



Report to: Development Services Committee

Report Date: June 12, 2023

SUBJECT: Summary of Findings- Residential infill Development Service Delivery Review

PREPARED BY: Stephanie Di Perna, Chief Building Official, Director, Building Standards Ext. 3940

REVIEWED BY: Arvin Prasad, Commissioner of Development Services

RECOMMENDATIONS:

- 1) That the report dated June 12, 2023 entitled " Summary of Findings- Residential infill Development Service Delivery Review" be received;
- 2) That staff be directed to evaluate the findings of the study entitled "Residential Infill Development Service Delivery Review" and report back to Development Services Committee with potential options, and further;
- 3) That staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY

On August 16, 2021, the Province announced a third intake of the Provincial Audit and Accountability Fund to help large municipalities become more efficient while delivering the services that residents and businesses rely on every day. Markham Council directed staff to apply to the Province's Audit and Accountability Fund to undertake research on the residential infill construction process with the goal of mitigating the adverse affects of infill construction within established neighbourhoods while recognizing the benefits.

This report provides a summary of the results of *Final Report: Residential Infill Development Service Review* (study) (Appendix A) that was undertaken as part of the Provincial Audit and Accountability Fund Intake 3 to help large municipalities find service delivery efficiencies.

Staff recommend that the findings of the study be evaluated and that a report be brought back to Development Services Committee with potential options for process and service delivery changes.

PURPOSE:

The purpose of this report is to provide a summary of the results of the *Residential Infill Development Service Review* study that was undertaken as part of the third intake of the Provincial Audit and Accountability Fund to help large municipalities find service delivery efficiencies. The study attached as Appendix A, satisfied the Provincial requirement for public posting of the third-party report by February 1, 2023.

BACKGROUND:

At the October 26, 2021 Markham Council meeting, Council passed a [resolution](#) directing staff to apply to the Provinces Audit and Accountability Fund to review residential infill construction processes and recommend options to mitigate the adverse affects of infill construction within established neighbourhoods while recognizing the benefits.. Appendix B provides further background information on the Audit and Accountability Fund.

On January 24, 2022, the Ministry of Municipal Affairs and Housing informed the City that its application for Improving the State of Residential Infill Development would be funded up to \$107,092.36. At the February 23, 2022 Markham Council meeting, a resolution provided direction to execute the Ontario Transfer Agreement to receive the provincial funding and undertake the project. In May 2022, WSCS Consulting Inc. was retained to undertake the review and recommend options.

DISCUSSION:

This report summarizes the findings of the study which assessed service delivery, enforcement and legislative options related to infill construction in Markham. The study included:

- Review of opportunities for improved service delivery model
- Review policies, processes and procedures for relevancy in the current state
- Assess customer service relationship management systems and abilities to meet customer demands
- Consult and survey key stakeholders
- Assess resource and technology utilization
- Benchmark against other municipalities
- Assess and map current residential infill development processes with view to assess best practices and implications for expansion utilizing LEAN Six Sigma methodologies.

Residential infill development provides many positive impacts including improving the safety and energy efficiency of homes through new Code compliant construction, intensification within the existing urban boundary and improving property values. However, there are a number competing issues that negatively impact these mature neighbourhoods primarily during the construction phase of development.

The recommendations of the study identifies potential changes and improvements within five major areas aimed at mitigating the adverse affects of construction. The study further recommends a full implementation plan with key milestones from 2023-2025. (Appendix A).

1. Service Delivery & Customer Service

- 1.1 Develop communication and community outreach strategy aligned with the City's strategic plan.
- 1.2 Website refresh with a view to customer needs
- 1.3 Enhanced communication tools
- 1.4 Review CRM system option to consider potential improved complaints portal that provides status updates for complainants

2. Organization

- 2.1 Establish cross department team to coordinate all efforts towards infill development including policy and the Administrative Monetary Penalties system (AMPS)
- 2.2 Establish teams dedicated to East and West side of Markham
- 2.3 Develop formal department & personalized training plan for infill and AMPS
- 2.4 Engage in council workshops
- 2.5 Undertake financial study to examine the true cost of service delivery for all affected departments

3. Technology

- 3.1 Standardize the use of data capture though AMANDA and ePlan
- 3.2 Provide staff access to the entire infill process through mobile solutions to improve onsite review and access to information
- 3.3 Develop technology training program for staff
- 3.4 Explore technology advancements to improve mobile connectivity
- 3.5 Develop document and inspection requirements in ePlan and AMANDA to ensure consistency to support a move to AMPS

4. Process

- 4.1 Develop/update infill strategy with integrated department actions

- 4.2 Hosted on site preconstruction meeting to establish and build awareness of City requirements
 - 4.3 Following pre-construction meeting, require ongoing updates for all team members
 - 4.4 Posting enhanced public signage to be address by the Infill By-law
 - 4.5 Migrate enforcement mechanism to AMPS
5. Policy, Planning and Performance
- 5.1 Focus on completion of comprehensive zoning by-law to carve out infill provisions as a top priority
 - 5.2 Ensure existing by-laws are reviewed and updated in preparation of AMPS
 - 5.3 Create a good neighbour guide/videos and other education tools to identify infill development issues and resolution actions

NEXT STEPS:

Staff recommend that a cross commission pilot working group be established to evaluate the findings of the study and that a report be brought back to Development Services Committee with potential options, a work program and required resources.

FINANCIAL CONSIDERATIONS:

Not applicable.

HUMAN RESOURCES CONSIDERATIONS:

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Goal 1 - Exceptional Services of Building Markham's Future Together 2020-2023.
Goal 3 – Safe, Sustainable and Complete Community.

BUSINESS UNITS CONSULTED AND AFFECTED:

By-Law Enforcement staff have been consulted on this report.

RECOMMENDED BY:

Stephanie Di Perna, MBA, PMP, M.A.A.T.O.,
Chief Building Official, Director, Building Standards

Arvin Prasad, R.P.P., M.C.I.P.
Commissioner of Development Services

ATTACHMENTS:

Appendix A – Final Report: Residential Infill Development Service Review

Appendix B – Background on the Audit and Accountability Fund

Appendix C- Council Interview Summary