



# City Planning Division

## Service Level Review

---

Standing Committee Presentation  
September 16, 2015



# Overview

- Program Map
- Service Levels and Service Performance
- Development Review Metrics
- Performance Measures
- Service Challenges and Opportunities
- Strategies to Address Issues/Opportunities



# City Planning Division

## 2015 Program Map

### City Planning

To guide and manage the City's physical change and growth, and the effects on the social, economic and natural environment while seeking to enhance the quality of life for Toronto's diverse residential and business communities.

#### Development Review, Decision & Implementation

**Purpose:**  
*Review development applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.*

#### City Building & Policy Development

**Purpose:**  
*Improves the built environment, the integration of land use and transportation, the natural environment, the optimization of the City's waterfront assets, the partnership with planning agencies and other orders of Government, the quality and accessibility of human services and Toronto's economic health, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.*

#### Service Customer

##### Development Review, Decision & Implementation

- Property Owner(s)
- Community
- Interest Groups
- Applicants
- Business Community
- Residents
- Visitors
- Corporation

##### City Building & Policy Development

- Property Owner(s)
- Community
- Interest Groups
- Applicants
- Business Community
- Residents
- Visitors
- Corporation

# Key Service Levels – 2013 - 2015

Service Level Description		2013	2014	2015
Committee of Adjustment & Community Planning				
Official Plan Amendments / Rezoning Applications	Target		80% of complex applications completed within 9 -18 months	
	Actual	68% of complex applications completed within 9-18 months	69% of complex applications completed within 9-18 months	-
Site Plan Approval Applications	Target		65% of routine applications completed within 4-8 months	
	Actual	54% of routine applications completed within 4-8 months	45% of routine applications completed within 4-8 months	-
Part Lot Control Applications	Target		100% of routine applications completed within 4-8 months	
	Actual	62% of routine applications completed within 4-8 months	70% of routine applications completed within 4-8 months	-
Minor Variance	Target		75% on applications have Committee hearing within 90 days of application receipt	
	Actual	Processed 2567 Applications	Processed 3387 applications	-
Consent	Target		75% on applications have Committee hearing within 60 days of application receipt	
	Actual	Processed 342 applications	Processed 319 applications	-



# Official Plan Implementation Indicators

- ✓ Action 40 of City Planning's 2013 – 2018 Strategic Plan specifies that the Division is to develop a series of key performance indicators that will assist in identifying progress in meeting both Official Plan and Divisional outcomes.
- ✓ The intention of these indicators is to provide a quantifiable and updatable system of tracking the performance of the Division, recognizing the complexity of the work program is not fully captured through our current service level metrics.
- ✓ A consultant has been retained to develop these indicators and the project is scheduled for completion in early 2016. One use of these indicators will be to complement the existing metrics in our 2016 Service Level Review.

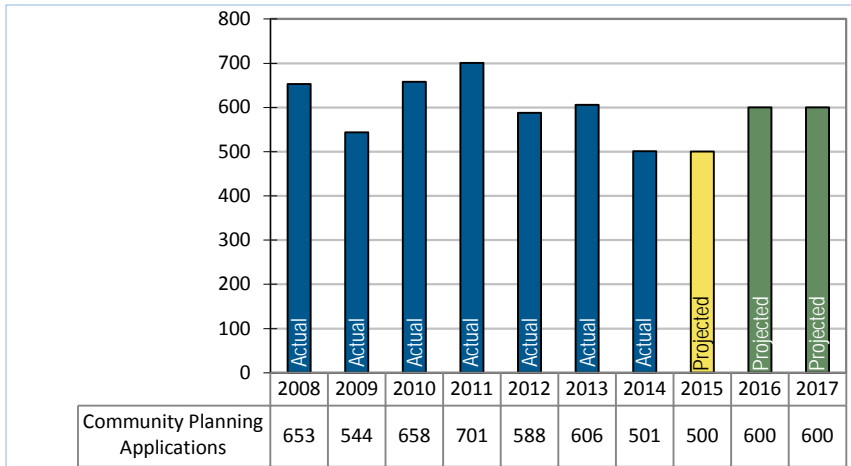


# Key Service Levels – 2013 - 2015

Service Level Description		2013	2014	2015
<b>City Building &amp; Policy Development</b>				
City Building Studies: Area Studies, Avenue Studies, Secondary Plans, Transportation Master Plans, Transportation Planning, Transportation Surveys	Approved	13	18	18
	Actual	21	30	n.a.
Heritage Conservation Districts Studies/Plans	Approved	0	3	5
	Actual	-	3	n.a.
City-Wide Urban Design Guidelines	Approved	1	1	1
	Actual	1	-	n.a.

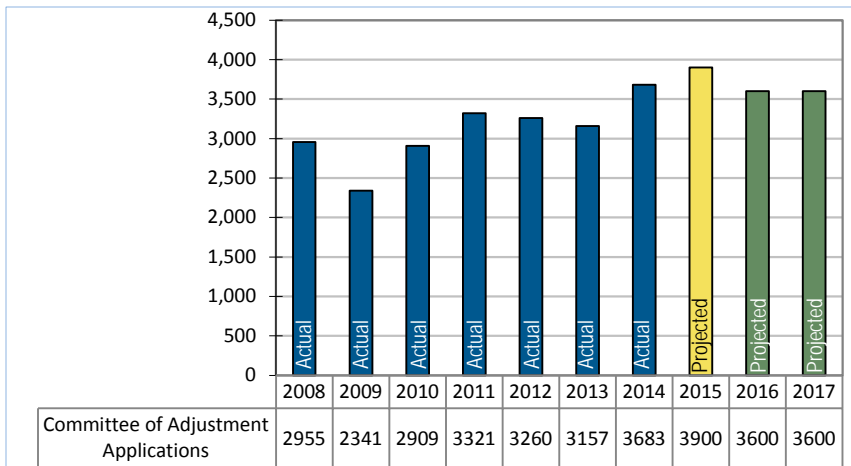


# Development Review Metrics



## Trend:

- Community Planning Applications have declined slightly in volume (partially due to Site Plan Control By-law mid-2012), but files have become significantly more complex (i.e. multiple towers).
- The application volume metric is dependent on submissions by private developers. As such, this volume is not a performance metric for the Division, but does reflect Community Planning work loads.



## Trend:

- Committee of Adjustment volumes increased significantly in 2014 and this trend is projected to continue in 2015.
- Application volume is currently being driven by a strong residential resale market as homeowners “expand in place”, and by developer initiated applications.



# 2015 Service Delivery Highlights

- ✓ Reviewing a range of development applications that contribute to the health, growth and tax base across Toronto
  - 214 reports Committees and Council (Jan - Aug)
  - 2,796 Committee of Adjustment applications (Jan - Aug)
  - 324 Planning applications (Jan-Aug)
  
- ✓ Advancing work on Development Permit System (DPS)
  - Building upon the recommendation in the 2013 Service Efficiency Review of the City Planning Division, City Planning is working to advance the DPS.
  - The process is initiated through a robust community consultation process to establish a planned vision for the selected area.
  - This vision is translated into a DPS that codifies these policy objectives and provides clear and defined parameters for redevelopment.
  - The result will be a more comprehensive planning process in which outcomes are predictable and aligned with the expectations of the community, while at the same time enabling faster and more efficient approvals.
  
- ✓ Currently, the DPS team is preparing for the second pre-hearing on November 3, 2015. In the interim, five pilot areas across Toronto are being prepared for the forthcoming implementation of DPS.





# 2015 Service Delivery Highlights

- ✓ Advancing the Official Plan and Municipal Comprehensive Reviews including revised policies on Transportation, Neighbourhoods and Apartment Neighbourhoods, Environment, Housing, and Urban Design.
- ✓ Defending By-law 569-2103 (new zoning by-law), the DPS policy amendment and the revised policies on Employment (OPA 231), and responding to various Planning and Growth Management and Executive Committee directions.
- ✓ Leading various growth studies including, Port Lands Planning Framework, Concord Park Place, Regeneration Studies, and Consumer's Road.
- ✓ Pursuing significant transportation initiatives, including the Smart Track, Relief Line Project Assessment, and Scarborough Project Assessment.
- ✓ Urban Design studies including guidelines for stacked townhouses and a review of the mid-rise performance standards, as well as regular civic improvement initiatives.



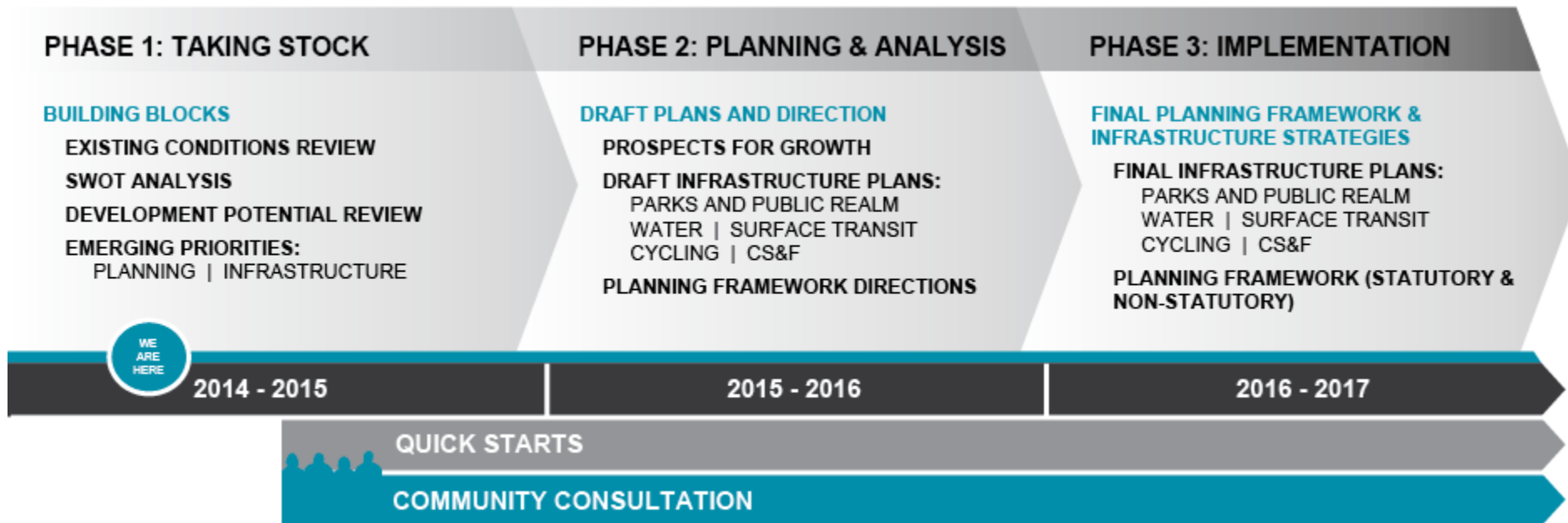
# 2015 Service Delivery Highlights

- ✓ Responding to Council-initiatives, such as:
  - Gardiner Environmental Assessment – City Planning’s Waterfront Secretariat worked with Waterfront Toronto to study alignment options and report back to Council.
  - Rooming House Review – City Planning is supporting MLS in undertaking the Rooming House Review, as directed by Executive Committee.
- ✓ Mayor’s Open Door Task Force – City Planning is working with the Affordable Housing Office and other supporting Divisions to move forward the Mayor’s initiative on affordable housing.
- ✓ Initiating the Toronto Planning Review Panel – a representative body of residents empowered to study, deliberate, and develop input into major planning initiatives.
- ✓ Public engagement through Growing Conversations, Planners in Public Spaces, Chief Planner Roundtables, TOcore consultations, consultations associated with major transportation initiatives, and community meetings.
- ✓ Launched pilot of new Development Review Signs.



# 2015 Service Delivery Highlights

- ✓ **TOcore – Planning Toronto’s Downtown** is one of the largest studies currently underway in the City Planning Division. This multi-divisional study will create a comprehensive plan for Toronto’s Downtown that balances growth with the necessary infrastructure to maintain a high quality of life.
- ✓ In 2015, Phase 1 was completed and an interim report is scheduled for TEYCC in the fall. Phase 2 is in the process of initiating and will extend through 2016.



# 2015 Service Delivery Highlights

- ✓ Continuing annual reporting initiatives, including the Toronto Employment Survey, City Planning Annual Report, and How Does the City Grow.
- ✓ Continuing to implement the Strategic Plan's Actions through staff leads/director champions.
- ✓ Program and Organization Review implementation
  - reviewing exempt positions in Heritage Preservation Services to better deliver unit's responsibilities related to development review and HCD studies/plans
- ✓ eService Delivery Program:
  - Harmonized process mapped for all four districts
  - IBMS programming has been completed
  - Committee of Adjustments Decisions for all four District Offices
  - Further improvements scheduled throughout 2015 culminating in full electronic submission / circulation / feedback
  - Pilot with ECS on electronic circulation of Community Planning Applications



# Service Challenges & Opportunities

## ■ Challenges

- ✓ Responding to succession planning pressures over the next 2 to 5 years resulting from an aging workforce.
- ✓ Revising the Committee of Adjustment staff levels to respond appropriately to a higher volume of applications.
- ✓ Meeting the increasing demands of City Council and Standing Committees with existing resources, while continuing to deliver on our service levels.
- ✓ Fast tracking of emerging priority transit initiatives (i.e. RER – SmartTrack, Davenport Rail Overpass); adequate resources are not yet available in the Transit Implementation Unit.
- ✓ Responding to the needs imposed by legislative changes
  - Bill 73 – proposed Smart Growth for Our Communities Act
  - Greenbelt Conformity, and provincial co-ordinated review
  - Disposal of Surplus School Lands, resulting in analysis of Community Hubs
- ✓ The impact of OMB hearings on staff time and resources giving competing work program demands.



# Service Challenges & Opportunities

## ■ Opportunities

- ✓ Advancing the Development Permit System (DPS) to enable City Planning to achieve area-based plans and rules that reflect local character and distinctiveness.
- ✓ Delivering work process solutions particularly through electronic service delivery.
- ✓ Focusing on continuous improvements as set out in the Strategic Plan.



# Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Implementing City Planning's 2013 - 2018 Strategic Plan	
Actions	Results / Progress
Establish a Council Request Protocol	City Planning is reporting to PGM in Fall 2015 on work program priorities, this will inform protocol
Establish an Inter-Divisional Major Project Steering Committee Development	Targeted to be initiated by end of 2015
Establish an Inter-Divisional Development Management Team	Implemented, monitoring results
Act as the Development Management Team Leader	Implemented, monitoring results
Develop OMB Support Team	Will be initiated in 2015
Establish an Administrative Support Task Force	Launch summit was held, further actions will be implemented in 2015
Establish Mentoring Program	Launch event held in May, one third of staff participating

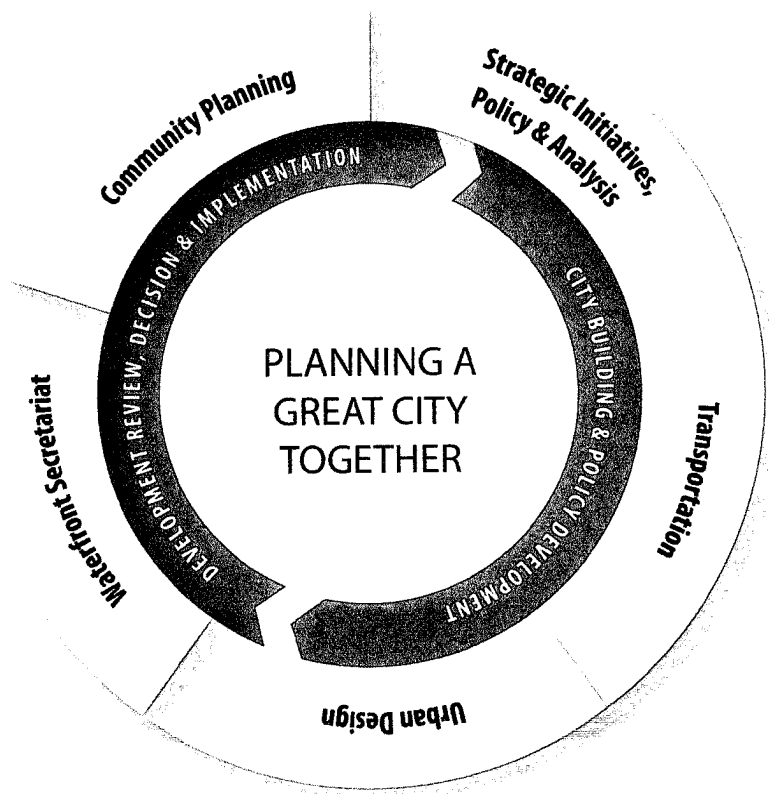
***29 of the Strategic Plan's 44 Actions have been implemented or initiated***



Thank You







**PROGRAMS**

Application Review  
Business Performance & Standards  
Civic Design  
Committee of Adjustment  
Design Review  
Community Policy

Environmental Planning  
Graphics & Visualization  
Heritage Preservation  
Official Plan & Zoning By-law  
Outreach and Engagement  
Public Art

Research & Information  
Strategic Initiatives  
Transit Initiatives  
Transit Planning  
Waterfront Renewal