



# **Industry/City Work Plan: 2020 Work Plan**



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## Industry/City Work Plan: 2020 Work Plan

### Background

The Industry/City Work Plan (Work Plan) arose from the 2015/2016 Off-Site Levy Bylaw process, to establish a closer working relationship and partnership between The City and the land development and building industry, towards mutually beneficial outcomes. The Work Plan is governed by the Developer Advisory Committee made up of Industry and City representatives, who oversee and advise on progress and challenges related to the Work Plan. It continues to be an important strategy to improve the context for development and investment in Calgary.

### 2020 Objectives

Key objectives for 2020 include the Off-Site Levy (OSL) Bylaw review and the Off-Site Levy Audit Implementation, Phase 1 recommendations for the Established Area Growth and Change Strategy (EAGCS), as well as the continuation of work in Phase 2, scoping for an Industrial Growth Strategy (Industrial Strategy), New Community Growth Strategy (NCGS) business case recommendations and potential future policy and financial improvements, and ongoing commitment to Continuous Process Improvements. Additional detail regarding each of these initiatives and objectives can be found on pages 3-8.

Where applicable, the 2020 objectives reflect scope and timelines currently directed by Council. However, Administration is recommending changes to Council direction as part of the City Planning & Policy Service Line Workplan 2020 (PUD2020-0016) that would have direct impacts to the 2020 Industry/City Work Plan. Should these recommendations be adopted, the 2020 Industry/City Work Plan would be revised accordingly, to align with new Council direction, and in discussion with Industry. Potentially impacted objectives have been denoted by asterisk below the graphics in this Work Plan.

## 2020 Work Plan

Initiative	Objectives	2020			
		Q1	Q2	Q3	Q4
Growth Funding & Investment	OSL Bylaw Review – Review Current State (complete analysis and assessment)	█			
	OSL Bylaw Review – Best practice and decision criteria		█		
	OSL Bylaw Review – Recommendations / Levy calculation phase		█		
	OSL Audit Implementation (Industry Role TBD)	█			
City-Wide Growth Strategy	EAGCS – Deliver EAGCS Phase 1 report*	█			
	EAGCS – Advance Phase 1 non-budget strategic actions*		█		
	EAGCS – Advance Phase 1 capital investment for budget consideration*		█		
	EAGCS – Continue work on Phase 2 scope and initiatives*		█		
	EAGCS – Connect the EA working group with ongoing policy work impacting redevelopment	█			
	NCGS – Growth Strategy Monitoring – 2020 Report	█			
	NCGS – 2020 Business Case Review	█			
	NCGS – Growth Management Overlay Policy Review*	█			
	NCGS – Full Operating Cost Model		█		
	Industrial Strategy – Industrial Strategy scoping*	█			
Continuous Process Improvement	Application Circulation	█			
	Standard Comment Library / Detailed Team Review (DTR) Template Revisions	█			
	Transportation Impact Assessment	█			
	Construction Completion Certificate/Final Acceptance Certificate (Implementation)	█			
	Digital Collaboration	█			

\*These objectives may be impacted by recommendations in PUD2020-0016.

# Growth Funding & Investment 2020 Work Plan

## Background

Off-site levies are one of the tools used to help fund the infrastructure required to build great communities. The Municipal Government Act permits municipalities to charge off-site levies to developers through a bylaw. The levy rates and charges are Council-approved and intended to cover the cost of new or expanded transportation, water, sanitary, storm infrastructure and community services. These improvements benefit communities, as well as help off-set barriers to redevelopment. To ensure financial sustainability and to align with changing legislation, the bylaw should be reviewed regularly. To ensure the review process and ongoing oversight is effective overall stewardship is required.



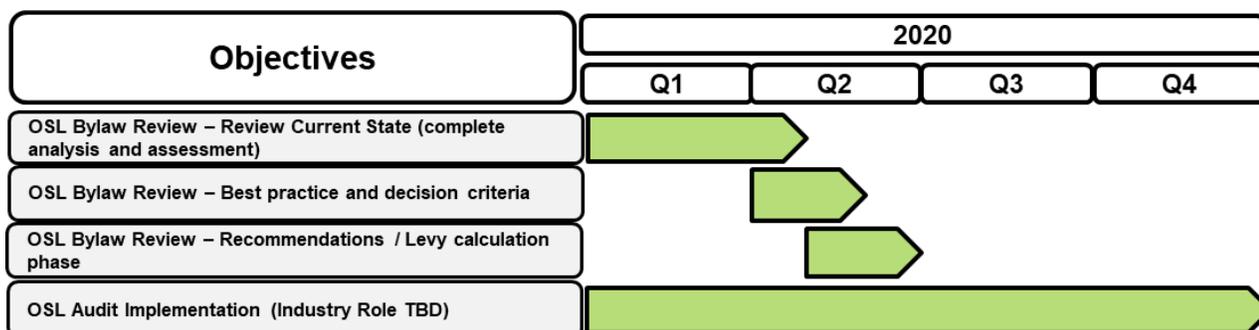
The Growth Funding & Investment initiative is new for the 2020 Work Plan. Since 2017, funding and investment work was included as part of other initiatives (Established Area Growth and Change Strategy and New Community Growth Strategy). Given the recent Off-Site Levy (OSL) Annual Reporting Audit (AC2019-1241) and the review of the Off-Site Levy Bylaw in 2020, The City and Industry agreed that this work is of significant importance (both in priority and scope) to include it as a standalone initiative.

## 2020 Objectives

The focus of Growth Funding & Investment work for 2020 is part of the delivery of the Off-Site Levy Bylaw Review project, and the Off-Site Levy Audit Implementation project. Objectives for 2020 are outlined below:

- Implement a funding approach that provides the necessary infrastructure to accommodate projected city growth;
- Develop a sustainable, effective funding source for the orderly, economic and beneficial development of land;
- On-going review of current practices and maximize the use of levy funds to the defined projects with eligibility; and
- Implementation of the 11 Off-Site Levy Audit recommendations.

## 2020 Work Plan – Growth Funding & Investment



## Work Plan Deliverables

Two major projects, the Off-Site Levy Bylaw Review, and the Off-Site Levy Audit Implementation form the basis for the Growth Funding & Investment component of the Industry/City Work Plan. The objectives and deliverables outlined here reflect those identified by The City at year end. Further refinement of scope and timelines will occur through consultation with Industry in 2020. Transparency on progress, and regular and timely updates on OSL spend, beyond annual reporting, will also be ongoing in 2020.

Focus for 2020 will include reviewing the current Off-Site Levy program, best practices and legislation for opportunities and actions, and making recommendations for change across the Centre City and Off-Site-Levy Bylaws. Any changes to the Bylaw(s) would be made in alignment with the Off-Site Levy Annual Reporting Audit (AC2019-1241) recommendations. A funding framework, financial strategy, and program-wide reporting (including annual reporting, ongoing monitoring and forecasting) is expected to be delivered in 2020, to enable adequate governance, stewardship and coordination of the levies and annual process.

## Looking Ahead

Despite the recent economic downturn, Calgary is still known as a great city and net migration registered an increase of over 10,000 additional new residents in 2019. Off-site levy funds are invested in services and infrastructure of new/existing communities to support the economic growth. Growth Funding & Investment work into 2020 is expected to focus on amending and refining ongoing monitoring and reporting mechanisms, based on the audit, to ensure transparency and financial sustainability. Changes may include amending the annual levy reporting process, and/or future bylaw revision.

# City-Wide Growth Strategy 2020 Work Plan

## Background

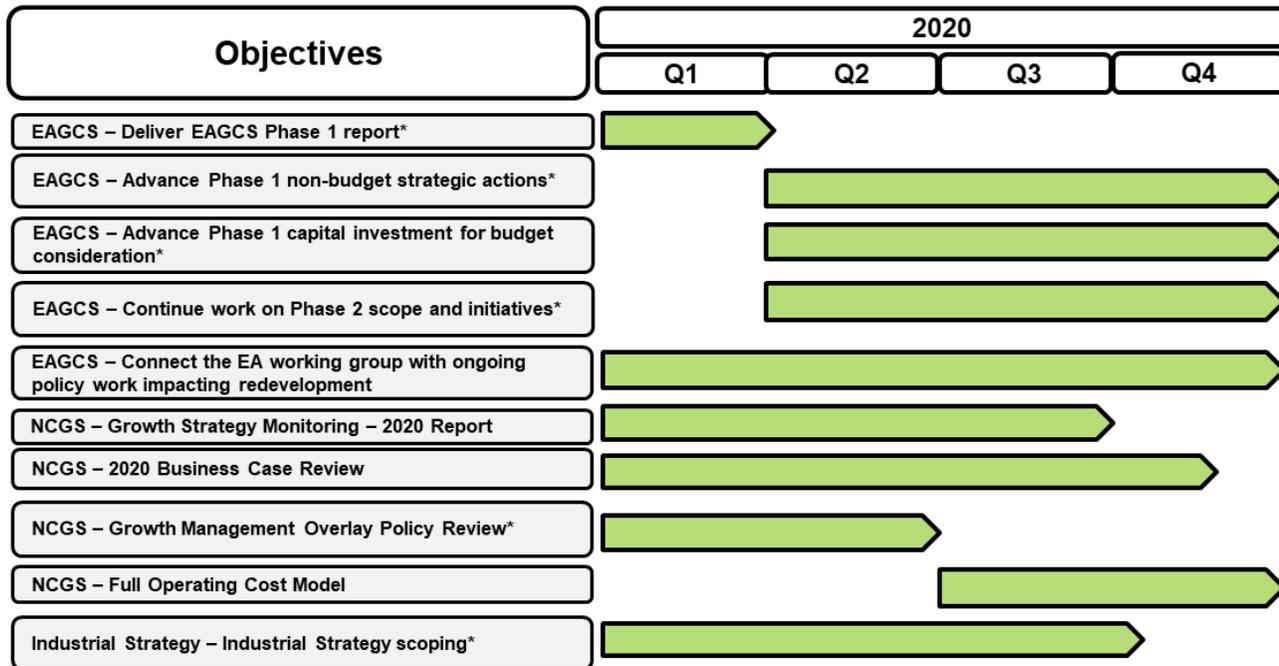
The City's comprehensive growth strategy work focuses on how to enable growth and development and retain investment and jobs in Calgary, while achieving the policy objectives in the Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) and maintaining a balanced market. The comprehensive growth strategy consists of three components: the Established Areas Growth and Change Strategy, Industrial Growth Strategy and New Community Growth Strategy.



## 2020 Objectives

The focus of City-Wide Growth Strategy work in 2020 is to bring forward Phase 1 recommendations for the Established Area Growth and Change Strategy (EAGCS), as well as the continuation of work in Phase 2, prepare a scoping report for the Industrial Growth Strategy (Industrial Strategy) as well as a New Community Growth Strategy (NCGS) business case recommendations and potential future policy and financial improvements. Focusing on these objectives helps strengthen investment and business opportunities within the city while maintaining a strong commitment to the main factors used in growth decision making – MDP/CTP Alignment, Market Factors, Redevelopment Readiness, and Financial Impacts.

## 2020 Work Plan – City-Wide Growth Strategy



\*These objectives may be impacted by recommendations in PUD2020-0016.

## Work Plan Deliverables

### **Established Area Growth and Change Strategy**

The Established Area Growth and Change Strategy will be focused on identifying and implementing both capital investment and strategic action recommendations for enabling growth, with a Phase 1 report to Council in 2020 March (directed through PUD2019-0305). The remainder of the year will be used to implement Council's direction arising from this report, through the mid-cycle budget adjustments and the existing working group framework. Work will also begin to advance Phase 2 objectives. Finally, the Established Area Working Group will continue to meet, providing opportunity for industry and community representatives to stay up to date and provide feedback on policy work impacting redevelopment.

### **New Community Growth Strategy**

Administration will continue the New Community Growth Strategy monitoring in 2020 and a report will be brought forward to the 2020 October 13 Priorities and Finance Committee (PFC) meeting. Development agreements are expected to be submitted in 2020 for the 14 new communities and will indicate the rate at which private investment is being made to match City investments.

Administration, working together with Industry, will bring forward the next round of new community business case reviews to the 2020 October 13 PFC meeting. Administration, in conjunction with Industry, will also work to implement the NCGS 2020 process as recommended by Council (PFC2019-1062), associated process improvements (Attachment 2, PFC2019-1062), and capital and operating cost options.

Administration, along with Industry, will also explore options for policy changes related to the Growth Management Overlay, which is currently used as a tool to notify land owners if servicing and budget allocation is in place to proceed with development. This work is directed to return PFC no later than Q2 2020.

### **Industrial Growth Strategy**

The Industrial Growth Strategy has a long-term view to support economic diversification and grow the industrial tax base, by developing strategies that support the industrial sector's prosperity and strengthen Calgary's position as an inland port. The focus of 2020 will be to deliver a scoping report in Q4, including a review of stakeholder membership, an update on industrial land supply and development activities, and link to other corporate priorities benefitting or impacting the Industrial sector, such as city-wide policy planning, the Off-Site Levy Bylaw Review, funding and financing tools that arise as part of the EAGCS work program, and the inland port strategy.

### **Looking Ahead**

Looking ahead beyond 2020, work on developing a full cost model (as directed by Council through PFC2019-1062) will continue and is expected to be completed by Q3 2021. The Established Area Growth and Change Strategy is expected to move fully into 'Phase 2' work, and implementation of Phase 1 recommendations for investment and policy improvements. Work identified in the scoping of an Industrial Change Strategy is expected to be carried out into 2021.

Looking beyond 2020, the focus will be on progressing towards a Comprehensive City-wide Growth Strategy that includes new communities, established and industrial areas, and a repeatable, consistent cycle of growth-enabling work.

# Continuous Process Improvement 2020 Work Plan

## Background

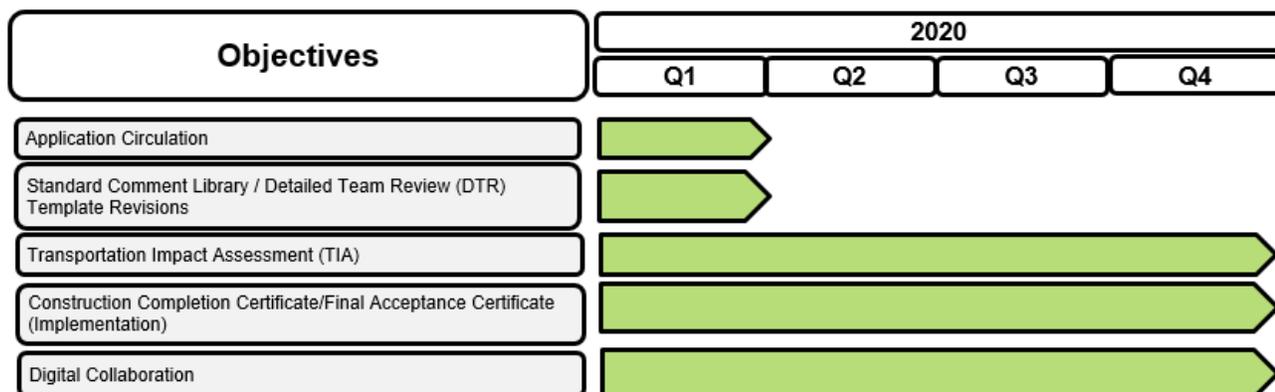
The Continuous Process Improvements (CPI) Program aims to address concerns across the approval process from Outline Plans/Land Use to occupancy and development closeout. Both The City and Industry are focused on ensuring that Calgary is an attractive place for real-estate investment, that the approval process is simple and efficient, and that partnerships can be built between The City, Industry, and communities.



## 2020 Objectives

In collaboration with Industry, The City will be looking at the development approvals process from a holistic perspective. Through new projects focused on process improvements with the greatest potential impact for stakeholders, such as Digital + Collaboration, there may be reprioritizing of existing initiatives throughout the year. The goal is to identify process improvement opportunities that will lead to quicker approvals on applications and an improved customer experience, removing roadblocks to development in Calgary.

## 2020 Work Plan – Continuous Process Improvement



## Work Plan Deliverables

### Application Circulation

An improved framework for internal circulation and review of Land-use, Subdivision and Development Permit applications will be provided. This will ensure applications are circulated to the correct stakeholders at the appropriate stage of the Approvals Continuum.

### Standard Comment Library

An update to the standard comment libraries used for Land-use and Subdivision applications is underway. This is a continuation of the work completed for Development Permits and will provide a consistent approach to application review, resulting in improved clarity and predictability for customers.

## **Transportation Impact Assessment**

Currently, the Transportation Impact Assessment (TIA) review and approval process lacks clarity and consistency. The objective of this project is to understand the current process, identify areas to improve consistency and predictability, with the overall objective of improving approval timelines for Land-use, Subdivision and Development Permit applications that require TIA approval.

## **Construction Completion Certificates (CCC) and Final Acceptance Certificates (FAC) Implementation**

Building on the recommendations of the Construction Drawing Improvement project completed in 2019, the CCC/FAC project aims to reduce the timeline from request to receipt of a CCC and FAC for public infrastructure delivered through a Development Agreement. Implementation recommendations include digitizing the CCC/FAC endorsement process, reducing the number of processes customers need to complete to receive a CCC/FAC, while applying best practices and technology for infrastructure inspections.

## **Digital + Collaboration**

Over the past several years, significant changes to the Development Approvals service line has resulted in major benefits for both The City and Industry. Though the results of the improvement projects have been substantial, performance on meeting our timelines is beginning to plateau. This realization has led to the creation of a new project focused on reviewing the entire Approvals Continuum, called the Digital + Collaboration (D+C) project. The project will take a holistic review of all of the current processes along the Approvals Continuum and create a vision for how the review of development and building proposals can take place digitally. It will enable a completely new review process with greater collaboration internally amongst business units during circulation and more active collaboration with the applicant to work toward resolution and approval. The focus will be on ensuring that The City adds value at each stage of the approvals process, and that our approvals processes are designed from a customer-oriented perspective. It is expected that this approach will reveal several opportunities to alleviate frustrations along the Approvals Continuum for both Industry and The City.

## **Looking Ahead**

The future of the Continuous Process Improvement program is to operationalize and embed it in our culture. Over time, we will see a reduction in approval timelines, improved planning outcomes and improved customer experience. Ultimately, this will allow us to continue strengthening our reputation as a great place to invest in land development and re-development.