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

Opportunity for third party Appeal to OMB

OPA/By-law in Effect

City Council Decision

Public Meeting at Community Council

Recirculation, Consultation, Further Revisions, Finalization and Staff Report

Application Revision and Resubmission

Response to Applicant

Preliminary Report to Community Council

Technical Response

Application Circulation

Community Consultation

Opportunity for public input
Growth in the GTA
100% Increase in Toronto’s Share of GTA Housing Completions over 30 years

1985-1989: 23%
1990-1994: 29%
1995-1999: 22%
2000-2004: 25%
2005-2009: 32%
2010-2014: 40%
2015: 67%
These unprecedented development volumes have increased pressure on City Planning’s ability to meet internal Key Performance Indicators.

However....
Toronto’s Approval Review Time outperforms most of the Region

GTA Average: 18.2

- Toronto: 17.7
- Others: Various times ranging from 14.4 to 24.3
Cost Effective Planning Process

![Cost Effective Planning Process Chart](chart.png)
Toronto Housing Starts and Completions

- **Starts**: 25,416
- **Completions**: 18,913

Graph shows the number of housing starts and completions from 1982 to 2015.
Unprecedented growth is, in part, a reflection of our strong planning framework and divisional performance.
Continuous Improvements
“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**

- Setting Priorities and Improving Processes
  - Workplan Priority Setting and Resource Allocations (Action 1-2)
  - Managing Motions from Council (Action 3)
  - Matching Priorities with Responsibilities (Action 9-10)
  - Developing the City Planning Directors and Management Team (Action 11-12)

- Enhancing and Strengthening the Capacity of the Division
  - Creating and Delivering the Message (Action 22)
  - Communicating with Council (Action 23-24)

- Clear, Consistent and Compelling Communication
  - Communicating Within the City Planning Division (Action 25-27)
  - Communicating With Other City Divisions and Units (Action 28-29)

- 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)

**Key Initiatives**

- OMB Submission Support and Hearing Preparation (Action 7-8)
  - Approach to Major Project and Policy Reviews (Action 4)
  - Staff Training, Mentoring and Performance Review (Action 13-16)
  - Improving IT and Administrative Support (Action 17-18)

- Development Review Protocols (Action 5-6)
  - Staff Deployment, Hiring and Work Programming (Action 19-20)
  - Succession Planning (Action 21)
  - Communicating with Residents, Businesses, Community Organizations and Others (Action 30-34)
STRATEGIC PLAN IMPLEMENTATION TIMELINE

- Number of actions completed
- Projected number of actions to be completed
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

City Council Adopted Full Cost Recovery approach for Development Application Fees
Full Cost Model Implemented New Development Application Fee Schedule
Watson & Associates Economists hired to do 4 year fee review
Development Application Review Fee Update Report Recommends Fee Increase


User Fee Policy requires a review every 4 years

The Development Application Fee Review Included:
- Updating planning application costing categories, process maps and staff complement participating in the development application review process
- Updating direct, indirect and capital costs of processing activities
- Updating the planning application fee structure
- Measuring/Reporting on the financial impacts of the proposed cost recovery fee structure
Development Application Fee Review Results

Average Cost $50 million

$36m Average Revenue

$2m unrecovered

$12m shortfall

34% RECOMMENDED INCREASE
Development Review Partners

- Community Planning
- Committee of Adjustment
- Urban Design
- Transportation Planning
- Research and Information
- Environmental Planning
- Heritage
- Policy

- 54%: City Planning
- 14%: Engineering & Construction Services
- 8%: Transportation Services
- 8%: Parks, Forestry & Recreation
- 6%: Legal Services
- 4%: Toronto Building
- 3%: Toronto Water
- 1%: Fire
- 1%: Solid Waste Management
- 1%: Economic Development
- 1%: Energy & Environment
- 0.05%: Planning & Administrative Tribunal Law
- Real Estate Law
Fee Review Recommendation

Current State

- $36m Fees
- $14m (Tax Base)

Proposed State

- $48m Fees
- $2m (Tax Base)
Budget to Budget Comparison

- Engineering & Construction Services ($3.558 m)
- Indirect Costs ($3.517 m)
- Legal Services ($1.835 m)
- Toronto Building ($1.148 m)
- Toronto Water ($0.706 m)
- City Planning ($0.532 m)
- Fire Services ($0.41 m)
- Economic Development ($0.389 m)
- Transportation Services ($0.288 m)
- Capital Contributions ($0.213 m)
- Parks, Forestry & Recreation ($0.26 m)
- Solid Waste Management ($0.06 m)
Why the Increase in Costs?

- Staff capacity
- Project complexity
- Divisions
- Business units
- Staff involved in processing application
- Process
- Priorities
- Indirect cost increase
How Does the City Grow?
Toronto Residential Completions

Averaged 30% of GTA completions

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

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

- 311,350 Residential Units
- 7.94 million m² of Non-Residential GFA
- 2,362 Projects in the pipeline
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

<table>
<thead>
<tr>
<th>Forecast</th>
<th>2001</th>
<th>100%</th>
<th>2041</th>
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<tr>
<td>195,797</td>
<td>49%</td>
<td>399,270</td>
<td>79%</td>
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<tr>
<td>118,610</td>
<td>30%</td>
<td>106,135</td>
<td>27%</td>
</tr>
</tbody>
</table>

Potential Supply

- Completions
- Approved & Not Yet Built
- Submitted
- Required

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:
- 38% in Downtown & Central Waterfront
- 23% in Centres
- 17% in Avenues
- 12% in Other Mixed Use Areas
- 9% in All Other Areas

Proposed Non-Residential GFA:
- 46% in Downtown & Central Waterfront
- 32% in All Other Areas
- 13% in Avenues
- 5% in Centres
- 3% in Other Mixed Use Areas

83% is in the Growth Areas
68% is in the Growth Areas
Proposed Residential Development

1,411 Projects  →  311,350 residential units
25.3 million m² of residential GFA
Proposed Non-Residential Development

1,313 Projects ➞ 7.94 million m² of non-residential GFA
(1.82 million m² in Employment Areas)
Downtown & Central Waterfront Development Activity

119,100 units = 38% of units

3.7 million m² = 46% of NR GFA
Average Number of Proposed Residential Units Per Project

- 2005: 100
- 2006: 150
- 2007: 100
- 2008: 150
- 2009: 75
- 2010: 110
- 2011: 200
- 2012: 200
- 2013: 250
- 2014: 250
- 2015: 300

Submission Year
City Planning
Division Update:

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

City Council
December 15, 2016