



Insights on Planning in the Greater Golden Horseshoe by Ed Sajecki, RPP, PLE

Wednesday, January 10, 2018

4:00 p.m. - 6:00 p.m.

Sears Atrium

3rd Fl., George Vari Engineering Centre
245 Church Street, Toronto

Presented by Ryerson's Centre for Urban Research and Land Development in partnership with the Ontario Professional Planners Institute

**Ryerson
University**

**Centre for Urban Research
& Land Development**
Faculty of Community Services



**Ontario
Professional
Planners
Institute**

**Institut des
planificateurs
professionnels
de l'Ontario**

Insights on Planning in the Greater Golden Horseshoe

Putting **Bold** Public Policy into **Practice**



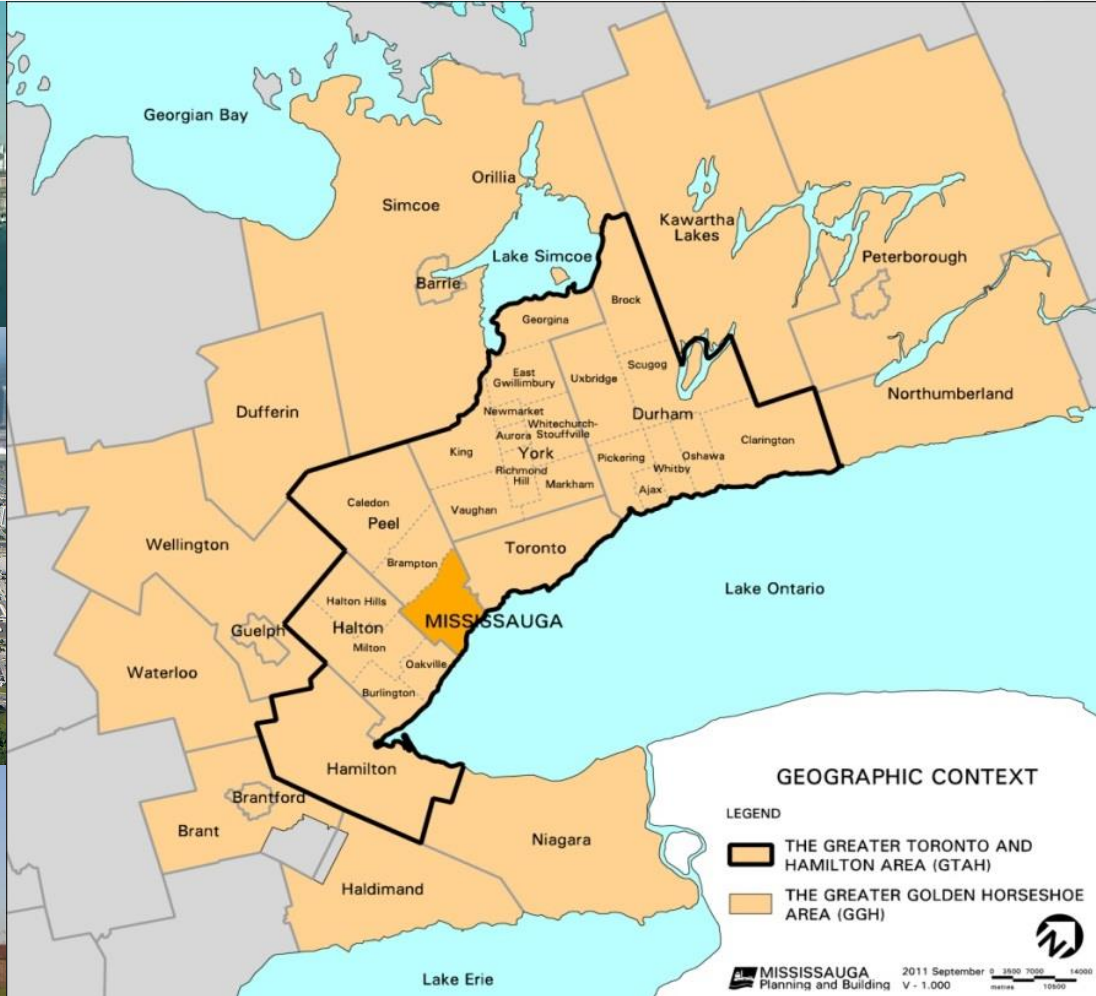
Centre for
Urban Research and Land Development
Ryerson University

Presentation by **Ed Sajecki**
Commissioner of Planning & Building
City of Mississauga

Ed's Top 6 List for Moving from Planning to Implementation

1. Aligning and coordinating national-provincial-local actions
2. Committing to the plan (using your plan as a decision-making tool)
3. Linking planning to budgeting
4. Keeping communities engaged (including the private sector)
5. Achieving the plan one step at a time (stay the course).
- 6. Just do it!**

Greater Golden Horseshoe Regional Context



Growth Challenges

In the Greater Golden Horseshoe, our challenge is to accommodate a growing population, economy and infrastructure needs while improving quality of life and environmental sustainability:

- Population and Job Growth
 - Greater Golden Horseshoe to grow by 3.5 million people to about 11 million by 2030
 - Creation of 2.4 million new jobs expected
- Infrastructure Deficit
 - The region requires \$1.4B per year for transportation and \$1.5B per year for water and wastewater over the next 30 years

Growth Challenges

Managing growth effectively can help to address current and potential challenges while supporting growth. If current trends continue:

- Land Use
 - In 30 years, 1,000 sq.km. of predominantly agricultural land will be developed -- twice the size of the City of Toronto
- Transportation
 - Increased gridlock will lead to up to 45% longer commuting times by 2031
- Economy
 - \$6 billion/year in lost productivity due to gridlock will continue to hamper growth
- Environment
 - Automobile-produced CO₂ levels will increase by 42% over the same period

Previous Planning

For past 65 years, regional land use planning and transportation have been coordinated by the Province

- Metropolitan Toronto Planning Area – 1953
- MTARTS – Choices for a Growing Region – 1967
- Design for Development – 1968
- Toronto-Centered Region Plan – 1970
- Central Ontario Lakeshore Urban Corridor – 1975
- Central Ontario Smart Growth – 2002
- Places to Grow – 2004

Current Planning



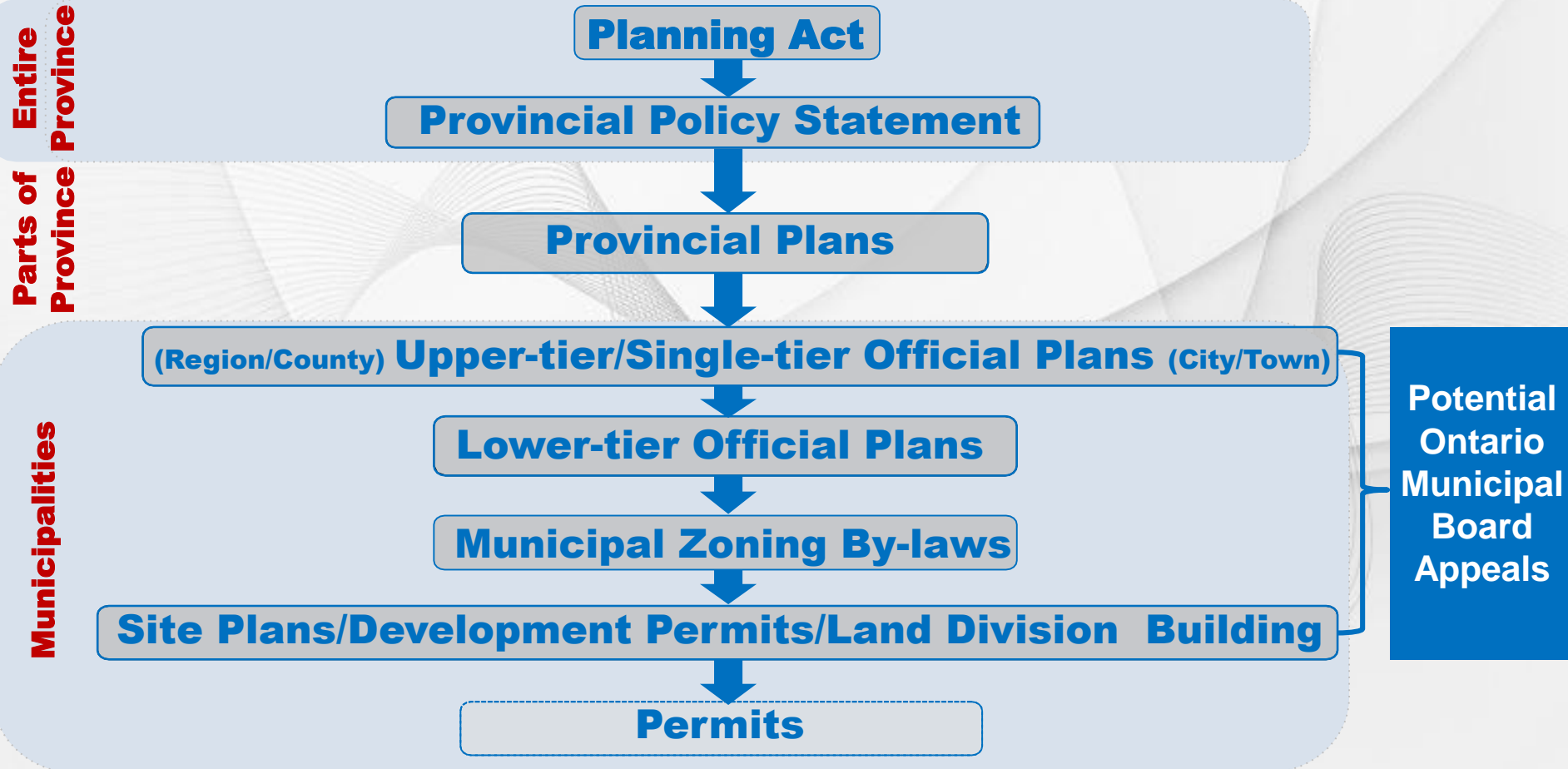
Key Characteristics of Ontario's Planning Process

Province leads with legislation, policy and plans

Municipalities implement policies through their official plans, zoning bylaws, planning decisions

Opportunities for public input / involvement

Land Use Planning Hierarchy



Ministry of Municipal Affairs

The Ministry of Municipal Affairs (MMA) is predominantly a **policy-led ministry** with 4 main lines of work:

- Local Government
- Land Use Planning
- Building Regulation
- Affordable Housing (in support of the Ministry of Housing)

Because of the diverse range of policy and operating activities, MMA works closely with other ministries, other levels of government, stakeholders and community groups in order to implement the ministry's vision and strategies.

Realities Shaping Vision

- Intergovernmental Relations



Brownfields Showcase

*Realizing the environmental, economic
and community building benefits
of brownfields redevelopment*



- New revenue sources – sustainable, predictable
- Infrastructure funding gap
- Governance, interregional coordination, Metrolinx
- Municipal Act changes
- Places To Grow/Gridlock
- Greenbelt
- Waste management
- Energy

Transit



Roads and Bridges



Water and Wastewater



Energy

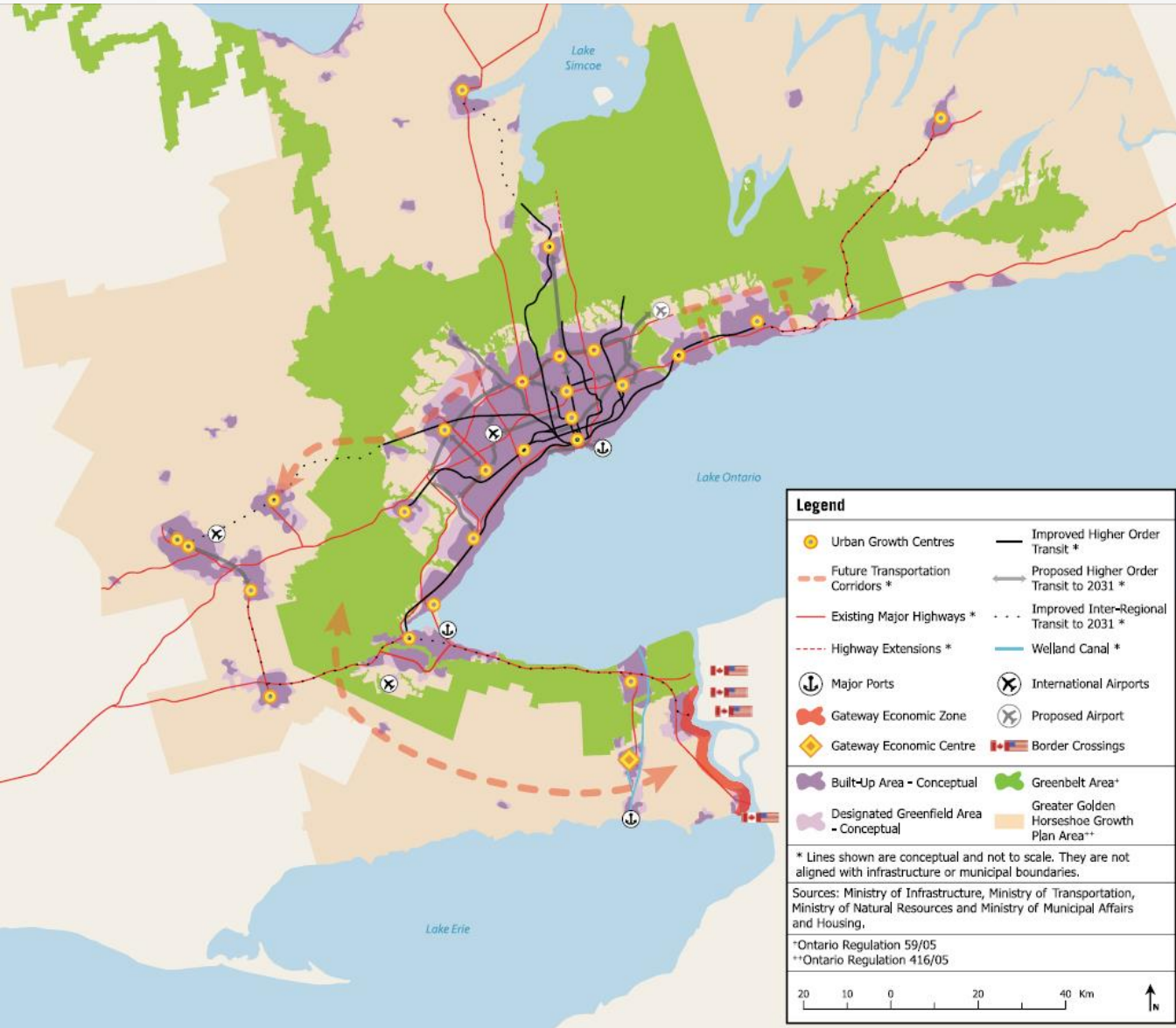


Solid Waste





**Great Cities Need
Good Bones**



PLACES TO GROW

BETTER CHOICES. BRIGHTER FUTURE.

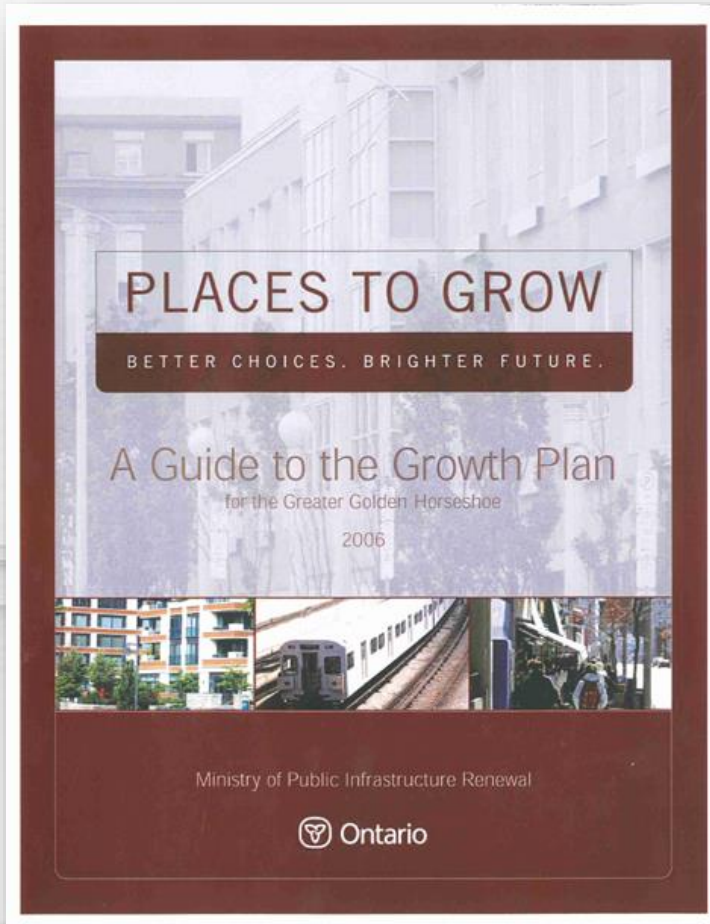
Growth Plan for the Greater Golden Horseshoe

2006

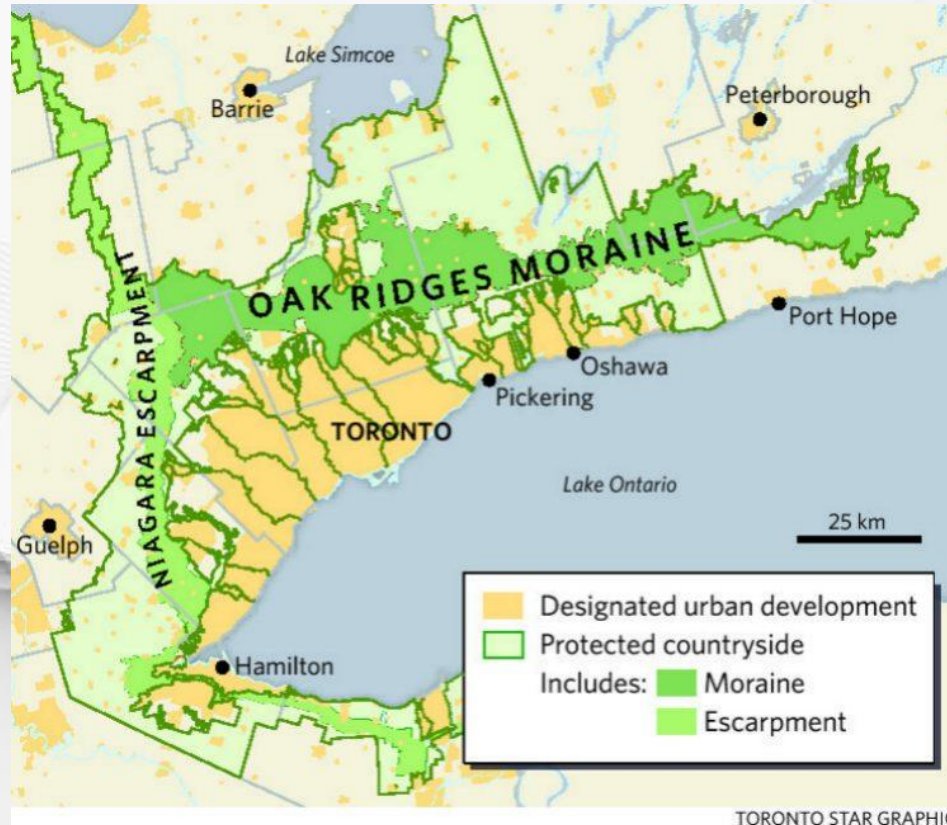
Office Consolidation, January 2012



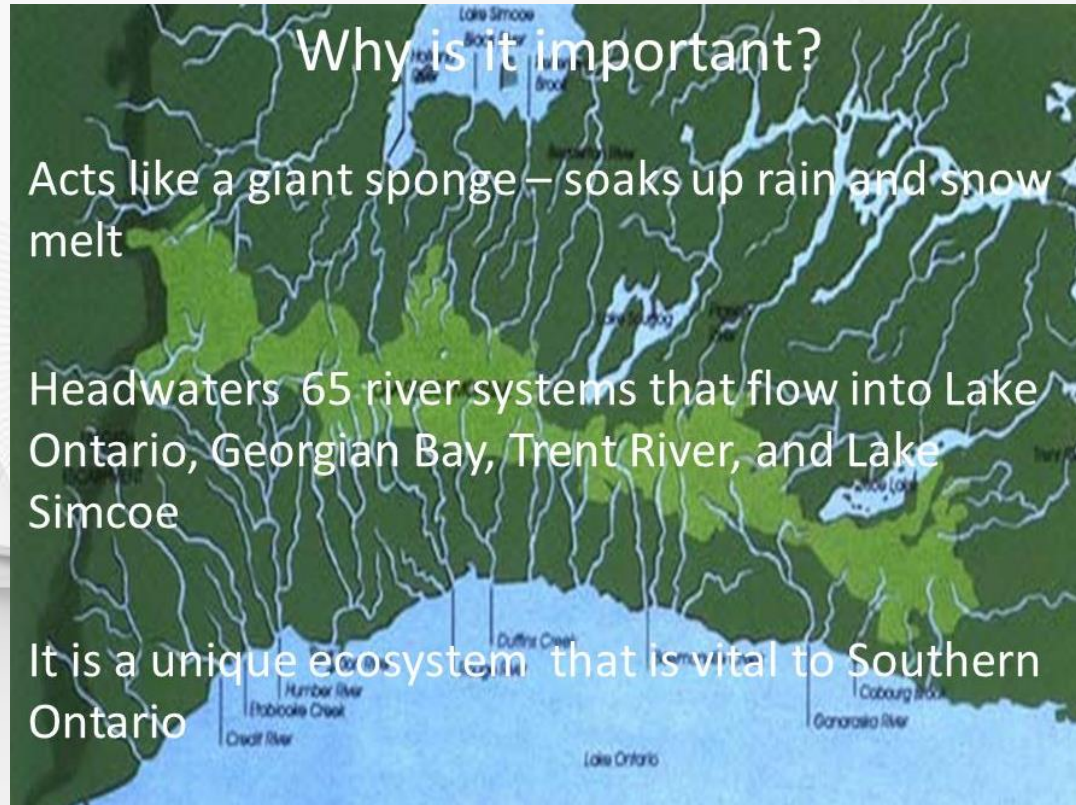
Transit Investment Strategy



A Watershed Moment



Why?

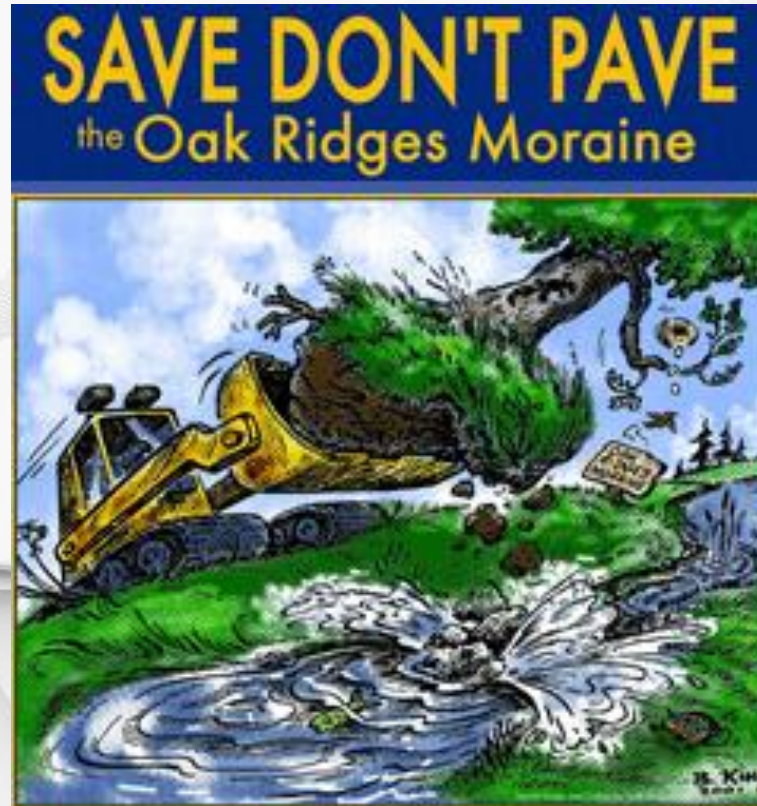


The Oak Ridges Moraine Battles

DEVELOPMENT, SPRAWL, AND NATURE CONSERVATION
IN THE TORONTO REGION



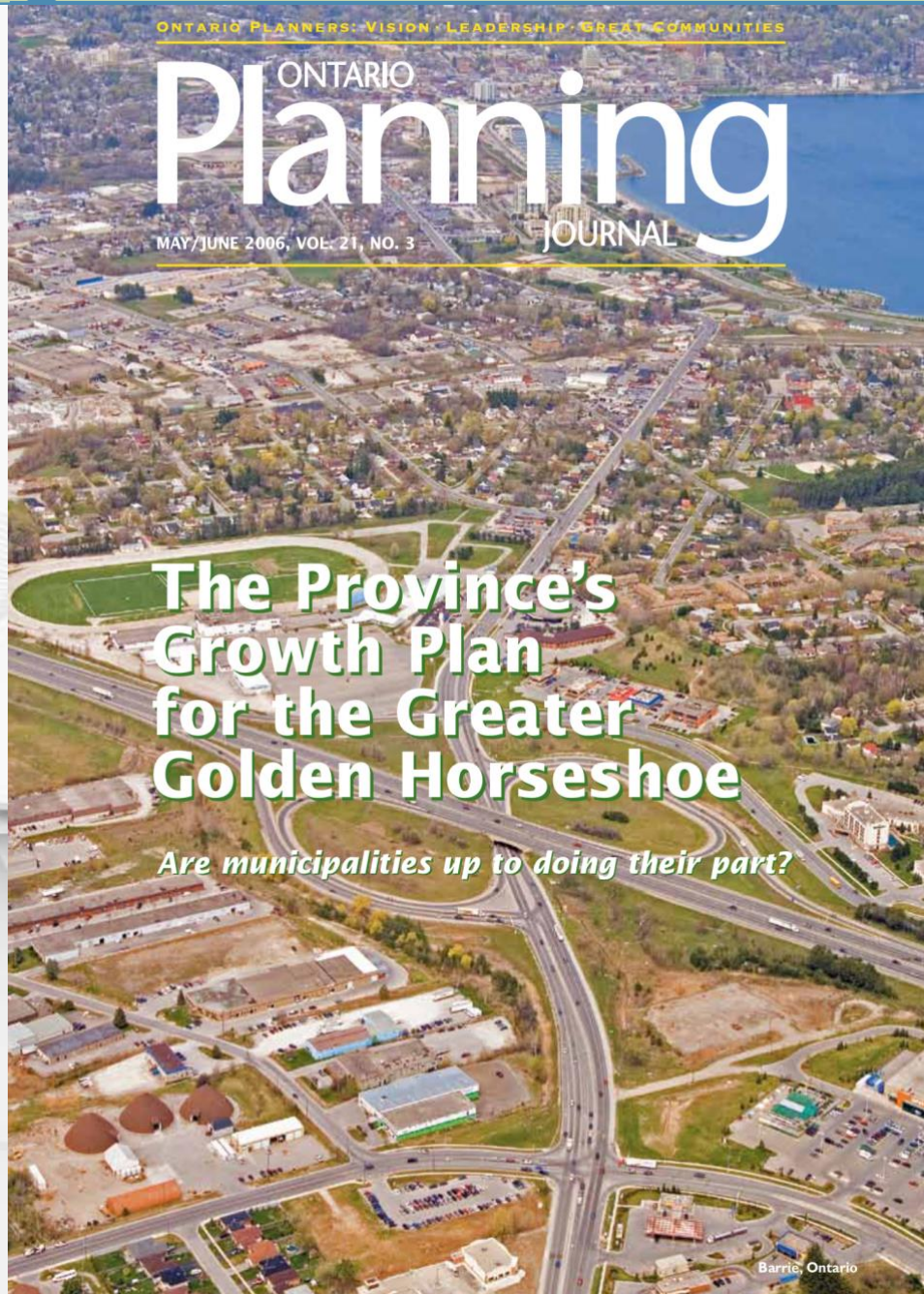
L. ANDERS SANDBERG, GERDA R. WEKERLE,
AND LIETTE GILBERT











The Growth Plan Will Soon Be Law. I say *Bravo*

Ed Sajecki

Together with other provincial initiatives such as change in the planning system, Ontario Municipal Board (OMB) reform, and plans to streamline *Environmental Assessment Act* procedures, the new Growth Plan for the Great Golden Horseshoe (GGH) is a historic achievement.

As Mississauga Mayor Hazel McCallion says, "So much has been done in the past five years. I truly hope these achievements don't get lost or overshadowed by less important things that get media attention. It's so important to keep the message clear and simple so the everyday person sees what it means for them."

But what will it mean to the seven and a half million people now living in the GGH, and to the three and a half million more on the way?

How will they judge the plan? Will it be seen as just a lot of words by planners, bureaucrats and politicians? Or will it be recognized as the bold watershed in planning that many of us as planners have been calling for? The average citizen will ask, and ought to ask: "So how does this affect me? Will my commute time be less? Will I be happier? Is there money to do all this? What will this big city look like? How will my life be different?"

Re-establishing Leadership in Planning

Travelling northward along Hwy 400 toward cottage country, the sign says "Oak Ridges Moraine—for the Next 10 km."

Flashing back a mere five years ago, we well remember the battleground. The fight went on for years and years. David Lewis Stein's columns in the *Toronto Star* chronicled it well: big developers and STORM (Save the Oak Ridges Moraine coalition), lawyers and consultants, HUGELY expensive OMB Hearings. And then the unbelievable—a development freeze. The "Queen Mary" was making a turn. Slowly maybe, but the turn had started. Successive governments and environmental groups had tried to deal with the Oak Ridges Moraine for 15 years—but a solution was now in sight. And "smart growth" was taking hold as "an idea whose time had come."

The statement, "There is nothing more powerful than a good idea whose time has come," still resonates with me. There had been many attempts at growth management in the past: the Toronto Centred Region Plan (TCR), the Metropolitan Toronto and Region Transportation Study (MTARTS), the Central Ontario Lakeshore Urban Complex (COLUC). But each fell short—no money, and limited tools to implement.

But now for the first time since the early 1970s the province has set out a plan to coordinate investment in infrastructure with land decisions across the Greater Golden Horseshoe. It effectively in



The shape of things to come in Mississauga City Centre?

7 / FEATURES

A Brighter Future for the Dismal Science? Can an Economist's Contribution Help the New Growth Plan Succeed?

Responsibilities for Growth Plan Fall on Broad Shoulders

Ray Conlogue

An interview with Brad Graham

CONLOGUE: You're an economist who worked for nearly two decades in the Ontario Public Service, how did you feel moving to the Ontario Growth Secretariat (OGS) and leading the Places to Grow initiative, which touches nearly every aspect of life in communities across the Greater Golden Horseshoe?

GRAHAM: That's right, I'm an economist in a planner's world. I remember early on at a public meeting, someone stood up and said he was utterly dismayed the Province had appointed an economist to head up the OGS. I told him, don't worry—I'm not a very good economist. He seemed reassured.

Truth be known, economics is well suited to growth management. An economist is trained to evaluate a wide variety of factors—typically attempting to maximize benefits and minimize costs—be they financial or societal. In growth management we have environmental and economic factors, not to mention demographic influences both in terms of total population and individual preferences. That

said, I assure you I am surrounded by talented planners and rely on them continuously.

CONLOGUE: The Places to Grow initiative had its genesis in the Smart Growth panels set up by the previous government. Was there concern the growth initiative might be derailed with the change of government?

GRAHAM: There was scepticism from some of my colleagues at Queen's Park. But good ideas have legs, and I always felt a Growth Plan for the GGH was a great idea. When the current government called for that very thing, we were able to hit the ground running. In the iterations of the Growth Plan you see much of the work of the Central Ontario Smart Growth Panel led by Mayor Hazel McCallion. The government was able to build on the ideas generated by the panel and form them into a clear and concrete plan.

CONLOGUE: Why do we need a Growth Plan for the Greater Golden Horseshoe now?

GRAHAM: We have 3.7 million more people and 1.8 million more jobs coming here over the next 25 years. Which is a good thing, since it is essential for the economic health of the region. But if not planned for



Brad Graham



The city hopes to create a vibrant, mixed-use downtown

Urban Growth Centres In the Greater Golden Horseshoe (GGH) Study Area



Mississauga Strategic Plan



move

developing a transit-oriented city



belong

ensuring youth, older adults and new immigrants thrive



connect

completing our neighbourhoods



prosper

cultivating creative and innovative businesses

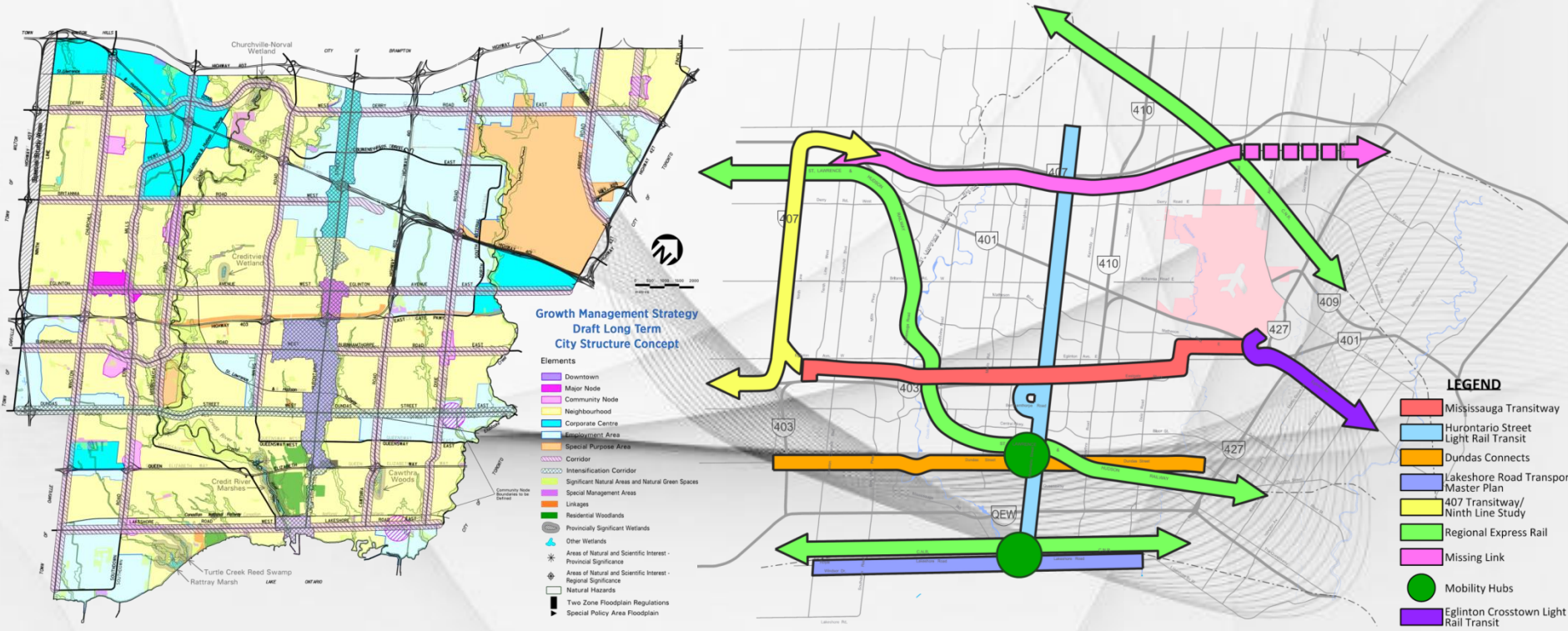


green

living green



The Big Picture



Mississauga in 1973



Mississauga Today



Mississauga Today



Mississauga Today



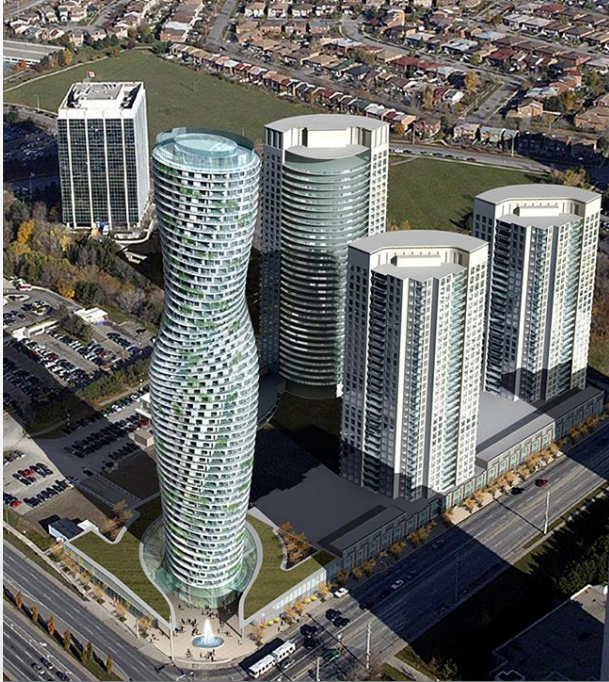
Mississauga Today

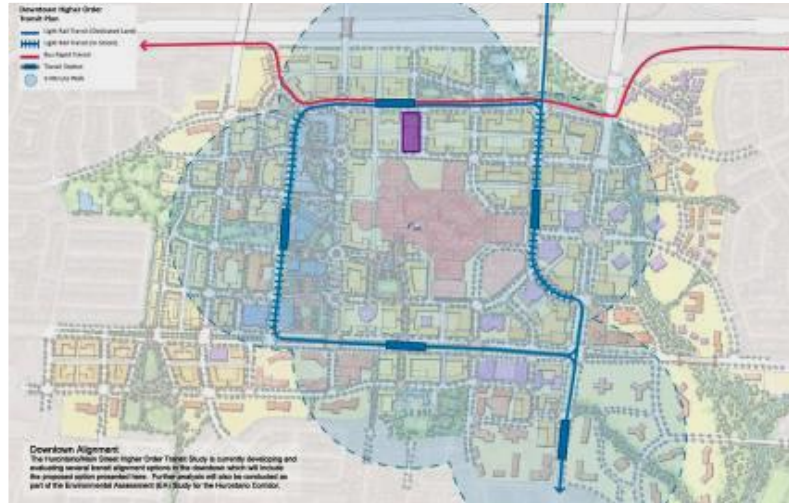


Mississauga Today



High Rise Development





	Population	Units	Employment	Office (sf)	PPJ/Ha	Parks (ha)
Today	35,000	15,000	20,000	3,600,000	176	20
DT21 Master Plan	75,000	35,000	70,000	17,000,000	487	35



Camrost-Felcorp Development

OFFICE AND MIXED USE PRECINCT AT 403 HIGHWAY





Daniels - Capital & Amica



Amacaon Master Plan



Conservatory Group - Universal



Daniels Park Tower



Transit Terminal Expansion



Square One Conceptual Mainstreet Development



Fernbrook - Absolute



Daniels - Capital & Amica



City Hall



Tridel - Ovation



Davies Smith - CityGate



Conservatory Group



Daniels - 1 City Centre



Amacaon - Eden Park



Residential Units	16,000 (Existing Development)	49,000 (Capacity Estimate)
Population	38,500	105,000
Major Office GFA(sq.ft.)	3,720,100 ft ²	15,500,000 ft ²
Major Office Employment	16,000	60,000
Retail GFA (sq.ft.)	1,867,500 ft ²	3,000,000 ft ²
Retail Employment	4,000	6,500



Downtown Mississauga Today



Source: Jason Zytynsky
Via urbantoronto.ca





Cooksville GO

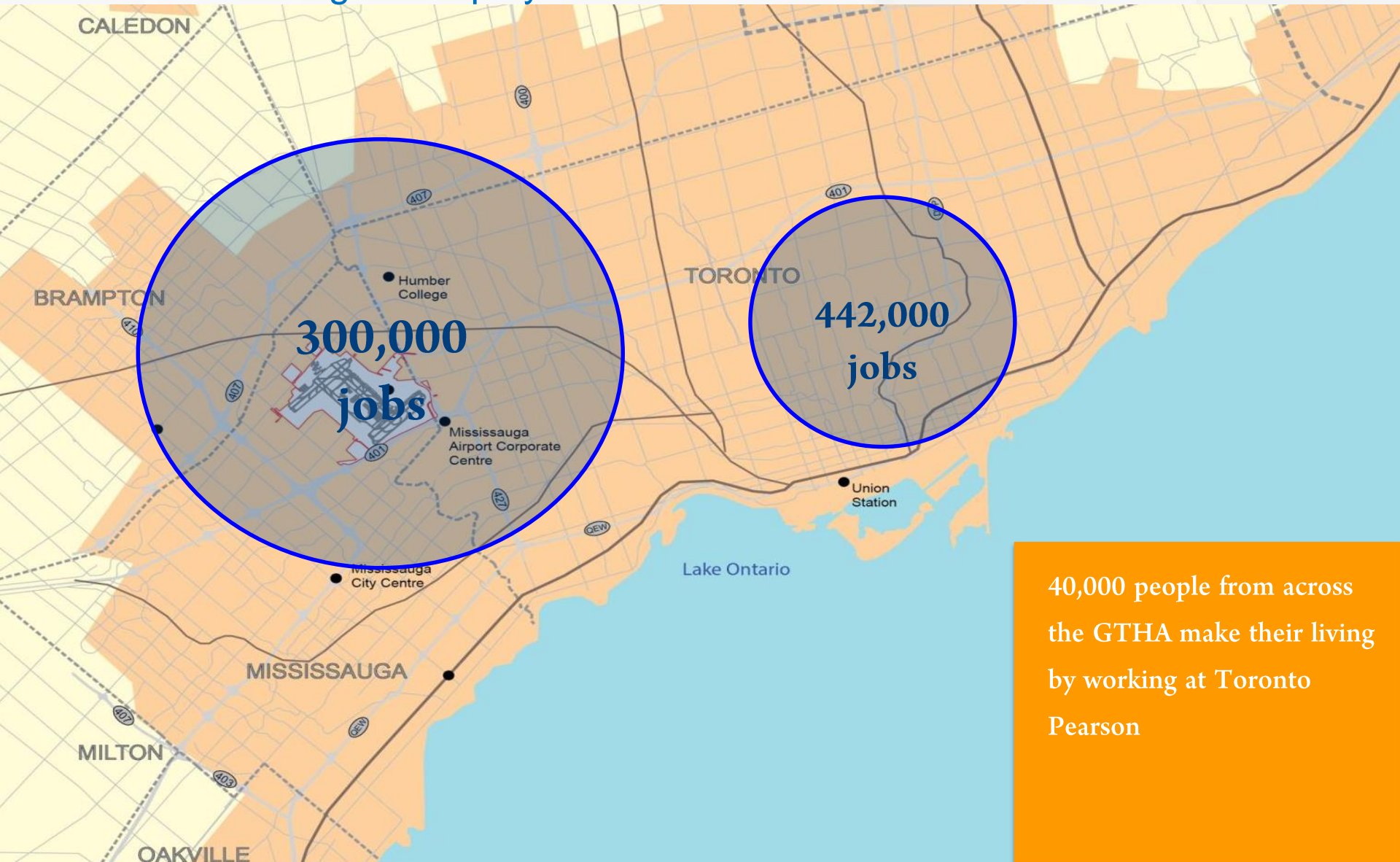


Port Credit Mobility Hub



Pearson Airport:

Canada's 2nd Largest Employment Zone after Downtown Toronto



40,000 people from across the GTHA make their living by working at Toronto Pearson

Transit Investments and Mobility Hubs

Pearson's Regional Transit Centre







Inspiration Lakeview OPG Lands



Inspiration Lakeview



The Master Plan



Approximately
8,000 units



Approximately
15,000 - 20,000
people



Approximately
7,000 - 9,000
jobs



Approximately
12 hectares



Approximately
4 hectares



Approximately
2 hectares

Lake Ontario

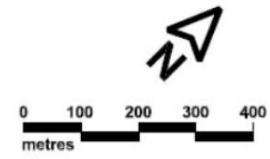
Lakeview Waterfront
Connection



Area of Influence
Port Credit Planning District

Study Area

INSPIRATION PORT CREDIT STUDY AREA



Inspiration Port Credit

Imperial Oil Site

West Village Partners



Inspiration Port Credit

1 Port Street

Canada Lands Company



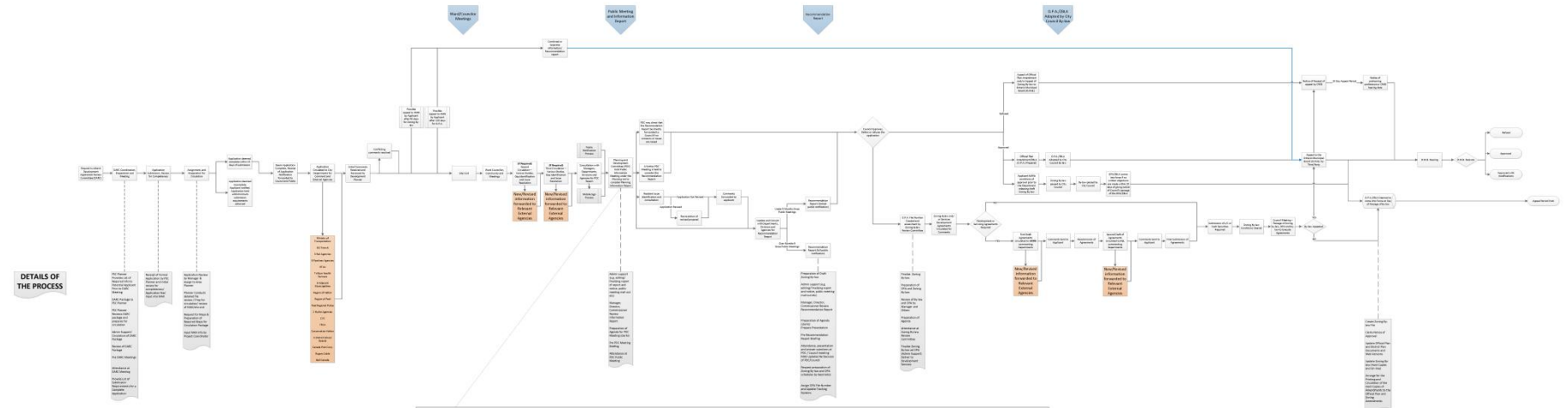
3-D Model provided by the City of Mississauga
Photo courtesy of Irene Owchar

IMPROVING THE DEVELOPMENT APPROVAL PROCESS

Building
Clerk's
Culture
Development & Design
Fire
Legal Services
Parks & Forestry
Policy Planning
Transit
Transportation & Infrastructure Planning

PROCESS COMPLEXITY

Official Plan Amendment/Rezoning Process

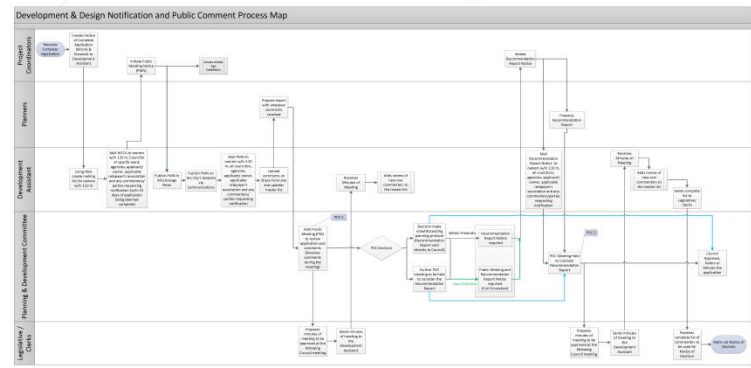


Department Circulation List

External Agencies Circulation List

Request Number	Agency	Request Description	Request Status
1	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
2	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
3	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
4	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
5	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
6	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
7	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
8	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
9	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
10	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed

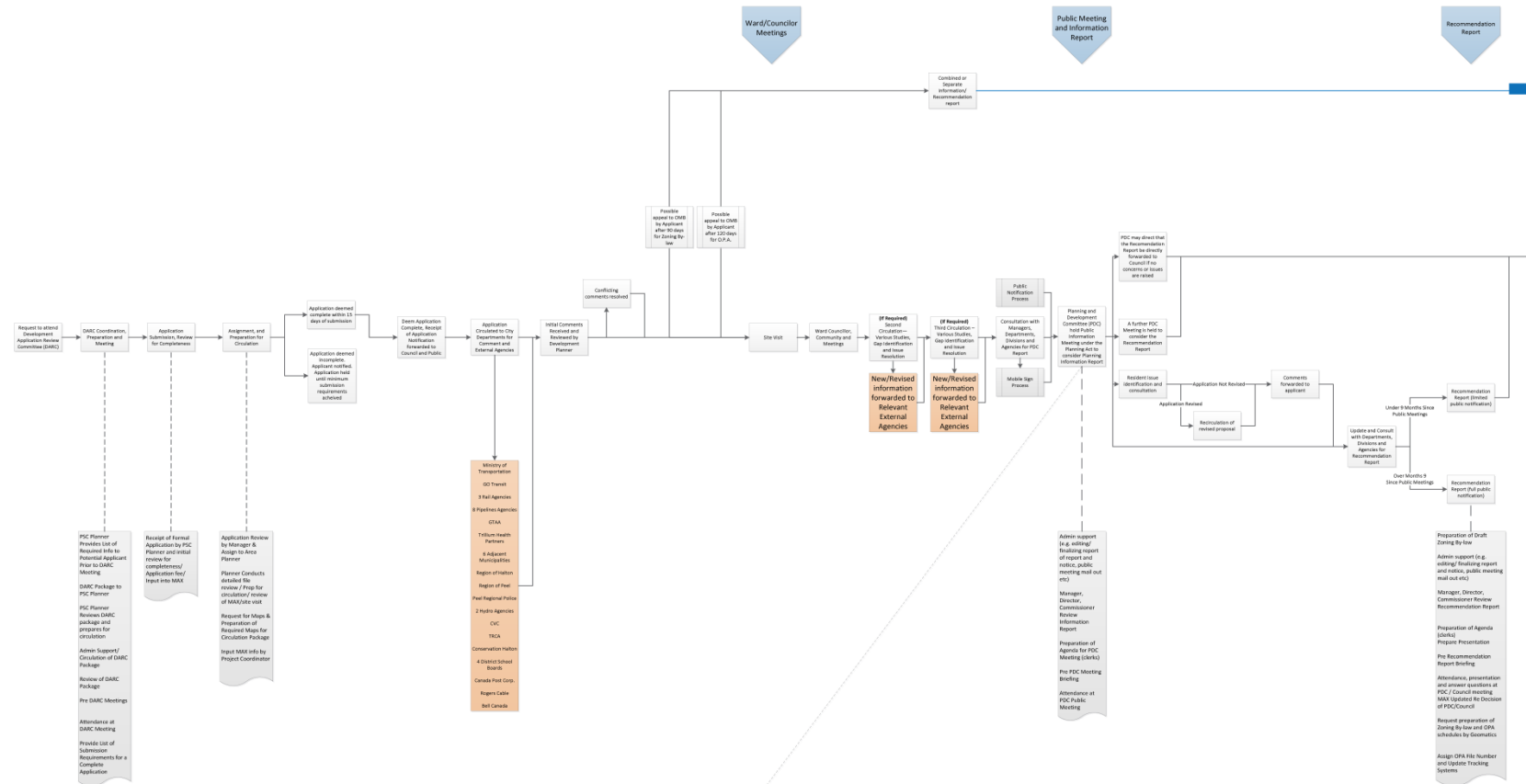
Request Number	Agency	Request Description	Request Status
1	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
2	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
3	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
4	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
5	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
6	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
7	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
8	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
9	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed
10	City of Mississauga	Request for information on the Official Plan Amendment process.	Completed



PROCESS COMPLEXITY

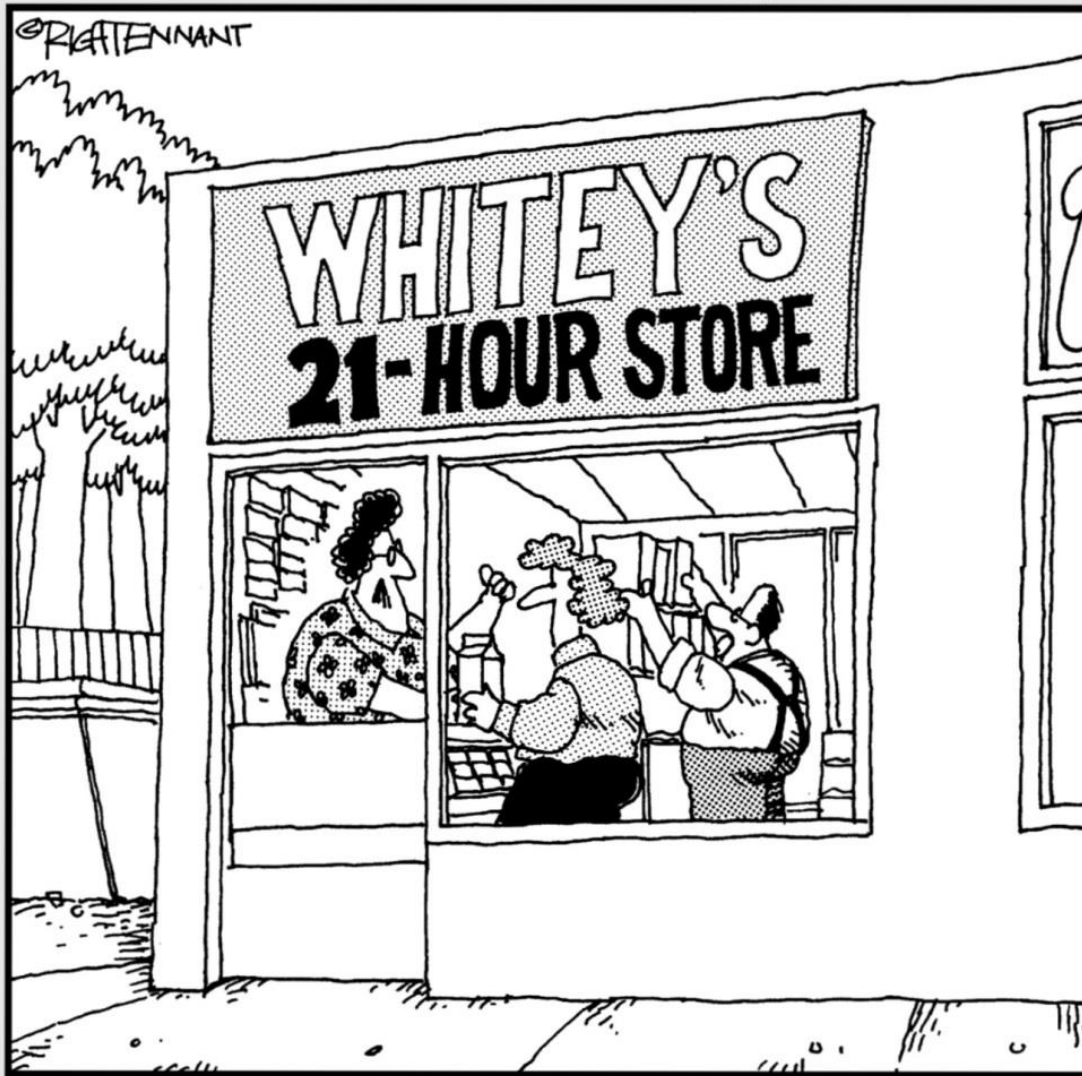
Official Plan Amendment/Rezoning Process

DETAILS OF THE PROCESS



The 5th Wave

By Rich Tennant



"Einstein over there miscalculated our start-up costs and we ran out of money before we could afford to open a 24-hour store."

Figure 1

**Pro-Forma Summary :
Hypothetical Residential Subdivision**

Project Revenues

Number of Units	50
Average Sale Per Unit	\$ 400,000
Gross Sales	\$ 20,000,000
Less Commissions, Fees	<u>- \$ 800,000</u>
Net Project Revenues	\$ 19,200,000

Project Costs

Land Acquisition	\$ 2,575,000
Planning, Design & Approvals	\$ 600,000
Sitework & Building Construction	\$ 12,175,000
Amenities, Off-Site Costs	\$ 100,000
Management & Overhead	<u>\$ 1,760,500</u>
Total Project Costs	\$ 17,210,500

Net Cash Flow Before Financing \$ 1,989,500

Financing Interest \$ 1,102,400

Net Cash Flow to Developer \$ 887,100

Cash Investment \$ 1,020,600

Total Cash-On-Cash Return 86.9 %

Annualized Cash-On-Cash Return 19.9 %

Internal Rate of Return 22.4 %

The 5th Wave

By Rich Tennant



"Isn't that our bookkeeper?"

DEVELOPMENT APPROVAL ROUNDTABLE ACTION PLAN

NOVEMBER 2017



Roundtable Action Plan Recommendations

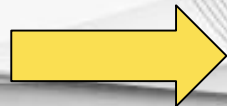
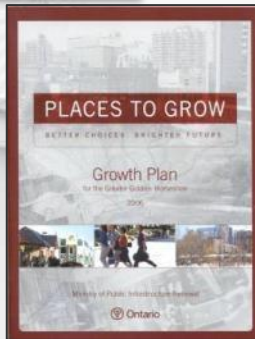
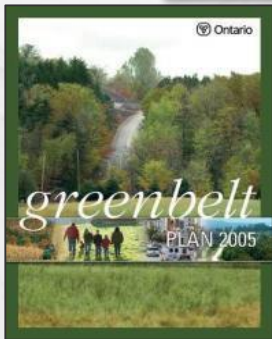
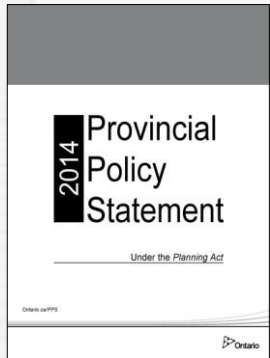
1. Stormwater Management
2. Environmental Assessments & Modernization of Approvals
3. Species at Risk
4. Certainty and Transition
5. Zoning
6. Infrastructure Alignment to Incent Updated Zoning with Ministry of Transportation (MTO) and Other Capital Ministries
7. Cultural Heritage Landscapes
8. One Window
9. Service Standards
10. Approvals Concierge
11. Data and Evidence
12. Transportation Corridor Planning
13. E-Permitting
14. Monitoring and Evaluation

One Window Planning Service

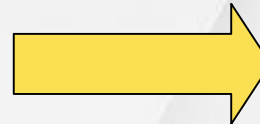
- One-stop shop at MMA for planning services and decisions on applications where the Province is the approval authority
- MMA works with Ontario ministries that have land use interests both generally and on area specific initiatives
- Partner Ministries are:
 - Agriculture, Food and Rural Affairs
 - Natural Resources and Forestry
 - Environment and Climate Change
 - Infrastructure
 - Northern Development and Mines
 - Tourism and Culture
 - Transportation
- The majority of provincial policy and plans are implemented through municipal planning decisions under the Planning Act

How it Works

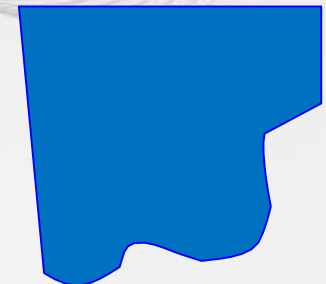
Province



Peel Region Official Plan



City of Mississauga Official Plan



Policy Led Planning System

Planning Act + PPS/prov. plans + OP + ZB guide decision-making

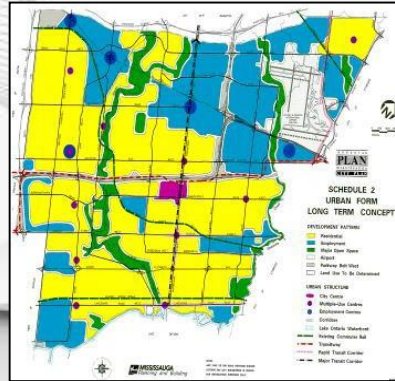
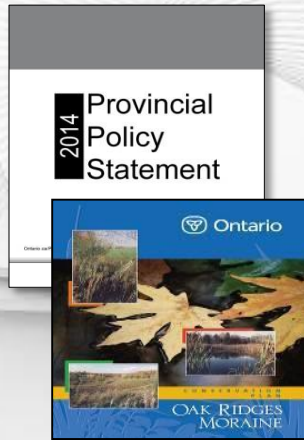
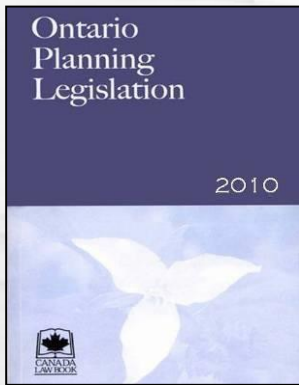
MMA lead

MMA lead

Municipal Preparation
(with MMA Approval)

Municipal
Activity

Municipal
Activity



Enabling
Legislation
Ontario
Planning Act

Provincial Policy
Statement
(PPS) /
Provincial Plans

Municipal
Official Plan
(OP) and
Zoning By-law

Land Division,
Site Plan
(implementation
documents)

Building Permit
+
other
construction
approvals



Bell Canada	Hydro One Networks Inc.	Rogers Cable
Canada Post	Imperial Oil	Sarnia Products Pipe Line
Canadian National Railway	Land Use Planning, Infrastructure Ontario	Sun-Canadian Pipe Line Company Limited
Conseil Scolaire De District Catholique Centre-Sud	Legal Services Culture	The Peel District School Board
Conseil Scolaire Viamonde	Ministry of Citizenship, Culture and Recreation	TransCanada Pipelines
Conservation Authority	Ministry of Environment and Climate Change	Transit
CP Rail	Ministry of Transportation	Trans-Northern Pipelines Inc.
Culture	Municipal Heritage Committee	Transportation and Infrastructure Planning
Dufferin-Peel Catholic District School Board	Ontario Power Generation Inc	Trillium Health Partners
Enbridge Gas Distribution Inc.	Orangeville Railway Development Corporation	Union Gas Limited
Enbridge Pipelines	Parks and Forestry	
Enersource Hydro Mississauga Inc.	Peel Regional Police	
Fire	Praxair Canada Inc.	
Go Transit (Metrolinx)	Region of Peel	
Greater Toronto Airports Authority		

**OUR PARTNERS
IN THE PROCESS**

WHAT WE HAVE HEARD FROM COUNCIL

Development is taking too long

Need to expedite those projects that are bringing jobs

There are financial impacts on landowners when there are delays

People like the idea of a customer service representative to guide them

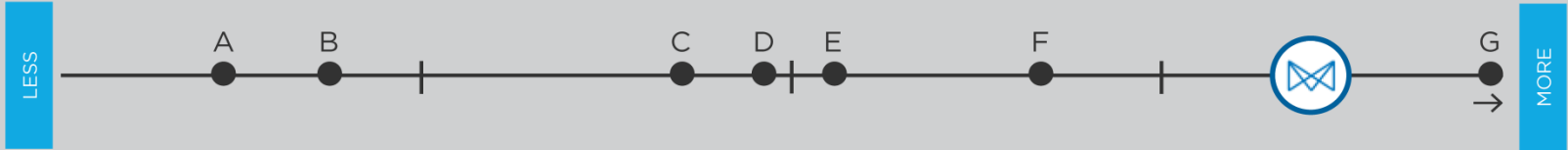
Need to be able to assist the “one-off” applicant

Need for better education to assist in understanding the process i.e. video

MUNICIPAL METRICS COMPARISON SUMMARY



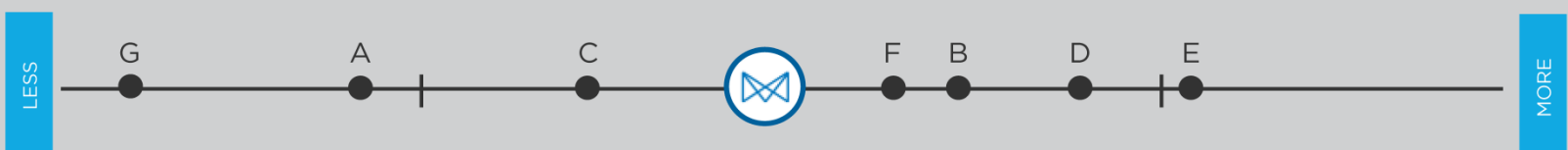
Number of Applications



Processing Time for Site Plan Applications



Applications per capita



Planners per capita



* Unable to obtain time estimates for G

QUALITY OF SUBMISSIONS VS. PROCESSING TIMES

Case Study: Rezoning and Draft Plan of Subdivision

Applicaton No.1



132 months

13 Resubmissions

Applicaton No.2

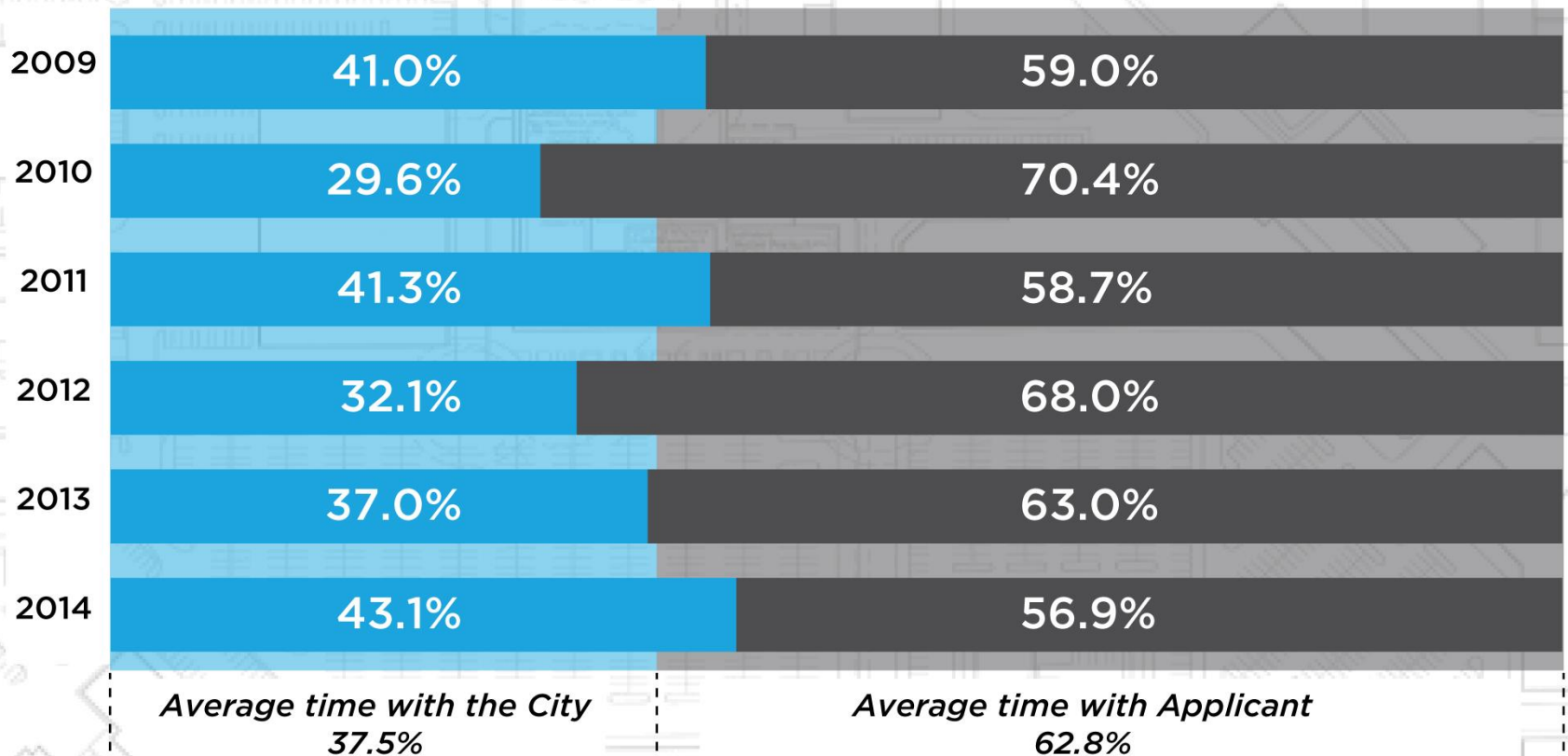


19 months



1 Resubmission

SITE PLAN TIME WITH CITY & APPLICANT



FACTORS INFLUENCING TIMELINES

Legislated

Technical Issues

City Staff

Owner Controlled

FACTORS INFLUENCING PROCESSING TIMES

Legislated Items

- Buildings near or within flood plains and or Lisgar Flood area (TRCA/CVC)
- Outletting storm sewers to creeks (MOE approval required)
- Site Contamination (MOE)
- Projects next to Provincial Highways (MTO)
- Heritage Conservation (Heritage Act/Heritage Advisory Committee)
- Section 37 Negotiations (Council Policy)
- PUCC (Utility Companies - Works in road allowances)
- OMB appeals

Technical Issues

- Insufficient sewer and water capacity (e.g. Region of Peel Beechwood Pumping Station)
- Encroachment Agreements need to encroach into City owned lands
- Non-conformity with Zoning By-law Revisions required or Minor Variances
- Need to understand utilities and streetscapes
- Transportation capacity / traffic studies

City Staff/Processes

- Staff revising comments during process / change of staff on projects
- Often waiting for outside agencies to comment, MOE, Conservation Authorities, Region of Peel, PUCC
- Building Permits take precedence over review of development applications
- ASR's are very long, too many comments
- Staff not sure when they can waive requirements, risk averse
- Staff are accepting incomplete submissions and resubmissions and circulating
- Need to ensure resubmissions are timely
- Internal processes are not suited for the type of development we have now (appropriate for greenfield subdivision not infill)
- Red-line meetings are not happening

Owner Controlled

- Incorrect or incomplete information submitted
- Revisions to the project (rethinking the proposal)
- Consultants not being paid or change of consultants
- Zoning By-law compliance or non compliance - Rezoning or Minor Variances
- Delay in responding to issues
- Dissolving of business relationships
- There isn't a tenant, files are purposely put on hold until they find tenant or in the case of residential high-rises - sell units

SOLUTIONS

Process

Technology

Staff Development

PROCESS IMPROVEMENT: RAPID REVIEW COMMITTEE

RAPID REVIEW COMMITTEE

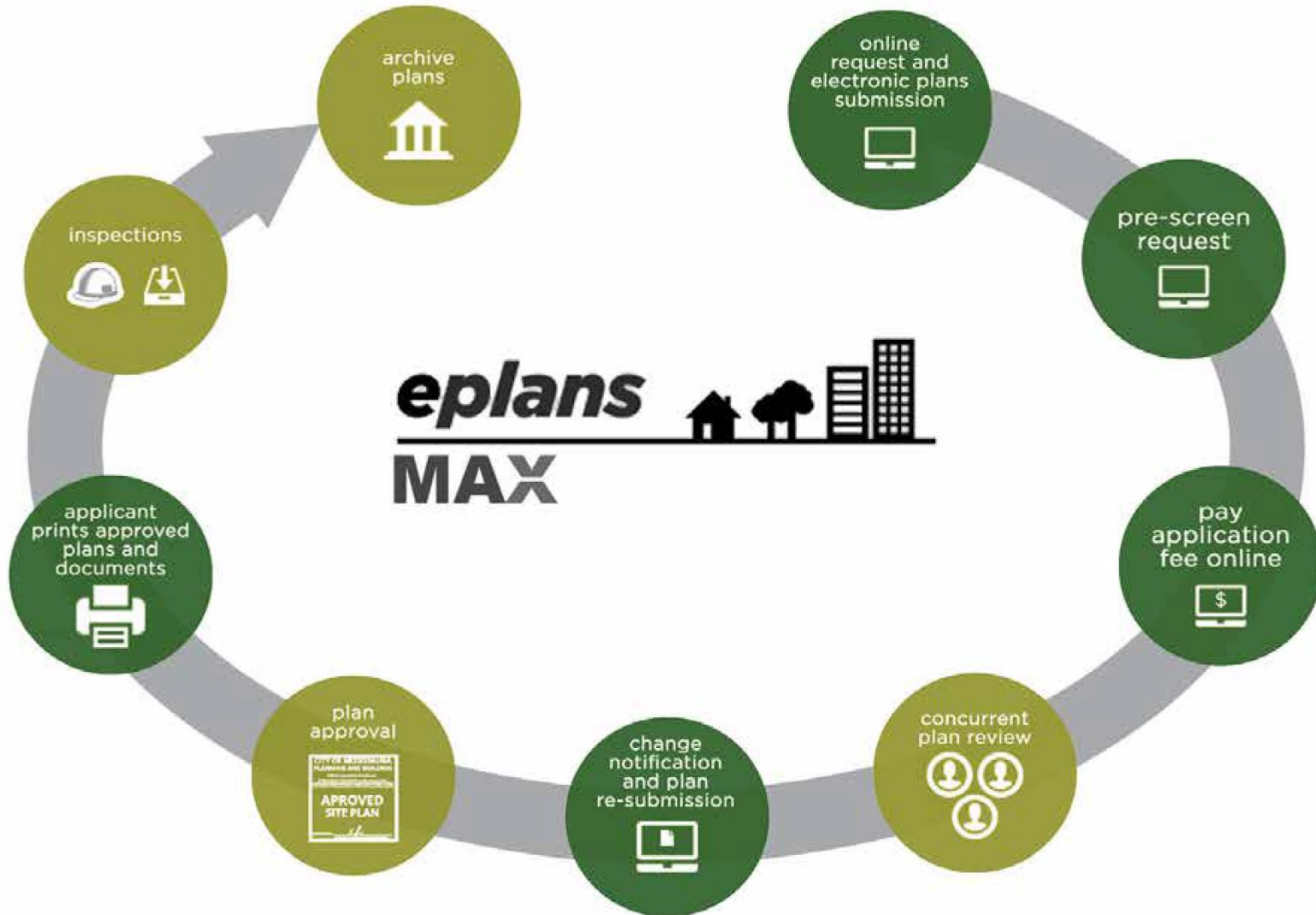
- Weekly meetings
- Director level for issue resolution
- Seek innovative solutions
- Expedite approvals

PROCESS IMPROVEMENT: DEVELOPMENT AMBASSADOR

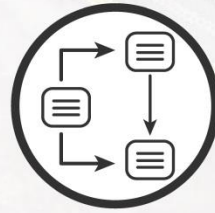
DEVELOPMENT AMBASSADOR

- Example: Sheridan College
- High profile projects vs. One-time customer

TECHNOLOGY SOLUTION: eplans



OTHER SOLUTIONS WE ARE WORKING ON



Process Improvements

- Expand Site Plan Lean Project – Goal is to reduce resubmissions and commenting times through improved quality of initial submissions; also monitoring systems and increased follow-up
- Fire prevention Lean Process completed
- Legal is working on streamlining Development Related Agreements
- Team meetings for big projects i.e. Sheridan College, Square One expansion
- Reaching out to applicants who haven't responded in a formal way – started for Infill houses, others will follow, 30, 60, 90 day contacts

OTHER SOLUTIONS WE ARE WORKING ON



Technology

- Field automation 2016 for building inspections
- Staff to use collaboration tools (i.e. Lync)
- Explore opportunities for better online communications
- Moving all development files to Sharepoint for better organization and collaboration

OTHER SOLUTIONS WE ARE WORKING ON



Staff Development

- Complete staff complement in D & D
- Staff training. Staff have been going through formal & informal training for timelines and procedures. Interdepartmental training on processes
- Creating and updating of internal application procedures manuals

A Post **OMB** World !



EVOLVE BELONG PROSPER TRANSFORMATION FUTURE
 BUILDING EXECUTION BLOSSOM
 MUSIC COMMUNITY
 STRATEGIC CONNECT
 STRATEGIC INTERVENTIONS
 CULTURE OF INNOVATION
 OUR FUTURE
 CATALYZE RETHINK
 COLLABORATIVE COLLABORATION
 CHANGE
 FOLLOW THROUGH PREPARING
 MOVE
 KNOWLEDGE LIAISE
 GREEN
 STRENGTH COMMUNITIES
 STEWARDS COMMUNICATION CREATIVE
 ENGAGEMENT
 STRATEGIC THINKING
 AWAKENING OPPORTUNITIES
 PROJECTS UNSOLVABLE PROBLEMS
 STRATEGIC COMMUNITY INITIATIVES
 GOAL ORIENTED INSPIRATION PARTNERSHIPS
 PROGRESS TRANSPOSE
 CROSS-DISCIPLINARY ACTIONS
 BE BOLD MOVE MINDS LEADING INNOVATIVE
 ENGAGED VIBRANT
 INFORM SHARING WISDOM
 OPPORTUNITY FOCUSED
 MOVE FORWARD TRANSFORM
 INITIATE ENGAGE
 VISIONARY



“America’s Urban Future”

.... Ray Tomalty & Alan Mallach’s new book

Interview in “Urban Edge”

Q. “If you were to take typical American urban planners to a Canadian city, and you wanted them to see a place to learn from, what would you show them?”

Ed's Top 6 List for Moving from Planning to Implementation

1. Aligning and coordinating national-provincial-local actions
2. Committing to the plan (using your plan as a decision-making tool)
3. Linking planning to budgeting
4. Keeping communities engaged (including the private sector)
5. Achieving the plan one step at a time (stay the course).
- 6. Just do it!**

Discussion & Comments



**Ryerson
University**



Thank **You**

Ed Sajecki

Commissioner of Planning and Building
City of Mississauga
Ontario, Canada
www.mississauga.ca