










PROCESS IMPROVEMENT PROJECTS

Urban Form Business Transformation | Moving Forward - Q4 2018



The Urban Form Business Transformation (UFBT) initiative is about changing the way we provide planning and development services and improve customer service. The initiative’s dedicated team is working with City staff and city-building partners (industry, citizens, services providers, etc) to find creative solutions to the challenges experienced today. A managed and systematic approach focuses on the ultimate goal of building a vibrant Edmonton. This journey to change is about action and partnerships. Along the way there will be outputs including engagement, key decisions (eg. timeline targets) and milestones as we move forward together. Each quarter we’ll highlight our actions and important steps in our journey to keep us all accountable.

Project/Stream	Final Goal	What We Heard	October 2018	November 2018	December 2018
 UFBT OVERALL INITIATIVE	Efficient and effective planning and development services	<ul style="list-style-type: none">Internal disconnect creates delaysVariability in application standards creates frustrationUnpredictable and inconsistent timelinesResource challenges	<ul style="list-style-type: none">All process improvement projects underwayContinued monitoring of quick wins	<ul style="list-style-type: none">Update report (Report CR_6037) to Urban Planning Committee	<ul style="list-style-type: none">Year end reporting on results of quick wins
 FINANCIAL STREAM	Update reserve funding financial model and policy	<ul style="list-style-type: none">Unable to maintain adequate service levels with existing resourcesOpportunities to improve value for money for applicantsBalance is below 30%	<ul style="list-style-type: none">Revised ‘Fiscal Policy for the Planning and Development Business’ prepared (Policy C610)Draft Governance Document completed	<ul style="list-style-type: none">Revised policy recommended for approval (Report CR_6035)Revised policy to Council, pending Urban Planning Committee approval of recommendationApproval of Governance Document by Department Leadership Team	<ul style="list-style-type: none">Close recommendations 1 and 2 from the Current Planning Reserve AuditBegin to implement revised policy that includes:<ul style="list-style-type: none">Finalizing governance roles and responsibilitiesAligning services per the policy
 E-SERVICES	Increased online services	<ul style="list-style-type: none">Issues related to paper based movementMore technology improvements needed	<ul style="list-style-type: none">Launch of digital Home Improvement Permits for contractors	<ul style="list-style-type: none">Launch of digital Home Improvement Permits for homeownersImprove digital trade permits customer experience and service efficiency	<ul style="list-style-type: none">Year end reporting on results of implemented online services, including adoption ratesPrepare for online/digital pilot launching January 2019 (Commercial/Industrial permits)
 BUILDING BETTER TOGETHER	Improved process navigation for large tax based applicants Clear timelines for development and building permits	<ul style="list-style-type: none">Lack of communication is frustratingUnpredictable timelinesVarying levels of supportImprove service and reliabilityRespect for timeMore collaborative approach	<ul style="list-style-type: none">Recruit and meet with applicants to participate in the pilotLaunch pilot with 5 applications of various type and complexity	<ul style="list-style-type: none">Pilot continues, with feedback from applicants and staff	<ul style="list-style-type: none">Engage industry on establishing timelines and type of applications they apply to. Benchmark of 30-45 days provided in motion from Council.Pilot continues, with feedback from applicants and staff

 REZONING REDESIGN	New rezoning process	<ul style="list-style-type: none"> • Inconsistency in decisions • Slow response times • Uncertainty in timelines • Unclear and changing application requirements • Frequent hand-offs 	<ul style="list-style-type: none"> • Engagement sessions with industry and staff to discuss current process and understand issues • Engagement sessions with industry and staff to build the new process • Identify changes needed to build the new process • Establish working group of industry and staff 	<ul style="list-style-type: none"> • Create action plan with working group that includes: <ul style="list-style-type: none"> ◦ Short and long term deliverables ◦ Key milestones ◦ Schedule to move forward with change 	<ul style="list-style-type: none"> • Share action plan with industry and staff • Working group actively bringing the action plan to life
 SUBDIVISION PROCESS IMPROVEMENT	Evolved subdivision process	<ul style="list-style-type: none"> • Inconsistent process • Need a broader understanding of the risk vs investment • Unexpected delays critical to timelines • Application requirements compared to other places 	<ul style="list-style-type: none"> • Establish project team 	<ul style="list-style-type: none"> • Engagement sessions with staff to discuss current process and understand issues 	<ul style="list-style-type: none"> • Engagement sessions with industry and staff to build the new process • Explore feasibility of industry-suggested ideas on integrating subdivision and permit process
 SAFETY CODES INSPECTION EFFICIENCIES	Introduce an innovative decision making tool that predicts the pass probability of non-mandatory inspections	<ul style="list-style-type: none"> • Lack of risk tolerance • Number of non-mandatory inspections being done 	<ul style="list-style-type: none"> • Establish working group of industry and staff • Recruit participants for predictive model pilot 	<ul style="list-style-type: none"> • Working Group to understand the data and predictive model • Working Group to approve variables for model 	<ul style="list-style-type: none"> • Build dashboard for predictive model • Develop predictive model pilot
 CUSTOMER ORIENTED WEBSITE ENHANCEMENT	Update the planning and development website content and navigation for ease of use	<ul style="list-style-type: none"> • Poor website • Difficult to find information online • Online information lacking • Enhance accuracy and clarity of information online 	<ul style="list-style-type: none"> • Hire User Experience Consultant to provide expertise on how users want to access information • Establish project team • Gather website content and service inventory 	<ul style="list-style-type: none"> • Conduct site mapping sessions with homeowners and industry • Review site traffic/usage analytics 	<ul style="list-style-type: none"> • Conduct site mapping sessions with homeowners and industry • Start to build new site navigation
 KNOWLEDGE LIBRARY	Implement a system to store all information for consistency and ease of use	<ul style="list-style-type: none"> • Ensure staff on frontlines understand “why” • Workflow is not systematic or consistent • Inconsistent information between staff 	<ul style="list-style-type: none"> • Hire User Experience Consultant to provide expertise on how users want to access information • Develop business requirements for software 	<ul style="list-style-type: none"> • Assess software options 	<ul style="list-style-type: none"> • Conduct content mapping sessions to understand how information should be sorted