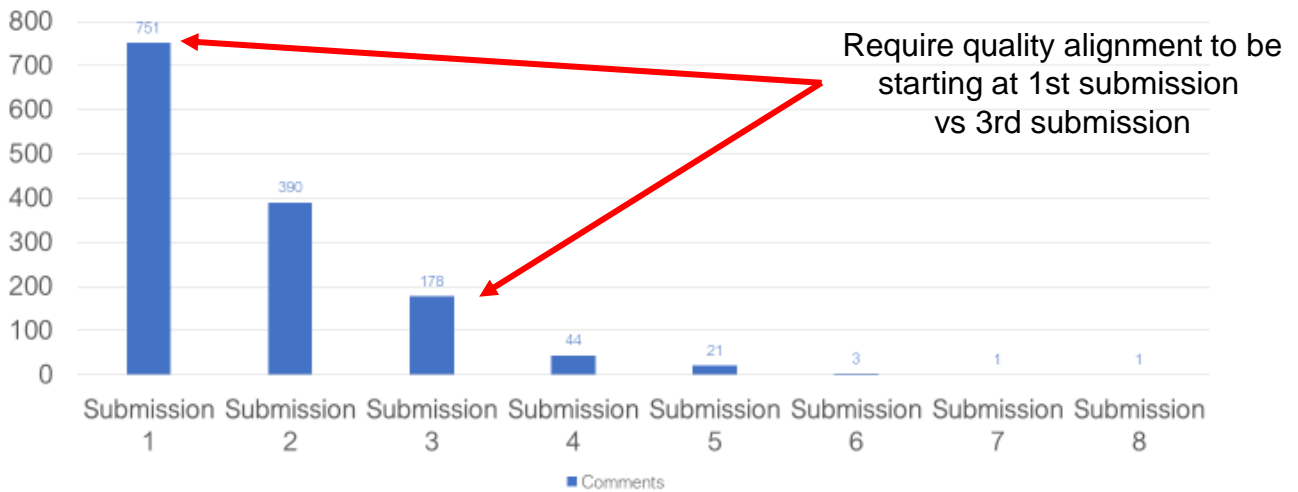
<b>Project Objective:</b> <b>Reduce Resubmission</b> <i>(Improve metrics toward new Provincial Regulations)</i>	
Strategies	Rapid Improvement Events Actions
<b>Strategy 1.1</b> <ul style="list-style-type: none"> <li>Improve how we communicate internally and externally to improve quality of submission and experience. (Process Framework for new Provincial Regulations)</li> </ul>	<b>RIE Action 1.1.1</b> <ul style="list-style-type: none"> <li>Comment Quality linking of comments to Policies</li> </ul>
	<b>RIE Action 1.1.2</b> <ul style="list-style-type: none"> <li>Templates update to be more prescriptive for the customer</li> </ul>
	<b>RIE Action 1.1.3</b> <ul style="list-style-type: none"> <li>Roles, Meetings and hand-offs between internal teams and external customers to meet regulatory requirements.</li> </ul>
	<b>RIE Action 1.1.4</b> <ul style="list-style-type: none"> <li>For each stage: milestone (gates) clarity and checklists to make obvious the output requirement</li> </ul>
<b>Strategy 1.2</b> <ul style="list-style-type: none"> <li>Improve visibility, transparency and metrics / reporting</li> </ul>	<b>RIE Action 1.2.1</b> <ul style="list-style-type: none"> <li>Improve system milestone quality (AMANDA interim solution)</li> </ul>
	<b>RIE Action 1.2.2</b> <ul style="list-style-type: none"> <li>Template / folder / systems diagram as input to new Software Digitization initiative</li> </ul>

# Analyze Phase Results

The 80 Applications had 751 comments returned after their 1st submission.

By the 3rd submission comments were 178, moving towards getting to a Development Agreement

## Total Comments Per Submission



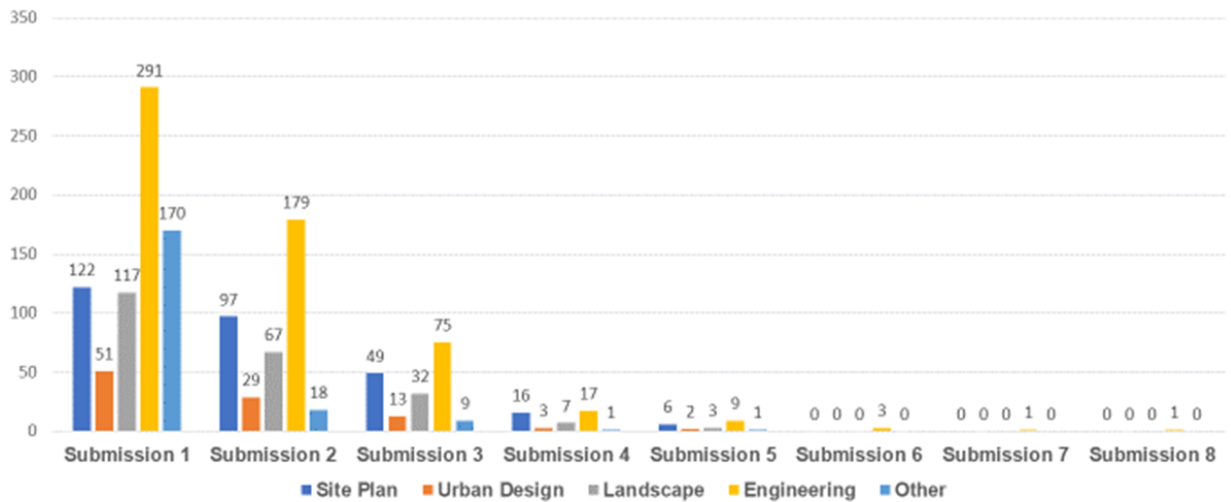
Standard Applications 2020 / 2021  
(sample size 80)

# Analyze Phase Results

The comments were then separated by group.

A majority of comments were being generated by Engineering disciplines.

## Breakdown of Top Categories of Comments

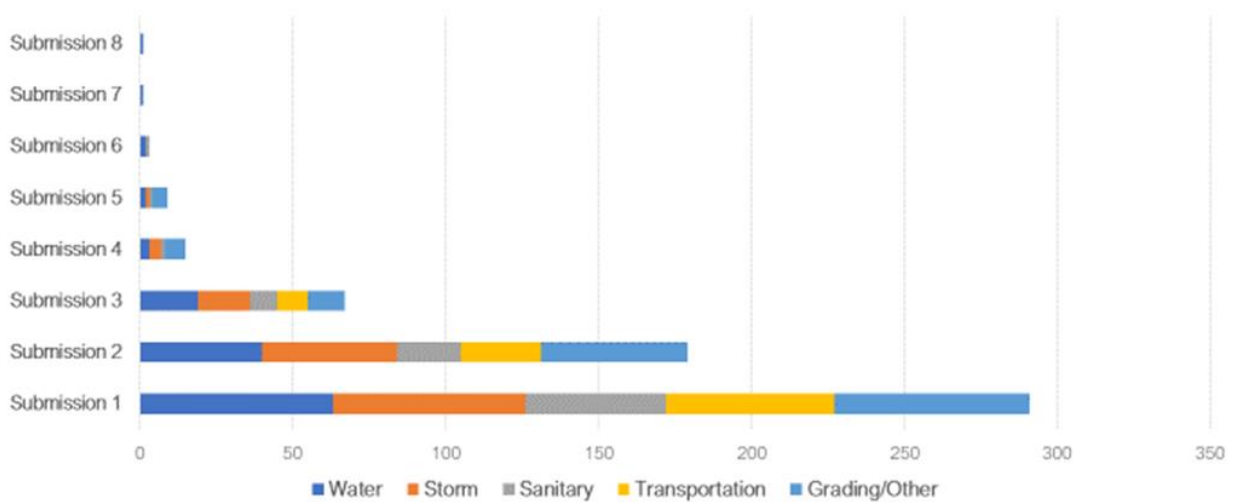


# Analyze Phase Results

Breakdown of comments by which area of Engineering was generating the comments.

Spread across all disciplines.

## Engineering Comments



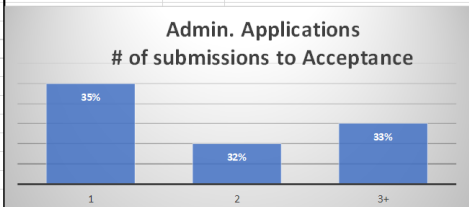
# Analyze Phase Results

Data validates the Site Plan turnaround and shows Applicant response time

## Analysis of Site Plan Applications received from 2019 to 2021

### Administrative Applications

# of submissions required to complete	%	# of days for the City of London to review and provide comment back to the developer
1	35%	18
2	32%	16
3+	33%	16



"Chess clock" % of time the Application was with the City of London Vs. with the Applicant from submission to complete	CofL 40%	Applicant 60%
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Number of Administrative Applications received 2019 - 2021	138
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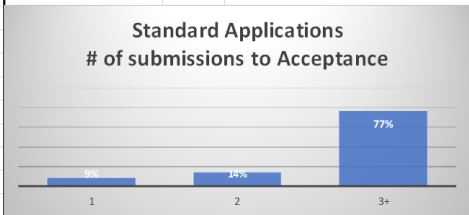
# Analyze Phase Results

Data validates the Site Plan turnaround and shows Applicant response time

## Analysis of Site Plan Applications received from 2019 to 2021

### Standard Applications

# of submissions required to complete	%	# of days for the City of London to review and provide comment back to the developer
1	9%	31
2	14%	24
3+	77%	17



"Chess clock" % of time the Application was with the City of London Vs. with the Applicant from submission to complete	CofL 36%	Applicant 64%
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Number of Standard Applications received 2019 - 2021	214
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Data validates the Site Plan turnaround and shows Applicant response time

# IMPROVE Phase



**London**  
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# Improve Phase Summary


- The purpose of the Improve Phase is to make improvements based on the analysis (improve the quality of inputs into the process) within the key processes. Standardize work for alignment across all of Planning and Development.
- Continuous Improvement (CI) teams were set up within each process, leaders across P and D were also identified to ensure a standardized approach and structure is being followed going forward.
- Recommendations are for changes to both the Consultation Phase and the Application Phase to provide proper analysis at the Application Phase within regulatory timelines. (Example: Advisory Committee comment turnaround)
- Focused changes to meet the requirements of Bill 109 were built into the Improve design. The department is ready to pilot and roll out improvements with a Bill 109 target implementation date January 1, 2023 and possible extension to July 1, 2023. If implementation shifts to July 1st then the first 6 months will allow to test the revised processes and adjust / improve over this period of time.



# Analyze Phase Results

Project ID:	OPA ZBA Description
1.1.1	<b>Comment quality: make actionable, link each comment to policy</b>
	<ul style="list-style-type: none"> <li>• Internal groups comments tied to policy</li> </ul>
	<ul style="list-style-type: none"> <li>• External groups comments tied to policy</li> </ul>
1.1.2	<b>Separate 'now' Zoning comments from 'later' Site Plan reference comments</b>
	<ul style="list-style-type: none"> <li>• Review and recreate the Record of Consultation output template</li> </ul>
1.1.3	<b>Roles, meetings and hand-offs between internal teams (PAC example)</b>
	<ul style="list-style-type: none"> <li>• Meeting timelines (when) and meeting outcomes</li> </ul>
1.1.4	<b>For each stage: milestone clarity and checklists to make obvious the output requirement</b>
	<ul style="list-style-type: none"> <li>• Re-map steps and timelines to look for issues and changes required to have the flow meet the 90 / 120 timeline mandates</li> </ul>
	<ul style="list-style-type: none"> <li>• Detailing outcomes for each gate (step)</li> </ul>
	<ul style="list-style-type: none"> <li>• Re-definition of Complete and Roles and Responsibilities of each Dept. and their role in the 'complete' decision. Response to Applicant</li> </ul>
1.1.5	<b>Meet with Urban Design to brainstorm balance of great design, resolution and process timelines</b>
	<ul style="list-style-type: none"> <li>• Breakout with Urban Design team</li> </ul>
1.2.1	<b>Create comment response timelines tracking mechanism for internal groups</b>
	<ul style="list-style-type: none"> <li>• Ability and value to track how and when comments are received back</li> </ul>
1.2.2	<b>Process steps data tracking system (interim solution) Track consultation &amp; application milestone targets</b>
	<ul style="list-style-type: none"> <li>• Review and update excel tracker</li> </ul>
	<ul style="list-style-type: none"> <li>• Role of AMANDA (database system) in process</li> </ul>

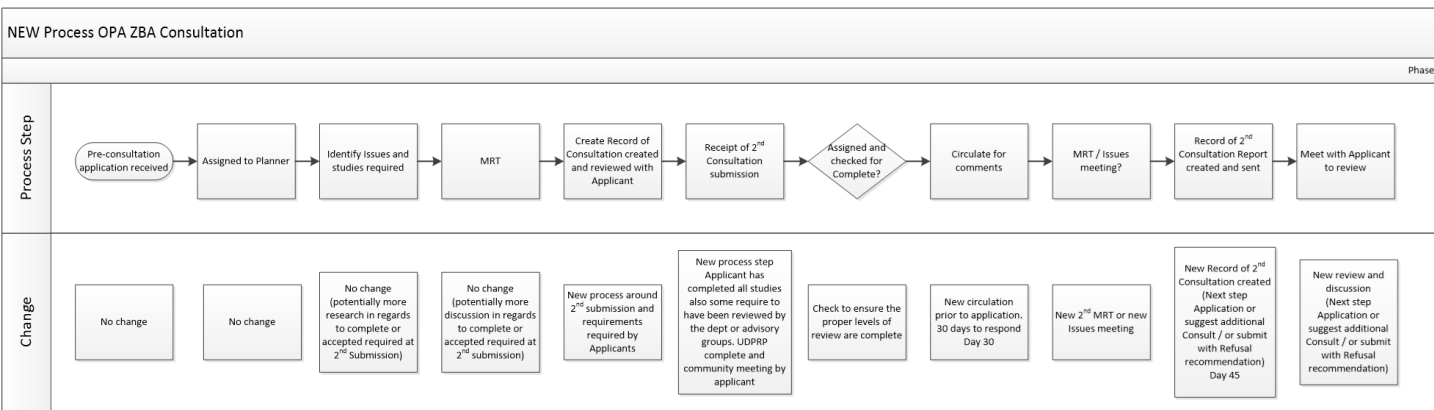
# Improve Phase Results

OPA ZBA changes to fit 90 day and 120 day turnaround requirements		Phase	Phase	
Process Step			Application Complete	
Changes at step	<p>Need to update the website with new process and expectations language</p> <p>Why? Changing the definition of complete (application) to fit with provincial guidelines</p>	<p>stays the same except for description of new R of C matrix and 2<sup>nd</sup> consultation and new Application requirements</p> <p>Depending of the complexity, the R of C table would change in regards to complete or accepted</p> <p>Some R of C doc's would say they can go straight to application....most would need a second consultation. If a study is not accepted by a department (at 2<sup>nd</sup> consultation) then the applicant can redo / update the study / plan or if they want they can go ahead and submit application knowing that there will most likely be a recommend to reject from staff to council.</p> <p>Need ruling on the community awareness at 2<sup>nd</sup> consultation</p>	<p>Will need to have the 2<sup>nd</sup> consultation date to also trigger community awareness as the studies will be sent to all advisory committees which are part of public record. If an application did not want to sign off (which means advisory committees would not have enough time to respond to the application) ... this will be noted when the application is received.</p> <p>Some advisory committees may still have challenges meeting the deadlines</p> <p>45 days (30 for comments 15 to complete report)</p>	<p>There will be 15 submit days (in 2023) for an application to hit a specific council date to align to the 90 / 120 day result (different schedule for OPA vs ZBA)</p> <p>Calendar for staff</p>
Initial Start up	<p>Need scripts for how this is all communicated and (document wording + staff discussions with the applicants)</p> <p>Since the process is starting at consultation yet the clock is on Applications. Any client that has already gone through the old R of C process will need to be contacted to be made aware of the new process and start with a newly created R of C requirements table and start with the 2<sup>nd</sup> consultation step in January (or start now as soon as the process is confirmed)</p>			



# Improve Phase Results

## OPA ZBA Consultation Flow and Change Highlights



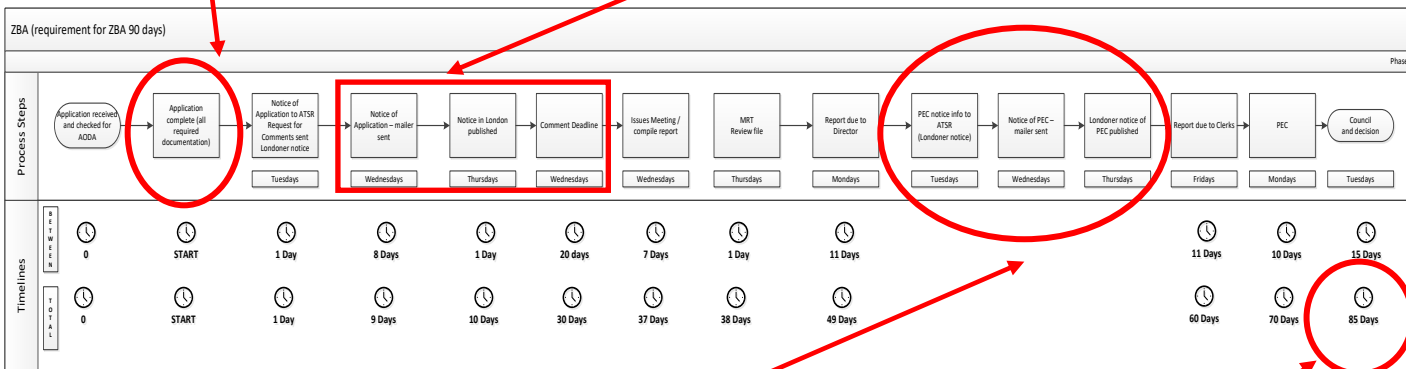
# ZBA Application Flow and Timelines

To meet 90 day regulations:

- Changes in the Consultation phase and Complete Application to improve quality
- Tie the intake into the process to the Council date for decision.
- Eliminate redundant process steps.

Process start tied to Council decision date

Potential to increase review days by tying comment schedule to mailing and send out sooner



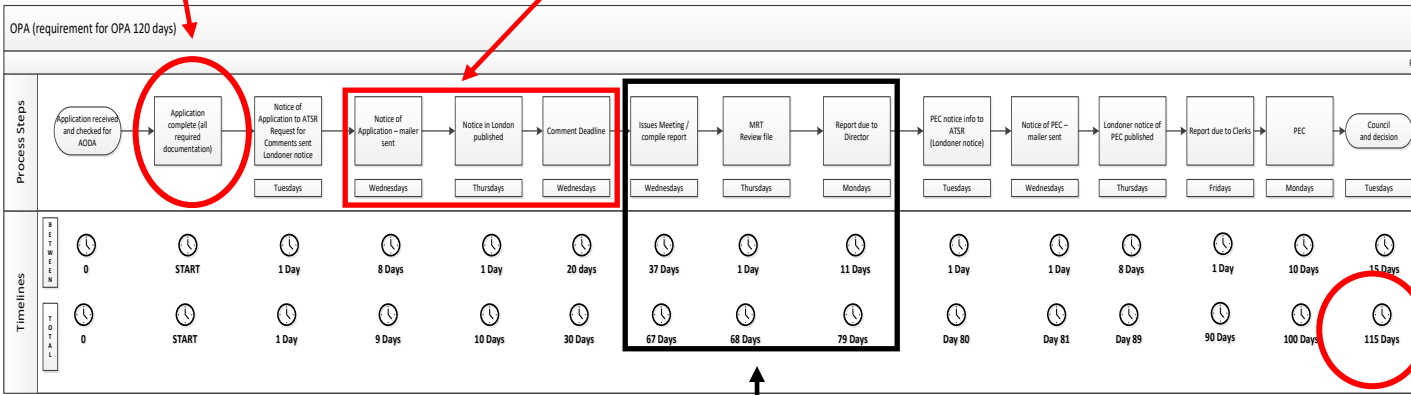
No longer required if Public date added to initial Application Notification due to predictability of process.  
 Posting Savings: over \$15,000 /yr  
 Plus cost of Londoner  
 Plus staff productivity savings

Decision within regulatory Timelines

# OPA Application Flow and Timelines

Process started tied to Council decision date

Potential to increase review days by tying comment schedule to mailing and send out sooner.

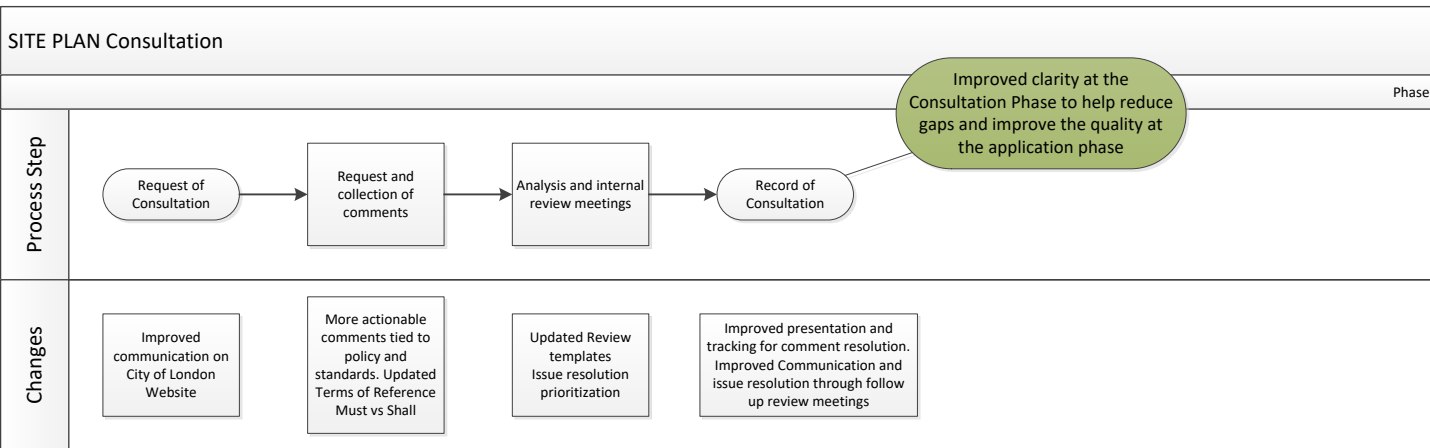


OPA has an additional 30 days to work through complexities before the report is due

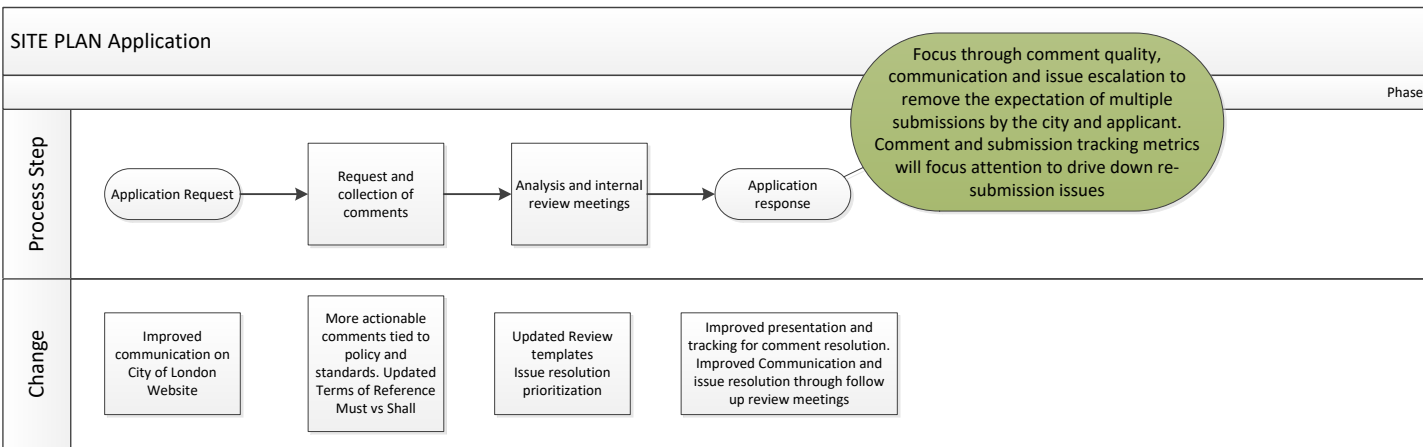
Decision within regulatory Timelines

Project ID:	Site Plan Description
1.1.1	<b>Comment quality: make actionable, link each comment to policy</b>
	<ul style="list-style-type: none"> <li>• New template to improve how comments are presented. Discussions with groups for actionable comments and required vs recommended language</li> </ul>
1.1.2	<b>Templates update to be more prescriptive for the customer</b>
	<ul style="list-style-type: none"> <li>• Record of Consultation redesign to improve comments and the actions taken</li> </ul>
	<ul style="list-style-type: none"> <li>• Application redesign to improve comments and the actions taken</li> </ul>
1.1.3	<b>Roles, meetings and hand-offs between internal teams and external customers to meet regulatory requirements</b>
	<ul style="list-style-type: none"> <li>• Escalation review (both AMANDA ( database system) for stages and Organization for re-submissions and delay conflicts)</li> </ul>
	<ul style="list-style-type: none"> <li>• Updating AMANDA</li> </ul>
	<ul style="list-style-type: none"> <li>• Pre-scheduled review meeting built into schedule for one week after response.</li> </ul>
	<ul style="list-style-type: none"> <li>• Change in format of Internal Review meeting to improve the outcomes to help with comment responses</li> </ul>
1.1.4	<b>For each stage: milestone clarity and checklists to make obvious the output requirement</b>
	<ul style="list-style-type: none"> <li>• Updating requirements of Consultation and what is required for a completed Application (Consultation)</li> </ul>
	<ul style="list-style-type: none"> <li>• Changes required to steps in process (Application)</li> </ul>
	<ul style="list-style-type: none"> <li>• Detailing outcomes of each gate - documentation</li> </ul>
	<ul style="list-style-type: none"> <li>• Re-definition of Complete and Roles and Responsibilities of each Dept. and their role in the 'complete' decision. Response to Applicant</li> </ul>
1.2.1	<b>Improve system milestone quality (AMANDA interim solution)</b>
	<ul style="list-style-type: none"> <li>• Reporting from AMANDA</li> </ul>
1.2.2	<b>Template / folder / systems diagram as input to new Software Digitization Initiative</b>
	<ul style="list-style-type: none"> <li>• Documentation to fit into Software Digitization Initiative</li> </ul>
	<ul style="list-style-type: none"> <li>• Review of Folder structure</li> </ul>
	<ul style="list-style-type: none"> <li>• Review of document naming conventions</li> </ul>

# Improve Phase Results



# Improve Phase Results







# Improve Phase Recommendations

## Medium Term Improvement project recommendations for 2023

- Improved Tracker to include the Consultation phase and better align with key metrics
- Improved use and integration with AMANDA database system
- Improved understanding of the effort required for process tasks to build a more comprehensive Capacity Model for Application volumes and timelines
- Improved use of Planners across the OPA / ZBA areas and Site Plan areas for Applicants that wish to engage in the processes simultaneously
- Take a business look at aligning with [One Ontario](#) as a portal and technology solution
- Continue to expand the use of standard file structures, templates and naming conventions across all of Planning and Development

## Long Term Strategies recommendations 2023 and beyond

- Use of metadata for storing and reporting on the processes throughout Planning and Development
- Use of Sharepoint (or similar) to host Application's and allow all departments and agencies to post their comments vs emailing / chasing and building comment files for responses

# Control Phase



**London**  
CANADA

# Control Phase Summary

In Conclusion: Recent changes introduced through Bill 23 will impact the volumes and focus of requests for Site Plan Consultations and Applications.

- A review of Site Plan applications in 2021 and 2022 identified that 20% would no longer require Site Plan Approval.

Just as there are swings in volumes of demand for housing and types of housing, there will be shifts in requirements for the supply of resources within Planning and Development to meet demand. The adoption of Continuous Improvement (CI) within Planning and Development department is leading to greater standardization of process (files, templates...) which will help with cross training and improved onboarding procedures. This strategy has the ability to help the city apply resources where they are required. Aligning this with real time metrics of Applications can result in greater transparency and consistency of delivering within timelines.

Site Plan is piloting changes to their process in January 2023. Data will be collected for validation for each Consultation and Application. The goal is to reduce the resubmission rate per application from 3.3 to 2.8 in 2023. This would be a great win for the Applicant as it will reduce the time to get to Development Agreement, reduce Applicant and City costs through a 15 % reduction in costly Application cycles, which is approximately 2 fewer review cycles submitted per week.

Implementation of refinements to the Official Plan Amendment and Zoning Bylaw Amendment processes is targeted for February 2023. The ability to have council decisions within the timelines will give turnaround predictability to the developer for their resource planning that was not there prior to 2023. It will also save the City potentially requiring to refund fees, which would equate to \$ 567,245.29 based on 2020 / 2021 turnaround and 2021 fees collected.

Our analysis has highlighted areas for improvement noting that many improvements have already started or are in place. The breaking down of silos, standardization, data management and reporting, transparency, training and cross training, improved escalation and accountability at all levels will continue to drive success in 2023 and beyond.