

Calgary



2018 Planning & Development Service Plan

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Welcome message

We are pleased to present our 2018 Planning & Development Service Plan. Its primary purpose is to identify and prioritize major projects and initiatives for 2018. Planning & Development plays a key role in facilitating the ongoing building of our great city. Each year, our work yields another milestone on our city's journey towards the vision our Council and citizens have set.

The 2018 Planning & Development Service Plan supports our corporate mandate and commitments in Action Plan 2015 - 2018. Our core strategy is focused on service delivery for our customers and citizens. In addition, we want our employees to see how their work contributes to the key result areas, and how they can deliver excellent service.

In 2018, Planning & Development will focus on ensuring that we make decisions that balance our service delivery needs for customers, citizens and communities, staff and team needs, and our department's business strategy. 2018 will also see a focus on considering long term service needs.

Planning & Development's management team will use the service plan to monitor operations through service metrics, performance measures and ongoing business inputs monthly through formal accountability meetings.

The 2018 Planning & Development Service Plan is all about fulfilling our commitments on this journey - one that we will continue together.

Thank you to all.

Stuart Dalgleish
General Manager
Planning & Development

Planning & Development senior management team:

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General Manager

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Our corporate direction

Our Vision

Calgary: a great place to make a living, a great place to make a life

Our Common Purpose

Making life better every day



Our Corporate Culture

One City, One Voice

Service promise: What matters to you matters to us.
We Listen, Respect and Act.

Employee promise: The City supports a safe and respectful work environment. Above all, employees are afforded the same concern, trust, respect and caring attitude they are expected to share with every Calgary resident, business and visitor.

Shared values:
Individual responsibility;
Collective accountability.

4 Cs

CHARACTER
we behave the right way

COMPETENCE
we do the right things the right way

COMMITMENT
we are dedicated to the greater public good

COLLABORATION
we work together for a common purpose

Our changing city

Over the past 35 years, Calgary has doubled in population and grown geographically by 17 per cent. However, following several years of rapid growth, Calgary is now experiencing a slowdown in economic activity. Although our city has the potential to double its population again in the next 50 to 60 years, it is important we consider the more immediate context of our economy while identifying and prioritizing major projects and initiatives for 2018.



Population and housing growth in Calgary's developing suburbs will stay relatively strong and there is already a sufficient inventory of built homes to accommodate a substantial increase in suburban population. We have 1,278 hectares (13 square kilometres) of serviced land which is enough to house over 124,829 additional residents.



Projections indicate that over the next five years over 78 per cent of population growth will occur in the suburbs. Based on recent corporate economic forecasts, it implies our estimated 2018 suburban growth will be between 12,000 – 13,000 (source "Suburban Residential Growth 2017-2021" - share of growth ratio).



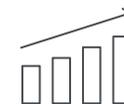
During an economic downturn, and slow growth years, the population of developed areas declines. Based on the corporate economic demographic forecasts, it is expected that in 2018 the developed areas could lose population to the suburbs. In 2018, we expect the population of Calgary's developed areas to decline by 2,000 to 4,000 people.



Population growth is expected to remain the strongest in the 34-44 age range as mid-career workers with secure jobs are still finding Calgary to be an attractive destination. This group of the population is expected to help support the suburban housing market as they are responsible for the majority of home purchases.



According to Calgary Economic Development, there are 6 major projects currently under construction through 2018, with a total project cost of over \$7 billion.



The City is continuing to analyze potential infrastructure investments that would support future economic growth, create jobs, and leverage city and private investment to be prepared for when the economy turns back around.

The Municipal Development Plan

Approved in 2009, the City of Calgary's Municipal Development Plan (MDP) is the vision for how Calgary will grow and develop over the next 30 to 60 years. Calgarians told The City they wanted to see a more sustainable city that provides a high quality of life, high quality living environments and convenient means to get around. Both the Municipal Development Plan and the Calgary Transportation Plan form the foundation for all current urban planning decisions, together they set out a long-term direction for sustainable growth to accommodate another 1.3 million people over the next 60 years.



Prosperous economy

Planning for our economy's longterm sustainability ensures that current and future generations are resilient and adaptable to economic cycles and unanticipated changes.



Compact city

A dispersed and spread out population creates some social, economic and environmental challenges. In a compact city, balancing growth between new and developed areas builds vibrant, thriving communities. A compact city is made up of complete communities that provide a broad range of housing choices and services, as well as high quality transit and transportation options.



Great communities

Great communities are flexible. They adapt to the needs of current and future residents by providing a variety of housing options and services so that people can meet their day-to-day needs within their own neighbourhood. Essentially, it is about creating communities where residents can live, work and play.



Good urban design

Good urban design is the result of collaboration and coordination between various disciplines, creating public places that people enjoy.



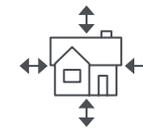
Connecting the city

The design of the transportation system has a significant impact on how a city grows and how people get around. The Municipal Development Plan encourages more sustainable transportation options such as walking, cycling and transit to create a system that provides more choice. This means prioritizing investment to improve transit networks, designing streets to accommodate cycling and walking, plus improved connectivity.



Greening the city

Protecting environmentally sensitive areas and promoting renewable energy sources, energy efficiency, low-impact development for stormwater management, construction of green buildings, and encouraging cycling and walking all work together to make Calgary more environmentally friendly.



Managing growth and change

Founded on the principles of sustainable development and guided by fiscal responsibility and managed growth, these goals will stimulate growth and change across the city for the next 60 years.

Progress on the Municipal Development Plan

Planning & Development's work is guided by the goals of the Municipal Development Plan. Ensuring that all services and work aligns with the outcomes of the plan is important in advancing the Municipal Development Plan. As part of ongoing monitoring of the Municipal Development Plan, Planning & Development is reviewing the 14 indicators to measure progress. It is also developing new performance measures to evaluate the effectiveness of policies relating to corridors, typologies in the Developed and Developing areas.

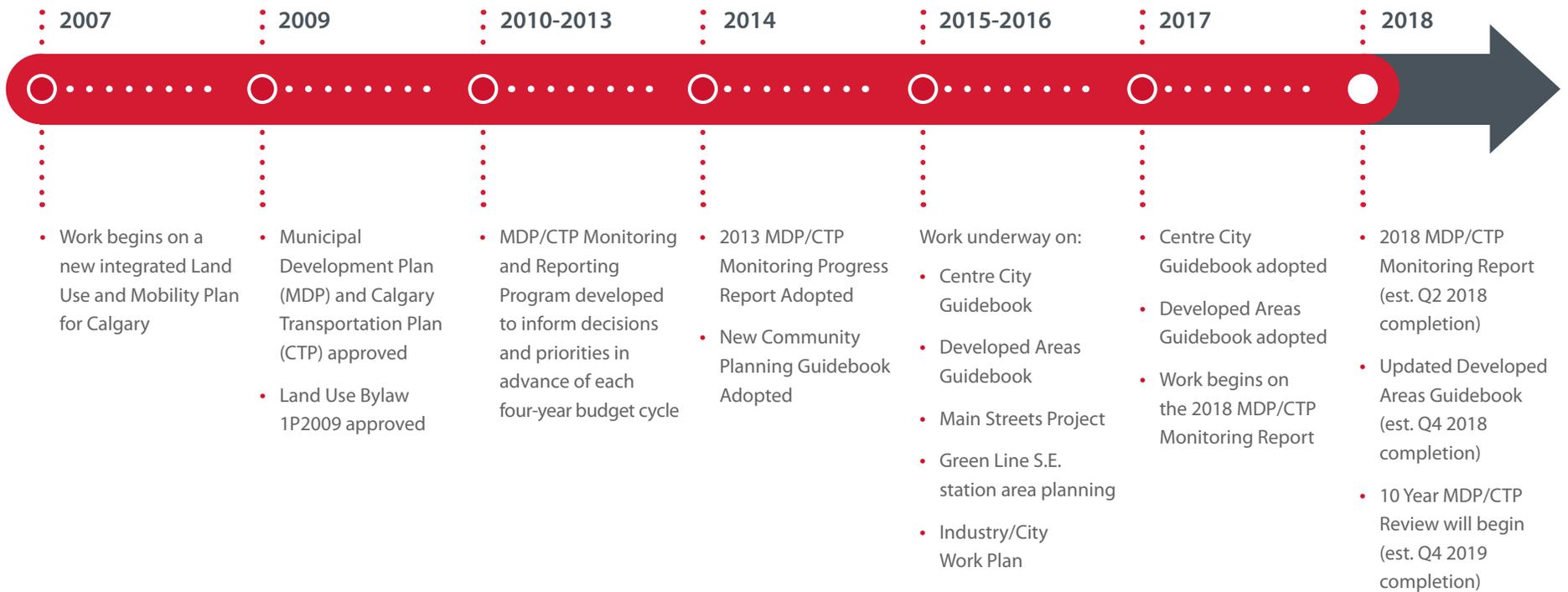
Since the Municipal Development Plan was approved, The City created guidebooks that standardize and simplify planning processes, land use frameworks and common policies to guide growth and change. The three guidebooks are important components of the MDP and they are: New Community Planning Guidebook, Developed Areas Guidebook and the Centre City Guidebook.

- New Community Planning Guidebook (adopted in 2014): contains policy used with new community area structure plans. It provides the basic building blocks for new development. The new community area structure plans describe how those building blocks are arranged.
- The Centre City Guidebook (adopted in 2017): is the foundation for local area plans in the Centre City, reflecting good planning practice, MDP core objectives and community interests and values.
- The Developed Areas Guidebook (adopted in 2017): outlines a consistent framework for future development and redevelopment within Calgary's developed areas.

For 2018, work has begun on the joint 2018 Calgary Transportation Plan/Municipal Development Plan (CTP/MDP) Monitoring Progress Report. The 2018 Progress Report will review the 14 established Core Indicators to understand whether planning, transportation and investment strategies are achieving their intended goals. It is being written to reflect a service line approach and will help inform decisions and priorities for the 2019 - 2022 One Calgary Service Plan and Budget process. The 2018 CTP/MDP Monitoring Progress Report will be presented to Council in Q2 2018.

As part of on-going monitoring of the MDP, Planning & Development is developing new performance measures to evaluate the effectiveness of policies relating to corridors, typologies in the Developed and Developing areas.

In 2018, the first 10-year Municipal Development Plan review will begin. As the MDP is a 30 - 60 year plan, the review will focus on experience from the last eight years of implementation and trends to identify gaps, as well as identify policies which may need to be reinforced. Working in concert with the 10-year update to the Calgary Transportation Plan, the 10-year MDP Review is expected to be complete in Q4 2019.



Our key result areas

Planning & Development has defined three key result areas that will 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 (MDP) and the Calgary Transportation Plan (CTP).
- 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

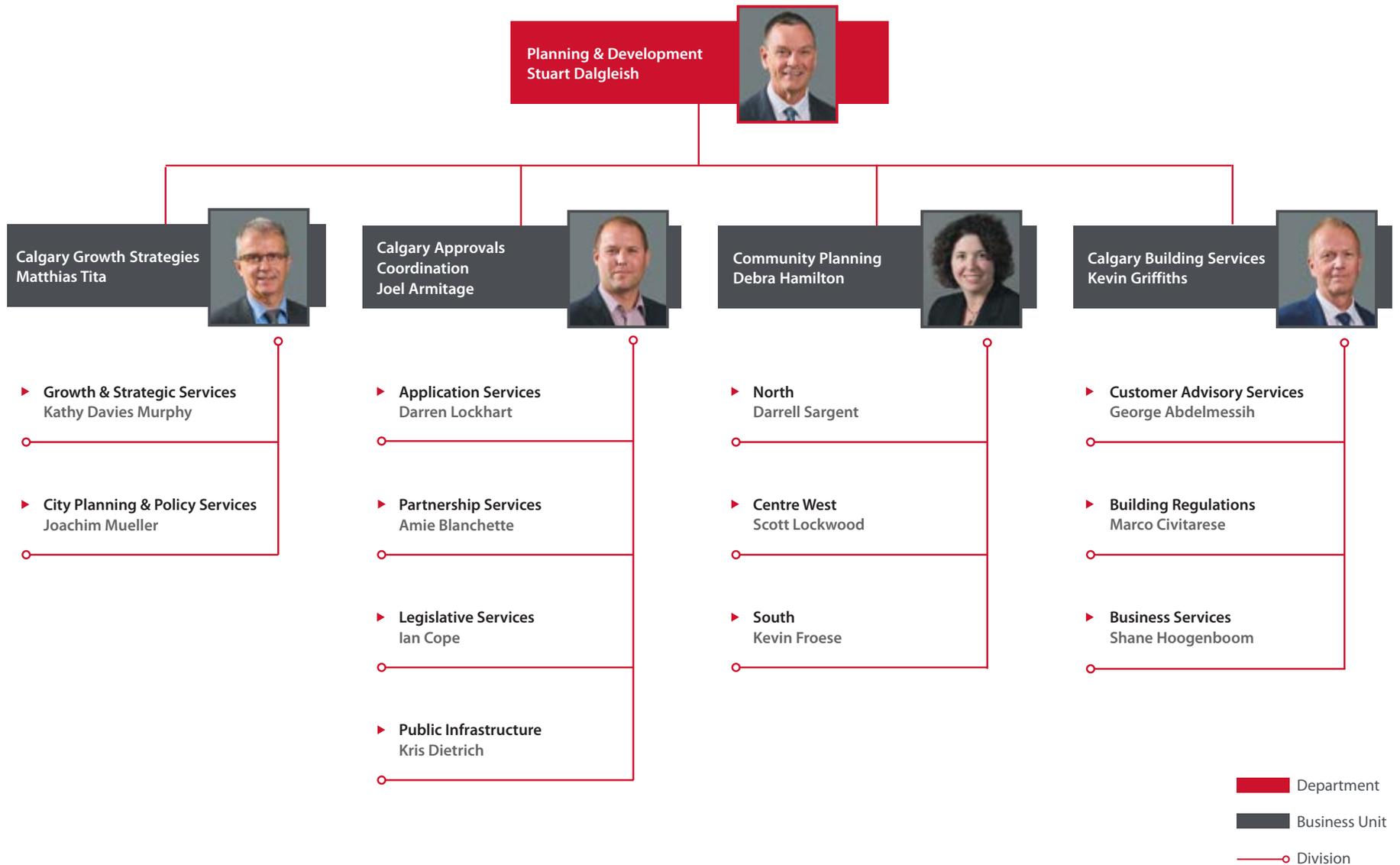


Effective tools - policies, bylaws, regulations and codes



Effective and collaborative department that supports achievement of quality development

Planning & Development



(effective December 2017)

Our customers

In order to ensure Calgary is the best place to invest, start or grow a business and develop real estate, we require an approvals process that encourages collaboration, reduces uncertainty and facilitates successful outcomes.



Who are our Customers?

- Home owners
- Business owners
- Land developers
- Builders
- Supporting professionals
- Contractors

Our customers' expectations are determined by more than just past interactions or the services we have historically provided. As times change, we adapt accordingly. Our corporate approach to service delivery focuses on first truly understanding our customers needs. We then design and deliver services to meet these needs, while evaluating our service performance to improve the overall experience. Focus is placed on four main areas of customer service:

- i. Understand: learning about our customers and their expectations
- ii. Design: reflecting on customer expectations in service design and standards
- iii. Deliver: providing services to specified standards
- iv. Improve: evaluating service performance and customer experience

From the creation and implementation of land use policy to building occupancy and business licensing, Planning & Development works with customers to enable development. Partnership Services, a division within Planning & Development, serves as a liaison between The City and stakeholders involved in the approvals process. This focus on building and maintaining relationships allows for more authentic opportunities for our customers to provide insight and feedback to continually improve the services delivered by our department.

Our communities and citizens

In addition to our customers, Planning & Development also interacts with a variety of stakeholders in Calgary's communities. These individuals or groups are able to participate in the planning process by providing their input on community plans, policies or individual applications. Their inputs are valuable to inform decisions.



Communities and citizens

- Citizens/Occupants/Neighbours
- Community Associations and other organized groups (i.e. Federation of Calgary Communities, Momentum, Business Improvement Areas, etc.)
- Councillors and Council appointed committees (Calgary Planning Commission and Standing Policy Committee on Planning & Urban Development)
- Industry groups and associations (i.e. Building Industry & Land Development – Calgary Region (BILD), National Association for Industrial and Office Parks (NAIOP) and Business Owners & Managers Association of Calgary (BOMA), Urban Land Institute (ULI Alberta), Chamber of Commerce)
- Partner organizations & other key groups (i.e. Calgary Economic Development, affordable housing providers, commercial real estate brokerage firms)

Our people and our culture

Our employees are the heart of Planning & Development. We are professionals, who first and foremost, are passionate Calgarians who dedicate ourselves to public service, and are committed to serving our fellow citizens, customers and communities. This dedication makes Calgary a great place to make a living and a great place to make a life. We play an important role in Calgary's success story and continued resilience. As a department we are focused on delivering on our three key result areas by working collaboratively within our department and corporation, and more importantly with our customers and citizens.

Our role: Planning & Development shapes the growth of our city and advances citizens' long-term vision for Calgary as captured in the Municipal Development Plan. We enable new developments to be realized while ensuring that buildings are safe city wide. We take pride in providing quality service to our customers and strive to add value. We listen, respect and act; united in a common purpose to make life better every day for customers and citizens of today and tomorrow.

Our strategy: Planning & Development's People & Culture strategy focuses on building a higher performance work environment, which is accountable to moving our City forward referencing Council's goals. Currently, by realizing internal efficiencies, enhancing innovative services, and diligently managing our resources, budget and expenditures we will further elevate our value to Calgarians. Our employees are critical to the successful adaption of a culture focused on service delivery.

This strategy reinforces the One City, One Voice corporate culture by looking for essential qualities (the four 'Cs') in our new hires, recognizing them in our colleagues, and developing them in our employees. These four Cs are:

- Character: behaving the right way
- Commitment: dedication to the greater public good
- Competence: doing the right things the right way
- Collaboration: working together for a common purpose

Our accountability: Planning & Development embodies our corporate values of being individually responsible to perform our duties to the best of our ability and present ourselves as positive ambassadors for the City. We are also collectively accountable to work together for the benefit of the people of Calgary.



Our accountability framework

In 2017, Planning & Development intentionally shifted towards a service-based delivery model. Implementing an accountability framework was essential to effectively advance our service delivery, increase internal efficiencies, and also realize streamlined budget savings.

Service Plan accountability meetings will focus on strategic and high-level business reporting and discussions while all other committees will focus on the tactical aspect of the business, work implementation and management along with detailed metrics. To effectively manage, monitor, and report on the implementation of service delivery and projects, Planning & Development has a tiered decision-making and reporting structure (as shown in the diagram on the next page).

The framework is centered around our three core services, each represented by a committee: Planning & Policy, Development Facilitation, and Building Safety. Two governing committees are represented as pillars to guide all core service implications, these are Customer and Citizen Outreach Coordination, and Financial Governance. The Projects Oversight Committee maintains visibility and control on all large-scale project proposals and execution, which are conceptualized at the service committee level.

Service Plan Accountability Committee
Chair: Joel Armitage
Managing Director
Calgary Approvals

Customer Outreach & Coordination Oversight Committee
 Service D & E execution
Chair: Amie Blanchette
Manager
Partnership Services



Finance Governance Committee
 Oversight of governance of budget & expenditure reduction
Chair: Matthias Tita
Director
Calgary Growth Strategies

Support Services

- Service Planning
- Analytics & Reporting
- Training & Development
- Finance & Capital
- Human Resources
- Communication
- Logistics/ Administration

Our core services and outcomes

The vision laid out in the Municipal Development Plan (MDP) is what helps guide our work to plan and create a sustainable future with an exceptional quality of life for generations to come. The Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) are the guiding documents/policies that enable us as an organization to achieve this vision. The Planning & Development department is the steward of this vision for Calgarians.

Here in Planning & Development, our department ensures that both the citizen vision and our City's guiding policies remain front of mind as we review development and building applications, and ensure that every building that goes up is safe for Calgarians. It's also our job to work collaboratively with customers and citizens to develop land use policies and services that will continue to support land use and development, population growth monitoring, and regional planning as our city grows and prospers.

In total, our department delivers 25 different services. Our services include policy development, permit processing of many types, inspections for both development and building disciplines, and support services, we've listed them in the following tables to give you a better understanding of all that we provide.

A. City planning and policy development

The city planning and policy development service provides specialized planning expertise to create, maintain and update (as needed) a broad range of statutory and non-statutory land use policies. This Council accepted prioritization strategy includes city-wide policies, bylaws, guidebooks and documents that are linked to the seven core themes outlined in the Municipal Development Plan. Prioritization of these initiatives is based on: advancing our three key result areas, efficiently delivering our day-to-day services, and better meeting the needs of our citizens, customers and communities. Planning & Development ensures that policies are effective and relevant to enable orderly, vibrant and sustainable development and growth to occur by working directly with communities, citizens and customers. This can be at the local, city-wide or regional level.

B. Development facilitation services

A key result area of Planning & Development is to ensure development is realized. Through our development facilitation services we aim to provide an efficient progression through the development process, ensure alignment with our guiding policies, and add value in facilitating building the best Calgary we can.



C. Building safety facilitation services

Making Calgary a safe city with safe buildings. Currently, all new builds are required to pass multiple inspections ensuring their safety. On older buildings we currently operate on a call-in basis and are accountable to responding to every single complaint received within 24 hours. An ongoing maintenance program is being developed for existing buildings over six storeys, to further assure Calgarians that all buildings are considered safe.



D. Customer outreach and coordination services

Working closely with our customers, citizens and communities, we will ensure high quality service delivery that is timely and consistent. We actively seek to understand the needs of our various stakeholders and commit to soliciting feedback through two-way communication that will enhance and continually improve their experience. Creating a more accessible process through increased information sharing and education enables us to adapt and respond to changing needs.

E. Support for services beyond Planning & Development

Working closely with our internal partners Planning & Development will support and enable cross-corporate services led by other departments to ensure a timely and consistent high quality corporate service delivery.

A. City planning and policy development

		Functions	Outputs	2018 Work
1.	Municipal Development Plan (MDP) implementation and sustainment	Implement the Municipal Development Plan (MDP): prepare monitoring reports to evaluate ongoing effectiveness of MDP policies, prepare reviews and updates as needed, as well as other city-wide policies.	<ul style="list-style-type: none"> • Create MDP monitoring reports, reviews and updates • Per cent of new development within 600 m of activity centres, nodes and corridors, as defined by the Municipal Development Plan 	<ul style="list-style-type: none"> • City Charter: Municipal Land Reserve Review (note: also aligns with 8. Legislative review / advocacy/ compliance) • MDP Monitoring Report 2017 • MDP Review (10-year update) • Rail Corridor Proximity Guidelines • Quality of Life Results • CalgaryEats! Food Action Plan (note: also aligns with 7. Sustainability Consulting) • Main Streets Bowness ARP Amendment (note: also aligns with 4. Community planning policy development) • Green Line Transit Oriented Development Implementation Strategy (note: also aligns with 4. Community planning policy development)
2.	Land Use Bylaw (LUB) implementation and sustainment	Proactively monitor, create, coordinate, and implement amendments of the Land Use Bylaw 1P2007.	<ul style="list-style-type: none"> • Approved comprehensive amendments to the Land Use Bylaw 	<ul style="list-style-type: none"> • Low Density Scoping Report (Infill Scoping) • R-CG Monitoring report • Flood Resiliency (Bylaw and Policy) • Secondary Suites - Implementing Council Direction • Short-term Rentals • Digital Signs on Transit Parcels • Land Use Bylaw Review • Downtown Parking Strategy Policy Revisions

Please refer to the Glossary for services definitions

A. City planning and policy development continued

		Functions	Outputs	2018 Work
3.	Growth Strategy	<p>Deliver sustainable growth, including areas in Calgary that are undeveloped, already established and industrial. Working with City Council, City infrastructure departments and external stakeholders, Planning & Development delivers solutions that are financially responsible, sustainable and in alignment with both the Municipal Development Plan and Calgary Transportation Plan. Implement the Off-Site Levy Bylaw and ensure its sustainment.</p>	<ul style="list-style-type: none"> • Key dates and milestones of major activities/files • Population balance between developed and developing areas • Initiate a Developed Areas Growth Strategy 	<ul style="list-style-type: none"> • Emergency Response Service Time in relation to urban Growth • Industry City Workplan (New Community Growth Strategy) <ul style="list-style-type: none"> ◦ Business Case Prioritization and Recommendation ◦ Strategic Growth Decision Framework Report to PFC ◦ Implementation of Strategic Growth Decision Framework ◦ City Financial Reporting and Planning Off-Site Levy Bylaw reporting and input to One Calgary Budget Recommendations • Industry City Workplan (Established Area Strategy) <ul style="list-style-type: none"> ◦ Explore reductions to targeted costs of redevelopment ◦ Scope how policy and initiatives impact redevelopment areas • Pilot one community to identify, plan and prioritize technical requirements to enable redevelopment <ul style="list-style-type: none"> ◦ Review underutilized road rights-of-ways ◦ Develop funding tools for developed areas investment ◦ Water resources site-specific utility information pilot implementation ◦ Center City Levy review and annual report • Industry/City Workplan (Industrial Strategy) <ul style="list-style-type: none"> ◦ Complete industrial education ◦ Conduct research outlining the value proposition for industrial development relative to some regional municipalities ◦ Explore mutual access issues ◦ Prioritize infrastructure investments for input to One Calgary Budget ◦ Provide input on policies and local area planning ◦ Continue to build partnerships to support industrial development ◦ Continue to provide input on relevant continuous process improvement work • MGA Tax Incentive for Brownfields (Assessment) • Airport Vicinity Protection Area and MoU with the Calgary Airport Authority • Intermunicipal Interface Policy (Belvedere ASP) (note: also aligns with 4. Community planning policy development)

A. City planning and policy development continued

		Functions	Outputs	2018 Work
4.	Community planning policy development	Working with citizens, communities and customers to prepare local area plans, including Area Redevelopment Plans (ARP), Area Structure Plans (ASP) and other statutory and non-statutory planning studies, in alignment with the Municipal Development Plan.	<ul style="list-style-type: none"> • Key dates and milestones for all ASPs and ARPs • Policy plans completed within timelines 	<ul style="list-style-type: none"> • Developed Areas Guidebook Version 2 • Urban Design - Coordination and comprehensive sequencing of five initiatives • Community Representation Framework • Aging in Place Laneway Housing (note: also aligns with 7. Sustainability Consulting) • Joint Use Agreement Review (linked to Municipal Reserve review) • Main Streets Bowness ARP Amendment (note: also aligns with 1. Municipal Development Plan (MDP) implementation and sustainment) • Chinook Station ARP Expansion • Plan Amendments (Crowchild Trail Functional Study) • Bridgeland / Riverside ARP • Killarney ARP • Green Line Transit Oriented Development Implementation Strategy (note: also aligns with 1. Municipal Development Plan (MDP) implementation and sustainment) • Green Line - Inglewood • Green Line - Ramsay • Green Line - Millican-Ogden • Green Line - South Hill • 17 Avenue SE ARP • Area 18 - Mt Pleasant / Tuxedo / Crescent Heights • Rundle Area Master Plan - ARP Review • Kingsland ARP • Highland Park ARP • South of Rangeview (Cell E) ASP • Westview ASP • CMLC Rivers District Master Plan (Victoria Park & Stampede) • Centre City Plan (10-year update of Council policy portion) • Chinatown Plan • Intermunicipal Interface Policy (Belvedere ASP) (note: also aligns with 3. Growth Strategy) • West District / West Springs ASP Amendment • Keystone Hills ASP Amendment • Beltline ARP Amendment • Hillhurst / Sunnyside ARP Amendment • Downtown West ARP • Mission ARP Amendment • +15 Policy Update Liaison with Roads to address and improve content

Please refer to the Glossary for services definitions

A. City planning and policy development

		Functions	Outputs	2018 Work
5.	Heritage planning	Advocate for heritage conservation and education, create heritage conservation policies, and collaborate to prepare heritage inventories and designations.	<ul style="list-style-type: none"> Number of municipal heritage designations completed 	<ul style="list-style-type: none"> Heritage Strategy-effective tools
6.	Geodemographic analysis and reporting	Prepare growth and change reports, monitor development patterns and prepare complex demographic projections in support of evidence based policy recommendations.	<ul style="list-style-type: none"> On time delivery of geodemographic information 	
7.	Sustainability Consulting	Prepare Triple Bottom Line (TBL) based reviews and sustainability assessments.	<ul style="list-style-type: none"> Key dates and milestones of major activities/files 	<ul style="list-style-type: none"> Council Triple Bottom Line Policy Review CalgaryEats! Food Action Plan (note: also aligns with 1. Municipal Development Plan (MDP) implementation and sustainment) Aging in Place Laneway Housing (note: also aligns with 4. Community planning policy development)
8.	Legislative review / advocacy/ compliance / new authorities	Advocate on a provincial and federal level to influence planning, building, electrical, plumbing and gas policy and safety codes. Achieve legislative compliance with Federal and Provincial legislation through policy/regulatory amendments. Implement through policy or regulations new legislative authorities.	<ul style="list-style-type: none"> Key dates and milestones of major activities/files 	<ul style="list-style-type: none"> Cannabis Policy Implementation South Saskatchewan Regional Plan Alignment MGA / City Charter analysis and prioritization - MGA Electronic Advertising City Charter: Municipal Land Reserve Review (note: also aligns with 1. Municipal Development Plan (MDP) implementation and sustainment) Landfill Setbacks (Phase 3 sites)

Please refer to the Glossary for services definitions

B. Development facilitation services

		Functions	Outputs
1.	Outline plan approvals	Review applications through multi-disciplinary teams across City departments; prepare and present recommendations to Calgary Planning Commission (CPC).	<ul style="list-style-type: none"> • Volume of applications • Growth management overlay impacts to processing time/cost • Per cent concurrent with Area Structure Plan amendment • City vs applicant review time • Processing cost per application • Service revenue vs cost
2.	Land Use Amendment approvals	Review applications through multi-disciplinary teams across City departments; prepare and present recommendations to Calgary Planning Commission (CPC) and Council.	<ul style="list-style-type: none"> • Volume of applications • Per cent Concurrent with Development Permit • City vs applicant review time • Processing cost per application • Service revenue vs cost • Complexity of applications (including secondary suites)
3.	Subdivision application approvals	Applications are reviewed and decisions rendered either by Planning & Development or multi-disciplinary teams across City departments depending on whether applications are subdivision by instrument or tentative plan.	<ul style="list-style-type: none"> • Volume of applications • City vs applicant review time • Processing cost per application • Service revenue versus cost
4.	Development permit approvals	Depending on complexity and scope, applications are reviewed and decisions rendered either by Planning & Development or multi-disciplinary teams across City departments. In some cases, additional preparation is required to present recommendations to Calgary Planning Commission (CPC).	<ul style="list-style-type: none"> • Complexity of applications • Use of customized timelines • Volume of applications • City vs applicant review time • Processing cost per application • Service revenue versus cost
5.	Council, committees, boards, and commissions	<p>Research and prepare reports on behalf of Planning & Development, while acting as the primary liaison between administration and:</p> <ul style="list-style-type: none"> • Public Hearings • Planning and Urban Development • Calgary Planning Commission • Subdivision and Development • NextCity • Urban Design Review Panel <p>Research and prepare reports on behalf of Planning & Development.</p>	<ul style="list-style-type: none"> • Volume of applications and reports • Key dates and milestones for reports / applications • Number of decisions appealed
6.	Development obligations and securities management	Facilitate and administer development agreements, performance securities, permissions to construct, Construction Completion Certificate (CCC) and Final Acceptance Certificate (FAC).	<ul style="list-style-type: none"> • Number of active development agreements • Volume of construction drawings • As-built drawing review timelines (outside of Planning & Development)
7.	Urban design review services	Conduct enhanced urban design reviews of new developments and major redevelopment proposals.	<ul style="list-style-type: none"> • Volume of files being reviewed by the urban design team
8.	Customer advisory services	Completes all development, building and homeowner permit application intake, responds to customer inquiries and manages the Technical Assistance Centre, the Planning Services Call Centre and Record & Document Management.	<ul style="list-style-type: none"> • Partners in Planning (PIP) program • Improved website utilization • Public community events

Please refer to the Glossary for services definitions

C. Building safety facilitation services

		Functions	Outputs
1.	Building safety permit approvals	Perform plans examination, (require approval to begin construction) and inspections by building safety codes officers throughout the construction phase; occupancy permit.	<ul style="list-style-type: none"> • Volume of permits, decisions made, and inspections • Number of active files/backlog • Total value of permits incoming/active • Permits with no inspections in more than 180 days • Average number of inspections by inspector per day
2.	Plumbing, gas and electrical permit approvals	Conduct inspections by plumbing, gas and electrical safety codes officers throughout construction.	<ul style="list-style-type: none"> • Volume of permits, decisions, and inspections • Number of active files/backlog • Total value of permits incoming/active • Permits with no inspections in more than 180 days
3.	Construction site safety	Handle complaints regarding construction site safety, inspect construction sites, and review site safety plans	<ul style="list-style-type: none"> • Number of active non-permits resolved within 30 days • Percent change in construction site safety incidents
4.	Business and new occupancy facilitation	Coordination of all necessary final inspections for both building and development to ensure safe occupancy and compliance with all code and policy requirements.	<ul style="list-style-type: none"> • Number of occupancy permits issued • Number of Development Completion Permit (DCPs) Inspections • Number of Development Completion Permit (DCPs) created/completed

Please refer to the Glossary for services definitions

D. Customer outreach and coordination services

		Functions	Outputs
1.	Affordable housing approval coordination	Serves as a single point of contact for affordable housing providers to assist with answering inquiries, facilitating issue resolution and directing customers to appropriate City departments. Oversees and coordinates the implementation of prioritized status and customized timelines for all affordable housing applications through the approvals continuum (active from pre-development through to occupancy).	<ul style="list-style-type: none"> Development and Building Permit approved in adherence to mutually agreed customized timeline
2.	Customer communication	Strengthening awareness, understanding and accessibility of Planning & Development services through multiple touchpoints to encourage two way communication.	
3.	Partnership services	Build and maintain relationships to allow for more authentic opportunities for our partners to provide insight and identify opportunities to continually improve. Soliciting and utilizing this feedback supports high quality, timely and consistent decision making. Acts as a liaison to various groups representing our customers, citizens and communities.	<ul style="list-style-type: none"> Customer satisfaction scores

Please refer to the Glossary for services definitions

E. Support for services beyond Planning & Development

		Functions	Outputs
1.	Business license	Serves as a single point of contact for issuing business licenses, as well as being the steward of business data for business assessments and taxes.	<ul style="list-style-type: none"> • Volume of applications • Business licenses processed within five days
2.	Energy code	Act as an in-house consultant on all Energy Code matters to ensure corporate compliance and efficiency.	

Please refer to the Glossary for services definitions

Our commitment to continuous improvement

Planning & Development is about building Calgary for everyone. Whether you're a citizen, community member or a customer looking for information or services, we're focused on making it faster and easier to complete any Planning & Development project. People who access Planning & Development services put their trust in City experts to make their project or business a success by ensuring that buildings are safe, and by facilitating development so Calgary can remain a prosperous community and can grow to meet the needs of Calgarians today and into the future.

In 2017 and now going into 2018 our priority has been on improving the customer, community and citizen experience of our services. To do this, we have been focusing on delivering simplified and transparent digital services, strengthening public engagement, and enhancing governance, planning and decision-making to provide consistent and predictable outcomes for projects.



How we're making our service better

What we worked on in 2017

Strengthening public engagement

- Citizens can now learn more about **redesignation** (rezone) applications and all development applications in their community online at calgary.ca/development. The user experience has been improved and citizens can now also see the status and provide feedback.
- All proposed development sites will now have our new, simple and informative **notice onsite** that includes a map, plain language description.
- Letters to citizens on land use resignations now have new templates that are in plain language.

Homeowners

- A new simple and straightforward application process was introduced that consolidates 51 home improvement application types into a single form.
- Homeowners now apply online through The City's new single application form, an 24/7 online service which includes our most popular home improvement permits including: basements and interior renovations, garages, decks (uncovered), and homeowner plumbing or electrical permits.
- Homeowners can now also book their home improvement project inspections on calgary.ca/311 online.
- We've improved our webpages using homeowners input gathered at focus group sessions, and saw a **45% increase in traffic** to calgary.ca/myhome.

Small Business Owners

- Everything you need to know about starting a business or making changes is now available on calgary.ca/mybusiness. One new site was inspired by entrepreneurs and incorporates feedback received by small business. We saw a **132% increase in traffic** to our new website.
- Event organizers that host annual events, including the Stampede, can now be eligible for a three-year development permit designed to save them time and money.
- The application process for a change of use has been streamlined to improve timelines and create more certainty for business owners.

Building and Development Industry

- The City launched **Customized Timelines** for complex applications to enhance certainty, and help The City report application metrics more accurately. A customized timeline is developed collaboratively with The City and the applicant.
- The CPAG directory was created which gives direct access to City staff for industry professionals to ask questions or voice concerns.
- Development Commencement Extensions were put in place which provide a balance of certainty for applicants and stakeholders while providing more flexibility in the amount of time between the Development Permits (DP) approval and commencement of construction.
- Contractors and home builders can now apply and pay online for all residential permits, track projects and manage inspections.

What improvements we have planned for 2018

All Planning & Development permits will be online for customers by the end of 2018

- In 2018 all services will be online.
- We will also be “testing” new technologies (hardware and software) to support working digitally.

Improved measurement and service monitoring

- We will mature our metrics to be effectively delineated between outputs and outcomes, focusing on the customer’s experience.

Continuing to strengthen public engagement

- Making further enhancements to public notices to ensure they are easy to understand and they link to all public engagement initiatives making it easy for citizens and communities to get engaged.

Homeowners

- Homeowner plumbing or electrical permits and remaining home improvements permits will be available online by summer 2018.
- Buying and selling requirements will go online eliminating the need for homeowners to visit City Hall to submit their Real Property Report.
- An online chat option for homeowners will be piloted in 2018 to help them with their project and applications.
- Working towards enabling customers to select a 2-hour window that works for them for an inspection.

Small Business Owners

- We’re making it convenient to do business with The City by providing online payment for a new business licenses and renewing a home office licence.
- We’re improving how owners are notified of an expiring Temporary Development Permit to ensure they’re operating with a license and taking advantage of the 50 per cent renewal discount.
- We are creating a single online tool that will outline and guide them through the specific land use, licensing and permit approvals required to start a business. The tool eliminates the hassle of visiting City Hall, giving owners more time to focus on their business.

Building and Development Industry

- Working towards simplifying the construction drawing process, as well as the processes for Construction Completion Certificates, Final Acceptance Certificates and circulations.

Aligning with Action Plan 2015 - 2018

Action Plan 2015 – 2018 is The City’s four year business plan and budget that was approved by Calgary City Council in November 2014. It is about connecting The City’s long-term priorities and strategies and translating them into action by Administration. The document includes five Council Priorities (four of which Planning & Development supports) and 44 Strategic Actions to guide our corporation over the four year period.

As we move into the final year of Action Plan 2015 – 2018, Planning & Development continues to implement the strategies into our day-to-day work and fulfill our commitments. Planning & Development leads seven of the forty-four Council strategic actions and supports an additional twelve actions. (P4, N5, N6, N7, N8, N9 and N10). These are identified on the following pages.

Planning & Development has twenty-three Council-approved performance measures and associated target along with operating and capital budgets for each Planning & Development business unit. The department’s performance measures are currently being reviewed and will be updated as needed for inclusion in the One Calgary 2019 – 2022 business plan and budget.





A prosperous city	A city of inspiring neighbourhoods	A city that moves	A healthy and green city	A well-run city
<p>Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.</p>	<p>Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.</p>	<p>People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.</p>	<p>We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.</p>	<p>Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.</p>

A prosperous city

Planning & Development is committed to being an effective business partner to citizens, businesses, and partners. Planning & Development will make it easier to do business with The City by facilitating understanding and predictability of planning and building processes and outcomes.

Council Strategic Action		PD Lead or Support Role	Department Actions Related to Strategy
P1	Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment, and innovation through enhanced business development, marketing and place making initiatives.	Support	<ul style="list-style-type: none"> Develop and implement a targeted communication strategy to improve The City's reputation as a great place to do business. Increase Planning & Development participation in industry groups. Building partnerships with the private sector to leverage investments in public amenities.
P2	Advance purposeful economic diversification and growth.	Support	<ul style="list-style-type: none"> Engage industry, working closely with the Calgary Economic Development to better coordinate efforts to advance purposeful economic diversity and growth.
P3	Support civic, business, and community partners as well as business revitalization zones, to collaborate and attract local and global investment.	Support	<ul style="list-style-type: none"> Continue to research and develop opportunities for Planning & Development innovation Build a reputation for being knowledgeable in our field of expertise and helpful in achieving deadlines. Build a reputation as a leader in our field of expertise and a facilitator of business success.
P4	Cut red tape and continue to foster a competitive tax environment to help small businesses succeed.	Lead	<ul style="list-style-type: none"> Improve transparency and understanding of the planning system by standardizing and optimizing internal business practices and policies. Implement an outcomes/risk based inspection strategy, incorporating appropriate use of audit and enforcement approaches. Improve citizen/business outreach by making information more useful/useable and available in more languages. Facilitate self-service by increasing the availability of on-line tools.
P6	Increase affordable and accessible housing options.	Support	<ul style="list-style-type: none"> Support corporate direction and implementation actions related to secondary suites. Monitor related land supply initiatives and provide policy support. Explore and implement new mechanisms to support affordable housing options.
P8	Respond to the needs of an aging population.	Support	<ul style="list-style-type: none"> Implement changes resulting from the Alberta Building Code's new adaptable dwelling unit requirements. Support greater accessibility to building for persons with disabilities.
P10	Expand our library system and enhance access to technology and information.	Support	<ul style="list-style-type: none"> Improve public access to Planning & Development stewarded information. Improve Planning & Development information management practices.

A City of inspiring neighbourhoods

Planning & Development works with all stakeholders to create complete communities, encouraging diversity in amenities, housing types, activities and services to create places where all citizens can make choices about their quality of life.

Council Strategic Action		PD Lead or Support Role	Department Actions Related to Strategy
N2	Build resiliency to flooding.	Support	<ul style="list-style-type: none"> Planning & Development is a supporting department, but has no specific Council-approved actions.
N3	Enhance The City's capacity & resiliency to prepare for and respond to pandemics, natural disasters, and emergency situations.	Support	<ul style="list-style-type: none"> Further develop and implement a business continuity plan and risk management strategy. Amend land use policy and regulation as necessary to support and implement resiliency initiatives. Continuous improvement to Building Safety Emergency Management System.
N4	Revitalize the role and ability of community associations, and use of community facilities.	Support	<ul style="list-style-type: none"> Planning & Development is a supporting department, but has no specific Council-approved actions.
N5	Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.	Lead	<ul style="list-style-type: none"> Continue to coordinate redevelopment strategies that promote increased population and employment in activity centres and along urban and neighbourhood corridors identified in the Municipal Development Plan. Identify and support investments in capital infrastructure that supports the evolution and growth of inner city and established communities. Encourage development that supports aging in place by promoting the increase of housing that is convenient for residents and welcoming to visitors of all ages and mobility. Work cooperatively with the province to improve building codes for fire safety for care facilities.
N6	Manage and promote growth to achieve the best possible social, environmental, and economic outcomes within financial capacities.	Lead	<ul style="list-style-type: none"> Continuously develop growth management strategies to enable development of complete communities. Work with stakeholders to enhance the development sequencing process.
N7	Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	Lead	<ul style="list-style-type: none"> Work with City and industry stakeholders to Planning & Development and implement a Standard Development Agreement and a new Subdivision Agreement. Investigate and promote new and innovative financing techniques and partnerships to provide infrastructure in new and redeveloping neighbourhoods. Optimize and leverage existing funding resources to support City development objectives.

A City of inspiring neighbourhoods continued

Council Strategic Action		PD Lead or Support Role	Department Actions Related to Strategy
N8	Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan Objectives.	Lead	<ul style="list-style-type: none"> • Monitor and report on Municipal Development Plan success. • In collaboration with stakeholders, address issues and opportunities related to achieving Municipal Development Plan/Calgary Transportation Plan implementation. • Review and optimize roles and responsibilities for Municipal Development Plan/Calgary Transportation Plan implementation. • Continue to implement improvements to application processes.
N9	Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.	Lead	<ul style="list-style-type: none"> • Ensure early integration of urban design and public realm design conversations into all aspects of the planning process in order to maximize desired outcomes. • Complete the development of Urban Design guidelines for all urban forms.
N10	Review The City's heritage processes to improve the protection and enhancement of heritage assets.	Lead	<ul style="list-style-type: none"> • Review and build on existing incentive programs to improve and support effective rehabilitation and designation of heritage assets. • Continue to develop the inventory of Municipal Historic Assets. • Further implementation of the Calgary Heritage Strategy.



A healthy and green city

Planning & Development will leverage land use and building processes to support healthy, environmentally and fiscal sustainable places.

Council Strategic Action		PD Lead or Support Role	Department Actions Related to Strategy
H3	Manage the relationships between flood protection, water quality and quantity, and land use.	Support	<ul style="list-style-type: none"> • Planning & Development is a supporting department, but has no specific Council-approved actions.
H4	Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	Support	<ul style="list-style-type: none"> • Lead The City's actions to comply with the South Saskatchewan Regional Plan and Land Stewardship Act working closely with Parks, Water Resources and Transportation.
H6	Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	Support	<ul style="list-style-type: none"> • Promote sustainable built environments. • Provide opportunities for conservation and tree preservation through the design and approvals process.

A well run city

Planning & Development is pro-active and strategic in mitigating risks and finding opportunities for improvement. Planning & Development will be involved in the community and build relationships with customers to provide services they have confidence in.

Council Strategic Action		PD Lead or Support Role	Department Actions Related to Strategy
W1	Finalize a new city charter with the province.	Support	<ul style="list-style-type: none"> Lobby for governing legislation changes that allow services to be provided as efficiently and effectively as possible.
W2	Be as efficient and effective as possible, reducing costs and focusing on value for money.	Support	<ul style="list-style-type: none"> Improve financial forecasts and reports to better manage and mitigate long-term financial risks. Employ business intelligence tools and data analytics to monitor business risks and business performance. Improve performance standards and targets and establish benchmarks that justify funding requirements and processes. Complete and implement a long term workspace strategy. Continue to implement business process management practices.
W3	Examine opportunities for alternative service delivery for competitiveness.	Support	<ul style="list-style-type: none"> Implement the recommendations of the Zero-based Review in order to realize improvements in service efficiency and effectiveness.
W5	Regularly collaborate and engage with citizens to encourage participation in City decision making.	Support	<ul style="list-style-type: none"> Continue to develop stakeholder relationships to achieve positive outcomes.
W6	Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth & maintenance requirements.	Support	<ul style="list-style-type: none"> Enhance long term planning for Planning & Development technologies and assets. Explore opportunities to use new technologies. Keep up with new versions of critical supporting technology and optimize use of existing technologies to increase capacity.
W7	Continue to transform the organization to be exceptionally citizen focused in its approach and delivery of services.	Support	<ul style="list-style-type: none"> Integrate customer service commitments and standards into Department and Business Unit programs and services to drive program and service improvements. Set clear expectations for staff and reinforce those through learning and development and recognition programs to empower staff to deliver excellent customer service. Establish service standards, metrics and targets incorporating customer feedback to provide responsive and quality service. Use customer metrics to drive service improvements, proves efficiencies and value for money.

A well run city continued

Council Strategic Action		PD Lead or Support Role	Department Actions Related to Strategy
W8	Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.	Support	<ul style="list-style-type: none"> • Planning & Development is a supporting department, but has no specific Council-approved actions.
W9	Strive to be an employer of choice with a focus on addressing the City's aging workforce.	Support	<ul style="list-style-type: none"> • Build an inclusive work place that is reflective of the greater community. • Develop a Planning & Development strategic workforce plan that responds to and forecasts work force trends. • Develop and implement a strategic workforce learning and development plan that fosters a high performing culture.
W10	Support the Corporate Safety Strategy.	Support	<ul style="list-style-type: none"> • Foster a risk-based health and safety focused culture. • Improve reporting and follow up procedures for specific leading safety indicators, near missed and hazardous conditions.



Action Plan performance measures

As part of our corporate accountability reporting for Action Plan 2015 – 2018, Planning & Development has 23 performance measures and targets to report on at the middle and end of the year. Additional performance measures are under development and consideration for the next business planning and budgeting cycle.

Performance Measure		2015 Year End Actual	2016 Year End Actual	2017 Year End Actual	2017 Year End Target	2018 Year End Target
P.PM1	Total number of suites on The City's Secondary Suite Registry	458	649	890	655	750
P.PM2	Participant rating of four out of five or better for service levels on affordable housing inquiries/applications	NA	80%	97%	80%	80%
P.PM3	Participant rating of four out of five or better for the Partners in Planning sessions	NA	97%	97%	80%	80%
H.PM1	Per cent of total population within Activity Centres and within 600 m of Corridors, as per the Municipal Development Plan	19%	21%	24%	20%	20%
H.PM2	Per cent progress on the legislated "Declaration of Compliance" requirement for the South Saskatchewan Regional Plan	NA	30%	60%	60%	80%
N.PM1	Number of years of planned land supply with an approved Area Structure Plan, for future greenfield residential development, as per the Municipal Development Plan	27.8	30.5	30.5	15.0	15.0
N.PM2	Cumulative per cent population growth within the 2006 Developed Area since 2006	18%	13%	10%	11%	12%
N.PM3	Number of evaluations completed following actual and/or simulated emergency situations	2	2	2	2	2
N.PM4	Number of municipal heritage designations completed	7	7	11	7	7
N.PM5	Per cent of the municipal heritage conservation grant program utilized in the current budget cycle	100%	70%	100%	100%	100%
N.PM6	Per cent of development permit decisions made for low density residential infill applications within 90 calendar days of application submission	55%	69%	77%	75%	80%

Performance Measure		2015 Year End Actual	2016 Year End Actual	2017 Year End Actual	2017 Year End Target	2018 Year End Target
N.PM7	Per cent of development permit decisions made for multi-family, commercial, industrial and institutional applications within 120 calendar days of application submission	56%	63%	75%	75%	80%
N.PM8	Per cent of development permit decisions made within 30 days of a concurrent land use approval	NA	82%	88%	80%	80%
N.PM9	The annual change in the number of hectares of land within local area plans that are compliant with the Centre City Guidebook or Developed Areas Guidebook based on an updated local area plan (*new as of 2016 December)	NA	NA	322 ha	1400 ha	TBD
W.PM1	Number of assigned departmental workstations decreased	0	0	65	0	80
W.PM2	Lost Time Claims Frequency	0.9	0.6	0	0.9	0.9
W.PM3	Per cent of respondents to the Customer Satisfaction Survey very satisfied with the quality and level of PD services	57%	NA	57%	65%	NA
W.PM4	Annual Employee Satisfaction Survey score (base year 2005 = 100)	137	130	113	139	140
W.PM5	Per cent of customers served within 20 minutes of arrival at the Planning Services Counter	60%	68%	82%	75%	80%
W.PM6	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	NA	86%	81%	95%	95%
W.PM7	Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application submission	59%	60%	76%	70%	75%
W.PM8	Per cent of building permits for new low density residential dwellings issued within 21 calendar days of application submission	72%	71%	71%	80%	85%
W.PM9	Per cent of building permits for low density residential improvements issued within s even calendar days of application submission	85%	89%	80%	90%	90%

Our budget overview

Planning & Development is funded through a mix of tax supported and self-supported functions, with tax supported funding being the smaller portion of funding.

In 2018, Planning & Development will continue to reduce our ongoing operating expenditures in response to the anticipated impacts of a prolonged recovery forecast in the local economy. Efficiency gains on service delivery will be pursued through the continued execution of our process improvement initiatives and through our service based accountability structure.

**The City of Calgary operating budget control report
Accountability report as at 2017 December 31 (\$000s)**

2018	Planning & Development	Net Expenditures*	Funding Source	
			Fee Revenues	Tax Support
	Calgary Approvals Coordination	2,340	(266)	2,074
	Calgary Building Services	77,725	(77,725)	-
	Calgary Growth Strategies	2,611	(347)	2,264
	Community Planning	12,622	-	12,622
	GM - Planning & Development	780	-	780
	Total Planning & Development	96,078	(78,338)	17,740

*Net of internal recoveries equaling \$17,681.

**Planning & Development capital budget
As at 2017 December 31**

Description	2018 Budget
Business Technology Sustainment	\$4,000,000
Capital Asset Acquisition	\$1,000,000
Working Space Initiative	\$1,600,000
Grand Total Budget	\$6,600,000*

*** This consists of \$10M of capital relinquishment in 2018 budget and \$281K of capital deferral to 2019 budget.**

Contact information

Phone

403-268-5311

Mon – Fri, 8 a.m. – 4:30 p.m.

Web

calgary.ca/pd

Mail

Planning & Development Service Plan

The City of Calgary

P.O. Box 2100, Station M #8117

Calgary, AB T2P 2M5

In person - Please call first to book an appointment

Outside Calgary, call 403-268-CITY (2489)

Calgary



2018 Planning & Development Service Plan

Supporting Glossary

Glossary

Affordable Housing Approval Coordination

Planning & Development's Affordable Housing Coordinator works with our internal and external partners to ensure the successful and timely approval of planning applications for affordable housing projects. This includes proactively identifying these projects as they enter the system, assisting applicants throughout the approvals process and stays connected through to successful occupancy.

Building Safety Permit Approvals

The building permit approval process includes plans examination (before construction commences), approval to construct (i.e. issuing the permit), and inspections by qualified safety codes officers throughout the construction period. In larger projects, an occupancy permit is granted after the constructed building is found to meet the requirements of the Alberta Building Code, and after the development, electrical, and plumbing and gas inspectors have approved the construction.

The three major building permits are:

- Single construction permit for single family and semi-detached homes
- Commercial/multi-family permits for all new and improvements to non residential buildings
- Residential improvement permits for additions, garages, basement development and secondary suites.

Business & New Occupancy Facilitation

This service provides the coordination of all necessary final inspections for both building and development to ensure safe occupancy and compliance with all code and policy requirements.

Business License Approvals

This service is responsible for the intake and issuance of all business licensing requests and maintaining the integrity, accuracy and consistency of Calgary business data for Planning & Development, Assessment, Business Tax, Corporate Billing, Accounts Receivable and Compliance Services.

Business Planning & Budgeting

This service ensures departmental alignment of cascading goals, outcomes and priorities from the corporate level to the employee level while providing ongoing monitoring of the progress of work through monthly reporting and accountability meetings. This service also ensures the ongoing prioritization of projects to ensure outcomes are achieved and the allocation of appropriate fiscal and human resources to meet operational needs.

Business Support

This service is internally focused and provides enabling services that act as the engine of the department, enabling other public – facing services to deliver quality results. This service includes functions like fleet and logistics, administrative resource management, systems support, and issues and risk management.

Change Management

This service is closely linked to the Project Management services and provides strategic and tactical change management on projects as well as change management consultation on projects that do not have a change management resource. The service also provides change leadership coaching/support and facilitation.

City-Wide Planning Policy Development

This service delivers a broad range of policies and specialized planning expertise to support decision making. The creation and implementation of these documents help shape the long-term vision for land use planning while also providing the necessary tools for implementing this vision, and supporting the growth and long-term sustainability of our city.

The Municipal Development Plan and Calgary Transportation Plan provide guidance and set the direction for the form an area plan will take.

Community Planning Policy Development

This service takes into consideration the City-Wide policies, bylaws, guidebooks and other relevant documents and applies them to specific community based projects such as: area redevelopment plans, area structure plans, and planning studies.

- An area redevelopment plan (ARP) is a planning document which sets out comprehensive land use policies and other proposals that help guide the future of individual communities. An ARP supplements the Calgary Land Use Bylaw and provides a community perspective to the land use districts within that community from which development applications can be considered against. It also provides guidance for The City in undertaking improvements and programs relating to a community.
- An area structure plan (ASP) is a long-range planning document and is the first step in obtaining planning approval for a new community. It is the guiding document for future construction endeavors; promoting logical, compatible and sustainable development.
- Planning Studies are local area plans that are non-statutory.

The Municipal Development Plan and Calgary Transportation Plan provide guidance and set the direction for the form an area plan will take.

Construction Site Safety

This service ensures public safety regarding construction sites. Planning & Development declares the measures builders and contractors are required to use to protect the public while construction is underway including site fencing and covered walkways. Planning & Development responds to public complaints regarding site safety and will ensure compliance to the declared safety measures. Depending on the scope of the project, applicants may be required to submit their site safety plans during the plans examination process.

Continuous Business Improvement

This service speaks to all efforts to improve products, services or processes. These efforts can seek incremental improvement over time or breakthrough improvement all at once. All products, services and processes are constantly evaluated and improved to ensure efficiency, effectiveness and flexibility (available resources and potential outcomes).

Committee Administration

This service is responsible for the reporting and preparatory work for the Calgary Planning Commission (CPC), Council public hearings, land-use applications, and the Subdivision and Appeal Board (SDAB).

Customer Advisory Services

This service operates the Planning Services Counter and completes all development, building and homeowner permit application intake. It also operates:

- The Technical Assistance Centre, which provides advice on safety codes (for building, electrical, plumbing and gas) and construction methods, building safety and fire regulations.
- The Planning Services Call Centre provides information to callers about Planning & Development products, processes and service.
- Data, Records and Document management for all customer and business information (electronic and paper copy).

Customer Communications

This service is dedicated to fostering relationships with Planning & Development's customers by better understanding customer needs through ongoing surveys and dialogue and engagement as well as supporting customer knowledge of the department through the development of informational and educational products, tools and engagement.

Development Obligations and Securities Management

This service provides the necessary development agreements between The City and developers. Approval of a tentative plan triggers the preparation of a Development agreement between the developer and The City. The Development agreement specifies construction and maintenance obligations, and includes rates charged by The City to enable the provision of supporting infrastructure for the developing area. This service renders decisions, on-site service plans, reviews, construction drawings and manages securities.

Development Permit Approvals

This service ensures that the proposed use is allowable and that the Land Use Bylaw rules are met and if not, to assess the merit of relaxing the rule. In the case of discretionary uses, this service allows an evaluation of the impact on neighbouring properties, and offers affected parties an opportunity to provide relevant information ensuring informed planning decisions.

Low Complexity Applications – Stream 1 and 2:

- Stream 1 applications are generally the most simple and straightforward. They are often processed entirely by staff at the public counter and the applicant may receive a decision before leaving the counter. Examples of Stream 1 applications are: “Home Occupation – Class 1” (which is a home business that is basically no more than a desk and telephone operation) or a change of tenancy in an existing building where the use itself doesn’t change (e.g. a restaurant to another restaurant).
- Stream 2 applications are typically straightforward but must undergo a more thorough check by planning staff for compliance with rules. They are not reviewed by other City departments or external agencies and there is no public notification or circulation of the application to the local community association. An example of a Stream 2 application is a development permit for the change of use to a permitted use within an existing commercial building (in which case planning staff check if more parking is required for the new use).

Medium Complexity Applications – Stream 3:

- Stream 3 applications require an evaluation by planning staff but do not require input from other City departments, although some of these applications will require public input. The application may be circulated to the local community association and a public notice may be erected on the development site. Some examples of Stream 3 applications are:
 - Single and semi-detached infills (both contextual and discretionary)
 - Additions to a residence, or secondary suites
 - Change of use (e.g. from one listed use to another when discretion or relaxations are involved)
 - Liquor store in existing building
 - Minor addition to commercial/industrial
 - Signs (third party, freestanding, fascia, etc.)

High Complexity Applications – Stream 4:

- Stream 4 applications require review by planning staff as well as other City departments which include:
 - Development Engineering (for issues such as solid waste collection, sewer and water services, road and sidewalk infrastructure, drainage, slope stability, environmental contamination, etc.)
 - Transportation Planning (for issues such as traffic generation, road capacity, vehicular access, etc.)
 - Parks (for issues such as protection of trees in adjacent City boulevards)
- Stream 4 applications are typically circulated to the community associations, ward councilors, and external referees such as Enmax, Fire and Police. Examples of Stream 4 applications include applications for new shopping centres, office buildings, multi-family residential and some infill developments.

Development Completion Permit and Inspections

When a Development Completion Permit (DCP) is required as a condition of an approved Development Permit, the Development Completion Permit must be coordinated with building occupancy. A Development Completion Permit is issued after an inspection is done to ensure that the development has met all the conditions stated in the approved Development Permit and the approved plans.

In some circumstances, a security deposit may be accepted to allow the occupancy of a building or the commencement of a use prior to the development being completed. The security deposit may cover seasonal work such as paving, landscaping, and those items that cannot be completed until the next construction season.

Document and Record Retrieval

This service provides the repository for all customer business information in both electronic and paper copy.

Electrical, Plumbing and Gas Permit Approvals

This service provides for the processing of trade permit applications including a series of inspections performed by qualified safety codes officers during the construction period. A small percentage of permit applications are reviewed in detail before construction can start. Most are released instantly online, allowing for construction to begin.

Sustainability Consulting

This service provides for the application of a sustainability lens to business planning, risk management and other initiatives and decisions throughout the Corporation. It achieves this through the Triple Bottom Line policy and its tools along with sustainability assessments. The Sustainability Strategy group also bridges the City's sustainability efforts with those of the community so that public, private, and non-profit sector actions are aligned toward a sustainable and resilient city.

Geodemographic Analysis and Reporting

This service monitors growth and change on a city-wide basis to provide a context to manage Calgary's growth and corresponding quality of life. The planned land supply of new residential and non-residential (commercial, industrial) areas is tracked with a spatial allocation of economic and demographic projections (population and jobs forecast distributions). An analysis of City infrastructure including facility and service needs in relation to the planned land supply is performed with projected development patterns to support the planning activities of Planning & Development in both new and established areas.

Growth Planning

This service facilitates sustainable growth in all areas of Calgary, including areas that are undeveloped, already-established, and industrial. Working with City Council, city infrastructure departments, and external stakeholders, the service creates strategies and tools to ensure solutions are financially responsible, sustainable, and in alignment with both the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP).

Heritage Planning

This service identifies, protects and manages Calgary's Historic Resources and is guided by the Calgary Heritage Strategy. This service is delivered by evaluating potential heritage sites and maintaining the "Inventory of Evaluated Historic Resources", reviewing planning permit applications on historic resource sites, exercising regulatory authority under the Historical Resources Act regarding the protection and alteration of municipally designated historic resources. Sites are recommended for designation protection under the Historical Resources Act with advice and information provided to City Council, Administration and the public on heritage conservation legislation, policy and best practices.

Land Use Amendment Approvals

This service coordinates the land use amendment (or re-designation) process when the land use district of a parcel of land is changed, and may be necessary when a proposed use is not listed as permitted or discretionary in the specific land use district. Any owner of a site, an authorized agent, or other persons having a legal or equitable interest in the land may apply to have the land use designation changed by way of a Land Use Amendment. These are reviewed by multi disciplinary teams.

Land Use Bylaw Sustainment

This service provides for the ongoing monitoring, identification for change and implementation of amendments for the Land Use Bylaw (LUB). The LUB regulates the use and development of all buildings and land within Calgary's boundaries. It does so by defining the range of uses considered appropriate for any particular site and setting out basic rules for site and building design.

Legislative Review/Advocacy/Safety Codes Development

This service provides for the monitoring and/or participation in the following: City Charter discussions and related work, reviews of Off-site Levies and Bylaw Sustainment. This service also allows safety codes officers to participate in a variety of technical committees providing input, influencing policy and code on a national and provincial level. Some of the committees include the National Research Council and the Alberta Safety Codes Council.

Municipal Development Plan (MDP) Sustainment

This service provides for the ongoing monitoring of proxy measures for the social, environmental, and economic performance of the Municipal Development Plan (MDP). The Municipal Government Act requires all municipalities in Alberta, with a population of 3,500 citizens or greater, to develop and approve a municipal development plan to set general planning direction. Planning decisions, especially regarding land use and infrastructure, have long-term impacts. Long range planning helps address long-term economic, social, and environmental needs while coordinating public investment, and

providing a framework for local planning and decision-making. These measures and their trends are reported to Council every four years in a monitoring report and used as a foundation to update the MDP reviews performed every 10 years.

Off-Site Levy Bylaw Sustainment

This service provides ongoing work between Administration and members of the development industry regarding the examination of The City's approach to offsite levies. The Municipal Government Act permits municipalities to charge off-site levies to developers, which are approved by City Council. The levies are meant to cover the cost of new or expanded road, water, sanitary and storm infrastructure, and land required for this infrastructure, to serve the community. Developers also contribute to the funding of other infrastructure for community services that is necessary to accommodate growth including recreation facilities, libraries, transit buses, emergency response facilities and police stations.

Outline Plan Approvals

This service provides direction regarding proposed high level land uses typically for a large area of land that is undeveloped. It also provides information on the location and hierarchy of roads, major municipal services required, and the location and distribution of schools and parks.

Approved outline plans are non-statutory documents that help to bridge the process between high level community planning (e.g. area structure plan) and the planning applications that follow such as subdivision, land use re-designation, and development permits.

Partnership Services

This service is focused on better understanding the business imperatives of our customers and proactively identifying issues and opportunities for improvement throughout the Planning & Development approvals continuum. The division is dedicated to growing a customer centric culture throughout Planning & Development, making Calgary the best place to invest and develop real estate.

Performance Measures Development & Reporting

This service provides the business with indicators that measure our progress towards achieving our outcomes. Ongoing monitoring of established performance measures and the development of new measures help determine gaps between organizational effectiveness and operation efficiency.

Plumbing and Gas Permit Approvals

This service provides for the processing of plumbing and gas permits including a series of inspections performed by qualified safety codes officers during the construction period. A small percentage of permit applications are reviewed in detail before construction can start. Most are released instantly online, allowing for construction to begin quickly.

Project Management Support

This service provides consultation and /or the planning and execution of projects, preparing and managing the people side of change, administration of projects controls and quality assurance on technical projects.

Safety Codes Development

This service provides for The City, through its safety codes officers, to participate in a variety of technical committees, providing input and influencing policy and code on a national and provincial level, including the National Research Council and the Alberta Safety Codes Council.

Subdivision Application Approvals

This service provides for the processing of applications to divide land into smaller parcels which meet servicing and other regulatory requirements, including new legal descriptions. This is a legal process, mandated by the Municipal Government Act (MGA). There are two basic types of applications:

- A Tentative Plan is prepared when a proposed subdivision will create two or more lots and the subdivision is to be undertaken by a plan of survey. A conforming tentative plan details all of the

information contained in an approved outline plan. Specific lots are shown together with all dimensions and areas. Tentative Plans are statutory documents.

- The Subdivision by Instrument application is necessary when land has been previously subdivided and divided into lots, some of the lots may have been consolidated into one title. If the applicant wishes to create individual titles to each of the lots for example, they must apply for a Subdivision by Instrument. Subdivision by Instrument approvals are statutory documents.

Training & Development

This service provides employees, customers and stakeholders with the learning solutions, tools and resources to help deliver and receive high quality services. From an internal perspective, this service is focused on ensuring we retain, engage and strengthen our workforce. From an external perspective, this service is focused on improving our customers and stakeholders relationship by engaging with them, understanding their needs and ensuring a better understanding of and access to our services.

Urban Design Review Services

This service relies on the efforts of the Urban Design Review team who provide expertise on:

- Urban design project-conceptual design and implementation input;
- Advice on development application and project review;
- Urban design guidelines and policy review; and
- Design advocacy and outreach.

Urban design issues include the relationship between buildings in a neighbourhood, as well as the relationship between the buildings and the streets, parks and other spaces that make up the public domain. The Urban Design Review Panel provides non-binding advice through the application review process. It may consider a project at the pre-application stage or during the circulation period.