



# Results- Infill Development Review

**Development Services Committee**

**June 12, 2023**

**Stephanie Di Perna, Chief Building Official**



## Agenda

- Project timing and overview
- Project Scope
- Bill 23 Impact to project
- Complexities of infill construction
- Issued infill development permits 2009-2019
- Infill development by Ward
- Survey Results
- Findings and Recommendations
- Implementation Plan
- Completed upgrades
- Next steps



## What is Infill?

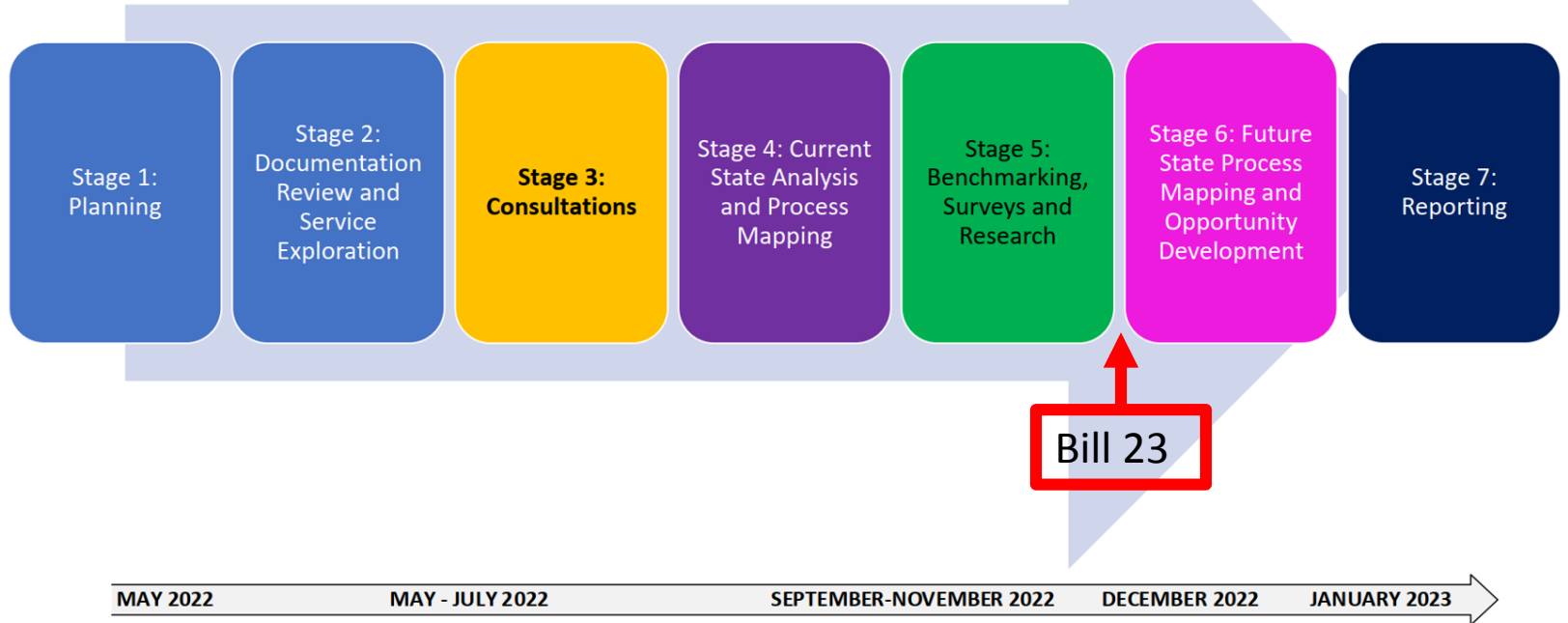
### Infill Definition Building By-Law 2023-18

*“Infill Residential”* is defined as; a building containing not more than 2 dwelling units and where new construction replaces more than 50% of the existing building by demolition or by an addition that increases the gross floor area by more than 25% of new construction to an existing house.





# Project Timing and Overview





## Scope

Objectives	Deliverables
Assess opportunities for improved service delivery including customer service relationship management system and AMPS	Identify opportunities for AMPS expansion and alternate enforcement tools
Review policies, processes and procedures	Develop integrated residential infill service delivery model with cost/benefit analysis, technical solutions and polices
Access and map current residential; infill development processes against LEAN Six Sigma methodologies	Provide recommendations for future state business process maps that are LEAN/best approach with associated staffing requirements
Consult and survey key stakeholders	Provide recommendations and implementation roadmap with short, medium and long term plans
Benchmark against other Municipalities	Policy, process and training requirements



## Bill 23 Impact

# PROVINCIAL BILL 23 –IMPACTED OUR RECOMMENDATIONS

### ROYAL ASSENT NOV. 28

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- Desire to see approval and construction of more housing in a timelier fashion by reducing the cost for various municipal processes and fees.
- Impacts several pieces of legislation (i.e.. Planning Act; ONT. Heritage Act; Development Charges Act; ONT Land Tribunal Act and Ontario Municipal Act)
- OP and Zoning as of right permits up to three units per lot where municipal services are available
- Site plan is exempt on developments of under 10 residential units
- Impact to Development Charges By-laws and some financial benefits for rental construction
- Loss of appeal rights for third parties to LPAT – potential order to pay costs to successful party

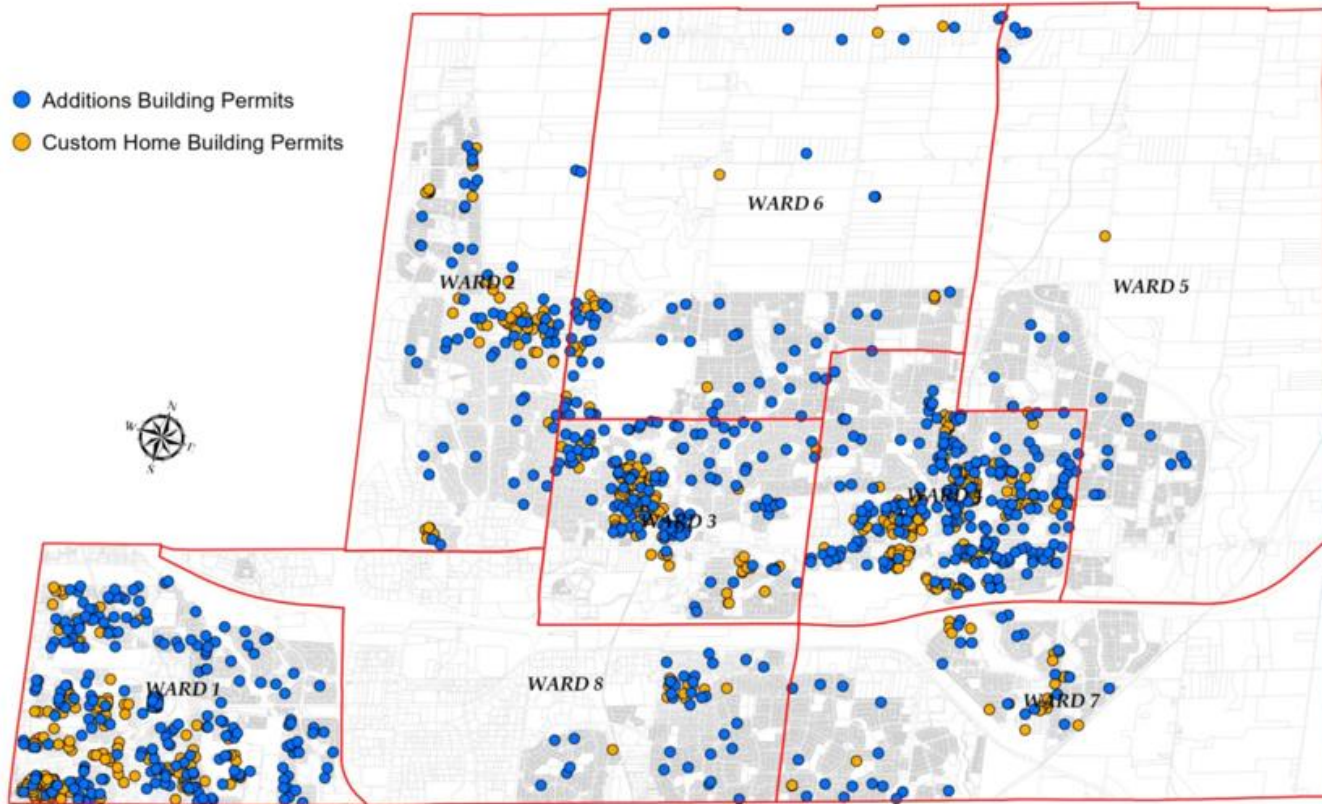


# Complexities of infill construction





# Issued Infill Development Permits 2009-2019

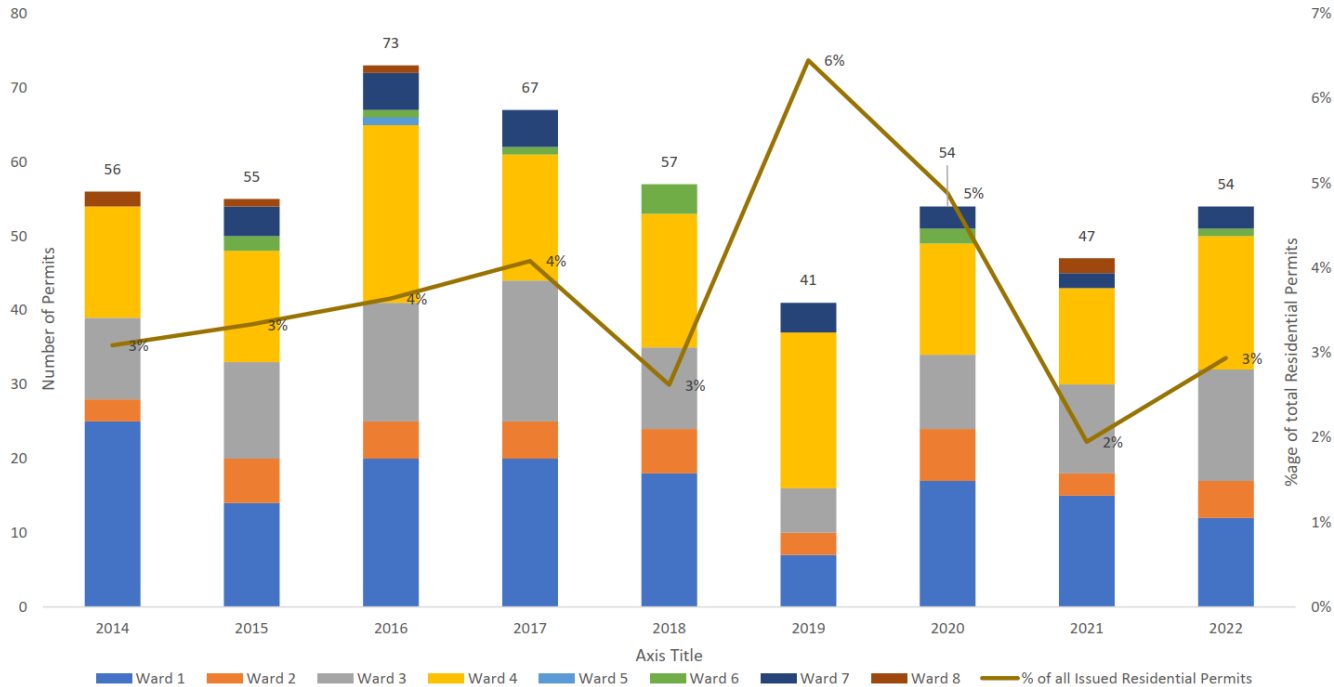






# Infill Development by Ward- Percentage of Total Permits

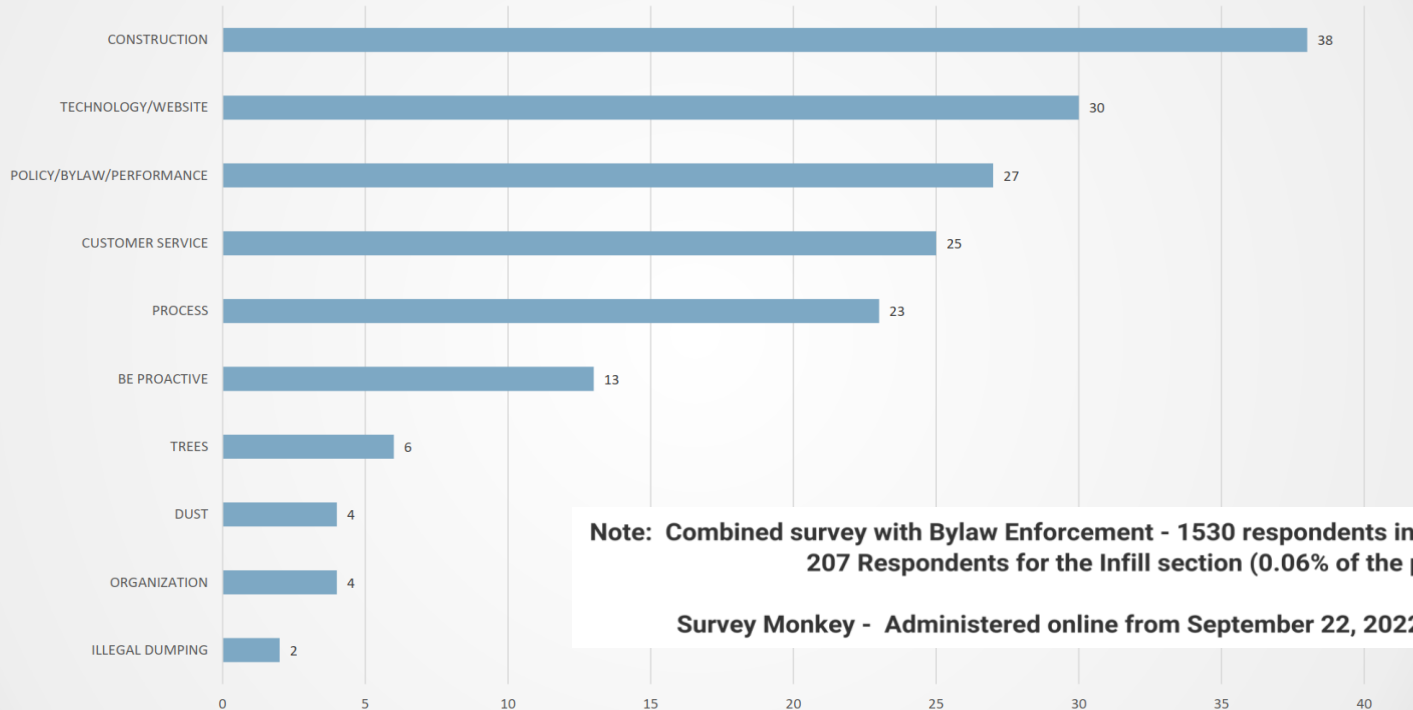
Infill Home Issued Permits  
2014-2022 (Source: Building Standards)





# Top 10 Infill Complaints- Survey Results

Top 10 Comment/Complaints by Category



### Infill Consultation

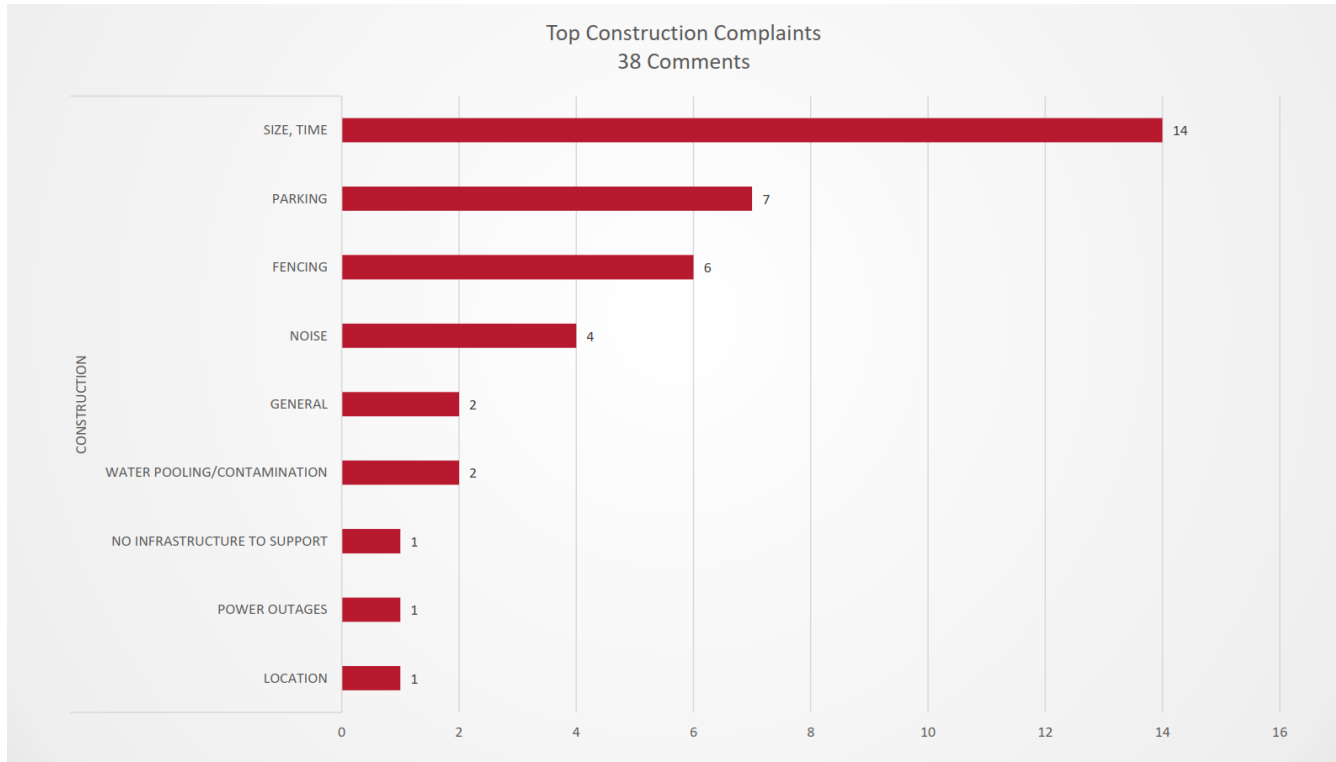
- 9 different internal focus groups, 37 staff
- 20 onsite property inspections
- Surveyed 3 Municipalities

**Note: Combined survey with Bylaw Enforcement - 1530 respondents in total (0.5% of the population)  
207 Respondents for the Infill section (0.06% of the population)**

**Survey Monkey - Administered online from September 22, 2022 to November 9, 2022**



# Construction Category





## Service Delivery & Customer Service

Findings	Recommendations
Complaints regarding the process, enforcement of existing by-laws and lack of information once a complaint is filed.	<b>1.1. Develop communications and community outreach strategy aligned with the city's strategic plan.</b>
Challenges regarding customer identification of the core issues and the manner of disposition of those complaints (Customer Service Centre).	<b>1.2 Website refresh required with a view to customer needs and self-service options in mind – fully integrated portal</b>
Little to no follow-up regarding complaint status – not standardized/No Closing the Loop	<b>1.3. Enhance communication tools to be more transparent and proactive in information sharing – including site signage enhancements</b>
Limited public information respecting Infill resulting in a lack of Public education and awareness Call Center-Challenges/Prioritization/Accuracy	<b>1.4. Review CRM system options to consider potential improved complaints portal that provides status updates for complainants.</b>
Complaints Tracking	
No 'one stop shop' – Expectation customers 'know' what to do and where to go	



# Organization

Findings	Recommendations
Lack of real ownership of the Infill Development Process, multiple handoffs	<b>2.1. Establish a cross departmental team for infill development unit to oversee the team and manage projects from beginning to end –coordinate all efforts including policy and administrative monetary penalties – reporting to the Chief Building Official.</b>
Departments working in silos despite best efforts of frontline staff to cooperate when requested	<b>2.2. Develop formal department &amp; personalized training plans for infill and AMPS.</b>
Staff single minded focus rather than viewing big picture and dealing with other infractions	<b>2.3. Engage council in bi-annual training workshops to explore emerging trends.</b>
City losing the opportunity to recover revenue on the delivery of certain services	<b>2.4 Undertake financial study to examine the true costs for delivering infill services including the cost of the Project Manager.</b>



# Technology

Findings	Recommendations
Not all information in one place =duplication	<b>3.1 Standardize the use of data capture through AMANDA and E-plan.</b>
Access between departments not available – cannot see process. AMANDA software used by certain areas to address complaints related to infill.	<b>3.2 Provide access to entire infill process to the new teams through mobile solutions to improve onsite review and see status of all processes.</b>
Use of E-PLAN – at times upwards of 4 submissions required before approval of building permit – partly due to process and documentation/understanding by applicants	<b>3.3 Develop technology training program to support new processes.</b>
Only few have mobile technology , Limited access to plans onsite	<b>3.4 Explore technology advancements to improve mobile connectivity and information capture. Work with IT to create the online ‘investigations’ map</b>
Utilization of City – web site for enhanced site specific projects would be helpful to the public	<b>3.5. Develop document and inspection requirements in E-plan and AMANDA to ensure consistency and support move to AMPS.</b>



## Process

Findings	Recommendations
Delayed updating of Comprehensive Zoning By-law has resulted in the need to push most infill developments through Committee of Adjustment	<b>4.1 Develop/update the Infill Strategy – integrate the actions to date and communicate team based approach with responsibilities by department.</b>
Limited Architectural controls (only heritage district)	<b>4.2 Hosted on-site preconstruction meeting to establish and build awareness of city requirements – entire team to be present</b>
Lack of public information in advance of projects causes neighbourhood concerns	<b>4.3 Following pre-construction meeting, require ongoing updates – published on website by all team members.</b>
Information seems guarded rather than publicly shared	<b>4.4 Posting of enhanced public signage needs to also be included in the Infill Bylaw</b>
Enforcement is split – Administrative Monetary Penalties should allow for a coordinated approach	<b>4.5 Migrate enforcement mechanism into AMPS – AMPS Unit to lead</b>



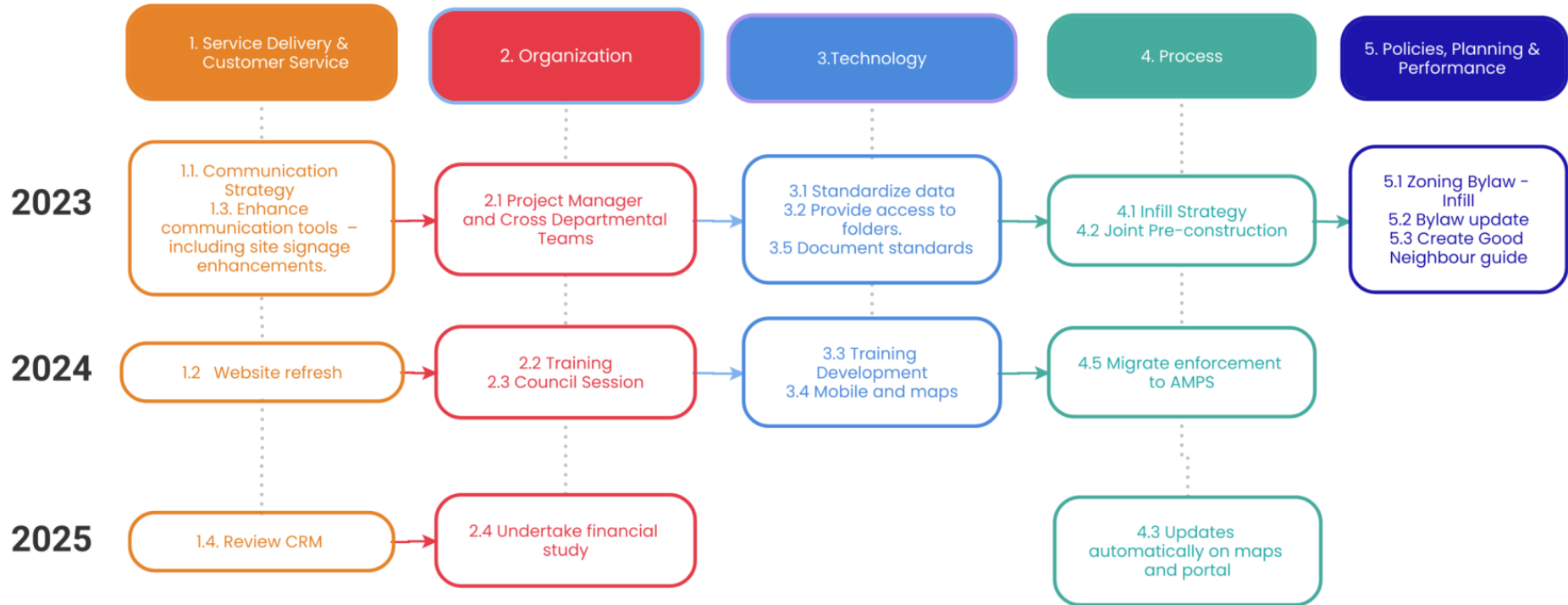
## Policy, Planning & Performance

Findings	Recommendations
Delay in updating Comprehensive Zoning By-law is adding more time and costs to the Infill development process	<b>5.1. Focus on completion of comprehensive zoning bylaw or alternatively carve out the provisions of the Infill development as a top priority</b>
Perception that Committee of Adjustment is a money grab	<b>5.2. Ensure existing by-laws are reviewed and updated in preparation for amps implementation (infill bylaw needs to be updated)</b>
Concerns that City's By-laws are out of date and lack teeth necessary for effective enforcement	<b>5.3. Creation of a good neighbour guide/videos and other educational tools to identify Infill development issues and actions to resolve</b>
Nuisance issues often arise outside of typical enforcement timelines –weekends and after hours	
Concerns that infill footprints including hardscaping are adding to climate change challenges	
Infill Development fits with Provincial desire for intensification and maximization of existing infrastructure	





# Recommendation & Implementation Plan





# Completed Upgrades

Plans Review	Inspections	Building By-Law
Standard Practice PR-20-001 Infill Custom Homes and Demolition	Worksite Code of Conduct signage and Builders Guide	Maintenance fee established and applied where construction exceeds 2 years from the permit issuance date.
Demolition and building permits are issued at the same time.	Hiring of designated inspector/co-ordinator	Order to Comply created specifically for infill housing
Builder Tip No. 99- Fencing requirements	Builder Tip 103 – Plumbing System Sewer Inspection for Infill Housing	Established a new prescribed inspection ‘Start of Construction’
Builder Tip No. 98- Temporary shoring	Builder Tip 104 – Infill Housing Strategy - Non-Conformance with the Building Permit Documents	
Coordination meetings with the Owner, Applicant, Designers and Plans Examiners	Builder Tip 105 – Infill Housing Strategy – Start of Construction Inspections	
Auto notification - By-Law Enforcement, Tree Preservation and Waterworks	Standard Practice 2020-003 Start of Construction Process for Infill Housing	
Auto create construction infill investigation folder to track property standards issues.	Standard Practice 2019-001 Infill Housing Regulation Program	
	Standard Practice BI 2022-003 Invoicing Procedures for Infill Residential Maintenance Fees	



## Next Steps

- Cross commission pilot working group be established to evaluate the findings of the study
- Report back to Development Services Committee with potential options, a work program and required resources
- Pilot group to focus on quick wins such as infill guide, data standardization and procedures, site signage and infill construction by-law update