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City of Toronto Core Services Review

Standing Committee Summary

*Planning and Growth
Management*

Planning and Growth Management Introduction

This section summarizes our findings for the programs under the Planning and Growth Standing Committee which include:

- City Planning
- Toronto Building

Core Ranking

77% of the budget under the Planning and Growth Standing Committee is associated with mandatory or essential services. Most of the remaining budget, 22%, is associated with traditional municipal services and only 1% are other discretionary services.

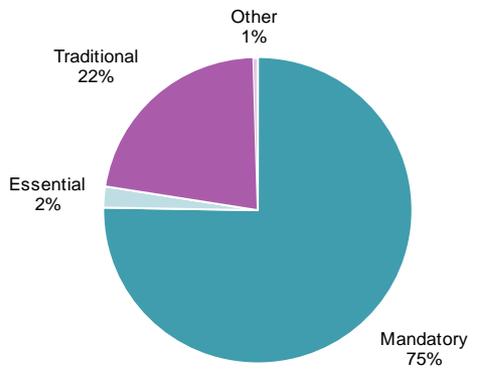


Figure 1: Core Ranking of Program Budgets (gross)

* Permit Inspections and Enforcement, under Building Inspection has a ranking of 1* which was combined with mandatory for this analysis.

Service Levels

72% of the budget is associated with services that are delivered at or below service level standards. 28% of the budget is associated with services that are delivered slightly above standard and are candidates for service level reduction.

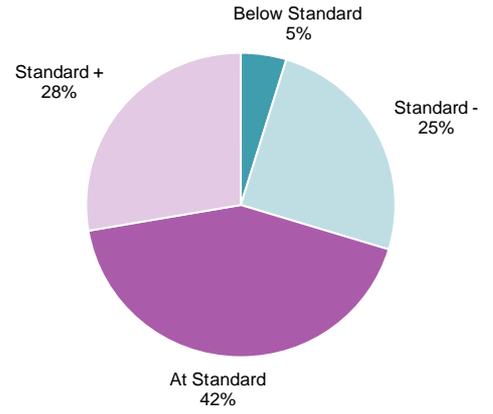


Figure 2: Service Level Ranking of Program Budgets (gross)

Planning and Growth Management

Core Ranking

Strategic Options:

- Harmonization of the Site Plan By-Law would eliminate low value applications
- Collocating with other City Departments could provide economies of scale and streamline processes.

| Distribution of Program Cost (gross) by Core Ranking | | | | | | | |
|--|---------------------|-----------|-----------------------|-----------|-------------|---------------------|-------|
| Program Name | Gross Budget (\$ m) | Mandatory | Mandatory – Essential | Essential | Traditional | Traditional – Other | Other |
| City Planning * | 36.6 | 21.5 | - | 1.9 | 13.2 | - | - |
| Toronto Building ** | 46.7 | 41.2 | - | - | 5.1 | - | 0.4 |

* Program costs for City Planning have been allocated to activities for the purpose of this summary.
 ** Permit Inspections and Enforcement, under Building Inspection has a ranking of 1* which was combined with mandatory for this analysis.

Key Non Core Serviced Options

- The public art program is discretionary.
- The Division conducts proactive inspection to identify illegal signs and investigate sign complaints.

Planning and Growth Management Service Level

Alternate Service Delivery Option

No option identified.

| Distribution of Program Cost (gross) by Service Level | | | | | | |
|---|---------------------|----------------|------------|-------------|------------|----------------|
| Program Name | Gross Budget (\$ m) | Below Standard | Standard - | At Standard | Standard + | Above Standard |
| City Planning* | 36.6 | - | 4.0 | 9.5 | 23.1 | - |
| Toronto Building | 46.7 | 4.0 | 16.7 | 26.0 | - | - |

* Program costs for City Planning have been allocated to activities for the purpose of this summary.

Key Service Level Reduction Options

- Planning applications frequently take longer than the target to process. Reducing the level of consultation and coordination in the review of planning applications would reduce costs and shorten turnaround times.
- Planning now offers proactive review of “intent” and provides information and reactions and provides explanations of zoning by-laws and resulting options . This process could be eliminated, or provided for a fee.
- The Public Realm improvement program could be reduced or eliminated.
- The Heritage Grant and Tax rebate programs could be reduced or eliminated.

Planning and Growth Management

List of Opportunities 1/3

| Related program / service / activity | | | Options and Opportunities | | | | | |
|---|---------------------|-------------------|---------------------------|---|----------------------|--------------|-----------------------|----------|
| Program Service Activity | Gross Budget (\$ m) | Net Budget (\$ m) | Type | Description of Opportunity | Potential Savings* | Time Frame** | Risk and Implications | Barriers |
| <ul style="list-style-type: none"> City Planning <ul style="list-style-type: none"> Development Review, Decision and Implementation Heritage Review | 1.9 | - | NCSR | Consider eliminating public art programs. | Low (up to 5%) | 2012 | Medium | Low |
| <ul style="list-style-type: none"> City Planning <ul style="list-style-type: none"> Civic and Community Improvement Public Realm Improvements | 1.9 | - | SLR | Consider reducing the service levels and/or eliminating the Public Realm Improvements program . | High (more than 20%) | 2012 | Medium | Low |
| <ul style="list-style-type: none"> City Planning <ul style="list-style-type: none"> Civic and Community Improvement Heritage Inventory and Incentives | 1.9 | - | SLR | Consider reducing the Heritage Grant and Heritage Tax Rebate Program. | High (more than 20%) | 2012 | Medium | Low |
| <ul style="list-style-type: none"> City Planning <ul style="list-style-type: none"> Development Review, Decision and Implementation | 19.4 | - | SLR | Consider less proactive and detailed intents review process . | Medium (up to 20%) | 2012 | Medium | Low |

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Planning and Growth Management

List of Opportunities 2/3

| Related program / service / activity | | | Options and Opportunities | | | | | |
|---|---------------------|-------------------|---------------------------|---|--------------------|--------------|-----------------------|----------|
| Program Service Activity | Gross Budget (\$ m) | Net Budget (\$ m) | Type | Description of Opportunity | Potential Savings* | Time Frame** | Risk and Implications | Barriers |
| <ul style="list-style-type: none"> City Planning Development Review, Decision and Implementation | 19.4 | - | SSR | Consider the opportunity to harmonize the Site Plan By-law. | Low (up to 5%) | 2013 | Low | Low |
| <ul style="list-style-type: none"> City Planning Development Review, Decision and Implementation | 19.4 | - | SSR | Consider co-location with other City Divisions. | Low (up to 5%) | 2013 | Low | Medium |
| <ul style="list-style-type: none"> City Planning Development Review, Decision and Implementation | 19.4 | - | SLR | Consider streamlining review of planning applications. | Medium (up to 20%) | 2013 | Medium | Low |
| <ul style="list-style-type: none"> Toronto Building Building Inspection Permit Inspections and Enforcement | 17.1 | - | NCSR | Consider reducing or eliminating proactive inspection for illegal signs and investigation of sign complaints. | Low (up to 5%) | 2012 | Medium | Low |

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.

Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Planning and Growth Management

List of Opportunities 3/3

| Related program / service / activity | | | Options and Opportunities | | | | | |
|---|---------------------|-------------------|---------------------------|--|--------------------|--------------|-----------------------|----------|
| Program Service Activity | Gross Budget (\$ m) | Net Budget (\$ m) | Type | Description of Opportunity | Potential Savings* | Time Frame** | Risk and Implications | Barriers |
| <ul style="list-style-type: none"> Toronto Building Building Permission and Information | 26.2 | - | RE | Consider adopting process improvement and accelerate adoption of new technologies. | Low (up to 5%) | 2014 | Low | Low |
| <ul style="list-style-type: none"> Toronto Building Building Permission and Information Building Records and Information | 5.1 | - | SLR | Consider reducing information being explained to the public, or charging for the service – example: reduce provision of zoning information provided. | Low (up to 5%) | 2012 | Medium | Low |

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Service Profiles

Planning and Growth Management

The next section contains the service profiles for the programs that are under review by the Planning and Growth Management standing committee:

- *City Planning*
- *Toronto Building*

City Planning

The image features a solid blue background on the left side, which transitions into a white background on the right side. A sharp diagonal line separates the two colors, running from the top right towards the bottom center. The text 'City Planning' is positioned in the upper left quadrant of the blue area.

City Planning

Development Review, Decision and Implementation

Standing Committee
 Planning and Growth Management

Cluster
 Cluster B

Program
 City Planning

Service Type
 External Service Delivery

Service Budget (\$m)

| | |
|-------|--------|
| Gross | \$19.4 |
| Net | n/a |

Rationale for Core and Service Level Assessment

Community planning and review of development applications has long been an important municipal role.

Jurisdictional Examples

In Montreal, an Urban Planning Advisory Committee (known as "UPAC") is mandated to evaluate the special requests of citizens or developers, in terms of urban planning and land use.



Note: * bubble color is not reflective of financial budgets – data not available

Key Opportunities

- There are opportunities to make the planning processes less complex and more consistent which will both reduce costs and the time required to process applications. This will limit the extent and duration of public discussion in some cases. It could also limit the amount of free information provided to proponents requiring that they engage professionals for assistance, or pay for the time of City staff providing information.

City Planning

Development Review, Decision and Implementation

| Activities | | | | | | | | |
|-------------------------|--------------------|-------------|-------|--------------|---------------|--------------------|-----------|---|
| Activity Name | Gross Cost (\$m) * | Net (\$m)** | % Net | Core Ranking | Service Level | Source of Standard | City Role | Notes |
| Committee of Adjustment | 1.9 | - | - | 1 | S+ | M | R | <ul style="list-style-type: none"> Service level involves extensive consultation and co-ordination. |
| Community Planning | 15.5 | - | - | 1 | S+ | M | R/D | <ul style="list-style-type: none"> Applications not consistently processed within target time frames – this is generally due to more extensive circulation, public involvement and discussion than required. Design and Site Plan inconsistent across the City - includes developments, like single-family, where not required. |
| Heritage Review | 1.9 | - | - | 3 | S+ | L/C | R/D | <ul style="list-style-type: none"> Archeological Review exceeds standards. Public Art program optional. |

* Activity level gross figures are allocated based on percentages of total service budget, provided by the City.
 ** Net values not available at the time of this report.

City Planning

Development Review, Decision and Implementation

| Options, Opportunities, Risks and Implications | | | | | |
|--|--|--|--------------------|-------------|----------|
| Type | Options and Opportunities | Risks and Implications | Potential Savings* | Timeframe** | Barriers |
| SLR | Consider less proactive and detailed intents review process. | Could speed up processing of applications, but could lead to sub-optimal outcomes. | Medium (up to 20%) | 2012 | Low |
| NCSR | Consider eliminating public art programs. | Program appears to generate substantial investment in public art at modest costs to the City. | Low (up to 5%) | 2012 | Low |
| SSR | Consider the opportunity to harmonize the Site Plan By-law. | The value added by City Planning does not appear to be commensurate with the amount of effort required to process certain site plan applications. In particular, single family created by consent, single family homes on ravines and homes on lots. | Low (up to 5%) | 2013 | Low |
| SSR | Consider co-location with other City Divisions. | Could result in cost savings. | Low (up to 5%) | 2013 | Medium |
| SLR | Consider streamlining review of planning applications. | Could speed up processing of applications, but could lead to sub-optimal outcomes. | Medium (up to 20%) | 2013 | Low |

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

City Planning

Civic and Community Improvement

Standing Committee
 Planning and Growth Management

Cluster
 Cluster B

Program
 City Planning

Service Type
 External Service Delivery

Service Budget (\$m)

| | |
|-------|-------|
| Gross | \$3.7 |
| Net | n/a |

Note: A portion of Heritage Inventory and Incentives is also reviewed under the Community Partnership and Investment Program.

Rationale for Core and Service Level Assessment

Heritage Preservation is a traditional municipal role.

The Public Realm improvements program goes beyond what some cities do.

Jurisdictional Examples

Montreal, Chicago, Boston and Melbourne provide this service at the City level.



Note: * bubble color is not reflective of financial budgets – data not available

- Key Opportunities**
- The support to heritage structures could be reduced or eliminated.
 - The support to public realm improvement could be reduced or eliminated. The major impacts would be on the capital budget.

City Planning

Civic and Community Improvement

| Activities | | | | | | | | |
|-----------------------------------|-------------------|-------------|-------|--------------|---------------|--------------------|-----------|--|
| Activity Name | Gross Cost (\$m)* | Net (\$m)** | % Net | Core Ranking | Service Level | Source of Standard | City Role | Notes |
| Heritage Inventory and Incentives | 1.85 | - | - | 3 | S+ | L/C/F | R/F | <ul style="list-style-type: none"> Heritage Designations falling behind. Grant and Rebate programs exceeds requirements. |
| Public Realm Improvements | 1.85 | - | - | 3 | S+ | C | D | <ul style="list-style-type: none"> Optional service to improve the look of public places in the City. |

*Activity level gross figures are allocated based on percentages of total service budget, provided by the City.
 ** Net values not available at the time of this report.

| Options, Opportunities, Risks and Implications | | | | | |
|--|---|---|----------------------|--------------|----------|
| Type | Options and Opportunities | Risks and Implications | Potential Savings * | Timeframe ** | Barriers |
| SLR | Consider reducing the Heritage Grant and Heritage Tax Rebate Program. | May make it more difficult to convince owners to retain heritage buildings. | High (more than 20%) | 2012 | Low |
| SLR | Consider reducing the services levels and/or eliminating the Public Realm Improvements program. | Eliminating these services will impact the look and dynamism of the City. | High (more than 20%) | 2012 | Low |

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City Planning

City Building and Policy Development

Standing Committee

Planning and Growth Management

Cluster

Cluster B

Program

City Planning

Service Type

- External Service Delivery
- Governance

Budget (\$m)

| | |
|-------|--------|
| Gross | \$13.5 |
| Net | n/a |

Rationale for Core and Service Level Assessment

Many plans are required by provincial legislation.

Policy and area studies are carried out by most municipalities.

Jurisdictional Examples

Montreal, Chicago, Boston and Melbourne provide this service at the City level.



Note: * bubble color is not reflective of financial budgets – data not available

Key Opportunities

- No opportunities were identified.

City Planning

City Building and Policy Development

| Activities | | | | | | | | |
|-------------------------------------|-------------------|-------------|-------|--------------|---------------|--------------------|-----------|--|
| Service / Activity Name | Gross Cost (\$m)* | Net (\$m)** | % Net | Core Ranking | Service Level | Source of Standard | City Role | Notes |
| Plans | 4.05 | - | - | 1 | S- | L | R | <ul style="list-style-type: none"> Comprehensive zoning by-law review behind schedule. |
| Policy, Studies and Guidelines | 6.75 | - | - | 3 | S | C | D | <ul style="list-style-type: none"> Generally meeting standards, although a couple of study types are behind standard. |
| Surveys, Monitoring and Forecasting | 2.7 | - | - | 3 | S | C | D | <ul style="list-style-type: none"> Data collection is required to support planning activities. |

*Activity level gross figures are allocated based on percentages of total service budget, provided by the City.
 ** Net values not available at the time of this report.

| Options, Opportunities, Risks and Implications | | | | | |
|--|---------------------------|------------------------|---------------------|--------------|----------|
| Type | Options and Opportunities | Risks and Implications | Potential Savings * | Timeframe ** | Barriers |
| - | None identified. | - | - | - | - |

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.
 ** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Toronto Building

Toronto Building Building Permission and Information

Standing Committee
Planning and Growth Management

Cluster
Cluster B

Program
Toronto Building

Service Type
External Service Delivery

Service Budget (\$m)

| | |
|-------|--------|
| Gross | \$26.2 |
| Net | - |

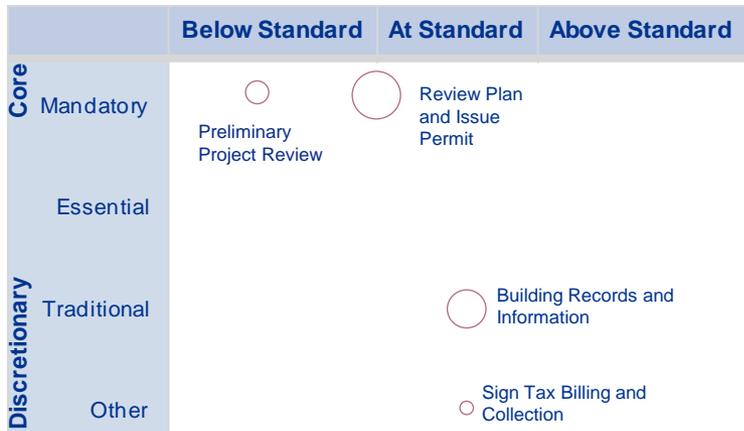
Rationale for Core and Service Level Assessment

Issuing permits and inspecting construction is required by legislation. Building records as a service to individuals requesting is a traditional municipal service. The sign tax is an optional revenue source.

Service levels for permit review and issuance are somewhat lower than legislated standards. Increasing service levels (faster permit issuance) will increase costs. As a self-supporting service, this will result in higher fees. The decision to increase fees and improve service levels (or not) should be made in consultation with the industry that pays the fees.

Jurisdictional Examples

The new Ontario Building Code set maximum timeframes for processing building applications. Most municipalities, including Toronto, are not fully attaining the requirements on all applications although reliable comparative data is not yet available.



- Key Opportunities**
- Consistent with the opportunity in planning, Toronto Building could stop providing information to the public/applicants at not cost, either allowing professionals to provide it or charging for consultation time.
 - Process improvements and new technologies can improve efficiencies, but results will not reduce property taxes as program is self-supporting from fees.

Toronto Building Building Permission and Information

| Activities | | | | | | | | |
|----------------------------------|------------------|-----------|-------|--------------|---------------|--------------------|-----------|--|
| Activity Name | Gross Cost (\$m) | Net (\$m) | % Net | Core Ranking | Service Level | Source of Standard | City Role | Notes |
| Preliminary Project Review | 3.97 | 0 | 0% | 1 | B | L | R | <ul style="list-style-type: none"> 53% of applications reviewed within target time frame. |
| Review Plan and Issue Permit | 16.74 | 0 | 0% | 1 | S- | L | R | <ul style="list-style-type: none"> 82% of permits for houses completed within target time frame, slightly below goal of 85%. Targets are established by legislation, but service level performance is not measured for all types. |
| Building Records and Information | 5.14 | 0 | 0% | 3 | S | L/C/M | D | <ul style="list-style-type: none"> Some types of information requests are not responded to as quickly as required by the service standard, but most are. Information requests filed under MFIPPA require a response. The single highest # of MFIPPA /Routine Disclosure requests are for building records (approx. 5,800 – 5,400 RD/400MFIPPA). |
| Sign Tax Billing and Collection | 0.37 | 0 | 0% | 4 | S | C | D | <ul style="list-style-type: none"> Total sign revenues of \$10 m. |

Toronto Building Building Permission and Information

| Options, Opportunities, Risks and Implications | | | | | |
|--|--|--|---------------------|--------------|----------|
| Type | Options and Opportunities | Risks and Implications | Potential Savings * | Timeframe ** | Barriers |
| RE | Consider adopting process improvement and accelerate adoption of new technologies. | Accelerated adoption of technologies could potentially result in cost implications, both capital and operating. Technological enhancements are part of corporate priority setting through Corporate IT functions. | Low (up to 5%) | 2014 | Low |
| SLR | Consider reducing information being explained to the public, or charging for the service – example: reduce provision of zoning information provided. | Information would still be available on-line, and in hard copies, but it would require more effort to understand what it means. In the alternative, a fee could be charged to recover the costs of explaining the information. Could provoke a reaction from the public. | Low (up to 5%) | 2012 | Low |

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Toronto Building Building Inspection

Standing Committee
 Planning and Growth Management

Cluster
 Cluster B

Program
 Toronto Building

Service Type
 External Service Delivery

Service Budget (\$m)

| | |
|-------|--------|
| Gross | \$20.5 |
| Net | - |

Rationale for Core and Service Level Assessment

Building Inspection is required by legislation.

There are some types of proactive inspections related to signs that are not required by legislation. These are a small portion of the activities.

Service level is close to legislative requirements and generally consistent with other municipalities.

See Building Permission and Information for discussion of service level implications.

Jurisdictional Examples

The new Ontario Building Code set maximum timeframes for processing building applications. Most municipalities, including Toronto, are not fully attaining the requirements on all applications although reliable comparative data is not yet available.

| | Below Standard | At Standard | Above Standard |
|----------------------|----------------|--|-------------------------------|
| Core | Mandatory | Permit Inspections and Enforcement * | Building Complaint Resolution |
| | Essential | | |
| Discretionary | Traditional | | |
| | Other | (*) Refer to note in Activity table on next page | |

Key Opportunities

- The proactive inspections to identify possible breaches of the sign by-law could be reduced or eliminated, however sign tax revenues may decline.

Toronto Building Building Inspection

| Activities | | | | | | | | |
|------------------------------------|------------------|-----------|-------|--------------|---------------|--------------------|-----------|--|
| Activity Name | Gross Cost (\$m) | Net (\$m) | % Net | Core Ranking | Service Level | Source of Standard | City Role | Notes |
| Permit Inspections and Enforcement | 17.07 | 0 | 0% | 1* | S | L/M | R | The “*” denotes that proactive inspections for signage without permits is optional (Core Ranking : 4). |
| Building Complaint Resolution | 3.46 | 0 | 0% | 1 | S | L/M/C | R | |

| Options, Opportunities, Risks and Implications | | | | | |
|--|---|---|---------------------|--------------|----------|
| Type | Options and Opportunities | Risks and Implications | Potential Savings * | Timeframe ** | Barriers |
| NCSR | Consider reducing or eliminating proactive inspection for illegal signs and investigation of sign complaints. | Reduced proactive inspections may undercut effectiveness of the sign tax and negatively affect capacity to collect sign tax. It could also negatively affect the City goal of cleaning up illegal signs and sign clutter. | Low (up to 5%) | 2012 | Low |

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.



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