






**PROCESS IMPROVEMENT PROJECTS**

Urban Form Business Transformation | Wrap Up



The Urban Form Business Transformation (UFBT) initiative was about changing the way we provide planning and development services and improve customer service. The team worked with City staff and city-building partners (industry, citizens, service providers, etc) to find and implement creative solutions to the challenges experienced today. Our approach focused on speed to market with the ultimate goal of building a vibrant Edmonton. The initiative which includes improvements to processes, technology and service delivery was completed in December 2019. Many of the positive impacts are evident now, while others will be realized at the beginning of 2020. The inertia of these changes will support the on-going improvement efforts within the Urban Form and Corporate Strategic Development (UFCSD) department.

Project/Stream	Goal and Sponsor	What We Delivered
 UFBT OVERALL INITIATIVE	<b>Efficient and effective planning and development services</b>	<ul style="list-style-type: none"> <li>Delivered updated and improved planning and development services to improve customer service on time and on budget that includes:                             <ul style="list-style-type: none"> <li>Six major projects supported by technology updates and financial policies</li> <li>Three quick wins projects: expansion of the Greenfield Expedited Development Permit program, risk-based approach to reducing footing &amp; foundation permits, and the Home Improvement Permit.</li> </ul> </li> <li>Engaged city-building partners including staff, industry groups and applicants in the initiative - over 350 contributors</li> <li>Provided regular reporting through <a href="#">Building Edmonton</a> and reports to Urban Planning Committee</li> </ul>
 BUILDING BETTER TOGETHER	<b>Improved process navigation for select city-building applications</b>	<ul style="list-style-type: none"> <li>Hired new team lead for the Client Liaison Unit that serves to support and navigate city-building projects - <a href="http://edmonton.ca/clientliaison">edmonton.ca/clientliaison</a></li> <li>Launched an enhanced service through the Client Liaison Unit for customers with qualifying, industrial, commercial or large-scale residential infill projects. Service includes scoping meetings, intake criteria and project specific timelines.</li> <li>Completed pilot exploring permit process and timelines for commercial, industrial and large site residential infill applications</li> </ul>
 REZONING REDESIGN	<b>New rezoning process</b>	<ul style="list-style-type: none"> <li>Standardized and expanded pre-application meetings to Land Development Applications to proactively address issues</li> <li>Improved application requirements and streamlining by creating application categories based on complexity to provide clarity to applicants</li> <li>Updated the Land Development Application (LDA) web page (<a href="http://edmonton.ca/rezoning">edmonton.ca/rezoning</a>) and application form (<a href="http://permits.edmonton.ca">permits.edmonton.ca</a>) to align with the requirements and checklists.</li> <li>Implemented a streamlined process for application circulation</li> <li>Set target timelines of 90 days for non-complex applications and 160 days for complex applications (from complete application to public hearing)</li> </ul>
 SUBDIVISION PROCESS IMPROVEMENT	<b>Evolved subdivision process</b>	<ul style="list-style-type: none"> <li>Standardized and expanded pre-application meetings to Land Development Applications to proactively address issues</li> <li>Improved application requirements and streamlining by creating application categories based on complexity to provide clarity to applicants</li> <li>Updated the Land Development Application (LDA) web page (<a href="http://edmonton.ca/subdivision">edmonton.ca/subdivision</a>) and application form (<a href="http://permits.edmonton.ca">permits.edmonton.ca</a>) to align with the requirements and checklists</li> <li>Enabled online submission of endorsements</li> <li>Implemented a streamlined process for application circulation</li> <li>Set target timelines of 100 days for complex applications (from complete application to conditional approval)</li> </ul>

 <p>SAFETY CODES INSPECTION EFFICIENCIES</p>	<p><b>Introduce an AI predictive model to predict the pass probability of discretionary inspections</b></p>	<ul style="list-style-type: none"> <li>Implemented an AI predictive model to reduce the number of discretionary inspections for four inspection types (Plumbing stack, Plumbing groundworks, HVAC stack and HVAC groundworks) enabling prioritization of inspections.</li> </ul>
 <p>CUSTOMER ORIENTED WEBSITE ENHANCEMENT</p>	<p><b>Update planning and development website content and navigation for ease of use</b></p>	<ul style="list-style-type: none"> <li>Overhauled web page layout and content across a ranges of services to make it easier for customer to find information:                             <ul style="list-style-type: none"> <li><a href="#">edmonton.ca/permits</a>, <a href="#">edmonton.ca/urbanplanning</a>, <a href="#">edmonton.ca/business</a>, <a href="#">Develop Your Property Resources</a></li> <li><a href="#">New Commercial Buildings, Changes to Existing Buildings, Zoning Approval for Business</a></li> <li><a href="#">Rezoning and Plan Amendments, Subdivision, Lot Splitting</a></li> <li><a href="#">Commercial Safety Codes Inspections, Commercial Building Inspections, Electrical, HVAC, Plumbing &amp; Gas</a></li> </ul> </li> <li>Added sample diagrams to help home improvement permit customers                             <ul style="list-style-type: none"> <li><a href="#">Renovations &amp; Basements, Decks, Detached Garage and Sheds</a></li> </ul> </li> <li>Operationalized a Content Management Governance Plan to ensure information across multiple platforms is current and up-to-date.</li> </ul>
 <p>KNOWLEDGE LIBRARY</p>	<p><b>Implement a system to store all information for consistency and ease of use</b></p>	<ul style="list-style-type: none"> <li>Launched an internally facing <a href="#">Knowledge Library</a> to house up-to-date information for City staff to support providing consistent service and provide a point of contact to manage content.</li> <li>Populated Knowledge Library with content focused on rezoning, subdivision and permit services.</li> <li>Operationalized a Content Management Governance Plan to ensure information across multiple platforms is current and up-to-date.</li> </ul>
 <p>FINANCIAL STREAM</p>	<p><b>Update reserve funding financial model and policy</b></p>	<ul style="list-style-type: none"> <li>Developed a financial dashboard for Senior Management Team that allows them to review real-time revenue inputs and monthly financials</li> <li>Implemented policies that ensure that reductions in revenues are matched with a reduction in costs</li> <li>Develop new revenue forecasting model</li> <li>Completed initial cost of service studies</li> </ul>
 <p>E-SERVICES</p>	<p><b>Increased online services</b></p>	<ul style="list-style-type: none"> <li>Delivered technology changes to support the Rezoning Redesign, Subdivision Process Improvement, and Safety Codes Inspection Efficiency process improvement projects</li> <li>Updated and expanded land development online services, such as endorsement of subdivisions and pre-application meetings</li> <li>Moved Home Improvement Permit applications online to improve customer experience and streamline the process</li> <li>Moved commercial and industrial permit (development &amp; building) application, with digital plan review online.</li> </ul>

## 2020 PROCESS IMPROVEMENT PROJECTS

Project	Goal	What We'll Deliver
<p><b>2020 Process Improvement Projects</b></p> <p>UFCS Department</p>	<p><b>Efficient and effective planning and development services</b></p>	<ul style="list-style-type: none"> <li>Ongoing process improvements to planning and development services will continue as a cooperative effort across the department. Next year will include:                             <ul style="list-style-type: none"> <li>monitoring changes made in 2019 to ensure adoption and continuously measure value,</li> <li>a focus on improving development permits, building permits and business licensing services to support a business-friendly city, and</li> <li>expanding specific timeline targets to all planning and development services for increased predictability.</li> </ul> </li> </ul>