

To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,
Corporate and Finance Services Department

Report Number: CF-23-83

Date of Report: November 1, 2023

Date of Meeting: November 6, 2023

Subject: Streamline Development Approval Fund Update

Ward: All Wards

File: 03-05

1.0 Purpose

The purpose of this report is to meet the Streamline Development Approval Fund program requirement to publicly post a final report by November 1, 2023 which outlines spending of the funding and expected or achieved outcomes.

2.0 Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

That Report CF-23-83, dated November 1, 2023, concerning the Streamline Development Approval Fund Update be received for information.

3.0 Executive Summary

Not applicable.

4.0 Input From Other Sources

- Information Technology Services
- Building Services
- Engineering Services
- Planning Services

5.0 Analysis

The Streamline Development Approval Fund (S.D.A.F.) provides more than \$45 million to Ontario's 39 largest municipalities to undertake streamlining development approval

initiatives such as e-permitting systems, hiring temporary staff to address backlogs, online application portals, and other projects aimed at unlocking the housing supply.

In January 2022, The City was approved for financial support of up to \$1 million under this program for reimbursement of eligible project costs incurred from January 19, 2022 to November 1, 2023. The projects undertaken in connection with this program include CityView Implementation, hiring of temporary staff to address backlogs, and the purchase of monitors for Digital Development Reviews. The temporary staff were hired to support current staff with the workload backlogs related to development approvals and major growth related projects and studies. The temporary staff also assisted with the CityView project to ensure target deadlines and project milestones were met. The purchase of monitors assist with the implementation of CityView by enabling staff to transition from paper reviews to digital design reviews, mark-ups, and collaborate with external applicants. The following provides details of each of the projects undertaken with the support of this funding.

5.1 Project 1: CityView Implementation

5.1.1 Project Description

The CityView Implementation project brings together multiple business areas within the City that manage property and property related workflows into a single solution (e.g. Planning, Permits & Inspections, Business Licensing, Code Enforcement, Rental Housing, and more). It will provide Oshawa with a customer centric solution, improve information sharing, and define best practices and standardization of rules for processing permits and applications. Delivery of this system represents a long-term commitment to the City's goal to increase efficiencies around development approval processes.

5.1.2 Allocation of Streamline Development Approval Funds

The Streamline Development Approval Fund, in part, covered costs generated by the delivery of the CityView project objectives. These costs include but are not limited to:

- Oshawa-specific customizations for individual business workflows around the issuance of permits, development approval processes, etc.
- The work required to conduct data mapping sessions and import Oshawa's legacy data into the new system. Having legacy data in the new system will support statistics and decision making.
- The development of integrations to third party applications (Payment system, Enforcement system).
- System configuration based on completed scope document and workbooks defined during data discovery.

5.1.3 Expected Outcomes

The following key expected outcomes of this project support the goal to increase efficiencies around the City's development approval application processes:

- Standardize business processes, rules, fees and document outputs to save time, improve service and facilitate training of new employees as the system will be pre-configured with best practice workflows and business rules.
- Increase efficiencies in communication and the processing of applications with multiple City departments using the same, integrated software solution. This will result in a more transparent process by allowing users across business units to have visibility on the status of an application.
- Deliver an Online Portal that will enable customers to submit multiple application types online, upload supporting documents and drawings, follow-up on their status, and pay online.
- CityView will have a built in interface with the City's Intelli Payment System. This integration enables larger on-site payments which prompts other related business processes within CityView.
- Define and track approval timelines.
- Provide the ability to complete electronic plans review within the solution.
- Provide user-friendly access to accurate data and reporting for management.
- Provide a mobile solution for staff in multiple business areas to conduct inspections, record the results, and trigger other business processes as required.
- Training and go-live for the CityView project is scheduled for the beginning of 2024. Following a full cycle of development applications processed through CityView in 2024, we will be able to provide the overall results for before and after comparative statistics. It is worth noting that the benefits of this new system extend beyond the number of applications processed.

5.2 Project 2: Initiative Staffing to Assist with Development Related Backlogs

5.2.1 Project Description

The City's Kedron Part II Planning Area consists of approximately 463 hectares (1,145 acres) of land, much of which will be undergoing residential development over the next 5 years to accommodate an estimated population of 22,000. In this regard, approximately 95% of this land area is currently the subject of active or approved subdivision applications.

The Kedron Part II Planning Area caused a substantial increase in the volume of applications for processing concurrently. The City planned to hire various temporary staff in Building, Engineering and Planning Services to support the resulting backlogs related to development approvals and major growth related projects and studies.

5.2.2 Allocation of Streamline Development Approval Funds

The Streamline Development Application Fund was utilized to hire six temporary staff who were able to address permit processing and intake backlogs, perform plans review and

inspections for mechanical systems, and provide support for the City's growth related projects and studies.

The current labour market has proven to be a challenge to recruit qualified staff therefore the City was unable to fill all of the planned temporary positions.

5.2.3 Expected Outcomes

The hiring of various temporary staff resulted in a more streamlined, efficient process for managing and approving development applications as follows:

- The temporary Design Technologist assisted Development Engineering staff in reviewing approximately 250 development application submissions annually. While this represents a 28% increase in processed development application submissions over previous years, the benefit was intrinsically larger as there was an increase in the number of staffing vacancies in 2022, and this position was instrumental in filling in a staffing gap.
- The temporary Planner A assisted with staff workload capacity constraints by providing additional support for major growth related projects and studies. The projects and studies they contributed to were the City's Intensification Study, the Central Oshawa Major Transit Station Area Study, the Envision Durham Municipal Comprehensive Review, and the Oshawa Municipal Comprehensive Review. The Planner A also reviewed multiple pieces of Provincial Legislation such as Bill 23, More Homes Built Faster Act, 2022 and Bill 109, More Homes for Everyone Act, 2022.
- In 2022, the City of Oshawa had its highest total construction value (\$901.8 million), highest total residential construction value (\$762.1 million), and highest residential units (2,121) on record. In 2023, the City's total building construction value is tracking at \$400.0 million. Within this period, the temporary Plumbing Inspector assisted with plans review and inspections of new subdivisions. The temporary File Clerks assisted with clearing the backlog of plans examination and permit issuance of 3,282 building permits (2022 – 2,209; 2023 – 1,073).

5.3 Project 3: Purchase of Monitors for Digital Development Reviews

5.3.1 Project Description

The purchase of monitors will support digital drawing reviews for development applications submitted through CityView and will facilitate greater collaboration for Development Engineering staff. In 2022, staff reviewed over 250 development approvals submissions (subdivisions, site plans, pre-consultations, Committee of Adjustments, Part Lot Control).

5.3.2 Allocation of Streamline Development Approval Funds

The Streamline Development Fund was utilized to purchase 22 monitors to be used by the Development Engineering team. They are more suitable for reviewing large detailed plans than the traditional monitors currently in use.

5.3.2 Expected Outcomes

The monitors will allow the Development Engineering team to access electronic drawings and documents online. This also positions the engineering team to effectively utilize CityView upon implementation.

This will result in more efficient, streamlined processes by reducing the need for paper-based application and document submissions, tracking changes and comments, and improving time efficiency of the development approval process. The hardware works with existing software allowing overlay of content to compare old and new documents for potential changes, and alter scales without dealing with paper-based documents.

6.0 Financial Implications

The City allocated the approved Streamline Development Approval Funds of \$1,000,000 to the three projects as follows:

- Project 1: CityView Implementation (\$696K)
- Project 2: Initiative Staffing (\$294K)
- Project 3: Purchase of 22 Screen Monitors (\$10K)

7.0 Relationship to the Oshawa Strategic Plan

This report meets the Oshawa Strategic Plan goals of Economic Prosperity, Financial Stewardship and Accountable Leadership.



Stephanie Sinnott, Commissioner,
Corporate and Finance Services Department