



## REPORT FOR ACTION

### City Planning Division Performance Metrics

Date: November 14, 2016

To: Planning and Growth Management Committee

From: Chief Planner and Executive Director, City Planning

Wards: All Wards

#### SUMMARY

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This report responds to City Council's request to report to the November 16, 2016 Planning and Growth Management Committee meeting on how well the City Planning Division is meeting its performance metrics given the increase in development activity.

#### RECOMMENDATIONS

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The Chief Planner and Executive Director, City Planning, recommends that:

1. The Planning and Growth Management Committee receive this report for information.

#### FINANCIAL IMPACT

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The recommendations in this report have no financial impact.

#### DECISION HISTORY

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At its meeting on October 5, 6 and 7, 2016, during consideration of report EX17.15 entitled "Operating Variance Report for the Six Month Period Ended June 30, 2016", City Council requested the Chief Planner and Executive Director, City Planning to report on how well the City Planning Division is meeting its performance metrics given the increase of the development activity as outlined in the operating variance report.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX17.15>

## COMMENTS

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### **City Planning 2013 - 2018 Strategic Plan**

In 2013, City Planning established a five year Strategic Plan that sets out the framework for improving the effectiveness and efficiency of the Division. Increasing work volumes faced by the Division since 2013 have continued to elevate the importance of the Strategic Plan. By leveraging existing resources, building new partnerships and supporting staff, City Planning is better equipped to fulfill the vision of Toronto's Official Plan. The backbone of the Strategic Plan's action framework is its five strategic directions:

1. Setting priorities and improving processes
2. Enhancing and strengthening the capacity of the Division
3. Clear, consistent and compelling communication
4. Pursuing deep collaborations
5. Measuring success

A total of 44 actions are listed beneath these strategic directions, two thirds of which are now underway. As the Strategic Plan passes the half-way mark of its implementation, City Planning is currently undertaking a review of priorities to ensure the most critical actions are advanced.

### **City Planning Process Improvements**

In addition to the Strategic Plan, City Planning has initiated a series of key process improvements including the following:

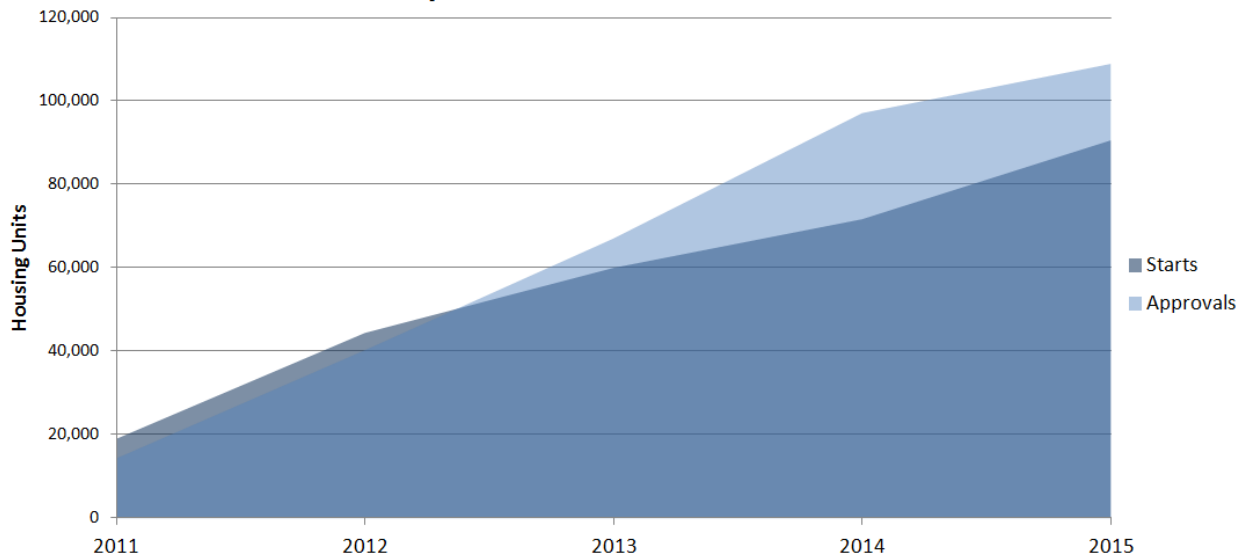
- Condominium process streamlined, no longer connected to Site Plan (2012)
- Site Plan process now secures sustainable design (boulevard improvements); encroachment agreements are no longer necessary in all cases (2012)
- City wide Site Plan By-law passed (2012)
- Harmonized letter of credit process, improved tracking of financial securities (2012)
- New Streets By-law passed (2012)
- Requirements for Garbage, Recycling and Organics Collection Services for new development and re-developments (2012)
- Gold Star for business improvements – clearer criteria, Gold Star service extending to Building Permit issuance (2013)
- City wide Zoning By-law passed (2013)
- Appointment booking with Customer Service staff to submit applications (2013) • Tall Building Guidelines (2013)
- Application Information Centre (AIC ) enhanced to provide greater opportunity for engagement - feedback provided on-line (2013)
- New development approval re-submission process including new naming conventions to facilitate electronic circulation of application material (2013)
- New guidelines for Transportation Studies (2013)

- Section 37 Policies related to Affordable Housing (2013)
- Toronto Green Standard performance measures amended in response to industry feedback (2013)
- Toronto Green Standard performance measures tracking protocol (2014)
- Official Plan Policy 5.5.2 Complete Application business rules amended to ensure a response is provided to City Planning on every application (2014)
- City wide Site Plan Control By-law amended to reword the exemption clause (2014)
- Zoning By-law templates (2014)
- QR codes added to development application notice signs (2014)
- Development application forms updated to capture legislative requirements that will improve processing, to provide additional information on submission and resubmission requirements (2014)
- Updated and automated application forms and pre-application checklists (2015)
- Active Leadership in Development Review – launched Toronto's Development Team with City Planning as "Team Lead" (2015)
- Developed a structured Pre-Application Process (2015)
- Electronic circulation to Toronto Building (2015)
- Commenting Portal pilot with Parks to circulate applications electronically and receive comments back through a portal (2015)
- Community Planning application submission material available on the City's website through the Application Information Centre (AIC) (2015)
- Notice of development application sign piloted (2015)
- Terms of reference for Study submission requirements (2015)
- Policy for Accepting Potentially Contaminated lands (2015)

### **City Planning Performance**

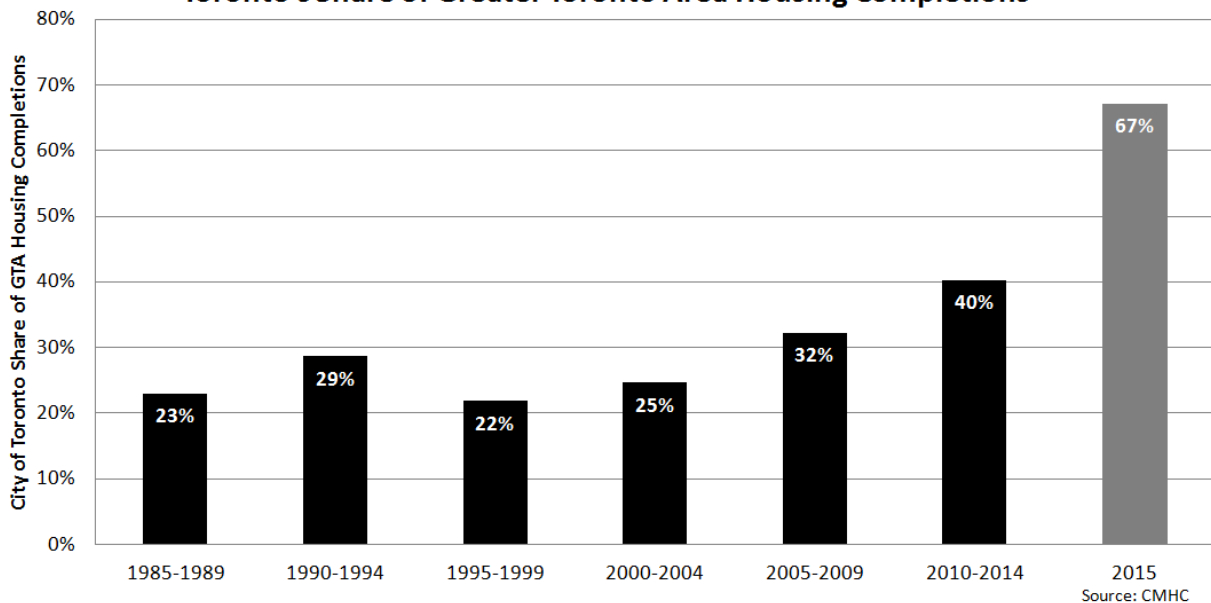
Between 2011 and 2015, the City has approved 20% more units than have been started. Over this time period, 567 residential projects were approved with a total of 109,000 housing units. In comparison, 90,600 housing units were started within Toronto between 2011 and 2015. The gap between approvals and starts between 2011 and 2015 represents more than a full year of housing supply.

### Housing Unit Approvals vs. Housing Units Starts Cumulative City of Toronto Totals from 2011 to 2015

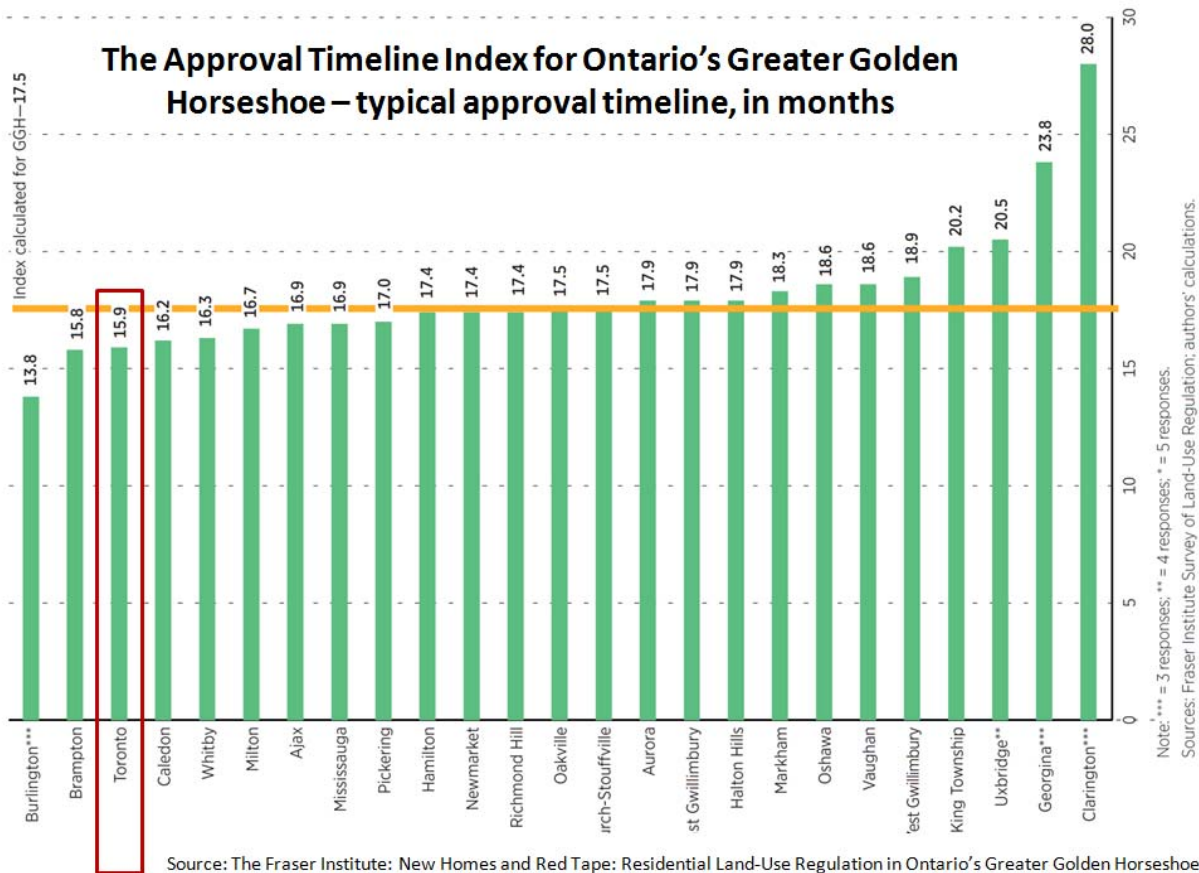


The impact of high application volumes within Toronto has resulted in the city capturing a greater proportion of housing within the region. In 2015, two thirds of all housing completions occurred in Toronto. From January to September 2016, 59% of new housing unit starts took place in Toronto. In comparison, from 1985 to 2005, only one quarter of housing completions in the region occurred in Toronto.

### Toronto's Share of Greater Toronto Area Housing Completions



These unprecedented development volumes have increased pressure on City Planning's ability to meet internal Key Performance Indicators (discussed in section "Challenges Facing Division"). Despite these challenges, Toronto continues to perform favourably in approval timelines when compared to other municipalities in the Greater Golden Horseshoe.

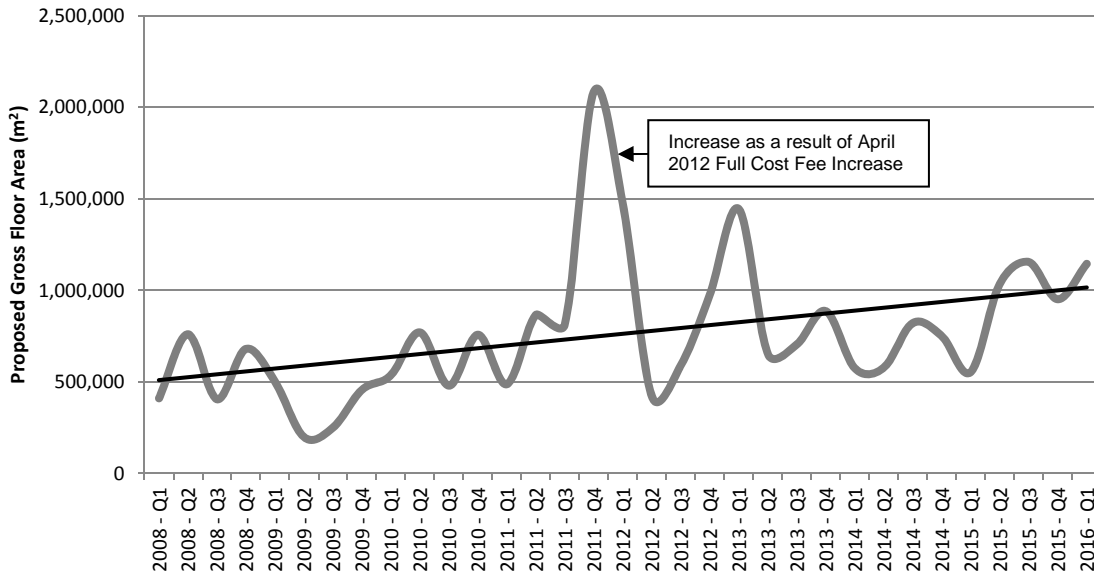


## Challenges Facing City Planning Division

### *Increasing Project Complexity & Consultation Requirements*

In 2008, the average community planning application was approximately 10,000 m<sup>2</sup> in size whereas in the last year of available data, applications were nearly double this size. This increasing size has translated into a greater overall amount of gross floor area being reviewed by City Planning and a corresponding increase in workload across many City Divisions. Larger projects also typically require more extensive consultation with the public. Additionally, each application is circulated to 16 Corporate partners, requiring City Planning to manage and consolidate feedback.

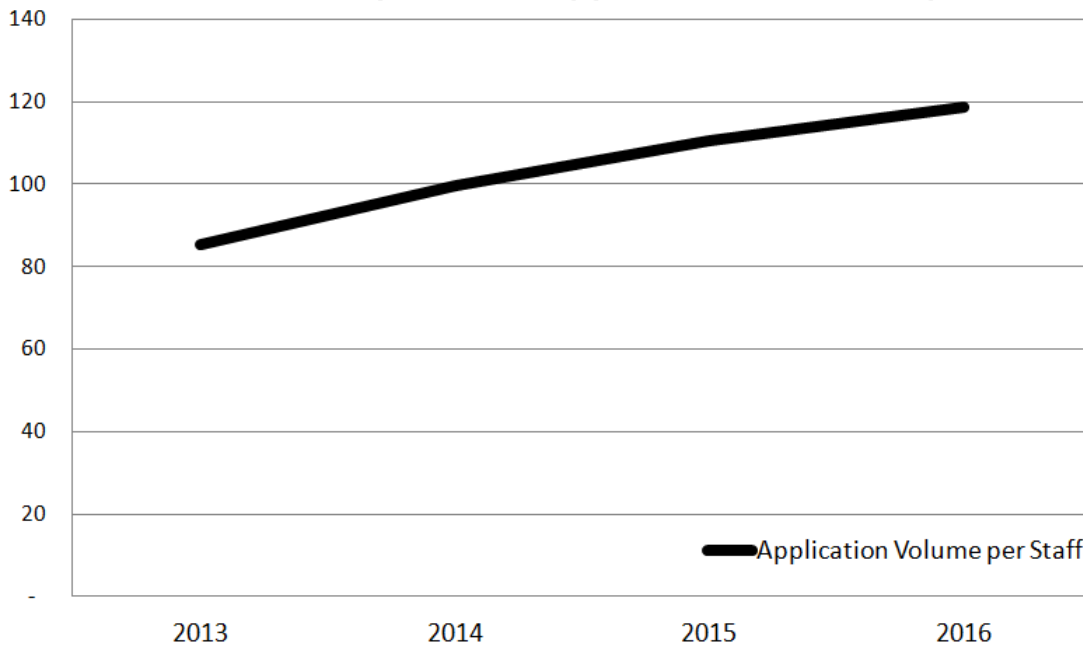
### Total Gross Floor Area (m<sup>2</sup>) Received per Quarter



### Increasing Committee of Adjustment Volumes

In 2013, City Planning received 3,157 Committee of Adjustment applications. In contrast, the projected volume for 2016 is in excess of 4,250 applications. At the same time, more complex applications are being brought before the Committee of Adjustment. With relatively consistent staffing levels over this period, the number of applications received per staff increased from 85 to 119 per year.

### Committee of Adjustment Applications received per Staff

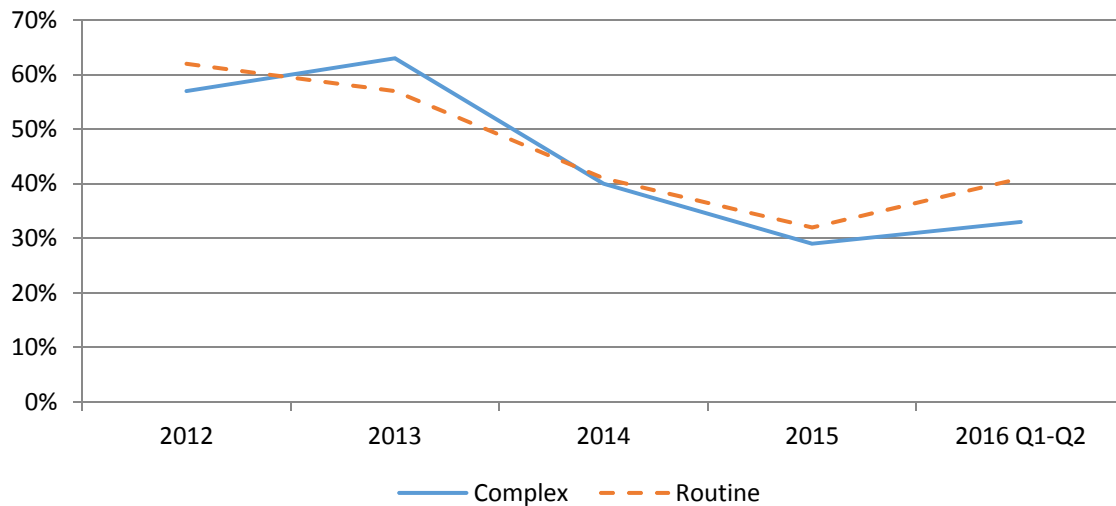


### Impact of Ontario Municipal Board Process

For both Committee of Adjustment and Community Planning applications, appeals to the Ontario Municipal Board continue to have a major impact on staff capacity. Between 2013 and 2015, an average of 20 Community Planning applications were appealed annually. Over the same time period, over 400 Committee of Adjustment applications were appealed.

The resulting impact of these challenges has been a decline in certain Key Performance Indicators on approval timelines.

### Percentage of Complex & Routine Applications That Met Key Performance Indicators Targets for First Circulation



*Complex Applications KPI - 75% of applications circulated within 9 weeks*

*Routine Applications KPI - 75% of applications circulated within 7 weeks*

### Resource Allocation in the Future

Over the past five years, City Planning has experienced consistent increases in work volume. Trends towards larger and more complex Community Planning applications are expected to continue, as are volumes for Committee of Adjustment applications. Between 2015 and 2041, the City of Toronto's population is forecasted to grow from 2.83 million to 3.74 million - an increase of 35,000 residents per year (Ontario Population Projections Update, 2015–2041, Ministry of Finance). Proportionate levels of employment growth are also expected to continue.

Although the City Planning Division's performance remains strong in comparison to other municipalities in the Greater Toronto Area, key challenges are emerging as a result of ongoing pressures. Meeting the development review needs associated with this significant forecasted growth, while maintaining service levels, will require regular evaluations of resource levels. In light of these challenges, it is important that staff retain

the capacity to proactively achieve positive city building outcomes through the development review process.

## CONTACT

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Neil Cresswell, MCIP, RPP  
Director of Community Planning  
Etobicoke York District  
Tel: (416) 394-8211  
Email: [ncresswel@toronto.ca](mailto:ncresswel@toronto.ca)

## SIGNATURE

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Jennifer Keesmaat, MCIP, RPP  
Chief Planner and Executive Director  
City Planning Division