

Development Approvals

Led by: Calgary Approvals Coordination

Description:

The Development Approvals service reviews and approves all land development proposals to enable development and redevelopment within the City. This service works towards maintaining Calgary as a great place to invest in land development and redevelopment while ensuring those investments contribute to building a vibrant City. The positive contributions a development has to the urban fabric, context of the surrounding community along with proposed timelines and objectives of the customer are all taken into consideration when an application is reviewed to maximize benefits while meeting regulatory requirements.

Customers:

The customers that submit land development proposals for review include: homeowners, business owners, land developers, supporting professionals, builders and contractors. This work is in service to the citizens of Calgary and their communities.

What is delivered to customers:

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.

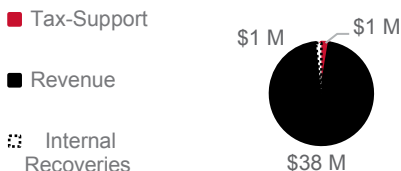

Partners:

Partners provide valuable feedback to ensure The City is delivering great service. They include: citizen & community groups, utility companies, other levels of government, the Federation of Calgary Communities, industry groups, and affordable housing groups.

Service need (value proposition):

The Corporate Approvals Team is committed to working with citizens, communities and customers to plan and enable building a great city for all Calgarians. Development Approvals key result area is to realize development in Calgary while implementing council policies and addressing citizen needs. Development Approvals supports direct customers' needs by guiding them through all regulatory requirements for land development projects while balancing customer, citizen, and community needs. Approvals for all new land developments and redevelopment in Calgary ensure that communities continue to be prosperous and vibrant, providing Calgarians with new homes, businesses, institutions and amenities that make Calgary a great place to make a living and a great place to make a life. Governing service: City Planning and Policy. Dependent service: Building Safety.

Current state service value

<p>80% satisfaction with Development Approvals</p> <p>880,000 sq. m. industrial/commercial approved</p>	<p>6,926 development application decisions</p> <p>10,500 new homes approved</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>\$8.50 Annual operating cost per \$1,000 increase in assessed market value</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes (\$000s)</p> <p>Development Application Review (\$34,149): Reviews applications for developments including outline plans, land use amendments and development permits to ensure compliance with planning policy and legislation.</p> <p>Subdivision & Public Infrastructure (\$5,680): Reviews applications for subdivisions of land and the construction of new communities and ensures all contractual obligations are met, including levy payments, infrastructure standards and security requirements.</p> <p>Key Capital Investments</p> <p>Investments enhance the customer experience, maintain capacity to deliver on Council and community expectations and keep up with industry and the new ways of working including new collaboration technologies, digital solutions and work spaces.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Citizens and communities expect a consistent review of development applications that is fair and transparent, and to be meaningfully engaged on development proposals. This service will work on enhancing new digital tools to strengthen collaboration with communities and support the implementation of recommendations from the Community Representation Framework. Customers who apply for development applications value having a predictable application process. This service will work on finding efficiencies to meet timeline commitments, facilitating the realization of developments in Calgary.

What Council has directed

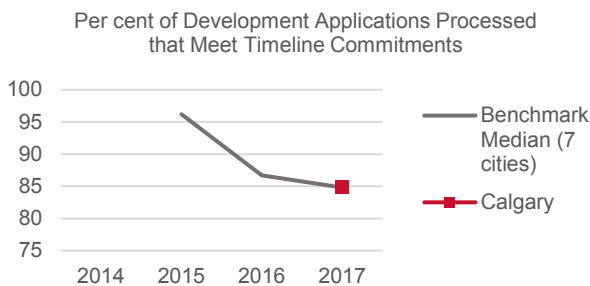
Development Approvals facilitates a city of safe and inspiring neighbourhoods through the review of land development proposals (N1). This review ensures developments meet quality expectations, legislative requirements and Council policies, plans and strategies like the Municipal Development Plan, Calgary Transportation Plan, local area plans, the Climate Resilience Strategy and many others.

This service engages with communities on development applications to balance development opportunities and community priorities (N2 and N4). Through the timely review of applications, this service strives to make Calgary a great place to invest in land development and redevelopment, enabling the development of new homes, businesses, institutions and amenities that make Calgary vibrant and sustainable. Finally, this service prioritizes the review of affordable housing applications supporting access to housing in Calgary (P5).

What are we watching?

This service will likely see a rise in the volume of development applications as the economy steadily picks up and developers, builders, and businesses are looking to meet market demands. Managing the resources and costs associated with this service is critical as volume fluctuates. Forecasts indicate residential growth will continue in both Developed and Developing communities. There is now a heightened focus on the quality of land developments in Calgary. Through collaboration and partnership this service will ensure all new and redeveloping communities are vibrant and sustainable. This service is also looking at the growing opportunity to make use of technology to improve service delivery, enhancing and expanding service delivery and engagement options to meet changing customer and community needs.

Benchmarking



Source: Municipal Benchmarking Network Canada

Responsiveness and the timely review of development applications is important for customers and for the realization of development in Calgary. This benchmark demonstrates that Calgary compares similarly to other municipalities across Canada on meeting timeline commitments. This service will review timeline targets to strengthen certainty in meeting timelines and ensure that Calgary has a predictable application process. This service will continue to work with partners in the Municipal Benchmarking Network Canada to refine this benchmark and support increased municipal participation.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Legislative Compliance	Various governing legislation, bylaws and policy are adhered to.
Responsiveness	Commitments made to customers around timelines are met.
Quality	Decisions are based on a competent analysis of all contributing factors and developments result in a positive community impact.
Convenience	Customers and stakeholders have convenient options to access information, understand the process and make an application.
Fairness	Decisions are made without bias or preconception.

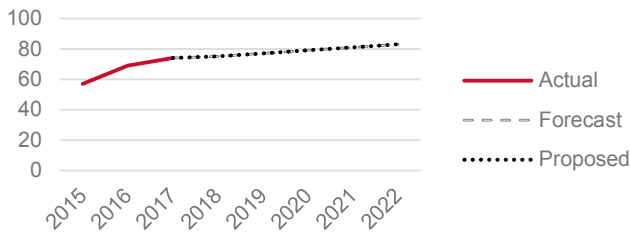


How is the Service performing? Where we are headed and where do we want to go?

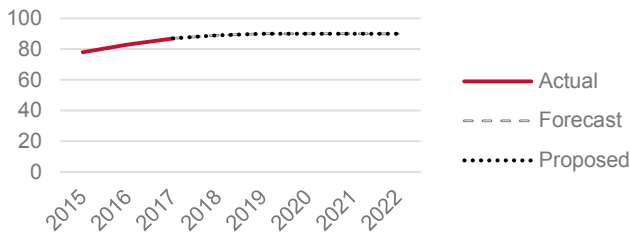
Per cent of significant development proposals that achieve a good or excellent urban design rating at the time of a recommended decision. (%)



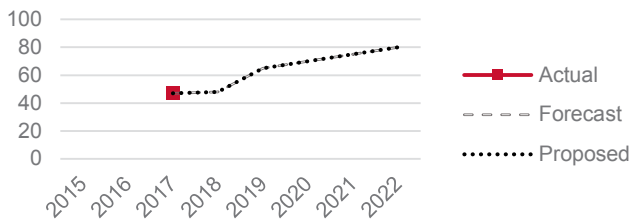
Per cent of multidisciplinary development applications where decision timeline commitments were met. (%)



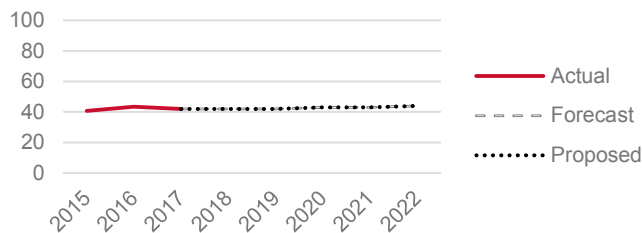
Per cent of technical development applications where decision timeline commitments were met. (%)



Per cent of development agreements that have been in place for six years or less. (%)



Per cent of public facing female staff involved in decision making on development applications. (%)



Story behind the curve

Employing an Urban Design Quality rating at key application milestones will help to determine where and when additional effort, clarification, and consistency may be required. This service is developing evaluation criteria to rate the quality of development applications and the resulting built outcomes against the urban design principles included in the MDP Thirteen Elements of Urban Design.

The timeline measures provide an aggregate of how often this service meets timeline commitments. The measures are broken into two categories based on complexity of the permits and the customers served. More complex applications are reviewed by a multidisciplinary team. These applications are for all outline plans, land use amendments, complex development permit applications and subdivisions. Customers who apply for these applications are mostly developers, builders and supporting professionals. Technical applications are all other applications reviewed by a City planner but do not go through a multidisciplinary review, including smaller-scale development permits and subdivisions. Customers mostly include homeowners, business owners and builders. Both measures are anticipated to increase through the implementation of the proposed strategies.

Development Agreements for public infrastructure lay out the contractual obligations that a developer enters with The City that specify levy payments, infrastructure standards, performance expectations and security requirements. We will be working with partners to close out agreements that have been in place beyond their term of the agreement to manage the risk of incomplete communities and developer default.

As community planning becomes more complex, higher diversity in the workplace can help to ensure that the varying needs of Calgarians can be met, through the range of perspectives, ideas and talents that diversity provides. This service is currently developing a strategy in support of women in planning, prioritizing gender balance in support of inclusive decision making on development applications.

For many, planning, and more specifically Corporate Planning Applications Group (CPAG) has offered vital experience that has accelerated careers at The City, based off of the range of opportunities CPAG provides. By providing equal opportunities for both men and women, the hope is to see more balanced representation in leadership and in decision making roles in the planning system and across The Corporation.



What do we propose to do?

What we propose to continue doing

STRATEGY
Enhance digital and online service offerings and leverage technology to improve service delivery and strengthen collaboration.
Work with industry to understand their business imperatives, reduce barriers and enhance responsiveness through continuous process improvements.
Strengthen culture across the Corporate Approvals Team to foster the successful realization of development.
Continually review fees to ensure appropriate level to meet service requirements and customer expectations.
Develop and utilize data in support of decision-making.
Enhance consistency in review of applications to ensure greater certainty and predictability throughout the application process.
Reduce barriers in closing out development agreements.

Why?

The City is improving service delivery for citizens, communities and customers by making the approvals process more efficient, getting to a decision faster, in support of realizing development. Enhancing collaboration and online service offerings will help to meet citizen and customer needs and expectations. Collecting and utilizing meaningful data will help make better decisions in managing the service and identifying issues before they escalate.

What we propose to do less of

STRATEGY

Why?

What we propose to do more of or include as a new offering

STRATEGY
Collaborate with industry partners on fostering innovation in development projects.
Strengthen the urban design review of applications.
Identify and develop potential leaders within the Corporate Planning Approvals Group by providing staff with critical development experiences and work environment that supports their professional growth.
Develop a strategy in support of fair and equitable opportunities in Development Approvals for both men and women.
Build digital tools to enhance collaboration between the corporate approvals team, customers, citizens, communities, and partners.

Why?

Going forward this service will foster innovation in development projects to address changing market needs. There is an identified need to strengthen urban design providing the vibrant neighbourhoods that Calgarians expect. Leading by example, this service is working towards strengthening experiences for staff, providing a pool of high-potential leaders at The City, and prioritizing gender balance in support of inclusive decision making on how Calgary grows.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Per cent of significant development proposals that achieve a good or excellent urban design rating at the time of a recommended decision.(%)	TBD	↔
Per cent of multidisciplinary development applications where decision timeline commitments were met. (%)	75	↑
Per cent of technical development applications where decision timeline commitments were met. (%)	89	↔
Per cent of development agreements that have been in place for six years or less. (%)	48	↑
Per cent of public facing female staff involved in decision making on development applications. (%)	42	↑

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	1,041	-	-	-
Less Previous Year one Time	-	-	-	-
Base	1,041	-	-	-
Revenue Changes	(3,559)	(992)	(1,014)	(932)
Internal Recovery Changes	1,935	-	-	-
Inflation	928	1,071	1,088	1,013
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-
Efficiencies	(277)	-	-	-
Service Reductions	-	-	-	-
Service Increases	-	-	-	-
One Time	-	-	-	-
Realignments	(68)	(79)	(74)	(81)
Total	-	-	-	-

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	39,829	40,571	-	40,571	41,643	-	41,643	42,731	-	42,731	43,744	-	43,744
Recoveries	(682)	(161)	-	(161)	(161)	-	(161)	(161)	-	(161)	(161)	-	(161)
Revenue	(38,106)	(40,410)	-	(40,410)	(41,481)	-	(41,481)	(42,569)	-	(42,569)	(43,583)	-	(43,583)
Net	1,041	-	-	-	-	-	-	-	-	-	-	-	-



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		3,080	1,500	790	630	-	6,000
481251	DA Service Improvements	3,080	1,500	790	630	-	6,000
Project(s)		-	-	-	-	-	-
Program(s)		500	2,500	2,000	2,000	-	7,000
470040	Working Space Initiative	500	2,500	2,000	2,000	-	7,000
Sub-Total (New Budget Requests)		3,580	4,000	2,790	2,630	-	13,000
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		3,580	4,000	2,790	2,630	-	13,000

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 481251: DA Service Improvements

New Budget Request of \$6,000 thousand for ongoing investment in citizen, community and customer focused enhancements and the continuous improvement of business processes and information management.

Funding from Capital Reserves

Operating Impact of Capital: None

Program(s)

Activity 470040: Working Space Initiative

New Budget Request of \$7,000 thousand to provide a working space environment that facilitates employees ability to meet citizens, communities and customers needs.

Funding from Capital Reserves

Operating Impact of Capital: None