

Calgary



Planning & Development Services

Making Places for People

Our Plan for Excellence 2023-2026



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Making Places for People
Our Plan for Excellence 2023-2026

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Chair: Stuart Dalgleish
General Manager
Planning & Development Services

Message from the General Manager

This plan outlines the focus for the Planning & Development Services (PDS) department. We are in a foundational period during our first full year as a new department, where structure, processes, procedures and systems are being redefined across five business units. This work, including adjusting as we go, is key to developing the capabilities we need to successfully deliver on Council's 2023-2026 Service Plans and Budgets, while providing the best value and service to our residents, businesses, and customers.

The foundational pillars of our strategies as a corporation, and especially our department, are the promotion of economic, social and climate resilience. Council has invited us to think of Calgary as resilient city, and through my time in senior leadership, I have become well aware that resilience is tightly woven into the fabric of this city. Calgary has grappled with almost runaway growth, recessions, a structural economic downturn, and a global pandemic that upended all our lives in such a profound way that we will be dealing with its effects for a while to come. Yet, throughout all this change, our city has continued to grow at record volumes and remain one of the world's most liveable cities.

It cannot be emphasized enough that each and every one of you play an integral role in advancing these pillars of resilience and delivering on our commitments to Calgarians, and this plan is meant to shine light on that. It highlights where our efforts intersect and interact and where we must further collaborate to have the greatest impact.

We, as a department, are foundational in imagining and planning a great city— one that is inclusive, equitable, anti-racist, where everyone belongs and lives in truth and reconciliation with all Indigenous peoples—and I am delighted by the diversity of experience and expertise we now have in PDS. Your abilities will bring the best results as you invite and include the perspectives of your colleagues across our department and solve problems together.

As we now embody what I consider the most complete version of what a municipal government planning department should be, we have never been more poised to deliver on council's plan and respond to the emerging needs of Calgarians. Everything we do and have done as a team supports Calgary's next milestone—being home to a population of 2 million Calgarians. An ambitious vision, but it's closer than we think. Every strategy, development approval, climate policy, local area plan, business licence and downtown investment is preparing us for Calgary 2M. You are preparing us for Calgary 2M.

Through supporting our people, enhancing service, time and quality to serve our customers, transforming our downtown core, climate adaptation & mitigation and modernizing city planning, I look forward to working with you, the capable PDS team, to achieve the goals of this plan.

**Stuart Dalgleish,
General Manager
Planning & Development Services**

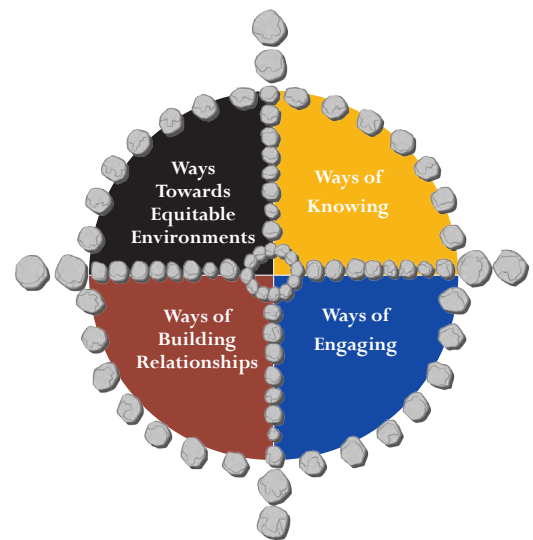
Land acknowledgment

We would like to take this opportunity to appreciate and acknowledge the ancestral territory of the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; and the traditional territories of Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut’ina First Nation. The City of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3. We acknowledge all Indigenous people who have made Calgary their home.

Where are we as a department in this journey?

The City of Calgary, along with the Planning & Development Services Department, is striving to move the incorporation of Indigenous foundations forward and blend it into the work we do. The Council-approved Indigenous Policy consists of four ways forward and states that The City will "... sustain the active and shared process of reconciliation through investing in ways of knowing, ways of engaging, ways of building relationships, and ways towards equitable environments with Treaty 7 First Nations and urban Indigenous peoples to improve relations between The Corporation and the Indigenous community." As an organization we have the enabling policy to build from, to pilot and prototype new ideas, approaches and policy in partnership with Indigenous communities.

As a department we are also committed to undertaking TRC Call to Action #57 – Public sector staff training on Indigenous issues, intercultural competency, conflict resolution, human rights and anti-racism.



Source: Indigenous Policy Framework for The City of Calgary.

"...The City of Calgary is committed to continuing our work together with Indigenous peoples with respect, co-operation and partnership, all in ways that acknowledge and respect the ancestral territory of the Blackfoot Confederacy, its history and its meaning. Balancing development with environment and incorporating Indigenous concepts is a privilege critical in the planning and evolution of Calgary as a fully inclusive and anti-racist city."

— GM Stuart Dagleish,
Medicine Hill, Siksikaitstapi (Blackfoot Confederacy).
Teepee and Beaver Song transfer, May 31, 2023

Calgary 2M is What's Next.

And it's closer than we think.

Everything we do is preparing our city for its next milestone: becoming home to a population of two million Calgarians (Calgary2M). A home that is more sustainable, more diverse, more accessible, more equitable and more liveable for **everyone**.

We've made great strides in the past few years as we focused on enhancing our services—we strengthened our approvals services, formalized a growth planning area, planned and invested in local area plans, launched a bold downtown revitalization strategy, made business licencing a breeze, mapped a route to net zero, planned for a safer city with more green space and so much more.

Because of this, we have developed a strong foundation upon which Calgary 2M will be sustainably, inclusively and innovatively built.

Planning & Development Services does important work. You do important work. Together, we build a city that enables a great quality of life for Calgarians—the reason people choose to migrate here and plant roots—providing excellence in service along the way for our current and future customers and partners.

We plan and imagine a great city, and I implore each and every one of you to embrace your role with pride and acknowledge its contributions to that city. Every strategy, development, policy and step toward social equity is preparing Calgary for 2M.

You are preparing Calgary for 2M.

Together, let's envision what this future of our city holds...

- Stuart Dalglish



Executive Summary

The focus of the Planning & Development Services (PDS) department for 2023 is to establish a strong foundation as a new department and redefine structure, processes, procedures, and systems.

Making Places for People: Our Plan for Excellence is the foundational plan for Planning & Development Services that articulates our departmental priorities for 2023-2026 and beyond as we imagine and plan a city expected to grow to 2 million people within the coming decades. It is our guide to the five goals of PDS and to our commitments to deliver on Council’s [2023-2026 Service Plans and Budgets](#).

This document provides an internal view of how Planning & Development Services governs and manages its service delivery and departmental priorities, while aiming to provide the best value to Calgarians, customers and businesses. While this plan is designed to be a reference and information tool for staff in Planning & Development Services, it is published externally to align with our focus on transparency.

The 2023-2026 Service Plans & Budgets presented The City’s budget over the next four years across 62 unique services provided to Calgarians.

Planning & Development Services owns five of these services which are:

- [Building Safety](#)
- [Business Licensing](#)
- [City Planning & Policy](#)
- [Climate & Environmental Management](#)
- [Development Approvals](#)

This plan outlines our PDS goals and related deliverables across our five major PDS services, along with our departmental focus areas: people, customers, finances and improvements. In addition to our committee-based management model, we will also connect our services to our Approvals Continuum.



2022 2023 2024 2025 2026

Service Plans and Budgets

Making Places for People
(foundational)

Performance Plan
(annual)

Performance Plan
(annual)

Performance Plan
(annual)

Our Senior Management Team



Climate & Environment

"The mandate of Climate and Environment is to lead Calgary towards a sustainable and thriving future. We will do that by advancing the protection and conservation of the environment, by reducing emissions and managing energy, empowering resilience, and by embracing innovative solutions to minimize the impact of climate change on people, infrastructure and the natural environment." – **Carolyn Bowen, Director**



Downtown Strategy

"The City of Calgary's Downtown Strategy is leveraging the collective efforts of The City and its public and private sector partners to respond to prolonged economic challenges, and capitalize on opportunities that will create jobs, drive economic recovery, and revitalize and transform the downtown. We are working to address the challenges Calgary's downtown is facing to set us up for future success. Our priority is to be active and proactive to address problems, seek out solutions and embrace opportunities." – **Thom Mahler, Director**



City & Regional Planning

"City & Regional Planning guides the development of regional and city servicing and financial strategies, with the purpose of delivering sustainable growth that considers economic, environmental and social well-being outcomes. They bring together expertise from multiple disciplines including Urban Planning, Engineering, and Finance when considering land use, public space, mobility and utilities. Together, this supports comprehensive planning for municipal and regional long-term growth." – **Josh White, Director**



Community Planning

"Through relationships with Calgarians and customers, Community Planning is focused on delivering quality planning outcomes supported by innovative engineering solutions through local area policy and development approvals. We have an innovative and collaborative work environment that empowers our team of city-building professionals to plan vibrant, inclusive and resilient neighbourhoods." – **Debra Hamilton, Director**



Development, Business & Building Services

"Development, Business & Building Services works with Calgarians to help them realize their dreams of building safe and vibrant buildings and businesses. We do this by collaborating with Calgarians on the intake and approval of building permits and business licenses. In the field we support building, development and subdivision inspections working with Calgarians to efficiently obtain occupancy. Our mission is from concept to reality to deliver a holistic and exceptional customer experience through highly engaged teams and innovative solutions." – **Brenda Desjardins, Director**



Service Excellence

"Service Excellence drives departmental priorities, facilitates decision-making, and coordinates business operations and business continuity. Reporting into the General Manager's Office, we ensure that our strategies and initiatives are aligned to achieve the best outcomes across service lines. We connect across business units to identify emerging issues and trends, mitigate risks, assess new business opportunities, and collaborate on continuous improvement and innovation work that delivers results and turns the curve on service performance." – **Randel Coles, Manager**

Our focus for 2023

Our 2023 Planning & Development Services (PDS) strategic themes are the foundation of our Accountability Plan. They will guide us to successfully deliver on Council's One Calgary 2023-2026 service plan and budget, while providing the best value to our residents, businesses and customers.

Planning & Development Services Goals



Supporting Our People



Service, Time and Quality



Modernizing Planning for City Building



Transforming Downtown



Climate Mitigation and Adaptation

Our department:

We are foundational in imagining and planning our city for the future:

- driving policies that guide long-term planning
- setting parameters for land development processes
- integrating strategies and actions to grow a resilient and sustainable city
- enabling businesses to open and operate
- ensuring Calgary's buildings are safe to occupy

Our mission:

To plan and facilitate building a great and sustainable Calgary.

Delivering on Council's Strategic Direction

PDS directly contributes to the four most important results areas identified by Council. We drive results across Council's top three priorities, as well as continuing to deliver and continually improve the services relied on by Calgarians. This Strategic Direction serves as guidance for adjusting the Service Plans and Budgets for the remainder of the 2023-2026 cycle.

Each of our departmental goals will be achieved through a portfolio of initiatives, projects and programs. Managing our work as portfolios will allow us to evaluate, prioritize and sequence related efforts around a shared commitment to excellence. Our focus involves partnerships across the department and the Corporation. We create networks to advance our departmental goals and execute on our strategies. Collaboration allows us to mitigate risks and pursue opportunities far more effectively than on our own.

Top Council Priorities



Downtown revitalization



Land use and local area planning



Transit



Service plans and budgets

Initiatives
Service Results



Result areas



Public safety



Climate



Modernizing government



Social equity

Supporting Our People

To help us meet our commitments to Calgarians, businesses, developers, and builders, we recognize the impact of our incredibly capable staff and our new department. Prioritizing the support and wellbeing of our staff with the resources, training and assistance they need, we can help PDS perform at its best and contribute to the success of The City. PDS will strive to build and maintain a respectful, inclusive, and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitments to our employees and Calgarians.

Defining Our Results:

Listen

Staff Feedback

- Encourage a psychologically safe, open, and respectful environment.
- Identify and improve upon mechanisms to incorporate staff feedback.
- Actively engage staff to identify opportunities for improvement, encourage contribution and inspire creative problem solving.
- Create and/or improve communication channels to ensure staff are informed.
- Encourage collaborative and innovative ways to work together towards common objectives, building off the work started in realignment.

Develop and invest

Career Development:

Create and elevate opportunities for staff to develop professional skillsets, network, and grow their careers.

- Create an environment that inspires smart risk taking and creative problem solving.
- Continue to invest in the Discretionary Learning subsidy and Learning & Development programs.
- Create learning and development opportunities to build technical and/or professional skills.
- Develop leaders through exposure to decision-making opportunities, leadership roles, mentorship opportunities, etc.
 - Build opportunities for staff to showcase and expand their skills, knowledge, and expertise.
- Support staff to set clear professional goals and progression plans.
- Continue the recruitment of great talent to help us deliver on our goals and respond to capacity issues.

Personal Development

- Encourage a supportive environment that inspires personal development alongside career growth
- Enable access to conferences and customized learning opportunities.
- Support networking opportunities both internal and external to the department (e.g., conferences).
- Create opportunities for staff to build, develop, and maintain soft skills.

Wellness & Safety: Enable healthy lifestyles and safe environments

- Encourage a healthy work/life balance.
- Utilization of Health & Wellness subsidy.
- Support a psychologically safe and respectful workplace that promotes inclusion, learning and contribution.
- Incorporate equity, diversity, inclusion and belonging principles.

Enable

Involvement

- Create opportunities for staff to engage in work that excites them.
- Encourage involvement at multiple levels of the department (e.g., committee scribe, working group member, etc.).
- Encourage an environment that enables sharing of ideas, networking, and engagement across the department.

Recognition

- Acknowledge, celebrate, and recognize the great work completed by PDS staff.
- Continue to platform programs that celebrate staff achievements (e.g., PEAK Performer program).

Advocacy

- Encourage safe spaces to discuss and advocate for topics/concerns impacting the practice of planning.
- Acknowledge and recognize human rights and equity-related observances recognized by the UN and Government of Canada.
- Make space for difficult conversations and considerations in day-to-day operations.



Strategic Guidance

- People Experience Committee
- PDS Network for Indigenous Foundations in Truthing and Action

Administration's Rethink to Thrive Strategy

To advance two focus areas (Leadership & Direction; Employee Engagement), further efforts for 2023 will look at:

- **Role Clarity** - We will build a better understanding of how we each fit into decision-making;
- **Supporting Leaders** - We will grow leaders through focused, intentional development opportunities;
- All work will foster psychological safety and trust through the establishment of thoughtful practices and processes.

Service, Time and Quality

Streamlined approvals services to provide multi-discipline, business-oriented support for customers, expediting approvals and ensuring customer service is always available to provide customers with the information needed about specific application requirements.

Our approvals services are relied upon by our customers to progress their developments, ensure their buildings meet safety standards and get their businesses up and running. Although PDS performs admirably on these elements, we will remain focused on achieving high levels of customer satisfaction through our commitment to quality outcomes, great service, predictable timelines, and continuous improvement.



2022 Municipal Benchmarking Study

(Canadian Home Builders' Association)

- Based on a comparison across three housing affordability factors, Calgary made improvements in Planning Features and Approvals Timelines.
- Our successful approach in establishing customized timelines with applicants was noted as a best practice, and timelines for development approvals are “less than half of the study-wide average” at just 5.4 months.
- The City of Calgary received an 85 per cent score overall for features that support an efficient planning system, such as availability of key planning documents, accountability, and e-submissions/e-payments.



Development, Building and Business Application Processing Times

- The application review process is a partnership between The City and applicant to reach a decision. The length of the review can depend on the complexity of the application, and any necessary revisions or additional information required by the applicant during the detailed review.
- The timeline starts when a complete application is received. The timeline includes City and partnering agency time to review the application, obtain additional information from the applicant, and complete all detailed reviews.
- Our target is to arrive at a decision regarding the permit or licence application within a set number of calendar days, at least 80% of the time.

Defining Our Results:

Service

Service Channels

- Design a best-in-class customer experience that provides outstanding in-person and digital interactions.

Service Feedback

- Continue to build customer satisfaction and gather customer feedback across key approval milestones.
- Respond promptly to customer feedback and identify opportunities to improve processes.

Service Commitment

- Understand the customer journey and act on customer concerns, including providing additional education and information that is readily available.
- Align to performance measurements utilized by the Canadian Home Builders Association (CHBA) to enable equitable ranking against similar municipalities.

Time

Timeline Commitments

- Meet our timeline commitments on 80% of development permit, building permit and business licensing applications.

Timeline Milestones

- Maximize predictability by engaging customers at each step of the applications process.
- Clearly communicate milestone expectations for major milestones to customers.
- Align to timeline measurements utilized by CHBA to enable equitable ranking against similar municipalities.

Timeline Triage

- Prioritize files at each milestone to meet overall timeline commitments.
- Create priority streams to fast-track applications that drive forward development in Council focus areas.

Quality

Approvals Outcomes

- Customer Outcomes: Enable quality applications and great outcomes for property owners, developers, builders, homeowners, and business owners across the Approvals Continuum.
- City-Building Outcomes: Achieve great outcomes for Calgary through the Calgary Plan and guiding principles of urban design, affordability, safe buildings, and supporting businesses and the local economy.

Continuous Improvement

- Review performance monthly and identify areas for continued progress at service committees.
- Continue to streamline processes and invest in digital systems and tools to advance service, time, and quality.



Strategic Guidance

- Building Safety Service Committee
- Development Approvals Service Committee
- Open 4 Business Committee
- Customer Experience Committee
- Agile Program Management Office

Council's Strategic Direction

- **Modernizing Government** is listed as one of Council's four result areas for 2023-2026.

Transforming Downtown

Incentivize the conversion of empty office space to residential and other uses and invest in infrastructure and public realm improvements to attract people and business to invest, visit and live in safe and vibrant downtown neighbourhoods and restore property values.

Defining Our Results:

Realize the vision of Calgary's Greater Downtown Plan

Calgary's bustling centre of commerce and a 24/7 destination

From Vacancy to Vibrancy

Our future success relies on downtown being a place where people want to live, visit and set up businesses. We need to move beyond the traditional 9 to 5 business district towards a vibrant city centre people enjoy 24/7 with a balanced mix of residential, office, retail, entertainment, tourism and culture.

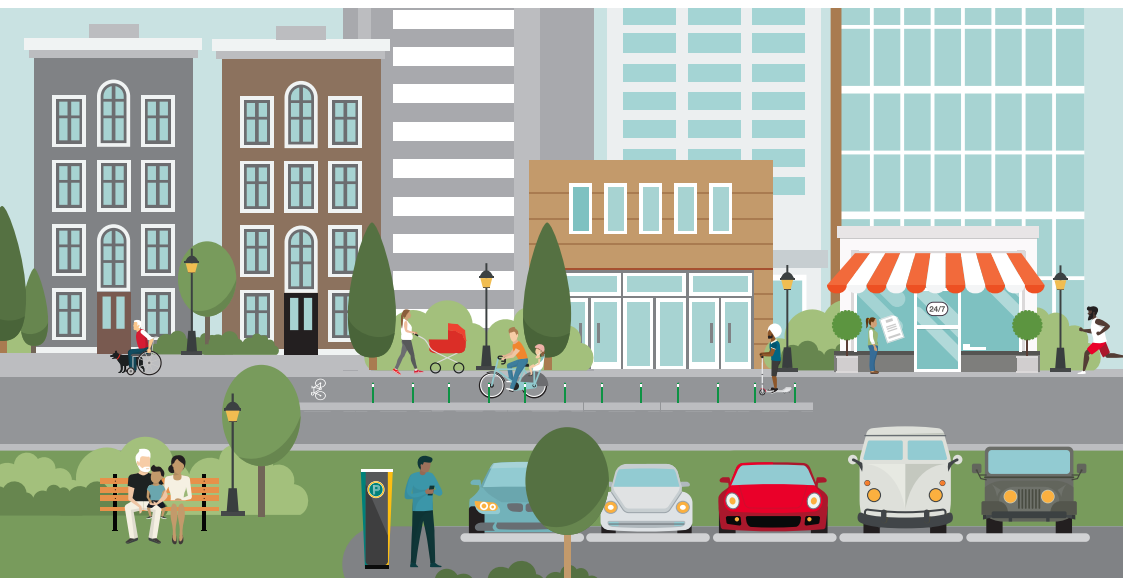
Initial investments are focused on areas that will start to lower office vacancy, improve downtown vibrancy, and support the development of thriving neighbourhoods that attract residents, visitors, and talent for downtown's businesses.

Downtown Calgary Development Incentive Program

Provide financial incentives to encourage the removal of approximately six million square feet of office space in the Greater Downtown Plan Area over a 10-year period (2021 to 2031), through conversion to residential or other adaptive uses.

Roadmap to Reinvention

The future of Calgary's Downtown



Strategic Guidance

- Downtown Champion's Network

Council's Strategic Direction

- **Downtown Revitalization** is listed as one of Council's four result areas for 2023-2026.

Climate mitigation and adaptation

Accelerate improving energy use, reducing climate risk and working towards net-zero greenhouse gas (GHG) emissions.

Defining Our Results:

Advancing the Calgary Climate Strategy – Pathways to 2050 **Advancing Calgary’s Environment Strategy**

The **2023-2026 Climate Implementation Plan** focuses on the corporate and community-based climate programs and actions to be taken over the next four years. It describes the actions and programs across service lines, prioritized into six focus areas:

Communities

- Development of a climate adaptation guide for community development.
- Complete community climate risk profiles to create climate resilient communities.

Buildings

- Implementation of the Climate Ready Home Program (online home inspection tool) and associated incentives research.

Energy Supply

- Corporate Energy Plan
- Corporate Energy Strategy

Mobility

- Electric Mobility Strategy

Natural Infrastructure

- Flood Resilience Program Implementation
- Flood Resilience Annual Report

Education & Outreach

- Development of online community facing climate information and maps (Community Climate Risk Index, Urban Heat Map and Natural Assets Inventory Map).



Strategic Guidance

- Climate & Environmental Management Service Committee
- Cross-corporate collaboration (to be further established)
- Climate Advisory Committee (City of Calgary + Partners)

Council’s Strategic Direction

- **Climate** is listed as one of Council’s four result areas for 2023-2026.

Modernizing Planning for City Building

Forward-looking vision (Calgary Plan, modern local area plans), clearer and more user-friendly policy and regulation (new land use bylaw), smoother and more predictable processes, and investment that complements growth.



Global Liveability Index 2022

(Economist Intelligence Unit)

Calgary has been ranked the Most Liveable City in the Americas and tied for third most liveable in the world.

Defining Our Results:

Advance Council's priority through a **City Building Program** that integrates three key projects:

- **The Calgary Plan** – to support The City of Calgary's vision for its future
- **Land Use Bylaw Renewal** – enhanced to better realize The Calgary Plans vision
- **Complete Streets Policy and Guide** – renewed policies to better define direction

And continues to deliver on **Local Area Planning** as a key initiative:

The Calgary Plan

Combine the Municipal Development Plan and Calgary Transportation Plan into one user-friendly document to guide growth, planning and community development in Calgary.

Land Use Bylaw Renewal

Deliver a renewed Land Use Bylaw that is aligned with the Municipal Development Plan and therefore better able to support implementation on the ground.

Local Area Planning Program

Replace 250+ outdated policy documents with approximately 40 multi-community local area plans (LAPs) across Calgary to support The City's efforts in planning for up-to-date, livable, equitable and diverse communities.

Complete Streets Policy and Guide

An update to the 2014 Complete Streets Policy and Guide is needed to ensure our policies support the delivery of safer, more inclusive, and more comfortable streets. It will reflect emerging best practices, incorporate development industry feedback, and advance Council priorities.

In addition to the **City Building Program** above, we will continue to focus on several key initiatives that support our goal of modernizing planning for city building, including:

Citywide Growth Strategy

Achieve compact, strategic, and sustainable growth through targeted and balanced investments linked to The City's 2023-2026 service plan and budget. Identify investments that make a difference in established areas, industrial areas, and new communities.

Enabling Industrial Growth

Pursue growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.

Main Streets Planning

Create redevelopment opportunities in priority Main Street areas through the use of planning tools and direct City investment in public space and supporting infrastructure. Continue to align the work and prioritization with the Council-approved Main Streets Implementation Plan.

Transit-Oriented Development Planning

Enable Transit-Oriented Development to thrive in Calgary through the TOD Program, approved by council in 2019 (PUD2019-1515). This program is an important initiative that will help The City achieve its strategic growth goals.

Financial Impacts of Growth

Refining The City's understanding of the financial impacts of a growing city, to help inform decision making.

Off-site Levy Bylaw

Refine, implement, and continuously improve Calgary's Off-site Levy Bylaw program, a key financial tool that helps pay for infrastructure that supports growth and development.

Balancing Policy for Success

Identifies unintended negative consequences of the interactions of City policies, bylaws and development application processes and makes recommendations for improvements to achieve better and more consistent development outcomes for The City, industry, and other major interested parties.



Strategic Guidance

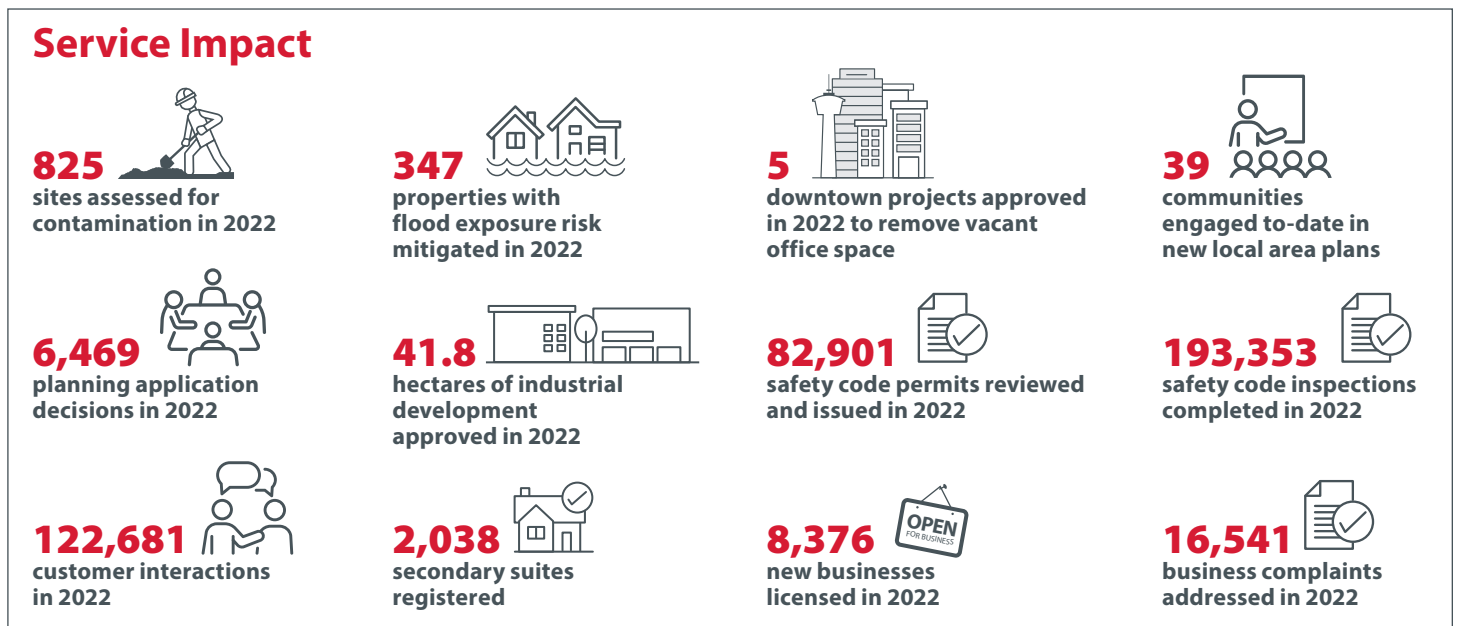
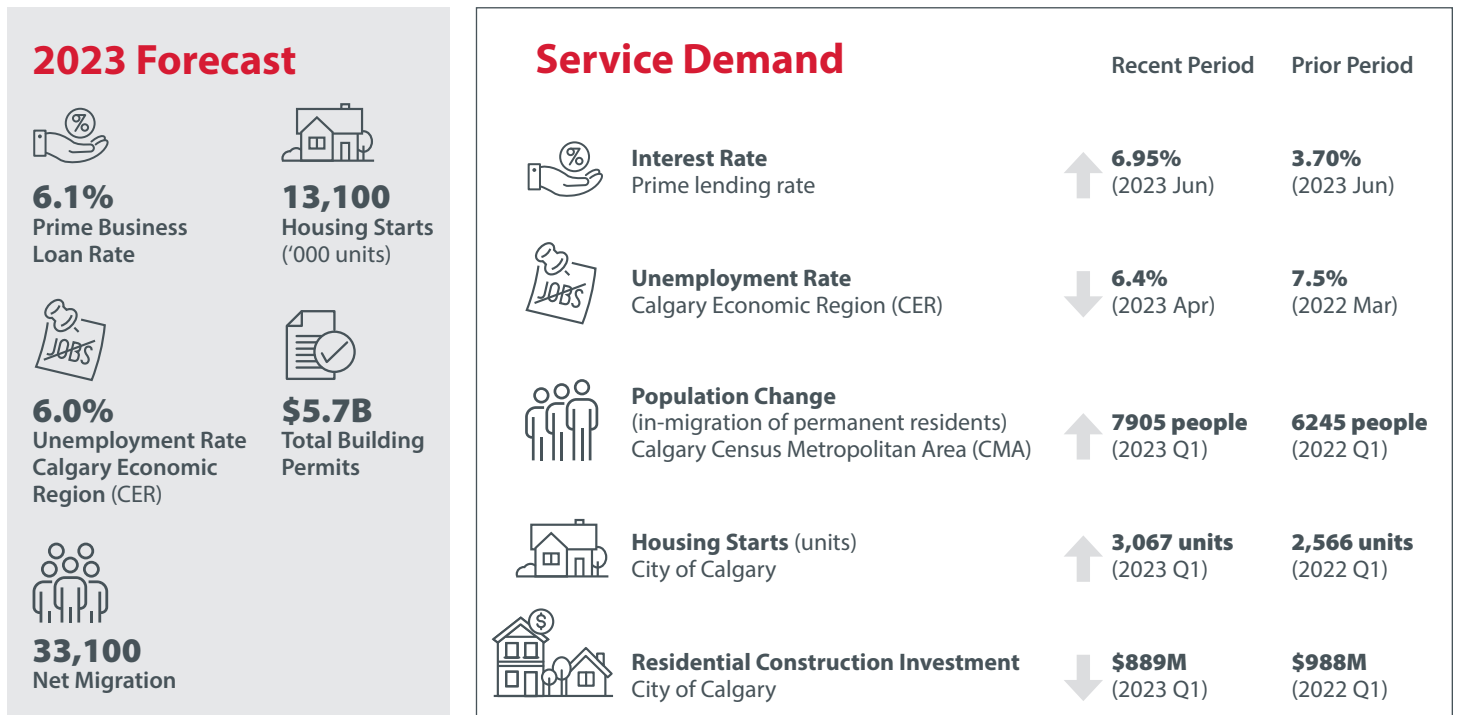
- Downtown Director's Network
- City Planning & Policy Service Committee

Council's Strategic Direction

- **Land Use & Local Area Planning** is one of Council's top three priorities for 2023-2026

Serving Calgary

Making places for people moving to Calgary from nearby and from around the world, raising families, or seeking new lifestyles, drives demand for housing. Our city invites economic opportunity and attracts investment and development based on various factors. Trends and shocks related to our economic, social and natural environments impact what we need to deliver to keep **making life better every day** for Calgarians.



Sources (2023 Forecast / Current Service Demand):

- Corporate Economics. (2023, April 27). Calgary & Region Economic Outlook 2023-2028: Spring 2023
- Osuji, C. & E. Scruggs. (2023, February 28). Housing Review – Fourth Quarter 2022. The City of Calgary

Our Service Commitments

Planning & Development Services incorporates customer concerns and adapts our priorities around their needs. We commit to meeting the needs of our customers and achieving the Service Results of our 2023-2026 Service Plans and Budgets.



Calgarians

- Communities
- Property owners
- Renters
- Building occupants
- Business patrons
- Non-governmental organizations



Customers

- Homeowners
- Land developers
- Builders
- Contractors
- Trade professionals



Businesses

- Business owners and operators



Corporate

- Other business units
- Executive leadership
- Council

Service Committees

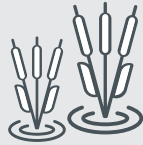
- Comprised of leaders representing various functions that make up the overall Service Team.
- Monitor service performance based on progress in advancing the relevant portfolio or work plan, including relevant initiatives.
- Decisions are arrived at through information-sharing, discussion, and consensus.
- Chaired by Service Stewards.
- Voting members represent complementary perspectives from across the Approvals Continuum.

Service Directors	Service Stewards	Service Coordinators
Accountable for the delivery of the overall direction and Service strategy, and represents the Service to Council	Bring the voice of the customer into Service strategy and collaborate cross-corporately to coordinate Service teams around actionable tactical plans.	Coordinate meetings and activities of the service, serves as a central point of contact for the service, and assesses and advises on service governance.

Performance Measures

Environmentally Significant Area protected and conserved in greenfield development

2019	53%
2020	52%
2021	62%
2026	60%



Contaminated Site Management

2019	784 sites
2020	605 sites
2021	777 sites
2026	893 sites



Flood Exposure Risk

2019	5,450 properties
2020	4,720 properties
2021	3,900 properties
2026	1,590 properties



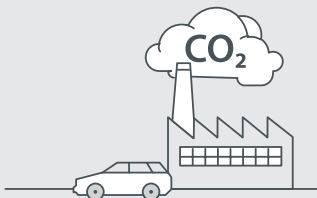
Tracking Adaptation and Measuring Development (TAMD) scorecard

2020	36 rating
2021	44 rating
2026	60 rating



Corporate Greenhouse Gas Emissions

2019	369.13 CO2e
2020	475.32 CO2e
2021	347.38 CO2e
2026	308.60 CO2e



Climate & Environmental Management service team**

Climate & Environmental

- Climate Governance and Reporting
- **Climate Mitigation**
 - Climate Planning & Policy
 - Community Energy
 - Corporate Energy
- **Environmental Management**
 - Contaminated Sites
 - Environmental Assurance & Reporting
 - Environmental & Watershed Analysis
- **Natural Environment & Adaptation**
 - Climate Resilience & Adaptation
 - Environmental Planning & Policy Development
 - Environmental Program & Plan Implementation

General Manager's Office

- **Service Excellence**
 - Innovation & Improvements
 - Learning & Development
 - PDS Systems
 - Service Strategy & Analytics

** Service team also includes contributors from other City departments.

Climate & Environmental Management



Service Director
Carolyn Bowen



Service Steward
Frank Frigo

Climate & Environmental Management provides leadership, strategies, programs, and support to plan for and manage climate and environmental issues, risks, opportunities and trends associated with the delivery of public services. Climate action aims to reduce the impacts of severe climate events on infrastructure, people and nature, reduce greenhouse gas (GHG) emissions, and improve energy management. Environmental sustainability aims to protect and reduce our impact on land, air and water resources to ensure quality of life, human and ecological health. We identify, assess and manage contamination risks of city-owned land to protect human health and the natural environment.

Customers

Our service supports Calgarians, non-governmental organizations and ICI organizations through climate resilience and environmental education and programming. Within the organization, we support corporate management, other City services and employees. We collaborate with executive leadership to ensure strategic alignment as well as meeting evolving legislative requirements.

Partners

We are trusted internal strategic partners providing support through corporate governance, risk management and advocacy to reduce environmental risks in services and operations as well as in the community. We assist operational and land-owning business units to manage contamination related risks. We partner with external organizations and governments to amplify the reach and impact of our efforts.

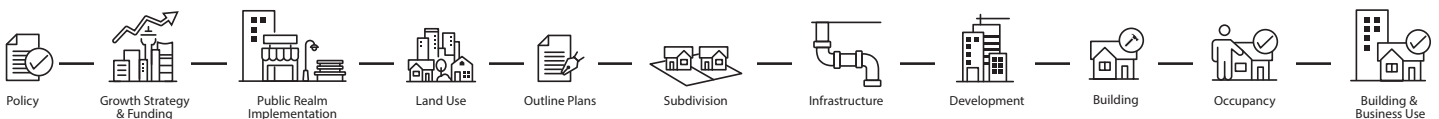
What we deliver

We provide customers expertise, strategic advice, tools and products to manage risks through our environmental management system and associated policies and programs. We assess risks using science-based analysis and develop cost-effective solutions to manage energy, reduce climate risks and greenhouse gas emissions. We identify, assess and manage contamination risks of city-owned land.

Our service results

We will focus on implementing critical steps towards the Environment Strategy and the Climate Strategy: Pathways to 2050.

Our Approvals Continuum



Performance Measures

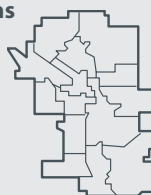
Downtown surplus office inventory reduction

2019	0.5 million sq.ft.
2020	0.7 million sq.ft.
2021	1.6 million sq.ft.
2026	2.5 million sq.ft.



Calgarians living in communities where a modernized Local Area Plan has been recommended to Council for approval

2021	1.6% Calgarians
2026	2.5% Calgarians



Land area where middle density housing is allowed, per 100,000 Calgarians

2019	339 hectares
2020	337 hectares
2021	333 hectares
2026	340 hectares



Land area designated for industrial uses, per 100,000 Calgarians

2019	464 hectares
2020	458 hectares
2021	457 hectares
2026	575 hectares



Serviced land supply for new communities

2019	1,135 hectares
2020	1,836 hectares
2026	1,250 hectares



City Planning & Policy service team

City & Regional Planning

- **City Planning**
 - City Planning Policy
 - Land Use Bylaw
 - Public Space & Mobility Policy
- **Growth & Change Strategy**
 - Growth Analytics
 - Growth Strategy
- **Growth Funding & Investment**
 - Growth Financial Strategies
 - Growth Investment
- **Growth Infrastructure Planning**
 - GIS & Mapping Services
 - Public Space & Mobility Infrastructure Planning
 - Utilities Infrastructure Planning
- **Regional Planning**
 - Regional Planning
 - Strategic Partnerships

Community Planning

- **Development Engineering**
 - Mobility Specialists
- **Local Area Planning**
 - Local Area Planning
- **Urban Design & Planning Services**
 - Urban Design & Open Space

Downtown Strategy

- **Development & Strategy**
- **Investment & Marketing**

General Manager's Office

- **Service Excellence**
 - Innovation & Improvements
 - Learning & Development
 - PDS Systems
 - Service Strategy & Analytics

City Planning & Policy



Service Director
Josh White



Service Steward
Joachim Mueller

Our goal is to build a resilient city of attractive, inclusive and equitable communities that meet the various lifestyle choices of Calgarians, and employment areas that support diversity in our economy. We engage with Calgarians and the development industry to develop the long-range vision for the city, and multi-community local area plans that reflect the goals of individual communities. While looking to our future, we align equity, growth funding, and investment considerations with the regeneration of our environment and continuing economic prosperity.

Customers

Our customers are all Calgarians – today and in the future. They are the people who bring life to our community, business owners who create jobs, industry members and investors who develop and build our communities and homes, other city departments, and Council who looks to the service for its professional recommendations.

Partners

We work with a broad range of partners involved in the visioning and planning of the city. This includes Calgarians, community associations, civic partners like Heritage Calgary, and industry partners like the Building Industry and Land Development Association, NAIOP Commercial Real Estate Development Association, Inner-City Builders' Association, business improvement areas, and business owners.

What we deliver

City Planning & Policy delivers planning recommendations to Council to implement the Municipal Development Plan and Calgary Transportation Plan. We do this by engaging with Calgarians, industry and Council, and applying best professional practices that balance the interests of these diverse groups for the optimal mutual outcome.

Our service results

Our vision is twofold: First, deliver strategies, plans and tools to implement Council's focus areas of downtown revitalization, social equity, and land use and local area planning. Secondly, and equally critical is taking action on the climate emergency through land use and transportation policies.

Our Approvals Continuum



Performance Measures

Significant development proposals approved with a better-than-satisfactory urban design rating

2019	51%
2020	52%
2021	42%
2026	80%



Civil engineering designs approved with one or no revisions

2019	13%
2020	34%
2021	39%
2026	80%



Technical development applications where decision timelines were met

2019	86%
2020	81%
2021	85%
2026	90%



Multidisciplinary development application where decision timelines were met

2019	77%
2020	83%
2021	84%
2026	85%



Average customer satisfaction from post-application surveys

2020	91%
2021	90%
2026	95%



Development Approvals service team

City & Regional Planning

- **Growth & Change Strategy**
 - Growth Analytics
 - Growth Strategy
- **Growth Infrastructure Planning**
 - GIS & Mapping Services

Community Planning

- **Development Engineering**
 - Development Commitments
 - Mobility Generalists
 - Mobility Specialists
 - Utility Generalists
 - Utility Specialists
- **Development Planning North**
 - North
- **Development Planning South**
 - South
- **Development & Subdivision Application Services**
 - Development Services
 - Subdivision Services
- **Local Area Planning**
 - Local Area Planning
- **Urban Design & Planning Services**
 - Approvals Coordination & Planning
 - Land Use Bylaw Application Review
 - Urban Design & Open Space

Development, Business & Building Services

- **Director's Office**
 - Customer Solutions
- **Business & Building Safety**
 - Business Approvals
 - Building Approvals PSCCA
- **Building Safety & Inspection Services**
 - Development Inspections
 - Subdivision Development Inspections
- **Customer Advisory Services**
 - Applications & Inquiries
 - Application Processing
 - Records & Information Management

General Manager's Office

- **Service Excellence**
 - Innovation & Improvements
 - Learning & Development
 - PDS Systems
 - Service Strategy & Analytics

Development Approvals



Service Director
Deb Hamilton



Service Steward
Mary Saunders

Development Approvals works with Calgarians, communities and customers to enable building a great city through developing land in Calgary. As a regulatory authority, Development Approvals supports customers with advisory services to help them through all regulatory requirements for land development projects, while balancing customer, citizen, and community needs.

Customers

Development Approvals works directly with homeowners, business owners, land developers and their supporting professionals, builders, and contractors.

Partners

External entities involved in the application process include Federal and Provincial departments, community associations, school boards, utility companies and various advocacy and industry groups. Internally, Development Approvals works collaboratively with Service Lines across the organization.

What we deliver

Development Approvals delivers land use amendment and outline plan recommendations, subdivision endorsements, development permit approvals, executed development agreements, and infrastructure construction permissions.

Our service results

We are focused on delivering quality planning outcomes supported by innovative engineering solutions.

Our Approvals Continuum



Development Approvals

Performance Measures

Building permit applications where issuance timeline commitments were met

2019	51%
2020	52%
2021	42%
2026	80%



Inspection booking dates with appointments available within the next two business days*

2026	80%
-------------	------------



Issued permits for new building with Five Storeys or more with an approved **Public Protection Site Safety Plan**

2019	37%
2020	58%
2021	35%
2026	100%



New **low-density dwelling** with **energy** labelling*

2026	80%
-------------	------------



Average **customer satisfaction** survey result

2020	93%
2021	94%
2026	95%



Building Safety service team

Development, Business & Building Services

- **Director's Office**
 - Customer Solutions
- **Business & Building Safety**
 - Building Safety Approvals
 - Building Approvals PSCCA
- **Building Safety & Inspection Services**
 - Building Inspections
 - Development Inspections
 - Electrical Inspections
 - Plumbing & Gas Inspections
- **Customer Advisory Services**
 - Applications & Inquiries
 - Application Processing
 - Records & Information Management

General Manager's Office

- **Service Excellence**
 - Innovation & Improvements
 - Learning & Development
 - PDS Systems
 - Service Strategy & Analytics

* New performance measure

Building Safety



Service Director
Brenda Desjardins



Service Steward
Damon McGillivray

Our service is responsible for building safety in Calgary. We serve customers and Calgarians during the building permit process, from issuing the building permit to performing site safety inspections to ensure buildings meet provincial safety code requirements. Our service creates programs and strategies focused on keeping buildings safe. We work with industry and partner agencies (provincial and regulatory) to enable development by identifying, educating and promoting safety best practices with the goal of preventing public safety incidents. We identify required changes to codes to support climate policy, affordable housing, and safety and work on a provincial and national level to update safety codes.

Customers

Our direct customers include business owners, homeowners, land developers, builders, contractors, trade professionals and supporting professionals. Customers also include property owners and renters, and all Calgarians who occupy and use buildings.

Partners

We partner with Calgary Fire, Community Planning, Community Services, Law, Transportation, Water Resources, and ENMAX. We work closely with first responders and external agencies such as Alberta Health Services to identify and investigate public safety concerns. We work with industry to improve construction safety and participate in safety code changes with the Province and the National Research Council.

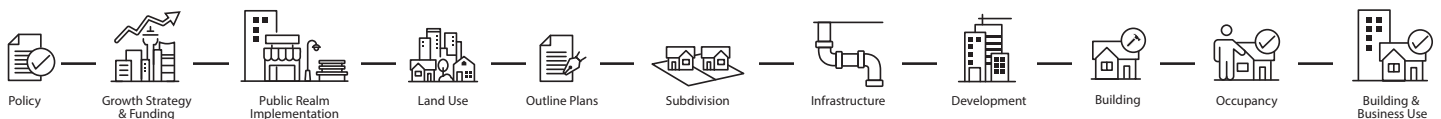
What we deliver

Our goal is to deliver permits and inspections to ensure safe buildings. Building Safety provides Calgarians, communities, and customers assurance that new construction projects have been reviewed and inspected to meet Alberta's building safety codes prior to granting occupancy. The service also addresses inquiries by Calgarians regarding construction sites and responds to urgent calls related to public safety.

Our service results

We are focused on ensuring building safety by providing excellent customer service and timely service delivery through permit intake, approvals, inspections, and response to urgent safety requests. We are committed to following all Council direction and will play a key role in Downtown revitalization, the implementation of the Climate Strategy, and support affordable housing through the secondary suite initiative.

Our Approvals Continuum



Building Safety

Performance Measures

Business licence applications that have been submitted and completed online

.....
2026 80%



Average **customer satisfaction** survey result

.....
2026 95%



Business licence applications where issuance timeline commitments were met

.....
 2019 72%

 2020 66%

 2021 70%

2026 85%



Business Opening*

.....
2026 90%



Business licensing complaints that received an initial response within four calendar days

.....
 2020 93%

 2021 94%

2026 95%



Business Licensing service team**

Development, Business & Building Services

- **Customer Solutions**
- **Business & Building Safety**
 - Business Approvals
- **Customer Advisory Services**
 - Applications & Inquiries
 - Application Processing
 - Records & Information Management

General Manager's Office

- **Service Excellence**
 - Innovation & Improvements
 - Learning & Development
 - PDS Systems
 - Service Strategy & Analytics

** Service team also includes contributors from other City departments.

* New performance measure

Business Licensing



Service Director
Brenda Desjardins



Service Steward
Ulrik Seward

Business Licensing ensures that businesses are licensed, safe and able to open, grow and invest in Calgary. Business Licensing maintains relevant bylaws to ensure Calgarians' expectations for safety and consumer protection are met. Business Licensing peace officers play a key role by supporting and educating businesses to ensure compliance with bylaws and provincial statutes.

Customers

- Calgarians interested in owning and operating a business in Calgary
- Businesses requiring a business licence
- Calgarians reporting incidents or concerns with a business
- Calgarians seeking a permit for street use activities and special

Partners

City organizational units: Business Safety, Community Planning, City & Regional Planning, Business & Local Economy, Partnerships: Calgary Fire Department, Calgary Police Service, Calgary Emergency Management Agency Other orders of government: Alberta Health Services, Alberta Gaming Liquor and Cannabis Commission, Service Alberta, Alberta Motor Vehicle Industry Council, Occupational Health & Safety.

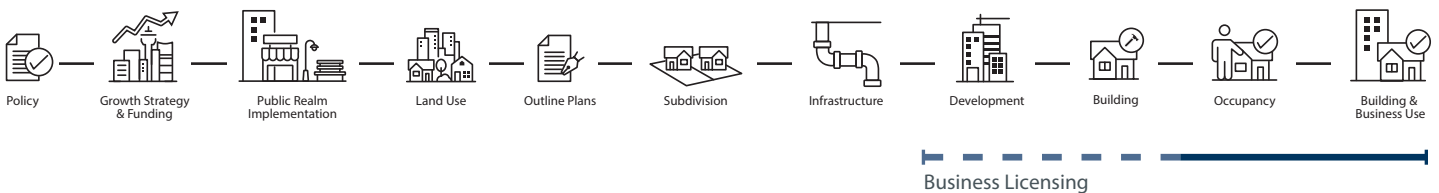
What we deliver

Knowledgeable, prompt and tailored customer service guiding businesses through licensing requirements by removing barriers. Business Licences are processed in a predictable and timely manner. Business Licence peace officers promptly respond to community concerns and complaints on business activities. We provide Calgarians with access to business activity resources and data.

Our service results

Business Licensing's focus in 2023-2026 is to continue to make it fast and easy for entrepreneurs to open and grow a business that meets standards of safety and consumer protection. We will proactively respond to industry feedback and emerging trends to continuously improve timelines, customer service and processes.

Our Approvals Continuum



Service Excellence

Service Excellence aligns strategies and drives quality initiatives across PDS to deliver the best outcomes within and across service lines. We act as the trusted advisors and partners to our service teams and business units.

Lean Agile Center of Excellence
PDS.LACE@calgary.ca

Service Strategy
PDSStrategy@calgary.ca

Learning & Development
PDSLern@calgary.ca

System Support
PDSsystem.Support@calgary.ca

Performance Analytics
PDSAnalytics@calgary.ca

Performance Measures

Track our progress in achieving our Service Results by 2026 through the initiatives listed in our Council-approved 2023-2026 Service Plans and Budgets

Performance Reporting

Service Results articulate the goal of each service for 2023-2026, reflecting what our customers value. We collaborate with our partners in Corporate Planning & Performance to demonstrate at regular intervals what services are trying to achieve for Calgarians, Customers, Businesses, and Council

Sharing our Results with Council

Timeline

2023

- 2023 Apr 2023 Spring Risk Update
- 2023 Jul 2023 Mid-Year Performance Report
- 2023 Sep Strategic Planning for 2024 Deliverables
- 2023 Oct 2023 Fall Risk Update
- 2023 Nov Service Plans & Budgets Adjustments for 2024-2026

2024

- 2024 Q1 2023 Year-End Performance Report
- 2024 Q2 2024 PDS Performance Plan
- 2024 Q3 Strategic Planning for 2025-2026 Deliverables
- 2024 Q4 2024 Mid-Year Performance Report

Accountability Framework

Planning & Development Services 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 regular Accountability Committee meeting. There are different types of committees within our accountability framework, including service committees, oversight committee and advisory committees.

Accountability Committee: Full management team meeting where updates on our services and focus areas are provided, and issues and strategies are discussed. The Accountability Committee is chaired by the General Manager.

Oversight Committees: Forum for PDS Senior Management to meet with key advisors and consider matters escalated from other committees and working groups that relate to overall departmental strategies and finances.

- Financial Governance Oversight Committee
- Strategic Oversight Committee

Service Committees: Chaired by Service Stewards representing the voice of the customer. These meetings coordinate the service team and strategy, and address opportunities and potential improvements to service delivery through collaborative decision-making.

- Building Safety Service Committee
- City Planning & Policy Service Committee
- Climate & Environmental Management Service Committee
- Development Approvals Service Committee
- Open 4 Business Committee

Advisory Committees: Management-led committees that make recommendations related to departmental focus areas, to optimize our resources and capabilities across the department.

- Customer
- People
- Improvements

Working Groups: Individual contributors and leaders collaborating on matters of interest that advance the work of other committees. Groups may be initiated or ended as needs evolve. Some examples include:

- Financial Governance Oversight Working Group
- Wellness Working Group
- Recognition & Celebration Working Group.

Planning & Development Services Organizational Chart



○ Community Planning

Debra Hamilton, Director

● Development Engineering

Darren Lockhart, Manager

- Development Commitments
- Mobility Generalists
- Mobility Specialists
- Utility Generalists
- Utility Specialists

● Development Planning North

Misty Sklar, Manager

- North

● Development Planning South

Scott Lockwood, Manager

- South

● Development & Subdivision Application Services

Lynn McKeown, Manager

- Development Services
- Subdivision Services

● Local Area Planning

Kevin Froese, Manager

- Local Area Planning

● Urban Design & Planning Services

Mary Saunders, Manager

- Approvals Coordination & Planning
- Land Use Bylaw Application Review
- Urban Design & Open Space

○ Development, Business & Building Services

Brenda Desjardins, Director

- Customer Solutions

● Business & Building Safety

Ulrik Seward, Manager

- Business Approvals
- Building Safety Approvals
- Building Approvals PSCCA

● Building Safety & Inspection Services

Damon McGillivray, Manager (acting)

- Building Inspections
 - Development Inspections
- Kris Dietrich, Manager (acting)
- Electrical Inspections
 - Plumbing & Gas Inspections
 - Subdivision Development Inspections

● Customer Advisory Services

Cliff de Jong, Manager

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

Legend

○ Business unit

● Division

○ Section

What is our Approvals Continuum

The Planning & Development Services Approvals Continuum shows the stages of realizing development. The Approvals Continuum 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, including building and business use. 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
- Service Line
- 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 Implementation: 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.



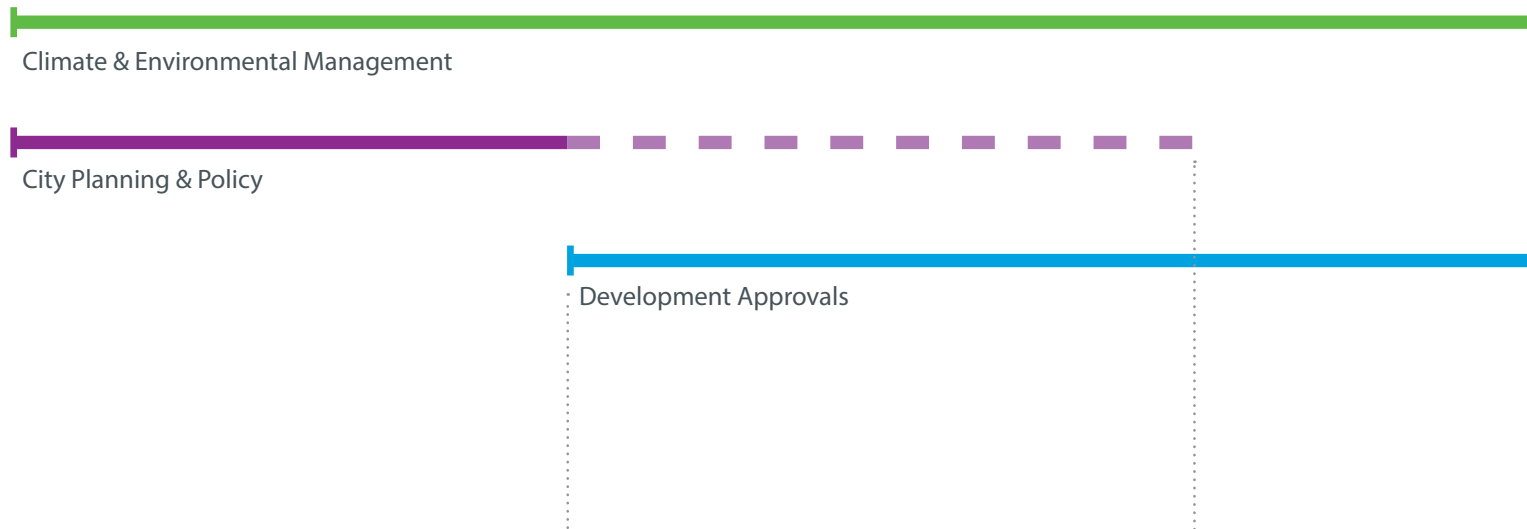
Occupancy: An occupancy permit allows the occupancy or use of a building. In order to be granted occupancy the building must have passed a series of inspections ensuring that the building is safe.



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

Linking to our Approvals Continuum

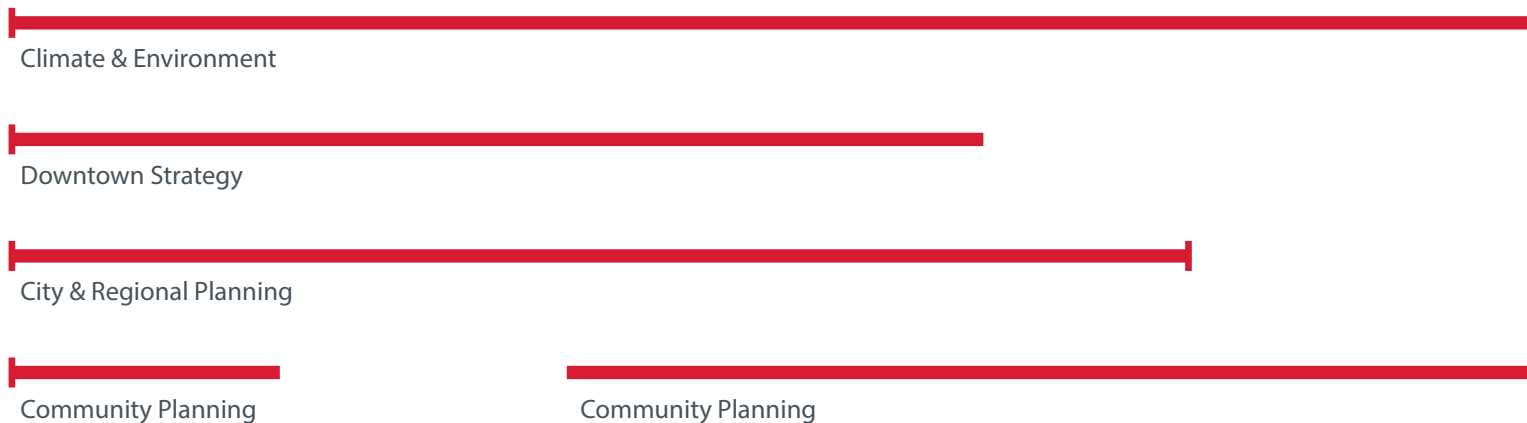
Service Lines



Our Approvals Continuum

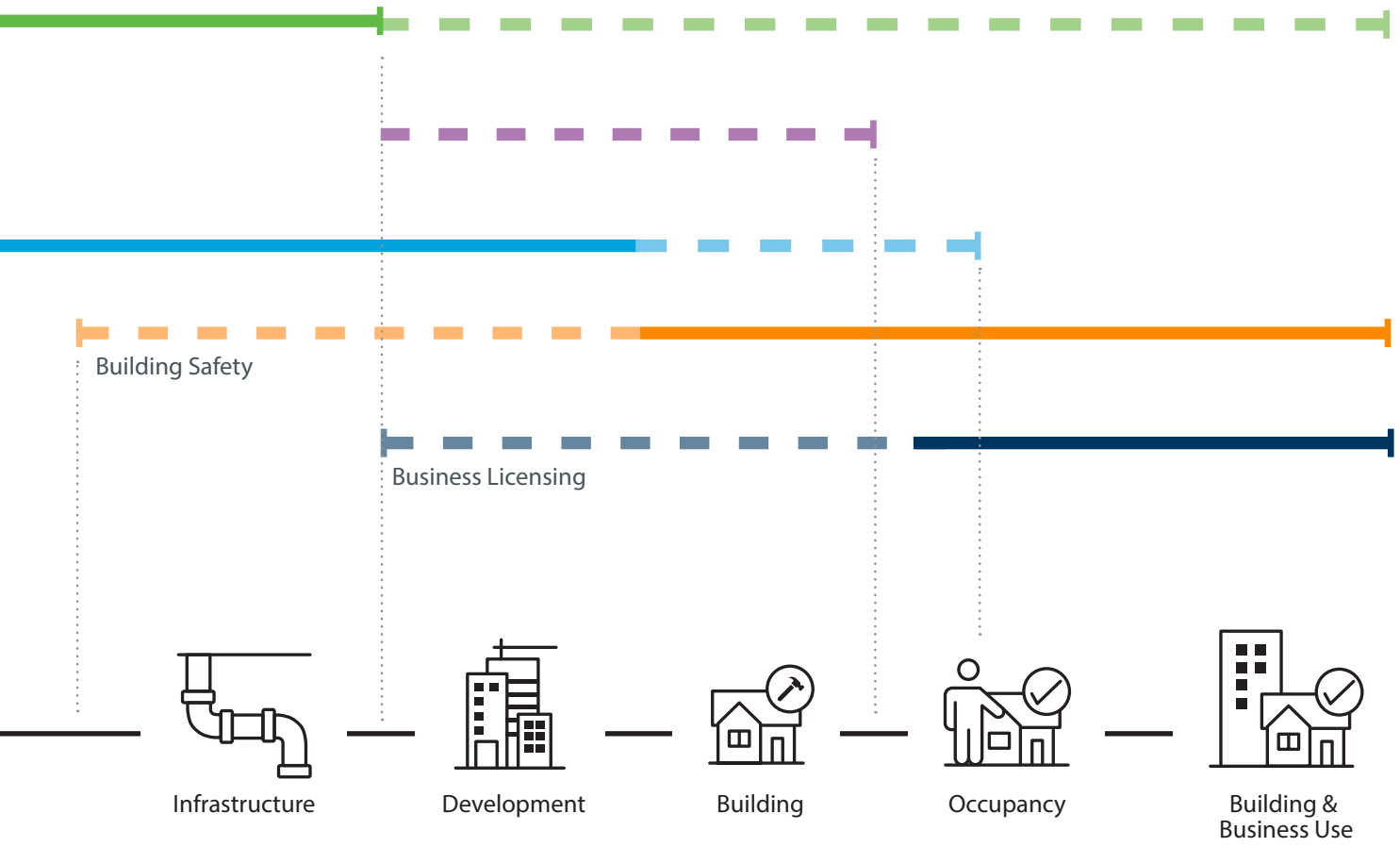


Our Business Units



Legend

- Direct output/outcome
- Contributes to another Service Line's output/outcome



Downtown Strategy

Development, Business & Building Services

Continuing Our Journey in Truthing and Action

There are many pieces of work and discussions occurring across the Department, intentionally incorporating the four ways forward as outlined in the Indigenous Policy. Our evolution as a department is underway!

- Seasons for Reconciliation – Planning & Development Services staff educational series.
- Water Land and Climate Summit Series – Calgary River Valley Project.
- Indigenous Cultural Heat Map – collaborative mapping and catalogue project co-led by the Indigenous Relations Office and Planning & Development Services.
- Calgary Plan; Municipal Development Plan/Calgary Transportation Plan, Triple Bottom Line - Indigenous Scoping and Planning for content.
- Beaver Song and Tipi transfer on Medicine Hill – Planning & Development Services/Parks & in collaboration with Calgary Regional Planning.
- Passion for Planning (Indigenous content) – Community Planning bi-annual staff learning series.
- Community Local Area Plans/Reviews – Technical Advisory Committee (Indigenous content).
- Guidebook to Indigenous Consultation 2023

Guiding Resources

- [White Goose Flying](#)
- [Indigenous Policy](#)
- [Indigenous Framework](#)
- [Truth & Reconciliation Commission Calls to Action](#)
- [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)
- [The City of Calgary Anti Racism Strategy](#)

Strategic Guidance

- Calgary Aboriginal Urban Affairs Committee (CAUAC)
- Indigenous Relations Office (IRO)
- PDS Network for Indigenous Foundations in Truthing & Action
- Treaty 7 Traditional Knowledge Keepers
- Métis Elders



Who to contact

Communications

Team Lead

Shannon Carignan

- Downtown Strategy
- Service Excellence

Supervisor

Afsheen Mohamed

- City & Regional Planning
- Community Planning
- Development, Business & Building Services
- Service Excellence (GMO)

Supervisor

Ryan Murray

- Climate & Environment

Finance

Finance Manager

Cathy An

Finance Leads

- City & Regional Planning Jan-Steyn Pieterse
- Climate & Environment Lindsay Baez
- Community Planning Crystal Cote
- Development, Business & Building Services Jason Lee
- Downtown Strategy Jason Lee
- Service Excellence Crystal Cote

Human Resources

Leader – HR

Lana Meaney

HR Business Partners

- City & Regional Planning Jodi Stroh
- Climate & Environment Sabine Dinnert
- Community Planning Priya Sinha
- Development, Business & Building Services Steve Havill
- Downtown Strategy Jodi Stroh
- Service Excellence Sabine Dinnert

Information Technology

IT Account Manager

José Frasca

Occupational Health & Safety

Safety Advisor

John Life

PDS Senior Management Offices

Senior Executive Advisor

Julie Guimond

Executive Advisors

- City & Regional Planning Marlena Rogowska
- Climate & Environment Kristen Wishlow
- Community Planning Ellen Latimer-Arns
- Development, Business & Building Services Joshua Howes
- Downtown Strategy Aliyyah Mohamed

Administrative Assistants

- City & Regional Planning Tracy Hirsch
- Climate & Environment Judy Knee
- Community Planning Juanita Kolodychuk
- Development, Business & Building Services Mona Amiri
- Downtown Strategy Pia Novello
- General Manager's Office Cherie Novecosky
Jaspreet Kaur