

Calgary



Planning & Development 2020 Accountability Plan

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Message from the General Manager



Stuart Dalglish
Planning & Development
General Manager

Welcome to our 2020 Planning & Development Accountability Plan. It is our blueprint to planning and enabling growth and development for building a great city, as we deliver our second year of Council's One Calgary 2019-2022 service plan and budget.

Our department contributes to Calgary's city building outcomes through our three service lines: City Planning & Policy, Development Approvals and Building Safety. These service lines, with our departmental best practices, are the foundation on which we successfully support and work with homeowners, communities, developers, builders and citizens.

There is a direct link between the work we do for citizens and customers, and how we plan and enable building a great Calgary. Within the Accountability Plan, the Approvals Continuum (pages 32-33) correlates your work with our services: from policy to development to building safety...all leading to occupancy and businesses opening.

Our 2019 accomplishments, coupled with this year's accountability plan, propel us into 2020 with momentum and a firm footing. We continue to progress our relationship with Calgary's development industry, and Calgary communities and citizens, all with a view to building a better city. Our PD team is more aligned toward our goals, and you are empowered to support each other and deliver services as a team. I'm proud of the progress you've made in recent years, and excited about how we will continue to deliver on our Planning & Development department goals, and Calgary's economic comeback through 2020.

Throughout this plan, you will read about the initiatives and services we are undertaking in 2020. While everything is important, highlights for 2020 include our next generation of planning activities including proposing our first multi-community plan, two off-site levy work streams, continuation of the citywide growth and change strategy, improving CPAG performance corporately including the Digital Collaboration project, carrying out our customer service recognition program, and moving towards a two-hour inspection window for homeowners.

Moving forward, we believe we've prepared a realistic and balanced 2020 Accountability Plan – one whose deliverables can reasonably be achieved within our available resources and expertise. I have confidence in you, our talented and dedicated team. Together we will achieve our goals and deliver valuable services and service improvements for our Calgary customers, citizens, communities and businesses; maintain a healthy and positive work environment and seek ways to make our workplace even better.

I look forward to all we can achieve together in 2020!

Stuart Dalglish,
Planning & Development (PD)

Messages from the Directors

Calgary Growth Strategies



"Calgary Growth Strategies guides and supports Calgary's growth and implements the long-term vision and objectives of the Municipal Development Plan. We provide strategic tools for building great communities for everyone and play a leading role in the City Planning & Policy Service Line to set, implement and monitor city-wide strategies, policies, regulations and funding frameworks that enable development and investment in Calgary. Together with Community Planning, we are advancing key initiatives, such as the Established Areas Growth and Change Strategy, Guidebook for Great Communities, funding and financing tools and a renewed Land Use Bylaw, that move Calgary into the next generation of planning. We also help bring plans to life through placemaking, public realm design and construction in collaboration with other corporate partners in strategic areas including downtown and main streets." - **Matthias Tita, Director**

Calgary Approvals Coordination



"Our focus in Calgary Approvals Coordination is to strengthen Calgary's reputation as a great place to invest in land development and redevelopment. We do this through overseeing the approval process across the land development continuum, working with approvals staff to realize high-quality developments, and managing the technical, financial and contractual obligations related to new public infrastructure and land development projects. We also oversee the department's strategy, budget and performance, coordinate and enhance our learning and development opportunities and drive improvements that strengthen the department's capabilities in delivering excellent service to citizens, communities and customers." - **Josh White, Director**

Community Planning



"Community Planning is focused on achieving the corporate goals of the Municipal Development Plan and Calgary Transportation Plan through policy development, application reviews and approvals. Our work is customer-focused and we pride ourselves on our interactions with our partners, stakeholders and the people who call Calgary home. We are aiming high and growing smart to make Calgary a place where people love to live, work and play." - **Debra Hamilton, Director**

Calgary Building Services



"Calgary Building Services is the initial point of contact for many Planning & Development services - including applications, permits, business licences and inspections. We support customers and offer guidance in-person, over the phone and online. Calgary Building Services uses an outcome-based approach to educate our customers about the requirements for safe and approved development, building use and occupancy. Through industry committees and working groups, Calgary Building Services also advocates for changes to legislation on building codes, both provincially and nationally. Calgary Building Services invests in service improvement initiatives that deliver the right solutions to meet the needs and expectations of Calgarians." - **Brenda Desjardins, Director**

Executive Summary

The 2020 Planning & Development Accountability Plan aims to provide an internal view of how the Planning & Development department governs and manages both its service delivery and departmental priorities, which ultimately provides value to Calgarians. While this plan is designed to be a reference and information tool for Planning & Development staff, it is published externally to align with our focus on transparency.

Through the 2015-2018 Action Plan business cycle and into the One Calgary 2019-2022 business cycle, Planning & Development has been on a journey of intentional changes in both our focus and how we manage our business. We have advanced our understanding of what drives our business, streamlined efficiencies and continued to focus on making life better for Calgarians. The One Calgary 2019-2022 budget cycle presented The City's budget in 61 unique services provided to Calgarians. Planning & Development owns three of these services which are: City Planning & Policy, Development Approvals and Building Safety. Full service plans and budgets can be found on calgary.ca/onecalgary.

This plan will outline Planning & Development's key result areas, goals and objectives for 2020, and the key deliverables and focus areas of each of our three PD services, along with our four departmental focus areas: customer service, people and culture, financial governance and projects oversight. In addition to our committee-based management model, we will also connect our services to our Approvals Continuum.

Our key result areas

Planning & Development has defined three key result areas that help us ensure our services are aligned, managed within budget, and resourced appropriately. Everything we do is focused on, and moves us closer to, achieving our key result areas.

Our Mission

To plan and enable building a **great** Calgary



Results

We strive everyday to achieve three key results



Municipal Development Plan/Calgary Transportation Plan vision is advanced

- Advance the long-term vision of the Municipal Development Plan and the Calgary Transportation Plan.
- Create policy to guide decisions regarding applications to build, develop, and redevelop.
- Provide clarity to ensure development proceeds in a coordinated manner.
- Shape Calgary based on how citizens want our city to look, function and grow.



Development is realized

- Review applications (can include subdivision of land, land use bylaw, development permits, etc.) and provide customers with a decision in a timely manner.
- Apply City policy and bylaws to application review and ensure building plans are prepared to meet Alberta Building Code.
- Work with applicants through the entire review process where key decision-makers (Development Authority, Calgary Planning Commission, and Council) give the final approval.



Buildings are safe

- Ensure compliance with regulations that govern building, use and occupancy.
- Govern compliance to Alberta Safety Codes, and trade-specific codes (building, electrical, and plumbing and gas).
- Review building construction to ensure compliance with Alberta's Safety Codes Act.

Enablers

We have the foundation in place to achieve these results



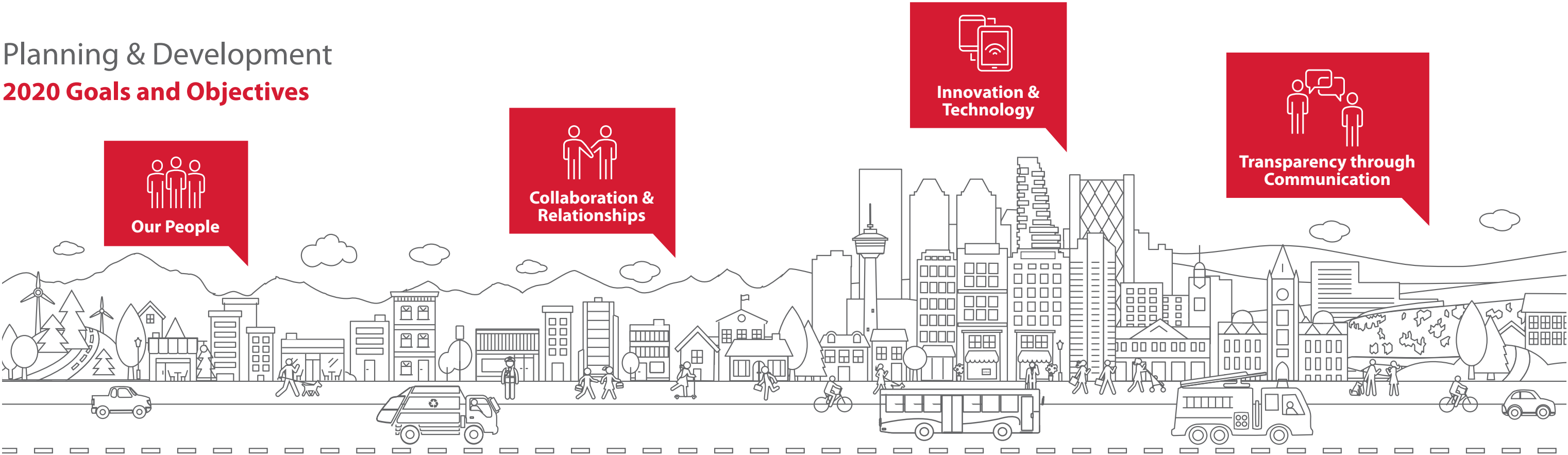
Effective tools - policies, bylaws, regulations and codes















Effective and collaborative department that supports achievement of quality development

Planning & Development

2020 Goals and Objectives



2019 Year in Review

Customer Experience	Volumes	Speed of Service	Value to Calgary
 <p>220,000+ customer interactions</p>	 <p>24,180 total applications received</p>	 <p>56% faster counter wait times</p>	 <p>35 communities with updated plans underway through Multi-Community Plans</p>
 <p>\$2 million customer savings from freezing fees in 2019</p>	 <p>81,961 inspections completed</p>	 <p>88% new home building permits issued on time</p>	 <p>97% increase in customers using online chat</p>
 <p>84% customer survey satisfaction score</p>	 <p>1,048 suites added to the secondary suites registry</p>	 <p>94% customers who received a live chat response within 120 seconds</p>	 <p>11.6km public realm improvements along Main Streets approved for construction</p>

Planning & Development Organizational Chart



Matthias Tita
Director

○ Calgary Growth Strategies

- **City Planning & Policy Services**
 - City Wide Policy
 - Legislation & Land Use Bylaw
- **Growth Funding & Investment**
- **Growth & Strategic Services**
 - Growth Strategy
 - Geodemographics & Graphic Modelling
 - Strategic Initiatives
- **Urban Initiatives**



Josh White
Director

○ Calgary Approvals Coordination

- **Service Performance**
 - Learning & Development
 - Business Strategy
- **Development Approvals**
 - Public Infrastructure
- **Business Services**
 - Business Systems
 - Business Improvements



Debra Hamilton
Director

○ Community Planning

- Technical Planning & Bylaw Review
- **North**
- **South**
- **Centre West**



Brenda Desjardins
Director

○ Calgary Building Services

- **Customer Advisory Services**
 - Application & Inquiries
 - Application Processing
 - Records & Information Management
- **Building Safety Services**
 - Approvals
 - Plans Examination
 - Inspections
 - Building
 - Plumbing & Gas
 - Electrical
 - Mechanical
 - Development
 - Safety Response
- **Customer Issues & Strategy Management**
 - Business Registry

- Legend**
- Business unit
 - Division
 - Section

Accountability Framework

Planning & Development employs a service-based delivery model, which is governed and monitored by an accountability committee framework. This framework is structured by monthly management-led service and oversight committees, which report in to a full management team accountability committee meeting. At these meetings, updates on our services and focus areas are provided, and issues and strategies are discussed. The accountability committee is chaired by the General Manager of Planning & Development, Stuart Dalgleish. There are two different types of committees within our accountability framework: service committees and oversight committees.

There are three service committees focused on Planning & Development's three services: City Planning & Policy, Development Approvals and Building Safety. The service committees are chaired by the One Calgary service owners responsible for those services. The service committees monitor the delivery of the service to Calgarians, provide ongoing service improvements, and identify any issues which need to be addressed.

There are four oversight committees which enhance our service delivery and also advance our four focus areas: People & Culture, Customer Service, Financial Governance, and Project Delivery (business and service improvements). The oversight committees are chaired by department leaders and comprised of managers and staff from across the department who contribute to success.

The Planning & Development accountability framework is essential to effectively advance our service delivery, increase internal efficiencies, and realize budget savings.





Chair: Joachim Mueller
Manager
City Planning & Policy Services



City Planning & Policy Service Committee

“Cities constantly evolve. In 2019 teams in Calgary Growth Strategies, Community Planning and Urban Initiatives began laying the foundation for the Next Generation of Planning in Calgary. This program of initiatives connects various points along the Approvals Continuum to ensure that strategies and policies are effective and mutually supportive. Working together, these multi-disciplinary teams are closing gaps between overarching strategy and policy and local planning and development activity.”

The City Planning & Policy service line works with other business units to shape where, how and when our city should grow. Our focus in 2020 will be on aligning the service line’s resources towards advancing this work, realizing the Municipal Development Plan and enabling desired development in Calgary.



Source: Guidebook for Great Communities

2019 Accomplishments

- Two key guiding documents for growth and development were completed. The 2019 Growth Strategy Monitoring Report and the Guidebook for Great Communities will provide us with tools to grow and develop our city as it evolves and changes.
- The Service kicked off the Multi Community Local Area Plans project that will replace today’s +250 policy documents with 42 modern, consistent and enabling community plans. Four

multi-community plans are in progress: Area 5-North-Hill (pilot), Areas 2 and 3 -Southwest/Central, Area 10-Westbrook and Area 31-Heritage.

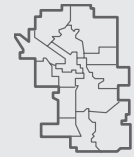
- Two key business-friendly Land Use Bylaw changes were introduced. One supports pop-up and interim business uses, the other enabled the sale of edibles in retail cannabis stores throughout the city. These further supplement business-friendly actions taken through the Centre City Enterprise Area.

Key 2020 Deliverables

- Advance the Next Generation Planning System:** In 2020 various related initiatives will be advanced that connect planning and investment in our communities: The Established Area Growth and Change Strategy (Phase 1); refinement and sustainment of the Guidebook for Great Communities; continued roll-out of the multi-community Local Area Plan pilots in priority areas; Main Streets and Transit-Oriented Development implementation; and the development of funding and investment tools.
- Stakeholder Outreach/Communications/Education Strategy:** 2019 highlighted that the complexity, pace and scope of change being introduced through the Next Generation Planning System, combined with an uncertain economic outlook, are proving challenging to stakeholders. In 2020, we will do more to reach out to our stakeholders regarding these initiatives to ensure understanding and support can be generated for these new tools.

- Focus our efforts on contributing to Calgary’s Comeback/New Economy:** We realize that desired business activity is at times obstructed by outdated plans and policies. Through the Downtown Strategy, Greater Downtown Plan, the development of a new low-density residential district and other initiatives, we will replace outdated policy with user-friendly and effective tools.
- Implement recommendations from 2019 Off Site Levy Audit in preparation for the Off Site Levy Bylaw Review scheduled for 2021**

How we measure success



Calgary’s land area addressed in **Local Area Plans** completed in last four years



Municipal Development Plan intensity targets reached in strategic growth areas



Local Area Plans that did not need amendments within four years of approval



Calgarians that had **opportunity to participate in community planning**



What we’re watching in 2020

Clarity in times of uncertainty

Calgary’s economy and growth is in a state of uncertainty. This demands innovative solutions and a departure from some well-established behaviours. Our teams will focus on providing effective tools to support growth and change that allows Calgary to better attract private capital investment, retain and create jobs in the land development and building sectors, and build a great city to attract businesses and residents.





Chair: Darren Lockhart
Manager
Development Approvals



Development Approvals Service Committee

“The Development Approvals service is led by the Calgary Approvals Coordination business unit that oversees the approval process across the land development continuum.

Services delivered through Development Approvals enable customers to realize their development proposals and include: land use amendment and outline plan recommendations, subdivision endorsement, development permit approvals, executed development agreements and infrastructure construction permissions.

The goal of the Development Approvals service is to enable efficient approvals for customers. We will achieve this through increased collaboration and more digitized processes while also embedding business friendly principles into all initiatives.

The Digital Collaboration project will help us to enhance collaboration and strengthen relationships between Development Approvals, partners, citizens, communities and customers.

Development Approvals will support our customer’s needs and meet our policy goals. We will improve performance through more effective processes and will embark on strategic and data-driven improvement initiatives”.



Source: Guidebook for Great Communities

2019 Accomplishments

- After conducting a risk analysis with industry, The City is now accepting Developer Surety Bonds. This ensures the City is protected in the event of Developer default but comes at a reduced cost and other benefits for developer’s balance sheets. This ‘Made in Calgary’ approach is now being replicated across Canadian municipalities.
- Development Approvals staff attended a forum in April to align our service goals and commitments.
- Corporate Planning Applications Group staff participated in the downtown accessibility tour to better understand daily challenges that people with disabilities face.
- Consistently utilized metrics and measurements to review and address concerns and enable data-driven decision-making.
- Launched the Digital Collaboration project that will enable a fully digital review and approval experience to support integrated project delivery for customers.
- A Women in Planning & Development group was established to facilitate opportunities to promote professional growth and leadership development. Several events, workshops and outreach has occurred in 2019 including gender balance workshops and events to support International Women’s Day.

Key 2020 Deliverables

- Execute on the Digital Collaboration project and continue developing tools to enhance collaboration and strengthen relationships between Development Approvals, partners, citizens, communities, and customers.
- Operationalize the Service Insights Framework and service dashboards.
- Operationalize 2019 Continuous Process Improvement projects and devise a new method to drive Continuous Process Improvements.
- Introduce a new form of Development Agreement and Developer Tiering structure that reduces barriers to market entry while managing The City’s risk exposure.
- Conduct a review of the CPAG operating structure to ensure it meets current and future needs of the Corporation and Industry.

How we measure success



Multidisciplinary development applications where decision timeline commitments were met



Technical development applications where decision timeline commitments were met



Development agreements that have been in place for six years or less



Public facing female staff involved in decision making on development applications



What we’re watching in 2020

Focusing on our customers

Forecasts indicate that residential growth will continue in both developed and developing communities. Development Approvals is focused on the changing markets and evolving needs of our customers. Through collaboration and partnership this service will ensure all new and redeveloping communities are vibrant and sustainable.

Citizens and communities expect a consistent review of development applications that is fair and transparent and want to be meaningfully engaged on development proposals. By thinking and working differently, we will actively work to make our systems easier to access, our protocols less onerous to comply with and our approach more customer-centric.





Chair: Marco Civitarese
Manager
Building Safety Services



Building Safety Service Committee

“The Building Safety Service Committee is a forum to discuss issues, set strategic direction, and coordinate the work to improve our service delivery. A priority for our committee is to improve outcomes for our stakeholders by preventing common deficiencies through education. Our customers are seeking more predictability regarding approvals and occupancies, and our service will collaborate with related services within PD and across the Corporation to proactively resolve issues and advance building safety.”



Source: Guidebook for Great Communities

2019 Accomplishments

- In 2019, we ensured older buildings were safe. We identified over 90 preventative safety issues during reviews of existing buildings, as mandated by the Building Maintenance Bylaw.
- We offered flexibility for industry through the Verification of Compliance, a method of self-reporting on deficiencies. In 2019, there were over 6,000 self-reported corrections that reduced the need for an inspector to return to the site.
- Building Safety introduced the Planning Safety Codes Customer Advisor role to streamline the processing of residential improvement projects. This new position is cross-trained in safety codes and the Land Use Bylaw, which streamlines residential inspections and code reviews. Customers now have a single point of contact for their residential improvement projects.
- We continue to make secondary suites safer for Calgarians. The City has turned the curve on the culture shift for owners wanting their suites to become legal and safe. We continue to list safe and legal secondary suites on our online registry, a tool that helps both landlords and tenants. Reduced fees for permits will continue until May 31, 2020 when the amnesty period ends for existing suites.

Key 2020 Deliverables

Permit Approvals

- Improve the business process for submitted plans on commercial applications and meet target timelines.
- Track common deficiencies and develop educational materials for customers.

Occupancy Approvals and Inspections

- Establish risk-based targets for the appropriate number of inspections during construction. Develop tools to monitor performance and reduce the count of overall inspections.
- Proactively inform customers of potential inspection deficiencies at the time of permit application to increase projects passing their first inspection.
- Quantify and communicate granted occupancies based on building use categories.
- Create an inspection window process so homeowners have the option to schedule appointments within a two-hour window for inspection of their home improvement project.
- A review is underway to use technology to optimize routing options for inspection services.

How we measure success



New home construction that meets building safety standards upon first-final inspection.



Residential Improvement Projects that required a single inspection



Buildings five storeys or greater and older than 10 years that submit a **Building Envelope Visual Inspection** for review



What we're watching in 2020

Supporting “Calgary’s Comeback” with predictable outcomes

Through proactive engagement at the policy phase, we can increase predictability for our customers as they move into development, construction and occupancy. When Safety Codes Officers are involved in the review of planning applications, they can address issues that impact building permit applications. Customer education will be a key component of our engagement, as we improve communication and reduce ambiguity regarding permit approvals and inspections. We want to minimize risk and uncertainty for our customers. This means forecasting service demand and responding to seasonal and cyclical changes in investment and economic activity. Monitoring new occupancies is critical to Calgary’s economic recovery. Ultimately, our goal is to bring businesses, jobs and opportunity throughout the city, with emphasis on downtown.





Chair: Brenda Desjardins
Director
Calgary Building Services



Customer Service Oversight Committee

“The Customer Service Oversight Committee’s mandate is to create a culture of customer service recognition across Planning & Development that supports the delivery of a consistent positive customer experience. The committee provides an ‘outside-in’ lens to PD’s three core service committees.

The committee will advance its mandate by focusing on three key areas including employees, customers and innovation.

To support employees and create a culture of customer service recognition, we will celebrate customer service achievements and empower employees to deliver excellent customer service.

Customers will have better access to education and transparent communication and we will implement service delivery improvements based on customer expectations.

And finally, we will drive innovation by championing service delivery innovation and change.”

2019 Accomplishments

- Refined customer surveys
- Identified and tracked performance measures and addressed call centre wait times.

- Shaping and improving a culture of customer service by sharing Customer Service Success Stories.
- Established the Customer Insights Framework.

Key 2020 Deliverables

- Launch a customer service recognition program to celebrate employees’ customer service achievements.
- Empower employees to deliver excellent customer service through Inviting Innovation, an employee-led initiative.
- Better understand customer expectations by launching and sharing an enhanced customer outreach program and revised surveys to align with best practices.
- Continue customer education through outreach programs that drive trust and increase permit volume.

- Implement workflow process to gather, analyze and share information gathered through the Service Insights Framework and implement consistent reporting to PD’s committees.
- Develop a Customer Service Toolkit with resources to support leaders.
- Review service delivery models based on customer segmentation.
- Launch an issues tracking management tool pilot.

How we measure success



Overall satisfaction survey results



Chat Service levels



Average speed of service





Chair: Amie Blanchette
Manager
Service Performance



People & Culture Oversight Committee

“The People & Culture Oversight Committee provides a forum for coordinated discussion to support and maintain a respectful, consistent and engaged working environment. We will look to make progress on core issues as identified by Planning & Development employees in past Corporate Employee Survey results, along with the priorities of the department as defined in our Planning & Development Accountability Framework.

The People and Culture Oversight Committee is committed to ensuring our Planning & Development work culture enables staff to not only meet the expectations of our citizens, communities and customers, but to also create a space where personal and professional achievement is encouraged and valued.”

Our Culture

Employees are empowered to act through a culture that fosters inclusion, professionalism and meaningful recognition, which drives a high-performance service-first environment that values collaboration and accountability.



How we measure success



Corporate Employee Survey results



Individual learning budget spend rate



Planning & Development wellness subsidy participation

2019 Accomplishments

- The wellness subsidy was once again made available for all staff. The committee reevaluated and clearly defined the eligibility criteria for the program based on participant feedback to ensure it continues to provide a variety of opportunities to enhance wellness outcomes.
- A new internal monthly newsletter was launched to highlight activities under the Accountability Framework and the work of all committees.
- The committee was proud to have supported several initiatives over the course of the year, including the work of Women in Planning & Development, as well as department-wide recognition events such as the Years of Service Luncheon and Stampede Breakfasts.
- The committee provided additional oversight to the management of the department’s learning and development budget to help identify opportunities for further growth and career development. New PD employees now have a formal onboarding program to help ensure a positive experience from day one.
- New PD employee onboarding program launched

Key 2020 Deliverables

The committee will have three focus areas in 2020:

Wellness & Inclusion

- Building on our efforts to improve gender inclusion, the committee will continue to explore new ways to develop a more inclusionary culture in the department.
- Employees will be encouraged to make use of supports available in our department, including the wellness subsidy. The committee will continue to look at ways to assist leaders and enhance employee experience in a supportive work environment.

Employee Development

- The committee will continue to provide support, direction and oversight of new and existing initiatives that promote employee development. For example, acting on employee feedback to provide additional tools & guidance to help all PD employees access and benefit from their individual learning budget.
- The Committee will share best practices from across the department to help create alignment and co-ordination regarding career dialogues and succession planning.
- A new PD mentorship program will be launched in 2020.

Recognition & Celebration

- Our people are the central focus of this committee. Programs and initiatives will recognize the efforts of our teams and celebrate success.
- We will continue engaging our employees and exploring new ways of gathering feedback to ensure we are hearing the voice of the employee.

The committee’s work will be informed by findings from the 2019 Corporate Employee Survey Results. Action plans will then be formulated for these three focus areas to ensure we are building the culture in which our people can be at their best.



Chair: Debra Hamilton
Director
Community Planning



Projects Oversight Committee

“The Projects Oversight Committee provides strategic direction and leadership to the PD Improvements Portfolio. The mandate for projects is to explore and invest in service improvements to achieve successful outcomes for citizens, communities, and customers. To prioritize improvement projects and support the strategic management of our services, the committee developed five goals for service improvements for 2019 - 2020: increase collaboration, enhance transparency, maintain predictability, utilize data for decision making, and ensure the long term sustainment of our services.”

2019 Accomplishments

- Completed the Online Services project, enabling customers to apply online for commercial, multi-family, and condominium buildings and for signs and antennas.
- Launched Customer Surveys to enable us to listen and respond to feedback at every stage of our customers’ application process.
- Led a major POSSE upgrade (Winchester) to maintain the integrity of addressing data which is used by over 50 applications across the Corporation. The upgrade will continue to be rolled out to Planning & Development users throughout 2020.
- Made significant progress on Our Space, the redesign of the 5th floor, to ensure our environment facilitates and supports our new way of working together with our customers.

Key 2020 Deliverables

- Digital Collaboration project which will redesign the way we work together with our customers in our drive to be a global leader in development approvals.
- More effective field service delivery through improved inspection availability and better insights into the safety performance of communities.
- Enhanced citizen experience with our Development Map including improved functionality in response to citizen and customer feedback.
- New Online Service for customers that apply for Short Term Rental business license applications.
- Development of dashboards to promote data insights, enabling better decision making to deliver better development approval and building safety outcomes.
- Our Space: start construction of the 5th floor to enhance collaboration with customers and employees.

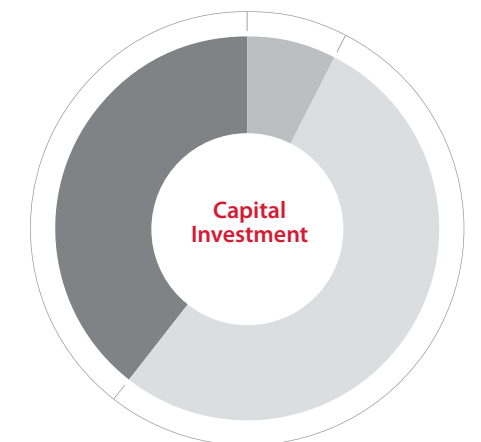


2020 Planned Projects

The list below represents the projects currently underway and continuing in 2020. Project timelines may change, and Committee approval may still be required. Information on all projects can be found at: <http://businessimprovements>

Programs	Projects
Service Enhancements Projects that improve service delivery and experience of service interactions and transactions	Digital Collaboration: enables a fully digital review and approval experience to support integrated project delivery for customers.
	Field Service Delivery: improve field service availability, complete analysis of improved dispatch processes, provide insights into the safety performance of communities.
	Our Space: an open concept space to enable improved collaboration and digital experience for customers and employees.
	POSSE Winchester: ensures the workflow platform continues to support the services within the planning continuum.
Growing the City Projects that enable business and development growth opportunities in Calgary	Online Services: enable online, self-directed journeys for customers setting up short term rentals.
	Enhancing Citizen Experience Through Development Map: enhances experience with Development Map to provide citizens and communities improved opportunities to participate and learn about planning and development activity in Calgary.
	Service Insights and Data Capture: develops insights for customers, citizens and communities through review of service measures, policy outcomes and bylaw objectives.
	Public Infrastructure Management: enables corporate alignment and risk mitigation for community amenity development and public infrastructure management, as well as streamlining the contract process for development agreements.

2020 Planned Capital Investment



- Building Safety
\$ 4,097,405
- City Planning & Policy
\$ 800,000
- Development Approvals
\$ 5,521,651



Chair: Matthias Tita
Director
Calgary Growth Strategies



Financial Governance Oversight Committee

“The goal of the Financial Governance Committee is to oversee all financial aspects of the department and centrally discuss all issues and strategies to ensure Planning & Development is operating sustainability. Financial oversight is provided for both operating and capital budgets with a five-year financial outlook which we understand both by Business Unit, and by Service line.”

2019 Accomplishments

- Hosted a 'Finance 101' Leaders Connect session for the department.
- Built regular revenue forecast updates into our 5-year financial forecast tool for informed decision making.
- Presented deferred revenue practices, assigned working group to explore alternative practices.
- Completed a Triennial Reserve Fund Review.

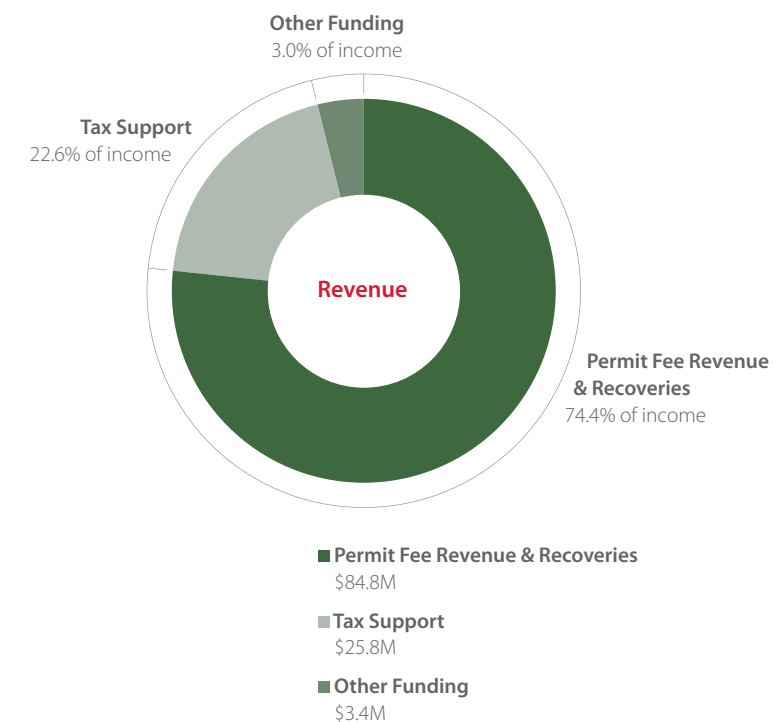
Key 2020 Deliverables

- Assign a working group to analyze and present fee change proposals leading into mid cycle adjustments.
- Implement recommendations received from the Triennial Reserve Fund review.
- Formalize service line reporting templates with regular delivery to committee.
- Build a real time financial model for our monthly financial summary.

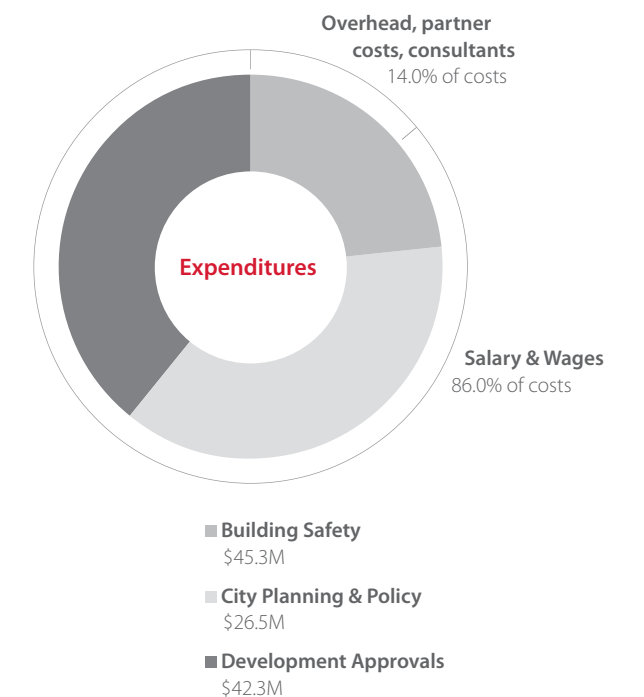


2020 Planning & Development Operating Budget

Where does the money come from?



What are the costs?



Note: 2020 budget allocation not complete yet. Assumption is that this ratio has not significantly changed since 2019

How we measure success

Advancing our key results areas:



Municipal Development Plan and the Calgary Transportation Plan is advanced



Development is Realized



Buildings are Safe



Chair: Stuart Dalglish
General Manager
Planning & Development

Accountability Committee

“The Accountability Committee is a venue where we can have holistic tactical and strategic management conversations, identify and discuss issues and innovation, and monitor departmental performance. A cross-departmental view of Planning & Development is essential for our management and staff to see the impact and value of how all lines of service fit together and emphasize the value we provide to Calgarians. This committee creates a space to raise and discuss issues and solutions which individual committees have experienced and share that learning across the department to maximize lessons learned and proactive management solutions.”

2019 Accomplishments

- PD Accountability Framework was nominated for a Minister’s Award for Municipal Excellence.
- Introduced an interactive PD Newsletter focusing on Committee updates.
- Our Accountability Framework was presented to the Administrative Leadership Team and has subsequently been adopted elsewhere in the organization.

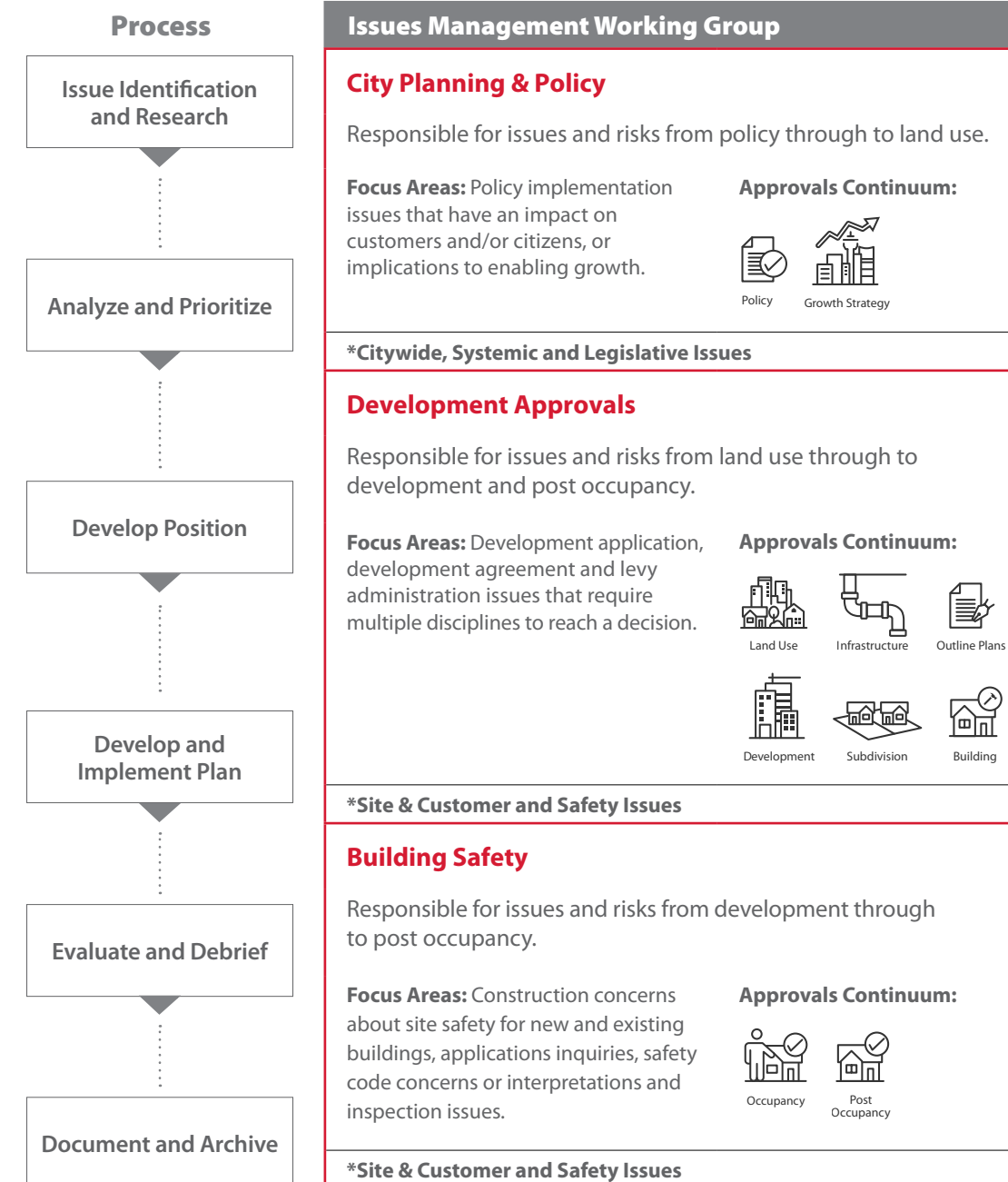
Key 2020 Deliverables

- Enhance and explore formalizing external stakeholder input into our committee structure.
- Deliver on departmental goal of real time performance reporting.
- Continue to strengthen relationships with external stakeholders through transparent reporting and opportunities for engagement.

Issue Management Process

Based on the Corporate Issue Management framework, the Issue Management Working Group tracks risks and issues from identification through position and plan development to documentation. This cross departmental working group strategically manages issues from a PD line of service perspective (City Planning & Policy, Development Approvals and Building Safety), proactively reports issues and develops an action plan. The Issue Management Working Group has representation from each line of service and meets weekly to discuss related issues and risks. Identified risks and issues are captured and monitored on the Issue Dashboard and this working group is responsible for ensuring there is appropriate reporting and accountability for known risks and issues within PD.

All issues should be brought to the attention of the Issue Management Working Group, led by **Christy Thompson**, for appropriate Issue Owner assignment, tracking, monitoring and reporting.



Issue Management Working Group: Strategically managing issues from a line of service perspective to make it as easy as possible to proactively report issues and come up with a plan.

What is our Approvals Continuum

Planning & Development’s approvals continuum is a diagram that shows the stages of realizing development. The approvals continuum was created in 2016 and has advanced the way we view our business with an “outside-in” lens, and helps us make life better every day for customers and citizens. For staff, the approvals continuum identifies how our individual role and work fits with our colleagues and connects that work with how the customer experiences the end result.

The continuum experience begins long before ground is broken on a project and includes the entire process of development up to post-occupancy. A customer’s journey along the continuum may not consist of the full continuum, but pieces of it depending on the project.

There are many different lenses you can view our continuum journey through which are located on the following page. These include, but are not limited to:

- Business Unit
- Key Result Area
- Planning & Development Services
- Governing legislation
- Customers
- Timeline expectations

Each point along the continuum represents a milestone, the high level overview of each are:



Policy: Policy guides long-term planning in the city and sets parameters to the land development process.



Growth Strategy: Mechanism to facilitate growth that helps achieve strategic goals while maintaining City fiscal sustainability.



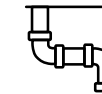
Land Use: Legal control of the use and intensity of development on a parcel of land.



Outline Plan: An outline plan is a non-statutory plan that is usually processed with Land Use Amendments, to ensure a workable distribution of land uses, open space and road network.



Subdivision: Process of dividing land into smaller parcels. Two basic types of subdivision are tentative plan, and subdivision by instrument.



Infrastructure: Once the civil engineering design for the infrastructure has been approved, grading & construction of the essential infrastructure can begin.



Development: A permit authorizing a development, issued by the development authority.



Building: A building permit is required to construct a new building, also to relocate, repair, alter or make additions to existing buildings or structures.



Occupancy: An occupancy permit allows the occupancy or use of a building. In order to be granted occupancy the building must have passed a series of inspections ensuring that the building is safe.



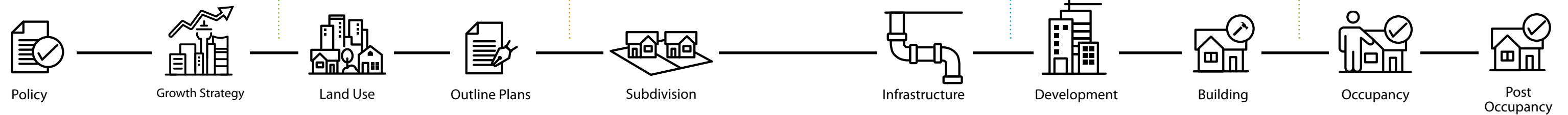
Post Occupancy: The stage after a development is built and occupied, there are several future potential interactions with Planning & Development including but not limited to: business licensing, tenancy changes, alternations, and demolition permits.

Linking to our Approvals Continuum

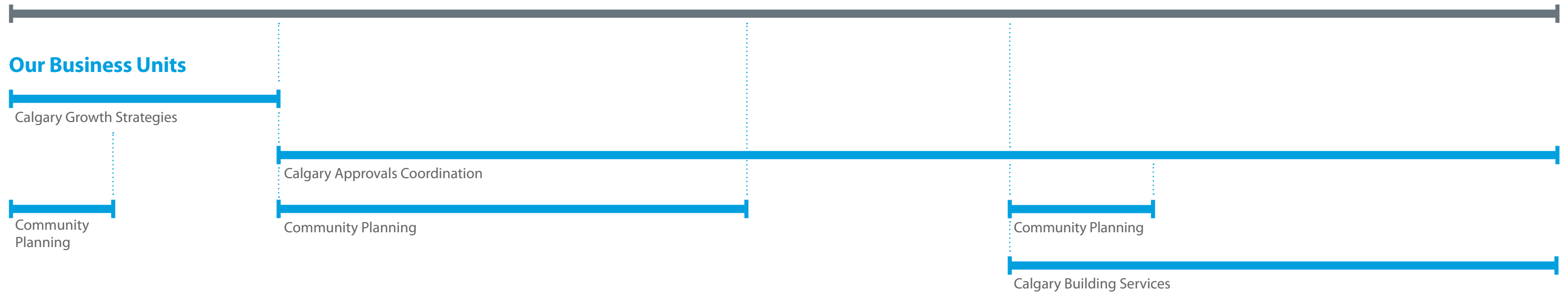
Our Services



Our Approvals Continuum



Our Department Support Functions



2020 Current State and Economic Outlook

The economic recovery in Calgary is still progressing but at a considerably slower pace than previous recoveries. Due to the prolonged nature of our current economic environment the conversation is shifting towards more strategic and purposeful discussions regarding future growth. There are no indications that a rapid expansion in the local economy is likely.

Pulse Check Items	2017	2018	2019	2020
GDP growth	4.0%	2.5%	1.3%	2.2%
Total Employment Growth	2.7%	0.9%	2.4%	1.7%
Unemployment rate	8.4%	7.6%	7.4%	7.2%
Population growth	10,000	11,700	9,400	10,000
Housing starts	9,500	8,900	7,800	8,100

Source: Fall 2019 Calgary and Region Economic Outlook 2019-2024, City of Calgary, Corporate Economics

Downtown Office Vacancy	26.4%	26.0%	25.6%	24.4%
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Source: 2018 Q2 Office Outlook and updated from the 2019 Avison Young Q2 Office Outlook

The Calgary Economic Region experienced two years of negative growth in 2015 and 2016 with positive but slowing growth in the last two years. However, Gross Domestic Product (GDP) growth in the Calgary region is still outpacing both provincial and national growth.

Unemployment continues to decline from a high of 9.2 per cent in 2016 to 7.2 per cent in 2020, however this is still above typical levels in Calgary. Since 2000 the unemployment rate has been 6.5 per cent or higher only during recessions. Job growth in Calgary is expected to remain positive while also continuing to outpace provincial job growth. Net migration will continue to be the primary driver of population growth as Calgary remains an attractive destination for migrants.

Last year it was reported that the Calgary housing market was overbuilt. This resulted in a reduction of housing starts over the last two years and consecutive years of declines in the average residential MLS sale price. The new home market is moving towards a more balanced inventory and the price deceleration in the resale market is forecasted to stabilize in the next year.

Calgary still has some hurdles to manage during this prolonged recovery but is realizing a slow progressing improvement each year. Most of the major pulse check items are slowly improving year over year, and those that are sluggish remain in positive growth territory.

Performance Measures

The success of Planning & Development is demonstrated through measuring how our services are performing. We strive towards always improving our processes and realizing efficiencies that translate into tangible customer and citizen benefits. The goal is to measure our overall effectiveness in delivering our services, the interaction with customers, and the 2020 key deliverables for each of the services and oversight committees.

The performance measures are monitored periodically throughout the year in each committee, and a consolidated list is included on the following pages. The highlighted measures are reported back to Council twice a year and the remainder are internal measures reported through the monthly accountability committee structure.



Performance Measure		Advances MDP	Realizes Development	Buildings are safe
City Planning & Policy Service Committee				
CPP1	Per cent of Calgary's land area addressed in local area plans completed in last four years	X		
CPP2	Per cent of MDP intensity targets reached in strategic growth areas	X		
CPP3	Per cent of Local Area Plans that did not need amendments within four years of approval	X		
CPP4	Per cent of the municipal heritage conservation grant program utilized in the current budget cycle	X		
CPP5	Number of Municipal Heritage Designations completed (total)	X		
CPP6	Per cent of Calgarians that had an opportunity to participate in community planning	X		
Development Approvals Service Committee				
DA1	Per cent of significant development proposals that exceed expectations based on the Urban Design Rating at the time of decision		X	
DA2	Per cent of development agreements that have been in place for six years or less		X	
DA3	Per cent of technical development applications where decision timeline commitments were met		X	
DA4	Per cent of multidisciplinary development applications where decision timeline commitments were met		X	
DA5	Per cent of public facing female staff involved in decision making on development applications		X	
DA6	Success rate at SDAB		X	
DA6	Number of development applications received and decisions made		X	
	Number of development applications received			
	Number of development applications decisions made			
DA7	Number of appeals heard		X	
DA8	Number of specialist reviews completed		X	
DA9	Amount of performance securities received		X	
	Amount of performance securities closed		X	
	Amount of performance securities reduced		X	
DA-B	Per cent of key milestone commitments met in the review of development applications			
	Initial Team Reviews: Per cent of commitments met			
	Detailed Team Reviews: Per cent of commitments met			
	Planning Reviews: Per cent of commitments met			
DA-C	Per cent of development applications where decision timeline commitments were met			
	Multidisciplinary Development Permit Decisions: Per cent of commitments met			
	Infill Development Permit Decisions: Per cent of commitments met			
	Technical Development Permit Decisions: Per cent of commitments met			
DA-D	Ratio of city to applicant time (monitoring measure)		X	
Customer Service Oversight Committee				
CS1	Overall customer satisfaction score	X	X	X
CS2	Customers serviced within 45 seconds for initial contact			
	Customers serviced within 120 seconds for reply			
CS3	Average speed of service (wait times for all customers under 20 minutes)		X	X
CS4	Participant rating of four out of 5 or better for partners in planning		X	
CS5	Number of online applications processed		X	X

Performance Measure		Advances MDP	Realizes Development	Buildings are safe
Building Safety Service Committee				
BS 1	Per cent of new home construction that meets building safety standards upon first-final inspection			X
BS 2	Per cent of Residential Improvement Projects that required a single inspection			X
BS 3	Per cent of buildings five storeys or greater and older than 10 years that submit a Building Envelope Visual Inspection for review (%)			X
BS-A	Single construction permit requiring development permit timeline commitments met		X	X
	Single construction permit does not require development permit time commitments met		X	X
BS-B	Per cent of improvements to commercial and multifamily developments issued within 21 calendar days of application submission		X	X
BS-C	Per cent of building permits for new commercial and multi-family projects that received permission to commence construction within 21 calendar days of application submission		X	X
BS-D	Residential Improvement Projects - Low Complexity timeline commitments met		X	X
	Residential Improvement Projects - High Complexity timeline commitments met		X	X
BS-E	Commercial Multi-Family building permit applications - Low Complexity timeline commitments met		X	X
	Commercial Multi-Family building permit applications - Medium Complexity timeline commitments met		X	X
	Commercial Multi-Family building permit applications - High Complexity timeline commitments met		X	X
BS4	Number of inspections completed			X
BS5	Number of occupancies granted			X
BS6	Volume of building permit applications received			X
People and Culture Oversight Committee				
PC1	Employee engagement score	X	X	X
PC2	Employee development budget utilization			
PC3	PD Wellness subsidy participation			
PC4	Departmental safety compliance			
Project Oversight Committee				
PO 1	Spend rate of capital (plus on time/on budget)	X	X	X
Financial Governance Oversight Committee				
FGC1	Comparison of actual costs by service and departments to budget	X	X	X
Business Licence (Open 4 Business) Committee				
BL1	Number of business licences Issued			
BL2	Per cent of new business licences issued within 90 days			
BL3	Per cent of business licensing complaints resolved on time (30 days)			
BL4	Per cent of citizens satisfied with the job The City is doing in providing business licences and inspections			
BL5	Per cent of business licences issued on or before the customer's intended open date			

* Performance measures in red are One Calgary measures or budget related items that are reported to Council

Who to contact

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