PLANNING A GREAT CITY TOGETHER

City Planning Division Update:

- Division Performance
- Development Fee Review
- How Does the City Grow?

City Council

December 15, 2016

TORONTO

Context + Complexity

Context

- Strong real estate market has resulted in increasingly higher levels of development activity.
- Community Planning applications are becoming significantly larger and more complex.
- High real estate prices and transaction costs are encouraging people to “grow in place”, leading to a jump in the number of Committee of Adjustment applications.

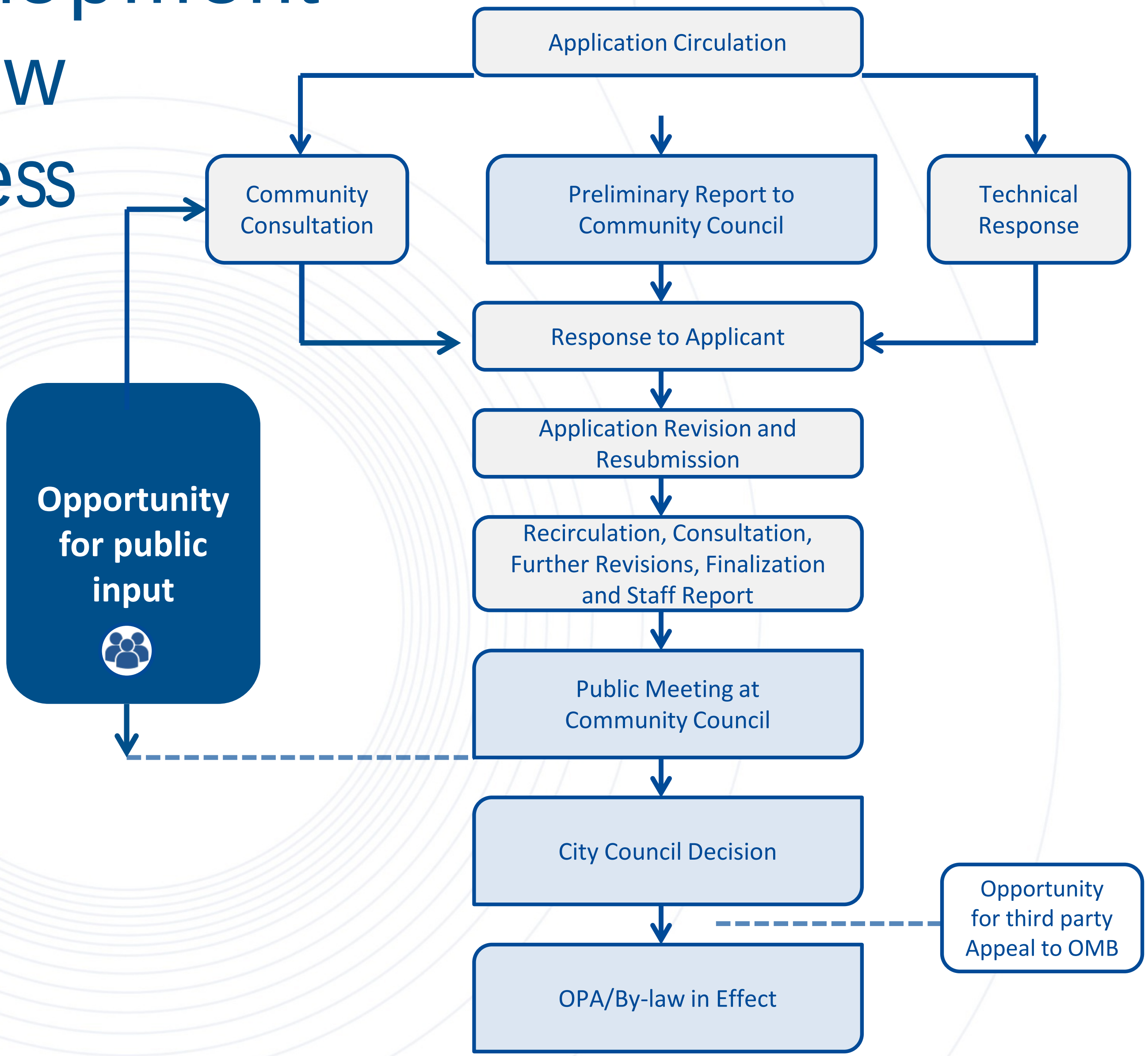
Complexity

- Greenfield applications are the exception. Infill projects are the norm.
- OMB hearings are an increasing impact on staffing resources. (2015 – 7,817 staffing hours)
- Infrastructure investment has not kept up with growth.
- Engaged stakeholders requiring multiple public meetings and multi-parti negotiations.

Complexity:
16 Divisions / Units Circulated

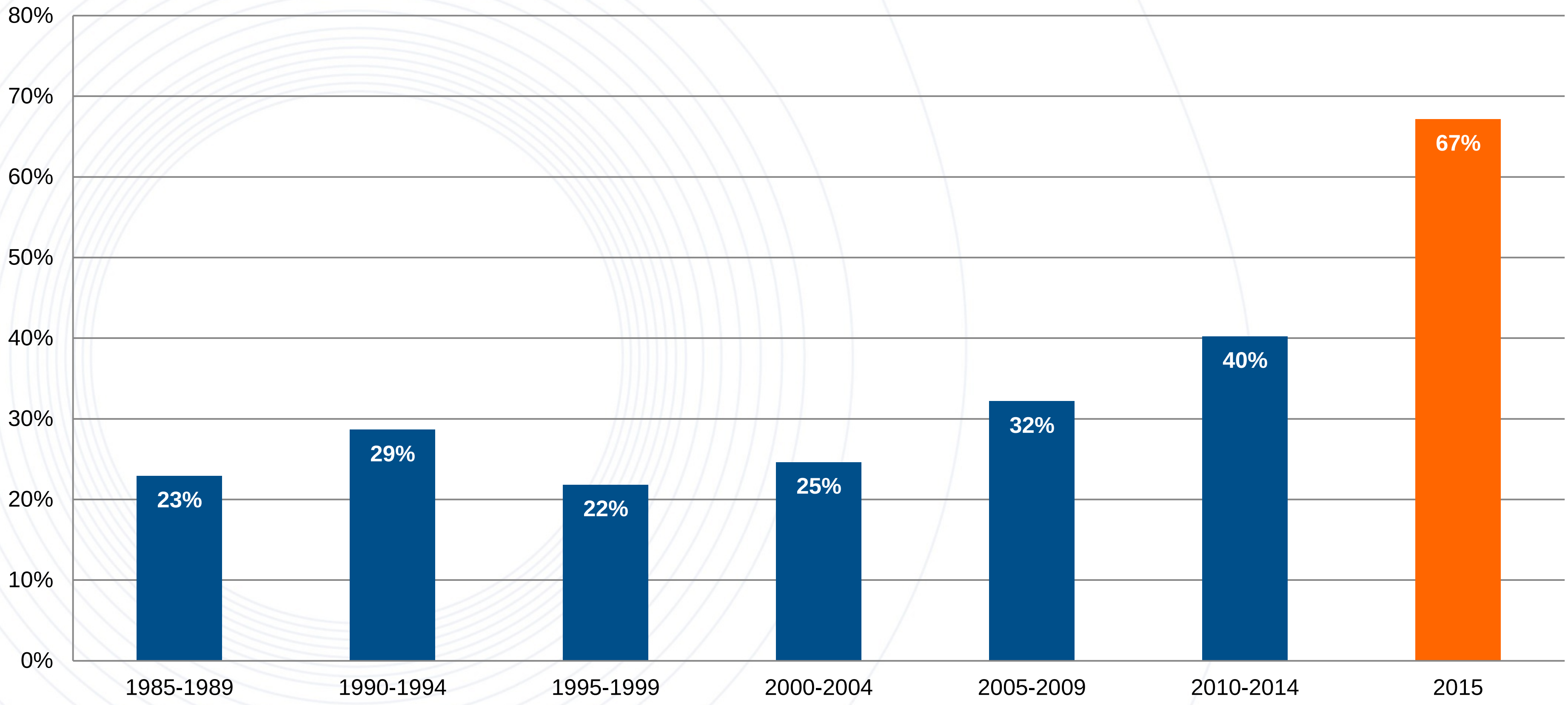
- Parks Planning
- Urban Forestry
- Economic Development & Culture
- Energy Efficiency Office
- Engineering and Construction Services
- Fire Services
- Transportation Services
- Toronto Building
- Legal Services
- Housing
- Community Services & Facilities
- Environmental Planning
- Heritage Services
- Transportation Planning
- Urban Design
- Community Planning

Development Review Process



Growth in the GTA

100% Increase in Toronto's Share of GTA Housing Completions over 30 years

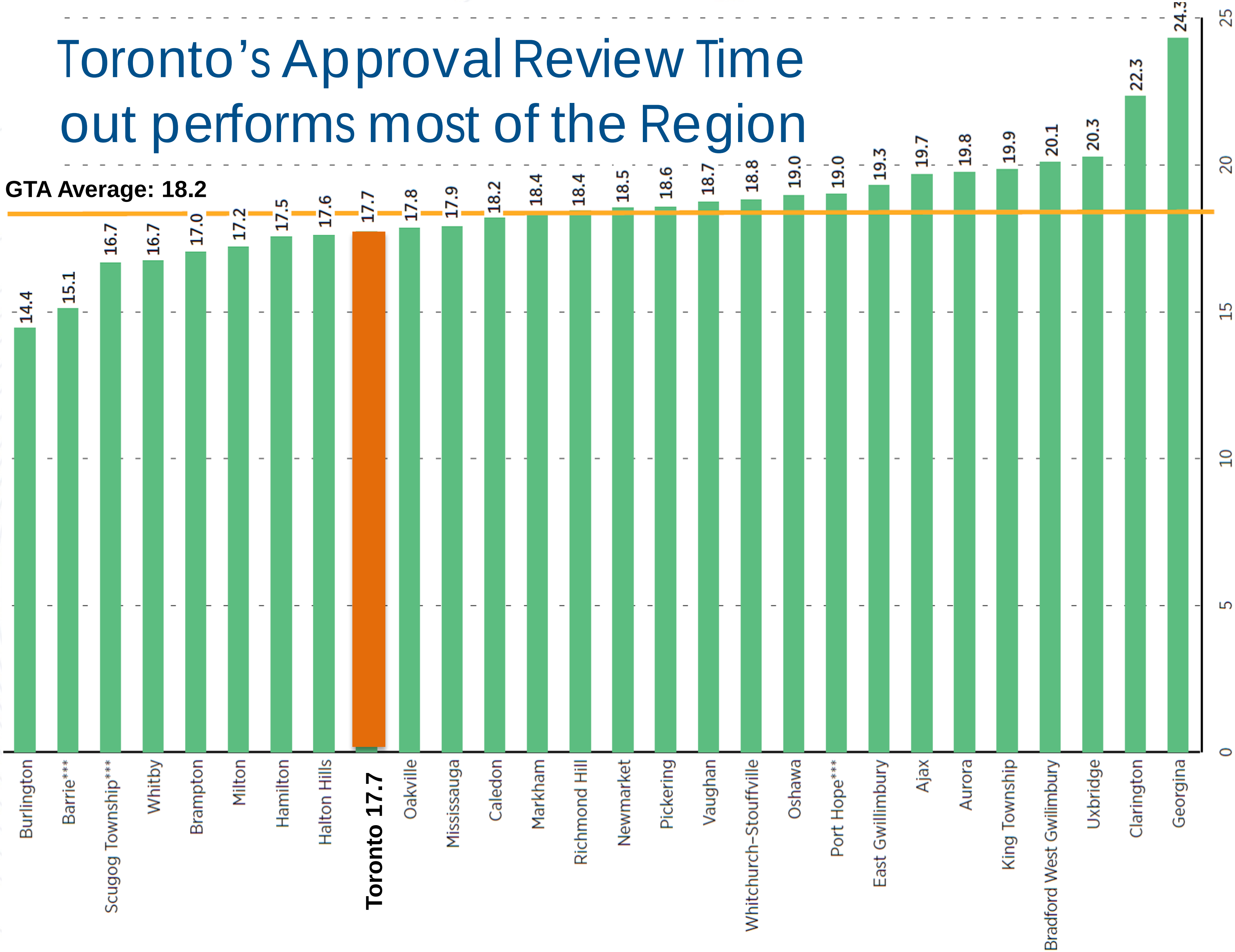


TORONTO

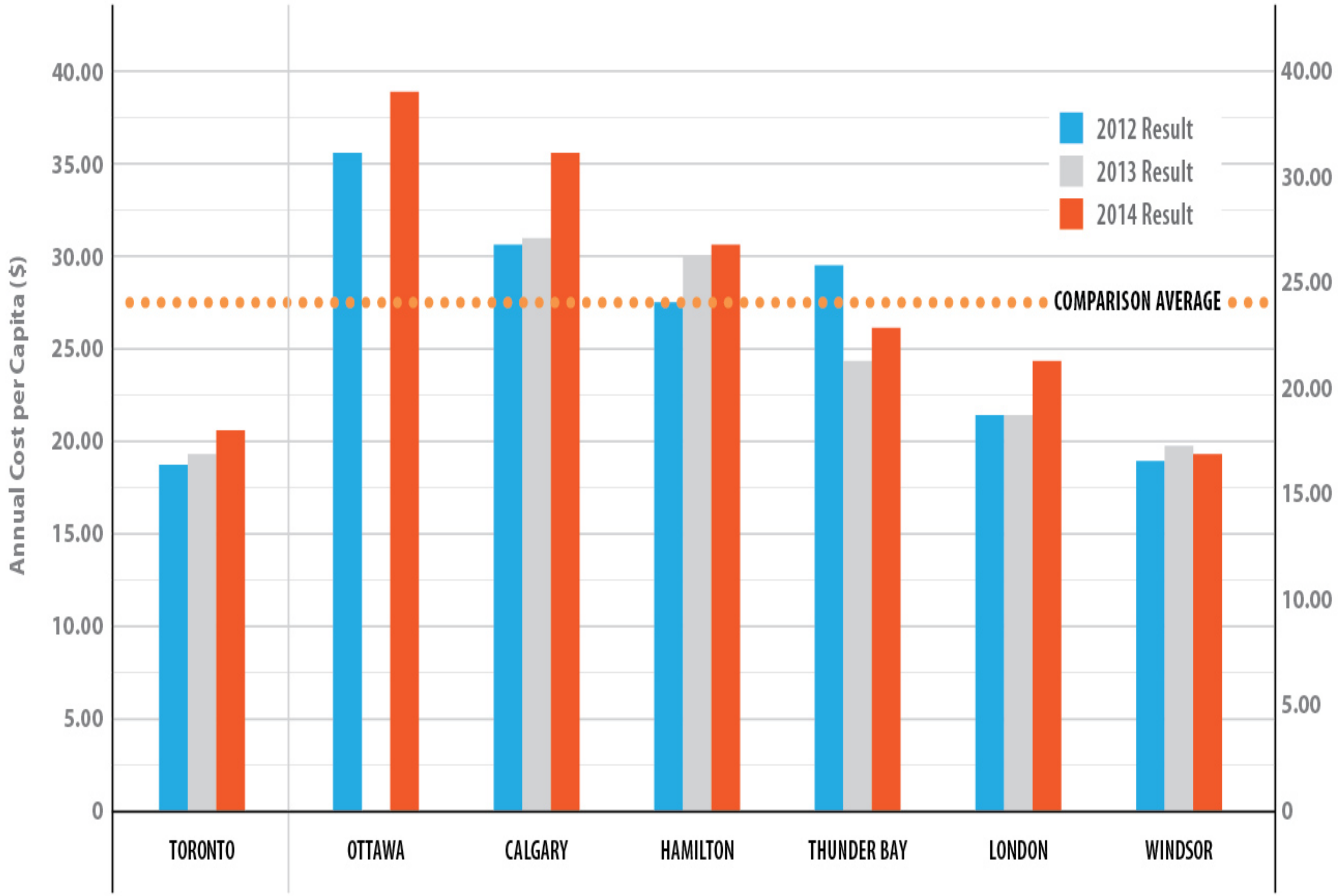
These unprecedented development volumes have increased pressure on City Planning's ability to meet internal Key Performance Indicators.

However….

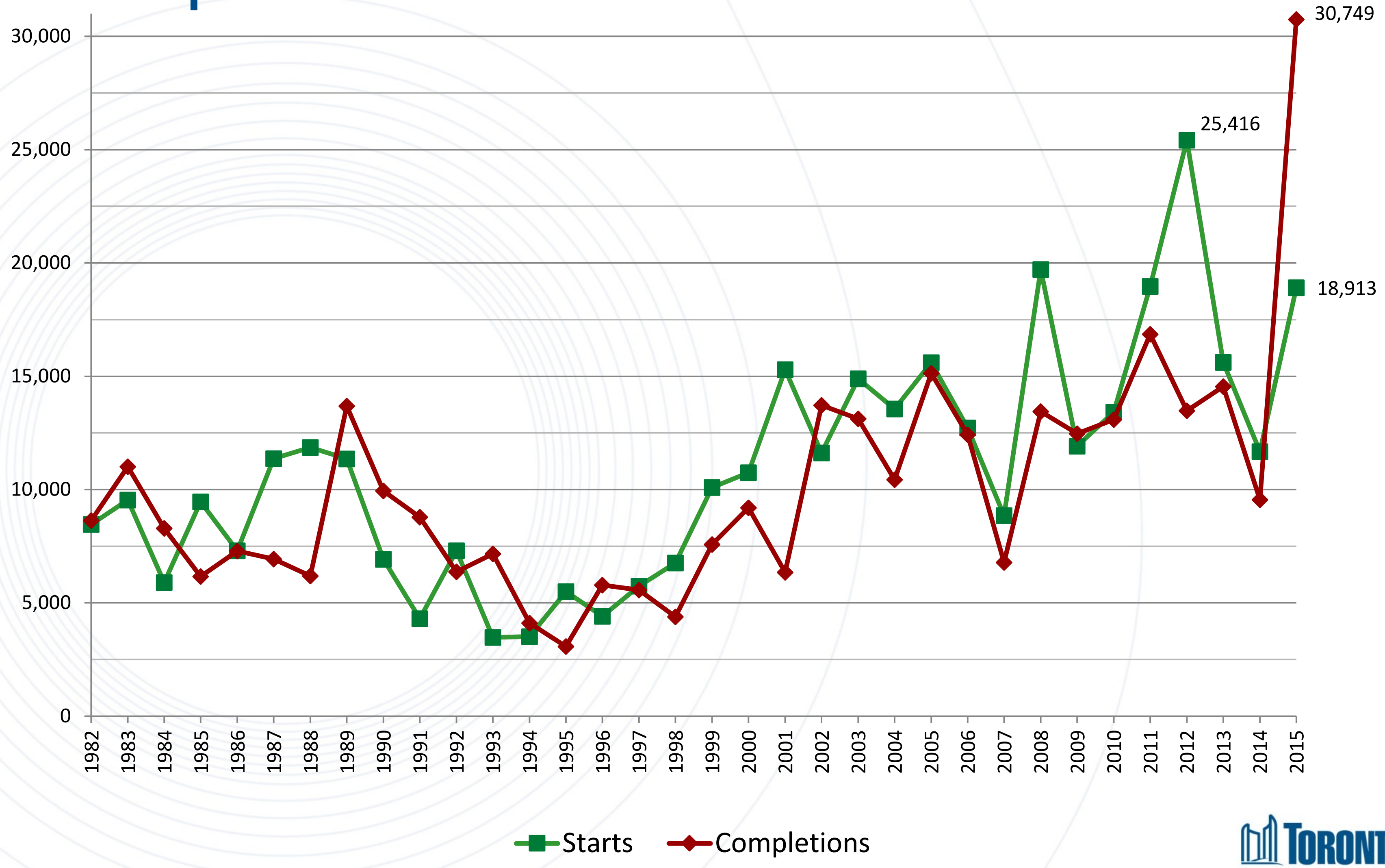
Toronto's Approval Review Time out performs most of the Region



Cost Effective Planning Process



Toronto Housing Starts and Completions



Unprecedented growth is, in part, a reflection of our strong planning framework and divisional performance.

Continuous Improvements

strategicplan 2013-2018

"As leaders and partners in an innovative culture, we build a great city through excellence in planning and influential policy. We implement Toronto's Official Plan for a sustainable, connected city of neighbourhoods where life and business flourish." - City Planning Mission Statement

City Planning Charter

We Plan TO by facilitating a culture of continuous learning.

We Plan TO by embracing a culture of innovation within the City Planning Division.

Strategic Directions and Actions

STRATEGIC DIRECTIONS

KEY INITIATIVES

Setting Priorities and Improving Processes

- Workplan Priority Setting and Resource Allocations (Action 1-2)
- Managing Motions from Council (Action 3)
- OMB Submission Support and Hearing Preparation (Action 7-8)
- Approach to Major Project and Policy Reviews (Action 4)
- Development Review Protocols (Action 5-6)

Enhancing and Strengthening the Capacity of the Division

- Matching Priorities with Responsibilities (Action 9-10)
- Developing the City Planning Directors and Management Team (Action 11-12)
- Staff Training, Mentoring and Performance Review (Action 13-16)
- Improving IT and Administrative Support (Action 17-18)
- Staff Deployment, Hiring and Work Programming (Action 19-20)
- Succession Planning (Action 21)

Clear, Consistent and Compelling Communication

- Creating and Delivering the Message (Action 22)
- Communicating with Council (Action 23-24)
- Communicating Within the City Planning Division (Action 25-27)
- Communicating With Other City Divisions and Units (Action 28-29)
- Communicating with Residents, Businesses, Community Organiza-tions and Others (Action 30-34)

Pursuing Deep Collaborations

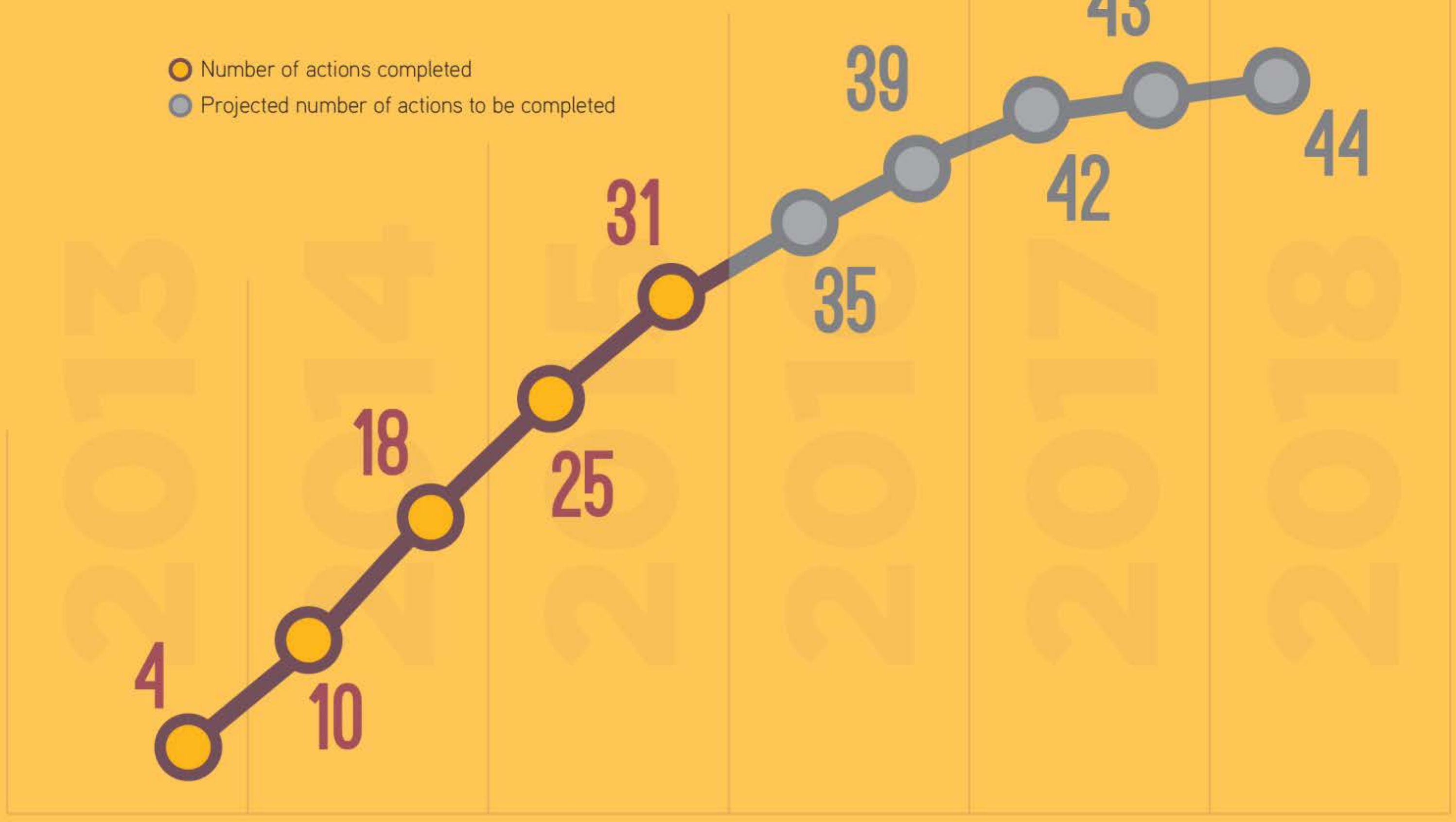
- Collaborating Within City Hall (Action 35-37)
- Collaborating Outside City Hall (Action 38-39)

Measuring Success

- Identification and Reporting on Key Benchmarks and Indicators (Action 40-44)

TORONTO

STRATEGIC PLAN IMPLEMENTATION TIMELINE



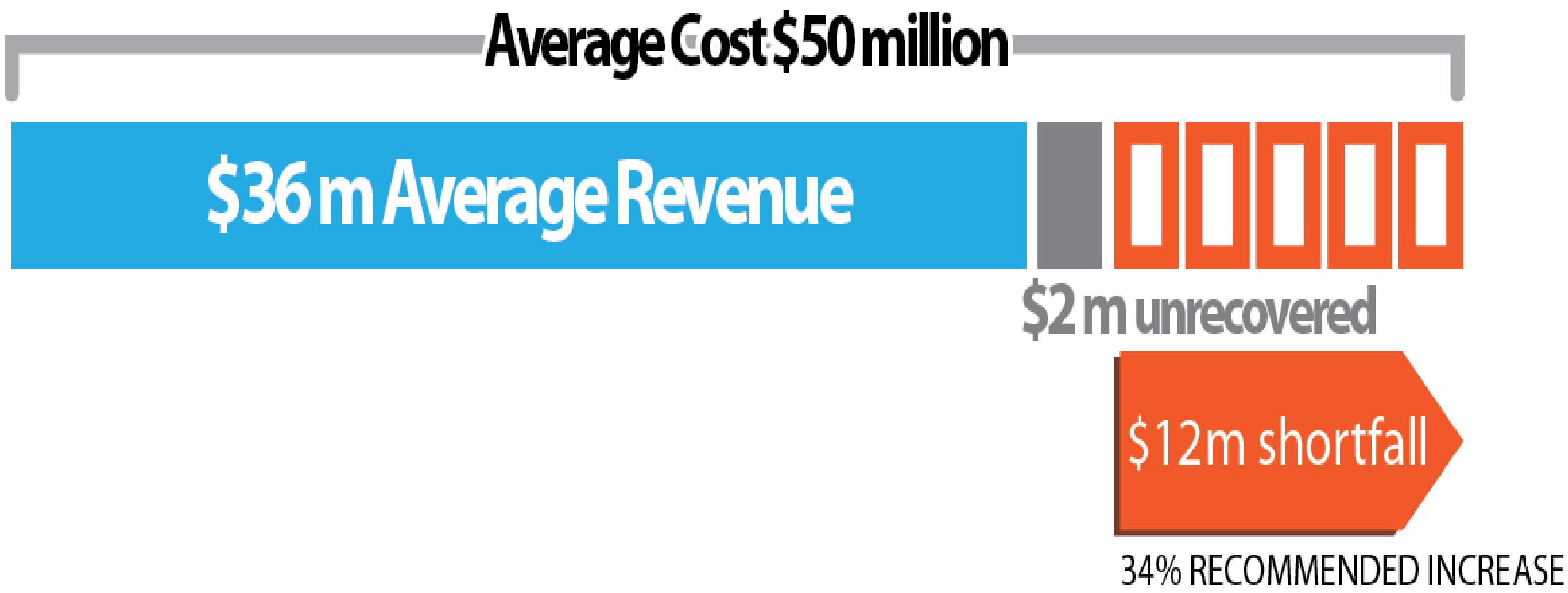
Development Fee Review Process

We’re always offering service level improvements.

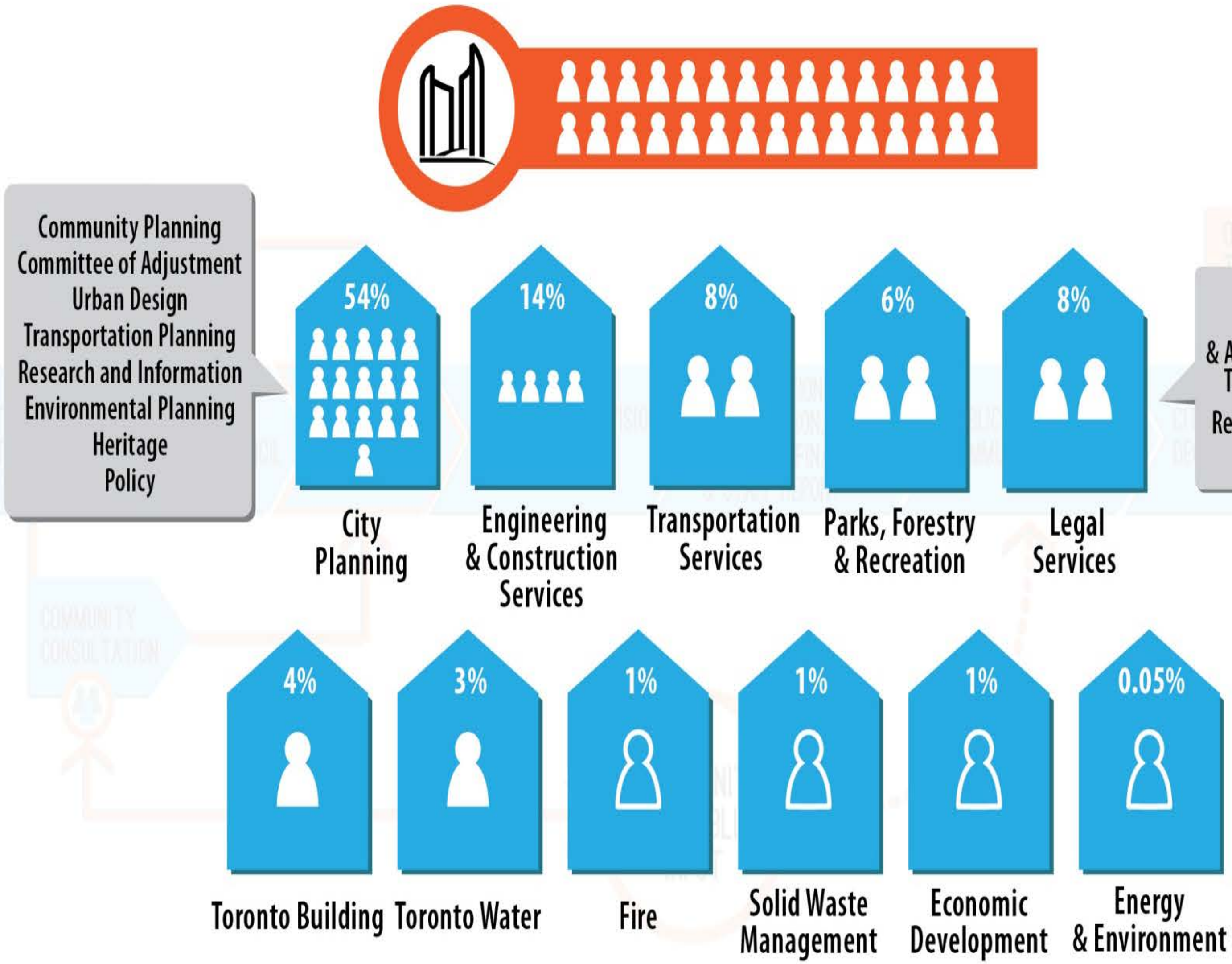
The Fee Review is to bring fee inline with services.

Development Application Fee Review Process

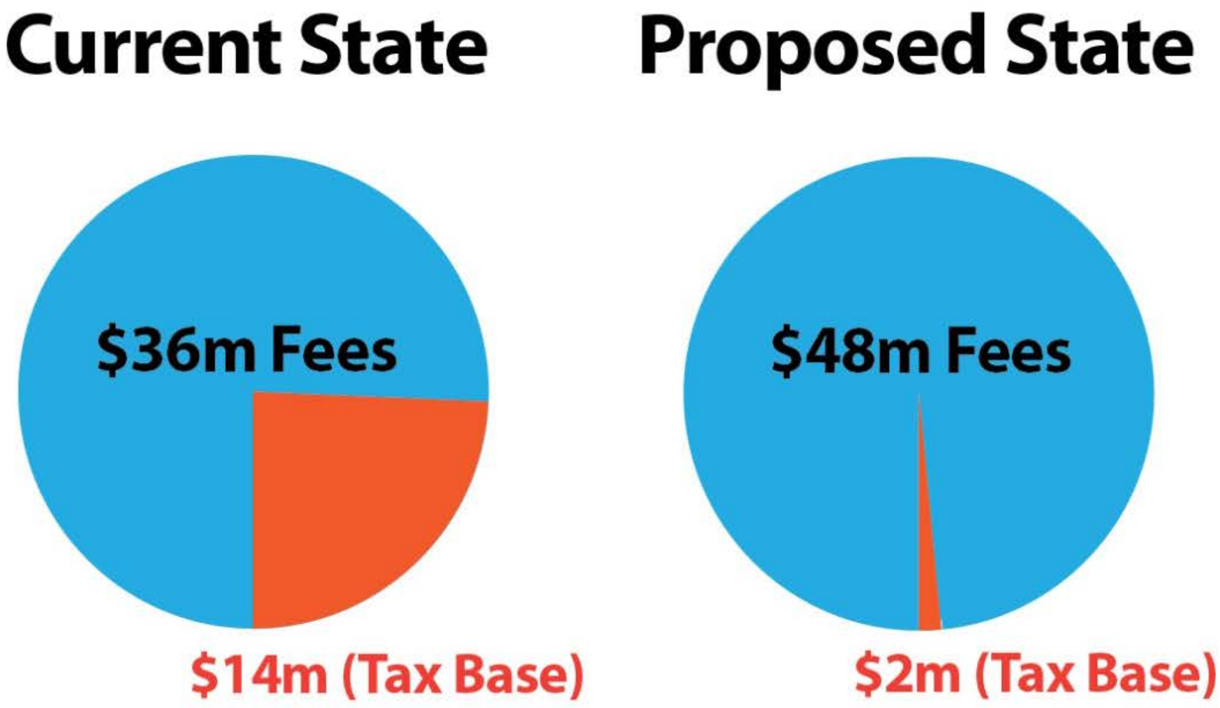
Development Application Fee Review Results



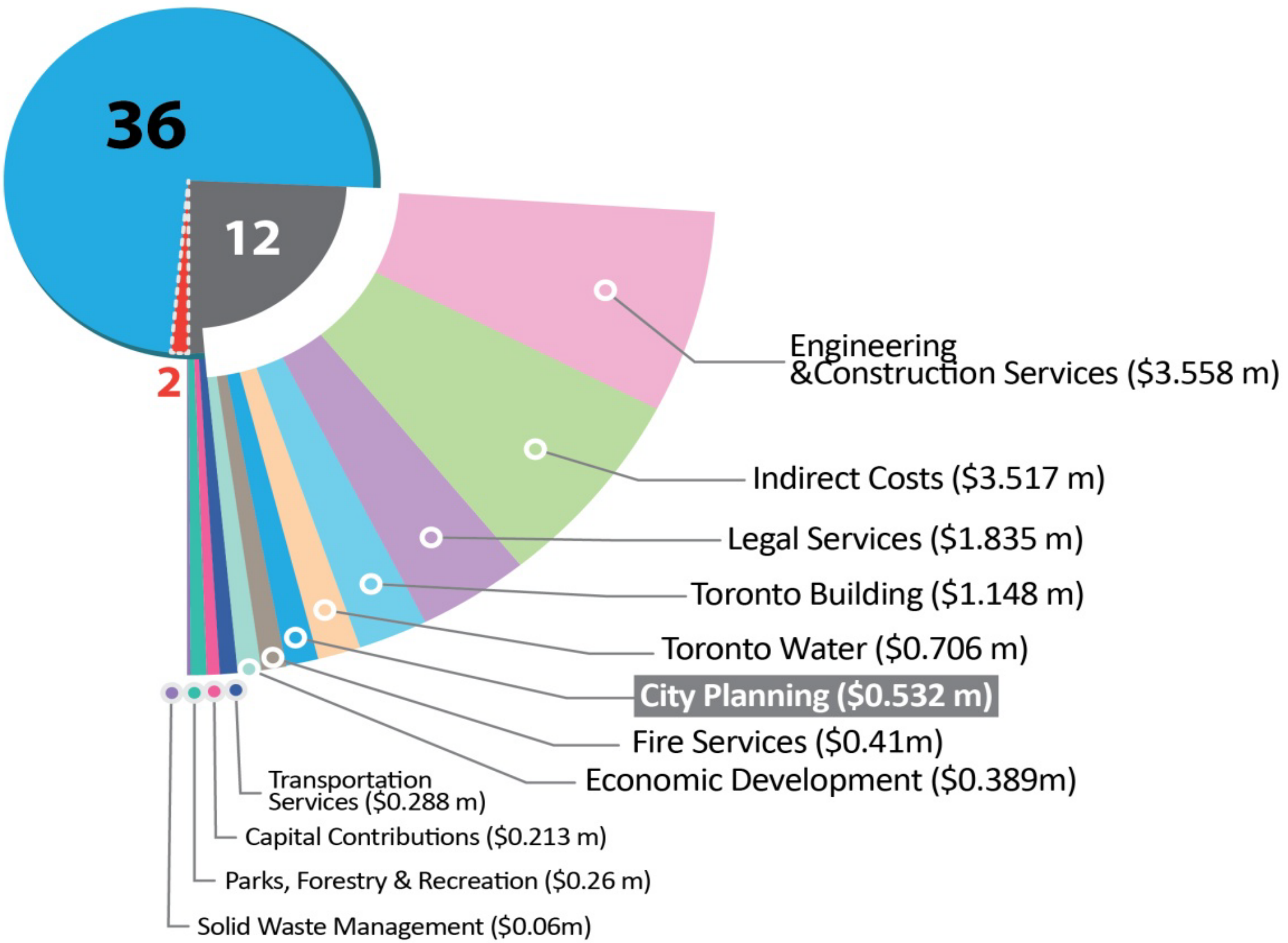
Development Review Partners



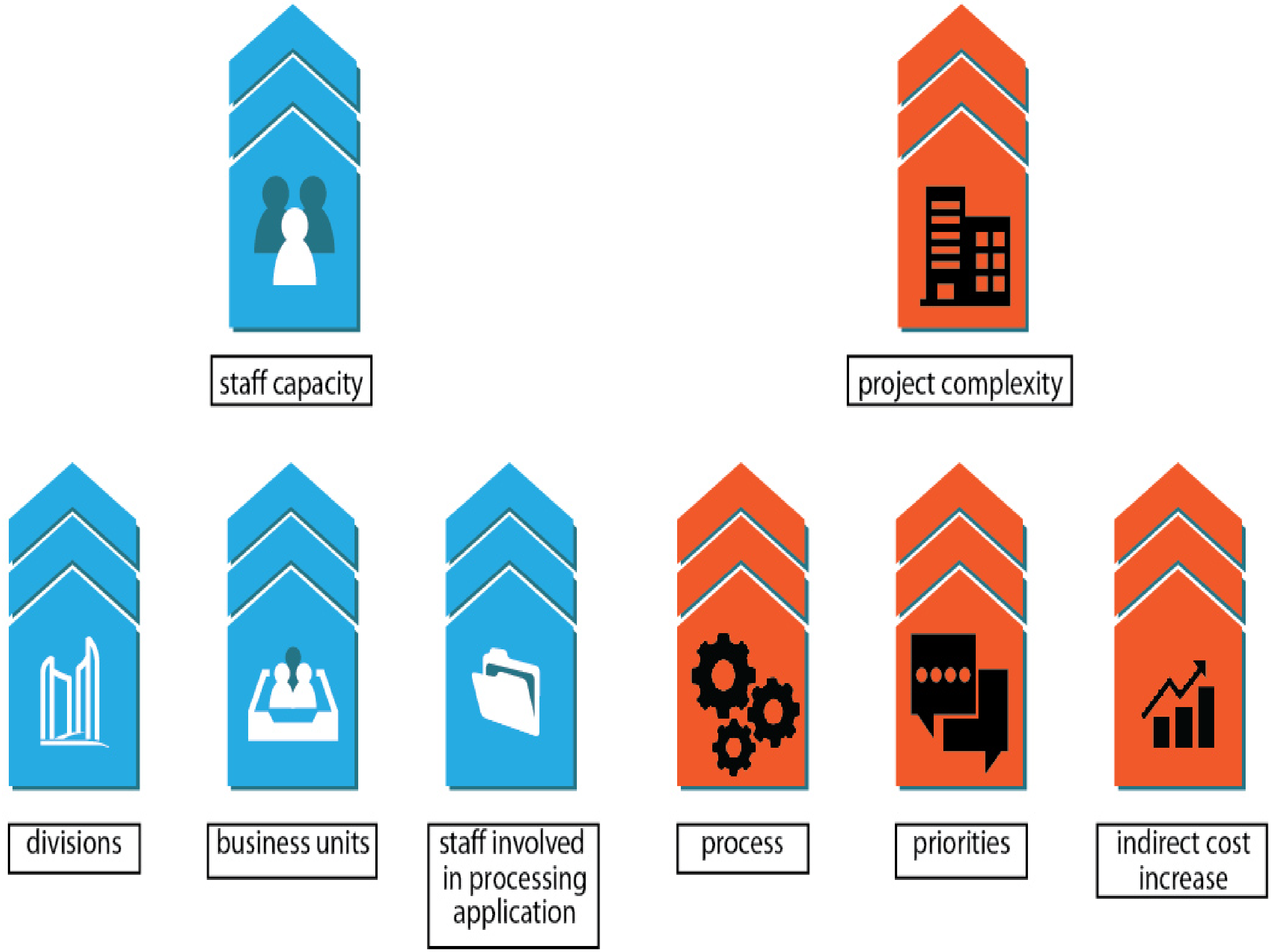
Fee Review Recommendation



Budget to Budget Comparison

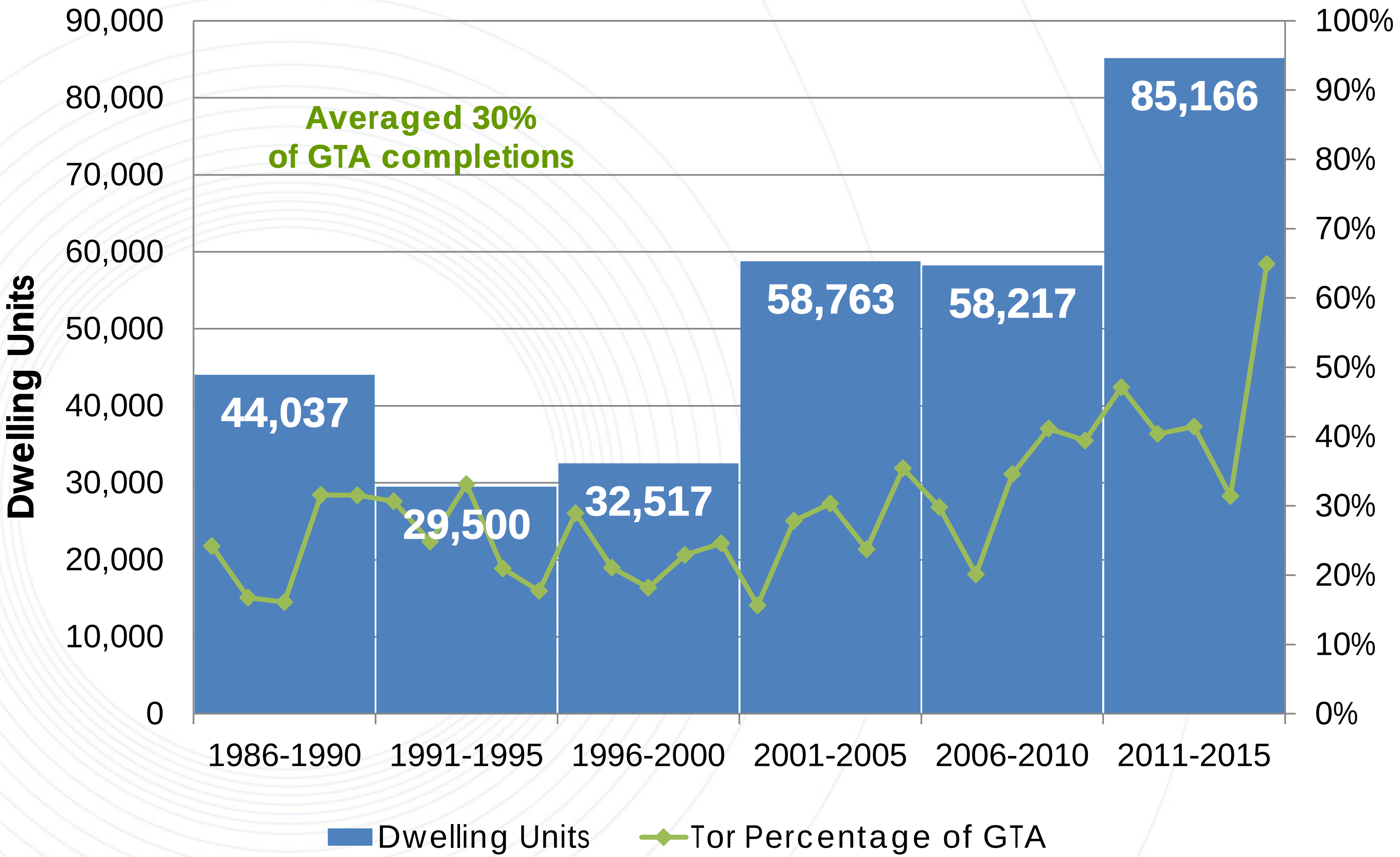


Why the Increase in Costs?



How Does the City Grow?

Toronto Residential Completions



Source: Canada Mortgage and Housing Corporation, *Housing Now - Ontario* Reports

Development Pipeline

Strong development activity has been occurring over the last 5 years.

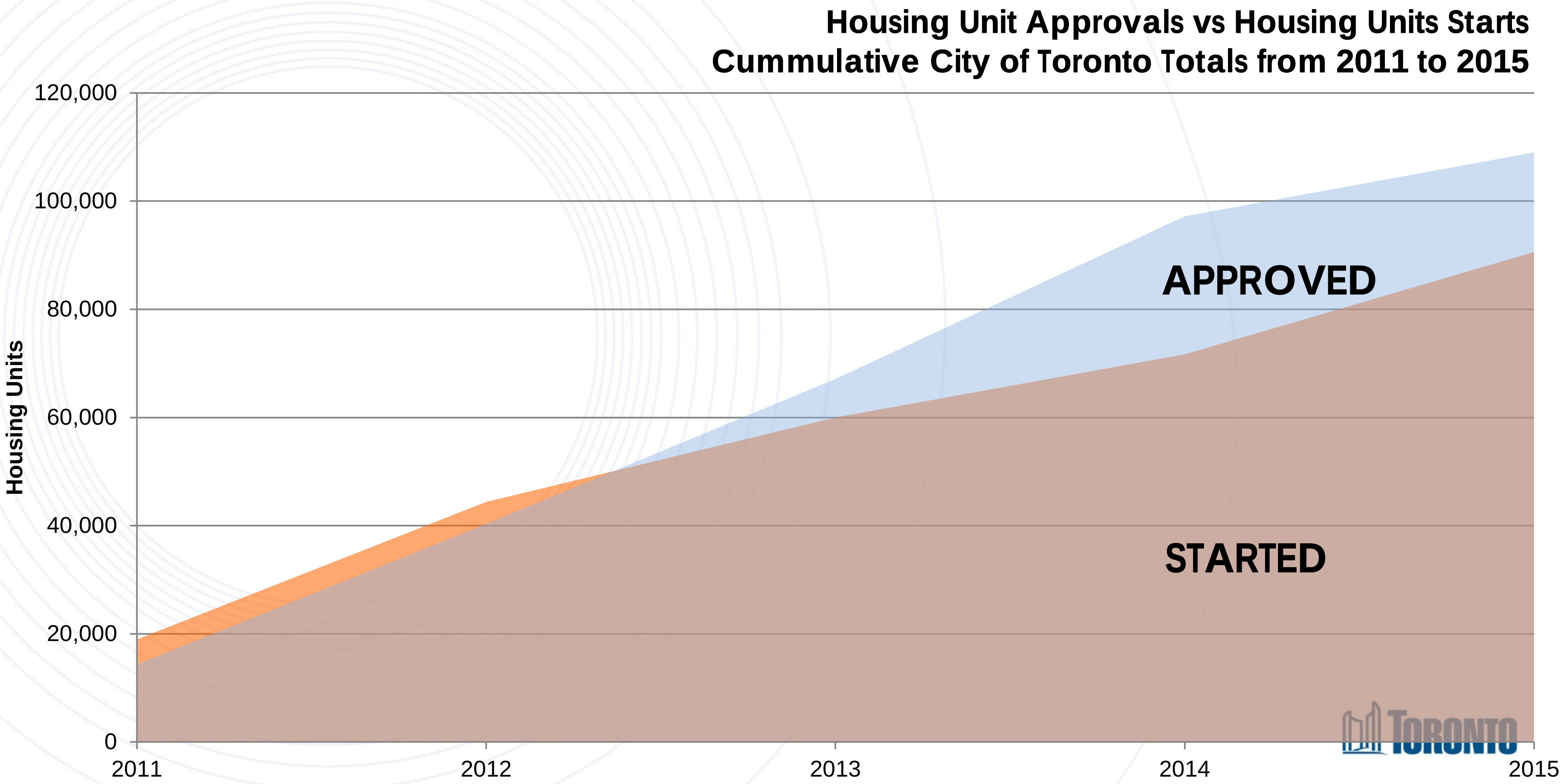
2,362 Projects in the pipeline

311,350
Residential Units

7.94 million m^2 of
Non-Residential GFA

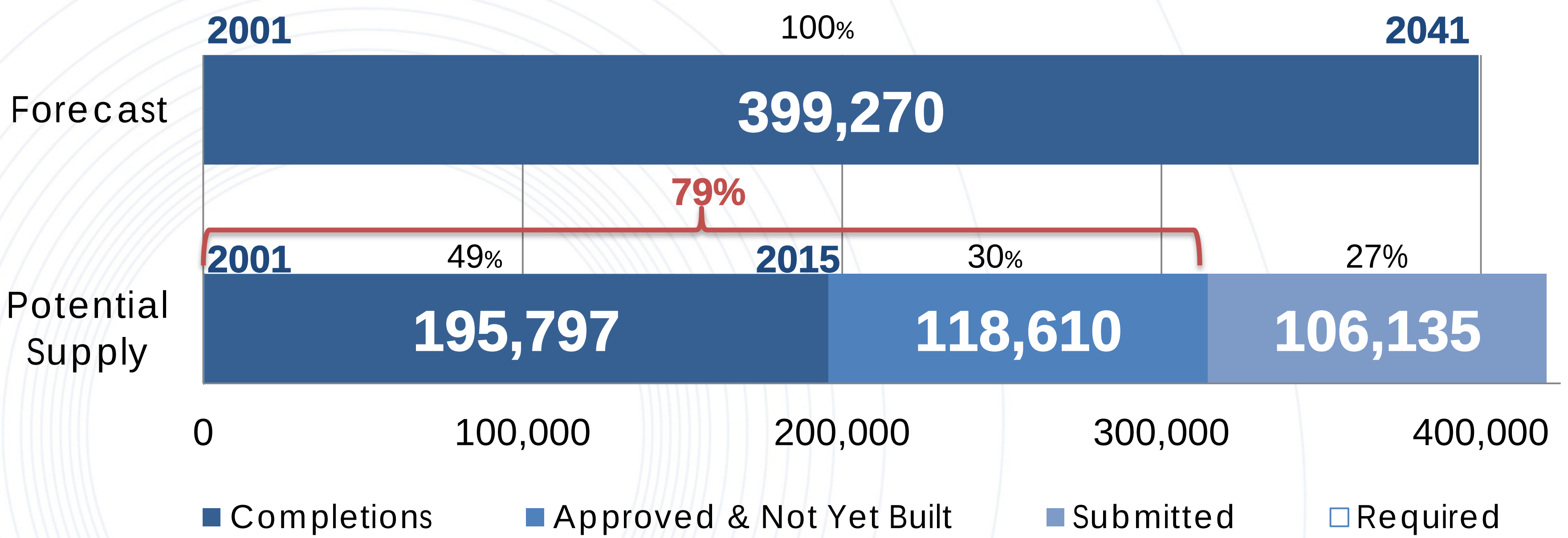
20% more units approved in the last 5 years

Over 1 year of approved supply in the pipeline



Growth Plan Forecast

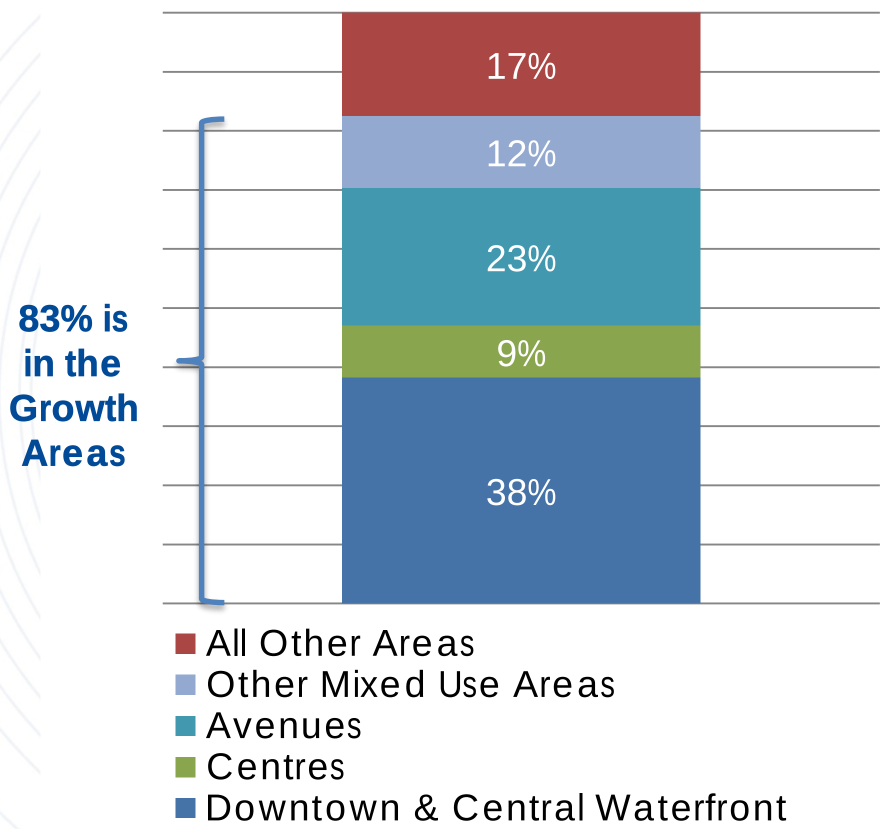
Toronto's housing growth is on track



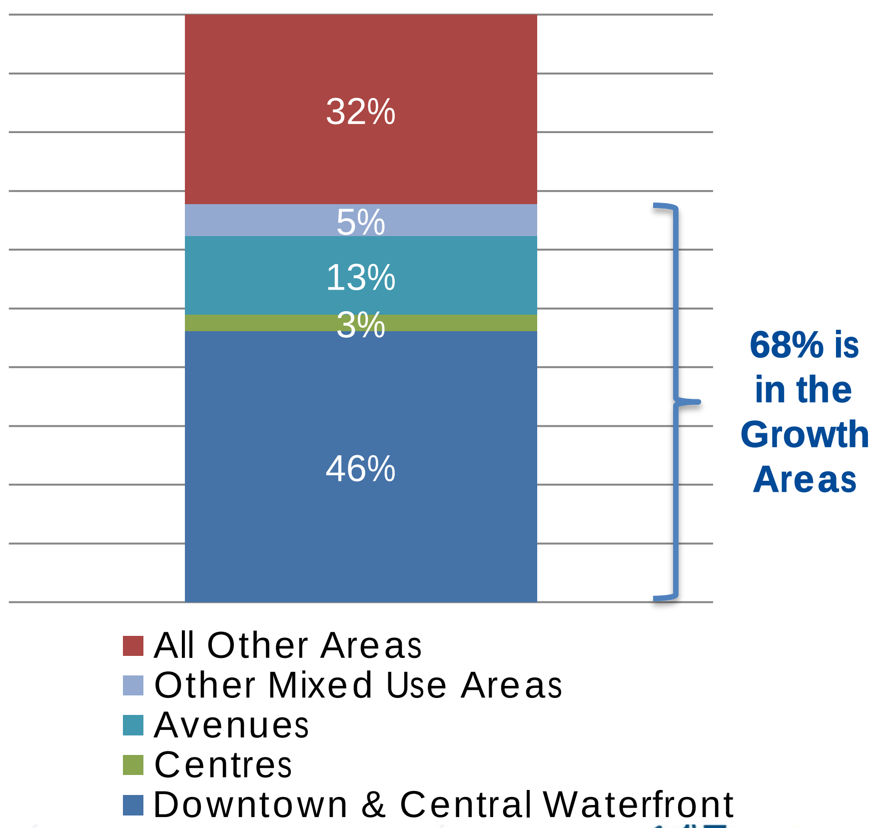
Toronto is well on its way to housing the population growth forecasted by the Growth Plan

Toronto Development Activity in Growth Areas

Proposed Residential Units

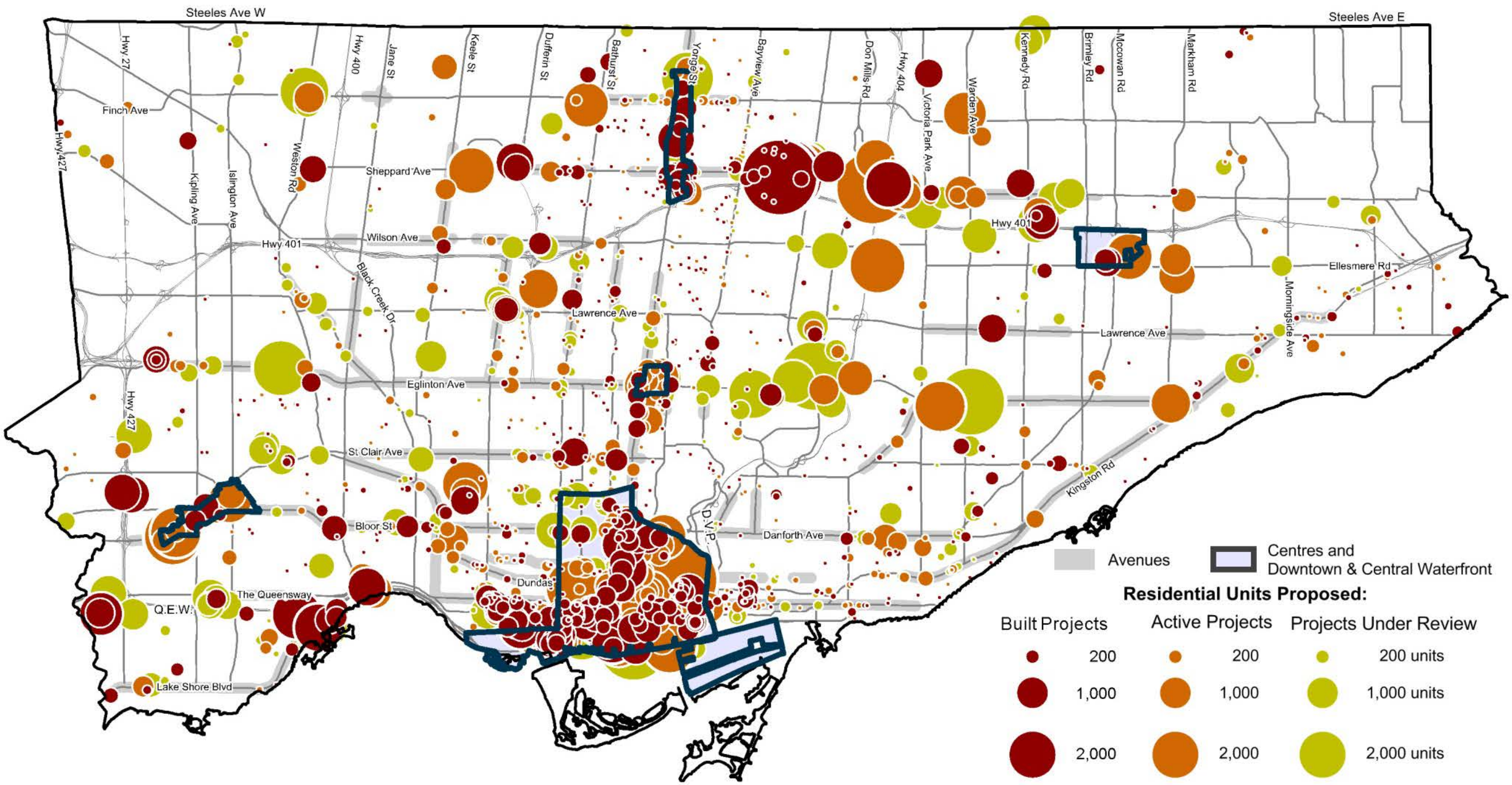


Proposed Non-Residential GFA



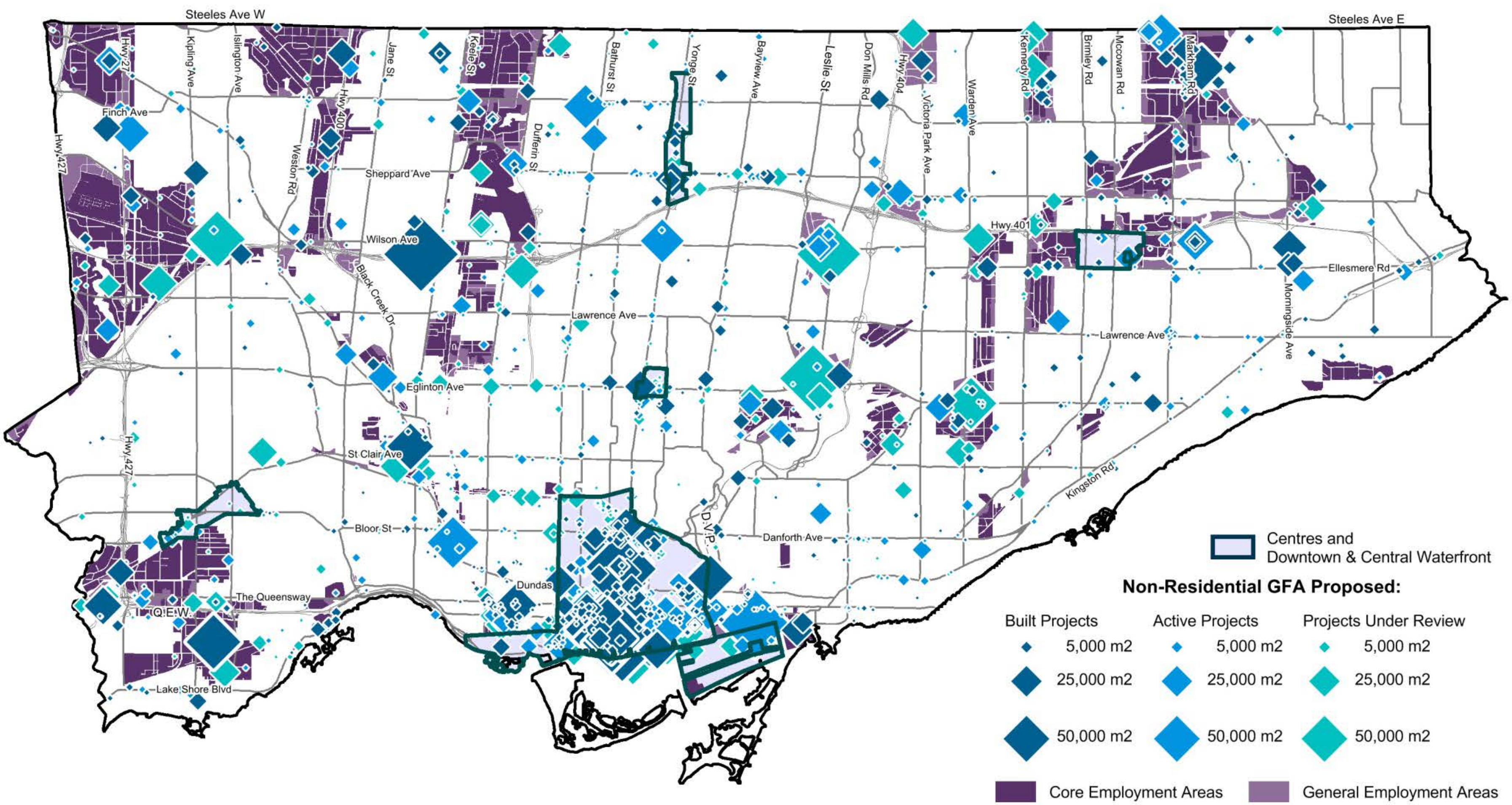
Proposed Residential Development

1,411 Projects → 311,350 residential units
25.3 million m^2 of residential GFA



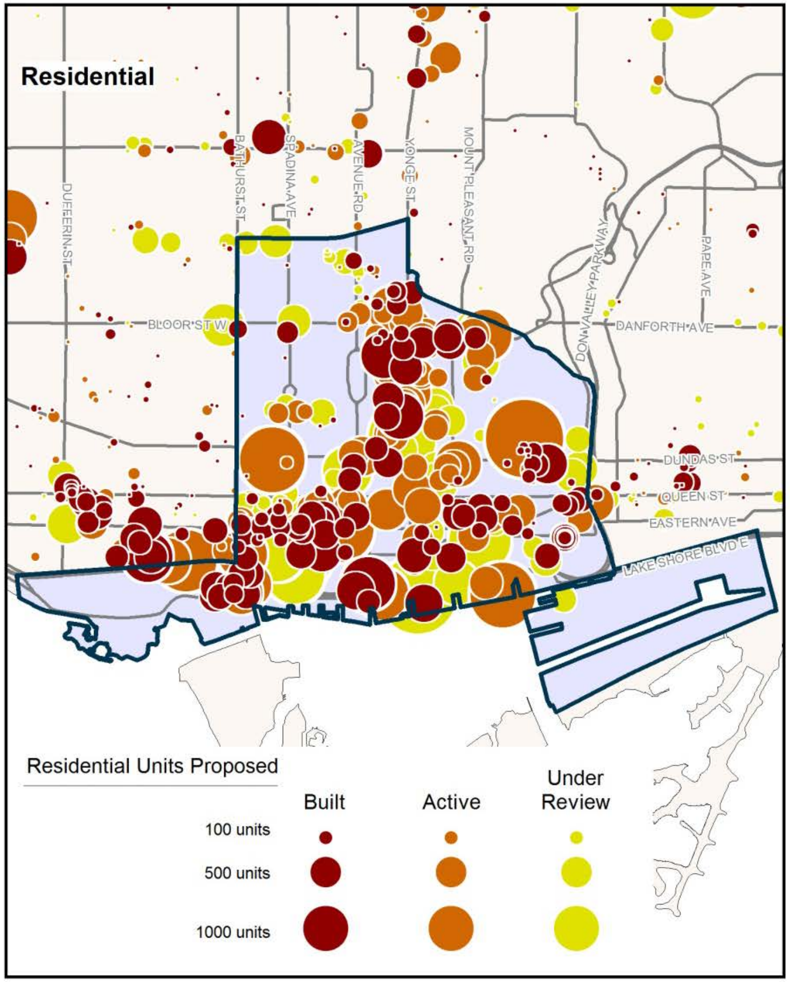
Proposed Non-Residential Development

1,313 Projects → 7.94 million m^2 of non-residential GFA (1.82 million m^2 in Employment Areas)

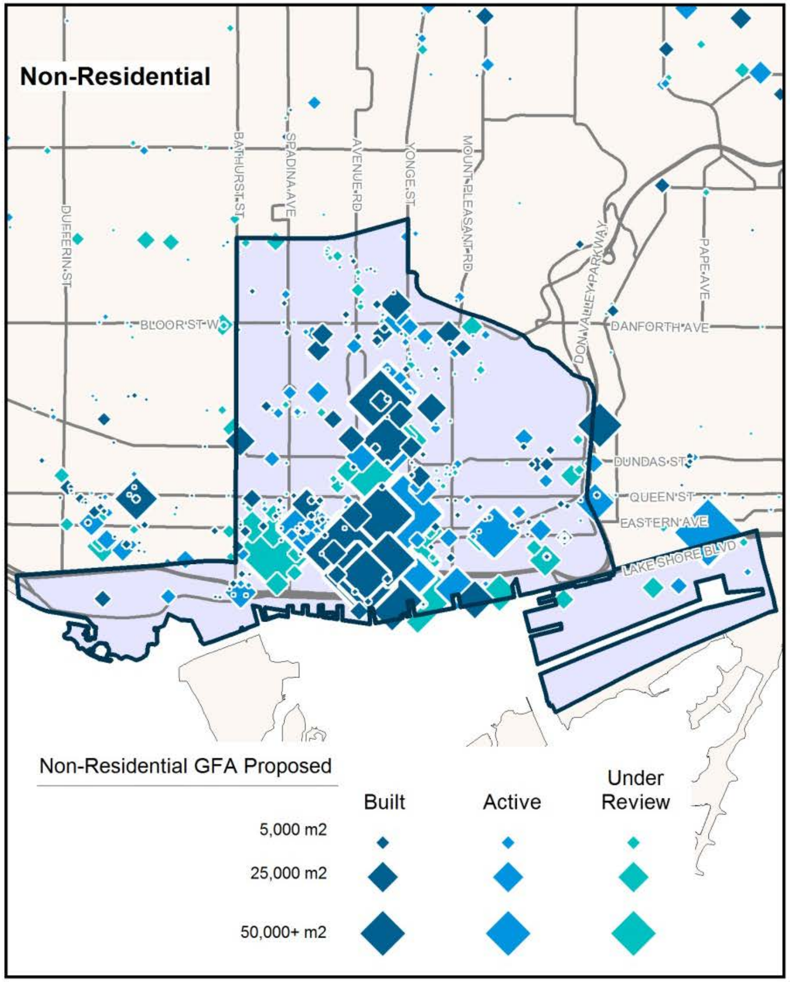


Downtown & Central Waterfront Development Activity

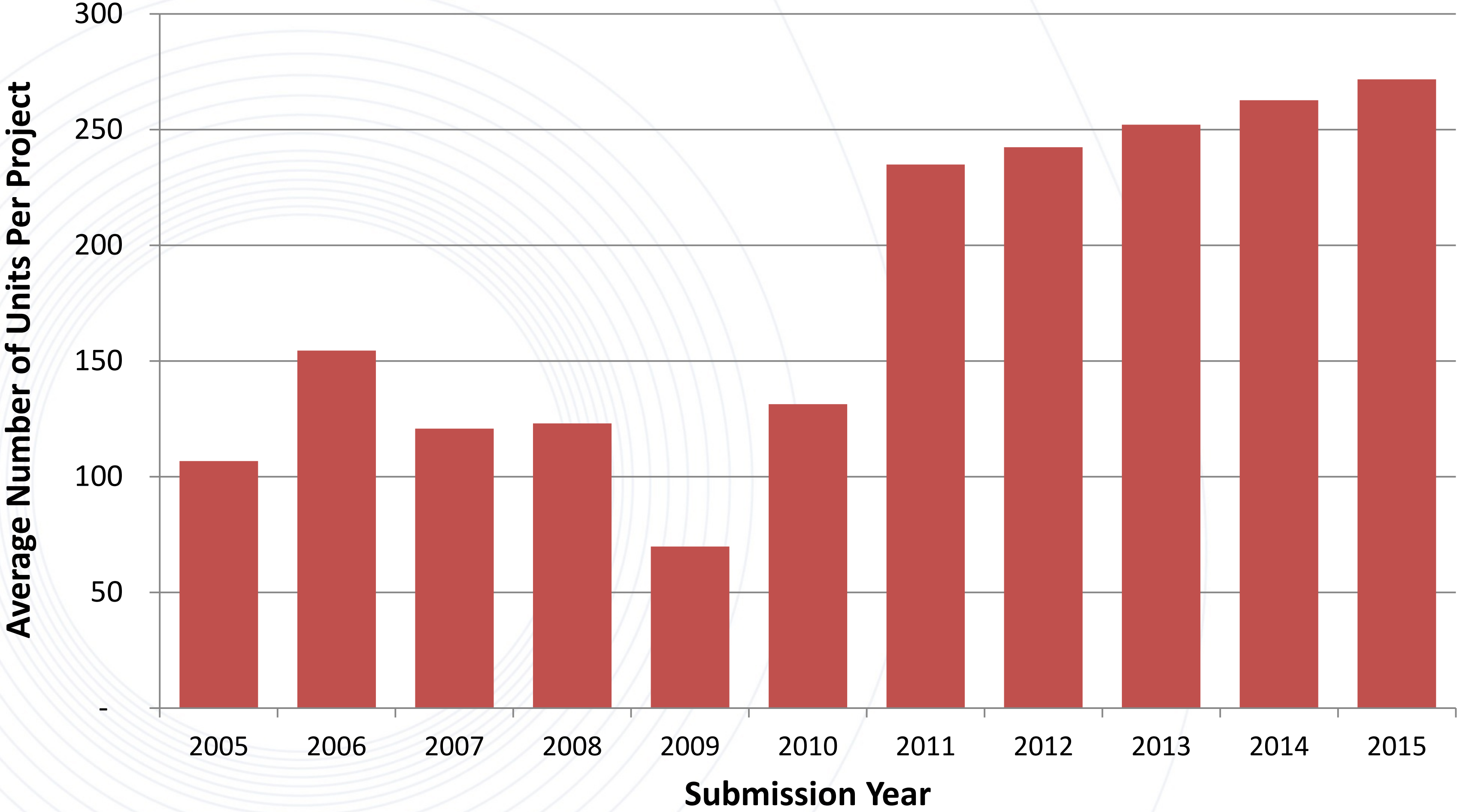
119,100 units = 38% of units



3.7 million m^2 = 46% of NR GFA



Average Number of Proposed Residential Units Per Project



PLANNING A GREAT CITY
TOGETHER

City Planning Division Update:

- Division Performance
- Development Fee Review
- How Does the City Grow?

City Council

December 15, 2016

TORONTO