



# Calgary Approvals Coordination December Forum

*“Realizing Development”*

Wednesday, Dec. 14, 2016

1:30 – 3:30 p.m.

*Fairmont Palliser*

# Rob Spackman

**Director,  
Water Resources**



**Calgary**



# Realizing Development

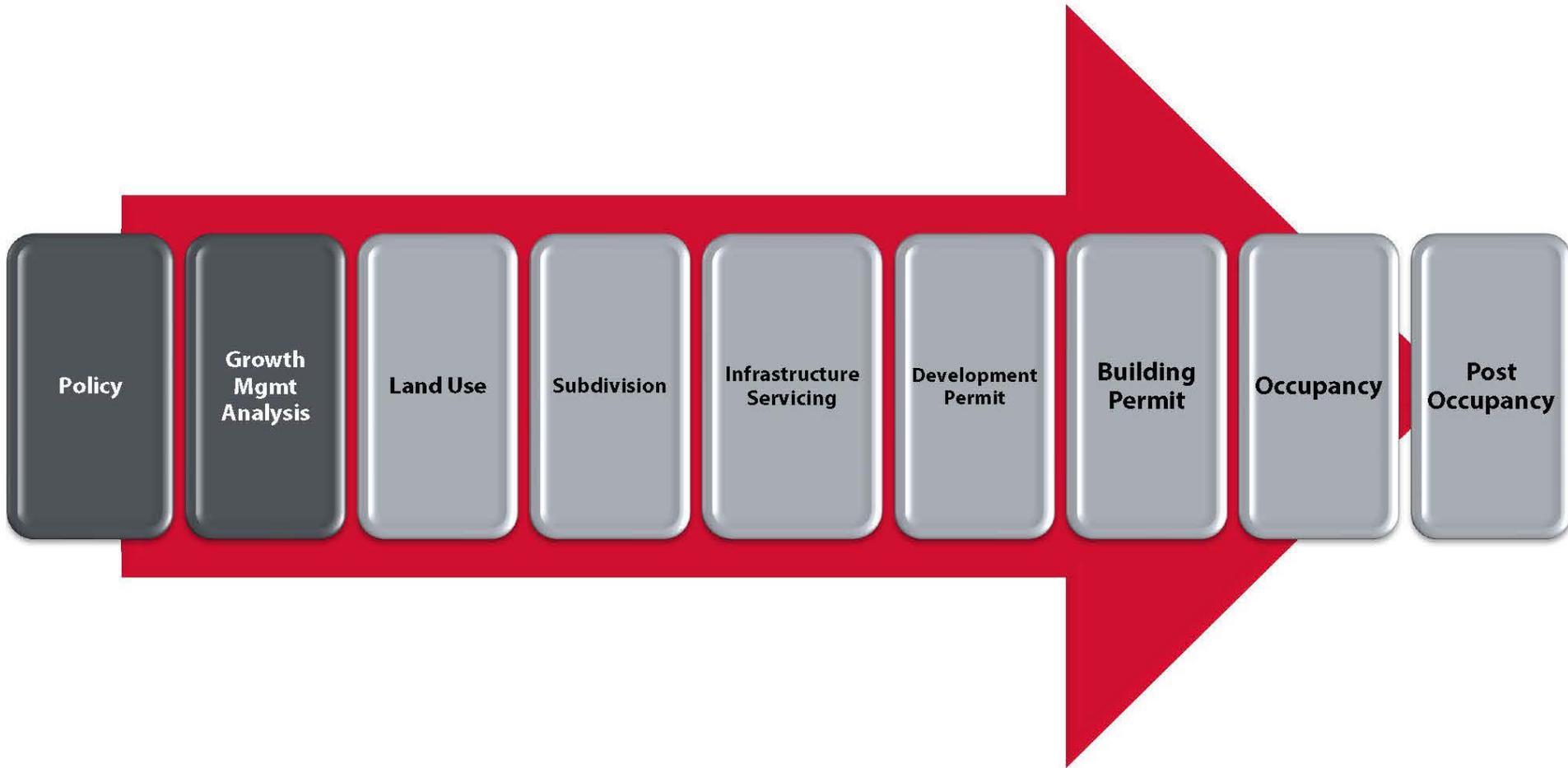


# Realizing development





# The Approvals Continuum



# Construction cycle



# Construction cycle



# Construction cycle



[Winter Excavation Video](#)

# Construction cycle



# Construction cycle



Begin with the end in mind.

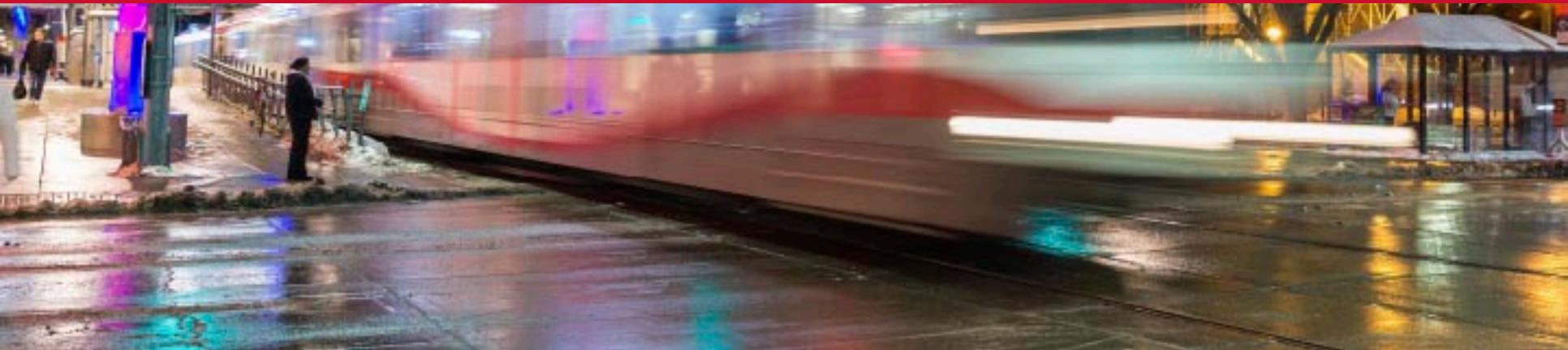
Stephen Covey

**Calgary**



# A look back at 2016

**Darren Lockhart**  
**Manager, Application Services**





## ca·coph·o·ny

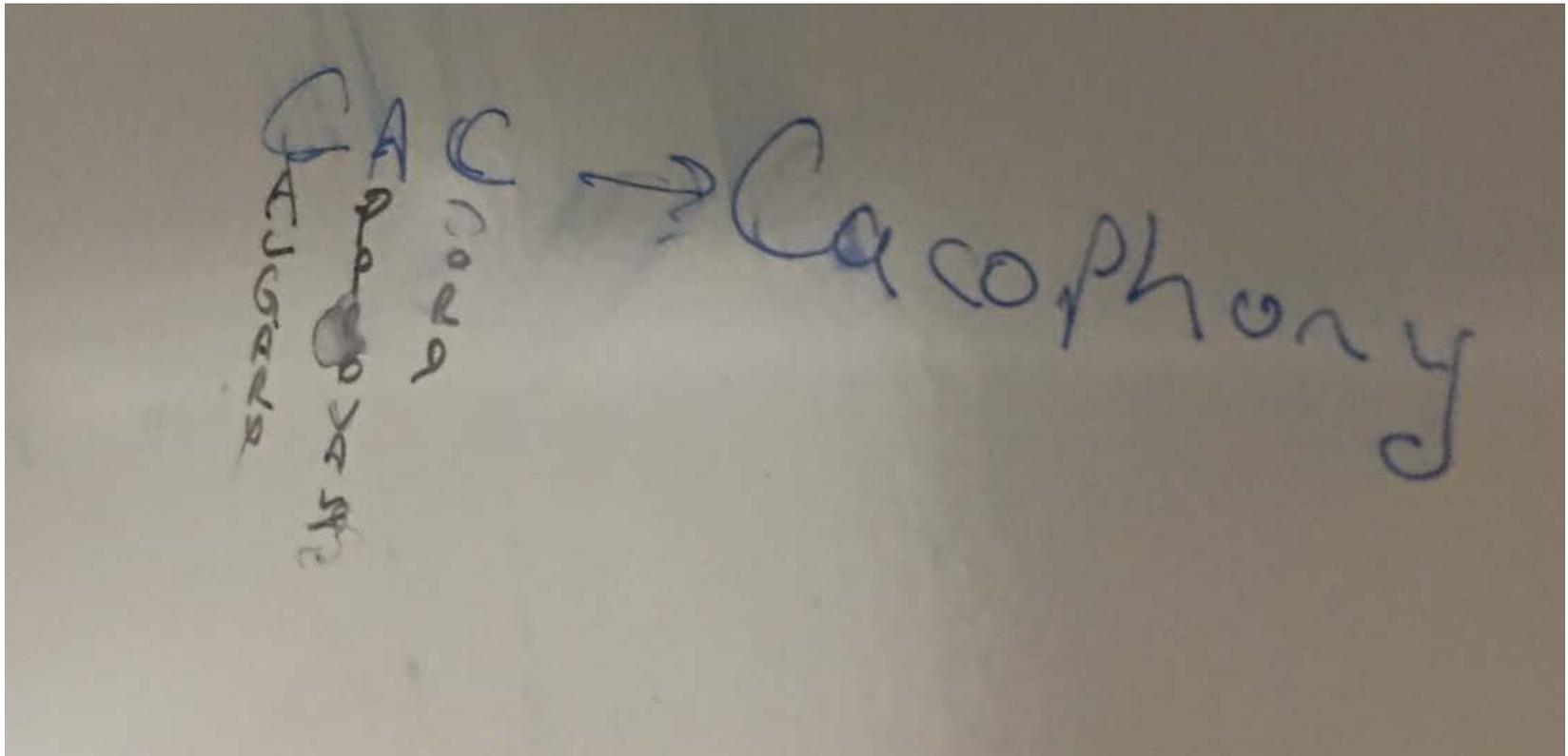
/kə'käfənē/

*noun*

a harsh, discordant mixture of sounds.

"a cacophony of deafening alarm bells"

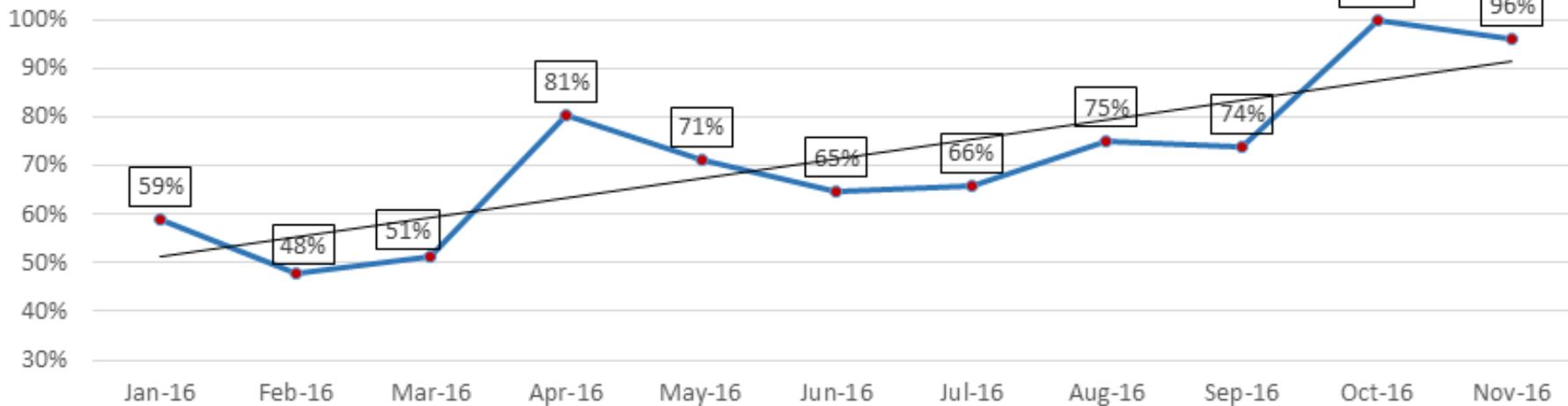
## Found on a fourth floor bathroom stall...





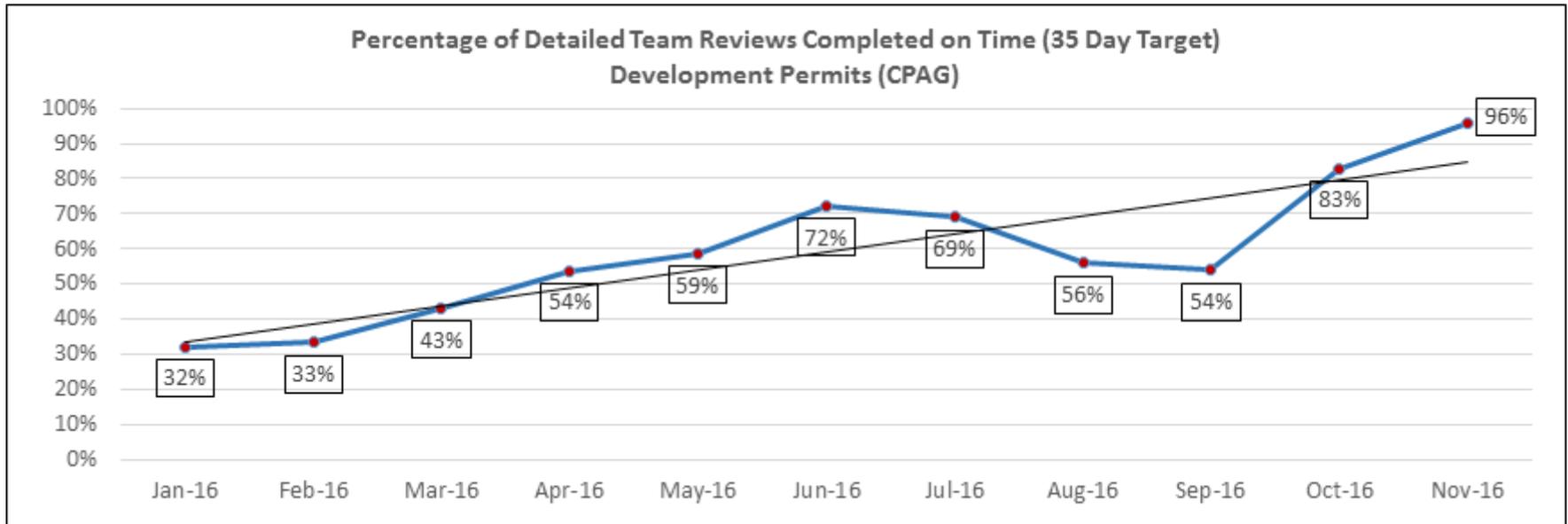
# Initial Team Reviews

Percentage of Initial Team Reviews Completed on Target  
Development Permits (CPAG) and Land Use Applications



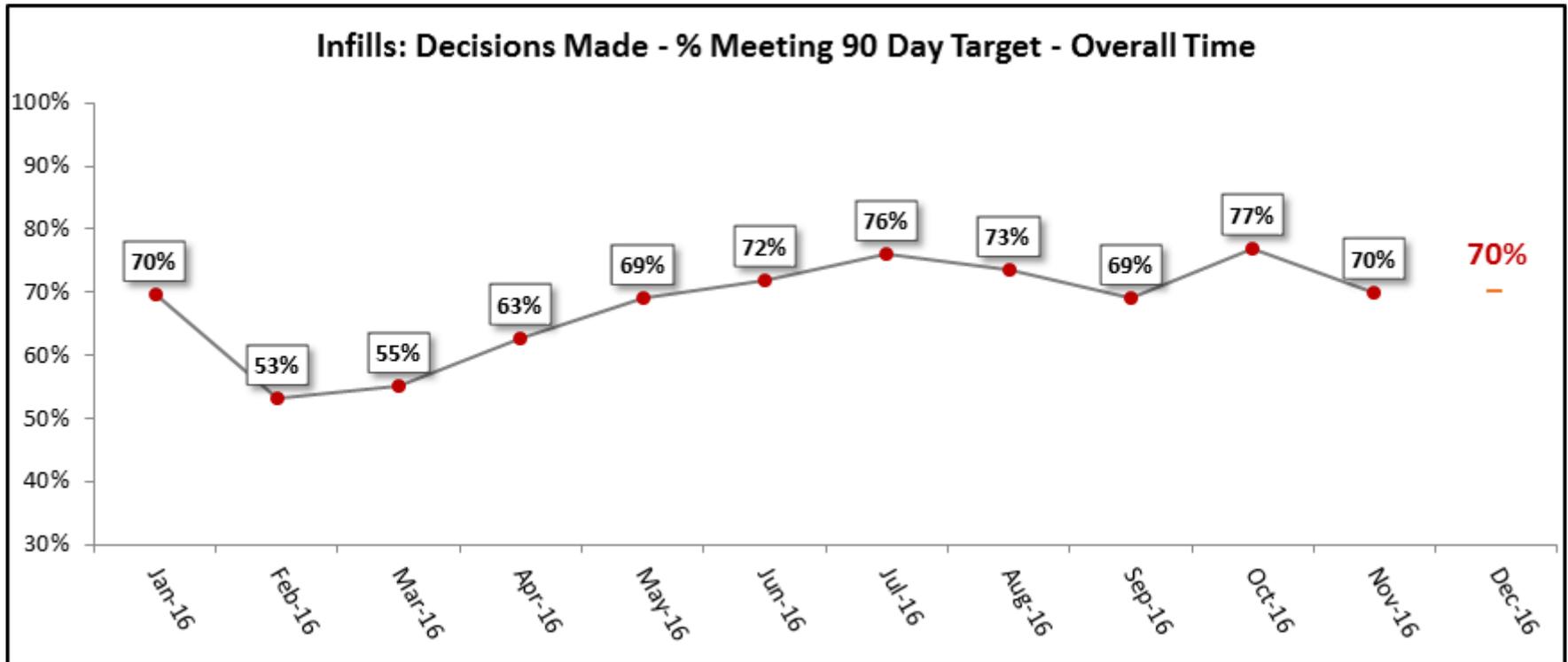


# CPAG Detailed Team Review



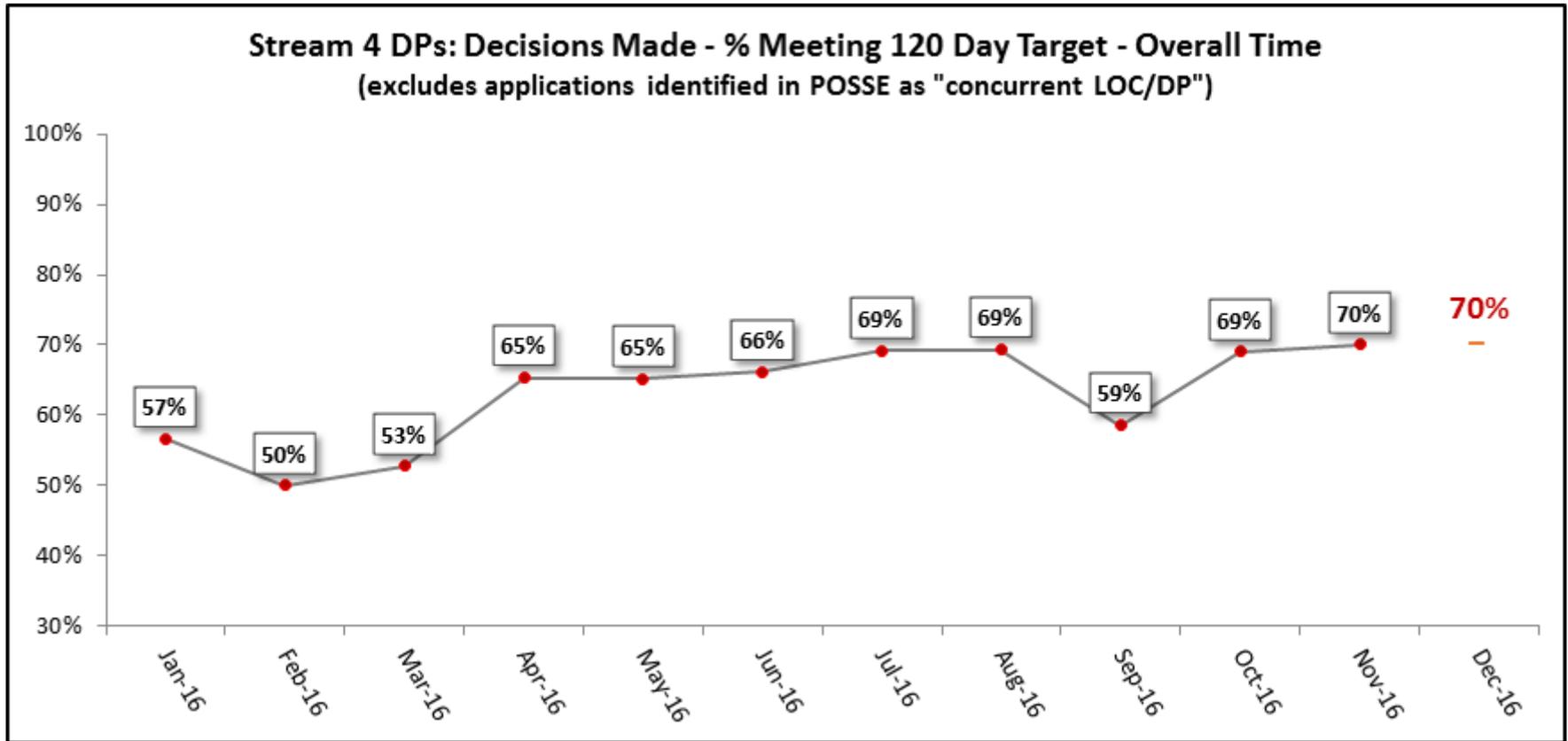


## Infill decisions in 90 days – Action Plan target



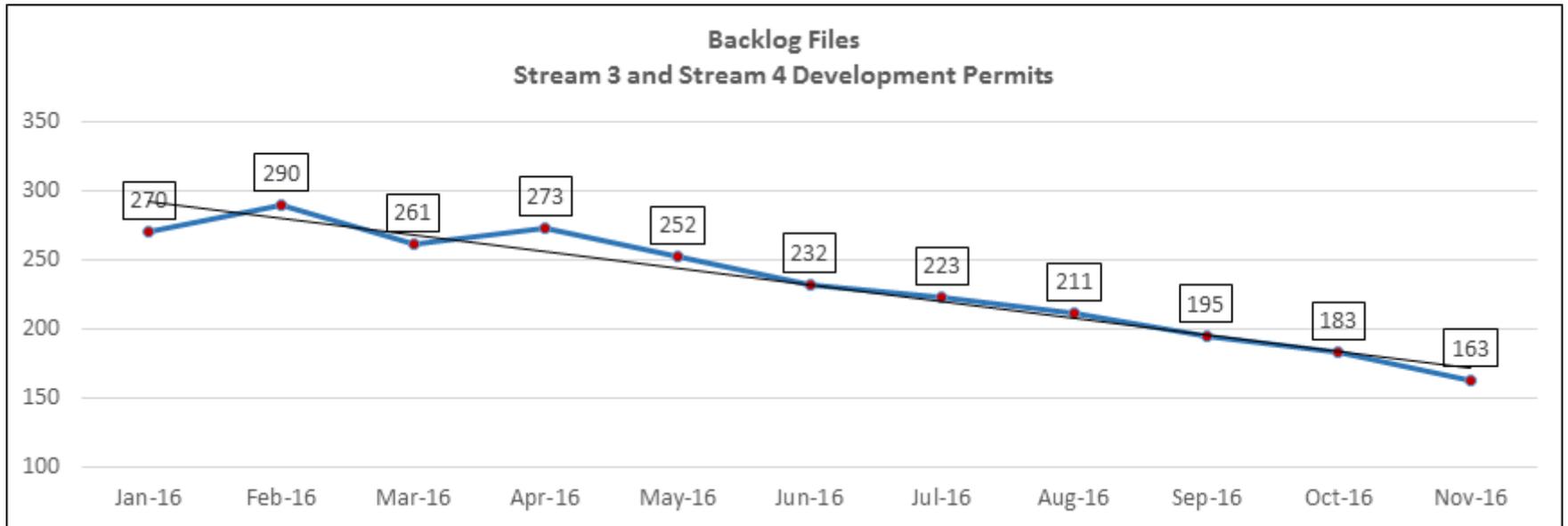


# Stream 4 decisions in 120 days – Action Plan target



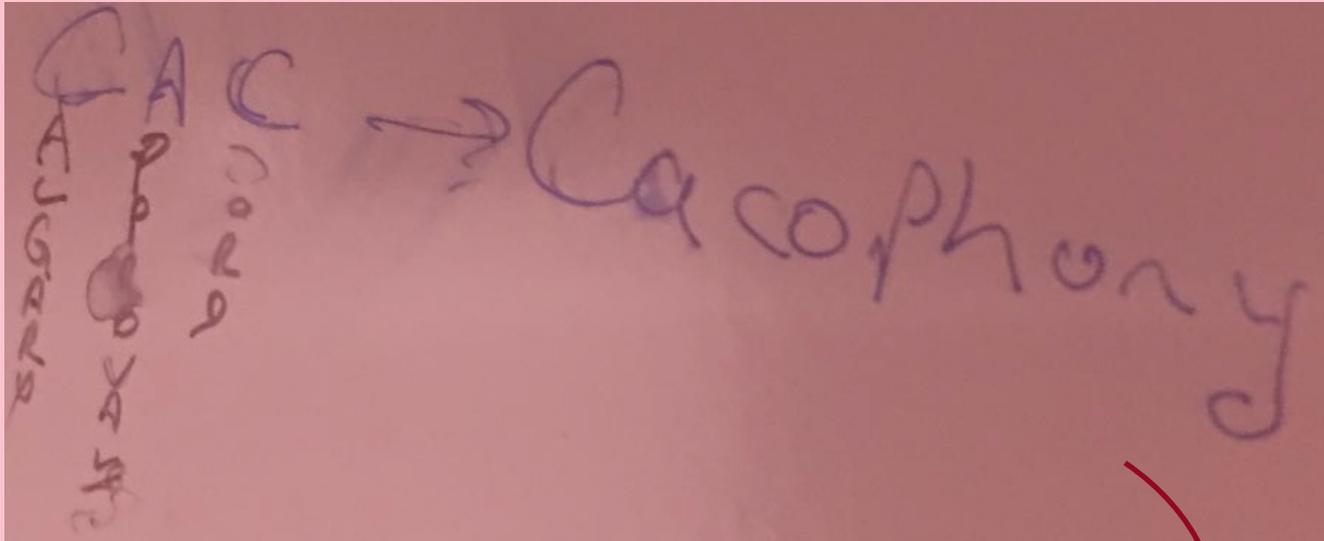


# Backlog – All DPs





That's a lot of graphs... yawn!



Who's better off?



# Saddle Ridge Industrial - Triovest





# Westman Village - Jayman





# National Music Centre





# Bastero Family Residence

## Savanna – NE Calgary





Thank you!



**Calgary**



# Initiative 5: Project update

**Kieran Slattery**  
**Project Manager, I5**





# Project teams

Team	PM	Project
<b>Building Construction</b>	Greg Harrison	<b>Permit Coordination</b>
	Brent Kromm	<b>Rowhousing</b>
<b>Engineering</b>	Brent Kromm	<b>Site Grading</b>
	Kieran Slattery (temp.)	<b>Construction Drawings</b>
	Elio Artuso	<b>Development Site Servicing Plans (DSSP)</b>
	Ed Lem	<b>Construction Completion Certificates + Final Acceptance Certificates (CCC/FAC)</b>
<b>Planning</b>	Jennifer Duff	<b>Explore and Pre-Application Meetings</b>
	Jennifer Duff	<b>Communication Expectations and Rules</b>
	Kris Dietrich	<b>Application Submittal and Initial Team Review</b>
	TBD	Identification and Submittal of Supporting Documents
	TBD	Standard Comment Library
	TBD	DTR Template Revisions
	TBD	Application Circulation



## Some of the many staff members working on these projects are...

- Lawrence Wong
- Coleen Auld
- Wilson Cartagena
- Ben Smith
- Steph Loria
- Russ Mouny
- Kurtis Broeders
- Fabian Snyders
- Joanne Flack
- Chris Oliver
- Kris Dietrich
- Dayna Forsythe
- Tom Hopkins
- Chris Fleetwood
- Shane LeBouthillier
- Cole Piechotta

## As well as representatives from...

- CPAG
- Law
- Land Use Bylaw
- Information Technology
- Technology, Process and workflow
- Reporting

**...and many more!**



# External stakeholders

Projects	Industry Representative	Industry Representative	Industry Representative	Industry Representative
<b>Permit Coordination</b>	Mike Brander, Remington	Arlin Amundrud, Morrison Hershfield	Simon Batistella	
<b>Row Housing</b>	Damon Butz, Shane Homes	Michael Jacobson, Homes by Avi	Collin Campbell (Mattamy)	
<b>Site Grading</b>	Rick Gratton, Brookfield	Kevin Buchanan, Pasquini	David Baker, Alpin Martin	Reg Jans, Stantec
<b>Construction Drawings</b>	Stephen Sheldrake, Pasquini	Nigel Sparling, Infracorp	Clark Piechotta, Qualico	Curtis Hobbs, ISL
<b>CCC/FAC</b>	Alan Sylvester, Hopewell	Randy Langille, Pasquini	Brian Anderson, Stantec	Jim Grandan, Dream
<b>DSSP</b>	Reg Jans, Stantec	Don Pasquini, Pasquini & Associate	Jeff Rust, Hopewell	Greg Bodnarchuck, exp Services
<b>Submittal and ITR</b>	Dave White	Grace Lui, Brookfield	Sue Paton, ISL	
<b>Explore</b>	Josh White, Dream	Ryan Darragh, Ronmor	Catherine Agar, Westcreek	
<b>Communication and Rules</b>	Chris Sargent, Genesis	Jessica Karpat	Neil MacKimmie, Cardel	



# Permit coordination

## Current objectives

### Development of teams

- Developing teams to review alignment of DCP and occupancy
- Creating a team to look at the revised plan process

### Investigation as to the major pitfalls during permitting from development permit to occupancy

- Currently collecting data



# Row housing

## Current objectives

### Common review issues have been identified

- Working on mitigating issues such as:
  - Overland drainage
  - Misunderstanding of status of the legal parcel, minimum bylaw requirements and impact of additional bylaws

### Determine if row housing can be exempt

- Working with LUB sustainment team and Law
- How we can get the issues identified in the development permit within a different form



## Current objectives

### Identify site grading specifications

- Working to verify internally

### Meetings with assessment

- Identify when assessed value changes
- Future plans to communicate this to Industry via CARL, calgary.ca, UDI site, etc.

### Clarify the different avenues for site grading

- Development permits and development agreements
- Communicate to Industry which to apply for and when





# Construction drawings

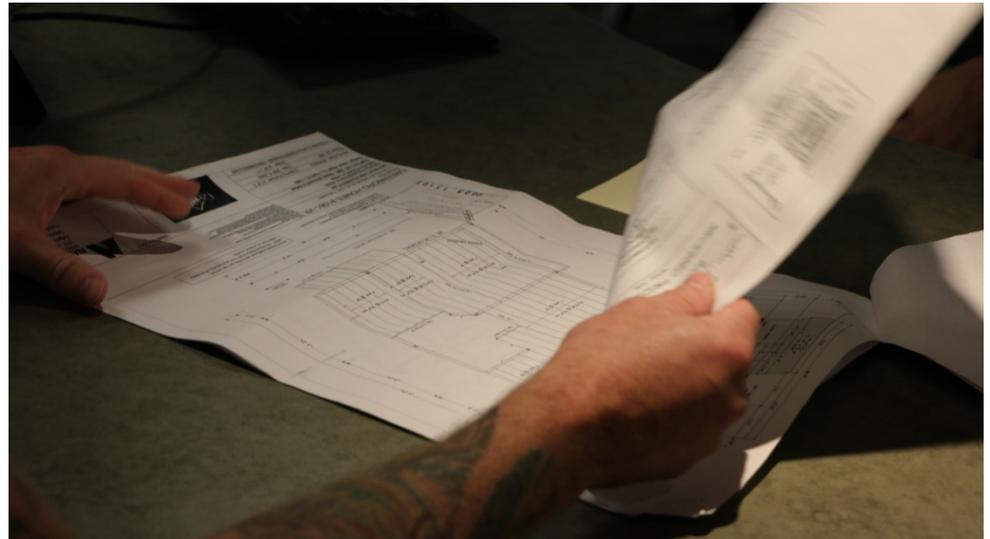
## Current objectives

### Mapping of the construction drawing process

- Process nearly complete and will need to be
- Verify with relevant groups

### Identify areas of enhancement

- POSSE upgrades and how we can implement them
- Separation of approvals within construction drawings between surface and underground



## Current objectives

### Map out the CCC/FAC process

- Identify stakeholders and their risk to recognize process efficiencies

### Identify project efficiencies

- UDO project is currently underway



## Current objectives

- Map current state processes with interaction points
- Generate DSSP Performance Measure Reports
- Review existing technical documents (standards and guidelines)
- Analyze process maps, performance measures and engagement comments
- Complete deep dive study of a sample of DSSP applications



## Current objectives

### Revising Explore and pre-applications

- Working with various City staff, a business analyst and Industry representatives to determine processes and workflow

### Identification of Industry needs for pre-application and Explore services

- Needs have been determined jointly with Industry and City staff



## Current objectives

### Online CPAG directory

- Location on the website has been determined
- Directory is currently with the design team

### Survey and analytics tool

- Technology team is working on the survey
- Working with reps to determine questions

### Customized timelines

- Can change POSSE timelines based on the timelines agreed to with applicants
- Currently being worked on by the technology team
- Learning and knowledge management is working with the project manager to incorporate this training in with the current training being offered to staff





## Current objectives

### New CARL advisory group

- This group has recently been created

### New LOC workflow

- Developed with support from CPAG staff
- Early testing has been completed
- Moving towards production for Q1 of 2017

Updated 2016 December 13



#### Complete Application Requirement List

##### eConstruction Drawings Permission to Construct

Applicants can submit construction drawings and Permission to Construct requests online through VISTA, the City of Calgary web portal for online applications. Applicants must become a registered VISTA user in order to submit their online application. To set up an account, visit [calgary.ca/vista](http://calgary.ca/vista). One account will be assigned per company.

Applicants must accept the terms of the eConstruction Drawings that are outlined in the online application form. All required data in the online application forms must be provided. A cover letter, signed by the applicant, must be included with the submission, wherein applicants identify and provide justification for items that do not comply with Council approved policies, bylaw standards, or technical guidelines.

To expedite the evaluation, all materials submitted must be clear, legible and precise. To achieve this level of customer service, staff are instructed to accept only complete applications which include plans prepared to professional drafting standards. All of the following information is necessary to facilitate a thorough evaluation and timely decision on your application.

For more information, visit [Urban Development Online Services](http://Urban Development Online Services) on calgary.ca.

eConstruction Drawings	
<input type="radio"/>	<b>1. Required information</b>
<input type="checkbox"/>	Company name
<input type="checkbox"/>	Developer name
<input type="checkbox"/>	Project name and phase number (community names and numerical values only – e.g. Tuscan Phase 14. Do not use Phase 0. Use Phase 1, 2, 3, etc.)
<input type="checkbox"/>	Type of submission (e.g. Preliminary, Final or Revised Final)
<input type="checkbox"/>	Related application (e.g. Subdivision Plan, Outline Plan, Development Permit) with the corresponding Job Application Code (JAC) number. Visit <a href="http://calgary.ca/vista">calgary.ca/vista</a> to find the application's JAC number.
<input type="radio"/>	<b>2. Files to include</b>
<input type="checkbox"/>	Electronic drawings must be submitted in a single, multi-page AutoDesk DWF file (Design Web Format) as outlined in the sections below. Applicants may use the free AutoDesk DWF Writer available from <a href="http://www.autodesk.com">www.autodesk.com</a>
<input type="checkbox"/>	If submitting a Subdivision Design, provide copies of the Tentative Plan and the CPC Approved and STAMPED Outline Plan (Development Agreement).
<input type="checkbox"/>	If submitting a Short Main Extension Design, provide a copy of a legal or site plan in the drawing set AND a cost estimate in PDF format (Indemnification Agreement).
<input type="checkbox"/>	Authenticated Plans required for FINAL construction drawings submission (signed and stamped, in PDF format).
<input type="checkbox"/>	Cover letter, signed by the applicant, outlining the project scope, details, and justifications (in PDF format).
<input type="checkbox"/>	Alberta Environment signed and stamped Letter of Authorization (LOA) application form, complete with project data sheet (For more information, contact Development Servicing at 403-268-5761).
<input type="radio"/>	<b>3. File structure (e.g. consolidated file versus individual files)</b>
<input type="checkbox"/>	Submit a single DWF file containing a title sheet, index sheet, comment sheet, approved/stamped outline plan, tentative plan, all block sheets, all block profiles and any other drawings as named below.



# Affordable Housing Priority Files

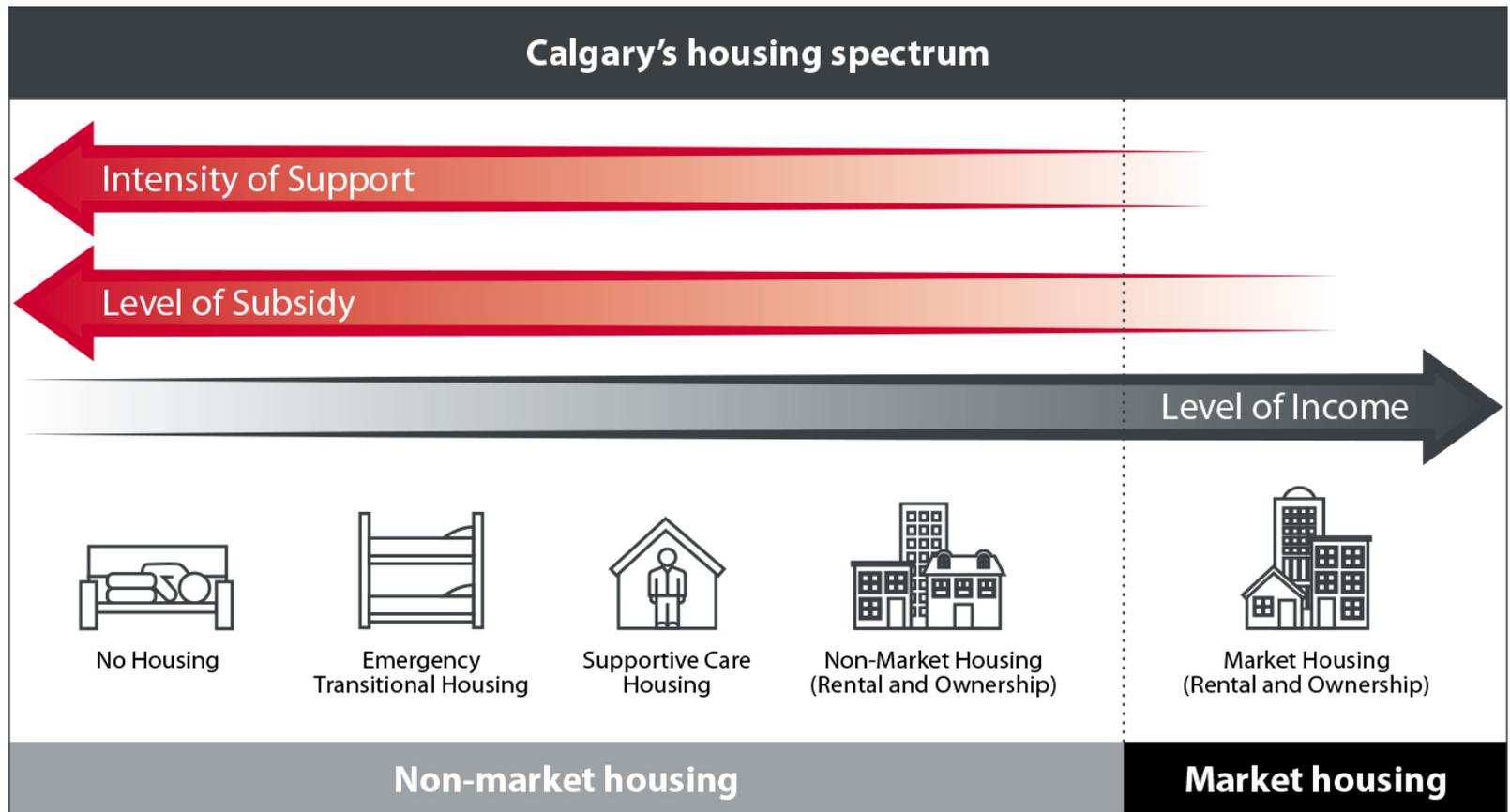
Nina Nagy  
Affordable Housing Coordinator





# What is Affordable Housing?

- Non-Market (Subsidized) Housing



# More than just housing...

- It is about positive outcomes for people.
- It is about providing a home and, where needed, providing services and supports to help people achieve their goals.
- It helps people realize their dreams and reach their full potential.





# Affordable Housing Providers

## RESOLVE

Making Calgary a better home for everyone.



# Affordable Housing Providers



*Gracewood  
Housing  
Group  
Ltd.*



# Corporate Affordable Housing Strategy



July 25, 2016 - Council approved the Corporate Affordable Housing Strategy and Implementation Plan.

- Calls for the City to make affordable housing a clear Council Priority across its lines of business.
- Contains a series of initiatives and actions to make progress against 6 objectives.

## Strategic Direction



1. Get the Calgary community building



2. Leverage City land



3. Design and build new City units



4. Regenerate City-owned properties



5. Strengthen intergovernmental partnerships



6. Improve the housing system



# Affordable Housing Implementation Plan



## 1. Get the Calgary community building

### Targets

- All qualifying affordable housing projects move to development permit and building permit approval within 6 months, 80% of the time by 2018
- 1,500 units supported by City programs by 2018

### Plan

#### INITIATIVE: A. Streamline the planning process for non-market housing development to create new homes

Actions	Timing
<ul style="list-style-type: none"> <li>• Provide increased customer service and support to affordable housing clients through a dedicated resource, active from the predevelopment stage, in order to facilitate a shorter and easier planning approval process.</li> <li>• Build on existing information gathered through the Community Housing Affordability Collective to understand the long-term community plans and needs to position Corporate support and develop a community pipeline.</li> <li>• Assign priority status for non-market affordable housing development in the planning approval process.</li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Implement \$6.9 million Housing Incentive Program (HIP) to reimburse the following fees for non-profit affordable housing development:                             <ul style="list-style-type: none"> <li>– Pre-application fees</li> <li>– Land use re-designation fees</li> <li>– Development site servicing plan fees</li> <li>– Building permit fees</li> <li>– Off-site levies</li> <li>– Acreage assessments</li> <li>– Re-development levies</li> <li>– Demolition permit fees</li> </ul> </li> </ul>	Short-term
<ul style="list-style-type: none"> <li>• Evaluate the existing Housing Incentive Program (HIP), and based on findings, create a program and work with Calgary Building Services, Calgary Growth Strategies, Council and other City stakeholders to identify a dedicated funding source to permanently offset fees and levies for non-market housing development.</li> </ul>	Medium-term
<ul style="list-style-type: none"> <li>• Participate in the next engagement process regarding development levies to ensure affordable housing impacts are considered and mitigation strategies are developed.</li> </ul>	Long-term

4 | Calgary's Corporate Affordable Housing Strategy



## TARGETS:

- ❖ Development and Building Permit approval within 6 months, 80% of the time by 2018
- ❖ 1500 units supported by City programs by 2018

**INITIATIVE A:** Streamline the planning process for non-market housing development to create new homes.

## Actions

- Assign **priority status** for non-market affordable housing development in the planning approval process.
- Provide increased customer service and support to affordable housing clients through a **dedicated resource**, active from the predevelopment stage, in order to **facilitate a shorter and easier planning approval process**.

# CPAG Staff Expectations

1. Prioritize affordable housing applications above other work
  - AH files will be looked at first
2. Take a proactive 'big picture' approach
  - Identify issues early on and remember the goal we are trying to achieve
3. Provide exceptional customer service
  - Clear and open lines of communication between the applicant, team and Affordable Housing Coordinator



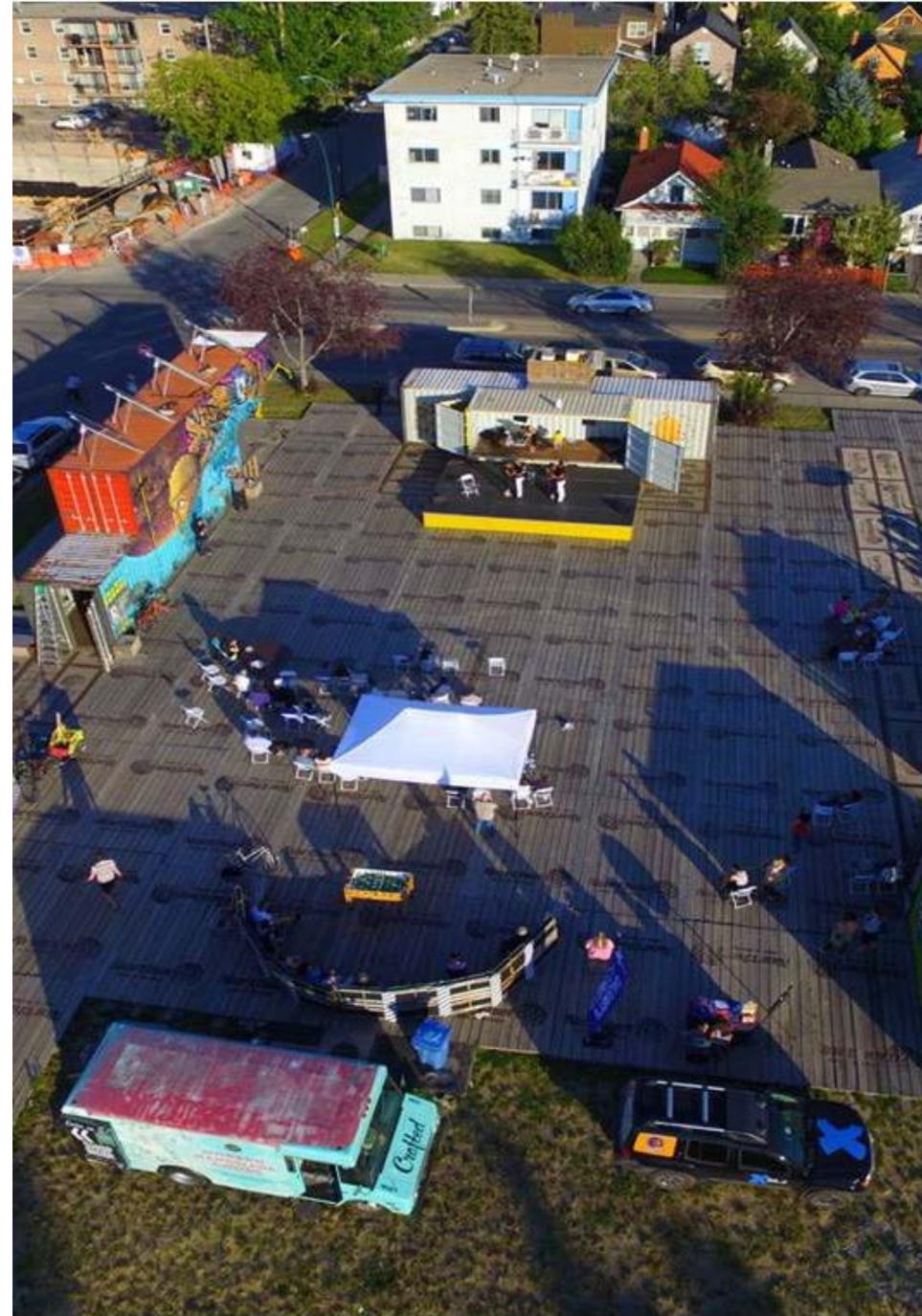
# 2016 Successes

- Approved 8 Development Permits (489 units) and Issued 9 Building Permits (124 units)
- Priority status assigned to 17 files
- Established protocols and staff expectations for affordable housing applications
- Celebrated successes as a team



## Looking Ahead to 2017

- Expect new files... and lots of them!
  - Incorporating variety of built forms
  - Innovative designs
- Opportunities to learn and work together as a team
  - Documenting lessons learned and developing best practices for priority files
- Meeting our goal of streamlining approvals for AH applications to create new homes



# Thank you



**Nina Nagy**

Affordable Housing Coordinator

Partnership Services

Calgary Approvals Coordination

268-2649

**[Nina.Nagy@Calgary.ca](mailto:Nina.Nagy@Calgary.ca)**

# Joel Armitage

**Managing Director,  
Calgary Approvals  
Coordination**





**Collaboration**

**Character**

**Caught in the Act!**

**Demonstrating**

**The 4Cs**

**Commitment**

**Competence**

[Oscar Music](#)



Collaboration

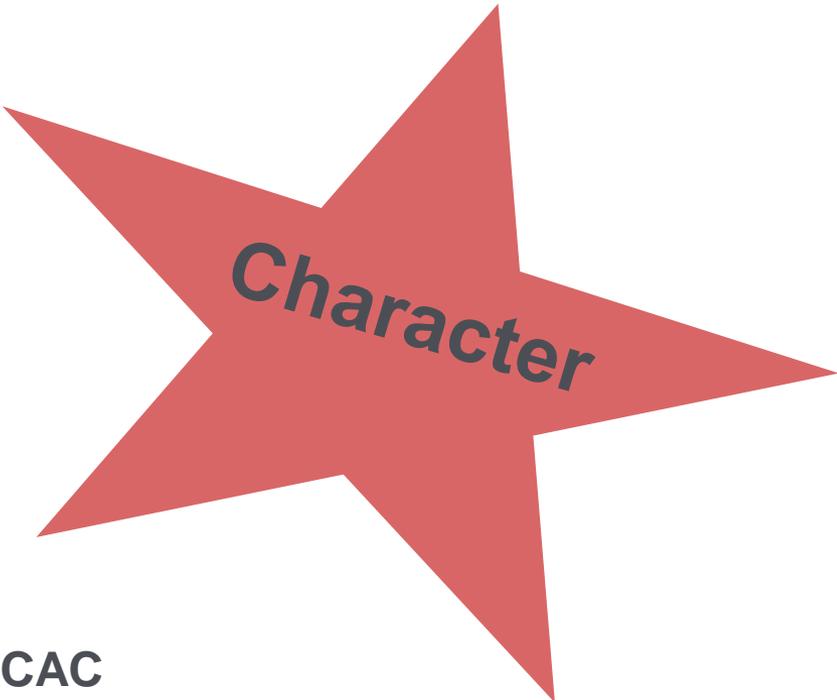
**Character**

*We behave the right way.*

**ACT 1**

Commitment

Competence



# Character

**Nominee:****Kris Dietrich****Approvals Coordinator, CAC**

“The application had significant issues regarding servicing and Kris worked diligently with the applicant to resolve these issues as quickly as possible to ensure the timely release of the application.”

“Kris clearly went the extra mile on this application and worked closely with the applicant and their consultants to ensure they resolved the servicing issue they faced.”

**Nominator: David Couroux**



Collaboration

Character

ACT 2

**Competence**

We are dedicated  
to the greater  
public good.

Commitment

**Nominee:**

**Zhong Xiang**

**Development Engineer Coordinator, Water Resources**

“Zhong always makes good judgements and provides support whenever needed. He has built trust in both internal/industry.”

“I feel grateful to have him as a supervisor.”

**Nominator: Gloria Bei**



**Competence**



**Collaboration**

We work together  
for a  
common purpose.

Character

**ACT 3**

Commitment

Competence



# Collaboration

**Nominee:**

**Joanne Flack,  
Development Engineer, Water Resources**

“I can always rely on Joanne.”

“Joanne’s ability to collaborate is built upon an amazing foundation of knowledge. Knowledge that has bloomed out of her genuine interest to understanding not just the process but the objectives upon which it was built. She uses her collaboration skills to ensure the greater good actually happens..”

**Nominator: Katherine Mitchell**



Collaboration

Character

**Commitment**

We do the right things  
the right way.

**ACT 4**

Competence



**Nominee:**

**Tom Hopkins,  
Transportation Planning**

“Tom has reached out to our BU to find ways to help us get through files quicker and still meet our CTP/MDP objectives.”

“Tom took the time to explain the rationale and hear our concerns at the same time.

“He has shown a lot of respect for our staff and our objectives.”

**Nominator: Chris Jordan**

A large, red, five-pointed star graphic with a slight shadow, positioned in the lower-left quadrant of the slide. The word "Commitment" is written across the center of the star in a bold, black, sans-serif font.

**Commitment**



**Collaboration**

**Character**

**That's a wrap!**

**Commitment**

**Competence**