



REPORT TO

**CORPORATE SERVICES, STRATEGIC
PLANNING AND PROPERTY
COMMITTEE**

**CITY OF TORONTO SITE PLAN COORDINATOR
CONTRACT EXTENSION**

*“I can do all things through HIM who strengthens me.”
Philippians 4:13 (NRSVCE)*

Created, Draft	First Tabling	Review
March 3, 2020	March 12, 2020	
J. Charles, (Acting) Coordinator, Materials Management P. de Cock, Comptroller, Finance and Business Services D. Friesen, Superintendent, Capital Development and Asset Development		
RECOMMENDATION REPORT		

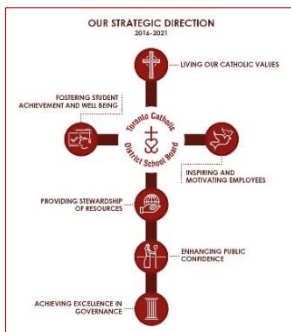
Vision:

At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:

The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.

We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.



Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

L. Noronha
Associate Director of Facilities,
Business and Community
Development, and
Chief Financial Officer

A. EXECUTIVE SUMMARY

This report recommends extending the agreement with the City of Toronto for the services of the School Board Site Plan Applications Coordinator for the period of March 2020 through to the end of February 2022, for an estimated cost of \$261,919.00, plus escalation. Funding is available from Capital Priorities funding allocated through each Capital Project.

The cost of the Site Plan Coordinator has been shared with the Toronto District School Board (TDSB) and the City (25% each board/50% City) for the past two years. TDSB has elected not to continue with the program as they have acquired internal staff capacity through the Toronto Lands Corporation. To continue the arrangement with the City of Toronto, TCDSB would be required to pay 50% of the Planner's salary. Board staff have reviewed the time and cost savings resulting from the work of the Site Plan Coordinator and have been able to demonstrate that there would be savings even at the higher cost.

The analysis of the costs benefits to the TCDSB projects a direct net benefit of \$63,082 through relief from City of Toronto planning applications and a time savings of an average of 5-months per project to obtain Notice of Approval Conditions. Given current construction cost escalation of 4% a year, a 5-month time savings can create a costs savings of over \$200,000 on a \$16-million capital project. In addition, the TCDSB benefits from indirect costs savings through a reduction in additional fees requests from consultants and a reduction time and effort by the Capital Project Supervisors in coordination with the City staff.

B. PURPOSE

1. To report back to the Board of the successes and challenges encountered during the two-year pilot program to partially fund a senior Planner at the City of Toronto to coordinate Site Plan Approval applications from school boards.

C. BACKGROUND

1. *A proposal for a School Board Site Plan Coordinator was put forward by the City-School Boards Advisory Committee Working Group on Site Planning Approvals Process in 2017.* The committee is composed of senior

City Planning staff and senior staff from the four Toronto school boards. The proposal was brought to, and supported by, the City-School Boards Interagency Committee, which included two TCDSB Trustees.

2. ***The primary purpose of the Site Plan Application Coordinator is to facilitate the City approvals process for school capital projects so that new schools are available as soon as possible.*** The role is further described in the Site Plan Approval Protocol for New Schools/Additions developed by the Working Group as follows:

The role of the position of School Board Site Plan Application Coordinator is to provide a first point of contact for the School Boards and involves attending pre-application meetings, tracking the process of all applications and assisting with the resolution of issues as they arise. The Coordinator is to assist with the coordination, project management and oversight for all City Districts. Planners in each district will continue to be assigned to process the site plan applications, except in Scarborough District where the SPA Coordinator shall handle new applications.

3. ***The 2-year Site Plan Application Coordinator pilot program began in March 2018.*** On December 13, 2017 the Corporate Services, Strategic Planning and Property Committee approved a two-year agreement with the City of Toronto and the Toronto District School Board to jointly share the costs of a dedicated Senior Planner. The role has been filled by a City of Toronto Senior Planner staff member. The TCDSB and the TDSB each paid one-quarter of the position's salary throughout the pilot project, with the other half funded by the City of Toronto. The cost to TCDSB is expected to be \$130,958.34 for the two-year period (final 6 month billing not yet received).
4. ***The two-year pilot ends March 1, 2020 and TDSB has elected not to renew the agreement.*** TDSB advised the City on February 6, 2020 that the Toronto Lands Corporation (TLC) has developed the staff resource capacity to “provide the professional oversight and leadership for all TDSB’s land use planning matters.”
5. ***To continue the arrangement with the City of Toronto for the services of the Site Plan Application Coordinator, TCDSB would be required to pay 50% of the Planner’s salary.*** Board staff have reviewed the time and cost savings resulting from the work of the Site Plan Coordinator and have been able to demonstrate that there would be savings even at the higher cost.

D. EVIDENCE/RESEARCH/ANALYSIS

Analysis of Direct Cost Benefit

1. *Table 1 outlines the savings in relief obtained from Site Plan application and study requirements due to the involvement of the Site Plan Coordinator realized over the two-year pilot period:*

Table 1

School	Relief From	Application Fee	Consultant Fees/Studies	Total
St. Andre CS	SPA	\$25,000	\$100,000	\$125,000
Nativity of Our Lord	SPA	\$25,000	\$100,000	\$125,000
Santa Maria	SPA	under consideration		\$0
St Jean de Brebeuf	Zoning Variance	\$5,000	\$50,000	\$55,000
St J. H. Newman	Natural Heritage Study	\$20,000		\$20,000
Total				\$325,000
2 yr. SPA Coord. Contract Value (TCDSB share)				\$130,959
Direct Cost Benefit of Coordinator Services				\$194,041
2020-2022 SPA Coord. Contract Value (TCDSB share)				\$261,918
Projected Cost Benefit of Coordinator Services				\$63,082

2. *If similar cost savings were to be realized in years 2020 to 2022, the projected cost benefit would be 50% of the benefit realized over the previous period.* For the past 2 years, the TCDSB has been paying $\frac{1}{4}$ the cost of the Coordinator position, which was \$63,058 the first year and \$67,901 in the second year. Since the TDSB has withdrawn from the program, the full $\frac{1}{2}$ cost (\$261,919) of the Coordinator position would have to be borne by the TCDSB.
3. *The City of Toronto has recorded a direct financial benefit of over \$1Million dollars, between the two Boards.* TCDSB has six projects currently preparing

for Site Plan Approval submission, one project beginning design and the potential of new Capital Priorities projects to be funded in 2020 and 2021. Greater cost savings can be expected from the larger number of projects.

Analysis of Time Benefit

4. ***All Site Plan Approval applications follow a similar process:***
 - Design team submission of site plan design application
 - Circulation of submission to various City departments for comments
 - Issuance of first comments from City staff
 - Second submission by design team and recirculation to City staff
 - Subsequent circulations as required
 - Application to NOAC (Notice of Approval Conditions)
 - Statement of Approval and Registration of Site Plan Agreement

5. ***In terms of project critical path, obtaining NOAC is the most important milestone.*** At that point the site design is accepted and the project can be submitted for a building permit. If tendering and start of construction are required to meet the school opening schedule before pre-approval conditions can be met and the Site Plan Agreement is registered (usually legal conditions such as easements), conditional building permits can be obtained.

6. ***Data on the time savings from the involvement of the Site Plan Coordinator is available for several TDSB schools and two TCDSB schools.*** Findings from the City of Toronto, Planning Division, Business Performance Standards, published in November 2019 are summarized in Appendix A. First and second submission times were reduced by 25% and 51%, respectively over other building types. TDSB schools also showed an average of 11 months to NOAC, compared to 14 months for other building types. TCDSB has only two schools currently in the Site Plan Approval process and they have not yet received NOAC, but have moved through the process more quickly and by extension of the TDSB data, a 90-day time savings can be expected.

7. ***The savings as a result of earlier project delivery for St. Raymond/St. Bruno and St. Louis/St. Leo is estimated at \$291,068 in construction escalation costs as shown in Table 2:***

Table 2

Cost Benefit of Earlier Construction Starts/Completion				
Time saved per submission phase (days)				
1st	2nd	NOAC	Approval	Total
22	24	90	30	166
4% Construction Escalation per year				
= 1% escalation per 91 days				
91				
Cost savings over time savings (166 days)				
St Bruno/St Raymond - \$16M				\$291,068
St Louis/St Leo - \$16M				\$291,068

Analysis of Indirect Cost Benefit

8. ***TCDSB staff and their consultants benefit in working time saved from the Site Plan Coordinator's efforts.*** The Coordinator is required to keep a log of all projects and the tasks performed for each. Attached is Appendix B which outlines 30 projects and an average of 2.7 tasks per site (total task list of 81). Each task represents hours of planning, communication and attending meetings.
9. ***This additional assistance helps to reduce the number and amount of Additional Services Requests submitted by consultants.*** Since the Site Plan process is so broad in the issues addressed and the amount of unknowns before a consultant fee proposal is submitted, the process is a large risk to the consultants' fees. Any issues dealt with outside the original scope result in additional fees. With the services of the Coordinator, there is an indirect cost benefit to the Board with the reduced requests for additional service fees.
10. ***Similarly, the Coordinators efforts alleviates time and effort communicating and negotiating normally required by the staff project supervisor.*** With each Capital supervisor managing an average of 10 projects, this allows the

supervisors appropriate time to ensure projects meet Board standards and Ministry funding.

E. METRICS AND ACCOUNTABILITY

1. The City of Toronto will continue to produce the data noted as Appendix A and B of this report. Staff will review the reports on a bi-annual basis to ensure value remains for the service.
2. Staff will compile and review projected benefits annually.
3. Towards the end of this subsequent period, staff will report to the Board on findings and recommendations for continued support of the program.

F. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN

1. The costs of the Coordinator position are charged to the Capital project budgets and covered by Ministry of Education funding. Appendix C indicates how the costs are divided amongst active and two projected future Ministry funded projects.

G. STAFF RECOMMENDATION

That the agreement with the City of Toronto for the Site Plan Application Coordinator be extended for the period of March 2020 through to the end of February 2022, at an estimated cost of \$261,919.00, plus escalation. Funding is available from Capital Priorities funding allocated through each Capital Project.