



## City Planning

### 2014 OPERATING BUDGET OVERVIEW

#### What We Do

City Planning helps to guide and manage the City's growth and physical form, and the effects on the social, economic and natural environment while striving to enhance the quality of life for Toronto's diverse residential and business communities.

#### 2014 Budget Highlights

The total cost to deliver this Program to Toronto residents in 2014 is \$40.853 million as shown below.

| (In \$000s)        | 2013<br>Budget | 2014<br>Budget | Change  |        |
|--------------------|----------------|----------------|---------|--------|
|                    |                |                | \$      | %      |
| Gross Expenditures | 40,783.3       | 40,853.2       | 70.0    | 0.2%   |
| Gross Revenue      | 26,335.9       | 25,616.6       | (719.3) | (2.7%) |
| Net Expenditures   | 14,447.4       | 15,236.6       | 789.3   | 5.5%   |

For 2014, City Planning faced a net pressure of \$1.234 million arising from the addition of 12 positions to meet existing and increased service levels, as well as additional inflationary pressures and cost of living increases for current staff positions. The Program was able to offset \$0.445 million of these pressures with increases in permit revenue and reductions in expenditures.

City Planning's 2014 Budget provides funding to complete 3 additional Heritage Conservation District studies and completion of 5 additional Avenue or Area studies per year, as well as increase proactive "big picture" planning and additional attendance at public meetings, while absorbing all but \$0.789 million in operating pressures.

#### Contents

|                                     |    |
|-------------------------------------|----|
| I: Overview                         | 1  |
| II: Council Approved Budget         | 4  |
| III: 2014 Service Overview and Plan | 5  |
| IV: 2014 Total Operating Budget     | 15 |
| V: Issues for Discussion            | 23 |

#### Appendices:

|   |     |
|---|-----|
| 1) 2013 Performance                                   | 26  |
| 2) Operating Budget by Expense Category               | 28  |
| 3) Summary of 2014 Service Changes                    | N/A |
| 4) Summary of 2014 New & Enhanced Service Changes     | 31  |
| 5) Inflows/Outflows to /from Reserves & Reserve Funds | 32  |
| 6) 2014 User Fee Rate Changes                         | 37  |

## Fast Facts

- From January to the end of September 2013:
  - 335 reports to six Community Council cycles
  - 441 planning applications
  - 2,383 Committee of Adjustment applications
  - 1,520 heritage permit applications
  - 219 community consultations engaging over 12,300 individuals
  - 66 competitions resulting new hires and promotions across all functional groups
  - 26 project reviews by the Design Review Panel

## Trends

- In 2013, the number of development applications received and processed declined from previous years.
- Although application fee revenue remained strong, economic factors, including the tightening of mortgage rules by the Federal Government, rising interest rates, as well as changes to City policies (e.g., Site Plan Control By-law) contributed to the decrease in 2013.
- It is anticipated that this trend, experienced in 2013 for development applications will continue into 2014 and future years.

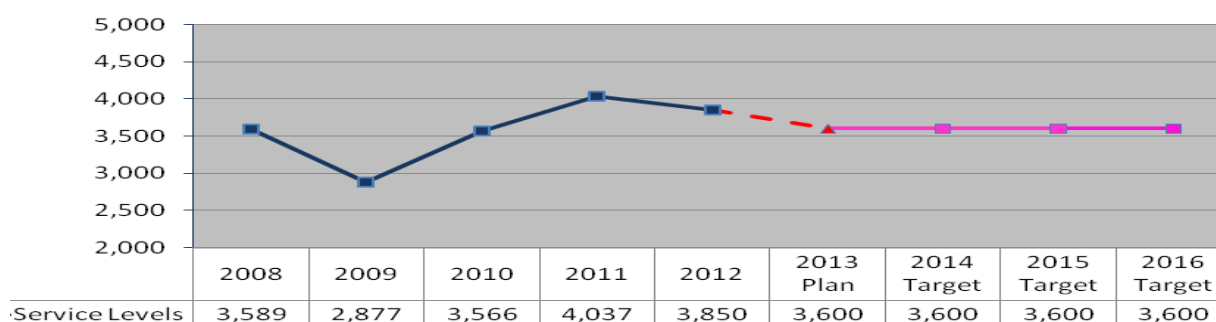
## Our Service Deliverables for 2014

City Planning's 2014 Operating Budget of \$40.853 million gross and \$15.237 million net revenue will provide funding to:

- Continue to process development applications that contribute to the health, growth and tax base of the City.
- Develop, implement and/or support key corporate priorities, including: Federal Park Designation for Rouge Park and Pan Am Games.
- Implement legislative changes under the *Planning Act*, *Ontario Heritage Act* and the *City of Toronto Act*, and respond to emerging policy changes, such as provincial policy statements, etc.
- Undertake significant transportation and transit initiatives including: Travel Demand Forecasting, Relief Line Corridor/Options Review, and Metrolinx Big Move Plan Review.
- Undertake major revitalization initiatives/ studies, including Etobicoke Centre Build Toronto sites.
- Undertake significant growth studies, such as McCowan Precinct Plan, Lower Yonge Precinct Plan, and King Spadina Review.
- Establish a development permit system framework and initiate pilot areas.
- Consult and collaborate with the development industry and other City Divisions to further improve the Development Application Review process.

## Development Application Review

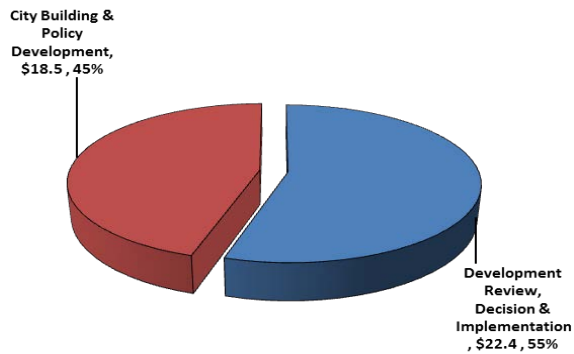
Number of applications received and processed by City Planning



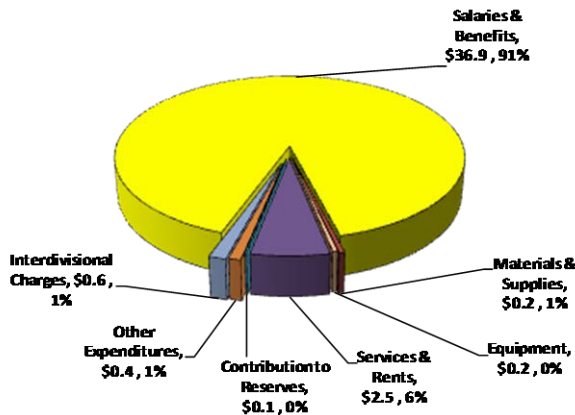
## 2014 Budget Expenditures &amp; Funding

## Where the money goes:

2014 Operating Budget by Service  
\$40.853 Million

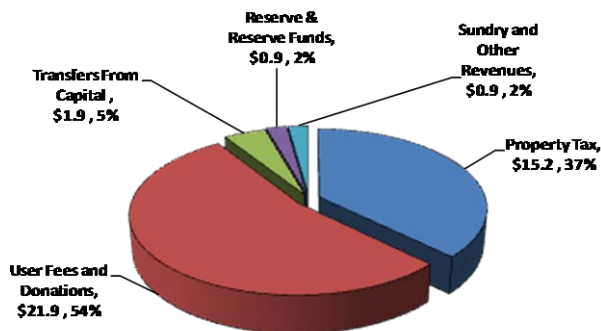


2014 Operating Budget by Expenditure Category  
\$40.853 Million



## Where the money comes from:

2014 Operating Budget Funding Source  
\$40.853 Million



## Key Challenges and Priority Actions

- **Increased Service Demand** – Council approved the mandatory attendance of the community planner at a minimum of two public meetings for each Official Plan Amendment/ Rezoning application at the request of the Ward Councillor; 5 additional Avenue/Area studies each year; 3 additional Heritage Conservation District (HCD) Studies/Plans in 2014; and 5 additional HCD's per year from 2015 onwards.

  - ✓ The 2014 Operating Budget includes an increase of 12 positions and \$0.789 million in funding, with 2015 annualized impacts of \$0.584 million to deliver the increased levels of service.
  - ✓ Additional anticipated costs of up to \$0.697 million and 7 positions will be further reviewed and considered as part of the 2015 Budget process to deliver the Council approved 2015 Service Level increases.
- **Complex Development Application Fee Reserve Fund** – Complex development applications typically take between 9 - 18 months to process and can continue into future years.

  - ✓ The creation of a discretionary reserve fund for complex application fees will ensure that funds are available in future years to deliver the Program's development review service.

## II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

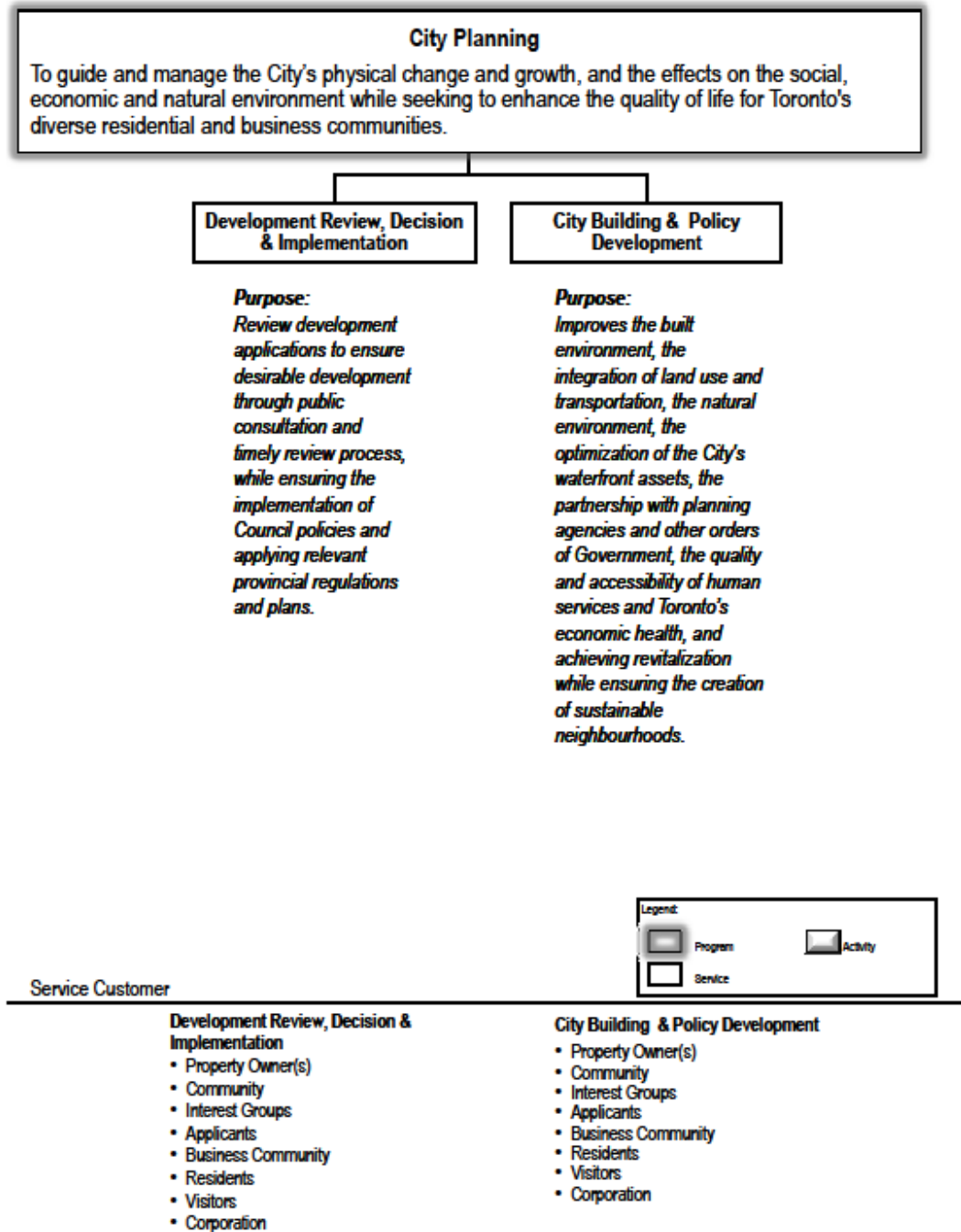
1. City Council approve the 2014 Operating Budget for City Planning of \$40.853 million gross and \$15.237 million net, comprised of the following services:

| <u>Service:</u>                               | Gross<br><u>(\$000s)</u> | Net<br><u>(\$000s)</u> |
|---|--------------------------|------------------------|
| Development Review, Decision & Implementation | \$22,382.2               | \$232.6                |
| City Building & Policy Development            | \$18,741.0               | \$15,004.1             |
| <br>Total Program Budget                      | <br>\$40,853.2           | <br>\$15,236.6         |

2. City Council approve City Planning 2014 service levels, as outlined on pages 7 to 13, and associated staff complement of 361.5 positions.
3. City Council establish a discretionary reserve fund called " Development Application Review Reserve Fund" to ensure that funds received in the current year but not applied would be available in future years to fund work required to deliver the development review services.

### III: 2014 SERVICE OVERVIEW AND PLAN

#### Program Map

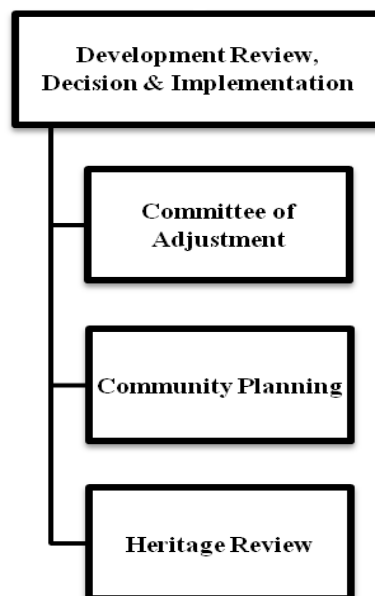


## 2014 Service Deliverables

The 2014 Operating Budget of \$40,853 million gross and \$15.237 million net for City Planning will provide funding to:

- Continue to process development applications that contribute to the health, growth and tax base of the City.
- Develop, implement and/or support key corporate priorities, including: Federal Park Designation for Rouge Park and Pan Am Games.
- Implement legislative changes under the *Planning Act*, *Ontario Heritage Act* and the *City of Toronto Act*, and respond to emerging policy changes, such as provincial policy statements, etc.
- Undertake significant transportation and transit initiatives including: Travel Demand Forecasting, Relief Line Corridor/Options Review, and Metrolinx Big Move Plan Review.
- Undertake major revitalization initiatives/ studies, including Etobicoke Centre Build Toronto sites.
- Undertake significant growth studies, such as McCowan Precinct Plan, Lower Yonge Precinct Plan, and King Spadina Review.
- Establish a development permit system framework and initiate pilot areas.
- Consult and collaborate with the development industry and other City Divisions to further improve the Development Application Review process.

## Service Profile: Development Review, Decision & Implementation



## What we do

- 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.

## 2014 Service Levels

### Development Review, Decision & Implementation

| Type   | Sub-Type  | Service Levels   |      |   |   |
|--|---|--|------|---|---|
|  |   | 2011   | 2012 | 2013  | 2014  |
| Minor variance   |   | 2567 applications in 2010  |      | 2567 applications   | 75% of applications have Committee hearing within 60 days of application receipt  |
| Consent  |   | 342 applications in 2010   |      | 342 applications  | 75% of applications have Committee hearing within 60 days of application receipt  |
| Judicial Boards & Commission Appearances                     | Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board) | 100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.                                   |      | 100% of Ontario Municipal Board hearings requiring City Planning attendance | 100% of Ontario Municipal Board hearings requiring City Planning attendance   |
| Public engagement and information facilitation               | Community Consultation Meetings & Working Group                           | 100% of all meetings required are coordinated and attended   |      | Coordinate and attend 100% of all meetings required                         | Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor |
| Teams, task forces, and committee guidance and participation |   | Provide City Planning representation at 100% of teams, task forces and committee meetings/activities                         |      |   | Provide City Planning representation at 100% of teams, task forces and committee meetings/activities  |
| Planning Act Applications                                    | Official Plan Amendment/Zoning By-law Amendment Application               | 62% of Complex Applications are completed within 9 - 18 months   |      |   | 80% of Complex Applications are completed within 9 - 18 months  |
|  | Condominium Amendment Application   | 54% of Routine Applications are completed within 4 - 8 months  |      |   | 100% of Routine Applications are completed within 4 - 8 months  |
|  | Part Lot Control Application  | 62% of Complex Applications are completed within 9 - 18 months   |      | 62% of Routine Applications are completed within 4 - 8 months               | 100% of Routine Applications are completed within 4 - 8 months  |
|  | Site Plan Approval Application  | 54% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months |      |   | 65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months                        |



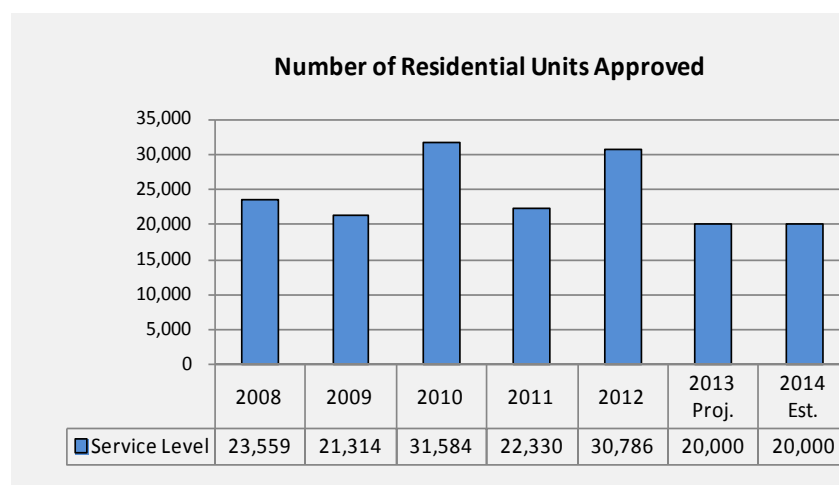
| Type  | Sub-Type   | Service Levels   |  |  |   |
|---|--|--|--|--|---|
|   |  | 2011   | 2012                                     | 2013                                     | 2014  |
| Planning Act Applications                       | Plans of Subdivision Application   | 62% of Complex Applications are completed within 9 - 18 months   |  |  | <b>80% of Complex Applications are completed within 9 - 18 months</b> |
|   | Holding Designation Removal Application  | 62% of Complex Applications are completed within 9 - 18 months   |  |  | <b>80% of Complex Applications are completed within 9 - 18 months</b> |
|   | Interim Control By-law   | 100% of all interim control by-law requests are processed        |  |  | Process 100% of all interim control by-law requests                   |
| City of Toronto Act Applications                | Rental Demolition & Conversion Control By-law Applications (Municipal Code)                                  | 6 applications in 2010   |  |  | <b>10 applications</b>  |
| Ontario Heritage Act (OHA) Applications         | Alteration Permits - Part IV   | Respond to all complete applications made under this section     |  |  | Respond to all complete applications made under this section          |
|   | Demolition Permits - Part IV   | Respond to all complete applications made under this section     |  |  | Respond to all complete applications made under this section          |
|   | Alteration Permits - Part V  | Respond to all complete applications made under this section     |  |  | Respond to all complete applications made under this section          |
|   | Demolition Permits - Part V  | Respond to all complete applications made under this section     |  |  | Respond to all complete applications made under this section          |
|   | Archaeological Review  | Screen all applications  |  |  | Screen all applications   |
| Development Implementation                      | Review of detailed design at development implementation stage and ensuring conditions of approval are met    | As required - linked to Building Permit Applications             |  |  | As required - linked to Building Permit Applications                  |
| Developer Public Art Implementation             | Public Art Commitment/Plan   | Approximately 25 public art projects and plans approved per year |  |  | Approximately 25 public art projects and plans approved per year      |
| Design Review Panel                             |  | 30 projects were reviewed by the Design                          | Review 30 projects                       | Review 30 projects                       |   |
| Section 37 Implementation                       |  | 48 agreements in 2010  | 48 agreements                            | 48 agreements                            |   |
| Information Management and Development Tracking | Tracking progress of applications through the approval process and measuring impacts of development activity | 100% of applications tracked within 5 days                       | Track 100% of applications within 5 days | Track 100% of applications within 5 days |   |

**\*As reflected in the table above, Council approved new service levels for the following:**

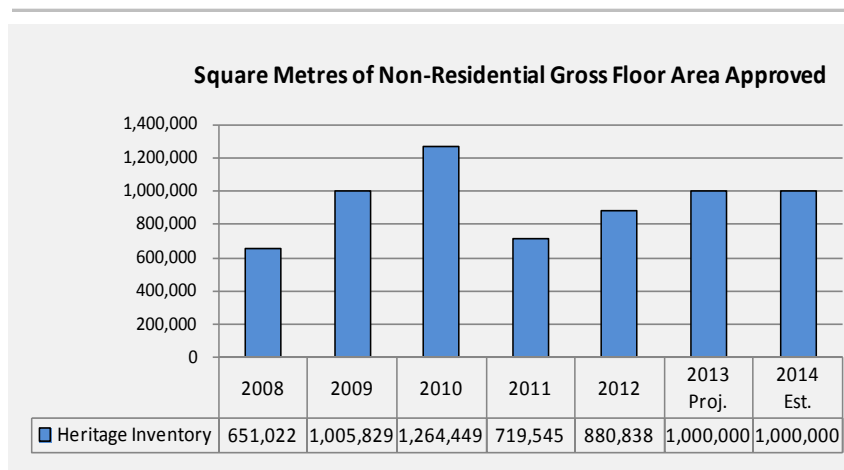
- The completion of 75% of "City Building Studies" to the timeline identified to the community or approved by Council;
- The mandatory attendance of the community planner at a minimum of two public meetings for each OPA/Rezoning application at the request of the Ward Councillor;
- Five additional Avenue or Area studies be added to the work plan for 2014, and time be built into the base budget so that the backlog of Avenue and Area Studies is completed by the time of the next Official Plan Review in five years; and
- The initiation of three new Heritage Conservation District Studies be added to the Division's work plan for 2014, to be started as the three Heritage Conservation District currently forecast for completion are concluding; and build the base capacity to initiate and complete five Heritage Conservation Districts per year.



## Service Performance Measures



- This measure includes the number of residential units approved annually by the City.
- In 2011, the number of units approved was lower than preceding years, which is representative of fewer applications and proposed units applied for in 2009 but increased in 2012.
- The City has approved a total of 129,573 units between 2008 and 2012.



- This measure includes the number of square metres of non-residential gross floor area approved annually by the City.
- From 2008 to 2009, there was an increase of approximately 350,000 square metres.
- The numbers approved were lower in 2011 (719,545) due in part to the lower number applied for in 2009, but increased in 2012.
- From 2008 to 2012, the City has approved a total of 4,521,683 square metres of non-residential gross floor area.

## Service Profile: City Building & Policy Development



### What we do

- Improve the built environment, the integration of land use and transportation, the natural environment, the optimization of the City's waterfront assets, the partnership 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.

### 2014 Service Levels

#### City Building & Policy Development

| Type   | Sub-Type  | Service Levels   |      |      |  |
|--|---|--|------|------|--|
|  |   | 2011   | 2012 | 2013 | 2014   |
| Judicial Boards & Commission Appearances                     | Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board) | 100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.           |      |      | 100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.           |
|  | Attendance at Judicial Boards & Commissions (eg. Heritage Review Board)   | 100% of hearings requiring City Planning attendance are fulfilled.                                   |      |      | 100% of hearings requiring City Planning attendance are fulfilled.                                   |
| Public engagement and information facilitation               | Community Consultation Meetings & Working Group                           | 100% of all meetings required are coordinated and attended   |      |      | 100% of all meetings required are coordinated and attended   |
| Teams, task forces, and committee guidance and participation |   | Provide City Planning representation at 100% of teams, task forces and committee meetings/activities |      |      | Provide City Planning representation at 100% of teams, task forces and committee meetings/activities |

| Type   | Sub-Type  | Service Levels   |      |   |  |
|--|---|--|------|---|--|
|  |   | 2011   | 2012 | 2013  | 2014   |
| Heritage Designations & Listings                     |   | Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public. |      |   | Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public. |
| Heritage Tax Rebate Program                          |   | Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.  |      |   | Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.  |
| Heritage Grant Program                               |   | Review all applications and present eligible ones to evaluation committee  |      |   | Review all applications and present eligible ones to evaluation committee  |
| Places   |   | 12 public spaces 100% of the time  |      |   | 12 public spaces 100% of the time  |
| Civic Design Service for Infrastructure Improvements |   | 10 Infrastructure improvement projects 90% of the time   |      |   | <b>10 Infrastructure improvement projects</b>  |
| Official Plan Policies (city-wide & local)           | City-wide   | Official Plan in force 2006, Official Plan Review 2011 - 2012  |      | Official Plan in force 2006, Official Plan Review 2011 - 2013                             | Official Plan in force 2006, Official Plan Review 2011 - 2013  |
|  | Local   | As directed by Council   |      |   | As directed by Council   |
|  | Comprehensive Zoning By-law (Development & Maintenance) | Less than 10% of annual target achieved thus far in 2011   |      | Undertake comprehensive Zoning By-law Review  | Undertake comprehensive Zoning By-law Review   |
| Implementation Plans, Studies & Guidelines           | Secondary Plan Study                                    | Completed 1 Secondary Plan in 2010   |      | 1 Secondary Plan  | <b>Complete 18 city building studies / Complete 75% of the city building studies to the timeline identified to the community or approved by Council</b>                            |
|  | Avenue Studies  | 2 Avenue Studies by-laws pending   |      | 2 Avenue Studies  |  |
|  | Area Studies  | Completed 8 Area Studies in 2010   |      | Completed 8 Area Studies  |  |
|  | Environmental Assessments                               | 1 completed per year   |      | Complete 1 per year   |  |
|  | Transportation Master Plan                              | 1 completed per year   |      | Complete 1 per year   |  |
|  | Heritage Management Plan                                | Heritage Management Plan completed and reviewed  |      | Heritage Management Plan completed and reviewed   |  |
|  | Heritage Conservation District Studies                  | Create standardized procedure and create plans for adoption with Community and Consultant  |      | Create standardized procedure and create plans for adoption with Community and Consultant |  |
|  | Archaeological Master Plan                              | Prepare maps, policy and requirements for archaeological screening in phases over 5 years  |      | Prepare maps, policy and requirements for archaeological screening in phases over 5 years |  |
|  | Community Improvement Plans                             | 2 C.I.P.'s completed in 2010   |      | Complete 2 C.I.P.'s   |  |
|  | Community Services & Facility Studies and Strategies    | 2010 = ongoing studies 8; new 4; application review 11   |      | Ongoing studies 8; new 4; application review 11   |  |
|  | City-wide Urban Design Guidelines                       | 1 City-wide Urban Design Guideline / year 90% of the time  |      |   |  |
|  | Site-specific Urban Design Guidelines                   | 4 Site-specific Urban Design Guidelines / year   |      |   |  |
| Toronto Green Standard                               | Council Mandated / City By-Law                          |  |      |   |  |

| Type                                | Sub-Type                                     | Service Levels   |      |  |  |
|-------------------------------------|--|--|------|--|--|
|                                     |  | 2011   | 2012 | 2013   | 2014   |
| Inter-regional / Inter-governmental | Legislative Change                           | Prepare policy recommendations for Council on legislative proposals  |      |  | Prepare policy recommendations for Council on legislative proposals  |
|                                     | Provincial Plans & Policy                    | Prepare policy recommendations for Council on new or proposed changes to, provincial plans   |      |  | Prepare policy recommendations for Council on new or proposed changes to, provincial plans   |
|                                     | Transportation Planning                      | Represent the City of Toronto on Regional Transportation Planning Issues, report to City Council when required. Attend tribunals to support City Council Decisions when necessary.   |      |  | Represent the City of Toronto on Regional Transportation Planning Issues, report to City Council when required. Attend tribunals to support City Council Decisions when necessary. |
|                                     | Adjacent Municipalities                      | Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.   |      |  | Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.   |
| Surveys                             | Employment Survey                            | 100% survey completion within timeframes   |      |  | 100% survey completion within timeframes   |
|                                     | Resident Surveys                             | Surveys currently being conducted as part of Official Plan Review  |      |  | Surveys currently being conducted as part of Official Plan Review  |
|                                     | Transportation Surveys                       | Surveys being conducted as part of 5-year Official Plan Review   |      |  | Surveys being conducted as part of 5-year Official Plan Review   |
|                                     | Transportation Tomorrow Survey               | Data collected is essential to ongoing monitoring of the Official Plan and other Council policies  |      |  | Data collected is essential to ongoing monitoring of the Official Plan and other Council policies  |
| Monitoring                          | Demographic, Economic, Social, Environmental | Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs   |      |  | Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs                         |
|                                     | Regional Growth Patterns                     | Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs   |      |  | Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs                         |
|                                     | Development Activity (city-wide & regional)  | Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs   |      |  | Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs                         |
|                                     | Section 37 Tracking                          | 2010 statistics: 48 s.37 and 20 s.45 applications logged; 67 payments logged and notifications sent out; 249 database reports produced; 7 budget motions and 11 undertakings drafted; 35 enquiries re: availability of funds |      | Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions | Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions   |

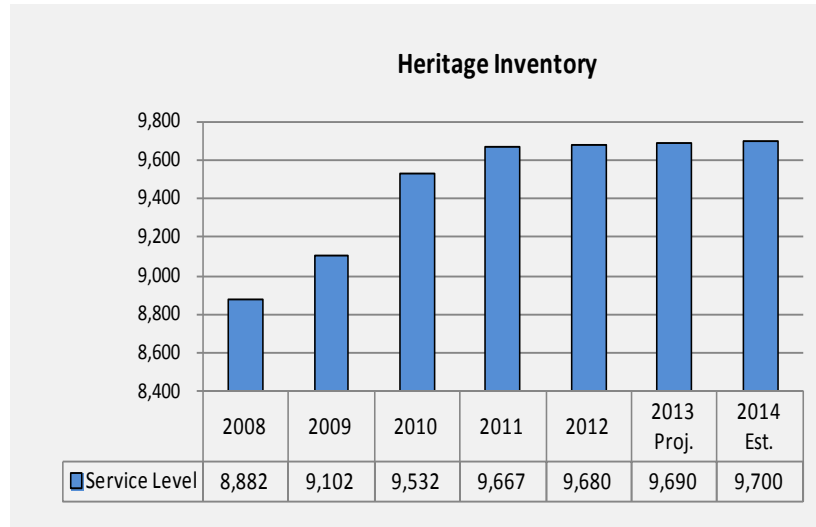
| Type               | Sub-Type   | Service Levels   |  |      | 2014   |
|--------------------|--|--|--|------|--|
|                    |  | 2011   | 2012   | 2013 |  |
| Forecasting        | Population Projections   | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |  |      | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |
|                    | Employment Projections   | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |  |      | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |
|                    | Housing Capacity Assessment  | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |  |      | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |
|                    | Employment Land Assessment   | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |  |      | Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments. |
|                    | Transportation Demand Forecasting for all City and TTC Environmental Assessments | Travel Demand forecast essential to the Environmental Assessment process.  |  |      | Travel Demand forecast essential to the Environmental Assessment process.  |
| Waterfront Project | Tri-government / Waterfront Toronto partnership                                  | N/A  | As required by the Act and City Council  |      | As required by the Act and City Council  |
|                    | Financial Management of Tri-government commitment                                | N/A  | As required by the Act and City Council  |      | As required by the Act and City Council  |
|                    | Waterfront Capital Project Management  | N/A  | Compliance with Contribution Agreement   |      | Compliance with Contribution Agreement   |
|                    | Waterfront Municipal Ownership Transfer  | N/A  | Compliance with Contribution Agreement and business transactional requirements |      | Compliance with Contribution Agreement and business transactional requirements   |
| Corporate          | Facilitation of Inter-jurisdictional Cooperation                                 | N/A  | As directed by Council   |      | As directed by Council   |
|                    | Delivery of City-led Capital Projects  | N/A  | As directed by Council   |      | As directed by Council   |

**\*As reflected in the table above, Council approved new service levels for the following:**

- The completion of 75% of "City Building Studies" to the timeline identified to the community or approved by Council;
- The mandatory attendance of the community planner at a minimum of two public meetings for each OPA/Rezoning application at the request of the Ward Councillor;
- Five additional Avenue or Area studies be added to the work plan for 2014, and time be built into the base budget so that the backlog of Avenue and Area Studies is completed by the time of the next Official Plan Review in five years; and
- The initiation of three new Heritage Conservation District Studies be added to the Division's work plan for 2014, to be started as the three Heritage Conservation District currently forecast for

completion are concluding; and build the base capacity to initiate and complete five Heritage Conservation Districts per year.

## Service Performance Measures



- This measure includes the number of properties in Toronto which are listed individually or by area in Heritage Conservation Districts and the number of designated properties.
- The 2014 Operating Budget includes funding for staff to initiate 3 additional Heritage Conservation District Studies per year which will contribute to identifying and preserving the heritage fabric of the City.
- From 2008 to 2012, the Heritage Inventory has grown by 798 properties.

## IV: 2014 Total Operating Budget

### 2014 Operating Budget (In \$000s)

| (In \$000s)  | 2013     |                  | 2014 Operating Budget |                   |             | 2014 vs. 2013<br>Budget Changes |         | Incremental Change<br>2015 and 2016 Plan |         |        |        |
|--|----------|------------------|-----------------------|-------------------|-------------|---------------------------------|---------|--|---------|--------|--------|
|  | Budget   | Projected Actual | 2014 Base             | 2014 New/Enhanced | 2014 Budget |                                 |         | 2015                                     |         | 2016   |        |
| By Service   | \$       | \$               | \$                    | \$                | \$          | \$                              | %       | \$                                       | %       | \$     | %      |
| <b>Development Review, Decision and Implementation</b> |          |                  |                       |                   |             |                                 |         |  |         |        |        |
| Gross Expenditures                                     | 21,912.9 | 21,412.9         | 22,086.3              | 296.0             | 22,382.2    | 469.4                           | 2.1%    | 928.8                                    | 4.1%    | 208.9  | 0.9%   |
| Revenue  | 21,738.8 | 24,583.8         | 22,149.7              |                   | 22,149.7    | 410.8                           | 1.9%    | 487.1                                    | 2.2%    |        | 0.0%   |
| Net Expenditures                                       | 174.1    | (3,170.9)        | (63.4)                | 296.0             | 232.6       | 58.5                            | 33.6%   | 441.7                                    | 189.9%  | 208.9  | 31.0%  |
| <b>City Building and Policy Development</b>            |          |                  |                       |                   |             |                                 |         |  |         |        |        |
| Gross Expenditures                                     | 18,870.4 | 16,717.6         | 17,977.7              | 493.3             | 18,471.0    | (399.4)                         | (2.1%)  | 238.1                                    | 1.3%    | 211.7  | 1.1%   |
| Revenue  | 4,597.1  | 4,597.1          | 3,466.9               |                   | 3,466.9     | (1,130.2)                       | (24.6%) | (784.6)                                  | (22.6%) | (12.9) | (0.5%) |
| Net Expenditures                                       | 14,273.3 | 12,120.5         | 14,510.8              | 493.3             | 15,004.1    | 730.7                           | 5.1%    | 1,022.8                                  | 6.8%    | 224.6  | 1.4%   |
| <b>Total</b>   |          |                  |                       |                   |             |                                 |         |  |         |        |        |
| Gross Expenditures                                     | 40,783.3 | 38,130.5         | 40,064.0              | 789.2             | 40,853.2    | 70.0                            | 0.2%    | 1,166.9                                  | 2.9%    | 420.6  | 1.0%   |
| Revenue  | 26,335.9 | 29,180.9         | 25,616.6              |                   | 25,616.6    | (719.3)                         | (2.7%)  | (297.5)                                  | (1.2%)  | (12.9) | (0.1%) |
| Total Net Expenditures                                 | 14,447.4 | 8,949.6          | 14,447.4              | 789.2             | 15,236.6    | 789.3                           | 5.5%    | 1,464.4                                  | 9.6%    | 433.5  | 2.6%   |
| Approved Positions                                     | 351.5    | 334.5            | 349.5                 | 12.0              | 361.5       | 10.0                            | 2.8%    |  | 0.0%    |        | 0.0%   |

The 2014 Operating Budget for City Planning of \$40.853 million gross and \$15.237 million net represents a \$0.789 million or 5.5% increase from the 2013 Operating Budget of \$40.783 million gross and \$14.447 million net, and is comprised of the following services:

The **Development Review, Decision and Implementation service** with a 2014 Operating Budget of \$22.382 million gross and \$0.233 million net is \$0.059 million or 33.6% above the 2013 Budget of \$0.174 million net.

- Base pressures are primarily due to salary and benefit increases for COLA, step increases, and progression pay. These pressures have been partially offset by increased revenues generated from a 1.75% inflationary increase to permit fee.
- The 2014 Operating Budget for this service allocates new funding of \$0.296 million gross to fund 1.5 positions associated with the Strategic Initiatives Unit (\$0.101 million); and \$0.195 million to meet the following Council approved service levels:
  - \$0.065 million for mandatory staff attendance at 2 public meetings;
  - \$0.041 million and 0.9 new positions for 3 additional Heritage Conservation District Studies/Plans per year; and
  - \$0.089 million for 1.5 new staff positions to carry out 5 additional Avenue/Area Studies per year.



- Future year incremental impacts are attributable to the annualized impact of the new service requests of \$0.186 million in 2015, inflationary increases in salaries and benefits, which are partially offset by anticipated permit fee increases of \$0.487 million in 2015.

The **City Building and Policy Development service** with a 2014 Operating Budget of \$18.741 million gross and \$15.004 million net is \$0.731 million or 5.1% above the 2013 Budget of \$14.273 million net.

- Key cost drivers for this service include salary and benefit increases for COLA, step increases, and progression pay, offset by a reversal of 2013 budgeted salary and benefit increases and funds for the Zoning By-law project which is comes to an end in 2014. Increased revenues will also be generated from inflationary adjustments of 1.73% to permit fees.
- New funding of \$0.493 million gross and \$0 net is included in the 2014 Operating Budget to provide for 3.5 positions associated with the Strategic Initiatives Unit (\$0.238 million) and \$0.256 million to meet the following Council approved service levels:
  - \$0.048 million in expenditures for 1.1 new staff positions for 3 additional Heritage Conservation District Studies/Plans per year; and
  - \$0.208 million and 3.5 positions to carry out 5 additional Avenue/Area Studies per year.
- Future year incremental impacts are driven by the annualized impact of the new service requests of \$0.398 million in 2015, inflationary increases in salaries and benefits, partially offset by anticipated permit fee increases of \$0.487 million in 2015.

Approval of the 2014 Budget will result in the Program increasing its total staff complement by 10.0 positions, from 351.5 to 361.5 as highlighted in the table below:

#### 2014 Total Staff Complement

| Changes   | 2014<br>Budget | 2015<br>Plan | 2016<br>Plan |
|---|----------------|--------------|--------------|
| <b>Opening Complement</b>                         | 351.5          | 361.5        | 361.5        |
| In-year Adjustments                               |                |              |              |
| Adjusted Staff Complement                         | <b>351.5</b>   | <b>361.5</b> | <b>361.5</b> |
| <b>Change in Staff Complement</b>                 |                |              |              |
| - Temporary Complement - capital project delivery | (3.0)          |              |              |
| - Other Organizational Adjustments                | 1.0            |              |              |
| - Service Change Adjustments                      |                |              |              |
| - New / Enhanced                                  | 12.0           |              |              |
| <b>Total</b>                                      | <b>361.5</b>   | <b>361.5</b> | <b>361.5</b> |
| <b>% Change over prior year</b>                   | <b>2.8%</b>    | <b>0.0%</b>  | <b>0.0%</b>  |

- The 2014 staff changes include:
  - A reduction of 3 capital delivery positions (1 Manager, 1 Program Manager, and 1 Senior Planner) as the enactment phase for the Zoning By-Law project is completed;
  - An additional permanent Coordinator – Stakeholder Engagement and Special Projects position as a result of the restructuring of the Chief Planner’s Office;
  - The addition of 12 positions to meet Council approved increased service levels. This includes:
    - ✓ Five additional positions to complete the implementation of the Strategic Initiatives section, including 2 Senior Planners, 1 Planner, 1 Assistant Planner, and 1 System Integrator;
    - ✓ Two additional positions to initiate 3 additional Heritage Conservation District Studies and build base capacity to maintain 5 HCD processes per year; and
    - ✓ An increase of five positions to undertake 5 additional Avenue/Area Studies per year.

**2014 Base Budget  
(In \$000s)**

| (In \$000s)  | 2013<br>Budget  | 2014<br>Base    | Change<br>2014 Base vs.<br>2013 Budget |                 | Incremental Change |               |              |               |
|--|-----------------|-----------------|--|-----------------|--------------------|---------------|--------------|---------------|
|  |                 |                 |  |                 | 2015 Plan          |               | 2016 Plan    |               |
| By Service   | \$              | \$              | \$                                     | %               | \$                 | %             | \$           | %             |
| <b>Development Review, Decision and Implementation</b> |                 |                 |  |                 |                    |               |              |               |
| Gross Expenditures                                     | 21,912.9        | 22,086.3        | 173.4                                  | 0.8%            | 739.7              | 3.2%          | 200.3        | 0.9%          |
| Revenue  | 21,738.8        | 22,149.7        | 410.8                                  | 1.9%            | 487.1              | 2.2%          |              | 0.0%          |
| <b>Net Expenditures</b>                                | <b>174.1</b>    | <b>(63.4)</b>   | <b>(237.4)</b>                         | <b>(136.4%)</b> | <b>252.5</b>       | <b>133.5%</b> | <b>200.3</b> | <b>105.9%</b> |
| <b>City Building and Policy Development</b>            |                 |                 |  |                 |                    |               |              |               |
| Gross Expenditures                                     | 18,870.4        | 17,977.7        | (892.7)                                | (4.7%)          | (156.3)            | (0.9%)        | 191.6        | 1.1%          |
| Revenue  | 4,597.1         | 3,466.9         | (1,130.2)                              | (24.6%)         | (784.6)            | (29.3%)       | (12.9)       | (0.5%)        |
| <b>Net Expenditures</b>                                | <b>14,273.3</b> | <b>14,510.8</b> | <b>237.5</b>                           | <b>1.7%</b>     | <b>628.3</b>       | <b>4.2%</b>   | <b>204.5</b> | <b>1.4%</b>   |
| <b>Total</b>   |                 |                 |  |                 |                    |               |              |               |
| Gross Expenditures                                     | 40,783.3        | 40,064.0        | (719.3)                                | (1.8%)          | 583.4              | 1.4%          | 391.9        | 1.0%          |
| Revenue  | 26,335.9        | 25,616.6        | (719.3)                                | (2.7%)          | (297.5)            | (1.2%)        | (12.9)       | (0.1%)        |
| <b>Net Expenditures</b>                                | <b>14,447.4</b> | <b>14,447.4</b> | <b>0.0</b>                             | <b>0.0%</b>     | <b>880.9</b>       | <b>5.7%</b>   | <b>404.8</b> | <b>2.6%</b>   |
| <b>Approved Positions</b>                              | <b>351.5</b>    | <b>349.5</b>    | <b>(2.0)</b>                           | <b>(0.6%)</b>   |                    | <b>0.0%</b>   |              | <b>0.0%</b>   |

The 2014 Base Budget of \$40.064 gross and \$14.447 million net, reflects no net change year over year from the 2013 Budget and provides \$0.445 million in funding for base budget increases which have been offset by \$0.445 in service budget reductions, bringing the Program's base budget inline to the budget target of a 0% increase as detailed below.

The key cost drivers resulting in base budget pressures of \$0.445 million are detailed in the table below:

### Key Cost Drivers (In \$000s)

| (In \$000s)   | 2014<br>Base Budget |
|---|---------------------|
| <b>Gross Expenditure Changes</b>  |                     |
| <b>Prior Year Impacts</b>   |                     |
| Reversal of re-earnable pay and other salary adjustments  | (384.1)             |
| <b>Salary and Benefits</b>  |                     |
| Salary & Benefit Adjustments and Increases -1.75% COLA; progression pay; and related fringe benefit adjustments | 666.3               |
| <b>Economic Factors</b>   |                     |
| Corporate factors   | 38.6                |
| <b>Other Base Changes</b>   |                     |
| Various interdepartmental charges/recoveries  | 8.1                 |
| Net Impact of the Restructuring of the Chief Planner's Office (1 FTE)   | 28.3                |
| Other Net Changes   | 91.0                |
| <b>Total Changes</b>  | <b>448.2</b>        |
| <b>Revenue Changes</b>  |                     |
| Other Net Changes   | 3.4                 |
| <b>Total Changes</b>  | <b>3.4</b>          |
| <b>Net Expenditures</b>   | <b>444.8</b>        |

In order to offset the above pressures, budget reductions of \$0.445 million were implemented as listed in the table below:

### 2014 Service Change Summary by Program (In \$000s)

| Description (\$000s)  | 2014 Service Changes |               |                |                                 | Net Incremental Impact |      |                |      |
|---|----------------------|---------------|----------------|---------------------------------|------------------------|------|----------------|------|
|   | Position<br>Change   | Gross<br>Exp. | Net<br>Expense | % Change<br>over 2014<br>Budget | 2015                   |      | 2016           |      |
|   |                      |               |                |                                 | Net<br>Expense         | Pos. | Net<br>Expense | Pos. |
|   | #                    | \$            | \$             | %                               | \$                     | #    | \$             | #    |
| <b>Base Changes:</b>  |                      |               |                |                                 |                        |      |                |      |
| <b>Base Expenditure Changes</b>                                     |                      |               |                |                                 |                        |      |                |      |
| <i>Line by Line Review Based on Actual Experience</i>               |                      | (5.0)         | (5.0)          | (0.0%)                          |                        |      |                |      |
| <i>Absorbed Inflationary Increases</i>                              |                      | (38.6)        | (38.6)         | (0.3%)                          | (0.8)                  |      | (0.8)          |      |
| <b>Base Expenditure Change</b>                                      |                      | (43.6)        | (43.6)         | (0.3%)                          | (0.8)                  |      | (0.8)          |      |
| <b>Base Revenue Changes</b>   |                      |               |                |                                 |                        |      |                |      |
| <i>User Fee Inflationary Increase</i>                               |                      |               | (372.4)        | (2.6%)                          | (487.1)                |      |                |      |
| <i>Recovery for Waterfront and Eglinton Crosstown Planning Team</i> |                      |               | (28.9)         | (0.2%)                          | 4.2                    |      |                |      |
| <b>Base Revenue Change</b>  |                      |               | (401.2)        | (2.8%)                          | (483.0)                |      |                |      |
| <b>Sub-Total</b>  |                      | (43.6)        | (444.8)        | (3.1%)                          | (483.8)                |      | (0.8)          |      |
| <b>Total Changes</b>  |                      | (43.6)        | (444.8)        | (3.1%)                          | (483.8)                |      | (0.8)          |      |

The 2014 service changes consist of base expenditure changes of \$0.044 million net, and base revenue changes of \$0.401 million net. In total, the Program has achieved reductions of

\$0.445 million net bringing the 2014 Base Budget to \$14.447 million which represents no net change from the 2013 Budget.

The net incremental impact of the service changes on the 2015 and 2016 Operating Budget are net reductions of \$0.484 million in 2015 and \$0.001 million in 2016.

The 2014 service changes and 2015 and 2016 incremental impacts are discussed below:

**Base Expenditure Changes: (Savings of \$0.044 million gross, \$0.044 million net)**

*Line by Line Expenditure Review*

- As a result of a line by line review of operating expenditures against anticipated 2014 requirements within the Waterfront Secretariat, the 2014 Operating Budget includes net savings of \$0.005 million gross and net.

*Absorbed Inflationary Increases*

- The Program has absorbed inflationary pressures of \$0.039 million gross and net in 2014, achieving a 0.3 % reduction compared to the 2013 Operating Budget. In addition, there are incremental savings of \$0.001 million in both 2015 and 2016.

**Base Revenue Changes: (Savings of \$0 gross, \$0.401 million net)**

*User Fee Inflationary Increase*

- The 2014 Operating Budget includes increased revenues of \$0.372 million to be generated from development application fee increases. Rates will be increased by a 1.75% inflationary adjustment in keeping with the City's user fee policy to maintain full cost recovery for these provided services.
- In accordance with the City's User Fee Policy, inflationary increases automatically apply to most user fees. Please see Appendix 6 for a detailed listing of User Fee increases as a result of inflation.
- It is anticipated that Permit Fee increases will generate additional revenue of \$0.487 million in 2015.

*Recovery of Dedicated Staffing Costs*

- The 2014 Operating Budget includes the recovery of funds for staff resources dedicated to Waterfront and the Eglinton Crosstown Planning Team, amounting to \$0.029 million in 2014. This recovery offsets base salary and benefit pressures required for these dedicated staff.
- City Planning staff resources for Waterfront related issues are not budgeted in 2015 and 2016, as such the net incremental impact in 2015 is reduced to only \$0.004 million.

## 2014 New / Enhanced Service Priority Actions

(In \$000s)

| Description                                     | 2014               |                  |               | Net Incremental Impact |             |                  |             |
|---|--------------------|------------------|---------------|------------------------|-------------|------------------|-------------|
|   | Gross Expenditures | Net Expenditures | New Positions | 2015 Plan              |             | 2016 Plan        |             |
|   |                    |                  |               | Net Expenditures       | # Positions | Net Expenditures | # Positions |
| <b>Enhanced Services Priorities</b>             |                    |                  |               |                        |             |                  |             |
| Strategic Initiatives team                      | 339.0              | 339.0            | 5.0           | 198.6                  |             |                  |             |
| 3 Additional HCD Plans / Studies                | 88.0               | 88.0             | 2.0           | 88.0                   |             |                  |             |
| 5 Additional Area or Avenue Studies             | 297.0              | 297.0            | 5.0           | 297.0                  |             |                  |             |
| Mandatory staff attendance at 2 Public Meetings | 65.0               | 65.0             |               |                        |             |                  |             |
| <b>Total</b>                                    | <b>789.0</b>       | <b>789.0</b>     | <b>12.0</b>   | <b>583.6</b>           |             |                  |             |

**Enhanced Service Priorities***Strategic Initiatives Team*

- To enhance the service delivery and coordination within City Planning and other Programs, the 2014 Operating Budget provides \$0.339 million in additional funding for 5 full-time employees to complete the team within Strategic Initiatives, Policy and Analysis. This team, created in 2013 following the repurposing of existing positions, will implement program review improvements to achieve the following objectives:
  - To promote and engage in bigger picture planning
  - Lead and coordinate inter-disciplinary area planning
  - Build relationships and linkages to expedite solutions
  - Better align resources with capital budget growth studies resulting in an increase in the City's assessment tax base
- The 5 new positions, which include 2 Senior Planners, 1 Planner, 1 Assistant Planner, and 1 System Integrator; will be phased-in, starting May 1, 2014. Thus, there will be an annualized impact of \$0.169 million in 2015.

*Standing Committee Service Level Review Impacts*

- At the October 8, 9 and 10, 2013 meeting, City Council approved service level increases for City Planning and directed that the necessary resources be added to the 2014 Capital and Operating Budget.
- City Planning also requires the following service enhancements to deliver the Council approved increased level of service:

*3 Additional Heritage Conservation District Studies Per Year*

- Council approved the initiation of three new Heritage Conservation District Studies/Plans be added to the Program's work plan for 2014, to be started as the 3 Heritage Conservation District currently forecast for completion are concluding; and build the base capacity to initiate and complete 5 Heritage Conservation Districts per year.

- The 2014 Operating Budget includes funding of \$0.088 million in 2014, with annualized impacts of \$0.088 million in 2015 for 2 new positions effective July 1, 2014 to initiate 3 new Heritage Conservation District Studies/Plans in 2014
- To build the base capacity to initiate and complete 5 Heritage Conservation District Studies/Plans per year starting in 2015, staff anticipate additional full year costs of \$0.364 million for a further 4 new positions to deliver this level of service. 2015 impacts will be further reviewed for consideration as part of the 2015 Budget process.

#### *5 Additional Area or Avenue Studies*

- Council approved 5 additional Avenue or Area studies be added to the work plan for 2014, and time be built into the base budget so that the backlog of Avenue and Area Studies is completed by the time of the next Official Plan Review in 5 years.
- The 2014 Operating Budget includes an additional \$0.297 million in 2014, with annualized impacts of \$0.297 million in 2015 for the 5 new positions, effective July 1, 2014 to undertake 5 additional Avenue/Area studies.
- As reported to Council in *PG26.1a 2014 Service Level Review: Financial impacts of service level changes for programs in Planning and Growth Management*, it was anticipated that an additional 5 to 8 new positions would be required to deliver an additional 5 Avenue or Area studies. With the addition of 5 positions to deliver this service level, up to an additional 3 new positions and full year costs of \$0.333 million may be required. City Planning will review the impact of the added positions on their service levels. If deemed necessary, additional requirements will be further reviewed for consideration as part of the 2015 Budget process.

#### *Mandatory Staff Attendance at 2 Public Meetings*

- Council also approved the mandatory attendance of the community planner at a minimum of 2 public meetings for each OPA/Rezoning application at the request of the Ward Councillor.
- \$0.065 million in additional funding was approved in 2014 for the overtime costs associated with the mandatory attendance of the community planner at a minimum of 2 public meetings for each OPA/Rezoning application at the request of the Ward Councillor.

**2015 and 2016 Plan  
(In \$000s)**

| Description (\$000s)   | 2015 - Incremental Increase |                |                |              |             | 2016 - Incremental Increase |               |              |             |             |
|--|-----------------------------|----------------|----------------|--------------|-------------|-----------------------------|---------------|--------------|-------------|-------------|
|  | Gross Expense               | Revenue        | Net Expense    | % Change     | # Positions | Gross Expense               | Revenue       | Net Expense  | % Change    | # Positions |
| <b>Known Impacts:</b>  |                             |                |                |              |             |                             |               |              |             |             |
| COLA, Progression Pay, Step Increases and Fringe Benefits  | 1,326.5                     |                | 1,326.5        | 8.7%         |             | 368.6                       |               | 368.6        | 2.4%        |             |
| Other Salary and Benefit Adjustments   | (6.4)                       | (6.4)          |                | 0.0%         |             | (12.9)                      | (12.9)        |              | 0.0%        |             |
| Non-salary Adjustments   | (774.0)                     | (774.0)        |                | 0.0%         |             |                             |               |              |             |             |
| Non-labour economic factors  | 37.3                        |                | 37.3           | 0.2%         |             | 36.2                        |               | 36.2         | 0.2%        |             |
| User Fee Revenue   |                             | 487.1          | (487.1)        | (3.2%)       |             |                             |               |              |             |             |
| Staff Recovery for Waterfront  |                             | (4.2)          | 4.2            | 0.0%         |             |                             |               |              |             |             |
| <b>Annualized Impacts:</b>   |                             |                |                |              |             |                             |               |              |             |             |
| 3 Additional HCD Studies/Plans   | 88.0                        |                | 88.0           | 0.6%         |             |                             |               |              |             |             |
| 5 Additional Area/Avenue Studies   | 297.0                       |                | 297.0          | 1.9%         |             |                             |               |              |             |             |
| Strategic Initiatives team   | 198.6                       |                | 198.6          | 1.3%         |             | 28.7                        |               | 28.7         | 0.2%        |             |
| <b>Sub-Total - Known Impacts</b>   | <b>1,166.9</b>              | <b>(297.5)</b> | <b>1,464.4</b> | <b>9.6%</b>  |             | <b>420.7</b>                | <b>(12.9)</b> | <b>433.5</b> | <b>2.8%</b> |             |
| <b>Anticipated Impacts:</b>  |                             |                |                |              |             |                             |               |              |             |             |
| Increase from 3 Additional HCD Studies / Plans in 2014 to 5 additional in 2015 (Further Review Required) | 364.0                       |                | 364.0          | 2.4%         | 4.0         |                             |               |              |             |             |
| <b>Sub-Total - Anticipated Impacts</b>   | <b>364.0</b>                |                | <b>364.0</b>   | <b>2.4%</b>  | <b>4.0</b>  |                             |               |              | <b>0.0%</b> |             |
| <b>Total Incremental Impact</b>  | <b>1,530.9</b>              | <b>(297.5)</b> | <b>1,828.4</b> | <b>12.0%</b> | <b>4.0</b>  | <b>420.7</b>                | <b>(12.9)</b> | <b>433.5</b> | <b>2.8%</b> |             |

The 2014 Budget for City Planning will result in 2015 and 2016 incremental increases of \$1.464 million net and \$0.434 million net respectively. These incremental impacts are required to maintain the 2014 level of service.

Incremental cost for 2015 may increase further by \$0.364 million if additional resources are required for Heritage Conservation District (HCD) Studies / Plan, which would increase from service levels of 3 additional studies or plans in 2014 to 5 additional studies or plans in 2015.

Future year incremental costs are primarily attributable to the following:

#### **Known Impacts**

- COLA (2015 only), Progression Pay, Step Increases, and Fringe Benefits are estimated to increase by \$1.327 million in 2015 and \$0.369 million in 2016.
  - COLA has not been included in the 2016 Outlook as it is subject to future contract negotiations.
- Inflationary increases to User Fees are anticipated to generate additional revenue of \$0.487 million in 2015.
- New positions for the Strategic Initiatives Team; to undertake 3 Additional HCD Studies/Plans per year, and 5 Additional Area/Avenue Studies per year, result in incremental annualized costs of \$0.584 million in 2015 and \$0.029 million in 2016.

#### **Anticipated Impacts**

- To build the base capacity, starting in 2015 to initiate and complete 5 Heritage Conservation District Studies/Plans per year, it is anticipated that additional full year costs of \$0.364 million for 4 new positions would be required to deliver this level of service. 2015 impacts will be further reviewed for consideration as part of the 2015 Budget process.



## V: ISSUES FOR DISCUSSION

### 2014 Issues

#### *Development Application Review Reserve Fund*

- City Council approved that a Reserve Fund be establishment to better manage the Development Application Review process and resources, in accordance with full cost recovery principles for the user (rate payer).
- Effective April 1, 2012, the City implemented full cost recovery with respect to development application fees. That is, the full cost of development applications are paid for by the service.
- The development review process varies in length depending on the complexity of the application. As part of application intake, City Planning assigns an application to a routine or complex stream with associated minimum target process time lines. For example complex applications typically take between 9 - 18 months to process. The processing of applications deemed "complex" and received in the second half of the year will continue into the following year.
- In recognition that fees received are associated with the service to process complex applications, City Council directed that a reserve fund be established for complex application fees, taking into consideration that reviews of complex applications continue into future years, following receipt of user fees that are intended to offset the cost to deliver the service. The development application reserve fund would ensure that funds would be available in future years to deliver the Program's development review service.
- Similar to Toronto Building's deferred revenue account, this reserve would allow City Planning to better align revenues and expenses as City Planning collects fees in advance of the associated work to be performed.
- Funds received in excess of the costs required for work performed will be directed to this reserve fund for future work, provided that associated under spent expenditures had not been re-allocated to other related City Planning initiatives. Thus will ensure that appropriate resources are funded to complete the complex application review.
- City Council approved the establishment of a discretionary reserve fund called "Complex Development Application Review Reserve Fund" to ensure that funds received in the current year but not applied would be available in future years to fund work required to deliver the development review services.

### Issues Referred to the 2014 Operating Budget Process

#### *Standing Committee Service Level Review Impacts*

- At its meeting of July 16, 17, 18 and 19, 2013, City Council, in consideration of item EX33.29 - Revised Budget Process for 2014, directed "that the review of divisional service levels and activities along with any Standing Committee recommendations be referred to the 2014

Budget process for consideration and to guide staff during the 2014 administrative budget review process."

- At the September 12, 2013 meeting, the Planning and Growth Management Committee received a service level presentation from City Planning. In consideration of the presentation, the Committee recommended that City Council direct the establishment of four service levels in City Planning:
  - The completion of 75% of "City Building Studies" to the timeline identified to the community or approved by Council;
  - The mandatory attendance of the community planner at a minimum of two public meetings for each OPA/Rezoning application at the request of the Ward Councillor;
  - Five additional Avenue or Area studies be added to the work plan for 2014, and time be built into the base budget so that the backlog of Avenue and Area Studies is completed by the time of the next Official Plan Review in five years; and
  - The initiation of three new Heritage Conservation District Studies be added to the Division's work plan for 2014, to be started as the three Heritage Conservation District currently forecast for completion are concluding; and build the base capacity to initiate and complete five Heritage Conservation Districts per year.
- At the October 8, 9 and 10, 2013 meeting, City Council approved the four service levels for City Planning and directed that the necessary resources be added to the 2014 Capital and Operating Budget.

### Standing Committee Service Level Review Impacts (In \$000s)

| Description (\$000s)  | 2014                                |                 |                    | Net Incremental Impact |             |                 |             |
|---|-------------------------------------|-----------------|--------------------|------------------------|-------------|-----------------|-------------|
|   | Gross Expenditure                   | Net Expenditure | New Positions      | 2015 Plan              |             | 2016 Plan       |             |
|   |                                     |                 |                    | Net Expenditure        | # Positions | Net Expenditure | # Positions |
| <b>Service Level Changes</b>  |                                     |                 |                    |                        |             |                 |             |
| Completion of 75% of "City Building Studies" to the timeline identified to the community or approved by Council | No Additional Expenditures Required |                 | No Added Positions |                        |             |                 |             |
| 3 Additional HCD Studies / Plans  | 88.0                                | 88.0            | 2.0                | 88.0                   |             |                 |             |
| 5 Additional Area or Avenue studies   | 297.0                               | 297.0           | 5.0                | 297.0                  |             |                 |             |
| Mandatory staff attendance at 2 Public Meetings   | 65.0                                | 65.0            |                    |                        |             |                 |             |
| Increase from 3 Additional HCD Studies / Plans in 2014 to 5 additional in 2015<br>(Further Review Required)     | No Additional Expenditures Required |                 | No Added Positions | 364.0                  | 4.0         |                 |             |
| <b>Total</b>  | <b>450.0</b>                        | <b>450.0</b>    | <b>7.0</b>         | <b>749.0</b>           | <b>4.0</b>  |                 |             |

- Of the four 2014 service level increases approved by Council, only three required additional resources in 2014 to implement. The 2014 Operating Budget includes an increase of \$0.450 million in funding and 7.0 new positions to deliver the increased levels of service, with 2015 annualized impacts of \$0.385 million.
- It is also anticipated that an additional \$0.364 million will be required in 2015 to increase the level of HCD studies/plans.

- The 2014 service level changes and 2015 incremental impacts are discussed below:
  - \$0.088 million in 2014, with annualized impacts of \$0.088 million in 2015 for the initiation of 3 new Heritage Conservation District Studies/Plans be added to the Program's work plan for 2014, to be started as the 3 HCD's currently forecast for completion are concluding; and build the base capacity to initiate and complete 5 Heritage Conservation District Studies/Plans per year.
  - \$0.297 million in 2014, with annualized impacts of \$0.297 million in 2015 for the 5 positions required to undertake 5 additional Avenue/Area studies per year; and
  - \$0.065 million in 2014, with annualized impacts of \$0.065 million in 2015 are required for the overtime associated with the mandatory attendance of the community planner at a minimum of two public meetings for each OPA/Rezoning application at the request of the Ward Councillor; and
  - To build the base capacity to initiate and complete 5 Heritage Conservation District Studies/Plans per year starting in 2015, staff anticipate additional full year costs of \$0.364 million for 4 new positions to deliver this level of service. 2015 impacts will be further reviewed for consideration as part of the 2015 Budget process.
- The 2014 Operating Budget also includes \$0.339 million in funding for 5 additional positions for the Strategic Initiatives Team that are needed to support the delivery of the four 2014 service level increases approved by Council.
- The 2014-2023 Capital Plan also includes \$12.0 million in funding for professional services to support:
  - 5 additional Avenue/Area Studies in 2014 and in each subsequent year thereafter; and
  - 3 additional Heritage Conservation District (HCD) Studies/Plans to the 2014 work plan, and to complete 5 HCD per year in each subsequent year after that.
  - Refer to page 22 of the 2014 Capital Analyst Notes for City Planning for additional information.

# Appendix 1

## 2013 Service Performance

### 2013 Key Accomplishments

In 2013, City Planning achieved the following results:

- ✓ Celebrated design excellence with the 2013 Biennial Toronto Urban Design Awards.
- ✓ Completed divisional strategic plan exercise.
- ✓ Reviewed a range of development applications that contribute to the health, growth and tax base across Toronto:
  - 335 reports to six Community Council Cycles (January to September)
  - 2,383 applications before the Committee of Adjustment (January to September)
- ✓ Achieved significant milestones, including:
  - Adoption of the Tall Building Guidelines
  - Adoption of new Heritage Policies
  - Adoption of policies for Imagination Manufacturing Innovation Technology Program
  - Approval of Toronto Green Standard Update
- ✓ Completed the 2013 Toronto Employment Survey.
- ✓ Analyzed and published the 2012 Toronto Employment Survey, How Does the City Grow and 44 Ward Profiles
- ✓ Delivered various service improvements including:
  - ✓ E-services for heritage permit applications launched (February 2013)
  - ✓ Gold Star Program enhancement (March)
  - ✓ Service Level Agreement with Toronto Building Customer Service to attach the digital files into the database (March)
  - ✓ Application Information Centre – enhanced public search capabilities and mapping (June)
  - ✓ IBMS updates for notification automation (May) and circulation/re-submission processes (July)
  - ✓ On-line scheduling for applicants to book submission appointments (July)
- ✓ Initiated Section 37 Review and Development Permit System Pilot.
- ✓ Engaged in conversations, including condo consultations, Chief Planner Roundtables, Developer Focus Groups, and community meetings.

## 2013 Financial Performance

**2013 Budget Variance Analysis**  
(In \$000s)

|                           | 2011<br>Actuals | 2012<br>Actuals | 2013<br>Budget | 2013<br>Projected<br>Actuals* | 2013 Budget vs.<br>Projected Actual Variance |         |
|---------------------------|-----------------|-----------------|----------------|-------------------------------|--|---------|
| (\$000s)                  | \$              | \$              | \$             | \$                            | \$   | %       |
| <b>Gross Expenditures</b> | 34,578.2        | 34,809.3        | 40,783.3       | 38,130.5                      | (2,652.8)                                    | (6.5%)  |
| <b>Revenues</b>           | 25,793.6        | 23,608.5        | 26,335.9       | 29,180.9                      | 2,845.0                                      | 10.8%   |
| <b>Net Expenditures</b>   | 8,784.6         | 11,200.8        | 14,447.4       | 8,949.6                       | (5,497.8)                                    | (38.1%) |
| <b>Approved Positions</b> | 362.5           | 352.5           | 351.5          | 334.5                         | (17.0)                                       | (4.8%)  |

\* Based on the 3rd Quarter Operating Budget Variance Report

## 2013 Experience

- City Planning reported a net under-spending of \$5.220 million or 50.7% for the nine-month period ended September 30<sup>th</sup>, 2013. The variance consisted of lower than budgeted gross expenditures of \$1.451 million or 5.1% due to under-spending of \$1.746 million in other expenditures resulting from vacancies in salary and benefits and lower than planned need for non-payroll accounts. This variance was partially offset by \$0.296 million for consulting costs.
- At year-end, City Planning is projecting under-spending of \$5.498 million or 38.1% compared to the 2013 Net Operating Budget. The Program anticipates that at year end, \$2.653 million or 6.5% will be under-spent as a result of salary and benefit savings due to vacancies.
- In addition, it is projected that year-end revenue will exceed budget by \$2.845 million or 10.8%, in part due to higher development application intake in the beginning of the year.

## Impact of 2013 Operating Variance on the 2014 Budget

- Salaries and Benefits
  - The Program is actively working with Human Resources to bring staffing levels up to more sustainable levels in order to address workload pressures and meet 2014 Service Levels. As of September 30, 2013, the Program had completed 66 competitions resulting in new hires and promotions across all functional group.

## Appendix 2

### 2014 Total Operating Budget by Expenditure Category

#### Program Summary by Expenditure Category (In \$000s)

| Category of Expense                | 2011            | 2012            | 2013            | 2013            | 2014            | 2014 Change from |               | 2015            | 2016            |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---------------|-----------------|-----------------|
|                                    | Actual          | Actual          | Budget          | Projected       | Budget          | 2013 Budget      | %             | Plan            | Plan            |
|                                    | \$              | \$              | \$              | \$              | \$              | \$               | %             | \$              | \$              |
| Salaries and Benefits              | 32,987.1        | 32,798.4        | 36,573.2        | 34,573.2        | 36,931.9        | 358.7            | 1.0%          | 38,835.6        | 39,210.3        |
| Materials and Supplies             | 166.5           | 130.2           | 187.7           | 187.7           | 187.7           |                  | 0.0%          | 190.6           | 193.4           |
| Equipment                          | 64.5            | 89.3            | 163.5           | 163.5           | 163.5           |                  | 0.0%          | 167.0           | 170.3           |
| Services & Rents                   | 666.5           | 806.6           | 2,841.0         | 2,238.4         | 2,544.2         | (296.7)          | (10.4%)       | 1,801.2         | 1,841.0         |
| Contributions to Capital           |                 | 250.2           |                 |                 |                 |                  |               |                 |                 |
| Contributions to Reserve/Res Funds | 63.3            | 64.1            | 64.1            | 64.1            | 64.1            | 0.0              | 0.0%          | 64.1            | 64.1            |
| Other Expenditures                 | 118.9           | 11.3            | 400.7           | 350.7           | 400.7           |                  | 0.0%          | 400.7           | 400.7           |
| Interdivisional Charges            | 511.4           | 659.0           | 552.9           | 552.9           | 561.0           | 8.1              | 1.5%          | 561.0           | 561.0           |
| <b>Total Gross Expenditures</b>    | <b>34,578.2</b> | <b>34,809.3</b> | <b>40,783.2</b> | <b>38,130.5</b> | <b>40,853.2</b> | <b>70.0</b>      | <b>0.2%</b>   | <b>42,020.2</b> | <b>42,440.8</b> |
| Interdivisional Recoveries         | 0.3             | 0.3             |                 |                 |                 |                  |               |                 |                 |
| Provincial Subsidies               |                 |                 |                 |                 |                 |                  |               |                 |                 |
| Federal Subsidies                  | 76.1            | 9.6             |                 |                 |                 |                  |               |                 |                 |
| Other Subsidies                    |                 |                 |                 |                 |                 |                  |               |                 |                 |
| User Fees & Donations              | 22,900.1        | 20,686.8        | 21,500.7        | 24,345.7        | 21,898.1        | 397.4            | 1.8%          | 22,385.2        | 22,385.2        |
| Transfers from Capital Fund        | 2,041.2         | 2,094.6         | 2,336.9         | 2,036.9         | 1,896.1         | (440.8)          | (18.9%)       | 1,885.5         | 1,872.6         |
| Contribution from Reserve Funds    |                 |                 | 924.0           | 524.0           | 924.0           |                  | 0.0%          | 150.0           | 150.0           |
| Contribution from Reserve          |                 |                 | 313.3           | 313.9           |                 | (313.3)          | (100.0%)      |                 |                 |
| Sundry Revenues                    | 776.0           | 817.1           | 1,260.9         | 1,960.0         | 898.4           | (362.6)          | (28.8%)       | 898.4           | 898.4           |
| Required Adjustments               |                 |                 |                 |                 |                 |                  |               |                 |                 |
| <b>Total Revenues</b>              | <b>25,793.6</b> | <b>23,608.5</b> | <b>26,335.9</b> | <b>29,180.6</b> | <b>25,616.6</b> | <b>(719.3)</b>   | <b>(2.7%)</b> | <b>25,319.1</b> | <b>25,306.2</b> |
| <b>Total Net Expenditures</b>      | <b>8,784.6</b>  | <b>11,200.8</b> | <b>14,447.3</b> | <b>8,949.9</b>  | <b>15,236.6</b> | <b>789.4</b>     | <b>5.5%</b>   | <b>16,701.1</b> | <b>17,134.6</b> |
| <b>Approved Positions</b>          | <b>262.0</b>    | <b>352.5</b>    | <b>351.5</b>    | <b>334.5</b>    | <b>361.5</b>    | <b>10.0</b>      | <b>2.8%</b>   | <b>361.5</b>    | <b>361.5</b>    |

### 2014 Key Cost Drivers

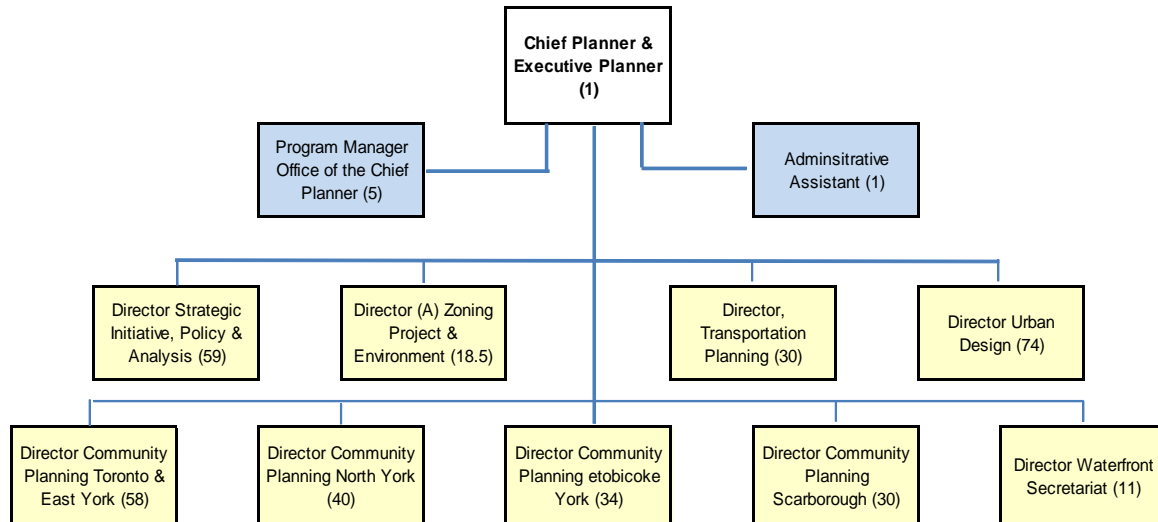
- The 2014 Gross Expenditures of \$40.853 million is \$0.070 million or 0.2% over the 2013 Gross Expenditures.
- Salaries and benefits represent the largest expenditures category and account for 90.4% of the total expenditures for City Planning, followed by services and rents at 6.2%, interdivisional charges at 1.4%, other expenditures at 1.4%, materials and supplies at 0.5%, equipment at 0.4%, and contributions to reserve/reserve funds at 0.2%.
  - The change from 2013 to 2014 for salaries and benefits is \$0.359 million or 1.0% and is based on cost of living allowance increments, step increases, and progression pay; 5 new positions for the Strategic Initiatives Team; and an additional 7 positions to meet Council approved service levels. This is offset by a reduction in salaries and benefits for temporary positions associated with the Zoning By-law project as the enactment phase is completed.

- As the Program continues to fill vacancies the trend of actual salary and benefit expenditures aligning with the budget will continue.
- Services and rents decrease in 2014 by \$0.297 million which is related to the completion of the Porter Air Study in 2013 and savings within Waterfront Secretariat accounts.
- Changes to interdivisional charges amount to \$0.008 million or 1.5% which is associated with an increase in legal services and a reduction in user hardware and operational system support.
- Approximately \$21.898 million or 53.6% of the Program's gross expenditures will be funded through user fees and donations, \$1.896 million or 4.6% is funded through transfer of capital funds, \$0.924 million or 2.3% from contribution from reserve funds, and \$0.898 million or 2.2% from sundry and other revenues.
  - User fees and donations increased by \$0.397 million or 1.8% from 2013 to 2014 due to inflationary increases to user fee revenue. Inflationary increases will continue into 2015 and 2016.
  - The reduction in transfers from capital fund from 2013 to 2014 of \$440.8 million or 18.9%, is primarily due to the completion of the enactment phase of Zoning By-law project and therefore the recoveries from capital for salary and non-salary expenses end in 2014.
  - Contribution from reserves decrease in 2014 by \$0.313 million and this is related to the reversal of the 2013 union lump payment. There are no future contributions from reserves in 2015 and 2016.
  - A reduction of \$0.363 million in sundry and other revenues in 2014 is due to the incremental recovery for salary for the Eglinton Crosstown team; and completion of work on the Toronto York Spadina Extension and Waterfront Toronto Port Authority Study.
- The approved complement for 2014 will increase by 10 positions, from 351.5 to 361.5, as a result of Council approved service levels and staffing the Strategic Initiatives Team. There are no changes to positions in 2015 and 2016.



## Appendix 2 - Continued

### 2014 Organization Chart



### 2013 Full and Part Time Staff

| Category  | Senior Management | Management | Exempt Professional & Clerical | Union | Total |
|-----------|-------------------|------------|--------------------------------|-------|-------|
| Full-Time | 1.0               | 44.0       | 28.0                           | 257.0 | 330.0 |
| Part-Time |                   | 2.5        | 3.0                            | 16.0  | 21.5  |
| Total     | 1.0               | 46.5       | 31.0                           | 273.0 | 351.5 |

## **Appendix 4**

### **Summary of 2014 New / Enhanced Service Changes**

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID  |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |     |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|----------|----------|--|----------------------|---------|-----|-----------------------|-------------------------|-------------------------|
| Category | Priority |  | Gross<br>Expenditure | Revenue | Net | Approved<br>Positions |                         |                         |

3093 **Mandatory Staff Attendance at 2 Public meetings**

72 0 **Description:**

At the October 2013 meeting, City Council approved the following service level for City Planning: mandatory attendance of the community planner is required at a minimum of two public meetings for each OPA/Rezoning application at the request of the Ward Councillor. This will result in overtime.

### Service Level Impact:

City Planning Staff will attend at a minimum of two public meetings for each OPA/Rezoning application at the request of the Ward Councillor.

Service: Development Review, Decision & Implementation

|   |                 |                |                 |                |                |                |
|---|-----------------|----------------|-----------------|----------------|----------------|----------------|
| Staff Recommended:                      | 65.0            | 0.0            | 65.0            | 0.0            | 0.0            | 0.0            |
| BC Recommended Change:                  | 0.0             | 0.0            | 0.0             | 0.0            | 0.0            | 0.0            |
| EC Recommended Change:                  | 0.0             | 0.0            | 0.0             | 0.0            | 0.0            | 0.0            |
| CC Recommended Change:                  | 0.0             | 0.0            | 0.0             | 0.0            | 0.0            | 0.0            |
| <b>Total Council Approved:</b>          | <b>65.0</b>     | <b>0.0</b>     | <b>65.0</b>     | <b>0.0</b>     | <b>0.0</b>     | <b>0.0</b>     |
| <br><b>Staff Recommended:</b>           | <br><b>65.0</b> | <br><b>0.0</b> | <br><b>65.0</b> | <br><b>0.0</b> | <br><b>0.0</b> | <br><b>0.0</b> |
| <b>Budget Committee Recommended:</b>    | <b>0.0</b>      | <b>0.0</b>     | <b>0.0</b>      | <b>0.0</b>     | <b>0.0</b>     | <b>0.0</b>     |
| <b>Executive Committee Recommended:</b> | <b>0.0</b>      | <b>0.0</b>     | <b>0.0</b>      | <b>0.0</b>     | <b>0.0</b>     | <b>0.0</b>     |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID                                 |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |      |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |  |
|---|----------|--|----------------------|---------|------|-----------------------|-------------------------|-------------------------|--|
| Category                                | Priority |  | Gross<br>Expenditure | Revenue | Net  | Approved<br>Positions |                         |                         |  |
| City Council Approved:                  |          |  | 0.0                  | 0.0     | 0.0  | 0.0                   | 0.0                     | 0.0                     |  |
| Council Approved New/Enhanced Services: |          |  | 65.0                 | 0.0     | 65.0 | 0.0                   | 0.0                     | 0.0                     |  |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID  |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |     |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|----------|----------|--|----------------------|---------|-----|-----------------------|-------------------------|-------------------------|
| Category | Priority |  | Gross<br>Expenditure | Revenue | Net | Approved<br>Positions |                         |                         |

3094 Council Approved Service Level-3 Additional HCD Studies

72 0

### Description:

To meet the Council approved service level, two additional staff positions are required to initiate 3 additional Heritage Conservation District (HCD) Studies/Plans per year.

### Service Level Impact:

Five additional HCD Studies/Plans will be the future service level.

### Service: City Building & Policy Development

|                                |             |            |             |            |             |            |
|--------------------------------|-------------|------------|-------------|------------|-------------|------------|
| Staff Recommended:             | 47.5        | 0.0        | 47.5        | 1.1        | 47.5        | 0.0        |
| BC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| EC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| CC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| <b>Total Council Approved:</b> | <b>47.5</b> | <b>0.0</b> | <b>47.5</b> | <b>1.1</b> | <b>47.5</b> | <b>0.0</b> |

### Service: Development Review, Decision & Implementation

|                                |             |            |             |            |             |            |
|--------------------------------|-------------|------------|-------------|------------|-------------|------------|
| Staff Recommended:             | 40.5        | 0.0        | 40.5        | 0.9        | 40.5        | 0.0        |
| BC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| EC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| CC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| <b>Total Council Approved:</b> | <b>40.5</b> | <b>0.0</b> | <b>40.5</b> | <b>0.9</b> | <b>40.5</b> | <b>0.0</b> |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID                                 |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |      |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|---|----------|--|----------------------|---------|------|-----------------------|-------------------------|-------------------------|
| Category                                | Priority |  | Gross<br>Expenditure | Revenue | Net  | Approved<br>Positions |                         |                         |
| Staff Recommended:                      |          |  | 88.0                 | 0.0     | 88.0 | 2.0                   | 88.0                    | 0.0                     |
| Budget Committee Recommended:           |          |  | 0.0                  | 0.0     | 0.0  | 0.0                   | 0.0                     | 0.0                     |
| Executive Committee Recommended:        |          |  | 0.0                  | 0.0     | 0.0  | 0.0                   | 0.0                     | 0.0                     |
| City Council Approved:                  |          |  | 0.0                  | 0.0     | 0.0  | 0.0                   | 0.0                     | 0.0                     |
| Council Approved New/Enhanced Services: |          |  | 88.0                 | 0.0     | 88.0 | 2.0                   | 88.0                    | 0.0                     |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID  |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |     |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|----------|----------|--|----------------------|---------|-----|-----------------------|-------------------------|-------------------------|
| Category | Priority |  | Gross<br>Expenditure | Revenue | Net | Approved<br>Positions |                         |                         |

3095 Council Approved Service Level-5 Add'l Area/Avenue Stud

72 0 Description:

To meet the Council approved service level, 5 new positions are required to undertake five additional Avenue/Area studies per year.

### Service Level Impact:

The future service level will be 18 studies per year, up from 13 studies per year.

Service: City Building & Policy Development

|                                |              |            |              |            |              |            |
|--------------------------------|--------------|------------|--------------|------------|--------------|------------|
| Staff Recommended:             | 207.9        | 0.0        | 207.9        | 3.5        | 207.9        | 0.0        |
| BC Recommended Change:         | 0.0          | 0.0        | 0.0          | 0.0        | 0.0          | 0.0        |
| EC Recommended Change:         | 0.0          | 0.0        | 0.0          | 0.0        | 0.0          | 0.0        |
| CC Recommended Change:         | 0.0          | 0.0        | 0.0          | 0.0        | 0.0          | 0.0        |
| <b>Total Council Approved:</b> | <b>207.9</b> | <b>0.0</b> | <b>207.9</b> | <b>3.5</b> | <b>207.9</b> | <b>0.0</b> |

Service: Development Review, Decision & Implementation

|                                |             |            |             |            |             |            |
|--------------------------------|-------------|------------|-------------|------------|-------------|------------|
| Staff Recommended:             | 89.1        | 0.0        | 89.1        | 1.5        | 89.1        | 0.0        |
| BC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| EC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| CC Recommended Change:         | 0.0         | 0.0        | 0.0         | 0.0        | 0.0         | 0.0        |
| <b>Total Council Approved:</b> | <b>89.1</b> | <b>0.0</b> | <b>89.1</b> | <b>1.5</b> | <b>89.1</b> | <b>0.0</b> |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID                                 |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |       |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|---|----------|--|----------------------|---------|-------|-----------------------|-------------------------|-------------------------|
| Category                                | Priority |  | Gross<br>Expenditure | Revenue | Net   | Approved<br>Positions |                         |                         |
| Staff Recommended:                      |          |  | 297.0                | 0.0     | 297.0 | 5.0                   | 297.0                   | 0.0                     |
| Budget Committee Recommended:           |          |  | 0.0                  | 0.0     | 0.0   | 0.0                   | 0.0                     | 0.0                     |
| Executive Committee Recommended:        |          |  | 0.0                  | 0.0     | 0.0   | 0.0                   | 0.0                     | 0.0                     |
| City Council Approved:                  |          |  | 0.0                  | 0.0     | 0.0   | 0.0                   | 0.0                     | 0.0                     |
| Council Approved New/Enhanced Services: |          |  | 297.0                | 0.0     | 297.0 | 5.0                   | 297.0                   | 0.0                     |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID  |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |     |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|----------|----------|--|----------------------|---------|-----|-----------------------|-------------------------|-------------------------|
| Category | Priority |  | Gross<br>Expenditure | Revenue | Net | Approved<br>Positions |                         |                         |

863 **Strategic Initiatives Team - Add 5 FTE**

72 0

### Description:

To enhance the service delivery and coordination within City Planning and other Divisions, the 2014 Operating Budget includes funding for 5 full-time employees to complete the team within Strategic Initiatives, Policy and Analysis Unit. The 5 positions, which include 2 Senior Planners, 1 Planner, 1 Assistant Planner, and 1 System Integrator; will be phased-in, starting in May 2014 and will be annualized in 2015.

### Service Level Impact:

Increased ability to complete various Growth and Other studies for areas experiencing pressures in order to more effectively manage change and investment that enhance and add to the City's assessment base. The staff will assist with completing 13 city building studies (current and future service level).

### Service: City Building & Policy Development

|                                |              |            |              |            |              |             |
|--------------------------------|--------------|------------|--------------|------------|--------------|-------------|
| Staff Recommended:             | 237.9        | 0.0        | 237.9        | 3.5        | 139.0        | 20.1        |
| BC Recommended Change:         | 0.0          | 0.0        | 0.0          | 0.0        | 0.0          | 0.0         |
| EC Recommended Change:         | 0.0          | 0.0        | 0.0          | 0.0        | 0.0          | 0.0         |
| CC Recommended Change:         | 0.0          | 0.0        | 0.0          | 0.0        | 0.0          | 0.0         |
| <b>Total Council Approved:</b> | <b>237.9</b> | <b>0.0</b> | <b>237.9</b> | <b>3.5</b> | <b>139.0</b> | <b>20.1</b> |

### Service: Development Review, Decision & Implementation

|                    |       |     |       |     |      |     |
|--------------------|-------|-----|-------|-----|------|-----|
| Staff Recommended: | 101.4 | 0.0 | 101.4 | 1.5 | 59.5 | 8.6 |
|--------------------|-------|-----|-------|-----|------|-----|

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID  |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |            |              |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|----------|----------|--|----------------------|------------|--------------|-----------------------|-------------------------|-------------------------|
| Category | Priority |  | Gross<br>Expenditure | Revenue    | Net          | Approved<br>Positions |                         |                         |
|          |          | BC Recommended Change:                               | 0.0                  | 0.0        | 0.0          | 0.0                   | 0.0                     | 0.0                     |
|          |          | EC Recommended Change:                               | 0.0                  | 0.0        | 0.0          | 0.0                   | 0.0                     | 0.0                     |
|          |          | CC Recommended Change:                               | 0.0                  | 0.0        | 0.0          | 0.0                   | 0.0                     | 0.0                     |
|          |          | <b>Total Council Approved:</b>                       | <b>101.4</b>         | <b>0.0</b> | <b>101.4</b> | <b>1.5</b>            | <b>59.5</b>             | <b>8.6</b>              |
|          |          | <b>Staff Recommended:</b>                            | <b>339.2</b>         | <b>0.0</b> | <b>339.2</b> | <b>5.0</b>            | <b>198.6</b>            | <b>28.7</b>             |
|          |          | <b>Budget Committee Recommended:</b>                 | <b>0.0</b>           | <b>0.0</b> | <b>0.0</b>   | <b>0.0</b>            | <b>0.0</b>              | <b>0.0</b>              |
|          |          | <b>Executive Committee Recommended:</b>              | <b>0.0</b>           | <b>0.0</b> | <b>0.0</b>   | <b>0.0</b>            | <b>0.0</b>              | <b>0.0</b>              |
|          |          | <b>City Council Approved:</b>                        | <b>0.0</b>           | <b>0.0</b> | <b>0.0</b>   | <b>0.0</b>            | <b>0.0</b>              | <b>0.0</b>              |
|          |          | <b>Council Approved New/Enhanced Services:</b>       | <b>339.2</b>         | <b>0.0</b> | <b>339.2</b> | <b>5.0</b>            | <b>198.6</b>            | <b>28.7</b>             |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

# 2014 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

| Form ID  |          | Citizen Focused Services B<br>Program: City Planning | Adjustments          |         |     |                       | 2015 Plan<br>Net Change | 2016 Plan<br>Net Change |
|----------|----------|--|----------------------|---------|-----|-----------------------|-------------------------|-------------------------|
| Category | Priority |  | Gross<br>Expenditure | Revenue | Net | Approved<br>Positions |                         |                         |

### Summary:

|   |       |     |       |      |       |      |
|---|-------|-----|-------|------|-------|------|
| Staff Recommended:                      | 789.2 | 0.0 | 789.2 | 12.0 | 583.6 | 28.7 |
| Budget Committee Recommended:           | 0.0   | 0.0 | 0.0   | 0.0  | 0.0   | 0.0  |
| Executive Committee Recommended:        | 0.0   | 0.0 | 0.0   | 0.0  | 0.0   | 0.0  |
| City Council Approved:                  | 0.0   | 0.0 | 0.0   | 0.0  | 0.0   | 0.0  |
| Council Approved New/Enhanced Services: | 789.2 | 0.0 | 789.2 | 12.0 | 583.6 | 28.7 |

### Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

## Appendix 5

### Inflows/Outflows to/from Reserves & Reserve Funds

#### Program Specific Reserve / Reserve Funds (In \$000s)

| Reserve / Reserve Fund Name (In \$000s)                           | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |            |            |
|---|-------------------------------|---|--|------------|------------|
|   |                               |   | 2014<br>\$                                   | 2015<br>\$ | 2016<br>\$ |
| <b>Projected Beginning Balance</b>                                |                               | <b>32.0</b>                                 | <b>32.0</b>                                  | <b>0.1</b> | <b>0.1</b> |
| 326 King St. W #454-2004 - King-Spadina planning study            | XR3026-3700056                |   |  |            |            |
| <i>Proposed</i>   |                               |   |  |            |            |
| <i>Withdrawals (-)</i>  |                               |   | (31.9)                                       |            |            |
| <i>Contributions (+)</i>  |                               |   |  |            |            |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                               | <b>32.0</b>                                 | <b>0.1</b>                                   | <b>0.1</b> | <b>0.1</b> |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b> |                               |   |  |            |            |
| <b>Balance at Year-End</b>  |                               | <b>32.0</b>                                 | <b>0.1</b>                                   | <b>0.1</b> | <b>0.1</b> |

| Reserve / Reserve Fund Name (In \$000s)  | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |                |                |
|--|-------------------------------|---|--|----------------|----------------|
|  |                               |   | 2014<br>\$                                   | 2015<br>\$     | 2016<br>\$     |
| <b>Projected Beginning Balance</b>   |                               | <b>1,270.3</b>                              | <b>1,270.3</b>                               | <b>1,202.4</b> | <b>1,202.4</b> |
| 333 Bloor St E & 1 Mount Pleasant Rd # 991-2001(OMB) - Heritage strategy for south Jarvis St | XR3026-3700137                |   |  |                |                |
| <i>Proposed</i>  |                               |   |  |                |                |
| <i>Withdrawals (-)</i>   |                               |   | (67.8)                                       |                |                |
| <i>Contributions (+)</i>   |                               |   |  |                |                |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>                                    |                               | <b>1,270.3</b>                              | <b>1,202.4</b>                               | <b>1,202.4</b> | <b>1,202.4</b> |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b>                            |                               |   |  |                |                |
| <b>Balance at Year-End</b>   |                               | <b>1,270.3</b>                              | <b>1,202.4</b>                               | <b>1,202.4</b> | <b>1,202.4</b> |

## Appendix 5-Continued

### Program Specific Reserve / Reserve Funds Continued (In \$000s)

| Reserve / Reserve Fund Name (In \$000s)                            | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |            |            |
|--|-------------------------------|---|--|------------|------------|
|  |                               |   | 2014<br>\$                                   | 2015<br>\$ | 2016<br>\$ |
| <b>Projected Beginning Balance</b>                                 |                               | <b>150.2</b>                                | <b>150.2</b>                                 |            |            |
| 155 Dundas St E # 161-2012 - Heritage Conservation District Study. | XR3026-3700466                |   |  |            |            |
|  |                               |   |  |            |            |
| <i>Proposed</i>  |                               |   |  |            |            |
| <i>Withdrawals (-)</i>   |                               |   | (150.2)                                      |            |            |
| <i>Contributions (+)</i>   |                               |   |  |            |            |
|  |                               |   |  |            |            |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>          |                               | <b>150.2</b>                                |  |            |            |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b>  |                               |   |  |            |            |
| <b>Balance at Year-End</b>   |                               | <b>150.2</b>                                |  |            |            |

| Reserve / Reserve Fund Name (In \$000s)   | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |             |             |
|---|-------------------------------|---|--|-------------|-------------|
|   |                               |   | 2014<br>\$                                   | 2015<br>\$  | 2016<br>\$  |
| <b>Projected Beginning Balance</b>  |                               | <b>153.3</b>                                | <b>153.3</b>                                 | <b>58.3</b> | <b>58.3</b> |
| 6-18 Church St # 58-2011(OMB) - Heritage conservation initiatives within the St. Lawrence Neighbourhood | XR3026-3700344                |   |  |             |             |
|   |                               |   |  |             |             |
| <i>Proposed</i>   |                               |   |  |             |             |
| <i>Withdrawals (-)</i>  |                               |   | (95.0)                                       |             |             |
| <i>Contributions (+)</i>  |                               |   |  |             |             |
|   |                               |   |  |             |             |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>   |                               | <b>153.3</b>                                | <b>58.3</b>                                  | <b>58.3</b> | <b>58.3</b> |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b>                                       |                               |   |  |             |             |
| <b>Balance at Year-End</b>  |                               | <b>153.3</b>                                | <b>58.3</b>                                  | <b>58.3</b> | <b>58.3</b> |

| Reserve / Reserve Fund Name (In \$000s)                           | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |             |             |
|---|-------------------------------|---|--|-------------|-------------|
|   |                               |   | 2014<br>\$                                   | 2015<br>\$  | 2016<br>\$  |
| <b>Projected Beginning Balance</b>                                |                               | <b>107.1</b>                                | <b>107.1</b>                                 | <b>59.7</b> | <b>59.7</b> |
| 438 King ST. W. #A0595/02TEY-King/Spadina Community Impr          | XR3028-4500013                |   |  |             |             |
|   |                               |   |  |             |             |
| <i>Proposed</i>   |                               |   |  |             |             |
| <i>Withdrawals (-)</i>  |                               |   | (47.4)                                       |             |             |
| <i>Contributions (+)</i>  |                               |   |  |             |             |
|   |                               |   |  |             |             |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                               | <b>107.1</b>                                | <b>59.7</b>                                  | <b>59.7</b> | <b>59.7</b> |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b> |                               |   |  |             |             |
| <b>Balance at Year-End</b>  |                               | <b>107.1</b>                                | <b>59.7</b>                                  | <b>59.7</b> | <b>59.7</b> |

## Appendix 5-Continued

### Program Specific Reserve / Reserve Funds Continued (In \$000s)

| Reserve / Reserve Fund Name (In \$000s)                           | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |            |            |
|---|-------------------------------|---|--|------------|------------|
|   |                               |   | 2014<br>\$                                   | 2015<br>\$ | 2016<br>\$ |
| <b>Projected Beginning Balance</b>                                |                               | <b>46.1</b>                                 | <b>46.1</b>                                  | <b>0.2</b> | <b>0.2</b> |
| 478 King St. W. # A0018/09 TEY - King St. Heritage Study          | XR3028-4500049                |   |  |            |            |
| <i>Proposed</i>   |                               |   |  |            |            |
| <i>Withdrawals (-)</i>  |                               |   | (45.9)                                       |            |            |
| <i>Contributions (+)</i>  |                               |   |  |            |            |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                               | <b>46.1</b>                                 | <b>0.2</b>                                   | <b>0.2</b> | <b>0.2</b> |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b> |                               |   |  |            |            |
| <b>Balance at Year-End</b>  |                               | <b>46.1</b>                                 | <b>0.2</b>                                   | <b>0.2</b> | <b>0.2</b> |

| Reserve / Reserve Fund Name (In \$000s)                                   | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |            |            |
|---|-------------------------------|---|--|------------|------------|
|   |                               |   | 2014<br>\$                                   | 2015<br>\$ | 2016<br>\$ |
| <b>Projected Beginning Balance</b>  |                               | <b>102.3</b>                                | <b>102.3</b>                                 | <b>0.4</b> | <b>0.4</b> |
| 650 King St # A0703/07TEY - Heritage Study on King Street W Neighbourhood | XR3028-4500051                |   |  |            |            |
| <i>Proposed</i>   |                               |   |  |            |            |
| <i>Withdrawals (-)</i>  |                               |   | (101.9)                                      |            |            |
| <i>Contributions (+)</i>  |                               |   |  |            |            |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>                 |                               | <b>102.3</b>                                | <b>0.4</b>                                   | <b>0.4</b> | <b>0.4</b> |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b>         |                               |   |  |            |            |
| <b>Balance at Year-End</b>  |                               | <b>102.3</b>                                | <b>0.4</b>                                   | <b>0.4</b> | <b>0.4</b> |

| Reserve / Reserve Fund Name (In \$000s)   | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013<br>\$ | Proposed Withdrawals (-) / Contributions (+) |              |              |
|---|-------------------------------|---|--|--------------|--------------|
|   |                               |   | 2014<br>\$                                   | 2015<br>\$   | 2016<br>\$   |
| <b>Projected Beginning Balance</b>  |                               | <b>161.0</b>                                | <b>161.0</b>                                 | <b>132.0</b> | <b>132.0</b> |
| 560 King St w # A0074/10TEY - Streetscape & parks imp in the area, heritage study for King Street W and cap improvements to affordable housing in Ward 20 | XR3028-4500064                |   |  |              |              |
| <i>Proposed</i>   |                               |   |  |              |              |
| <i>Withdrawals (-)</i>  |                               |   | (29.0)                                       |              |              |
| <i>Contributions (+)</i>  |                               |   |  |              |              |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>   |                               | <b>161.0</b>                                | <b>132.0</b>                                 | <b>132.0</b> | <b>132.0</b> |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b>   |                               |   |  |              |              |
| <b>Balance at Year-End</b>  |                               | <b>161.0</b>                                | <b>132.0</b>                                 | <b>132.0</b> | <b>132.0</b> |

## Appendix 5-Continued

### Program Specific Reserve / Reserve Funds Continued (In \$000s)

| Reserve / Reserve Fund Name (In \$000s)                           | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013 | Proposed Withdrawals (-) / Contributions (+) |       |       |
|---|-------------------------------|---------------------------------------|--|-------|-------|
|   |                               |                                       | 2014   | 2015  | 2016  |
|   |                               | \$                                    | \$   | \$    | \$    |
| <b>Projected Beginning Balance</b>                                |                               | 759.4                                 | 759.4  | 604.4 | 604.4 |
| 15 St Mary St # A0549/10TEY - Local community benefits            | XR3028-4500089                |                                       |  |       |       |
| <i>Proposed</i>   |                               |                                       |  |       |       |
| <i>Withdrawals (-)</i>  |                               |                                       | (155.0)                                      |       |       |
| <i>Contributions (+)</i>  |                               |                                       |  |       |       |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                               | 759.4                                 | 604.4  | 604.4 | 604.4 |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b> |                               |                                       |  |       |       |
| <b>Balance at Year-End</b>  |                               | 759.4                                 | 604.4  | 604.4 | 604.4 |

| Reserve / Reserve Fund Name (In \$000s)   | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013 | Proposed Withdrawals (-) / Contributions (+) |      |      |
|---|-------------------------------|---------------------------------------|--|------|------|
|   |                               |                                       | 2014   | 2015 | 2016 |
|   |                               | \$                                    | \$   | \$   | \$   |
| <b>Projected Beginning Balance</b>  |                               | 100.0                                 | 100.0  |      |      |
| 40 Adelaide St # A0141/08 TEY - St. Lawrence Heritage Conservation District Study and other area heritage studies | XR3028-4500126                |                                       |  |      |      |
| <i>Proposed</i>   |                               |                                       |  |      |      |
| <i>Withdrawals (-)</i>  |                               |                                       | (100.0)                                      |      |      |
| <i>Contributions (+)</i>  |                               |                                       |  |      |      |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>   |                               | 100.0                                 |  |      |      |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b>   |                               |                                       |  |      |      |
| <b>Balance at Year-End</b>  |                               | 100.0                                 |  |      |      |

| Reserve / Reserve Fund Name (In \$000s)  | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013 | Proposed Withdrawals (-) / Contributions (+) |      |      |
|--|-------------------------------|---------------------------------------|--|------|------|
|  |                               |                                       | 2014   | 2015 | 2016 |
|  |                               | \$                                    | \$   | \$   | \$   |
| <b>Projected Beginning Balance</b>   |                               | 100.0                                 | 100.0  |      |      |
| 94 Cumberland St # 523-2012 - Heritage conservation district study for Yonge-Yorkville and Village of Yorkville Park | XR3026-3700534                |                                       |  |      |      |
| <i>Proposed</i>  |                               |                                       |  |      |      |
| <i>Withdrawals (-)</i>   |                               |                                       | (100.0)                                      |      |      |
| <i>Contributions (+)</i>   |                               |                                       |  |      |      |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>  |                               | 100.0                                 |  |      |      |
| <b>Other program / Agency Net Withdrawals &amp; Contributions</b>  |                               |                                       |  |      |      |
| <b>Balance at Year-End</b>   |                               | 100.0                                 |  |      |      |



## Appendix 5-Continued

### Corporate Reserve / Reserve Funds (In \$000s)

| Reserve / Reserve Fund Name                            | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2013 | Proposed Withdrawals (-) / Contributions (+) |          |          |
|--|-------------------------------|---------------------------------------|--|----------|----------|
|  |                               |                                       | 2014   | 2015     | 2016     |
|  |                               | \$                                    | \$   | \$       | \$       |
| Projected Beginning Balance                            |                               | 18,307.1                              | 18,307.1                                     | 35,273.3 | 49,833.8 |
| Insurance Reserve Fund                                 | XR1010                        |                                       |  |          |          |
|  |                               |                                       |  |          |          |
| <i>Proposed</i>  |                               |                                       |  |          |          |
| <i>Withdrawals (-)</i>                                 |                               |                                       |  |          |          |
| <i>Contributions (+)</i>                               |                               |                                       | 64.117                                       | 64.117   | 64.117   |
|  |                               |                                       |  |          |          |
| Total Reserve / Reserve Fund Draws / Contributions     |                               | 18,307.1                              | 18,371.2                                     | 35,337.4 | 49,897.9 |
| Other program / Agency Net Withdrawals & Contributions |                               |                                       | 16,902.1                                     | 14,496.4 | 14,931.8 |
| Balance at Year-End                                    |                               | 18,307.1                              | 35,273.3                                     | 49,833.8 | 64,829.7 |

## Appendix 6

### 2014 User Fee Rate Changes

#### Inflation and Other Adjustment

| Rate Description   | Service   | Fee Category       | Fee Basis                | 2013          | 2014                       |                  |             |               |                     | 2015        | 2016        |
|--|---|--------------------|--------------------------|---------------|----------------------------|------------------|-------------|---------------|---------------------|-------------|-------------|
|  |   |                    |                          | Approved Rate | Inflationary Adjusted Rate | Other Adjustment | Budget Rate | Budget Volume | Incremental Revenue | Plan Rate   | Plan Rate   |
| Review of application for official plan amendment  | Development Review, Decision and Implementation | Full cost recovery | Per application          | \$16,041.46   | \$16,322.19                |                  | \$16,322.19 |               |                     | \$16,689.43 | \$16,689.43 |
| Base fee for zoning by-law amendment   | Development Review, Decision and Implementation | Full cost recovery | Base Fee                 | \$15,924.35   | \$16,203.03                |                  | \$16,203.03 |               |                     | \$16,567.59 | \$16,567.59 |
| Additional Fee: if buildings having gross floor area over 500 sq. m. -Residential  | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m             | \$5.39        | \$5.48                     |                  | \$5.48      |               |                     | \$5.61      | \$5.61      |
| Additional Fee: if buildings having gross floor area over 500 sq. m. Non--Residential  | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m             | \$4.01        | \$4.08                     |                  | \$4.08      |               |                     | \$4.17      | \$4.17      |
| Additional Fee: if buildings having gross floor area over 500 sq. m. -Mixed use  | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m             | \$2.99        | \$3.04                     |                  | \$3.04      |               |                     | \$3.11      | \$3.11      |
| Application fee for holding by-law amendment   | Development Review, Decision and Implementation | Full cost recovery | Per application          | \$8,790.29    | \$8,944.12                 |                  | \$8,944.12  |               |                     | \$9,145.36  | \$9,145.36  |
| Base fee for plan of subdivision approval  | Development Review, Decision and Implementation | Full cost recovery | Each Plan                | \$28,101.80   | \$28,593.58                |                  | \$28,593.58 |               |                     | \$29,236.94 | \$29,236.94 |
| Additional fee for each proposed lot - plan of subdivision approval  | Development Review, Decision and Implementation | Full cost recovery | Per \$/each proposed lot | \$886.88      | \$902.40                   |                  | \$902.40    |               |                     | \$922.70    | \$922.70    |
| Base fee for approval of description pursuant to the Condominium Act, 1998   | Development Review, Decision and Implementation | Full cost recovery | Per application          | \$7,389.73    | \$7,519.05                 |                  | \$7,519.05  |               |                     | \$7,688.23  | \$7,688.23  |
| Additional fee per unit for approval of description pursuant to the Condominium Act 1998   | Development Review, Decision and Implementation | Full cost recovery | Per \$/unit              | \$19.65       | \$19.99                    |                  | \$19.99     |               |                     | \$20.44     | \$20.44     |
| Base fee for part lot control under Section 50(5) of the Planning Act  | Development Review, Decision and Implementation | Full cost recovery | Per application          | \$3,873.72    | \$3,941.51                 |                  | \$3,941.51  |               |                     | \$4,030.19  | \$4,030.19  |
| Additional fee for each proposed lot   | Development Review, Decision and Implementation | Full cost recovery | \$/each proposed lot     | \$387.37      | \$394.15                   |                  | \$394.15    |               |                     | \$403.02    | \$403.02    |
| Base fee for site plan control (approval of plans and drawings under Section 41 of the Planning Act)   | Development Review, Decision and Implementation | Full cost recovery | Base Fee                 | \$4,587.30    | \$4,667.58                 |                  | \$4,667.58  |               |                     | \$4,772.60  | \$4,772.60  |
| Additional fee for site plan control for the first 200 square metres of chargeable area Residential Use (The first 500 sq. m. is included in the base fee) | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m             | \$10.75       | \$10.94                    |                  | \$10.94     |               |                     | \$11.18     | \$11.18     |
| Additional fee for site plan control if building gross floor area -next 700 square metre-Residential Use   | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m             | \$8.31        | \$8.46                     |                  | \$8.46      |               |                     | \$8.65      | \$8.65      |

## Appendix 6 - Continued

### 2014 User Fee Rate Changes

#### Inflation and Other Adjustment

| Rate Description  | Service   | Fee Category       | Fee Basis       | 2013          | 2014                       |                  |             |               | 2015                | 2016       |            |
|---|---|--------------------|-----------------|---------------|----------------------------|------------------|-------------|---------------|---------------------|------------|------------|
|   |   |                    |                 | Approved Rate | Inflationary Adjusted Rate | Other Adjustment | Budget Rate | Budget Volume | Incremental Revenue | Plan Rate  | Plan Rate  |
| Additional fee for site plan control if building gross floor area -next 3,000 square metre- Residential Use | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m    | \$5.40        | \$5.49                     |                  | \$5.49      |               |                     | \$5.62     | \$5.62     |
| Additional fee for site plan control if building gross floor area over 4,400 square metre- Residential Use  | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m    | \$2.68        | \$2.73                     |                  | \$2.73      |               |                     | \$2.79     | \$2.79     |
| Additional fee for site plan control if building gross floor area is over 500 sq. m.- Non-Residential Use   | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m    | \$2.68        | \$2.73                     |                  | \$2.73      |               |                     | \$2.79     | \$2.79     |
| Additional fee for site plan control if building gross floor area is over 500 sq. m. - Mixed Use            | Development Review, Decision and Implementation | Full cost recovery | Per \$/sq. m    | \$3.72        | \$3.79                     |                  | \$3.79      |               |                     | \$3.87     | \$3.87     |
| Agreement/revision of Site Plan Control plans and drawings  | Development Review, Decision and Implementation | Full cost recovery | Per application | \$4,587.30    | \$4,667.58                 |                  | \$4,667.58  |               |                     | \$4,772.60 | \$4,772.60 |
| Application fee for minor variance, Clear Title (i.e., no construction involved)                            | Development Review, Decision and Implementation | Full cost recovery | Per application | \$1,069.86    | \$1,088.58                 |                  | \$1,088.58  |               |                     | \$1,113.08 | \$1,113.08 |
| Application fee for minor variance, clear title(no construction involved) - with Order to Comply (OTC)      | Development Review, Decision and Implementation | Full cost recovery | Per application | \$2,139.72    | \$2,177.17                 |                  | \$2,177.17  |               |                     | \$2,226.15 | \$2,226.15 |
| Minor variance fee for additions and alterations to existing dwellings with three units or less             | Development Review, Decision and Implementation | Full cost recovery | Per application | \$1,427.67    | \$1,452.65                 |                  | \$1,452.65  |               |                     | \$1,485.34 | \$1,485.34 |
| Additions and alterations to existing dwellings with three units or less: With OTC (Order to comply)        | Development Review, Decision and Implementation | Full cost recovery | Per application | \$2,855.34    | \$2,905.31                 |                  | \$2,905.31  |               |                     | \$2,970.68 | \$2,970.68 |
| Minor variance fee for residential dwellings with three units or less                                       | Development Review, Decision and Implementation | Full cost recovery | Per application | \$3,209.63    | \$3,265.80                 |                  | \$3,265.80  |               |                     | \$3,339.28 | \$3,339.28 |
| Residential Dwelling (3 units or less) With OTC (order to comply)   | Development Review, Decision and Implementation | Full cost recovery | Per application | \$6,419.26    | \$6,531.60                 |                  | \$6,531.60  |               |                     | \$6,678.56 | \$6,678.56 |
| Application fee for minor variance for , commercial, industrial or institutional uses                       | Development Review, Decision and Implementation | Full cost recovery | Per application | \$4,154.06    | \$4,226.76                 |                  | \$4,226.76  |               |                     | \$4,321.86 | \$4,321.86 |
| All other residential, commercial, industrial or institutional uses - With OTC (order to comply)            | Development Review, Decision and Implementation | Full cost recovery | Per application | \$8,308.11    | \$8,453.50                 |                  | \$8,453.50  |               |                     | \$8,643.71 | \$8,643.71 |

## Appendix 6 - Continued

### 2014 User Fee Rate Changes

#### Inflation and Other Adjustment

| Rate Description   | Service   | Fee Category             | Fee Basis                | 2013          | 2014                       |                  |             |               |                     | 2015       | 2016       |
|--|---|--------------------------|--------------------------|---------------|----------------------------|------------------|-------------|---------------|---------------------|------------|------------|
|  |   |                          |                          | Approved Rate | Inflationary Adjusted Rate | Other Adjustment | Budget Rate | Budget Volume | Incremental Revenue | Plan Rate  | Plan Rate  |
| Consent under Section 50(3) of the Planning Act - Base fee for severing one lot into two, or establishing a new easement   | Development Review, Decision and Implementation | Full cost recovery       | Base fee per application | \$2,925.68    | \$2,976.88                 |                  | \$2,976.88  |               |                     | \$3,043.86 | \$3,043.86 |
| Application fee for each additional lot created  | Development Review, Decision and Implementation | Full cost recovery       | Per lot                  | \$1,875.70    | \$1,908.52                 |                  | \$1,908.52  |               |                     | \$1,951.47 | \$1,951.47 |
| Validation of title, clear title, leases, mortgage discharge, lot additions, re-establishing easements   | Development Review, Decision and Implementation | Full cost recovery       | Per Application          | \$1,457.74    | \$1,483.25                 |                  | \$1,483.25  |               |                     | \$1,516.62 | \$1,516.62 |
| Base fee to review rental housing demolition and conversion  | Development Review, Decision and Implementation | Base fee per application | Full cost recovery       | \$6,267.08    | \$6,376.75                 |                  | \$6,376.75  |               |                     | \$6,520.23 | \$6,520.23 |
| Development Review Application Fee pursuant to City of Toronto Act 2007. Rental Housing Demolition & Conversion.   | Development Review, Decision and Implementation | Per unit                 | Full cost recovery       | \$250.68      | \$255.07                   |                  | \$255.07    |               |                     | \$260.81   | \$260.81   |
| base fee for rental housing demolition and conversion - delegated approval   | Development Review, Decision and Implementation | Base fee per application | Full cost recovery       | \$1,253.41    | \$1,275.34                 |                  | \$1,275.34  |               |                     | \$1,304.04 | \$1,304.04 |
| Additional fee per unit for rental housing demolition and conversion - delegated approval  | Development Review, Decision and Implementation | Per unit                 | Full cost recovery       | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20    | \$65.20    |
| Condominium base fee for rental housing demolition and conversion  | Development Review, Decision and Implementation | Base fee per application | Full cost recovery       | \$3,760.25    | \$3,826.05                 |                  | \$3,826.05  |               |                     | \$3,912.14 | \$3,912.14 |
| Additional fee per unit for condominium rental housing demolition and conversion   | Development Review, Decision and Implementation | Per unit                 | Full cost recovery       | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20    | \$65.20    |
| Base fee for condominium rental housing demolition and conversion - delegated approval   | Development Review, Decision and Implementation | Base fee                 | Full cost recovery       | \$1,253.41    | \$1,275.34                 |                  | \$1,275.34  |               |                     | \$1,304.04 | \$1,304.04 |
| Development Review Application Fee pursuant to City of Toronto Act 2007. Rental Housing Demolition & Conversion - Application Ch. 667 - Condominium - Delegated Approval - Per Unit. | Development Review, Decision and Implementation | Per unit                 | Full cost recovery       | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20    | \$65.20    |

## Appendix 6 - Continued

### 2014 User Fee Rate Changes

#### Inflation and Other Adjustment

| Rate Description  | Service   | Fee Category        | Fee Basis       | 2013          | 2014                       |                  |             |               |                     | 2015        | 2016        |
|---|---|---------------------|-----------------|---------------|----------------------------|------------------|-------------|---------------|---------------------|-------------|-------------|
|   |   |                     |                 | Approved Rate | Inflationary Adjusted Rate | Other Adjustment | Budget Rate | Budget Volume | Incremental Revenue | Plan Rate   | Plan Rate   |
| Base fee for conversion to freehold   | Development Review, Decision and Implementation | Base fee per applic | Full cost recov | \$3,760.25    | \$3,826.05                 |                  | \$3,826.05  |               |                     | \$3,912.14  | \$3,912.14  |
| Development Review Application Fee pursuant to City of Toronto Act 2007. Application Ch. 667 - Conversion to Freehold - Per unit fee - subject to sub-section 442-9E.         | Development Review, Decision and Implementation | \$/unit             | Full cost recov | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20     | \$65.20     |
| Development Review Application Fee pursuant to City of Toronto Act 2007. Application Ch. 667 - Conversion to Freehold - Delegated Approval - Base fee.                        | Development Review, Decision and Implementation | Base fee            | Full cost recov | \$1,253.41    | \$1,275.34                 |                  | \$1,275.34  |               |                     | \$1,304.04  | \$1,304.04  |
| Development Review Application Fee pursuant to City of Toronto Act 2007. Rental Housing Demolition & Conversion - Conversion to Freehold - Delegated Approval - Per unit fee. | Development Review, Decision and Implementation | \$/unit             | Full cost recov | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20     | \$65.20     |
| Base fee for review application of conversion to coownership or life lease  | Development Review, Decision and Implementation | Base fee per applic | Full cost recov | \$15,040.99   | \$15,304.21                |                  | \$15,304.21 |               |                     | \$15,648.55 | \$15,648.55 |
| Application review fee for conversion to coownership or life lease  | Development Review, Decision and Implementation | Per \$/unit         | Full cost recov | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20     | \$65.20     |
| Base fee for review application for conversion to co-ownership or life lease - delegated approval   | Development Review, Decision and Implementation | Base fee per applic | Full cost recov | \$1,253.41    | \$1,275.34                 |                  | \$1,275.34  |               |                     | \$1,304.04  | \$1,304.04  |
| Review application fee for conversion to co-ownership or life lease   | Development Review, Decision and Implementation | Per \$/unit         | Full cost recov | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20     | \$65.20     |
| Base fee for review application of rental housing demolition & conversion   | Development Review, Decision and Implementation | Base fee            | Full cost recov | \$3,760.25    | \$3,826.05                 |                  | \$3,826.05  |               |                     | \$3,912.14  | \$3,912.14  |
| Additional fee per unit for rental housing demolition & conversion - other consents   | Development Review, Decision and Implementation | Per \$/unit         | Full cost recov | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20     | \$65.20     |

## Appendix 6 - Continued

### 2014 User Fee Rate Changes

#### Inflation and Other Adjustment

| Rate Description  | Service   | Fee Category        | Fee Basis      | 2013          | 2014                       |                  |             |               |                     | 2015        | 2016        |
|---|---|---------------------|----------------|---------------|----------------------------|------------------|-------------|---------------|---------------------|-------------|-------------|
|   |   |                     |                | Approved Rate | Inflationary Adjusted Rate | Other Adjustment | Budget Rate | Budget Volume | Incremental Revenue | Plan Rate   | Plan Rate   |
| Base fee for application review of rental housing demolition and conversion   | Development Review, Decision and Implementation | Base fee per applic | Full cost reco | \$1,253.41    | \$1,275.34                 |                  | \$1,275.34  |               |                     | \$1,304.04  | \$1,304.04  |
| Development Review Application Fee pursuant to City of Toronto Act 2007. Rental Housing Demolition & Conversion - Other Consents - Delegated Approval - Per unit fee. | Development Review, Decision and Implementation | Per \$/unit         | Full cost reco | \$62.67       | \$63.77                    |                  | \$63.77     |               |                     | \$65.20     | \$65.20     |
| Base fee for Telecommunication Tower Application  | Development Review, Decision and Implementation | Base fee            | Full cost reco | \$4,587.30    | \$4,667.58                 |                  | \$4,667.58  |               |                     | \$4,772.60  | \$4,772.60  |
| Legal services processing for zoning by-law amendment for Section 37 agreement  | Development Review, Decision and Implementation | Per application     | Full cost reco | \$9,582.36    | \$9,750.05                 |                  | \$9,750.05  |               |                     | \$9,969.43  | \$9,969.43  |
| Base fee for official plan and zoning by-law amendment  | Development Review, Decision and Implementation | Base fee            | Full cost reco | \$16,041.46   | \$16,322.19                |                  | \$16,322.19 |               |                     | \$16,689.43 | \$16,689.43 |
| Additional fee for official plan and zoning by-law amendment for building if gross floor area is over 500 square metres - Residential                                 | Development Review, Decision and Implementation | Per \$/sq. m        | Full cost reco | \$5.39        | \$5.48                     |                  | \$5.48      |               |                     | \$5.61      | \$5.61      |
| Additional fee for official plan and zoning by-law amendment for building if gross floor area is over 500 square metres -Non-Residential 1                            | Development Review, Decision and Implementation | Per \$/sq. m        | Full cost reco | \$4.01        | \$4.08                     |                  | \$4.08      |               |                     | \$4.17      | \$4.17      |
| Additional fee for official plan and zoning by-law amendment for building if gross floor area is over 500 square metres - mixed use                                   | Development Review, Decision and Implementation | Per \$/sq. m        | Full cost reco | \$2.99        | \$3.04                     |                  | \$3.04      |               |                     | \$3.11      | \$3.11      |
| Base fee for condominium conversion   | Development Review, Decision and Implementation | Per application     | Full cost reco | \$16,132.00   | \$16,414.31                |                  | \$16,414.31 |               |                     | \$16,783.63 | \$16,783.63 |
| Additional fee for each unit of condominium conversion  | Development Review, Decision and Implementation | Per unit            | Full cost reco | \$73.48       | \$74.77                    |                  | \$74.77     |               |                     | \$76.45     | \$76.45     |
| Legal services for processing official plan and rezoning combination section 37 agreement   | Development Review, Decision and Implementation | Per application     | Full cost reco | \$9,582.36    | \$9,750.05                 |                  | \$9,750.05  |               |                     | \$9,969.43  | \$9,969.43  |