

# 2021 C2K Achievement Highlights

## Achievements

- ✓ Launched affordable housing (AH) Priority Development Review Stream
- ✓ Prioritized and expedited 18 affordable housing development projects and 3 purpose built rentals
- ✓ Developed and launched the Issues Resolution Table and City-wide governance framework
- ✓ Developed C2K Communications Plan
- ✓ Launched C2K Connect staff and industry newsletters

Q1

## Achievements

- ✓ Launched the District Development Review Stream in Etobicoke York (EY)
- ✓ Streamlined AH application review timeline average from 8-9 weeks to 3-5 weeks per circulation
- ✓ Advanced updates to 14 Terms of Reference and posted to the Development Guide
- ✓ Launched updated C2K web pages on InsideTO
- ✓ Hosted third C2K staff Town Hall
- ✓ C2K Q2 update report adopted by City Council

Q2

Q3

Q4

## Achievements

- ✓ Launched C2K public website
- ✓ Soft-launched the Application Submission Tool for AH and EY applications
- ✓ Piloted a new File Circulation Platform to inform the procurement process
- ✓ Launched the Relationship & Issues Management Function
- ✓ Hosted second C2K staff Town Hall with 450+ attendees
- ✓ Completed one year's worth of development review hiring in six months by funding dedicated recruitment team

## Achievements

- ✓ Publicly launched the online Application Submission Tool
- ✓ EY Development Review Stream piloted operational improvements to the pre-application consultation process
- ✓ Launched RFP for the new File Circulation Platform
- ✓ Achieved 90% staff complement across divisions involved in development review
- ✓ Initiated KPI development for reporting on the District Development Review Stream
- ✓ Hosted fourth C2K staff Town Hall
- ✓ C2K Q3 update report adopted by City Council

# 2021 Achievement Highlights & Next Steps

## Priority Development Review Stream

### Achievements - Affordable Housing

- ✓ Launched the C2K Priority Development Review Stream (formerly known as Phase 1) on January 1, 2021
- ✓ Established a new application management function to oversee the affordable housing development application portfolio, assisting commenting staff in managing relationships with applicants
- ✓ Established regular review team meetings to ensure the City identifies and resolves issues early on in the process and to ensure coordination and prioritization of work across the interdivisional application review teams
- ✓ Established milestone meetings with applicants to help clarify requirements, provide greater direction, and improve consistency and predictability for applicants
- ✓ Prioritized and expedited 18 affordable housing projects and 3 purpose built rentals – representing a proposed total of 1,581 new affordable and supportive rental homes
- ✓ Streamlined application review/circulation timelines:

Program	Average time for staff review and comments
All prioritized programs	5 weeks
Modular Housing Initiative	3 weeks
Other prioritized applications	6 weeks
All applications	8-9 weeks

### Next Steps for 2022

- Rolling completion of development review approvals and onboarding new applications
- Apply lessons learned to the District Development Review Stream
- Develop plans for future priority applications to be reviewed in 2022
- Transition the Priority Development Review Stream to a permanent function

# 2021 Achievement Highlights & Next Steps

## District Development Review Stream

### Achievements - Etobicoke York

- ✓ Launched the District Development Review Stream (formerly known as Phase 2) on July 1, 2021
- ✓ Established three core interdivisional review teams based on existing community planning sub-districts: North, Central and South
- ✓ Established a new application management function to provide implementation guidance and project management support to the interdivisional review and management teams
- ✓ Established regular management and interdivisional review team meetings to ensure consistent reviews, coordinated work direction, and a forum to exchange knowledge within each review team
- ✓ Received 93 new development applications since launch
- ✓ Received 74 pre-application consultation requests since launch
- ✓ Developed onboarding plan for new staff
- ✓ Streamlined the pre-application circulation process to decrease lag time and improve application review timelines

### Next Steps for 2022

- Continue to prioritize filling vacancies, on-boarding new staff, on-boarding new applications and formalizing pre-application consultation and milestone meetings with applicants
- Develop a library of KPIs to identify gaps/overlaps in data collection, improve coordination efforts and promote KPI reporting
- Continue to explore the roles and responsibilities of the application management function
- Apply lessons learned when rolling out in the other districts (i.e. North York, Scarborough, Toronto East York)

# 2021 Achievement Highlights & Next Steps

## Customer Experience & Technology

### Achievements

- ✓ Launched the Application Submission Tool (AST) for public use
- ✓ Conducted AST training and information sessions for both City staff and the development community
- ✓ Hosted applicant workshops to gain industry feedback and insight on technology (e.g., a new file circulation platform)
- ✓ Collected requirements to inform the procurement process of a new file circulation platform
- ✓ Collaborated with the Transit Expansion Office (TEO) to jointly procure the file circulation platform; TEO has also identified a need for improvement in this area
- ✓ Added standard language to RFP to ensure other municipalities and agencies can leverage the procurement
- ✓ RFP for the new file circulation platform closed on December 16
- ✓ Procured Ratio.City licenses for C2K and City Planning staff to pilot and evaluate the tool

### Next Steps for 2022

- Monitor and manage application submissions through AST and provide additional training as required
- Select top two vendors for the new file circulation platform for further assessment
- Continue to work on interim state improvements with TSD until a new platform is in place

# 2021 Achievement Highlights & Next Steps

## Process Improvements

### Achievements

- ✓ Established an Interdivisional Process Improvement Working Group to focus on improvements to the front end of the development review process (e.g., Development Guide and Mandatory Pre-Application Consultation or PAC)
- ✓ Mandatory PAC report adopted with amendments at the Planning and Housing Committee (PHC) on June 11 recommending consultation on proposed Official Plan Amendment and by-law; jurisdictional research and stakeholder consultations to identify opportunities for improving the pre-application consultation process have begun
- ✓ Advanced updates to 14 Terms of Reference (ToR) and posted to the Development Guide
- ✓ C2K held public information session on September 14 regarding the new PAC process
- ✓ Worked with KPMG to develop a plan for a follow-on fee review in 2023 that will support cost recovery for the Baseline Inventory preliminary findings (policies, guidelines, standards and permitting practices related to the right-of-way and a proposed interim decision-making framework to address streetscape design conflicts)
- ✓ Completed discussions with divisions engaged in development review for updating the Commenting Template and Libraries
- ✓ Received the development fee review report and results from the consultant

### Next Steps for 2022

- Recommended Official Plan Amendment and Municipal Code Amendment to adopt mandatory PAC will be considered at January 2022 PHC meeting; the Municipal Code Amendment includes a recommended effective date of November 1, 2022
- Continue to pilot operational improvements to support an improved pre-application consultation process in Etobicoke York
- The fee review report will be considered at the February 2022 PHC meeting, with an updated fee schedule anticipated to come into effect April 1, 2022
- C2K will lead work to establish an inventory of all fees related to development review determine future staff resourcing to support new operating model

# 2021 Achievement Highlights & Next Steps

## Relationship and Issues Management

### Achievements

- ✓ Launched a new relationship and issues management function to enhance customer service and address application-specific concerns
- ✓ Established a tiered governance framework to resolve development review conflicts, align on competing divisional priorities, and approve key development review improvements
- ✓ Launched Director-level Issues Resolution Table on February 1 and facilitated 15 meetings
- ✓ Developed detailed processes, intake surveys, and customer experience feedback survey
- ✓ Received 57 issues since launch; and resolved approximately 77% to date
- ✓ Achieved 24-hr response time commitment 100% of the time
- ✓ Launched an anonymous customer feedback survey; responses received to date highlight C2K's high-level of customer service, prompt response times, and enabling collaboration to resolve development-related issues
- ✓ Received interdivisional buy-in to provide application review timelines to applicants and increase transparency
- ✓ Developed preliminary KPIs and more detailed issues reporting
- ✓ Developed, launched, and managed the [C2KIssues@toronto.ca](mailto:C2KIssues@toronto.ca) inbox

### Next Steps for 2022

- Conduct analysis of issues to determine root causes and identify opportunities for process improvements to minimize issues from reoccurring in the future
- Develop cadence and plan for detailed issues data reporting
- Collaborate with other divisions to ensure a coordinated issues response for applicants between development review and construction
- Add information about the issues resolution process in the Development Guide

# 2021 Achievement Highlights & Next Steps

## Change Management

### Achievements

- ✓ Delivered multiple Change Management 101 information sessions to increase change capacity within the C2K team
- ✓ Delivered multiple stakeholder engagement sessions (e.g., C2K Town Halls with 300+ attendees, and C2K Online Application Submission Tool information/demo sessions) for City staff and industry to promote change adoption
- ✓ Deployed feedback surveys post-C2K Online Application Submission Tool information sessions to identify ongoing support requirements and communication mandates
- ✓ Provided continuous support to staff transitioning to the new operating model including on-boarding plan/resources for new staff
- ✓ Conducted change readiness surveys to establish baselines
- ✓ Supported C2K functions with KPI development
- ✓ Developed on-boarding plans to establish Change Agent networks to support with accelerated technology implementation

### Next Steps for 2022

- Introduce 'A Day in the Life' immersive learning sessions to promote a culture of transparency
- Deliver additional stakeholder engagement sessions (e.g., C2K Town Halls, Change Management 101 sessions, workshops, orientations, information and demonstration sessions)
- Continue to support City staff transitioning to the new C2K operating model according and apply lessons learned
- Conduct leadership alignment assessments and develop engagement and communication activities roadmap for 2022
- Support training and development initiatives and KPI development
- On-board and establish Change Agent networks to support new technology implementation
- Conduct change readiness surveys during scale-up and track progress from baseline
- Continue to capture key stakeholder feedback through various crowdsourcing activities

# 2021 Achievement Highlights & Next Steps

## Communications

### Achievements

- ✓ Developed C2K Communications Plan with stakeholder impact assessment
- ✓ Developed and launched the C2K Connect newsletters for monthly distribution to staff and development industry
- ✓ Developed and launched new public webpage: [toronto.ca/C2K](https://toronto.ca/C2K) and launched a refresh of C2K web pages on InsideTO to keep staff informed about the progress of C2K's transformation work and promote buy-in
- ✓ Anonymous feedback request added to the main landing page of the C2K public webpage
- ✓ Supported the City-wide launch of the Application Submission Tool through drafting communication notes, creating [toronto.ca](https://toronto.ca) and intranet pages, producing a news release and social media posts, and reporting to the standing committee and City Council
- ✓ Supported a virtual knowledge-sharing panel for developers and municipal staff in Vancouver and the surrounding area
- ✓ Supported the launch and management of the [Concept2Keys@Toronto.ca](mailto:Concept2Keys@Toronto.ca) inbox

### Next Steps for 2022

- Continue support the introduction of Mandatory Pre-Application Consultation via industry newsletters and [toronto.ca](https://toronto.ca) updates
- Continue to support the City's new file circulation platform and related communication activities
- Continue to support the C2K program scale up to other districts
- Implement new features in staff and industry C2K Connect newsletters
- Continue ongoing communications to the development industry, City staff, the Mayor's Office, and City Councillors
- Continue ongoing development and publication of FAQs as stakeholder questions are received
- Continue to proactively promote stories about C2K and respond to media inquiries as required