



Toronto Building

Service Level Review

Planning and Growth Management Committee

June 18, 2015



Overview

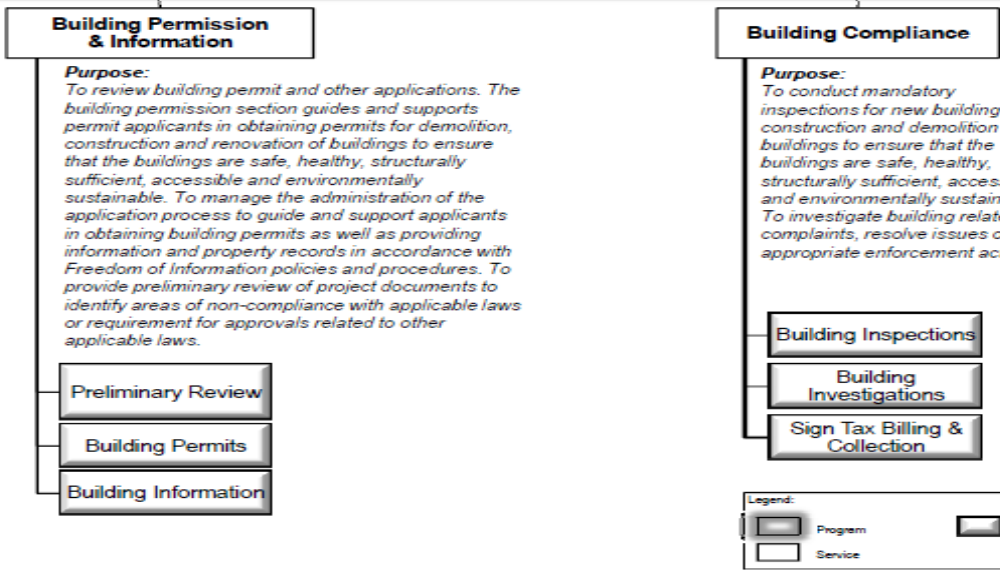
- **Recommended Service Levels by Program**
 - Program Map
 - Service Levels and Service Performance
 - Service Challenges and Opportunities
 - Strategies to Address Issues/Opportunities
 - Priority Actions to Achieve Results



Toronto Building 2015 Program Map

Toronto Building

To enhance the quality of life in the City of Toronto for all residents, businesses and visitors, through superior services delivered with professionalism, honesty and integrity while enhancing and beautifying communities where people live, work, learn, and play. As stewards of Toronto's built environment, we will ensure the construction, renovation and demolition of buildings achieves the health, safety, accessibility, conservation and environmental provisions of the Building Code Act and other applicable law. We champion the understanding and application of Building regulations supporting innovation and creation of safe building standards and requirements. We provide excellence in City services through innovative leadership, responding to all members of the public, the development community, other City Programs, Agencies and the Council of the City of Toronto



Service Customer

Building Permission & Information

- Agent
- Applicant
- Architect
- Architect Firm
- Builder
- Building Manager/Superintendent
- Building User Or Occupant
- Business
- City Divisions
- Complainant
- Contractor
- Contravener
- Council / Mayor
- Councillor
- Design Professional
- Designer Firm
- Developer
- Engineer
- Fire Protection
- Consultant
- Lawyer
- Licensee
- Mortgage
- Operator
- Owner's Agent
- Police
- Property Owner
- Ratepayers
- Sign Owner
- Surveyor
- Tenant
- Adjacent Property Owners
- The General Public

Building Compliance

- Building User Or Occupant
- Property Owner
- Agent
- Contractor
- Design Professional
- Sign Owner
- Developer
- City Divisions
- Council / Mayor
- Adjacent Property Owners
- The General Public



Service Levels – 2012 - 2015

Building Permission & Information					
Preliminary Review		2012	2013	2014	2015
Preliminary Project Review	Approved			60%	65%
	Actual	55%	47%	57%	N/A
Building Permits					
Construction Permit Review (includes demolition Complete Applications)	Approved	85%	85%	82%	95%
	Actual	77%	89%	95%	N/A
Construction Permit Review (includes demolition Incomplete Applications)	Approved	N/A	N/A	65%	75%
	Actual	59%	59%	75%	N/A
Sign Permit Review	Approved	N/A	N/A	95%	80%
	Actual	N/A	73%	80%	N/A
Building Permit Review - FASTRACK Program Complete	Approved	N/A	N/A	95%	95%
	Actual	92%	94%	99%	N/A
Building Permit Review - FASTRACK Program Incomplete	Approved	N/A	N/A	90%	95%
	Actual	92%	90%	94%	N/A
Business License Zoning Review	Approved	N/A	N/A	85%	85%
	Actual	78%	89%	93%	N/A
Building Information					
Compliance Letter Issuance	Approved	N/A	N/A	98%	98%
	Actual	99%	99%	99%	N/A
Freedom of Information Request	Approved	99%	99%	90%	90%
	Actual	91%	88%	99%	N/A
Review Liquor License Application	Approved	100%	100%	95%	95%
	Actual	94%	94%	88%	N/A

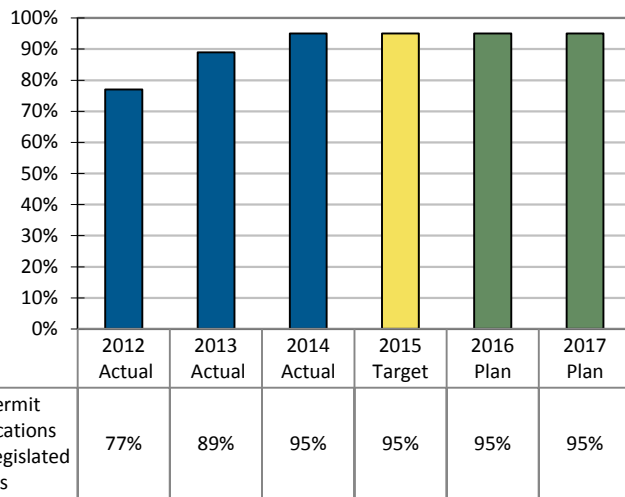


Service Levels – 2012 - 2015

Building Permission & Information					
Building Inspections		2012	2013	2014	2015
Construction (Mandatory inspections for building permits, includes demolitions)	Approved	95%	95%	95%	95%
	Actual	94%	92%	92%	N/A
Sign (mandatory inspections for Sign Permits)	Approved	95%	95%	95%	95%
	Actual	95%	95%	95%	N/A
Sign Investigation Request	Approved	N/A	N/A	95%	95%
	Actual	99%	91%	95%	N/A
Building Investigations					
Response to Construction without a Permit	Approved	N/A	N/A	80%	80%
	Actual	71%	75%	76%	N/A
Response to Building Permit Related Service Request (Complaint)	Approved	N/A	N/A	85%	86%
	Actual	81%	86%	86%	N/A

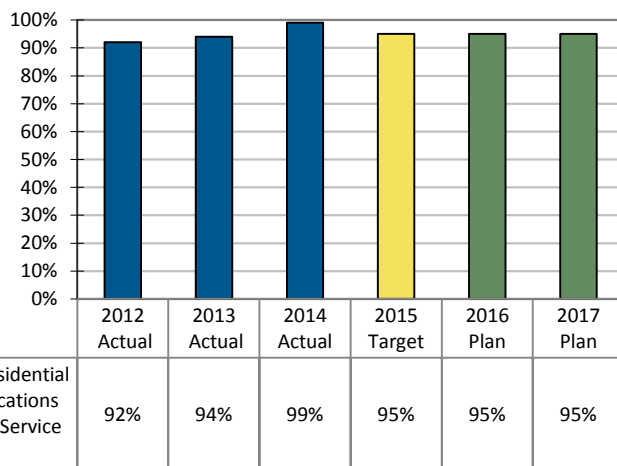


Performance Measures



Trend:

- This measure indicates the percentage of complete building permit applications, for all types of buildings, which are reviewed for compliance with the building code and all applicable law within legislated time frames.
- Actual performance in 2012 is lower due to vacancies in the Program and sustained high level of permit intake.
- It is anticipated that the time frame to review complete applications for all types of buildings will be achieved 95% of the time in 2015 and onwards as a result of reduced vacancies and the Program's ESD initiatives. As of May 31, 2015, the program has achieved a service level of 95%

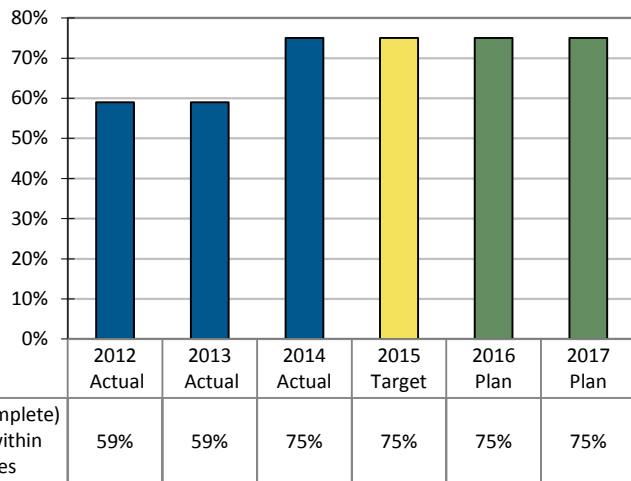


Trend:

- This measure indicates the percentage of complete Residential FASTRACK applications reviewed within the service standard of 5 business days.
- Residential FASTRACK is an enhanced Building Permit service for certain types of projects in existing houses containing one or two dwelling units.
- It is anticipated that the Program will continue to review applications within 5 business days, 95% of the time As of May 31, 2015, the program has achieved a service level of 99%.



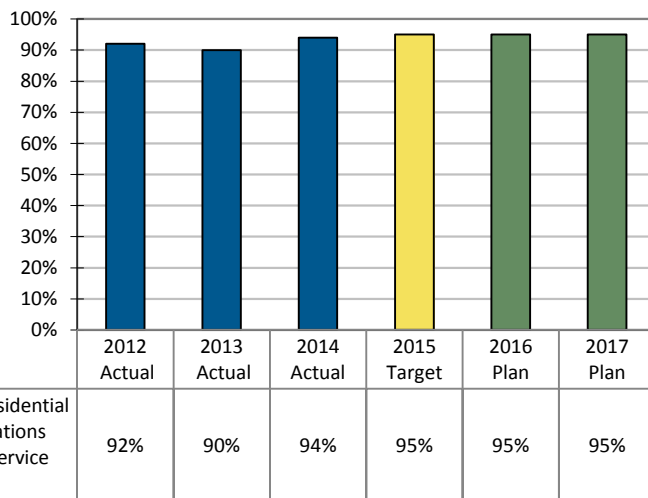
Performance Measures



% of Building Permit (Incomplete) Applications Reviewed within Legislated Time Frames

Trend:

- This measure indicates the percentage of incomplete building permit applications, for all types of buildings, which are reviewed for compliance with the building code and all applicable law within legislated time frames.
- Actual performance in 2012 and 2013 are lower due to vacancies in the Program and sustained high level of permit intake.
- It is anticipated that the time frame to review complete applications for all types of buildings will be achieved 75% of the time in 2015 and onwards as a result of reduced vacancies and the Program's ESD initiatives. As of May 31, 2015, the program has achieved a service level of 71%



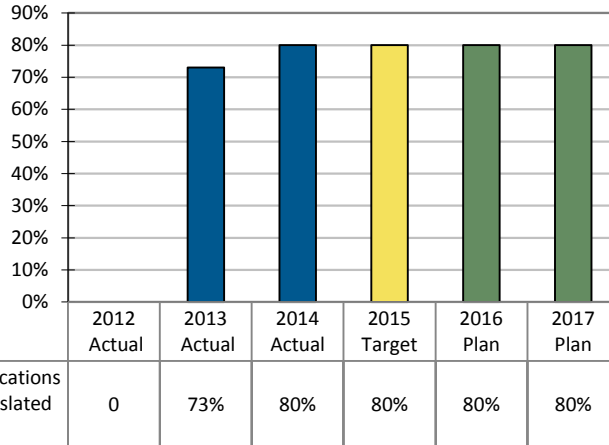
% of Incomplete Residential FASTRACK Applications Reviewed within Service Standard

Trend:

- This measure indicates the percentage of incomplete Residential FASTRACK applications reviewed within the service standard of 5 business days.
- Residential FASTRACK is an enhanced Building Permit service for certain types of projects in existing houses containing one or two dwelling units.
- It is anticipated that the Program will continue to review applications within 5 business days, 95% of the time As of May 31, 2015, the program has achieved a service level of 93%.

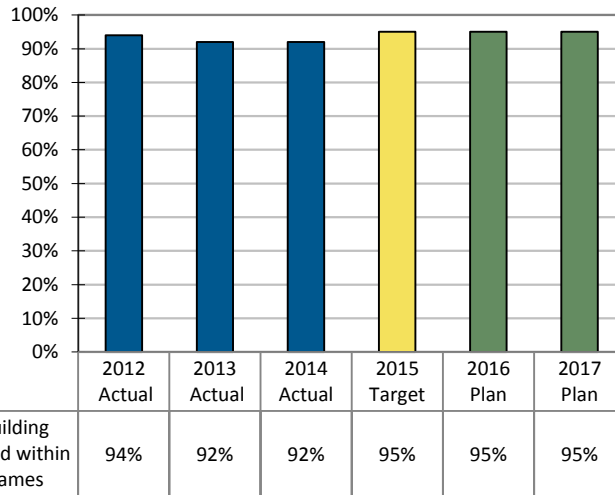


Performance Measures



Trend:

- This measure indicates the percentage of Sign Permit Applications reviewed within legislated time frames.
- Sign permit applications fluctuate with market demands. Toronto Building anticipates improving this service by maintaining the target of 80% in 2015 and future years with the current level of staffing.

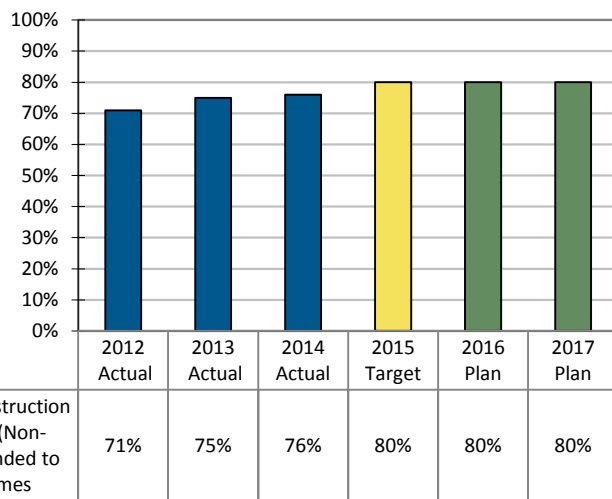


Trend:

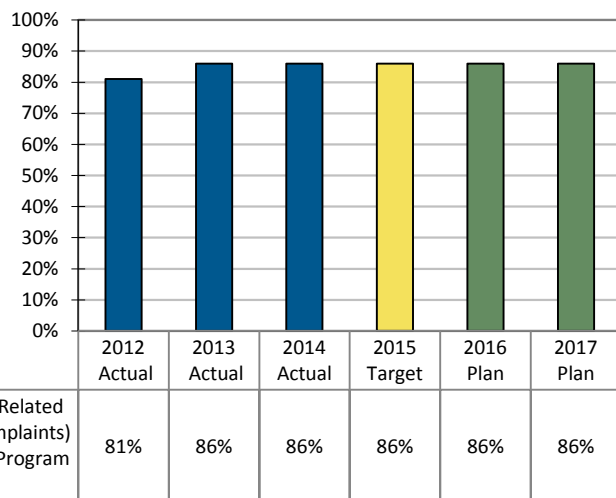
- This measure indicates the percentage of requested mandatory inspections that are completed within 2 business days of receiving requests for inspections.
- It is a requirement of Ontario's Building Code that an inspection be conducted within the prescribed time frames.
- The actual performance in 2014 was slightly below target due to higher than expected volumes of inspection requests. It is anticipated that the target of 95% will be achieved in 2015 and onwards. As of May 31, 2015, the program has achieved a service level of 92%.



Performance Measures



% of Reports of Construction without a Permit (Non-Emergency) Responded to within Time Frames



% of Building Permit Related Service Requests (Complaints) Responded to within Program Time Frames

Trend:

- This measure indicates the percentage of reports of construction without a permit (non-emergency) responded to within 2 business days of receiving the request for inspection.
- Under the Building Code Act, no person is permitted to construct, demolish or alter a building without first obtaining a building permit. Where reports of construction or demolition have been received by the building division, an inspector will attend the construction site to determine if a permit is required.
- Based on the expected volume of service requests to investigate construction without a permit, it is projected that the Program will achieve a service level of 80% in 2015. As of May 31, 2015, the program has achieved a service level of 79%.

Trend:

- This measure indicates the percentage of building related service requests (complaints) responded to within 5 business days of receiving the request.
- The volumes of service requests remained fairly consistent in 2013 and 2014.
- It is expected that the current staff complement will meet the slightly improved service target of 86% in 2015 and onwards. As of May 31, 2015, the program has achieved a service level of 87%.





Building Permission & Information



Service Challenges & Opportunities

■ Challenges

- ✓ Maintaining and improving the rate of processing applications within the legislated time frames
- ✓ High level of development and construction activity across the City
- ✓ Succession Planning
- ✓ 311 Service Model
- ✓ Preliminary Zoning Service review

■ Opportunities

- ✓ Implementation of further Electronic Service Delivery enhancements to:
 - Make services easier to access and reduce in-person transactions
- ✓ Continued improvements in plan review performance by:
 - Implementation of recommendations from efficiency review
 - Improving communication and education of clients



Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Strategic Action/Service Objective:	
Actions	Results / Progress
Develop and implement electronic customer service enhancements.	<p>Development of Portal in progress. Clients can begin to access services through the Portal in 2016.</p> <p>Development and implementation of electronic approval processes to improve turn around with external agencies and other City divisions. Electronic Circulation Deployed to Production to Heritage Preservation Services, Transportation, Forestry, and Public Health.</p>
Harmonize customer service functions across districts.	<p>Common Customer Service telephone line.</p> <p>Completing the North York Customer Service Planning Counter and supporting the corporate review of counter services led through City Manager's office</p>
Improving access to building records and improving turnaround for building records requests.	Records Disclosure service level to improve. Building records digitization project in progress. Organizational review of records management function in progress.



Strategies to Address Challenges & Opportunities: *New Strategies*

▪ Strategies

- ✓ Implementation of “Excellence Toronto” common management framework in program
- ✓ Develop Toronto Building Service Plan
- ✓ Implement recommendations of service efficiency review conducted in Plan Review
- ✓ Initiate development of Divisional succession plan and update on-boarding program
- ✓ Pilot E-learning program, develop ELI training database for building training records
- ✓ Development and Implementation of Divisional Change Management Process
- ✓ Further harmonize customer service functions across districts by updating 311 knowledge base for Toronto Building Services including review of linkage to 311 service.



Priority Actions to Achieve Results

Service: Building Permission and Information			
Service Objective: Modernize Building Permit Application and Review Processes	Service Level Results		
Priority Actions to be Taken	2016	2017	2018
Development of Toronto Building Self-Service Channel. (% of clients using the self-service channel)	30%	50%	75%
Electronic integration of services with other city divisions and external agencies (% Incomplete Applications Reviewed within Legislated Time Frames)	75%	75%	75%
Digitization of Building Records (% of Routine Disclosure complete in 30 days)	90%	90%	90%
Improve consistency by developing and automating checklists for plan review and zoning review (% Applications Reviewed within Legislated Time Frames)	95%	95%	95%





Building Compliance



Service Challenges & Opportunities

■ Challenges

- ✓ Significant number of dormant or stale permits
- ✓ Succession Planning
- ✓ Responding to complaints residential infill construction
- ✓ Capacity to support Quality Assurance and Training efforts.

■ Opportunities

- ✓ Establishing a dedicated enforcement unit to undertake proactive inspections of dormant permits.
- ✓ Increasing the service level for smaller construction and renovation projects by requiring an additional mandatory inspection.
- ✓ Developing an enhanced training curriculum and program for building inspectors.



Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Strategic Action/Service Objective:	
Actions	Results / Progress
Undertake Strategic Business Process Review of Inspection Services	Strategic business process review complete and the development of an action plan is in progress.
Establish a proactive enforcement unit	Unit with five positions was established and hiring is in progress.
Improve response to complaints regarding residential infill projects	Increasing the service level for smaller construction and renovation projects. Hiring is in progress for eight additional inspectors.
Develop annual training program	Employee orientation program developed. Development of training curriculum is in progress.

Strategies to Address Challenges & Opportunities: *New Strategies*

■ Strategies

- ✓ Implementation of “Excellence Toronto” common management framework in program.
- ✓ Develop Toronto Building Service Plan.
- ✓ Implement recommendations of strategic business process review conducted in inspection services.
- ✓ Implement ability to request an inspection and obtain inspection status through the Self-Service Channel.
- ✓ Initiate development of Divisional succession plan and update on-boarding program.
- ✓ Pilot a process for closing active permits where no inspection has been taken.
- ✓ Establish a dedicated enforcement unit to work on active and open permits.
- ✓ Develop a training curriculum and program for building inspectors.
- ✓ Develop strategy to coordinate City’s response to nuisance type issues at residential construction sites.



Priority Actions to Achieve Results

Service: Building Compliance			
Service Objective: Conduct mandatory inspections for building construction and demolition and respond to building related complaints	Service Level Results		
Priority Actions to be Taken	2016	2017	2018
Conduct mandatory inspections for buildings within two days	94%	95%	95%
Reduce the number of dormant permits	5%	10%	15%
Develop training curriculum for new inspectors (% of new inspectors trained)	50%	100%	100%
Establish new online inspections service request channel (% Service Requests online)	0%	40%	60%





Thank You

