

All4One Pilot Survey Results

Legend:

- 1 = Strongly Disagree
- 2 = Somewhat Disagree
- 3 = Neither Agree nor Disagree
- 4 = Somewhat Agree
- 5 = Strongly Agree

Identifier	Questions: Rated per legend					Comment / Recommendations
How have you been involved in the All4One Pilot Project?	The All4One Pilot Project has increased communication between municipal stakeholders.	The All4One Pilot Project has enabled City staff to find creative solutions to issues raised during the Formal Consultation meeting.	The All4One Pilot Project provides increased transparency between City staff and the applicant/ agent.	The All4One Pilot Project has resulted in receiving conditional Site Plan Approval faster.	The All4One Pilot Project has resulted in less technical submissions submitted to achieve Site Plan Approval.	Do you have any other comments/ recommendations on the All4One Pilot Project?
Agent and Owner/Applicant Responses:						
Agent	5	5	5	5	5	The City should be proud of the success achieved through implementing the All4One process. This project is a great example of collaborative, thought

						engaging, accelerated approvals that achieves the delivery of housing. Congratulations on taking the initiative to advance the All4One project and we hope it becomes permanent.
Agent	3	3	3	3	3	
Agent	4	4	3	3	3	We appreciate the access to and visibility to senior staff, which does help with resolving problems or disagreements with competing priorities from City departments. There are still issues with not all reviewers/City staff and agencies not being aware of the expectations for the All4One program and process (timelines, communications, etc), which slows the process down. Turnover in the lead planner also created continuity issues early on.

Agent	5	4	5	5	3	The All4One project has been a great initiative by the City to speed up the site plan process.
Agent	5	5	5	5	4	The All4One process has been very positive and collaborative between municipal staff and applicants.
Owner/Applicant	5	4	4	5	4	I'm impressed by the process. It's very useful to have a direct access to the whole city team dedicated to the project. It's easier to navigate any bumps. I also found the creative solutions proposed interesting instead of being blocked on "old way" of thinking.
Owner/Applicant	4	3	4	5	2	Initial meeting and conditional approval was swift. Worked well to have everyone in a room together. Receiving comments from certain staff departments (development engineering, public

						works) was slow, though the majority of departments responded within the two week window. Technical submissions have been held up by the staff slow to provide comments. Overall an improvement over the typical process. Should be continued and expanded.
Average Rating	4.43	4.00	4.14	4.43	3.43	

Internal Stakeholder Response						
Internal Stakeholder	4	4	4		3	This pilot project allowed for open communication between both the applicant and internal stakeholders and allowed for better understanding of issues/challenges. It was helpful to have longer meeting blocks set aside for discussion.
Internal Stakeholder	4	4	4	5	2	

Internal Stakeholder	4	4	3	4	5	I applaud the initiative and focus it helped bring to key priorities identified by the City. One challenge was that the unpredictable nature of receiving a shortened review cycle was that other important files that had been sitting longer were sometime delayed, which lead to friction with those applicants. Challenges included staff absences, departures, holidays, pre-scheduled meetings that often can be booked a number of weeks in advance which competed for critical review time or created situations where new staff had to effectively learn the process with next to no guidance or context about the process. Our team had at least 4 or 5 different staff members do A4O reviews, while
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						we understand that initial intent was to have one or two key staff members trained and do all of the reviews. The challenges mentioned are generally thought to be manageable in the mid / long term and can be worked out through further improvements. Happy to see affordable housing prioritized.
Internal Stakeholder	4	4	4	4	3	
Internal Stakeholder	4	4	2	3	4	
Internal Stakeholder	4	4	3	4	3	Staff attending need to be prepared to make decisions at these meetings and/or highlight the requirements and next steps for Applicants to progress their applications upfront and as soon as possible in the process.
Internal Stakeholder	4	3	3	4	5	From the perspective of staff, the All4One Pilot Project was very

						successful. We note that there is potential for innovation in the way that DRT meetings are planned / run to make more efficient use of staff time, especially if the project is to be expanded.
Internal Stakeholder	2	1	3	3	3	
Internal Stakeholder	4	3	2	3	3	Consider exemptions from typical Municipal / Stakeholder requirements and / or entitlements to fast-track applications.
Internal Stakeholder	4	4	4	4	4	I think this initiative has been great, and we should continue to build upon the success of this pilot to increase efficiency in all areas of municipal approvals.
Internal Stakeholder	3	3	3	3	3	
Internal Stakeholder	3	3	4			
Internal Stakeholder	3	3	3	2	2	It increased communication between internal departments and

						allowed us to understand each other's motives, but did not improve communication with the applicant. Many times they did not take Forestry comments into account at all for the next circulation.
Average Rating	3.62	3.38	3.23	3.55	3.33	