

NOTE REGARDING NEXT STEPS AND IMPLEMENTATION

This Service Efficiency Study provides advice and recommendations to the City Manager and was conducted in consultation with the Division. The Study identifies actions and directions that could result in more efficient and effective service delivery, organizational and operational arrangements and associated savings.

The City Manager will work closely with senior management to determine which of the actions are feasible and can be implemented, implementation methods and timeframe and estimated savings. In some cases, further study may be required; in other cases the actions may not be deemed feasible.

Implementation will be conducted using various methods and may be reported through annual operating budget processes or in a report to Council or an applicable Board, where specific authorities are necessary. In all cases, implementation will comply with collective agreements, human resource policies and legal obligations.

Preliminary estimated savings have been identified in the study by year where possible. The opportunities identified for estimated potential savings are highly dependent on the viability of these actions as determined by senior management, timeframes, and other implementation considerations such as sequenced action steps and phasing over several years.



City of Toronto Service Efficiency Study City Planning Division

Final Report to City Manager

12 March 2013

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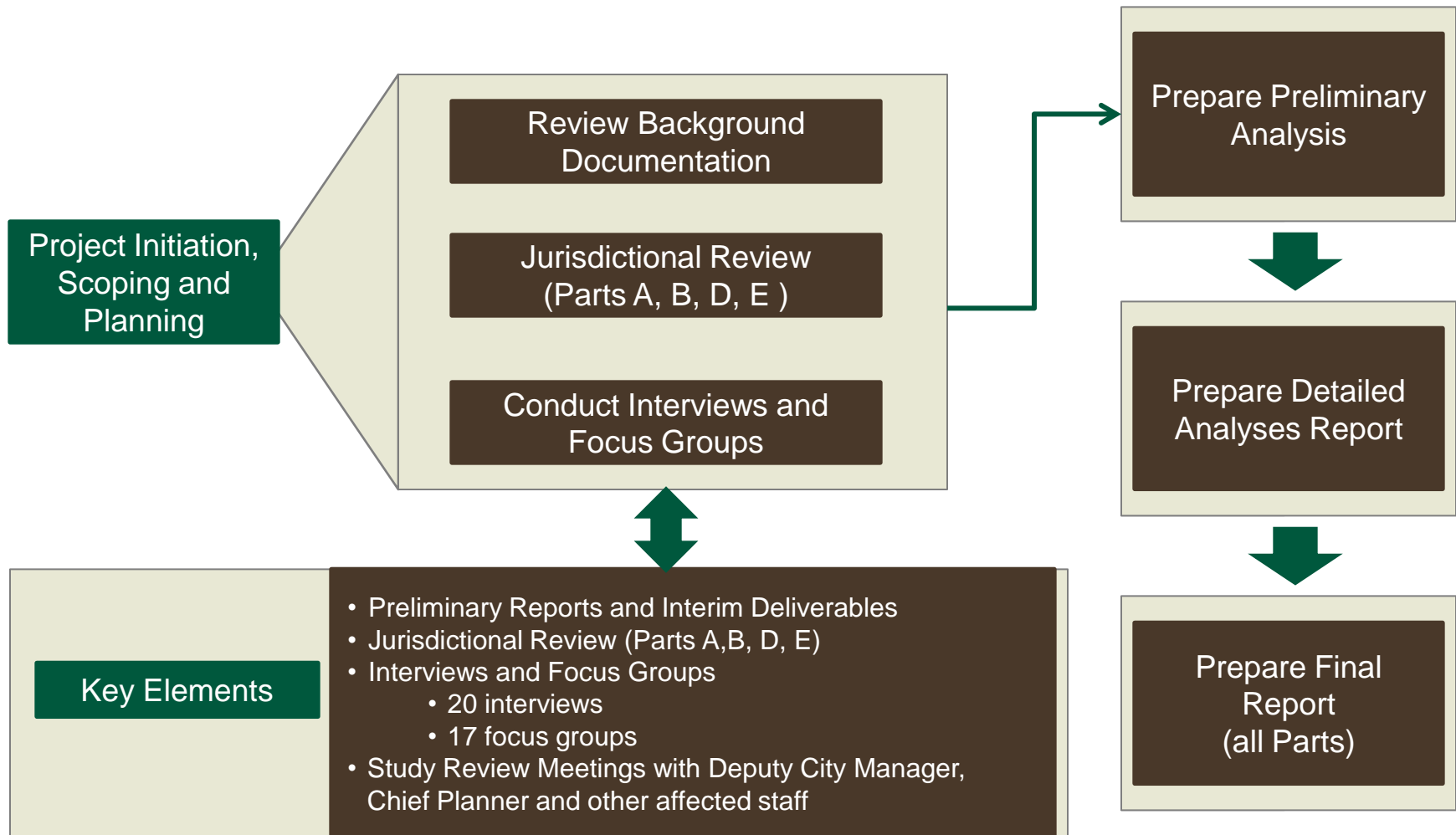
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Executive Summary

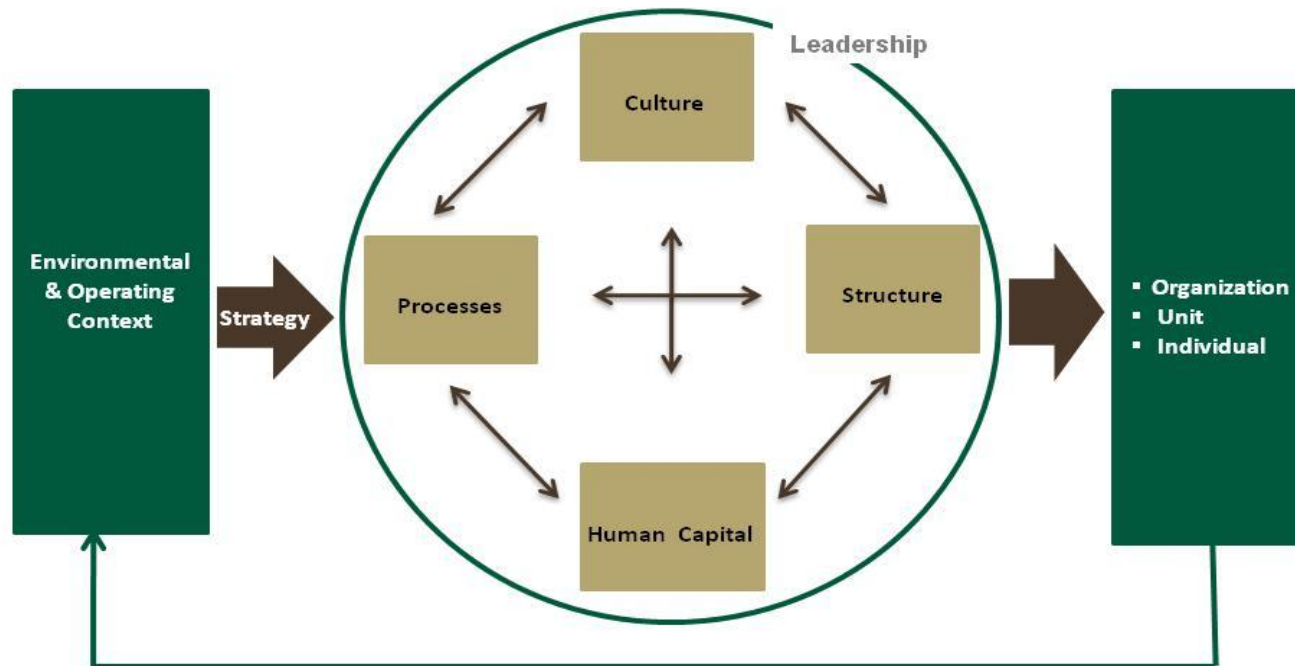
Overview of Study

- MNP was selected to conduct a Service Efficiency Study (the Study) of the City Planning Division (the Division)
- The purpose of the Study was to provide a current state assessment of the Division, to review specific services and functions to assess current service efficiency and costs and to identify actionable recommendations that when implemented will provide improved efficiencies and immediate and long term savings within the existing legislative framework
- The intended outcomes of the Study included:
 - Understanding how the Planning Division operates and delivers services compared to other jurisdictions
 - Confirming the appropriateness and effectiveness of the current strategic priorities
 - Improving service delivery with reduction of tax subsidy required for operations
 - Ensuring City-building activities are coordinated across functional areas of City Divisions
 - Understanding the best option for integration of the Waterfront Secretariat within the City organization
- The scope of work for the Study was defined in the Statement of Work (SOW) and indentified five separate parts to be considered in the analysis:
 - Part A: Current state assessment of City Planning Division
 - Part B: Planning and development application review
 - Part C: Committee of Adjustment process review
 - Part D: Coordinating city-building activities and initiatives
 - Part E: Waterfront Secretariat organization structure review
- This report outlines the results of the detailed analysis of each part of the Study and includes key findings, conclusions and recommendations

Our Approach to the Study was Structured, Comprehensive and Involved Extensive Engagement with City staff



Our Analytical Model Focuses on Creating a High Performing Organization*

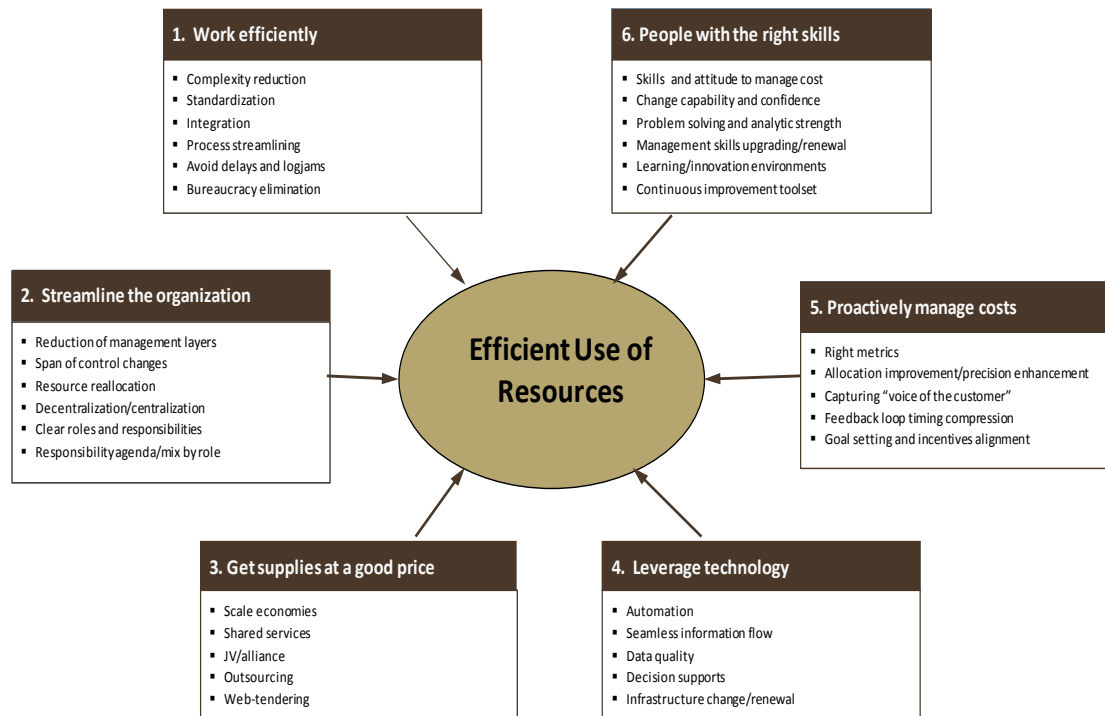


Our approach to organizational/efficiency reviews focuses on coordinating and integrating the key components of the organizational system to deliver results effectively and efficiently in alignment with the organization's strategic objectives and priorities

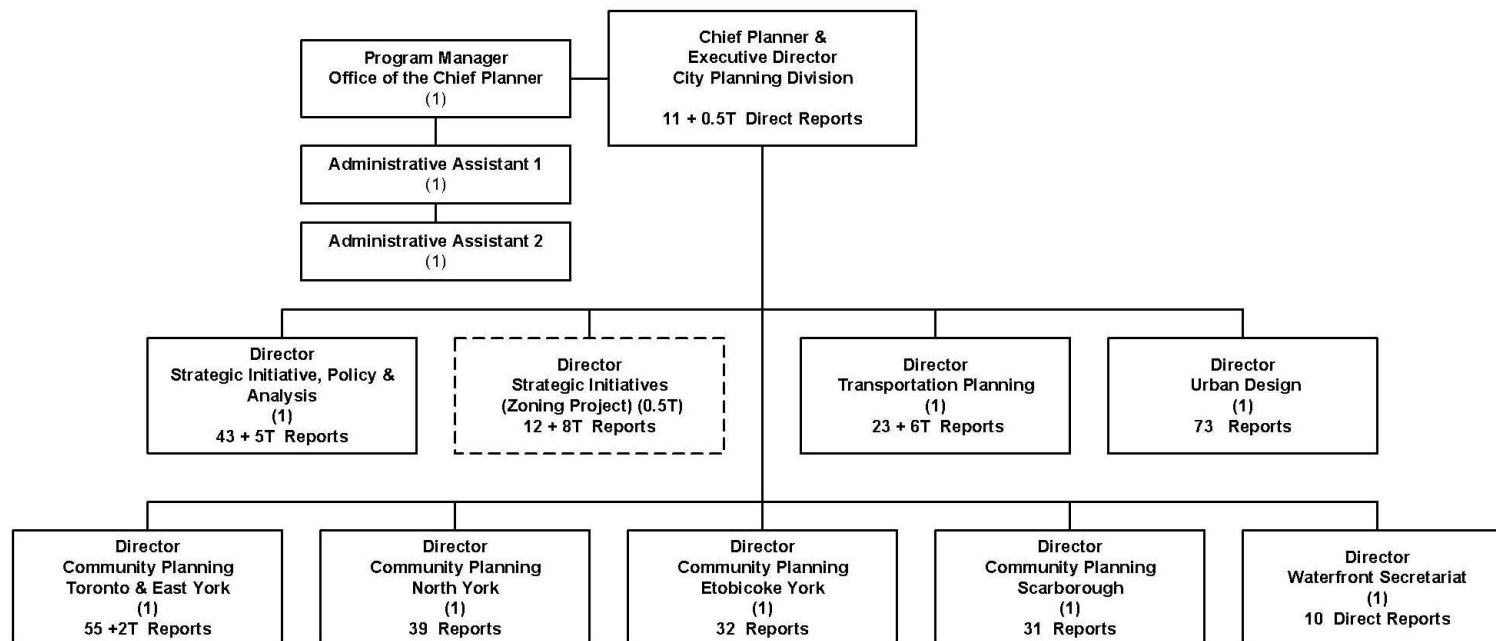
* Adapted from Nadler, D.A. & Richman, M.C. "Competing by Design: The Power Of Organizational Architecture", New York: Oxford University Press, 1997.

Our Approach Included Consideration of the Key Elements that Drive Organizational Efficiency

- In our experience, there are six key elements that drive organizational efficiency
- These elements were considered as appropriate in determining potential efficiency opportunities. Key areas of focus in this Study including working efficiently; streamlining the organization; leveraging technology; and proactively managing costs.



Existing Organizational Structure of the City Planning Division*



Notes:

1. The Division has a gross operating budget of \$38.4 million and 352.5 FTEs.
2. The Waterfront Secretariat is not currently a direct report to the Chief Planner. It was included for budget purposes.
3. The structure shown is sourced from the Division budget and may not capture structural changes implemented following the Program Review.

* More background information on the Division is provided in Appendix C

The Operating Context of the City Planning Division was Seen to be Affected by a Number of Factors

- Based on the review of background material and stakeholder feedback, there were a number of observations provided on the changing operating context for planning within the City:
 - Toronto has more tall tower proposals than any other City in the western world
 - Development applications have become larger and more complex and are seen by some to be driving up decision timelines and resource requirements
 - Resourcing is a long standing concern which is seen by some as a barrier to effective customer service
 - Large initiatives such as the development of the new OP and zoning by-law and the transportation and transit agenda are also placing additional demands on existing resources
 - The current mismatch between the Official Plan and Zoning Bylaw causes a great deal of frustration within the development community
 - The planning process is described as “highly politicized” with concerns about the clarity of roles between elected officials and the planning function
 - Expectations related to community engagement are increasing and changing, including the use of social media and other methods of engagement

Overall the City Planning Division is Felt to be Operating Efficiently and has a Number of Strengths to Build On

- Overall, the City Planning Division is felt to be operating efficiently especially in light of the persistent understaffing compared to the approved budget complement. That said, there are opportunities to improve the efficiency and effectiveness of the Division which should be considered. These include the partial introduction of a Development Permit System (DPA) or the creation of a dedicated unit focused on City-building initiatives.
- The final recommendations are based on the detailed analysis of all areas of the Division, including the Waterfront Secretariat, that were considered in this Study and were developed in light of feedback from the CMO and the Division. All of the recommendations are summarized in the following tables.
- Most of the recommended improvements will improve the efficiency and/or effectiveness of the Division. However, in most cases, it was difficult to quantify the efficiency impact other than at a high level. It was felt that most of the recommendations could be implemented within the short term (ie., within one year).
- In addition to the potential improvement opportunities, the current Division is seen to have a number of strengths that serve as a strong platform for the future operation of the Division:
 - A decentralized district-based service delivery model
 - A recognition of the importance of a long-range planning context and a strong policy framework for the day-to-day work of community planning
 - The ability to process a high annual volume of development applications in spite of resourcing and other challenges
 - A strong commitment to broad, community engagement

Recommendations and Potential Impacts: Overview

- The potential efficiency impacts were categorized as high (>20% of the annual gross operating budget), medium (6-19%) or low (<5%).
- Potential effectiveness impacts such as timeliness of decision making, customer satisfaction and employee engagement were also considered.
- Investment requirements could involve investment staff resources and/or technology.
- The potential implementation timeline for each recommendation was also identified. Two categories were considered: short term which was defined as being implemented within one year and long term which was defined as taking more than one year to implement.

Part A: Current State Assessment of City Planning Division – Recommendations

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
1. Review the outstanding recommendations from the Program and Organization Review, determine their status, re-prioritize as appropriate and monitor implementation.	Creates focus for the Division in moving forward with key organizational and operational changes. Once the recommendations from the Program and Organization Review have been fully implemented, there is likely to be both efficiency and effectiveness impacts in terms of services provided.	Unknown at this time	None	Short term
2. Develop a 5-year Divisional strategic plan (aligned with the Corporate strategic plan) and annual work plan that includes performance measurement and is shared with senior management and Council. As part of the development of the strategic plan, review and confirm the preferred culture for the City Planning Division and future resourcing model.	<p>This will provide focus and direction to the Division while confirming future resourcing requirements.</p> <p>Implementation of a strategically focused work plan will likely have both efficiency and effectiveness impacts in the short and long term, specifically on the staff workload balance of providing application review services versus delivering other Division priorities.</p>	Unknown at this time	None	Short term

Part A: Current State Assessment of City Planning Division – Recommendations (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
3. Conduct an analysis of those services where the Division is not meeting existing service standards and determine if there are opportunities for efficiency improvements.	<p>Assuming that the service performance levels were determined based on the goal of delivering quality outputs demonstrated through customer service standards and KPIs, the analysis of where the levels are not being met would provide opportunities to improve both efficiency and effectiveness of processes in order to meet or exceed each of the service activities.</p> <p>In addition to the efficiency impacts, the effectiveness impact on customer satisfaction and review/decision timelines is potentially high.</p>	Low	None	Short term
4. Develop and implement a proactive community engagement and communications strategy, building on the City's Civic Engagement Work Plan and Priorities, which goes beyond traditional community consultation methods to broaden community and applicant engagement and participation in the City planning and decision making discussions and processes.	Greater engagement may result in fewer resubmissions of planning applications and/or appeals leading to time and cost savings (unknown impact on efficiency- can be determined based on level and type of engagement) and will provide a high impact on effectiveness through improved customer satisfaction and potentially improved timelines for review and decisions on applications.	Unknown at this time	Low	Short term

Part B: Planning and Development Application Review – Recommendations

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>1. Evaluate the potential of implementing a Development Permit System* for development applications on a pilot basis in selected areas considering potential time and cost savings and investment requirements</p> <p>Selection of areas where there are currently higher volumes of applications for site plan approvals and/or OPA/rezoning would provide the best opportunity to assess the impact of DPS, given that the assumptions underlying DPS include replacement of these types of applications with a DPS application.</p>	<p>An analysis of the potential savings from a City-wide implementation of DPS for development applications is outlined in Appendix F. If we assume that a pilot implementation would cover 10% of the total volume of development applications**, the potential annual savings would potentially range from \$1.0 - \$1.2 million.</p> <p>DPS can also increase effectiveness by reducing timelines required for review and decision making and as a result, increase customer satisfaction.</p> <p>Work demands on other City Planning staff could also be reduced freeing up time for other Planning activities</p>	Low	Medium	Long term

* An overview of DPS implementation phases and considerations is shown on page 43

** This is a conservative estimate given Ministry potential savings projections

Part B: Planning and Development

Application Review – Recommendations (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>2. If it is decided to not proceed with DPS, City Planning staff should review, confirm and implement changes to the development application review process and related organizational structure. Areas to be considered should include:</p> <ul style="list-style-type: none"> • Harmonizing the intake system across the districts (provided by Toronto Building) • Expand the case management system and better leverage the existing IBMS throughout the application review process (this could include an “application review kickoff meeting” for all divisions involved in the process which could help with data gathering, coordination and alignment and as a result, expedite the overall review process) 	<p>Promote greater effectiveness and efficiencies in the development application review process and related organizational and governance structure including improved customer service. The impact of implementing the recommendations is high for efficiency, as could result in improved timelines for review; for example reducing the total cost per application based on an increase in the number reviewed versus number received in a given year.</p> <p>The impact on effectiveness is high, assuming the process improvements result in an increased number of applications processed in a given timeline, a decrease in number of processing days per application and improved customer satisfaction.</p>	Low-Medium	Low	Short term

Part B: Planning and Development

Application Review – Recommendations (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
2. Changes to process (cont'd) <ul style="list-style-type: none"> • Consider matching experienced senior managers with complex applications regardless of geographic location • Pre-application consultation could be enhanced to include an outline of the submission requirements for a complete application. There may be an opportunity to increase fees for services provided. • Consider alternatives to ensure submission of complete applications (eg., increased fees for incomplete applications) • Clarify timelines and expectations with commenting groups. Proactively manage the commenting process. • Clarify and communicate the roles and responsibilities of elected officials in the process 		Low-Medium	Low	Short term

Part C: Committee of Adjustment Process Review – Recommendations

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>1. Evaluate the potential of implementing a Development Permit System* for CofA applications on a pilot basis in selected areas considering potential time and cost savings and investment requirements</p> <p>Selection of areas where there are currently higher volumes of applications for minor variances would provide the best opportunity to assess the impact of DPS, given that the assumptions underlying DPS include replacement of these types of applications with a DPS application.</p>	<p>An analysis of the potential savings from a City-wide implementation of DPS for CofA applications is outlined in Appendix F. If we assume that a pilot implementation would represent 10% of the total volume of CofA applications**, the potential annual savings would potentially range from \$0.4 - \$0.5 million.</p> <p>DPS can also increase effectiveness by reducing timelines required for review and decision making and as a result, increase customer satisfaction.</p> <p>Work demands on other City Planning staff could also be reduced freeing up time for other Planning activities.</p>	Low	Medium	Long term

* An overview of DPS implementation phases and considerations is shown on page 43

** This is a conservative estimate given Ministry potential savings projections

Part C: Committee of Adjustment Process Review – Recommendations (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>2. If it is decided to not proceed with DPS, City Planning staff should review, confirm and implement changes to the CofA process and related organizational structure. Areas to be considered should include:</p> <ul style="list-style-type: none"> • Harmonize process intake across all districts to help alleviate issues around unclear intake and triage • Review and confirm various timelines and requirements of the Planning Act with respect to the mandated process. This would include the setting of cut off times for submission of documentation to Committee. • Review and confirm definitions of appropriate CofA applications • Consider changes to the meeting operations including potentially implementing changes to the agenda to allow for better time management (eg., introduce a consent agenda); creating two committees to deal with large and small applications; scheduling additional meetings to deal with the backlog 	<p>Promote greater effectiveness and efficiencies in the CofA process and related organizational and governance structure including improved customer service. The impact of implementing the recommendations is high for efficiency, as could result in improved timelines for review; for example reducing the total cost per application based on an increase in the number reviewed versus number received in a given year.</p> <p>The impact on effectiveness is high, assuming the process improvements result in an increased number of applications processed in a given timeline, a decrease in number of processing days per application and improved customer satisfaction as a result.</p>	Low	Low	Short term

Part C: Committee of Adjustment Process Review – Recommendations (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>2. Changes to the CofA process (cont'd):</p> <ul style="list-style-type: none"> Formalize internal guidelines for which applications trigger requirements for Planning comments Where Committee feels it's feasible, provide feedback on why an application is rejected (outside the passing of required test/questions) Providing additional training to Committee members to better deal with technical, planning and public requirements Leverage technology to improve service delivery and process timeliness (eg., website /on-line portal) 	<p>Promote greater effectiveness and efficiencies in the CofA process and related organizational and governance structure including improved customer service. The impact of implementing the recommendations is high for efficiency, as could result in improved timelines for review; for example reducing the total cost per application based on an increase in the number reviewed versus number received in a given year.</p> <p>The impact on effectiveness is high, assuming the process improvements result in an increased number of applications processed in a given timeline, a decrease in number of processing days per application and improved customer satisfaction as a result.</p>	Low	Low	Short term

Part D: Coordinating City-Building Activities and Initiatives – Recommendations

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
1. Create a dedicated unit focused on cross-corporate City-building initiatives such as large projects with a major strategic impact on the City. Develop a standard terms of reference. Potentially include representation from other clusters/divisions (should have core representatives while recognizing that representation may expand depending on the initiative). Lead accountability for these initiatives could vary depending on the subject matter. Ensure that adequate resources are provided to successfully lead such initiatives. Include the provision of project management training.	Not seen as a major cost efficiency and may require investment in staff and/or other resources to create dedicated teams. However, the proposed teams should provide better coordination and focus in the completion of cross-corporate City-building initiatives and potentially result in time efficiencies and cost savings in the future.	Unknown at this time	None	Short term

Part D: Coordinating City-Building Activities and Initiatives – Recommendations (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
2. Review and confirm roles and responsibilities, and timeline expectations, for all City Divisions involved in City-building and the various planning processes. Update and/or create MOUs between the relevant Divisions.	<p>Should reduce if not eliminate any potential overlaps or duplication of work that exists today while also improving the timeliness of required inputs. This could result in cost savings if there are actual time savings.</p> <p>It will increase overall effectiveness and efficiencies in City-building and planning processes.</p>	Unknown at this time	None	Short term
3. Conduct a more detailed analysis of the potential of integrating other planning-related units in other Divisions with City Planning (using proposed organizational design principles – refer Appendix E).	<p>If planning-related units can be combined with City Planning, it would increase the effectiveness of planning-related work and outcomes through increased coordination.</p> <p>There may also be potential efficiencies if structural realignment results in staff savings (which would be confirmed as part of the detailed analysis).</p>	Unknown at this time	None	Long term

Part E: Waterfront Secretariat

Organization Structure Review – Recommendations

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
1. Maintain the Waterfront Secretariat as a stand alone unit reporting to the Chief Planner with the same overall role and key responsibilities focused on achieving the City's waterfront strategy supported by performance measures that consider the services provided and outcomes achieved.	Continues to provide a single point of accountability and focus for the advancement of the City's objectives and priorities	None	None	Short Term
2. Explore opportunities for synergy and potential efficiencies with other existing areas in City Planning without compromising the role, focus and service delivery.	Potentially reduce operating costs if some positions can be eliminated without compromising the City's ability to deliver on its waterfront objectives and priorities	Unknown at this time	None	Short term

Part E: Waterfront Secretariat Organization Structure Review – Recommendations (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
3. Ensure that the WS continues to facilitate cooperation between waterfront agencies and organizations, reinforcing roles and responsibilities as needed.	Greater efficiency and effectiveness in meeting the City's objectives and priorities on the waterfront.	Unknown at this time	None	Short term
4. Investigate the opportunity to use the Waterfront Secretariat model to advance other City building activities/initiatives.	<p>Provides an opportunity to improve the City's overall effectiveness and efficiency in delivering on City-building initiatives through the use of an established administrative and operating model that is integrated.</p> <p>Links to other recommendations made earlier under City-building</p>	Unknown at this time	None	Short term

Part A: Current State Assessment of City Planning Division

Overview of Current State Assessment

- **Purpose**
 - To review and assess the performance of the City Planning Division in order to identify opportunities to improve the effectiveness and efficiency of the Division
- **Scope**
 - The review will include the following:
 - Current state assessment of the Division including an assessment of the balance (time, effort, resource allocations) between long range planning and City-building activities and regulatory activities
 - Evaluation and confirmation of the Division's strategic priorities and the related implementation plan
 - Comparison of the City's planning capacity against relevant jurisdictions in Canada, the U.S. and internationally considering legislative context, organizational structure and staffing, activities, review mechanisms and performance measures
 - Literature review to identify leading industry practices and emerging challenges and risks
 - Review of the strategic priorities of the Division identified through the internal program and organizational review conducted in 2010 and an assessment of their appropriateness and effectiveness and the current implementation plans and results to address these priorities and achieve identified objectives
 - Identification of options to enhance effectiveness, improve service delivery and realize short and long term efficiencies and cost savings

Overview of Current State Assessment (cont'd)

- **Approach***
 - Reviewed background material
 - Conducted interviews with internal and external stakeholders
 - Compared the Planning Division with planning functions in other jurisdictions
 - Completed an analysis of the existing organization and identified key findings and conclusions
 - Prepared a set of recommendations for the City Manager including potential efficiency and effectiveness impacts

* A summary of background material was considered in the overall study and the interviews/focus groups that were conducted is provided in the Appendices

Overview of City Planning Division

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

Overview of Structure & Function: The Planning Division is led by the Chief Planner, who reports to the Cluster B Deputy City Managers, who in turn reports to the City Manager. Reporting to the Chief Planner are 8 Directors plus the Waterfront Secretariat Director (for budget purposes only), as well as a Program Manager, Business Performance & Standards Manager and assistants. All 9 Directors have direct reports, and including the Waterfront Secretariat, there are 352.5 FTEs approved in the 2012 budget

Service Profiles and their Purposes:

Development Review, Decision and Implementation: 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

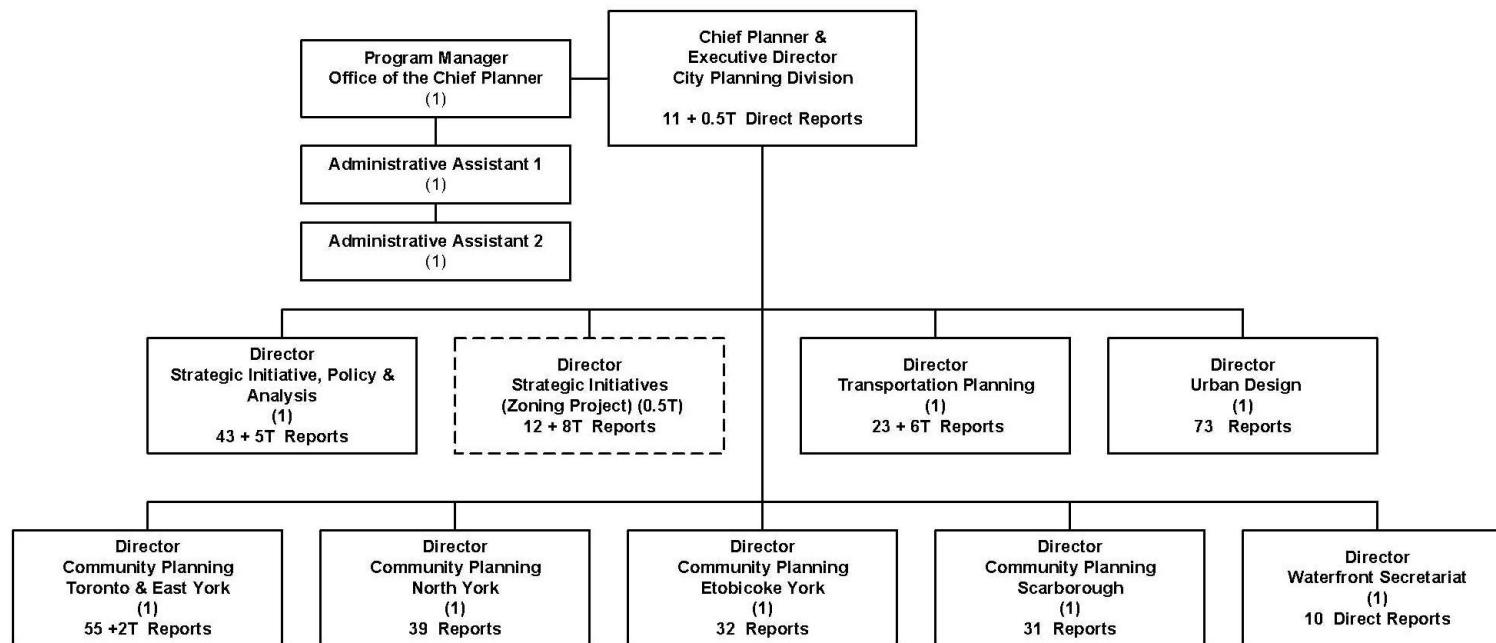
Civic & Community Improvements: Ensures the design and construction of special places that form a major portion of the physical infrastructure of the City's open spaces and public realm, as well as encourage and facilitate heritage conservation for all eligible properties in the City

City Building & Policy Development: Improves the built environment, the integration of land use and transportation, the natural environment, the optimization of the City's waterfront assets, the partnerships 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

Stakeholders

- Mayor and City Council
- Senior management and City Divisions
- Agencies
- Provincial and Federal governments
- Residents
- Area Businesses
- Developers

Existing Organizational Structure of the City Planning Division*



Notes:

1. The Waterfront Secretariat is not currently a direct report to the Chief Planner. Included for budget purposes. The reporting location for the Secretariat was considered as part of this Study (refer to Part E).
2. The structure shown is sourced from the Division budget and may not capture structural changes implemented following the Program Review

* More background information on the Division is provided in Appendix C

The 2012 Division Operating Budget* included a Decrease of 10 FTEs

	2011	2012
Gross Expenses	\$38,224,900	\$38,418,200
Revenue	\$24,678,500	\$25,432.800
Net Expenses	\$13,546,400	\$12,985,400
Total Approved Positions	362.5	352.5

Notes from 2012 Budget: Changes made in the 2012 budget from 2011 resulted in decrease of 10 FTEs and 0.5% decrease in overall budget.

* From 2012 Actual Budget.
Includes Waterfront Secretariat.

Assessment of the Current Divisional Strategic Priorities

- An internal Program and Organizational Review (the Review) was conducted for the City Planning Division in 2010
- The purpose of the Program and Organizational Review was to:
 - Understand the current organization, its purpose and strategies, its programs and services, the nature and demands of its work, the challenges it faces in the near term, and aspirations held for its future
 - Make an assessment of the current organization and its performance relative to current challenges, concerns and future directions i.e. strengths, weaknesses, issues and gaps
 - Identify directions for the future and making recommendations with respect to opportunities for best fit organization design, more effective management and work processes and improved service delivery
- The Review made 33 recommendations related to setting direction, structural alignment, requisite processes and lateral connections, operational and service delivery improvements, support systems and people practices. This included the transfer of heritage to Urban Design, reframing of policy and research unit to be more strategically focused, and introduction of a new technical administrative staffing model for the Committee of Adjustment.
- The Division reviewed the results and adopted key recommendations as strategic priorities
- Most of the recommendations have either been completed or are part of the Division's continuous improvement process

Assessment of City Planning Service Types and Levels

- As part of the City Planning Program Map*, the Division assessed its performance against each service/activity and type in comparison to pre-defined service standards. Based on the Division's assessment, the majority of the service standards are being consistently achieved (Level 1) or exceeded (Level 2). However, there were several areas where the service standards are not being consistently achieved (Level 3).
- More specifically, there are ten areas for which service standards are not being consistently achieved, including decisions made on routine applications for site plan approval, condominium amendment, rental demolition by-laws, as well as detailed design reviews on development proposals prior to implementation. Other activities for which service standards are not consistently achieved are heritage designations, comprehensive zoning by-law development and maintenance, site specific amendments, secondary plans and heritage studies.

* Refer document entitled "City Program Map – City Planning Service Types & Levels"

Jurisdictional Research Highlights*

- The jurisdictions included in this Study were selected with reference to the analysis completed as part of the 2010 Program Review and in consultation with City staff. There were several reasons for looking at these jurisdictions: they represented Canadian, US and international jurisdictions; they were seen to have comparable development pressures/experiences; and there was an understanding that they would provide evidence of leading or interesting planning practices. In total, eight jurisdictions were considered and included Calgary, Ottawa, Vancouver and Winnipeg; Chicago and Seattle; Melbourne; and London (UK).

Organizational Dimensions Considered**	Highlights
Setting Direction	<ul style="list-style-type: none"> Overall vision and strategy for land use guided by Official Plans and city strategic plans Development applications reviewed in context of overall strategic plans
Structural Alignment	<ul style="list-style-type: none"> Many jurisdictions combine planning with economic development Some jurisdictions separate application review processes from planning team, while others are integrated Some level of outsourcing; for example, for application review
Requisite Processes and Lateral Connections	<ul style="list-style-type: none"> Some jurisdictions have a heritage strategy that sets out the overall priorities and approach for development involving heritage buildings and sites, in addition to specific heritage processes and by-laws Major projects usually led out of the Planning Division
Operational and Service Delivery Improvements	<ul style="list-style-type: none"> For customer service on applications, most jurisdictions use a single point of contact/case management approach and online tools add to service improvement Open, transparent communications on future community development is seen to provide opportunities for proactive engagement with community members.
Support Systems & People Practices	<ul style="list-style-type: none"> Increased provision of online portals for development application process Extensive information available, some of it interactive, on jurisdiction websites, providing clarity about process and context, as well as status of applications for applicants and the general public

* Detailed information on the jurisdictions considered is provided in Appendix D

** Based on categories of recommendations used in the 2010 Program Review

Key Findings

- The review of the strategic priorities outlined in the Program and Organizational Review (2010) in light of the background research and the stakeholder consultations, indicates that the priorities appear to be in alignment with the future direction and focus of the Planning division.
- The Division has implemented the majority of recommendations outlined in the Program and Organization Review and is making progress in key areas including structural alignment and establishing a continuous improvement environment in response to the operational and service delivery recommendations. There is an opportunity to revisit outstanding recommendations, prioritize their implementation going forward and establish a formal performance measurement system to monitor implementation.
- The results from the jurisdiction review indicate that many municipalities have developed a customer service focus for their planning departments, including the use of online tools and case management for applications.
- Community engagement is seen as both a key driver of demand but also as an opportunity to work with the public to develop a vision for the future of the City and the Planning Division.
- There is the general view that roles and responsibilities of the Planning Division and Ward Councillors may be unclear and that there may be opportunities to clarify and better manage the ongoing working relationship to the overall benefit of the Division and the City.
- There is a strong sentiment that the Planning Division needs to develop a 5-year strategic plan of the Division, with an annual work plan that is approved by Council to avoid reacting to constantly changing priorities which drive /increase staff demand and workload. There is also a desire to increase the status and influence of the Division within the city and to increase the strategic focus and proactive engagement with stakeholders to be seen as City leaders.

Key Findings (cont'd)

- Both internal and external stakeholders believe that the Division has been overly focused on service delivery, specifically development applications, and as a result their role as city champions has been less of a focus or priority. The Division has an opportunity to be a focal point in the City in balancing the input from economic development, technical services and other divisions in driving implementation of the land use policies and vision outlined in the Official Plan.
- It is felt that the persistent understaffing (compared to the approved budget complement) combined with concerns about skills sets contributes to delays across the work of the entire Division. The apparent lack of a formal performance review process for staff only compounds the issue.
- Based on its own assessment of its performance against each service/activity and type in comparison to pre-defined service standards, the Division has determined that while the majority of its service standards are being consistently achieved or exceeded, there were several areas where the service standards are not being consistently achieved. A review of these areas may offer opportunities for efficiency and effectiveness improvements.
- The Division/City is moving forward with the new Zoning By-Law (to implement the 2006 OP) and the City has recently launched the mandatory 5-year review of the OP. External stakeholders believe that zoning bylaws are out of date and not harmonized across the city and that the bylaws and various components of the development application process could be better aligned with the OP and the zoning bylaws. It will be important to ensure that policy development and implementation aligns with the OP and that the 5-year strategic plan prioritizes harmonization of zoning bylaws.

Recommendations and Potential Impacts

- The potential efficiency impacts were categorized as high (>20% of the annual gross operating budget), medium (6-19%) or low (<5%).
- Potential effectiveness impacts such as timeliness of decision making, customer satisfaction and employee engagement were also considered.
- Investment requirements could involve investment staff resources and/or technology.
- The potential implementation timeline for each recommendation was also identified. Two categories were considered: short term which was defined as being implemented within one year and long term which was defined as taking more than one year to implement.

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
1. Review the outstanding recommendations from the Program and Organization Review, determine their status, re-prioritize as appropriate and monitor implementation.	Creates focus for the Division in moving forward with key organizational and operational changes. Once the recommendations from the Program and Organization Review have been fully implemented, there is likely to be both efficiency and effectiveness impacts in terms of services provided.	Unknown at this time	None	Short term
2. Develop a 5-year Divisional strategic plan (aligned with the Corporate strategic plan) and annual work plan that includes performance measurement and is shared with senior management and Council. As part of the development of the strategic plan, review and confirm the preferred culture for the City Planning Division and future resourcing model.	<p>This will provide focus and direction to the Division while confirming future resourcing requirements.</p> <p>Implementation of a strategically focused work plan will likely have both efficiency and effectiveness impacts in the short and long term, specifically on the staff workload balance of providing application review services versus delivering other Division priorities.</p>	Unknown at this time	None	Short term

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
3. Conduct an analysis of those services where the Division is not meeting existing service standards and determine if there are opportunities for efficiency improvements.	<p>Assuming that the service performance levels were determined based on the goal of delivering quality outputs demonstrated through customer service standards and KPIs, the analysis of where the levels are not being met would provide opportunities to improve both efficiency and effectiveness of processes in order to meet or exceed each of the service activities.</p> <p>In addition to the efficiency impacts, the effectiveness impact on customer satisfaction and review/decision timelines is potentially high.</p>	Low	None	Short term
4. Develop and implement a proactive community engagement and communications strategy, building on the City's Civic Engagement Work Plan and Priorities, which goes beyond traditional community consultation methods to broaden community and applicant engagement and participation in the City planning and decision making discussions and processes.	Greater engagement may result in fewer resubmissions of planning applications and/or appeals leading to time and cost savings (unknown impact on efficiency- can be determined based on level and type of engagement) and will provide a high impact on effectiveness through improved customer satisfaction and potentially improved timelines for review and decisions on applications.	Unknown at this time	Low	Short term

Part B: Planning and Development Application Review

Overview of Planning and Development Application Review

- **Purpose**
 - To review and assess the development application process in order to identify opportunities for further improvements including options for increased efficiency and effectiveness
- **Scope**
 - The review considered the following dimensions of the process:
 - Application review workflow and methods
 - Meeting management practices
 - Preliminary project review activities
 - Appeal mechanisms
 - Use of technology to support the process
 - Other relevant information.
- **Approach***
 - Reviewed background material
 - Conducted interviews with internal and external stakeholders
 - Prepared a detailed analysis of the existing process and identified key findings and conclusions
 - Prepared a set of recommendations to improve the development application process including potential efficiency impacts

* A summary of background material was considered in the overall study and the interviews/focus groups that were conducted is provided in the Appendices

Overview of Development Application Review

Purpose and Scope of Services: Community Planning offers advice to Council on development projects after consulting with members of the public and City services, and reviewing and analyzing all parts of a development project. Community Planning also deals with Committee of Adjustment applications, and area based policy studies. Community Planning is allocated across four districts: Etobicoke York, Scarborough, North York and Toronto East York.

Overview of Staff Resources Required: In addition to Community Planning, the following City Divisions are involved with the Development Application Review Process: Toronto Building, Technical Services, Fire Services, Parks, Forestry and Recreation, Solid Waste Management, Transportation Services, Toronto Water, Waterfront Secretariat and Legal (there may be others not captured through this review).

Legislative and Regulatory Context: Ontario Planning Act and City of Toronto Act set requirement for type of services offered. The City of Toronto Zoning By-Law, Provincial Growth Plan, and Ontario Heritage Act also affect the decision making process.

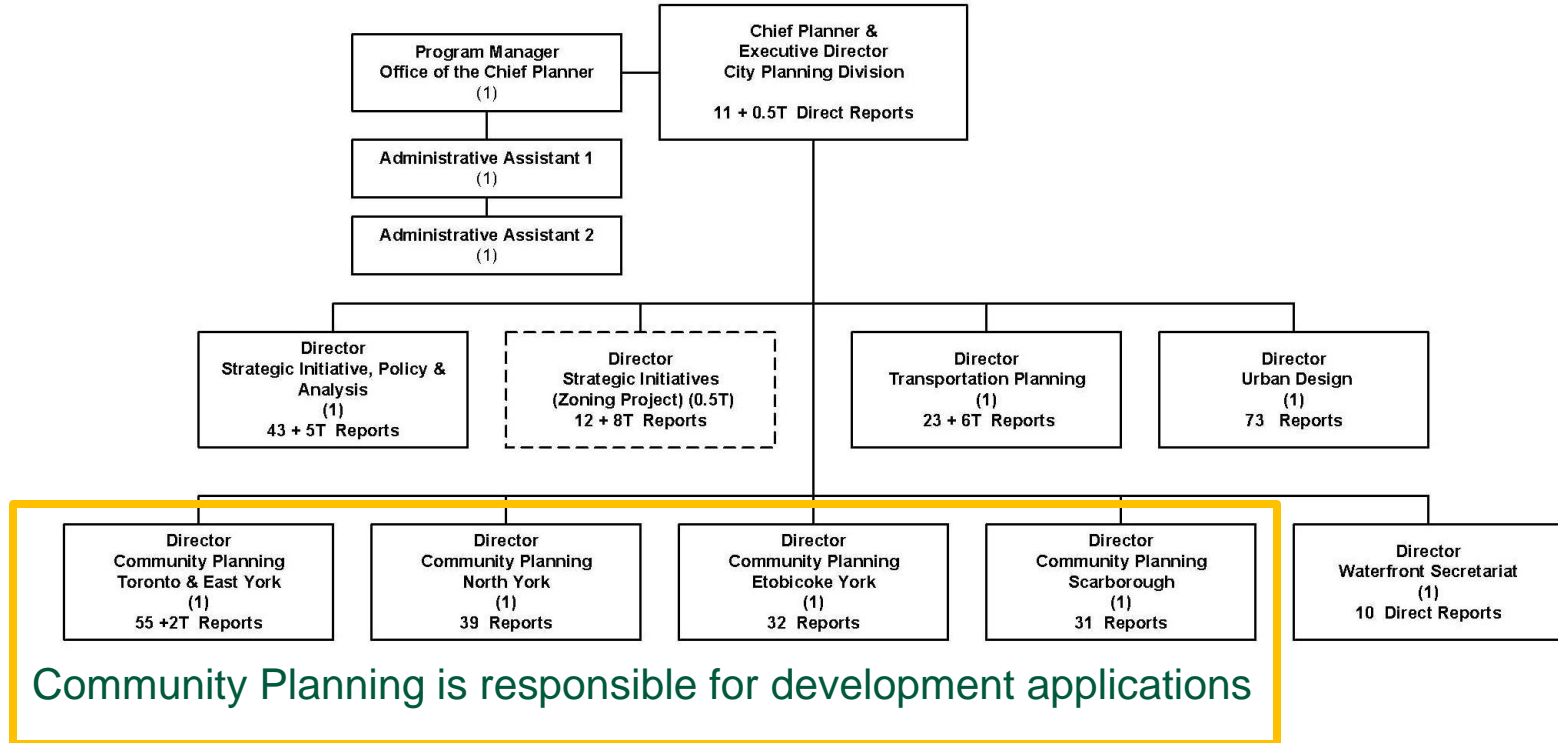
Triggers for Development Application Process:

A development approval application, which includes procedures for erecting signs, is submitted to City Planning when property development requires one or more of the following: Official Plan Amendment, Zoning By-law Amendment, Plan of Subdivision, Plan of Condominium, Site Plan Control Approval, and Part Lot Control Exemption.

Stakeholders

- Mayor and City Council
- Senior management and City Divisions
- Agencies
- Provincial and Federal governments
- Residents
- Area Businesses
- Developers

Areas within the Planning Division Currently Accountable for Development Review



The Total Costs to the City to Provide Application Review Services Currently Exceed Revenues

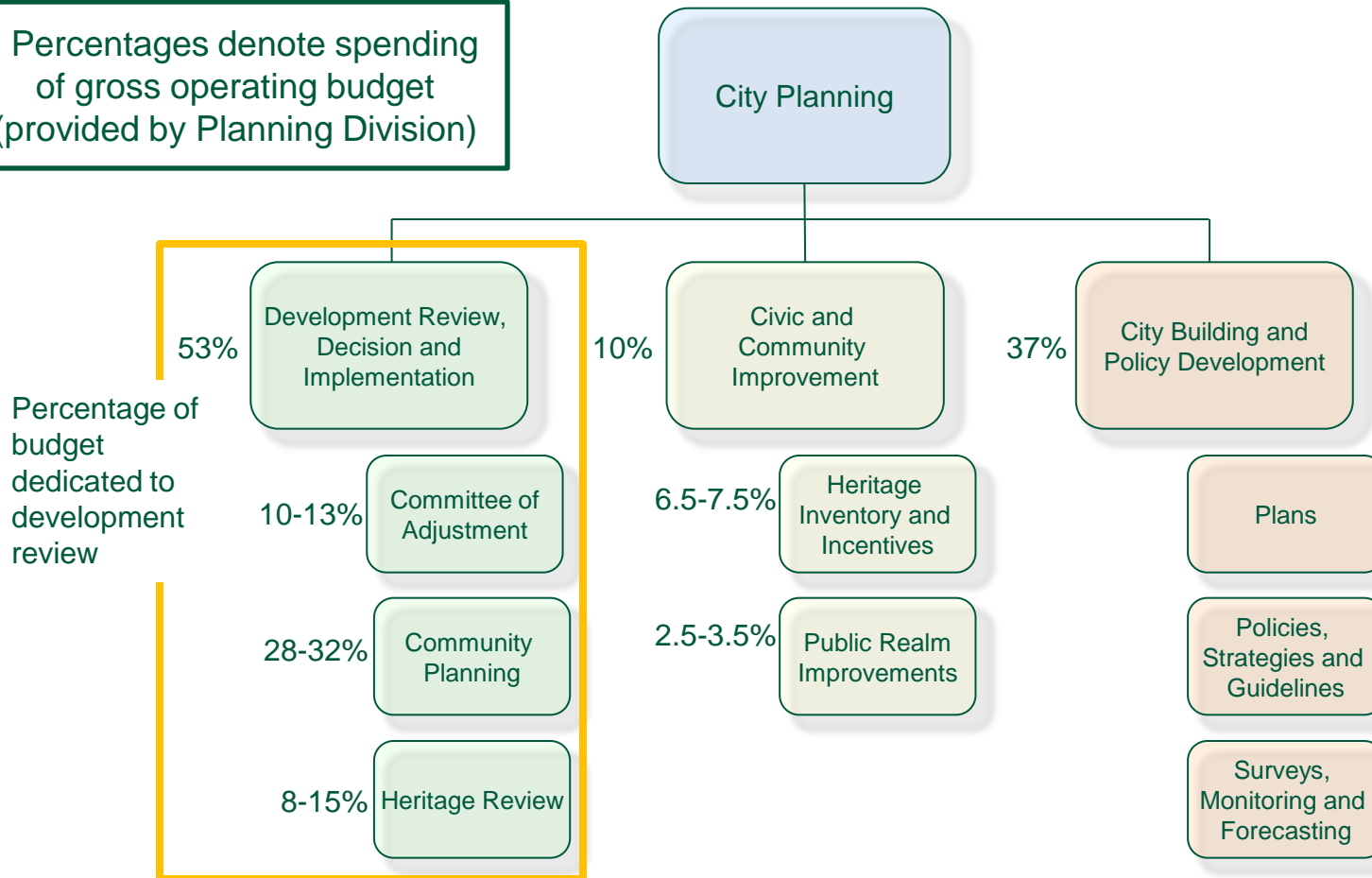
- The total costs to the City for development review is \$30.9 million. Based on projected revenues of \$20.38M, the City is under-recovering \$10.54M for review of development applications. The City expects to reduce the annual shortfall through an increase in user fees (implemented in April 2012) while recognizing that revenues will vary based on a number of factors whereas costs have a fixed component.
- As depicted in the next slide, over half of the City Planning's Division gross operating budget is dedicated to development review.

Full Costs for Application Development Review (Direct and Indirect costs, 2011)*	
City Planning	\$20,430,000
Transportation Services	\$2,680,000
Technical Services	\$2,480,000
All other Divisions	\$5,330,000
Total Costs	\$30,920,000

* Source: Application Fee Review report

Percent of Budget Dedicated to Development Review

Percentages denote spending of gross operating budget (provided by Planning Division)



Development Applications by Type*

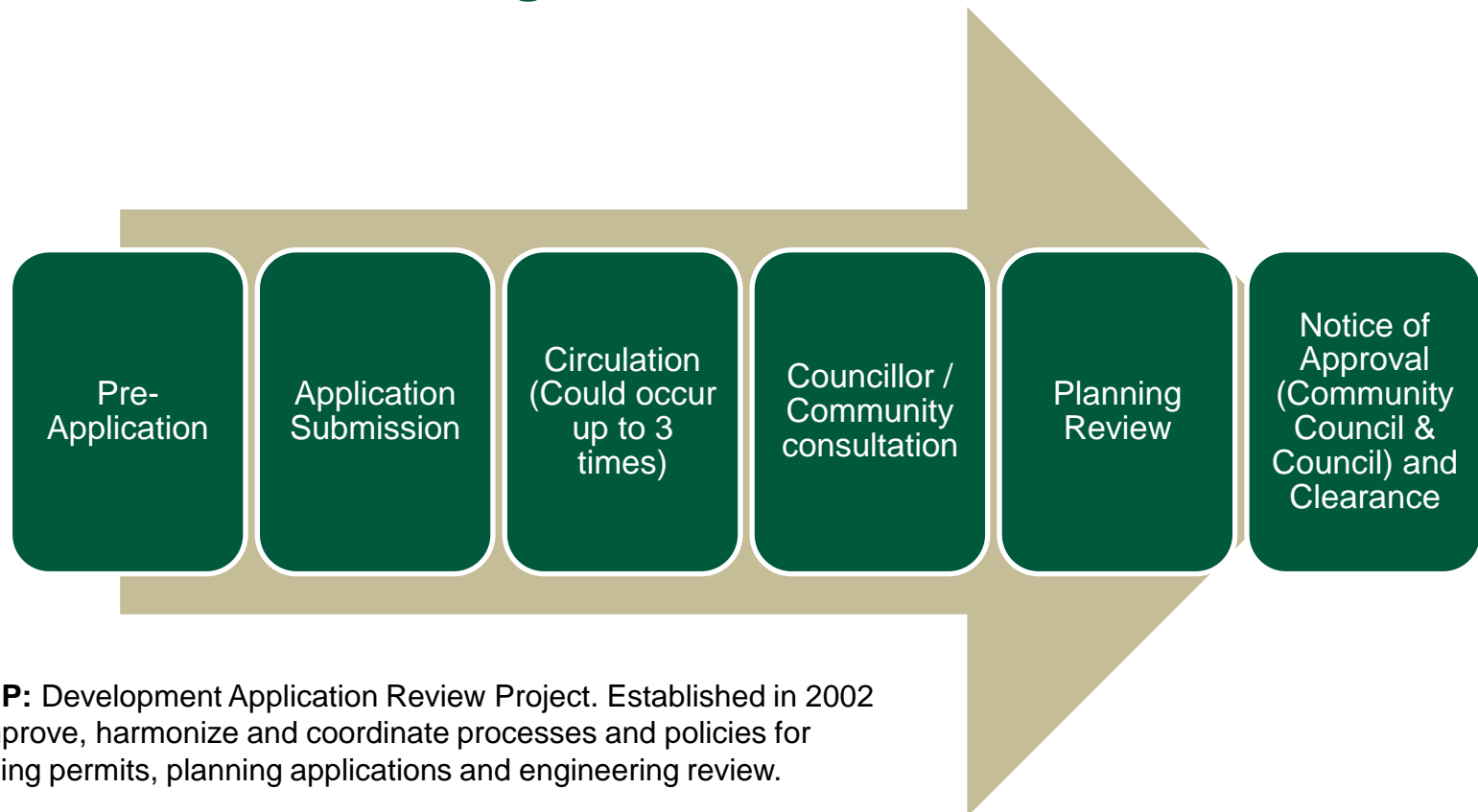
Application Type	2007	2008	2009	2010	2011	5 Year total
OPA/Zoning	109	126	97	127	165	624
Site Plan Approval	425	408	358	396	441	2028
Condominium	76	75	62	96	67	376
Part Lot Control	21	16	16	19	14	86
Subdivision	9	9	5	10	14	47
Housing Demolition	0	0	7	9	15	31
TOTAL	640	634	545	657	716	3192

Total application volumes have not changed significantly over the last five years. However, the complexity of applications, and as a result, the total processing time for each application, has increased**.

* Source: City Planning Division

** As reported by City Planning

Review of Development Applications: High Level Overview



DARP: Development Application Review Project. Established in 2002 to improve, harmonize and coordinate processes and policies for building permits, planning applications and engineering review.

STAR: System that streams and tracks applications in three categories, “quick, routine, and complex”.

Review of Background Documents: Highlights

Document	Highlights	Key Impressions
City Planning Program Map	Purpose is to review the development application process to ensure existing service levels are meeting pre-defined service standards	<ul style="list-style-type: none"> • The Development Application Review process is continuously being reviewed and some of the recommended changes are being implemented • Recently the Development Application Review fees have increased to improve the cost recovery associated with the review of applications • The Community Planning group has a strong relationship with BILD and has worked with them to help improve the Development Application Review process • Many of the BILD recommendations have been implemented. It is important to consider the rationale as to why some recommendations are not being considered by the Planning Division.
Core Service Review	Opportunities to make process less complex/more consistent to reduce costs and time required to process applications and limit extent of public consultation; value added by City Planning not commensurate with level of effort; Design and Site Plan are inconsistent across the City and should consider harmonizing the Site Plan by-law.	
Planning Division Program Review Report May 2010	Proposed recommendations to standardize processes, establish more active case management with emphasis on customer service improvements.	
Development Application Review Fees, Nov 2011	Activity-based costing review of development application costs and recommended a cost recovery strategy for reviewing development applications as per the User Fee Policy; the new fee structure was implemented April 2012 Many Development Review activities and accomplishments were listed such as standardization of business practices and processes, improved client services and communications	
BILD Report, Dec 2009	Many recommendations were made to create a more efficient approval process based on BILD survey of municipal best practices.	

Jurisdictional Research: Highlights

- The cities included in this Study were selected with reference to the analysis completed as part of the 2010 Program Review and in consultation with City staff. There were several reasons for looking at these jurisdictions: they represented Canadian and US jurisdictions; they were seen to have comparable development pressures/experiences; and there was an understanding that they would provide evidence of leading or interesting planning practices.

Jurisdiction	Highlights*	Key Impressions
Calgary	The city has implemented the Development Permit System. The review process is simple and includes similar reviews and comments from City departments with one report for the applicant and resubmission. If application is denied, applicant has opportunity to appeal to sub-division appeal board (3 rd party board).	<ul style="list-style-type: none"> Idea of priority or expedited track for review of applications is one Toronto could consider The Development Permit System** could be a viable option for specific areas of the City Formal inclusion of Ward Councillor through the process could be helpful with review
Ottawa	Process is closely linked with Council as it includes meeting with Ward Councillor whether it occurs at Pre-application consultation or during a steps titled "Community Heads Up", further, circulation includes Ward Councillor in addition to various city staff.	
Chicago	The department of Developer Services provides intake appointment to ensure complete application is taken in. Three rounds of reviews are included.	
Seattle	Seattle has a preliminary application form, pre-application site visit, preliminary assessment report and pre-submittal conferences, included in their application reviews. There is also a Priority Green Expedited track for those who are building environmentally to the Built Green or LEED paths.	
Alberta/Manitoba (DPS)	The Development Permit System in Alberta and Manitoba are slightly different than in Ontario. Main difference is inclusion of Section 37 (Public Benefits) in Ontario which may streamline the process while allowing for some flexibility.	

* Detailed information on the jurisdictions considered is provided in Appendix D

** More details on DPS provided on pages 41-44

Overview of the Development Permit System*

- Ontario Regulation 608/06 (of the Planning Act) came into effect January 1, 2007 to allow use of DPS in Ontario
- Five pilot municipalities, including the City of Toronto, were enabled to initiate DPS, and since then, Lake of Bays, Carleton Place, Brampton and Gananoque have implemented DPS
- DPS is a policy led, upfront planning tool that combines zoning, site plan and minor variance into one application and approval process, creating a streamlined review and approval process
- As DPS moves the design component of the application to the front of the process, it allows for greater flexibility during the approval phase
- DPS includes tools allowing both permitted and discretionary uses, site alteration, conditional approvals, variations to development standard requirements, control of exterior design and removal of vegetation
- Conditions can be broader than under Section 37 of the Planning Act, for example, public space improvements
- It promotes development by providing faster timelines, eliminating potential duplication, incorporates flexibility and providing “one-stop” planning service

* Source Ministry of Municipal Affairs and Housing

Potential Benefits from Implementing a Development Permit System

Benefits	Description
One Application and Approval	Zoning, site plan, and minor variance are combined into one application and approval process
Faster Review Timelines	Guidelines state that Applicants have a right of appeal after 45 days if Council fails to make a decision on an application (this compares to 120 days for a decision on an application to amend a zoning by-law); processes may require adjustment to meet time guideline
Flexibility	Flexible approval system, incorporating flexibility in both development standards and permitted uses
Consultation	DPS requires an official plan amendment and a development permit by-law to become operational, offering members of the public opportunities to share their opinions early in the process
Complete Application	To ensure municipalities have all the information needed to make the required decisions, the DPS enables municipalities to enhance information and material requirements for a development permit application
Streamlining Related Processes	The definition of “development” under the DPS builds upon the definition under section 41 of the Planning Act, to also include site alteration and the removal of vegetation. DPS provides the opportunity to integrate municipal site alteration and tree-cutting by-laws into the DPS
Delegation	Decisions on development permits can be delegated to either a municipal employee or to a committee appointed by Council. This helps expedite development because decisions on an application do not have to be tied to Council’s meeting schedule

Potential Challenges in Implementing a Development Permit System

Implementing DPS comes with two types of challenges related to a change in process and change management overall. The changes related to change management characterize an overall change in thinking while there are a number of changes in process that will guide the new system. These challenges should not dissuade the City from implementation of DPS.

Challenges	Description
Change Management	
Change Management	Moving from a long established traditional system into DPS could present both internal and external acceptance issues and will require focussed and extensive change management processes
Transparency	Planning staff have a much greater degree of discretion which would only be tested if there is an appeal to the OMB as there is no public involvement or third party appeal to the decision making process as only an applicant can appeal; suggests a reduction in total number of appeals
Business Processes	Implementation requires business process and timelines changes and may require restructuring of the team in order to ensure the decision-makers are at the front of the process.
Role of Council	The process changes the current level of engagement from continuous/ad hoc to development of zoning bylaw only and not during the approval process
Change in Process	
Consultation	Because the design component is front end loaded, very extensive public consultation occurs at the conceptual phase and not at the site specific development phase
Regulatory changes	City needs to establish the appropriate policy basis in the OP and implement a development permit bylaw
Investment to establish DPS	In addition to regulatory changes, process changes may be required to meet DPS review timelines

Potential Steps in the Implementation of a Development Permit System in the City

The key steps and ownership are as follows:

1. Determine the extent of DPS implementation: the City could consider a series of precinct-based pilot projects or a full-scale implementation of DPS
2. Set out the policy basis in an Official Plan amendment that describe areas covered by DPS and the assessment criteria
3. Implement Development Permit bylaw that aligns to the Official Plan



The Division/City is moving forward with the new Zoning By-Law (to implement the 2006 OP) and has launched the mandatory 5-year review of the OP. Provincial estimates of effort for implementing a new DPS policy framework are 4 FTEs for a pilot and up to 10 for City-wide implementation. Timeline depends on extent of change; it could take from 6-12 months. The policy development required for DPS could be integrated into the OP review and therefore, reduce FTE requirements. There are not expected to be any IT system investment requirements.

In order to meet the required review timelines for DPS (45 days for rezoning and 30 days for site plan approval and minor variance), changes may be required in the current process used for development application review. As the major driver of the current timelines for application decision is the review component, process change efforts could be focussed on reducing the review cycle timeline to meet the 30-45 day requirement of DPS. The transition process from the current timeline to DPS could be integrated into other continuous improvements led by the DARP team as determined by a team leading a DPS implementation initiative.

Comparing the Current Development Application Review Process to a Development Permit System

Key Element of Review Process	Current System	DPS**
Pre-application	A number of meetings can be held with applicant prior to application submission with several different divisions	Most of the work is in setting up DPS, amending Official Plan and associated policies/by-laws. Consultation may occur between applicant and City; Onus on applicant prepare complete application; May not be significant change
Application submission	No change	No change
Circulation	Up to three circulations can occur with numerous divisions at the City	More streamlined process; faster review timelines and less iteration during circulation as DPS clearly states requirements for application
Consultation	Extensive consultation with community and/or community council	Less iteration during consultation due to clarity of requirements
Planning Review	Current review time in hours for all staff involved range from 23 days part-lot applications to 94 days for OPA Rezoning reviews, with 6-9 months total elapsed time for routine applications*	DPS timelines are 45 days for rezoning and 30 days each for site plan approval and minor variance; applicants can appeal if a decision is not made within these timelines
Approval and Notice of Approval	Currently tied to Community Council	Decisions can be delegated to staff making for quicker turnaround times as applications do not need to be tied to Council's schedule

* Source City Planning Division

** Source Ministry of Municipal Affairs and Housing

Key Findings

- There are a number of positive developments with regard to the development application review process:
 - It has recently been reviewed and recommended changes are being implemented
 - Planning has worked closely with BILD to help improve the Development Application Review process
 - The STAR process defines expected timelines to guide the process
- There seems to be a attitude amongst Planning staff that in order to affect improvements in the process, staff need to be more empowered supported by a culture that allows them greater influence and the ability to get to yes and find solutions, not barriers. Move from “reactive, regulatory based” to “proactive/forward thinking strategic City builders”. Creating a culture focused on service and a “can do” attitude provides a real opportunity to change some of the current perceptions of Planning as being to focused on regulations versus proactively looking for solutions.
- The volume of applications has remained more or less the same over the last 5 years. However, it is generally felt that the complexity has significantly increased which drives additional work demands on staff. When combined with existing resourcing challenges, this can increase the application processing time.
- Expectations around community engagement are seen as a key driver of the process and in particular, the timeline required to complete the evaluation of an application and the time demands on staff. Focusing on volume of work has made it more difficult to be proactive in community engagement. Yet, it has been commented that there is “lots of excitement (by staff), positivity and desire to deal with the public and be visionary”. There is a real opportunity for Planning to increase the level and value of community engagement leveraging various engagement tools including social media while recognizing that increased engagement may also increase the work demands on staff which are already facing time and resource challenges.

Key Findings (cont'd)

- It is felt that the persistent understaffing (compared to the approved budget complement) combined with concerns about skills sets contributes to delays not only in the development application review process but more broadly across the work of the entire Division. The apparent lack of a formal performance review process for staff only compounds the issue.
- There were several concerns expressed about the current process. These include:
 - Toronto Building provides intake services for all Districts. The approach can vary by district. General feeling that it should be harmonized. Also suggested that the integrated business management system (IBMS) could be used more consistently to manage applications.
 - Incomplete applications are submitted which delay the process. All factors contributing to incomplete application should be identified and analyzed. This includes providing guidelines on a “successful” application and considering options to expedite the processing of information requests.
 - The timeliness of comments is an issue. The current process involves circulation to several different divisions which don’t necessarily respond with the same urgency resulting delays. Options should be investigated to improve the timeliness of division comments.
 - Incentives should be considered to encourage expedited processing of applications by staff and/or to take risks in the process review.
 - The process is seen as highly political. It was suggested by those consulted that there is a lack of clarity, or understanding, by elected officials as to their role in the process. Even though it is understood that Council is currently informed of their role, additional action may need to be taken to ensure that roles are clear.
 - The lack of a comprehensive and an up to date zoning by-law does not help the process (a new zoning by-law is being implemented)

Key Findings (cont'd)

- While there are concerns with the current process, there are also seen to be opportunities for improvement. These include:
 - Move to a case management system better leveraging the existing IBMS
 - Consider moving to a Development Permit System (DPS) which may provide some relief from circulation and iteration which slows the current application process (refer finding below; potential benefits described in more detail on page 41)
 - Pre-application consultation could be enhanced to include an outline of the submission requirements for a complete application
 - An “application review kickoff meeting” for all divisions involved in the process could help with data gathering, coordination and alignment and as a result, expedite the overall review process
- The implementation of DPS is seen as a potential opportunity to significantly change and streamline the application review processes*. If implemented, it is understood there would be major benefits derived including faster review times and potential staff time savings which can be applied to meet other planning demands. It is also understood that there may be upfront investment required to implement the new system.

* There is no current example of a fully implemented DPS. This finding is based on analysis completed by the Ministry of Municipal Affairs and Housing. Calgary has implemented a city-wide DPS but final results are not yet available. Brampton has implemented an area based DPS but again, results are not yet available.

Recommendations and Potential Impacts

- The potential efficiency impacts were categorized as high (>20% of the annual gross operating budget), medium (6-19%) or low (<5%).
- Potential effectiveness impacts such as timeliness of decision making, customer satisfaction and employee engagement were also considered.
- Investment requirements could involve investment staff resources and/or technology.
- The potential implementation timeline for each recommendation was also identified. Two categories were considered: short term which was defined as being implemented within one year and long term which was defined as taking more than one year to implement.

Recommendations and Potential Impacts

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>1. Evaluate the potential of implementing a Development Permit System* for development applications on a pilot basis in selected areas considering potential time and cost savings and investment requirements</p> <p>Selection of areas where there are currently higher volumes of applications for site plan approvals and/or OPA/rezoning would provide the best opportunity to assess the impact of DPS, given that the assumptions underlying DPS include replacement of these types of applications with a DPS application.</p>	<p>An analysis of the potential savings from a City-wide implementation of DPS for development applications is outlined in Appendix F. If we assume that a pilot implementation would cover 10% of the total volume of development applications**, the potential annual savings would potentially range from \$1.0 - \$1.2 million.</p> <p>DPS can also increase effectiveness by reducing timelines required for review and decision making and as a result, increase customer satisfaction.</p> <p>Work demands on other City Planning staff could also be reduced freeing up time for other Planning activities</p>	Low	Medium	Long term

* An overview of DPS implementation phases and considerations is shown on page 43

** This is a conservative estimate given Ministry potential savings projections

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>2. If it is decided to not proceed with DPS, City Planning staff should review, confirm and implement changes to the development application review process and related organizational structure. Areas to be considered should include:</p> <ul style="list-style-type: none"> • Harmonizing the intake system across the districts (provided by Toronto Building) • Expand the case management system and better leverage the existing IBMS throughout the application review process (this could include an “application review kickoff meeting” for all divisions involved in the process which could help with data gathering, coordination and alignment and as a result, expedite the overall review process) 	<p>Promote greater effectiveness and efficiencies in the development application review process and related organizational and governance structure including improved customer service. The impact of implementing the recommendations is high for efficiency, as could result in improved timelines for review; for example reducing the total cost per application based on an increase in the number reviewed versus number received in a given year.</p> <p>The impact on effectiveness is high, assuming the process improvements result in an increased number of applications processed in a given timeline, a decrease in number of processing days per application and improved customer satisfaction.</p>	Low-Medium	Low	Short term

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>2. Changes to process (cont'd)</p> <ul style="list-style-type: none"> • Consider matching experienced senior managers with complex applications regardless of geographic location • Pre-application consultation could be enhanced to include an outline of the submission requirements for a complete application. There may be an opportunity to increase fees for services provided. • Consider alternatives to ensure submission of complete applications (eg., increased fees for incomplete applications) • Clarify timelines and expectations with commenting groups. Proactively manage the commenting process. • Clarify and communicate the roles and responsibilities of elected officials in the process 		Low-Medium	Low	Short term

Part C: Committee of Adjustment Process Review

Overview of Committee of Adjustment Process Review

- **Purpose**
 - To review and assess the Committee of Adjustment process for Minor Variances and Consents process in order to identify opportunities for further improvements including options for increased efficiency and effectiveness
- **Scope**
 - The review considered the following dimensions of the process:
 - Application review workflow and methods;
 - Meeting management practices;
 - Preliminary project review activities;
 - Appeal mechanisms;
 - Use of technology to support the process; and
 - Other relevant information.
- **Approach***
 - Reviewed background material
 - Conducted interviews with internal and external stakeholders
 - Prepared a detailed analysis of the existing process and identified key findings and conclusions
 - Prepared a set of recommendations to improve the COA process for Minor Variances and Consents including potential efficiency impacts

* A summary of background material was considered in the overall study and the interviews/focus groups that were conducted is provided in the Appendices

Committee of Adjustment Overview

Purpose and Scope of Services: Toronto City Council has appointed a Committee of Adjustment consisting of citizen members. The Committee of Adjustment operates as four panels: Etobicoke, North York, Toronto East York, and Scarborough. They regularly hold public hearings to consider applications for minor variances, permission and consents.

Overview of Staff Resources Required: In addition to Community Planning, the following City Divisions are potentially involved with the Committee of Adjustment: Toronto Building, Technical Services, Fire Services, Parks, Forestry and Recreation, Solid Waste Management, Transportation Services, Toronto Water and Legal (there may be others not captured through this review)

Legislative and Regulatory Context

The Planning Act of Ontario grants authority to committees of adjustment to make decisions on: minor variances from the Zoning By-law, permission to alter or change a lawful non-conforming use of land, consent (consent means "approval") to sever land (divide a parcel of land into more than one lot), consent to register a mortgage over part of a property, consent to register a lease over part of a lot for more than 21 years, and validation of land title when there has been an error in the description of land.

Explanations

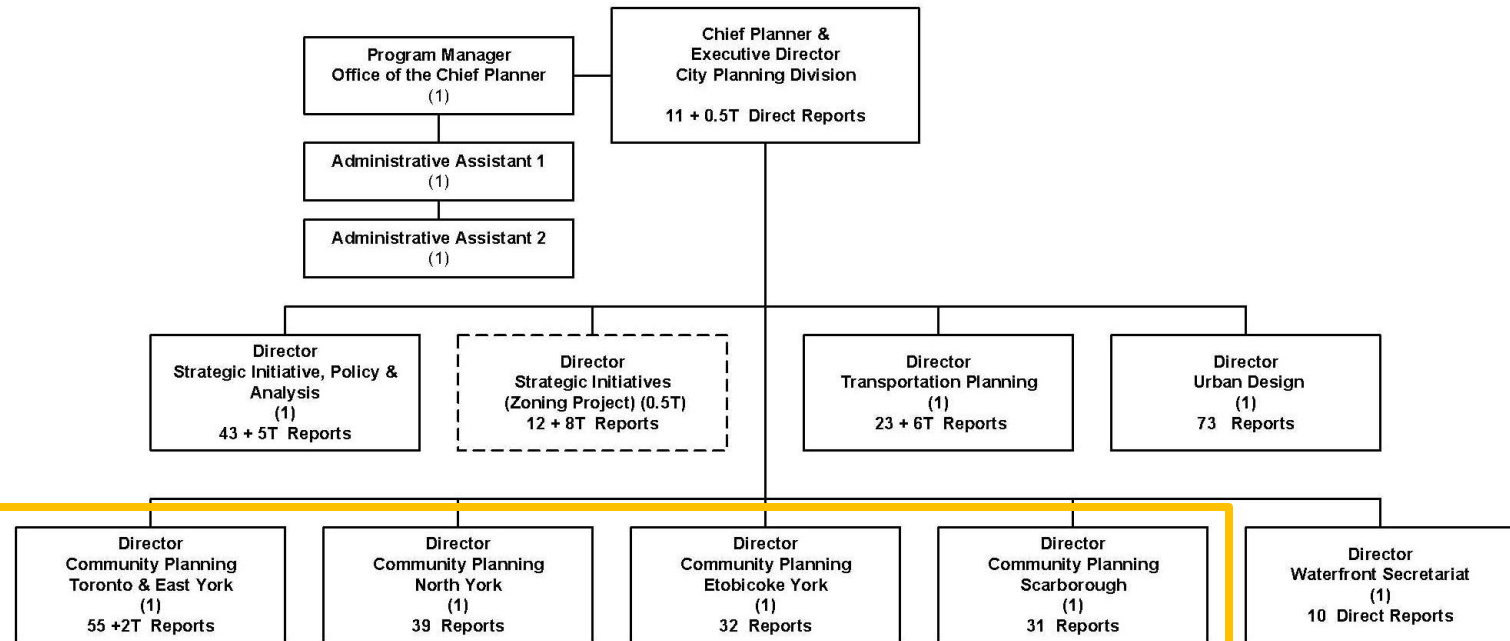
Minor variances: Small changes or exceptions to existing land use or development restrictions contained in the zoning bylaw are called minor variances

Consents: City of Toronto must grant consent for land transactions such as: to divide (sever) land into new lots, to add land to an abutting lot, to establish easements or rights-of-way and to lease or register a mortgage over 21 years.

Stakeholders

- Mayor and City Council
- Senior management and City Divisions
- Agencies
- Provincial and federal governments
- Residents
- Area Businesses
- Developers

Areas within the Planning Division Currently Accountable for Committee of Adjustment Applications



Committee of Adjustment staff are organized by District

New model with 38 staff implemented in 2011. Based on 4 geographic areas. Each area has 1 Manager; 1 Senior Planner; Application Technicians; Support Assistants.

Understanding the Volume of Committee of Adjustment Applications

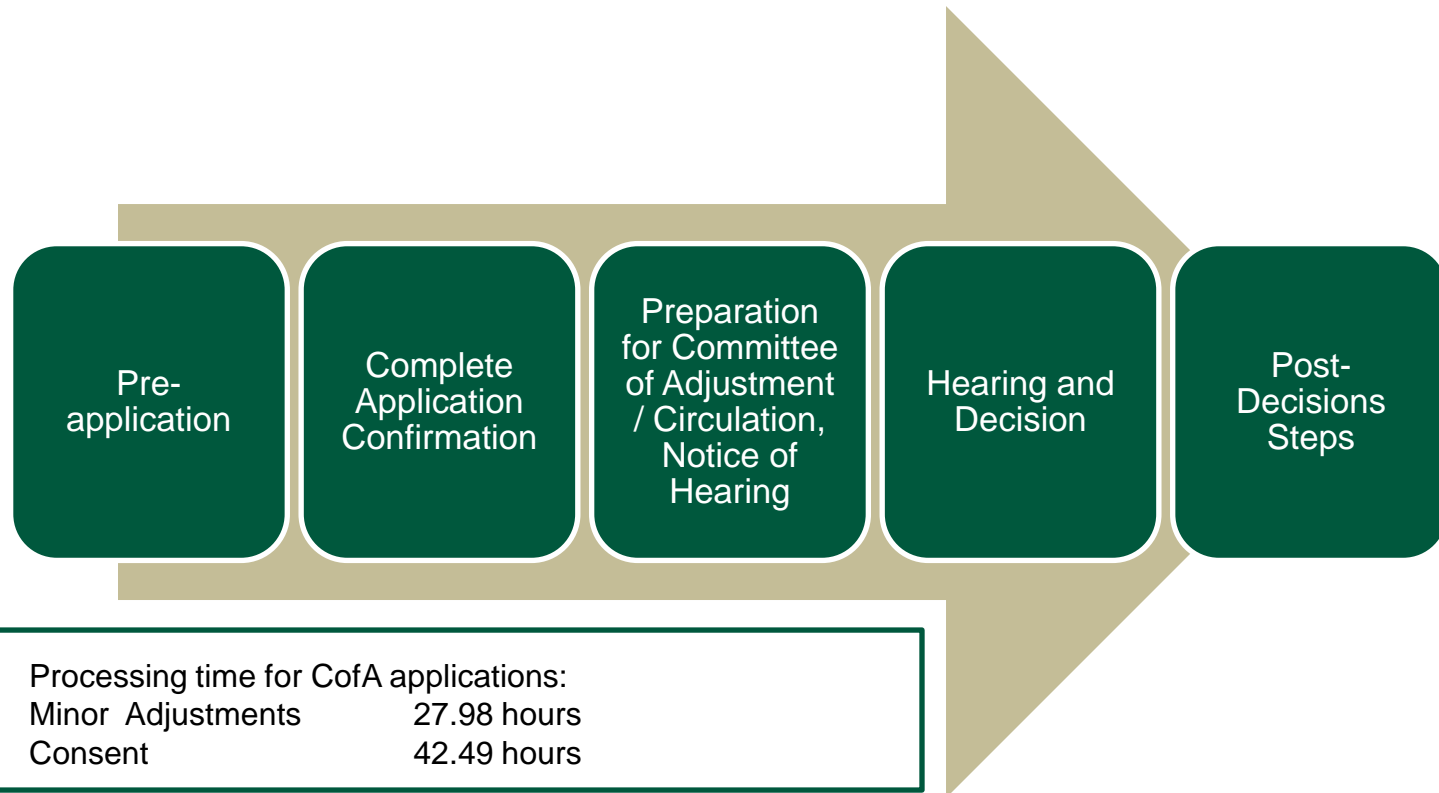
Application Type	2007	2008	2009	2010*	2011	5 Year total
Consents	391	366	289	340	500	1886
Minor Variance	2896	2589	2052	2500	3005	13042
Yearly Total	3287	2955	2341	2840	3505	14928

The total number of applications dropped following the recession of 2008/2009 and in 2011 exceeded 2007 levels, both for minor variance and consents.

Overall, about 10% of applications are declined, and of these, 60% go on to OMB appeal.

In early 2012, a Council recommendation was made to establish a Sub-committee of the Planning and Growth Management Committee to review the potential for a Local Appeal Body to hear appeals of Committee of Adjustment decisions on Minor Variance and Consent Applications.

Committee of Adjustment Applications: High Level Process*



* Source: City Planning Division

Key Findings

- The Division recently implemented a new organizational and staffing model focused on the core business of the Committee of Adjustment (2011). The new model was intended to improve public hearing scheduling timelines , confirm the role and accountabilities of Committee staff and reinforce the Committee's independent status. It's based on four districts which are intended to allow staff to better handle volumes while better appreciating local requirements.
- Feedback from staff indicates that the geographies seem to be running well with good customer service generally and staff working well together. Concerns include the inconsistencies around counter service (not all areas have counter service), staff resourcing and turnover.
- There were felt to be opportunities to improve the process..Suggestions included:
 - Implementing changes to the agenda to allow for better time management (eg., introduce a consent agenda)
 - Creating two committees to deal with large and small applications
 - Providing additional training to Committee members to better deal with technical, planning and public requirements
 - Scheduling additional meetings to deal with the backlog
 - Leverage technology to improve service delivery and process timeliness (eg., website)
 - Move to a DPS system*

* Considered in Part B

Key Findings (cont'd)

- Several concerns were identified with the current process and structure. These included:
 - Volumes remain high with increasing complexity when combined with level of resourcing make it difficult to meet mandated notice period (eg., Provincial requirement is 10 days; City requirements is 18-20 days to allow for more stakeholder engagement)
 - Inconsistent/ lack of definitions of appropriate COA applications which can result in the Committees dealing with applications that some feel they shouldn't or potentially, abuse of the process by some applicants
 - Perception by CofA team and ratepayers that Planning doesn't always comment on all applications; this suggests to some that Planning have approved the given application or that it's not important enough for comment and it may be that the criteria applied by Planning for comment is not understood by CofA team or applicants
 - Some concern by applicants and ratepayers that there is lack of transparency on decisions and that decisions not always consistent with the four tests
 - Insufficient staff resources compounded by high turnover (which was suggested in the feedback that this is partly attributable to staff sensing that the role is repetitive, stressful, political and does not allow for career progression) and extra work demands on staff (eg., processing information requests from public and providing training to Committee members and general public)
 - Timeliness in the receipt of meeting material from staff (Planning staff in particular) makes it more difficult for Committee members to adequately prepare for hearings

Recommendations and Potential Impacts

- The potential efficiency impacts were categorized as high (>20% of the annual gross operating budget), medium (6-19%) or low (<5%).
- Potential effectiveness impacts such as timeliness of decision making, customer satisfaction and employee engagement were also considered.
- Investment requirements could involve investment staff resources and/or technology.
- The potential implementation timeline for each recommendation was also identified. Two categories were considered: short term which was defined as being implemented within one year and long term which was defined as taking more than one year to implement.

* An overview of DPS implementation phases and considerations is shown on page 43

** This is a conservative estimate given Ministry potential savings projections

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>1. Evaluate the potential of implementing a Development Permit System* for CofA applications on a pilot basis in selected areas considering potential time and cost savings and investment requirements</p> <p>Selection of areas where there are currently higher volumes of applications for minor variances would provide the best opportunity to assess the impact of DPS, given that the assumptions underlying DPS include replacement of these types of applications with a DPS application.</p>	<p>An analysis of the potential savings from a City-wide implementation of DPS for CofA applications is outlined in Appendix F. If we assume that a pilot implementation would represent 10% of the total volume of CofA applications**, the potential annual savings would potentially range from \$0.4 - \$0.5 million.</p> <p>DPS can also increase effectiveness by reducing timelines required for review and decision making and as a result, increase customer satisfaction.</p> <p>Work demands on other City Planning staff could also be reduced freeing up time for other Planning activities.</p>	Low	Medium	Long term

* An overview of DPS implementation phases and considerations is shown on page 43

** This is a conservative estimate given Ministry potential savings projections

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>2. If it is decided to not proceed with DPS, City Planning staff should review, confirm and implement changes to the CofA process and related organizational structure. Areas to be considered should include:</p> <ul style="list-style-type: none"> • Harmonize process intake across all districts to help alleviate issues around unclear intake and triage • Review and confirm various timelines and requirements of the Planning Act with respect to the mandated process. This would include the setting of cut off times for submission of documentation to Committee. • Review and confirm definitions of appropriate CofA applications • Consider changes to the meeting operations including potentially implementing changes to the agenda to allow for better time management (eg., introduce a consent agenda); creating two committees to deal with large and small applications; scheduling additional meetings to deal with the backlog 	<p>Promote greater effectiveness and efficiencies in the CofA process and related organizational and governance structure including improved customer service. The impact of implementing the recommendations is high for efficiency, as could result in improved timelines for review; for example reducing the total cost per application based on an increase in the number reviewed versus number received in a given year.</p> <p>The impact on effectiveness is high, assuming the process improvements result in an increased number of applications processed in a given timeline, a decrease in number of processing days per application and improved customer satisfaction as a result.</p>	Low	Low	Short term

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
<p>2. Changes to the CofA process (cont'd):</p> <ul style="list-style-type: none"> • Formalize internal guidelines for which applications trigger requirements for Planning comments • Where Committee feels it's feasible, provide feedback on why an application is rejected (outside the passing of required test/questions) • Providing additional training to Committee members to better deal with technical, planning and public requirements • Leverage technology to improve service delivery and process timeliness (eg., website /on-line portal) 	<p>Promote greater effectiveness and efficiencies in the CofA process and related organizational and governance structure including improved customer service. The impact of implementing the recommendations is high for efficiency, as could result in improved timelines for review; for example reducing the total cost per application based on an increase in the number reviewed versus number received in a given year.</p> <p>The impact on effectiveness is high, assuming the process improvements result in an increased number of applications processed in a given timeline, a decrease in number of processing days per application and improved customer satisfaction as a result.</p>	Low	Low	Short term

Part D: Coordinating City-Building Activities and Initiatives

Overview of Coordinating City-Building Activities and Initiatives Analysis

- **Purpose**
 - To review the activities of other functional areas in the City carrying out City-building activities, in addition to City Planning, and identify opportunities to improve their coordination and their ability to deliver on the City's major City-building activities
- **Scope**
 - The review will consider the following areas:
 - Major Capital Infrastructure Coordination Office
 - Public Realm Section (in Transportation Services)
 - Parks Development and Capital Projects Branch (in Parks, Forestry and Recreation)
 - Urban Forestry Branch (in Parks, Forestry and Recreation)
 - Social Development, Finance and Administration
 - Economic Development & Culture
- **Approach***
 - Reviewed background material
 - Conducted interviews with internal and external stakeholders
 - Prepared an analysis of the activities of the other areas and identified key findings and conclusions
 - Prepared a set of recommendations to improve the coordination and the ability to deliver on the City's major City-building activities including potential efficiency impacts

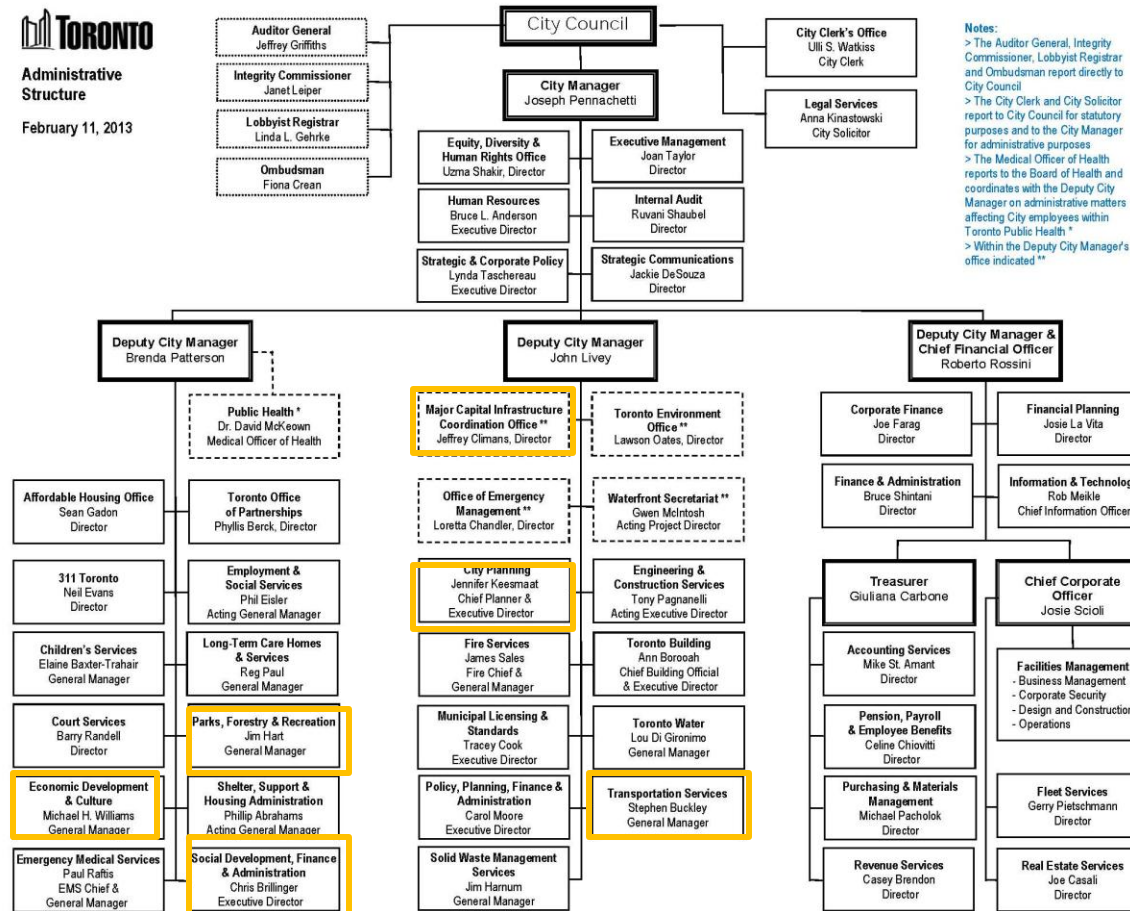
* A summary of background material was considered in the overall study and the interviews/focus groups that were conducted is provided in the Appendices

Divisions Involved in City-Building Activities



Administrative Structure

February 11, 2013



Notes:
 > The Auditor General, Integrity Commissioner, Lobbyist Registrar and Ombudsman report directly to City Council
 > The City Clerk and City Solicitor report to City Council for statutory purposes and to the City Manager for administrative purposes
 > The Medical Officer of Health reports to the Board of Health and coordinates with the Deputy City Manager on administrative matters affecting City employees within Toronto Public Health *
 > Within the Deputy City Manager's office indicated **

Areas within yellow boxes denote those Divisions reviewed for their involvement in City building initiatives related to land use, development and capital works

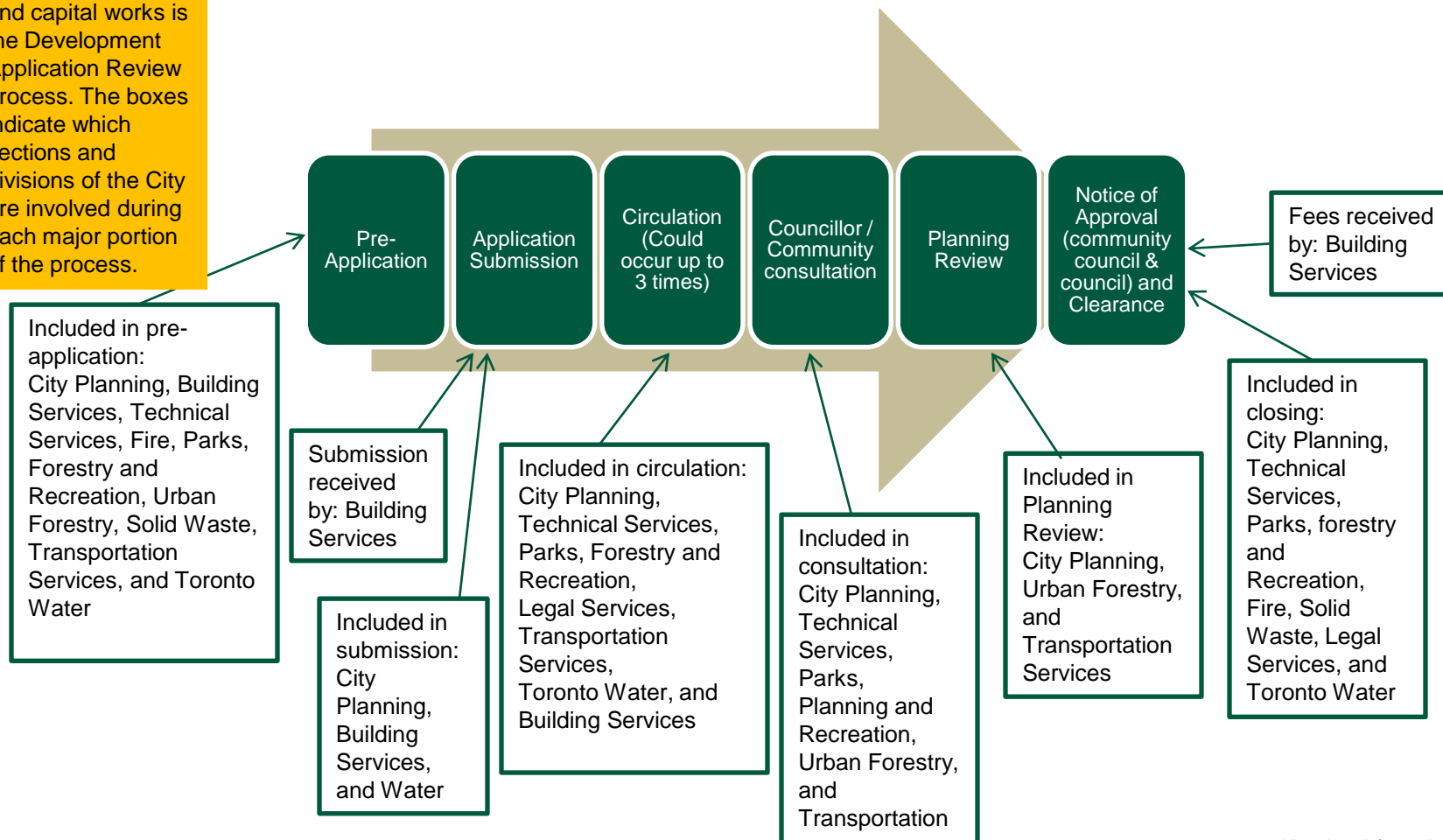
Divisions and Sections and their Primary Responsibilities related to City Building

	Major Capital Infrastructure Coordination Office	Public Realm Section (Transportation Services Division)	Urban Forestry Branch (Parks, Forestry and Recreation Division)	Parks Planning and Development and Capital Projects Branch (Parks, Forestry and Recreation Division)	Economic Development & Culture	Social Development, Finance & Administration
Resp's	<ul style="list-style-type: none"> • Ensure efficient delivery of major capital infrastructure projects • Initiate and maintain effective communication between City Divisions and third party sponsors • Ensure review and approval of non-standard elements in major capital infrastructure properly assessed 	<ul style="list-style-type: none"> • Management and administration of coordinated street furniture program • Development of street-related public space beautification plans • Implementation of City's walking strategy 	<ul style="list-style-type: none"> • Review development applications to ensure compliance with City of Toronto Tree and Ravine By-laws and related Council directed policies 	<ul style="list-style-type: none"> • City-wide responsibility for ensuring quality and quantity of parks and open space facilities achieve and meet municipal objectives • Special projects reviews all park related activity, including planning and design initiatives 	<ul style="list-style-type: none"> • Create environment for business and culture to thrive • Engage partners in planning and development of economy and cultural resources • Deliver targeted programs and services, to support economic competitiveness, such as Pan Am Games, Bicentennial 	<ul style="list-style-type: none"> • Provides leadership and support to develop and implement a social inclusion and community safety agenda for the city, foster strong neighborhoods and communities, promote community • Coordinates some City-building initiatives through Community Revitalization Secretariat
Total Budget for Div/ Sec**	\$0.6 million operating budget (gross)	\$7.3 million operating budget (gross)	\$45 million operating budget (gross)	Planning, Design and Development \$1.8 million operating budget (gross); Special projects: \$0.6 million operating budget (gross)	\$30 million operating budget (gross)	\$25 million operating budget (gross)

** Not broken down into City-Building functions. Information not readily available.

Division and Sections Included in the Development Application Review Process*

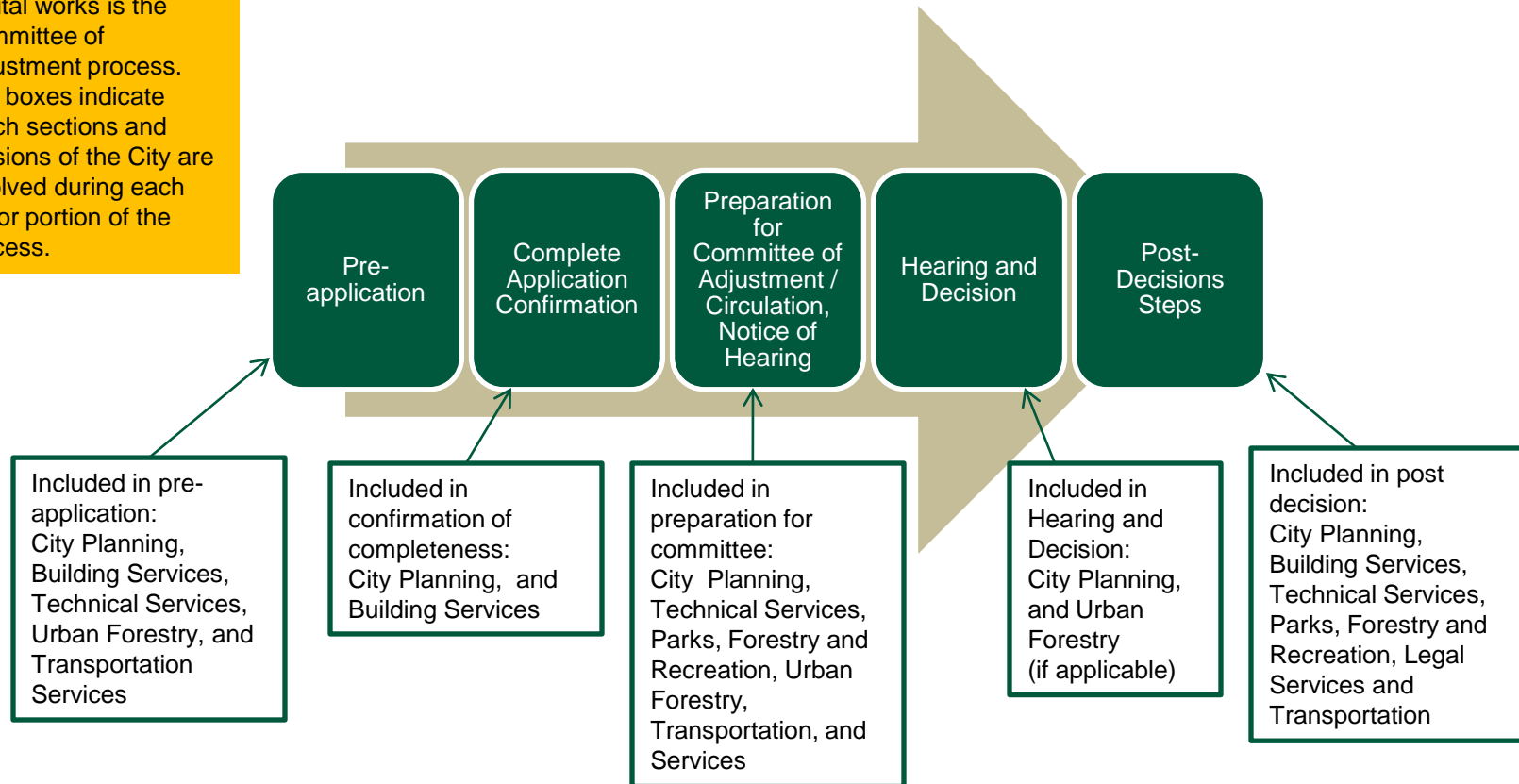
Related to land use, development and capital works is the Development Application Review process. The boxes indicate which sections and divisions of the City are involved during each major portion of the process.



*Derived from interviews

Divisions and Sections Included in the Committee of Adjustment Process*

Related to land use, development and capital works is the Committee of Adjustment process. The boxes indicate which sections and divisions of the City are involved during each major portion of the process.



* Source: City Planning Division

Summary of Key Linkages Between City-Building Divisions

Division	Key Linkage to City Building
Major Capital Infrastructure Coordination	Bring a layer of corporate framework for how capital dollars are spent; Involved in all areas of City Planning, parks, transit, water and forestry; Also coordinate with external agencies (i.e. Pan Am Games)
Public Realm (Transportation Services Division)	Linked to civic improvement items and have MOU with streetscape design; Involved in implementation of Section 37 funding for streetscape improvements
Urban Property (Parks, Forestry & Recreation Division)	Comment on Development Application Reviews and Committee of Adjustment; Also comment on Waterfront Secretariat specific to street trees
Parks Planning and Development and Capital Projects (Parks, Forestry & Recreation Division)	Comment on Development Application Reviews; Consult on Section 37 (public benefit), 42 (park land) and 45 (Committee of Adjustment) of Planning Act; Involved in Public Consultation; Will attend OMB as necessary
Economic Development & Culture	Comment on Development Application Review, especially when dealing with converting employment land to non-employment land; take part in Official Plan review
Social Development, Finance & Administration	Focus on strong neighbourhoods; develop tools to measure current state of neighbourhoods and monitor over time; connection not strong with Planning
Waterfront Toronto	Linked closely with Waterfront Secretariat

Jurisdictional/Document Review: Highlights

- John Lund Kriken in his book entitled “City Building: Nine Planning Principles for the Twenty-First Century,” lays out what he considers to be the essential nine principles for city building in the twenty-first century.

Sustainability – committing to environmental ethic	Access – facilitating ease of movement	Diversity – maintaining variety of choice
Open Space – regenerating natural system to make cities green	Compatibility – maintaining harmony and balance	Incentives – renewing declining cities/rebuilding brownfields
Adaptability – facilitating wholeness and positive change	Density – designing compact cities with appropriate transit	Identity – creating/preserving a unique and memorable sense of place

- We looked at several other jurisdictions to see what they are doing organizational with regard to these principles. One key finding was that communication with both the community and thought leaders are critical elements to city building. Many cities have established committees and tribunals composed of key thought leaders in the spaces of architecture, engineering and urban planning that review planning proposals and establish recommendations. In certain instances, these consultations are undertaken with members of the community, so that there is great transparency on projects that may affect the makeup of neighbourhoods. The recommendations put forward by the committees and tribunals are then considered by the municipal governments in developing the projects.

Key Findings

- City-building has been defined as enabling – getting people/organizations through the process; working collaboratively; understanding the financial implications; completing and implementing the given initiative; and acting as an advocate to move the initiative forward.
- There is limited coordination of City-building initiatives that cross clusters or divisions at this time. Ad hoc arrangements have been developed to address specific initiatives. No standardized model or approach has been developed to deal with City-wide initiatives on an ongoing basis. This includes having a standardized approach to project management. Raises concerns about efficiency and effectiveness of current approach.
- There are several City divisions and sections involved in City-building and planning initiatives representing the interests/accountabilities of their division. MOUs have been developed in some cases to clarify roles, responsibilities and accountabilities are not necessarily being actively used (eg., Transportation Services & Transportation Planning). Concerns still exist about potential overlaps and duplication.
- Comments from some internal stakeholders suggest efficiencies could be found by merging planning-related units into Planning (eg., merging Public Realm from Transportation Services into Planning Division).
- One aspect of City-building relates to development and committee of adjustment applications. Various divisions/sections participate in the review of these applications with mixed results in terms of timeliness and/or alignment of comments. (Also relates to Parts B and C)
- The current volume of work in the Planning Division driven by the review of development applications (which tends to engage most of the staff at some point regardless if they are dedicated to this effort or not in commenting on applications) as well as other demands for topic-specific studies and analyses (not related to City-building) makes it challenging for Planning staff to have the time to focus on City-building initiatives.

Key Findings (cont'd)

- There are concerns about the clarity of roles and responsibilities between divisions involved in City-building initiatives which some have suggested may result in duplication. Potentially exacerbated by a lack of ongoing communications.
- There may be existing models within the City that can be used as a reference for developing an effective approach to the planning, management and successful completion of City-building initiatives. For example, it is understood that the Community Revitalization Secretariat in the Social Development, Finance and Administration Division has had success with large, cross-divisional projects because they have a designated project champion, clear roles and accountabilities, ongoing communication and have used project management tools. Another model that could be considered is the current design and approach of by the Waterfront Secretariat which is a dedicated unit focused on the City's waterfront initiative.
- External agencies such as TPLC and WT are also contributing to or leading City-building initiatives. WT has a direct leadership role in this regard governed by tri-government agreements and funding arrangements with oversight provided by the Waterfront Secretariat. TPLC's primary role is oversight of City-owned property in the Port Lands. They may become involved in supporting a City-building initiative given their background and experience but generally not playing a lead role at this time.

Recommendations and Potential Impacts

- The potential efficiency impacts were categorized as high (>20% of the annual gross operating budget), medium (6-19%) or low (<5%).
- Potential effectiveness impacts such as timeliness of decision making, customer satisfaction and employee engagement were also considered.
- Investment requirements could involve investment staff resources and/or technology.
- The potential implementation timeline for each recommendation was also identified. Two categories were considered: short term which was defined as being implemented within one year and long term which was defined as taking more than one year to implement.

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
1. Create a dedicated unit focused on cross-corporate City-building initiatives such as large projects with a major strategic impact on the City. Develop a standard terms of reference. Potentially include representation from other clusters/divisions (should have core representatives while recognizing that representation may expand depending on the initiative). Lead accountability for these initiatives could vary depending on the subject matter. Ensure that adequate resources are provided to successfully lead such initiatives. Include the provision of project management training.	Not seen as a major cost efficiency and may require investment in staff and/or other resources to create dedicated teams. However, the proposed teams should provide better coordination and focus in the completion of cross-corporate City-building initiatives and potentially result in time efficiencies and cost savings in the future.	Unknown at this time	None	Short term

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
2. Review and confirm roles and responsibilities, and timeline expectations, for all City Divisions involved in City-building and the various planning processes. Update and/or create MOUs between the relevant Divisions.	<p>Should reduce if not eliminate any potential overlaps or duplication of work that exists today while also improving the timeliness of required inputs. This could result in cost savings if there are actual time savings.</p> <p>It will increase overall effectiveness and efficiencies in City-building and planning processes.</p>	Unknown at this time	None	Short term
3. Conduct a more detailed analysis of the potential of integrating other planning-related units in other Divisions with City Planning (using proposed organizational design principles – refer Appendix E).	<p>If planning-related units can be combined with City Planning, it would increase the effectiveness of planning-related work and outcomes through increased coordination.</p> <p>There may also be potential efficiencies if structural realignment results in staff savings (which would be confirmed as part of the detailed analysis).</p>	Unknown at this time	None	Long term

Part E: Waterfront Secretariat Organization Structure Review

Overview of Waterfront Secretariat Organization Structure Review

- **Purpose**
 - To provide advice on the best organizational location for the Waterfront Secretariat that positions it most effectively to deliver the City's waterfront services
- **Scope and Deliverables**
 - Review and evaluate organizational options for integrating the Waterfront Secretariat within the City organization, including the City Planning Division. The will include an assessment of the pros and cons of the integration options and a recommendation on the optimal organizational fit within the City's structure.
 - Assess functional relationships that the Waterfront Secretariat has with other City divisions and agencies, and identify opportunities to maximize the coordination and alignment of related City building activities on the waterfront
 - Identify and recommend opportunities for improved efficiency and cost savings
- **Approach***
 - Reviewed background material
 - Conducted interviews with internal and external stakeholders
 - Reviewed the approach used by of other cities in overseeing development of their waterfronts
 - Summarized the key findings and organizational implications
 - Identified and evaluated organizational options
 - Determined the preferred organizational option

* A summary of background material was considered in the overall study and the interviewees/focus groups that were consulted is provided in the Appendices

Overview of Waterfront Secretariat

Mission Statement: To lead the City's optimization of its waterfront assets to ensure the development of an economically sustainable and socially vibrant waterfront.

Overview of Structure and Budget: The Waterfront Secretariat (WS) currently sits within the Citizens Centred Services B cluster and reports directly to the Deputy City Manager. The Secretariat is led by a Project Director and the team consists of 11 FTEs including 5 project managers, 3 technical coordinators and 2 administrative support staff (refer next slide). The 2012 Operating Budget is \$1.4m (gross) and \$0.8m (net). The Capital Budget is \$58.5m. For purposes of 2012 budgeting, the WS operating budget was included in the City Planning Division operating budget.

Service List and Purpose Statements

Management of City's Participation in the Waterfront Project (a tri-Government, multi-year investment): Provides centralized project management services for the Waterfront Project, protects the City's multi-year financial commitment and achieves the delivery of City priorities in the tri-government/WT funding partnership.

Waterfront Corporate Coordination & Management: Leverages its centralized role to deliver City-led capital and other projects and provides informed advice to Council, City Divisions and Agencies and other governments to ensure that City priorities are addressed in the waterfront.

Activities

- Tri-government/Waterfront Toronto partnership
- Financial management of tri-government commitment
- Waterfront capital project management
- Waterfront municipal ownership transfer
- Coordination and integration of precinct projects
- Streamlining of waterfront project delivery
- Delivery of City-led capital projects
- Facilitation of inter-jurisdictional cooperation
- Delivery of partnered capital projects

Stakeholders/Key Linkages

- Mayor and City Council
- Senior management and City Divisions
- Agencies including Waterfront Toronto (WT), TPLC, TTC, Build Toronto, PRC, IO, TRCA (and others)
- Provincial and federal governments
- Residents of Toronto
- Area businesses
- Developers

Review of 2012 Work Plan: Summary of Service Areas and Key Activities*

Service Area	Activity	Service Area	Activity
Tri-government/WT partnership	<ul style="list-style-type: none"> • Waterfront Toronto (WT) Governance • Oversight of WT • Process Improvement 	Project Management (City-led Capital Projects)	<ul style="list-style-type: none"> • Port Lands Sports Centre • Fort York Pedestrian Bridge • Western Waterfront Master Plan
Financial Management	<ul style="list-style-type: none"> • Long Term Funding Plan • City Capital Budget Process, Council Reporting 	Project Management (Partnered Capital Projects)	<ul style="list-style-type: none"> • Pan Am Athlete's Village (West Don Lands Ph.2)
Waterfront Capital Project Management (WT)	<ul style="list-style-type: none"> • East Bayfront (EBF) revitalization • Central Waterfront revitalization activities • Cherry Beach Sports Fields Washrooms • West Don Lands Revitalization Activities 	Facilitation of Inter-jurisdictional Cooperation	<ul style="list-style-type: none"> • Toronto Port Lands Company (TPLC) • Toronto Port Authority (TPA) • Waterfront Landforms EA Studies
Municipal Ownership Transfer	<ul style="list-style-type: none"> • WT Proposals for Sale and Lease of City Lands in EBF 	Strategic Alignment	<ul style="list-style-type: none"> • Efficiency-related Opportunities • Cluster Management Model • Operating Budget Impacts • Corporate Priorities
Coordination and Integration of Precinct Projects	<ul style="list-style-type: none"> • Assumption Services/infrastructure • Environmental revitalization 		

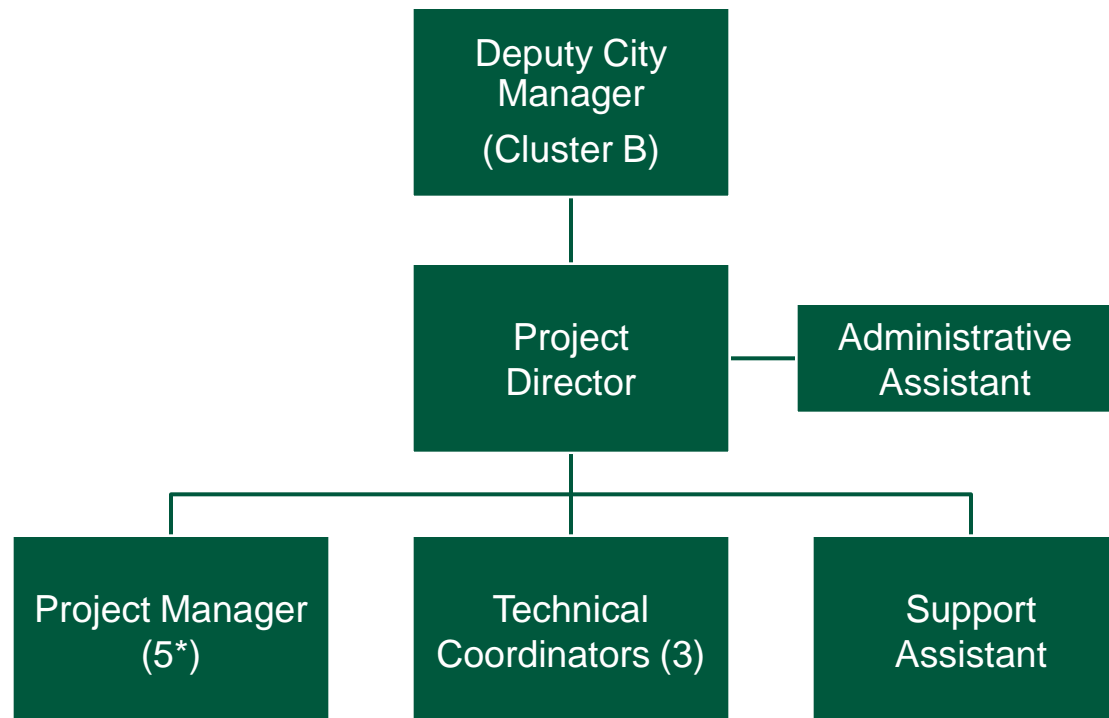
* Prepared by WS.
Snapshot of one year.

Overview of Waterfront Revitalization Initiative

Capital Budget 2012

- The Initiative consists of \$1.5 B in tri-government funding
- City Council approved its \$500 M multi-year contribution in 2001
- In accordance with the Waterfront Toronto Act, the Initiative's capital program has to be negotiated and agreed to by the three governments and WT annually
- The City's 2012 approved Capital Budget represents the City's contribution to the Initiative, and has a cash flow of \$58.5M followed by future year commitments until 2017 (total of \$226M)

Existing Organizational Structure



* There are currently 5.0 Project Managers positions - one position is vacant and another is temporarily under-filled

Overview of Current Roles and Responsibilities

Position	Roles and Responsibilities*
Director	Leads and direct the City's participation in the revitalization of Toronto's waterfront, in consultation with Divisions, agencies, government partners and other stakeholders; advises City Council on the business performance and fiscal requirements of Waterfront Toronto; provides strategic direction on the management of relevant municipal assets; negotiates tri-government and private and institutional sector financial partnerships, ensuring that City lands and other assets impacted by the renewal process are revitalized in a sustainable, cost-effective and efficient manner.
Project Managers	Creates and manages interdisciplinary and interagency teams and consultation processes to expedite the delivery of waterfront projects while addressing political, community, business and other stakeholder interests
Technical Coordinators	Coordinates the technical review and approvals by City staff of assigned waterfront projects relating to infrastructure, public realm, planning, legal, real estate and other processes
Support Assistant	Responsible for performing varied administrative duties
Administrative Assistant	Provides efficient secretarial and administrative support and participates in ensuring effective day to day operations of the office

More detail provided in the next slide

Skill sets/background of staff:

- The WS staff have a variety of backgrounds – planners (3); landscape architect; finance (2); communications; environmental science; certified engineering technologist. All have a policy development background.

* The Director, Project Managers and Technical Coordinators are based on job postings for the WS. The description of administrative positions are based on City-wide job descriptions.

Project Managers and Technical Coordinators: Detailed Breakdown of Service Areas by Existing Positions

Position	Work Plan Service Areas – Primary Responsibilities*								
	Tir-govt/ WT Partnership	Fin Mgmt	WF Capital Project Mgmt	Municipal Ownership Transfer	Coord/ Integration Precinct Projects	Project Mgmt – City Projects	Project Mgmt – Partnered Projects	Inter – Jurisdictional Cooperation	Strategic Alignment
Project Manager 1			East Bayfront	X	X		X		
Project Manager 2			West Don Lands		X	X			
Project Manager 3			Port Lands			X			
Project Manager PT (3 days/week)	X	X							X
Technical Coord 1			X		X			X	
Technical Coord 2			X						
Technical Coord 3			X						

Notes:

- The Project Director is involved in all areas. In 2012, the primary focus has been on the Port Lands and has direct project management responsibilities.
- Project managers have geographical and functional expertise eg., finance, communications
- The above identifies primary responsibilities. It should be recognized that project managers and the technical coordinators could be involved in various project and functional activities depending on need. Allows for flexibility in the use of staff to meet the Initiative requirements.

* Responsibilities based on job descriptions, individual skill sets and 2012 Work Plan

Comparing WS to City Planning: Unique Services Provided by the Waterfront Secretariat

- The review of the functions and activities of the Waterfront Secretariat and City Planning identified some of the unique services currently provided by WS. These include:
 - Liaison/negotiation with other orders of government to support completion of the long term funding plan; includes development of the annual budget
 - Acting as “one window” for all waterfront agencies (eg., WT, TPLC, TPA) in facilitating and coordinating access to/from the City with a particular focus on non-development applications projects initiated by Waterfront Toronto (eg., revitalization of Queen’s Quay)
 - Monitoring and reporting on the performance of WT and its fiscal position as it relates to the long term financial plan for the waterfront in light of the City’s objectives and priorities
 - Participating in RFP decision making regarding the sale/lease of City-owned land within the designated waterfront area (DWA). This includes coordinating the review of sales/lease proposals negotiated by WT, reporting findings to City Council and providing recommendations that maintain/enhance the city’s financial and city building objectives.
 - Managing the City’s capital projects and priorities that are funded through the City’s contribution to the \$1.5 billion waterfront revitalization. Strong emphasis on “relentless implementation”.

Review of Background Documents: Highlights

Document	Highlights	Organizational/ Efficiency Implications
WS Program Map & Service Profiles	As described earlier, WS mission is to lead the City's optimization of its waterfront assets to ensure the development of an economically sustainable and socially vibrant waterfront.	<ul style="list-style-type: none"> • WS provides a single point of accountability in representing and achieving the City's objectives and priorities for the waterfront • WS provides a wide range of services/ activities in support of the waterfront revitalization, a number of which could be described as planning related. There may be an opportunity for greater collaboration or integration with the City Planning Division to drive efficiencies. • Regardless of the organizational design, the services and activities of the WS should be focused on achieving the City's waterfront strategy with performance measures that consider services provided and outcomes achieved
City of Toronto and Waterfront Toronto web sites	Describes WS role as to lead and direct the City's participation in revitalization of the waterfront; monitor and advise Council on performance and fiscal requirements; ensure cross-divisional collaboration in planning and delivery ;and ensure the City's interests are represented in all decision-making on the project, including tri-government relations	
Core Service Review	Waterfront Revitalization Advancement is described as a support function. Analysis suggested that the City should consider integrating this activity with others, likely in City Planning Division, because it could improve economies of scale and use available resources most effectively as needs evolve.	
WS Performance Measurement	WS has developed KPIs for service quality, financial management (efficiency), client satisfaction, supplier (government) relations, customer (public) satisfaction, employee engagement . WS is working to ensure that performance measurement for waterfront revitalization is consistent with various corporate initiatives currently underway (eg., Cluster B KPIs) as well as broader waterfront outcomes.	
WS Work plan	Activities align to program map with specific projects and deliverables described. Not directly linked to KPIs or waterfront outcomes. Used to drive and manage the work of staff within the Secretariat. Recently developed KPIs will be reported in accordance with new Cluster B requirements.	
Port Lands Acceleration Initiative	Major project initiative that was added to the WS work plan in late 2010. Involves a coordinating team with representatives from TRCA and WT and reports to an Executive Steering Committee with City, TRCA and WT representatives.	
City Budget 2012 Operating Notes	Operating budget for WS was consolidated with City Planning to align similar services and activities that improve Toronto's built environment, quality and accessibility	

Jurisdictional Research: Highlights

- The Core Service Review of other jurisdictions indicated that the organizational approach varies depending on the funding arrangements, partnerships and nature of the project
- We looked at several other cities to see if we could find common themes or approaches in how they managed their City's interface with/development of their waterfront
 - Cities looked at included Vancouver, Chicago, Seattle, London (UK) and Melbourne (Aust)
 - The jurisdictions reviewed were determined in consultation with the City
- Based on our review, we didn't find any commonalities that could be used to inform the development and/or evaluation of organizational options

Key Findings

- The Waterfront Secretariat is seen by others as the lead representative for the City's interests on the waterfront and provides a single point of accountability and focus for the advancement of the City's objectives and priorities (as currently understood and/or as defined through the annual budgeting process and political process).
- The Waterfront Secretariat model provides a holistic approach to City building and should be considered as a 'best practice ' for the delivery of City-building initiatives.
- The WS staff work as an interdisciplinary, City-building team. A review of the WS work plan indicates that there are a number of activities that can be broadly categorized as relationship and financial management, project management, facilitation and coordination, and monitoring and reporting. Staff are involved in various project and functional activities, depending on current needs.
- WS is the City's lead on large waterfront initiatives (eg., revitalization of Queen's Quay, delivery of the Pan Am Athletics' Village).
- Like other City Divisions, the WS reviews and provides comments on development applications through the development review process led by City Planning.

* Waterfront Toronto is bound by the City's Officially Plan

Key Findings (cont'd)

- A key concern is that if the WS is integrated with another City Division (Planning or elsewhere) it will reduce focus on the project as a whole and provide less direct access to the senior management and as a result, undermine the effectiveness of the unit in advancing the City's objectives on the waterfront. A separate unit dedicated to the waterfront does create greater focus for the City in advancing its priorities and objectives on the waterfront. There is also a derived authority from reporting relationships (positional power) which can be helpful to the City in achieving its waterfront objectives without directly engaging senior management in delivery.
- It was suggested that the City could reduce operating costs if the WS staff are fully integrated with another City Division. Full integration of the functions/activities of the WS with Planning (or potentially another division) would reduce costs if some positions can be eliminated without compromising the City's ability to deliver on the waterfront objectives and priorities.
- Inclusion of WS in City Planning could enhance the capacity for waterfront delivery, through the use of the City-building model combined with access to a larger staff resource base.
- The Waterfront Secretariat has the same administrative expectations as a separate division as much larger divisions which places a significant administrative burden on a small division. Combining the waterfront Secretariat with another division could significantly reduce this administrative burden and allow WS to better focus on its mission and key services.

Key Findings (cont'd)

- A key role of the WS with regard to the Waterfront Project is to ensure that the interests of the City are well represented in the tri-government discussions and that WT is delivering on the City's priorities. This includes facilitating and coordinating WT's interface with the City administration as it relates to project development and implementation.
- A critical WS service is the facilitation of inter-jurisdictional cooperation between waterfront agencies and organizations. Given the complexities of waterfront revitalization, the respective roles/responsibilities of waterfront groups require reinforcement and there is a need for collaboration that is actively led and managed.
- There are key projects being led by the WS (eg., the Port Lands Acceleration) that will still need to be advanced regardless of the future design and reporting relationship of the WS. Any future organizational design will need to take these key projects into consideration to ensure project objectives and deliverables are successfully achieved.

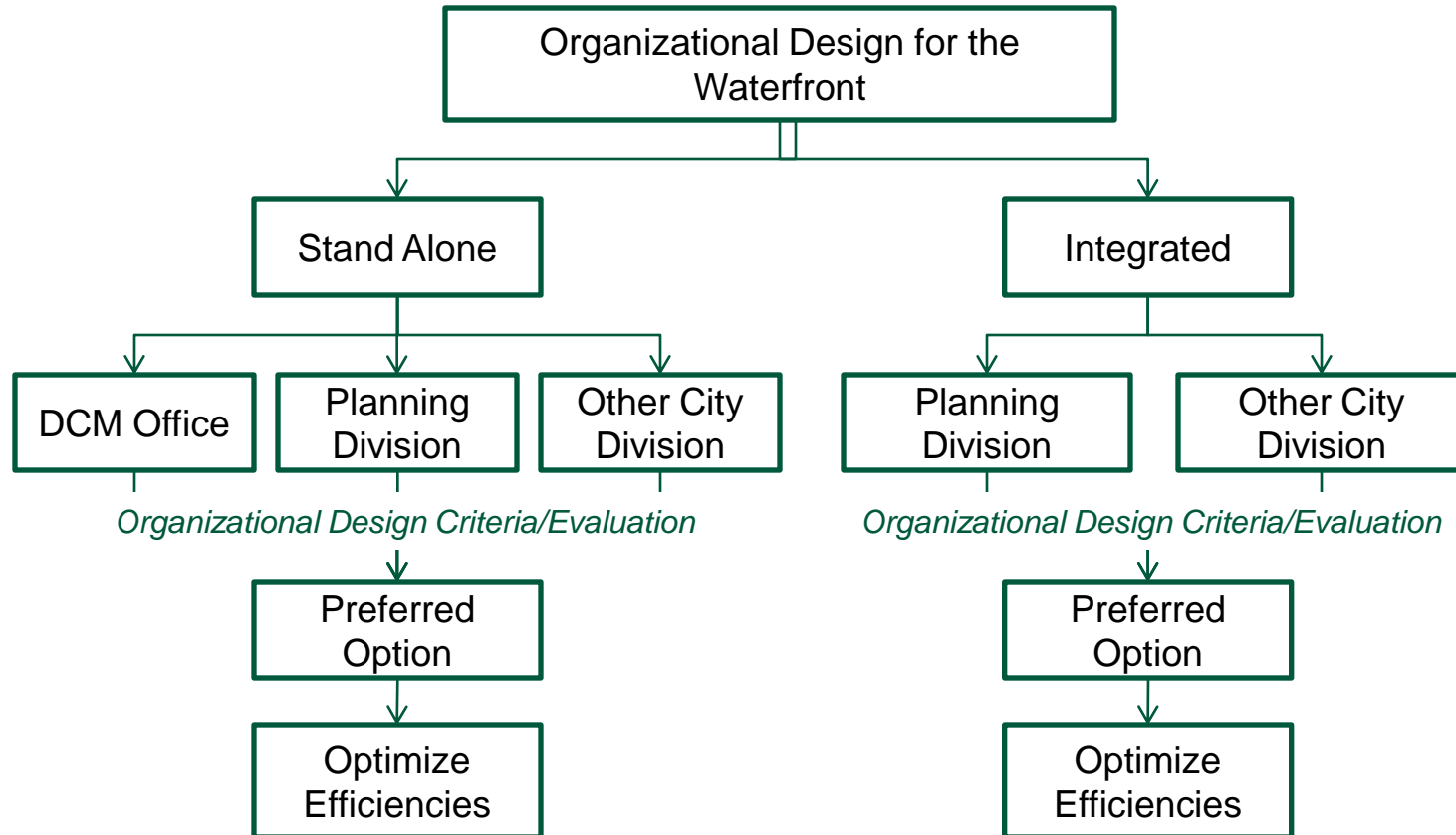
Development of Organizational Options: Overview

- The purpose/role and key responsibilities of the Waterfront Secretariat were defined earlier (refer to pages 79 and 80)
- Assuming that the overall role and key responsibilities are still required (in some form), the key question then becomes, does the City need a stand alone organizational unit focused exclusively on the waterfront reporting to the Deputy City Manager (as it is today) or elsewhere or should this role be integrated* with another City division whether it is in the existing Planning Division or another Division in the City?
- If it is decided to keep the role as a stand alone function, the next question is where does it report – to the Deputy City Manager; to the Chief Planner as part of the City Planning Division; or to the head of another Division** (assuming that a stand alone unit would not report to another Deputy City Manager)?
- If integrated, there are similar questions in terms of where and how
- The potential decisions are outlined in the next slide

* Integration in this case assumes that the WS as a separate unit would disappear. It doesn't mean that staff dedicated to the waterfront wouldn't be visible within a unit within the host division eg., staff focused on the waterfront could be part of a planning district.

** Other potential divisions which could be candidates to host or absorb the WS functions/staff based on their existing functionality and the opportunities for synergy include Major Capital Infrastructure, Economic Development or Finance

Organizational Options: Decision Tree



Organizational Design Criteria are Used to Develop and Evaluate Options

Critical to Design

Outcomes (Results)

- **Consistent with Strategic Direction and Mandate:** Align with and support the strategic direction and priorities of the City on the waterfront while continuing to protect and advance the City's interests as the funder, regulator and owner of waterfront assets

Organizational Effectiveness

- **Clarity of Focus:** Ensure there are clearly defined roles and responsibilities, with no duplication or perceived conflict, resulting in service efficiencies and effectiveness in meeting the waterfront priorities and objectives
- **Corporate Leadership:** Provide strong corporate leadership in support of the City's short and long-term vision, objectives and priorities for the waterfront

Operational Efficiency

- **Organizational Flexibility:** Be sufficiently flexible and nimble to effectively deal with the emerging opportunities and threats, and evolving City needs, on the waterfront
- **Organizational Synergy:** Leverage other areas within the City to promote efficiencies while broadening the capacity of the City to more effectively respond to waterfront demands

Additional Considerations

Organizational Effectiveness

- **Employee Supportive:** Build the skills and capabilities of staff to meet current and future expectations and requirements on the waterfront


























Stakeholder Satisfaction

- **Responsive to Internal and External Stakeholders:** Be accessible, responsive and easily understood by other City divisions and external stakeholders (local and City-wide; various agencies; public and private) while enhancing the ability of the City to anticipate and respond to changing needs and requirements on the waterfront
- **Effective Internal Collaboration:** Enable the various divisions and other City organizations involved in the waterfront to work effectively together in achieving the City's objective and priorities





Operational Efficiency

- **Cost Management:** Achieve operating efficiencies through the alignment of business functions and processes
- **Minimal Organizational Disruption:** Minimize the time, effort and/or disruption involved in moving toward the preferred organizational structure

Detailed Analysis of Organization Options: Evaluation Against Critical Design Criteria

Critical Design Criteria	Organizational Options				
	Stand Alone			Integrated	
	DCM Office	Planning Division	Other City Division*	Planning Division	Other City Division
Consistent with Strategic Direction and Mandate					
Clarity of Focus					
Corporate Leadership					
Organizational Flexibility					
Organizational Synergy					

Legend

-  Excellent fit to design criterion
Weighted value = 4
-  Good fit to design criterion
Weighted Value = 3
-  Fair fit to design criterion
Weighted value = 2
-  Limited fit to design criterion
Weighting = 1

Conclusion: The most highly rated option based on the critical design criteria is a stand alone unit within the City Planning Division followed closely by a unit reporting to the Deputy City Manager. Moving the WS to the City Planning Division does not offer immediate efficiency opportunities (assuming current staffing levels dedicated to the waterfront are generally maintained) but does offer the opportunity for future synergies while maintaining a senior level focus on the City's interests in the waterfront. Therefore, our conclusion is that a stand alone unit focused on the waterfront should report to the City Planning Division.

Recommendations and Potential Impacts

- The potential efficiency impacts were categorized as high (>20% of the gross operating budget), medium (6-19%) or low (<5%).
- Potential effectiveness impacts such as timeliness of decision making, customer satisfaction and employee engagement were also considered.
- Investment requirements could involve investment staff resources and/or technology.
- The potential implementation timeline for each recommendation was also identified. Two categories were considered: short term which was defined as being implemented within one year and long term which was defined as taking more than one year to implement.

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
1. Maintain the Waterfront Secretariat as a stand alone unit reporting to the Chief Planner with the same overall role and key responsibilities focused on achieving the City's waterfront strategy supported by performance measures that consider the services provided and outcomes achieved.	Continues to provide a single point of accountability and focus for the advancement of the City's objectives and priorities	None	None	Short Term

Recommendations and Potential Impacts (cont'd)

Recommendations	Potential Impacts	Cost Savings	Investment Required	Implementation Timeline (ST/LT)
2. Explore opportunities for synergy and potential efficiencies with other existing areas in City Planning without compromising the role, focus and service delivery.	Potentially reduce operating costs if some positions can be eliminated without compromising the City's ability to deliver on its waterfront objectives and priorities	Unknown at this time	None	Short term
3. Ensure that the WS continues to facilitate cooperation between waterfront agencies and organizations, reinforcing roles and responsibilities as needed.	Greater efficiency and effectiveness in meeting the City's objectives and priorities on the waterfront.	Unknown at this time	None	Short term
4. Investigate the opportunity to use the Waterfront Secretariat model to advance other City building activities/initiatives.	Provides an opportunity to improve the City's overall effectiveness and efficiency in delivering on City-building initiatives through the use of an established administrative and operating model that is integrated. Links to other recommendations made earlier under City-building	Unknown at this time	None	Short term

Appendices

Appendix A: Reference Material

Document	Document
Toronto Official Plan, December 2010	City Planning Division, Program and Organization Review FINAL REPORT, May 10, 2010
City Budget 2012, City Planning	Parks, Forestry & Recreation Purpose Statements and Service Types and Levels
External Review of North American Planning Departments	Transportation Services Purpose Statements and Service Types and Levels
City Planning Purpose Statements and Service Types and levels	Technical Services Purpose Statements and Service Types and Levels
City of Toronto, Core Service Review, City Planning	Process Maps: Site Plan Mixed Use, Part Lot Control, Minor Variance, Consent, OPA/Re-Zoning, Subdivision & new Condo
Organizational Charts for City Planning	Core Service Review
Development Application Fees Review	BILD Best Practices Review
Civic Engagement Work Plan and Priorities, Staff Report	

Appendix B: Summary of Interviewees & Focus Groups

Name	Role/Organization	Name	Role/Organization
R. Jones	Parks, Forestry and Recreation	A. MacLeod, D. Rundle, D. Antonacci, S. Pringle	Managers, Committee of Adjustment
A. Beauregard	Manager, Urban Forestry, Tree Protection and Plan Review	C. Grant	Manager, City Planning Division
J. Climans	Major Capital Infrastructure Coordination Office	B. Steiger	City of Brampton
G. McIntosh	Director, Waterfront Secretariat	R McPhail	Director, City Planning Division
M. Mizzi	Director, City Planning Division	I. Bauer	Manager, Waterfront Secretariat
G. Burton, R. Brown, D. Colbourne, I. Lallouz, R. Rodge	Chairs, Committee of Adjustment	H. Noehammer	Director, Development Engineering
J Keesmaat	Chief Planner, City Planning Division	A Appleby, K Voumvakis, R David, R Freedman, T Keefe,	Directors, City Planning Division
C Brillinger	Executive Director, Social Development, Finance and Administration	M Williams	General Manager, Economic Development & Culture
A Boroah	Chief Building Official, Toronto Building	J Mende	General Manager, Transportation Division
		J Livey	Deputy City Manager Cluster B

Appendix B: Summary of Interviewees & Focus Groups

Name	Role/Organization	Name	Role/Organization
Jeremy Gawen	Moore Park Ratepayers	Leona Savoie	Hullmark Group
Geoff Kettel	FONTRA/Leaside Ratepayers	Steve Deveaux	Tribute Communities
Kyra Trainor	Mimico Ratepayers	Jude Tersigni	Menkes
Mary Helen Spence	Yorkville Ratepayers	Michael Fox	Great Gulf
Greg Russell	FONTRA	Chris Tanzola	McCarthy
John Kiru	CEO, TABIA	Jeff & Paul Oulahan	Oulahan Team
Brendan Charters	Eurodale	Bryan Tuckey, Danielle Chin, Paula Tenuta	CEO, BILD and staff, BILD
Kenzie Campbell	Royal Home Improvements	W. Partridge	BOMA
Michael Krajevic	President, TPLC	T. Maguire	CUPE Local 79

Appendix C: Additional Background Information City Planning Division*

City Planning Section	Role
Policy and Research	Policy and Research develops leading edge policies based on extensive research in land use, housing, economy, community services. It also promotes heritage preservation projects and programs and provides many services and products to other Divisions, Council, public agencies and the public.
Community Planning	Community Planning offers advice to Council on development projects after consulting with members of the public and City services, and after reviewing and analyzing all parts of a development project. It also deals with Committee of Adjustment applications, area based policy studies and avenue studies.
Transportation Planning	Transportation Planning oversees policies and projects with the goal of improving transit, discouraging automobile dependence and encouraging alternative forms of transportation such as walking, cycling, subways and streetcars.
Urban Design	Urban Design provides urban design services (built form, parks and open spaces) which includes graphics and related policy development. Also responsible for heritage conservation services.

* Source: Toronto.ca and staff interviews

Appendix D: Jurisdictional Scan

- Appendix D provides a summary of the analysis of the following jurisdictions:
 - Winnipeg, MB
 - Seattle, WA
 - Ottawa, ON
 - Calgary, AB
 - Chicago, IL
 - Vancouver, BC
 - Melbourne, Australia
 - London, UK
- The jurisdictions included in this Review were selected with reference to the analysis completed as part of the 2010 Program Review and in consultation with City staff. There were several reasons for looking at these jurisdictions: they represented Canadian, US and international jurisdictions; they were seen to have comparable development pressures/experiences; and there was an understanding that they would provide evidence of leading or interesting planning practices.
- The scan and analysis were used in the following sections of the document:
 - Part A: Current State Assessment
 - Part B: Planning and Development Application Review
 - Part D: Coordinating City Building Activities
 - Part E: Waterfront Secretariat

Appendix D: Winnipeg Jurisdictional Scan – Observations

General Statistics	Observations
Population	<p>Overview:</p> <p>The <i>Planning, Property and Development</i> Department provides services including (but not limited to): issues permits for building, conducts inspections zoning information, civil real estate services, housing incentive programs, city planning, information services and economic development.</p> <p>Additional Insights:</p> <ul style="list-style-type: none"> • The City's award-winning Official Plan OurWinnipeg, was developed through extensive public consultation (over 42,000 consultations) and provides a 25 year plan for the City, positioning it for sustainable growth and urban intensification • Challenge with OP is that does not identify specific policy, planning tools or targets to implement the intensification strategy • Lack of Regional Growth Management Plan creates uncertainties about boundaries • The City of Winnipeg's Building Permit Strategy and Action Plan identifies three specific strategies, which include the following: <ul style="list-style-type: none"> • Improve the quality of permit application and building plan submissions • Increase permit processing capacities • Increase accountability for the code of compliance on the part of professionals • These support the goal of reducing permit issuance and inspection processing times while maintaining a high degree of building code and by-law compliance. This Strategy, which was developed in consultation with industry representatives, was endorsed by City Council on March 21, 2012. Implementation of the strategy involves a number of significant changes to the City of Winnipeg's building permit processes. These changes for improvement are focused specifically on procedures for: building permit applications; the examination of plans associated with permit applications; and the process for permit issuance.
663,617	
City Council Makeup	
15 Councillors, Mayor elected to a 4-year term; two Standing Committees relevant to Planning Dept (Property and Development and Downtown Development, Heritage and Riverbank Management)	

Appendix D: Seattle Jurisdictional Scan – Observations

General Statistics	Observations
Population	<p>Overview:</p> <p>The <i>Department of Planning and Development (DPD)</i> develops, administers, and enforces standards for land use, design, construction, and housing within the city limits. With an annual budget of \$51m and DPD is also responsible for long-range planning in Seattle and develops policies and codes related to environmental protection, development, housing and community standards.</p> <p>Organization of the Department includes the following divisions: City Planning, Operations, Code Compliance and Community Engagement.</p> <p>Additional Insights:</p> <p>The DPD plays a central role in guiding the City's long term development through its Comprehensive Plan and special projects and frameworks, including Urban Design, Waterfront, Shoreline Master Program. Planning team includes 30 staff that are responsible for land use planning, urban design and city green building, while the Permit team handles all applications and inspections and runs the Application Services Center although most applications are now processed through the Project Portal. Application review is owned by the Operations Team, while all planning and policy falls under the City Planning Director.</p> <p>Seattle City Planning engages citizens in an ongoing dialogue about Seattle's future and plays a central role in guiding the long-term development of the built and natural environment. Its staff evaluate regional growth management policy, monitor and update the City's Comprehensive Plan, draft land use policy, and develop sub-area and urban design plans. The division also includes staff which guide and support the work of the Seattle Planning Commission and the Seattle Design Commission.</p>
620,778	
City Council Makeup	
9 Members of City Council, City Attorney and 8 Judges. Mayor oversees and controls all City offices and departments	

Appendix D: Ottawa Jurisdictional Scan – Observations

General Statistics	Observations
Population	<p>Overview:</p> <p>The <i>Planning and Growth Management</i> Department has a variety of responsibilities, including the following: policy and environment, building services, internal business support, transportation planning group, development review group, business support and neighbourhood sustainability.</p> <p>Branches within the Planning and Growth Management Department include: Building Code Services, Development Review Urban, Development Review Suburban, Neighbourhood Sustainability, Development Review Rural, Policy Development and Urban Design, Transportation Planning and Business Support and Evaluation.</p> <p>Additional Insights:</p> <p>Ottawa 20/20 is the Growth Management Strategy developed through extensive citizen consultation, while the overall vision is described in the Official Plan.</p> <p>The City uses the Development Application and Committee of Adjustment processes, and provides online accessibility of development applications and tools to the public through the Licenses & Permits Dept. Development Review is handled by three branches: Urban, Suburban and Rural, while policy and planning are led by Policy Development and Transportation Planning Branches.</p> <p>The City of Ottawa also has a number of performance measures, which include the following:</p> <ul style="list-style-type: none"> • Number of development applications processed by quarter On-time review • Percentage of applications with authority delegated to staff that reach a decision on a specified target • Percentage of Zoning By-Law Amendment applications that reach City Council decision on target On-time review
801,275	
City Council Makeup	
24-member City Council including the Mayor. The Mayor and City Councillors serve 4-year terms.	

Appendix D: Calgary Jurisdictional Scan – Observations

General Statistics	Observations
Population	<p>Overview:</p> <p>Planning is handled by the Planning, Development and Assessment Department, who are responsible for land use planning & policy, assessment and development and building approvals.</p> <p>The mandate of the Planning, Development and Assessment Department is to provide service devoted to collaboratively developing, recommending, promoting and implementing strategic and effective land use and transportation plans and policies to sustain and enhance the quality of life in Calgary. Land Use Planning & Policy provides services in the areas of: managing future growth and change for the city as a whole; regional issues and programs planning for change in the built area and planning the suburban land supply.</p> <p>Additional Insights:</p> <p>Calgary has recently established its Municipal Development Plan (MDP), which is says is one of the most forward thinking urban blueprints in North America. The Mayor's Transforming Government Initiative and the 2012-2014 Business Plan approved a strategy to reengineer and simplify the planning process to deliver the outcomes of the MDP, with a goal to systematically rethink the whole system rather than continuing to rely on small process fixes. The approach includes establishing an overall framework and governance structure to ensure success. The City has recently adopted DPS.</p> <p>The Land Use Bylaw is an important tool for implementing the policies of the Municipal Development Plan, the Area Structure Plans, the Area Redevelopment Plans, and other policy documents. The Land Use Bylaw regulates the neighbourhood you live in by the type and mix of housing; the location and type of shops and services; and the development potential of each property.</p>
1,214,839	
City Council Makeup	
14 City Aldermen, sitting on Boards, Commissions and Committees for the City. They are elected every 3 years.	

Appendix D: Chicago Jurisdictional Scan – Observations

General Statistics	Observations
Population	<p>Overview:</p> <p>There are two relevant departments: Buildings, whose development application review and permitting process promotes high quality design standards and heritage conservation, and Housing and Economic Development (HED), which promotes economic development and leads zoning, land use planning, sustainability and historic preservation. The department provides the following services: Developer Services, E-Plan, Easy Permit Process Program, Elevator Information, Green Permits, Inspections, Sewers, Standard Plan Review, and Trade Licensing & General Contractor.</p> <p>The Land Use Planning and Policy Division develops and implements citywide and neighborhood land use plans and manages the Chicago Plan Commission. It also reviews planned developments, lakefront protection applications, and proposed zoning changes in industrial corridors.</p> <p>Additional Insights:</p> <p>HED land use planning develops and implements citywide and neighbourhood land use plans and reviews planned developments, lakefront applications and proposed zoning changes. It also manages the Chicago Plan Commission, which is responsible for review of proposals for planned developments and other large projects. The Commission consists of appointees. Developer Services are provided by Buildings, who manage the application review process through a single point of contact and contract out review to private firms; detailed information is provided online.</p> <p>Because of the complexity and time required to conduct plan reviews for large and complex projects, the Department of Buildings has contracted with outside architectural and engineering firms in Chicago to handle technical reviews. All Consultant Reviewers abide by a rigorous set of standards for review and confidentiality. Additionally, each project is evaluated by DOB for conflicts of interest before it is assigned to a Consultant Reviewer.</p>
2,695,598	
City Council Makeup	
Councillors represent 50 wards, elected every 4 years.	

Appendix D: Vancouver Jurisdictional Scan – Observations

General Statistics	Observations
Population	<p>Overview: Planning is under Home, Property and Development (HPD) department, who are responsible for urban planning, zoning, and development applications.</p> <p>Additional Insights: Major planning projects are led by HPD, including corridor plans to guides development in specific areas and revitalization initiatives. Development permit review is led by Development Services, with each application having a single point of contact and information is publicly available online to increase public consultation and engagement. Major applications are reviewed by a Permit Board, who are appointed by City council. Planning is advised by the City Planning Commission on planning and development issues as well as Economic Commission who promote economic development in Vancouver.</p> <p>The term “Vancouverism” has become a key phrase in developing the city as an environmentally conscious leader going into the future. Vancouverism combines deep respect for nature with enthusiasm for busy, engaging, active streets and dynamic urban life. Vancouverism also means tall slim towers for density, widely separated by low-rise buildings, for light, air, and views. Vancouver achieves this liveable, high-quality urban design through creative planning, combined with:</p> <ul style="list-style-type: none"> •Carefully crafted development policies, guidelines, and bylaws •Extensive consultation with residents, businesses, and experts •Ongoing re-evaluation of where we are as a city, and where we would like to go
663,502	
City Council Makeup	
The Mayor and the 10 Councillors are elected for 3-year terms.	

Appendix D: Melbourne Jurisdictional Scan – Observations

General Statistics	Observations
Population	<p>Overview:</p> <p>The Department of Building and Planning is responsible for heritage and planning, development applications, Tribunal for appeals, planning permits and planning scheme amendments.</p> <p>The City of Melbourne's Planning Team is responsible for:</p> <ul style="list-style-type: none"> •Assessing applications for planning permits •Assessing applications for the subdivision of land •Providing general advice to the community on town planning matters. <p>The Melbourne Planning Scheme controls land use and development within the City of Melbourne. It contains state and local planning policies, zones and overlays and other provisions that affect how land can be used and developed.</p> <p>The Scheme also determines if a planning permit is required to change the use of land, or to construct a building or make other changes to the land.</p> <p>In most instances, buildings and works in the municipality, whether residential or business, must be approved by the City of Melbourne through the planning permit application process.</p> <p>Additional Insights:</p> <p>The City has launched an online development application program that allows applicants the ability to manage the whole process themselves. The Planning team assesses applications and provides general advice on town planning matters, and is guided by the Melbourne Planning Scheme, which controls land use and development.</p> <p>Other guiding initiatives include the multi-year Planning for Future Growth initiative and the Transport Strategy.</p>
4,170,000	
City Council Makeup	
Council consists of a number of key advisory committees relevant to planning, including Major Projects Advisory, and Recreation Landscape	

Appendix D: City of London, UK Jurisdictional Scan – Observations

General Statistics	Observations
Population	Overview: The City Planning and Development Planning Department is responsible for building control, enforcement, maintaining heritage assets, planning policy and development applications. The Mayor is responsible for London's planning at a strategic level. The 33 London boroughs are the local planning authorities for their areas. The London Thames Gateway Development Corporation and the Olympic Delivery Authority are the local planning authorities for parts of east London. The Greater London Authority (GLA) coordinates all activities through the London Development Database (LDD), which is a live monitoring system for planning applications, permissions and completions. The Greater London Authority Acts 1999 and 2007 require the boroughs to consult the Mayor of London on planning applications that are of potential strategic importance to London, as defined by the government. Additional Insights: While the Planning Act provides overall land use control, Town Planning is key to defining how land and buildings are used now and in future and Councils are required to prepare development plans that guide all development decisions. Other related initiatives include the Core Strategy, Unitary Development Plan and Local Development Framework, which together comprise the overall National Planning Policy Framework for managing growth and development. All planning applications must be in accordance with the development plan. Development applications are primarily online and the process starts with heritage check with subsequent restrictions. The City has also established the London View Management Framework, which is a key part of the Mayor's strategy to preserve the city's character and architectural heritage. It also explains the policy framework for managing the impact of development on key panoramas, river prospects and townscape views.
8,174,100	
City Council Makeup	
The City of London is led by a Lord Mayor with the primary decision making bodies being the Court of Alderman and Court of Common Council.	

Appendix E: Coordinating City-Building Activities – Potential Organization Design Principles

- **Consistent with Strategic Direction:** Align with and support the strategic direction and priorities of the City
- **Clarity of Focus and Accountability:** Ensure there are clearly defined roles, responsibilities and accountabilities with single points of accountability, no duplication in service delivery and clustering of like services to promote service efficiencies and effectiveness in meeting the City priorities and objectives
- **Corporate Leadership:** Provide strong corporate leadership in support of the City's short and long-term vision for the future development of the City
- **Responsive to Internal and External Stakeholders:** Be accessible, responsive and easily understood by all key stakeholders while enhancing the ability of the City to anticipate and respond to changing internal and external needs and requirements
- **Effective Internal Collaboration:** Enable the various City divisions involved in the City-building to work effectively together in achieving the City's objectives and priorities
- **Organizational Flexibility:** Be sufficiently flexible to accommodate emerging opportunities and threats and evolving City needs
- **Cost Management:** Achieve operating efficiencies through better alignment of business functions and processes
- **Minimal Organizational Disruption:** Minimize the time, effort and/or disruption involved in moving toward the preferred organizational design

For reference in the design, analysis and evaluation of the potential of integrating other planning-related units in other Divisions with City Planning

Appendix F: Efficiency Impacts of City-Wide DPS Implementation

In 2011, the Planning Division processed 3505 CofA and 716 development applications on an estimated operating budget of \$13.9m-\$16.5m. Based on estimates that DPS would reduce application volumes (as shown below), the proposed operating budget required could be reduced by \$2.2m-\$3.5m to \$11.7m-\$13m. An overview of implementation considerations is outlined earlier (refer to slide 49). Should the City opt for area-pilots rather than City-wide, the DPS impacts will depend on the areas selected.

Service	Current Operating Budget for Application Review(est. range)*	Number Applications reviewed (2011)*	Assumed impact of DPS on application volume**	Proposed Number of Applications reviewed under DPS	Proposed Operating Budget required for DPS
Committee of Adjustment	\$3.6-\$4.8m		50% reduction		\$1.8-\$2.4m
Minor Variance		3005	50% reduction	1503	
Consent		500	50% reduction	250	
Development Applications	\$10.3-\$11.7m				\$9.9-\$10.6
Site Plan		441	10% reduction	397	
OPA/rezoning		165	10% reduction	149	
Part Lot		14	No change	14	
Subdivision Housing		29	No change	29	
Condo		67	No change	67	

* Provided by Planning Division

** Estimates based on discussions with other jurisdictions and the Province



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