

CITY PLANNING

STRATEGIC

PLAN $\frac{2013}{2018}$

Chief Planner's Message

Creating a vibrant city is a delicate balance of art and science. To be successful requires thoughtful deliberation, collaboration, and a willingness to listen and learn as much as an ability to share knowledge and build capacity. As city builders, it is our role to be out front leading the discussion and debate. That is both our place and our responsibility. By providing good information, analysis, and input, we can broaden the conversations this city has about its priorities, introduce new ideas that generate creativity, and advance an agenda that is rooted in ensuring a high quality of life for all.

This Strategic Plan is an affirmation of who we are and why we are here. It is about reaffirming our commitment to the City's Official Plan and its vision for an attractive and safe city that evokes pride, passion and a sense of belonging. It is also about adding clarity: clarity about what matters most, how we will work, and who we will work with to meet our goals and objectives as a Division. Most of all, it is about exploring opportunities, challenging assumptions and taking risks.

A series of key cultural shifts identified at the outset of the strategic planning process help shape this Strategic Plan. These key cultural shifts call on us to:

- Reinvent engagement to broaden participation in city building;
- Shift from a reactive to a proactive planning culture, by focusing on area-wide and strategic initiatives;
- Create, support and elevate a culture of innovation;
- Embrace new collaborations both within the municipal organization and outside it; and
- Inspire and continually pursue a culture of best practices.



Ultimately, we must better deliver, package and express what we do, its value and relevance to everyone, and its importance to Toronto's success. We must be more nimble in how we work and embrace new ways to bring our diverse constituency into our thinking and conversations about the future. By embracing these key cultural shifts, I believe we can strengthen our impact as a Division and ensure that we continue to remain effective in our advancement of a city building agenda.

This Strategic Plan is our playbook for moving our Division forward. I am looking forward to sharing the journey ahead with all of you. Planning a great city, Together!

A stylized blue ink signature of Jennifer Keesmaat.

Jennifer Keesmaat
Chief Planner & Executive Director

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What We Do

Cities are places where people can live, learn, work, visit and play. They should offer a wide range of services - schools, parks, health care, stores, restaurants and transportation, to name just a few. Cities that are vibrant and attractive are where residents, visitors and businesses want to be. Toronto is such a place.

The City Planning Division is helping to build Toronto's future – how it looks, how it feels, how it moves and the opportunities it provides in terms of jobs and services to its residents. City Planning works with stakeholder's and other City Divisions to set goals and policies for responsible development. City Planning provides support and advice to City Council to help ensure that Toronto's growth contributes to the kind of communities, neighbourhoods and city Torontonians want.

To make this happen, City Planning's work program is arranged in two services:

- **City Building & Policy Development**
Activities to improve the built and natural environments, integrate land use and transportation, optimize the City's waterfront assets, enhance access to community services and facilities, build a foundation for a strong and diverse economic base, conserve heritage resources, design "Special Places" as part of public realm infrastructure and guide revitalization while ensuring the creation of sustainable neighbourhoods.
- **Development Review, Decision & Implementation**
Activities associated with application review to ensure desirable development through public consultation and a timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulation and plans.



PROGRAMS

Application Review
Business Performance & Standards
Civic Design
Committee of Adjustment
Design Review
Community Policy

Environmental Planning
Graphics & Visualization
Heritage Preservation
Official Plan & Zoning By-law
Outreach and Engagement
Public Art

Research & Information
Strategic Initiatives
Transit Planning
Waterfront Renewal

To deliver these activities, the City Planning Division is organized into four districts – Etobicoke York, North York, Toronto & East York and Scarborough – with work focused in the following functions:

Community Planning – provides advice to Council on development applications after consulting with members of the public and City Divisions, and after reviewing and analyzing all parts of a development project. This includes the work of the Committee of Adjustment focusing on applications for minor variances and consents.

Urban Design – promotes a high quality design for our streets, parks and open spaces; guides how buildings are located, organized and shaped; and leads heritage conservation projects and programs.

Transportation – responsible for transportation planning initiatives including transit, travel demand forecasting and leading district transportation studies, including environmental assessment work.

Strategic Initiatives, Policy & Analysis – develops leading-edge planning policy based on extensive research in land use, housing, community services and the environment. Research outputs are also used to help inform the work undertaken by other City Divisions.

Waterfront Secretariat – leads and facilitates all City activities related to the transformation of Toronto's waterfront, and coordinates with intergovernmental partners, including Waterfront Toronto.

The City Planning Division is helping to build
Toronto's future – how it looks, how it feels, how it
moves and the opportunities it provides in terms
of jobs and services to its residents.



Vision, Mission & Charter

The foundation of this Strategic Plan is the Vision of the City of Toronto's Official Plan. This aspirational statement captures the kind of city we are striving to become and the policies contained within the Official Plan help in part to move Toronto towards the Vision. The Official Plan's Vision will be supported through the City Planning Division's Mission Statement and Charter.

The City of Toronto's Official Plan Vision

The Official Plan envisions an attractive and safe city that evokes pride, passion and a sense of belonging – a city where people of all ages and abilities can enjoy a good quality of life. A city with:

- Vibrant neighbourhoods that are part of complete communities;
- Affordable housing choices that meet the needs of everyone throughout their life;
- Attractive, tree-lined streets with shops and housing that are made for walking;
- A comprehensive and high quality affordable transit system that lets people move around the city quickly and conveniently;
- A strong and competitive economy with a vital downtown that creates and sustains well-paid, stable, safe and fulfilling employment opportunities for all Torontonians;
- Clean air, land and water;
- Green spaces of all sizes and public squares that bring people together;
- A wealth of recreational opportunities that promote health and wellness;
- A spectacular waterfront that is healthy, diverse, public and beautiful;
- Cultural facilities that celebrate the best of city living; and
- Beautiful architecture and excellent urban design that astonish and inspire.

City Planning Mission

The Mission Statement is a call to action as well as an affirmation of the important work that we undertake as a Division. It highlights the Division's leadership role in implementing the Official Plan:

"As leaders and partners in an innovative culture, we build a great city through excellence in planning and influential policy. We implement Toronto's Official Plan for a sustainable, connected city of neighbourhoods where life and business flourish."

City Planning Charter

The Mission Statement above forms the heart of the City Planning Division's Charter, which is the mandate for the Division that staff can commit to action. It is articulated through the following Charter Statements - **We Plan TO...**



Our Vision, Mission and Charter are captured through our City Planning call to action statement:
**Planning a Great City,
TOgether!**

We Plan TO:

By taking a leading role in City Building.

The Vision of the City of Toronto is articulated through the Official Plan. As a Division, we have a responsibility to lead the pursuit and promotion of that Vision as the stewards of the Plan's implementation.



We Plan TO:

By creating policy that balances a citywide vision and neighbourhood interests.

Toronto is a city of diverse cultural, economic and built contexts. Creating strong policy that addresses the city's many facets requires us to take an integrated and proactive approach to planning across the city, to support the Official Plan and to guide investment at the neighbourhood level.

**MARS
FOOD**

JUST OUT OF THIS WORLD

The Thai

Bar & Grill





We Plan TO:

By facilitating a culture of continuous learning.

Toronto has long been recognized as an urban planning innovator, a distinction that is owed to the skills, talents and professionalism of the staff of the City Planning Division. To maintain and expand our capacities, we must continually empower and invest in ourselves to achieve our collective potential.

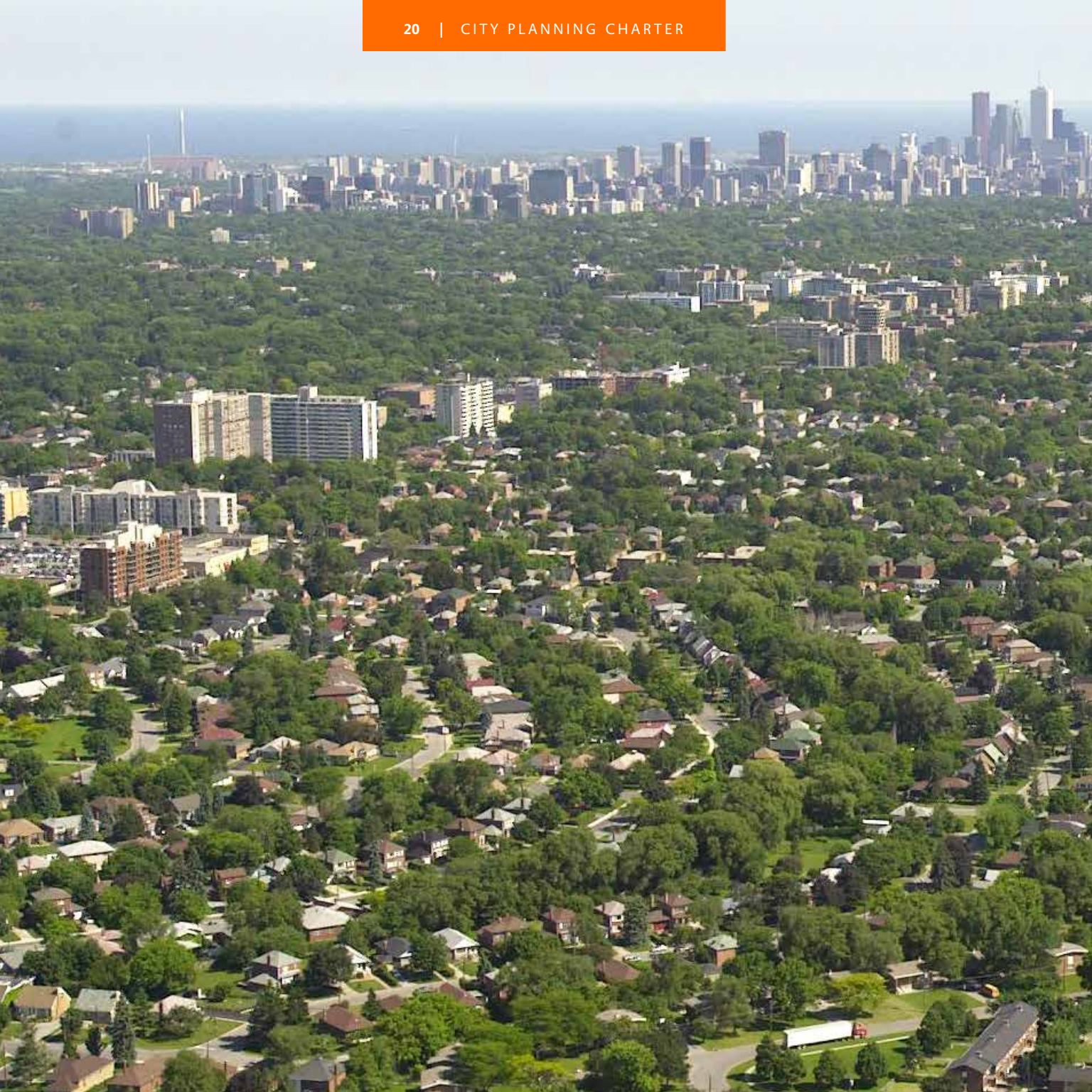




We Plan TO:

By embracing innovation.

Climate change, infrastructure deficits, economic uncertainty, social disparity – all among the key challenges cities face over the coming decades, but also ones addressed through new approaches to planning and development. Supported by a culture of inquiry, experimentation and innovation, we will pursue new practices in support of the Official Plan's Vision.





We Plan TO:

By continually working to broaden participation in City Building.

As a Division, we facilitate broader, more meaningful engagement within and outside City Hall to respond to the pace and complexity of change across the city.





We Plan TO:

By pursuing partnerships with other Divisions, Council and the public.

We work collaboratively with Council, other City Agencies and Divisions, and every community across Toronto. Finding more effective, resourceful and consistent ways of identifying and pursuing these collaborations is a key factor in successfully building the City of Toronto.

Role of the Strategic Plan

Strategic planning is fundamentally about pursuing change. A successful strategic plan guides and shapes change in an identified timeline by setting clear expectations and measures.

The strategic planning process has identified the key assets of the City Planning Division that are essential to maintain and enhance as we move forward. At the same time, it has been imperative to identify gaps, areas in need of change, and strategies to establish a more focused, high performing culture.

Our key deliverables have included:

- developing a clear mission, and setting a series of interim goals to focus Divisional priorities;
- ensuring that the key building blocks of the Division – leadership, communication and collaboration – are solidly in place;
- assessing current programs and procedures to undertake work more effectively and efficiently;
- utilizing and developing staff competencies to ensure the best use of Divisional talent;
- identifying new opportunities and challenges, and to assess their impact; and
- creating mechanisms to engage with new and existing partners and stakeholders to better serve the City of Toronto.

Throughout this process, we have sought to explore, understand and reaffirm the Division's purpose and role in implementing the Official Plan. In doing so, four key questions rose to the fore:

- How will the Division organize itself and its work program to implement the Official Plan?
- How will the Division build capacity and take leadership to be stewards of the Official Plan?
- How will the Division support communication and collaboration within City Hall?
- How will the Division engage external stakeholders?

This Strategic Plan seeks to answer these questions and identifies clear actions to guide the Division over the next five years. To achieve our Strategic Objectives will require our collective energy and passion for city building. We will need to work collaboratively with both internal and external partners in an ongoing effort to continue to bring the Vision and values of the Official Plan to life.

OFFICIAL PLAN VISION

MISSION & CHARTER



DRIVERS FOR CHANGE



STRATEGIC OBJECTIVES

A Citywide Agenda for City Building
A Divisional Agenda for Establishing & Nurturing Leadership

STRATEGIC DIRECTIONS

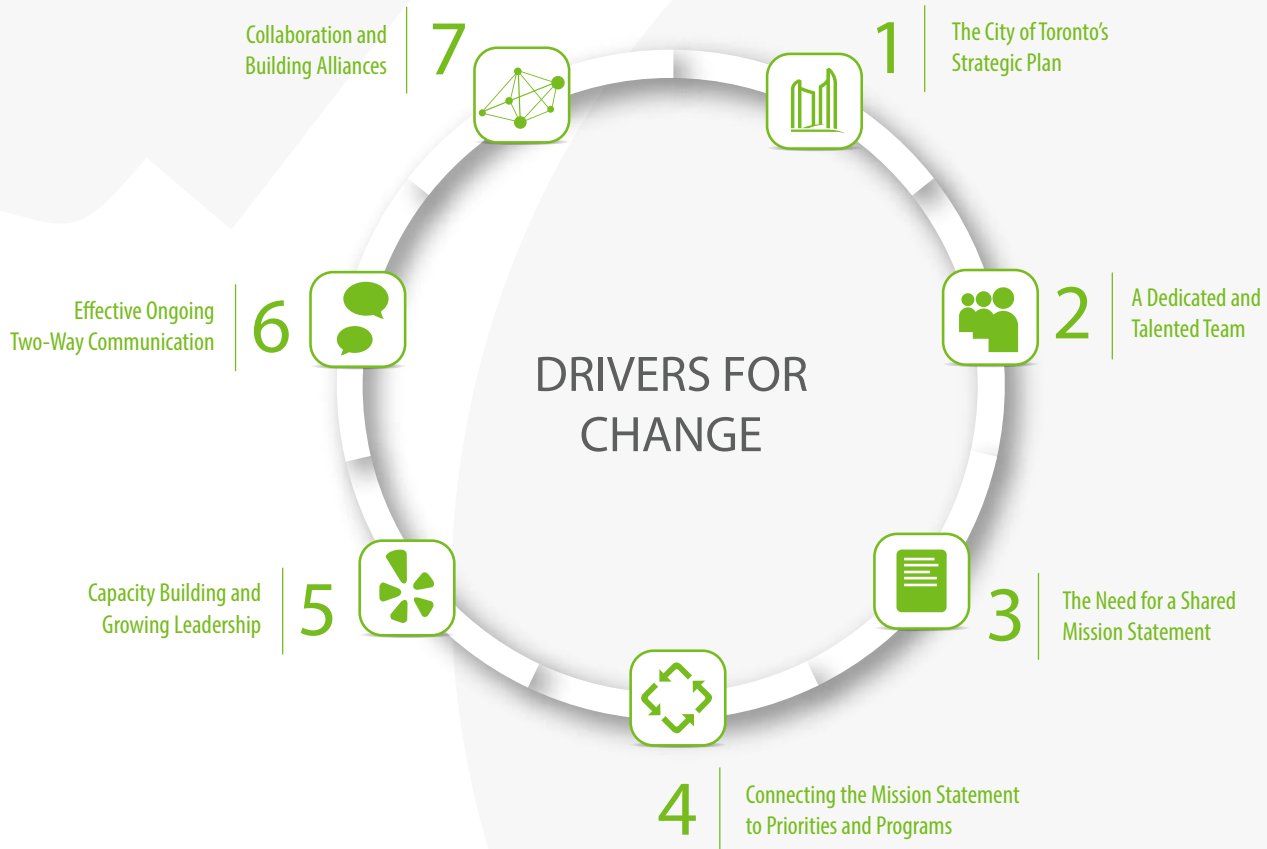
1. Setting Priorities and Improving Processes
2. Enhance and Strengthen the Capacity of the Division
3. Clear, Consistent and Compelling Communication
4. Pursuing Deep Collaborations
5. Measuring Success



ACTIONS

Drivers for Change

A series of interviews and workshops with over 200 staff and managers from within and outside the City Planning Division were undertaken, along with a review of previous organizational evaluations, to assess the opportunities and challenges facing the Division. The assessment produced seven emerging themes to be built upon and addressed through the Strategic Plan. They are summarized below:







The City of Toronto's Strategic Plan:

The Strategic Plan of the City of Toronto outlines a variety of commitments to city building, social development and good governance that are highly aligned with the objectives of the Strategic Plan. By improving public participation, enhancing customer service and promoting organizational excellence, the City Planning Division can advance the strategic objectives of the City of Toronto.



A Dedicated and Talented Team:

Toronto has a dedicated, highly skilled and well-experienced city building team that works within one of the more complicated governance and regulatory environments in North America. While this is readily acknowledged by the administration and staff themselves, looking forward, staff strongly desire to be valued, challenged and supported in their leadership and involvement in the implementation of the Official Plan.



The Need for a Shared Mission Statement for the City Planning Division:

The Official Plan is the Vision for the future of Toronto. While the City Planning Division is seen by many as the lead Division for the implementation of the Official Plan, this role and follow-through needs to be clarified and focused. It also requires an articulation of "how to" do this, through a clear and direct Mission Statement.



Connecting the Mission Statement to Priorities and Programs:

An understanding of what the Division is pursuing needs to be translated into the actual priorities and work programs for our staff. This includes taking a more focused approach to balancing resource allocations between city planning and development management functions. It also means staff should have more effective technical and administrative tools to carry out their roles.



Capacity Building and Growing Leadership:

Change in City Planning is dependent upon the fundamental ability to assert belief and take ownership of our Division's role in implementing the Official Plan. Organizational development and professional training, evaluation, mentoring and succession planning must become the foundation for growth and change in the Division.



Effective Ongoing Two-Way Communication:

Communication within and between the Division and outside City Hall is highly variable, at times outstanding and effective, at other times absent. There is also variability in the effectiveness of the communication in delivering the key messages of the Official Plan and the Division's role in implementing the Official Plan. The Strategic Plan is an opportunity to identify target audiences and to develop key messages to ensure communication is effective and two-way with the intended audiences.



Collaboration and Building Alliances:

The Official Plan requires the involvement of all Divisions for its successful implementation. However, various Divisions are often operating, or seen to be operating, independently in fulfilling the Vision and directions of the Official Plan. There is also an expectation that the City Planning Division, being the natural steward for coordinating and integrating the Official Plan's implementation, play a stronger leadership role. Success in doing so will be based upon effective collaboration with other Divisions within City Hall and with the various public and private interests that make up our external stakeholders.

Strategic Objectives

This Strategic Plan recommends a series of direct practical strategies and actions that will set the course for the City Planning Division. However, change will only be created when people, both within and outside the Division, understand and believe in why it needs repositioning and enhancement. Simply put, this is the belief in the leadership role that the Division has to play in realizing the aspiration for the great city embodied in the Official Plan. The following two strategic objectives provide the city building and organizational agendas for all subsequent strategies and actions:

- A Citywide Agenda for City Building
- A Divisional Agenda for Establishing and Nurturing Leadership

The strategic objectives provide the city building and organizational agendas for all subsequent strategies and actions for improvement.



NEXTGENERATION

the

LAWRENCE



A Citywide Agenda for City Building

The City of Toronto has the benefit of a strong, contemporary policy framework in the form of the Toronto Official Plan. Yet, when speaking to people within and outside the organization, there is an inconsistent acknowledgement of this strong policy direction. This is due to:

- A lack of understanding and reticence by some to fully embrace the policy themes for the whole city;
- A sense by some that the Official Plan belongs only to the City Planning Division and not to the City government as a whole; and
- Some constituencies believing that the Official Plan addresses issues relevant to the former City of Toronto but less relevant to other areas of the city.

This suggests a need to re-engage our Division's city building and citywide development management roles and that the re-engagement needs to focus on the integration of urban priorities within the context of the principles of the Toronto Official Plan. These priorities include: a citywide approach to housing diversity, in particular mid-rise buildings along the Avenues and at transit nodes; a focus on creating great streetscapes and public places; conservation of heritage resources; and enhancing mobility options and placing an emphasis on active transportation (walking, cycling and transit).

This re-engagement will be a process of policy articulation that expresses in more specific terms these priorities throughout all areas of Toronto. Each area, whether older or newer, urban or suburban, will require customized solutions that reflect the diversity of character and social profile that are the reality of a complex city. The planning process will require both intra-divisional and inter-divisional involvement and broad public engagement. All of this will inform and build commitment and constituency for the Official Plan at both a general philosophical level and also at the level of specific proposals for change by both the public and private sectors.

This will diversify the expression of the Official Plan while at the same time confirming its over-arching principles. As this expression diversifies and becomes better articulated, support for it will be strengthened at a political level, within the civic organization and with citizens of Toronto. Through this work, the Division will be confirmed as a leader, integrator and enabler of urban change across the entire city and in every part of the city.

A Divisional Agenda for Establishing and Nurturing Leadership

The legacy of the Division's approach to and delivery of foundational plans, policies and development management, along with the knowledge, skills and dedication of staff, uniquely position us to lead into the future. But, belief in that role will not be sustained by past success and dedicated staff. It will require enduring leadership, starting at the core, which is within the Division itself, and emanating out to City Council, across the Toronto Public Service, and to the public. It will require a dedication to capacity building and organizational growth within the Division; consistent review and improvement of processes and decision-making; focused and expanded communication to all key groups within and outside City Hall; and an unwavering approach to collaboration.

The following are key directions that will solidify and sustain our City Planning role:

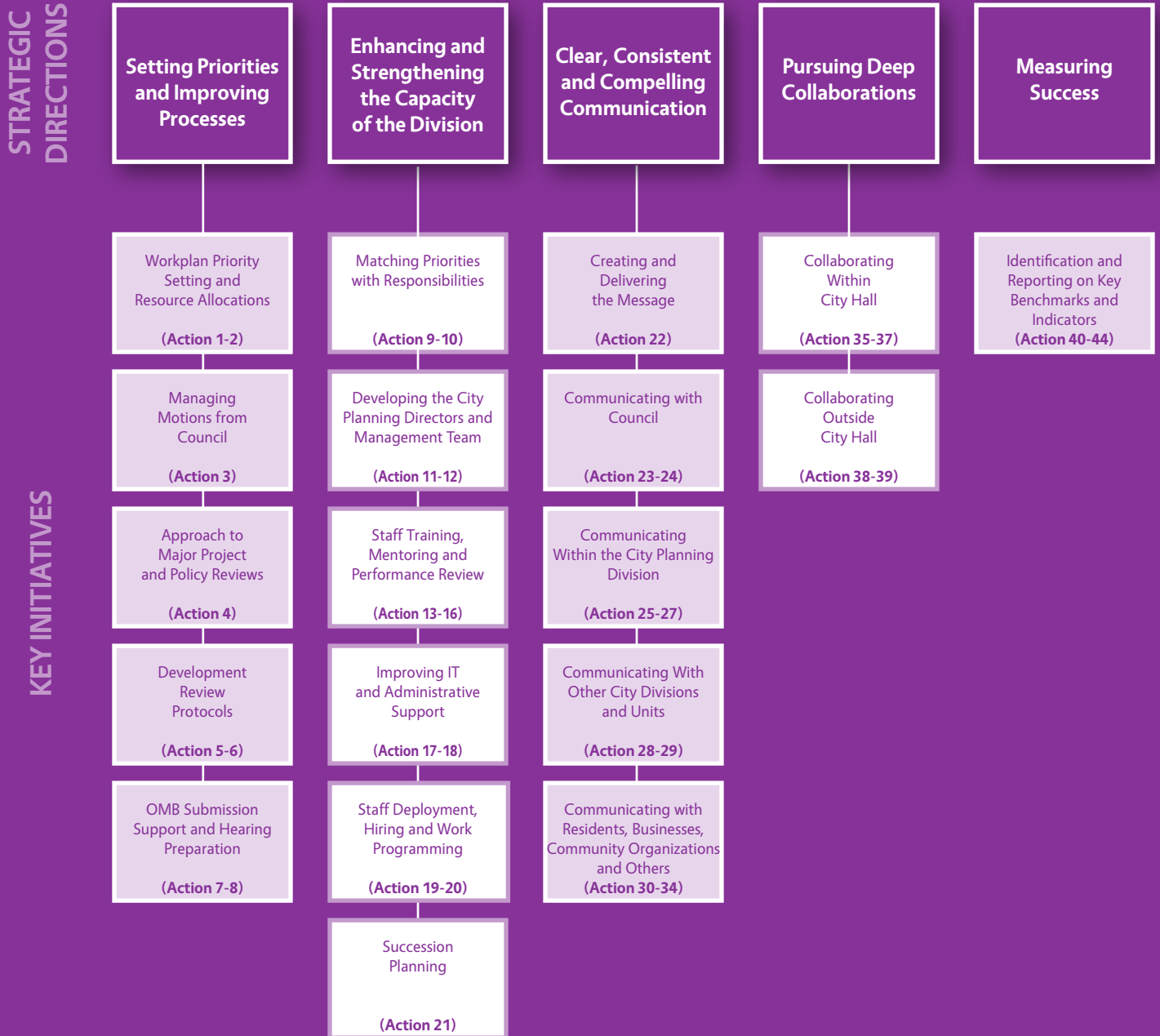
1. **Deliver a Consistent Message About the Future of the city.** The Official Plan is the City's vision and practical guide to Toronto's future.
2. **Offer an Inspiring Message About the Future of the City Planning Division.** The Strategic Plan, and specifically the Mission Statement and Charter are the commitments about what kind of Division we want to be.
3. **Energize Within and Outside City Hall.** There are a variety of innovative and engaging ways to connect with people inside and outside City Hall. Stakeholders need to feel comfortable and valued through engagement, know they are being heard, and understand how their input will be used and followed up.
4. **Build the Base for Proactive, Inspired and Confident Capacity.** The base is comprised of layers, ranging from Council to staff through to the public, with each requiring tailored approaches to building relationships and capacity.
5. **Be Bold.** It takes strong conviction by all of us to act on the Vision, despite the challenges. Part of leadership is creating aspirations that, even if they falter, will have focused people's attention and got them moving in the same direction.
6. **Be Realistic.** People do not buy into unrealistic goals. There has to be a bridge between words and action. Initiatives that promote the Mission Statement must advance immediately.



Strategic Directions and Actions

The Strategic Directions form the backbone of the Strategic Plan's action framework. They are designed to organize our future activities around a set of priorities, working towards the goal of achieving the Vision, Mission and Charter of this Strategic Plan. At the outset, we must recognize the magnitude of our responsibilities within the City of Toronto, set Divisional priorities and identify ways to improve existing processes to more effectively achieve our Strategic Objectives. Achieving this will require building on our professional expertise and passion for urbanism by enhancing our capacity, improving communication and embedding collaboration within everything we do. As we implement the Strategic Plan, we must measure our progress through clear metrics to identify our successes and challenges. Each Strategic Direction is accompanied by a short summary analysis of outcomes and insights derived from the consultation process. Following this summary are more detailed key initiatives, supported by a series of Actions.

The Strategic Directions form the
backbone of the Strategic Plan's
action framework.



STRATEGIC DIRECTION #1

Setting Priorities and Improving Processes

Action 1:	Develop an Annual Report to Council
Action 2:	Set Priorities and Report on Progress
Action 3:	Establish a Council Request Protocol
Action 4:	Establish an Inter-Divisional Major Project Steering Committee
Action 5:	Establish an Inter-Divisional Development Management Team
Action 6:	Act as the Development Management Team Leader
Action 7:	Develop an OMB Support Team
Action 8:	Develop an OMB Precedent File

Achieving the principles set out in the Toronto Official Plan requires us as a Division to think long-term, but also to be nimble enough to respond to a rapidly changing context. Currently, the staff resources required to respond to a high volume of development applications, Council and Committee directed motions and OMB hearings, creates significant work program pressures on the Division. A number of Actions are recommended throughout this Strategic Plan to help create more opportunities for a better balance of staff time by setting Divisional priorities and improving the efficiency of planning processes.

Development Management

The surge in development activity within Toronto has necessitated the City Planning Division to allocate a significant share of our staff resources to application review. While best practice suggests that 50-60% of staff time be spent in this area, the share for the City of Toronto is estimated at about 80%. Actions related to improving the efficiency of the development application process would enable more resources to be focused on strengthening the supporting policy context.

Council Motions

Council and Committee directed motions require the Division to continually reallocate limited staff resources to emerging issues. Actions related to creating a Council Request Protocol would provide clarity on existing Council requests that are underway, and provide predictable timeframes for responding to new requests.

Ontario Municipal Board (OMB)

Although the vast majority of development applications are resolved without an OMB hearing, those that are appealed usually require significant staff time and resources. Actions related to improving the efficiency of how the Division responds to OMB hearings would reduce time requirements and strengthen the City's planning position on these matters.

Workplan Priority Setting and Resource Allocations

With finite resources it is essential that the Division's policy priorities be highly focused, checked and refreshed on a regular basis. Ongoing identification of priorities must be undertaken and the results communicated internally, and with other Divisions and City Council to keep expectations aligned and roles clarified.



ACTION 1 | DEVELOP AN ANNUAL REPORT TO COUNCIL

Overall City Planning Division priorities are set through Council policies and decisions. To keep Council updated on implementation of those priorities and the ability to manage new requests, an annual report to Council (or delegated Committee) should be created to outline the previous year's accomplishments, the upcoming year's workplan and the projects that are pending subject to resources.



ACTION 2 | SET PRIORITIES AND REPORT ON PROGRESS

Division priorities and resource allocations should be set at the annual Division Workshop, followed by quarterly check-ins and updates at the Directors' meeting through to management and section meetings at the District level.

Managing Motions from Council

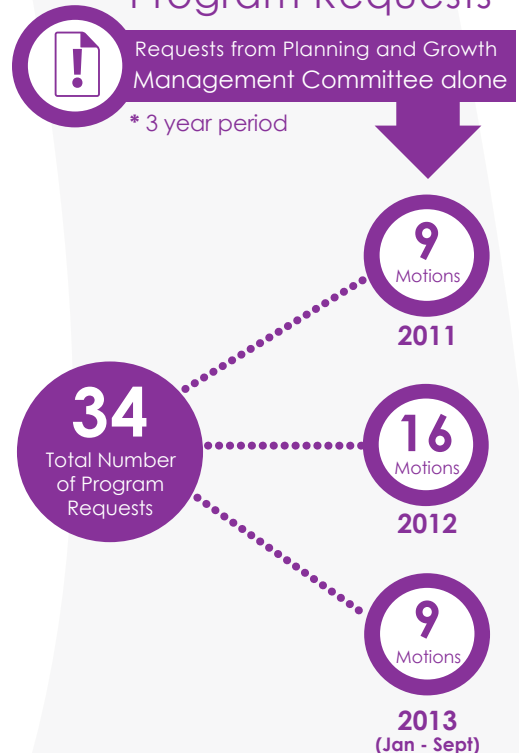
It is a normal practice of City Council and its Committees to request new work program items or reports back from staff to address emerging issues. The Chief Planner or delegate should acknowledge these requests and report back to Council within a predictable timeframe with the issues and options for setting the request as a workplan priority.



ACTION 3 | ESTABLISH A COUNCIL REQUEST PROTOCOL

A protocol for assessing and updating Council on the status of motions directed to the Division should be established to quickly inform Council on the resourcing and scheduling implications of adding new work program items vis-a-vis other Council priorities.

New Work Program Requests*



Approach to Major Project and Policy Reviews

The success of almost every major project or policy initiative is dependent upon collaboration with other Divisions. This collaboration must be systematized and implemented rigorously.



ACTION 4 | ESTABLISH AN INTER-DIVISIONAL MAJOR PROJECT STEERING COMMITTEE

Clarify priorities, set directions, allocate resources and problem-solve for major policy initiatives that cross Divisional boundaries by creating a quarterly Inter-Divisional Major Project Steering Committee (rotating Chair). This committee would include the Chief Planner and the senior managers involved with significant projects or policy initiatives and would be fully supported with agendas, notifications and minutes.

Development Review Protocols

An efficient, timely and transparent development review process is important for Toronto's growth, competitive edge and quality of life. Integration and standardization for development review has received a significant emphasis through Developing Toronto, formerly called the Development Application Review Project (DARP), that works with staff and the development industry to continuously improve the services related to development (planning approvals, building permits, engineering review and inspection). A more systematized approach to the assessment would increase the value of the process and reduce the amount of time our staff spend on coordinating assessments and responses within City Hall.



ACTION 5 | ESTABLISH AN INTER-DIVISIONAL DEVELOPMENT MANAGEMENT TEAM

Expand the pilot of an integrated and co-located inter-Divisional development management team for rapidly changing areas of the city, such as transit precincts, to expedite cross-Divisional requirements as well as to integrate emerging policy.



3,800+
Development
Applications

Average per year



=100 Applications

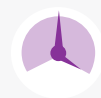


1 Development
Application

Per 0.5 Hours¹

16 Development
Applications

Average every
work day¹



¹ Calculated using the number of working hours per year.

Development Proposal

258, 260 & 264 Sheppard Ave. West

An application to amend the Official Plan and Zoning By-law to permit a 5 storey, 42 unit residential apartment with commercial uses

STATUTORY PUBLIC MEETING

Information will be posted once meeting is scheduled.



File # 10.318846 NNY 23 OZ

For information:

www.toronto.ca/planning/development/applications

City Planner: Robert Gibson

416-395-7059 rgibson@toronto.ca







ACTION 6 | ACT AS THE DEVELOPMENT MANAGEMENT TEAM LEADER

Reaffirm with and communicate to partner Divisions and agencies the role of Community Planning as the Team Leader in the application review process, with responsibility to actively project manage proposals and identify solutions where divisional comments conflict.

OMB Submission Support and Hearing Preparation

Better hearing preparation and availability of precedents will help reduce the amount of time preparing for OMB hearings.



ACTION 7 | DEVELOP AN OMB SUPPORT TEAM

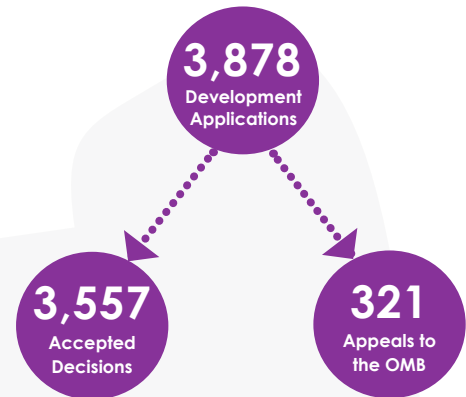
Develop a specialized support team within the Division to assist staff with the OMB submission and hearing preparation.



ACTION 8 | DEVELOP AN OMB PRECEDENT FILE

Create a repository of OMB precedent briefs, graphics and prior rulings as a research tool.

In 2012



STRATEGIC DIRECTION #2

Enhancing and Strengthening the Capacity of the Division

Action 9:	Establish an Annual City Planning Division Workshop
Action 10:	Undertake Annual Workshop Follow-Up
Action 11:	Undertake Regular Leadership Review & Assessment
Action 12:	Undertake Regular Workplan and Resourcing Follow-Up
Action 13:	Tailor Training and Development Plans for all Staff
Action 14:	Implement Annual Training Needs Assessments and Performance Reviews
Action 15:	Create a Mentoring Program
Action 16:	Encourage the Sharing of Best Practices
Action 17:	Develop an Information Technology Plan
Action 18:	Establish an Administrative Support Task Force
Action 19:	Establish a Vacancies and Recruitment Portfolio
Action 20:	Undertake Regular Staffing Follow-Ups
Action 21:	Develop a Succession Planning and Succession Management Plan

Our Division is responsible for the planning of a very dynamic city that has been experiencing tremendous growth. It exercises significant influence on the shape and form of the city and consequently on the daily life of its citizens. There is much for us to be excited, motivated and energized about, based upon both our past and present successes.

The Actions that follow throughout this section will enhance and strengthen the capacity of the City Planning Division by building out from our successes. They outline steps that have the potential to:

- Develop an organizational culture of good management practices, open and effective ongoing communication and productive collaboration;
- Provide opportunities for each staff member, as well as for the Division itself, to develop to their full potential;
- Increase the effectiveness of the Division - in particular in terms of our capacity to productively respond to the Official Plan's Vision and the City Planning Division's Mission Statement and Charter;
- Support an environment in which work is both challenging and exciting;
- Provide opportunities for staff to influence the way in which they relate to their work and the Division itself; and
- Strengthen our focus on human resources, including filling vacant positions, staff deployment, work programming and succession planning.



Matching Priorities with Responsibilities

Empowerment, risk taking and a culture where learning is valued and rewarded should become the key attributes of the City Planning Division. These attributes encourage staff to grow and change and support them while they do so. They generate energy, create a sense of shared ownership and result in a more efficient structure of shared responsibility in the Division. They also form the basis of work planning, individual objective setting and performance reviews. They should form part of the agenda of management and staff meetings.



ACTION 9 | ESTABLISH AN ANNUAL CITY PLANNING DIVISION WORKSHOP

Establish a two day annual Division Workshop chaired by the Chief Planner. Day one will include all staff and will celebrate the year's successes, discuss progress on implementation of the Strategic Plan and discuss the Division's plans and priorities for the coming year. This is an opportunity for the Chief Planner to hear directly from staff. Day two will include Directors and Managers to discuss work-plan prioritization and resourcing.



ACTION 10 | UNDERTAKE ANNUAL WORKSHOP FOLLOW-UP

The outcomes of the Workshop should be followed up through the regular management team meetings of Directors and Managers.

Developing the City Planning Directors and Management Team

The culture of our Division must empower the Directors and Managers to share responsibility and to take the initiative to lead the Division. They have to fully understand they have the opportunity and responsibility to provide leadership in matters of policy, organizational change, communication and collaboration. This shared responsibility should become an ethos for the entire Division, thereby creating the sense of ownership and energy that is needed for both the present and future.

**ACTION 11 | UNDERTAKE REGULAR LEADERSHIP REVIEW & ASSESSMENT**

All Directors and Managers need to assess their leadership abilities as part of their annual objective setting and performance reviews, along with appropriate leadership and management training. Not every person will have the same willingness or potential for different levels of responsibility. New leadership assignments should be provided to appropriate staff who have demonstrated leadership or the potential for leadership.

**ACTION 12 | UNDERTAKE REGULAR WORKPLAN AND RESOURCING FOLLOW-UP**

Structure part of the regular Directors and Managers meetings to implement and respond to the outcomes of the annual Division Workshop. This is an opportunity to refresh work planning and resource allocations in light of new or changing policy or program directions.

Staff Training, Mentoring and Performance Review

To build and enhance capacity, particularly in a Division as dynamic as ours, an emphasis needs to be placed on career-long learning, mentoring and knowledge building. This must be framed within a rigorous system of mutually agreed upon training goals and progress assessments.



ACTION 13 | TAILOR TRAINING & DEVELOPMENT PLANS FOR ALL STAFF

Working with Human Resources, dedicate a Talent Development Consultant to carry out individual assessments that result in individual training plans. These recommendations and plans should align with both the Division's current and future needs as well as the career aspirations of the individual.



ACTION 14 | IMPLEMENT ANNUAL TRAINING NEEDS ASSESSMENTS AND PERFORMANCE REVIEWS FOR ALL STAFF

There is tremendous value in each staff member undertaking an annual training needs assessment, workplan objective setting and performance reviews. The training needs assessment is followed up by a training plan that is reviewed and refreshed regularly.



ACTION 15 | CREATE A MENTORING PROGRAM

Create a formal mentoring program where staff as part of their training plan, have the opportunity to be mentored by more senior/experienced staff. Mentorship is a personal development relationship in which a more experienced or more knowledgeable person helps to guide a less experienced person. However, true mentoring is more than just answering occasional questions or providing ad hoc help. It is about an ongoing relationship of learning, dialogue and challenge.



ACTION 16 | ENCOURAGE THE SHARING OF BEST PRACTICES

Provide regularly scheduled opportunities for staff to present updates on their projects – both from a best practices and informational perspective – to other staff from within and outside the Division through “brunch and learn” or similar type sessions.





Improving IT and Administrative Support

Professional staff are spending significant time conducting what are deemed to be “administrative and support” tasks. Every effort should be made to introduce appropriate Information Technology solutions on both an inter- and intra-Division level to streamline as many of these functions as possible. This would result in efficiencies that would provide more time for planning-related activities.



ACTION 17 | DEVELOP AN INFORMATION TECHNOLOGY PLAN

Establish a technological committee with representatives from across the Division to assess Information Technology requirements and to develop an Information Technology Plan for the City Planning Division. This Information Technology Plan should be multi-year in nature and iterative in achievable benefits.



ACTION 18 | ESTABLISH AN ADMINISTRATIVE SUPPORT TASK FORCE

Establish an Administrative Support Task Force to identify and assess the administrative support needs of the Division and to develop recommendations on more efficient and effective ways to support those needs (even on a temporary basis). This could include consolidation of administrative support and/or the creation of new administrative positions to address program needs. The Task Force must work closely with the staff involved in the IT Plan.

Staff Deployment, Hiring and Work Programming

The deployment of staff across the Division should align with the setting of priorities at the annual Division Workshop. However, new or emerging priorities from Council as well as ongoing natural turnover and change in the staff ranks will require close attention to staff deployment, hiring and work programming.

City Planning benefits from talented and motivated staff with highly valuable skills and experience, which often makes them attractive to other City divisions and agencies as well as external employers. In addition, staff promotions within the Division results in a cascading effect with respect to vacancies. Actively managing vacancies by driving forward recruitment processes and competitions must be an on-going priority.

Another priority in this area should be making improvements to the way we hire and promote our staff. During the strategic planning process it became clear that staff are frustrated with their treatment through the current hiring and promotion practices. If City Planning is to keep its talented and motivated people, these frustrations must be addressed.



ACTION 19 | ESTABLISH A VACANCIES AND RECRUITMENT PORTFOLIO

Give the Talent Development Consultant the responsibility for a vacancies and recruitment portfolio. Working with Human Resources, the Consultant will identify barriers and opportunities to prioritize and fill positions, as well as make improvements to the hiring and promotion practices, particularly around communications with candidates. Regular updates should be provided at the Directors meetings.



ACTION 20 | UNDERTAKE REGULAR STAFFING FOLLOW-UPS

In addition to the annual Division Workshop, add an on-going agenda item to the Directors meetings to assess and strategize program assignments and responsibilities. The Talent Development Consultant should also undertake follow up with staff on job competitions and provide updates to the Directors.

Succession Planning

Both succession planning and succession management are needed for effective capacity building. Succession planning is a process for identifying and developing internal people with the potential to fill key positions in the organization.

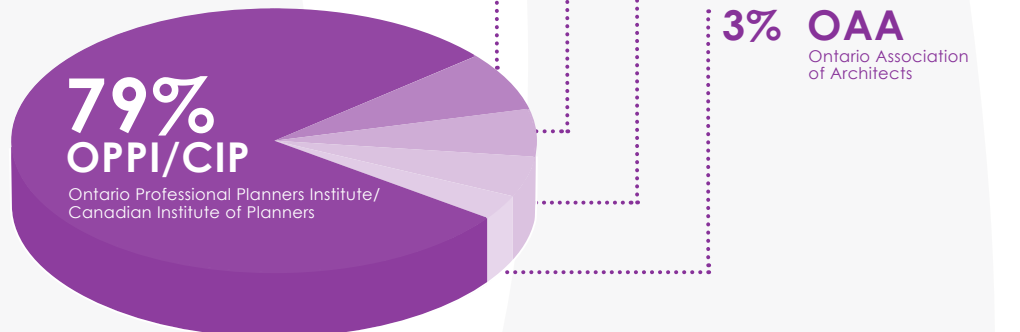
Succession management is a process of building a series of feeder groups up and down the entire leadership structure.

By providing opportunities for staff to engage on projects that broaden their skills and deepen their experiences we will strengthen each individual's abilities and the pool of talent feeding into our leadership structure. We must also capitalize on the breadth of experiences in the Division today. There is a significant and powerful amount of institutional memory held by the senior staff. Every effort must be made to avoid knowledge gaps and inefficiencies that materialize as new staff have to initiate and learn anew the content and methods of policy making and development management.



ACTION 21 | DEVELOP A SUCCESSION PLANNING AND SUCCESSION MANAGEMENT PLAN

Designate a senior staff person to work with the Talent Development Consultant to develop a formalized Succession Planning and Succession Management Plan. The Plan would identify those staff with the skills and abilities to potentially assume key positions in the future and to establish a process to support information and knowledge transfer from retiring staff.



Percentage Breakdown of Staff
with Professional Designations By Type

STRATEGIC DIRECTION #3

Clear, Consistent and Compelling Communication

- Action 22: Develop a City Planning Presentation Toolkit
- Action 23: Present the Strategic Plan to The Planning and Growth Management Committee
- Action 24: Develop an Annual Report of The City Planning Division
- Action 25: Give Regular State-of-the-Division Updates
- Action 26: Organize Information Sharing Events
- Action 27: Establish Learning Programs
- Action 28: Undertake Joint Projects and Policy in Support of the Official Plan
- Action 29: Identify Planning Leads
- Action 30: Take the Official Plan to the Community
- Action 31: Develop Clear Messaging for the City Planning Division
- Action 32: Develop Informal Planning Division Outreach Programs
- Action 33: Develop a Public Involvement Resource Page
- Action 34: Continue Chief Planner Roundtables

This Strategic Plan lays a course of action that will enable the City Planning Division to more effectively implement the Toronto Official Plan. However, although the Official Plan has provided a clearly articulated Vision for the City of Toronto for more than a decade, the knowledge and integration of that Vision is not widespread.

As such, a key part of successful implementation of the Strategic Plan, and thereby of the Official Plan's Vision, is based on effective communication - clear, consistent and compelling communication.

The communications activities recommended below aim to support greater awareness of the City Planning Division, its goals and its role in city building by providing strategic direction regarding the role of communications in implementing the Strategic Plan; providing a basis for the development of a more detailed communications action plan (including the identification of audiences, key message development and various tactics); and providing immediate ideas and actions that can begin the implementation of the Strategic Plan.

Creating and Delivering the Message

A key attribute of effective communication is the development of compelling, consistent messages – messages that are powerful and memorable. During the strategic planning process, the desire for a tagline for City Planning was identified as a potentially powerful way to communicate the essence of the division and its initiatives. The adoption of “Planning a Great City, TOgether” as the Division’s new identifier is a direct outcome of this, and one of the Quick Hits of the Strategic Plan. The tagline is meant to capture the essence of our Vision, Mission and Charter – what we do.



ACTION 22 | DEVELOP A CITY PLANNING PRESENTATION TOOLKIT

Develop a communication toolkit for use over at least the next two years. The toolkit should identify key audiences and messages and provide stock materials tailored for each group. These must be graphically innovative and at a minimum should include:

- Presentation materials (script, PowerPoint, etc.) on the Official Plan and the Division’s role in fulfilling the Official Plan’s Vision (aimed at audiences inside the Division, within other Divisions, Council and the public);
- A series of easy to understand key diagrams that help explain the main concepts of the Official Plan;
- Presentation materials on the Strategic Plan and Charter (aimed at audiences inside the Division, within other Divisions and Council); and
- A short video featuring the Chief Planner delivering the same material as the above noted presentations (aimed at all audiences with an emphasis on the public). This can be made available online in its entirety and segments used as part of presentations.



PLANNING A GREAT CITY
TOGETHER

Communicating with Council

Launching our first Strategic Plan provides an opportunity to engage with Council in a fresh and forward looking manner. This is an opportunity to discuss and energize both the substantive priorities of the Official Plan as well as our new Mission Statement.



ACTION 23 | PRESENT THE STRATEGIC PLAN TO THE PLANNING AND GROWTH MANAGEMENT COMMITTEE

Using the tools noted above, present the Strategic Plan to the Planning and Growth Management Committee. The presentation should highlight key actions and next steps that will improve the Division's effectiveness.



ACTION 24 | DEVELOP A MOTIONS REPORT

An annual report from the Chief Planner to the Planning and Growth Management Committee, along with the frequent reports back on individual work requests, will keep Councillors apprised of the Division's current and future priorities and workloads, as well as resource implications.

Communicating Within the City Planning Division

One area of work identified through the Strategic Plan process was the need for further improvement in communications within the Division - the need for regular, responsive and consistent communication to support organizational development, best practices and the desired city building outcomes. This ranges from inter-District information sharing, to District and Unit Meetings to Managers and Directors meetings.



ACTION 25 | GIVE REGULAR STATE-OF-THE-DIVISION UPDATES

On a semi-annual basis there should be a State of the Division update in each District that is led by designated staff. The purpose of these



meetings is to provide a meaningful time to assess divisional progress and discuss the quarter ahead. The results of these meetings should be forwarded to the Chief Planner's Office and incorporated into the next year's Division Workshop. This feedback is also one additional opportunity for staff to provide candid opinions to the Chief Planner, Directors and Managers. Consideration should be given to providing the opportunity for the staff from other Divisions to participate in these update sessions. Tools such as staff surveys and e-updates should be utilized.



ACTION 26 | ORGANIZE INFORMATION SHARING EVENTS

Implement regular information sharing events for staff (inter- and intra-Divisional) with an emphasis on sharing development management and policy initiatives, as well as specific project information. As the technology to do so is readily available, these could also become podcasts. These events become ways to highlight and celebrate staff achievements and allow for recognition by managers and peers. Consideration should be given to extending invitations for City Planning "Brunch and Learn" series to other Divisions.



ACTION 27 | ESTABLISH LEARNING PROGRAMS

Institute learning programs through staff orientation and professional development to generate a broader familiarity with the Official Plan and other planning issues and trends. This should form a basic part of the annual objective setting for staff.

Communicating With Other City Divisions and Units

From the processing of development applications to the creation of effective, comprehensive policy, the success of the City Planning Division and its initiatives is heavily dependent on the participation and cooperation of other City Divisions and agencies.

We readily acknowledge that the City Planning Division does not bear full responsibility for the implementation of the Official Plan, but this is not

necessarily the perception of staff in other Divisions. It is essential that we re-commit ourselves to building strong, reliable and mutually respectful relationships with staff in the other Divisions with whom we regularly work.

Organizations do not relate to organizations. People within them relate to one another. There is a need to develop trusting and productive relationships at a “personal” level as they form the foundation for the work the Divisions share. This relationship building must start at the Chief Planner and equivalent level and then move on through the various levels of the Divisions.

The adoption of the Strategic Plan presents an opportunity to reach out to the other Divisions, which welcome such partnerships as demonstrated through their active participation in the Strategic Plan workshops.



ACTION 28 | UNDERTAKE JOINT PROJECTS AND POLICY IN SUPPORT OF THE OFFICIAL PLAN

Through regular inter-Divisional meetings, communication and ongoing relationships, identify opportunities with other Divisions to partner on project reviews and develop new joint policy that supports the Official Plan and other city building objectives. This includes identifying and resolving areas of policy overlap such as transportation and housing. This should be an ongoing item at the regular Directors meeting.



ACTION 29 | IDENTIFY PLANNING LEADS

There are already several productive inter-Divisional relationships in place that provide a basis for regular, responsive and consistent communication to support organizational development, best practices, and the desired city building outcomes. However, these relationships are not consistent. It is recommended that the Chief Planner designate specific senior staff to engage with other Divisions in a liaison or ‘lead’ role. The goal of this interaction – both casual and formal – is to establish and nurture the relationships needed for efficient and effective work between the Divisions.



Communicating with Residents, Businesses, Community Organizations and Others

The work we do as a Division is for the citizens of the City of Toronto. There is no greater voice than that of citizens, especially with the emerging power and influence of social media. Division staff are already in the community hundreds of nights each year to discuss and receive feedback on development applications and area programs. These are key opportunities to share and show the connection to the Official Plan and its directions for the city. These are also powerful opportunities to build and energize a broad base of public support for the City Planning Division. The new Coordinator for Stakeholder Engagement and Special Projects position should be responsible for coordinating the following:



ACTION 30 | TAKE THE OFFICIAL PLAN TO THE COMMUNITY:

Make the Official Plan the foundation of community meetings as often as possible. Additional information-sharing opportunities should be undertaken to provide platforms for raising the awareness about the Official Plan and its link to the local community interest. Over time the Official Plan subsequently becomes the construct within which the community is able to discuss and analyze city building issues and proposals.



ACTION 31 | DEVELOP CLEAR MESSAGING FOR THE CITY PLANNING DIVISION

Consistently use the tools from the communications toolkit to provide clear messaging for the City Planning Division at public meetings by making the Division's role in city building known in a consistent and straightforward manner. For example, start all presentations with the Official Plan Vision.



ACTION 32 | DEVELOP INFORMAL PLANNING DIVISION OUTREACH PROGRAMS

Identify opportunities for communicating the Official Plan and the role of the City Planning Division in the community as part of ongoing work planning in the Districts. The aim of this should be a more informal engagement with City Planning staff, ideally not tied to a particular policy initiative or application. This could include District office open houses (“My Community Planner Afternoons”), school outreach programs or “Holding Public Office” initiatives that put planners in public spaces (through the creation of a ‘virtual’ office at community events).



ACTION 33 | DEVELOP A PUBLIC INVOLVEMENT RESOURCE PAGE

Develop a public involvement resource page that staff and the public can use when undertaking public engagement activities, referencing best practices while vesting activities within the requirements of the planning legislation.



ACTION 34 | CONTINUE CHIEF PLANNER ROUNDTABLES

Continue the Chief Planner Roundtable series with key outside interests to understand issues and to provide updates on substantive projects from the Division. Outcomes can be communicated to promote two-way engagement and provide an opportunity to promote key messages from the City Planning Division.

CHIEFPLANNER

roundtable

38,934

Total Twitter Interactions

between

Sept 2012 to Sept 2013

#feelingcongested

#cproundtable

@TOTower_Renewal

#PiPs

@CityPlanTO

@TorontoCivicEngagement



When and Where will the conversation continue

WEB toronto.ca/planning/chiefplannerroundtable

email chiefplannerroundtable@toronto.ca

Twitter #CProundtable



ANNAPACE

DAVID MCKEOWN

CAROLYN WOODLA

STRATEGIC DIRECTION #4

Pursing Deep Collaborations

- Action 35: Utilize Planning Leads to Support Collaboration and Integration
- Action 36: Create Protocols for Major Project Collaboration
- Action 37: Support More Formalized Program-Based Collaboration
- Action 38: Develop New Public Engagement Strategies
- Action 39: Develop Community and External Partnership Strategies

Collaboration, which requires the effective exchange of thoughts and information, is inherently different than communication. Collaboration is a process where individuals or organizations work together to realize mutually beneficial goals by sharing knowledge, learning and building consensus on shared objectives. Collaboration requires leadership.

Common perceptions from within and outside City Hall are that City Planning, while the steward of the Official Plan, needs to become more effective in collaborating with those who share responsibility for implementing the Official Plan. That responsibility rests with a broad spectrum of City Divisions, other government agencies, and the various groups and individuals that make up Toronto's public and private interests.

Collaborating Within City Hall

While City Planning is the lead Division in the implementation of the Official Plan, the multi-dimensional nature of this task makes incorporating input and feedback from those throughout the Toronto Public Service essential. For example, the interdependencies between City Planning, Transportation Services, Engineering and Construction Services, Toronto Building, Economic Development & Culture, and Parks, Forestry & Recreation represent a significant future opportunity, but a current challenge. Differing timelines and competing areas of interest all contribute, at various times and degrees, to challenges in coordinating and collaborating with other Divisional staff. Given the multi-faceted and broad challenges that the City of Toronto faces, it will be vital for City Planning to move toward more, and more effective, inter-Divisional collaboration and partnerships on a range of issues, from development application review to major policy initiatives.





TORONTO City Planning

PLANNERS
IN PUBLIC SPACE



TOGETHER

1. The City is looking for ways to improve public spaces and make them more accessible to everyone.

2. We want to hear from you about what you think is important for public spaces in your neighborhood.

3. We will use your input to help us make decisions about how to improve public spaces in your neighborhood.

4. We will keep you updated on our progress and how we are using your input.



ACTION 35 | UTILIZE PLANNING LEADS TO SUPPORT COLLABORATION AND INTEGRATION

Require planning leads to engage on an ongoing basis with other City Divisions and agencies. These roles should be planned as part of the annual work plan and objective setting exercises for these staff.



ACTION 36 | CREATE PROTOCOLS FOR MAJOR PROJECT COLLABORATION

Identify and establish a protocol for a multi-Divisional approach to major project management and implementation. This could include, but would likely not be limited to the following:

- Joint project definition and milestone review meetings;
- Policy creation or policy problem solving sessions;
- Jointly-hosted public meetings;
- Collective responses to Council requests; and/or
- Establishment of dedicated and co-located project groups.



ACTION 37 | SUPPORT MORE FORMALIZED PROGRAM-BASED COLLABORATION

Ongoing interaction between Divisions through more routine activities and various programs is another key opportunity for collaboration. Currently, policy development and development review activities rely largely on paper distribution and/or notification to engage other Divisions. Efforts should be made to establish protocols for early and efficient interaction within various processes. For example cross-Divisional representation at the pre-application stage or initial review of significant development proposals would allow for the transfer of knowledge among key contacts for the file, the identification of key issues or work streams that could impact the proposal and opportunities for identifying efficiencies on a go forward basis.

Collaborating Outside City Hall

To fully implement the Official Plan, it is vital for the City Planning Division and its leadership to recognize and engage other interests outside City Hall. Whether they are from the development, design, academic or NGO communities, there exists a significant supply of human and intellectual capital in Toronto engaged in thinking about how the city can be improved and re-imagined. This energy should be harnessed to support the Official Plan Vision, to enable coalition building, and to build awareness and areas of agreement with opinion leaders so that they will communicate the City Planning Division's messaging to their respective memberships and communities of interest.

The Division has a long history of this type of engagement and collaboration, though largely on a less standardized basis. Going forward the aim must be to forge new, formal and ongoing collaborations with key external stakeholder groups. The new Coordinator for Stakeholder Engagement and Special Projects position should be responsible for advancing the following actions:



ACTION 38 | DEVELOP NEW PUBLIC ENGAGEMENT STRATEGIES

Create District level public engagement strategies as part of annual divisional work planning to identify contacts related to major policy or project initiatives as well as for ongoing contact with key interests. This would be in addition to the existing processes for public engagement associated with the review of development applications.



ACTION 39 | DEVELOP COMMUNITY AND EXTERNAL PARTNERSHIP STRATEGIES

Create partnership strategies to:

- Better engage with agencies and institutions that are active in their communities and share a common public interest platform, including schools, community centres, health care agencies, libraries and various NGOs; and
- Identify and pursue partnerships with private and for-profit companies, universities and organizations to explore joint problem solving, best practice research and demonstration projects.

In 2012

295 Community Consultations



more than one
every weekday¹

17,544



Number of Community Consultation
attendees in 2012

¹ Calculated using the number of work days per year.



STRATEGIC DIRECTION #5

Measuring Success

- Action 40: Identify and Track a Set of Official Plan Implementation Indicators
- Action 41: Identify and Track a Set of Divisional Development Indicators
- Action 42: Create and Implement a Monitoring Plan
- Action 43: Create a Strategic Plan Implementation Team
- Action 44: Continue Quick Hits

One of the initial steps towards enabling an agenda of change is being able to measure progress toward stated goals. Feedback from this strategic planning process as well as the outcomes of previous studies indicate a number of perceptions about the current state of the City Planning Division and the outcomes of its work. What is missing are clear measurables that can highlight how and in what areas the Division is meeting or failing to meet its goals.

Identification and Reporting on Key Benchmarks and Indicators

Success is measured by collecting evidence on what works and what does not and using that information to make adjustments and decisions that bring an organization closer to achieving its goals.

The Division should begin a process of identifying and consistently assessing key performance indicators that can assist in identifying progress in meeting both planning and Divisional outcomes.



ACTION 40 | IDENTIFY AND TRACK A SET OF OFFICIAL PLAN IMPLEMENTATION INDICATORS

The Chief Planner and Directors should identify a concise list of Official Plan implementation indicators to assist in benchmarking how well key aspects of the Official Plan policies and vision are being implemented.



ACTION 41 | IDENTIFY AND TRACK A SET OF DIVISIONAL DEVELOPMENT INDICATORS

The Chief Planner and Directors should identify a set of Divisional development indicators to assist in measuring key organizational outcomes related to the strategic goals of the Division.



ACTION 42 | CREATE AND IMPLEMENT A MONITORING PLAN

Develop a monitoring plan, information gathering schedule and a progress report as part of the Divisional Annual Report.



ACTION 43 | CREATE A STRATEGIC PLAN IMPLEMENTATION TEAM

Create a Strategic Plan Implementation Team reporting to the Chief Planner with responsibility for coordinating implementation and oversight of the monitoring plan and related deliverables.



ACTION 44 | CONTINUE QUICK HITS

The beginning of the Strategic Planning process generated four very well received Quick Hits: Technological Advancement, Planners in Public Spaces (PiPS), Studio Space and our new Divisional Identifier. The Strategic Plan Implementation Team should, in conjunction with the annual Division Workshop, coordinate, refresh and add to the Quick Hits list to ensure that immediate actions are continually generated and followed up throughout the year.

Technological Advancement

From Twitter to QR Codes, technology is changing the way we plan. Our Technological Advancement Working Group is already exploring new ways to disseminate information, interact with stakeholders and facilitate analysis.

Planners in Public Spaces (PiPS)

As one of our first initiatives, the City Planning Division launched pop-up information booths in public spaces and events across the city. PiPS gave residents the opportunity to engage with planners and learn about the important work City Planning does, while telling planners about the issues that are important to them.

Studio Space

The way we work influences our creativity, capacity and performance. As part of the Quick Hits, we are transforming existing spaces to studio space through minor interventions that promote collaborative team-based approaches to planning through a flexible working environment.

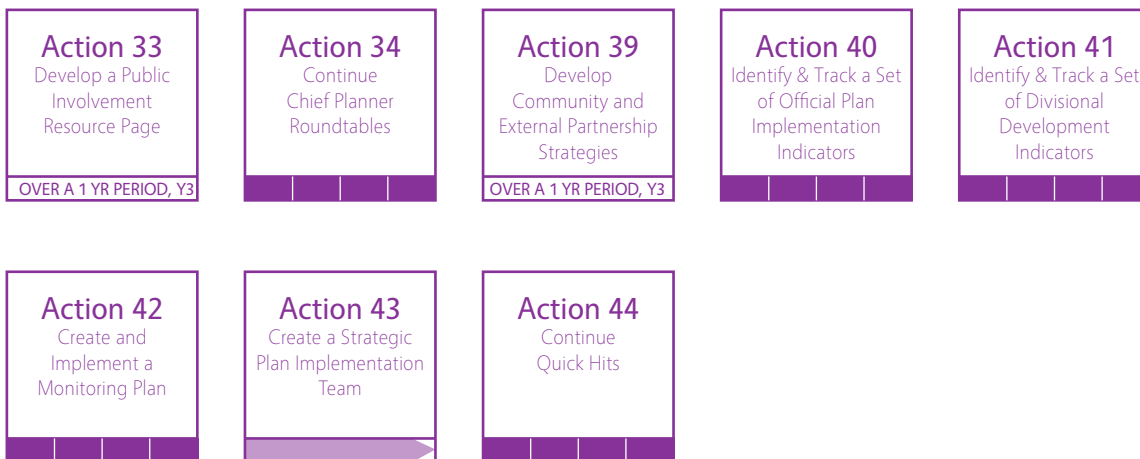


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TOGETHER

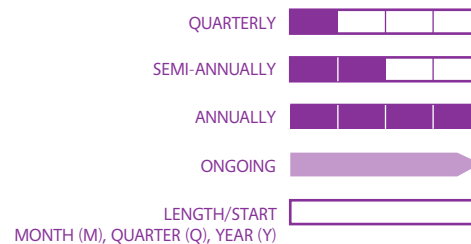
Actions: Chief Planner's Office

Implementing the Actions outlined in this Plan will require a collaborative effort within our Division. The following charts are meant to illustrate where the main responsibility for each Action falls. Where this responsibility is shared, the Action appears more than once.

Action 1 Develop an Annual Report to Council 	Action 2 Set Priorities and Report on Progress 	Action 3 Establish a Council Request Protocol IMMEDIATELY 	Action 4 Establish an Inter-Divisional Major Project Steering Committee IMMEDIATELY 	Action 5 Establish an Inter-Divisional Development Management Team 
Action 9 Establish an Annual City Planning Division Workshop 	Action 13 Tailor Training & Development Plans for All Staff 	Action 14 Implement Annual Training Needs Assessments and Performance Reviews 	Action 15 Create a Mentoring Program 	Action 16 Encourage the Sharing of Best Practices 
Action 19 Establish a Vacancies and Recruitment Portfolio 	Action 20 Undertake Regular Staffing Follow-Ups 	Action 21 Develop a Succession Planning and Succession Management Plan 	Action 22 Develop a City Planning Presentation Toolkit Y1, Q3 	Action 23 Present the Strategic Plan to Planning and Growth Management Committee Y1, Q3 
Action 24 Develop a Motions Report 	Action 25 Give Regular State-of-the-Division Updates 	Action 30 Take the Official Plan to the Community 	Action 31 Develop Clear Messaging for the City Planning Division 	Action 32 Develop Informal Planning Division Outreach Programs 



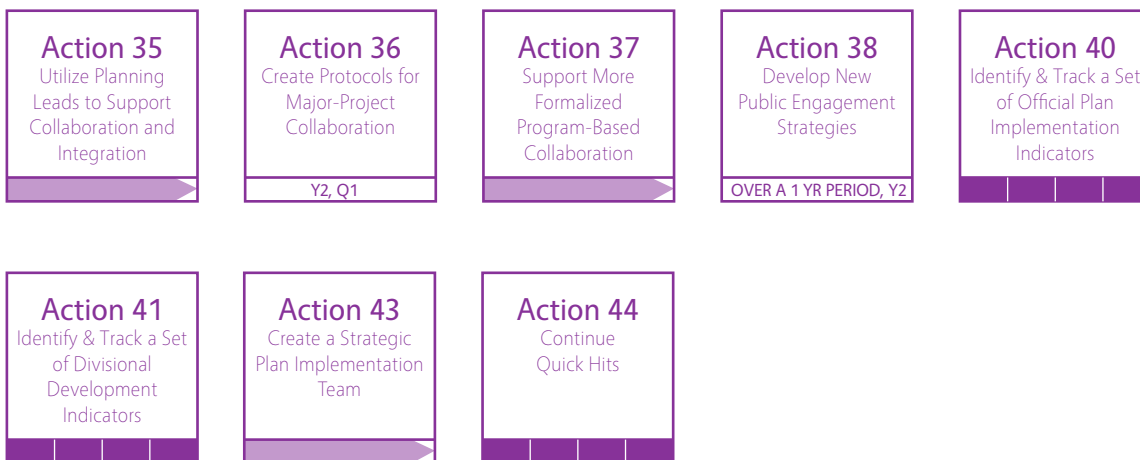
Implementation Timing



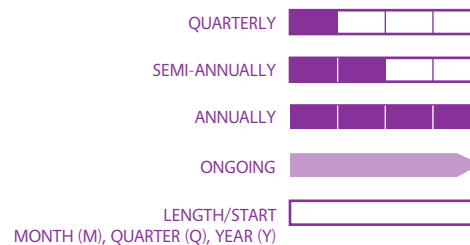
Actions: Management

Implementing the Actions outlined in this Plan will require a collaborative effort within our Division. The following charts are meant to illustrate where the main responsibility for each Action falls. Where this responsibility is shared, the Action appears more than once.



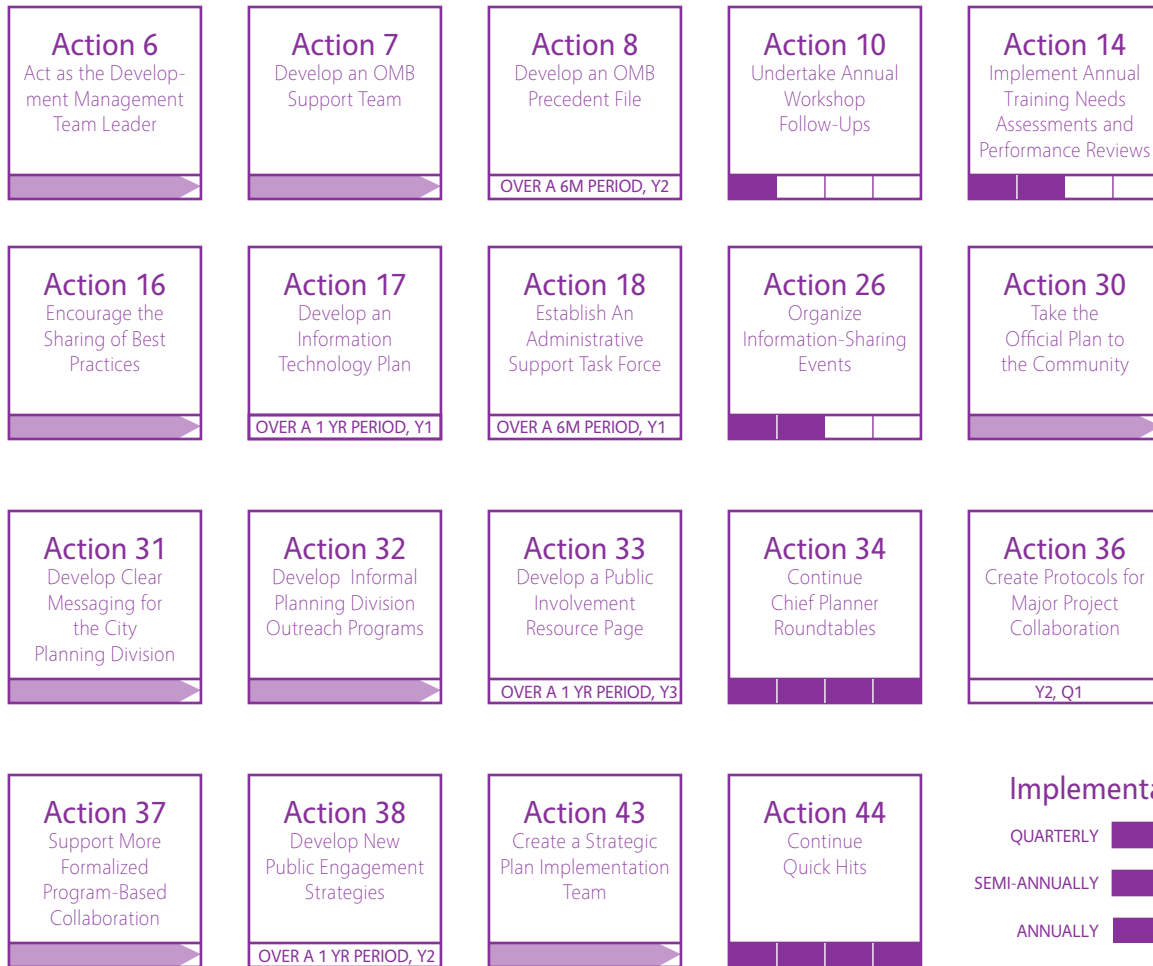


Implementation Timing

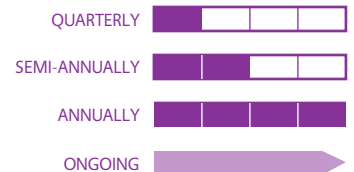


Actions: Planning Team

Implementing the Actions outlined in this Plan will require a collaborative effort within our Division. The following charts are meant to illustrate where the main responsibility for each Action falls. Where this responsibility is shared, the Action appears more than once.



Implementation Timing



LENGTH/START
MONTH (M), QUARTER (Q), YEAR (Y)



Acknowledgements

The Strategic Plan process was led by the consulting team of AECOM in conjunction with Beasley & Associates, and input from Kirk & Co. Their work with the City Planning staff and stakeholders helped gather insight, reveal opportunities and identify paths forward. Special thanks to City Planning's Graphics & Visualization design team for the design of the document and the identifier. Most of all, thank you to City Planning staff and colleagues from across the Toronto Public Service for their contributions to the process. We had many excellent discussions, and your fingerprints are all over this Strategic Plan and its Actions.

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