

Calgary



Planning & Development 2019 Accountability Plan

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Message from the General Manager



Stuart Dalgleish
Planning & Development
General Manager

We are pleased to present our 2019 Planning & Development Accountability Plan. Its primary purpose is to communicate our goals and objectives for 2019 and outline our internal processes to help make them successful.

This plan is how Planning & Development will deliver the One Calgary 2019-2022 service plan and budget that was approved by Council, it also lays out the policies and culture that guide us in our work.

The overall goals of Planning & Development are to ensure that the Municipal Development Plan and Calgary Transportation Plan visions are advanced, development is realized and buildings are safe. To enable getting to these outcomes, we provide three services, which are City Planning & Policy, Development Approvals, and Building Safety.

At the core of our successes is a focus on service delivery for our customers and citizens. Our customers success is our success, we want to make sure that the work we are doing is enabling a smart and healthy development environment and not hindering it. This approach is part of our corporate culture and is part of how we deliver our services.

Our services are delivered through our team of approximately 535 Planning & Development staff, and complemented by 200 corporate approvals team staff.

Planning & Development plays a key role in facilitating the ongoing building of our great city. We set the foundation for the future of the city and help guide the continuous changes we see every year. Our work is connected to every part of the corporation, because "Planning is leading".

This requires applying exceptional planning, in both developing and re-developing areas, as well as working with developers, builders and homeowners.

We want you to see how your work contributes to the key result areas, and how you can be a part of delivering excellent customer service.

I encourage you to review this plan as a reference point for how your work contributes to and is part of the services we provide as a department, and the outcomes, towards which we're all working. We look forward to all the great work we'll do together in 2019.

Stuart Dalgleish,
Planning and Development

Messages from the Directors



Matthias Tita
Director
Calgary Growth Strategies

"Calgary Growth Strategies is responsible for developing the long-term vision for land use planning, and building the tools to implement this vision. This includes providing expertise and information on land, housing and population to enable the growth and long-term sustainability of our city, as well as overseeing departmental strategy. Calgary Growth Strategies has a leading role in the City Planning & Policy service to set, implement, and monitor city-wide land use plans, regulations and funding frameworks in partnership with internal and external stakeholders."



Josh White
Director
Calgary Approvals Coordination

"Calgary Approvals Coordination oversees the approvals process across the land development continuum. We also manage the technical, financial and contractual obligations related to new public infrastructure and new land development projects. Our team supports approvals staff to realize high-quality developments while working closely with our customers, industry groups and communities. These relationships serve to identify opportunities to improve Planning & Development's service offerings through process improvements, enhanced staff training, and driving our department's customer centric culture forward."



Debra Hamilton
Director
Community Planning

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



Brenda Desjardins
Director
Calgary Building Services

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

Executive Summary

The 2019 Planning & Development Accountability Plan aims to provide an internal view of how the Planning & Development department governs and manages its business, which ultimately provides value to Calgarians. While this plan is designed to be a reference and information tool for Planning & Development staff, it is published externally to align with our focus on transparency.

Through The City's 2015-2018 Action Plan business cycle, Planning & Development has been through a journey of very intentional changes in both our focus and how we manage our business. We have advanced our understanding of what drives our business, streamlined efficiencies, and continued to focus on making life better for Calgarians. Annual highlights of our Planning & Development journey are:

2015: Calgary Building Services zero-based review identified and realized efficiencies, and created a customer journey map.

2016: Calgary Approvals Coordination business unit formed and developed a targeted approach to customer service throughout the approvals process.

2017: The initial accountability framework was introduced and consisted of six committees. Courses on customer centric training, mastering the approvals continuum and Corporate Planning Applications Group delivered.

2018: Accountability framework enhanced with additional committees on people and culture and financial governance. 2019-2022 service plans and budgets created.

The culmination of this journey to date can be demonstrated through the One Calgary 2019-2022 budget and planning process, which presented The City's budget in 61 unique services provided to Calgarians. Planning & Development owns three of these services which are: City Planning & Policy, Development Approvals, and Building Safety. Leveraging the departmental focus and progress made over the last few years, Planning & Development developed and presented our 2019-2022 One Calgary service plans & budgets which can be found on calgary.ca/onecalgary

Our key result areas

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

Our Mission

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



Results

We strive everyday to achieve three key results



Municipal Development Plan/Calgary Transportation Plan vision is advanced

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



Development is realized

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



Buildings are safe

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

Enablers

We have the foundation in place to achieve these results



Effective tools - policies, bylaws, regulations and codes



Effective and collaborative department that supports achievement of quality development

Planning & Development

Department organizational chart

Calgary Growth Strategies



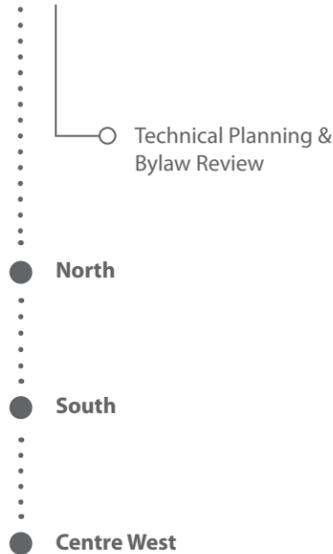
Legend

- Business unit
- Division
- Section

Calgary Approvals Coordination



Community Planning



Calgary Building Services



Accountability framework

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

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

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

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





City Planning & Policy Service Committee



Chair: Joachim Mueller
Manager
City Planning & Policy Services

“As Calgary continues to grow, it also continues to change. As The City’s planners, strategists, analysts, and project managers in Calgary Growth Strategies, Community Planning and Urban Strategy, it is our role to understand and anticipate these changes and to provide the tools that enable the city to meet Calgarians’ needs – today and in the future.

We work with other business units to shape where, how and when our city should grow, and what investments are needed for this growth. Our work results in the long-term vision for the city and the growth plans that reflect the goals of individual neighbourhoods. This work is continued in increasing detail through Development Approvals and Building Safety.”

2018 Highlights

- The New Communities Growth and Change Strategy enabled Council to make an informed decision regarding 14 new community growth areas. This work is continuing in the Established Areas Growth and Change Strategy.
- Launched a new approach to local area policy planning that looks at multiple communities together instead of one community at a time.
- Amendments to the Developed Areas Guidebook support the new approach to community planning and will provide common planning tools to focus on each community’s unique character and consistent guidance across communities.
- Community Planning and the Main Streets team worked together to create the International Avenue Area Redevelopment Plan. Based on the Southeast 17 Corridor: Land Use and Urban Design Concept (Corridor Concept Plan) it created certainty for local stakeholders, provided a clear vision for main streets, created shorter timelines for redevelopment through appropriate land use districts, and reinforced The City’s investment in public realm improvements.

Key 2019 deliverables

- Align key planning and policy initiatives focused on redevelopment and growth/change to create effective tools. A major focus will also be on identifying what investments are needed for this growth.
- The Established Areas Growth and Change Strategy and Industrial Strategy goals are to identify required investments and accompanying financial tools to enable growth and change in those areas.
- The Developed Areas Guidebook will be completed, and implementation will begin. A key aspect of this work will be determining the appropriate shape and character of communities.
- Main Streets design and implementation will continue.
- The roll out of new multi-community plans will begin based on the North Hills pilot project.
- Increase our efforts to enable Calgarians to participate in planning their communities through exploring different ways of hearing from Calgarians and capturing their diverse perspectives, lifestyle needs and cultural preferences.
- Every year we will discuss our priority initiatives with Council to ensure we are focusing our resources to the greatest effect.

What teams contribute to success

Planning & Development

- Calgary Growth Strategies: Growth Strategies, Strategic Initiatives, Planning Analytics & Reporting, City Wide Policy, Legislation & Land Use Bylaw, Sustainability Strategy, and Growth Funding & Investment, Geodemographics
- Community Planning: North, Centre West, South
- Calgary Building Services: Mapping, Business Services
- Calgary Approvals Coordination: Training & Development

Corporate

- Business Partners: Communications
- Urban Strategy
- Transportation
- Parks
- Calgary Neighbourhoods

How we measure success

- Number of Municipal Heritage Designations completed (total).
- Percentage of the municipal heritage conservation grant program utilized in the current budget cycle.
- Per cent of Calgary’s land area addressed in local area plans completed in last four years.
- Per cent of Municipal Development Plan intensity targets reached in strategic growth areas.
- Per cent of Local Area Plans that did not need amendments within four years of approval.
- Per cent of Calgarians that had opportunity to participate in community planning.



Development Approvals Service Committee



Chair: Darren Lockhart
 Manager, Application Services
 Calgary Approvals Coordination

“The Development Approvals service, delivered by the Corporate Approvals Team, supports the realization of development in Calgary through the review and approval of land development and redevelopment applications. This service continues work completed in the City Planning & Policy service by ensuring development proposals align with The City’s long-term plans, council policies and community needs.

The Development Approvals Service Committee provides ongoing strategic direction for the effective facilitation of approvals for land developments including all collaboration and engagement with citizens, community, customers and internal partners. The committee reviews monthly service progress in providing approvals in a timely manner and monitors the advancement of key deliverables and service improvements to ensure work is appropriately prioritized, effectively implemented and adequately resourced.”

2018 Highlights

- Developed a customized timeline policy to adjust the approval timeframe based on the complexity of the application and the customer’s unique timeline requirements.
- Collaborated with the Building Safety Service Committee on the implementation of a new approval process for cannabis stores in Calgary.
- Strengthened practice of data-driven decision making through the ongoing and effective monitoring of performance metrics.
- Developed an online tool for customers to request a Corporate Planning Applications Group pre-application inquiry and an automated survey to collect feedback from customers on the level of service provided on multidisciplinary files.

Key 2019 deliverables

- A service dashboard will be developed to provide real time information on timelines and overall performance of Development Approvals.
- Approval timelines for Amended Plan applications will be monitored to maintain efficient approvals processes.
- Strategies for tracking Outline Plans will be developed and implemented to support ongoing effective management of Outline Plan approvals.
- Work will continue on developing tools to enhance collaboration between the Corporate Approvals Team, partners, citizens, communities, and customers.

What teams contribute to success

Planning & Development

- Calgary Approvals Coordination: Applications Services, Partnership Services, Training & Development
- Community Planning: North, South, Centre West
- Calgary Building Services: Development Applications & Licensing Services, Business Services, Development Approvals & Building Safety
- Calgary Growth Strategies: City Planning & Policy Services, Growth & Strategic Services

Corporate

- Corporate Approvals Team: Corporate Planning Application Group partners
- Business Partners: Communications

How we measure success

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



Building Safety Service Committee



Chair: Marco Civitarese
Chief Building Official
Calgary Building Services

“The goal of the Building Safety Service Committee is to ensure service work is appropriately prioritized, effectively implemented and resourced to drive the best possible customer experience while ensuring that buildings are safe. The committee will review monthly progress towards achieving the key deliverables for 2019, and work with the other committees to provide consistency and alignment.”

2018 Highlights

- Collaboration efforts that took place between Building Safety and Development Approvals service. The two groups worked together to improve the timelines for commercial partial permits allowing builders to start construction on the foundation earlier.
- The committee brought forward the concerns regarding resource constraints for the Business Services division and advanced the strategy to better enable success.
- The service developed a strategy for monitoring the safety of existing buildings and created a One Calgary performance metric to measure the effectiveness. As a result, the service will review all Building Envelope Visual Assessments (BEVA's).

Key 2019 deliverables

- An important initiative for the Building Safety service in 2019 is to make the inspection process easier and save time for our customers.
- Homeowners will be given the option to schedule appointments with a two-hour window of when an inspector will be at the property instead of remaining at home all day until the inspector arrives.
- Commercial customers will have options for an alternative method of verifying any issues raised with an initial inspection have been corrected. This will save the customer time and money not having to book a re-inspection allowing for construction to proceed more quickly.
- The service will follow up on the strategy for monitoring the safety of existing buildings created in 2018 to identify any high-risk issues after the first audit of Building Envelope Visual Assessments (BEVA's). Any additional high-risk buildings or conditions will then be prioritized for review under the Building Maintenance Bylaw.

What teams contribute to success

Planning & Development

- Calgary Building Services: Development Applications & Licensing Services, Business Services, Development Approvals & Building Safety
- Calgary Approvals Coordination: Applications Services, Partnership Services, Training & Development
- Community Planning: North, South, Centre West
- Calgary Growth Strategies: Growth & Strategic Services, Planning Analytics & Reporting

Corporate

- Calgary Fire Department
- Calgary Police Services
- Law
- Business Licensing
- Calgary Housing
- Facility Management
- Corporate Analytics & Innovation
- Business Partners: Communications

How we measure success

- Per cent of new home construction that meets building safety standards upon first final inspection.
- Per cent of Residential Improvement Projects that required a single inspection.
- Per cent of buildings five storeys or greater and older than 10 years that submit a building envelope visual inspection for review.



Customer Service Oversight Committee



Chair: Brenda Desjardins
Director
Calgary Building Services

“The Customer Service Oversight Committee exists to provide an “outside-in” lens to the three core service committees. Specifically, we provide our three service committees with a methodology to embed customer service expectations within their metrics and performance targets and ensure customer, community and citizen needs are consistently considered across all channels of communication/touchpoints.

The Customer Service Oversight Committee is focused on coordinating and aligning customer satisfaction surveys across the Approvals Continuum and service lines. Furthermore we work to develop a coordinated and holistic approach to engage and communicate with customers.

This committee also aims to establish an informed and engaged customer base, provide seamless and in plain language communications, offer reliable information and a consistent approach, and provide tools of choice in which to interact with Planning & Development.”

2018 Highlights

- Launched a series of Home Improvement Open Houses to engage with customers and citizens and proactively provided relevant information on Planning & Development services in plain language.
- Expanded Customer Satisfaction Survey, developed questions across multiple Service Streams to span the planning continuum and advanced centralized surveying for Planning & Development services.
- Live Chat Feature (pilot) was successfully launched which is a Live Chat service in support of new small business and home owner’s applications.
- Supported Invest in Calgary program through the “Business Friendly” actions and initiatives, collaborated to help advance The Invest In Calgary corporate program.
- Launched Online Service Applications for new businesses in June 2018, and manage my business in November 2018.

Key 2019 deliverables

- Develop a Customer & Citizen Insights Framework to provide oversight, coordination and action for customer & citizen related feedback from multi sources.
- Coordinate and further develop/refine Planning & Development customer and citizen survey questions across the continuum through a Customer and Citizen Survey.
- Continue to provide Customer and Citizen Communications strategic oversight for Planning & Development strategic communication ensuring consistent and clear messaging, particularly around high impact messaging.
- Continue to provide oversight and customer insight for Planning & Development and Corporate issues.
- Propose initiatives enabling short term commercial uses and are Business friendly.

What teams contribute to success

Planning & Development

- Calgary Building Services: Development, Applications and Licensing Services, Business Services, Development Approvals and Building Safety
- Community Planning: North, Centre West, South
- Calgary Approvals Coordination: Partnership Services, Applications Services (CPAG), Training & Development
- Calgary Growth Strategy: Strategic Initiatives, City Wide Policy, Planning Analytics & Reporting

Corporate

- Business Partners: Communications

How we measure success

- Overall satisfaction survey results.
- Chat Service levels (Customers serviced within 45 seconds for initial contact and 120 seconds for reply)
- Participant rating of four out of five or better for the Partners in Planning sessions.
- Average speed of service (wait times for all customers under 20 minutes).



People & Culture Oversight Committee



Chair: Amie Blanchette
Manager
Partnership Services

“The People & Culture Oversight Committee provides a forum for coordinated discussion to support and maintain a respectful, consistent and engaged working environment. We will look to make progress on core issues as identified by Planning & Development staff in past Employee Satisfaction Survey Results, along with the priorities of the department as defined in our Core Service plans and Planning & Development Accountability Framework. Some of these areas include:

- Ensuring ongoing training & development of Planning & Development staff is a priority
- Providing consistent and positive experiences for staff in regard to work culture
- Implementing and sustaining department wide initiatives (i.e. Women in Planning, Employee Satisfaction Survey, Planning & Development Town Hall, etc.)
- Identifying areas of opportunity for increased leadership support and development

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

2018 Highlights

- Based on findings within the 2017 employee engagement survey results, management prioritized the need to provide oversight and governance to advance our employee engagement.
- Training Strategy & Centralized Budgets with guidelines.
- Women In Planning group was formed, which is being supported within this committee.
- Field Study Pilot approved.

Key 2019 deliverables

- Develop a departmental employee engagement strategy based on 2018 survey results.
- Implement a two year Field Study Pilot.
- Review of the Planning & Development wellness subsidy.
- Support Women In Planning in 2019 delivering two major events, gender equality week and international women’s day.

What teams contribute to success

Planning & Development

- Calgary Approvals Coordination: Training & Development
- Management and Staff involvement from all Business Units

Corporate

- Business Partners: Communications, Human Resources

How we measure success

- Employee Survey results.
- Personal development budget spend rate.
- Departmental safety.
- Planning & Development wellness subsidy participation.



What resources might be available to me as an employee? Talk to your coordinator or manager.

- Personal development education
- Role specific training
- Career dialogues
- Mentorship opportunities
- Planning & Development wellness subsidy
- ROBO electronic library
- Conference attendance
- Memberships & Subscriptions

Have any great ideas or want to get involved in any Planning & Development initiatives?
Contact committee coordinator Kevin Chaney to discuss!



Projects Oversight Committee



Chair: Debra Hamilton
Director
Community Planning

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

2018 Highlights

- Customers can now apply online for the all the permits required for home improvements and to sell a property.
- Businesses can now manage and apply for their business license online through an integrated approvals experience, supporting businesses as they grow and change.

Key 2019 deliverables

- Developers and builders will be able to submit applications online for large scale building constructions and large scale development applications.
- Developers and consultants will be able to monitor the progress of their public infrastructure agreements online.
- Developers and builders will be able to review plans online.

What teams contribute to success

Planning & Development

- Calgary Building Services: Business Services
- Calgary Growth Strategies: Growth & Strategic Services, Planning, Analytics & Reporting
- Calgary Approvals Coordination: Training & Development
- Other Business Unit subject matter experts and leadership on a project by project basis

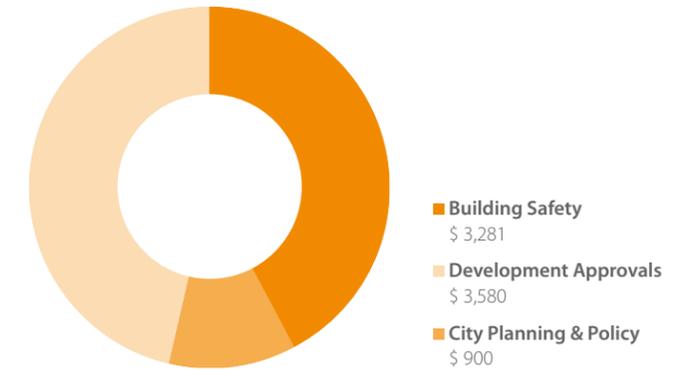
Corporate

- Business Partners: Communications, Information Technology, and Facilities Management

How we measure success

- Per cent of applications available online.
- Per cent of customers applying online.

2019 Planned Capital Investment



2019 Planned Projects

The list below represents the projects currently planned to start work in 2019. Project timelines may change and Committee approval may still be required.

Programs	Projects
Service Enhancements Projects that improve service delivery and experience of service interactions and transactions.	Online Service: enables online self-directed journeys for those customers building large scale development, planning new development, and setting up a temporary structure.
	Customer Survey: provides insights into the “voice-of-the-customer” so that resources can be aligned to customer needs for site servicing and community amenity/infrastructure development.
	Continuous Process Improvements: customers, citizens, and staff realize development, create safe buildings, and advance the Municipal Development Plan.
	Digital Collaboration: enables a fully digital review and approval experience to support integrated project delivery for customers.
	Field Service Delivery: improves field service availability and provides insights into the safety performance of communities.
	Development Map: provides citizens and communities improved opportunities to participate and learn about planning and development activity in Calgary.
	Our Space: enhances our space to enable an improved digital experience for customers.
Growing The City	Platform Upgrades
	Service Insights and Data Capture: develops insights for customers, citizens and communities through review of service, policy and bylaw objectives.
	Planning Scenario Analysis Tools: provides enhanced tools to communicate impact of local area plans.
	Public Infrastructure Management: enables corporate alignment and risk mitigation for community amenity development and public infrastructure management.



Financial Governance Oversight Committee



Chair: Matthias Tita
Director
Calgary Growth Strategies

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

2018 Highlights

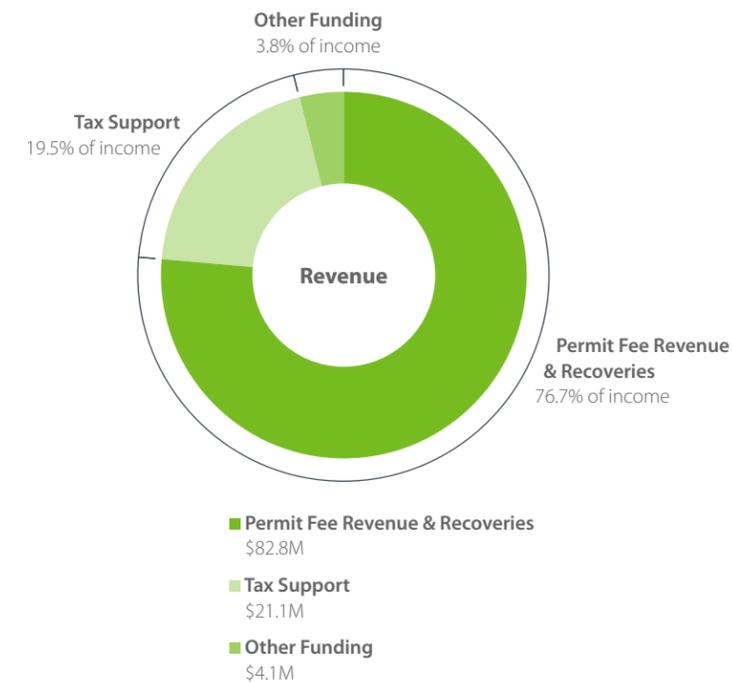
- Created a comprehensive two-page financial summary updated each month. This two-pager incorporates a five-year financial forecast model enabling purposeful discussions driving a more sustainable operation.
- The committee reviewed and approved the One Calgary operating and capital four-year budgets. This body of work also included aligning the budget to resources within each of Planning & Developments three services.
- Streamlined Planning & Development fee schedules.

Key 2019 deliverables

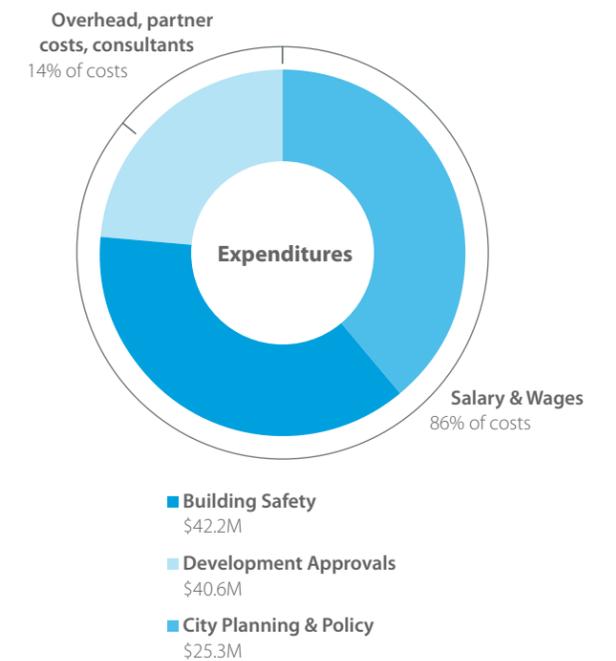
- In 2019 we will be working with our Finance partners through the triennial reserve fund review process to update the terms of the reserve based on recommendations from the committee.
- The committee will also continue to work with our corporate partners to better understand budget process changes and work on integrating them to ensure a consolidated approach.
- Transparency and reporting between department and service budgets.
- The committee will also review guidelines for permit fees.
- Reviewing/creating guidelines for what is considered major project building permits.
- Progressing discussion around fee reductions (or what the adequate level of fees should be – this ties into variance from budget performance measures).

2019 Planning & Development Operating Budget

Where does the money come from?



What are the costs?



What teams contribute to success

Planning & Development

- Directors
- Service Owners
- All Dept ID owners
- Planning, Analytics & Reporting

Corporate

- Business Partners: Communications, Finance

How we measure success

- Spend rate of capital.
- Comparison of actual costs by service and department compared to budgeted costs.
- Updated projections in response to economic trends and changes in permit activity.

Accountability Committee



Chair: Stuart Dalglish
General Manager
Planning & Development

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

2018 Highlights

- Accountability framework matured through addition of two committees: People & Culture, and Financial Governance.
- Planning & Development Issues Management group formed.
- Monthly reporting package established and advanced including updates and areas of focus for each committee.

Key 2019 deliverables

- Develop a staff communication plan for individual committee work and takeaways.
- Create a year in review complimentary report to annual work plan.
- Frame the external annual work plan and report on progress through committee and online twice annually.

What teams contribute to success

- Corporate Management Team – all Planning & Development management
- All frontline Planning & Development employees
- All supporting staff employees
- Cross-Service partners – Business Licence, Corporate Planning Applications Group partners
- Business Partners: Human Resources, Finance, Communications, Information Technology

How we measure success

Advancing our key results areas:

- Municipal Development Plan and the Calgary Transportation Plan is advanced
- Development is Realized
- Buildings are Safe

Issue Management Process

Being proactive is a great way to mitigate any potential issues and learn from them while minimizing risk to the department. All staff are encouraged to know how to identify and escalate an occurrence or issue accordingly.

Occurrence

Day to day operations and not part of the Issues Management Team scope of work.



- Customer / stakeholder / Councillor - question or request; media inquiry
- Requires an Administration response



- Notify supervisor and Issues liaison*



- Research / investigation / analysis



- Provide admin response
- Coordinate with other Business Unit Communications



- Inquiry resolved



- Communicate to Issues Management team if occurrence impacts multiple Business Units or external stakeholders



- Root cause analysis (if needed) / monitor for trends



- If stakeholder not satisfied, could become emerging issue (check for red flags)

Issue

- Identified by employee; media attention; environmental scan; complaint

- Notify supervisor and Issues liaison
- If urgent identify Issues Lead

- Complete Corporate Issues Management Issues
- Notification and Escalation Process

- Issues liaison brings to Issues Management weekly meeting

- Triage: identify lead BU;
- Advise EA, who informs management team and scrum
- Identify issue lead (emerging)

- Research / investigation / analysis
- Assess issue profile / impact rating

- Add to issue log; add to PD or corporate dashboard if applicable

- Develop a position
- Strategy development

- Carry out issue management strategy and tactics
- Communications Plan

- Review status weekly
- Evaluate and debrief (lesson learned)
- To accountability (if needed)

What is our Approvals Continuum

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

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

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

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

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



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



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



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



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



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



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



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



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



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



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

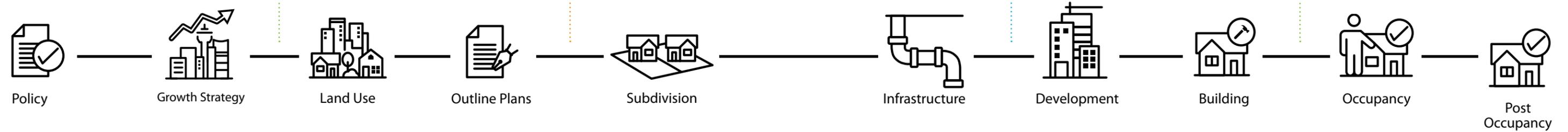
Our Approvals Continuum:

Linking to our Approvals Continuum

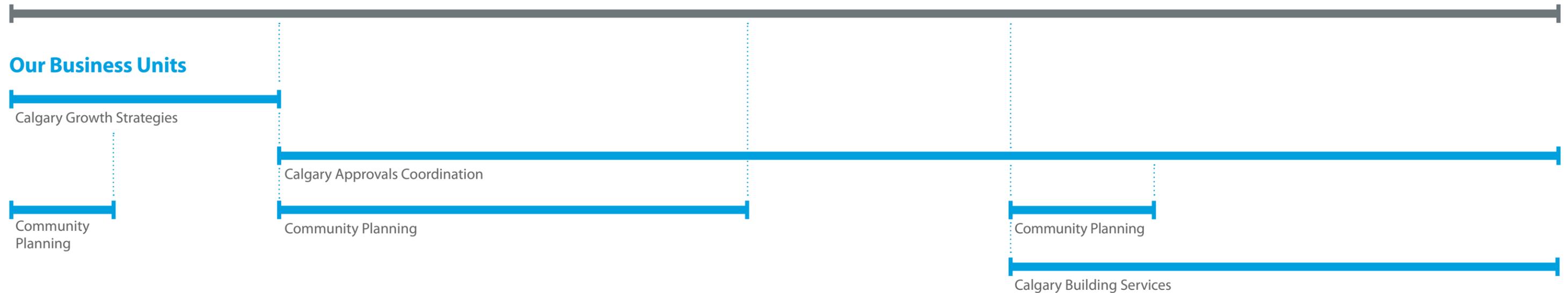
Our Services



Our Approvals Continuum



Our Department Support Functions



Current State and Economic Outlook

Calgary is a small open economy that is strongly influenced by external forces outside its borders. The prevailing world price for crude oil has been a significant driver of local economic activity. The region has experienced a slow and relative jobless recovery from the recent recession with growth continuing at a moderate pace.

Pulse Check Items	2017	2018	2019
Downtown Office Vacancy	26.4%	26.0%	25.6%

Source: Avison Young, Q2 Office Outlook

Unemployment rate	8.7%	7.9%	7.2%
Housing starts	29,500	28,900	29,200
Population growth	11,166	23,900	26,300
GDP growth	4.4%	3.4%	2.0%

Source: Fall 2018, Calgary & Region Economic Outlook 2018-2023, City of Calgary, Corporate Economics

The downtown office vacancy rate appears to have peaked in 2017 and is expected to slowly decrease going forward although it has been estimated it may take up to ten years for this sector to stabilize. The unemployment rate also peaked in 2017 but is still considerably higher than the 10-year average of 6.6% and is expected to return near the average by the end of the One Calgary budget cycle.

It has been recently reported that the Calgary housing market is overbuilt which is likely leading to the slight decrease in housing starts in 2018, and the small increase in 2019. Forecasted population growth should help stabilize the unoccupied housing inventory over the next couple of years.

The primary driver of population growth is net migration, and Calgary is expected to remain an attractive destination for migrants. Gross Domestic Product (GDP) growth is set to slow from 2017 and be in line with the national forecast while below the provincial rate of 2.3%.

Calgary has, in the past, realized some rapid recoveries following recessions however this recovery indicates the drivers of that pattern have changed. Calgary still has some hurdles to manage during this prolonged recovery but is realizing a slow progressing improvement each year.

Planning & Development Lens on Hot Topics

Economic Resiliency

Planning & Development plays an important role in economic resiliency and economic development. Our business and land development customers employ Calgarians, invest in the local economy, contribute to the revitalization and vibrancy of the city, build businesses that citizens rely on, and make Calgary their home. Given the challenging economic situation that exists in Calgary, our customers need support more than ever. The decisions made along the planning continuum, from policy creation to final inspections, can have a significant impact on the viability of their proposals. Planning & Development will continue to focus resources and expertise towards our customers' success, resulting in quality development and a more livable city.

Planning & Development will actively work to make our systems easier to access, our protocols less onerous to comply with and our approach more customer-centric. Partnerships across the corporation and with external groups such as Calgary Economic Development will be leveraged to make the case that Calgary is a great place to operate a business or to invest in land development and redevelopment.

Climate

The context for how Calgary is planned and built is shifting because our climate is changing. Green house gases cause more heat to be trapped in the atmosphere; a warmer atmosphere holds more moisture for longer periods of time, then releasing it in more intense ways. In Calgary, this will lead to more intense summer and winter storms, increased incidence of heat waves, and potential for multi-year drought.

The City recently approved a Climate Resilience Strategy (2018 June) that includes action plans to mitigate and adapt to climate change. These Corporate Plans aim to respond in a comprehensive way to the challenges of climate change.

Planning & Development are responsible for specific actions in the Climate Action Plans. Through our business units, Planning & Development will: work to bring forward next generation codes for building energy performance, protect properties and neighbourhoods from flooding with new policy and regulations, adapt our food system to climate change, develop approaches to ensure large scale developments explore feasibility of low-carbon energy systems, provide process support for innovative projects that deliver climate resiliency and GHG reduction outcomes, and update the Municipal Development Plan and the Calgary Transportation Plan to address climate risks and GHG reduction.

Although this snapshot identifies important work that Planning & Development will do, our most important step is to apply a climate change lens to all our work, and recognize that the climate of the future will be different, and our work must reflect this.

Cannabis

In response to the Federal legalization of cannabis, The City of Calgary began preparing for new cannabis businesses in 2017. To prepare for this new business type, Planning & Development created a new cannabis store use, and amended existing uses to align with federal terminology and rules. Work done in 2018, enabled customers to apply for their development permit, building permit, and business licence online, resulting in time savings for our customers as well as City staff.

A comprehensive communications strategy was developed that included, an integrated web portal, continually updated FAQ, and a live webinar to walk our customers through the application process and answer their questions. In addition, resources and tools to assist our customers online were created, such as the cannabis map and online database for customers to check if a cannabis business may be allowed at a site due to the land use designation.

A team of subject matter experts from across Planning & Development was assembled to implement these plans in preparation for legalization of cannabis. On October 17, 2018, cannabis became legal in Canada, and Calgary was the city that was looked to by municipalities from across country as the municipality that was leading stakeholder engagement, and creating new business processes and rules to enable these legal businesses.

In 2019, the federal government intends to release additional regulations to allow for edible cannabis to be sold. Land Use Bylaw amendments were proactively created in 2018, including uses and separation rules, in anticipation for the legalization of edible cannabis 2019. As the federal government rolls out their regulations for this new use, The City of Calgary, and in particular Planning & Development is well prepared to respond. Planning & Development resourcing is planned in 2019, that will work alongside our Corporate team, and will add additional uses if needed, to once again proactively respond to the federal regulations to enable and support business owners that want to sell cannabis edibles.

Our Changing City

Calgary is expected to grow by another 1.3 million people over the next 30 - 60 years. Growth and development needs to happen within developed communities to ensure we create a compact and sustainable city where all communities remain vibrant and continue to thrive. Census data show that, today, proportionally fewer households are composed of a 'mom, dad and kids' family and more people are living alone, as part of a couple without children, or as part of a multigenerational family. One-person households accounted for 28.2% of all households in 2016, the highest share since 1867.

Trends in the share of couples living with or without children also reflect the growing diversity of households and families in Canada. From 2011 to 2016, the number of couples living without children rose faster (+7.2%) than the number of couples with children (+2.3%). The proportion of couples living with children has been decreasing for some time. This is mostly due to population aging. As the large baby-boom generation—people born from 1946 to 1965—grows older, more and more couples are becoming empty nesters due to their children leaving home. The changing household composition will affect the demand for different types of housing forms, especially as housing affordability becomes an issue. Housing diversity is a response to our increasing and changing population.

Growth

The goal of strategic growth and change is to build a city of great neighbourhoods that meet the various lifestyle choices of Calgary's diverse citizens, and to promote employment areas that support economic prosperity. In 2019, Calgary Growth Strategies will continue to work towards building of an Integrated Growth Strategy with application in all areas of the city. With the New Community Growth Strategy approved by Council in 2018, the focus of 2019 will be on the development of an Established Areas Growth and Change Strategy. This Strategy is an 18-month program of work that considers 179 targeted areas within the established area of the city, and is supported by a variety of internal and external stakeholders. The intention of the program is to deliver formal recommendations to Council to implement strategic tools and investments in support of redevelopment goals. In 2019, there will also be a focus on beginning the development of a framework for a city-wide Industrial Growth Strategy that will be considered in depth in 2020. The work in new community, established and industrial areas is strategic in nature and responds to the needs of current and future Calgarians, so we can all enjoy where we live, recreate and pursue our livelihoods.

Performance Measures

The success of Planning & Development is demonstrated through measuring our performance. We strive towards always improving our processes and realizing efficiencies that translate into tangible customer and citizen benefits. The totality of our departments performance correlates directly to achieving our three key result areas: Advancing the MDP, Realizing Development, and Buildings being Safe.

Through our monthly committee structures, we monitor a series of performance measures, all of which are consolidated here for you. Note that there are different categories of measures including One Calgary measures which are reported to Council twice annually, and our internal measures which are reported on a monthly basis through our committee structure



Performance Measure		Advances MDP	Realizes Development	Buildings are safe
How much did we do?				
CPP5	Number of Municipal Heritage Designations completed (total)	X		
DA6	Number of development applications received and decisions made		X	
DA7	Number of appeals heard		X	
DA8	Number of specialist reviews completed		X	
DA9	Amount of performance securities received, closed and reduced		X	
DA10	Number of concurrent applications received and decisions made		X	
BS4	Number of inspections completed			X
BS5	Number of occupancies grants			X
BS6	Volume of building permit applications received			X
CS6	Number of online applications processed		X	X
Timeline Performance				
DA-A	Per cent of applications deemed complete within legislated timeframe (MGA)	X	X	
DA-B	Per cent of key milestone commitments met in the review of development applications		X	
DA-C	Per cent of development applications where decision timeline commitments were met		X	
DA-D	Ratio of city to applicant time (monitoring measure)		X	
BS-A	Per cent of building permits for new low density residential dwellings issued within timeline targets		X	X
BS-B	Per cent of improvements to commercial and multifamily developments issued within timeline targets		X	X
BS-C	Percent of building permits for new commercial and multi-family projects that received permission to commence construction within the timeline target		X	X
BS-D	Per cent of Residential Improvement Project permits that are issued within timeline targets		X	X
BS-E	Per cent of new commercial multi-family building permit applications that are issued within timeline targets		X	X

Performance Measure		Advances MDP	Realizes Development	Buildings are safe
How well did we do?				
One Calgary Measures:				
CPP1	Per cent of Calgary's land area addressed in local area plans completed in last four years	X		
CPP2	Per cent of MDP intensity targets reached in strategic growth areas	X		
CPP3	Per cent of Local Area Plans that did not need amendments within four years of approval	X		
DA3	Per cent of technical development applications where decision timeline commitments were met		X	
DA4	Percent of multidisciplinary development applications where decision timeline commitments were met		X	
DA5	Percent of public facing female staff involved in decision making on development applications		X	
BS 1	Percent of new home construction that meets building safety standards upon first-final inspection			X
BS 2	Percent of Residential Improvement Projects that required a single inspection			X
CPP6	Percentage of the municipal heritage conservation grant program utilized in the current budget cycle	X		
DA11	Success rate at SDAB		X	
CS2	Overall customer satisfaction score	X	X	X
CS3	Chat service levels (Customers serviced within 45 seconds for initial contact, 120 seconds for reply)		X	X
CS4	Average speed of service (wait times for all customers under 20 minutes)		X	X
PO 1	Per cent of applications available online	X	X	X
FGC1	Comparison of actual costs by service and departments to budget	X	X	X
FGC2	Spend rate of capital (plus on time/on budget)	X	X	X
Is anyone better off?				
One Calgary Measures:				
CPP4	Per cent of Calgarians that had an opportunity to participate in community planning	X		
DA1	Per cent of significant development proposals that achieve a good or excellent urban design rating at the time of a recommended decision		X	
DA2	Per cent of development agreements that have been in place for six years or less		X	
BS 3	Percent of buildings five storeys or greater and older than 10 years that submit a Building Envelope Visual Inspection for review (%)			X
PC1	Employee engagement score	X	X	X
PC2	Employee development budget utilization			
PC3	PD Wellness subsidy participation			
PC4	Departmental safety compliance			
CS5	Participant rating of four out of 5 or better for partners in planning		X	
PO2	Per cent of customers applying online		X	X

