

City of Toronto: Growth Funding Tools What We Heard Report 2021-2022 Engagement

June 2022



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EXECUTIVE SUMMARY

This document outlines the engagement conducted in 2021 and 2022 for the Growth Funding Tools (GFT) and the feedback received from the stakeholders. The three funding tools are: Development Charges (DC), Community Benefits Charges (CBC), and the Alternative Parkland Dedication Rate (Alt Rate).

To support the introduction of the new CBC tool and updates to the DC and Alt Rate, the City embarked on a broad communication and engagement program. The purpose of this program was to: (1) build awareness and share information about the growth funding tools with stakeholders, and (2) provide the general public, school boards, community organizations and industry stakeholders with meaningful opportunities to inform the update of the tools through a series of public information sessions, workshops, small community group meetings, school board sessions, industry and technical group meetings. A project website was also created and was used by the team to inform and update stakeholders.

Recognizing that stakeholders have varying levels of knowledge about these tools, project communications and consultation sessions were tailored and designed specifically for each audience group. As this project was technical in nature, public stakeholders were provided with general information, including a website, FAQs and public information sessions to attend, digest information and ask questions. Industry stakeholders, on the other hand, were interested in technical details as well as broader policy considerations and the materials provided to them and the sessions held reflected this.

A synopsis of the GFT project's engagement with stakeholders through online consultations is shown in Figure 1 below.

Figure 1: Engagement summary



As shown above, the City's project team in partnership with the communications firm, Argyle, consulted with about 1000 public and industry stakeholders through various engagement tactics such as information sessions, workshops, and meetings. Throughout the project, stakeholders could also get in touch with the project team through a dedicated GFT email address (gft@toronto.ca) and approximately 50 emails from the general public and community groups were received and over 200 technical questions from industry were received and were considered as part of the project.

From this engagement, key themes were identified that informed the proposed rates as well as policy recommendations that will be presented to Committee and Council in July 2022.

Industry consultation provided an opportunity to hear about the potential impact that updates to the GFTs could have on new development– which was a key area of consideration in updating the tools. In addition, discussions about how rates are calculated, how the three tools work together, and how they will be implemented, including the transition periods and impacts on development applications currently being reviewed, took place.

Industry representatives raised questions about the rate structure of GFTs and how it reflects Toronto's unique development context, whether GFTs could be used to incentivize development in particular areas of the city and how other financial tools such as property taxes could be leveraged to fund capital projects. Lastly, industry representatives expressed a desire for discretionary exemptions for GFTs to continue.

Stakeholder feedback from the public and community consultations varied between the fall/winter 2021 sessions and those held in spring 2022.

Feedback from earlier sessions emphasized the principle that “growth should pay for growth”. Residents were interested in the new Community Benefits Charges (CBC) tool, including the services that would be eligible for funding and the potential for residents to be more involved with funding allocations for eligible projects. In earlier sessions, participants expressed the sentiment that new developments are creating a strain on existing services, particularly roads and transit and that while residents are not against growth, it should be accompanied by appropriate investment in communities to support added density. As such, the request was made for the City to explore additional revenue tools, as GFTs alone will not be sufficient to support the City’s growth. In addition, concerns were raised about the GFTs’ inability to fund operating and maintenance costs, and questions were asked about other means that could potentially fund these costs.

Finally, the public and community stakeholders brought up other considerations such as how GFTs could address residential and commercial gentrification pricing people and businesses out of neighbourhoods and whether DCs and CBCs will be prioritized to fund critical projects. In addition, some residents in high growth areas felt disproportionately affected by growth and wanted to understand how GFTs could be focused to support areas where development is occurring, making it important to ensure that “growth pays for growth”. Overall, participants generally expressed the need to ensure that Toronto remains a place where people can afford to live and work.

Through the engagement program, the City of Toronto’s GFT project team made significant efforts to collect input on changes to the growth funding tools. Input received has been instrumental in helping the project team understand what is important to stakeholders when it comes to creating and funding complete communities.

While the engagement process for DCs and the new CBC is nearing completion, further consultation will continue for the Alt Rate in the context of the recent enactment of Bill 109 and its constituent changes to the *Planning Act*.

Introduction

To comply with changes the Province introduced in Bill 197, the City is updating two of its existing growth funding tools, Development Charges (DCs) and the Alternative Parkland Dedication Rate (Alt Rate), as well as introducing a new tool, the Community Benefits Charge (CBC), that replaces the former Section 37 Density Bonusing.

Collectively, these three growth funding tools (GFT) have generated approximately \$750 million annually in revenue in the past, which helps build growth related infrastructure and services that support residents and businesses.

In 2021 and 2022, the City of Toronto sought public input on updates to its growth funding tools. With 3.65 million people projected to call Toronto home over the next thirty years, the City needs a plan to support future growth.

As a result, in partnership with Argyle, an external communications firm, the project team developed a communication and engagement program to provide stakeholders and the public with clear and accessible information about the project along with meaningful opportunities to inform updates to the growth funding tools.

The engagement program involved building awareness and sharing key information with the public, community and industry stakeholders through public information sessions, workshops, and meetings, as well as a project website. Throughout the project, members of the public could also get in touch with the project team by email or provide formal written submissions.

About Growth Funding Tools

Growth funding tools are applied to new development through municipal authority stemming from Provincial legislation. The City uses the revenue from these tools to pay for public spaces, safe drinking water, transit, libraries and other infrastructure and services to support our growing population and a thriving city. The growth funding tools explored as part of this project include:

Development Charges: These charges are used to recover capital costs associated with residential and non-residential growth within a municipality. Services eligible for development charges funding are set out in provincial legislation and include (but are not limited to): roads, housing, water, sewers, transit and parks.

Community Benefits Charges: This is a new tool (replacing the existing Section 37 height and density bonusing provisions found in the *Planning Act*) which may be applied to new developments with five or more storeys and 10 or more residential units, but the rate is capped at 4% of land value. The legislation provides flexibility in the services that can be funded as long as the capital projects are related to growth.

Alternative Parkland Dedication Rate: This is a tool that supports the expansion and improvement of the parkland system through the creation of new parks, the enhancement of existing parks, and/or the generation of revenue to fund recreational facilities like community recreation centres, arenas, and playgrounds.

Engagement Purpose and Objectives

As growth funding tools will have a significant impact on the future of Toronto and its residents, stakeholder consultation was an essential part of the project to update these tools. Through engagement, the project team sought understand what is important to Torontonians with respect to these funding tools. The purpose of the engagement was two-fold

1. Build awareness of the tools by proactively communicating the public interest and city-building value of the three funding tools by using a variety of multimedia products and approaches to reach stakeholders of varying levels of knowledge on the tools.
2. Obtain feedback from a broad and diverse range of stakeholders by providing them meaningful opportunities to share their perspectives on the growth funding tools.

To effectively engage with stakeholders, the project engagement's goal was to create accessible and informative consultations to reach, involve, and support stakeholders to share their feedback.

Engagement Participation

To effectively achieve a broad and inclusive engagement, the project team consulted with a cross section of stakeholders through information sessions, workshops, technical meetings and small group meetings.

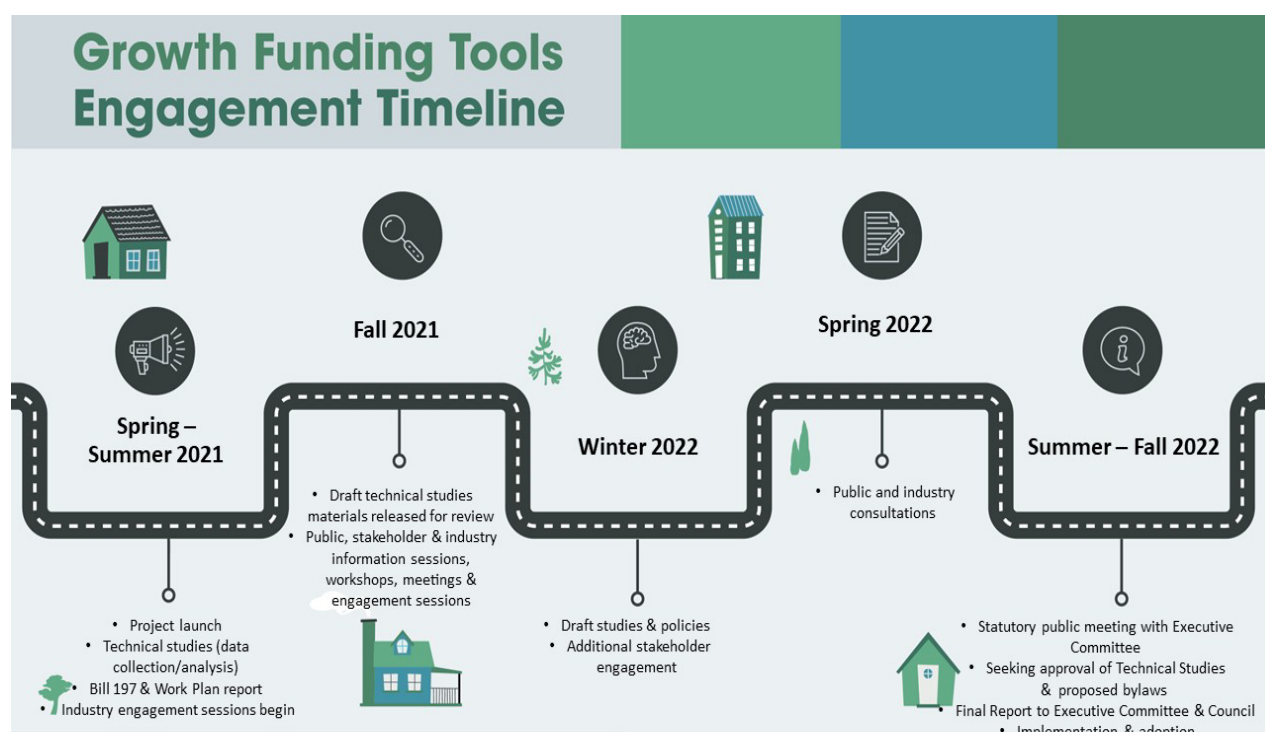
Collectively, the engagement enabled the project team to hear from the general public, social service organizations, school boards, residents'/ratepayers' associations, representatives from the development industry and business associations, as well as members of development industry associations. The project team will continue to engage with the stakeholders as consultations for the alternative parkland dedication continue.

Project Timeline

This project launched in the spring of 2021, and engagements began with industry representatives at the beginning of July 2021. From fall 2021 to spring 2022, the project team held a series of online public, stakeholder and industry information sessions to provide project updates and get an understanding of what is important to residents when it comes to paying for growth.

Figure 2 below provides a summary of the GFT project's online engagement milestones.

Figure 2: Engagement Timeline



The “How We Engaged With Stakeholders” section of this report provides information on the types of stakeholders the team consulted with and The “What We Heard” section of this report provides a summary of public and industry stakeholder feedback from the consultations.

How We Engaged With Stakeholders

The project team sought to reach Toronto residents at large, as well as key public and industry stakeholders. To achieve the goal of broad and inclusive engagement, the following opportunities were offered:

- **Public information sessions:** Four sessions were held on October 6 and 13, 2021 and April 26 and 28, 2022, attracting a total of 311 attendees. Participants included GTHA residents (with a few joining from nearby municipalities) and representatives from residents'/ratepayers' associations, Business Improvement Areas (BIAs), developers and community organizations.
- **Public Workshops:** Two sessions were held on December 2, 2021 and January 11, 2022 (total of 51 participants), and included participants from community organizations, residents'/ratepayers' associations, BIAs, consulting firms, and other interested members of the public.
- **Community Groups:** The project team reached out to a dozen different community groups in efforts to be equity inclusive and heard back from three groups: Toronto Community Benefit Network, CP Planning, and Social Planning Toronto. As such, three community group meetings were held to engage with each of these groups in November 2021, with six attendees.
- **School board sessions:** Two sessions were held on December 7, 2021 and February 16, 2022 with 21 participants. Representatives were from the Toronto District School Board (TDSB), Toronto Catholic District School Board (TCDSB), and the Conseil Scolaire Viamonde (CSViamonde).
- **Industry meetings:** The City held a total of 18 industry meetings on the technical, strategy and policy updates for each of the three Growth Funding Tools. Meetings were held between July 2021 and April 2022 and were attended by approximately 550 stakeholders. Attendees included representatives from the development, planning, and real estate industries, as well as major industry groups, including BILD (Building Industry and Land Development Association), NAIOP (National Association for Industrial and Office Parks) Toronto Chapter, REALPAC (Real Property Association of Canada), the Greater Toronto Apartment Association (GTAA) and the Toronto Industry Network (TIN).
- **Industry submissions:** The City received approximately 34 written submissions in the form of emails and letters from industry representatives, including over 200 technical questions and comments, which complemented feedback from industry meetings.

What We Heard

Stakeholder input from the development industry, community groups, school boards and the general public has helped the project team understand what is important when it comes to creating and funding complete communities. Overall, the following themes emerged from the consultations with public and industry stakeholders on what was important to residents when it comes to GFTs and paying for growth.

Themes We Heard

- **The impact of GFT rate increases on new development:** Stakeholders from the development industry revealed concerns about the potential impact that updates to the GFTs could have on current and future development projects. In addition, rental housing developers were concerned about the viability of building rental housing with the new rates. Industry participants also noted other emerging challenges such as rising construction costs and interest rates, coupled with price moderation, supply chain delays and labour shortages.

In earlier engagement sessions, public stakeholders expressed the sentiment that new developments are creating a strain on existing services, particularly roads and transit, and that while residents are not against growth, it needs to be accompanied by appropriate investment in their communities to support new density. As such, the request was made for the City to explore additional revenue tools as GFTs alone will neither be sufficient to support the City's growth nor can they be used to fund operating and maintenance costs.

- **Who should bear the cost of growth:** Feedback varied on this topic. Some public stakeholders stated that “growth should pay for growth” and costs of growth should not be passed on to existing residents through property taxes while others shared the view that costs of growth should be shared by all residents, as everyone benefits from growth.

Developers also wanted to know whether infrastructure and service costs in high growth areas will be area-specific or whether all developments would be subject to the same fees. Questions were raised about the rate structure of GFTs and how it reflects Toronto's unique development context, whether GFTs could be used to incentivize development in particular areas of the city and how other financial tools such as property taxes could be leveraged to fund capital projects for the City. Discussions with respect to how rates are calculated, how the three tools work together and how they will be implemented also took place.

- **Significant interest in the new Community Benefits Charge (CBCs):** public Stakeholders asked what services can be funded, how they could be more involved with CBC funding allocations and how future funding including in-kind contributions will be allocated towards eligible CBC projects.

Representatives of school boards indicated schools should be considered under the list of eligible services for CBCs as growth affects school capacity and school investment is needed. In addition, school boards requested that ongoing partnership and collaboration work continue with the City to support mutual interest in supporting residents and building complete communities.

- **Housing affordability:** Public stakeholders asked how GFT rate increases could affect the affordability of new housing and whether the affordability of existing housing units would be preserved.
- **Transition period for GFTs:** Industry representatives were interested in the timeline and transition period for the GFT rate changes. More specifically, representatives wanted to know when the new rates will come into effect and about the City's transition period to protect projects in the City's development pipeline and to allow for industry to adapt to the new rates. Industry raised questions about how these changes will impact the viability of development applications, including those that are already in progress. Representatives flagged the cumulative impact of all policy tools on projects and encouraged maintaining existing discretionary exemptions.
- **General feedback on growth:** Public stakeholders generally did not oppose growth, but would prefer it to be accompanied by appropriate investments within communities. In addition, some residents in high growth areas felt disproportionately affected by growth and wanted to understand how GFTs could be focused to support areas when development is occurring, making it important to ensure that "growth pays for growth". Public stakeholders also asked whether DCs and CBCs will be prioritized to fund critical projects and expressed concerns about residential and commercial gentrification pricing people and businesses out of neighbourhoods. Overall, participants generally expressed the need to ensure that Toronto remains a place where people can afford to live and work.
- **Technical:** Development industry stakeholders provided various technical comments and questions on the DC, CBC and Parkland Studies and Strategies that were being prepared. A total of eighteen industry and technical meetings were conducted with approximately 550 industry stakeholders for the duration of the GFT project. These included detailed technical meetings on the DC study

calculations, as well as general high level meetings about the project approach and key considerations and over 200 technical questions. Industry was informed about the growth funding tools throughout the process and their input was considered and incorporated where appropriate in the final documents supporting the respective bylaws.

- **Changes to Parkland Dedication:** Industry representatives also asked questions about the parkland dedication policy framework and recent legislative changes. Matters of industry interest regarding parkland included the use of existing Section 42 cash-in-lieu reserves, how the City determines parkland need, and how Bill 109's recent legislative changes to parkland dedication legislation on transit-oriented community lands would be implemented by the City. Industry representatives also requested the City explore additional exemptions, transition provisions, and other matters to mitigate the financial impact of any parkland dedication changes proposed.

Detailed responses on what was heard during the public and industry engagement sessions for each of the three growth funding tools: DCs, CBCs, and the Alternative Parkland Dedication are outlined below.

What We Heard – Development Charges (DCs)

Overall, participants were interested in knowing more about how development charges would be used to support the needs of the community. Topics of interest included: quality of life, maintaining existing infrastructure, levels of service, and financial investments in the City's growth, as well as the transition period.

Public Engagement

Feedback from the public on development charges is summarized under three themes:

1. Impacts of infrastructure and services on quality of life

- Participants were keen to discuss the impacts of development on existing infrastructure and the impact to the quality of life for residents. They wanted to know how the City determines services and infrastructure needs for a community experiencing development.
- Participants wanted to better understand how DCs can be used to fund infrastructure such as water, transit, and roads.

- Participants wanted to understand how service levels are determined and how they impact investment in areas of the city, with a desire to improve areas with lower service levels.

2. Additional revenue tools to fund operation and maintenance costs

- Participants expressed concerns that DCs were limited to a specific list of services and are only used for new capital projects. Questions were raised about which financial tools could fund operations and maintenance costs after new infrastructure is built.

3. Equity considerations

- Participants were interested to know how DCs and CBCs could support affordable and subsidized housing and other community services, particularly in areas of the city that have not experienced as much investment.

Industry engagement

Feedback from industry representatives on Development Charges is summarized under three themes:

1. Calculation and application of Development Charges

- Given the prescriptive requirements for a DC study to set out costs in great detail, there was significant interest in DC rate calculation, and a desire to better understand how costs are determined for different growth-related projects in individual categories.
- Additional detail was requested on project costs and asset values included in the Background Study so that it was clear how they related to the requirements of the *Development Charges Act*.
- Industry representatives raised questions about how the new DCs would reflect the development landscape and would like changes to reflect Toronto's development context to ensure construction costs do not become prohibitive for development projects, both now and in the future.
- There was an interest from industry representatives on how the DC interest and credit policies would be updated based on the coming changes, including how credits would align with other municipal policies such as the Toronto Green Standard (TGS).

2. Potential for area-specific charges

- Industry representatives would like to understand how area-specific charges could be used to support development in particular areas, such as employment lands or future transportation development areas.

- There was broad interest from representatives in using incentive programs (on a city-wide basis) to encourage development in areas identified as priorities under municipal and provincial planning policies.

3. DC exemptions

- Industry groups advocated to continue non-industrial and non-residential development charge exemptions, which benefit office and commercial projects and are important for the city's economic growth.
- Industry groups advocated to continue the City's industrial development charge exemptions.

What We Heard – Community Benefits Charges (CBCs)

Participants were very interested in CBCs, specifically towards the type of services and facilities eligible to be funded. Some were concerned that the transition from the current Section 37 Density Bonusing to Section 37 CBCs would result in fewer funds collected and therefore fewer benefits to communities experiencing growth. Some residents were concerned about essential infrastructure and services like roads and transit not receiving enough investment to keep up with growth.

Public Engagement

Feedback from the public relating to CBCs are categorized under the two themes below:

1. Transparency and communication

- Residents are interested in what services can be funded by CBCs and wanted a predictable and transparent process for how services are determined and funds allocated to CBC eligible projects.
- Participants saw the benefits in transitioning from existing Section 37 benefits, which are negotiated between the City and developers to a more standardized charge, because it is more predictable.

2. Allocation of CBCs

- Input from participants on how funds should be allocated was mixed: most wanted an approach where funds should be distributed equitably across the City in areas impacted by growth, while a minority indicated a preference for funds to be used closer to where they are collected. Participants indicated that residents should have access to the same quality of infrastructure and services regardless of housing type, tenure, and location.

Industry Engagement

Feedback from industry representatives relating to CBCs focused on three themes:

1. List of eligible services and facilities

- Industry expressed interest in how the charge will be applied and how the list of eligible services and facilities is being determined as part of the CBC study and bylaw.

2. Transitioning from Section 37 benefits to CBCs

- Industry groups were interested in how the City will transition from the current policy regime (where Section 37 benefits are negotiated as part of the development approval process) and the new regime (where a standardized CBC will be the requirement for development approvals meeting the minimum requirements for CBCs).
- Industry representatives also raised questions about how and when land value is determined to inform how the CBC rate for a new project is determined.

3. CBC allocation and impacts on capital planning

- Industry groups were interested in the CBC funding allocation process, including what percentage of revenue generated must be allocated in each calendar year, and how it would affect the City's ability to carry out long-term capital planning.
- Industry representatives would also like to know more about how this new charge could provide a sustainable funding source to support the City's long-term growth plans.

School Board Engagement

Given a high level of interest from school board representatives in CBCs, the project team noted the following themes relating specifically to schools:

- There was a high degree of interest for school sites to be eligible under the list of services for CBCs and for clarity on whether school sites were eligible for funding.
- School board representatives raised questions about opportunities for partnerships, for example for school sites to be embedded in community spaces that the City has secured, or to improve school spaces for community use.
- School board representatives asked for clarification on whether CBCs will work the same way as Section 37 benefits in how this tool applies to school boards.

What We Heard – Alternative Parkland Dedication Rate

Participants were interested in how the Alt Rate would support new parkland, particularly in high growth areas, where the provision per capita may be lower. Generally, there was a desire for more parkland in high density areas, as well as a desire to enhance connectivity and access to existing parks.

Public Engagement

During public information sessions and workshops, feedback on the Alt Rate was limited. Residents shared a need for existing parks and public spaces to be improved and well maintained, and for the City to have sufficient resources to ensure current and future residents have access to parks and public spaces in their communities.

School Board Engagement

School board representatives shared feedback under the following themes:

1. Schools and parkland

- Participants felt that school grounds are often informally used as public spaces, particularly in high-growth areas and that the City should consider using CBCs and cash-in-lieu of parkland dedication funds to support improvements to these sites and accommodate open space requirements for residents.
- Participants expressed the need for existing parks and public spaces to be improved upon and well maintained and for the City to have sufficient resources for this.

2. Rate calculation and allocation

- School board representatives wanted to know if funding derived from parkland dedication will overlap with CBCs.
- Representatives were interested in learning how the Alt Rate would be affected by the policy changes and what the impacts would be on parkland acquisition and the City's parkland reserves as part of development.

Industry Engagement

Feedback from industry representatives on Alt Rate is summarized under three themes:

1. Rate calculation and application

- There was a high degree of industry interest in the Alternative Parkland Dedication Rate and how it would apply to different development scenarios.
- Industry representatives asked to know more about how the new rate could help recover costs from the parks and recreation capital budget shortfall.

- Industry representatives asked how Bill 109's legislative changes to the *Planning Act*, including new requirements obligating municipalities to accept encumbered parkland at full credit on provincially-designated transit-oriented community lands, would affect the rate calculation and application.

2. Understanding different development scenarios

- Some participants raised questions about how the Alt Rate is proposed to be adjusted to better reflect the impacts of development intensity on smaller sites.
- Industry representatives stated that it was more important to understand the implications of the different parkland dedication caps being considered (based on site size), for example whether projects with a larger site area would pay a proportionately higher rate.
- Some industry representatives recommended that the City impose a cap on parkland dedication rates.
- Industry representatives inquired about the implications of Bill 109's changes to the *Planning Act* as they related to the alternative parkland dedication rate on provincially-designated transit-oriented community lands.

3. Parkland strategy, inventory, and reserves

- Industry representatives were interested in better understanding the City's process of updating the Parkland Strategy, including the nuance of how parkland is mapped, inventoried, and how priority areas are identified.
- Representatives also wanted to learn more about how accessibility, walkability and usability are factored into the City's parkland inventory, for example whether privately owned public spaces (POPS), outdoor amenity space and schoolyards could be considered as parkland as these spaces enhance connectivity.
- Industry representatives raised questions about the baselines used to establish the new alternative rate, and whether the City's has a target parkland provision per capita.
- Representatives inquired about the City's parkland reserve funds, notably what the current balances are, what percentage of funds are committed for current projects (under Section 42 of the *Planning Act*), and where remaining funds can be spent.
- Representatives inquired about the implications of Bill 109's changes to the *Planning Act* including amendments to O.Reg. 509/20 as they related to new requirements for municipalities to report on the use of reserve funds and addressing parkland need.

Feedback from the general public and industry engagements has been instrumental in helping the project team understand what is important to residents when it comes to paying for growth and building complete communities and this feedback will be diligently considered as part of updating the growth funding tools.

Next Steps

The City acknowledges the valuable feedback received from stakeholders during the industry and public consultations and used this feedback to inform the recommended updates to the bylaws and policies. Specifically, stakeholder feedback informed the provision of adequate transition periods to protect the development projects that are in the pipeline and to provide adequate time for rate changes to be incorporated into future projects while adjusting to prevailing economic conditions. These policy changes are provided in the GFT reports being presented to the Executive Committee in July 2022.

The project team also made effort to respond to all clarifications and technical questions from stakeholders. Additionally, the project team has collaborated with relevant City Divisions to flag stakeholder feedback that was not directly relevant to the GFT project, such as matters relating to the City's budgeting and financial planning processes.

While the public and industry stakeholder engagement period for this phase of work is complete, residents will have the opportunity to speak at the July 2022 Executive Committee meeting. Further consultation is also anticipated on the alternative parkland dedication rate in the context of the late enactment of Bill 109 and its constituent changes to the *Planning Act* relating to parkland dedication.

Appendices

Appendix A: Detailed Engagement Tactics

The goals and objectives for the engagement and communications guided the development and delivery of consultations. The project team began by conducting internal discussions with City staff to identify concerns about growth funding tools and ways to support outreach to the public, community and industry stakeholders.

Following these discussions, engagement began through industry meetings on both broad and technical matters, and public engagement was conducted through public information sessions and stakeholder workshops.

Guiding Principles

The engagement process followed the Guiding Principles for Stakeholder Engagement listed in Attachment 3 of the "Bill 197 and Growth-Related Funding Tool Report", adopted at June 2021 Executive Committee, which are:

- **Transparent** - Engagement processes should be transparent by providing clarity on the level of engagement residents can expect, making records of engagement processes available to the public in a timely manner, and clearly indicating how feedback was considered and incorporated.
- **Timely** - Engagement processes should be designed to ensure that feedback is sought at appropriate and meaningful times in the planning process.
- **Consensus Building** - Engagement processes should be iterative, providing more than one opportunity for participants to offer feedback and to see how their feedback has been used. In particular, engagement activities should be designed with regard to the multiple lenses and divergent viewpoints related to funding derived from development activities.
- **Inclusive** - Engagement processes must be designed to engage the widest possible audience, and must include strategies to reach Indigenous and Black communities and under-represented groups.
- **Accessible** - Applying easy-to-understand, accessible, and non-jargon language that can translate technical and complex information for a non-expert audience and which can be made available to speakers of many languages (as determined by the City) with limited technical terms and phrases that are AODA compliant.
- **Innovative** - Engagement processes should be designed using innovative methodologies in order to achieve the highest level of engagement possible.

- **Respectful** - Engagement processes should be respectful of the expert knowledge that residents have of their communities, and should promote a respectful and positive environment where people feel comfortable voicing constructive opinions.
- **Educational** - Engagement processes should seek to improve the public's understanding of planning issues, with clear objectives to improve planning literacy.

Engagement tactics

A variety of online engagement tactics were used to consult with industry representatives, the general public and community stakeholders.

Industry Engagement Tactics

The project team engaged with approximately 550 industry representatives through online industry information sessions and technical group meetings. Table A1 below provides details on the online engagement tactics used to consult with industry representatives.

Table A1: Engagement Tactics for Industry

Tactic	Description	Purpose	Audience
Industry meetings	A general, informational event that presented different topics about the project, progress updates, and allowed for questions and answers.	<ul style="list-style-type: none"> • To share information about the project • To answer questions 	Key industry representatives as well as the membership of industry organizations
Technical meetings	Meetings that presented technical components of the GFT strategies and studies such as calculations and forecasts; representatives had the opportunity to discuss, hear each other's perspectives and provide input on the studies.	<ul style="list-style-type: none"> • To share technical information about the project • To answer technical questions • To allow industry to provide technical reviews of the studies and share input. 	BILD and consultants retained by BILD
Shared materials	Draft technical materials such as development forecast, growth-related	<ul style="list-style-type: none"> • To provide ongoing project updates 	BILD and BILD consultants

Tactic	Description	Purpose	Audience
	capital programs apportionments between growth and non-growth were shared periodically during the engagement process.	<ul style="list-style-type: none"> To get feedback from industry on the GFT strategies and studies 	
Written submissions	An opportunity for representatives to engage with the project team through email and letters.	<ul style="list-style-type: none"> To answer questions To allow industry to share their knowledge and input on the project 	All interested industry stakeholders

Public and Community Engagement Tactics

The project team consulted with approximately 400 public and community stakeholders on the growth funding tools through online engagement events. Table A2 below describes the various online engagement tactics used during public engagement.

Table A2: Public and Community Engagement Tactics

Tactic	Description	Purpose	Audience
Public information session	An open event that presents information about the project and allows for questions and answers.	<ul style="list-style-type: none"> To share information and build awareness about the project To answer questions 	Any interested member of the public
Workshop	An event that allows participants to discuss concepts, hear each other's perspectives and provide input. Workshops can use different activities or exercises specific to the content and audiences to obtain input.	<ul style="list-style-type: none"> To share information and build awareness about the project To answer questions To allow participants to hear from each other on opportunities and challenges on the GFTs 	Invited members from different types of organizations
Interviews	A structured one-on-one conversation to	<ul style="list-style-type: none"> To learn about opportunities and challenges 	Representatives from different organizations where getting more

Tactic	Description	Purpose	Audience
	gather qualitative information.	expressed on the GFTs <ul style="list-style-type: none"> To build support and find common ground 	detailed information would be helpful
Project website	Opportunities to learn about GFTs and see responses to common questions	<ul style="list-style-type: none"> To learn about opportunities and challenges for the tools To learn about any questions 	Industry and any interested member of the public

Collectively, the GFT project's online industry and public engagement tactics reached a total of approximately 1000 stakeholders and is summarized in Figure A1 below.

Figure A1: Engagement summary



The next section of this appendix provides detailed information for the key engagement tactics.

Industry engagement: The eighteen industry and technical meetings conducted with industry representatives included project updates and a moderated Question and Answer session to ensure that industry had all the latest information and many opportunities to share feedback on the three technical studies.

Table A1 below provides a list of all the meetings that the City and the technical consultant, Hemson Consulting Ltd, held with industry representatives. In addition, the table also provides the technical materials shared with representatives periodically during the engagement process.

Table A1: Summary of Industry Meetings (including Technical Meetings)

Date	Meeting Type or Materials Shared	Topic	Attendees
Jul 8, 2021	Industry (#1)	Kickoff: Project overview, timelines, legislative changes and next steps.	Industry representatives
Aug 12, 2021	Industry (#2)	Kickoff: Project overview, DC forecast and parkland approach	BILD members
Sep 22, 2021	Industry (#3)	Growth Forecast and DC Inventories	Industry representatives
Sep 23, 2021	Technical Materials Shared	Draft DC development forecast and Draft DC Historic Service	BILD members and consultants
Oct 15, 2021	Technical (#1)	DC Inventories	BILD members
Oct 18, 2021	Technical (#2)	CBC Strategy	BILD members
Oct 20, 2021	Technical (#3)	Growth Forecast and DC Inventories	BILD members
Nov 2, 2021	Industry (#4)	DC capital programs and parkland approach	Industry representatives
Nov 12, 2021	Technical Materials Shared	DC capital programs Round 1 (Roads and Related, Parks and Recreation, Library, Police, Fire, Paramedic Services, Development-Related Studies, Long Term Care, Child Care, and Solid Waste) and LSG	BILD members
Nov 26, 2021	Industry (#5)	Parkland and DC/CBC Updates	BILD members, Toronto Chapter, NAIOP and RESCON
Nov 26, 2021	Technical Materials Shared	DC capital programs Round 2 (Transit, Housing, Shelter, Water, Sanitary Sewer, and Stormwater Management)	BILD members
Dec 14, 2021	Technical (#4)	DC Capital programs	BILD members and Consultants
Dec 14, 2021	Technical Materials Shared	Responses to DC capital programs Round 1 questions (Parks and Recreation, Library, Police, Fire, Paramedic Services, Development-	BILD members and consultants

Date	Meeting Type or Materials Shared	Topic	Attendees
		Related Studies, Long Term Care, Child Care, and Solid Waste)	
Jan 20, 2022	Industry (#6)	CBC update, capital programs, DC forecast and rate structures	Industry representatives
Feb 18, 2022	Technical Materials Shared	Responses to DC capital programs Round 2 questions (Roads and Related, Transit, Housing, Shelter, Water, Sanitary Sewer, and Stormwater Management)	BILD members and consultants
Feb 25, 2022	Technical Materials Shared	Draft DC Study and capital program tables	Industry representatives with in-period shares to BILD members and consultants
Apr 20, 2022	Industry (#7)	BILD/Industry meeting – DC, CBC, Parkland	BILD members and consultants
Apr 26, 2022	Rental developers	Update meeting for rental developers, focussing on updates to each of the three tools and timelines	Rental developers

Note: Bill 109 received Royal Assent on April 14, 2022, prior to the expiry of the Province's stated deadline for feedback on April 29, 2022.

Public Information Sessions: Four online public information session were held in October 2021 and April 2022. These sessions focussed on building awareness of the three growth funding tools and provided updates on the changes to the tools.

Sessions were held on these dates:

- October 6, 2021
- October 13, 2021
- April 26, 2022
- April 28, 2022

Digital promotion for the first two public information sessions took place between September 29 to October 13, 2021 to inform the public about the project and opportunities to engage through the City's social media channels such as Facebook, Twitter and Instagram and through the City's project website ([Toronto.ca/GrowthFundingTools](https://toronto.ca/growthfundingtools)). In addition, digital promotion on major outlets such as the Toronto Star, CP24, CTV.ca, CTVnews.ca, Rogers Media and The Weather

Network was used and multicultural media. The City's digital promotion made approximately 1.9 million impressions (the number of times content is displayed, regardless of whether it was clicked or not) and resulted in approximately 8,000 clicks across digital platforms. A total of 311 participants attended the public information sessions. All sessions were held online using the WebEx event platform and included:

- A project overview
- A summary of the three growth funding tools
- A moderated Question and Answer session where participants could type questions into the WebEx chat or raise their hand to speak and;
- The City's project website link and contact information for the project team

The project team also used Slido (a user-friendly, anonymous online polling tool) for the first two sessions to gauge participants' interest in and feedback on GFTs. At the end of the sessions, the project team used Slido to ask three quick polling questions on how attendees found the sessions. Key findings from the polls included:

- Approximately 75% percent of the participants found the information sessions informative and stated that the examples provided were very useful.
- Approximately 70% of the participants indicated wanting to learn more about Community Benefit Charges and Parkland Dedication.
- Approximately 80% of the participants would like to be engaged on the project in the future through more information sessions, workshops, email and newsletters.

Workshops: The project team held two virtual workshops using the online WebEx event platform: one in December 2021, and another in January 2022. A total of 51 participants attended. Workshops included a presentation from the project team, breakout room discussions on the growth funding tools, and a Question and Answer period. Details about how to further engage on this topic were also shared with participants.

Meetings with community groups: The project team reached out to about a dozen different community groups in efforts to be inclusive and heard back from three community groups with interests in local planning and development: the Toronto Community Benefits Network, CP Planning, and Social Planning Toronto (with the City of Toronto). Meetings were set up to engage with these three groups and hear about their interests in growth funding tools.