



Industry/City Work Plan

Update 2: 2016 June through December 2016

Industry/City Work Plan

Update 2: 2016 June through December 2016

Table of Contents

Message from Kathy Dietrich	5
Executive Summary	7
Initiative 1: Developer Advisory Committee	8
Initiative 2: Phasing Growth/Land Supply Strategy	12
Initiative 3: Established Area Strategy.....	16
Initiative 4: Funding Growth Strategy.....	23
Initiative 5: Process Improvements Strategy	27
Initiative 6: Industrial Strategy.....	36





Message from Kathy Dietrich

I am pleased to share an update on the Industry/City Work Plan that captures our commitment and progress since the last update in May 2016. The work plan outlines six initiatives that were identified through collaborative partnership between The City and the Development Industry to enhance accountability, provide opportunities for feedback to strengthen existing processes and to set direction for future work.

This update shows the progress we've made by working together on these important initiatives. By working collaboratively, we have been able to better understand each other's objectives, achieve outcomes that better serve our city and facilitate development that reflects the needs of Calgarians and the principles of more sustainable and people-oriented communities.

We all know that we have made adjustments to our plans as a city as a result of our changed economy. This update reflects the work that has gone into the Industry/City Work Plan both from The City and from industry partners. This initiative demonstrates that we are able to achieve greater results by working together.

The Industry/City Work Plan positively impacts Calgary's economy, contributes to the well-being of Calgarians and the shape of our city for decades to come. Administration is proud of the work we have been able to accomplish in a relatively short amount of time. We also acknowledge that more work needs to be done, and we are committed to moving forward on the work plan to strengthen our existing and new communities.

I look forward to continued success on this unique collaborative initiative to make our city an even better place in which to live, invest, work and play.



Executive Summary

The Industry/City Work Plan was approved on 2016 January 11 as part of the Off-Site Levy Bylaw. The work plan outlines six key initiatives that the Development Industry and Administration have been and will continue to collaborate on to enhance accountability, make improvements, provide opportunities for feedback and help to set direction for future work. The initiatives of the work plan span The City's Business Units and the Planning Continuum, from policy through growth management, outline plan and land use, through the approvals process.

This year end update provides information on the results, challenges and next steps for each initiative: phasing growth/land supply, established areas strategy, funding growth, process improvements and industrial strategy. Additionally, Administration has worked with developers and land owners to identify opportunities for capital investment that could result in economic stimulus for Calgary through job creation and private investment. While this is not a formal part of the Industry/City Work Plan, this work directly supports some of the initiatives in the work plan.

The Industry/City Work Plan continues to be an important collaboration between Administration and the Development Industry. Many hours of effort from a significant number of individuals has gone into advancing the initiatives. Administration sincerely thanks the members of each initiative working team for bringing forward their ideas, expertise and experience. The progress to date is a result of the efforts of City staff and Industry members who have contributed their knowledge and skills towards advancing the goals of the Work Plan.

There remains more work to do to achieve the goals and objectives. The end of the year does not represent the close out of the 2016 work plan. Administration is committed to the continued focus on the work plan in 2017 and will provide a progress report to Council in 2017 June including updates on priorities and progress on each initiative.

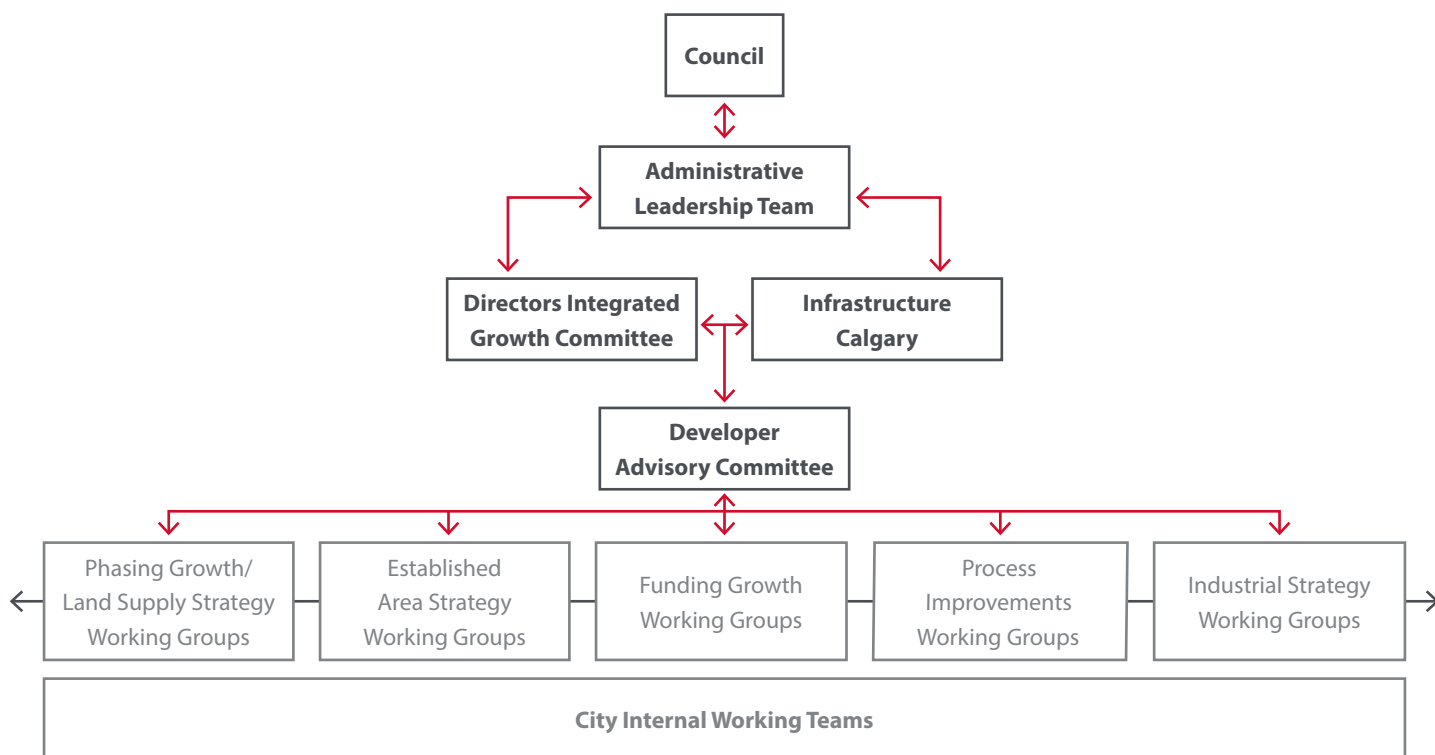
Initiative 1: Developer Advisory Committee

Background

The Industry/City Work Plan is a unique collaboration comprised of working groups involving Industry members and City staff who focus on six initiatives that were established as priorities in January 2016.

The Developer Advisory Committee (DAC) membership and approach is designed to continue the collaborative approach for the Industry/City Work Plan that was established as part of The City’s review of the Off-Site Levies. The governance structure for the City/Industry Work Plan is illustrated in Figure 1.

Figure 1 | Industry/City Organizational Chart



Purpose

The Developer Advisory Committee's role is to:

- Guide the creation of the working groups.
- Provide insight and connection between the initiatives and offer advice to the working groups.
- Provide insight and perspective on the outcomes and deliverables of each initiative ensuring connectivity and alignment with the Municipal Development Plan (MDP)/ Calgary Transportation Plan (CTP).
- Communicate the Industry perspective in support of advancing the Industry/City Work Plan.

The Developer Advisory Committee is guided by the following six principles:

1. Guiding Legislation and Policy Alignment

Promote the achievement of goals and ensure that recommendations are grounded in, and aligned with, the Municipal Development Plan, Calgary Transportation Plan and other City of Calgary planning and financial policies. Seek opportunities to manage or mitigate risk and identify opportunities for agreed upon legislative changes, whether to a City Charter or amendments to the Municipal Government Act, or both. Understand the current legislation and impacts associated with Off-Site Levies, charges and fees.

2. Certainty

The recommendations of the Developer Advisory Committee should contribute to an overall growth strategy and infrastructure decisions or direction that provide cost and infrastructure certainty.

3. Financial Sustainability

Implement the outcomes identified in the work plan to contribute to a sustainable financial framework for growth-related infrastructure that is in the best interest of current and future citizens of Calgary. Funds collected should be accurately accounted for, reported and used as intended.

4. Fairness & Equity

Policies and processes will be developed and applied equitably; recognizing that impacts and outcomes achieved may vary depending on individual circumstances. All committee members have a voice in the process and represent the view of Industry from a variety of perspectives.

5. Efficiency

By working through each initiative in an efficient manner, the committee will ensure coordination of initiatives, the effective operation of the DAC meetings and the people resources required to deliver on each initiative.

6. Competitiveness

Ensure that economic competitiveness of Calgary is considered, especially as it relates to competition within the Calgary region and for each type of residential, commercial and industrial development.

Membership

The Developer Advisory Committee was created to provide insight and perspective from across Industry and City Administration on the overall work plan and associated outcomes of each of the other initiatives.

The members include:

- **Kathy Dietrich**, City of Calgary, Growth Strategies (Chair)
- **Guy Huntingford**, CHBA-UDI, Calgary Region Association
- **Wallace Chow**, Jayman
- **Nazim Virani**, Sarina Homes
- **Paul Battistella**, Battistella Developments
- **Ken Toews**, Strategic Group
- **Mark Wynker**, Stantec
- **James Robertson**, West Campus Trust
- **Patrick Briscoe**, Genstar
- **Trevor Dickie**, Dream Development
- **Gillian Lawrence**, Remington
- **Chris Plosz**, Section 23
- **Chris Ollenberger**, Quantum Place
- **Kathy Davies Murphy**, City of Calgary, Growth Strategies
- **Francois Bouchart**, City of Calgary, Water Resources
- **Matthias Tita**, City of Calgary, Community Planning
- **Rick Masters**, City of Calgary, Finance
- **Kerensa Fromherz**, City of Calgary, Transportation Planning
- **Amie Blanchette**, City of Calgary, Calgary Approvals Coordination
- **Jill Floen**, City of Calgary, Law

An internal Administration working group was created to support the various initiatives through strategic alignment, preparing cross corporate analysis and gathering data. The team meets bi-weekly. Members include:

- **Kathy Davies Murphy**, Calgary Growth Strategies
- **Tanner Fellingner**, Water Resources
- **Scott Lockwood**, Community Planning
- **Kevin Froese**, Community Planning
- **Rick Masters**, Finance
- **Denise Jakal**, Law
- **Mark Woodward**, Calgary Fire Department
- **Kerensa Fromherz**, Transportation Planning
- **Robyn Jamieson**, Calgary Growth Strategies
- **Jim Francisco**, Calgary Growth Strategies
- **Matthew Sheldrake**, Calgary Growth Strategies
- **Lesley Kalmakoff**, Calgary Growth Strategies
- **Marlena Rogowska**, Calgary Growth Strategies

Results/Impact

The committee has been instrumental in helping to achieve the goals of the work plan. Since 2016 June, the committee has:

- Created a Terms of Reference.
- Liaised with industry peers and offered feedback based on knowledge of industry climate.
- Represented the Committee on all six initiatives and shared feedback/insights around how these initiatives work towards the objectives of the overall work plan.
- Met five times during which they:
 - Helped to prioritize the Capital Investment Plan proposal.
 - Shared Industry context/intelligence and identified issues for committee consideration.
 - Assisted with timelines of work.
 - Provided input on scope and focus of committee work.
 - Confirmed priorities and scope for the Established Areas working group related to Centre City Levy, Inventory of Charges and Annual Investment Program.
- Improved understanding and alignment around strategic priorities of the work plan and broader vision for the city.
- Strengthened the relationship between Industry and City partners through a focus on openness and transparency.

Next Steps (2017 January – June)

The Developer Advisory Committee is scheduled to meet once every three weeks in the first half of 2017. It is expected that the Developer Advisory Committee will continue to provide oversight and advice to set the 2017 priorities of the initiative working groups.

The committee will also look to find strategic ways to get the community and Community Associations involved in this initiative. The group will meet in January to outline and confirm the objectives for 2017. There is a general understanding and agreement amongst committee members that collaboration of this sort will continue well beyond 2017 and beyond project timelines.

Initiative 2: Phasing Growth/Land Supply Strategy

Background

The Phasing Growth/Land Supply initiative focuses on The City's implementation of the Growth Management Overlay (GMO), a policy tool introduced to strategically align planning and infrastructure resources. This work responds to a shared understanding with Industry that the GMO removal process and criteria should be reviewed. Furthermore, this work has also responded to a desire to prioritize new infrastructure investment to leverage public funds and drive private investment.

Meetings have occurred nearly weekly since February 2016. The external working group has remained engaged and has made many contributions. Given the clear overlap between this initiative (with a focus on GMO process) and the Funding Growth initiative (with a focus on alternative funding mechanisms), the two external working groups were merged in August.

Purpose

The objectives identified in the June report remain the same. Updates can be found in the Progress section below.

1. Review the Growth Management Overlay Process.
2. Establish principles and criteria for prioritizing areas that could have their Overlays removed.
3. Implement the new approach in relation to the Outline Plan process.
4. Align with growth-related infrastructure prioritization work.

Membership

The Phasing Growth/Land Supply external working group was merged with the Funding Growth (Initiative #4) external working group as the process development flowed into the work on alternative funding mechanisms. All members transitioned to the Funding Growth group, with the exception of Greg Brown (B&A Planning Group) and Dale Johnson (exp Services, Inc.). Administration thanks these two individuals for their efforts, as well as those who have continued on.

Results/Impact

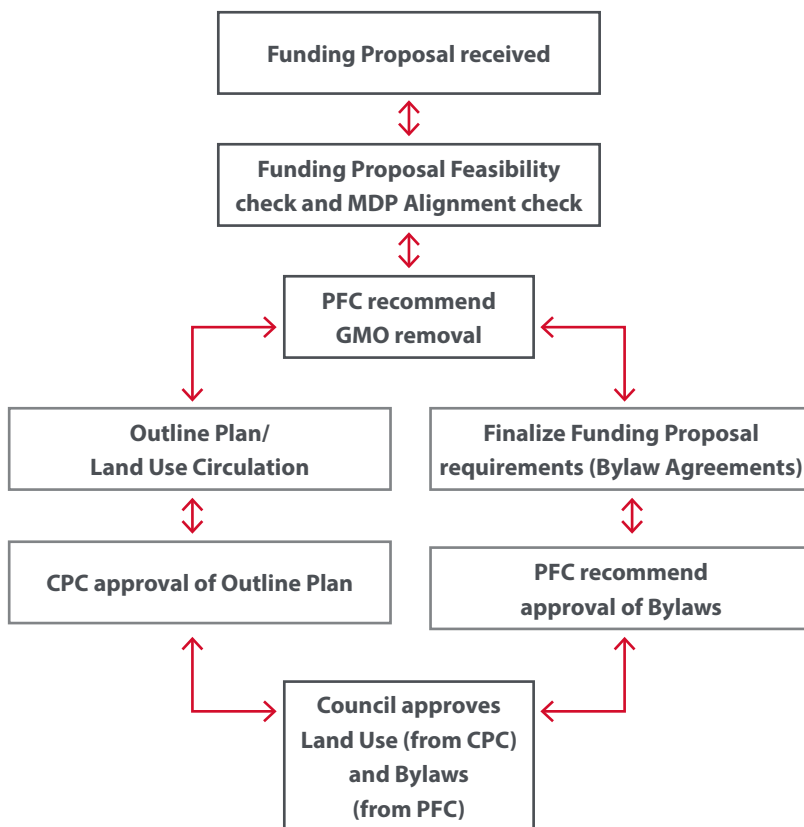
1. Review the Growth Management Overlay Process

The first task identified during the June-December period was to develop a process for Growth Management Overlay removal reviews. After the objectives of both Administration and Industry were defined, a process option was developed that added a feasibility check of a developer initiated Funding Proposal and added increased concurrency of Outline Plan/Land Use review and the Funding Proposal review. Upon presentation to Administration's General Managers Strategic Growth Committee (GMSGC), an amended option was developed by Administration which outlines that the recommendation to Council for a GMO removal be done following a feasibility check by senior Administration.

The basis for this was to provide greater certainty to both applicant and City staff prior to Outline Plan/Land Use review. It allows the planning review to proceed with assurance that funding issues have been addressed and brought forward to Council, and it is consistent with approved Council policy. As reducing timelines to development was the external working group's key reason for supporting a process with increased concurrency, GMSGC encouraged staff to look for ways to be efficient in the Funding Proposal review in order to help shorten timelines. Two other key aspects were highlighted by GMSGC as important for inclusion in the review process: demonstrated economic benefit and alignment with the Municipal Development Plan (MDP). The working group has accepted the process option in principle, and will evaluate how it is implemented to determine if it is meeting the initial objectives.

This analysis of options, followed by the above conclusion, has provided greater certainty in the Growth Management Overlay process. This is positive for those landowners and developers with lands impacted by Overlays. Figure 2 outlines the revised Growth Management Overlay removal process as agreed by Administration and accepted by the Industry working group.

Figure 2 | Growth Management Overlay Removal Process



2. Establish principles and criteria for prioritizing areas that could have their Overlays removed.

The process to develop greenfield recommendations for the Capital Investment Plan was informed by work completed in the Phasing Growth initiative. The external group helped develop guiding principles and helped compile an inventory of outstanding City capital and operating costs, and information about contiguous growth and land supply. These criteria and principles were considered when Administration made its recommendations for greenfield areas that could be supported for funding, and as a result, Growth Management Overlay removal.

3. Implement the new approach in relation to the Outline Plan process

With the process framework coming into focus, some attention has shifted to implementation. In late November 2016, Administration received the first Funding Proposal since the process was clarified, and several more are expected in the short term. Administration has set up an internal committee to review the proposals with representation from internal departments. These proposals are being prepared by applicants simultaneous to the ongoing work of the Funding Growth initiative, so that they can incorporate direction from Administration as quickly as possible. The review process for proposals is taking shape. This is a first step towards establishing a defined City administered review process for lands impacted by Overlays, which is positive for landowners and developers.

4. Align with growth-related infrastructure prioritization work

During the June-December period, Administration developed Capital Investment Plan recommendations for greenfield areas. These recommendations were made using information and principles discussed with the external group.

Challenges

1. Growth Management Overlay direction and impacts

Many of the issues and challenges highlighted in the mid-year PUD report were addressed in the second half of 2016. This included questions around where in the planning process it is most appropriate to resolve infrastructure issues, what level of concurrency should be supported for Funding Proposals and Outline Plan/Land Use reviews and how decisions should be made on Funding Proposals.

Before providing full support for Administration's position, Industry will likely require that the benefits of the GMO removal updates be demonstrated. Administration will be held accountable for timely reviews and decisions.

2. Balancing process definition work and acceptance of proposals

Some elements of the process are not yet completely defined however, Administration has agreed to begin reviewing Funding Proposals. Administration has accepted this risk in order to expedite reviews and to learn from the reviews themselves to inform future improvements. There may be some impact to the reviews of the first submissions as the process is tested and issues are addressed.

3. Transitioning from process work to financial option work

The process for Overlay removal is linked into the work of the Funding Growth initiative. The potential for developers to use alternative funding mechanisms to address City capital and operating expenses that are not in approved budgets will directly impact how smoothly the process functions. Administration will work to communicate available options and expectations so that developers can understand the risks of preparing and submitting a Funding Proposal.

Next Steps (2017 January - May)

1. Link to the Funding Growth Initiative

The Phasing Growth/Land Supply work is largely complete however, in order to be fully implemented the Funding Growth initiative must proceed on clarifying alternative funding options for capital and operating. Transition planning has already occurred.

2. Begin reviewing Funding Proposals (Growth Management Overlay removal submissions)

As indicated, a number of Funding Proposals are expected in the coming months. Administration is working to define expectations and properly resource these reviews. Considerations such as minimum standards and cumulative financial impact analysis will be incorporated.

3. Work with Infrastructure Calgary on Capital Investment Plan recommendations

Calgary Growth Strategies will continue to work with Infrastructure Calgary to coordinate growth related infrastructure recommendations in the Capital Investment Plan. These recommendations are expected to come forward to Council in Q1 or Q2 2017. The Phasing Growth and Funding Growth groups will continue to provide external stakeholder feedback.

Initiative 3: Established Area Strategy

Background

This initiative is focused on addressing concerns raised by Industry during the Off-Site Levy Bylaw process that, in addition to the introduction of a new Off-Site levy for water and wastewater treatment in the established areas, the layering of costs, policy concerns, and complex and lengthy application processes associated with redevelopment created substantial burden on redevelopment projects. Addressing the issues that are included in the work plan will reduce barriers to redevelopment and thereby, balance the additional burden of the Off-Site Levy charges. The work plan list was a suggested set of priorities however, there was opportunity for Industry and City to review and evaluate which actions would be priorities for 2016. The Established Areas Strategy was discussed as being a long-term program of work that would have sub-projects within it to accomplish outcomes as time progresses and therefore, priorities are expected to change as some are completed.

Membership

Industry Members

- **Richard Morden**, Bentall Kennedy/
BOMA/NAIOP
- **Chris Ollenberger**, NAIOP
- **Shameer Gaidhar**, Millenium
Plus Homes
- **Greg Bodnarchuk**, exp
- **Joel Tiedemann**, Sarina Homes
- **Beverly Jarvis**, CHBA-UDI Calgary
Region Association
- **Gillian Lawrence**, Remington
Development Corp.
- **Ben Lee**, IBI Group
- **Paul Battistella**,
Battistella Developments
- **Dave White**, Civic Works
Planning + Design
- **Lloyd Suchet**, BOMA
- **Travis Oberg**, West Campus
Development Trust
- **John Purdy**, Brookfield Residential
- **Al Devani**, RNDSQR
- **Christopher Pollen**,
Battistella Developments

Internal Members

- **Lesley Kalmakoff**, Growth Strategy
- **Kathy Davies Murphy**,
Growth Strategy
- **Marlena Rogowska**, Growth Strategy
- **Robyn Jamieson**, City Wide and
Regional Strategy
- **Jim Francisco**, Geodemographics
- **Tanner Fellingner**, Water Resources
- **Erin Bird**, Water Resources
- **Mark Sasges**, Community Planning
- **Erin Coyle**, Finance
- **Iris Priebe**, Finance
- **Trudy Wobeser**, Law Department
- **Pinky De La Cruz**, Calgary
Fire Department
- **Jacqueline Nishikawa**,
Business Services

Purpose / Description

The following are the priority actions that were outlined in the Council directed work plan:

1. Understand infrastructure capacity in Established Areas by prioritizing areas for further analysis and identifying funding approaches (includes water, storm and sanitary services as well as community amenities funding).
2. Complete inventory of all costs imposed on development permits and review cumulative effects and relevancy (includes Centre City Levy program).
3. Review engineering specifications impacts.
4. Develop a Public Realm/Community Benefits Strategy.
5. Progress on Established Area Permit approval processes and related issues, such as Permitted Uses, Change of Use applications, Land Use Bylaws, community engagement, policy impacts, timelines.
6. Monitor the impacts of the new levy rate on established areas.

Results/Impact (2016 June - December)

The Established Areas Working Group has continued to meet bi-weekly with good attendance and representation from a variety of interests from the Development Industry and internal departments. Although the representatives have shifted slightly because of the demands on individuals schedules, there remains a productive level of energy and interest in driving towards the anticipated outcomes of this work. It is expected that this working group will continue to meet through 2017 and beyond as there are many projects that could be undertaken to support redevelopment and this group will have a long-term role in this regard.

Following the initial prioritization of projects identified in the work plan, the group agreed in June to focus on the following accomplishments for 2016.

2016 Priority Items:

1. Complete the annual report on the Centre City Levy Program for 2014-2015
2. Undertake a review of the Centre City Levy Program to identify improvements.
3. Inventory the costs related to redevelopment Development Permits.
4. Identify where reduction of the costs of redevelopment could be considered (starting with Development Permits).
5. Undertake a pilot exercise for infrastructure information mapping and review the merit of the results.
6. Invite project leads of related city-projects to discuss their work and gather feedback.

In May 2016 a new opportunity to contribute to a strategy for short term investment was raised and this group provided input on market interest related to the Developed Areas on potential strategic investments. Through this conversation, we recognized an overlap with two of the work plan items and therefore have additionally begun to address the following on a 2017 timeline:

7. Identify funding approaches to water, storm, and sanitary upgrades and community amenities (this is reflected in item 1 of 2016 Work Plan Initiative 3) and develop a Public Realm/Community Benefits Strategy (item 2016 Work Plan 4 of Initiative 3).

The 2016 outcomes related to the above mentioned seven priorities are described below. In addition to regular progress reports to, and strategic oversight from, the Developer Advisory Committee, a strategic meeting with City Manager Jeff Fielding was held to discuss challenges facing redevelopment, to generate ideas and identify priorities for addressing challenges.

Centre City Levy Report and Program (Priority Items 1 and 2)

In 2016, the annual report on the Centre City Levy Program was brought to April and September Planning and Urban Development Committee meetings. The April report (PUD2016-0285) was challenged by Industry as needing more detail in the reporting and therefore it was tabled until September 2016 to provide an opportunity for collaboration on revising the content. The September report (PUD2016-0706) presented more robust reporting, was complemented with a letter of support by Industry, and was received for information by Committee and Council. This collaboration furthered the mutual understanding of additional content for future reports, beginning with the annual report for 2016.

To increase the effectiveness of the program, there was agreement to some short-term improvements by the end of 2016, followed by a more comprehensive review once there is greater clarity on the changes being proposed within a potential City Charter and Modernized Municipal Government Act.

In order to provide departments with better guidance for spending decisions, a summary document was assembled that outlined the parameters of the program and the underlying policy direction from Council. This will help ensure that the right projects are chosen as candidates for program funds and the departments can use the existing capital reserve with more confidence.

To best understand how this program relates to other financial programs in the Centre City, this team also reviewed the relationship of this program with the Rivers District Community Revitalization Levy and the Off-Site Levy Bylaw and confirmed that these programs are not inappropriate in their overlap. Infrastructure upgrade costs can be covered by funds from both programs. Work is ongoing to evaluate the Beltline Community Investment Fund (BCIF) and the Centre City Mobility Fund which also provide financial support for infrastructure in the Centre City area.

In order to prepare for a more comprehensive review in 2017, departments are assembling information regarding their infrastructure and community services needs in the Centre City area, as well as reviewing their current internal process for spending decisions with these funds.

Costs of Redevelopment (Priority Items 3 and 4)

The intention of this work is to provide information to potential applicants at an early stage of contemplating a project and to provide tools to better predict the costs that might be incurred. There are a few ways The City can influence the costs related to a project, including the fees charged, the charges collected and the conditions applied that result in an applicant incurring an expense (e.g. hiring a consultant to undertake a noise study). The working group prioritized the focus on the Development Permit however, would like to repeat this exercise for the costs associated with Development Site Servicing Plans (DSSP's) and Development Completion Permits (DCP's) in 2017.

To provide as much information as possible, a list of Development Permit fees, charges and financial-related conditions has been assembled and was published on calgary.ca in December 2016. While it is impossible for The City to broadly predict the specific costs for unique redevelopments, this list increases the ability of developers to predict costs at an early stage and better evaluate the pro forma of redevelopment projects.

In addition, the working group identified a list of fees, charges and conditions that could be reviewed in how they are applied. The intent is to reduce the costs of redevelopment where possible. The review work and discussions with department representatives will continue into 2017.

The working group identified that in redevelopment areas, they also encounter risks related to cost uncertainty, timing and information availability related to shallow utilities such as Enmax, ATCO, Shaw and Telus. In December 2016, Administration met with the shallow utilities consortium to raise these concerns. Subsequently a meeting of the working group and representatives from the shallow utilities was convened in December. The result of that discussion was a greater understanding of Industry's concerns and an agreement for a separate working group to be assembled in 2017 with representatives from Industry, The City and the shallow utility providers.

Infrastructure Information Mapping (Priority Item 5)

Attempting to map utility capacity in developed communities is a complex exercise as water and sanitary systems are dynamic. This work is directed in the 2016 Industry/City Work Plan and also reflected in the Redevelopment Strategy from Water Resources. Additionally, Water Resources is undertaking analysis in a limited number of pilot communities to support the Main Streets project. The motive of assembling this information is to provide transparent access to available utility information, which will improve system understanding by Industry and help developers plan redevelopment and the potential for upgrades in alignment with infrastructure capacity.

Recognizing that the utility system is a dynamic system that can change with each redevelopment project, it was agreed that a pilot area would be chosen for the first mapping exercise, followed by an evaluation of whether this information was found to be beneficial before more work was done. The community chosen for the pilot mapping is 17th Ave SW between 37th St. and Crowchild Tr. (Killarney area) (Figure 3). This community has aging infrastructure, is under redevelopment pressure, and has known upgrade requirements to support redevelopment. It also creates efficiencies with the work being done to support Main Streets program as 17th Ave SW represents a corridor of interest in that work.

Figure 3 | Pilot Area



In October 2016, Water Resources provided an update to the working group and asked for further input and feedback. The update highlighted that there is already a substantial amount of information publicly available online through the existing CITYOnline information portal, such as pipe size, age, materials, slope, length, valve and manhole information. Rather than creating maps that would duplicate this information, it was proposed that neighbourhood-specific reports could most effectively be used to provide additional information such as neighbourhood-specific rules of thumb, known capacity constraints and other details known from existing studies not captured or communicated in existing mapping materials. Aspects of the stormwater system are more difficult to capture on a map, but some studies are available related to local systems.

To better predict further constraints or upgrades as a result of development proposals, Water Resources suggested a more useful tool might be a new 'request for information' process whereby applicants could provide details of their anticipated development and receive timely, site-specific feedback from Water Resources about other known constraints or local triggers for upgrades. This information would be reactive in nature and dependent on the specific development being proposed. Water Resources is continuing to develop this potential process which could be implemented in the future.

Discussion and Connection with Related City Projects (Priority Item 6)

The working group has an interest in many projects that are underway related to policy within the Developed Area, and therefore Growth Strategy hosted several City of Calgary project leads to discuss their projects, make connections with those who wanted to become more involved and gather feedback on their work. This included presentations on the City-Wide Retail Strategy, Main Streets project, the Developed Areas Guidebook, the proposed new Land Use District, the Centre City Guidebook, and the Downtown West ARP. Additionally, the project leads from Initiative 5: Process Improvements attended a meeting to discuss their work in regard to process improvements that would affect redevelopment projects.

Investment Recommendations and Annual Program (Priority Item 7)

A new opportunity was raised in May 2016 in response to the economic climate to consider new project opportunities to support city-wide development in order to create jobs in the short-term, and leverage private investment which in turn supports additional jobs. While Administration led this work, this Established Areas Working Group played a critical advisory role in outlining the market interests related to a set of investment opportunities. Administration is continuing to develop these recommendations in relation to the Capital Investment Plan put forward by Infrastructure Calgary.

Secondary to this new opportunity, discussions in this regard prompted the contemplation of an annual investment program to support a variety of aspects of redevelopment. This discussion could potentially address items one and four of the original 2016 Industry/City Work Plan list by proposing financial programs to deliver infrastructure and public amenities and including a Public Realm/Community Benefits Strategy.

This working group is at the early stages of contemplating what a potential program could look like, and Administration will undertake analysis of the details as they become more clearly defined and its relationship to existing redevelopment programs such as various bonus density programs and levy programs. A draft Terms of Reference is being refined, as well as an outline matrix for strategic investment decision-making. Work in 2017 will include more detailed analysis of how such a program could function and looking for review and input from other stakeholders such as members of the business community and Community Associations. Ultimately, a proposal for an annual investment program would be brought to Committee and Council for approval and funding.

Issues & Challenges

Priority setting

The Established Areas Working Group found that it needed to further prioritize the work being undertaken by the end of 2016 in order to make the deliverables achievable on the set timeline. This further prioritization was supported by the Developer Advisory Committee who anticipated the same difficulty in achieving deliverables by the end of 2016 with too broad of a scope in project work. This decision was made in June 2016 and the working group has been working towards a refined set of goals since. The remainder of the work will be prioritized as we look at goals for 2017.

Resources

This work has been structured to best utilize the time of multiple representatives from various departments on this work so that staff are not overburdened with a variety of priority projects. The consistent support of the internal working team has been ideal for providing critical perspectives and input into the variety of work plan items currently being addressed.

Legislation

There is recognition that the City Charter, that is currently being contemplated by the Province and the Modernized Municipal Government Act (MGA) will have direct influence over some of the work associated with this Industry/City Work Plan. It is strategic for the working group to gain more direction on these initiatives to ensure alignment of priorities on the work plan and on the comprehensive review of the Centre City Levy Program.

Next Steps (2017 January – May)

Centre City Levy Reporting and Review (Priority Items 1 and 2)

It is anticipated that the annual report for 2016 program details will be brought to PUD Committee in the first half of 2017. This report will consider possible recommendations to increase the effectiveness of that program. Additionally, the evolution of the City Charter and Modernized MGA discussions will be monitored as it will govern the launch of the more comprehensive review of the Centre City Levy Program. The timing of this information will guide the timing of the review work, and therefore will carry on through 2017.

Costs of Redevelopment (Priority Items 3 and 4)

It is anticipated that a review of the list of Development Permit fees, charges and conditions that result in incurred costs will be undertaken, with reductions of costs made by departments where possible, and proposals brought to Council for consideration where needed. In addition, an inventory of fees, charges and conditions on DSSP's and DCP's would be undertaken to create further predictability in the costs of redevelopment. Timing of these outcomes will depend on prioritizing the deliverables in discussion with the working group in early 2017.

Utility Capacity Information (Priority Item 5)

To further the work that Water Resources is doing to increase early access to utility capacity information, suitability of a new 'request for information' process is being considered. In addition, neighbourhood-specific infrastructure information reporting may be continued into several other communities if the pilot information is deemed valuable. It is anticipated that a report on the pilot community will be available in early 2017, with follow-up discussion about continuing this work into other priority redeveloping areas through the remainder of 2017.

On-going Policy Engagement (Priority Item 6)

There are several planning policy projects of interest to developers working in the Developed Areas which are anticipated to come before Committee and Council in 2017 for consideration. The project leads will continue to be invited to working group meetings to discuss their projects as needed. New initiatives in 2017 that are also of interest can utilize this group to gain feedback from a redevelopment perspective from an engaged group of Industry representatives. For example, the working group is interested in supporting the Community Representation Framework project to consider the role of Community Associations in the planning process, which will be engaging for broader input starting in early 2017.

Investment Strategy (Priority Item 7)

Administration will continue to work on business cases for recommended infrastructure spending with support and advice from this working group. It is anticipated that the recommendations would be considered by Council in Q1-Q2 of 2017 as part of the Capital Investment Plan that is being developed by Infrastructure Calgary. In addition, work will continue on a proposed investment program to support infrastructure and public realm needs in areas experiencing redevelopment and in alignment with Main Streets.

Initiative 4: Funding Growth Strategy

Background

During the development of the Off-Site Levy Bylaw, other issues related to funding and financing growth infrastructure were identified. These included mitigation of economic risk, alternative funding options, capital budget certainty, debt and debt servicing impact, cumulative operating cost impact and accountability in reporting.

The focus of the initiative has been on alternative funding options as they relate to Growth Management Overlay removal. As part of this focus, other issues are being addressed, including debt and debt servicing impacts and cumulative operating cost impacts. Finally, the 2015 Off-Site Levy Bylaw report was released in July.

Purpose

The objectives identified in the June report remain the same. Updates can be found in the “Progress” section below.

1. Establish principles that align with Growth Management Overlay process.
2. Explore funding arrangements and options for alternate financing with Industry. Research best practices in other municipalities.
3. Gather information and analyze annual operating costs to better understand impacts on budget resulting from advancement of additional growth areas.
4. Provide more detailed and timely capital plan information to Industry, with the intent to provide longterm certainty.
5. Continue to improve the annual levy reporting report and process.

Membership

- **Guy Huntingford**, CHBA-UDI - Calgary Region Association
- **Grace Lui**, Brookfield Residential
- **Josh White**, Dream Development
- **Brett Friesen**, Hopewell Residential
- **Paul Derksen**, NAIOP
- **Robert Homersham**, NAIOP
- **Collin Campbell**, Mattamy
- **Marcello Chiacchia**, Genstar
- **Jay German**, Ronmor
- **Chris Sargent**, Genesis Development
- **Matthew Sheldrake**, City of Calgary, Calgary Growth Strategies
- **Kathy Davies Murphy**, City of Calgary, Calgary Growth Strategies
- **Denise Jakal**, City of Calgary, Law
- **Rick Masters**, City of Calgary, Finance
- **Erin Coyle**, City of Calgary, Finance

As indicated in the summary for the Phasing Growth Initiative, the Phasing Growth and Funding Growth external working groups have been merged under the Funding Growth label.

Results/Impact

1. Establish principles that align with Growth Management Overlay process

The principles developed through the Phasing Growth Initiative are relevant for the Funding Growth work from a responsible growth perspective. As well, key messaging around City financial goals and Industry financial goals has been discussed. This is important for understanding and evaluating the options that are being developed.

2. Explore funding arrangements and options for alternate financing with Industry. Research best practices in other municipalities.

This work is ongoing. The external working group has made proposals and suggested scenarios to help understand how alternative funding arrangements might work in relation to City considerations like the Off-Site Levy Bylaw system, the capital and operating budgets, and legislative and policy alignment. Administration has retained a consultant with experience in Calgary and other cities to help understand the feasibility and the financial responsibilities of such agreements. It is important that this work leverages previous work and the lessons learned. This work has proceeded under the principle that alternate funding options should transfer City financial risks related to the capital and operating budgets to the developer.

3. Gather information and analyze annual operating costs to better understand impacts on budget resulting from advancement of additional growth areas.

The City's Finance Business Unit has been well represented in this work, and has recently compiled operating cost information from The City's lines of service. They have also begun analysis to understand the cumulative impact of adding growth areas. Further, the external working group and Administration continue to analyze an Industry suggested operating cost model against City operating cost information. This sharing of ideas is important for collaboration and helps developers formulate their Funding Proposals.

4. Provide more detailed and timely capital plan information to Industry, with the intent of providing longer term certainty.

This is a long-term goal of the initiative. The work of Infrastructure Calgary has started to provide some clarity around how budget recommendations will be made in the future, and learning's from the development of Funding Proposal submissions may help inform future budget decisions. Clarity and understanding around how City budget decisions are made is important for transparency and allows developers to make informed investment decisions.

5. Continue to improve the annual levy reporting process and report.

The 2015 Off-Site Levy Report was released in July. Administration and Industry continue to work to make the report as meaningful and accessible as possible. Reporting how developer levies are invested demonstrates transparency and accountability of the Off-Site Levy System and is aligned with the Off-Site Levy Legislation.

Challenges

1. Understanding the relationship between alternative funding mechanisms and the Off-Site Levy Bylaw System

Areas impacted by Growth Management Overlays will require City infrastructure that may or may not be included in the Off-Site Levy calculations, and the Off-Site Levy System is an important mechanism for funding greenfield growth infrastructure. As this infrastructure is funded through a combination of developer and City contributions city-wide, work is required to understand whether or not individual infrastructure pieces can be added or subtracted from the Off-Site Levy calculation to facilitate advancement, and if they can, on what terms.

2. Impacts to alternative funding tools in a shifting financial and legal environment

The City's role in infrastructure provision is impacted by provincial legislation. This work needs to be aware of ongoing discussions related to the Municipal Government Act and City Charter to ensure that The City remains within these parameters.

At any given time, the availability of certain financial tools may be limited due to changing City financial circumstances. Currently, The City is seeking maximum flexibility with its debt capacity, and as such, the availability of Construction Finance Agreements that trigger debt is being strictly managed.

Further, Off-Site Levies are an important funding source for growth related infrastructure. Off-Site Levies are collected from developers to fund capital infrastructure either through debt servicing payments or "pay as you go" funding. Administration is currently monitoring a shortfall in Off-Site Levy revenue as a result of the current growth rate in Calgary which will impact The City's ability to fund infrastructure dependent on levies.

3. Incorporating cumulative impact considerations

Alternate funding agreements need to consider potential impacts to City debt and debt servicing capacity may require Council amendments to the Off-Site Levy Bylaw, may impact the spatial distribution of growth and operating cost efficiencies and can impact the delivery of other City projects.

As well, the risk of these may be minor if only a small number of agreements are struck, however a larger number can impact the ability to deliver the program (as an example, if many projects are included into the levy calculation, it may have a major impact on the levy rates). Administration continues to work to understand the cumulative impact of initiating new development areas beyond what is indicated in approved budgets. These conclusions will impact the approach to reviewing and managing Funding Proposals from areas with Growth Management Overlays.

4. Risk transfer

It is generally agreed within the external group that a developer wishing to advance development ahead of City timelines through an alternative funding arrangement should assume greater costs and risks. Work is ongoing to further define and quantify the magnitude of these costs and risk transfers in order to make recommendations beyond the working group.

Next Steps (2016 January – May)

1. Continue to seek clarity on the feasibility and availability of alternative funding mechanisms.

Developers will need this clarity in order to build their proposals to have a Growth Management Overlay removed. Administration will need to increase awareness of the risks involved in supported tools and provide rationale when tools are not supported.

2. Continue to research and understand operating cost impacts.

Improve understanding of The City's operating costs and continue discussions with the external working group on addressing operating costs in Funding Proposals.

3. Address remaining tasks highlighted in the work plan.

The focus over the first year of this work has been on alternative funding mechanisms for areas with Growth Management Overlays. Once this work shifts into an implementation phase, remaining items like capital budget certainty and financial reporting clarity will be addressed.

Initiative 5: Process Improvements Strategy

Background

The Process Improvement Strategy aims to address concerns across the land development approvals continuum from land use/outline plans to occupancy and development closeout. Both The City and Industry have concerns about ensuring that Calgary is an attractive place for real estate investment, that the approval process is simplified and efficient and that partnerships can be built between The City, Development Industry and communities.

In addition to the process improvement efforts with industry, noteworthy structural changes to the approval process have been put into place to address concerns with governance, customer relations, and to aid in corporate decision making on land development issues.

To date there has been overwhelming support from Industry, City staff and the senior leadership of both entities to ensure all of the aspects of the process improvement strategy are successful. It is a testament of a shifting culture where The City and Industry see each other as partners in building Calgary.

Purpose

The following was included in the Council approved Industry/City Work Plan:

1. Procedure improvements:
 - Work with Industry to address issues previously identified to the City Manager.
 - Areas for improvement: approval process, specifications, inconsistency between policy, regulations and conflict resolution.
2. Implement CPAG (Corporate Planning Applications Group now Process Improvements) improvements including:
 - Governance
 - Applicant relations
 - Training
 - Continue to develop comprehensive training program for staff
 - Improve application submission process
3. Final Acceptance Certificates Process Improvements
 - Identify issues
 - Develop solutions in collaboration with Industry
 - Implement recommended changes
4. Address resourcing issues in The City's Business Units

Membership

Advisory Committee Members include:

- **Darren Lockhart**, City of Calgary, Calgary Approvals Coordination (Chair)
- **Guy Huntingford**, CHBA-UDI, Calgary Region Association
- **Beverly Jarvis**, CHBA-UDI, Calgary Region Association
- **Kathy Oberg**, B&A Planning Group
- **Greg Brown**, B&A Planning Group
- **Ryan Boyd**, Brookfield
- **Josh White**, Dream
- **Michael Jacobson**, Homes By Avi
- **Ben Lee**, IBI
- **Collin Campbell**, Mattamy
- **Don Pasquini**, Pasquini and Associates
- **Jessica Karpal**, Quantum Place Developments
- **Mike Brander**, Remington
- **Reg Jans**, Stantec
- **Brenden Montgomery**, Wenzel Developments
- **Joel Armitage**, City of Calgary, Calgary Approvals Coordination
- **Amie Blanchette**, City of Calgary, Calgary Approvals Coordination
- **Deb Hamilton**, City of Calgary, Community Planning
- **David Lupton**, City of Calgary, Calgary Growth Strategies
- **Raymond Yuen**, City of Calgary, Calgary Building Services
- **Travis Shaw**, City of Calgary, Parks
- **Francois Bouchart**, City of Calgary, Water Resources
- **Elio Artuso**, City of Calgary, Water Resources
- **Kerensa Fromherz**, City of Calgary, Transportation Planning
- **Denise Jakal**, City of Calgary, Law
- **Jill Floen**, City of Calgary, Law

Project Team Members include:

Industry Members

- **Mike Brander**, Remington
- **Damon Butz**, Shane Homes
- **Rick Gratton**, Brookfield
- **Stephen Sheldrake**, Pasquini
- **Alan Sylvester**, Hopewell
- **Reg Jans**, Stantec
- **Dave White**, CivicWorks
- **Josh White**, Dream
- **Chris Sargent**, Genesis
- **Arlin Amundrud**, Morrison Hershfield
- **Michael Jacobson**, Homes by Avi
- **Kevin Buchanan**, Pasquini and Associates
- **Nigel Sparling**, Infracorp
- **Randy Langille**, Pasquini and Associates
- **Don Pasquini**, Pasquini and Associates
- **Grace Lui**, Brookfield
- **Ryan Darragh**, Ronmor
- **Jessica Karpat**, QuantumPlace Developments
- **Simon Battistella**, Battistella
- **Collin Campbell**, Mattamy
- **David Baker**, Alpin Martin
- **Clark Piechotta**, Qualico
- **Brian Anderson**, Stantec
- **Jeff Rust**, Hopewell
- **Sue Paton**, ISL
- **Catherine Agar**, Westcreek
- **Neil MacKimmie**, Cardel
- **Curtis Hobbs**, ISL
- **Jim Grandan**, Dream
- **Greg Bodnarchuck**, exp Services

Internal Members

- **Lawrence Wong**,
Development Engineering
- **Ben Smith**,
Development Engineering
- **Kurtis Broeders**,
Development Engineering
- **Dayna Forsythe**,
Development Engineering
- **Chris Fleetwood**,
Development Engineering
- **Joanne Flack**,
Development Engineering
- **Darren Flood**,
Development Engineering
- **Kris Dietrich**, Calgary
Approvals Coordination
- **Jennifer Duff**, Calgary
Approvals Coordination
- **Greg Harrison**, Calgary
Approvals Coordination
- **Brent Kromm**, Calgary
Approvals Coordination
- **Ed Lem**, Calgary
Approvals Coordination
- **Cori Leslie**, Calgary
Approvals Coordination
- **Wilson Cartagena**, Transportation
- **Tom Hopkins**, Transportation
- **Fabian Snyders**, Transportation
- **Katherine Hikita**, Transportation
- **Shane LeBouthillier**, Transportation
- **Cole Piechotta**, Transportation
- **Coleen Auld**, Community Planning
- **Debra Hamilton**,
Community Planning
- **Fiona Tebbutt**, Community Planning
- **Giyen Brenkman**,
Community Planning
- **Josh de Jong**, Community Planning
- **Rafal Cichowlas**,
Community Planning
- **Mary-Catherine O’Gorman**,
Community Planning

- **Steph Loria**, Community Planning
- **Russ Mounty**, Community Planning
- **Mitch Brown**, Technology, Process and Workflow
- **Brian Wilson**, Technology, Process and Workflow
- **James Dalton**, Technology, Process and Workflow
- **Fang Xiao**, Technology, Process and Workflow
- **Kevin Chaney**, Technology, Process and Workflow
- **Ziad Bhunnoo**, Technology, Process and Workflow
- **Drew McGregor**, Technology, Process and Workflow
- **Annie Rodrigues**, Parks
- **Mala Advani**, Parks
- **Darlene Smith**, Project Management
- **Tim Steinhauer**, Project Management
- **Pushpa Javaji**, Project Management
- **Kieran Slattery**, Project Management
- **Genevieve Knapik**, Knowledge Management
- **Jason Truong**, Water Resources
- **Garry Corbiel**, Water Resources
- **Chris Oliver**, Water Resources
- **Olaf Homann**, Roads
- **Clayton Schock**, Roads
- **Brian Merriman**, Roads
- **Tony Barberio**, Roads
- **Kelly Hess**, ROW Management Services
- **Rathmony Wong**, ROW Management Services
- **Deb Meili**, Subdivision
- **Steven Medeiros**, Subdivision
- **Trudy Wobeser**, Law
- **Steven Pearce**, City Wide Planning Function
- **Heather Guenard**, Subdivision
- **Rishad Zaman**, IT
- **Simranjit Kainth**, IT
- **Gord Yorke**, Development Inspections
- **Dean Taylor**, Development Inspections
- **Chris Meakin**, Development Inspections
- **Shane Hoogenboom**, Development Inspections
- **Raymond Yuen**, Development Inspections
- **Ross McDougall**, Development Inspections
- **Darryl Reinhart**, Development Inspections
- **David Lupton**, Performance Management
- **Oksana Golovchenko**, Performance Management
- **Michelle Feragen**, Partnership Services
- **Josh Howes**, Customer Advisory Services
- **Michael Van Ham**, Customer Advisory Services
- **Jeff Brown**, Advertising
- **Christy Thompson**, Communications
- **Joe Groat**, Communications

Results/Impact

1. Procedure Improvements

After a wholesome review of the entire land development approvals continuum with City and Industry leaders, working groups were tasked with coming up with charters for the process improvement projects. In the June 2016 report to Council it was thought that eight projects would be tackled first. However, during the chartering process two expansive projects were divided into seven distinct and manageable pieces of work. With approval from the Developer Advisory Committee and the Initiative 5 Advisory Committee it was agreed to defer four of the projects approximately six months to adequately resource all initiatives.

A summary of the Process Improvement Projects and their deliverables is outlined in Attachment 4.

A number of meetings have occurred on each of the projects and the following progress has been achieved so far by the teams:

a. Permit Coordination

Current state analysis is underway including identification of common pitfalls that require cyclical permit reviews and determining what is asked for at each stage of the continuum from development permit to occupancy to illuminate redundancy. The revised plan process is being investigated for improvements. Estimated Completion: Q3 2017

b. Row Housing

Common issues with row housing permits have been identified. Developing mitigation strategies to speed up review and approval including registering stormwater easements at subdivision. The team is assessing changes to the Land Use Bylaw that may streamline approval. Estimated Completion: Q4 2017

c. Site Grading

Current state requirements for Site Grading permits and permissions have been consolidated and the team is reviewing requirements and roles and responsibilities, with the target to reconfirm and identify implementable improvements. The City's Assessment Department has also been working with the team to establish clear guidance for when the assessed value of land changes due to stripping and grading. Estimated Completion: Q1 2017

d. Construction Drawings

City staff and Industry members have made strides towards reviewing and understanding the current process along with roles and responsibilities. This work is helping the team to identify concerns and inefficiencies in the current process, and has set the groundwork for identifying process improvements. Estimated Completion: Q2 2017

e. Construction Completion Certificates (CCC) and Final Completion Certificates (FAC)

The City is nearly completed mapping out the CCC/FAC process. This internal work will inform the project team on next steps and improvements. Estimated Completion: Q3 2017

f. Development Site Servicing Plans (DSSP)

Extensive work has been conducted on current state analysis of the DSSP process. Feedback from City staff and Industry representatives has been accumulated to determine what is, and what isn't working with the current process. Recommendations for changes to the process are being prepared. Estimated Completion: Q2 2017

g. Pre-App / Explore

City staff and Industry members have produced a list of essential elements to effective pre-application meetings and documents. The team has begun work with a business analysis to determine a revised workflow and staff expectations that meets these needs. Estimated Completion: Q3 2017

h. Initial Team Review and submittal of applications

A Complete Application Requirement List (CARL) advisory group has been established with both City and Industry representatives. A revised and greatly simplified workflow for the Land Use and Outline Plan submission process is underway. Estimated Completion: Q2 2017

i. Communication and Rules

A website is being created to share information on process improvements and solicit feedback and suggestions from staff and Industry. A staff directory for key personnel within CPAG has been shared with Industry. More work is required to determine how to keep the directory 'live' so that Industry can continuously access an updated list. Technology solutions are being developed to capture customer feedback in real-time at various points throughout a project's journey through the approvals continuum to continuously improve. A system for customized timelines to be used on complex applications is being redeveloped and will be redeployed to staff. Proactive file management and training are addressing a number of other management and customer expectations related to this project. Estimated Completion: Q2 2017

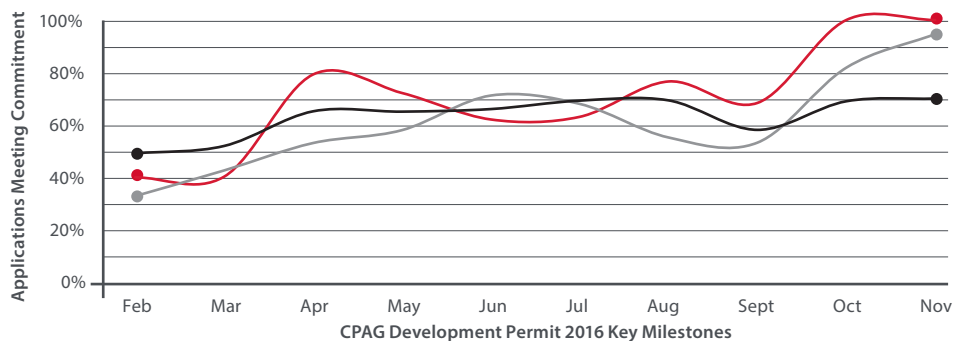
2. Implement CPAG Improvements

a. Governance

As a further update to the June 2016 report, significant changes have been taking place in the area of governance. Noteworthy is the change in approach from a focus on specific steps in the approvals continuum to looking at the suite of approvals required and focusing on the intended outcome – that being occupancy. Instead of focusing on just CPAG, we are focusing on the Corporate Approvals Team – everyone in administration that plays a role with development applications. Misalignment between various stages of the continuum cause a number of process inefficiencies. With all staff aligned with the Planning and Development key result area of 'Development is Realized' there is a better appreciation for aligning conditions to result in successful projects.

Enhanced analytics of CPAG performance data is leading to better accountability on agreed upon timelines for CPAG applications. Process improvements, training and reinforced expectations have resulted in significant improvements of key performance indicators at various application stages. For instance, an important metric is the length of time it takes the CPAG team to respond to a proposal with a Detailed Team Review (DTR). The team has improved from an average of 31% on time in 2015 to over 95% on time at the end of 2016 (Figure 4). Furthermore, Administration believes that with continued effort these performance improvements are sustainable. A culture of accountability is flourishing within the Corporate Approvals Team.

Figure 4 | Key Performance Indicators for CPAG



Legend

- Initial Team Review in 7 Days
- Detailed Team Review in 35 Days
- Decision in 120 Days

While meeting timelines is an important objective of the corporate approvals team, quality of the decisions being made is a critical element of the work. Management is taking the approach that quality decisions and timelines are separate and distinct metrics. In an effort to ensure timelines do not affect the quality of decisions being made on applications, new supports have been put in place to help staff expedite challenging or cross-corporate decisions. These measures include increased involvement on files by leaders and Calgary Approvals Coordination, proactively managing issues before they become problems and close monitoring of issues.

Citizen and community involvement touches all parts of the approvals continuum and is a critical element to its success. As such, regular formal meetings with the Federation of Calgary Communities (FCC), including frequent informal touch points to ensure transparency and opportunities for general information sharing, have been ongoing. Calgary Approvals Coordination is also working with Community Services to better utilize Neighbourhood Partnership Coordinators. As they are already embedded within Community Associations, they are well placed to act as conduits, providing additional outreach and support for citizens interested in development activities.

b. Applicant Relations

The Partnership Services division has made great strides to better understand the business imperatives of our customers and proactively identify issues and opportunities. They have met with most high volume consultants, developers and builders. Partnership Services is providing accurate and consistent information to potential development and business investors and access to the appropriate approvals staff early on in project feasibility stages.

Additionally they have made affordable housing a priority and act as a liaison between affordable housing providers and the Corporate Approvals Team. The Affordable Housing Coordinator position has been established to provide dedicated support to affordable housing partners, creating the opportunity to successfully deliver units while reducing reliance on consulting and business overhead.

c. Training

Two new courses have been created and offered to leaders within the Corporate Approvals Team. In 2017 all staff within the team will get a modified version of this training.

- A Leaders Approach to Customer-Centric Service Delivery

This course is about understanding customers and their needs, while developing skills to create positive interactions. It will roll out expectations for staff when working with customers on their applications along with real world examples. This course is a customized version of the corporate customer service training tailored to the corporate approvals team.

- Managing and Leading Staff through the Approvals Process – The Approvals Continuum

This course is about understanding the approvals continuum from policy development to post-occupancy and staff roles within it. It will walk participants through the approvals continuum from policy development to post-occupancy, highlighting the expectations for staff and impacts that decisions have on a project as it makes its way towards occupancy. This course reconfirms that occupancy is the ultimate goal of the continuum and highlights how the Corporate Approvals Team works towards that end.

It is expected that these courses will contribute to continued performance improvement and reinforce a culture of accountability and service within the Corporate Approvals Team.

Calgary Approvals Coordination has hosted quarterly Corporate Approvals Team forums to discuss various topics related to land development approvals, accountability, process improvements, culture, consistency and training. These have been well attended and feedback has been valuable.

3. Final Acceptance Certificate Process Improvements

A specific project team has been tasked with improving this process as noted in the section above.

4. Addressing Resourcing in Business Units

Resources are continually monitored across the Corporate Approvals Team. At this point there does not appear to be a requirement for additional resources to meet our service level agreements or project deliverables.

Challenges

Through discussions with change management specialists, City staff and Industry representatives it was determined that the original suite of process improvement projects was simply too much all at once. It was preferable to do less and move project resources onto new projects upon completion. Four of the original 13 projects were delayed by approximately six months.

A significant amount of time has been spent mapping and analyzing the current state of processes that have been identified as needing a new approach. While time consuming, it has been a valuable exercise to identify what is working and what needs to change.

Through the Corporate Approvals Team forums and other venues staff have indicated that they would like more opportunities to learn about the Process Improvement Strategy and to provide feedback and suggestions. They were most interested in the process improvement projects. The project team has been using several new avenues for communication to staff including publishing information on various city websites, blogs and newsletters. There will also be several in-person expositions of the projects where staff can interact with the teams.

Industry has noted that they would like more communication to their membership about the progress of the various components of the Process Improvement Strategy including project status and performance statistics. The communications team is working on additional outlets for communication to Industry and providing updates for industry newsletters.

Next Steps (2017 January – May)

Continue to work on the process improvement projects. Upon completion of projects, reconfirm prior assumptions about priority projects with the advisory team and reallocate resources to those projects. The result will be to operationalize continuous improvements across the approvals continuum.

Deliver training to all staff in the Corporate Approvals Team (approximately 800 staff). Through the development of the two new courses on customer centric approach and the approvals continuum it has been identified that there is a need for a CPAG specific training on the cross impacts of decisions at various stages of the continuum and a course on citizen engagement. These two new courses will be developed and offered in 2017.

Enhance communication with staff and the Development Industry through a wide range of mediums. A joint City/Industry/Community expo is being planned for early 2017 where development issues will be on display and the partnerships enhanced.

Initiative 6: Industrial Strategy

Background

Calgary is the inland port for Western Canada. It is a hub for the Pacific Northwest with network connections by road, rail and air that move products and people, and support a thriving industrial and warehousing sector. Both Canadian Class I rail lines (Canadian National and Canadian Pacific) provide an outlet through the Rocky Mountains to Calgary. In addition to the rail access, Calgary offers both the Trans Canada Highway and the Canamex Corridor allowing for strategic distribution of products once they arrive in the city. It is important to maintain and monitor the vitality of this sector during a changing economic climate, increased competition from other regional jurisdictions and in light of the 2016 Off-site Levy Bylaw.

The Industrial Strategy was initiated to consider the impacts of increased Off-Site Levy rates on industrial development as well as to identify opportunities to support industrial development by off-setting the impacts of the levy through policy considerations and comprehensive long-term strategies. This initiative will oversee the gathering of information to inform the Off-Site Levy Bylaw at the time of the next review. City staff and external Industry partners identified a need to better understand strategies that support industrial development and the impacts of policy in this sector.

The Industrial Strategy Initiative formally commenced in the Fall of 2016 as intended and initial scoping, background research, stakeholder identification and preliminary meetings with internal and external Industry partners have been ongoing since May.

Purpose

The purpose of the Industrial Strategy is four-fold:

1. Identify strategies for continued support of industrial development;
2. Provide continued analysis of industrial land supply;
3. Monitor the impacts of the levy rate on industrial development and gather information to inform the next bylaw review; and
4. Review potential policy impacts.

Calgary is well positioned for additional industrial development due to anticipated population growth, infrastructure investment and logistics networks. The Industrial Strategy is focused on achieving the industrial sector's long-term prosperity. Industrial development in Calgary brings economic benefit and employment along with an important part of the City's tax base. It supports directed build out of industrial areas to foster growth and economic investment in Calgary's industrial business sector.

The importance of Calgary's industrial sector is also being addressed in the Capital Investment Plan work that has been done in coordination with Infrastructure Calgary. Investment recommendations are informed by Industry engagement, a set of principles developed collaboratively with stakeholders and pertinent infrastructure capacity information.

Membership

A working group of internal City staff and external Industry members was struck to consider the City's approach to industrial strategy, industrial land supply, financial mechanisms and policy tools.

The working group is composed of Industry representatives, City of Calgary staff and representation from Calgary Economic Development. Working group invitations have been shared and membership is being finalized. Those who attended the kick-off meeting have committed to:

- Contribute to the ongoing discussion to advance Industrial Strategy development.
- Represent the broader Industry perspective.
- Be solution focused.

External Members:

- **Guy Huntingford**, CHBA - UDI
Calgary Region Association
- **Beverly Jarvis**, CHBA - UDI Calgary
Region Association
- **Paul Derksen**, NAIOP
- **Richard Morden**, Bentall Kennedy/
BOMA/NAIOP
- **Michael Brander**, Remington
Development Corp.
- **Craig Dickie**, Walton Group
- **Brady Morris**, Walton Group
- **Trevor Sawatzky**, CANA
- **Bill Bird**, ONE Properties
- **Blair Sinclair**, Tonko
- **Dan Alexander**, Oxford Properties
- **Jeff Miller**, Oxford Properties
- **Jay German**, Ronmor
- **Deana Haley**, Calgary
Economic Development
- **Patricia Cayen**,
Hopewell Development
- **Don Larke**, Hopewell Development
- **Rick Charlton**, GWL Realty Advisors
- **Alan Boucher**, Melcor
- **Myron Grunsky**, Dawson Wallace

Internal Members:

- **Kathy Davies Murphy**, Growth Strategy (Chair)
- **Lesley Kalmakoff**, Growth Strategy
- **Marlena Rogowska**, Growth Strategy
- **Jim Francisco**, Geodemographics
- **Denise Carbol**, City-Wide and Regional Strategy
- **Robyn Jamieson**, City-Wide and Regional Strategy
- **Laurie Kimber**, City-Wide Planning Functions
- **Karla Spilsted**, Real Estate and Development Services

Results/Impact

The first meeting of the Industrial Developers Working Group took place on 2016 November 23. The group reviewed the Industry/City Work Plan with a focus on the Industrial Strategy. Collectively, this group considered the goals, objectives and expectations of members and agreed to preliminary terms of reference around committee composition, frequency of meetings and reporting/communications expectations within the group and the broader industrial sector. Preliminary ideas and suggestions were also discussed on how to create a strategic policy for industrial land use on a city-wide basis that considers land supply, economic impact of industrial development, financial tools and policy implications. The input from Industry members set a good foundation on which to continue this work in 2017.

Challenges

A couple of challenges became apparent when considering the Industrial Strategy. Staff resourcing slightly delayed the start of this initiative. Although the Industrial Working Group's kick off meeting was later in the year than expected, there has been a lot of good momentum driving work around industrial areas and specifically around industrial investment opportunities.

The Growth Strategy Team is in the process of resourcing staff to assist on this initiative and help move the objectives of the group forward in 2017.

Next Steps (2017 January – June)

There is great interest in participating in this working group from Industry and the following next steps are anticipated in moving forward with the Industrial Strategy:

- Scoping the Industrial Strategy goals and objectives as well as identifying work plan priorities for 2017.
- Finalizing membership of the working group.
- Scheduling a January 2017 working group meeting and setting the meeting schedule for 2017.
- Resourcing a staff lead for the Industrial Strategy initiative.