

# Toronto Residents' Associations - Chief Building Official Roundtable

## **Update:** **Toronto Building Program Review**

Will Johnston, P. Eng.  
Chief Building Official and Executive Director  
Toronto Building

February 22, 2021



## Objectives

- ✓ Update you on the Program Review, including work completed to date
- ✓ Brief you on the future state operating model for Toronto Building
- ✓ Identify implementation timelines and next steps

## Agenda

- 01 Recap: Program Review objectives

---

- 02 Work completed to date

---

- 03 Draft future state operating model

---

- 04 Discussion

# *A modern building regulator that helps deliver the City's strategic objectives*

Toronto Building's services are critical to the City's strategic objectives, from accelerating Toronto's economic recovery to building more affordable housing. Our work has continued throughout the Covid-19 service disruption.



**\$9.8B**

Construction value of permits issued since start of Covid-19.



**27,800**

Permits issued since start of Covid-19.



**117,000**

Inspections completed since start of Covid-19.

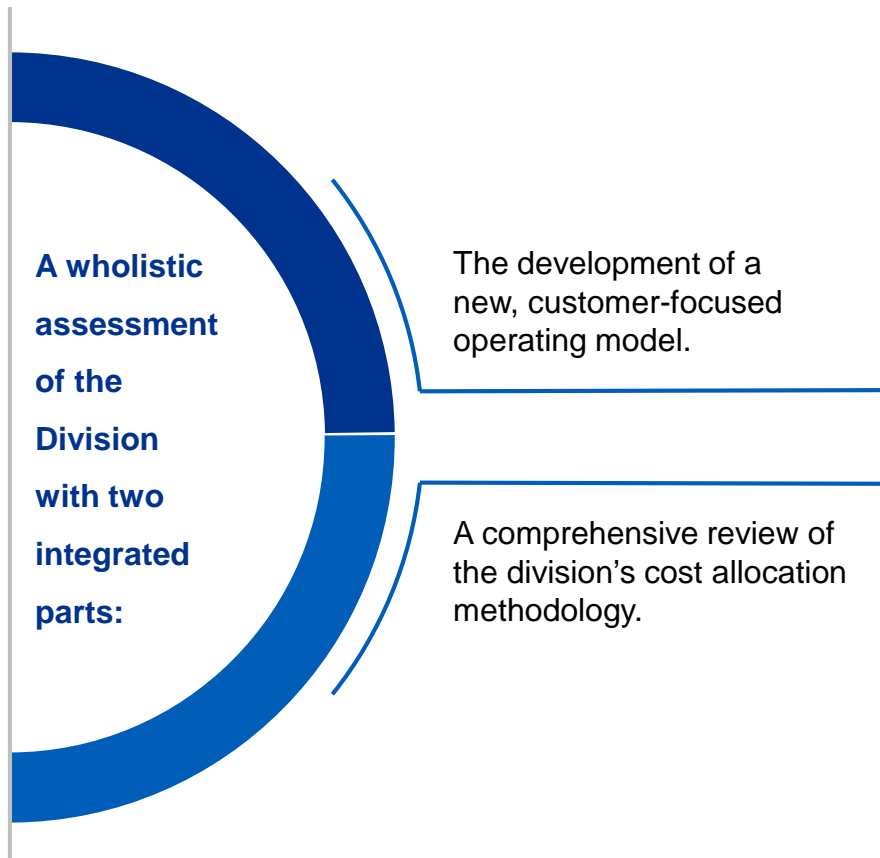


**+20,000**

Units granted occupancy since start of Covid-19.

# ***Building back better: becoming a leading, modern regulator***

The Program Review is part of the Division's multi-year modernization initiative to address record levels of construction activity, increasing regulatory complexity, technological change and rising customer expectations. These are common across Canada's big cities.



**Our vision is to be Canada's leading building regulator.**

**A modern, customer-focused regulator that is:**

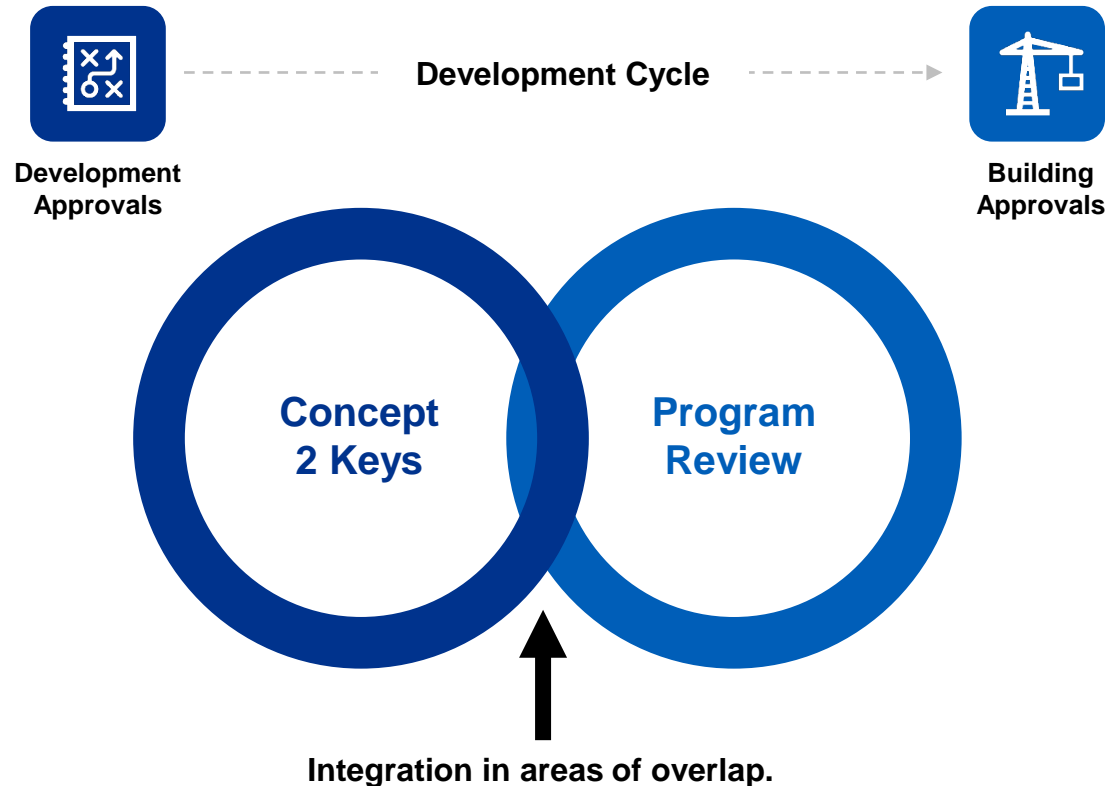
- ✓ Proactive and data-driven
- ✓ Responsive, nimble and flexible
- ✓ Resilient to changing market conditions
- ✓ An empowered partner in city-building



# Working together to improve the City's development function

Development and building approvals are distinct but overlapping functions, each operating within a unique legislative framework.

The Program Review is integrated with C2K where the two functions overlap.

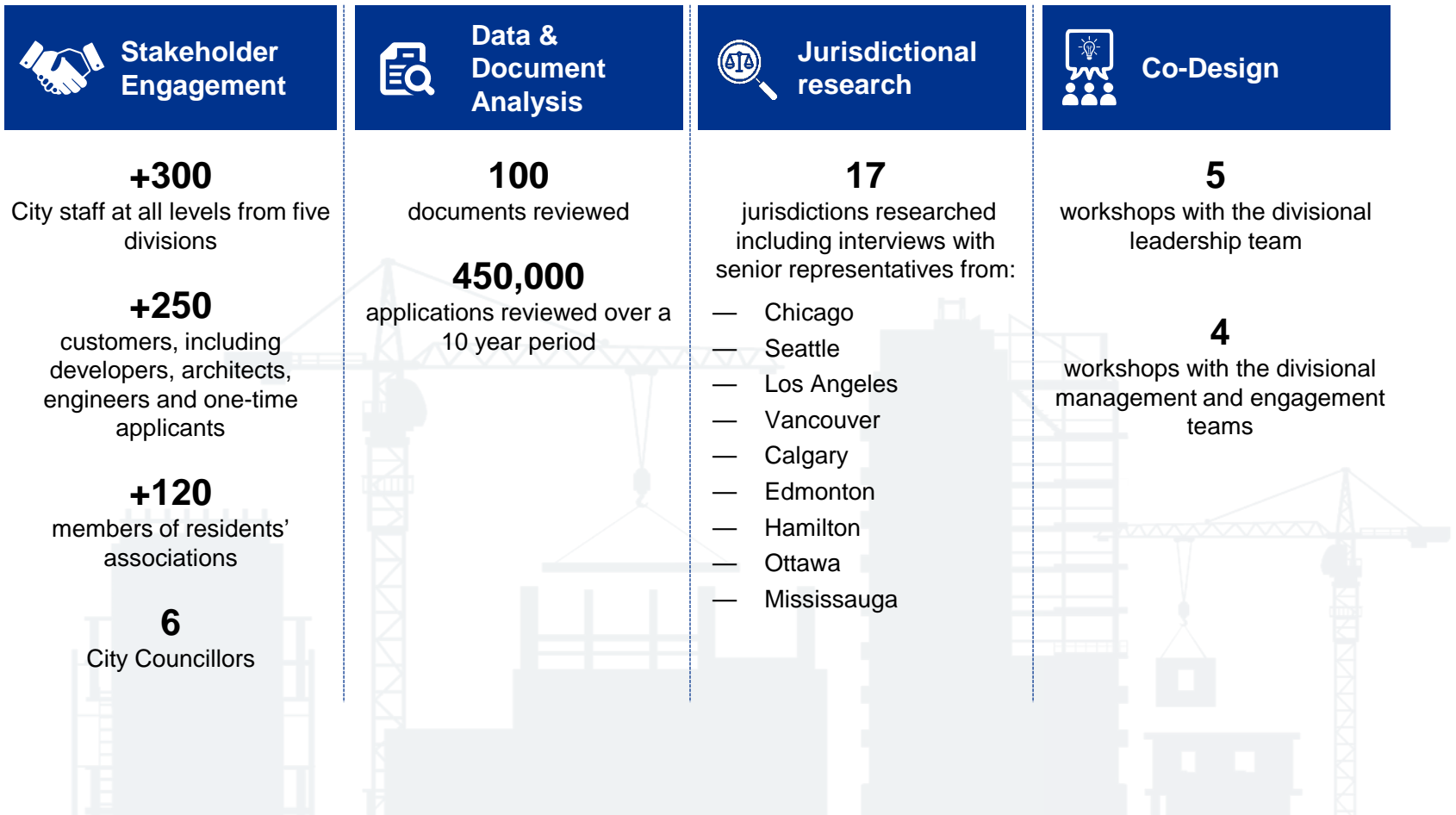


## Areas of integration with C2K include:

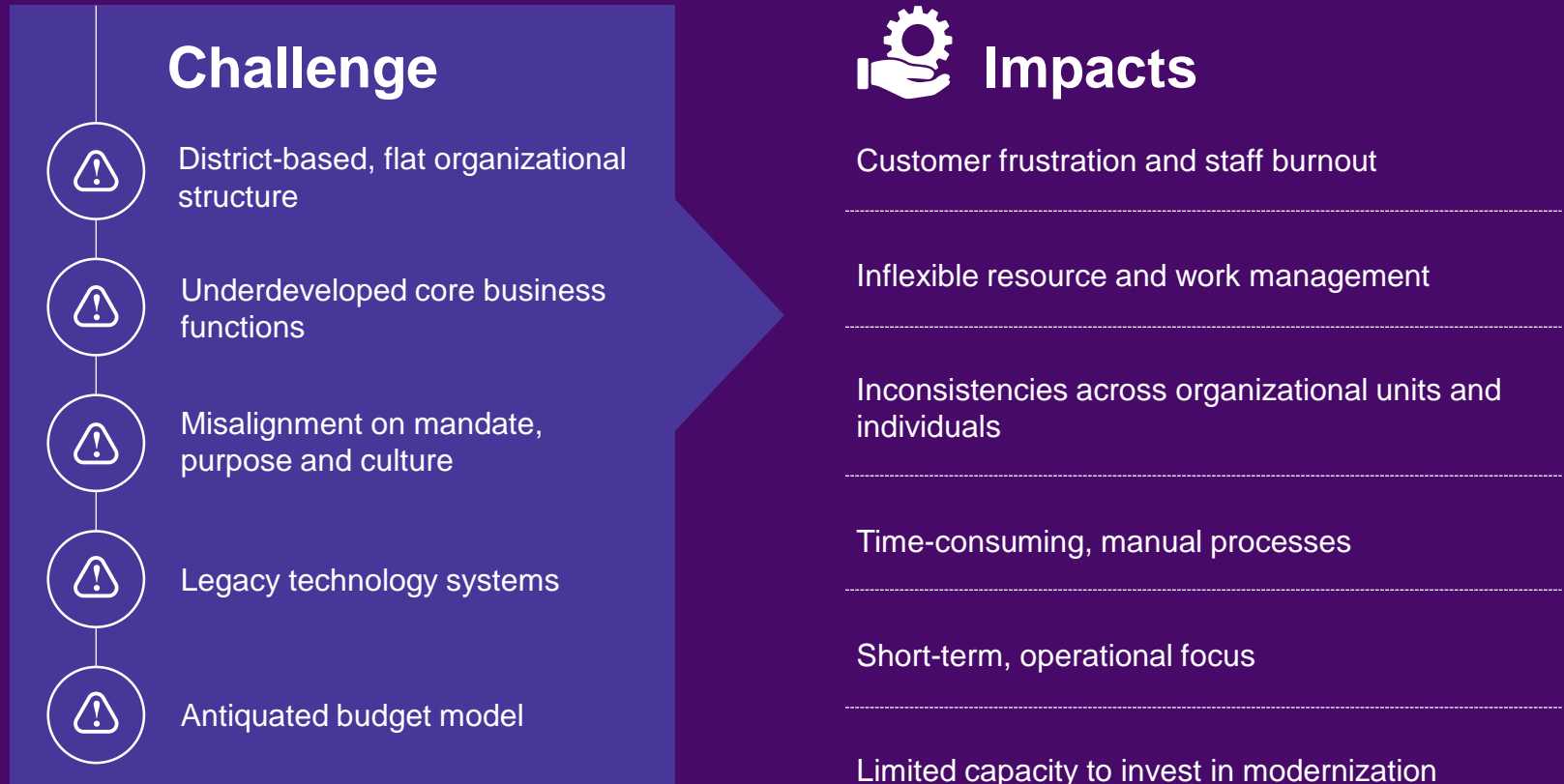
- Seamless customer experience across all approval and permitting processes.
- Integrated teams to quickly deliver the City's strategic objectives (e.g., affordable housing).
- Technology improvements to enable automated online application submission.
- Early issue identification to accelerate the building permit and inspection process.
- Data and information sharing across approval and permit processes.

# The new model is anchored in a robust evidence base and sustained engagement with customers and staff

Work began in fall 2019 and has continued through the pandemic. We also used the Program Review to engage in a rapid assessment of our performance through the Covid-19 service disruption.



# The evidence base identified six structural challenges creating barriers to modernization



Addressing these challenges requires a new operating model, a finding confirmed through the recent Covid-19 service disruption.

# *A customer-focused operating model to accelerate modernization*

The new model has five pillars. Taken together, these pillars will help transform Toronto Building into Canada's leading, customer-focused building regulator.



## **1. Flexible Organizational Structure**

A functional organizational structure to improve resource / work management and enhance consistency.



## **2. Modern Business Functions**

New business functions to proactively address change and empower city-building partnerships.



## **3. Customer-focused Service Delivery**

Service delivery tailored to needs of different customer groups, from one-time applicants to sophisticated industry veterans.



## **4. Leading Regulatory Approaches**

Risk-based approaches and new industry partnerships to increase system capacity and expedite timelines.









## **5. Dynamic Budget Model**

A dynamic, flexible budget model to enable investment and modernization.



# DRAFT Permit Streaming Model

						
	Small Residential Projects	Commercial Xpress	New Homes	Additions & Renovations	Complex Projects	Strategic City-wide Priorities
Overview	Small residential projects typically undertaken by homeowners.	Small commercial, industrial and retail projects, interior alterations and signs.	New single family homes.	Additions and major renovations to existing homes.	Large and/or complex projects, including residential and commercial.	Projects that support the City's strategic objectives.
Customer Types	<ul style="list-style-type: none"> <li>Broad range of applicants, from inexperienced to experienced</li> </ul>	<ul style="list-style-type: none"> <li>Experienced/new professionals</li> <li>Builders and renovators</li> </ul>	<ul style="list-style-type: none"> <li>Experienced/new professionals</li> <li>Builders and renovators</li> </ul>	<ul style="list-style-type: none"> <li>Experience/new professionals</li> <li>Builders and renovators</li> </ul>	<ul style="list-style-type: none"> <li>Large consultant teams</li> <li>Experienced professionals</li> </ul>	<ul style="list-style-type: none"> <li>Experienced professionals</li> <li>City of Toronto partners (Divisions &amp; ABCs)</li> </ul>
Example Applications	<ul style="list-style-type: none"> <li>Decks, sheds, porches</li> <li>Garages and carports</li> <li>Minor interior alterations</li> </ul>	<ul style="list-style-type: none"> <li>Interior alterations</li> <li>Sign permits</li> <li>Tents</li> <li>Minor fire damage repair</li> </ul>	<ul style="list-style-type: none"> <li>Part 9 Projects</li> <li>New houses</li> </ul>	<ul style="list-style-type: none"> <li>Part 9 Projects</li> <li>Second or third story additions</li> <li>Adding or removing walls</li> </ul>	<ul style="list-style-type: none"> <li>Part 3 Projects</li> <li>High-rise, mid-rise and mixed-use</li> <li>Tall wood structures</li> </ul>	<ul style="list-style-type: none"> <li>Modular Housing Program</li> <li>Housing Now Initiative</li> <li>Transit projects</li> <li>Toronto Green Standard</li> </ul>
Service Delivery Model	<ul style="list-style-type: none"> <li>Customer service tailored to inexperienced applicants (e.g., additional guidance and direction)</li> <li>Express service</li> <li>Bundled approvals</li> </ul>	<ul style="list-style-type: none"> <li>Customer service tailored to professionals</li> <li>Express service</li> <li>Bundled approvals</li> </ul>	<ul style="list-style-type: none"> <li>Customer service tailored to professionals</li> <li>Bundled approvals</li> </ul>	<ul style="list-style-type: none"> <li>Customer service tailored to professionals</li> <li>Bundled approvals</li> </ul>	<ul style="list-style-type: none"> <li>Pre-consultation</li> <li>Milestone meetings</li> <li>Single point of contact to manage project across lifecycle</li> <li>Senior staff</li> </ul>	<ul style="list-style-type: none"> <li>Pre-consultation</li> <li>Milestone meetings</li> <li>Single point of contact to manage project across lifecycle</li> <li>Senior staff</li> <li>Dedicated staff (transit)</li> </ul>

LESS

COMPLEXITY

MORE

# *Four enablers will support the Division's transition to the new model*



## **Stakeholder Partnerships**

Strengthened stakeholder partnerships to improve service delivery and application quality.



## **Staff Training & Development**

Improved staff training and development to enable a more pro-active, consistent and customer-focused culture.



## **Technology**

Accelerated replacement of legacy systems to improve system capacity and modern regulatory capabilities.

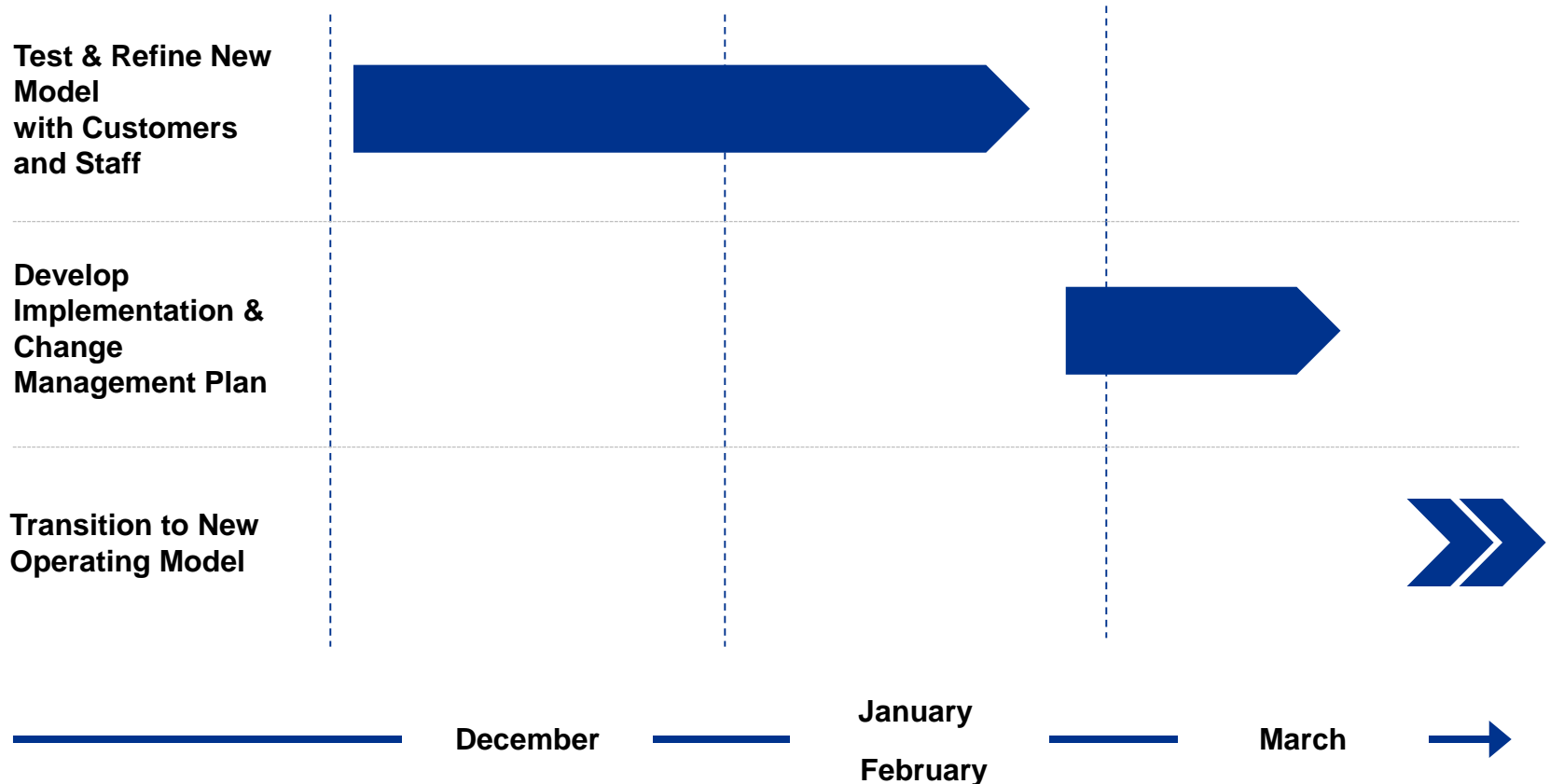


## **Customer Service Culture**

A pro-active, enabling approach to the Division's regulatory mandate.

# *A phased implementation will begin in early 2021 following additional engagement with customers and staff*

We're working closely with C2K and CXi to align our recommendations and work plan to support the City's transformation priorities.



# Discussion

If you would like to submit a question, please:

Look for a hand icon, open the Q&A panel

On the Q&A panel, type your question in the text box

**OR**

Email your question: **[tb.programreview@Toronto.ca](mailto:tb.programreview@Toronto.ca)**

# Thank you for your participation in today's Roundtable:

Please contact the Toronto Building Program Review Team if you have any further thoughts, or additional questions:

[tb.programreview@toronto.ca](mailto:tb.programreview@toronto.ca)

## **Further Engagement Opportunity: Creating a Customer Service Culture**

**The City of Toronto's Customer Experience and Innovation Team** is undertaking a series of interviews to better understand residents' experiences with Toronto Building. We want to enable proactive customer service and experiences. To do so, we need your feedback to make these experiences intuitive to your needs.

If you are interested in talking to the Team about strengthening Toronto Building's communications and public-facing processes, please email [Cxi@toronto.ca](mailto:Cxi@toronto.ca).

All information will be kept confidential and anonymous.