

## Supplemental Information Package

### Development Services

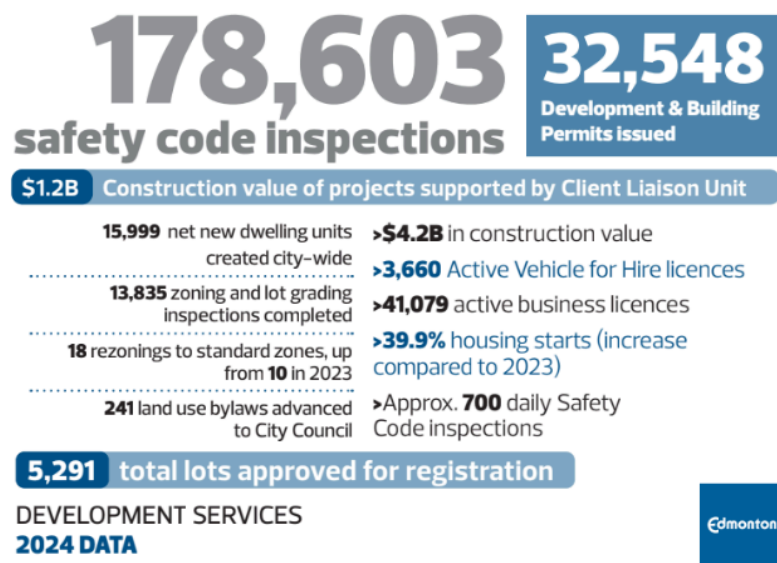
#### Corporate Outcomes:

- Land Development - Edmonton is developed to support growth and social, cultural, economic and environmental well-being.
- Economic Development - Edmonton has a diverse and prosperous economy that thrives locally and globally.
- Strategy and Business - The City of Edmonton's corporate processes are robust and helpful for integrated service delivery.

The Development Services branch **implements strategic growth** and advances Edmonton’s vision to be a healthy, urban and climate-resilient city of two million people. Through effective land use planning, permitting and licensing, Development Services shapes Edmonton’s urban form, transportation network, livability, environment and economy.

The branch **provides core services to facilitate new development**, including new plans and plan amendments, rezonings, subdivisions, development agreements, development and building permits and inspections, and licensing. Through these services, Development Services provides accessible, innovative and excellent customer service. The Client Liaison Unit offers customized service and a single point of contact for external stakeholders and internal staff to facilitate and project manage complex land, development and building projects through the full planning and permitting continuum.

Efficient and effective permit, license and regulatory processes reduce wait times, encourage private investment in Edmonton and provide equitable access to City services. People want and need reliable and positive experiences when accessing services from the City. Development Services **embraces new and innovative approaches to service delivery** to meet customers' expectations and remain a leader in the nation.



**Branch Services Delivered**

<p><b>Business Licensing</b></p>
<p><b>Business Licensing:</b> Provides licences to certify business activities are conducted in accordance with rules and regulations, including zoning, health, fire and building code, and public safety requirements.</p> <p>This includes using a customer service focus for licencing and auditing functions to certify that vehicle for hire activities are conducted in alignment with Bylaw 17400 - Vehicle for Hire and provincial legislation.</p>
<p><b>Bylaw and Provincial Act Enforcement</b></p>
<p><b>Safety Codes Compliance and Enforcement:</b> Ensures compliance with the provincial <i>Safety Codes Act</i> and associated codes and standards through education, compliance and enforcement.</p> <p>This subservice focuses on development compliance.</p>
<p><b>Zoning Inspections and Enforcement:</b> Ensures compliance with the approved development permit/zoning bylaw through education, compliance and enforcement.</p> <p>This subservice includes development compliance for landscaping and lot grading.</p>
<p><b>Development Services</b></p>
<p><b>Development Approvals:</b> Provides approval of development activity, such as building, lot grading and landscaping in compliance with Bylaw 20001 - Zoning Bylaw regulations.</p>
<p><b>Subdivision Coordination and Development:</b> Provides coordination of subdivision and development construction and improvement. This includes preparation and administering of servicing agreements between developers and the City, construction inspections, processing land development applications, and coordinating and identifying developer fees and assessments.</p>
<p><b>Land Use Planning</b></p>
<p><b>Planning Coordination and Operations:</b> Provides evaluation, engagement and recommendations to Council of area structure plans, neighbourhood structure plans, area redevelopment plans and district plans. Includes amendments to approved plans and rezoning applications for residential, industrial, commercial and other developments.</p> <p>This subservice includes recommendations to Council regarding rezonings and road closures.</p>
<p><b>Zoning Bylaw Maintenance:</b> Provides maintenance, review and renewal of the City's Zoning Bylaw.</p> <p>This subservice focuses upon implementing The City Plan through land use regulations that</p>

support Edmonton's vibrancy, prosperity, equity and sustainability.

**Safety Codes and Inspections**

**Building Permits and Inspections:** Provides safety oversight to all development and building practices through permit review and approvals, and detailed review of buildings and structural drawings in accordance with the provincial *Safety Codes Act* and associated codes and standards.

**Key Actions for 2025-2026**

Edmonton's ability to retain, attract and grow business is impacted by how the City regulates and provides permitting and licensing services to businesses, property owners and potential investors. The branch continues to advance permitting, licensing and regulatory process improvements to encourage investment in Edmonton, enhance core services and ensure a more transparent, consistent and reliable experience for customers.

Service design and continuous improvement opportunities will be undertaken to align with the implementation of The City Plan, District Planning, Zoning Bylaw 20001, new building codes and other policy and regulatory changes. This will include work such as the Permit and Licensing Improvement Initiative, continuous red tape reduction and a review of the service delivery model. Development Services will also increase efficiency and improve processes for industrial development to support the implementation of the Industrial Investment Action Plan. The branch will be advancing a number of key projects including updates to Safety Codes Permit Bylaw 15894, a one-year review of Zoning Bylaw 20001 and updates to Edmonton's Design and Construction standards to align the design of public infrastructure to updated policies.

Edmonton is experiencing rapid population growth, faster than The City Plan anticipated. This accelerated growth needs to be met with a strategic and adaptable approach to ensure the City is ready to support the growth with adequate funding for services, amenities and infrastructure. Development Services will lead crucial pre-planning work and cost of growth analyses for the Future Growth Area to facilitate the timely and coordinated development of these lands. This includes a high-level servicing study to establish constraints, define development progression and identify major infrastructure and ecological networks. Development Services is also advancing work to foster more housing, investment and employment opportunities in Priority Growth Areas through proactive City-led rezonings, which remove barriers to growth within the nodes and corridors network.

Ensuring safe and responsible infill construction is imperative as we welcome one million more Edmontonians across the city. Development Services has developed two new compliance tools, the Project Implementation Plan and the Construction Accountability Program, which will be fully implemented in 2025. Increased enforcement services in 2025 will enable more flexible resource allocation to meet service demands through growth and economic fluctuations. These projects will minimize risks during the construction process and improve accountability for builders, owners and contractors. They are key to ensuring all development happens safely and responsibly, in alignment with The City Plan's goals.

## Attachment 1

Development Services will also be expanding landscaping securities to small-scale residential development to continue the advancement of the City's tree canopy goals.

### Performance

	2022 Actual	2023 Actual	2024 Actual	2026 Target	2023-2026 Desired Trend
<b>Land Development Service Targets*</b>	75%	64%	63%	75%	↗
<b>Permit and Licence Service Targets**</b>	86%	88%	83%	75%	↗
<b>Customer Satisfaction for Permit and Inspection Services</b>	85.4%	89.6%	87%	75%	↗

\*Land Development Service Targets include: Rezoning, Subdivision and Engineering Drawings

\*\* Permit and Licence Service Targets: this indicator has been revised to include all Development and Building Permits, and Business Licenses

Measuring the service targets provides valuable insight into how the branch is delivering a consistent and predictable service.

Service levels exist across the branch to support customers in understanding the processing times and provide greater transparency in operations. The branch also conducts a customer satisfaction survey whereby customers indicate their level of satisfaction based on their personal experience. Survey results are used to connect with customers to better understand any challenges and to identify areas for improvement.

## Emerging Opportunities and Risks

### Emerging Opportunities

**Additional efficiencies** to service delivery will result from simplifying and streamlining regulations and processes. This will be achieved through continuous improvement projects, coordination with other branches on the Permit and Licensing Initiatives, technology/automation and process improvement.

**Public engagement** opportunities will allow for a better understanding of community perspectives as development and redevelopment progresses, and the city continues to grow. This includes neighbourhood design, community amenities and innovation in housing types to support the implementation of The City Plan and respond to demographic changes.

**The Housing Accelerator Fund** is a multi-year project to support increased housing delivery across the city. Federal funding has been allocated to Edmonton to support a variety of housing initiatives. These projects will be developed and implemented with the end goals of supporting increased housing delivery and maintaining overall housing affordability.

### Emerging Risks

**Economic impacts** affect development services such as subdivision development, new home and commercial construction. 2024 was one of the busiest years for the service and 2025 is anticipated to be equally busy. While the service must adjust resources to ensure that service delivery can meet demand, resource changes must also consider how to be flexible and responsive if there is any decline in application volumes and revenue generation.

**Policy, regulatory and political changes** are ongoing. There are a number of new regulatory tools such as Zoning Bylaw 20001 and National Building Code - Alberta Edition that will affect the quality and timeliness of development services. Implementing these new policies and regulations into services includes informing applicants of changes and providing proper training to staff.

## Branch - Development Services

## Branch Summary by Account Category

(\$000)	2023 Actual	2024 Actual	2024 Approved Budget	2025 Approved Budget*	2026 Approved Budget*
<b>Revenue and Transfers</b>					
User Fees, Fines, Permits, etc.	65,034	79,658	66,562	74,762	73,397
Grants	-	-	-	-	-
Transfer from Reserves	5,396	1,586	15,969	30,044	17,049
<b>Total Revenue and Transfers</b>	<b>70,430</b>	<b>81,244</b>	<b>82,531</b>	<b>104,806</b>	<b>90,445</b>
<b>Net Expenditure and Transfers</b>					
Personnel	47,254	52,827	53,913	59,308	60,738
Materials, Goods, and Supplies	1,024	1,163	1,424	1,434	1,434
External Services	4,454	6,013	6,492	7,264	6,874
Fleet Services	5	5	103	103	106
Intra-municipal Charges	13,677	12,486	14,671	15,469	15,572
Utilities and Other Charges	6,235	3,162	14,983	19,780	5,528
Transfer to Reserves	7,182	14,108	2,589	11,032	9,990
Subtotal	79,830	89,764	94,176	114,390	100,242
Intra-municipal Recoveries	(1,259)	(144)	(2,194)	(2,194)	(2,194)
<b>Total Net Expenditure and Transfers</b>	<b>78,571</b>	<b>89,620</b>	<b>91,982</b>	<b>112,196</b>	<b>98,048</b>
<b>Total Net Operating Requirement</b>	<b>8,142</b>	<b>8,376</b>	<b>9,451</b>	<b>7,390</b>	<b>7,603</b>
<b>Full-time Equivalents - Union</b>	<b>336</b>	<b>349</b>	<b>349</b>	<b>373</b>	<b>372</b>
<b>Full-time Equivalents - Non-union</b>	<b>81</b>	<b>82</b>	<b>82</b>	<b>79</b>	<b>79</b>
<b>Full-time Equivalents - Total</b>	<b>417.1</b>	<b>431.1</b>	<b>431.1</b>	<b>451.6</b>	<b>450.6</b>

\* Approved Budget as of June 30, 2025

**Branch - Development Services;  
Program - Planning Coordination and Operations**

**Program Summary by Account Category**

(\$000)	2023 Actual	2024 Actual	2024 Approved Budget	2025 Approved Budget	2026 Approved Budget
<b>Revenue and Transfers</b>					
User Fees, Fines, Permits, etc.	59,512	73,006	62,511	70,712	69,348
Grants					
Transfer from Reserves	591	75	2,575	11,831	13,057
<b>Total Revenue and Transfers</b>	<b>60,103</b>	<b>73,081</b>	<b>65,087</b>	<b>82,543</b>	<b>82,405</b>
<b>Net Expenditure and Transfers</b>					
Personnel	9,773	10,283	12,199	13,173	13,371
Materials, Goods, and Supplies	901	1,053	1,168	1,178	1,178
External Services	831	819	2,233	2,930	2,540
Fleet Services				(1)	(1)
Intra-municipal Charges	12,413	11,561	13,152	13,951	14,053
Utilities and Other Charges	1,154	1,441	1,395	1,395	1,395
Transfer to Reserves	5,671	12,110	2,608	11,050	10,008
<b>Subtotal</b>	<b>30,743</b>	<b>37,267</b>	<b>32,755</b>	<b>43,677</b>	<b>42,545</b>
Intra-municipal Recoveries	(1,259)	(299)	(2,189)	(2,189)	(2,189)
<b>Total Net Expenditure and Transfers</b>	<b>29,484</b>	<b>36,968</b>	<b>30,566</b>	<b>41,488</b>	<b>40,356</b>
<b>Total Net Operating Requirement</b>	<b>(30,619)</b>	<b>(36,113)</b>	<b>(34,521)</b>	<b>(41,056)</b>	<b>(42,049)</b>
Full-time Equivalents - Union	51.6	55.6	55.6	54.6	53.6
Full-time Equivalents - Non-union	27.0	28.0	28.0	26.0	26.0
<b>Full-time Equivalents - Total</b>	<b>78.6</b>	<b>83.6</b>	<b>83.6</b>	<b>80.6</b>	<b>79.6</b>

\* Approved Budget as of June 30, 2025

SERVICE (sub-services)	COMPLEXITY	JOB TITLES
<b>Land Use Planning</b> (Planning Coordination and Operations)	<p>Planning Coordination - Provides evaluation, engagement and recommendations to Council of area structure plans, neighbourhood structure plans, area redevelopment plans, and district plans. Includes amendments to approved plans and rezoning applications for residential, industrial, commercial, and other developments. This subservice includes recommendations to Council regarding rezonings and road closures.</p> <p>In 2024, 241 total Land Use Bylaws were advanced to Council, including 142 rezonings. Each file typically includes intake, review and application assignment, circulation within the City and to external agencies, coordination with the applicant, public engagement, and public hearing preparation; and can range from 90 days to over 6 months depending on the complexity of the application and the timeline of the applicant.</p> <p>Client Liaison- Provides customized service and a single point of contact for external stakeholders and internal staff to facilitate and project manage complex land, development and building projects through the full planning and permitting continuum.</p> <p>Branch Managers Office - Includes coordinating the activities of the branch such as council reports, project management and strategic/business planning, and administrative support.</p> <p>Future Growth Area - Ensures a coordinated approach to growth planning across the City, achieving the goals of the City's vision in the City Plan, and ensuring that new development is appropriately phased and optimized over the next two decades. This subservice provides dedicated project management for a comprehensive growth planning program to facilitate the timely and coordinated development of the Future Growth Area (FGA) south of 41 Avenue. It includes executing a one-time servicing study that will establish constraints, define development progression and identify major infrastructure and ecological networks in the FGA.</p>	<ul style="list-style-type: none"> <li>- Planners (32)</li> <li>- Engineers (13)</li> <li>- Engineering Technologists (3)</li> <li>- Planning Technicians (10)</li> <li>- Project Managers (5,6)</li> <li>- Senior Planners (5)</li> <li>- Clerks/ Administrative Assistants (3)</li> <li>- Strategy, Programs &amp; Project Supports (4)</li> <li>- Leadership (Directors &amp; General Supervisors) (5)</li> </ul>
<b>Land Use Planning</b> (Zoning Bylaw Maintenance)	<p>Provides maintenance, review and renewal of the City's Zoning Bylaw. This subservice focuses upon implementing The City Plan through land use regulations that support Edmonton's vibrancy, prosperity, equity and sustainability.</p>	

**Branch - Development Services;  
Program - Subdivision and Development Coordination**

**Program Summary by Account Category**

(\$000)	2023 Actual	2024 Actual	2024 Approved Budget	2025 Approved Budget	2026 Approved Budget
<b>Revenue and Transfers</b>					
User Fees, Fines, Permits, etc.	2,336	2,326	2,103	2,102	2,101
Grants					
Transfer from Reserves	4,805	1,511	13,067	17,861	3,609
<b>Total Revenue and Transfers</b>	<b>7,141</b>	<b>3,837</b>	<b>15,170</b>	<b>19,963</b>	<b>5,710</b>
<b>Net Expenditure and Transfers</b>					
Personnel	10,910	12,039	11,460	12,281	12,564
Materials, Goods, and Supplies	27	35	129	129	129
External Services	62	(29)	33	33	33
Fleet Services	5	5	4	4	4
Intra-municipal Charges	69	21	197	197	197
Utilities and Other Charges	4,922	1,562	13,162	17,957	3,705
Transfer to Reserves	(54)				
Subtotal	15,941	13,633	24,984	30,600	16,631
Intra-municipal Recoveries			(20)	(20)	(20)
<b>Total Net Expenditure and Transfers</b>	<b>15,941</b>	<b>13,633</b>	<b>24,964</b>	<b>30,580</b>	<b>16,611</b>
<b>Total Net Operating Requirement</b>	<b>8,800</b>	<b>9,796</b>	<b>9,794</b>	<b>10,617</b>	<b>10,901</b>
Full-time Equivalents - Union	66.0	64.0	64.0	70.0	70.0
Full-time Equivalents - Non-union	32.0	32.0	32.0	30.0	30.0
<b>Full-time Equivalents - Total</b>	<b>98.0</b>	<b>96.0</b>	<b>96.0</b>	<b>100.0</b>	<b>100.0</b>

\* Approved Budget as of June 30, 2025

SERVICE (sub-services)	COMPLEXITY	JOB TITLES
<b>Development Services</b> (Subdivision and Development Coordination)	<p>Providing coordination of subdivision and development construction and improvement. This includes preparation and administering of servicing agreements between developers and the City, construction inspections, processing land development applications, and coordinating and identifying developer fees and assessments.</p> <p>In 2024:                      - 5,291 lots were created through subdivision and endorsement.                      - 107 engineering drawings were reviewed for the construction of municipal improvements such as storm and sanitary sewers, roads, sidewalks, power, street lighting, landscaping and various other items.</p>	<ul style="list-style-type: none"> <li>- Engineers (28)</li> <li>- Engineering Technicians (21)</li> <li>- Transportation Technicians (14)</li> <li>- Landscape Architects &amp; Technicians (10)</li> <li>- Planners (7)</li> <li>- Planning Technicians (6)</li> <li>- Clerks (6)</li> <li>- Analysts (2)</li> <li>- Program Managers (2)</li> <li>- Leadership (Directors and General Supervisors) (4)</li> </ul>

## Branch - Development Services; Program - Development Approvals and Inspections

### Program Summary by Account Category

(\$000)	2023 Actual	2024 Actual	2024 Approved Budget	2025 Approved Budget	2026 Approved Budget
<b>Revenue and Transfers</b>					
User Fees, Fines, Permits, etc.	3,186	4,326	1,948	1,948	1,948
<b>Grants</b>					
Transfer from Reserves			327	352	382
<b>Total Revenue and Transfers</b>	<b>3,186</b>	<b>4,326</b>	<b>2,274</b>	<b>2,299</b>	<b>2,330</b>
<b>Net Expenditure and Transfers</b>					
Personnel	11,990	13,540	14,010	15,185	15,597
Materials, Goods, and Supplies	20	19	77	77	77
External Services	469	822	938	1,013	1,013
Fleet Services			99	100	103
Intra-municipal Charges	1,166	884	1,237	1,237	1,237
Utilities and Other Charges	43	40	141	142	142
Transfer to Reserves	1,565	1,998	(19)	(19)	(19)
<b>Subtotal</b>	<b>15,253</b>	<b>17,303</b>	<b>16,483</b>	<b>17,736</b>	<b>18,151</b>
Intra-municipal Recoveries		155	15	15	15
<b>Total Net Expenditure and Transfers</b>	<b>15,253</b>	<b>17,458</b>	<b>16,498</b>	<b>17,751</b>	<b>18,166</b>
<b>Total Net Operating Requirement</b>	<b>12,067</b>	<b>13,132</b>	<b>14,224</b>	<b>15,451</b>	<b>15,836</b>
<b>Full-time Equivalents - Union</b>	<b>105.0</b>	<b>109.0</b>	<b>109.0</b>	<b>114.0</b>	<b>114.0</b>
<b>Full-time Equivalents - Non-union</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>
<b>Full-time Equivalents - Total</b>	<b>114.0</b>	<b>118.0</b>	<b>118.0</b>	<b>124.0</b>	<b>124.0</b>

\* Approved Budget as of June 30, 2025

SERVICE (sub-services)	COMPLEXITY	JOB TITLES
<b>Development Services</b> (Development Approvals)	Providing approval of development activity such as building, lot grading and landscaping in compliance with Zoning Bylaw regulations.  In 2024: - 326 Development Permits were issued for commercial, industrial and multi-unit residential developments. - 821 Development Permits were issued for commercial alterations and changes of use - 5,558 Development Permits were issued for small scale residential	- Planning Technicians (40) - Planners (26) - Clerks/ Administrative Assistants (22) - Service Technicians (9) - Engineering Technologists (8) - Analysts (8) - Program Managers (8) - Leadership (Director & General Supervisors) (3)
<b>Bylaw and Provincial Act Enforcement</b> (Zoning Inspections and Enforcement)	Ensures compliance with the approved development permit / zoning bylaw through education, compliance and enforcement. This sub-service includes development compliance for landscaping and lot grading. Development Compliance Officers have five main duties: 1) Receiving inquiries and issuing Notices of Entry. 2) Researching the zoning of properties and neighbourhoods' zoning, permit and inquiry history. 3) Educating property owners and other citizens about responsible development in the City. We provide information about planning regulations and options for compliance. 4) Inspecting and investigating land use and residential living situations to ensure these comply with bylaws and maintain safe communities. 5) Enforcing violations through warnings, tickets, and orders to ensure that people comply with bylaws.  In 2024: - 9,525 Lot Grading Inspections were completed - 2,324 new Development Compliance Jobs (files) were created	
<b>Business Licencing Service</b> (Business Licencing)	Providing licences to certify business activities are conducted in accordance with rules and regulations, including zoning, health, fire and building code, and public safety requirements. This service includes using a customer service focus for licencing and auditing functions to certify vehicle for hire activities are conducted in alignment with Bylaw 17400 and provincial legislation.  In 2024: - 9,037 businesses received new business licences - 3,851 home-based business licences were approved	

**Branch - Development Services;  
Program - Safety Codes, Permits and Inspections**

**Program Summary by Account Category**

(\$000)	2023 Actual	2024 Actual	2024 Approved Budget	2025 Approved Budget	2026 Approved Budget
<b>Revenue and Transfers</b>					
User Fees, Fines, Permits, etc.					
Grants					
Transfer from Reserves					
<b>Total Revenue and Transfers</b>	0	0	0	0	0
<b>Net Expenditure and Transfers</b>					
Personnel	14,581	16,965	16,245	18,668	19,205
Materials, Goods, and Supplies	76	56	50	50	50
External Services	3,092	4,401	3,288	3,288	3,288
Fleet Services					
Intra-municipal Charges	29	20	85	85	85
Utilities and Other Charges	116	121	286	287	287
Transfer to Reserves					
Subtotal	17,894	21,563	19,953	22,378	22,915
Intra-municipal Recoveries					
<b>Total Net Expenditure and Transfers</b>	17,894	21,563	19,953	22,378	22,915
<b>Total Net Operating Requirement</b>	<b>17,894</b>	<b>21,563</b>	<b>19,953</b>	<b>22,378</b>	<b>22,915</b>
Full-time Equivalents - Union	113.5	120.5	120.5	134.0	134.0
Full-time Equivalents - Non-union	13.0	13.0	13.0	13.0	13.0
<b>Full-time Equivalents - Total</b>	<b>126.5</b>	<b>133.5</b>	<b>133.5</b>	<b>147.0</b>	<b>147.0</b>

\* Approved Budget as of June 30, 2025

SERVICE (sub-services)	COMPLEXITY	JOB TITLES
<b>Safety Code and Inspection Service</b> (Building Permits and Inspections)	Provides safety oversight to all development and building practices through permit review and approvals, and detailed review of buildings and structural drawings in accordance with Provincial Safety Codes Act and associated codes and standards.  In 2024: - \$4.2B of construction value was approved through Building Permits - 37,969 Building and Trade Permits were issued - 178,603 Safety Codes Inspections were completed, averaging over 700 per day	- Safety Codes Officers (117) - Clerks/ Administrative Assistants (13) - Chief Examiners & Inspectors (6) - Engineers (2) - Strategy, Programs & Project Supports (5)
<b>Bylaw and Provincial Act Enforcement Service</b> (Safety Codes Compliance and Enforcement)	Ensures compliance with the Provincial Safety Codes Act and associated codes and standards through education, compliance and enforcement. This subservice focuses on development compliance.	- Leadership (Director & General Supervisors) (4)

### Supplemental Information Package

#### *Overview of the Planning and Development Business Model (PDBM)*

The Development Services branch processes land development applications and issues permits for the development, construction and use of all commercial, industrial, institutional and residential properties and buildings. These vary in complexity from a backyard deck, to a neighbourhood plan, to a large-scale industrial development. The City's role is to enable development that is safe, vibrant and contributes to a healthy city.

Delivering efficient and predictable planning and development services to city-building partners attracts investment to Edmonton, creates economic prosperity and supports quality of life for Edmontonians. Similar to funding models in other major Canadian cities, these services are funded by the fees charged for land development applications, development permits, building permits and other associated services. Edmonton's model is referred to as the Planning and Development Business Model (PDBM) and is governed by Policy C610 - Fiscal Policy for the Planning and Development Business.

The PDBM is designed to be a financially self-sustaining model that supports the stability of Edmonton's development services through the ups and downs of economic cycles, which can drive substantial fluctuations in application volumes and revenues. It also buffers the corporation's tax levy requirements from volatility in revenue. Procedures under Policy C610 outline which revenues are collected and which expenses can be funded by those revenues to ensure the model remains financially self-sustaining.

#### *Current PDBM Financial Position and Outlook*

The projected December 31, 2025, year-end reserve balance of \$61.8 million (88.1 per cent of budgeted operating expenditures) is above its minimum required balance of \$21.1 million for 2025, and above the target balance of \$52.6 million. Construction activity has continued to exceed expectations, leading to revenue favorability and a growing reserve balance.

In accordance with City Policy C610, Administration has developed a strategy to reduce the fund balance in the event that it exceeds the target, which includes the following key actions:

- A. Expense Shift: Effective January 1, 2025, ongoing expenses related to enforcement, inspection and landscape security administration, directly associated with PDBM services, have been shifted from tax levy funding to PDBM funding.
- B. Resource Allocation: Staffing levels have been increased to address service levels and meet demand.
- C. Fee Adjustment: A 2.1 per cent fee increase, aligned with the initial budget cycle inflation estimate, has been maintained. While recent inflation has

surpassed this figure, the City remains committed to providing predictability and minimizing the impact of rising costs on Edmonton's city-building partners.

D. Cost of Service Study: A Cost of Service Study was completed in August 2025 to assess the costs and revenues of services provided by the PDBM to ensure a sustainable business model for the City.

As noted in The City's Q1 2025 Economic Update<sup>1</sup>, "new home construction in Edmonton is expected to moderate over 2025 and 2026 due to a combination of lower net migration, still elevated levels of units under construction, softer labour market conditions, and downstream effects from trade policy uncertainty on consumer sentiment."

Administration continues to review forecasts regularly and update projections. With these strategies outlined above, combined with the current economic environment, the forecasts indicate that the reserve will be drawn upon starting in 2026 and will drop below the target balance in 2027.

### *Current Service Levels and Customer Satisfaction*

Development Services has established service levels for all lines of business and publishes current timelines on the City's Development and Construction Application Processing webpage<sup>2</sup>. This data is monitored and resources are allocated where gaps have been identified.

Overall, Development Services customers report feeling supported, as indicated in ongoing customer satisfaction surveys. In 2025 (January - June), customer satisfaction rates are 81 per cent for permits, and 91 per cent for safety code inspections. However, opportunities for improvement remain.

Development Services continues to listen to customer feedback and respond with improvements that increase satisfaction with City services.

### *Continuous Improvement*

Since 2019, red tape reductions and service improvements have saved planning and development customers an estimated 167,000 days and \$9.2 million annually. A number of improvements were made in 2024 and 2025 to simplify processes and enhance efficiency for both businesses and Administration. These were developed based on feedback from front-line staff and the business community.

- **January 2024:** Updated non-residential development permits to require fewer variances under the new zoning bylaw, reducing overall timelines for opening businesses in Edmonton. The number of variances required dropped from nearly 60 per cent of all permits in 2023 to just 30 per cent in 2024.

---

<sup>1</sup>[edmonton.ca/business\\_economy/economic\\_investment/economic-reports-and-forecasts](https://www.edmonton.ca/business_economy/economic_investment/economic-reports-and-forecasts)

<sup>2</sup> [https://www.edmonton.ca/business\\_economy/processing-times](https://www.edmonton.ca/business_economy/processing-times)

## Attachment 1

- **January 2024:** Removed barriers for child care facilities under the new zoning bylaw, resulting in a boom in child care development. Over 11,000 child care spaces were approved for development in 2024.
- **March 2024:** Introduced a fully digital Commercial Occupancy Permit to improve final inspection scheduling opportunities and reduce wait times, typically by three days. Feedback from the commercial development industry has been positive.
- **June 2024:** Launched changes to Business Licensing that streamlined the end-to-end Permit and Business Licence process for applicants. This substantially reduced processing times for both administration and applicants by one to two weeks.
- **July 2024:** Introduced appointments for permits and licensing inquiry services at the Edmonton Service Centre. In previous years customers have experienced long and unpredictable walk-in services wait times. This change enables customers to have certainty of when they can meet with City staff, plan for parking, and improve service quality.
- **August 2024:** Enacted a new municipal policy which addresses requirements for secondary suites in row houses under the National Building Code, 2023 Alberta Edition (NBC(AE)). The change will make the construction of secondary suites in row houses easier to complete, and is expected to save thousands of dollars in design, construction materials and construction costs, directly supporting affordability for consumers, and supporting the city's commitment to affordability.
- **September 2024:** Implemented an auto-review permit process for House Development Permits in developing areas (zoned RSF). Houses that are processed through Auto-Review and comply with the Zoning Bylaw can advance to Building Permit immediately, saving applicants time (around 14 days) and money, and providing more housing faster in Edmonton. Construction can begin immediately for Auto-Review projects that request and qualify for footing and foundation partial building permits.
- **December 2024:** Created a new commercial business resource handbook for business owners and commercial contractors. Both of these assist with ease of understanding regulation requirements for permits and business licenses. In addition, Permit and license application questions were simplified using plain language for easier understanding.
- **January 2025:** Expanded the use of AI for new house construction inspections for semi-detached houses and building inspections. The City uses an AI inspection model to predict the outcomes of discretionary inspections. It identifies inspections with a high probability of passing which are then determined not to receive an on-site inspection. Allows constrained safety code

inspection resources to be reallocated to higher-risk projects, creating efficiencies and contributing to improved timelines.

- **June 2025:** Announced a Guaranteed Timelines program as part of the Industrial Investment Action Plan (IIAP). The program guarantees a decision on both the development permit and partial release of the building permit within 40 days for industrial projects meeting program criteria, helping Edmonton compete nationally and internationally.
- **June 2025:** Changed the Business Licence Bylaw to remove the requirement for EFRS to visit a business location prior to license issuance. Fire Prevention Officers continue to be advised of new business license applications and perform their inspections as they do now, but instead of waiting for that inspection to be completed, the business license is issued right away. This allows businesses to operate an average of 12 days sooner. Each year, over 1,500 new businesses will receive their licenses faster, which translates into substantial cost savings and economic competitiveness, while maintaining community and building safety.

Building on the progress achieved, the City is launching a new initiative in the fall of 2025 to better support small businesses through permit and licensing services. The initiative will analyze why some applicants experience long wait times and develop solutions to reduce negative experiences. Solutions may include better managing expectations through education and clearer communication, as well as automating simple, repetitive tasks to allow staff to utilize their expertise more effectively when working with applicants who require support.

As with previous improvement initiatives, the project team will work alongside the business community and partners to collect customer feedback, identify potential solutions and develop service improvements using human-centred design principals. Groups identified for collaboration include the Edmonton Chamber of Commerce, Business Improvement Areas, and small businesses owners.