

## Report to Planning and Environment Committee

**To:** Chair and Members  
Planning and Environment Committee  
**From:** Scott Mathers, MPA, P.Eng.  
Deputy City Manager, Planning and Economic Development  
**Subject:** Streamline Development Approval Fund:  
Streamlining Development Approvals (2022) – Final Report  
**Date:** January 30, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, with respect to the Province of Ontario's Streamline Development Approval Fund, the 'Streamlining Development Approvals (2022)' 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 Streamlining Development Approvals 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. The project focuses on untangling 30 years of organizational structure, mapping the current state, and identifying opportunities for improvements in the development approvals process. Recommendations for streamlining efforts are intended to reduce resubmissions and associated costs to the Applicant, and decrease the time required to obtain approval.

## 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

- Planning and Environment Committee, April 25, 2022, Streamline Development Approval Fund: Continuous Improvement of Development Approvals – Single Source Contract Award.
- Strategic Priorities and Policy Committee, February 15, 2022, Streamline Development Approval Fund – Transfer Payment Agreement.

#### 1.2 Background and Purpose

January 19, 2022 – the Province of Ontario accounted an investment of \$45 million in a new Streamlined Development Approval Fund – with London being eligible to receive up to \$1.75 million from the fund – to unlock housing supply by streamlining, digitizing, and modernizing approvals for residential development applications.

February 7, 2022 – London received the Transfer Payment Agreement and program guidelines from the Province, which requires that a final report on the use of this funding is due February 28, 2023 and must include a publicly posted staff report.

April 25, 2022 – Planning and Environment Committee approved the recommendation of a Single Source Contract Award to EZSigma Group to undertake one of two standardization and continuous improvement projects. The project focuses on untangling approximately 30 years of organizational structure, identifying opportunities for improvements and establishing “a single source of truth” for development approvals data.

## 2.0 Discussion and Considerations

### 2.1 Overview of the Project

The Streamlining Development Approvals project was proposed to expedite the evaluation of the eight major *Planning Act* application processes that the City approves (Official Plan amendments, Zoning By-law amendments, Site Plans, Condominiums, Part Lot Control, Minor Variances, Subdivisions and Consents). The primary focus of the project was on mapping the current processes and developing business analytics to identify performance. The project followed the DMAIC model (Define, Measure, Analyze, Improve, Control) for continuous improvement.

At the outset, the project was defined to align with Planning and Development’s vision and goal for development approval applications:

- **Vision: One and Done.** The review of multiple resubmissions adds on additional process steps and has implications to the overall review time. In the ideal state, approval of an application would be granted with the first application submission.
- **Goal: Two and Through.** Implement improvements to the application review process to reduce the total number of resubmissions and the overall turn-around time per application.

Process mapping was undertaken to visualize the current flow of each process as it is experienced today, from end-to-end, and was used to determine the intersections with key stakeholder groups and processes (example shown in Figure 1, below).

Figure 1 - visualization of the Subdivision application process from consultation to assumption.



The process and current state of work was validated through interviews with key stakeholders to establish the ‘Voice of the Customer.’ Thirty external and internal interview sessions were conducted between July and October of 2022 on the Subdivision, Official Plan amendment, Zoning By-law amendment, and Site Plan approvals processes. More than 150 participants attended these events with representation from a range of process stakeholders including the City’s Environment and Infrastructure service area, members of the London Development Institute (LDI), London Home Builders Association (LHBA) and the Upper Thames River Conservation Authority (UTRCA). The interviews yielded more than 600 comments that highlight ‘what is working well’, where the current ‘frustrations’ lie within the process, and where there is ‘room for improvement.’

Compiling available data and metrics being tracked to date, the performance of each process was further analyzed; enabling a comparison of the actual data to target data. This exercise highlighted where there are areas of concern.

- Variability throughout the process tends to have a ripple effect on subsequent process steps.
- Controlling the quality of applications in the earlier stages of the process yielded better results throughout the remainder of the process.

The results of the analysis offered opportunities for potential solutions, which were grouped into themes and became the basis for generating process improvements. Common themes included:

- Process flow
- Technology and Templates
- Policy Interpretation
- Quality of Submissions – from Applicants at each stage.
- Quality of Comments – providing clear, actionable comments that reference specific Policies or Standards.

Huddle teams comprised of Planning and Development staff were established to implement identified improvements. Weekly team check-in meeting and leader huddles allowed staff to review improvement tickets using a visual management method to prioritize work. Rapid Improvement Events (RIE) were held for completing tasks that are straight forward and offer quick wins. Additional teams were established for larger initiatives that have increased complexity and require more time and resources to complete.

While incremental operational improvements are being made, there were some common technological changes identified that would greatly attribute to the overall success of the process implementations.

- Establish a single file management system to support all file management needs and process tracking.
- Develop a metrics-based reporting process for process monitoring and control.

## **2.2 Key Takeaways**

### **2.2.1 Process Timelines**

Several factors are attributed to long cycle times within the approvals process:

- Prolonged conflict resolution.
- Number of resubmissions.
- Delayed responses from the developers.
- Quality of the application – missing information, wrong information, delayed comment responses.
- Quality of comments – comments are not focused / actionable, unable to effectively guide the Applicant.
- File management – there is more than a single file directory used to store and review documents as the application proceeds through the process.

Cycle times typically fell within the target timelines where:

- Process steps were clearly defined.
- Documentation quality was assured in the previous process steps.

### **2.2.2 Areas of Focus**

#### **Standards**

Standardization of work with the intent to improve all processes overall. Some elements will assist with internal review, such as developing standard templates, creating a tracking database, and establishing Standard Operating Procedures. Other elements that were identified will provide improved service delivery, like creating customer service standards for application responses, producing guidelines for issue resolution, establishing checklists to guide process steps, and outlining clear communication channels for escalation related to resubmissions and delays.

#### **Journey Mapping**

Establish linkages between the eight development approvals processes to avoid duplication of efforts and afford Applicants a means to determine their preferred path to receive their development approvals.

## **Process Tracking and Key Performance Indicators (KPIs)**

Establish performance targets for the various processes and create a standard tracking system to analyze historical and current data to gain further insights on application performance.

## **Roles and Responsibilities**

Clearly define the rolls and responsibilities for all staff based on changes to the process.

## **Scope of Internal Review**

Streamline internal review of applications through the development of tools to support staff in their work, such as standard templates for commenting, tracking for all department approvals, and creating standards for resubmission to improve overall quality of submissions.

## **Continuous Improvement**

Maintain the use of the Continuous Improvement (CI) methodology established through this project, including use of CI tickets, staff huddles, project teams, rapid improvement events, and visual management to actively implement necessary process changes.

### **2.2.3 Single Source of Truth**

A major improvement to the overall development approvals process can be realized through the establishment of a 'single source of truth.' Staff identified a need to establish a single file management system centralized on the development application processes. The system should include standardized file and folder structures, naming conventions, and metadata and include appropriate governance and access controls. Establishing the system would enable implementation of change and version control, which will eliminate duplication and errors. Consistent document and data storage will inherently improve development application processes by connecting the end of the process to the beginning and support overall process tracking.

## **2.3 Legislative Impacts**

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

Changes made by Bill 109, the *More Homes for Everyone Act, 2022*, will require municipalities to refund application fees for failing to reach a decision on Zoning By-law amendments, Official Plan amendments, and Site Plan approvals within 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. The timeline for Site Plan application approval was extended from 30 days to 60 days. Typically, the City approved site plans within 30 days – well within the legislative timeline – and therefore no process changes are necessary as it relates to complying with Bill 109.

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

Bill 23, the *More Homes Built Faster Act, 2022*, prescribes changes to the *Development Charges Act, Planning Act, Ontario Heritage Act, Municipal Act, Conservation Authorities Act* and other statutes, with the intent of supporting the Province's *Housing Supply Action Plan*. Significant changes were made to the *Planning Act*, including Site Plan Control, which will no longer apply to any residential development with 10 or fewer units on the entire property.

## **2.4 Next Steps**

Medium term improvements recommended for 2023:

- Implement a digital file management system.
- Continue team huddles to support the culture of Continuous Improvement initiatives through tickets.

- Develop Standard Operating Procedures (SOP) that incorporate Standard Work documentation by process.
- Create an onboarding process for new employees specific to their role(s) in development application processing.
- Define key milestone metrics within each of the processes as the basis for a digital tracking system.
- Institute standard tracking for all Planning and Development approvals.
- Focus on issue resolution and reducing unnecessary resubmissions.
- Improve the overall quality of Applicant submissions and create standards for resubmissions.
- Overhaul standard templates and forms.
- Improve quality of comments to guide the Applicant through the process by making them focused, actionable, and tied to Policies and Standards.
- Create Continuous Improvement goals to focus on improving quality and reducing cycle times.
- Establish a Continuous Improvement Plan for the Planning and Development division to continue work identified to date over the next 3 to 5 years, including staff development, value stream mapping (as a baseline for change), and benchmarking with other municipalities.

Long term improvements recommended for 2023 and beyond:

- Define a metrics-based process measurement standard for the full process.
- Review and align process metrics and progress through coordination with external stakeholders, as required.
- Create a mature Continuous Improvement culture, focusing on growth, reduction in process cycles time, quality, and communication.
- Create a centralized database that allows for process analytics and publication of dashboards.
- Align improvement initiatives with the Digital Planning Application Tracking (DPAT) software implementation project (Strategic Business Case #11) intended to track all Planning Act applications from consultation through build-out.

### 3.0 Financial Impact/Considerations

There was no financial impact to the City of London with the Transfer Payment Agreement for this project. The provincial funding received through the Streamline Development Approval Fund financed the full cost of this project. Any improvements that result in additional resource requirements will be considered through the 2024-2027 multi-year budget process.

## Conclusion

This report provides the background and context for the Streamlining Development Approvals (2022) project, 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.

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Manager, Subdivision Engineering

**Reviewed by:** Bruce Page  
(Acting) Manager, Subdivision and Development Inspections

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

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



## Streamlining Development Approvals Fund

# Streamlining Development Approvals 2022





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# Project Information

Project Title: Streamlining Development Approvals

Date Started: June 2022

Date ongoing, planned completion February 28th, 2023

Project Sponsor/Champion:

Heather McNeely, Director, Planning and Development  
Planning and Economic Development

City of London

300 Dufferin Avenue, London, Ontario

# Acronyms and Definitions

Acronym	Definition
AODA	Accessibility for Ontarians Disabilities Act
ATSR	Administrative and Technical Support Representative
C of L	City of London
CI	Continuous Improvement
DMAIC	Define, Measure Analyze, Improve Control
ECAC	Ecological Community Advisory Committee
FMEA	Failure Mode and Effect Analysis
ILPT	Integrated Land Planning Technologist
LDI	London Development Institute
LHBA	London Home Builders Association
MHBC	MacNaughton Hermsen Britton Clarkson
OPA	Official Plan Amendment
P&D	Planning and Development
PEC	Planning and Environment Committee
RIE	Rapid Improvement Event
RPN	Risk Priority Number
SIPOC	Supplier, Input, Process, Output, Customer
SOP	Standard Operating Procedure
SWED	Stormwater Engineering Division
UTRCA	Upper Thames River Conservation Authority
VOC	Voice of the Customer
ZBA	Zoning By-Law Amendment





# Executive Summary: Continuous Improvement Project

The Streamlining Development Approvals project focused on mapping the current state process, reviewing their performance metrics and defining CI (Continuous Improvement) teams to action opportunities to improve the processes. One of the early challenges in the Subdivision process was addressing 30 years of reorganization and its impacts. A sampling of the current state gave evidence of variety of mixed adaptations of technology, impacts of changing business models and multiple file directories with limited access or revision control management.

To help unravel the current state, the Define, Measure, Analyze, Improve, and Control (DMAIC) model for CI was used as the project road map. Initial activities included the capture and alignment of the VOC (Voice of the Customer) (internal and external) comments and analyzing historical data. A significant effort was given to create a single data file of historical data collected from a variety of files and directories. As an example, results from analysis from this data showed high variability in the Applicant Facing portion of the subdivision process (Consultation – Draft Approval), all phases took too long, well above the targeted cycle times. Cycle time variability decreases after the Engineering phase through to the End of Warranty phase. Various process steps are owned concurrently by both the City of London and developers, other steps are uniquely owned by the developers.

Analysis of data was used to coordinate the findings with the VOC to identify opportunities with CI targets that would have highest impact to increase quality, develop standard work and reduce cycle time. A key project that emerged has been driven by a RIE Team, creating a Single File Management Structure that utilizes Meta Data to allow for simple, quick and accurate searches for files stored throughout the subdivision process. The project also supports improved quality and creation of standard work. A sample of file searchability in the existing multiple file structure vs Meta Data and a Single File Hub shows an estimated reduction in search time of 80%

The VOC comments were aligned into themes. CI teams were established within each area of the processes. CI Team huddles were created to address CI tickets generated from the theming reviews. CI Huddle Teams are now part of Standard Work in the P&D processes.

There is a synergy and overlap in this report with that of the Accountability Plan (Site Plan, OPA, ZBA) 2022. The VOC reviews and some of the processes were conducted in parallel and similar in presentation format.

# Project Approach: Summary

- The Streamlining project followed the DMAIC process. Focus was on streamlining by reducing waste and addressing elements that effect quality of work, standard work and cycle time..
- All 8 Planning and Development processes are represented in this report. Subdivision is the largest portion of this DMAIC report but also includes the remaining 7 Planning and Development process (Site Plan, OPA, ZBA, Condo, Part Lot, Minor Variances and Consent).
- The VOC (Voice of the Customer) was captured through in-person meetings (Subdivision, Site Plan, OPA and ZBA). Reviews with different customers (internal and external) of these processes asked the following questions; what was working well, what was causing frustrations and what improvements were recommended for change.
- The VOC comments were reviewed and themed. The themes that impacted quality, standard work and cycle time were flowed down through the City of London CI process to different CI Teams. CI Huddle teams were created to select and address themed issues as defined through the VOC process, creating and implementing solutions.
- RIE (Rapid Improvement Events) were held using the City of London CI model. The RIE focused on CI Team methodology with cross functional expertise. The RIE Teams created solutions for process improvements that required a wider experience knowledge to address the improvement opportunities.



# Project Approach: Summary

## WHAT IS DMAIC?

DMAIC is a data-driven quality strategy used to improve processes.

DMAIC is an acronym that stands for Define, Measure, Analyze, Improve, and Control. It represents the five phases that make up the Streamlining Development Approvals project:

**Define** the problem, improvement activity, opportunity for improvement, the project goals, and customer (internal and external) requirements.

**Measure** the process, understanding what we do and how we measure a process.

**Analyze** the health of a process. Using the analyzed data to determine root causes of variation, if the performance of the process is meeting requirements.

**Improve** process performance by addressing and eliminating the root causes.

**Control** the improved process and future process performance.



# Project Approach, the DMAIC Model for Streamlining Development Approvals

PROJECT	Planning and Development Processes
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** the problem, improvement activity, opportunity for improvement, the project goals, and customer (internal and external) requirements..



# Define Phase Summary

- The Streamlining Development Approvals Project reviewed Subdivision, Site Plan, OPA, ZBA, Condo, Part Lot, Minor Variances and Consent
- The Streamlining Development Approvals Project overview reviewed the process with internal and external process owners. Focus of the project was on quality of submission from applicants, standard work and creating a file management network system.
- Voice of the Customer reviews were planned, observations were recorded on what pain points were felt by both internal and external customers. The reviews were a positive experience expressed by outside and internal customers during these sessions.
- 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** the process,  
understanding what we do and  
how we measure a process..



# Measure Phase Summary

## The key steps to the Measure Phase

- Map out the current flows of the processes to get a standard of how the process works today from start to completion and the intersections with other groups and stakeholders
- VOC (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. VOC for Subdivision, Site Plan, OPA and ZBA were collected during these interviews.
- The Measure Phase highlighted gaps between the applicants understanding of where they were in the process and that of the actual process with Planning and Development at the City of London. Clear opportunities were identified and prioritized into themes, actioned by Continuous Improvement Teams.
- All VOC 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).
- The VOC reviews with internal and external stakeholders provided a forum to meet and listen to each other.



# Measure Phase Summary

The Measure Phase began with Voice of the Customer reviews. The participants were External, Internal and from the Development Community

Voice of the Customer Reviews		
External	Internal	Development Community
Auburn Development	Heritage	LDI
Drewlo Holdings	Parks	LHBA
Sifton	Clerks	
York Development	Transportation	
Monteith Brown Planning Consultants	Urban Design	
Nicholson Sheffield Architects	UTRCA	
STRIK Baldinelli	Water	
Development Engineering	Sanitary	
Zelinka Priamo	Ecology	
MHBC	Customer Support	
	SWED	
	Policy	
	ECAC	
	OPA, ZBA, Site Plan, Subdivision	

30 Review meetings held were held between July and October 2022

# Measure Phase Results

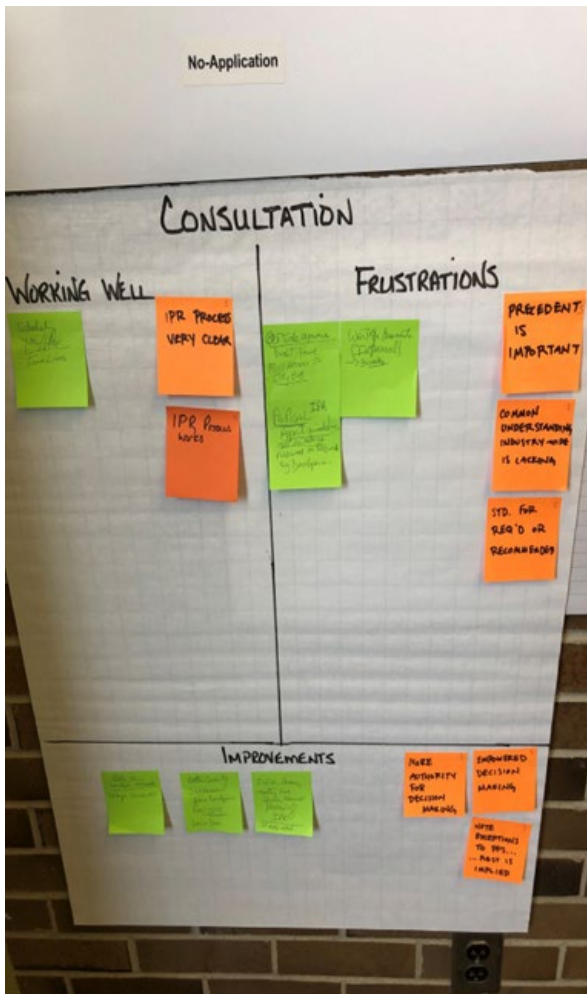
## Subdivision

### Voice Of the Customer Stakeholder Sessions

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

### Subdivision Themes from Comments

1. Process
  - Templates
  - Consistency
  - Across all applications
2. Quality of Submission
  - Internal
  - External
  - Applicant
3. Technology and Communication
  - File Management System, One Source of Truth
  - Process Tracking



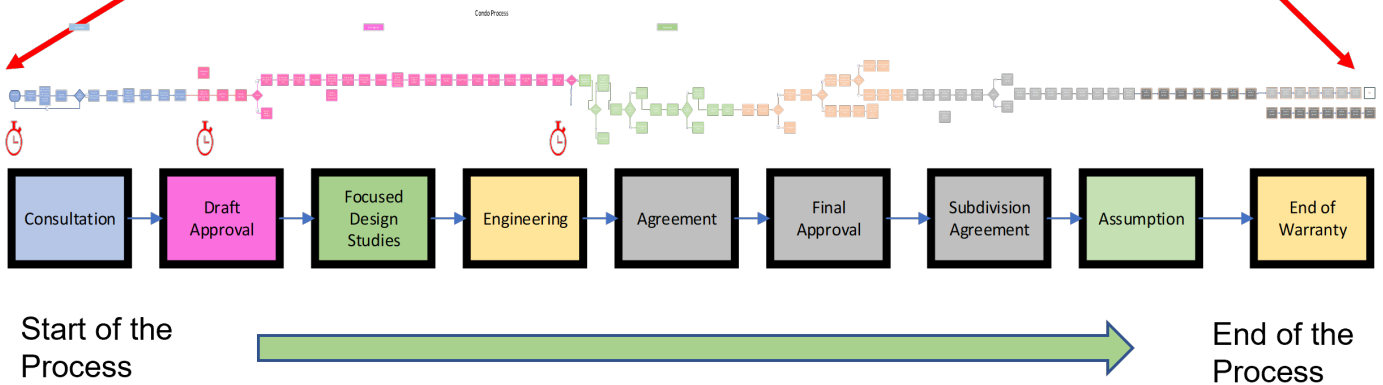
# Measure Phase Results

## Subdivision

### Subdivision Process

- Process Steps are Consultation/Proposal, Draft Approval, Focused Design Studies, Engineering Review, Agreement, Final Approval, Conditional Clearance, Assumption and End of Warranty

2510 Median days from Proposal to Assumption  
Certification  
*Data analyzed from 2012-2022 Applications*



Variability throughout the process has a ripple confounding effect on subsequent process steps. Controlling the quality at the Consultation- Application- Draft Approval stage greatly improves the quality of information and cycle times as the application moves through to the process.

# Measure Phase Results

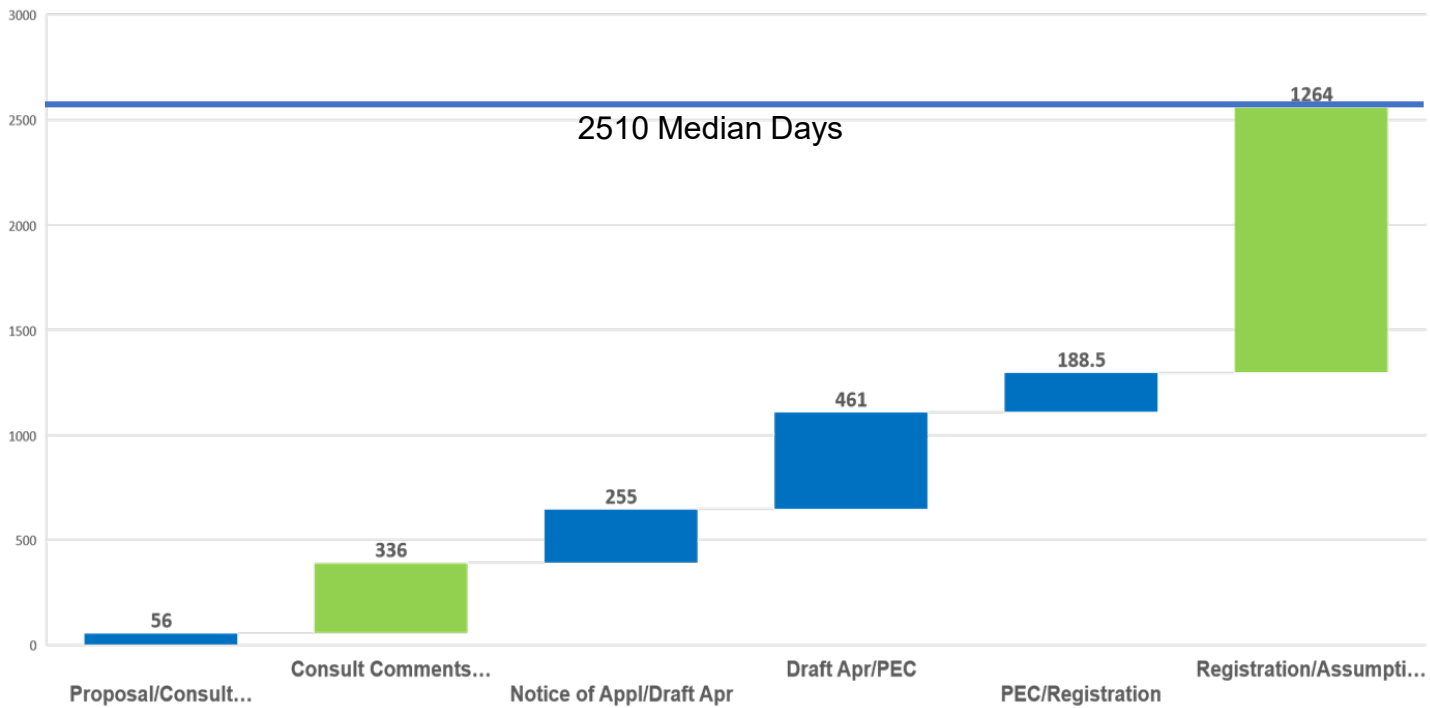
## Subdivision

### Subdivision Process

Proposal to Assumption

Sample range 2012-2022

*A breakdown of current Milestones and cycle times (days)*



# Measure Phase Results

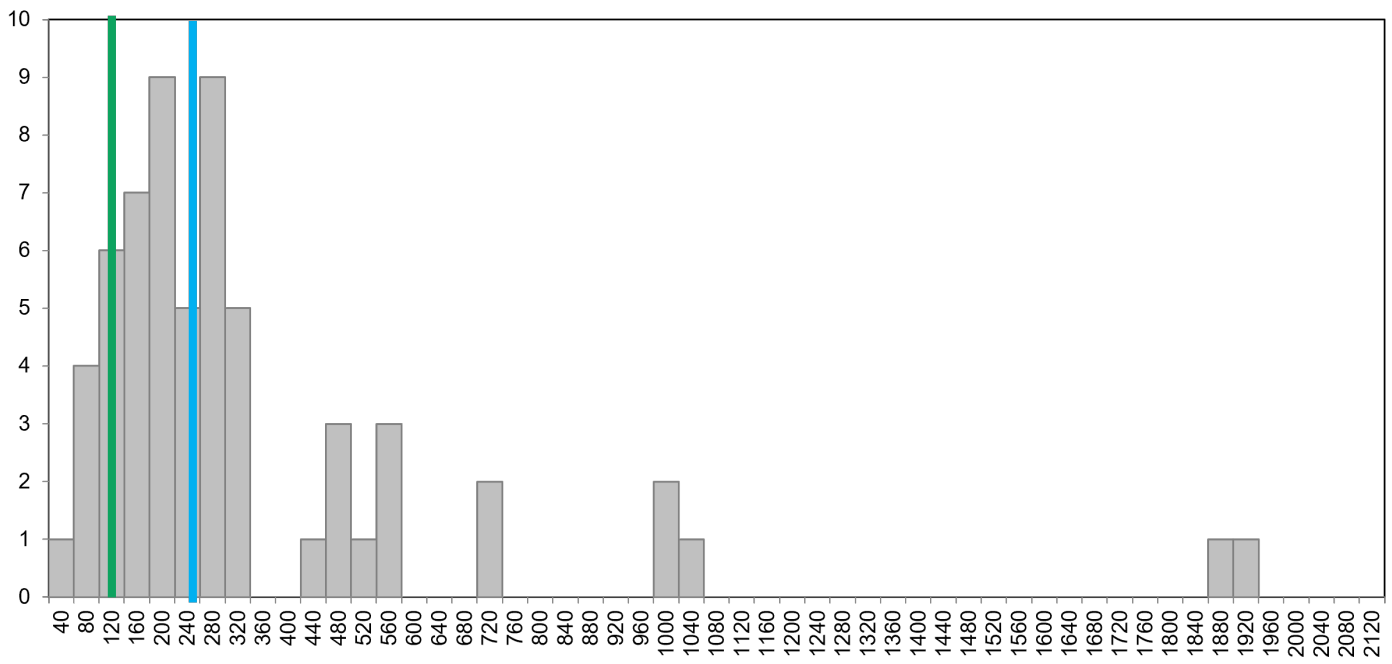
## Subdivision

Long cycle times are attributed to:

- Comments process and tracking, review cycle times and conflict resolution
- More than a single file directory used to store and review forms, documents as the application proceeds through the process
- Resubmission cycles
- Quality of the application, missing information, wrong information, late comments

Subdivision, Notice of Application - Draft Approval  
 2012– 2022 (61 applications)  
 Process Plan Days = 120 █  
 Actual 2012-2022= 255 █

**Histogram - Notice of Application to Draft Approval**



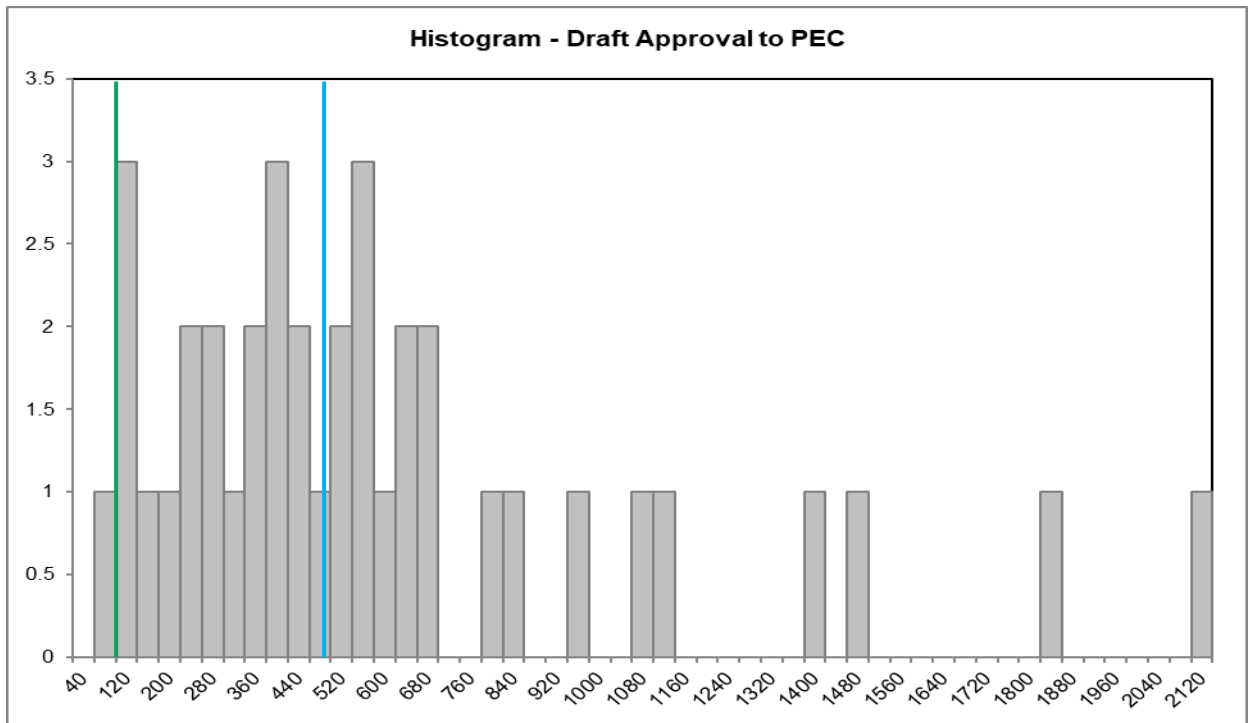
# Measure Phase Results

## Subdivision

Long cycle times are attributed to:

- Comments process and tracking, review cycle times and conflict resolution
- Delayed responses from the developers
- More than a single file directory used to store and review forms, documents as the application proceeds through the process

Subdivision, Draft Approval to PEC  
 2012 – 2022 (38 applications)  
 Process Plan days = 120 —  
 Actual 2012-2022= 461 —



# Measure Phase Results

## Subdivision

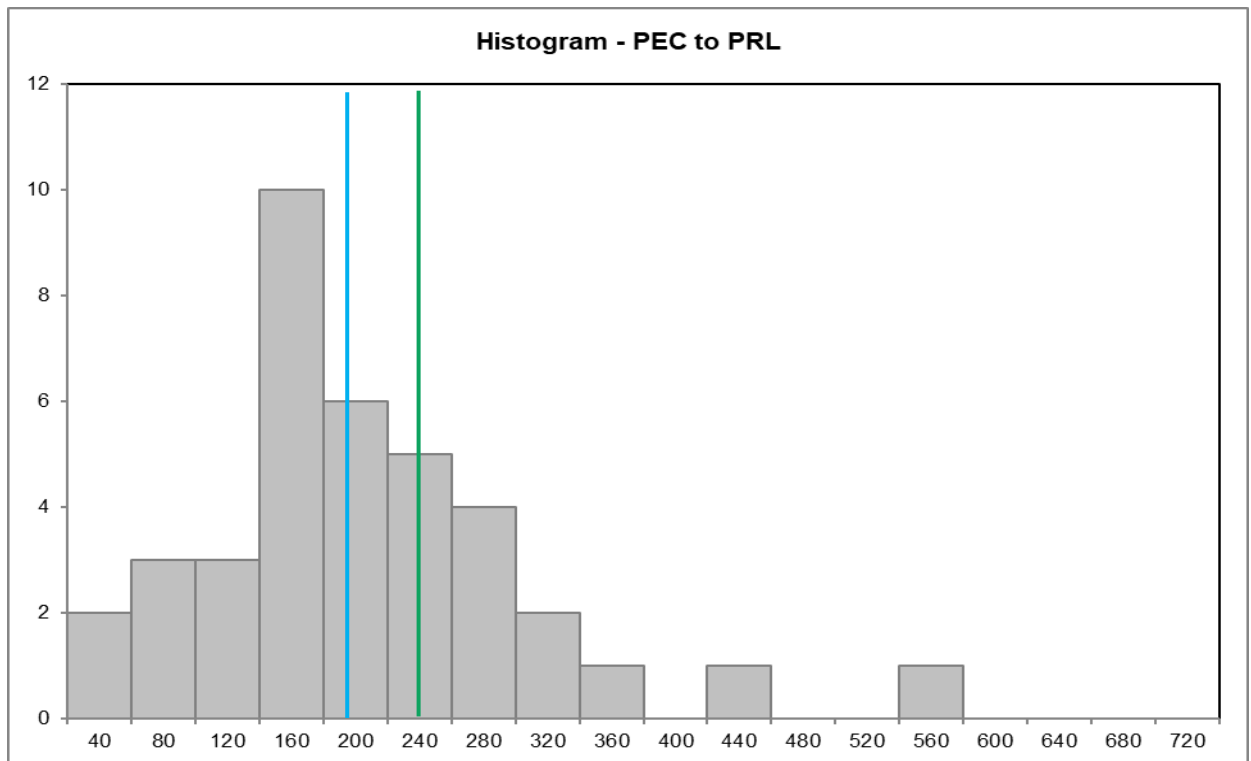
Cycle times are better than Planned Days (target):

- Clear process steps well defined and followed
- Experienced Subdivision staff, namely Document Handlers know the keys to efficiency in the process.
- Quality of documentation has been mostly addressed in previous process steps

### Subdivision, PEC to Conditional Clearance 2012 – 2022 (38 applications)

Process Plan Days = 240 —

Actual Days = 188 —



# Measure Phase Results

## OPA / ZBA



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- 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).





# Measure Phase Results

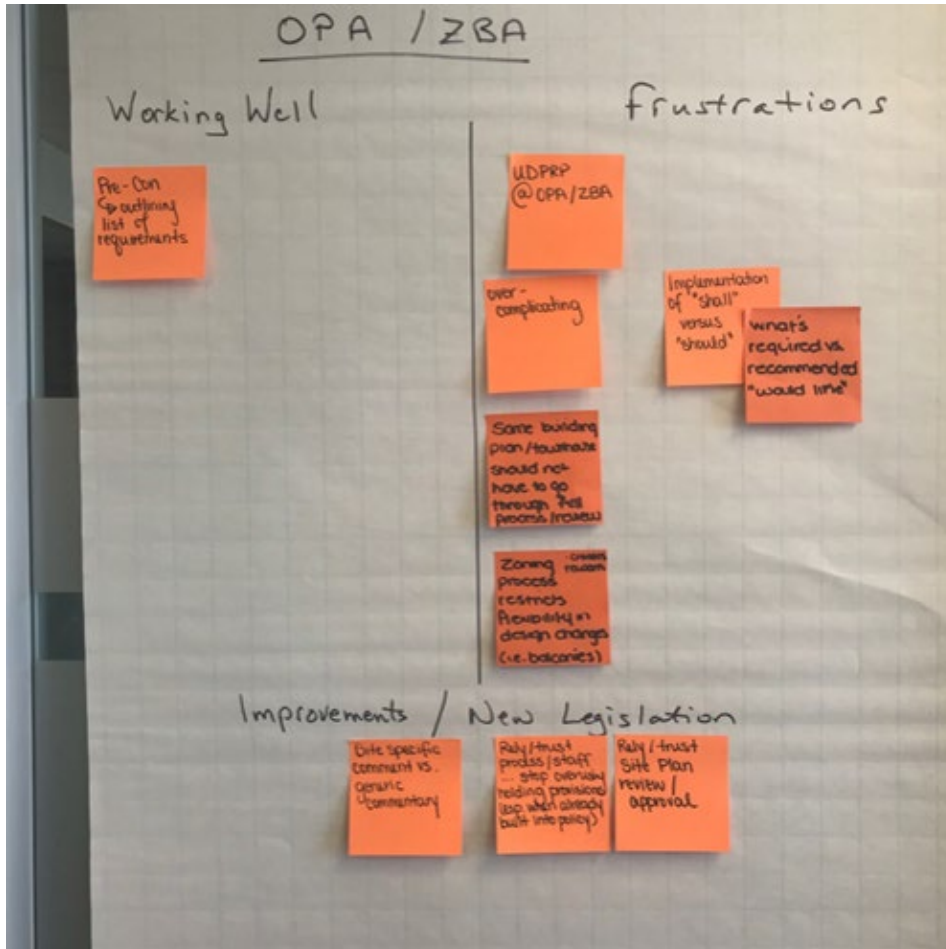
## OPA / ZBA

### 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 / Communications



# Measure Phase Results

## 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 Applications. 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.

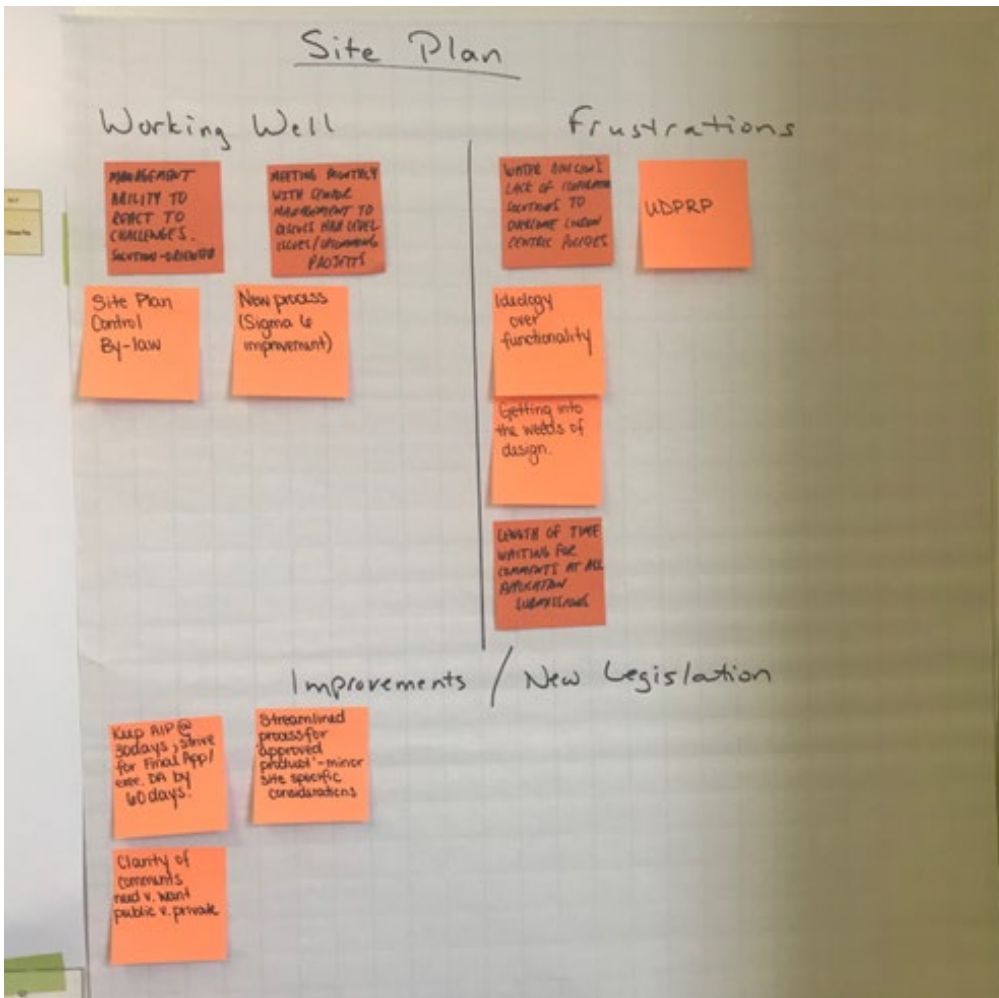
# Measure Phase Results

## Site Plan Voice Of the Customer Stakeholder Sessions

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

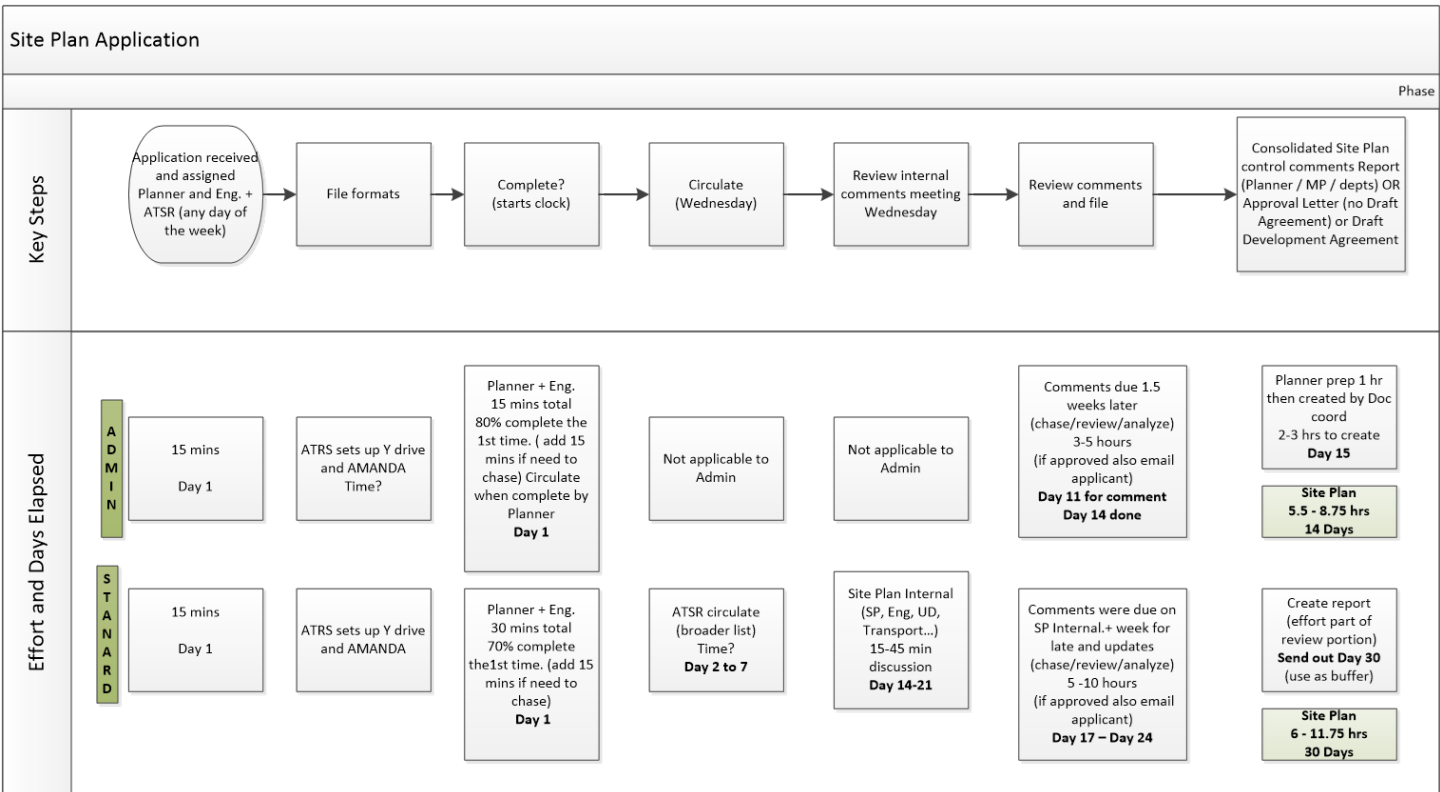
## Site Plan Themes from Comments

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



# Measure Phase Results

## Site Plan Application



Site Plan Application process:

Example (above) of breaking the process into the two subcategories of Administrative Applications and Standard Applications and capturing the timelines (day) and effort required to complete.

The circulation goes to multiple groups for comment. List dependent on whether Admin or Standard Applications.

# Measure Phase Results

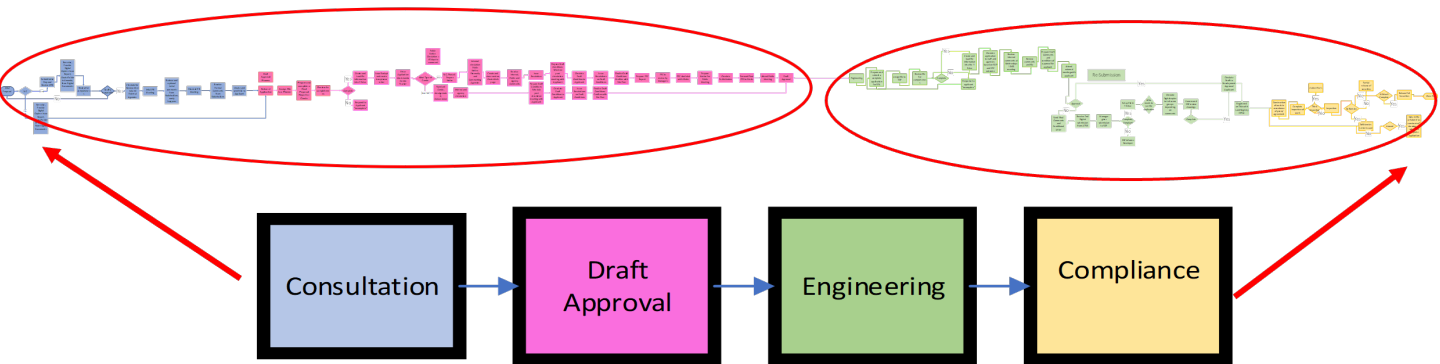
## Condo Process

Process was mapped and reviewed with internal stake holders

Days from Application to Engineering  
*Plan = 200 Days +2-3 years for the developers time to build*

Similar to Subdivision

Similar to Site Plan



Condo process shares elements of Subdivision Consultation and Draft Approval.  
 Site Plan Engineering also incorporated in this process

# ANALYZE Phase



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**Analyze** the health of a process. Using the analyzed data to determine root causes of variation, if the performance of the process is meeting requirements..



# Analyze Phase Summary

## The key steps to the Analyze Phase

- Using the VOC (Voice of the Customer) allowed an analysis of how well the process is performing. Analysis of what metrics are tracked and the actual data results were compared to targeted goals. It highlights where the pain points are and where improvements are needed
- Analysis of historical Subdivision data gave us a baseline of the past 10 years. Data highlighted several process areas with longer than target cycle times and other process areas that are meeting targets or better.
- The London City Continuous Improvement Lean process identified areas to focus, highlighting potential root causes
- A FMEA ( Failure Mode and Effect Analysis) was used to asses risk, highlighting potential causes and effects that impact quality and cycle time in the Subdivision process
- Review of Planning and Development processes that are shared, Condo was shown to share processes in Subdivision and Site Plan

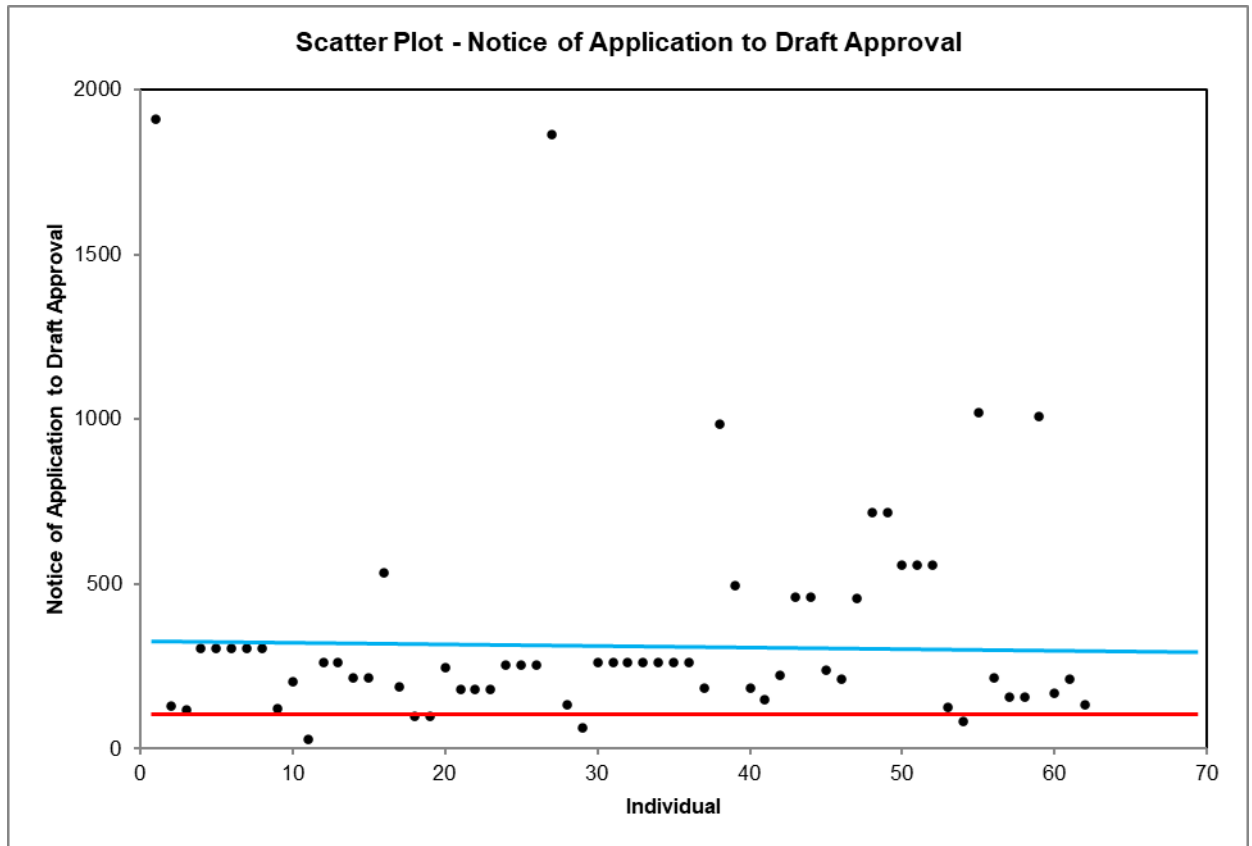
# Analyze Phase Results

## Subdivision

Subdivision Observations: Cycle Times from Notice of Application to Draft Approval

Long cycle times, driven by:

- Multiple File directories, multiple versions of the same files
- Variability in the quality of applications
- Variability in Service from City of London, as per external VOC
- Files difficult to search for or know where to find them
- Difficult to know what is the most current revision on file
- Conflict resolution, an undocumented process that has unknown resolution criteria or defined process time



Process Plan Days = 120 —  
 Actual Median Days = 255 —



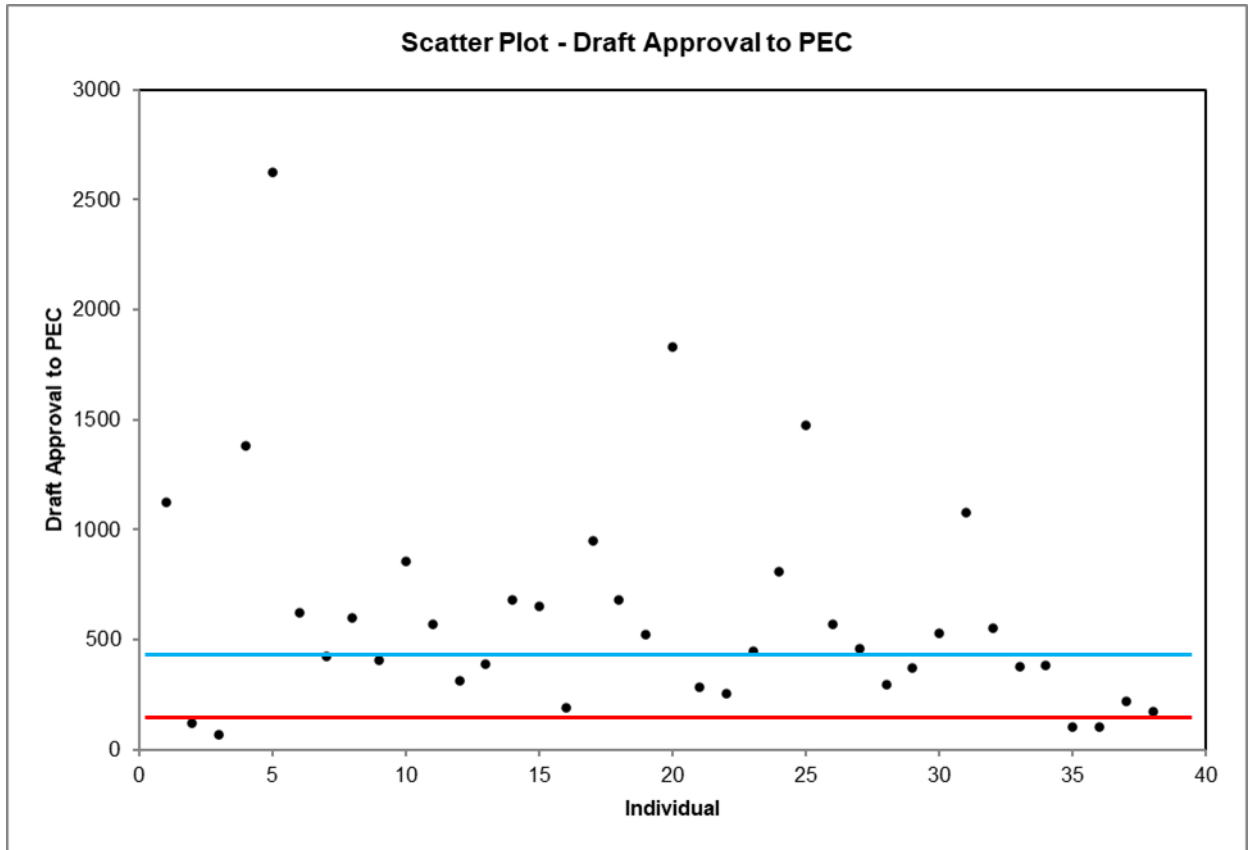
# Analyze Phase Results

## Subdivision

Subdivision Observations: Cycle Times from Draft Approval to PEC

Long cycle times, driven by:

- Multiple File directories, multiple versions of the same files
- Variability in the quality of applications
- Variability in Service from City of London, as per external VOC
- Files difficult to search for or know where to find them
- Difficult to know what is the most current revision on file
- Conflict resolution, an undocumented process that has unknown resolution criteria or defined process time



Process Plan Days = 120 —

Actual Median Days = 461 —

# Analyze Phase Results

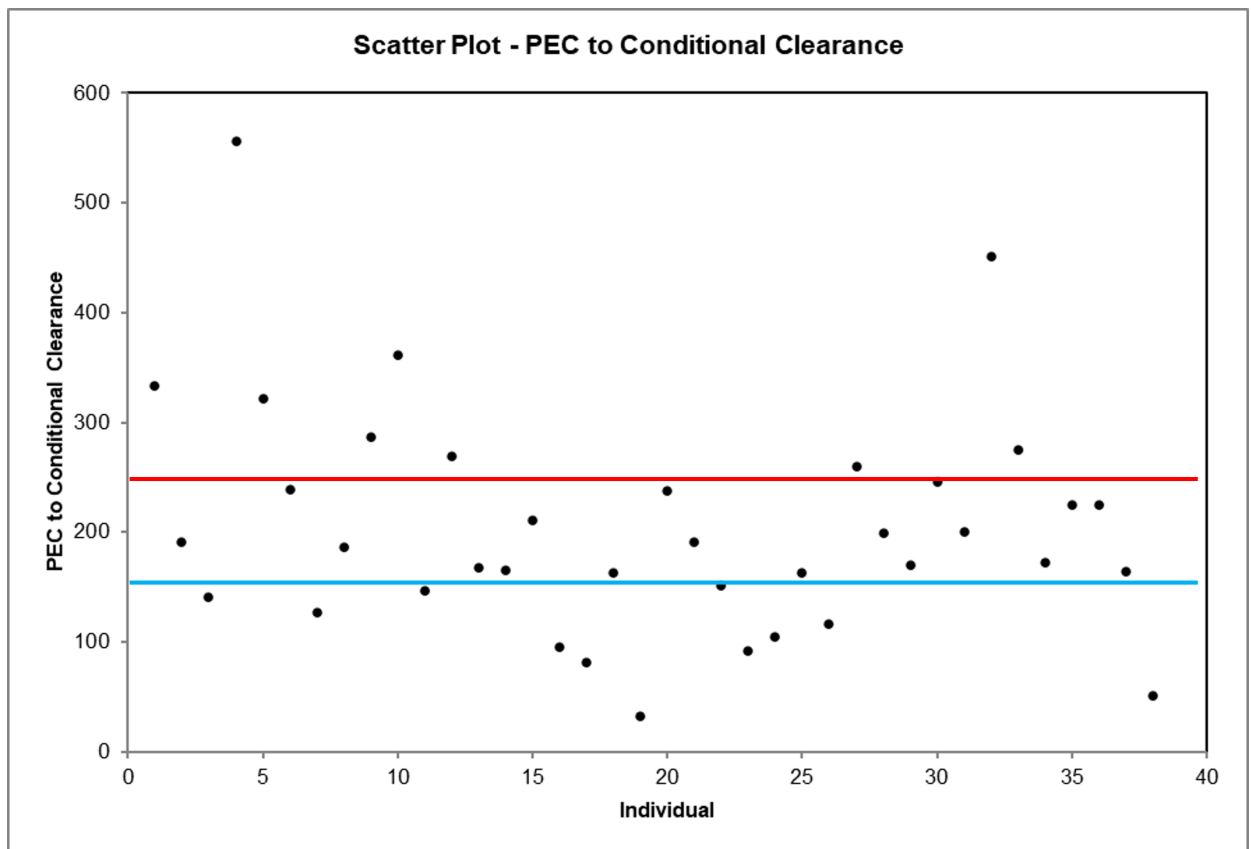
## Subdivision

Subdivision Observations: Cycle Time from PEC to Conditional Clearance

- Better than Plan Target cycle times
- Standard well known process
- Experienced Document Handlers and File management

Open Issues:

- Multiple File directories, multiple versions of the same files
- Delayed response from Applicants
- Files can be difficult to search for or know where to find them
- Difficult to know what is the most current revision on file



Process Plan Days = 240 —  
 Actual Median Days = 188 —

# Analyze Phase Results

## Subdivision

Risk assessment of the Subdivision Process using a FMEA. Review of the most common failure modes seen and the effects they have on the process.

Common Failure Modes included

- Unable to find documents, multiple file locations
- Processing errors
- Long cycle times throughout the subdivision process

### Analyze Phase

Process: Subdivision		Prepared by: Planning and Development Cof L							
Process Step / Input	Failure Mode	Effect of Failure	S	SPW	Potential Cause of failure	O	Current Detection Mechanism	D	RPN (S*O*D)
Consultation - Warranty	Unable to find documents across the process flow	Increased Process Cycle Time	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	80
		Multiple copies of the same document, no revision control	3	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	45
		Random errors due to lack of process visibility	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	80
		Delayed responses due to time spend searching for documentation	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	80
		Extra processing time	3	Yes	Multiple file locations for the process that are not linked	4	Visual only to the person working the applicant's file	5	80
	Process Errors throughout the process	Multiple copies of the same document, no revision control	3	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	45
		Random errors due to lack of process visibility	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	80
	Long Cycle Times, not predicatable throughout the process	Increased Process Cycle Time	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	80
		Multiple copies of the same document, no revision control	3	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	45
		Random errors due to lack of process visibility	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	80
		Delayed responses due to time spend searching for documentation	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	80
		Extra processing time	3	Yes	Multiple file locations for the process that are not linked	4	Visual only to the person working the applicant's file	5	80

Risk is an assessment of the severity of the failure mode, it's effect on the process and how do we prevent it from happening. A RPN (Risk Priority Number) is the calculation of the Severity, Effect and Detection combined.

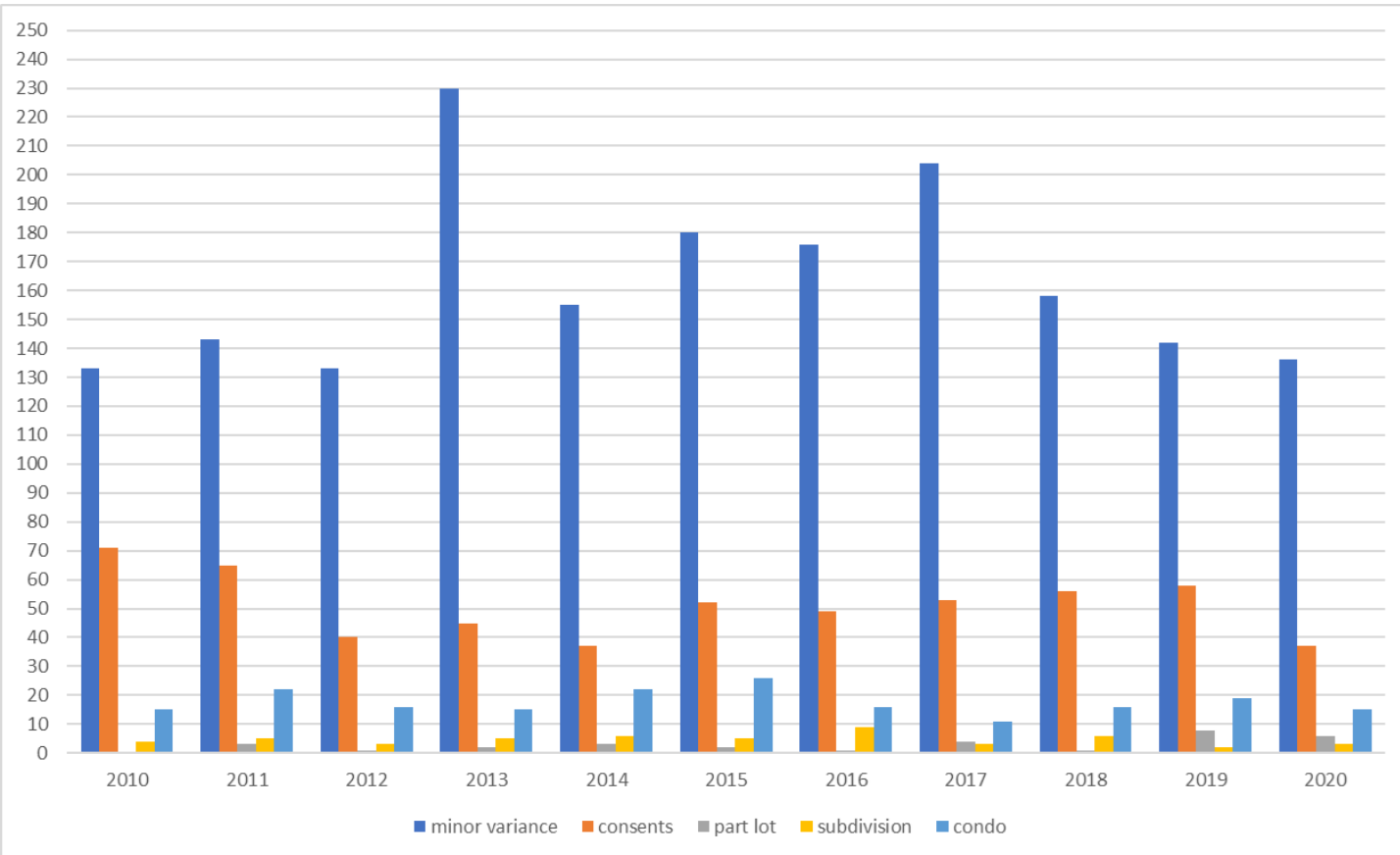
High RPN numbers offer a baseline to define Continuous Improvement opportunities

$$RPN = \text{Severity} \times \text{Occurrence} \times \text{Detection}$$

# Analyze Phase Results

## Planning and Development Submission Process 2010-2020

- Volume of Submissions in P&D for Minor Variance, Consents, Part Lot, Subdivision and Condo by year.
- Variation shown year over year. In looking forward, new legislative changes anticipated to increase Part Lot applications.
- High transactional demand on Minor Variance observed. Level of effort varies greatly between processes.



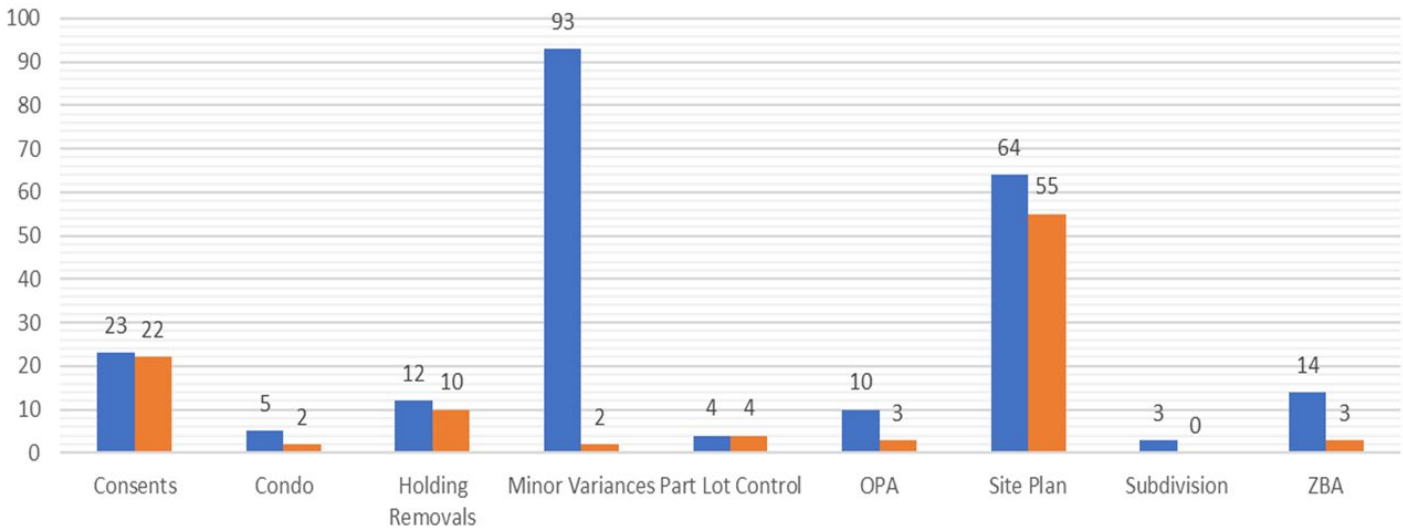
# Analyze Phase Results

## Planning and Development Process Review of January 2022- June 2022

- Several processes have a high volume of applications , highest demand in Minor Variance and Site Plan
- Opportunity to improve Applications Considered in, Condo, Minor Variance, OPA, Subdivision and ZBA
- OPA / ZBA not meeting regulated timelines with large variation in completion dates. Improvements will need to redefine the Consultation and Application outcomes and attributes to be successful.
- 98% of Minor Variance applications are not meeting regulated timelines, however consistent in the additional time taken. Process step handoff improvements will help improve meeting required timelines.

### Volume of Applications Submitted January - June 2022

■ Number of Applications Considered    ■ Applications that meet Planning Act Requirements



# Analyze Phase Results

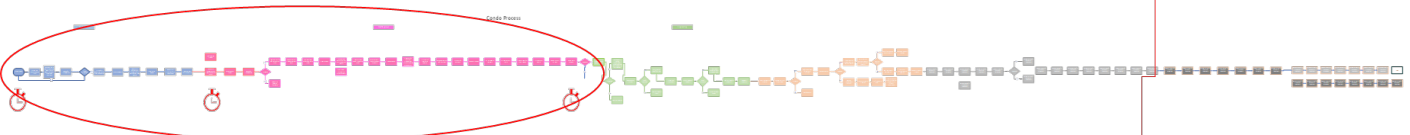
An analysis of Planning and Development processes with common process flows was reviewed. The Condo process shows a link to the Subdivision and Site Plan process

These Common/Similar Process Links are similar in process flow, but condo focused

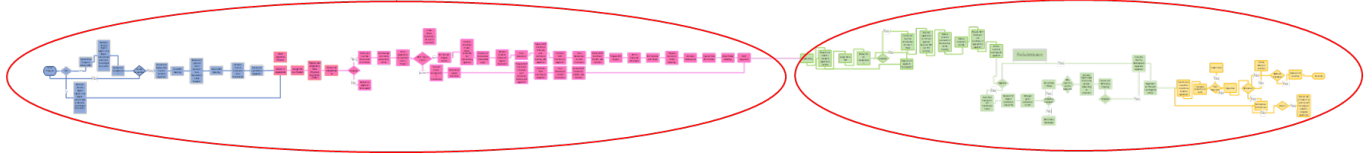
## Site Plan



## Subdivision



## Condo



Start of the Process



End of the Process

# IMPROVE Phase



London  
CANADA

**Improve** process performance by addressing and eliminating the root causes.

# Improve Phase Summary

## The key steps to the Improve Phase

- The City of London Continuous Improvement methodology was used to drive change actions highlighted in the Analyze phase.
- Key areas of focus for CI (Continuous Improvement) were
  - Using the VOC comments to create themes for improvement
  - Using the CI ticket process to organize CI projects
  - Creating CI and RIE (Rapid Improvement Event) Teams to action CI tickets
- File Management System
  - Creating a RIE team to define and create the model for a File Management System that will allow a single location for all files
  - Ease of searchability using Meta data, a clear vision from all points within the Subdivision process to be able to review where a file is and its current status
  - Updating the FMEA (Failure Mode and Effect Analysis) with the impact to risk with the improved File Management System
- Building a Tiered approach to support a single File Management System structure. Connect Tiers enabling a Top-Down flow for supporting information and documentation
  - Single source location for process steps
  - Enable training
  - On boarding
  - Reference support
- Other Analysis including
  - A SIPOC (Supplier, Input Process, Output, Customer) was used to scope The Minor Variance process for a RIE
  - Improvement strategies and expected results for Site Plane, OPA and ZBA
  - OPA/ZBA Consultation Process and Change Focus
  - CI Teams current and future projects
  - Committee of Adjustment, Minor variance and Consents RIE
  - Recommendations for next steps in Subdivision, Condo, Site Plan, OPA and ZBA





# Improve Phase- City of London, Continuous Improvement Approach

## Continuous improvement with a lean approach

### What is lean?

Although Lean began in the automotive sector, it's now used in many types of industries, including healthcare and government. Many terms are used to describe Lean, such as process improvement, Lean Six Sigma or continuous improvement. All of these strive for error free processes while improving the customer experience. Basically Lean is a long term and collaborative approach for continuous improvement. People, process and customer are the main pieces to putting continuous improvement methods into practice. This is shown in our Continuous Improvement logo:



Our Continuous Improvement Strategy provides knowledge, tools and techniques with a collaborative and innovative approach to customer service. Activity that consumes time or resources but does not add value to the customer is called "non-value added". Activity that helps improve the customer and employee experience is known as "value added".

Referenced from Continuous Improvement Strategy, City of London.  
August 2018

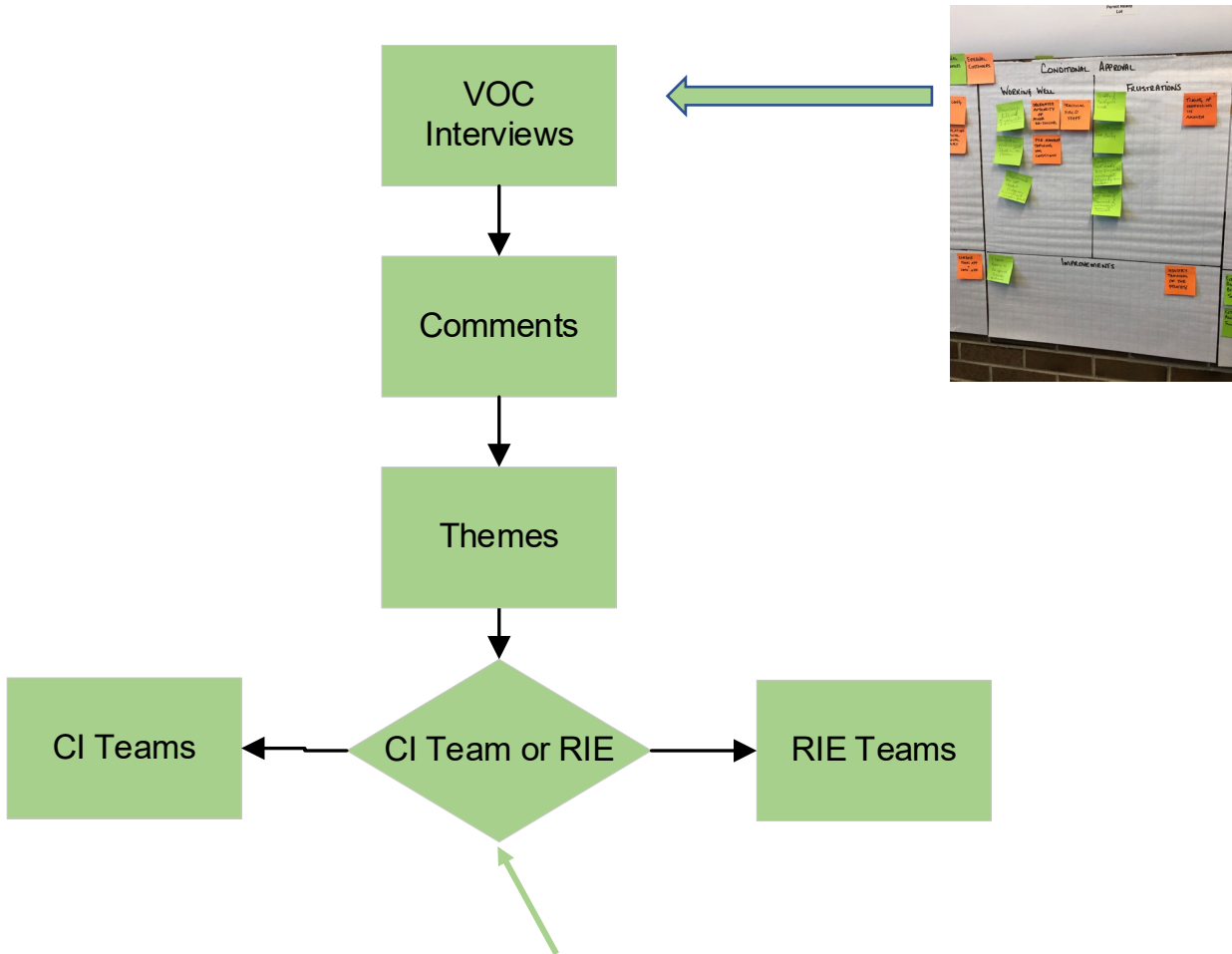


# Improve Phase Summary Subdivision

Connecting the City of London Continuous Improvement approach to the VOC.

Interview comments become actionable with CI and RIE Teams

- Themes were defined with the review and input of process owners
- The City of London CI process was used to direct actions to either a RIE Team or CI team
- Respective teams were created based on concern and expertise required. Weekly Team Huddle's scheduled



City of London CI Approach, CI Tickets or RIE Teams created

# Improve Phase Summary Subdivision

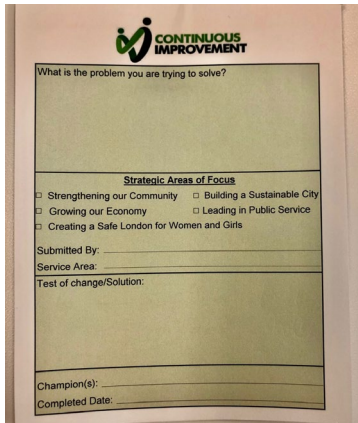
Connecting the VOC Interview comments to CI Teams via CI Tickets

CI tickets document and define

- The problem statement
- Area of focus
- What the solution is

CI Tickets can be created either manually or electronically from the CI page on CityHub

The City of London CI Leader maintains a log of open and closed CI Tickets



**CONTINUOUS IMPROVEMENT**

What is the problem you are trying to solve?

**Strategic Areas of Focus**

Strengthening our Community     Building a Sustainable City  
 Growing our Economy     Leading in Public Service  
 Creating a Safe London for Women and Girls

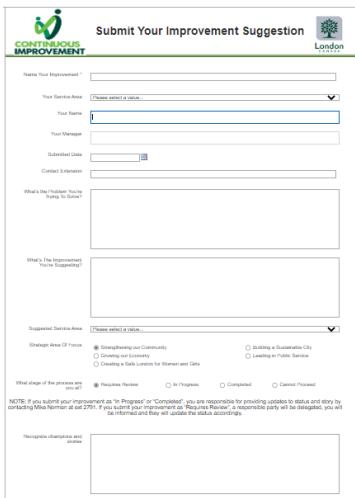
Submitted By: \_\_\_\_\_  
 Service Area: \_\_\_\_\_  
 Test of change/Solution: \_\_\_\_\_

Champion(s): \_\_\_\_\_  
 Completed Date: \_\_\_\_\_

Manual CI Tickets



VOC Comments



**Submit Your Improvement Suggestion**

Name (Your Improvement): \_\_\_\_\_  
 Your Service Area:  (dropdown menu)  
 Your Name: \_\_\_\_\_  
 Your Manager: \_\_\_\_\_  
 Submitted Date: \_\_\_\_\_  
 Contact Information: \_\_\_\_\_

What's the Problem/Issue you're trying to solve?  
 \_\_\_\_\_

What's the Improvement you're suggesting?  
 \_\_\_\_\_

Suggested Service Area:  (dropdown menu)  
 Strategic Area of Focus:  
 Strengthening our Community     Building a Sustainable City  
 Growing our Economy     Leading in Public Service  
 Creating a Safe London for Women and Girls

What kind of the process are you?  
 Routine Service     In Progress     One-off     Other (Please Specify)

NOTE: If you submit your improvement as 'In Progress' or 'Completed', you are responsible for providing updates to status and any by contacting Mike Norman at ext 2791. If you submit your improvement as 'Routine Review', a responsible party will be designated, you will be informed and they will update the status accordingly.

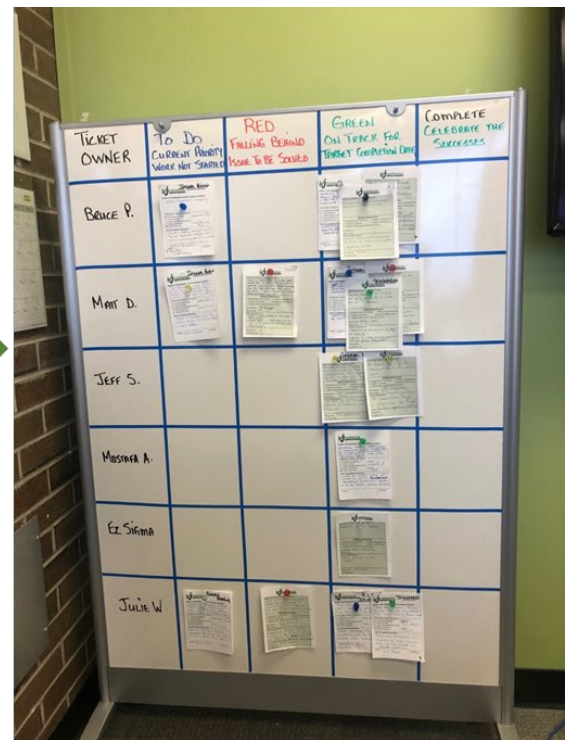
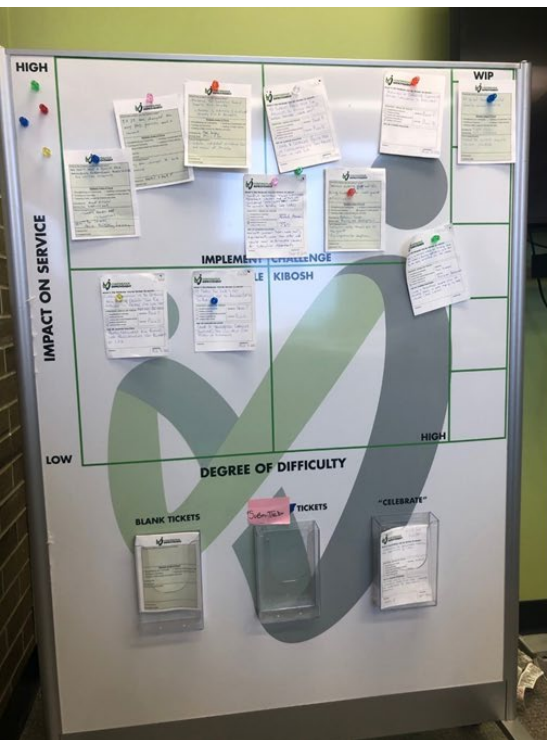
Recipient (optional) your email: \_\_\_\_\_

On Line CI Tickets

# Improve Phase Results Subdivision

## CI (Continuous Improvement) Ticket Process

- CI Tickets are ranked and placed on the CI ticket board.
- CI Teams review the open CI Tickets. Ease of Difficulty and Impact on Service drive which CI tickets get selected first. Priority is given to those CI Tickets that have high impact and low degree of difficulty to complete
- Weekly Team Huddle meetings review these visual boards status



CI Tickets generated from the VOC Theming, categorized by impact on service and degree of difficulty

Huddle Teams; Selected CI tickets, Work In Progress status. Status is reviewed in weekly Huddle Team meetings

# Improve Phase Results Subdivision

## Connecting the VOC comments to CI and RIE improvements

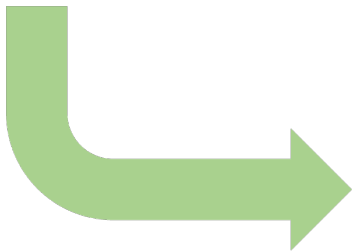
### CI Teams

- CI Teams
- Planning
  - Engineering
  - Agreement
  - Inspection

### RIE Teams

- RIE Team
- Single File Management System

Improvement results  
assignable to focused needs in  
Planning and Development



Scope of Internal  
Review

Roles and  
Responsibilities

Continuous  
Improvement

Journey map, all  
Planning Act  
Application  
Processes

Standards

Business Reporting

### Focused Categories

- Selected CI Tickets and RIE must align to one of these 6 categories



# Improve Phase Results

## Subdivision

### RIE Team

### Single File Management Project : Current State

The current P&D file storage and handling has the following challenges:

- Multiple locations for Planning and Development files
  - Multiple shared drives on Y: with different drive names/pathways
  - Using both Y: and CityHub, with overlap sometimes
  - Some file copies/versions are maintained in Outlook (emails)
  - Separate silos of file storage and handling
- Duplication of files
  - Different versions of files are maintained manually
  - Files are copied from its original location to have a quick access reference
- Inconsistent use of folder structure on Y:
- Accessibility of Y: by other internal departments when needed
- No standard processes and procedures (naming conventions, versioning, access control, using links, etc.)
- Achieving AODA compliance for external facing files
- Lack of awareness/training on CityHub features/capabilities (e.g., search, navigation, etc.)



# Improve Phase Results Subdivision

## Recommendations for change

- **File System**

- Centralized file storage and management system
- Intuitive and easy to use (Structure, UI, layout, etc.)
- Support for binary file storage (e.g., GIS needs draft plan in binary version)
- Migrate old LiveLink files with the new metadata added
- Migrate from Y:

- **Structure and Metadata**

- Move from folder structure to flat structure supported by metadata and custom views (filtering, sorting and grouping) for easy navigation and search.
- Include subdivision main two identification numbers 39T- and 33M as metadata
- Automate metadata population and updates whenever possible
- Mark and manage external facing files (website) within metadata attributes
- Mark and manage final documents

- **Change and Version Control**

- Enable Checkout/check-in with comments
- Establish standard versioning conventions
- Support change history visibility and review
- Support co-editing when needed

- **Processes, Automation, and Integrations**

- Support collaborative reviews, discussions, and comments, tied to metadata.
- Provide approval workflows to track signoffs (e.g., final documents, external facing files, etc.)
- Enable reminders and notifications for critical submissions, reviews, approvals, etc.
- AODA support
- Integration with CRM for complaints processing and tracking
- Integration with FTP program to send/receive large files
- Integration with Office 365 (Outlook, Teams, etc.) on specific use cases



# Improve Phase Results

## Subdivision

Recommendations for change (Continued)

- **Governance and Access Control**

- Establish standard file management processes and procedures, including:
  - File processes, version control conventions and metadata
  - File naming conventions
  - Templates management
  - Customer guidelines (e.g., size reduction/flattening for drawing files before converted to PDF)
- Support knowledge management process artifacts creation and maintenance (i.e. guides, checklists, best practices, lessons learned, etc.)
- Ensure sustainability and accountability
- Provide regular awareness and training
- Establish ownership and clear roles and responsibilities
- Conduct regular performance reviews and continuous improvements.
- File access control to be aligned with organization structure and process roles.
- Enable read access to specific groups in other departments/divisions.
- Support dynamic access control based on metadata.
- Compliance with security and privacy standards and regulations



# Improve Phase Results

## Subdivision

Recommendations for change (Continued)

### Metadata

- **Taxonomy 1: Process Hierarchy (Planning and Development Processes)**
  - **Level 1: Planning & Development Process**
    - Example: Subdivision, Site Plan, Zoning, Minor Variance, Consent, etc.
  - **Level 2: Process Milestone:**
    - Example: Subdivision Milestones: Planning, Engineering, Agreement, Inspection (Subdivision)
  - **Level 3: Process Sub-Milestone:**
    - Example: Planning sub-milestones: Consultation, Application, Draft Conditions, Draft Approval, etc.
- **Taxonomy 2: File Type**
  - The following file types are identified:
    - Form, Report, Letter, Memo, Notice, Notice of Decision, Certificate, Email, Meeting Minutes
    - Plan, Study, Drawings, Data File
    - Submission, Response
    - Internal Department, External Agency/Committee , Applicant, Public
- **Taxonomy 3: Planning and Development Topics**
  - **Planning Topics:** Draft conditions, Zoning, Official Plan, etc.
  - **Engineering Topics:** Ecological, Water, Trees, Sanitary, etc.
  - **Agreement Topics:** Securities, Complaints, etc.
  - **Inspection Topics:** Special Provisions, Claims, Council, etc.



# Improve Phase Results Subdivision

Recommendations for change (Continued)

- **Workflow Metadata**

- **Workflow Status:** Submitted/Created, Reviewed for Acceptance, Reviewed for Approval, Approved
- **Workflow Actors:** Submitted/Created by, Reviewed By, Edited By, Accepted/Approved By
- **Workflow Dates:** Creation/Submission Date, Last reviewed date, Last edited date, Accepted/Approved Date

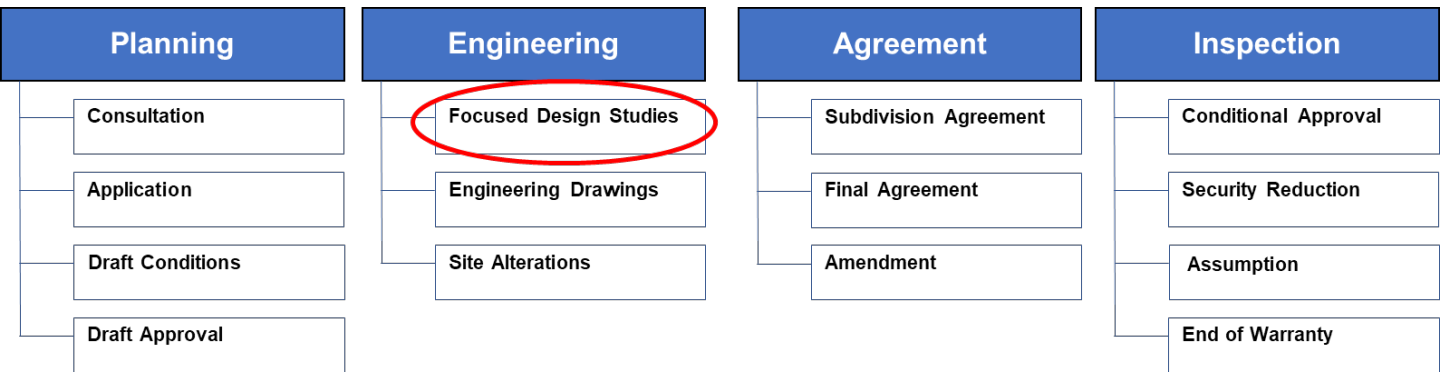
- **Other Metadata**

- **File Completion Status:** Draft, Final (these could be calculated automatically based on the version type)
- **Identification Numbers:** Consultation #, Process File # (Application), Phase # (Agreement), Stage # (inspection)

# Improve Phase Results Subdivision

## Single File Management Network System

Meta Data Driven Approach



**Example:** See next page for Engineering Focused Design Studies content and milestones

# Improve Phase Results

## Subdivision

### Engineering: Focused Design Studies

- The Process Steps and Milestones

#### Process Steps

- **Receive Submission**
  - Design Studies Submitted (received from Applicant)
- **Completeness Check**
  - Design Studies Deemed Complete
  - Upload to CityHub
  - Circulate to internal/external stakeholders
- **Review and Comments**
  - Internal Stakeholder Comments Received
  - Consolidate comments
  - Internal meeting (optional)
  - Design Studies Preliminary Comments Released
- **Communicate with Applicant**
  - Design Studies Pick-up Meeting
  - Design Studies Final Comments / Clearance Released

#### Milestones

- **Key Dates to Track**
  - Design Studies Submitted
  - Design Studies Deemed Complete
  - Circulate to internal/external stakeholders
  - Internal Stakeholder Comments Received
  - Design Studies Preliminary Comments Released
  - Design Studies Pick-up Meeting
  - Design Studies Final Comments / Clearance Released
  - *Design Studies Package Returned Incomplete (\*optional)*

# Improve Phase Results

## Subdivision

### Engineering: Focused Design Studies, Meta Data Structure

- Hierarchical approach from Process Milestone through to Keywords/Tags allows Meta Data to be used in file searches

Process Milestone	File Type	Special Topics	File Status	Other Keywords/Tags
	<ul style="list-style-type: none"> <li>• Report</li> <li>• Letter</li> <li>• Memo</li> <li>• Submission</li> <li>• Study</li> <li>• Plan</li> <li>• Communication (Internal, External, Applicant, Public)</li> <li>• Notice of Decision</li> <li>• Comment</li> <li>• Data Files</li> <li>• Drawings</li> </ul>	<ul style="list-style-type: none"> <li>• Ecological</li> <li>• Water</li> <li>• Trees</li> <li>• Sanitary</li> <li>• Stormwater</li> <li>• Transportation</li> <li>• Active Transportation</li> <li>• Traffic Control</li> <li>• Heritage</li> <li>• Archaeology</li> <li>• Urban Design</li> <li>• Noise &amp; Vibration</li> <li>• Securities</li> <li>• Parks</li> <li>• Solid Waste</li> <li>• Climate Actions</li> <li>• Groundwater</li> <li>• Erosion and Sediment Control</li> <li>• Geotechnical</li> <li>• Public Comment</li> <li>• Etc.</li> </ul>	<p><b>Version Status</b></p> <ul style="list-style-type: none"> <li>• Working</li> <li>• Final</li> </ul> <p><b>Workflow Status</b></p> <ul style="list-style-type: none"> <li>• Submitted</li> <li>• Completeness Check</li> <li>• Under Review</li> <li>• Preliminary Comments</li> <li>• Comments Issued</li> <li>• Approved</li> </ul>	

Tiered approach to file management





# Improve Phase Results Subdivision

Updating the Analyze Phase FMEA (Failure Mode Effect Analysis) with corrective actions driven by the RIE Team.

Risks have been mitigated by the actions required to implement a Single File Management Structure.

## Analyze Phase

## Improve Phase

Process: Subdivision		Prepared by:		Planning and Development Co L		Date:		18-Nov-22							
Process Step / Input	Failure Mode	Effect of Failure	S	SPW	Potential Cause of failure	O	Current Detection Mechanism	D	RPN (S*O*D)	Preventive Actions	S	O	D	RPN (S*O*D)	
Consultation - Warranty	Unable to find documents across the process flow	Increased Process Cycle Time	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	60	Integrate a single location for all files, accessible to all P&D staff. Utilize a Meta Data Approach for searching files	4	1	1	4	
		Multiple copies of the same document, no revision control	3	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	45	Integrate a single location for all files, accessible to all P&D staff. Utilize a Meta Data Approach for searching files	3	1	1	3	
		Random errors due to lack of process visibility	4	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	60	Integrate a single location for all files, accessible to all P&D staff. Utilize a Meta Data Approach for searching files	4	1	1	4	
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		Process Errors throughout the process	Multiple copies of the same document, no revision control	3	Yes	Multiple file locations for the process that are not linked	3	Visual only to the person working the applicant's file	5	45	Integrate a single location for all files, accessible to all P&D staff. Utilize a Meta Data Approach for searching files	3	1	1	3
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	Extra processing time	3	Yes	Multiple file locations for the process that are not linked	4	Visual only to the person working the applicant's file	5	60	Integrate a single location for all files, accessible to all P&D staff. Utilize a Meta Data Approach for searching files	3	1	1	3		

The Improve Phase FMEA shows the impact of what changed through the implementation of a Single File Management Structure

The most significant effect of a Single File Management System:

- Reducing the time it takes to search for files
- Control the revision of each file
- Clarity from anywhere in the process to see where an application is and what is its current status



# Improve Phase Results

## Subdivision

### CI Teams:

- Standard Comment Form (Standards) – creating a standardized comment form that will function for all applications.
- Comment Tracking (Standards) – creating a comment tracker that will survive the length of a planning file (i.e., from consultation to end-of-warranty).
- Issue Resolution Mapping (Scope of Internal Review) - looking to establish a chart that identifies and ranks all issues raised through the internal and external circulation process of a plan of subdivision.
- Understanding the site alternation process - Developing a process map and FAQ for the process
- Extended timing between the completion of Drawing review and the Consultant pick up meeting (Scope of Internal Review) – Establish a process that sets the future pickup meeting at the time of the submission.
- Understanding Part Lot Control (Standards)- Developing a process map and FAQ for the process
- Standard Meeting Minutes/Comments Template (Standards)- Microsoft OneNote software for ease of usability.
- Final Approval Process (Subdivision) Template (Continuous Improvement) - Excel spreadsheet that includes columns for ALL commenting agencies (internal, external).

# Improve Phase, Next Steps

## Subdivision

### Standards

- Create a list of identified issues for the applicant and staff to resolve. Outline the process for issue resolution.
- Align stages of development approval process with Environment and Infrastructure project management checklist to establish level of detail by stage of approval
- Define and create customer service standards for responses

### Journey Map

- Create cross linkages between 8 Planning and Development processes

### Business

- Determine performance targets for various processes, use a standard tracking process to help analyze historical and current data.
- Create a PowerBI dashboard process to present the overall performance of subdivision

### Roles and Responsibilities

- Revise rolls and responsibilities for ATSR, ILPT, Document Coordinator, Planning and Engineering based on CI process changes

### Scope of Internal Review

- Create standard comment template with a review of comments
- Standard tracking for all department approvals within Planning and Development
- Create standards on resubmission and overall improved quality in submissions
- Create a standard template/form for reporting details of public inquiry and verbal reaction such as phone or in person

### Continuous Improvement

- Continue the CI Ticket/Huddle process, using RIE where applicable
- Implement Digital Process Improvement that supports the Single Source of Truth project for all file management and process tracking



# Improve Phase, Next Steps cont.

## Subdivision

### **Rapid Improvement Events and Improvements initiated in 2022**

- 12 Rapid Improvement Events
- 37 Continuous Improvements identified, 14 completed

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

- Implement Digital File Management System, SharePoint solution for file management
- Continue to mature the Team huddle process, use the Continuous Improvement Tickets Process
- Develop a Standard Operating System (SOP) that incorporates Standard Work documentation by process.
- Create an Onboarding Process for new employees
- Define key milestone metrics within each of the Subdivision processes
- Live Digital Metrics on City Hub, PowerBI
- Create Continuous Improvement goals to focus on improving quality and reducing cycle times by 30% annually
- Standard tracking for all department approvals within Planning and Development
- Create standards on resubmission and overall improved quality in submissions
- Create a standard template/form for reporting details of public inquiry and verbal reaction such as phone or in person

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

- Digital online solutions to support tracking process, internal to the City of London and through a portal for developers and applicants
- Define a metrics-based process measurement standard for the full process
- Coordinate a plan with external applicants, to allow review and alignment based on process metrics and progress when required
- Create a mature Continuous Improvement culture in Subdivision, focusing on growth, reduction in process cycles time, quality and communication
- Create a centralized database that allows PowerBI to pull data and publish dashboards

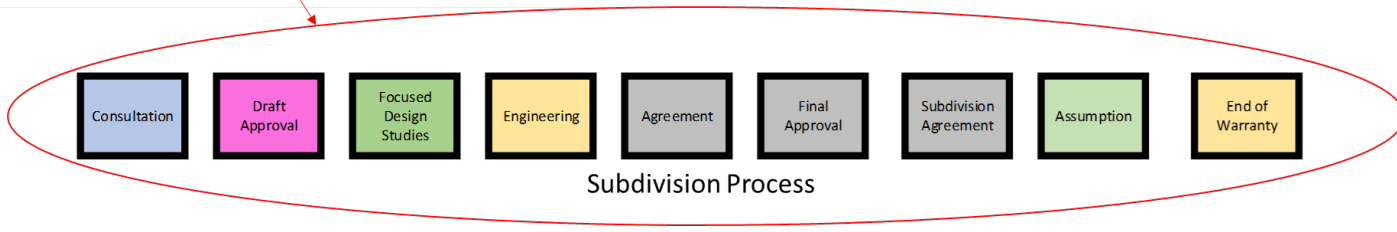
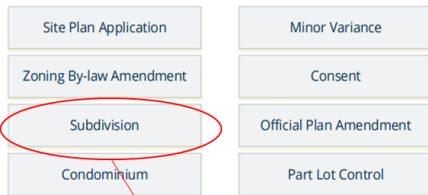
# Improve Phase Results

## 8 Planning and Development Processes

- Building a Tiered approach to support a single File Management System structure
- Connect Tiers enabling a Top-Down flow for supporting information and documentation
  - Single source location for process steps
  - Enable training
  - On boarding
  - Reference support

### City of London Planning Application Processes Current State

Click or CTRL-Click on the following to navigate to the main process:



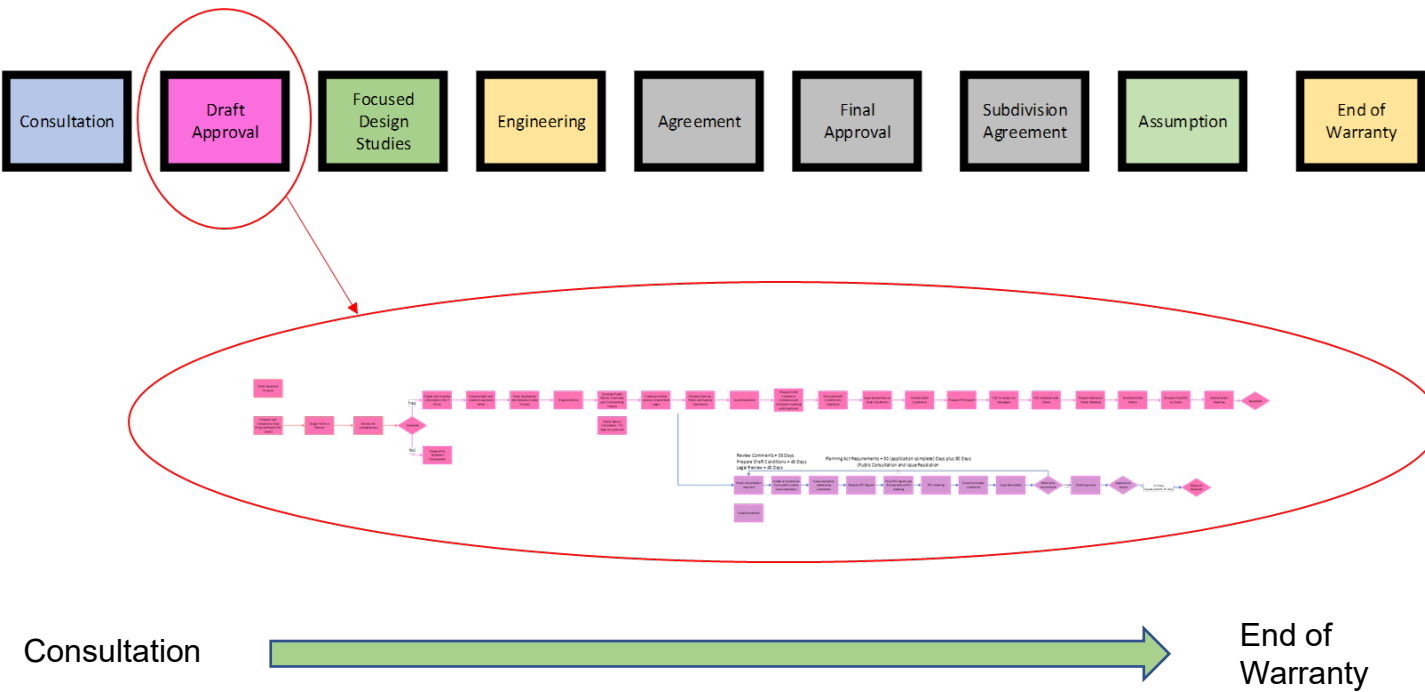
Start of the Process



End of the Process

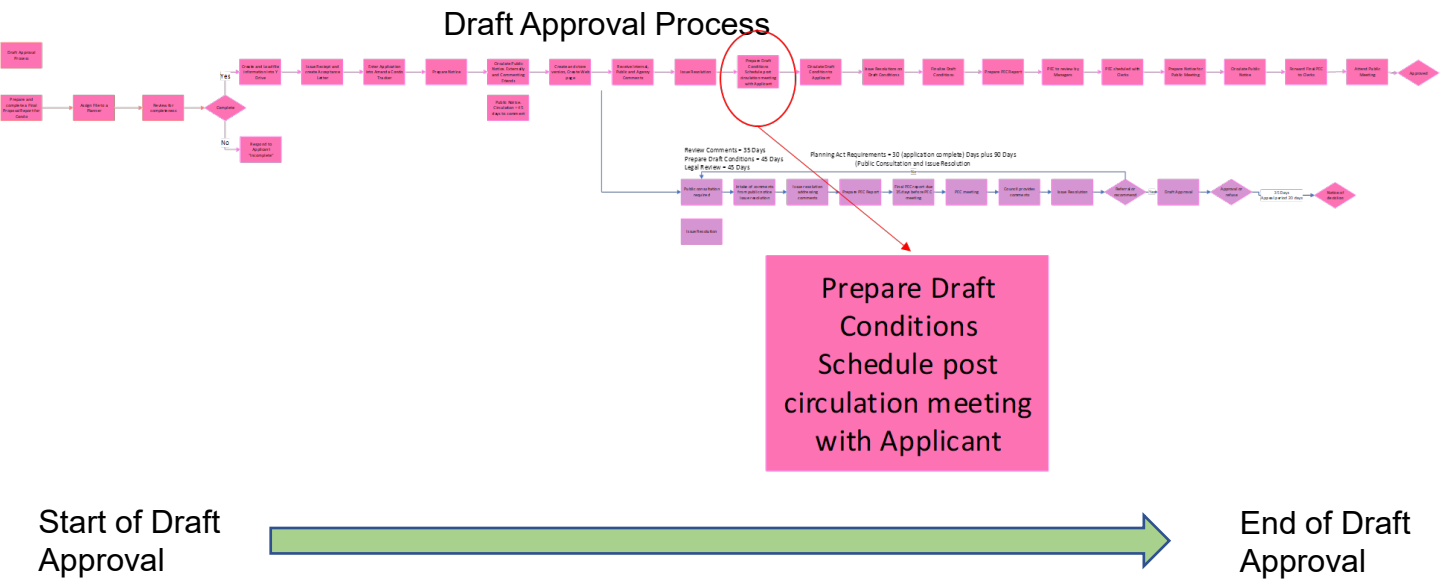
# Improve Phase Results

Tier 2: Draft Approval, shows the top-level flow, step by step of the complete process



# Improve Phase Results

Tier 3: Selected Process step for illustration, Prepare Draft Conditions

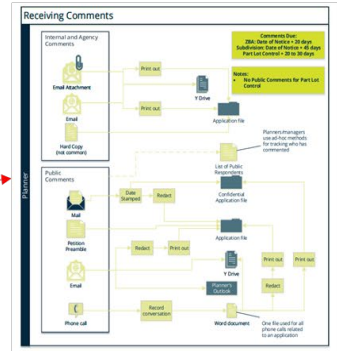


# Improve Phase Results

Tier 4: Shows when selecting this Process Step the Tiered process takes you to Standard Work, Metrics and Forms that support preparation of Draft Conditions

**Process Step**  
 Prepare Draft Conditions  
 Schedule post circulation meeting with Applicant

## Standard Work

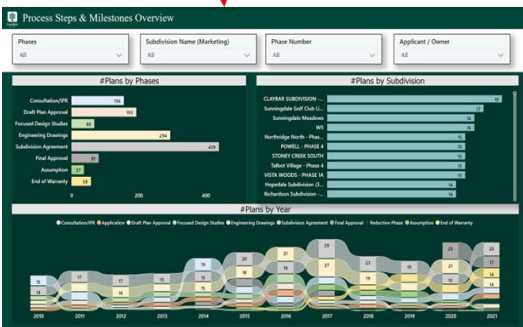


## Forms

**Subdivision Files**

No.	Stage	File/File Group	Current File Name	Proposed File Name	Type	Software Required	Description	Keywords (Content Topics)
10	Draft Approval	Draft Approval Report	397-21507_Draft Approval Report	Draft Approval Report	docx		Report outlining grades to date, proposed draft Council resolution and Draft Plan Conditions	[Report][Planning]
11	Draft Approval	Draft Approval Letter	397-21507_Draft Approval Letter	Draft Approval Letter	docx		Letter to Applicant advising of the date their Plan has Draft Approval. Provides a list of the conditions and submission requirements for Final Approval.	[Letter][Decision]
12	Draft Approval	Email for Draft Approval Letter		Draft Approval Email	msg		Draft Approval Letter emailed to Applicant	[Email][Decision]
13	Draft Approval	Email for Notice of Decision		Notice of Decision Email	msg		Notice of Decision emailed to commenting agencies and members of the public	[Email][Decision]
14	Draft Approval	Notice of Decision	397-21507_Notice of Decision	Notice of Decision	docx		Outlines the decision made with respect to the Draft Plan and the last day of appeal and lapse date of Draft Approval.	[Letter][Decision]

## Metrics



“

*This Tiered approach really helps me to see the bigger picture*

”

**Jeff Shaughnessy**  
 Specialist, Municipal Policy - “Subdivision Ambassador”

## **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. (current performance would lead to a refund of 69% of fees. Based on 2021 fees that would be (\$ 567,245.29)
- Pilot of new process flow targeted for February 2023

## **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 January 2023. Data will be collected for validation for each Consultation and Application targeting a 25 % reduction of review cycles per submission. (approximately 2 less new review cycles per week)



# Committee of Adjustment- Minor Variance and Consents Rapid Improvement Event (RIE)

<b>Project Objective: Improve Customer Experience</b> <i>(focus on 'one time' user – approximately 70% of volume)</i>	
<b>Strategies</b>	<b>Rapid Improvement Events (RIE) Actions</b>
<b>Strategy 1.1</b> <ul style="list-style-type: none"> <li>Improve how we manage internally and externally to improve quality of engagement and process</li> </ul>	<b>RIE Action 1.1.1</b> <ul style="list-style-type: none"> <li>MV Document Co-Ordinator and Roles and Responsibilities, hand-offs</li> </ul>
	<b>RIE Action 1.1.2</b> <ul style="list-style-type: none"> <li>Policy and Process Flow (use of Londoner)</li> </ul>
<b>Strategy 1.2</b> <ul style="list-style-type: none"> <li>Improve information availability (website and systems) and template quality</li> </ul>	<b>RIE Action 1.2.1</b> <ul style="list-style-type: none"> <li>Use of technology to manage and track the process</li> </ul>
	<b>RIE Action 1.2.2</b> <ul style="list-style-type: none"> <li>Communication, forms and instructions</li> </ul>
	<b>RIE Action 1.2.3</b> <ul style="list-style-type: none"> <li>Align the folder structures for Minor Variances and Consents</li> </ul>

Example of RIE approach.

Cascades the Objective, to the Strategies, to the improvement areas of focus.

The next page details the actual activities taken to address the issues.

Project ID:	Committee of Adjustment – Minor Variance and Consent
1.1.1	<b>Roles and Responsibilities, hand-offs – Doc Co-ord</b>
	<ul style="list-style-type: none"> <li>Update/create the current state flow for Minor Variance and Consents</li> </ul>
	<ul style="list-style-type: none"> <li>Responsibilities for new role – Document Coordinator</li> </ul>
	<ul style="list-style-type: none"> <li>Onboarding (training) documentation for hand-offs between Planning staff and Client Services (ATSR)</li> </ul>
1.1.2	<b>Policy and Process Flow (use of Londoner, interactions at C of A)</b>
	<ul style="list-style-type: none"> <li>Legal opinion on the use of Londoner and requirement for the notice period to be tied to the Londoner publication date</li> </ul>
	<ul style="list-style-type: none"> <li>Action depending on Legal Opinion</li> </ul>
1.2.1	<b>Use of Technology to manage and track the process</b>
	<ul style="list-style-type: none"> <li>Create current use of AMANDA (database system)</li> </ul>
	<ul style="list-style-type: none"> <li>Update AMANDA step instructions and templates</li> </ul>
1.2.2	<b>Communication, forms and instructions</b>
	<ul style="list-style-type: none"> <li>Review and update Minor Variance Application form and other Planner forms</li> </ul>
	<ul style="list-style-type: none"> <li>Update inaccuracies on the City of London website</li> </ul>
	<ul style="list-style-type: none"> <li>Creation of a Frequently Asked Questions document to help with onboarding (standardization) and support applicants</li> </ul>
1.2.3	<b>Align the folder structures for Minor Variances and Consents</b>
	<ul style="list-style-type: none"> <li>Create comparison chart of the two folder structures and align to one standard</li> </ul>
	<ul style="list-style-type: none"> <li>Create instructions (training documents) for what documents go in each folder</li> </ul>
	<ul style="list-style-type: none"> <li>Instructions for naming conventions and file type (ex .pdf) and align old files to the new structure</li> </ul>



# Improve Phase Results

Example of tool used to scope The Minor Variance process for a Rapid Improvement Event.

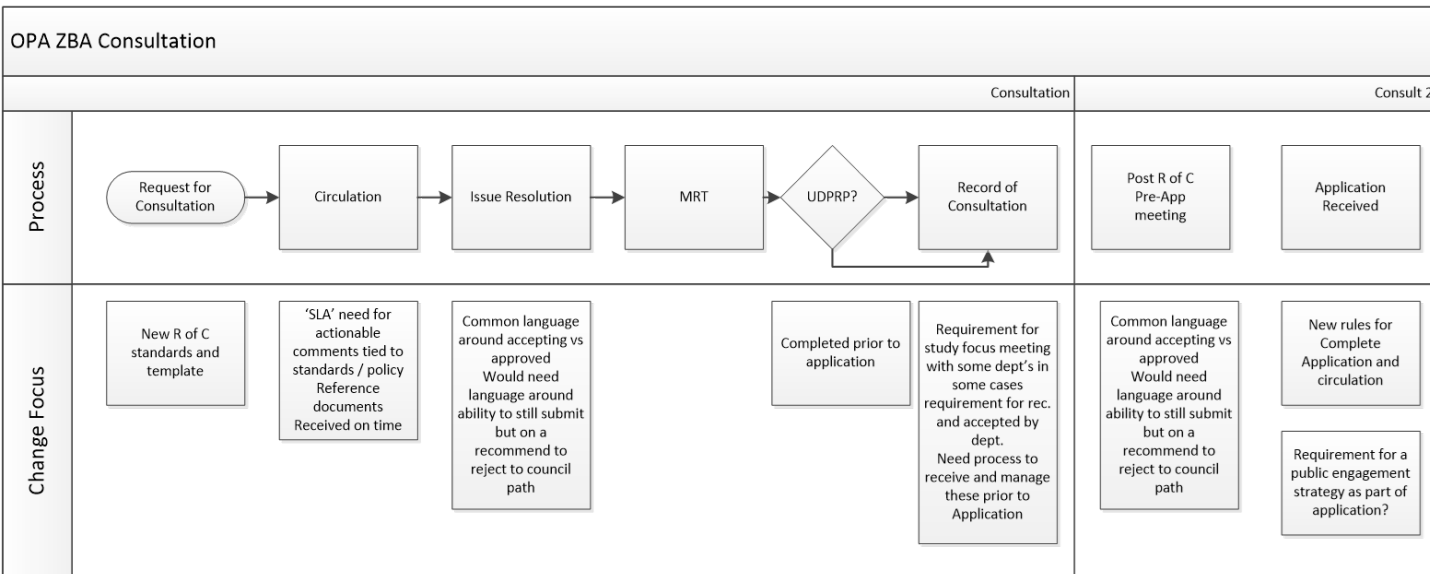
## SIPOC

Supplier	Input	Process	Output	Customer
Providers of resources	Resources required by process	High level description of activities	Deliverables of the process	Stakeholders who receives the output
Architectural firm, city, applicant	Architect, website, call or visit city hall	Determine process to engage the City MV request (not through Permit)	pathway to process	applicant
applicant, Architectural firm	MV need and request for Zoning referral record, site plan drawings	Zoning referral record request	request received	Zoning, applicant
applicant, Architectural firm	request and drawings	Zoning : review for completeness (cycle with Applicant as needed) present at weekly Tuesday Zoning meeting	approved and zoning referral record emailed (typically within 5 days of receipt unless extra time to get all docs for completeness late) Next steps (MV) application form sent with Ref record	applicant
applicant, finance dept	\$\$, finance	pay fees	fees paid, now complete to apply	finance, applicant
applicant, architectural firm	MV application, site plan drawing, Zoning referral record, fees paid, MV weekly meeting	MV application received and checked for completeness	complete and ready to process	applicant, MV
MV staff	notifications	Notices sent out (plus newspaper and signs), internal circulation, put on C of A agenda	newspaper ad, signs up, letters to local residents	area citizens, internal departments
city hall, citizens	depts comments and citizens comments	Comments received and stored, file with recommendation for C of A created	application and comments document (C o A report)	C of A
C of A, City, Applicant, Community Commenters	public meeting agenda, comments, report	Committee of Adjustments meets, listens to applicant and any other interested people who requested to attend	Notice of Decision (Accepted, Accepted with conditions, Rejected)	applicant, MV
		20 day Appeal process		
		Zoning notified to update with applicable MV info File closed	zoning update to ??	applicant, city plan
		IF PERMIT Required		
applicant, Architectural firm, planning	permit application	Zoning receives Permit request and checks for zoning concerns. If yes...	notification to the applicant of changes to plan to comply with current zoning. Directions to file MV request (zoning@... for a zoning referral record) if desired direction by applicant	applicant, planning
		Permit confirms conditions met and issues PERMIT		

- The SIPOC (Supplier, Input, Process, Output, Customer) is used here to define the scope of the process to be reviewed (beginning and end), identify the key steps and the teams that are engaged at each step to ensure the right people are part of the improvement activity.

# Improve Phase Results

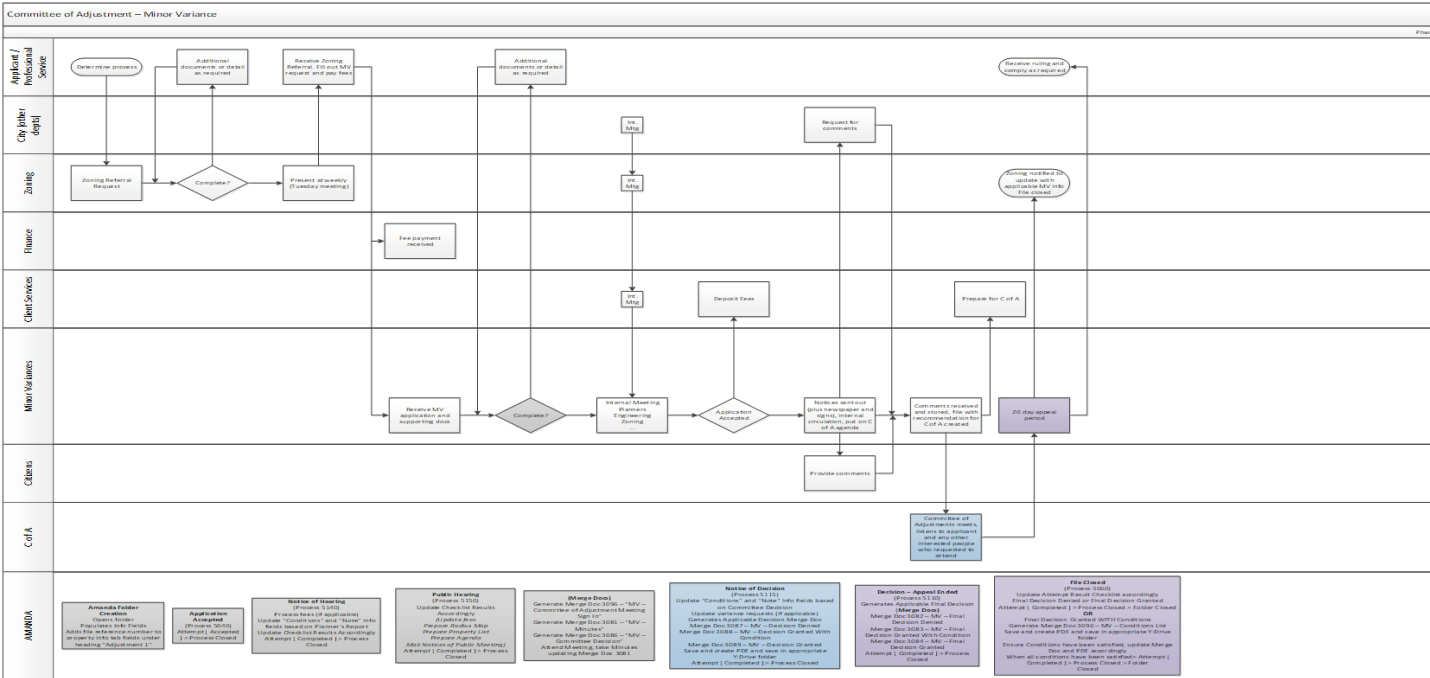
## OPA/ZBA Consultation Process and Change Focus



This is an example of where each step in the process was reviewed and a change strategy requirement created to allow the throughput to meet regulatory requirements

# Improve Phase Results

Swimlane of Minor Variance with where AMANDA currently connects



This is an example of where a swim lane process flow diagram was used to help visualize and understand the process flow through the various groups. The touchpoints with the AMANDA (database system) and the actions it generated helped identify gaps and opportunities to improve the use of AMANDA to manage timelines and activities.

# Improve Phase Results Condo

Medium Term Improvement project recommendations for 2023

- Conduct a VOC review to improve current process
- Integrate the Subdivision solution for a file management network system
- Create a Milestone Baseline of cycle times, use historical data, 5-10 years for an estimate
- Develop a SOP (Standard Operating Procedure) that incorporates Standard Work documentation by process.
- Review of pre-existing Issues (see table)

Issue	Improvement	Action
Conditions of Draft Approval	Update the conditions to today's standards for each type of condo	Review Condo Act.
		Review existing conditions.
		Prepare draft set of conditions and review with Legal, Site Plan and Subdivision Managers.
Regulated Water System	Issues with condos when crossing property lines	Discussion with Water Engineering, DS Managers and Legal to see how we are dealing with this issue and if any changes are required.
		· How to address legacy (existing) phased condos in Greenfield and infill;
		· How to address infill and Greenfield moving forward.
Processing Application	Can Site Plan staff process Condo applications when they are dealing with the Site Plan application?	Meetings with Paul Y. and DS Managers to see if this additional workload is reasonable based on current workload.



# Improve Phase Results All P&D Processes

- Long Term Strategies recommendations 2023 and beyond
  - Digital online solutions to support tracking processes, internal to the City of London and through a portal for developers and applicants
  - Continue to align File Management Structure, templates and metrics to create synergy across all 8 Planning and Development processes
  - Define a metrics-based process measurement standard for the full scope of all milestones across the 8 Planning and Development processes
  - Coordinate quarterly reviews with external applicants, to allow review and alignment based on metrics and process progresses
  - Create a mature Continuous Improvement culture at the City of London, focusing on growth, reduction in process time, quality and communication

# CONTROL Phase



London  
CANADA

**Control** the improved process and future process performance.



# Control Phase Summary

## All P&D Processes

In Conclusion, there has been significant Discovery in the Streamlining Process in 2022. Many opportunities have been highlighted and many actioned.

The following areas need continued focus:

- Implementation of the Digital Process Improvement Single File Management project is critical to supporting all file management and process tracking
- It is recommended that Planning and Development develop a metrics-based reporting process for process monitoring and control
- The Team Huddle Process is an essential tool for continuous improvement and cross team communication. Develop and improve the Team Huddles to allow for team engagement and improved results
- It is recommended that Planning and Development continue quarterly VOC Formal Check In meetings with stake holders to enable communication and continuous improvement
- It is recommended that Planning and Development create a Continuous Improvement plan for the next 3-5 years, including staff development, Team building, Value Stream Mapping a baseline for change, benchmarking with other municipalities for best in class and mutual improvements