

# Branch — Current Planning

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## Introduction

The Current Planning Branch meets the challenge of implementing the City's vision through the coordination of effective land use plans, subdivisions, servicing agreements and development approvals. The Branch delivers customer-focused services that shape a livable, safe and sustainable city by guiding how land is developed, buildings are constructed and businesses operate. Through collaboration with both internal and external stakeholders, Current Planning ensures applications conform to standards, policies, bylaws and programs that meet City, business and community needs. These business processes contribute to the livability and sustainability goals as outlined in the City of Edmonton's strategic plan, The Way Ahead.

The Branch advances Edmonton's social and economic growth by providing professional planning and specialized services in conducting effective city planning, setting zoning requirements, coordinating land servicing and licensing, managing building permitting and related Safety Codes inspections, establishing compatible bylaws and monitoring compliance. The Branch is committed to working closely with its partners, businesses and residents to deliver convenient and efficient services for the City's clients and ultimately ensure the development of a sustainable community.

Current Planning 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 as well as enhanced service levels for clients.

In order to meet the demands of one of the fastest growing cities in Canada, the Branch implemented several service enhancements in 2014, including the launch of eServices, process improvements, enhanced performance reporting, establishment of a customer relations team and increased staff and industry training programs. Going forward, Current Planning will continue investments in technology to proactively widen online services and elevate Branch performance. Similarly, a heightened focus on internal and external training programs will strengthen stakeholder relationships and maximize service effectiveness.



**ENSURING DEVELOPMENT OF A SUSTAINABLE COMMUNITY**

# Branch — Current Planning

## Approved 2015 Budget - Branch Summary

(\$000)	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, and Permits	53,175	59,536	70,470	10,934	18.4
Grants <sup>2</sup>	45	-	-	-	-
Transfer from Reserves <sup>3 4</sup>	3,335	4,835	6,518	1,683	34.8
<b>Total Revenue &amp; Transfers</b>	<b>\$56,555</b>	<b>\$64,371</b>	<b>\$76,988</b>	<b>\$12,617</b>	<b>19.6</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	27,127	32,232	35,780	3,548	11.0
Materials, Goods, and Supplies	2,222	1,540	1,664	124	8.1
External Services	5,073	4,406	5,593	1,187	26.9
Fleet Services	44	42	50	8	19.0
Intra-municipal Charges	16,032	19,607	21,824	2,217	11.3
Utilities & Other Charges	2,290	6,177	8,497	2,320	37.6
Transfer to Reserves	4,293	1,500	5,000	3,500	233.3
Subtotal	57,081	65,504	78,408	12,904	19.7
Intra-municipal Recoveries	(563)	(1,133)	(1,420)	(287)	25.3
<b>Total Expenditure &amp; Transfers</b>	<b>\$56,518</b>	<b>\$64,371</b>	<b>\$76,988</b>	<b>\$12,617</b>	<b>19.6</b>
<b>Net Operating Requirement</b>	<b>(\$37)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>317.5</b>	<b>342.5</b>	<b>384.0</b>	<b>41.5</b>	

Note 1: Vehicle for Hire is a program within Current Planning in 2015. Prior years have been restated to reflect this. The 2015 budget figures include 6.0 FTEs and net requirement of zero for Vehicle for Hire.

Note 2: \$45 for Grants in 2013 is related to a one-time grant from the provincial government for services provided by the Branch to aid with the Calgary Flood relief efforts.

Note 3: There are two reserves reflected in the Current Planning Branch:

1. *Revolving Industrial Servicing Fund Reserve* - used in conjunction with the Revolving Industrial Servicing Fund Program, used to encourage industrial development through financial incentives.
2. *Current Planning Reserve* - used to support the long term financial sustainability of Current Planning Branch operations by managing revenue risks and stabilizing operating and capital resources across extended periods of time. Refer to the following notes for further details.

Note 4: Incremental tax revenue related to the Revolving Industrial Servicing program was previously included in *User Fees, Fines and Permits*, and now is reflected under Transfer from Reserves and historically restated.

## 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 funded 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 2015, Current Planning will cover \$21.7 million in personnel (equivalent to approximately 84.0 FTEs for technical support and 94.0 FTEs for corporate support) and non-personnel costs outside of the branch which support development-related processes.

The Branch transfers \$10.3 million in Business Licensing revenue to Corporate Programs. Due to a change in Budget Policy, the 2015 Operating Budget does not include the following items and prior years have not been restated: \$0.3 million in encroachment revenue and \$0.2 million in hoarding revenue (transferred to Corporate Programs).

# Branch — Current Planning

## Budget Changes for 2015

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$10,934

Increase of \$11,369 mainly due to projected volume changes. This is partially offset by transfers of \$300 in encroachment revenue and \$200 in hoarding revenue to Corporate Programs. In addition, the branch collects \$10,752 of Business Licensing revenue, of which \$10,330 is transferred to Corporate Programs. Rates for most fees are not changing, with the exception of some targeted fees in order to better align with the cost of delivering service.

#### Transfer from Reserves \$1,683

Increase of \$1,683 relating to transfers from the Revolving Industrial Servicing Fund Reserve to fund projected rebates and related debt servicing costs.

### Expenditures & Transfers - Changes

#### Personnel \$3,548

Movement towards job rate, changes in benefits and approved cost of living adjustments, and personnel changes account for a \$408 decrease. Increased service volumes (22.0 FTEs), implementation of service enhancements (3.0 FTEs), Vehicle for Hire policy and research (1.0 FTE) and responses to audit recommendations in 2013 for Safety Codes, Building Permits and Inspections organizational capacity (9.0 FTEs) and 2014 for development completion permits (6.0 FTEs) account for an increase of \$3,956.

#### Material, Goods & Supplies \$124

\$60 is related to computer hardware and software costs for additional FTEs and short-term resources. The remainder is due to alignment of budget with actual results.

#### External Services \$1,187

A change in the service delivery model as well as revised contract for electrical inspections results in a \$1,758 decrease. This is offset by a historical volume adjustment for electrical inspections of \$1,232; \$500 increase in consulting for continued implementation of service improvements and process efficiencies; \$500 increase in consulting for online training and tools related to the Customer Relations program; and \$350 for postage primarily for public notifications, which was previously absorbed at a Department level. Advertising costs increase by \$255 to align with actual results. The remainder of the change is due to alignment of budget with actual results.

#### Fleet Services \$8

There is an increase of \$1 for future replacement of the fleet and an increase of \$4 for maintaining the fleet. An increase of \$3 is attributed to a fuel cost increase.

#### Intra-municipal Charges \$2,217

The Branch has expanded in response to dramatic increases in service demands. Support costs have increased correspondingly. Shared service costs increased by \$1,428. This increase includes \$429 for Information Technology, \$337 for Finance, \$269 for Building Maintenance and Custodial, \$259 for Central Management, and \$200 for Human Resources, partially offset by a decrease for Communications of \$271. Direct charges increased by \$802, including \$339 for Human Resources, \$223 for Urban Planning & Environment, and \$135 for Transportation Services.

# Branch — Current Planning

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## Budget Changes for 2015 (\$000)

### Utilities & Other Charges \$2,320

Program costs related to the Revolving Industrial Servicing Fund result in \$1,403 increase in rebate payments and \$279 increase in debt servicing costs. Bank charges are expected to increase dramatically in coming years as Current Planning transitions to more online fee payments, thus increasing projected banking charges by \$500. The remainder of the change is due to employee development costs for new FTEs.

### Transfer to Reserves \$3,500

Budgeted transfer to Current Planning Reserve will increase as a result of projected revenue increases, in accordance with Current Planning Reserve Policy C570. The projected balance of the Current Planning Reserve is well below its targeted balance.

In order to mitigate the risk of future economic downturn, it is important to take advantage of additional revenue transfers to the Current Planning Reserve. This will enable the reserve to achieve its purpose of supporting the long term financial sustainability of Current Planning Branch operations by managing revenue risks, stabilizing operating and capital resources across extended periods of time and funding initiatives that enhance planning service and ensure accountability to permit applicants.

### Intra-municipal Recoveries (\$287)

Increase in permit fees for internal City projects, primarily due to the Arena building permit.

## Full-time Equivalents - Changes

An additional 22.0 FTEs are required in 2015 to address forecast service volume demands. In order to address audit recommendations, 9.0 FTEs are required for Safety Codes, Building Permits and Inspection Services Organizational Capacity and 6.0 FTEs are required to implement Development Completion Permits. An additional 3.0 FTEs are necessary to support new service enhancements such as eServices. 1.0 FTE is required for Vehicle for Hire policy and research.

There is a historical adjustment for 3.0 FTEs which are expiring in 2014, but are deemed necessary on an ongoing basis. There is also a historical adjustment for an additional 0.5 FTE.

## Bylaws Requiring Approval

In order to generate the revenues in the proposed 2015 budget, City Council must approve the Bylaw Amendments and fee changes contained in the following bylaws:

- Bylaw 15894 - Safety Codes Permit Bylaw: To stabilize fees with targeted fee reductions to account for various improved operational efficiencies.
- Bylaw 13138 - Business Licence Bylaw: General increases between between 1-2%. Some decreases to promote compliance to bylaw regulations.
- Bylaw 14700 - Vehicle for Hire Bylaw: Increases for most fees remain at 0% with the exception of Taxi (Vehicle) Renewal Fees to reflect that vehicle owners are similar to businesses and that plates can be transferred between individuals.

# Branch — Current Planning

## Approved 2015 Budget – Program Summary

### Program Name - Customer Services and Operations

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program leads the development, implementation and performance management of the Branch business model, service refinement and Branch administration and is responsible for the Customer Service Centre. The team moves applications through stages of the City's process from intake to final records management.

#### Cost Drivers

- Application volumes, customer inquiry volumes, 311 complaints and escalations, infrastructure support, business model management, performance management systems and service enhancement initiatives.

#### Service Standards

The program oversees Branch operations and business model implementation, including financial management, fee development, business system investments, resource management, customer relations, customer service, performance analysis and reporting, and strategic coordination.

Performance Targets include:

Walk-in Customer Service: 80% within 15 minutes of arrival

Applications Entered: 95% within 24 hours of receipt

#### Resources

(\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ 53,991	\$ 47,159	\$ 57,665	\$ 69,053
Expenditure & Transfers	29,745	26,107	32,662	42,076
Subtotal	(24,246)	(21,052)	(25,003)	(26,977)
Intra-municipal Recoveries	(563)	(1,134)	(1,133)	(1,420)
Net Operating Requirement	<u>\$ (24,809)</u>	<u>\$ (22,186)</u>	<u>\$ (26,136)</u>	<u>\$ (28,397)</u>
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		13.0	13.0	38.0
Union		61.0	66.0	67.0
Temporary		3.2	11.2	11.7
Full - Time Equivalents		<u>79.2</u>	<u>92.2</u>	<u>118.7</u>

Overall, the Current Planning Branch is full cost recovery. Total Branch revenues (excluding Licensing) are shown in the Customer Services & Operations program. Additional FTEs proposed will be allocated from this program to both internal and external program areas to implement service enhancements and address service volumes. FTE positions are only filled when service demands require.

#### 2014 Services

- Application intake and processing for development permits, building permits, business licences, compliance certificates, and parking permits; Collection of municipal fee payments; Delivery of renewal notices.
- Assist with customer inquiries, provide 311 escalation support, library and records management.
- Business model implementation, system improvement and implementation including eServices.
- Branch administration, resource management, performance reporting, client liaison and customer relations.

#### Changes in Services for 2015

Changes in 2015 will be driven through increased volumes and the implementation of business process improvements. Examples include continued implementation of eServices, and eShare.

Accounting changes include:

- Hoarding Agreement fees will be allocated to corporate revenues instead of Current Planning, which will reduce impact on the tax base by \$200; Encroachment Permit and Agreement fees will be allocated to corporate revenues instead of Current Planning, which will reduce impact on the tax base by \$300.

# Branch — Current Planning

## Approved 2015 Budget – Program Summary

(\$000)

### Program Name - Safety Codes, Permits and Inspections

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program monitors the construction of buildings and structures for compliance with the Alberta Safety Codes Act through site inspections. Services include the review and issuance of permits for structural and mechanical building plans, as well as electrical systems.

#### Cost Drivers

- Application quality, complexity and volume.
- Factors of complexity include the number of multifamily high-rise developments and large-scale projects such as Edmonton Arena District and Royal Alberta Museum.

#### Service Standards

This program monitors the compliance of building projects to approved drawings and Safety Code requirements and ensures permits and inspections are completed in a timely manner. Services are delivered in accordance to the Quality Management Plan as approved by the Safety Codes Council.

Performance Targets include:

Expedited House Combo Permits: 75% issued within 10 business days

Residential Minor (Interior Alteration) Permits: 95% issued within 1 business day

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	10,624	8,067	10,544	11,785
Subtotal	10,624	8,067	10,544	11,785
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 10,624	\$ 8,067	\$ 10,544	\$ 11,785
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		5.0	12.0	12.0
Union		68.0	69.0	78.0
Temporary		-	-	-
Full - Time Equivalents		74.0	82.0	91.0

Overall, the Current Planning Branch operates on a full cost recovery basis. Revenues to cover costs are shown in the Customer Services and Operations program. Additional FTEs will be used to address the first phase of recommendations made by the City Auditor.

#### 2014 Services

- Examine drawings for compliance with codes; issue 15,000 building permits and 25,000 electrical permits for residential and commercial projects; Provide advice to contractors and professionals on major projects.
- Complete over 100,000 Safety Code inspections to monitor compliance with approved plans.
- Issue occupancy approvals and investigate complaints from customers.

#### Changes in Services for 2015

- Changes in 2015 will be driven through increased volumes of building, mechanical, and electrical permit applications. These will also impact the overall number of inspections conducted.
- Implementation of improved Service Delivery Model and Performance Management System for building and electrical permitting, and risk-based inspections as recommended by the Office of the City Auditor. The more effective and efficient Service Delivery Model is projected to save \$1.8 million annually.
- Introduction of Solar Panel permitting process.
- FTEs are allocated from Customer Services and Operations to this program in response to service demands.



# Branch — Current Planning

## Approved 2015 Budget – Program Summary (\$000)

### Program Name - Development Permits

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program reviews and issues development permits and encroachment agreements, monitors development compliance, and prepares amendments to the Zoning Bylaw 12800.

#### Cost Drivers

- Application volume, quality, and complexity; Public notifications required and inspections to be completed.
- Complexity drivers include infill, multifamily high-rise, and large-scale mixed-use development projects.

#### Service Standards

This program 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 the Zoning Bylaw 12800, implements new policies and develops zoning regulations.

Performance Targets include:

Semi-Detached House (Class A, non-MNO) Development Permits: 75% issued within 5 business days

Expedited House Combo Development Review: 75% completed within 24 hours

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	6,717	6,366	7,287	8,155
Subtotal	6,717	6,366	7,287	8,155
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 6,717	\$ 6,366	\$ 7,287	\$ 8,155
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		6.0	6.0	6.0
Union		65.0	67.0	77.0
Temporary		-	-	-
Full - Time Equivalents		72.0	74.0	84.0

An increase of 4.0 FTEs is related to a transfer of positions from Business Licensing to implement an integrated compliance team focused on Zoning Bylaw enforcement. This change in activity reduces impact to the tax base by \$400 as positions are funded by Current Planning revenues.

Overall, the Current Planning Branch operates on a full cost recovery basis. Revenues to cover costs are shown in the Customer Services and Operations program.

#### 2014 Services

- Review and issue 20,000 development permit applications, provide advice to current and potential applicants.
- Carry out development negotiations with prospective applicants; attend SDAB hearings as required.
- Maintenance of the Zoning Bylaw and monitoring compliance of zoning regulations.
- Approval coordination with Urban Planning & Environment, Transportation, Drainage, and other stakeholders.
- Implementation of pre-application meetings for major development permits to proactively identify issues and improve application quality. It is estimated that 70 pre-application meetings will be completed in 2014.

#### Changes in Services for 2015

- Overall changes for 2015 will be driven through increased volumes of development permit applications.
- Implementation of Development Completion Permits for major industrial, commercial and residential projects as recommended by the Office of the City Auditor.
- Provide support to and advance actions of the infill roadmap and related motions from Executive Committee.
- FTEs are allocated from Customer Services and Operations to this program in response to service demands.

# Branch — Current Planning

## Approved 2015 Budget – Program Summary (\$000)

### Program Name - Land Development Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program provides a range of planning services, including the coordination 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 results in fully serviced residential, commercial, and industrial lots.

#### Cost Drivers

- Application volume, quality, and complexity, and any associated public consultations required.

#### Service Standards

This program determines the way neighbourhoods are planned, transformed, and developed over time.

Performance Targets include:

Engineering Drawing Reviews: 75% completed within 100 days

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ 835	\$ -	\$ 4,835	\$ 6,517
Expenditure & Transfers	8,303	7,753	13,140	14,974
Subtotal	7,468	7,753	8,305	8,457
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 7,468	\$ 7,753	\$ 8,305	\$ 8,457
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		19.0	21.0	23.0
Union		53.0	53.0	53.0
Temporary		3.3	3.3	1.3
Full - Time Equivalents		77.3	79.3	79.3

All financial transactions, including \$5.4 million in rebates to the industry from the Revolving Industrial Servicing Fund (RISF) are reflected in these figures.

Overall, the Current Planning Branch operates on a full cost recovery basis. Revenues to cover costs are shown in the Customer Services and Operations program.

#### 2014 Services

- Land Development Applications (LDAs), including Area Structure Plans (ASPs), Neighbourhood Structure Plans (NSPs), plan amendments, rezonings, road closures and subdivisions.
- Processing of over 300 subdivision applications, rezoning bylaw coordination, naming and addressing.
- Prepare, negotiate, administer, and uphold over 300 servicing agreements on behalf of the City and utilities.
- Conducted 15 industry training sessions for online services; Full transition to electronic plan submissions.
- At end of July 2014, the City received over 235 engineering drawing projects to serve over 9,600 residential lots. The average residential lot volume for an entire year is approximately 7,800 over 220 projects.
- Administration of the Revolving Industrial Servicing Fund (RISF).

#### Changes in Services for 2015

- Overall changes for 2015 will be driven through increased volumes in land development applications and engineering drawing reviews.
- Completion of independent review of engineering drawing approval processes, inspection, completion and acceptance business processes, and implementation of recommended changes.
- Rebranded Planning Academy course offerings for improved public education and training.
- Formalization of pre-application meetings to enhance application quality and completeness.
- FTEs are allocated from Customer Services and Operations to this program in response to service demands.



# Branch — Current Planning

## Approved 2015 Budget – Program Summary (\$000)

### Program Name - Business Licensing

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The City requires business owners to have a business licence to monitor health, safety and compliance to bylaw regulations. The Business Licensing program implements policy development and procedural changes in accordance with Business Licence Bylaw 13138.

#### Cost Drivers

- Application volume, including the number of business licence applications, licence reviews and public consultations to advance the bylaw.

#### Service Standards

This program reviews and issues over 32,000 business licences for individuals or companies providing goods or services in Edmonton. It amends and maintains the Business Licence Bylaw, implements new policies and develops licensing regulations. The program also monitors that businesses and practitioners have correct agency approvals, permits, and verify land use zoning for each type of business operation.

Performance Targets include:

Business Licence (No Referral): 75% issued within 1 business day

Business Licence (Referral Required): 75% issued within 11 business days

#### Resources

(\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ 878	\$ 942	\$ 1,004	\$ 422
Expenditure & Transfers	878	942	1,004	422
Subtotal	-	-	-	-
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -
Management		-	-	1.0
Professional/Technical/Union Exempt		1.0	1.0	-
Union		7.0	7.0	4.0
Temporary		1.0	1.0	-
Full - Time Equivalents		9.0	9.0	5.0

Business Licensing is cost recovery within the Current Planning Branch and generates net revenues of \$10.3 million for the Corporation. The Branch retains only sufficient revenue to cover program costs.

A decrease of 4.0 FTEs is related to a transfer of positions from Business Licensing to the Development Permits program for implementation of an integrated compliance team focused on zoning bylaw enforcement. This change in activity would mean the positions are funded through Current Planning user fees instead of Business Licensing Revenue, resulting in an approximately \$400 savings to the tax base. A shift of one FTE (from Professional to Management category) is due to organizational changes.

#### 2014 Services

- Over 32,000 business licences issued; implementation of eServices online business licences renewals.
- Licensing Bylaw administration and maintenance.
- Collaboration with businesses, community, and other stakeholders for policy and bylaw recommendations.
- Implementation and coordination of 26 information courses for Body Rub and Escort industries.

#### Changes in Services for 2015

- Overall changes for 2015 will be driven through increased volumes in business licence applications.
- Technology enhancements for implementation of online applications and decision guides.
- Support for Body Rub Centre Task Force public involvement and implementation.
- FTEs are allocated from Customer Services and Operations to this program in response to service demands.

# Branch — Current Planning

## Approved 2015 Budget – Program Summary (\$000)

### Program Name - Vehicle for Hire

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Taxis, limousines, shuttle businesses, vehicles and drivers must be properly licensed to legally operate in the City. This is governed by the Vehicle for Hire Bylaw (Bylaw 14700). The program monitors that all related businesses, vehicles and drivers are licensed and adhere to all bylaws and regulations.

#### Cost Drivers

- Application volume and the number of licensed vehicles, drivers and businesses operating in Edmonton.
- Vehicle inspections, on-road enforcement, and the coordination of the Industry Advisory Group.

#### Service Standards

The Vehicle for Hire program supports safe transportation for passengers and those involved in the industry by regulating, licensing and inspecting taxis, limousines, and shuttles in the City. Regular enforcement also monitors that drivers and vehicles are properly licensed and adhere to bylaw regulations.

- In 2013, there were over 3,300 driver licences and over 1,600 vehicle licences issued.

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ 850	\$ 864	\$ 867	\$ 996
Expenditure & Transfers	813	864	867	996
Subtotal	(37)	-	-	-
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ (37)	\$ -	\$ -	\$ -
Management		1.0	1.0	-
Professional/Technical/Union Exempt		-	-	-
Union		5.0	5.0	6.0
Temporary		-	-	-
Full - Time Equivalents		6.0	6.0	6.0

A shift of one FTE (from Management to Union category) is due to organizational changes.

#### 2014 Services

- Vehicle for Hire bylaw governance and maintenance
- Taxi brokerage, limousine and shuttle business licensing
- Vehicle registration, licensing and inspections
- Driver licensing
- Increased on-road presence and compliance continues to be a priority
- Implementation and coordination of the Vehicle for Hire Industry Advisory Group
- Completion of 373 limo and 1,319 taxi vehicle inspections
- Approximately 100 fines issued for unlicensed Vehicle for Hire services
- Initiate consultant review of required number of taxi plates needed to service the city. The review will provide recommendations on addressing service requirements during periods of peak demand.
- Implementation of two-year driver licences

#### Changes in Services for 2015

- Complete implementation of the Vehicle for Hire Industry Advisory Group which provides streamlined advice to Administration.

# Branch — Current Planning

## Program - Customer Services & Operations Increased Service Volumes

## Growth on Existing Services Funded

### Results to be Achieved

Increased capacity to meet service demands and ongoing refinement, configuration and sustainment of business systems and processes as designed and implemented in the Current Planning Future State project. 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.

Ongoing Results include: 1) Cost Reduction - Reduce time and money spent managing high service volumes and associated records ; 2) PCI Compliance - enhance online transactions and records review to ensure compliance; 3) Innovation - Meet industry standards in service delivery and records management. Benefits include heightened data security and improved trust with clients.

### Description

The Current Planning Business Model (approved 2010) recommends a total of 58 positions (22.0 in 2015, 18.0 in 2016, 18.0 in 2017) over 3 years to continue implementation and ensure the efficient operational use of technology investments. Increased costs will be covered from an increase in revenue collected from fees. Six positions will be allocated to operationalize and maintain business systems and processes to support the ongoing adoption of electronic services. The remaining positions will be allocated to address safety codes, customer service, planning, development, and development coordination. These positions may be used to support other City business areas who provide technical input into applications such as Transportation Planning and Parks Planning.

### 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 (capital) investments. Information used to project service volume increases were derived from the Long-Term Economic Outlook 2014-2024 as produced by the Office of the Chief Economist, Statistics Canada, and historical permitting and application data.

### Options

Ongoing ability to meet the service demands is critical to continued civic development. The Current Planning Branch provides the overall coordination for the City of Edmonton in providing this service and the City is mandated to ensure the delivery adheres 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 service package will result in longer service timelines, ongoing dependence on overtime for basic service delivery, and inefficient use of the technology and process redesigns undertaken in the Current Planning Future State project.

incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	2,282	2,282	-	22.0	1,886	1,886	-	18.0	1,754	1,754	-	18.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$2,282</b>	<b>2,282</b>	<b>-</b>	<b>22.0</b>	<b>\$1,886</b>	<b>1,886</b>	<b>-</b>	<b>18.0</b>	<b>\$1,754</b>	<b>1,754</b>	<b>-</b>	<b>18.0</b>

# Branch — Current Planning

## Program - Customer Services & Operations Service Enhancements

## New or Enhanced Service Funded

### Results to be Achieved

Development and implementation of enhanced service delivery models, which 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 ensure the City maintains its competitiveness in the region and beyond.

Performance targets have been established for all lines of businesses and application types, including business licences, building permits and development permits. Current Planning performance trends are published on a quarterly basis and shared with industry stakeholders.

### Description

The Current Planning Business Model (approved by Council in 2010) recommends a total of seven positions over three years (3.0 in 2015, 2.0 in 2016; 2.0 in 2017) for the implementation of service enhancements. Increased costs will be covered by revenue collected from fees. The positions will be allocated to address development, implementation and detailed performance reporting related to the new service delivery models.

### 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 timely and safe development. The Current Planning Branch coordinates planning approval processes for the City of Edmonton and is mandated to ensure the delivery adheres to the municipal bylaws, the MGA, Provincial standards, business needs, and economic development objectives.

### Implications of Not Funding

Not funding will limit the development of new, efficient and enhanced methods of service delivery. This could put the City at risk of not being able to meet service demands from industry stakeholders and the general public for permitting and licensing services.

incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	311	311	-	3.0	210	210	-	2.0	194	194	-	2.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$311</b>	<b>311</b>	<b>-</b>	<b>3.0</b>	<b>\$210</b>	<b>210</b>	<b>-</b>	<b>2.0</b>	<b>\$194</b>	<b>194</b>	<b>-</b>	<b>2.0</b>

# Branch — Current Planning

## Program - Safety Codes, Permits and Inspections Safety Codes, Building Permits and Inspections Organizational Capacity

## New or Enhanced Service Funded

### Results to be Achieved

Meet the goals and objectives of the new Service Delivery Model for the Building Permits and Inspections Services Section. The Service Delivery Model will clearly define how the section will meet the requirements of the provincial Safety Codes Act and the approved Quality Management Plan, while balancing the risk associated with a potential reduced number of physical inspections and review of building permit drawing submissions. This Service Delivery Model may also include the delivery of electrical inspections through a blend of both internal and external resources.

### Description

Through consultation and education of industry stakeholders, the Branch will define operational goals and objectives in line with the Council approved Quality Management Plan requirements. The Service Delivery Model will account for potential risks in the permitting and inspection processes, while monitoring that builders are compliant with regulations outlined in the Bylaw. The model's scope will be shared both internally and externally to provide transparency and consistency in service delivery.

### Background

The Office of the City Auditor completed an audit of the Building Permit and Inspection Services, dated January 23, 2014. The Auditor made 8 recommendations and this request addresses the recommendation to define and document an achievable service delivery model, as well as review the delivery model of electrical inspections with the City of Edmonton.

### Options

N/A

### Implications of Not Funding

If the positions are not funded, then the section may not be able to implement the outcomes of the Service Delivery Model, as recommended by the Office of the City Auditor. This could put the City at risk of not being able to meet the demand from industry stakeholders and the general public for permit and inspection services. If a blended delivery model for electrical inspections is not implemented, the department may lose an opportunity to meet targeted operating efficiency goals.

Incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	850	850	-	9.0	2	2	-	-	3	3	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$850</b>	<b>850</b>	<b>-</b>	<b>9.0</b>	<b>\$2</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>\$3</b>	<b>3</b>	<b>-</b>	<b>-</b>

## Branch — Current Planning

### Program - Development Permits Title - Development Completion Permits

### New or Enhanced Service Funded

#### Results to be Achieved

The Development Completion Permit will improve standards for development and urban design in Edmonton, reduce citizen complaints, monitor compliance with approved development permits and conditions (regulations in the Zoning Bylaw), and address the recommendations in the Landscaping Securities Audit Committee Report (Report 13366). The Development Completion Permit will allow the City to make progress towards multiple goals and objectives included in strategic plan documents The Way We Live, The Way We Green, as well as Sustainable Development objectives of creating a more sustainable community and attracting investment.

#### Description

A Development Completion Permit will promote the completion of major industrial and commercial projects, as well as multi-residential developments, prior to occupancy of land or buildings, in accordance with approved plans and the conditions of a development permit. Currently, the City of Edmonton does not require a development compliance inspection prior to occupancy of a building or land. Under the current process, inspections are completed to developments when complaints are received.

In regards to addressing the recommendations in the Landscaping Securities Audit Committee Report, the Development Completion Permit process would provide an incentive for developers to complete landscaping installation, reduce the risk of the impact of time value of money, and allow the developers to submit a reduced security at a later time if the landscaping is not complete.

#### Background

The Landscaping Securities Audit Committee Report identified a number of issues related to the effectiveness of the current landscape security process. As a result, a number of opportunities for improvement to the process were recognized, including creating a Development Completion Permit process for the City of Edmonton.

There are a number of municipalities in North America that use the Development Completion Permit process to monitor compliance with development permit decisions and managing landscape securities.

#### Options

1. To implement a new Development Completion Permit process to monitor compliance of approved development permits and the Edmonton Zoning Bylaw, and to address the issues and subsequent recommendations in the Landscaping Securities Audit Report.
2. To change the current landscape securities process to address the issues identified in the Audit Report.
3. No change-status quo.

#### Implications of Not Funding

If the Development Completion Permit process is not funded, the Current Planning Branch would not have the opportunity to provide a higher standard of quality assurance for development in Edmonton, nor have adequate resources to address all of the issues identified in the Landscaping Securities Audit Committee Report. The Current Planning Branch would be unable to address the security deposits applied for in 2007 or prior without funding for this service package.

incremental	2015				2016				2017			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	555	555	-	6.0	2	2	-	-	2	2	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$555</b>	<b>555</b>	<b>-</b>	<b>6.0</b>	<b>\$2</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>\$2</b>	<b>2</b>	<b>-</b>	<b>-</b>



# Branch — Current Planning

## Program - Vehicle for Hire Vehicle for Hire Policy and Research

New or Enhanced Service  
Funded

### Results to be Achieved

This position will provide high level research and be primarily responsible for the operations of the Vehicle for Hire Industry Advisory Group.

### Description

The Vehicle for Hire (VFH) Industry Advisory Group (IAG) is a cooperative group of members from the taxi and limousine industry working together to provide a forum where policy issues related to the industry are brought forward, reviewed and discussed. Members bring their knowledge and experience to the IAG to provide advice to the City Manager or delegate on issues that fall within the IAG's responsibilities. These responsibilities include the safety of drivers and passengers, customer service, training, and rates.

The Vehicle for Hire (VFH) Industry Advisory Group (IAG) is now in place and functioning. The group is accountable to City Administration. The Vehicle for Hire section provides all support, including clerical and research activities for the IAG as the group does not have a separate budget for these functions.

This position will support the advisory group by providing high level research on policy issues and industry best practices. The position will also support the Chief Livery Officer by conducting additional research and drafting Council reports.

### Background

In March 2012 Council disbanded the Vehicle for Hire Commission. The Vehicle for Hire Commission was the governance body of the taxi and limousine industry. In May 2012, Council directed administration to create a Vehicle for Hire Industry Advisory Group that would provide advice to Administration on issues related to the taxi and limousine industry. They would be accountable to Administration and not to Council.

### Options

N/A

### Implications of Not Funding

Without this funding, it will be difficult to get the necessary research to the Industry Advisory Group and Chief Livery Officer in order to bring full and complete reports to Council.

incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	83	83	-	1.0	1	1	-	-	-	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$83</b>	<b>83</b>	<b>-</b>	<b>1.0</b>	<b>\$1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Branch — Current Planning

### Branch Performance Measures

The following performance measures are intended to provide an example of some of the measures that the Branch is currently monitoring. Since services provided within each Branch are very diverse, the measures are not intended to represent the Branch overall.

Measure Type	Key Outcome (from Mandate)	Performance Measure	Target	Actual (year & result)
Effectiveness	Ensure Branch Financial Sustainability	Current Planning Reserve Fund Balance	75%	40% (2014 projected) 40% (2015 projected)
Efficiency	Improve Efficiency, Consistency, and Quality of Service Delivery	% of Revenue Directed to Other Branches or Departments	Maintain or Reduce	34% (Q2 2014)
	Improve Efficiency, Consistency, and Quality of Service Delivery	Expedited House Combo Permits Issued Within Timeline	75% issued within 10 business days	67% issued within 10 business days (Q2 2014)
	Improve Efficiency, Consistency, and Quality of Service Delivery	Non-Expedited House Combo Permits Issued Within Timeline	75% issued within 30 business days	65% issued within 30 business days (Q2 2014)
	Improve Efficiency, Consistency, and Quality of Service Delivery	Complex House Combo Permits Issued Within Timeline	75% issued within 85 business days	63% issued within 85 business days (Q2 2014)

**Effectiveness** measures whether the Branch is effective in achieving its desired outcomes.

**Efficiency** measures how well resources are being used to produce a service or product.