



Comprehensive Review of the Development Review Process

Final Report

City of Richmond Hill

—

January 25, 2023



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The procedures we performed do not constitute an audit, examination, or review in accordance with standards established by the Chartered Professional Accountants of Canada, and we have not otherwise verified the information we obtained or presented in this document. We express no opinion or any form of assurance on the information presented in this document and make no representations concerning its accuracy or completeness.

KPMG’s scope was limited to high-level review and observations only, and the procedures performed were limited in nature and extent. Our procedures consisted of inquiry, observation, comparison, and analysis of Client-provided and publicly available information as of the date of this document. KPMG has relied on the Client or cited sources for the completeness, accuracy, appropriateness, and reliability of the information provided. The Client is responsible for the decisions to implement any options or observations and for considering their impact.

This project was funded with the support of the Province of Ontario’s Audit and Accountability Fund. The views expressed in this report do not necessarily reflect those of the Province.

Limitations

KPMG has relied on the City for the completeness, accuracy, appropriateness, and reliability of all information provided. Baseline data for process performance was not readily available. An assessment of the costs associated with the development review process was outside of the scope of this work.

The City is responsible for the decisions to implement any of the potential opportunities identified in this report and for considering their impact. Implementation of these opportunities will require City management to test any changes to ensure that Richmond Hill will realize satisfactory results.

Furthermore, KPMG has not evaluated these opportunities for relevance, risks, or progress towards achieving expected results. Initiatives that are outside of the scope of our engagement have been considered when identified by the City, but there may be other initiatives that may have a significant impact on KPMG’s observations and insights.



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Executive Summary



1. Executive Summary

In May 2022, the City of Richmond Hill (the City or Richmond Hill) retained KPMG LLP (KPMG) to conduct a comprehensive assessment of its development review process. The objective of the review was to identify recommendations to improve the efficiency and effectiveness of Richmond Hill's development review process. This report summarizes our findings.

Recommendations: Enabling Growth

The challenges facing Richmond Hill are shared by its fast-growing peers in the GTA. These include:

- Scaling development review operations to address increasing application volumes and complexity;
- Designing new processes to accommodate increasingly urban forms of development;
- Revamping underdeveloped project and application management tools to address inefficiencies;
- Reducing development application review timelines;
- Incorporating performance management tools and processes to enable effective process management and oversight; and
- Improving consistency in service delivery.

This report includes 24 recommendations to address these challenges and improve the performance of Richmond Hill's development review process. These recommendations include:

- Implementing process-related improvements, including application streaming and fewer circulations;
- Revising the development review process to increase consistency, predictability, and transparency;
- Establishing process-wide governance to improve oversight and accountability;
- Developing new project management tools to accelerate timelines and enhance the applicant experience;
- Implementing a comprehensive performance management framework and KPIs;
- Introducing new, specialized roles to improve workload distribution and staff capacity; and
- New approaches to training, onboarding, and career development.

These recommendations build on the City's existing strengths in service delivery and customer service. Taken together, they will:

- Increase consistency, effectiveness, predictability, and transparency;
- Reduce process steps and accelerate review timelines;
- Improve oversight and accountability;
- Relieve workload pressures and increase staff and system capacity; and
- Enhance the staff and applicant experience.

In implementing the recommendations included in this report, it would be reasonable for Richmond Hill to seek annual quantifiable efficiencies of up to 15% of current baseline expenditures (related to the development review process) as a result of the associated improvements (i.e., process efficiencies, time-saving measures, improved resource allocation and capacity). Taken together, this translates into potential reductions in expenditures of up to approximately \$500K, annually. The recommendations include an overview of the anticipated impacts based on our experience in similar jurisdictions and leading practice in municipal service delivery review. To assist in the prioritization of recommendations, we have prepared a matrix that outlines the estimated impact and implementation effort of each recommendation (see Figure 1).

The implementation of our recommendations should be considered alongside the City's ongoing response to Provincial legislative changes, including Bills 109 and 23. In the body of our report, we identify specific recommendations relevant to the City's Bill 109 and Bill 23 response(s).

Project Overview: Evidence Base

Our recommendations are grounded in a robust evidence base, including both qualitative and quantitative sources of information:

- Consultation with City staff at all levels, elected officials, and external commenting partners;
- Process improvement and co-design opportunity workshops with managers and frontline staff from the Planning and Infrastructure Department (PID);
- Focus groups with industry representatives including developers and consultants;
- Online surveys targeting industry and PID staff;
- Global leading practice as well as detailed research into comparable Canadian municipalities; and,
- A review of documents provided by the City and the analysis of available application and performance management data.

Additional information about our approach is included in Appendix A.

How to Read this Report

The body of this report has three sections:



- Section 1 is this Executive Summary;
- Section 2 details our recommendations; and
- Section 3 presents our proposed implementation plan, which includes a roadmap with detailed actions for each recommendation, as well as the resourcing and governance required for delivery.

We have also included five appendices with supporting material:

- Appendix A outlines our approach and workplan;
- Appendix B presents our current state assessment findings. The current state assessment was previously shared in our Interim Report;
- Appendix C presents our leading practice research, which includes global leading practice as well as success factors identified through comparator research.
- Appendices D and E present additional supporting material, including a list of documents reviewed and stakeholders engaged through our work.

Table 1 below summarizes our recommendations.

Table 1: Summary of Recommendations

#	Recommendation	Bill 109/23
 Services and Processes		
1	Develop standard operating procedures to increase the consistency, transparency, and predictability of the development review process	✓
2	Standardize the commenting process to improve consistency and accelerate development review timelines	✓
3	Stream applications upon intake to improve resource allocation, increase system capacity, and enhance service levels	✓
4	Develop circulation guidelines for commenting partners to improve consistency and accelerate application review times	
5	Establish a formal meeting structure around key application milestones to align commenting partners and enhance staff-applicant collaboration	
6	Develop and implement a formal file transfer protocol for development staff to improve consistency and communication and mitigate disruptions	✓
7	Revise the pre-submission meeting process to promote collaboration and place greater emphasis on the early identification and resolution of application-specific issues	✓
8	Implement an automatic application review mechanism to address outstanding comments, minimize application churn, and accelerate review timelines	✓
 Resources, Organization, and Governance		
9	Establish a formal interdepartmental governance structure for the development review process to improve accountability and align resources and priorities	✓
10	Clarify the roles and responsibilities of development review staff and other stakeholders to increase accountability across the process	
11	Establish coordination support roles for non-core development review tasks to more efficiently allocate work and increase system capacity	
12	Establish a dedicated team for the pre-submission meeting process to improve development review staff capacity	✓
13	Establish regular meetings with external commenting partners to review the development application portfolio, resolve issues, and align priorities	



Performance Management

- 14 Establish a comprehensive performance management framework to improve the ongoing measurement, reporting, and evaluation of the end-to-end development review process
- 15 Introduce time tracking to all development review related functions to enable effective performance management and improve resource management and transparency



Technology and Information

- 16 Accelerate the transition to the *Energov* application management system to improve workflow management and increase service levels ✓
- 17 Ensure consistent and up to date development review materials are centrally located and easily accessible for City staff
- 18 Create an online applicant portal for all application-related information to improve transparency and customer service



People and Culture

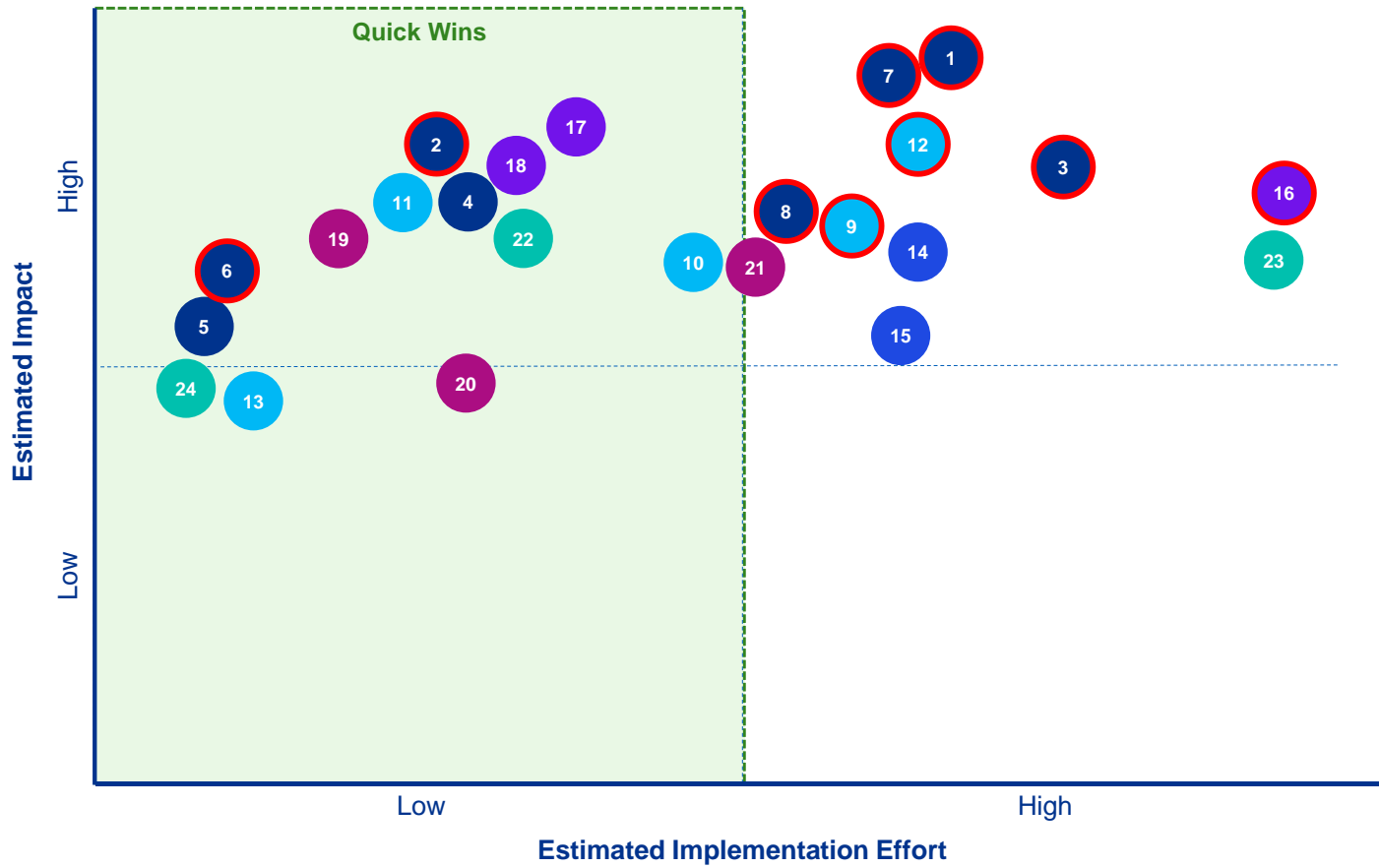
- 19 Formalize training and mentorship to enhance consistency, onboarding, knowledge transfer, and career development opportunities for City staff
- 20 Consider implementing a cross-departmental training program for City staff across the development review process to promote a common understanding across stakeholders
- 21 Review the compensation framework for development staff to help attract and retain high-quality talent










Customer Experience

- 22 Improve the availability of public facing information or guidelines to improve customer service and enhance application quality
- 23 Incorporate prior applicant performance into the development review process to reward high-performing applicants and incentivize application quality
- 24 Create opportunities for City and industry peers to engage informally to promote learning, feedback sharing, regular dialogue, and collaboration

Figure 1: Implementation Matrix



-  Services and Process
-  Resources, Organization and Governance
-  Performance Management
-  Technology and Information
-  People and Culture
-  Customer Experience

 Bills 109 & 23







Recommendations



2. Recommendations

In this section, we present our recommendations to ensure Richmond Hill's development review process is efficient, streamlined, and effective; clear and transparent; and supports excellence in the built environment.

The recommendations are grounded in a robust evidence base, including both qualitative and quantitative sources of information:

-  Over 40 hours of consultation with more than 70 City staff at all levels, as well as elected officials and external commenting partners;
-  Six process improvement and co-design opportunity workshops with managers and frontline staff from the Planning and Infrastructure Department;
-  Four industry focus groups with more than 20 industry representatives, including developers, consultants, and industry associations;
-  Online surveys targeting industry and Planning and Infrastructure Department staff, with more than 140 total respondents;
-  Global leading practice as well as research into ten comparable municipalities across Canada; and,
-  A review of more than 60 documents provided by the City and the analysis of available application and performance management data.

Our recommendations are organized according to the six layers of our assessment framework. Additional background information is included in Appendix A.

The quantifiable efficiencies (i.e., improvements) associated with the recommendations (i.e., process efficiencies, time-saving measures, and improved resource allocation and capacity) will yield savings in both time and expenditures for the City. Taken together, it would be reasonable for Richmond Hill to seek annual quantifiable efficiencies of up to 15% of current baseline expenditures (i.e., expenditures directly related to the development review process); a reduction of up to approximately \$500,000, annually.¹ Certain recommendations may have greater impacts than others on reductions in both time and associated cost. We have indicated the anticipated impacts within each recommendation based on our experience in similar jurisdictions and leading practice in municipal service delivery review.

During our review, the Province of Ontario introduced changes to legislation that materially impacted the City's planning and development services process.² Our recommendations should be read alongside the City's ongoing response to these legislative changes. Where relevant, we identify specific recommendations relevant to the City's response.

¹ According to financial documents provided by the City, the anticipated 2023 budget for Richmond Hill's development review process is approximately \$3,325,400.

² Bill 109 and Bill 23

2.1 Services and Processes

The Services and Processes layer of our assessment framework includes the processes, practices, and procedures used to deliver Richmond Hill's development-related services.

Recommendations

- 1 Develop standard operating procedures to increase the consistency, transparency, and predictability of the development review process
- 2 Standardize the commenting process to improve consistency and accelerate development review timelines
- 3 Stream applications upon intake to improve resource allocation, increase system capacity, and enhance service levels
- 4 Develop circulation guidelines and include an opt-in approach for commenting partners to improve consistency and accelerate application review times
- 5 Establish a formal internal and external meeting structure around key application milestones to enhance staff-application collaboration and reduce conflicting comments
- 6 Develop and implement a formal file transfer protocol for development staff to improve consistency and communication and mitigate disruptions
- 7 Revise the pre-submission consultation process to promote and place greater emphasis on the early identification of application-specific issues
- 8 Implement an automatic application review mechanism to address outstanding comments, minimize application churn, and accelerate review timelines

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Recommendation 1: Develop standard operating procedures to increase the consistency, transparency, and predictability of the development review process

Our research indicates that development review processes are largely informal. While there are processes, procedures, and rules in place, they are generally not written down and rely heavily on staff experience or other institutional knowledge. Where process-related tools do exist, they are often out of date, incomplete, or are not used consistently. As a result, the development review process – from application requirements to specific process steps to the use of tools and templates – varies significantly across individual staff, departments, and commenting partners. This reduces consistency, predictability, and transparency for both applicants and staff, and creates barriers to staff onboarding and training.

To address these gaps, Richmond Hill should consider formalizing its development review process by developing standard operating procedures (SOPs) for each development application type.

SOPs are an industry leading practice that improve the consistency, predictability, and transparency of a process by clearly documenting how that process should be completed. The SOPs should:

- Cover the end-to-end application process, from pre-submission meeting to decision;
- Identify process steps, milestones, and timelines (e.g., pre-application consultation, application intake, application circulations and escalation);
- Specify the roles and responsibilities of staff, applicants, and other stakeholders, including specific roles and responsibilities at each stage in the process;
- Outline supporting governance and decision-making mechanisms;
- Be supported by process maps illustrating process steps, decision gates, and timelines;
- Address performance measurement; and
- Be adopted department wide.

Alongside SOPs, Richmond Hill should consider developing and/or updating terms of reference (TORs) to provide guidance and set expectations for the most frequently used/referenced studies and technical reports that support development applications.

When complete, SOPs and TORs should be made available to all staff in an easily accessible location (i.e., online) and incorporated into training and professional development activities. Accountability should be assigned to an individual or working group from each discipline responsible for keeping these tools current and addressing ongoing staff or applicant feedback.

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Recommendation 2: Standardize the commenting process to improve consistency and accelerate development review timelines

Comments are not provided in a consistent format by internal commenting partners – from the type, structure, and delivery method of comments to the use of specific tools (e.g., digital markups) and templates. The significant variation in commenting practices across staff and departments increases the administrative burden on staff and applicants.

Similarly, the City does not require applicants to use a prescribed form or format to identify how staff comments have been addressed, increasing the staff time required to review submissions and contributing to conflicting and missed comments.

To address these challenges, the City should consider standardizing the delivery of comments to applicants by:

- Developing and implementing standard commenting templates for all staff;
- Developing standardized commenting features for staff, such as pick lists for common or standard comments;
- Requiring standard commenting templates for use by applicants at resubmission, including the use of a standard cover memo or table to identify how comments have been addressed;
- Identifying a standard mechanism to transmit comments to applicants; and,
- Consolidating and confirming comments from commenting partners before sharing with applicants.

Standardizing the delivery of comments to applicants will:

- Improve consistency;
- Facilitate the identification of conflicting and contradictory comments;
- Reduce the administrative burden on staff and applicants; and
- Accelerate review timelines.

This recommendation should also be considered in the context of the City's implementation of the *Energov* workflow management system, which may offer additional opportunities to streamline the commenting process.

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Recommendation 3: Stream applications upon intake to improve resource allocation, increase system capacity, and enhance service levels

The City should consider establishing an application streaming framework to right-size the development review process. Applications could be streamed (i.e., categorized) according to various criteria, including application complexity (e.g., the complexity associated with constructing a high-density development in an area not adequately serviced by City infrastructure) or an application's alignment with the City's stated development policy or objectives (e.g., does a proposed application comply with the type of development that the City is looking for in a particular area – i.e., according to the Official Plan).

The increasing volume of complex development applications is placing additional workload pressures on departments and individual staff, which in turn negatively affects application review timelines. Applications are subject to the same review process, regardless of their complexity or alignment to City policy and objectives. While some application sorting does take place, the practice is inconsistent and informal. As a result, problematic applications (either as a result of their complexity or misalignment to City policy) impede the process and divert resources from more value-add activities (i.e., reviewing and processing applications that should otherwise be approved).

Figure 2 outlines a proposed four-level streaming matrix for development applications developed with input from stakeholders through our co-design process. This matrix should be considered a starting point for further consideration. The first three streams (green, yellow, and red) are differentiated by an application's alignment with the City's development policy objectives (e.g., the Official Plan, zoning by laws). The fourth stream (grey) is for applications that do not align and are likely to be refused. Processes and staff skillsets would be tailored to each stream. The lead planner should be empowered to apply the streaming criteria following the submission of a complete application.

Figure 2: Proposed application streaming matrix

Stream Category	Description	Potential Stream Characteristics
Green	Applications with a high degree of alignment to the City's development policy and objectives.	<ul style="list-style-type: none"> Expedited targets for review completion times Streamlined process steps / application requirements Applications could serve as training opportunity for new staff to familiarize them with what the City is looking for in terms of development
Yellow	Applications that are somewhat/moderately aligned to the City's development policy and objectives.	<ul style="list-style-type: none"> Subject to regular review and process steps
Red	Applications with minimal alignment to the City's development policy and objectives.	<ul style="list-style-type: none"> Application assigned to a senior, dedicated interdisciplinary team with experience in complex applications Prior to review, applications escalated according to the application review mechanism in Recommendation 8
Grey	Applications with zero alignment to the City's development policy and objectives.	<ul style="list-style-type: none"> Applications assigned to a senior, dedicated interdisciplinary team with Ontario Land Tribunal experience Applications expedited for refusal

The proposed streaming matrix would help the City to:

- Improve system capacity by incentivizing applications that align with the City's goals and objectives for development and should require fewer circulations (and thus use fewer staff resources);
- Quickly exit resource-intensive applications that are unlikely to be approved;
- Enhance resource allocation by allowing management to match qualified staff to the requirements of each stream; and,
- Enhance service levels by improving process timelines and allowing processes to be tailored to the application complexity.

Application streaming can also be incorporated into the pre-submission stage as part of the City's response to Bill 109 (e.g., it could be used as a target framework to inform applicants on a) how their pre-submission applications would be streamed in their current state, and b) what needs to be changed/improved in order to get to the ideal "Green" stream).

The proposed streaming matrix is flexible. For example, the streaming criteria could be refined to include additional criteria, like application quality or complexity. Applications could also be streamed according to their alignment to ongoing City initiatives or programs, such as the A+ Service Program.

Recommendation 4: Develop circulation guidelines for commenting partners to improve consistency and accelerate application review times

Our research indicates that applications are often circulated to commenting partners who do not need to review the application. Additionally, commenting partners often provide comments on areas outside of their jurisdiction.

To address this challenge, the City should develop circulation guidelines for each development application type.

Circulation guidelines are an industry leading practice and should include:

- Criteria to trigger the circulation of an application to each internal and external commenting partner;
- The jurisdiction of each commenting partner (i.e., the issues or areas that they should address);
- A timeline for providing comments; and,
- A consistent format for sharing comments (see Recommendation 2).

Guidelines should be developed with input from relevant stakeholders and commenting partners to ensure commenting jurisdictions and anticipated timelines are appropriate, and to secure buy-in from all parties.

Alongside circulation guidelines, the City should consider adopting an “opt in” or “opt out” approach for subsequent circulations.

Key features of each approach are:

- **Opt in:** Commenting partners must indicate if they wish to be included on subsequent application circulations. Commenting partners that do not opt in would not participate in subsequent circulations.
- **Opt out:** Commenting partners indicate that they have no further comments on the application, and that they do not wish to be included in subsequent circulations.

In both scenarios, the application lead would retain discretion to recirculate an application to any commenting partner.

Recommendation 5: Establish a formal meeting structure around key application milestones to align commenting partners and enhance staff-applicant collaboration

An efficient development review process requires frequent, ongoing communication, coordination and collaboration with applicants and staff from many different departments. Staff and industry stakeholders indicated that while these activities do take place, they occur in a reactive, ad-hoc manner. Additionally, there are few formal structures that allow staff and applicants to come together to discuss application-related issues and/or clarify uncertainties (e.g., unclear written comments).

A formal internal and external meeting structure would address this gap and help the City to:

- Facilitate the early identification and resolution of conflicting comments, improve customer service, and accelerate the efficiency of application review timelines;
- Reduce the administrative burden associated with scheduling, attending, and preparing for ad hoc meetings, particularly for the lead planner; and
- Enhance customer service by providing applicants with option to meet with staff at major application review milestones.

A proposed formal meeting structure is identified in Table 2 below. This structure was developed through our co-design process, includes feedback from both staff and applicants, and is grounded in our leading practice research. The structure recommends formal internal and external (i.e., with applicant) meetings at several key application milestones (pre-application consultation, circulation, and each subsequent circulation). It also extends the current pre-submission consultation process from the identification of application requirements to a preliminary identification of substantive application-related issues.

Table 2: Proposed formal meeting structure

Development Review Milestone	Meeting	Description
Pre-application Consultation	Internal Meeting	Internal staff meeting to review application and align on key issues to be resolved, including substantive application-related issues and application requirements.
	External Meeting	Staff-applicant meeting to review proposed application, identify preliminary issues, identify application requirements, and align on next steps.
Initial & Subsequent Circulations (Pre-Application and Complete Application)	Internal Meeting	Internal staff meeting to review consolidated comments, reconcile any conflicts and identify a consistent, unified City decision and approach to application.
	External Meeting (as needed)	Pre-calendared meetings days and will be scheduled as need. Staff-applicant meeting to review consolidated comments, provide clarification if needed, and discuss next steps.

Internal and external meetings should be attended by all relevant staff as identified by the lead planner (e.g., staff from Development Planning, Policy Planning, Infrastructure and Engineering Services, etc.) Similarly, applicants should be encouraged to bring all relevant consultants to staff-applicant meetings. The application lead should be responsible for the meeting agenda and record of decisions.

To reduce scheduling challenges and enable broad participation, the City could consider introducing pre-calendared meeting days, regularly occurring blocks of time reserved for staff and/or applicant meetings. While involving applicants may not always be necessary, having formal, pre-scheduled touchpoints would be beneficial to understand priorities and application challenges and ensure that City staff are aligned across different stages of the review process. As a starting point, the City could consider a weekly recurring meeting for planners to table incoming and/or ongoing applications and associated matters that need to be discussed. Recurring meetings would need to be coordinated to align with other staff meeting commitments (e.g., Council, Committee of the Whole, Committee of Adjustment, Development Section).

Note: In response to Bill 109, the City is introducing structural process changes that will alter the current milestones within the development review process. The implementation of a formal meeting structure as outlined in this recommendation should align with the City’s revised development review process, including any new or revised application review milestones (e.g., pre-application consultation, pre-application circulations, complete application submission).

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Recommendation 6: Develop and implement a formal file transfer protocol for development staff to improve consistency and communication and mitigate disruptions

Both staff and industry stakeholders identified the lack of formal hand-off mechanisms between staff across the Planning and Infrastructure Department as a significant pain point. Staffing changes on an application (e.g., as a result of vacation, retirement, or job change) can be disruptive and result in new or unexpected comments and approaches to core application-related issues surfacing late in the review process.

To alleviate this challenge, Richmond Hill should develop and implement a formal file transfer protocol (i.e., handoff mechanism) across the development review process to ensure continuity in application reviews and mitigate disruptions in case of personnel changes. The proposed file transfer protocol should follow a simple template that includes application status, key issues, and application contact information. The applicant should also be involved in the transfer process, so they are aware of the changes in their application status, their application lead or point of contact, and to maintain continuity with regards to background context.

This formal file and knowledge transfer protocol should be incorporated into the SOPs identified in Recommendation 1 as well as the implementation of the *Energov* workflow management system.

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Recommendation 7: Revise the pre-submission meeting process to promote collaboration and place greater emphasis on the early identification and resolution of application-specific issues

Our research indicates that the pre-submission meeting process is currently being underutilized. Stakeholders noted that current pre-submission meetings serve primarily as a checklist discussion; informing the applicant what they require for a complete application. There is minimal discussion around anticipated timelines, identifying preliminary issues or pre-emptive solutioning of challenges, communication of City development objectives and vision, or other considerations key to setting applicants up for success.

Underutilized pre-submission meetings can lead to issues and obstacles emerging after application submission that otherwise could have been identified or prevented earlier, as well as poor quality application submissions. City staff noted that poor-quality applications often require significant re-work that is typically out of scope, placing a greater administrative burden on staff, who feel they are doing work that should be the responsibility of the applicant. This also extends application review timelines.

The City should revise the pre-submission consultation process to serve as an early-stage meeting to:

- Identify potential issues with the proposed development;
- Clarify any potential "grey zones" within the application to reduce time spent on subsequent circulation;
- Initiate a collaborative process and set expectations for communications;
- Ensure high-level quality application submissions that meet City requirements and expectations; and
- Co-develop workplans and set out key milestones within the review process.

Leading practice from comparable jurisdictions identified the pre-submission process as a channel to frontload key parts of the development review process. In light of changes to mandatory timelines brought on by Bill 109, there will need to be greater emphasis on the pre-submission process, with such meetings attended by key personnel and decision makers from both the City and the applicant to identify and resolve critical application-related issues.

Note: As part of its initial response to Bill 109, Richmond Hill is proposing changes to the pre-submission process, including more substantial up-front application review, and increased solutioning with applicants. Any revisions to the pre-submission process implemented as part of this recommendation should align with the City's proposed pre-consultation and pre-application processes, as well as any changes implemented associated with Recommendation 5 in this report.

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Recommendation 8: Implement an automatic application review mechanism to resolve significant application issues, minimize application churn, and accelerate review timelines

Our research indicates that development applications in Richmond Hill typically require more than three circulations before approvals. It remains one of the industry's top pain points as each circulation adds to the time and cost of a development application. The high number of resubmissions and re-circulations are attributed to several factors, including:

- The inconsistent commenting and circulation practices identified in Recommendations 2 and 4;
- Inadequate application quality, including when comments are not addressed in resubmissions; and
- At times inadequate review by internal commenting partners.

To address these issues, the City should consider establishing an automatic application escalation and review mechanism. At a set point in the review process (e.g., a second or third circulation) an application should be escalated for a formal interdepartmental review to the Director Management Table identified in Recommendation 9. The purpose of the review would be to identify the core reason for escalation (e.g., unaddressed comments), work with key stakeholders to address any outstanding issues, and to

determine an action plan to expeditiously complete the remaining review of the application in as few additional circulations as possible. Applicants should be involved when appropriate to participate in the review and issue resolution process and to co-develop the workplan to complete the review.

To enhance accountability, the action plan identified through the review process should be monitored by the Director Management Table to ensure that the agreed upon approach is followed by both parties. The City should also consider incorporating related key performance indicators (KPIs), e.g., number of circulations and resubmissions, into the performance management framework included in Recommendation 14.

The proposed automatic escalation strategy was well-received by internal and external stakeholders and draws on leading practice identified in our jurisdictional research. An automatic review process would result in a meaningful reduction in application processing and circulation times by:

- Incentivizing staff to provide detailed review and comments early in the development review process;
- Dissuading applicants from resubmitting materials without addressing prior comments; and
- Incentivizing applicants to improve application quality.

Similarly, the City could consider additional fees beyond a certain number of circulations if the reason for additional recirculation is applicant initiated. This was identified by comparable jurisdictions as an effective way to incentivize application quality on the first submission and reduce the number of subsequent circulations.

2.2 Resources, Organization, and Governance

The Resources, Organization, and Governance layer includes the roles and responsibilities of different staff and other stakeholders, the resources and organizational layout and supporting governance structures that support the development review process at Richmond Hill.

Recommendations

- | | |
|----|---|
| 9 | Establish a formal interdepartmental governance structure for the development review process to improve accountability and align resources and priorities |
| 10 | Clarify the roles and responsibilities of development review staff and other stakeholders to increase accountability across the process |
| 11 | Establish coordination support roles for non-core development review tasks to ensure development planners spend time on the highest-value activities |
| 12 | Establish a dedicated team for the pre-submission process to improve development review staff capacity |
| 13 | Establish quarterly meetings with external commenting partners to review the development application portfolio, resolve issues, and discuss priorities |

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Recommendation 9: Establish a formal interdepartmental governance structure for the development review process to improve accountability and align resources and priorities

A well-coordinated development review process requires collaboration by many different departments and stakeholders, particularly given the increasing complexity of development activity. Although regular interdepartmental leadership meetings take place within the Planning and Infrastructure department (e.g., the Development Application Review Committee, or DARC), there is no formal process-wide mechanism to manage development-related resources and priorities.

A formal interdepartmental governance structure should be established to quickly identify and resolve conflicting comments and other inter-departmental development-related challenges and help establish accountability across the Planning and Infrastructure Department.

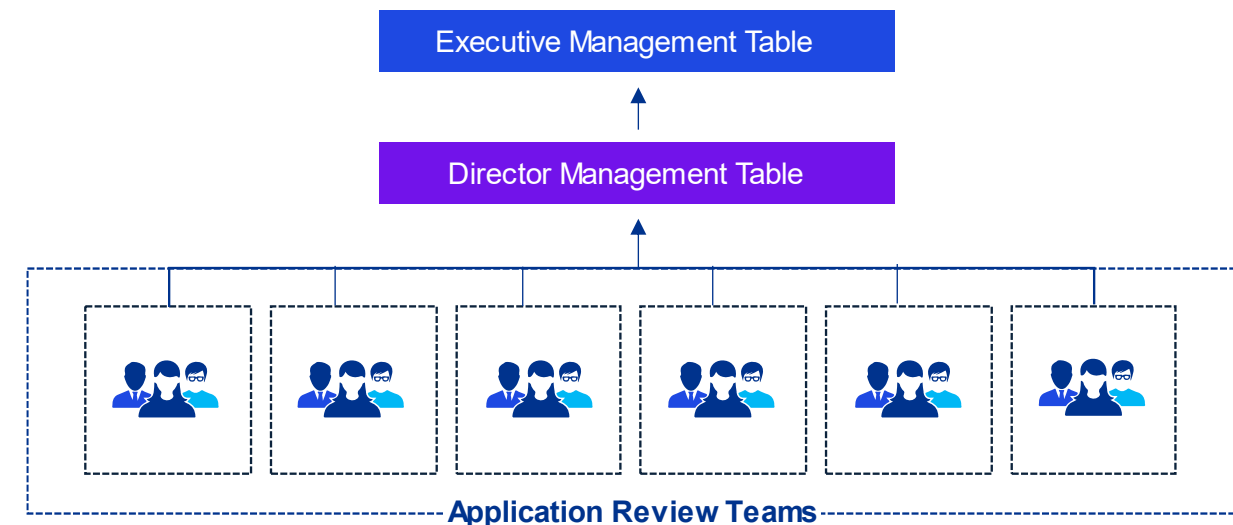
An interdepartmental governance structure will help the City to:

- Proactively monitor the development pipeline, including application volumes and overall development review performance;
- Coordinate and prioritize work and staff resources across the Planning & Infrastructure Department as well as other relevant departments;
- Quickly resolve interdepartmental conflicts; and,
- Identify and address systemic issues.

Our proposed interdepartmental governance structure is set out in Figure 3. It draws on leading practice as well as feedback from stakeholder engagement. It should be considered a starting point for consideration. This structure is meant to formalize and replace existing ad hoc meetings by ensuring the right decision-makers are in attendance and by reducing overall meeting times. Three levels of oversight are included, involving staff across all levels of the Planning & Infrastructure Department. Representation from Richmond Hill Center and the Economic Development team should also be included.

Figure 3: Proposed governance structure

Governance Layer	Membership	Mandate	Cadence
Executive Management Table	City Manager (Chair), Commissioner PID, and other Executive-level leaders from core divisions in the development review process	Monitor development application portfolio and resolve significant interdivisional conflicts	Quarterly
Director Management Table	Directors and Senior Managers from each division involved in the development review process	Manage development application pipeline and application review team resources / workloads	Monthly
Application Review Teams	Application review team led by a Development Planner	Manage and resolve all application-related issues for review following request protocol	Ongoing



The proposed governance structure could also serve as a forum to address requests for exemptions from development-related standards as needed, as stakeholders indicated that the lack of formal process to address exemption requests or to track decisions made is a pain point. As this recommendation is meant to reduce conflicts and increase accountability, clear criteria should be established to identify issues that warrant escalation through the proposed governance structure. These criteria should be established and included within the SOPs identified in Recommendation 1.

This recommendation should be considered in line with Recommendation 5. The ongoing meeting of the application review team(s) could be incorporated into the regular meeting structure proposed for key application milestones.

Recommendation 10: Clarify the roles and responsibilities of development review staff and other stakeholders to increase accountability across the process

Our research indicates that the roles and responsibilities of staff in the Planning and Infrastructure Department, commenting partners, and other stakeholders are not well defined, contributing to pain points such as:

- Unclear decision-making structures;
- Inconsistent processes, procedures, and practices;
- Comments that appear to be outside their jurisdiction or area of expertise; and
- Duplication of and, in some cases, conflicting comments.

The City should consider clarifying the roles and responsibilities of all stakeholders in the development review process through a publicly available TOR document. The TOR should include:

- The role of the application lead, including the specific authorities (including delegated authorities) they hold that enable them to project manage development files and be empowered to resolve conflicting comments;
- The jurisdiction of each internal and external commenting partner (i.e., the specific areas for which each partner should and should not provide comments) as well as the responsibility they each hold to facilitate the resolution of conflicting comments;
- The roles and responsibilities of applicants, including expectations related to application quality and how comments are addressed in resubmissions;
- The roles and responsibilities of the local councillor, including their role in communicating with the local community on public concerns;
- The broader role of City staff as providing recommendations to City Council based on experience and expertise; and,
- The role of City Council as decision-maker.

The TOR should be publicly available on the City's website. To enhance transparency and effectiveness, the TOR should be incorporated into Recommendation 1 and be used in ongoing training and development.

Recommendation 11: Establish coordination support roles for non-core development review tasks to ensure development planners spend time on the highest-value activities

As the complexity of the development applications received by the City increases, the role of the development planner has expanded to include tasks that do not always contribute to delivering on their core mandate of development review. These tasks often administrative services which include (but are not limited to):

- Addressing applicant general/informational inquiries about the development review process (i.e., enquiries regarding anticipated timelines, fee-related questions, and/or other aspects not directly related to the core responsibilities of the development planner handling the file);
- File management of application attachments and related mark-ups, including the standardization of file names and ongoing record keeping;
- Consolidation, editing, and formatting of comments from commenting partners; and
- Liaising with applicants on a regular basis to ensure good customer service

These tasks are often ad-hoc and time consuming and create additional work for development planners, hindering their ability to deliver on their core mandate. A coordination support role should be established to take on these non-core tasks to ensure that the development planner can focus on the highest-value activities in the development review process.

Recommendation 12: Establish a dedicated team for the pre-submission process to improve development review staff capacity

City staff indicated that it is often difficult to give an appropriate level of attention to pre-submission meetings due to already heavy workloads. In such instances where key City staff are unable to attend due to capacity constraints and/or without sufficient time to prepare in advance for meaningful discussions, the effectiveness of the pre-submission meeting is diminished.

To address this, the City should consider establishing a dedicated, interdisciplinary team to support the pre-submission process. This dedicated team would participate in all pre-submission meetings on behalf of the City and act as an applicant's primary point of contact prior to submission. Benefits of this team include:

- Improved collaboration and customer service with applicants;
- Enhanced resource capacity to dedicate to the pre-submission process;
- Assurance that the pre-submission meetings are appropriately attended by knowledgeable City staff who can identify and address initial challenges within the applications; and
- Improved submission quality.

The dedicated pre-submission team would liaise regularly with the City's core development review team to ensure appropriate communication and transfer of knowledge, background information, and associated application-specific context takes place. Establishment of a formalized handoff protocol similar to opportunities introduced in Recommendation 6 should be considered to ensure a smooth transition between pre-submission and application intake.

We anticipate the resource requirement for the pre-submission process to increase given the effects of Bill 109. A dedicated team for the pre-submission process will require additional resources and agreements between departments. As pre-submission meetings become more common, and perhaps mandatory, it will be critical that the City is adequately resourced to maximize the benefits of the pre-submission process.

Recommendation 13: Establish quarterly meetings with external commenting partners to review the development application portfolio, resolve issues, and discuss priorities

The City of Richmond Hill should consider establishing quarterly meetings with major external commenting partners, including York Region, the Toronto & Region Conservation Authority, the Ministry of Transportation and Metrolinx, to increase collaboration and accelerate review timelines throughout the development review process. The meetings should be used to:

- Identify and address systemic issues;
- Resolve application-specific issues, such as conflicts and disagreements;
- Gather feedback on proposed policy and related changes; and
- Review the City's development application pipeline, including upcoming application-related priorities.

These meetings are recommended to take place quarterly to allow the City to:

- Accelerate application review timelines by aligning priorities across each organization and quickly addressing application-related conflicts; and,
- Build strong working relationships with important development review stakeholders.

To increase consistency and to better manage timeline expectations, the City should consider developing a TOR document that outlines the roles and responsibilities of each party, including a proposed meeting schedule and standing agenda.

2.3 Performance Management

The Performance Management layer includes the tools and structures used to measure, monitor, and evaluate the development review process at Richmond Hill.

Recommendations

- 14 Establish a comprehensive performance management framework to improve the ongoing measurement, reporting, and evaluation of the end-to-end development review process
- 15 Introduce time tracking to all development review related functions to enable effective performance management and improve resource management and transparency

Recommendation 14: Establish a comprehensive performance management framework to improve the ongoing measurement, reporting, and evaluation of the end-to-end development review process

Performance measurement is critical to successfully managing complex processes. Our research indicates that there is currently no formal performance management framework or associated key performance metrics (KPIs) in place at the City for measuring the effectiveness of the development review process. This makes it challenging for City leadership to evaluate performance, identify bottlenecks, and develop solutions for improving the performance and effectiveness of Richmond Hill's development review process.

To address this, the City should consider developing a process-wide performance management framework for the development review process. An effective performance management framework should be integrated across the entire development review process, and should include:

- The identification of specific KPIs that are tied to development review process steps;
- Clear collection and reporting procedures; and
- A process for reviewing the effectiveness of KPIs.

As part of the new performance management framework, the City should develop a comprehensive set of KPIs to support the effective management and oversight of the development review process. A list of potential KPIs is included in Table 3. These KPIs are based on leading practice and jurisdictional research. They are not exhaustive and are meant as a starting point for further review and discussion.

Table 3: Proposed Key Performance Indicators

Key Performance Indicator
• The number of circulations by application type
• Total elapsed time between each process milestone (including pre-submission consultation, submission, complete application, circulation, and decision)
• Total elapsed time for each internal commenting partner to provide comments (for each circulation)
• Total elapsed time for each external commenting partner to provide comments (for each circulation)
• Total elapsed time that the file remained with the applicant (from complete application to approval)
• Total staff time for each application by commenting partner and circulation
• Total elapsed time that the file remained with the applicant (for each circulation)
• Staff cost by circulation and application type
• Applicant satisfaction surveys
• Public satisfaction surveys
• Number of new comments added in each circulation
• Number of comments unaddressed by the applicant in each resubmission

Key Performance Indicator

- Number of exemptions from the City's current standards and guidelines
- Number of pre-submission consultation meetings
- Number of public engagement meetings hosted by the City and by applicants
- Total public engagement hours by application type

The City should establish a baseline for each KPI, which should be identified through an analysis of past performance. Where historical performance data is not available, the City could look to municipal peers and/or follow an iterative approach as data and information becomes more available.

Accountability for the proposed framework can be bolstered with the use of performance management dashboards that provide performance data to different stakeholder groups, such as senior management, elected officials, and industry. The dashboards would allow the City to tailor information and the level of detail to each stakeholder group while increasing transparency and oversight on the development review process.

The performance metrics should be developed alongside and integrated into the City's new workflow management system, *Energov*. Automated data collection and processing capabilities should be developed such that KPI-related data can be collected automatically to reduce any manual or time-intensive work. Until such capabilities are built into *Energov*, the City's Planning and Infrastructure leadership should seek baseline data from department staff on the same metrics on a regular (i.e., monthly) basis.

In developing the proposed framework, the City should assign responsibility to a specific individual or team for the collection, reporting, and oversight of KPIs. Once established, KPIs should be reviewed regularly for effectiveness as part of the proposed performance management framework.

Recommendation 15: Introduce time tracking to all development review related functions to enable effective performance management and improve resource management and transparency

Stakeholders indicated that Richmond Hill lacks formal performance tracking and measurement across nearly all components of the City's development review process. Time tracking is a standard industry practice that can be applied to Richmond Hill's operations to provide important business insights and improve the overall management and performance of complex processes and services. In the development review context, time tracking can:

- Help establish more realistic and accurate application processing timelines;
- Provide greater insight into staff workloads and productivity, allowing management to better allocate work across individuals and teams; and,
- Enhance understanding of the overall costs of the development review process, which is a fee-based service.

A city-wide approach to time tracking would provide an end-to-end view of the time and resources associated with processing development applications. Moreover, select data and information gathered through time tracking could be shared with applicants and the public using the performance management dashboard suggested in Recommendation 14. This would provide additional insights and improve transparency around the development review process and what expected timelines would look like. Time tracking is also critical for many of the performance metrics identified in Recommendation 14.

2.4 Technology and Information

The Technology and Information layer includes the use and flow of data, information, analytics, and technology that supports the development review process at Richmond Hill.

Recommendations	
16	Accelerate the transition to the <i>Energov</i> application management system to improve workflow management and increase service levels
17	Ensure consistent and up to date development review materials are centrally located and easily accessible for City staff
18	Create an online applicant portal for all application-related information to improve transparency and customer service

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23

Recommendation 16: Accelerate the transition to the *Energov* application management system to improve workflow management and increase service levels

Workflow management systems are an important enabler of performance in business and process. The City of Richmond Hill is currently in the process of implementing a new workflow management system, *Energov*, to increase its service capabilities, effectiveness, and efficiency. Although currently underway, City stakeholders indicated that the transition has been ongoing for multiple years, and that there remains limited clarity or certainty with regards to the system's anticipated features or capabilities.

Currently, the workflow management processes are inconsistent across the development review process. Leadership and managers rely on their own methods to track, assign, and coordinate work across their teams. These approaches are highly manual, and are not linked across the development review process, a barrier to visibility into City-wide workloads, management of resources and capabilities, and performance management more broadly. To address this, Richmond Hill should accelerate the transition to the *Energov* workflow management system to improve workflow management, improve consistency, and increase service levels across the development review process.

There are many opportunities to integrate the recommendations included in this report with the new *Energov* system to further support streamlining of the development review process. These include:

- Standardized commenting templates and delivering comments the applicant (Recommendation 2)
- Streamlined circulation practices (Recommendation 4);
- Enhanced file transfer protocol (Recommendation 6);
- A performance management framework and enhanced performance metrics (Recommendations 14 - 15); and,
- Information sharing with applicants and key stakeholders (Recommendation 24).

We explored several municipalities as part of our jurisdictional research study to understand their workflow management systems and supporting software tools. Anticipating Richmond Hill's upcoming adoption of the *Energov* system, we identified the following factors from interviewees as important to consider for a successful implementation:

- **Business process design:** The implementation of a new system is an opportunity to review and streamline existing business processes. This work should precede implementation and contribute to the identification of business requirements.
- **Staff engagement:** As the primary users of the new system, City staff should be substantively engaged in the identification of business requirements as well as testing and prototyping.
- **Industry engagement:** Similar to staff, industry should be substantively engaged in the development and the adoption of any industry-facing components, such as applicant-facing portals and collaboration tools.

- **Change management:** A successful transition requires careful planning, change management and education. Stakeholders' needs should be identified during the early stages of the planning process and continually monitored throughout the transition.
- **Resourcing:** Given the effort required to transition to a new workflow management system, the City should ensure that the transition team is adequately resourced and includes capabilities to support internal and external communications, change management and training.

A detailed analysis of business and system requirements was outside the scope of our assessment; however, stakeholder engagement and leading practice research identified the following capabilities that Richmond Hill should seek to ensure are incorporated into the new system:

- **Process-wide integration:** All stakeholders involved in the development review process should have their workstreams connected to the same system. Similarly, the system should provide a common online platform for circulating comments across commenting partners and provide digital recordkeeping.
- **Automation:** Routine business processes and data entry should be automated to reduce the administrative burden on staff. Similarly, the system should provide automated time-based notifications for key tasks and upcoming deadlines.
- **Standardization:** The system should support and enforce standardized processes, such as data entry and information recording. Commenting partners across the system should follow the same processes and procedures to increase consistency and reduce the administrative burden on staff.
- **Data and information:** The system should be capable of capturing high quality data to support enhanced performance management.
- **Project management:** The system should support advanced project management tools and techniques, including application-based time entry and start-stop comment tracking for all commenting partners.
- **Applicant facing:** The system should include applicant-facing portals for all development application-related tasks and processes (e.g., submitting application forms, accessing comments, uploading application materials and/or resubmission packages, submitting inquiries, viewing application status, submitting payments, etc.), as well as information sharing (e.g., City reports, models, studies, by-laws, etc.).

Recommendation 17: Ensure consistent and up to date development review materials are centrally located and easily accessible for City staff

Stakeholders identified a general lack of available training material and guidelines to be a challenge. While some materials exist, they are often out of date, difficult to locate, or do not contain information related to the day-to-day activities within the development review process. To address this challenge, the City should develop a central repository of development review related materials. The central repository should be easily accessible to Planning and Infrastructure Department staff (e.g., on an internal portal or within the newly implemented *Energov* system), and should include:

- Guidelines, process maps, and standard operating procedures;
- Updates to development-related agreements;
- Roles and responsibilities;
- Commenting and memo templates;
- Communications protocols;
- Training and onboarding materials;
- Team-related information, including who applications are circulated or assigned to; and
- Past "exception" files - including decisions and supporting materials.

The benefits of implementing a centralized repository include:

- Increased consistency in training, approach, and process across the development review process;
- Improved ability to distribute information and/or updated materials to staff; and,
- Better access to data;

- Improved access to development-related information (e.g., development-related studies, transportation models, etc.); and
- Access to information on historical decisions made for similar application types (i.e., to establish precedent and consistency in decision making).

To further this effort, the City should consider implementing an internal staff directory in the central repository that includes staff CVs and/or brief descriptions of duties, background, and experience to provide staff with the opportunity to improve their understanding of roles and responsibilities of their peers and of stakeholders across the development review process.

In developing a central repository, the City should assign responsibility to a specific individual for ensuring that materials remain up-to-date and are properly documented. For ongoing maintenance and updates of the resources, a clear protocol should be developed that indicates responsibility for managing development-related information and materials across internal stakeholders.

Recommendation 18: Create an online applicant portal for all application-related information to improve transparency and customer service

To improve applicant access to information, the City should consider creating an online applicant portal where all relevant information is consolidated into one location. This information should include:

- Application status updates, including information on where the file currently sits and its review status;
- Contact information for City staff assigned to the application; and
- A high-level description of the development review process, including an overview of key process steps (process maps, SOPs) and anticipated timelines (see Recommendation 1);
- Roles and responsibilities of different stakeholders (see Recommendation 10);
- Frequently asked questions;
- Terms of reference for studies and reports, along with other guidelines, standards, and regulations (see Recommendation 1);
- Mock-ups of a complete submission; and
- Links to additional resources and materials.

Industry stakeholders indicated that there is a lack of applicant-facing information on the status of their application in the development review process. Available information such as application status, anticipated and/or updated timelines, etc. can be fragmented and unclear, and applicants often have trouble in contacting staff when there is no clear point of contact. For this portal to be effective, the City should engage with industry stakeholders to help identify the most important types of information and the most effective way of conveying it, to determine what existing materials can be leveraged or enhanced.

The City should consider opportunities to integrate this functionality with the implementation of the *Energov* workflow management system.

2.5 People and Culture

The People and Culture layer includes recommendations that focus specifically on the Planning and Infrastructure Department’s people and culture, including staff engagement, attraction, retention, training, career development, and succession planning.

Recommendations

- | | |
|-----------|--|
| 19 | Formalize training and mentorship to enhance consistency, onboarding, knowledge transfer, and career development opportunities for City staff |
| 20 | Consider implementing a cross-divisional training program for City staff across the development review process to promote a common understanding across stakeholders |
| 21 | Review the compensation framework for development staff to help attract and retain high-quality talent |

Recommendation 19: Formalized training and mentorship to enhance consistency, onboarding, knowledge transfer, and career development opportunities for City staff

Over 40% of Planning and Infrastructure Department staff surveyed indicated they were not adequately supported in training, mentoring and career development. Staff indicated that there is a lack of formalized training for on-the-job tasks, and that transfer of knowledge and expertise among staff occurs only informally. As a result, new staff often need to rely on their peers for onboarding and training. Additionally, when experienced staff with tenure leave the City or retire, much of their expertise is lost. Several teams have developed and deployed their own onboarding and training materials; however, they are not consistent across individuals or teams.

To address this challenge, the City should formalize and enhance its current training and onboarding processes while implementing a mentorship program to support the development of new staff. This could include:

- An updated and comprehensive training manual that includes the standard operating procedures, guidelines, and training videos to help onboard new staff and provide a refresh for more experienced staff;
- Enhanced training materials, including guidance on exceptions and infrequent tasks (see Recommendation 1);
- A "project management toolkit", which could include templates, checklists and issue trackers that are made accessible online in a centralized knowledge management location (see Recommendation 17);
- A buddy program that pairs new staff with experienced peers to help ensure a smooth integration;
- A mentorship program that pairs high potential junior staff with a senior resource(s) to meet at regular touchpoints or as needed to discuss issues relating to their professional development;
- Regular internal forums or lunch and learn sessions where junior staff can learn from experienced colleagues and initiatives can be discussed;
- Annual or semi-annual Planning and Infrastructure Department townhalls where all staff come together to discuss city-wide priorities, achievements, and any updated approaches; and
- The public-facing "City Planning and Development 101" material in Recommendation 22 to enhance the understanding of the development review process from the applicant perspective.

Benefits of these measures include:

- The development of a city-wide culture and approach;
- Staff feeling more knowledgeable and confident in their work and decision-making;
- Improved consistency in the development review process;
- Increased efficiency and effectiveness in the development review process; and
- Improved department wide collaboration and knowledge exchange.

Recommendation 20: Consider implementing a cross-departmental training program for City staff across the development review process to promote a common understanding across stakeholders

The development review process is complex and requires cooperation and collaboration from many different stakeholders. City staff consistently indicated that different disciplines are not well integrated, with staff not fully being aware of each other's responsibilities or jurisdictions. As a result, there are often cases of conflicting comments and duplication of work, leading to poor accountability throughout the process and overall ineffectiveness.

To improve integration across the development review process, the City should consider implementing a cross-departmental training program (i.e., job shadowing program). In a job shadowing program, select staff would spend several hours per week shadowing other staff between divisions for a set period of time in order to gain a deeper understanding of other divisions' processes, procedures, objectives, and day-to-day activities. For example, in such a program, an Urban Planner would spend several hours per week shadowing a Development Engineer or Urban Designer (and/or vice versa). Shadowing staff would not be

expected to perform the roles of other professionals, but instead observe and learn about their roles and responsibilities. In our experience, an effective job shadowing program is typically four to six months in length and involves staff at the same level of seniority. The job shadowing program would also provide career development opportunities for aspiring leaders, providing a fuller understanding of the City's development services.

In addition to a job shadowing program, the City could consider job rotation opportunities or information and learning sessions for staff who might not be able to be seconded for extended periods of time (e.g., more senior staff).

Recommendation 21: Review the compensation framework for development staff to help attract and retain high-quality talent

Planning and Infrastructure Department leadership indicated that the City experiences relatively high turnover, especially in frontline staff. There is difficulty in attracting high quality talent, and in retaining newly hired staff. This, coupled with high vacancy rates, further exacerbates the challenges associated with increased application volumes and complexity, insufficient staffing levels, and training.³

Planning and Infrastructure Department staff indicated that the increase in workloads has not been met with appropriate, relative increases in compensation. Staff feel like they are expected to work longer hours, but compensation in the form of overtime pay or earned days off are no longer available. As a result, staff feel undervalued, contributing to poor staff morale that acts as a barrier to talent attraction and retention.

To address this, Richmond Hill should review the compensation framework for Planning and Infrastructure Department staff to ensure that it is appropriate for the workload requirements and competitive with comparable positions at other municipalities. The compensation review should also consider performing regular pulse checks and benchmarking as necessary to remain competitive.

2.6 Customer Experience

The Customer Experience layer focuses on the experience of applicants and how Richmond Hill's development review process meets the needs of both internal and external stakeholders, as well as opportunities to improve customer service.

Recommendations

- 22** Improve the availability of public facing information or guidelines to improve customer service and enhance application quality

- 23** Incorporate prior applicant performance into the development review process to reward high-performing applicants and to incentivize application quality

- 24** Solicit feedback from the industry and establish a regular dialogue to continue to identify additional areas of improvement

Recommendation 22: Improve the availability of public facing information or guidelines to improve customer service and enhance application quality

Over 40% of industry stakeholders found the process unclear and more than 60% felt that application timelines were unclear. Stakeholders describe the application guidelines and instructional materials available on the City's website as generic with a lack of illustrative submission information (e.g., examples of high-quality submissions) available for their reference. Without clear support or guidance on submission, applicants must often rely on limited information available, their own precedents (which can

³ An analysis of data and materials provided by the City indicates that the volume of complex development applications has been steadily increasing over the last five years. This has occurred while staffing levels have remained relatively consistent over the same period – contributing to increased workloads as well as resourcing and capacity constraints.

be out of date), or simply submit applications without the benefit of certain information. This gap reduces application quality and contributes to increased workloads for City staff.

The City should conduct a review of its public-facing development materials (e.g., guidelines and submission information, terms of reference, standard processes and procedures, application mock-ups) to determine what is currently available and to identify what materials need to be updated or enhanced.

At the same time, Richmond Hill should consider developing a user-friendly “City Planning and Development 101” guide to enhance the applicant and the public’s understanding of the development review process. The guide is meant to be public facing, can be made available online, and should include:

- An introduction to the provincial planning framework;
- An overview of the City of Richmond Hill's development-related vision and objectives;
- A high-level description of the development review processes across different application types;
- A high-level overview of the roles and responsibilities of staff, applicants, elected officials, external commenting partners and the public in supporting the City's development vision;
- Information related to key process steps (e.g., process maps) and critical milestones (e.g., public engagement);
- Frequently asked questions; and
- Contact information and links to additional resources/materials, such as the Official Plan and SOPs and TORs identified in Recommendation 1.

The guide should be included in staff training and public engagement activities. In developing the guide, the City should engage staff, applicants, and members of the public to understand the type of information that would be most beneficial to each group and how that information should be best communicated.

With the advent of changing provincial legislation (Bill 109), municipalities’ ability to refuse incomplete application submissions will become critical. The provision of comprehensive guidance and support to applicants in terms of what constitutes a complete application will be necessary for municipalities to have sufficient grounds for refusal in cases where applications don’t comply.

Recommendation 23: Incorporate prior applicant performance into the development review process to reward high-performing applicants and to incentivize application quality

Staff indicated that sub-standard applications (i.e., poor quality and/or incomplete) are a significant pain point and that they negatively impact system capacity. These applications typically require additional circulations as well as increased support from staff in “hand holding” applicants through the process. This increases workloads, reduces time available for staff, and extends review timelines for other applications.

To address this, the City should consider mechanisms to incorporate applicant performance into the development review process to incentivize application quality.

Some mechanisms to incentivize high-quality applications could take the form of:

- Applicant performance tracking through internal or external evaluations/report cards;
- Publicly recognizing applicants through industry awards for things such as "perfect quality" submissions;
- Streamlined review processes for applicants or consultants with a track record for producing quality applications;
- Tiered securities/fees based on past applicant performance;
- Express pre-submission processes; and
- "Red-listing" applicants that consistently submit applications that do not meet City standards or requirements.

Several municipalities across Canada have implemented such quality incentives and have seen a positive response from the industry. For these mechanisms to be effective, the City must determine the factors that dictate quality in applicant submissions (e.g., adherence to standards, compliance with requirements). Once established, these standards should be made available to industry stakeholders,

with an example of a “perfect submission” provided (see Recommendation 22). Applicants and their respective applications will then be evaluated based on how well the established factors have been incorporated into the development application. Consultation with industry should be performed to help inform the standards and criteria to ensure that it is a fair and unbiased process.

Benefits to incorporating applicant performance into the application review process include:

- Incentivizing applicants by providing them with a mechanism whereby they can provide added value to their clients (e.g., applicants and/or their consultants can advertise their performance ratings as qualifications);
- Increased system capacity as a result of fewer poor-quality submissions; and
- Improved review timelines.

Recommendation 24: Create opportunities for City and industry peers to engage informally to promote learning, feedback sharing, regular dialogue, and collaboration

The City should establish formal, two-way learning opportunities for applicants and staff, particularly for manager-level and frontline staff, in order to better understand stakeholder perspectives on both sides of the development review process. Industry stakeholders indicated that development review staff can be difficult to reach, and that there are few opportunities for in-person meetings, particularly with the advent of remote working. Additionally, in several instances stakeholders indicated that it is not always clear as to who is on the other side of the application, and that at times the relationship between City staff and industry representatives can be adversarial. Gathering feedback and sharing insights will encourage greater collaboration, build trust, provide additional opportunity to resolve various application issues, and promote a more customer-focused culture.

Feedback can be shared through annual or bi-annual training events, staff-applicant workshops, surveys, or webinars. Several opportunities identified in comparable jurisdictions include:

- Training for industry representatives and consultants on City processes, policies, and best practices to improve application quality;
- Training for both industry and staff on the use of application submission portals and workflow management systems to enhance stakeholders' understanding of the tools and improve the efficiency of the review process;
- Introductions to development strategies and land economics for City staff to enhance their understanding of applicant needs and improve customer service;
- Webinars by external commenting partners for applicants and staff to better understand the requirements of external commenting partners; and
- Applicant satisfaction surveys to help the City measure and understand system-level satisfaction and trends in the development review process and to identify immediate challenges/opportunities that require action.

The City could also engage industry associations to identify industry needs and effective learning opportunities. Additionally, the City could consider promoting staff participation in professional networking events, such as industry conferences, to foster collegiality and understanding of challenges on the other side.

Implementation Plan



3. Implementation Plan

This section presents a proposed plan for the implementation of the recommendations included in Section 2. The implementation plan has five subsections and is based on KPMG experience and leading practice.

A critical success factor to support the implementation of this report is integration and alignment with the City’s approach to addressing the impacts changing provincial legislation (i.e., Bill 109 and Bill 23). Where relevant, we have identified specific recommendations that the City should consider along with its ongoing response to provincial legislative change.

In implementing the recommendations included in this report, the City should consider applicable resource requirements, costs, and associated fee structures. It is our understanding that in 2022 the City undertook a review of its cost model and fee structures for the development applications approvals process. Our recommendations should be read alongside the findings of the fee study to ensure alignment with regards to staffing/resourcing requirements.

Table 4: Implementation Plan Subsections

#	Subsection	Description
3.1	Implementation Structure	High-level resourcing and governance required to successfully implement the recommendations.
3.2	Implementation Roadmap	Specific actions and timelines for each of the recommendations included in Section 2.
3.3	Implementation Matrix	An impact-effort matrix to support Richmond Hill in the prioritization and sequencing of recommendations for implementation.
3.4	Implementation Scorecard	Performance measures to monitor progress and help demonstrate success.
3.5	Change Management Framework	A framework to drive effective change management.

3.1 Implementation Structure

Successful implementation of the recommendations included in this report will require dedicated resources and effective governance.

A dedicated Implementation Team should be created to lead, monitor, and report on the implementation of the recommendations in Section 2 of this report.

Based on the scope of the recommendations in this report, we anticipate that one full-time project management resource will be required to lead the implementation effort, along with one to two support staff. The project management and supporting resources should be dedicated full time to the Implementation Team. Resources should have experience with business transformation initiatives as well as the development review process. Implementation Team capabilities should include:

- Program and project management;
- Change management;
- Communications;
- Stakeholder engagement (both internal and external); and
- Business process improvement.

Based on the implementation roadmap included in Section 3.2, we anticipate Implementation Team staff will be required for approximately 18 to 24 months. The Implementation Team will also need to draw on staff with subject matter expertise in the development review process (e.g., development planners, policy planners, urban designers, development engineers) on an as-needed basis.

The Implementation Team should report directly to the Chief Transformation Officer. Alongside the Implementation Team, Richmond Hill should establish a clearly defined, interdepartmental governance structure to provide strategic support and guidance to the Implementation Team and help empower the Implementation Team to drive change across the development review process. To facilitate a rapid initiation for implementation, the City should consider using an existing governance structure, such as the Steering Committee for this review and/or the committee in place to oversee the implementation of changes as a result of Bills 109 and 23. As a starting point, we recommend an Implementation Committee with the following membership:

- Commissioner, Planning & Infrastructure Department
- Chief Transformation Officer
- Director, Policy Planning
- Director, Development Planning
- Executive Director, Infrastructure & Engineering Services
- Director, Infrastructure Planning & Development Engineering
- Director, Economic Development and Richmond Hill Centre
- Director, Building Division

The mandate of the Implementation Committee should include strategic direction and oversight of the implementation of recommendations included in this report, decision-making on key approvals, and monitoring implementation progress and overall project success. To maintain continuity, following implementation, the Implementation Committee could subsequently be rolled into the proposed governance structure outlined in Recommendation 9 for ongoing oversight of the development review process.

Figure 4 below shows a proposed high-level structure and reporting relationships for the Implementation Team and Implementation Committee. The proposed membership, roles, and responsibilities for both are outlined in Table 5 below.

Key activities for the Implementation Team, as well as key approvals for the Implementation Committee, are included in the implementation roadmap in Section 3.2.

Figure 4: Implementation Team Structure

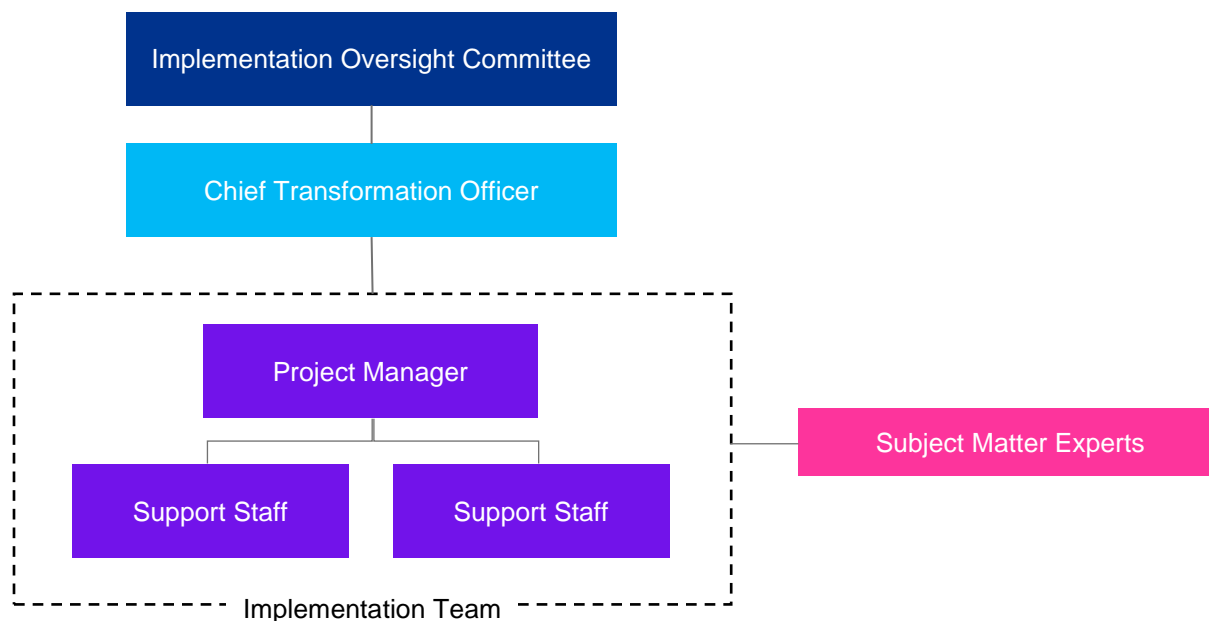


Table 5: Implementation Team Roles, Membership and Responsibilities

Role	Membership	Responsibilities	Meeting Cadence
Implementation Committee	<ul style="list-style-type: none"> Commissioner, PID Director, Policy Planning Director, Development Planning Executive Director, Infrastructure & Engineering Services Director, Infrastructure Planning & Development Engineering Director, Economic Development and Richmond Hill Centre Director, Building Division 	<ul style="list-style-type: none"> Provide strategic direction and oversight to the Chief Transformation Officer and the Implementation Team Act as an escalation point for most difficult issues 	Bi-monthly
Chief Transformation Officer	Chief Transformation Officer	<ul style="list-style-type: none"> Provide oversight and strategic management of all implementation activities Report to the Implementation Committee on implementation progress Act as an escalation point for issues not able to be resolved by the Implementation Team 	Ongoing

Role	Membership	Responsibilities	Meeting Cadence
Implementation Team Project Manager	One Project Manager	<ul style="list-style-type: none"> Day-to-day management of all implementation activities Accountable for the implementation plan, timelines, and related deliverables Reporting to the Chief Transformation Officer and the Implementation Committee 	Ongoing
Implementation Team	One to two Support Staff	<ul style="list-style-type: none"> Delivery of the implementation roadmap Coordination and engagement of internal and external stakeholders Change management and communications activities 	Ongoing
Subject Matter Experts	Senior, experienced staff from development-related departments identified by the Implementation Team	<ul style="list-style-type: none"> Subject matter advice to assist with implementation of specific recommendations Change management support (i.e., act as change champions) 	Ongoing

3.2 Implementation Roadmap

The implementation roadmap presents the actions for the implementation of each of the recommendations included in Section 2. This roadmap includes a 24-month timeline based on the implementation structure outlined in Section 3.1. In some cases, full implementation may stretch beyond 24 months and/or require additional dedicated funding. The timeline is an estimate and is dependent on several in-flight initiatives, including the implementation of the City’s workflow management system, *Energov*, as well as the City’s response to changing provincial legislation. Estimated timelines are also based on adequate resourcing being provided, as outlined above.

In several cases, implementation will require the development of SOPs and/or TORs; the Implementation Team should look for opportunities to consolidate these documents where possible.

Table 6: Implementation Roadmap

#	Recommendation	Description of Activities	Timeline
1	Develop and implement standard operating procedures to increase the consistency, transparency, and predictability of the development review process	<ul style="list-style-type: none"> • Inventory existing SOPs, identifying those that can be implemented immediately and those that require updating. • Implementation Team to work with internal and external stakeholders (including industry) to identify additional processes for SOP development, using those identified in Recommendation 1 as a starting point. • Updated SOPs should be made available on centralized repository (Recommendation 17). • Identify a specific lead to review, update and maintain SOPs (opportunity to merge role and responsibility with knowledge management resource outlined in Recommendation 17). 	12 – 18 months
2	Standardize the commenting process to improve consistency and accelerate development review timelines	<ul style="list-style-type: none"> • Inventory current memos, commenting templates and practices, and lessons learned from partner divisions. • Implementation Team to prepare draft commenting templates leveraging internal precedents. Engage internal and external stakeholders to solicit feedback on template design, structure, and content. • Templates to be submitted to the Implementation Committee for approval. • Commenting templates to be made available to all PID staff in a centralized location. • Work with <i>Energov</i> implementation team to integrate templates into new workflow management system. 	0 – 6 months
3	Establish criteria and implement a process to stream applications upon intake to improve resource allocation, increase system capacity, and enhance service levels	<ul style="list-style-type: none"> • Implementation Team to work with internal and external stakeholders to refine streaming matrix, confirm revised roles and responsibilities, and develop SOP for streaming. • Implementation Team to develop a transition plan to implement new streaming system, including communications plans for internal & external stakeholders. • Launch application streaming process for go-forward applications. • Consider implementing on a pilot basis to refine prior to full rollout. 	12 – 18 months

#	Recommendation	Description of Activities	Timeline
4	Develop circulation guidelines for commenting partners to improve consistency and accelerate application review times	<ul style="list-style-type: none"> • Inventory existing circulation guidelines and related documents. • Implementation Team, in consultation with subject matter experts, to develop draft circulation guides for review by all external commenting partners. Consider beginning with guidelines for the most frequent application type(s). • Draft circulation guidelines to be submitted to Implementation Committee for approval. • Consider piloting opt-in rule to refine before full implementation. 	6 – 12 months
5	Establish a formal meeting structure around key application milestones to align commenting partners and enhance staff-applicant collaboration	<ul style="list-style-type: none"> • Implementation Team, in consultation with internal stakeholders, to develop a formal meeting structure around key application milestones, using the proposed structure described in Recommendation 5 as a starting point. Meeting structure should align with the updated processes outlined in the SOPs from Recommendation 1. • Implementation Committee to approve the meeting structure. • Implementation Team to document proposed meeting approach, including timelines, objectives and outcomes, attendee checklists, roles & responsibilities, project management tools and templates. • Launch meeting structure for go-forward applications. • Consider implementing on a pilot basis to refine prior to full rollout. 	3 – 6 months
6	Develop and implement a formal file and knowledge transfer protocol for development staff to improve consistency and communication and mitigate disruptions	<ul style="list-style-type: none"> • Implementation Team to develop a file transfer template. • Establish an SOP detailing the steps taken for file transfer in the event of staffing changes on applications and integrate it into existing development engineering and human resource processes. Consider Recommendation 6 as starting point. • File transfer template to be stored in a centralized location for staff (Recommendation 16). Processes to be included in updated training and onboarding materials (Recommendation 19). • Implementation Team to liaise with workflow management transformation lead at the City to ensure integration of the file transfer protocol into new <i>Energov</i> system. 	3 – 6 months

#	Recommendation	Description of Activities	Timeline
7	Revise the pre-submission meeting process to promote collaboration and place greater emphasis on the early identification and resolution of application-specific issues	<ul style="list-style-type: none"> Implementation Team to engage industry and key stakeholders to inventory what type of information is beneficial to provide at the pre-submission process. Develop draft TOR outlining roles and responsibilities for City staff and applicants and engage internal stakeholders. Update TOR incorporating feedback. Implementation Team to develop SOP for pre-submission consultation process. TOR and SOP to be submitted to Implementation Committee for approval. Implementation Team to identify dedicated resources for pre-application submission meeting. Pilot services for evaluation and refinement before city-wide rollout. 	6 – 12 months
8	Implement an automatic application review mechanism to address outstanding comments, minimize application churn, and accelerate review timelines	<ul style="list-style-type: none"> Implementation Team to develop draft SOP for automatic review based on Recommendation 8. Engage staff and industry on draft SOP and update based on feedback. SOP should include development of templates for escalation-related intake and reporting. Implementation Committee to approve SOP. Develop change management / communications plan to support rollout of new mechanism. Implement automatic review mechanism. Consider initial pilot to refine prior to implementing city-wide. Begin tracking application escalations to support continuous improvement. 	3 – 6 months
9	Establish a formal interdepartmental governance structure for the development review process to improve accountability and align resources and priorities	<ul style="list-style-type: none"> Implementation Team to draft TOR for governance structure proposed in Recommendation 9, identifying membership and mandate of each governance layer, as well as escalation criteria and existing structures to be suspended. Implementation Committee to approve TOR. Transition from existing practices to new interdivisional governance structure. Evaluate effectiveness of new structure annually. 	6 – 12 months

#	Recommendation	Description of Activities	Timeline
10	Clarify the roles and responsibilities of development review staff and other stakeholders to increase accountability across the process	<ul style="list-style-type: none"> • Implementation Team to document existing roles and responsibilities, leveraging existing documentation and job descriptions. • Implementation Team to develop draft TOR and engage internal and external stakeholders. Update incorporating feedback. • Submit revised TOR to Implementation Committee for approval. • Reflect the TOR in job descriptions as they are updated and include in development review-related training and onboarding. • Embed the accountabilities included in the TOR into the City's new development review workflow management system. 	3 – 6 months
11	Establish coordination support roles for non-core development review tasks to more efficiently allocate work and increase system capacity	<ul style="list-style-type: none"> • Implementation Team to document existing roles and responsibilities, leveraging existing documentation and job descriptions. • Identify specific tasks and activities within the development review process that could benefit from a coordination support, using examples proposed in Recommendation 11 as a starting point. • Implementation Team to develop draft TOR outlining roles and responsibilities for the coordination support role. Engage internal stakeholders for feedback. • Submit revised TOR to Implementation Committee for approval. • Reflect the TOR in job descriptions as they are updated and include in development review training and onboarding (Recommendation 19). • Update SOPs (Recommendation 1) according to new roles and responsibilities with coordination support positions. • Embed the accountabilities included in the TOR into the City's development review workflow management system. • Recruit and onboard new staff to new roles as they are established. 	3 – 6 months

#	Recommendation	Description of Activities	Timeline
12	Establish a dedicated team for the pre-submission meeting process to improve development review staff capacity	<ul style="list-style-type: none"> Implementation Team to document existing roles and responsibilities associated with the pre-submission meeting process, leveraging existing documentation and job descriptions. Incorporate revisions to the pre-submission meeting process from Recommendation 7. Implementation Team to work with internal stakeholders to identify core activities to include within the pre-application submission process. Identify specific tasks and activities associated with the pre-submission meeting process that could benefit from being transferred to a dedicated team. Identify key touchpoints between the new dedicated pre-submission meeting team and the existing development review team, including handoff protocol at application submission. Implementation Team to develop draft TOR outlining roles and responsibilities for dedicated pre-submission team and engage internal and external stakeholders. Update TOR incorporating feedback. Submit revised TOR to Implementation Committee for approval. Reflect the TOR in job descriptions as they are updated and include in development review training and onboarding (Recommendation 19). Update SOPs (Recommendation 1) according to new roles and responsibilities with dedicated pre-application submission team positions. Embed the accountabilities included in the TOR into the City's development review workflow management system. Recruit and onboard new staff to new roles as they are established. 	12 – 18 months
13	Establish regular meetings with external commenting partners to review the development application portfolio, resolve issues, and align on priorities	<ul style="list-style-type: none"> Implementation Team to consult with external commenting partners to gain buy-in and identify a support resource from their organizations. Implementation Team to develop draft TOR, including proposed meeting details (time, agenda, objectives, etc.). Implementation Committee to approve TOR. Begin quarterly meetings and monitor for effectiveness. 	4 – 6 months

#	Recommendation	Description of Activities	Timeline
14	Establish a comprehensive performance management framework to improve the management, evaluation, and oversight of the end-to-end development review process	<ul style="list-style-type: none"> • Implementation Team to inventory existing performance measures used across the development review and policy formulation processes, including metrics, systems, collection frequency, and use. • Implementation Team to develop detailed project plan to develop performance measurement framework. Planning should be integrated into the upcoming implementation of the new workflow management system, considering new tools, capabilities, and automation opportunities. • Implementation Team to analyze existing internal processes and conduct a jurisdictional scan to identify valuable development review and policy formulation process KPIs, using those included in Recommendation 14 as a starting point. • Implementation Team to consult with internal and external stakeholders to refine and improve on existing KPIs and workshop the implementation of new ones. • Implementation Committee to approve the performance measurement framework prior to implementation. 	12 – 18 months
15	Introduce time tracking to all development review related functions to enable effective performance management and improve resource management and transparency	<ul style="list-style-type: none"> • Implementation Team to inventory existing time tracking practices across the development review process. • Develop business case for time tracking along with a work plan to implement it. • Business case and work plan to be submitted to Implementation Committee for approval. • Align implementation of expanded time tracking with implementation of new workflow management system. 	12 – 18 months
16	Accelerate the transition to the <i>Energov</i> application management system to improve workflow management and increase service levels	<ul style="list-style-type: none"> • Implementation Team to review recommendations in this report to identify potential business requirements and other considerations for the new system. • Engage staff and industry to help identify business requirements and other capabilities, starting with those identified in Recommendation 16. • Engage comparable jurisdictions to identify change management and related resourcing requirements to ensure a successful transition. 	12 – 24 months

#	Recommendation	Description of Activities	Timeline
17	Establish a central knowledge management resource to ensure consistent and up to date development review materials are centrally located and easily accessible for City staff	<ul style="list-style-type: none"> • Implementation Team to work with relevant staff to inventory existing data and information that is: (a) available but not currently online; (b) under development; and (c) not currently under development. • Engage all stakeholders with a role in the development review process to participate in the inventory. • Implementation Team to develop a comprehensive data/information management strategy that identifies how the information should be used and how information/data will be updated and maintained. • Implementation Team to lead the development of a roadmap to make the additional data/information available in a central location for City staff. • Roadmap to be submitted to Implementation Committee for approval. • Begin implementing roadmap. • Implementation Team to identify a dedicated knowledge management resource to ensure materials remain up to date. • Conduct regular, ongoing reviews of accuracy and relevance of materials included in central repository. Update as required. 	6 – 12 months
18	Create an online applicant portal for all application-related information to improve transparency and customer service	<ul style="list-style-type: none"> • Implementation Team to inventory existing applicant-facing material for the development engineering review process. • Consult with industry stakeholders, partner divisions, and PID staff to identify the type of information and material to be included in the portal. • Implementation Team to incorporate feedback from stakeholders and address gaps in existing information and materials. Socialize with key stakeholders and incorporate feedback. • Launch portal on City's website. Include in training and onboarding activities. (Recommendation 19) • Implementation Team to identify a lead responsible for keeping applicant-facing materials up to date (Recommendation 17). 	6 -12 months

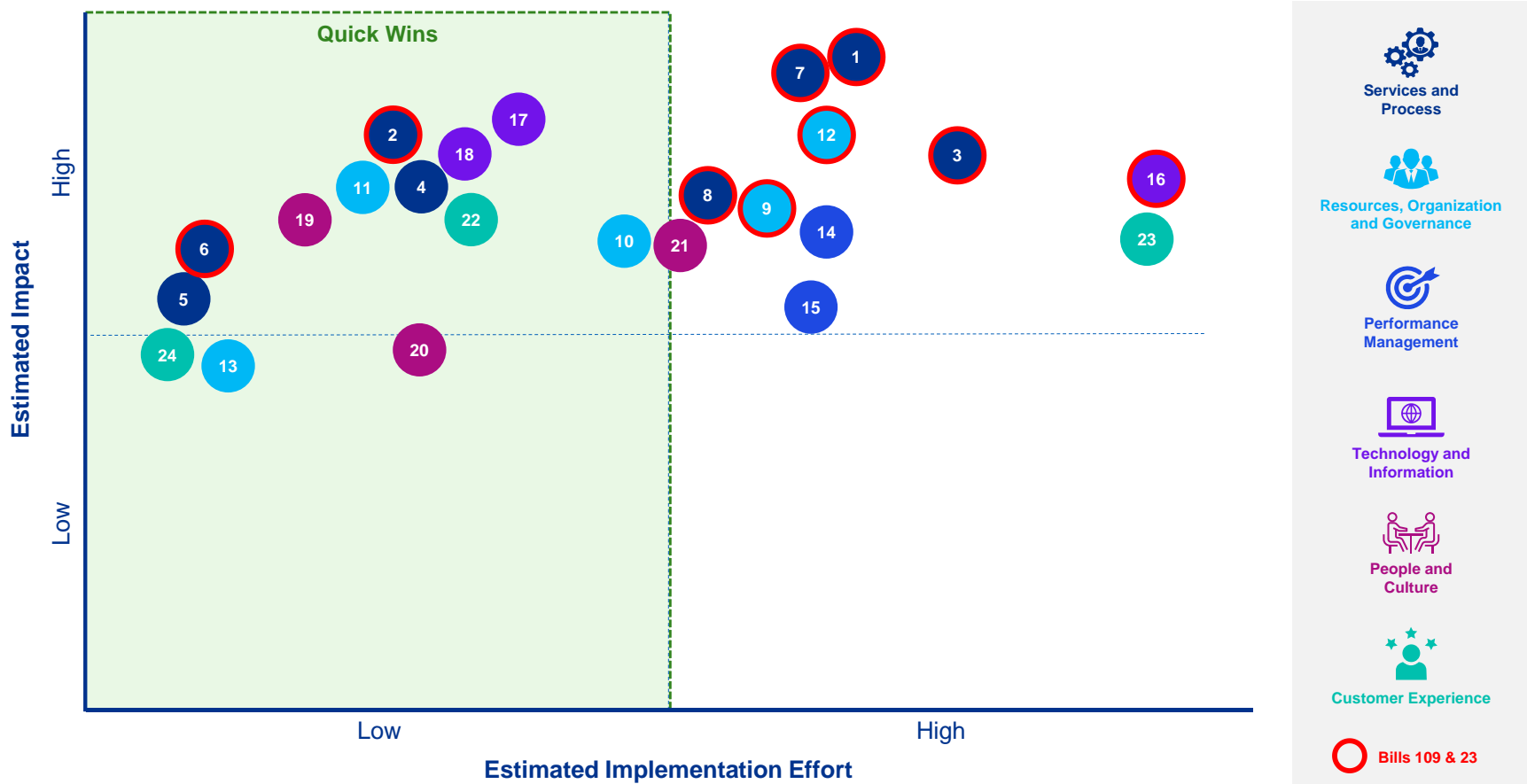
#	Recommendation	Description of Activities	Timeline
19	Implement a formalized training and mentorship program to enhance consistency, onboarding, knowledge transfer, and career development opportunities for City staff	<ul style="list-style-type: none"> • Implementation Team to work alongside knowledge management resource (Recommendation 17) to update the staff training materials to include guidance day-to-day tasks (including those listed in Recommendation 19) • Gather feedback from PID staff and other internal stakeholders on potential training, mentoring, and career development initiatives (including those outlined in Recommendation 19). Shortlist those of interest. • Implementation Team to develop a business case for the implementation of shortlisted initiatives. • Business Case to be submitted to Implementation Committee for approval. • Implement initiatives. • Monitor their effectiveness through employee satisfaction surveys. • Training and mentorship materials to be stored in central repository and reviewed and updated regularly - oversight to be provided by knowledge management resource (Recommendation 17). 	6 – 12 months
20	Consider implementing a cross-departmental training program for City staff across the development review process to promote a common understanding across stakeholders	<ul style="list-style-type: none"> • Implementation Team to gather feedback from PID staff and other internal stakeholders about ideas/programs to support two-way learning opportunities with City staff involved in the development review process. • Develop a business case for a two-way learning program (i.e., training opportunities, work plan, costs, anticipated benefits). • Implementation Committee to approve business case. • Identify lead internal resource with ownership of the program. • Implement training program. 	6 – 12 months
21	Review the compensation framework for development staff to help attract and retain high-quality talent	<ul style="list-style-type: none"> • PID senior leadership, working with human resources, to inventory current compensation bands by job classification. • Collect information on comparable compensation in industry and at comparator municipalities (e.g., wage surveys, third-party research). • Implementation Team to define future state job classifications, accounting for the addition of any new roles (see Recommendations 11 and 12). • Obtain necessary approvals (e.g., budgetary, collective agreements, etc.). • Revise the PID compensation framework. 	12 – 24 months

#	Recommendation	Description of Activities	Timeline
22	Enhance public facing information or guidelines to facilitate high quality submissions	<ul style="list-style-type: none"> Implementation Team to inventory existing applicant-facing material for the development review process. Consult with industry stakeholders, PID staff, and commenting partners to identify the type of information and material to be included in the portal. Implementation Team to incorporate feedback from stakeholders and address gaps in existing information and materials. Socialize with key stakeholders and incorporate feedback. Launch portal on City's website. Include updated information and materials in training and onboarding activities. Implementation Team to identify a lead responsible for keeping applicant-facing materials up to date (Recommendation 17). 	6 – 12 months
23	Incorporate prior applicant performance into the development review process to reward high-performing applicants and incentivize application quality	<ul style="list-style-type: none"> Implementation Team to engage PID stakeholders to define a quality standard and the elements of a "perfect submission". Develop a quality matrix based on the defined standard and "perfect submission" to support monitoring and measurement. Engage industry on potential quality-promoting mechanisms and associated incentives (including those identified in Recommendation 23). Update quality matrix based on feedback. Develop a business case for the implementation of mechanisms. Develop a change management / communications plan to support the roll out of new mechanism(s). Submit materials to Implementation Committee for approval. Implement new mechanisms. Consider initial pilot to refine prior to full rollout. Monitor submissions against quality matrix for continuous improvement. 	12 – 24 months
24	Create opportunities for City and industry peers to engage informally to promote learning, feedback sharing, regular dialogue, and collaboration	<ul style="list-style-type: none"> Gather feedback from staff and applicants to support two-way learning opportunities including those described in Recommendation 24. Implementation Team to develop a business case for a two-way learning program (i.e., training opportunities, work plan, costs, anticipated benefits). Business case to be submitted to Implementation Committee for approval. Identify lead internal resource with ownership of the program. Implement program. Monitor for continuous improvement. 	3 – 6 months

3.3 Implementation Matrix

Figure 5 presents an estimate of the service level impact on the development review process and the associated implementation effort for each of the recommendations. Opportunities with a low estimated implementation effort have been categorized as quick wins. Several additional opportunities are flagged as critical considerations for Bill 109, outlined in red. These opportunities stand to deliver a high degree of impact to Richmond Hill, specifically around increasing the efficiency of the development review process.

Figure 5: Implementation Matrix



3.4 Implementation Progress Tracking

It is critical to demonstrate progress to help build buy-in with internal and external stakeholders when facilitating change. Figure 6 presents a proposed progress tracking tool (i.e., an implementation scorecard) to assist in measuring the implementation of the recommendations included in Section 2.

This scorecard should be reviewed and approved by the Implementation Committee and reviewed on a monthly basis by the Implementation Team. The scorecard can also be used to track the implementation of specific recommendations.

Figure 6: Example Implementation Scorecard

Success Factor (Intended Outcome)	Checklist (Y/N)
Implementation Structure	
The recommendations and roadmap included in this report have been approved by City Council.	
A clear project governance has been established and is working well (see Section 3.1).	
Sufficient staff capacity and resources are dedicated to the tasks ahead and are working well (see Section 3.1).	
Project Management	
Work plans exist to support the implementation of all recommendations.	
A complete communications strategy and accompanying communications plans are developed for relevant recommendations.	
Recommendations are implemented according to roadmap timelines. Delays are justified and communicated.	
Status updates are regularly provided to the Implementation Committee and other key stakeholders (as appropriate).	
Recommendations that have been implemented are reviewed every six to twelve months for effectiveness.	
Applicant & Public Experience	
Applicants are engaged in the implementation process (e.g., through regular status updates).	
The applicant experience is measured and improving.	
Members of the public are engaged in the implementation process (e.g., consulted on appropriate recommendations).	
The public engagement experience is measured and improving.	

3.5 Change Management Framework

Effective change management aligns leaders and staff around change that is clearly defined, justified, and well communicated. Figure 7 presents KPMG’s change management framework as a starting point for the development of a detailed change management plan to support the implementation of the recommendations included in this report.

Figure 7: KPMG’s Change Management Framework

Clarity	Communication	Translation	Action	Longevity
Align leaders around the strategic aims, goals, ambition, and scale of change.	Communicate the vision and case for change and begin to create ownership of the solution.	Translate the vision into reality for people in the organization and define what it means for them.	Move the organization towards the end state and equip people to work in new ways.	Ensure there is capability in the organization to sustain the change.

To help ensure stakeholders are willing, ready, and able to implement change, Richmond Hill should focus on:

- 1 Clarity:** Ensure senior City leadership understands and is committed to the importance of aligned, visible, and ongoing support for an improved development review process. Formalize support in the establishment of the Implementation Committee included in Section 3.1.
- 2 Communication:** Develop and implement a detailed communications plan that clearly articulates the overall case for change to each stakeholder group. Consider identifying champions in each development review-related department to help spread the message. Ensure approval of this report and its roadmap is widely communicated.
- 3 Translation:** Transition from vision to execution by assigning the Implementation Team. Clearly define the Implementation Team’s roles, responsibilities, and mandate. Develop detailed change management plans for the recommendations included in Section 2.
- 4 Action:** Begin implementation. Resolve issues and mitigate risks by escalating them through appropriate channels. Focus on high-impact recommendations and continuously monitor the effect of implementation on each stakeholder group.
- 5 Longevity:** Use the Implementation Scorecard to measure progress and maintain momentum. Continue to monitor the impacts of recommendations and effects on stakeholder groups.

Appendices



Appendix A: Approach and Workplan

In May 2022, the City retained KPMG to conduct a comprehensive, end-to-end review of its development review process. The assessment builds on previous work undertaken in 2018 and was completed alongside the City's ongoing Official Plan update – City Plan 2041.

The review was sponsored by senior City leadership, specifically an executive leadership team and steering committee of directors from across the Planning and Infrastructure Department. The steering committee and sponsorship group included:

- Darlene Joslin, City Manager
- Anthony Iannucci, Chief Transformation Officer
- Kelvin Kwan, Commissioner, Planning and Infrastructure Department
- Sherry Adams, Commissioner, Corporate and Financial Services
- Tracey Steele, Commissioner, Community Services
- Paolo Masaro, Executive Director, Infrastructure and Engineering Services
- Gus Galanis, Director, Development Planning
- Deborah Giannetta, Manager, Development Site Plans
- Dan Terziewski, Director, Infrastructure Planning and Development Engineering
- Patrick Lee, Director, Policy Planning
- Nadim Khan, Director, Building Division and Chief Building Official
- Michael Murphy, Project Manager
- Anthony Ierullo, Director, Economic Development and Richmond Hill Center

Day-to-day oversight was provided by an interdepartmental project team. The review was funded by the Province of Ontario via the Audit and Accountability Fund.

A.1 Objectives and Scope

The purpose of the review was to identify recommendations to improve the efficiency and effectiveness of Richmond Hill's development review process by:

- Identifying efficiencies to streamline the development review process;
- Increasing service levels and consistency;
- Identifying ways to improve information flow and decision making throughout the development review process; and
- Clarifying the roles and responsibilities of key stakeholders involved, while ensuring thorough and meaningful plan review and excellence in city planning.

Our assessment focused on four core development application types:

- Official Plan Amendments;
- Zoning By-Law Amendments;
- Plans of Subdivision; and
- Site Plan Applications.

Our scope included an assessment of:

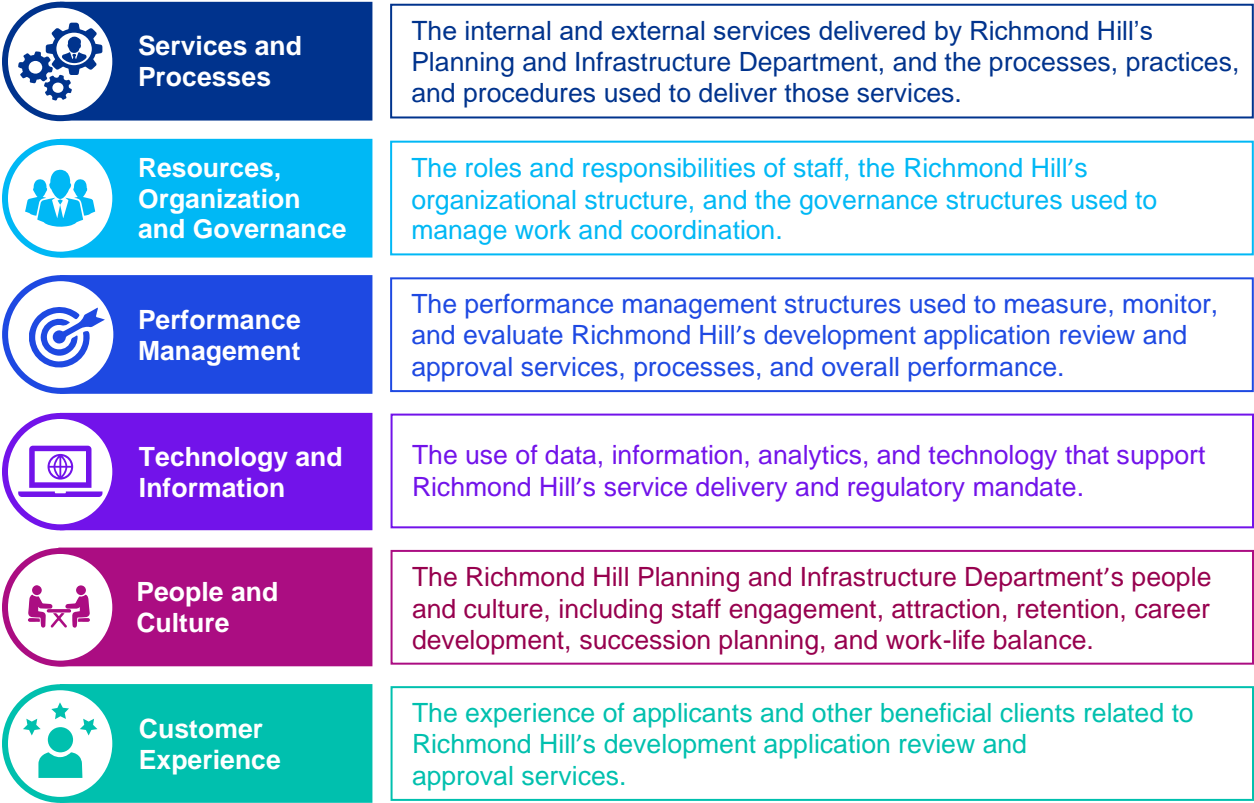
- Current development application review services and processes;
- Roles and responsibilities of staff and departments;
- Organizational structure;

- Staff resources and skillsets;
- Development application management and governance practices;
- People and culture;
- The experience of internal and external stakeholders;
- The effectiveness of technology and information systems in place;
- Review timelines, performance measurement frameworks, and key performance indicators (KPIs); and
- Leading practice related to the structure and organization of development application review services.

A.2 Methodology

We used an assessment framework to structure our research and organize our findings, including the strengths, challenges, and recommendations presented in this report. The assessment framework used for the review had six layers and is described in Figure 8.

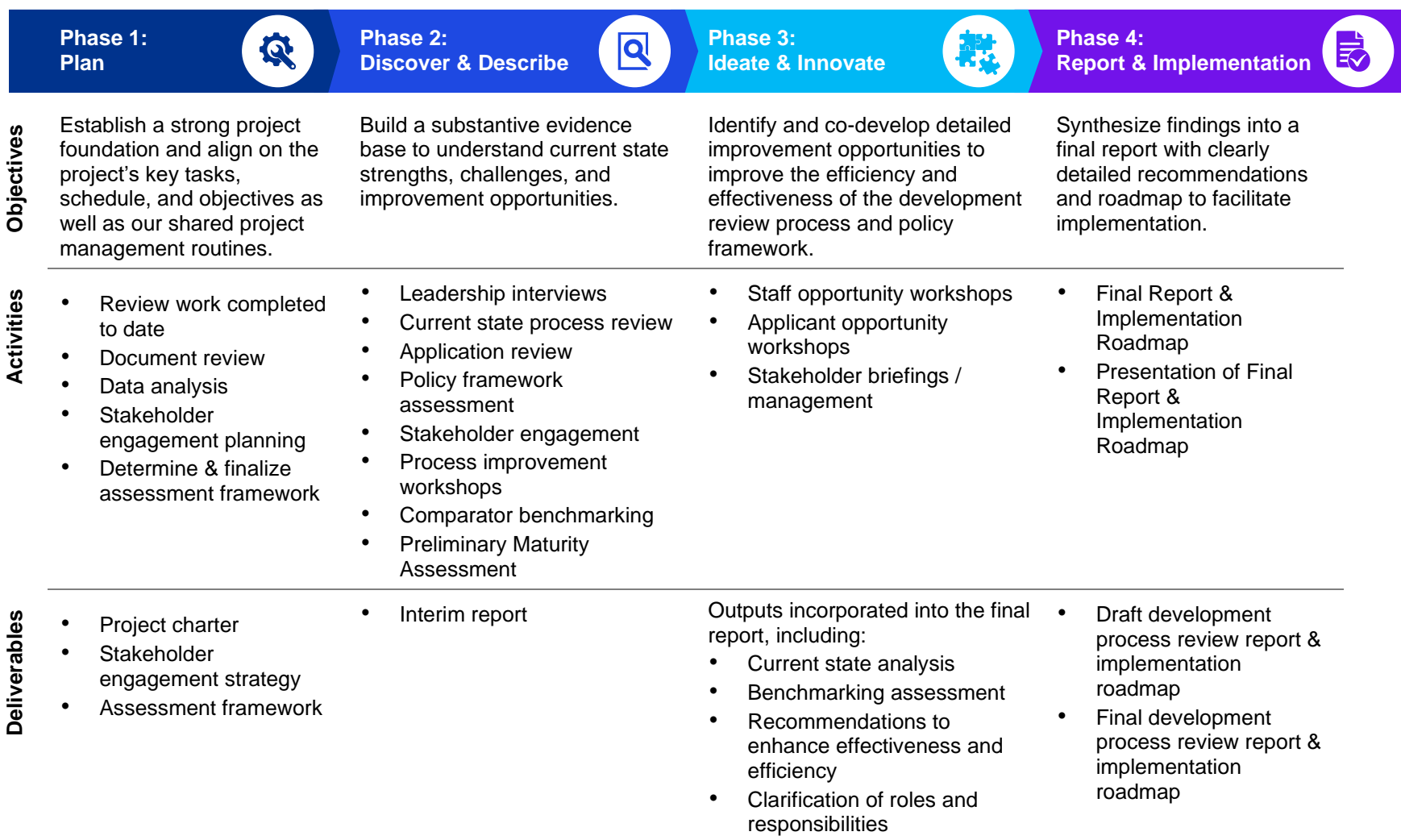
Figure 8: Assessment Framework



A.3 Work Plan

Work began in May 2022 and closed in November 2022. Our approach comprised of four phases, shown in Figure 9. Many components and phases of our work were overlapping and iterative.

Figure 9: Project Work Plan



Plan (Project Set-Up)

During the first phase, we worked closely with the City's Project Team to confirm the assessment's objectives and work plan. In May 2022, we facilitated a kick-off meeting with the Project Team and Senior Leadership to validate the assessment's updated project objectives and work plan. We also reviewed and refined the project charter and stakeholder engagement strategy, including the identification of stakeholders, tactics, and engagement timelines. The engagement strategy and updated project charter was presented to and approved by the Project Team and Senior Leadership in June 2022.

Discover & Describe (Assess Current State)

During the second phase, we built a robust evidence base to understand and evaluate the current state, as well as identify challenges and initial opportunities for improvement. A detailed breakdown of strengths and challenges identified as part of the current state assessment is included in Appendix B.

Several qualitative and quantitative data sources were used to construct our initial evidence base:

- Document review;
- Data review;
- Stakeholder research;
- Process improvement workshops; and
- Survey questionnaires.
- Each is explained in greater detail below.

Document Review & Analysis

We conducted an in-depth review of more than 80 documents provided by the City. Documents included organizational charts, process maps, guidelines, policy documents, job descriptions and performance measures, as well as prior reviews, reports, and studies. We also reviewed sample development application files (ongoing and completed) to develop a better understanding of the current state of the development review process. Additional documents were identified and reviewed throughout our engagement. Internal and external stakeholders in particular provided helpful direction on additional studies and background materials. A detailed list of documents reviewed is included in Appendix D.

Data Review & Analysis

We conducted an analysis of data and information obtained from the City to identify challenges and improvement opportunities, as well as to test and verify initial findings from stakeholder engagement sessions. The data review consisted of assessing data related to application submissions, circulations, timeframes, and approvals, as well as staffing levels over a period between 2016 and 2022. A detailed list of the data sources reviewed is included in Appendix D.

Due to limitations of the City's data system, including challenges extracting and manipulating the data, as well as limited data collection practices, we were unable to conduct a fully comprehensive data review and analysis.

Stakeholder Engagement

We conducted a comprehensive stakeholder engagement exercise, which included approximately 50 hours of stakeholder engagement with more than 100 internal and external stakeholders. Stakeholder engagement activities included:

- Over 40 hours of one-on-one interviews with senior City staff, elected officials, and external commenting partners, including York Region and the TRCA;
- Six process improvement workshops with Planning & Infrastructure Department managers and frontline staff;
- Four focus groups with 20 industry representatives, including developers and consultants, as well as representatives from the Building Industry and Land Development Association; and
- Two online surveys for City staff as well as industry representatives.

To encourage open and constructive dialogue, interviews and focus groups were conducted confidentially and without attribution. Notes were taken to facilitate our analysis but were not shared externally.

One-on-one interviews were typically 30-90 minutes in length. We followed a semi-structured approach that included interview guides with questions distributed in advance and allowed interviewees to identify new issues. Focus groups were several hours in length, and followed a similar, semi-structured approach.

Alongside interviews and focus groups, we also conducted six process improvement workshops with managers and frontline staff to identify strengths, challenges, and improvement opportunities.

A complete list of the stakeholders engaged in our work is included in Appendix E.

We also developed and distributed online surveys for Planning & Infrastructure Department staff and industry representatives. The surveys were open for several weeks and included questions focused on existing strengths, challenges, and improvement opportunities. In total, over 140 responses were received across the two surveys.

We synthesized our findings into an interim report. The interim report included a summary of the current state, as well as a long list of improvement opportunities for consideration and additional development during Phase 3. The interim report was presented to the Project Team and steering committee in September 2022.

Ideate & Innovate (Develop Improvement Opportunities)

During the third phase, we refined our preliminary improvement opportunities into the recommendations included in this final report. We used two main inputs to develop the future state model: co-design workshops and leading practice research.

Co-Design Workshops

We developed several key improvement opportunities included in our interim report through six co-design workshops with Planning & Infrastructure Department manager-level and frontline staff, as well as industry representatives. During the workshops, we worked alongside stakeholders to review and refine key improvement opportunities. Follow-up interviews were held with several manager-level staff to further refine improvement opportunities. Outputs from the workshops were incorporated into this report.

Leading Practice Research

The purpose of the leading practice research exercise was to gather information from leading jurisdictions across the country to inform the development of our recommendations.

Our approach had two distinct phases. In the first phase, we compared the Planning & Infrastructure Department's processes against leading practice identified through KPMG research and work with Canadian and global municipalities. In this phase, we conducted desktop research into each city's development review processes using publicly available materials, such as relevant research reports, benchmarking studies, and existing industry leading practice. The output from this phase was included in our Interim Report.

In the second phase, we conducted more detailed research into comparator municipalities to identify specific opportunities for Richmond Hill's development review processes. We focused on what each jurisdiction does well, rather than a side-by-side comparison or analysis of each jurisdiction's development review or equivalent processes.

Working closely with the Project Team, we identified ten jurisdictional comparators based on criteria including: population size and growth, geography, development volume, development type and complexity, organizational structure and governance, operational innovation, and people and culture.

The following municipalities were included as part of the benchmarking study:

- Vaughan, ON
- Markham, ON
- Brampton, ON
- Hamilton, ON
- Kitchener, ON

- Barrie, ON
- Guelph, ON
- Edmonton, AB
- Surrey, BC
- Richmond, BC

For each jurisdiction, we conducted desktop research and, where possible, phone-based interviews with a senior staff representative from a relevant department or division. In several instances, insights were also included from previous KPMG stakeholder engagement and jurisdictional research efforts with municipalities. Additional information about the jurisdictional benchmarking study is included in Appendix C.

Final Report & Implementation

During the fourth and final phase, we synthesized our findings into this final report and implementation roadmap. Draft versions of this report were shared with and reviewed by the Project Team and senior leadership. Revisions have been incorporated into this final report.

Appendix B: Current State Assessment

This appendix summarizes our findings about the strengths and challenges facing the development review process in Richmond Hill. The strengths from our current state assessment are listed below, followed by the challenges, which are organized into the six layers of our assessment framework. These findings were included in our Interim Report.

B.1 Strengths

Integrated, case management-based approach

- Multidisciplinary team with expertise across core development review areas.

Human capital

- Highly knowledgeable and experienced staff excited to shape Richmond Hill's future growth and tackle increasingly complex development review-related challenges.

Problem-solving mentality

- Staff make efforts to employ creative problem-solving to identify and reach solutions to application-related issues.
- Industry representatives acknowledged that Richmond Hill staff go out of their way to find solutions.

Pre-submission consultation process

- Pre-submission consultation meetings are scheduled quickly and are effective at identifying application-related issues and requirements around completeness.
- Consistently identified as a strength by both City staff and industry.

Service delivery response to COVID-19

- Shift to digital service delivery during the pandemic was faster and more seamless than municipal peers.

A+ Service Program

- The A+ Service Program was recognized as effective by industry participants and the Economic Development team effectively assisted new businesses in their set up.

B.2 Challenges

B.2.1 Services and Processes

Process inconsistencies across staff, departments, and commenting partners

- The development review process is largely informal (i.e., procedures and rules are not generally written down or communicated). As a result, the development review process – from application requirements to specific process steps to the use of tools and templates – varies significantly across individual staff, departments, and commenting partners.
- Process inconsistencies reduce transparency and predictability for both applicants and staff. They also increase the administrative burden for staff and create barriers to training and developing a collaborative City-wide culture across the development review process.

Increasing volume of complex development applications

- City staff and leadership consistently indicated that the volume of complex, resource-intensive submissions (e.g., complex infill and high-rise developments) has increased significantly over time.

- Development application volumes for OPA and ZBA have increased by 100% and 20% respectively, since 2019. This growth has occurred without significant increases in development staffing levels, resulting in significantly increased staff workloads.
- The complexity of development applications is also increasing as the City shifts towards more complex development patterns, adding to workload pressures and increasing application review timelines, particularly given the increasing need for exceptions and deviations to existing policies and standards.

Increasing complexity of the development review process

- Over time, several additional components have been added to the development review process (e.g., report requirements, sustainability metrics), without any follow-up reviews for relevancy. Stakeholders indicated that there are current components of the development review process that are outdated and/or no longer relevant (e.g., Oak Ridges Moraine conformity statement).
- Additional components of the development review process add to application review timelines, contributing to the growing backlog of development applications under review.

Increasingly administrative role of the planner

- The role of the planner is changing from technical review to increasingly administrative tasks such as administering fees, editing/formatting of various reports and document packages, or supporting application hearings (i.e., OLT), which consume the planner's time that would be better spent on other meaningful work.
- Our research showed that this is a significant source of frustration, negatively impacting staff morale and reducing the time available for higher value development review work.

Broad, inconsistent circulation and commenting practices

- Development applications are often circulated to commenting partners that do not need to review the application or have already provided comments, increasing application review times, staff workloads and contributing to late-stage comments.
- Comments are not provided in a consistent format by internal commenting partners – from the type, structure and delivery method of comments to the use of specific tools (e.g., digital markups) and templates – there is significant variation across staff resulting in increased administrative burden on both City staff applicants.

Unconsolidated feedback and comments

- Our research indicates that, as a result of increased workloads, application complexity, and/or timeline pressures, the application file manager does not always review or consolidate comments from commenting partners prior to returning the submission file to the applicant. As a result, applicants can occasionally end up with conflicting comments from the City.
- Conflicting comments from staff and commenting partners increase application review times, applicant frustration and, in many cases, application costs.

City comments remain unaddressed

- When resubmissions are received, it is not always clear what's been addressed by applicants and/or why certain items haven't been addressed. It takes significant time and resources for staff to figure out what changes have been made in application resubmission(s).
- City staff noted in stakeholder consultations that comments are frequently not addressed in resubmissions, which requires additional back-and-forth with applicants. This contributes to staff and applicant frustration, longer review timelines, and increased workloads.

Escalations and reprioritizations disrupt the application queue and extend timelines

- Applications are typically reviewed by commenting partners in order of receipt. However, applicants frequently escalate files to senior managers or elected officials. Escalations and reprioritizations disrupt the application queue, moving applications that are not escalated or prioritized to the “bottom of the pile” and extending review timelines.

- The constant reprioritization is a significant contributor to backlogs and bottlenecks. These workflow changes also contribute to the increasing staff workloads, as staff are often required to redo or relearn aspects of deprioritized applications. This deteriorates customer service levels and contributes to both staff and applicant frustration.

Limited handoff mechanisms between staff

- Our research indicates that staff have limited formal application transfer or handoff mechanisms. As a result, staffing changes on an application (e.g., as a result of vacation, retirement, or job change) can be disruptive, often resulting in communication breakdowns with applicants and new or unexpected comments and/or inconsistent approaches to core application-related issues.
- City staff noted that application files can sometimes end up “in limbo” as a result of a poorly executed handoff, whereby the application remains “idle” until an inquiry from the applicant is made. This further extends review timelines and causes additional applicant frustration.

Sometimes poor application quality

- The quality of applications and supporting studies can sometimes be poor, particularly on initial submissions, increasing application review times and reducing the staff time available for more valuable work.
- Certain cases of poor-quality applications result in planning staff undertaking significant re-work that is out of scope, placing a greater administrative burden on staff, who feel they are doing work that should be the responsibility of the applicant.

Underutilized pre-submission consultation process

- Our research indicates that the pre-submission meeting process is currently being underutilized. Meetings are not attended by key personnel and decision makers from both the City and the applicants, and often do not cover key application-related issues.
- Stakeholders noted that current pre-submission meetings serve primarily as a checklist discussion informing the applicant what they will need to have a complete application. Minimal discussion occurs around communicating anticipated timelines, preliminary identification and/or solutioning of challenges, City objectives and vision, or other considerations that are key to setting applicants up for success.
- Underutilized pre-submission meetings can lead to issues and obstacles emerging after application submission that otherwise could have been identified and/or prevented earlier.

B.2.2 Resources, Organization and Governance

Project manager role not properly defined, resourced, or empowered

- Outside of the A+ Service Program, our research indicated that there is no well-defined or empowered project or case manager associated with development applications.
- While many internal and external stakeholders identified the planner as the “application lead,” most planners lack the time, tools, and authority to manage applications across processes and commenting partners.
- As a result, even for minor issues or changes to applications, planners often have to circulate entire applications/files to commenting partners for their review. These additional circulations contribute to application review timelines and can lead to late-stage comments.

Informal development review process governance

- Development review is an interdepartmental process that requires coordination across many different departments, particularly given the increasing complexity of development activity.
- While there are regular interdepartmental leadership meetings (DARC), there is no formal process-wide mechanism to manage development-related resources and priorities, or identify and resolve conflicting comments and policy objectives, contributing to delays and staff and applicant frustration.

Unclear roles and responsibilities

- The development review-related roles and responsibilities of internal and external commenting partners and other development review stakeholders are not well defined.
- Commenting partners often provide comments on issues outside of their areas of jurisdiction, resulting in duplication, additional work, and delays.
- Additionally, City staff indicated that they often do not know who they should be contacting for specific information needs/requests (i.e., staff in other departments or commenting partners), which results in additional administrative work and increased review times.

Lack of front-to-back accountability

- Our research identified a lack of accountability across the development review process, particularly between key stakeholders / commenting partners. When a submission is transferred between stakeholders / commenting partners, there is limited review/communication between parties, with neither being accountable for how their review impacts that of the other.
- The current process does not facilitate accountability or overall ownership of a file, leading to poor communication and collaboration between commenting partners and contributing to conflicting comments.

Lack of delegated decision-making authority

- Our research indicates that there is limited delegation of decision-making authority/responsibility. A significant proportion of issues have to, by way of procedure, filter up to senior decision-makers for approval. For example, public notices require commissioner approval.
- The administrative effort and time associated with obtaining approvals increases review timelines and contributes to increased staff workloads.

Ineffective conflict resolution

- Stakeholders indicated that the Development Application Review Committee (DARC) is supposed to exist for conflicts & coordination, however, it is not fully effective. Managers are focused on their own mandates and don't necessarily consider the process from the broader perspective (or that of the customer).
- Commenting partners are not always brought in to coordinate conflicts amongst themselves and resort to alternative communication channels that are often scattered and informal.
- Additional time is spent communicating between the committee, frontline staff, and commenting partners, rather than engaging with the relevant stakeholders (and applicants) for clarification and/or to collaborate on a solution. This contributes to increased review timelines, additional work for staff, and applicant frustration.

B.2.3 Performance Management

No comprehensive performance management framework

- The development review process is not supported by an end-to-end performance management framework.
- As a result, staff, applicants, and other development stakeholders lack a clear understanding of the City's overall and application-specific targets and performance, reducing transparency and predictability while creating barriers to effective management, accountability, and oversight.

Limited measurement of development process-related information

- Many critical elements of the development review process are not currently tracked or measured (e.g., application processing timelines, circulation metrics). Those elements that are tracked are difficult to manipulate and/or are limited to specific departments.
- The lack of development review-related measurement and information is a barrier to effective performance management.

B.2.4 Technology and Information

Inconsistent use of technology / software / systems across the City

- Our research indicates that the *Energov* system, the Planning and Infrastructure Department's core application management tool, is in the process of being implemented and as such not used consistently across the development review process.
- Although applications are circulated through *Energov*, files and associated materials are also distributed via e-mail, links to City drives, or by other means. Additionally, training and experience with systems vary across individual staff, and there is a general lack of awareness as to what the system's capabilities and current uses are.
- These variations contribute to service inconsistencies throughout the review process. They also contribute to data quality issues, which negatively impact management's ability to incorporate data into service planning and decision-making.

Lack of modern, formalized workflow management system

- Our research indicated that there are limited formal workload management tools in use. As a result, managers have developed their own spreadsheets to track, assign, and coordinate work across their teams. These spreadsheets are highly manual, reducing the manager's time available for valuable work.
- The data and information contained in these spreadsheets are not consistently collected nor integrated, and as a result, it is difficult to obtain comprehensive performance data (e.g., number of circulations per application) for analysis across the development review process. For example, several sets of basic data that were requested for this review were not able to be provided. This leads to barriers in performance assessment and the identification of process bottlenecks.

Limited online application submissions capabilities

- While online application submissions may be enabled by *Energov* in the future, the current process remains highly manual, with limited opportunities for applicants to submit applications or complete the processes digitally.
- As a result, the submissions are not well integrated across departments, which contributes to inconsistencies and overall is a hindrance to the automation and streamlining of processes. It also contributes to application quality issues, as it is more complicated to review application content/quality/completeness manually.
- Additionally, hard copies of application materials are occasionally lost, and applicants do not realize until they follow up on the status of their applications, further contributing to service inconsistencies, review timelines, and applicant frustrations.

Lack of information available digitally

- Staff and industry stakeholders indicated that development application-related information (e.g., zoning maps, City policies and standards) is not always accessible digitally for applicants. Industry stakeholders noted that in many cases, materials must be obtained either by way of email/phone enquiry and/or hardcopy transfer.
- The lack of digitally accessible information and materials negatively impacts application quality, increases review timelines, and also places an additional administrative burden on staff in responding to formal requests from applicants.

B.2.5 People and Culture

Staffing levels have not kept pace with growth in application complexity

- Our research indicates that the volume and level of work associated with the growth in application complexity has increased while staff levels have remained the same since 2019. This disproportionate increase in work is stretching the team's capacity to fulfil its core responsibilities.
- This gap has increased staff workloads and is a significant cause of staff frustration and fatigue. This gap is exacerbated by difficulties in training new staff.

Training processes and materials are inconsistent and/or not comprehensive

- Planning and Infrastructure Department staff indicate that, while there are some onboarding training and materials available for new hires, there are limited training manuals and resources that are applicable and/or useful for their day-to-day work.
- Our research also indicates that some teams have developed and deployed their own onboarding and training materials, contributing to the inconsistencies across individuals and divisions.
- New staff often need to rely on their peers for onboarding and training, which also increases the administrative workload for staff and creates barriers to effective onboarding and training, particularly with remote work becoming more prevalent.

Lack of formal knowledge transfer protocol

- Our research indicates that there is a lack of a formal process for the transfer of knowledge and expertise among staff.
- When experienced staff with tenure leave the city or retire, much of their expertise is lost. This is exacerbated by inconsistent training processes and materials and has been made significantly worse with the advent of remote working.

Limited formal internal communication processes

- Stakeholders indicated that internal communication between staff and commenting partners occurs largely informally. Key stakeholders are not always included on all file-related correspondence, and in some cases miss out on critical changes made in a file that impact their own scope(s) of work. Additionally, records of decisions and related context/information are not always maintained or accessible to staff.
- The lack of formal internal communication protocols/processes contributes to service inconsistencies and can result in issues identified late in the process, as well as conflicting and/or late-stage comments.

Growing staff morale challenges

- An analysis of our stakeholder research indicated that while staff take pride in the importance of their role, there is a growing challenge with staff morale. Many of the challenges included in this report are negatively impacting staff morale, including increasing workloads, timeline pressures, a lack of performance management, and ineffective workflow management systems and processes, among other things.
- Stakeholders noted that staff morale challenges have begun to manifest in both comments and general correspondence with applicants and staff retention issues (i.e., higher staff turnover). As a result of staff turnover, applicants frequently experience personnel changes on application files, which often extends the review process and contributes to applicant frustration

Sometimes adversarial relationship between staff and industry

- Many stakeholders (both staff and industry) indicated that the relationship between staff and applicants can sometimes be adversarial.
- Poor relationships amongst staff and industry can act as a barrier to the collaboration and trust required for an effective and efficient development review process.

B.2.6 Customer Experience

Application status and related information

- Application status (e.g., the staff assigned to an application, whether a submission has been circulated, whether comments have been received and by whom) and other application-related information can be difficult for applicants to identify and track, reducing transparency and increasing administrative workloads for City staff.
- Applicants indicated that they often do not know the status of their application until an official inquiry (or multiple inquiries) has been made, which prevents them from proactively identifying and managing

issues. Similarly, staff are required to spend considerable time responding to informational and status-related inquiries, which reduces the time available for more valuable work.

Unclear application process

- Although the City's website features guidelines and instructional materials on the application process, stakeholders indicated that the information is generic and there is a lack of illustrative submission information (i.e., examples of quality submissions) available for their reference. Over 40% of industry stakeholders found the process unclear and more than 60% felt that application timelines were unclear.
- Without comprehensive examples, applicants must often rely on limited information available, their own precedents (which can be out of date), or simply submit applications without the benefit of certain information. This gap reduces application quality and contributes to increased workloads for City staff.

Customer service and management of applicant expectations

- Applicants are not always aware of the full requirements for the development review process. Over 50% of industry stakeholders indicated that the City does not provide clear anticipated timelines for the review process.
- Significant time and resources are spent by City staff trying to educate/explain to applicants the process and steps involved (e.g., that there are conditions that need to be satisfied before they can worry about other components in the process), which takes away from staff's ability to complete more value-add activities.

Unclear points of contact

- Industry representatives indicated that (both prior to the first submission and later in the process) it can be difficult to identify who the reviewer for their application is. As a result, applicants looking to overcome technical issues are unable to collaborate with the reviewing entity.

Appendix C: Leading Practice Research

This appendix summarizes our leading practice research. It has two subsections: i) global leading practices, and ii) success factors identified through our research of comparable municipalities. Information about our approach to jurisdictional benchmarking is included in Appendix A.

C.1 Global Leading Practice

This subsection presents a summary of global leading practices and is based on our research of more than 30 complex Canadian and global jurisdictions. We have also incorporated insights from relevant third-party research reports, benchmarking studies, and industry leading practice. The most relevant jurisdictions included in our research are included in Table 7.

Table 7: Leading Practice Jurisdictions

Canada	United States	Global
Toronto, ON	New York City, NY	Auckland, New Zealand
Mississauga, ON	Chicago, IL	Melbourne, Australia
Hamilton, ON	Seattle, WA	Abu Dhabi, UAE
Ottawa, ON	San Francisco, CA	
Vaughan, ON	Los Angeles, CA	
Markham, ON	Phoenix, AZ	
Calgary, AB	Dallas, TX	
Edmonton, AB		
Vancouver, BC		
Richmond, BC		
Surrey, BC		

Leading practices for the development engineering review are described below and organized into the six layers of our assessment framework.

Services and Processes

- Focus effort and resources during the early stages of the development review process to understand the application and identify potential complications.
- Sufficiently resource project leads and empower them to manage development applications in an efficient and productive manner.
- Tailor the available resources and processes to each applicant's specific needs. Give extra consideration and risks and resources to previously identified risks.
- Use standard operating procedures, terms of reference, and other practice management tools to improve application review speed, consistency, and transparency.
- Establish mechanisms to identify and prioritize strategic applications.

Resources, Organization and Governance

- Use integrated, multidisciplinary teams to improve speed, consistency and collaboration of application review and commenting circulation.
- Establish a formal, process-wide governance structure to improve oversight and accountability.
- Identify and empower a dedicated operational lead for the end-to-end development review process. Consistent leadership ensures accountability and improves overall governance.

- Formalize staff and applicant meetings at critical application milestones to improve communication, coordination, and collaboration.
- Clearly define the roles, responsibilities, and timelines for all commenting partners and development review stakeholders to decrease circulation periods.

Performance Management

- Establish an integrated, process-wide performance management framework.
- Regularly review the effectiveness of the performance management framework and supporting performance metrics.
- Develop dashboards to improve oversight and accountability.
- Use time tracking for development related staff to improve resource management.

Technology and Information

- Use a modern, process-wide application management platform to improve application speed, consistency, and oversight. Application management platforms are increasingly useful in a digital world.
- Make use of template documents to improve consistency through commenting and collaboration.
- Leverage groupware to improve internal and external collaboration by standardizing technology tools.
- Establish self-service applicant portals.
- Continually identify and make available critical development review-related information to improve application quality and reduce application costs.

People and Culture

- Integrate development engineering and development planning staff into both their respective processes.
- Implement regular training and mentorship opportunities to support knowledge and career development.
- Ensure that all development engineering training sessions and information are centrally located and available for staff online in an easy-to-use portal.

Customer Experience

- Actively engage industry and industry associations in the development review processes.
- Proactively share resources and information with industry to improve application quality and overall communications.
- Encourage high quality applications with streamlined processes and other prioritization incentives.
- Use plain, easy-to-understand language in all public-facing development-related communications.
- Create terms of reference for technical studies to improve education and awareness around the development engineering review process.
- Make all development policy, guidelines, and standards available online in an easy-to-use portal to improve applicant experience.

C.2 Success Factors

Working with the Project Team, we identified comparator jurisdictions for detailed research, using a combination of desktop research and one-on-one interviews with representatives from each. This subsection identifies 11 success factors for development engineering review processes used in comparable municipalities. Interviews were conducted with the following ten municipalities:

- Vaughan
- Markham
- Brampton
- Hamilton

- Kitchener
- Barrie
- Guelph
- Edmonton, AB
- Surrey, BC
- Richmond, BC

Insights from interviews were combined with findings from desktop research. The research focused on what each jurisdiction does well, rather than a side-by-side comparison or analysis of each jurisdiction's development review process. These insights informed the recommendations included in Section 2 of this report.

1. Focus effort during early stages to address volume and complexity

Like Richmond Hill, many of the municipalities included in our research are experiencing increasingly complex development applications.

To address these challenges, a number of the jurisdictions included in our leading practices research are focusing staff resources on the early stages of the development review process. The municipalities we spoke to all employ a pre-submission meeting to help staff and applicants better understand the proposed project and prepare the applicant for submission requirements. Interviewees identified the following enablers of a successful pre-submission consultation process:

- Broad attendance from relevant City departments and consultants on the applicant team;
- Internal pre-meetings to align City departments, including the identification of application-specific priorities; and,
- The identification of materials and information necessary to provide substantive feedback, while balancing the time and cost to applicants of preparing such materials prior to formal submission.

While some interviewees focus the pre-submission process on the identification of application requirements, others use the process to identify substantive technical-related issues that should be considered by the applicant prior to submission, which can help to surface and address complex development challenges as early as possible. The City of Hamilton has developed a set of Comprehensive Development Guidelines (available on the City website) that outlines in detail the development review process steps such that applicants can identify and address issues at the onset, prior to having to engage the City. The guidelines outline a "perfect submission". The City of Barrie established terms of references to state the requirements on all application related studies. They also have a dedicated resource for application intake who completes an initial quality review and stream the application.

2. City-wide governance structures

Like Richmond Hill, many of the municipalities engaged through our research identified interdepartmental coordination and collaboration as a significant challenge. Common issues included:

- Conflicting comments on development applications;
- Aligning priorities across disciplines; and,
- Ensuring adequate resourcing across different teams.

To address these issues, a number of the jurisdictions we spoke to developed interdepartmental governance structures to support the development review processes. While models and level of formality varied significantly across comparators, interviewees consistently identified a number of benefits associated with these structures, including:

- Providing leadership and staff with an "end-to-end" view of the development review processes, including a stronger sense of being "on the same team;"
- An effective mechanism to quickly resolve interdepartmental conflict and align priorities; and
- An effective forum to communicate city-wide and departmental policy and other changes.

3. Performance management

As a result of the interdisciplinary nature of the development review process, a number of jurisdictions identified the importance of aligning on departmental performance targets and incentive structures across all teams involved in the development review process. The measures taken by these jurisdictions include:

- Granular time tracking of all activities related to development review, including time spent with commenting partners and applicants;
- Regular performance monitoring and reporting; and
- Measuring application quality differentials between initial submission and approval as a proxy for impact.

By aligning incentive structures and, more importantly, ensuring the appropriate accountabilities are in place, these jurisdictions are able to:

- Use performance measures as meaningful metrics to improve service delivery;
- Improve performance by aligning priorities across external (applicants) and internal (City departments) stakeholders; and
- Improve line-of-sight into bottlenecks in the process and how best to resolve them.

Through the effective collection, monitoring, and evaluation of performance metrics, Edmonton has successfully transferred their development review process to a largely data-driven process. This has allowed them to gain effective insights into the performance of specific components on the process and make adjustments to improve the development review service overall.

4. Time tracking and data collection

All jurisdictions that have implemented effective and meaningful performance management frameworks and have comprehensive systems in place to support them in time tracking and data collection related to the development review process.

Several jurisdictions track time across the various stages of the development review process. In most cases, technological support through an online application submission and workflow systems is incorporated into the process to enable the tracking of key metrics. The purpose is to show straightforward, quantitative measurements from when an application is submitted to when it gets approved. Time is tracked at every milestone in the review process, and data is recorded to allow the municipality to evaluate process bottlenecks and to provide quantitative support in review evaluation and decision making. Time tracking information/data is typically shared publicly, under the rationale that it is a shared metric that both the City and the customer have to perform against. Time is tracked for granular data to support conversations and reviews made on the performance of the City and the applicant.

Most municipalities use time tracking to better understand staff resources used to support in development application reviews. Time tracking is also used in performance reviews, with some municipalities recording how many application reviews were not completed within the prescribed timeline for applications to understand if their applications take X% longer/shorter than standard. The City of Edmonton is exploring ways to use its comprehensive performance data sets to enable automated approval processes for certain types of applications/processes (e.g., expedited infill process for building permits) as long as submission requirements have been met.

5. Timeline transparency

Leveraging past performance data, and working with industry groups to establish realistic figures, several jurisdictions indicate to applicants the current anticipated timelines to be expected based on application considerations and current workloads. The City of Edmonton publishes real-time anticipated application review timelines on their website to indicate to applicants the current “wait times” for different application types. These numbers are used as targets for evaluations / KPIs.

The City of Burnaby has implemented a Guaranteed Permitting Timelines program with the aim to improve the speed and predictability in the development application approval process. The City’s website features daily updates on the current application processing time versus the established guaranteed

targets. This program applies to single-family dwellings, tenant improvement, rezoning, and site servicing review applications and the timeline begins after application has completed an initial round of review.

6. Delegated approvals authority

Municipalities across Ontario are further empowering their senior-level staff to make decisions on development applications by way of delegated authority. In response to Bill 109, municipalities are required to delegate approvals of authority for site plan control applications to their Chief Planner, or equivalent. However, beyond site plan control applications, several municipalities are equipping their staff with the tools and resources required to make application decisions to ensure a more efficient and effective process. When there is delegated approval authority, applications need not be escalated to executive decision-making tables or individuals. As such, decision outcomes are no longer reliant on executive workloads and/or Council or other Committees' meeting schedules. This serves to accelerate application review timelines, while also empowers staff within their roles.

The City of Barrie has recently implemented this change, delegating approval of site plans and draft plans to the Director of Development Services. The City of Hamilton has used delegated authority as a success factor for a number of years. The Director or Planning and Chief Planner has delegated authority to also approve the removal of holding status on applications, part lot control, heritage permits, consent on easements, and draft plans of subdivisions and condominiums (draft plans of subdivisions and condos still go through a public consultation process, but do not need to be approved by Council). This delegated authority supports operational efficiencies and streamlines the development review process, while empowering staff to address application issues efficiently.

7. Fees to incentivize application quality

Many of the jurisdictions included in our research use or are considering the use of additional fees to incentivize application quality. The additional fees are triggered after a set number of circulations and only charged if the additional circulation is driven by the applicant. The benefits identified by interviewees include:

- Cost-recovery for the staff time associated with additional circulations;
- Reduced circulations, increasing approval times and reducing staff workloads; and,
- Increased application quality on resubmission.

Interviewees also noted that the additional fees provided a strong incentive for applicants and staff to address issues promptly as they arise, contributing to faster approval times. In one jurisdiction, staff have the discretion to waive the additional fee if an applicant is making significant efforts to address previous comments.

The City of Markham and the City of Hamilton charges fees that cover up to three rounds of circulations and reviews. Applications that go beyond (i.e., additional circulations) are required to pay additional fees. This provides incentives for the applicants to address issues as they arise.

8. Applicant evaluation and rating

Several municipalities engaged employ an evaluation and rating/ranking system in which applicants and developers are evaluated and ranked based on their performances in order to incentivize quality. Applicants are evaluated on both qualitative considerations (e.g., submission quality) as well as quantitative considerations (e.g., time tracking, circulations, etc.) to determine a ranking.

In some jurisdictions, these rankings can be published publicly to incentivize better industry performance. The rankings are also used internally to dictate service levels (e.g., different levels of securities required from applicants, different teams assembled for files, more cursory reviews for higher-ranked applicants, less time spent on site for inspections, etc.). Consultant performance rankings are shared with owners to encourage transparency throughout the development review process.

As identified during the global leading practice research, the City of Seattle uses the rating program based on quality and completeness of submissions as an incentive for applicants to be able to schedule intake appointments – a key component on the critical path of the review process (and therefore an

incentive). The City of Calgary meets with customers once per year to discuss how they're doing relative to their peers and highlight areas of improvement.

9. Performance recognition

Several jurisdictions acknowledge exemplary performance by applicants to encourage and quality in application submissions and incentivize desired applicant behaviours.

The City of Hamilton recognizes applicant performance through several awards programs. The City presents two awards annually:

- Building Permit Submission Recognition of Excellence
- Building Inspection Recognition of Excellence.

The awards are presented to the local chapters of home-building, architectural, and professional engineering associations. The City has a list of criteria for each award that is mailed to each association in the spring of the year, with awards presented at the groups' annual AGM. Since implementing, the City has noted an uptake in the quality of building permit submissions and site readiness for building inspections.

The City of Richmond recognizes a developer with an Urban Design award every four years and the industry has responded well as the City receives higher quality projects as a result. The developers see the award as a good marketing opportunity for their brands.

10. Formal acknowledgement of comments

To reduce resubmissions, several comparator jurisdictions use a formal checklist when providing comments to applicants. Applicants are required to initial each comment to acknowledge receipt and understanding to strengthen accountability. When resubmitting an application, applicants must provide a response to each checklist item that describes how the comment was addressed.

Interviewees noted that requiring comments to be acknowledged on receipt resulted in higher quality resubmissions. Staff were also able to easily verify and comment on outstanding items. Overall, this enhanced collaboration and reduced inefficiencies and miscommunications between staff and applicants. The City of Hamilton relies on available software to support the review of application change sin resubmission.

11. Feedback sharing

The open sharing of feedback is used by several leading jurisdictions. The City of Calgary sets up open forums to both share and receive feedback from industry. The City invites feedback (positive and negative) from applicants and consultants in an effort to learn and improve from it, while also providing feedback to applicants/consultants about their quality and performance. The City of Edmonton relies on data collected on time tracking to support / back up their feedback conversations with customers around performance and review timelines.

Appendix D: Document Register

This appendix presents the documents reviewed during our assessment.

Table 8: Document Register

#	Document Name	Date Received
Project Initiation		
1	DRP Steering Committee 052422	24-May-22
Organizational Charts		
2	Organization Charts	08-Jun-22
Process Maps		
3	PRM_Generic_User_Guide	04-May-21
4	Rich. Hill – New Application Circulation List (revised)	16-Jun-22
5	Workflow_Report_Consolidated	04-May-21
Supporting Material for Development Review		
6	DS Key Findings Report Jul 18 2018 Draft	31-May-22
7	Development Services Review Final Recommendations and Associated Actions	31-May-22
Data		
8	Rich. Hill - PAC Volumes by Year	17-Jun-22
9	Development Application Statistics 2016 to 2020	21-Jun-22
10	2022-06-20 -OLT List	21-Jun-22
11	Staffing Levels – Sept 1 2019	10-Aug-22
12	Staffing Levels – Jan 1 2020	10-Aug-22
13	Staffing Levels – Jan 1 2021	10-Aug-22
14	Staffing Levels – Jan 1 2022	10-Aug-22
15	Staffing Levels – Aug 9 2022	10-Aug-22
Job Descriptions		
16	Director Building Division and Chief Building Official	9-Aug-22
17	Director, Corporate Asset Management and Environment Services	9-Aug-22
18	Director, Design and Construction Services	9-Aug-22
19	Director, Development Engineering and Transportation.docx	9-Aug-22
20	Director, Development Planning	9-Aug-22
21	Director, Facility Design, Construction and Maintenance	9-Aug-22
22	Director, Policy Planning	9-Aug-22
23	Director, Regulatory Services, CBO	9-Aug-22

#	Document Name	Date Received
24	JD Exec. Director, IES	9-Aug-22
25	Manager, Capital Infrastructure Programming PMO	9-Aug-22
26	Manager, Corporate Asset Management (2020-10)	9-Aug-22
27	Manager, Development - Zoning Feb 2022	9-Aug-22
28	Manager, Transportation JD - Updated Nov 2020	9-Aug-22
29	Manager, Construction	9-Aug-22
30	Manager, Corporate Asset Management	9-Aug-22
31	Manager, Development - Site Plans	9-Aug-22
32	Manager, Development - Subdivisions	9-Aug-22
33	Manager, Development - Zoning	9-Aug-22
34	Manager, Development Engineering (Site Plans, Infill and High-Rise Construction)	9-Aug-22
35	Manager, Development Engineering (Subdivisions and Stormwater Management)	9-Aug-22
36	Manager, Energy and Waste	9-Aug-22
37	Manager, Facility Design and Construction	9-Aug-22
38	Manager, Facility Design and Construction.docx	9-Aug-22
39	Manager, Facility Engineering Services	9-Aug-22
40	Manager, Facility Maintenance	9-Aug-22
41	Manager, Inspections	9-Aug-22
42	Manager, Municipal Engineering Design	9-Aug-22
43	Manager, Natural Environment	9-Aug-22
44	Manager, Park and Natural Heritage Planning	9-Aug-22
45	Manager, Parks and Open Space Design	9-Aug-22
46	Manager, Plans Review and Compliance	9-Aug-22
47	Manager, Policy	9-Aug-22
48	Manager, Sustainability	9-Aug-22
49	Manager, Transportation	9-Aug-22
50	Manager, Urban Design	9-Aug-22
51	Manager, Water Resources	9-Aug-22
52	Senior Planner - Development	9-Aug-22
53	Senior Planner - Parks	9-Aug-22
54	Manager, Development Engineering (Subdivisions and Stormwater Management)	9-Aug-22
55	Manager, Energy and Waste	9-Aug-22
56	Manager, Facility Design and Construction	9-Aug-22

#	Document Name	Date Received
57	Manager, Facility Design and Construction.docx	9-Aug-22
58	Manager, Facility Engineering Services	9-Aug-22
59	Manager, Facility Maintenance	9-Aug-22
60	Manager, Inspections	9-Aug-22
61	Manager, Municipal Engineering Design	9-Aug-22
62	Manager, Natural Environment	9-Aug-22
63	Manager, Park and Natural Heritage Planning	9-Aug-22
64	Manager, Parks and Open Space Design	9-Aug-22
65	Manager, Plans Review and Compliance	9-Aug-22
66	Manager, Policy	9-Aug-22
67	Manager, Sustainability	9-Aug-22
68	Manager, Transportation	9-Aug-22
69	Manager, Urban Design	9-Aug-22
70	Manager, Water Resources	9-Aug-22
71	Senior Planner - Development	9-Aug-22
72	Senior Planner - Parks	9-Aug-22
73	Senior Planner - Policy	9-Aug-22
74	Senior Transportation Planner	9-Aug-22
75	Planner II (Policy)	9-Aug-22
76	Planner II (Urban Design)	9-Aug-22
77	Planner II (Development)	9-Aug-22
78	Planner I (Development)	9-Aug-22
79	Planner I (Parks)	9-Aug-22
80	Planner I (Policy)	9-Aug-22
81	Secretary Treasurer - Committee of Adjustment	9-Aug-22
82	Assistant Secretary Treasurer - Committee of Adjustment	9-Aug-22
83	Development Process Coordinator	9-Aug-22
84	Planning Researcher	9-Aug-22
85	Planning Technician	9-Aug-22
86	Receptionist Clerk Typist	9-Aug-22
87	Administrative Assistant	9-Aug-22
88	Job Description List	9-Aug-22

Appendix E: Stakeholder Engagement Register

This appendix presents the stakeholders consulted during our initial engagement activities.

Table 9: Richmond Hill City Staff

#	Name	Position	Department
Planning and Infrastructure Leadership			
1	Gus Galanis	Director, Development Planning	Development Planning
2	Anthony Iannucci	Chief Transformation Officer	Planning and Infrastructure
3	Tracey Steele	Commissioner, Community Services	Community Services
4	Nadim Kham	Director, Building Division and Chief Building Official	Building Division
5	Paolo Masaro	Executive Director, Infrastructure and Engineering Services	Infrastructure and Engineering Services
6	Patrick Lee	Director, Policy Planning	Policy Planning
7	Kelvin Kwan	Commissioner, Planning and Infrastructure	Planning and Infrastructure
8	Anthony Ierullo	Director, Economic Development and Richmond Hill Centre	Economic Development
9	Darlene Joslin	City Manager	Planning and Infrastructure
10	Dan Terzievski	Director, Infra Planning and Development Engineering	Infrastructure and Engineering Services
Planning and Infrastructure Leadership Senior Staff			
11	Jaime Hope	Secretary Treasurer, CoA	Committee of Adjustment
12	Sandra DeMaria	Manager, Development Zoning	Development Planning
13	Maria Flores	Manager, Sustainability	Policy Planning
14	Jeremy Wychreschuk	Manager, Water Resources	Infrastructure and Engineering Services
15	Paul Guerreiro	Manager, Engineering Site Plans and Site Alterations	Infrastructure and Engineering Services
16	Daniel Olding	Sr. Manager, Richmond Hill Centre Subway	Economic Development
17	Azadeh Rashvand	Manager, Parks	Development Planning
18	Deborah Giannetta	Manager, Development Site Plans	Development Planning
19	Denis Beaulieu	Manager, Development Subdivisions	Development Subdivisions
20	Will Kang	Manager, Plans Review and Compliance	Building Division
21	Joanne Leung	Manager, Urban Design	Policy Planning

#	Name	Position	Department
22	Sybelle von Kursell	Manager, Policy	Policy Planning
23	Hubert Ng	Manager, Transportation and Traffic	Infrastructure and Engineering Services
24	Jeff Walters	Manager, Engineering Subdivisions and Infrastructure Planning	Infrastructure and Engineering Services
25	Michelle Dobbie	Manager, Park and Natural Heritage Planning	Policy Planning
Senior Staff from Other Departments			
26	Cheryl Clifford	Law Clerk	Legal Division
Planning and Infrastructure Staff			
27	Fernando Cruz	Building Engineer	Building Division
28	Abbas Akhavan	Building Engineer	Building Division
29	Anthony Bozzo	Building Engineer	Building Division
30	Linda Asikis	Assistant Secretary/Treasurer Committee of Adjustment	Committee of Adjustment
31	Svitlana Bibik	Administrative Assistant	Development Planning
32	Natasha McLarty	Development Process Coordinator - Subdivisions	Development Planning
33	Lisa Patera	Development Process Coordinator - Site Plans	Development Planning
34	Shareefah René	Planner I - Development Zoning	Development Planning
35	Julie Mallany	Planner I - Site Plans	Development Planning
36	Anant Patel	Planner II - Parks	Development Planning
37	Diane Pi	Planner II - Site Plans	Development Planning
38	Giuliano La Moglie	Planner II - Subdivisions	Development Planning
39	Sarah Mowder	Planner II - Subdivisions	Development Planning
40	Amanda Dunn	Senior Planner - Development Zoning	Development Planning
41	Ferdi Toniolo	Senior Planner - Development Zoning	Development Planning
42	Jennifer Mendonca	Zoning Clerk	Development Planning
43	Simone Fiore	Senior Planner - Site Plans	Development Planning
44	Kaitlyn Graham	Senior Planner - Site Plans	Development Planning
45	Katherine Faria	Senior Planner - Subdivisions	Development Planning
46	Jeff Healey	Senior Planner - Subdivisions	Development Planning
47	Leigh Ann Penner	Senior Planner - Subdivisions	Development Planning
48	Yaser Barghi	Project Coordinator	Development Planning
49	Diana Shermet	Natural Environment Coordinator	Policy Planning
50	Sasha von Kursell	Parks Planning & Policy Coordinator	Policy Planning

#	Name	Position	Department
51	Taylor Posey	Planner I - Parks	Policy Planning
52	Tarun Saurabh	Planner II - Urban Design	Policy Planning
53	Kunal Chaudhry	Planner II - Urban Design	Policy Planning
54	Julie Mallany	Planner I - Site Plans	Development Planning
55	Anant Patel	Planner II - Parks	Development Planning
56	Derek Lau	Project Manager Climate Change & Sustainable Development	Policy Planning
57	Patricia Young	Senior Planner - Parks	Policy Planning
58	Chun Chu	Senior Planner - Policy	Policy Planning
59	Brian DeFrietas	Senior Planner - Policy	Policy Planning
60	Steven Bell	Senior Urban Designer	Policy Planning
61	Krysten Bates	Sustainability Coordinator	Policy Planning
62	Pamela Vega	Urban Design/Heritage Planner	Policy Planning
63	Annie Kwok	Development Engineering Programs Coordinator	Infrastructure and Engineering Services
64	Giovani Bottesini	Infrastructure Planning and Development Engineering	Infrastructure and Engineering Services
65	Darlene Myrie	Project Coordinator - Illumination	Infrastructure and Engineering Services
66	Vanessa Lorrain	Project Coordinator, Engineering Subdivisions and Infrastructure Planning	Infrastructure and Engineering Services
67	Irfan Akram	Senior Transportation Planner, Transportation Planning / Engineering	Infrastructure and Engineering Services
68	Maria Espinosa	Traffic Analyst	Infrastructure and Engineering Services
69	Tony Chiu	Transportation Engineer	Infrastructure and Engineering Services
70	Attila Hertel	Transportation Engineer, Planning and Infrastructure Department	Infrastructure and Engineering Services

Table 10: Elected Officials

#	Name	Position
1	David West	Mayor
2	Tom Muench	Ward 2 Councillor
3	Raika Sheppard	Ward 4 Councillor
4	Karen Cilevitz	Ward 5 Councillor
5	Godwin Chan	Ward 6 Councillor

Table 11: External Partners

#	Name	Agency	Position
1	Karen Whitney	York Region	Director, Community Planning and Development Services
2	Teema Kanji	York Region	Senior Project Coordinator, Policy & Growth
3	Augustine Ko	York Region	Senior Planner
4	Ovais Mateen	Transport Canada	Civil Aviation Safety Inspector, Aerodromes and Air Navigation
5	Anthony Sun	TRCA	Senior Planner – York Region West

Table 12: Industry Representatives

#	Name	Organization	Position
1	Annalisa Longo	Rockport Group	Development Planner
2	Sean McKoy	R.V. Anderson Associates Ltd	Project Manager, Urban Development
3	Matthew Creador	Treasure Hill Homes	Vice President, Land Development
4	Hesham Mohamed	Treasure Hill Homes	Project Manager, Land Development
5	Lisa La Civita	Armland Group	Development Manager
6	Deborah Walsom	Tridel	Asst. Development Manager
7	Oz Kemal	MHBC	Partner
8	Adam Layton	Evans Planning	Principal
9	Jordana Ross	Oxford Properties	Director, Development
10	Andrew Zappone	DG Group	Project Manager - Planning
11	Murray Evans	Murray Evans Holding	Director
12	Gianpaul Rigakos	Collecdev	Development Coordinator
13	Vince Palermo	Baif Developments Ltd.	Director - Development Engineering
14	Victoria Mortelliti	BILD GTA	Manager, Policy and Advocacy
15	Sophie Lin	BILD GTA	Planner, Policy and Advocacy
16	Tack Lee	Haven Developments	Manager, Real Estate Finance
17	Scott Lafete	Marlin Spring	Development Manager
18	Daniel Branza	Smart Centres	Development Associate
19	Navid Razavi	Metropole Group	Project Manager
20	Jackie Nguyen	Rockport Group	Development Analyst

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