

Calgary



Planning & Development 2021 Accountability Plan

Table of contents

Introduction

- Message from the General Manager 4
- Messages from the Directors 5
- Executive Summary 6
- Planning & Development 2020 Year in Review 8
- Planning & Development Organizational Chart 10
- Accountability Framework 12

Our Focus Areas

- Accountability Committee 14

Our Services

- City Planning & Policy Service Committee 16
- Development Approvals Service Committee 18
- Building Safety Service Committee 20

Our Focus Areas

- Customer Service Oversight Committee 22
- People & Culture Oversight Committee 24
- Projects Oversight Committee 26
- Financial Governance Oversight Committee 28

Our Approvals Continuum

- What is our Approvals Continuum 30
- Linking to our Approvals Continuum 32

Our City

- Influences to our work in PD 34

Appendices

- Performance Measures 39
- Committee membership 42
- Who to contact 43

Publishing Information

Title
Planning & Development
2021 Accountability Plan

Author
The City of Calgary

Published
Q1 2021

Additional Copies
The City of Calgary
Records & Information Management (RIM)
Calgary Building Services
P.O. Box 2100, Station M, Mail Code: 8115
Calgary, AB T2P 2M5

Phone
311 or outside of Calgary 403-268-2489

Fax
403-268-4615

calgary.ca



Chair: Stuart Dalglish
General Manager
Planning & Development

Message from the General Manager

Welcome to our 2021 Planning & Development (PD) Accountability Plan. It is our guide to successfully deliver on Council’s One Calgary 2019-2022 service plan and budget, while providing the best value to our residents, businesses and customers.

Calgary has long been considered one of the most livable cities in the world. Sustaining this status requires us to be competitive and attractive, both locally and globally. As we enter the seventh year of Calgary’s economic downturn, now more than ever, PD plays a pivotal role in enabling and building a great city. It means growing a stronger sense of place that embodies the values and vision of those who live and do business here today, while attracting new talent and investments tomorrow.

We achieve this goal through our three service lines: City Planning & Policy, Development Approvals, and Building Safety. Here are some highlights on what to expect this year:

In City Planning & Policy, our Next Generation Planning is developing modern local area policy that guides investment and enables development – all with a view to continue building the Calgary envisioned by our Municipal Development Plan. It ensures our communities remain desirable places to make a living and life now and decades from now.

In Development Approvals, after more than 20 years, we are undergoing and implementing a complete redesign that will improve customer service for multi-disciplinary applications and approvals through the Corporate Planning and Application Group.

In Building Safety, all customers will be able to book and manage their appointments online. This shift allows us to support our customers more effectively by reducing unnecessary inspections and offering video inspections on demand. We are also working closely with industry on new construction standards and best practices that support climate resiliency.

We will increase our emphasis on our Downtown Strategy to support the resiliency in the heart of our city; continue our drive toward an even more business-friendly regulatory environment; play

our part to limit the impacts of climate change by aligning new policies, plans and codes to the Climate Resilience Strategy; and address equity and anti-racism in our policies and practices.

We strive to improve our service delivery every year. And despite the COVID-19 pandemic and economic downturn, 2020 was no exception.

We improved, in large part, because our employees rose to the challenge and took calculated risks to maintain business continuity, while quickly adapting to a remote working environment. This focus puts us in a great position to build on our improvements and implement our plans successfully in 2021.

In 2021, we will continue to respond to the pandemic emergency, providing and adapting a safe and health-oriented workplace environment.

2021 will also see a municipal election, and we must ensure we’re ready to meet the expectations of a new Council.

As the new Planning & Development Services department forms and takes shape under the realignment, our accountability framework is positioned to serve the new department. Initiatives like The Solutions for Achieving Value and Excellence (SAVE) program will also help identify new solutions to modernizing our service delivery for our customers.

While many of the same initiatives and challenges from 2020 present themselves this year, our plan sets the course to ensure we are successful. This year’s deliverables are in good hands with you – our employees. You are the team that plans and enables Calgary’s future and I am excited to work alongside you.

Stuart Dalglish,
Planning & Development

Messages from the Directors

Calgary Growth Strategies



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

Calgary Approvals Coordination



“Our focus in Calgary Approvals Coordination is to strengthen Calgary’s reputation as a great place to invest by driving excellence in service delivery across the planning and development continuum. We do this through overseeing the approval process across the development continuum, working with approvals staff to realize high-quality developments, and managing the technical, financial and contractual obligations related to new public infrastructure and land development projects. We work on the business of the department - driving performance in our service delivery to customers and citizens through a variety of cross departmental functions from Business Strategy to Learning & Development to Business Systems and Business Improvements.” - **Josh White, Director**

Community Planning



“Community Planning is focused on achieving the corporate goals of the Municipal Development Plan and Calgary Transportation Plan through policy development, application reviews and approvals. Our work is customer-focused, and we pride ourselves on our interactions with our partners, stakeholders and the people who call Calgary home. We work to make sure our citizens, and the people who move to and invest in Calgary, can make a great life and a great living in our city.” - **Debra Hamilton, Director**

Calgary Building Services



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

Executive Summary

The 2021 Planning & Development Accountability Plan aims to provide an internal view of how the Planning & Development department governs and manages both its service delivery and departmental priorities, which ultimately provides value to Calgarians. While this plan is designed to be a reference and information tool for Planning & Development staff, it is published externally to align with our focus on transparency.

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

This plan will outline Planning & Development's key result areas, goals and objectives for 2021, and the key deliverables and focus areas of each of our three PD services, along with our four departmental focus areas: customer service, people and culture, financial governance and projects oversight. In addition to our committee-based management model, we will also connect our services to our Approvals Continuum.

Our key result areas

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

Our Mission

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



Results

We strive everyday to achieve three key results



Municipal Development Plan/Calgary Transportation Plan vision is advanced

- Advance the long-term vision of the Municipal Development Plan and the Calgary Transportation Plan.
- Create policy to guide quality 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 Goals

- Advance the MDP and CTP
- Development is Realized
- Buildings are Safe
- Create a culture of customer service
- Ensure a positive work culture
- Investment and delivery of projects
- Efficient & effective financial management

Planning & Development

2020 Year in Review



Customer Experience

92% ↑ up 8 points
customer satisfaction score

\$1.4 million
customer savings from
freezing fees in 2020

1,800
hours saved by sending all
trades with one call

232,808 ↑ up 7%
customer interactions

Volume Changes

29% ↑ to 10,947
increase in issued permits for
residential improvements

290% ↑ to 10,941
inspections avoided to allow
contractors and homeowners to
address deficiencies

16% ↑ to 52,240
increase in online chats

77% ↑ up 12 points
of applications submitted online

Quality of Service

82%
development applications
timeline commitments met

79%
building permit timeline
commitments met

79%
building permits with
permission to occupy granted
after first inspection

96%
customers who received a
live chat response within
120 seconds

Value to Calgary

41 ↑ up 6
communities with updated
plans underway through
Multi-Community Plans

2,252 ↑ totaling 4,401
registered secondary suites added,
providing safe, alternative housing
options for Calgarians

14
intersections improved; creating
a safer, more accessible and
walkable Main Streets

2,000
customer hours saved by reducing
required safety inspections

Response to COVID-19

\$2.2M
fees waived for customers

22,288
video inspections
for enhanced safety for
contractors and inspectors

3,500+
permit applications
where 75% payment
deferral offered

77
waived development
permits for outdoor patios
for local businesses

Planning & Development Organizational Chart

○ Calgary

● Growth Strategies

Matthias Tita, Director

● City Planning & Policy Services

Joachim Mueller, Manager

- City Wide Policy
- Land Use Bylaw

● Growth Funding & Investment

Krista Campbell, Manager

- Off Site Levies

● Growth & Strategic Services

Matthew Sheldrake, Manager

- Growth Strategy
- Geodemographics & Mapping Services
- Strategic Initiatives

● Urban Initiatives

Thom Mahler, Manager

○ Calgary

● Approvals Coordination

Josh White, Director

● Service Performance

Randel Madell, Manager

- Learning & Development
- Business Strategy

● Development Approvals

Darren Lockhart, Manager

- Public Infrastructure

● Business Services

Jennifer Collis, Manager

- Business Systems
- Business Improvements

○ Community

● Planning

Debra Hamilton, Director

- Technical Planning & Bylaw Review
- Lynn McKeown, Coordinator

● North

Teresa Goldstein, Manager

● South

Kevin Froese, Manager

● Centre West

Scott Lockwood, Manager

○ Calgary

● Building Services

Brenda Desjardins, Director

● Customer Advisory Services

Justin Pockar, Manager

- Application & Inquiries
- Application Processing
- Records & Information Management

● Building Safety Services

Ulrik Seward, Manager

- Inspections
 - Building
 - Plumbing & Gas
 - Electrical
 - Mechanical
 - Development
- Safety Response

● Customer Solutions

Kris Dietrich, Coordinator

● Business and Building Safety Approvals

Cliff de Jong, Manager

- Building Approvals
- Business Approvals

Legend

- Business unit
- Division
- Section

Accountability Framework

Planning & Development employs a service-based delivery model, which is governed and monitored by an accountability committee framework. This framework is structured by monthly management-led service and oversight committees, which report into 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 Dalglish. There are two different types of committees within our accountability framework: service committees and oversight committees.

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

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

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





Chair: Stuart Dalglish
General Manager
Planning & Development

Accountability Committee

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

2020 Accomplishments

- COVID Adaptations and Response
 - Completed multi-year goal of being fully digital from intake of an outline plan to building occupancy and added virtual video inspections, and webinars.
- COVID Relief Program
 - \$2.26M in relief to customers, businesses and residents.
- Introduced Scaled Agile Framework (SAFe Agile) to better understand resources, progress, constraints and dependencies.

Key 2021 Deliverables

- Corporate Realignment
- Deliver on departmental goal of real time performance reporting.
- Continue to strengthen relationships with external stakeholders through transparent reporting and opportunities for engagement.
- Continue implementation of Scaled Agile Framework (SAFe Agile).

How we measure success

Advancing our key results areas:



Municipal Development Plan and the Calgary Transportation Plan is advanced



Development is Realized



Buildings are Safe





Chair: Joachim Mueller
Manager
City Planning & Policy Services



City Planning & Policy Service Committee

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

The City Planning & Policy service line works with other business units on city building. Its initiatives shape where, when and how Calgary should grow. In 2021 our focus will be twofold: 1) aligning our resources with priority initiatives that enable desired development in Calgary, and 2) acting on initiatives that support local businesses and economic recovery.



Source: Guidebook for Great Communities

2020 Accomplishments

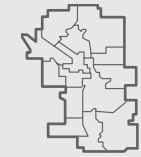
- Evolved from a multi business unit team representing Calgary Growth Strategies, Community Planning, Urban Initiatives into a Service Line team representing a service line perspective.
- Prioritized Next Generation Planning initiatives and focused team resources on them.
- Increased our understanding of the interdependencies between our initiatives and how strategic sequencing would support mutual success.
- Increased our intentional management, for example of our consulting budget.

Key 2021 Deliverables

- **Advance Next Generation Planning:** Building on the linkages between the initiatives that make up our next generation of planning established in 2021 we will further align these projects for mutual success.
- **Tell our city building story:** We will work on communicating the value of great communities and equitable planning so that it is relatable and meaningful to all Calgarian citizens and businesses.
- **Sequence for Success:** The committee will leverage the workplan to best sequence its initiatives to be mutually supportive and successful.
- **Leverage Consultants:** We will intentionally manage our consulting budget to enhance our initiatives.
- **Value of Policy in enabling/building great communities:** The committee will develop a cost tracking system for policy initiatives.



How we measure success



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



Municipal Development Plan intensity targets reached in strategic growth areas



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



What we're watching in 2021

Cities are facing new challenges triggered by COVID and global economic shifts. Increasing population and economic diversification also presents new opportunities. This puts Calgary at a point of transformation. We'll be looking at what this means for our policies and plans and how our perspective is best shifted for success. For example, how does our vision for downtown and ongoing growth change? How can we best help business and economic recovery today? How do our plans and policies best enable and encourage equitable communities, climate resilience and continuing high quality of life for every Calgarian?



Chair: Darren Lockhart
Manager
Development Approvals



Development Approvals Service Committee

“The Development Approvals service is led by the Calgary Approvals Coordination business unit that oversees the approval process across the land development continuum. Services delivered through Development Approvals enable customers to realize their development proposals and include: land use amendment and outline plan recommendations, subdivision endorsement, development permit approvals, executed development agreements and infrastructure construction permissions. The goal of the Development Approvals service is to enable efficient approvals for customers and enhance Calgary’s reputation as a great place to invest in land development and redevelopment. We will achieve this through increased collaboration and more digitized processes while also embedding business friendly principles into all initiatives. Development Approvals will support our customer’s needs and meet our policy goals. We will improve performance through more effective processes and will continue to rely on data and analytics to drive our strategic initiatives.”

2020 Accomplishments

- Launched ReThinking CPAG initiative that will usher in a new decision-making model on multi-disciplinary development applications.
- Introduced a new form of Development Agreement and Developer Tiering structure that reduces barriers to market entry while managing The City’s risk exposure.
- Expanded the use of Developer Surety Bonds as an alternate form of performance security.
- Ensured business continuity despite COVID-19 while also accelerating changes to improve service delivery.
- Developed digital intake and review processes for multi-disciplinary development applications.
- Significant improvement in Urban Design ratings on approved developments city-wide. Urban Design data is being used to understand where effort is best spent on improvements to yield better results.
- Developed tools to enhance collaboration and strengthen relationships with key stakeholders including enhancements to Development Map and Construction Drawings.
- Transitioned all major projects to SAFe Agile project delivery framework.
- Supported Affordable Housing projects throughout the City with priority reviews.
- Dedicated staff worked closely with Alberta Health Services and groups supporting vulnerable populations to address specific needs related to COVID-19.



Key 2021 Deliverables

- Support the structural reorganization of CPAG including the alignment of business systems, cultural support and training.
- Develop and utilize a real-time metrics dashboard including automated reporting and focus analytics staff resources on richer analysis.
- Incorporate time tracking data to improve service delivery and better manage resources.
- Support the development of a systematic feedback loop between policy creation, policy implementation and outcomes connected to feedback from Administration, customers, citizens and Council.
- Launch numerous initiatives focused on reducing the administrative burden on professional staff within Development Approvals and supports more value-added service on applications.
- Continue to support the Women in Planning committee and focus on eliminating gender bias within our recruitment processes and workplace.
- Provide enhanced support for key initiatives such as major capital projects, the Rapid Housing Initiative, and critical health related developments (i.e. temporary testing, vaccination and treatment facilities).



What we’re watching in 2021

Focusing on our customers

Forecasts indicate that residential growth will continue in both developed and developing communities. Development Approvals is focused on the changing markets and evolving needs of our customers. As markets adjust to the economic and health challenges, Development Approvals must be there to support a changing real-estate landscape. Through collaboration and partnership this service will ensure all new and redeveloping communities are vibrant and sustainable.

Citizens and communities expect a consistent review of development applications that is fair and transparent and want to be meaningfully engaged on development proposals. By thinking and working differently, we will actively work to make our systems easier to access, our protocols less onerous to comply with and our approach more customer-centric. Our goal is to evolve into a world-class development approvals system – we will not be satisfied with simply ‘best in Canada’.

How we measure success



Urban design rating on key development applications



Multidisciplinary development applications where decision timeline commitments were met



Technical development applications where decision timeline commitments were met



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



Public facing female staff involved in decision making on development applications



Chair: Ulrik Seward
Chief Building Official and
Managing Chief-Approvals



Building Safety Service Committee

“The Building Safety Service Committee is a forum to discuss issues, set strategic direction, and coordinate the work to improve our service delivery. The Service Line Priorities are two-fold. First, we ensure buildings are safe. We ensure building projects comply with codes and standards, so that the end user will experience a safe, healthy, accessible and energy efficient building. Second, we ensure development is realized. We approve permits, conduct inspections and grant occupancy in a cost effective and timely manner so that citizens can realize the benefits associated with their building project – whether that be profits from being able to successfully run a business, or the simple enjoyment of an addition or renovation to one’s own home.”

2020 Accomplishments

- Implemented video inspection protocol for occupied homes in response to COVID, which will be enhanced for qualified contractors in 2021. Resulting in financial and time savings for contractors and homeowners.
- Continued to support our customers by providing educational opportunities through trade shows (pre-pandemic) and transitioned to webinars during the pandemic. Webinar attendance increased by approximately 50%. Additionally, the webinar format offered virtual anonymity with the result of significant engagement (questions) increase.
- 43% increase in online building permit applications. More customers were able to apply for building permits, instead of having to spend time and money to submit applications in person.
- Supported Council's goal to increase safe secondary suites by extending expedited secondary suite approvals and adding 4,000+ safe secondary suites to the City's Registry, up 85% from 2019.
- Developed the vision for the Planning and Safety Codes Customer Advisor role which will offer customers the ability to talk to one person about all the approvals and inspections needed for their addition or renovation projects.
- Streamlined approvals and inspections processes for the restaurant and brewery industry, including development of position that will be the single point of contact for all businesses to help reduce timelines and carrying costs so income can be generated earlier.



Key 2021 Deliverables

- Develop a single inspection booking system to simplify the customer experience and enable the development of a 'video inspections on demand' system for qualified contractors. These initiatives will result in significant financial and time savings for contractors and homeowners.
- Initiate improvements to existing field inspection technologies, enabling a more efficient deployment of inspectors, to reduce service cost and reduce customer wait times.
- Inform risk management of approvals and inspections by using data. Processes with low failure rates will be reduced or eliminated based on this data. Contractors and professionals who regularly produce high quality work will experience faster approvals.
- Continue to develop customer education offerings in order to set customers up for success with their approvals and inspections.
- Develop actions to streamline approvals and inspections for the restaurant and brewery industry and apply these actions to other business sectors. This will help businesses complete their approvals and inspections faster, with less carrying costs.
- Continue work on Climate Resilience Strategy actions, including participation in the development of energy codes and supporting Council's goal to make buildings more resistant to extreme weather events.



What we're watching in 2021

The Service will continue to be poised to serve our customers well as they navigate the challenges of the pandemic. We continue to be ready to adapt to changing circumstances in order to maintain a high level of service.

Climate Strategy adaptation and mitigation will involve development of Energy Codes towards 'net-zero ready', use of passivhaus standard for energy code compliance, electrical requirements for vehicle charging, resiliency of buildings to extreme weather, and financial incentives to encourage climate conscious design.

Risk Management will see us expanding to use data to reward deserving professionals, builders and trades with faster approval timelines and fewer inspections. It will also involve conducting regular audits so that the quality of work remains high and buildings are safe.

How we measure success



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



Residential Improvement Projects that required a single inspection



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

Internal operational measures

- Building Permit issuance timeline commitments are met for all permit types - single family residential additions/renovations, new single-family homes, commercial multi-family alterations and new commercial multi-family buildings.
- Number of inspections completed.
- Top 10 buildings, by construction value, for which occupancy permits were issued.
- Number of single-family homes with permission to occupancy, and number of occupancy permits issued for commercial multi-family buildings.
- Volume and construction value of all permit types.
- Forecasts for total Building Permit volume and construction value.



Chair: Brenda Desjardins
Director
Calgary Building Services



Customer Service Oversight Committee

“The Customer Service Oversight Committee’s mandate is to create a culture of customer service recognition across Planning & Development that supports the delivery of a consistent positive customer experience. The committee provides an ‘outside-in’ lens to PD’s three core service committees. The committee will advance its mandate by focusing on three key areas including employees, customers and innovation. To support employees and create a culture of customer service recognition, we will celebrate customer service achievements and empower employees to deliver excellent customer service. Customers will have better access to education and transparent communication and we will implement service delivery improvements based on customer expectations. And finally, we will drive innovation by championing service delivery innovation and change.”

2020 Accomplishments

- Launched the PEAK Customer Service Program aligning customer service training, performance measurement and evaluation, and staff recognition for achievements.
- Launched a department-wide Customer Service e-Learning module to support the departments customer-centric approach to service delivery.
- Revised the PD Customer Survey to better understand customer expectations and align with best practices.

Key 2021 Deliverables

PEAK Customer Service Program

- Develop a sustainment process for the PEAK Customer Service program and identify program success measures.
- Develop a Leaders Toolkit with supporting materials to encourage customer service conversations between leaders and employees.

Customer Survey Enhancements

- Develop automated processes to pull data, develop a clear flow outlining what to do with information and develop overall process improvement suggestions.
- Educate leaders about how to appropriately utilize and share feedback gathered from surveys.
- Develop an external link enabling customers to easily share positive customer service experiences with PD staff.

How we measure success



Overall satisfaction survey results



Chat Service levels



Average speed of service





Chair: Jennifer Collis
Manager, Business Services



People & Culture Oversight Committee

“The People & Culture Oversight Committee provides a forum for discussion and decisions around the attributes and behaviours modeled by our leaders and exhibited by staff. In Planning & Development, everyone contributes to our culture and it is the role of this committee to drive actions that reinforce that. Using the Corporate Employee Survey results along with priorities defined by the Planning & Development Accountability Framework, the People & Culture Committee is committed taking action to support and maintain a respectful, engaged and fun working environment. The committee is focused on four cultural pillars to create a space where personal and professional achievement is encouraged and valued: Diversity & Inclusion, Employee Wellness, Employee Development, and Recognition & Celebration.”

Our Culture

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



How we measure success



Corporate Employee Survey results



Individual learning budget spend rate



Planning & Development wellness subsidy participation

2020 Accomplishments

- Launched the PD Mentoring Program to provide employees with opportunities to advance their careers while continuing to build a supportive learning environment.
- Expanded the wellness subsidy to provide more support to employees.
- Engaged employees to understand their changing needs in a virtual working environment.
- Decentralized the employee recognition budget and equipped leaders with guidelines to encourage budget utilization.
- Supported Women in Planning initiatives in celebration of Gender Equality Week and International Women’s Day.

Key 2021 Deliverables

- Develop tools and resources to enable diverse and inclusive leadership.
- Provide employees with tools to enable conversations about inclusivity in the workplace.
- Develop a strategy and communications plan to encourage employees to increase their use of wellness support, learning and development resources, and myFlexwork resources.
- Explore new ways to gather feedback from employees in an intentional way.



Chair: Debra Hamilton
Director
Community Planning



Projects Oversight Committee

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

2020 Accomplishments

- Broader awareness and better coordination of projects.
- Prioritization of work based on available resources.
- Ensuring alignment to vision and budget .
- Implementation of the Scaled Agile Framework (SAFe) project management methodology Implementation.

Key 2021 Deliverables

- Ensure PD’s vision is advanced (through initiatives such as Digital Collaboration, Field Service Delivery, Risk Management).
- Provide Governance for Department/ Service project alignment, coordination across all projects and prioritization of projects through the approval of a three-year road map.
- Issues escalation management.

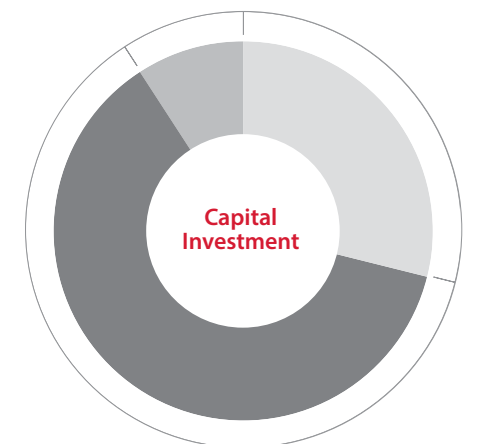


2021 Planned Projects

In 2020, project methodology shifted to the Scaled Agile Framework (SAFe). Implementation of SAFe continues in 2021. The list below represents the improvements as laid out in the SAFe framework. This list of projects includes those starting, in progress or completing in 2021.

Agile Release Trains (previously Programs of Work)	Improvements
Development Approvals	CPAG Future State: the structural reorganization of CPAG including alignment of business systems, culture, and training.
	Reduction of administrative tasks related to application processing and review.
	Digital Intake and communication portal for Stream 3 and 4 applications.
	Development Map: complete improvements to Development Map ensuring two-way communication with citizens, communities and customers
Building Safety	Single Inspection Booking System: reconciling current booking systems into a single online system.
	Video Inspections: improving and sustaining video inspections on demand for contractors.
	Development of a Request for Proposals for an overarching system to support Field Service Management including capacity management, workload distribution, and route optimization.
	Business Registry: working with Business & Local Economy, develop a registry of all Calgary businesses.
Foundational	POSSE Web: complete the implementation and support adoption of POSSE Web for all POSSE users.
	POSSE Architecture Review: identify POSSE’s core competencies and the benefits and risks of continuing to use POSSE versus an alternate system for some or all capabilities.
	Service Insights: continue development of dashboards to support data driven decision making; define ongoing data governance and develop a sustainment framework to ensure ongoing data accuracy and improved maturity.
	Our Space: conduct a FlexWork program to objectively determine mobility needs across Planning & Development. Update the 5th floor design accordingly.

2021 Planned Capital Investment



- Building Safety
\$ 3,226,852
- City Planning & Policy
\$ 1,000,000
- Development Approvals
\$ 6,851,818

* Accurate as of January 25, 2021



Chair: Matthias Tita
Director
Calgary Growth Strategies



Financial Governance Oversight Committee

"2020 was an unexpected year filled with an economic downturn and global pandemic. These challenges had a significant impact on many Calgarians, including our customers. As a result, Planning & Development saw lower fee revenues than anticipated.

Thanks to the extraordinary expertise and work of the Financial Governance Oversight Committee in previous years, we went into this year well-prepared and able to respond with several financial measures to offer support to businesses, customers and citizens including fee freezes and deferred payments. This would not have been possible without the support of our team in PD and our partners in Finance.

Looking ahead to 2021 and beyond, as a mostly fee-based department, this Committee will need to continue to monitor the sustainment reserve, refine and monitor our forecasting methods, and further align our budget and expenditures with appropriate oversight. This will ensure PD is able to maintain the financial sustainability of our service lines."

2020 Accomplishments

- Established programs and fee relief to aid businesses and developers to sustain their operations and keep Calgary thriving. Our COVID Relief Package saw over \$2M in waived fees for homeowners, restaurants and businesses; deferred millions of payments on over 3,000 building and development applications, and developers have taken advantage of over \$28M in levy relief.
- Implemented stronger financial oversight to guide a higher functioning department.
- Provided sound financial governance of the Mid-Cycle Adjustment to the 2019-2022 budget, resulting in strategic reductions, adjustments and one-time and sustained savings to the corporation to assist the City of Calgary.
- Improved our understanding of the budget to make necessary adjustments in difficult financial times.
- Made policy recommendations for use of the PD Sustainment Reserve.
- Enacted strategies for operational sustainability.

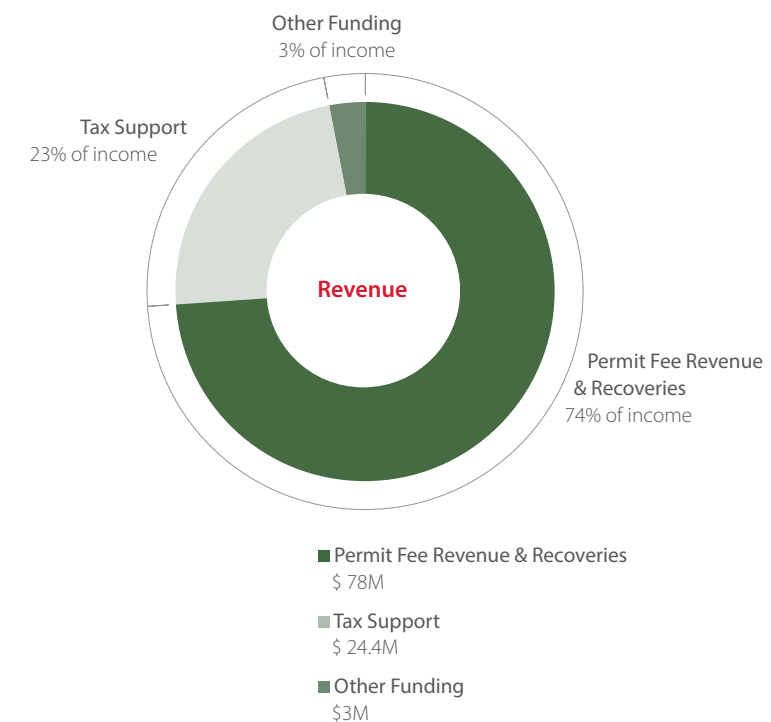
Key 2021 Deliverables

- Implement recommendations from Triennial Reserve Fund Review to help manage sustainment of the PD Reserve.
- Identify ways to use real-time financial model for monthly summary.
- Create a clear understanding of financial situation and options to proactively address our challenges through the development of strong forecasts and identification of cost drivers to optimize use of budget.
- Identify ways to use financing and fee tools to achieve planning ends.
- Receive high-quality data more quickly and use to build dashboards and key messaging.

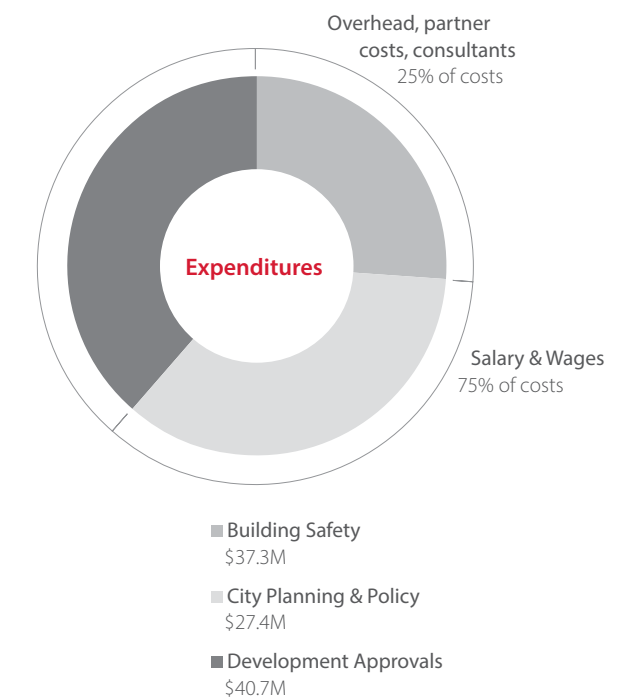


2021 Planning & Development Operating Budget - TBU

Where does the money come from?



What are the costs?



Note: S&W and non S&W breakdown is based on 2021 PD Budget

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



Public Realm: Public realm refers to the spaces around, between and within buildings that are generally accessible to the public. Public realm includes streets, sidewalks, parks, squares and open spaces. Areas within the public realm support public life and social interaction.



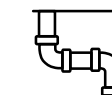
Land Use: Legal control of the use and intensity of development on a parcel of land.



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



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



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



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



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



Occupancy: An occupancy permit allows

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



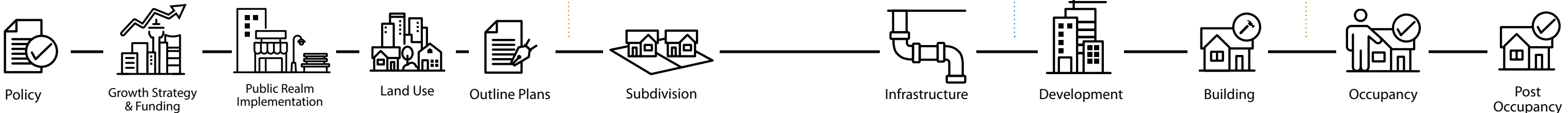
Post Occupancy: The stage after a development is built and occupied, there are several future potential interactions with Planning & Development including but not limited to: business licensing, tenancy changes, alternations, and demolition permits.

Linking to our Approvals Continuum

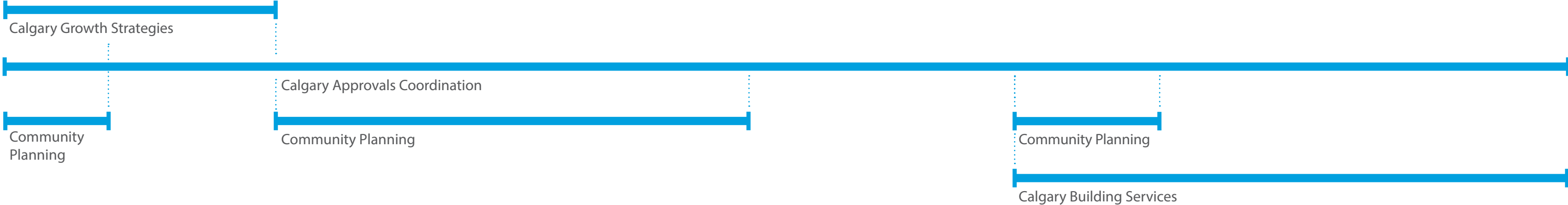
Our Services



Our Approvals Continuum



Our Business Units



Influences to our work in PD

COVID-19/the economy

The COVID-19 pandemic defined the past year with lockdowns on the economy and severe curtailments of social and community activities. Governments adopted stringent public health measures to contain the spread of the virus, protect the population, and sustain the capacity in the public health system to manage the surge in related hospitalizations. All levels of government will continue to be called upon to manage the triple crisis of: COVID-19 itself; the economic harm caused by measures to contain COVID-19; and the impact to mental health spawned by the above two crises.

In 2021, Calgary will experience both short-term and long-term changes brought about by the pandemic and responses to it. Recovery may be slower in contact-intensive industries, as it takes time for large segments of the population to become immunized through new vaccines. However, as vaccination proceeds, and restrictions are lifted, 2021 may well be defined both by a resurgence of social life, as well as the reality of ongoing business closures and job losses. These phenomena will influence the consumer and investor confidence levels that drive real estate investment and demand in the year ahead.

- Residential** - Typical immigration levels are expected to resume as travel restrictions are lifted later in the year, resulting in potential population growth and new demand for both low-density and multi-residential housing.
- Retail** - Various “bricks-and-mortar” businesses may suffer from medium-term economic scarring resulting from the spectrum of public health restrictions and lockdowns that introduced sharp contractions to the broad economy.
- Industrial** - Calgary will continue to strive for regional competitiveness in attracting investment.
- Office** - The surge in remote work necessitated by the pandemic lockdowns has heightened high vacancy rates, and space reabsorption may be subdued in 2021, weakening further investment.
- Institutional** - Calgary will benefit from investments under the Municipal Stimulus Program, including upgrades to affordable housing improvements, cultural and public facilities including: Glenbow Museum, Jack Singer Concert Hall/Public Building, Northwest Travellers Building, TELUS Spark Science Centre, Heritage Park, Calgary Zoo, Fort Calgary, and Shouldice Athletic Park. Broader investment could be constrained in 2021. Unprecedented income and rent supports and subsidies, while stabilizing the economy against potential deflation and bankruptcies, have resulted in a surge in public debt. Strategies to manage this debt, as well as sensitivity to increases in inflation and interest rates, will impact government budgeting and capital planning in 2021 and possibly into the medium and longer term.



The widespread second wave of COVID-19 during the fall/winter of 2020 has introduced uncertainty regarding 2021 economic performance in local, national and global economies. The local economy will continue to be influenced by developments in the national, continental and global policy and market context, as governments pivot to address and balance public health, social, economic and environmental challenges. Corporate Economics has forecasted base-case and worse-case scenarios to acknowledge the downside risks posed by these challenges.

Pulse Check Items	GDP Growth	Total Employment Growth	Unemployment Rate	Population Growth	Housing Starts	Total Building Permits (\$billions)	Downtown Office Vacancy
2018	2.5%	0.9%	7.6%	11,700	8,900	\$4.6	24.8%
2019	1.3%	2.4%	7.4%	9,400	7,800	\$5.2	23.0%
2020	2.2%	1.7%	7.2%	10,000	8,100	\$4.0	25.7%
2021 Base-case	3.7%	2.5%	9.9%	16,700	8,900	\$4.4	28.8%
2021 Worse-case	3.1%	2.8%	11.8%	-3,600	7,800	\$3.6	29.3%

Source: Fall 2020 Calgary and Region Economic Outlook 2020-2025, City of Calgary, Corporate Economics

Source: Altus InSite



Slower growth

The city's growth trends have felt the impact of COVID-19 and the decline in world oil prices and Calgary is not anticipated to grow at the same rate originally anticipated. Citywide housing starts were down 20 per cent in 2020 from 2019, and industrial land absorption was down 50 per cent in 2020 compared to the five-year average of 50 hectares.

Considering the magnitude of the challenges in 2020, development has been resilient. The majority of the 14 new communities that were approved in 2018 have progressed forward with over \$100 million in private investment, and industrial development in 2020 saw an increase of \$600 million in assessed value.

While growth carries several economic and social benefits, it is also a significant risk for The City because infrastructure and services need to be in place and timed with demand. This means The City must anticipate both the level and spatial pattern of growth. With that said, we have identified that there is sufficient supply for new communities to accommodate the projected demand until 2026.

Given the financial constraints and slower growth, in 2021, we need to continue to focus our attention on completing the Citywide Growth Strategy. This will ensure that financial impacts of growth are anticipated, and that The City can make investments that support market forces as they emerge and align to our goals in the Municipal Development Plan/Calgary Transportation Plan.

Downtown resiliency

Downtown is the economic and cultural heart of Calgary, and when our Downtown thrives, so does the rest of the city. In Calgary, 60% of the city's office inventory is in downtown, and 25% of jobs, and between 10% to 24% of the city's total construction. However, due to the pandemic and various work from home measures, additional strain has been added to Calgary's downtown resiliency. In Q3 2020, the vacancy rate was 28.42% in downtown and Beltline, office absorption volume was -282,444 sq. ft. and the average downtown office net rental rate fell to \$11.59/sq. ft.

Since the pandemic began in March 2020, the network of community, civic partners and City staff that helped to bring about the downtown strategy, continued to meet to track new challenges facing our downtown, work collaboratively to implement initiatives to address current issues, and strategize new ways to ensure that Calgary's downtown continues to thrive.

In 2021, as the measures to COVID-19 pandemic evolve, and the roll out of a vaccine begins, the resiliency of Calgary's downtown will continue to be monitored. We know that it is likely that new ways of working will emerge that will have an effect on our downtown, regardless of whether work from home measures are lifted. We will have to remain nimble and continue to respond to new planning challenges for our downtown as they emerge.

Making improvements to our services

It must be acknowledged that 2021 will be an exciting year for Planning & Development and the corporation.

We will be undertaking a large body of improvement work that is fundamentally changing the way we work, and the way that we plan Calgary. Throughout this document, you will read about several initiatives including Rethinking CPAG, all the projects that are part of the Next Generation Planning System, and implementing Scaled Agile Framework improvements methodology.

While these initiatives are significant and important to our evolution as an organization, we want to recognize the tremendous amount of change that they bring to PD and to all of our stakeholders, customers and communities that we serve. While change is often good and sets us on the right direction, we want to ensure that we can continue foster a culture of continuous improvement while maintaining a balanced and healthy workplace, as well as meet customer and citizen expectations. The PD management team will monitor all of the risks associated with the fundamental changes to our organization throughout 2021 and implement necessary support strategies as required.



Performance Measures

The success of Planning & Development is demonstrated through measuring how our services are performing. We strive towards always improving our processes and realizing efficiencies that translate into tangible customer and citizen benefits. The goal is to measure our overall effectiveness in delivering our services, the interaction with customers, and the 2021 key deliverables for each of the services and oversight committees.

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

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

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

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

Committee membership

Business Unit	Title	Contact	<div style="display: flex; justify-content: space-around; font-size: small; text-align: center;"> City Planning & Policy Development Approvals Building Safety Customer Service People & Culture Projects Oversight Financial Governance </div>							
Community Planning	Director	Debra Hamilton	●			●	●	●	●	●
	North	Teresa Goldstein	●							●
	South	Kevin Froese	●	●						●
	Centre West	Scott Lockwood	●							●
Calgary Building Services	Director	Brenda Desjardins			●	●		●	●	●
	CBO, Managing Chief Approvals	Ulrik Seward		●	●					●
	Building Safety Services	Cliff de Jong			●		●			●
	Customer Advisory Services	Justin Pockar		●	●	●				●
Calgary Growth Strategies	Director	Matthias Tita	●					●	●	●
	City Planning & Policy	Joachim Mueller	●				●			●
	Growth & Strategic Services	Matthew Sheldrake	●							●
	Growth Funding & Investment	Krista Campbell	●							●
	Urban Initiatives	Thom Mahler	●							●
Calgary Approvals Coordination	Director	Josh White		●				●	●	●
	Development Approvals Service	Darren Lockhart		●	●					●
	Business Services	Jennifer Collis				●	●			●
	Service Performance	Randel Madell				●				●
GM Office	General Manager	Stuart Dalgleish								●
	Senior Executive Advisor	Christina Fuller					●			
Planning & Development Management Team			Service Committees		Oversight Committees			Accountability		

- Legend**
- Executive Sponsors
 - Voting Member*
 - Chair

*There are voting members outside of PD management that are not included on the matrix.

Who to contact

Business Units

Calgary Growth Strategies
 Kathleen Gallagher
 403-801-0536
 kathleen.gallagher@calgary.ca

Calgary Approvals Coordination
 Aliyyah Mohamed
 403-200-2895
 aliyyah.mohamed@calgary.ca

Community Planning
 Genevieve Knapik
 Executive Advisor
 403-268-5841
 genevieve.knapik@calgary.ca

Calgary Building Services
 Joshua Howes
 Executive Advisor
 403-268-3483
 joshua.howes@calgary.ca

General Managers Office
 Christina Fuller
 Senior Executive Advisor
 403-268-1004
 christina.fuller@calgary.ca

Business Partners

Communications
 cscpdcommunications@calgary.ca

Human Resources
 HR Helpdesk
 403-268-5800

Amira Abdeen (CGS, CAC)
 403-268-6297
 amira.abdeen@calgary.ca

Priya Sinha (CP)
 403-968-2291
 priya.sinha@calgary.ca

Uzoma Uponi (CBS)
 403-268-1325
 uzoma.uponi@calgary.ca

Jaimie McKinney
 (CPAG project)
 403-268-6788
 jaimie.mckinney@calgary.ca

Holly Romney
 (Departmental Support)
 403-268-1385
 holly.romney@calgary.ca

Central Services

Learning & Development
 PDLearn@calgary.ca

Reporting & Analytics
 bppm@calgary.ca

Business Strategy
 PDStrategy@calgary.ca

Business Improvements
 PDImprovements@calgary.ca

Information Technology
 IT Helpdesk
 403-268-8008

POSSE/System Support
 PDSystem.Support@calgary.ca

