

## PLANNING & DEVELOPMENT / ASSESSMENT PERFORMANCE MEASURES AND TARGETS FOR ACTION PLAN

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### EXECUTIVE SUMMARY

As part of the Action Plan 2015 – 2018 deliberations in November 2014, Planning, Development & Assessment presented its four year business plan and budget. Council discussed the Department's proposed strategies, performance measures and associated targets. The feedback provided was that the targets needed to consistently reflect stretch goals related to service delivery. Council also wanted to see measures that reflected the outcomes of the Transforming Planning initiative. As a result, Administration was directed to re-visit the department section of Action Plan (which included the department-level performance measures, targets, and a newly proposed Department Strategy) and return to Council no later than Q2 2016.

This report presents a new suite of performance measures and related targets for approval. The revised measures were developed using a Results-based Accountability (RBA) lens and are a comprehensive reflection of the broad range of work of the department with a renewed focus on accountability, continuous improvement, efficiency and customer service. The revised performance measures, targets and strategy will be incorporated into Action Plan 2015 – 2018 for future accountability reporting.

Effective 2016 March 01, Planning, Development & Assessment became two departments: Planning & Development and Urban Strategy. The Assessment business unit is now part of the Chief Financial Officer's Department.

### ADMINISTRATION RECOMMENDATION(S)

That the Standing Policy Committee on Planning & Urban Development recommends that Council approve the performance measures, targets and Department Strategy W10 (*Support the Corporate Safety Strategy*) in Attachment 1, for incorporation into Action Plan 2015 – 2018.

### RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, DATED 2016 MAY 06:

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That Council:

1. Approve the performance measures, targets and Department Strategy W10 (*Support the Corporate Safety Strategy*) in Attachment 1, for incorporation into Action Plan 2015 – 2018; and
2. **Direct Administration to develop a Performance Measure that tracks percentage of land within the city that is under policy and/or land use that is Municipal Development Plan compliant and report back through the SPC on Planning and Urban development no later than Q4 2016.**

### Opposition to the Recommendation:

Opposed: D. Farrell

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### **PREVIOUS COUNCIL DIRECTION / POLICY**

At the 2014 November 24 Special Meeting of Council, Council directed Administration to revise, “with respect to Recommendation 1 contained in Report C2014-0863, the Planning, Development & Assessment Department Strategy Related to Council Outcome W10, contained on Page 465 of Attachment 1, and the Performance Measures Related to Council Outcome, from P.PM1 to W.PM15 as contained on Pages 460 to 467 of Attachment 1, and return to Council through the SPC on Planning and Urban Development no later than Q2 2016.”

### **BACKGROUND**

On 2014 February 18, the Administrative Leadership Team (ALT) approved guidelines for developing performance measurement to be used by departments when preparing their business plans as part of Action Plan 2015 – 2018 (ALT2014-0080). The guidelines stated that performance measures be realistic, be provided at the department level, and be aligned with departmental outcomes.

During Action Plan 2015 – 2018 deliberations in November 2014, Planning, Development & Assessment presented its four year business plan and budget. It included performance measures, targets, strategies and a new Department Strategy: *W10 Support the Corporate Safety Strategy*, with associated business unit level actions.

Following the presentation, Council discussed the Department’s proposed strategies, as well as the 34 performance measures and associated targets. Administration concluded that there were two predominant themes arising from Council’s discussion. The first theme was that the targets needed to consistently reflect stretch goals related to service delivery. The second was a desire to see measures based on the outcomes of the Transforming Planning initiative, undertaken by the Department from June 2012 to December 2013. The Transforming Planning initiative included collaboration with the development industry, community groups and citizens with the goal of designing a new land use planning system that would improve the outcomes and experience of everyone involved in Calgary’s development. It would result in having a blueprint for a new planning system with clear and predictable roles, increased collaboration and transparency, and greater focus on achieving desired outcomes.

During Action Plan deliberations on the Planning, Development & Assessment department business plan and budget proposal, the business unit actions were approved (pages 474 to 541), but the performance measures, targets and Department Strategy W10 in the department section (pages 460 – 467) were not.

Department Strategy W10 was a proposed new strategy that was aimed at supporting the “Well Run City Council Priority” by supporting the Corporate Safety Strategy. Since it was a newly proposed strategy it was included in the group of items referred back to PDA for review along with the performance measures and targets. No change to this strategy is proposed and Planning & Development is recommending that the strategy be approved as originally presented in Action Plan (see Appendix 1, page 3). The balance of this report focuses on the performance measures and targets.

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In 2015, Planning, Development & Assessment reported on its (unapproved) performance measures and targets to the Priorities and Finance Committee through the 2015 Mid-Year (PFC2015-0689) and 2015 Year-End (PFC2016-0189) Accountability Reports.

On 2016 January 18, a new corporate organizational structure was announced to focus on key priority areas. Effective 2016 March 01, the Assessment business unit moved to the Chief Financial Officer's Department (CFOD) and Planning, Development & Assessment became two Departments: Planning & Development and Urban Strategy.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The new corporate alignment provided an opportunity to further demonstrate continuous improvement and accountability to the important role Planning & Development has in providing value to the citizens of Calgary. Setting effective performance measures and targets is one aspect of successfully achieving Council's desired outcomes. The leadership team used this opportunity to review the work completed to date on the revised measures and targets to ensure alignment with the feedback received during the Action Plan deliberations.

#### Analysis

In response to the discussion during budget deliberations, Planning & Development reflected on its full range of services and reviewed each of the Action Plan performance measures to determine whether it should be kept as is, updated, deleted or whether establishing a new measure was most appropriate. Each performance measure and associated target was reviewed and researched, including examination of past performance data (from 2009 to present) and exploring future improvement opportunities, to set realistic improvement targets. Administration used a Results-based Accountability (RBA) lens to ensure each performance measure was simple, used common sense, plain language and was useful. The three types of Performance Measures ("How much? How well? Is anyone better off?") are reflected in the revised suite of measures. The revised performance measures were reviewed by cross-departmental leadership and staff teams to focus on how best to improve performance. More than 50 possible measures were explored.

#### Results

The resulting suite of 30 performance measures and associated targets (Attachment 1) are representative of the broad range of work undertaken by Planning & Development, and the Chief Financial Officer's Assessment business unit. These revised measures reinforce the focus on core business and demonstrate a commitment to transparency, outcome-based decision-making and improved customer service in direct response to Council's feedback provided during Action Plan deliberations. The measures position the department to continue to improve performance moving into the next business plan and budget cycle, and will assist with monitoring of current programs and inform decision making about where changes are needed.

Based on this review, only minor clarification of wording is being proposed for Assessment's measures with no changes proposed to the targets.

#### Highlights of Key Changes

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Of the original list of 34 performance measures, one is unchanged, 12 were amended and nine were deleted. Eight new performance measures and associated targets were added for a total of 30 recommended for approval (see Attachment 1). Of the 30, 23 are for Planning & Development and seven are for the Assessment business unit. To ensure appropriate corporate alignment with Council Priorities, six of the performance measures have been relocated to align with a different Council Priority from the original proposal in Action Plan.

The two themes identified from the feedback received from Council have been addressed. Consistent reflection of stretch goals has been achieved by increasing the targets in various areas including the process timelines for permits. Demonstrating new outcomes identified as part of the Transforming Planning initiative have been incorporated by adding new measures such as setting targets for processing concurrent applications, and for affordable housing process coordination. Further detail on the changes to each performance measure and target is outlined in Attachment 2.

Below is a table that highlights a few of the key changes and what objective they are aimed at improving and/or assessing.

No.	<i>Performance Measures</i>			Performance Measure Reference in Attachments 1 and 2
	<i>Objective</i>	<i>Measure</i>	<i>Description</i>	
1.	Support for Affordable Housing	Number of suites on the Secondary Suites Registry	The Registry lists inspected suites that meet specific safety and land use criteria.	P.PM1
		Dedicated resources for affordable housing inquiries and applications	Improved customer satisfaction through provision of dedicated resources to assist providers with information and a “one stop shop”.	P.PM2
2.	Achieving Municipal Development Plan Goals	Total population within activity centres and corridors	These measures show how the Department is contributing to progress on long term Municipal Development Objectives during the Action Plan cycle.	H.PM1
		Planned land supply		N.PM1
		Population growth within the developed area		N.PM2
3.	Continuous Improvement	Concurrent processing of land use and development permit applications	This is a new process option resulting from the Transforming Planning initiative. Applicants can now have a development permit review at the same time as a land use amendment review, saving time and providing more certainty on the final product.	N.PM6, N.PM7 and N.PM8

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4.	Improved Timelines and Customer Service	Development permit decision timeline improvements	Applicants will have improved certainty as to when development permits will be issued. Timelines are proposed to improve each year.	N.PM8
		Building permit decision timelines to begin work or a portion of work	Applicants will have improved certainty as to when building permits will be issued for various types of applications. Timelines are proposed to improve each year.	W.PM6, W.PM7, W.PM8 and W.PM9
		Per cent of customers served within 20 minutes of arrival at the Planning Services Counter	The actual number is currently 60%. The targets are proposed to increase to 80% by 2018.	W.PM5

In summary, the essential work of the Planning & Development department contributes to building a great city and ensures value for our citizens. It is important to set measures and targets that focus on customer service, accountability, identifying areas for improvement, and monitoring where alternative ways for achieving success should be explored.

Administration has responded to Council's feedback and has revised the suite of performance measures and targets for the remaining years of Action Plan. Performance measures have been reworded and simplified and the targets have been thoroughly examined and revised to reflect stretch goals. They have also captured better the outcomes of the Transforming Planning initiative.

Administration is recommending approval of revised measures and targets for the remaining three years of Action Plan, as reporting on 2015 achievements is complete. Once approved, the performance measures and targets will be incorporated into the Action Plan document and will be reported in future Mid-Year and Year-End Accountability Reports.

**Strategic Alignment**

In alignment with Action Plan, Planning & Development will have performance measures and targets supporting four of the five Council Priorities: a prosperous city, a city of inspiring neighbourhoods, a healthy and green city, and a well-run city. The revised suite of 30 performance measures represents a cross section of work done in the department and demonstrates commitment to Council priorities, as stated in Action Plan 2015 - 2018. The strategic realignment announced in January 2016 further reinforces Planning & Development's commitment to customer service and accountability for the department's objectives. The department will continue to look for further improvements as it moves into the next planning cycle.

**Social, Environmental, Economic (External)**

Social

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The new suite of performance measures and associated targets demonstrates Planning & Development's commitment to Council priorities and our renewed service focus for customers, the citizens and business community in Calgary.

Environmental  
(NA)

Economic (External)

The work of the Planning & Development department and the Assessment business unit supports quality land use and development throughout the City of Calgary. As the performance of the department improves, the customers and citizens of Calgary benefit from improved customer service, efficiency and collaboration.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

There are no operating expenditures associated with this work.

#### **Current and Future Capital Budget:**

There are no capital expenditures associated with this work.

### **Risk Assessment**

Approved Action Plan strategies, performance measures and targets are Administration's accountability contract with Council. Approval of the performance measures, targets and department strategy W10, will provide clear direction and ensure understanding and accountability moving forward.

### **REASON(S) FOR RECOMMENDATION(S):**

Planning & Development was directed to return to Council through the SPC on Planning and Urban Development with a revised suite of performance measures and targets. The revised suite of performance measures have been updated with stretch targets, a reflection of the work of the Transforming Planning initiative, and the organization's recent realignment. These changes will contribute to continual improvement of the services provided.

Administration recommends approval of the performance measures and associated targets, as well as departmental strategy W10, for incorporation into Action Plan 2015 – 2018 and future accountability reports.

### **ATTACHMENT(S)**

1. Action Plan 2015 – 2018 Planning & Development Department / Assessment Business Unit Performance Measures and Targets
2. Action Plan 2015 – 2018 Planning & Development Department / Assessment Business Unit Performance Measures - Additional Background Information