

RE: PH8.7

End-to-End Review of the Development Review Process

Planning & Housing Committee

September 17, 2019



End-to-end Review of the Development Review Process



What is the Development Review Process?

Defining and championing City-building outcomes in partnership with other divisions, external agencies, Council, the public, and applicants.

Operating the development review service to achieve our City-building objectives in an efficient and effective manner.

Why did the City perform the end-to-end review?

The City believes in continuous improvement to:

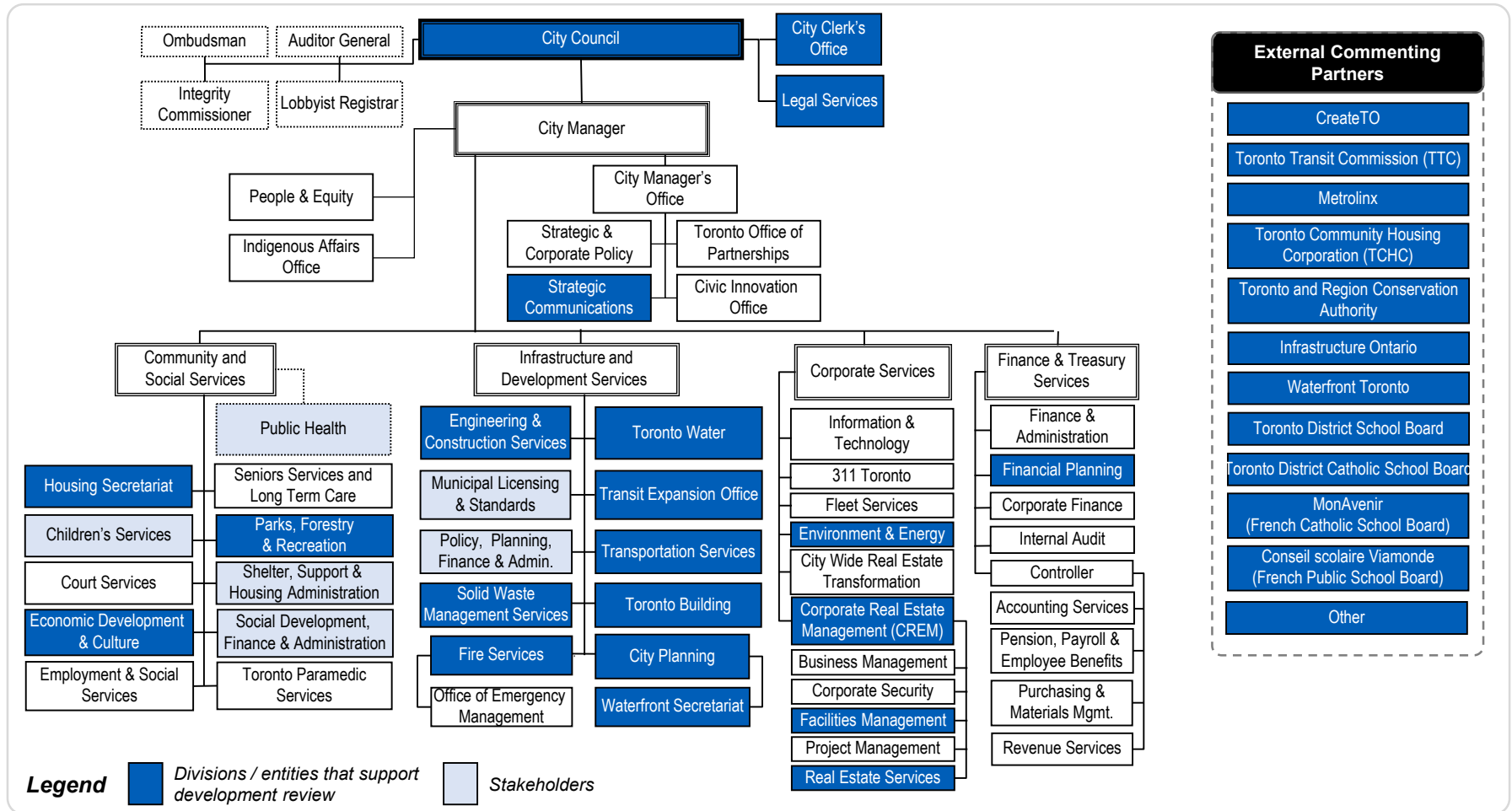
- **Ensure the development review process is efficient and effective;**
- **Enhance clarity, predictability and transparency to applicants and the public;**
- **Above all else, continue producing good city-building results for Toronto's residents, businesses and visitors**

The end-to-end review focused on identifying how the City could improve the development review process, regardless of the current or future policy context that the City works within.

Development Review is Complex and Interdivisional



Toronto's development review process is distinctly complex and interdivisional in nature, involving up to 25 City divisions and entities and up to 30 potential external commenting partners.



Importance of Process Stakeholder Engagement



The end-to-end review was led by an interdivisional working team consisting of the City's major commenting partners.

Extensive development process stakeholder consultations were conducted to identify how the City can improve the development review process.




The review included **110 hours of stakeholder consultation** with more than **150 stakeholders** across the development review process, including:

- 40 industry representatives, including developers, nonprofits, urban planners, lawyers, design professionals and engineers
- 33 City of Toronto senior leaders (GMs, EDs, etc.)
- 37 City of Toronto managers
- 29 City of Toronto Councillors and the Mayor's Office
- 10 external commenting partners
- Online industry survey



What are we trying to improve about the DRP?



	Customer Experience	Improving the overall customer experience for applicants
	Accountability	Creating greater accountability and ownership for the process across the City
	Collaboration & Project Management	Ensuring a culture of open collaboration and rigorous project management
	Issue Escalation	Increasing the efficiency and effectiveness of identification, escalation and resolution of issues within development applications;
	Process Standardization	Increasing the predictability and consistency across geographies and commenting partners across the City and external partners
	Value-Adding	Focusing staff capacity and expertise on value-adding work
	Process Efficiencies	Meaningful reductions in application circulations and/or processing times
	Application Quality	Improving the completeness and quality of applications submitted by applicants
	Technology & Information	Enabling real-time data and analytics to manage the application pipeline and drive service planning

Recommendations



We will convert the City’s historic practices into a more **proactive, transparent and accountable performance-based system** that is anchored in **project management, teamwork, governance, and modern technology** platforms.

	Recommendation	Outcomes
Interdivisional Development Review Teams	Forming interdivisional teams that will be accountable for developing a cohesive City position on each application	<ul style="list-style-type: none"> ✓ Clear lines of accountability for end-to-end process and individual applications ✓ Regular and sustained communication
Project Management	Enabling staff with project management tools, training and technology	<ul style="list-style-type: none"> ✓ Enhanced resource and application management across districts ✓ Improved consistency across districts, staff and applications
Interdivisional Governance Structure	Establishing a standing forum for City divisions and external partners to identify, escalate and resolve application issues in a timely manner	<ul style="list-style-type: none"> ✓ Formalized conflict resolution at each level of the process
Applications of City-wide Significance	Assigning priority applications to enhanced, experienced teams with increased management oversight from senior City staff	<ul style="list-style-type: none"> ✓ Identify and prioritize applications ✓ Enhanced expertise on significant applications

Recommendations



We will convert the City’s historic practices into a more **proactive, transparent and accountable performance-based system** that is anchored in **project management, teamwork, governance, and modern technology** platforms.

	Recommendation	Outcomes
Business Transformation Lead	Appointing a lead to direct the multi-year, interdivisional effort to improve the City's development review process and manage performance	<ul style="list-style-type: none"> ✓ End-to-end view of process, performance and application volume
Continuous Improvements	Implementing process-specific improvements to: <ul style="list-style-type: none"> • Improve the customer experience for applicants • Shift the culture towards open collaboration • Incorporate project management tools and mindset amongst applicants and City staff 	<ul style="list-style-type: none"> ✓ Enhanced application quality ✓ Enhanced customer service and predictability ✓ Reduced application timelines
Dedicated Units for Repeatable / Specialized Tasks	Pursuing opportunities to centralize certain specialized and/or repeatable tasks into dedicated, specialized units	<ul style="list-style-type: none"> ✓ Increased pipeline and staff capacity
Technology	Continuing to modernize the City’s technology and information systems	<ul style="list-style-type: none"> ✓ Reduced administrative burden on front-line staff ✓ Improved pipeline and application tracking for staff and applicants



While the recommendations will improve the process, there are provincial, municipal and applicant issues that are not the focus of this review.

Yes

- ✓ *Internal and external collaboration*
- ✓ *Project management*
- ✓ *Process standardization*
- ✓ *Issue identification, escalation and resolution*
- ✓ *Work and resource allocation*
- ✓ *Customer service*
- ✓ *Performance management*
- ✓ *End-to-end oversight and accountability*
- ✓ *Support for applications of City-wide significance*
- ✓ *Roadmap for modernized technology platform and tools*

Somewhat

- *Application quality*
- *Quality of applicant's consultants and technical reports*
- *Applicants use of the Pre-Application Consultation*
- *Time taken for the applicant to respond to City comments*
- *Decisions of Council*

No

- × *Provincial legislation (i.e. Planning Act, Growth Plan and Provincial Policy Statement)*
- × *Applications not aligned with City's policies such as the Official Plan and urban design guidelines*
- × *Applications not aligned with provincial policies such as the Growth Plan and Provincial Policy Statement*

Next Steps

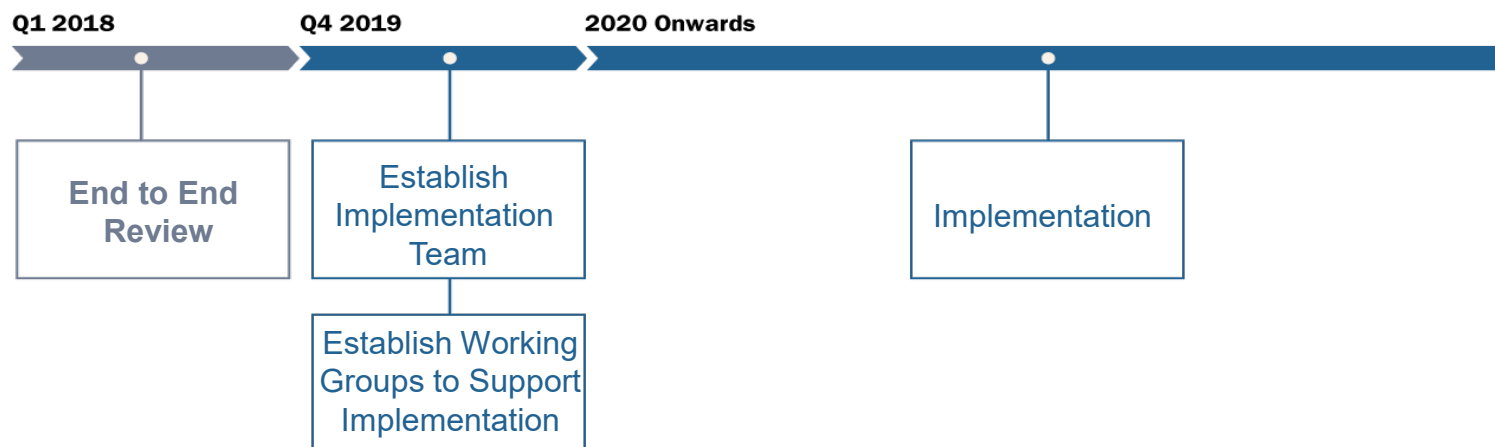


Create a dedicated Implementation Team led by the Director of Business Transformation

- Will lead the multi-year, interdivisional effort to transform the City's development review process, and the management structures and practices in place to support the process

The administrative, interdivisional changes to the development review process are intended to be implemented in phases over the next two (2) years

- Hiring of the Implementation Team is currently underway



Development review is a shared, collaborative endeavour. Realizing transformational outcomes and service improvement will require effort from all stakeholders – working together.