

Purpose: To prepare a high level work plan and a set of key deliverables to resolve issues identified during the off-site levy process (that are not resolved through the calculations of off-site levies).

Commitment: Administration and industry would like to continue with the collaborative approach on important work that was started as part of the Off-site Levy Bylaw process. As a result this work plan for 2016 was created. City and Industry commitment to resources is needed to achieve the outcomes. Working groups with cross-corporate internal representatives and members of industry will be established to oversee and review the impacts of both the off-site levies and community service charges and other development related policies, processes and strategies.

Initiative 1				
<i>Establish Industry/City Collaboration Committee</i>				
<i>Timelines</i>				<i>2016 Actions</i>
2016 Q1	2016 Q2	2016 Q3	2016 Q4	
X				1. Create an ongoing and formalized steering committee with representatives from the Industry and City Administration: <ul style="list-style-type: none"> • Create sub-committees for Greenfield, Established, Industrial and Commercial/Retail/Office. • To provide insight and perspective on outcomes and deliverables ensuring connectivity and alignment with the MDP/CTP. • Develop a terms of reference.

Initiative 2				
<i>Phasing Growth/Land Supply Strategy</i>				
<i>Timelines</i>				<i>2016 Actions</i>
2016 Q1	2016 Q2	2016 Q3	2016 Q4	
X				1. Review and amend Growth Management Overlay process <ul style="list-style-type: none"> • Streamline governance model. • Complete the inventory of likely candidate areas, background information and issues. Work with landowners. Establish objectives/principles.
X	X			2. Finalize criteria for analysis and develop process steps <ul style="list-style-type: none"> • The City will establish a connection between growth management and infrastructure investment through Build Calgary. The intent is to prioritize infrastructure to open up lands matched to City investment capacity and potentially budget approval, and in combination with options for landowners to provide alternative funding mechanisms. Growth Management Overlays will be removed concurrently with outline plan process after servicing capacity has been confirmed.
X	X	X	X	3. Implement new approach.

Initiative 3 Established Area Strategy				
Timelines				2016 Actions
2016 Q1	2016 Q2	2016 Q3	2016 Q4	
X	X	X	X	1. Understand infrastructure capacity in Established Areas, prioritize areas for further analysis in coordination with Business units, such as corridors, main streets and activity centres, with industry input, and identify funding approaches. Areas of consideration include, but are not limited to, the following: <ul style="list-style-type: none"> Water, storm & sanitary upgrades Community amenities funding
X	X			2. Complete inventory of all costs imposed on development permits and review cumulative effect and relevancy, including reviewing Special Maintenance Agreements and the Centre City Levy program.
	X	X	X	3. Review engineering specification impacts. <ul style="list-style-type: none"> Identify and prioritize specifications for review
	X	X	X	4. Develop a Public Realm/Community Benefits Strategy
X	X	X	X	5. Progress on Established Area permit approval processes and related issues (acknowledging that public processes will be required), such as: <ul style="list-style-type: none"> Permitted Uses Change of use applications Land Use Bylaws Community Engagement Policy impacts (i.e.: Railway and Centre City design guidelines, Main Streets, Pedestrian strategy, Centre City CR20 C20/R20 Incentives Table) Timelines
				6. Monitor the impacts of the levy rate on Established Areas Development and gather information to inform the next bylaw review.

Initiative 4 Funding Growth Strategy				
Timelines				2016 Actions
2016 Q1	2016 Q2	2016 Q3	2016 Q4	
X	X			1. Establish principles that align with Growth Management Overlay process.
X	X	X		2. Explore funding arrangements and options for alternate financing with the industry (i.e.: CFAs, Developer front ending and accompanying endeavours where appropriate and the potential for pay back from other developers) <ul style="list-style-type: none"> Research best practices in other municipalities.
	X	X		3. Gather information and analyze annual operating costs to better understand impacts on budget resulting from advancement of additional growth areas.

	X	X		4. Provide more detailed and timely capital plan information to industry, with the intent to provide longer term certainty.
X	X	X	X	5. Continue to improve the annual levy tracking/reporting and governance procedures, e.g. collected, allocated and spent.

Initiative 5 Process Improvements Strategy				
Timelines				2016 Actions
2016 Q1	2016 Q2	2016 Q3	2016 Q4	
X	X	X	X	1. Procedure improvements: <ul style="list-style-type: none"> • Work with industry to address issues previously identified to The City manager. • Areas for improvement: approval process, specifications, inconsistency between policy, regulations & conflict resolution.
X	X	X	X	2. Implement CPAG improvements including: <ul style="list-style-type: none"> • Governance • Applicant relations • Training <ul style="list-style-type: none"> ○ Continue to develop comprehensive program for training staff. ○ Improve application submission process
X	X			3. Final Acceptance Certificates Process Improvements <ul style="list-style-type: none"> ○ Identify issues ○ Develop solutions in collaboration with industry ○ Implement recommended changes
X	X	X		4. Address resourcing issues in business units.

Initiative 6 Industrial Strategy				
Timelines				2016 Actions
2016 Q1	2016 Q2	2016 Q3	2016 Q4	
		X	X	1. Identify strategies for continued support of industrial development.
		X	X	2. Continued analysis of industrial land supply.
		X	X	3. Monitor the impacts of the levy rate on industrial development and gather information to inform the next bylaw review.
		X	X	4. Review potential policy impacts.