

# Industry/City Work Plan

Update 4: July through December 2017

January 15, 2018





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# Executive Summary

The Industry/City Work Plan (“the work plan”) was approved on 2016 January 11 as part of the Off-Site Levy Bylaw. The 2016 work plan outlined key initiatives that the development industry (Industry) and Administration collaborated on to enhance accountability, make improvements, provide opportunities for feedback and help set the direction for future work. The Industry/City 2017 Work Plan reflected the work completed in 2016, and identified priorities for 2017 that fall within four key initiatives. The initiatives of the work plan involve all of The City’s Business Units and all stages in the approvals continuum. The work plan is supported by the Developer Advisory Committee, each initiative working group, and Administration.

This year-end report provides information on the results and challenges for each initiative: New Community Growth Strategy, Established Area Strategy, Industrial Strategy, and Continuous Process Improvements. This report summarizes the actions that have been undertaken for each initiative during the reporting period of July to December 2017. The Industry/City Work Plan continues to be an important collaboration between Administration and the development Industry. Administration and Industry members are committed to the continued effort that will be required to action the 2018 Work Plan.

## Industry/City Work Plan

The Industry/City Work Plan reflects a collaborative approach to working with Industry stakeholders. The Developer Advisory Committee, which includes representatives from Administration and Industry, identified targeted Industry/City Work Plan actions and deliverables for 2017. The Industry/City 2017 Work Plan built upon the 2016 actions and deliverables, and introduced new deliverables where appropriate.

The four key 2017 work plan initiatives were:

- New Community Growth Strategy (merging the 2016 Phasing Growth/Land Supply and Funding Growth Strategies);
- Established Area Strategy;
- Industrial Strategy; and
- Continuous Process Improvements.

In 2017 June, Administration reported on the progress of these four initiatives and the 2017 Work Plan (PUD2017-0425).

## Improving the Approvals Continuum

The collaboration with Industry stakeholders has identified opportunities to improve the approvals continuum to better respond to customers’ needs and encourage investment in Calgary. The initiatives of the work plan span The City’s business units and the entire approvals continuum, from policy through growth management and into the approvals process.

The New Community Growth Strategy initiative has been focused on The City’s implementation of the Growth Management Overlay (“Overlay”), a policy tool introduced to strategically align planning and infrastructure resources. This initiative has focused on topics such as developing alternative funding options for capital and operating costs in order to accelerate development, debt and debt servicing impact, cumulative operating cost impact, and accountability in reporting. The Outline Plan/Land Use policy change in the Municipal Development Plan was the priority action at the beginning of this reporting period to allow the submission of Outline Plan/Land Use applications prior to the removal of the Overlay. The priority over the second half of this reporting period and continuing forward into 2018 is developing alternative funding options for capital and operating costs to accelerate development.



The Established Area Strategy initiative is focused on reducing barriers to redevelopment related to the costs of redevelopment, utility infrastructure information, financial tools to support growth, policy implications, and application processes. The working group that supports this strategy prioritized their actions for 2016-2017, and remains focused on the key outcomes that have been identified for 2018. In addition, this working group provides feedback on a number of policy initiatives that are outside the scope of the work plan, and that influence and support redevelopment in Calgary.

The Industrial Strategy initiative focuses on the need to identify opportunities to support industrial development through policy considerations and comprehensive strategies. The group undertook research to outline the composition of industrial land uses and associated jobs within the city, including a breakdown of the changing ratio of industrial jobs relative to city centre jobs since 2011. Educational materials are being developed to communicate the current state of industrial lands in Calgary, the associated economic advantages that industrial/employment lands bring to the city, and the role of Calgary's industrial sector in supporting the region's inland port strategy. The long term focus of the working group is to define a framework for a city wide industrial strategy with supporting plans and policies for growing and maintaining the industrial tax base, supporting the sector's long-term prosperity and strengthening Calgary's position as an inland port.

The Continuous Process Improvements initiative aims to address concerns across the approval process from Outline Plans/Land Use to occupancy and development closeout. Both The City and Industry are concerned 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, 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 make improvements to: the processing of revised plans, site grading, row housing and land use applications, along with enhancements to the communication and feedback from customers.

### **Engaging Industry and working collaboratively**

The Industry/City Work Plan is a unique collaboration of the initiative working groups composed of Industry members and City staff. The representation has expertise in new community, established areas, retail/employment, and industrial development. Membership includes developers, development consultants and the following representative organizations: BILD – Calgary Region (CR), Building Owners and Managers Association (BOMA), Commercial Real Estate Development Association (NAIOP) and Calgary Economic Development (CED).

### **Aligning with the Municipal Development Plan**

The Industry/City Work Plan directly supports corporate priorities by:

- Prioritizing investments for the future;
- Using existing resources more efficiently;
- Investing efficiently; and
- Increasing transparency and accountability.

Advancing the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) vision requires city-building successes in a multitude of areas. Through a collaborative approach, the Developer Advisory Committee members identified action areas for improvements to better achieve the MDP and CTP vision.

The Industry/City Work Plan is a project listed in the Planning and Development Business Plan. The work aligns with the Business Plan by identifying opportunities and tools that advance the MDP and CTP vision, enhance application and approval processes to help realize development, and develop clear direction through the creation and implementation of bylaws and policies.

# Governance

The Industry/City Work Plan reflects a collaborative approach to working with Industry stakeholders and continues to see a high level of engagement. Administration remains committed to working with our Industry stakeholders as this work continues.

## Organizational Chart

The governance structure for the Industry/City Work Plan is illustrated in Figure 1.

## Committees (DIGC, GMSGC) and the Internal Working Team (cross-corporate)

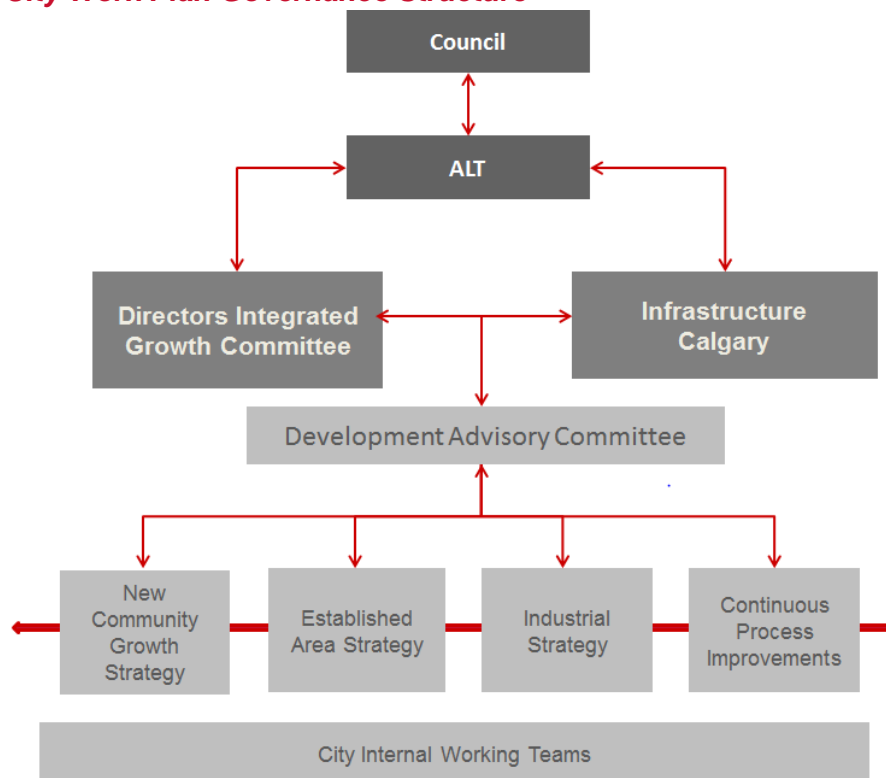
Administrative representatives from Transportation Planning, Water Resources, Calgary Approvals Coordination, Law, Calgary Fire Department, Calgary Growth Strategies, Finance, and Community Planning have helped to support the work plan. These representatives are tasked with preparing the information and cross-corporate analysis that support each of the initiatives.

Administration's role in the Industry/City Work Plan is guided by the Directors' Integrated Growth Committee (DIGC), and the General Managers' Strategic Growth Committee (GMSGC).

## Initiative Working Groups

Industry and The City are committed to continuing to prioritize work to improve the context for development in Calgary. To facilitate discussions, working groups have been established for each initiative, and meet on a regular basis. These collaborative discussions have contributed to the 2017 Work Plan priorities, and will continue into 2018.

**Figure 1: Industry/City Work Plan Governance Structure**



## Developer Advisory Committee (DAC)

The Developer Advisory Committee was formed as a key initiative in the 2016 Work Plan, and includes members from Industry and Administration. The Developer Advisory Committee was created to provide insight and perspectives on the overall work plan.

### Purpose

The Developer Advisory Committee's role is to:

- 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 and 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.

## 2018 Work Plan

The 2018 work plan was developed collaboratively with the initiative working groups and the Developer Advisory Committee. The work plan outlines the identified actions for the year, including anticipated timelines to complete the actions. The 2018 work plan is included in report PUD2018-0021 as attachment 3. This report also summarizes the work completed on the 2017 work plan.

The work that has been undertaken since the work plan was initiated in 2016 has resulted in a new approach being used when the 2018 work plan was developed. The 2018 work plan was developed with the following considerations:

- The importance of focusing on a select number of high priority items in each initiative to deliver results that have a meaningful impact to stakeholders.
- The recognition that The City of Calgary will be transitioning to service based budgets and work must complement the priorities in the Planning and Development Business Plan.
- The importance of involving Industry in solution building, continuing to improve Industry/City relationships and customer outcomes.

All Council members will be updated on the progress of the 2018 work plan no later than 2018 July in a mid-year communication. A 2018 year-end Industry/City Work Plan report will be presented to Council no later than 2019 January.





# Initiative Updates

The priorities for each initiative have been developed, reviewed and approved by respective working group members and the Developer Advisory Committee.

The purpose of the Industry/City Work Plan is to improve the development context in Calgary through the Work Plan initiatives. In 2017 January, Administration reported on the progress of the six initiatives in 2016 Work Plan (PUD2017-0014). Four key initiatives comprise the 2017 work plan:

- New Community Growth Strategy (merging the 2016 Phasing Growth/Land Supply and Funding Growth Strategies);
- Established Area Strategy;
- Industrial Strategy; and
- Continuous Process Improvements.

## New Community Growth Strategy

### Background

The New Community Growth Strategy initiative has been focused on The City's implementation of the Growth Management Overlay (Overlay), a policy tool introduced to strategically align planning and infrastructure resources. This initiative has focused on topics such as developing alternative funding options for capital and operating costs to accelerate new community development, managing debt and debt servicing impact, addressing cumulative operating cost impact, and increasing accountability in reporting. In 2016 The City communicated an investment plan that would have helped fund infrastructure to support additional development. However, the availability of additional City funding and alternative funding options has been constrained as a result of City budget reductions over the past year. Due to the reduction of investment funding, the Outline Plan/Land Use policy change in the Municipal Development Plan became the priority action at the beginning of this reporting period to allow the submission of Outline Plan/Land Use applications prior to the removal of

the Overlay. The priority over the second half of this reporting period and continuing forward into 2018 is developing alternative funding options for capital and operating costs to accelerate new community development.

### Purpose

The New Community Growth initiative combines the overlapping objectives previously identified in the Phasing Growth/Land Supply initiative and the Funding Growth initiative.

The purpose of the New Community Growth initiative is to:

- Review the Growth Management Overlay Process. Implement the new cost recovery approach for Outline Plan/Land Use applications with an Overlay. Develop and align the review process for Overlay removal proposals/business cases.
- Determine an approach that allows private Industry to advance growth areas in addition to city-funded growth areas.
- Establish principles and criteria for prioritizing areas that could have Overlays removed.
- Align with growth-related infrastructure prioritization work.
- Explore funding arrangements and options for alternate capital financing with Industry. Research best practices in other municipalities. Evaluate and implement options.
- Gather information and analyze annual operating costs to better understand impacts on budget resulting from advancement of additional growth areas. Evaluate and implement options.
- Provide more detailed and timely capital plan information to Industry, with the intent to provide long term certainty.
- Continue to improve the annual off-site levy report and process.



## Results/impact achieved in Q3-Q4 2017

### 1. Review the Growth Management Overlay Process. Implement the new approach in relation to the Outline Plan process. Develop and align the review process for Overlay removal proposals/business cases.

Between March and July 2017, Administration worked with BILD Calgary Region to bring forward an amendment to the Municipal Development Plan to allow the submission of Outline Plan/Land Use Amendment applications prior to Overlay removal. This helps developers move further into the planning process while exploring the availability of alternative funding tools. This also helps provide more technical information at the outset to allow Administration to evaluate different infrastructure solutions.

Administration and BILD Calgary Region also worked together to amend the fee structure for combined Outline Plan/Land Use applications in areas with Overlays. The fee for these applications was changed to a City cost recovery model for applications in Overlay areas to limit the additional resourcing impacts associated with increased volume and complexity of these files. Council approved the changes in 2017 July and September.

Administration and BILD Calgary Region are in the process of finalizing a workflow for the Growth Management Overlay removal in relation to the Outline Plan/Land Use Amendment application review process. While the Overlay and the Outline Plan/Land Use Amendment application review process are linked together, the two items follow different channels to a decision. By defining the

workflow process, Industry will be able to make a more informed decision with regard to submitting an application and proceeding with a cost recovery review.

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

Administration and BILD Calgary Region developed principles to guide the creation of a framework that would provide options for a developer who wishes to advance development ahead of City budgets, and is willing to mitigate The City's costs to do so. Administration is now working with BILD Calgary Region to define the options for capital costs. The availability of options at any given time may be fluid in a shifting financial and legal environment. This work will continue in Q1 2018.



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

Administration researched and developed operating cost assumptions to help estimate the projected operating costs for new communities. Additionally, Administration and BILD Calgary have worked to review a BILD Calgary proposed developer funded partial operating cost offset method, as well as a City developed method. This work will continue in Q1 2018.

**4. Analyzing business cases for the Growth Management Overlay removal process.**

The review of the eight business cases was completed, and response letters were distributed to the proponents. The information contained in the business cases will inform strategic growth decisions for the 2019-2022 budget cycle and corresponding 10 Year Capital plans. Proponents will also be informed of next steps following the Council directed Q1 2018 report on strategic decision making.

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

The 2017 Off-Site Levy Report was completed in Q4 2017 was published on Calgary.ca in December 2017. Reporting how developer levies are invested increases transparency to Industry and demonstrates accountability of the Off-Site Levy System. A number of improvements were made to the report this year to provide clarity and a level of detail for individual investments.

## Challenges

**1. Focusing on changing priorities**

Changing priorities related to the Growth Management Overlay arose during the reporting period and the focus temporarily shifted to address the policy change to Outline Plan submission and cost recovery. In addition to the existing work plan, Administration and BILD Calgary have been involved in an engagement plan for the emergency response service level response review directed by Council.

**2. Defining cumulative impact and defining risks of advancing development**

Defining and assessing cumulative impacts to The City's operating budget as additional communities are advanced remains a challenge. Continued monitoring will be required to assess the degree of risks posed to the operating budget. The mitigation of risks would need to be incorporated into the alternative funding and financing options.



## 2018 Work Plan Tasks

1. Bring forward a report to the Priorities and Finance Committee in Q1 2018 highlighting the process developed by Industry and Administration to make strategic growth decisions.

Information gathered through the business case process and the consideration of the relationship between the Growth Management Overlay and the Outline Plan/Land Use review process may help frame the process created to make strategic growth decisions.

2. Coordinate growth related infrastructure recommendations to inform the 2019-2022 capital and operating budget process.

The City will continue to prepare for the 2019-2022 One Calgary process, and will rely on detailed and timely information provided by Industry and The City.

3. Refine and implement the process to make strategic growth decisions.

Administration and BILD Calgary continue to work together with the goal of developing a strategic growth framework as part of the Q1 2018 report on strategic growth decision making. This framework should include greater clarity on how The City makes recommendations for funding growth infrastructure and services, and also clarity on the options available to developers who, should they not be included in City budgets, wish to advance their development by mitigating City capital and operating costs. A clear framework benefits developers and City staff as they collaborate on the review of individual proposals and plans.

4. Deliver the 2017 Off-Site Levy report. Incorporate improvements to the report and ensure continued alignment with the off-site levy regulations in the Municipal Government Act.





## Established Area Strategy

### Background

The Established Area Strategy focuses on reducing barriers to redevelopment related to the costs of redevelopment, utility infrastructure information, funding growth, policy implications, and application processes.

The working group comprised of Industry and City representatives that supports this strategy has prioritized their actions for 2017, and remains focused on the key outcomes that have been identified. In addition, this working group provides feedback on many policy initiatives that are outside the scope of the work plan, and that influence and support redevelopment in Calgary.

### Purpose

The following are the actions that were confirmed by the working group in early 2017, and continued to be the focus of efforts this year:

1. Centre City Levy Program Review
2. Reductions in the Costs of Redevelopment
3. Utility Information Mapping – Neighbourhood Specific Infrastructure Reports
4. Staying Connected to On-going Policy Work
5. Strategic Investment Program for Redevelopment

These actions seek to reduce risks to successful redevelopment projects, both through direct and indirect project costs, transparency and predictability of critical information, and strategic investment in communities that are experiencing redevelopment pressures.



### Results/impact achieved in Q3-Q4 2017

This working group continued to meet through the summer months, and discussed the work priorities for the second half of 2017.

The following actions demonstrate that the Established Area Strategy priorities are consistent with the work originating in 2016, with some projects evolving into secondary phases of project work.

#### 1. Centre City Levy Program Review

The working group collaborated to modify the content of the annual report on the Centre City Levy Program (PUD2017-0516), that went to Committee and Council in 2017 June. This included a more detailed analysis of projects where these funds were utilized. These beneficial modifications will be carried forward into future reports. Industry was very appreciative of the improvements and clarity that resulted from the modifications, which helps transparency and ongoing support of the Industry.

Administration undertook further analysis of the 2014-2015 reporting information regarding project spending, and brought additional information to the working group. As a result, a minor reversal of funding was made within a few projects to better reflect the intent of these funds to support enhancement of public facilities related to population growth.



With the enactment of the Province's new Municipal Government Act (MGA) levy regulations on October 26, 2017, the working group is now in a better position to consider how to modify the program to increase its effectiveness. The working group agreed that this program should continue to reflect an incentive approach to supporting redevelopment in the Centre City. Several suggestions for modifications are being considered and any recommended changes will be brought to Committee and Council for consideration under separate reports. Recommended modifications may include: logical boundary adjustments, clarification of program details through Terms of Reference, adjusting the timing of payment, adjusting the project list, and considering the rate and method of calculating the charge.



## 2. Reductions in the Costs of Redevelopment

The working group is examining opportunities to reduce the direct costs charged on a redevelopment project. Since the last update report, some recommendations for reductions were discussed with department representatives. Given the current pressures on each department to find cost savings in the 2018 budget, Administration decided it was not timely to consider reductions in revenue.

As a result, Administration moved to examine opportunities for cost reduction that were not directly revenue-based. Scoping is being done on potential streamlining of the payment process to reduce the business cost for

applicants who make multiple payments related to their application. Planning and Development is also working on some changes in this regard going into 2018.

At the same time, scoping is also being done regarding modifications to two securities that the City collects: one at Development Completion Permit (DCP) stage, and one at the time of excavation of a site that requires temporary shoring. These securities are a deposit an applicant provides The City to offset risk related to incomplete development projects. There may be an opportunity to modify the current 'one size fits all' security valuation to an approach that better reflects the varied risk among different project categories, while continuing to ensure the City's risk is mitigated. This may reduce the amount of securities an applicant is required to deposit with the City, and translate to savings in applicant business costs and accordingly, costs passed onto homebuyers.

Corporately, there was additional work that reduced direct and indirect costs of redevelopment, including Council freezing all development fees at 2016 rates for the past two budgets; the Planning and Development department has undertaken a significant expenditure reduction exercise, which provides a foundation for whether fees could be further reduced in 2018; there have been improvements in the consistency of processing timelines for Development Permits and redesignation (LOC) files; Approvals Coordinators are appointed to planning files to resolve issues that previously may have delayed file progress; greater transparency in the anticipated costs of redevelopment have been made available on [Calgary.ca](http://Calgary.ca); the required number of hard copy plans have been reduced for some file types which saves printing costs; electronic submission and payments are now accepted 24/7 for some application types which speeds up circulation timing and eases business costs of submitting in person; greater extensions are allowed for Development Permits which mitigates the costs and time of reapplying for a delayed

project; Development Permit requirements for the Centre City Enterprise Area have been lessened to promote businesses relocating to the downtown; the implementation of amendments to the Municipal Rights of Way Bylaw streamlines the process and costs of achieving shallow utility line assignments which can be very complex for redevelopment work; reductions to the Centre City Levy rates are being actively explored with departments; existing bonus density programs are being evaluated for their history of success which may translate to recommended changes.

### **3. Access to Utility Information**

Water Resources has been progressing on work to create Neighbourhood Specific Infrastructure Reports to provide potential applicants with additional information to help anticipate potential utility upgrades. The Established Areas Working Group chose the community of Killarney-Glengarry as the first pilot community; a final report was published on Calgary.ca in early December after review and comments by the working group.

Water Resources is formalizing criteria to help guide and explain department decisions on strategic investment that supports redevelopment in areas when utility improvements are needed related to both growth and life cycling of infrastructure. These criteria will complement the work related to the Strategic Investment Program for Redevelopment.

Water Resources is also making progress on a new service to provide early-stage redevelopment projects more information to help predict potential upgrades specific to a proposed development. This work would pilot responses to information requests from developers over a six month period to evaluate the value and logistics of increasing the availability of such information. This would support proponents in undertaking their own due diligence on potential projects.

### **4. Staying Connected to On-going Policy Work**

The working group remains interested in hearing City updates, and providing feedback on ongoing policy initiatives that have impacts on redevelopment. This group shares a diverse perspective on potential implications of work on redevelopment application processes, costs, and policy development. Since 2017 June, this group has provided feedback on the Local Area Plans Strategy, notice posting improvements, online Planning and Development Map project, Community Representation Framework, and discussed Land Use Bylaw regulations relating to Infill Development standards. This has helped make internal work more effective and efficient by getting relevant and direct input early in the process.

### **5. Strategic Investment Program for Redevelopment**

Work to support strategic investment in infrastructure and public amenities to support redevelopment is ongoing and projected to continue into 2018. Since 2017 June, this included further analysis of strategic funding tools that departments, and other municipalities, currently use. This provided insight into potential tools that demonstrate successful support of capital investment in utility and transportation infrastructure as well as public amenities to sustain existing communities through their lifecycle.

The tools researched included tax increment financing programs, community revitalization levies (CRL), special taxes, bonus density programs, development charges and levies, local improvement taxes, land value capture, dedicated capital budget allocation. These can be used to leverage existing market energy, or help create market energy through investment.

In addition, an early-stage strategic decision process was mapped to support decision making for investment, including identifying

the information inputs that are needed to facilitate appropriate decisions. Work on funding tools will continue to develop in 2018, and connect with department work on One Calgary service plan and budget for 2019-2022.



## Challenges

**Project Alignment** – Administration recognizes the need to coordinate with several major project teams that are addressing capital investment across the developed areas including Main Streets, Green Line, department-level investments being identified through One Calgary service plan and budget for 2019-2022, and Infrastructure Calgary. These initiatives are interrelated, and there are some cross dependencies on timelines that are important to recognize through 2018. The work this group is doing on funding tools may support the approach to investment through these other major projects.

**Revenue Challenges** – The City is managing its response to revenue shortfalls related to a slower economy and it is a challenging time to explore reductions in revenue producing fees and charges. As such, the work specific to this work plan was put on hold by Administration until 2018 budgets are known. In the interim the group is exploring ways to mitigate non-revenue related costs of redevelopment, such as security deposits. In addition, corporate initiatives outside of this work plan are continuing to implement direct and indirect cost reductions to support redevelopment. However, this postponement of

the consideration of reductions in fees and charges has resulted in some disappointment and frustration within the working group and the Developer Advisory Committee as costs and revenues are also concerns of Industry. For 2018, the work plan targets examining specific direct costs and fees in the first half of 2018 to seek other opportunities for cost reductions. This 2018 work plan has considered the stakeholder feedback provided in Attachment 4 and 5, and was circulated for comment to the working group prior to the finalization of this report.

**Legislative Changes** – Through Q3-Q4 of 2017 the working group was aware of forthcoming amended Municipal Government Act levy regulations, and agreed to suspend the work to review the Centre City levy program until the new levy regulations were better known. Draft regulations were released by the Province of Alberta in August, and enacted in late October. Since then the work has resumed to critically consider amendments to the program within the framework of the new legislation.

## 2018 Work Plan Tasks

### 1. Exploring Reductions to Targeted Costs of Redevelopment

The working group will revisit potential reductions in direct fees and charges to redevelopment projects, with a targeted focus in the first half of 2018 on density bonusing programs, permit & holding fees, and securities that are collected for excavation & temporary shoring. If opportunities for cost reductions are found, where necessary, recommendations for changes would be brought to Council and could be implemented in 2018.

### 2. Scope How Policies and Initiatives both Benefit and Impact Redevelopment Areas considering Costs, Infrastructure Requirements and MDP Alignment

To help identify and address the tangible challenges to successful redevelopment projects that help meet MDP policy goals, the working group would like to scope, in a detailed way, the range of technical issues in areas such as corridors and activity nodes. This approach requires cross-department coordination to understand opportunities to address identified challenges, and will prioritize outcomes in Task #3 with department resources. Administration recognizes that the ongoing Main Streets streetscape design work is addressing many of the technical challenges in their project areas that will mitigate challenges in realizing redevelopment. Understanding the progress in this regard will help to progress Tasks 2 and 3 of this work plan.

### 3. Pilot One Community to Identify, Plan and Prioritize Technical Requirements that will Enable Redevelopment to be Realized

As a subsequent phase to the scoping work of Task #2, the working group would like to prioritize a pilot market area to begin to address the identified technical challenges. Mitigation of these challenges will support advanced resolution for things that generally need to be overcome during the land development application phase, and will help prepare areas to realize redevelopment.



### 4. Review of Underutilized Road Right-of-Ways on Key Corridors

Working with Transportation department and coordinating with work already underway focused on Main Streets corridors designs, Administration will begin by scoping key corridors where existing right of ways may be creating underutilized land, which challenges redevelopment projects.

Further Development of Funding Tools for Developed Areas Investment Work will continue into 2018 to define potential funding mechanisms and tools to support infrastructure and community amenity upgrades to support redevelopment. The working group will pursue building a set of funding tools to support the variety of capital investments in these areas.



This work is complex and requires collaboration with Industry, internal departments, communities, and business improvement associations. In addition, alignment with the 2019-2022 budget planning (One Calgary), will be important, as well as coordination with major capital projects such as Green Line and Main Streets. These stakeholder connections will increase as the potential program is defined. Any proposed program and budget requests will be presented through Committee and Council as a separate report.

#### 5. Water Resources Site Specific Utility Information Requests – Pilot Implementation

Water Resources is evaluating options to pilot an online tool (through calgary.ca) for site-specific utility information requests in 2018, supporting requests from across developed communities throughout Calgary.

#### 6. Centre City Levy Review and Annual Report

The first half of 2018 will include the preparation of the 2017 program summary for the Centre City Levy, provided in an annual report to Committee and Council. This work will also explore improvements to this program to increase its efficiency in supporting redevelopment in the Centre City. If changes to the program are recommended by the working group, they will be included in the report for Council's consideration.

## Industrial Strategy

### Background

This initiative focuses on identifying opportunities to support industrial development through policy considerations and comprehensive strategies. The long-term focus of the Industrial Strategy working group is to grow and maintain the industrial tax base, by developing strategies that support the industrial sector's long-term prosperity and strengthen Calgary's position as an inland port.

### 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 and recommend possible policy changes.

The focus of the actions for the Industrial Strategy initiative, as agreed by the working group in 2017 January was to:

1. Link in with process improvements that directly affect industrial development;
2. Consult with Water Resources, exploring pipe sizing requirements for different industrial users;
3. Identify baseline research/framework;
4. Outline an approach for industrial awareness and education, and compile education materials to inform Councillors and citizens of the benefits of an industrial land base; and,
5. Link with other initiatives and agencies that are doing work that impacts Calgary's industrial sector.

Good momentum was gained in 2017 on the Industrial Strategy. The 2017 work builds on the framework that was established in 2016, and sets goals for the long-term. The working group took the opportunity to map out short, medium and long-term goals to help set the focus and further identify the opportunities and challenges associated industrial lands throughout the city.

### Results/impact achieved in Q3-Q4 2017

In 2017 Q3 and Q4, the group focused on the following:

#### 1. Produced research outlining information on Calgary's industrial sector

The working group will continue to advance the actions that support the industrial sector and help to diversify Calgary's economy. In 2017, the working group produced research outlining the composition of industrial land uses and jobs within the city, and a breakdown of the changing ratio of industrial jobs relative to city centre jobs that has occurred since 2011. This information highlights the strength and steadiness of Calgary's industrial sector, and highlights opportunities for further support.

Research will continue to be a focus in 2018 to help inform a framework for a city-wide industrial strategy.

#### 2. Commenced an industrial education project and developed a communication plan

In 2017, the working group identified that there is a lack of educational materials and information around Calgary's industrial sector and the benefits of industrial lands in the city. The Industrial Education sub-committee is working on producing a factsheet and a webpage to outline the current state of Calgary's industrial sector, the economic benefits and the critical role that the industrial

sector plays as a gateway to regional and global markets as an inland port.

To ensure that this information is accessible, the group worked with Communications to develop a strategy to share this information with members of Council, citizens and interested stakeholders. The focus of the communications strategy is on opportunities to enhance the presence of industrial sector information on the Calgary.ca website, to better organize industrial-related content on the City's website, and add links to Industry information.

An audit of industrial information/web presence on Calgary.ca was completed and revealed opportunities to better highlight and promote information of interest around industrial issues as well as to better organize content. Work is underway to create an "industrial landing page" on Calgary.ca to allow better navigation and access to information on policies, the Industrial Strategy, transportation considerations in industrial areas, and other relevant information.

### 3. On-going engagement

The overall intent of engagement activities is to facilitate connections among City and Industry representatives, and allow for opportunities to build awareness of the strategic importance of industrial land use planning. The engagement is intended to provide avenues to ensure industrial perspectives are considered in decision-making.

In 2017, the working group made connections with other corporate teams as well as agencies working to align projects such as the Goods Movement Strategy, CalgaryEATS! Food Action Plan, Calgary Economic Development's Agri-business Strategy and the Calgary Regional Partnership's Explore Calgary Region mapping/site selector tool. This work helps to inform the goals and needs of the long-term framework for the

industrial strategy that the working group will develop. The working group also reached out to representatives from the YYC Calgary Airport Authority and confirmed their interest to share information and start a conversation on development and radar issues around the airport in early 2018.

Lastly, working group members engaged the project team leading the Continuous Process Improvement work and provided recommendations on needed improvements to strengthen industrial development.

### 4. In collaboration with Water Resources, struck a sub-committee to explore utility pipe sizing requirements

A sub-working group with Water Resources, Real Estate and Development Services (RE&DS) and three Industry members was formed to explore utility requirements for industrial development. Members involved in this initiative are working with Water Resources to provide feedback on considerations for improving the process and to gain a better understanding of how servicing requirements are determined for industrial users. This work is expected to be completed in Q1 2018.

## Challenges

**Changing Legislation** – The upcoming creation of a Calgary Metropolitan Regional Board will likely place a greater emphasis on planning for industrial development at a regional level.

**Linking in with different groups to provide an "industrial lens"** – Many other strategies, and process improvements are underway within The City that affect industrial development. Creating connections, staying aware of other related initiatives, and providing the industrial perspective will continue to be top of mind for the Industrial Strategy working group.

**Resourcing challenges** – There have also been a few challenges related to capacity and staff and Industry resourcing issues that resulted either in a change of representation or a loss of members. These changes have impacts on the knowledge capital of the working group.

### 2018 Work Plan Tasks

#### 1. Complete industrial education

Finalize educational materials that highlight the current state of Calgary's industrial sector, the economic resiliency benefits of a competitive industrial sector and benefits of Calgary's strategic position as an inland port. Make the information public on calgary.ca.

#### 2. Complete additional research

Gain a better understanding of the cost/value proposition for industrial development in Calgary relative to some regional municipalities.

#### 3. Explore mutual access issues

Explore mutual access issues (coordinating with neighbour tenants), and gain a better overview of various development opportunities within industrial land use designations and provide input to enhance clarity.

#### 4. Prioritize infrastructure investments to benefit industrial areas

Administration is working to prepare for the 2019-2022 capital and operating budget process. Information shared by the working group can be an important input in prioritizing infrastructure investments in industrial areas thereby incentivizing industrial development.

#### 5. Policy updates and local area planning input

Engage the Intergovernmental and Corporate Strategy team to get updates on considerations around the Modernized Municipal Government Act and the City Charter. Provide input and recommendations on policies that impact the industrial sector.

Engage with City Wide Planning group to outline recommendations to strengthen policies and inform updates to the Municipal Development Plan.

Engage with local area planners to provide input on local area planning where industrial impacts need to be considered (e.g., Chinook Station Area Redevelopment Plan).

#### 6. Continue to build partnerships and opportunities to provide input in support of industrial development

Exchange information and project progress updates with those working on the Goods Movement Strategy, Agri-business Strategy, CalgaryEATS! and other relevant work.

#### 7. Continue to provide input on process improvements

Continue to engage the project team leading the Continuous Process Improvement work and provide recommendations on needed improvements to strengthen industrial development, including Outline Plan process, permitting (timelines and costs), and development agreement impacts.



## Continuous Process Improvements

### Background

The Continuous Process Improvements (CPI) initiative aims to address concerns across the approval process from Outline Plans/Land Use to occupancy and development closeout. Both The City and Industry are concerned 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, Industry, and communities. In addition to the process improvement efforts with Industry, noteworthy structural changes to the approval process have been put into place, or will be put in place, to identify and make improvements to: governance, applicant relations, Final Acceptance Certificates, and aid in corporate decision making on land development issues.

### Purpose

The Continuous Process Improvement Project has been focused on three key aspects: accountability, clarity, and transparency. CPI has worked to ensure that applications are processed in a timely manner, with customers having a clearer expectation as to what they will expect from the City in regards to timelines and scope of reviews. As well, we have been working with our Industry partners to define the services that they need from The City, to ensure that Calgary remains an attractive city to invest in.

The 2017 Continuous Process Improvements initiative actions are:

- a) Explore
- b) Construction Completion Certificate/Final Acceptance Certificate (CCC/FAC)
- c) Construction Drawings
- d) Submittal and Initial Team Review (ITR)
- e) Site Grading
- f) Communication Expectations and Rules
- g) Row Housing
- h) Development Site Servicing Plan (DSSP)
- i) Permit Coordination
- j) New Projects

### Results/impact achieved in Q3-Q4 2017

#### a) Explore

A decision has been made to transition the current Explore file type to the Corporate Planning Applications Group (CPAG) pre-application type. Enhancements will be made to the current CPAG pre-application that will provide more value to the community, clarify roles, responsibilities, and timelines, as well as enhance accountability for all departments involved in the pre-application process. A new workflow for the CPAG pre-application has been developed that improves the previous pre-application process. The Explore working group is currently developing the technology to implement the new CPAG pre-application process, and is moving to production in Q1/Q2 2018.

#### b) Construction Completion Certificate/Final Acceptance Certificate (CCC/FAC)

A complete review of the overall CCC/FAC process was required at the start of this project and has been completed with input by CPAG generalists, CPAG specialists, and Industry members. This has resulted in identifying problem areas to enhance

the current CCC/FAC file type, and improvements to the overall system. The CCC/FAC working group is currently working on implementation of these proposed improvements, and the team is targeting a completion date of Q2 2018.

### **c) Construction Drawings**

The overall process for the construction drawings is very similar to that of the CCC/FAC project. A review of the overall Construction Drawing process was required at the start of this project and a walkthrough of the construction drawing process was undertaken with generalists, specialists, and Industry members. This has resulted in identifying problem areas and improvements to the overall system to develop a future state workflow. The Construction Drawing working group is currently working on implementation of these proposed improvements, and the team is targeting a completion date of Q3 2018.

### **d) Submittal and Initial Team Review (ITR)**

The Submittal and Initial Team Review (ITR) project is now complete as the new Land Use, Outline Plan, and road closure (LOC) workflow has gone into production. This new workflow clarifies internal processes, and provides the ability to use digital plans for review. Fewer drawings are now required from the customer, and application holds for additional plans have been reduced. Internally, the data that Administration uses to measure application processing times is now more accurate, and it identifies the total time it takes for an applicant to receive a detailed team review.

A new Initial Team Review Template has gone live. It provides the customer with more information about their application, who is reviewing their plans, and when they can expect to receive their detailed team review.

This enhanced ITR process has reduced the amount of uncertainty that customers have when submitting their application, and when they can expect a response back from The City of Calgary.

The submittal and ITR working group has established a Complete Application Requirements List (CARL) Advisory Group that is focused on simplifying and enhancing the current CARLs. The enhanced CARLs will result in clearer application requirements for customers. The Terms of Reference has been developed for the CARL Advisory Group. This CARL Advisory Group is now part of business process and operations in Calgary Approvals Coordination.

### **e) Site Grading**

The Site Grading working group has reduced the scope of review for site grading applications. This reduced scope means that we now have a shortened timeframe to review an application and a faster approval for customers.

Revisions to the CARL requirements have also occurred, ensuring that applicants are submitting the entirety of information required to complete a review of the submission, rather than asking for additional information at the detailed team review stage. This will result in fewer detailed team reviews being required, which will ultimately lead to faster approvals for the customer.

The Site Grading project also provided clarity around the assessment process for site grading, specifically identifying changes in assessed value of land. A document has been developed that addresses customer concerns around stripping and grading, and provides clarity around the assessment process. The stripping and grading approval process is also better defined within the approvals continuum for customers. Communication has gone out

to our Industry partners that both clarifies the changes in assessed value of land, and the appropriate processes for a site grading approval. This Site Grading Project is now complete.

**f) Communication Expectations and Rules**

An online staff directory has been developed that identifies the CPAG generalists, managers, directors, and support contacts, such as the approvals coordinators. The online directory went live in Q4 2017, and provides applicants the ability to search through the full staff list to determine contact information. They also can search by address or application type, which will present contact information for their specific application. The online directory is updated daily, and has been programmed to pull staff information from our databases. This means that staff are not required to constantly update our staff list.

Customized timelines for specific application types has been developed and implemented for Land Use and Development Permit applications. This will result in the City being able to accurately track the agreed upon timelines with applicants, and will result in improved communication with customers. These customized timelines will be developed with applicants, allowing agreed upon timelines with customers to be reflected in reporting, along with an accurate representation of the timelines within the tracking software for applications.

A survey tool has been developed that will gather valuable feedback after the completion of an application. The questionnaire asks customer specific application related questions, providing valuable feedback in a timely manner. Administration has the ability to link survey results to specific customers, file types, and file numbers, providing an opportunity for specific training, and issue mitigation. The team developed the questionnaire to work with the application

tracking software, enhancing data over the use of a standard survey. The Communication Expectations and Rules Project is now complete.

**g) Row Housing**

The Row Housing project is now complete. This project has reduced the scope of review for permitted row housing applications, which results in a faster time to decision for this application type. Also, the Row Housing CARL has been revised to reflect these process changes to ensure that the CPAG team is receiving the information needed to complete a review of the submission, rather than requesting the same information at a later date. These revisions to the Row Housing CARL have improved the application and approval process for customers.

**h) Development Site Servicing Plan (DSSP)**

The DSSP working group has identified issues with the current state of the approval process and are currently working to implement a solution to improve the current state of the approval process. These solutions have been confirmed by Industry as acceptable options. The continued implementation of the results has now moved over to operations and falls outside the scope of Continuous Process Improvements; this project is deemed to be complete. The implementation will be tracked by the Calgary Approvals Coordination group. The key DSSP improvement recommendations will be implemented by the end of Q3 2018.

**i) Permit Coordination**

This project included enhancements to the revised plan process. The working group identified improvements such as increased authority for inspectors to approve as-builts, and revisions to the circulation of revised

plans. Specifically, the file manager who approved the original development permit is now the same file manager to review the revised plans. The file managers have been trained on how to process revised plan applications, and when a revised plan application should be approved.

The Permit Coordination working group has focused on identifying common challenges in the approvals continuum that cause application delays. The Permit Coordination group has identified redundancies in the process, and has implemented solutions to mitigate the challenges in the review process. All deliverables for this project have been satisfied, and the project is deemed to be complete.

#### **j) New Projects**

The Continuous Process Improvements project identified a total of 13 projects for the entire scope of work. As the program moved into Q3 of 2017, along with the completion of several initial projects, it was determined that the 4 remaining projects should be reviewed.

With help from internal staff and BILD Calgary Region members, it was determined where the most value for our projects would be. It was decided that the 4 projects would be reduced to three projects. The scope of the Standard Comment Library project and the Detailed Team Review (DTR) Template Revisions projects were reduced and combined. The Application Circulation project was not revised, and the Identification and Submittal of Supporting Documents was altered to focus on Transportation Impact Assessment processing. It was determined the previous scope of the project was too large to be as effective as it needs to be. The Project charters and Project plans have been revised to reflect these changes, and all three projects are currently underway.

As a result of the changes in the Continuous Process Improvement Project, we have seen notable enhancements within the processing of applications. We have seen improvements across the board in ITR, DTR, and Decisions performance. This is especially notable since the number of applications that has been submitted has stayed the same or increased, depending on the file type.



Below is a breakdown of the CPAG performance for 2017:

#### Development Year End Summary 2017

ITR Performance	3-year trend	2015	2016	2017	2016/2017 Change
Development Permit: Multi-Disciplinary		42%	72%	97%	↑
Land Use Amendment: Excluding Secondary Suites		54%	69%	95%	↑
Land Use Amendment: Secondary Suites Only		75%	86%	100%	↑
Subdivision by Instrument		42%	85%	98%	↑
Subdivision by Tentative Plan		41%	76%	89%	↑
DTR Performance	3-year trend	2015	2016	2017	2016/2017 Change
Development Permit: Multi-Disciplinary		34%	62%	91%	↑
Land Use Amendment: Excluding Secondary Suites		15%	37%	70%	↑
Land Use Amendment: Secondary Suites Only		50%	79%	94%	↑
Subdivision by Instrument		22%	44%	78%	↑
Subdivision by Tentative Plan		27%	49%	68%	↑
Decisions Performance	3-year trend	2015	2016	2017	2016/2017 Change
Development Permit: Multi-Disciplinary		59%	71%	75%	↑
Land Use Amendment: Excluding Secondary Suites		52%	56%	63%	↑
Land Use Amendment: Secondary Suites Only		66%	90%	97%	↑
Subdivision by Instrument		64%	92%	91%	→
Subdivision by Tentative Plan		56%	58%	67%	↑
Development Permit: Technical		83%	85%	90%	↑
Development Permit: Infills		61%	69%	77%	↑
Applications Received	3-year trend	2015	2016	2017	2016/2017 Change
Development Permit: Multi-Disciplinary		843	738	739	→ 0%
Land Use Amendment: Excluding Secondary Suites		125	149	149	→ 0%
Land Use Amendment: Secondary Suites Only		93	182	225	↑ 24%
Outline Plan		14	20	28	↑ 40%
Subdivision by Instrument		103	71	128	↑ 80%
Subdivision by Tentative Plan		342	214	304	↑ 42%
Subdivision - Disposition of Reserve		3	2	3	↑ 50%
Development Permit: Technical		3047	3162	3268	→ 3%
Development Permit: Infills		775	589	931	↑ 58%
Decisions Made	3-year trend	2015	2016	2017	2016/2017 Change
Development Permit: Multi-Disciplinary		846	768	656	↓ -15%
Land Use Amendment: Excluding Secondary Suites		102	138	158	↑ 14%
Land Use Amendment: Secondary Suites Only		70	185	191	→ 3%
Outline Plan		20	12	19	↑ 58%
Subdivision by Instrument		117	72	129	↑ 79%
Subdivision by Tentative Plan		338	223	285	↑ 28%
Subdivision - Disposition of Reserve		2	2	4	↑ 100%
Development Permit: Technical		2921	3013	3105	→ 3%
Development Permit: Infills		829	579	832	↑ 44%

## Challenges

**Internal and External Resources** – The Continuous Process Improvements initiative has been tasked with managing the work for the nine projects. In some cases internal and external representatives contribute to several of the actions, resulting in challenges procuring appropriate resources. This issue has been exacerbated by the budget shortfalls and a hiring freeze. Members of BILD Calgary have been extremely accommodating of Administration's requests. Administration has been equally accommodating of the requests of the working group for this initiative.

**Change Fatigue** – The Continuous Process Improvements initiative has led to considerable process changes and enhancements in a short period of time. This work has resulted in the risk of change fatigue. To mitigate this concern, Administration has embedded change "champions" in all work, with the purpose of identifying the benefits that come with each change being implemented.

**Impacts and decisions of other projects** – The scope of Continuous Process Improvements project cover most of the approvals continuum, ranging from Outline Plans to occupancy. The impacts and decisions of other projects that consider these file types can have an impact on the Continuous Process Improvements initiative. Administration has mitigated this issue by reporting to a City Administration committee, which allowed the team to have a better understanding of other projects and decisions being made.

**Staffing Changes** – Recent staffing changes has resulted in gaps in the representation of stakeholder groups in some cases at key periods in the work required for each action. Additional staff turnover could impact the completion date of the actions listed in this report.

## 2018 Work Plan Tasks

1. Explore
 

Completion of the technology required to enhance the Corporate Planning Applications Group (CPAG) Pre-application process, and the decommissioning of the existing Explore process.
2. Construction Completion Certificate/Final Acceptance Certificate (CCC/FAC)
 

Process enhancements have been identified and recommended, and the implementation of the proposed recommendations will be moving forward during 2018.
3. Construction Drawings
 

Similar to CCC/FAC work, process enhancements have been identified and recommended. The implementation of the proposed recommendations will be moving forward during 2018.
4. Standard Comment Library and Detailed Team Review Template
 

Work will begin on improving the existing standard comment library, along with revising the detailed team review in a more customer friendly manner.
5. Circulation
 

Improvements to the consistency of circulations will be the main focus for 2018. Development of criteria and circulation selection tools will be developed throughout the project.
6. Transportation Impact Assessment
 

Review and enhancement of the current processes that govern the review of the Transportation Impact Analysis.

# Appendix

The Industry/City Work Plan continues to be an important collaboration between Administration and the development industry (Industry). Many hours of effort from a significant number of individuals has gone into advancing the priorities for each initiative. Administration sincerely thanks the members of each initiative working group 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 Industry/City Work Plan. The City of Calgary would like to thank the following people who have contributed to the 2017 work plan since the mid-year update.

## New Community Growth Strategy

### *Industry Members*

Brett Friesen, Hopewell Residential  
 Chris Sargent, Genesis Development  
 Collin Campbell, Mattamy  
 Grace Lui, BILD Calgary Region  
 Guy Huntingford, BILD Calgary Region  
 Jay German, Ronmor  
 Josh White, Dream Development  
 Marcello Chiacchia, Genstar  
 Robert Homersham, NAIOP

### *Internal Members*

Kathy Davies Murphy, Calgary Growth Strategies  
 Matthew Sheldrake, Calgary Growth Strategies  
 Shawn Small, Calgary Growth Strategies  
 Denise Jakal, Law  
 Scott MacKenzie, Finance  
 Rick Masters, Finance

## Established Area Strategy

### *Industry Members*

Al Devani, RNDSQR  
 Ben Lee, IBI Group  
 Beverly Jarvis, BILD Calgary Region  
 Chris Ollenberger, NAIOP, Quantum Place Developments  
 Christopher Pollen, Battistella Developments  
 Dave White, Civic Works Planning + Design  
 Gillian Lawrence, Remington Development Corp.  
 Greg Bodnarchuk, exp  
 Joel Tiedemann, Anthem Properties  
 Richard Morden, NAIOP, QuadReal Property Group  
 Travis Oberg, West Campus Development Trust

### *Internal Members*

Kathy Davies Murphy, Calgary Growth Strategies  
 Lesley Kalmakoff, Calgary Growth Strategies  
 Marlena Rogowska, Calgary Growth Strategies  
 Tanner Fellingner, Water Resources

## Industrial Strategy

### *Industry Members*

Beverly Jarvis, BILD Calgary Region  
 Paul Derksen, NAIOP/QuadReal Property Group  
 Michael Brander, Remington Group  
 Phil Brown, One Properties  
 Dean Worobey, One Properties  
 Dan Alexander, Oxford Properties Group  
 Jay German, Ronmor  
 Deana Haley, Calgary Economic Development  
 Patricia Cayen, Hopewell Development  
 Don Larke, Hopewell Development  
 Rick Charlton, GWL Realty Advisors  
 Trevor Dickie, Dream Unlimited Corp. (DAC Liaison)  
 Dennis Doherty, Pacific Investments and Development Ltd.  
 Jeff Petrick, Pacific Investments and Development Ltd.

### ***Internal Members (Industrial Strategy continued)***

Kathy Davies Murphy, Calgary Growth Strategies  
 Shawn Small, Calgary Growth Strategies  
 Marlena Rogowska, Calgary Growth Strategies  
 John Manieri, Calgary Growth Strategies  
 Tanner Fellingner, Water Resources  
 Robyn Jamieson, City Wide Policy  
 Laurie Kimber, Land Use Bylaw  
 Karla Spilsted, Real Estate and Development Services  
 Kari Fellows, Transportation Planning  
 Lesia Luciuk, Law  
 Scott MacKenzie, Finance  
 Natalia Zoldak, Intergovernmental and Corporate Strategy  
 Madhuri Seera, Transportation Planning

## **Continuous Process Improvements**

### ***Industry Members***

Alan Sylvestre, Hopewell Residential  
 Arlin Amundrud, Morrison Hershfield  
 Ben Lee, IBI Group  
 Beverly Jarvis, BILD Calgary Region  
 Brenden Montgomery, Wenzel Developments  
 Brian Anderson, Stantec  
 Brian Horton, O2 Planning + Design  
 Catherine Agar, Westcreek Developments  
 Clark Piechotta, Qualico  
 Collin Campbell, Mattamy  
 Curtis Hobbs, ISL Engineering and Land Services Ltd.  
 Damon Butz, Shane Homes  
 David Baker, Aplin Martin  
 David White, Civic Works Planning + Design  
 Don Pasquini, Pasquini & Associates  
 Grace Lui, BILD Calgary Region  
 Greg Brown, B&A Planning Group  
 Guy Huntingford, BILD Calgary Region  
 James Scott, PBA Land and Development  
 Jessica Karpas, QuantumPlace Developments  
 Jim Grandan, Dream

Josh White, Dream  
 Kathy Oberg, B&A Planning Group  
 Kevin Buchanan, Pasquini & Associates  
 Michael Jacobson, Homes by Avi  
 Mike Brander, Remington Development Corp.  
 Neil MacKimmie, Cardel Homes  
 Nigel Sparling, WSP  
 Randy Langille, Pasquini & Associates  
 Reg Jans, Stantec  
 Rick Gratton, Brookfield  
 Ryan Boyd, Brookfield  
 Ryan Darragh, Ronmor  
 Simon Battistella, Battistella Developments  
 Stephen Sheldrake, Pasquini & Associates  
 Sue Paton, ISL Engineering and Land Services Ltd.

### ***Internal Members***

Amie Blanchette, Calgary Approvals Coordination  
 Brent Kromm, Calgary Approvals Coordination  
 Darren Lockhart, Calgary Approvals Coordination  
 David Lupton, Calgary Growth Strategies  
 Deb Hamilton, Community Planning  
 Denise Jakal, Law  
 Elio Artuso, Water Resources  
 Gordon Yorke, Calgary Building Services (January – August 2017)  
 Greg Harrison, Calgary Approvals Coordination  
 Jennifer Duff, Calgary Approvals Coordination  
 Jill Floen, Law  
 Joel Armitage, Calgary Approvals Coordination  
 Joshua Ross, Calgary Approvals Coordination  
 Kent Morelli, Parks  
 Kerensa Fromherz, Transportation Planning  
 Kris Dietrich, Calgary Approvals Coordination  
 Raymond Yuen, Calgary Building Services