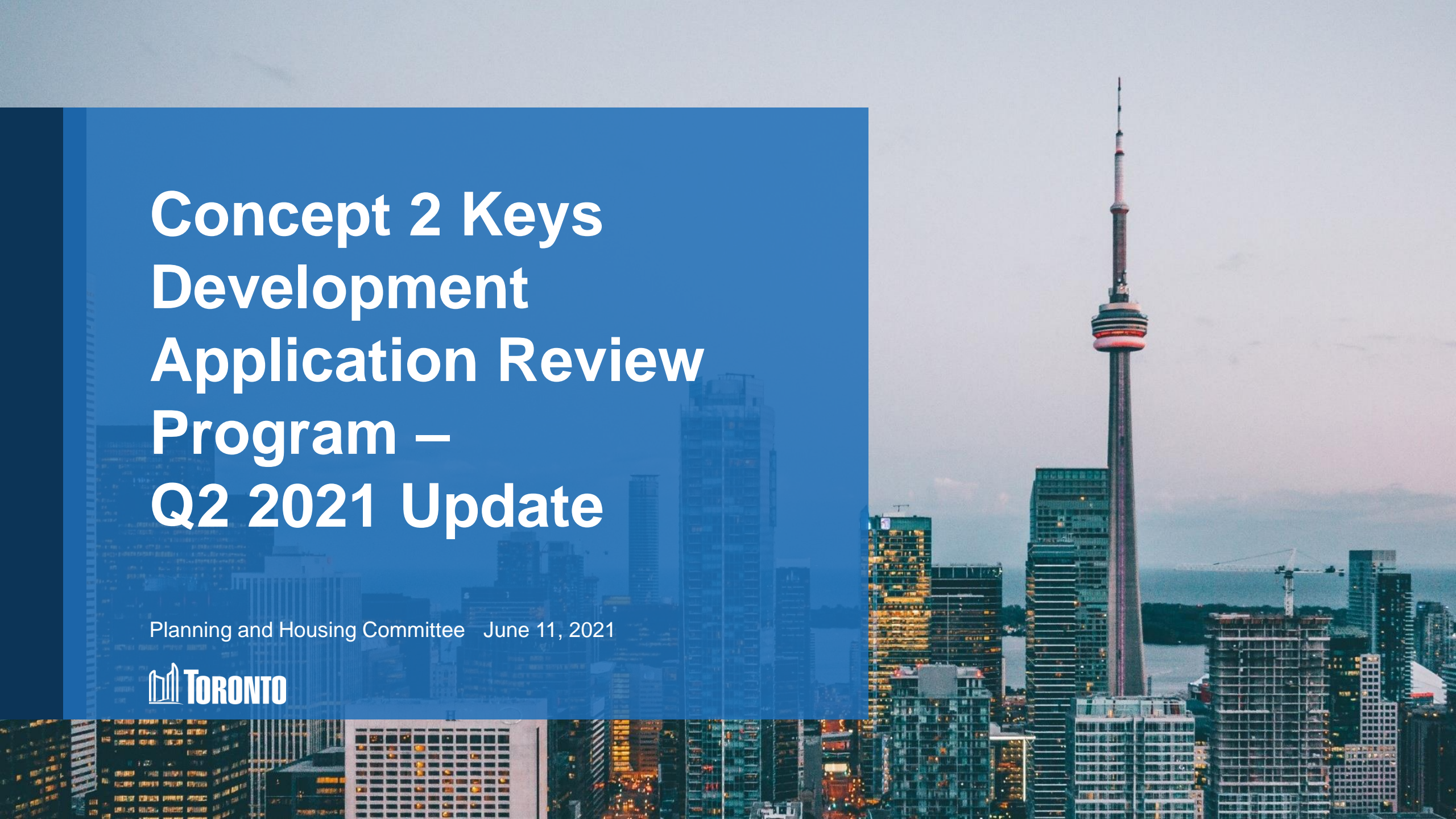


Concept 2 Keys Development Application Review Program – Q2 2021 Update

Planning and Housing Committee June 11, 2021



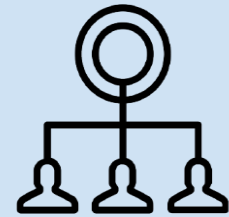
What is Concept 2 Keys (C2K)?

Concept 2 Keys is a transformational program that will transform, enhance and improve how the City delivers effective and coordinated development review services and competes globally for development.

C2K aims to:

1. Ensure a more predictable, and where applicable, a more streamlined application review process
2. Build joint accountability across divisions and with applicants for the success of applications moving through the process
3. Improve the customer experience for applicants moving through the process
4. Improve collaboration between staff and with applicants
5. Provide staff with the resources and tools to work efficiently and effectively together

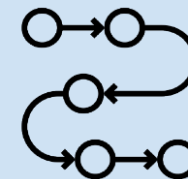
By making improvements to:



**Governance &
Organizational
Structure**



**Front &
Back End
Technology**



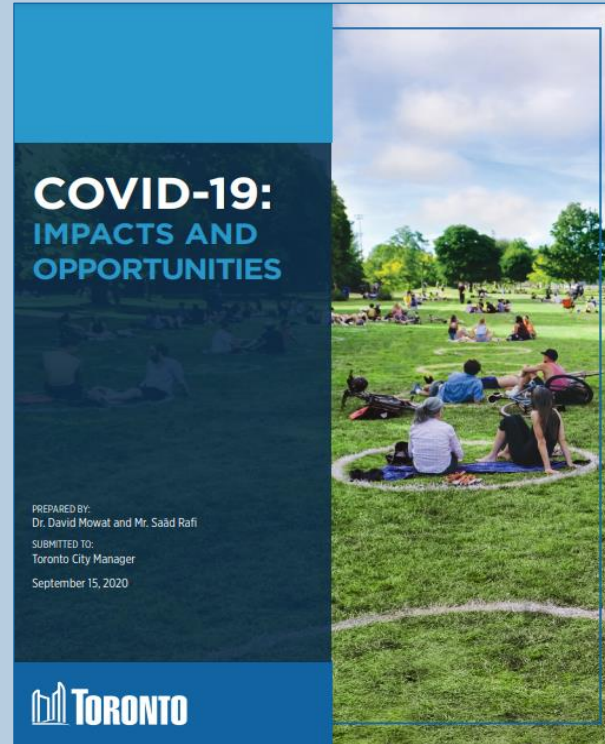
Processes

Where did it come from and why is it important?



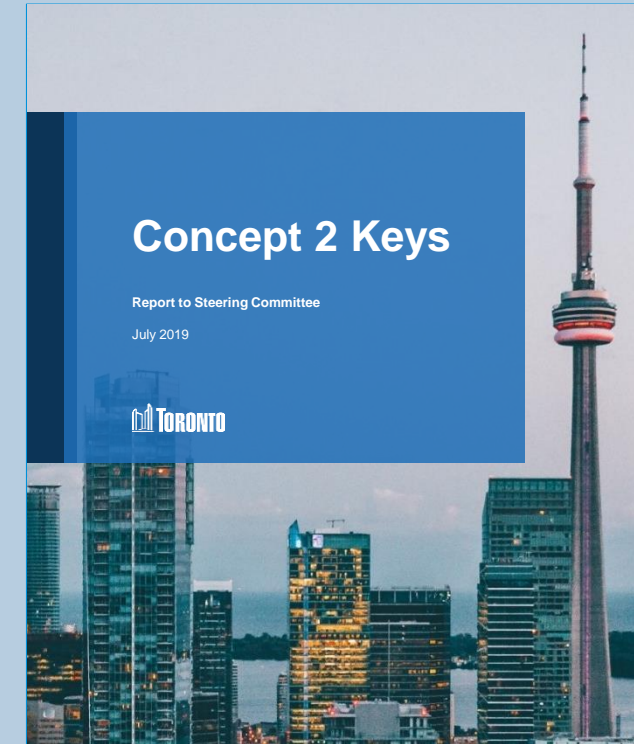
End-to-End Review

*Identified systemic challenges impacting
City's development functions*



Build Back Better

*Development will help accelerate
Toronto's recover and build back better.*



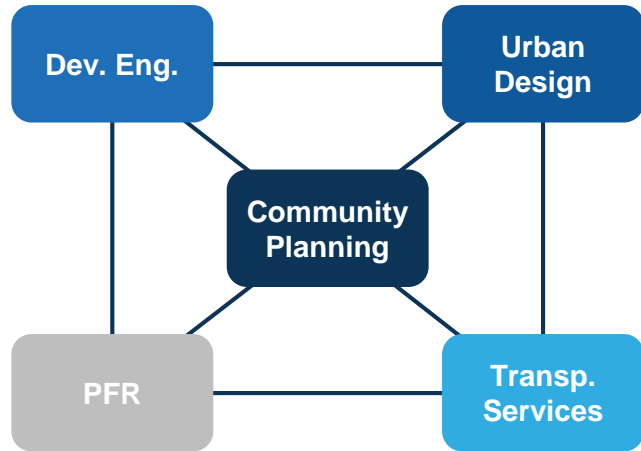
Concept 2 Keys

*City Manager established C2K to
transform Toronto's development
functions.*

2021 Deliverables

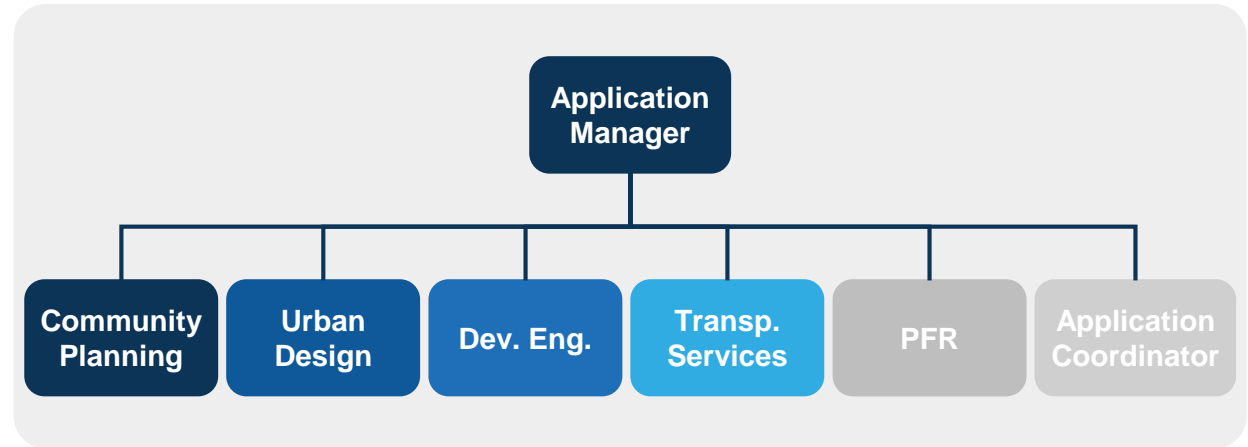
- 1. C2K Phase 1** (City wide priority applications – affordable housing and long term care facilities) and **Phase 2** (geographic planning area) **pilots complete** - processes developed, tested and iterated in order to position the program for a full City wide scale up
- 2. Issues resolution framework developed and implemented** to address file specific concerns and to enhance customer service
- 3. Launch online application submission tool for all development application file types**
- 4. New file circulation platform selected by end of 2021** to support workflow and KPIs which will be integrated with the City's backend technology enabling a positive customer and employee experience. Platform to be **implemented in 2022**
- 5. Development fee review completed in 2021**

C2K Program: A Team-based Approach to Development



Current Hub & Spoke Model

- Coordination challenges that drive delays
- Competing priorities that cause staff and applicant frustration
- Unclear roles and accountabilities



Application Review Teams

- ✓ New application manager and coordinator roles to support subject matter professionals and improve project management
- ✓ Enables collaboration, coordination and interdivisional alignment
- ✓ Clear roles and accountabilities

Standing application review teams enable interdivisional collaboration and coordination, reducing review times and improving outcomes.

Overview of C2K Program Phases 1 & 2

Phase 1



Established four development application review teams to expedite affordable housing approvals.



Expedited 21 affordable housing projects with 2,269 new affordable housing units.



Reduced average circulation times from eight to three weeks.



Positive preliminary survey results from staff and applicants.

Phase 2



Development application review teams will be established in Etobicoke-York in Q2 2021.



Geography provides variety of planning applications to test and refine team-based approach



Objective is to test scalability of team-based approach and other process improvements.



Staff training and onboarding are underway. Initial results will be provided in next quarterly report.

Preliminary results from Phase 1 show faster circulation times and improved staff and applicant satisfaction.

Customer Experience & Technology

New Online Application Submission Tool

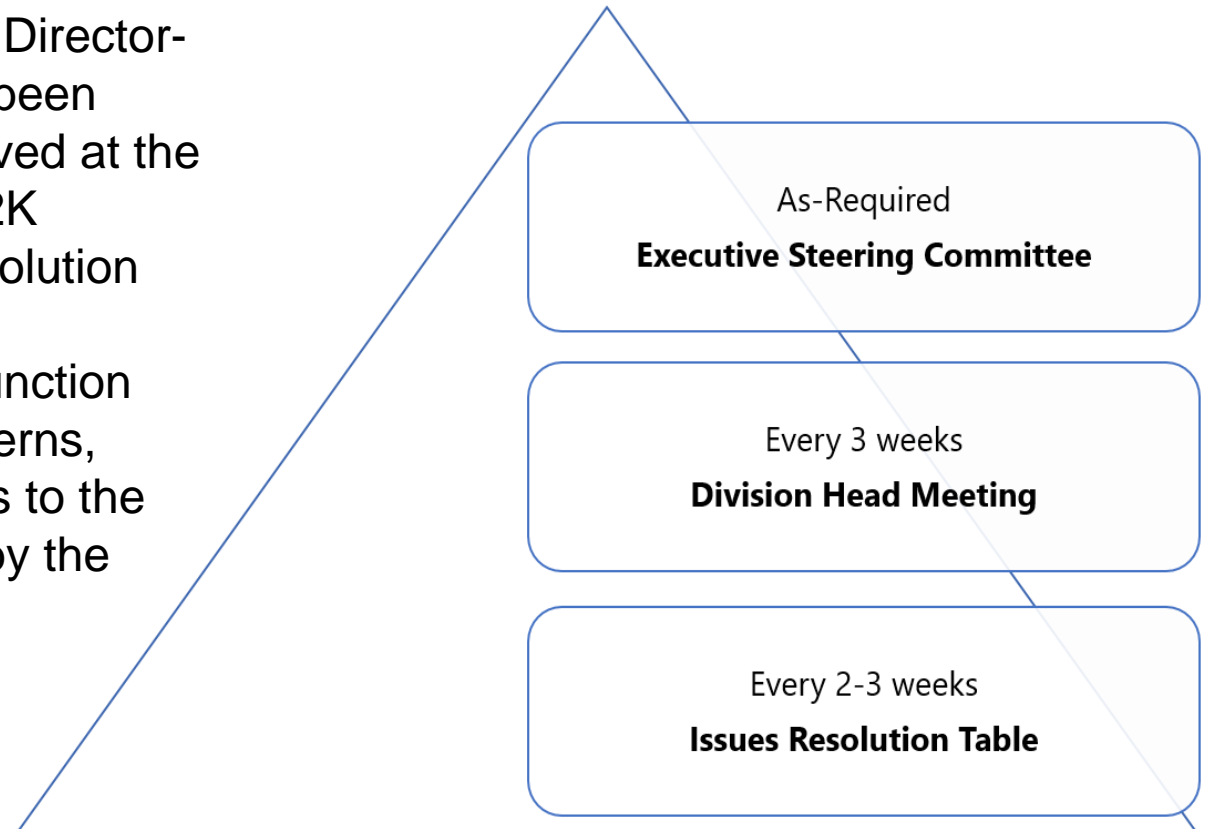
- Soft-launched a customer-centric submission tool to simplify workflows, enhance collaboration and improve transparency at intake
 - Intake of Phase 1 application types include: Site Plan Control (SPA) applications, Official Plan Amendments (OPA), and Zoning By-law Amendments (ZBA) and additional application types will be tested in July 2021 as part of Phase 2

New File Circulation Platform

- Implementation of a file circulation platform will improve and streamline the application submission and internal review processes
 - Requirements are being collected through a pilot to evaluate commenting, circulation and resubmission functions of the platform and inform the procurement process in Q3 2021

Governance Framework & Issues Management

- Governance framework established to resolve development review conflicts, present a unified City position on competing priorities, and approve key development review improvements
- **Issues Resolution Table (IRT)** – interdivisional Director-level representation to resolve issues that have been escalated by City staff. If issues cannot be resolved at the IRT, support from the Division Heads and the C2K Executive Steering Committee is in place for resolution
- **Relationships & Issues Management** – new function established to address application-specific concerns, enhance customer service, inform improvements to the development review process, and is supported by the new governance framework



Other Development Process Improvements

- **Development Fee Review** – commencing a review to improve the City's existing fee structure to recover the costs of service
- **Development Guide Terms of Reference** – initiating work with an interdivisional working group to update the Development Guide's Terms of Reference to enable high-quality applications submissions
- **Pre-Application Consultation** – conducting jurisdictional research and stakeholder consultations to identify opportunities for improving the pre-application consultation process
- **Recruitment and Retention** – establishing an interdivisional working group to support recruitment and retention, particularly related to development review roles, which are a Corporate priority
- **Increased Communication and Collaboration** – implementing various communication tactics to improve engagement with C2K's stakeholders and adoption of C2K

A blue-tinted photograph of the Toronto skyline, featuring the CN Tower prominently in the center. The image is overlaid with a semi-transparent blue filter. Two horizontal white lines are positioned above and below the text.

Thank you