

Branch — Current Planning

Introduction

This branch promotes the efficient use of land to create a safe, healthy, attractive, vibrant and sustainable community, through development plans and approvals aligned with the City's vision for growth.

Current Planning advances Edmonton's social and economic growth through the coordination of planning and development, building application approvals, licensing and safety code compliance. The expert guidance and advice of branch staff support application and approvals processes that are increasingly convenient and transparent for the City's clients.

The branch operates on a business model that sees all fees for service applied to the cost of delivering service. It is a model that contributes to long-term financial sustainability for the branch, as well as enhanced, accountable service levels for clients. One example in 2013 has been establishment of a business advisory committee led by Edmonton Chamber of Commerce to reduce the impact of "red tape" on service delivery.

Implementation of our business model has allowed for a number of service enhancements in 2013, including the new Residential Compliance Team, expansion of the expedited development permit system, development of a customer liaison team, and customer service centre renovations that have streamlined the in-person customer experience.

Key contribution to *The Way Ahead* is through outcomes under *The Way We Grow*, *The Way We Prosper* and *The Way We Finance*, though the work of the branch also strongly supports livability and sustainability goals outlined in other Ways plans.



SERVICE STARTS HERE PROGRAM EXEMPLIFIES BRANCH MANDATE

Branch — Current Planning

Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
Revenue & Transfers					
User Fees, Permits, etc.	\$ 47,889	\$ 45,351	\$ 58,959	\$ 13,608	30.0
Grants	12	-	-	-	-
Transfer from Reserves	-	2,750	4,545	1,795	65.3
Total Revenue & Transfers	<u>47,901</u>	<u>48,101</u>	<u>63,504</u>	<u>15,403</u>	32.0
Expenditure & Transfers					
Personnel	22,831	27,990	32,406	4,416	15.8
Materials, Goods & Supplies	1,688	842	1,529	687	81.6
External Services	4,251	2,206	4,374	2,168	98.3
Fleet Services	19	12	12	-	-
Intra-municipal Services	7,261	16,457	18,807	2,350	14.3
Rebates, Utilities & Other Charges	5,344	912	6,137	5,225	572.9
Transfer to Reserves	7,220	941	1,500	559	59.4
Subtotal	<u>48,614</u>	<u>49,360</u>	<u>64,765</u>	<u>15,405</u>	31.2
Intra-municipal Recoveries	<u>(713)</u>	<u>(1,259)</u>	<u>(1,261)</u>	<u>(2)</u>	0.2
Total Expenditure & Transfers	<u>47,901</u>	<u>48,101</u>	<u>63,504</u>	<u>15,403</u>	32.0
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -	-
Full-time Equivalents	259.5	311.5	343.5	32.0	

Note: 2012 actual results have been restated to reflect the 2013 organizational structure of Current Planning.

Cost Recovery Support For Other Departments

The branch operates on a cost-recovery business model that sees 100% of technical and corporate support costs related to the delivery of its services covered by revenues from those services. The result is an offset of tax levy requirements for various City branches that assist with branch service delivery. In 2014, Current Planning will cover \$18.8 million in personnel (99.0 FTEs for technical support and 12.0 FTEs for corporate support) and non-personnel costs outside of the branch which support development-related processes.

Branch — Current Planning

Approved 2014 Budget – Branch Summary (\$000)

Revenue & Transfers - Changes

User Fees, Permits, etc. \$13,608

Increase of \$12,424 based on projected volume changes. This is in line with current growth projections and past trends. In addition to this, a contract extension for electrical inspections and a correction to historical volumes results in an increase of \$894. Recoveries from the Revolving Industrial Servicing Fund program increase revenue by \$290 to cover related debt servicing costs. In addition, the branch collects \$9.9 million of Business Licensing revenue that is reflected in Corporate Programs.

There is an overall 0% change in revenue due to rate changes. Fees are being aligned with the costs of delivering services. Generally, fees for planning applications will increase by 4%. Fees for building permits will not change except for larger projects which will see up to a 16.4% decrease. Business Licensing fees are proposed to increase at the rate of inflation.

Transfer from Reserves \$1,795

Increase of \$4,545 relating to transfers from the Revolving Industrial Servicing Fund Reserve to fund projected rebates and related debt servicing costs. During 2013 budget deliberations, City Council directed \$2,500 in cost recoveries to be drawn from the Current Planning Reserve. Transfer from reserves will decrease by \$2,500 in 2014 as this transfer will be covered by increased revenues. The remainder of the change is due to an adjustment to align with actual historical results.

Expenditures & Transfers - Changes

Personnel \$4,416

Movement toward job rate, changes in benefits, and salary and wage costs results in an increase of \$1,663. Increased service volumes (14.0 FTEs), implementation of service enhancements (5.0 FTEs), and implementation of new business systems and eRecords (13.0 FTEs) account for \$2,716. The remainder of the change is due to overtime to manage seasonal variations in application volumes.

Material, Goods & Supplies \$687

\$500 to fund remodelling costs to address growth and optimize space efficiencies. Increased costs associated with office operations account for the remaining difference.

External Services \$2,168

A contract extension for electrical inspections and a correction to actual historical volumes results in an increase of \$1,214, which is partially offset by increased revenues. Contract work for remodelling to address growth and optimize space efficiencies is \$500. Specialized business and technical services are required for \$500. The remainder of the change is due to advertising and external printing to meet statutory requirements.

Intra-municipal Services \$2,350

Expansion of the full cost recovery model recognizes Transportation Services costs related to development activity increasing by \$719. In response to dramatic increases in service demands, the branch has expanded. Support costs have correspondingly increased. Increased staffing levels have necessitated additional space rent costs of \$554. Other increases include Central Management \$472, IT Support \$471 and Communications \$377. The remainder of the change is due to adjustments to reflect actual service usage including HR, Finance, Law, CIS and Community Services.

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Rebates, Utilities & Other Charges \$5,225

In September 2013, Council directed a rebate payment from the Revolving Industrial Servicing Fund, accounting for a \$4,000 increase. Principal and interest payments related to borrowing for the Revolving Industrial Service Fund account for an increase of \$835. There is also a budget adjustment for \$284 based on historical trends for bank charges. Bank charges are expected to increase dramatically in coming years as Current Planning moves toward more online fee payments. The remainder of the change is aligning budget with actual results for various items including employee development, employee recognition and enabling growth costs.

Transfer to Reserves \$559

Budgeted transfers to Current Planning Reserve will increase by \$559 as a result of volume increases. The projected balance of the Current Planning Reserve is well below the targeted balance of \$46,503.

Intra-municipal Recoveries (\$2)

Inflationary increase for service provided to Vehicle for Hire for support from the Current Planning Service Centre.

Full-time Equivalents - Changes

An additional 32.0 FTEs are required in 2014 to address service volume demands, system enhancements, business systems and eRecords.

Bylaws Requiring Approval

In order to generate the revenues in the proposed 2014 budget, City Council must approve the Bylaw Amendments and fee changes contained in the following bylaws:

- Bylaw 15894 - Safety Codes Permit Bylaw
- Bylaw 12513 - City Streets Development Control
- Bylaw 13138 - Business Licence Bylaw

Branch — Current Planning

Approved 2014 Budget – Program Summary (\$000)

Program Name - Customer Services & Operations

Link to 10-Year Strategic Goals



Results to be Achieved

This program leads development, implementation and performance management of the branch business model and is responsible for the customer service centre and records management. The team works to efficiently move applications through each stage of the City's process, from initial contact to final records management.

Cost Drivers

The primary cost drivers include the number of applications, infrastructure support, business model management and service enhancement initiatives.

Service Standards

The team oversees branch operations and business model implementation, including financial management, business system improvements, resource management, customer relations, facility development, performance analysis, and strategic coordination.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 47,113	\$ 37,554	\$ 47,159	\$ 57,665
Expenditure & Transfers	25,606	18,254	26,232	34,283
Subtotal	(21,507)	(19,300)	(20,927)	(23,382)
Intra-municipal Recoveries	(713)	(224)	(1,259)	(1,261)
Net Operating Requirement	\$ (22,220)	\$ (19,524)	\$ (22,186)	\$ (24,643)
Management		1.0	2.0	3.0
Professional/Technical/Union Exempt		10.0	15.0	38.0
Union		52.0	74.0	74.0
Temporary		3.2	3.2	11.2
Full - Time Equivalents		66.2	94.2	126.2

Note: 2012 results have been restated to reflect the 2013 organizational structure of Current Planning.

Overall, the Current Planning Branch is full cost recovery. Total branch revenues (excluding Business Licensing) are shown in the Customer Services & Operations Program. The additional 32.0 FTEs in 2014 will be allocated from Customer Services & Operations to other program areas throughout the corporation based on service demands in order to address volume increases.

2013 Services

Assists customers to obtain licences, permits, land use approvals, and pay municipal fees; process permits, licences, compliance certificates, encroachment agreements, file searches, parking passes and parking permits; provide 311 support and manage library and records management; business model refinement and implementation, business system improvements and implementation, performance measurement and reporting; resource management; financial management, facilities oversight, branch administration.

The Service Centre also provides support to the City's 311 Contact Centre. An estimated 55,000 clients walk in, 50,000 clients call in and 80,000 payment transactions are processed, totalling over \$90 million annually.

Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: eRecords project initiation to manage records digitally; implementation of business systems including eServices, ePlan, eForms, and eShare; Community Relations team creation to improve customer services.

Branch — Current Planning

Approved 2014 Budget – Program Summary (\$000)

Program Name - Safety Codes, Permits & Inspections

[Link to 10-Year Strategic Goals](#)



Results to be Achieved

This program delivers inspections and monitors that projects conform to approved drawings and safety code requirements; reviews and issues building permits for structural/mechanical building plans; completes inspections, and investigates complaints related to safety code requirements.

Cost Drivers

The primary driver is volume - the number of applications and inspections completed.

Service Standards

Building permit and inspection services monitors that building projects conform to approved drawings and safety code requirements.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	9,941	7,615	8,067	9,478
Subtotal	9,941	7,615	8,067	9,478
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 9,941	\$ 7,615	\$ 8,067	\$ 9,478
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		4.0	4.0	4.0
Union		55.0	58.0	58.0
Temporary		-	-	-
Full - Time Equivalents		60.0	63.0	63.0

Overall, the Current Planning Branch is full cost recovery. Revenues to cover the costs are shown in the Customer Services & Operations Program.

2013 Services

Examine drawings for compliance with codes; issue permits for residential and commercial projects; provide advice to contractors and professionals on major projects; complete inspections to monitor compliance with approved plans; issue occupancy stickers and investigate complaints from customers.

In 2013, an estimated 50,000 permit issue requests and 100,000 inspections will be completed.

Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: further implementation of the Quality Management Plan (QMP) to implement more transparent application, inspection, and completion requirements for safety code permits; online applications and plan circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.

Branch — Current Planning

Approved 2014 Budget – Program Summary (\$000)

Program Name - Development Permits

Link to 10-Year Strategic Goals



Results to be Achieved

Reviews and issues development permits and compliance certificates, carries out development compliance, and prepares amendments to the Zoning Bylaw.

Cost Drivers

The primary driver is volume - the number of applications and inspections required.

Service Standards

This service reviews and issues development permits for new construction, renovations, new businesses, changes to building use, and monitors that conditions of permits are met. It amends and maintains Zoning Bylaws, implements new policies and develops zoning regulations.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 12	\$ -	\$ -	\$ -
Expenditure & Transfers	5,584	5,013	6,366	7,090
Subtotal	5,572	5,013	6,366	7,090
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 5,572	\$ 5,013	\$ 6,366	\$ 7,090
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		3.0	5.0	5.0
Union		52.0	67.0	67.0
Temporary		-	-	-
Full - Time Equivalents		56.0	73.0	73.0

Note: 2012 results have been restated to reflect the 2013 organizational structure of Current Planning.

Overall, the Current Planning Branch is full cost recovery. Revenues to cover the costs are shown in the Customer Services & Operations Program.

2013 Services

Review and approve development permit applications, provide advice to current and potential applicants. Carry out development negotiations with prospective applicants. Compliance of zoning regulations and development approvals, maintenance of zoning bylaws. Coordination of approvals with Urban Planning and Environment, Transportation, Parks, Drainage and Other City interests.

It is estimated that the team will handle 19,000 development permit applications in 2013.

Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: Expedited development permits program expansion; Zoning Bylaw refinement; Residential Compliance Team; online applications and plan circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.

Branch — Current Planning

Approved 2014 Budget – Program Summary (\$000)

Program Name - Land Development Services

Link to 10-Year Strategic Goals



Results to be Achieved

The program provides a range of planning services, including coordination and advancement of raw land development between the City and the development industry and planning for future uses. This leads to the construction of municipal infrastructure and ultimately, fully serviced residential, commercial and industrial lots.

Cost Drivers

The primary drivers are volume - the number of applications and inspections required and associated public consultations.

Service Standards

Determines the way neighbourhoods are planned, transformed, and grow over time.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 274	\$ -	\$ -	\$ 4,835
Expenditure & Transfers	6,981	6,896	7,753	12,910
Subtotal	6,707	6,896	7,753	8,075
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 6,707	\$ 6,896	\$ 7,753	\$ 8,075
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		15.0	19.0	19.0
Union		48.0	48.0	48.0
Temporary		3.3	3.3	3.3
Full - Time Equivalents		68.3	72.3	72.3

Overall, the Current Planning Branch is full cost recovery. Revenues to cover the costs are shown in the Customer Services & Operations Program.

2013 Services

Current planning applications (LDAs), including ASPs, NSPs, plan amendments, rezoning, road closures and subdivisions; subdivision application review and processing, rezoning bylaw coordination and administration, naming and addressing; prepare and negotiate servicing agreements on behalf of the City and utilities; uphold, track and administer terms and conditions of all servicing agreements.

This program also administers the Revolving Industrial Servicing Fund Program, so all financial transactions relating to the program are reflected in these figures.

Estimated 2013 levels: 300 Bylaw resolutions to Council; 200 subdivisions approved; 200 projects coordinated through development.

Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: Servicing Agreements streamlining; LDA Triage for technical reviews; Winter City Design Guidelines development; Revolving Industrial Servicing Fund administration; online applications and plan circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.

Branch — Current Planning

Approved 2014 Budget – Program Summary (\$000)

Program Name - Business Licensing

[Link to 10-Year Strategic Goals](#)



Results to be Achieved

The City requires all business owners have a business licence to promote health, safety and community standards are maintained for all citizens. The Business Licensing Program implements policy development and procedural changes in accordance with Business Licensing Bylaw 13138.

Cost Drivers

The primary driver is volume - the number of applications and public consultations conducted to further advance the bylaw.

Service Standards

The Current Planning Branch monitors that any individual or company providing goods or services in Edmonton has the correct business licence for their operation. The branch also monitors that businesses and practitioners have the correct agency approvals, permits and verify the land use zoning for the type of business operation. This results in approximately 32,000 licences issued annually.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 502	\$ 826	\$ 942	\$ 1,004
Expenditure & Transfers	502	826	942	1,004
Subtotal	-	-	-	-
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -
Management		-	-	-
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		7.0	7.0	7.0
Temporary		1.0	1.0	1.0
Full - Time Equivalents		9.0	9.0	9.0

Business licensing keeps enough revenue to cover its program costs. Additional revenue of \$9.9 million is budgeted in Corporate Programs.

2013 Services

Business licensing applications, reviews and approvals; Licensing Bylaw administration, maintenance and compliance; ongoing collaboration with community stakeholders for licensing of body rub centres and practitioners.

Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: improved customer service from online applications and circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.

Branch — Current Planning

Program - Customer Services and Operations Increased Service Volumes

FUNDED

Results to be Achieved

Increased capacity to meet service demands; positions will be filled in response to growth in service demands and will be funded by increased revenues. In the event revenues do not meet projected levels some positions may not be filled.

Description

The Current Planning Business Model (approved by Council in 2010) recommends a total of 42 positions (14.0 in 2014, 12.0 in 2015, 16.0 in 2016) over 3 years to continue implementation. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to address safety codes, customer service, planning, development, and development coordination. These positions may also be used to support other City business areas who provide technical input into applications such as transportation and parks.

Background

The Current Planning Branch monitors service volumes and service delivery standards across multiple years to provide insight into the operational demands. This informs the volume demands, service enhancements and business systems investments. According to the *Economic Outlook 2012-2013* as produced by the Office of the Chief Economist, Appendix 1 - Key Indicators for the City of Edmonton, Building Permits are projected to increase by 3.1%, 2.5%, and 2.9% in 2013, 2014, and 2015 respectively.

Options

Ongoing ability to meet the service demands is critical to support ongoing development. The Current Planning Branch provides the overall coordination for City of Edmonton in providing these services as the City fulfills its obligations related to municipal bylaws, the MGA, Provincial standards, and business needs.

Implications of Not Funding

The current staffing levels cannot maintain service levels based on the projected volume of applications. Not funding this request will result in longer service timelines and ongoing dependence on overtime for basic service delivery.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,400	1,400	-	14.0	\$ 1,200	1,200	-	12.0	\$ 1,600	1,600	-	16.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,400	1,400	-	14.0	\$ 1,200	1,200	-	12.0	\$ 1,600	1,600	-	16.0

Branch — Current Planning

Program - Customer Services and Operations Service Enhancements

FUNDED

Results to be Achieved

Development and implementation of enhanced service delivery will improve application timelines and services for individual residents, contractors and the development industry. Planning applications are a key component of economic activity in the city. Improved service will enhance the overall business environment and contribute to the City maintaining its competitiveness in the region and beyond.

Description

The Current Planning Business Model (approved by Council in 2010) recommends a total of 10 positions over three years (5.0 in 2014, 3.0 in 2015, 2.0 in 2016) to continue implementation of service enhancements. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to address development, implementation and detailed performance reporting related to service delivery.

Background

The Current Planning Branch monitors service volumes and service delivery standards across multiple years to provide insight into the operational demands. This informs the volume demands, service enhancements and business systems investments.

Options

Ongoing ability to meet the service demands is critical to facilitate strong economic development. The Current Planning Branch coordinates planning approval processes for the City of Edmonton in order to fulfill its obligations related to the municipal bylaws, the MGA, Provincial standards and business needs.

Implications of Not Funding

Not funding will inhibit the development of new, more efficient and enhanced methods of service delivery.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 500	500	-	5.0	\$ 300	300	-	3.0	\$ 200	200	-	2.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 500	500	-	5.0	\$ 300	300	-	3.0	\$ 200	200	-	2.0

Branch — Current Planning

Program - Customer Services and Operations Business Systems and eRecords

FUNDED

Results to be Achieved

Ongoing refinement, configuration and sustainment of business systems and processes, and management of the Current Planning Records Vault. Results include: 1) Cost Reduction - Reduce time and money spent managing high service volumes and associated records; 2) Payment Card Industry (PCI) Compliance - enhance online transactions and records review to monitor compliance; 3) Seamless Service - Improve internal access to records and information required for job performance and customer service; 4) Innovation - Meet industry standards in service delivery and records management.

Description

The Current Planning Branch maintains records of all planning, building, and licensing approvals for the City of Edmonton. Currently, over 300,000 paper records exist in the branch offices and in off-site storage facility. Seven permanent and eight temporary positions over two years (5.0 permanent and 8.0 five year temporary in 2014, 2.0 permanent in 2015) are required to complete records inventory, PCI compliance, scanning, uploading and destruction of paper records, and to continue business systems implementation. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to operationalize and maintain business systems and processes to enable the efficient operational use of technology investments and ongoing adoption of electronic services.

Background

The Current Planning Branch has reviewed its records vault for risks and inefficiencies. The conversion of records and updating of databases will improve business efficiency and reduce overall costs associated with records management. Approval is required to optimize business system investments and to reduce the City's risk of exposure to PCI or FOIP liabilities.

Options

1. Implement new records management system over a longer period of time - this approach will be less efficient and delay a number of service enhancements.
2. Maintain records in paper files - not converting files will prevent the implementation of a number of business process efficiencies and resulting in higher overall operating costs in the long term.

Implications of Not Funding

Not funding this will result in continued use of outdated processes and inefficient use of the technology and process redesigns undertaken in the Current Planning Future State project. Further, there is risk associated with improper storage and retention of personal information.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 900	900	-	13.0	\$ 200	200	-	2.0	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 900	900	-	13.0	\$ 200	200	-	2.0	\$ -	-	-	-