

Getting to Quality Development

Over the past year, Planning & Development (PD) has made some foundational changes to enable a greater focus on realizing high quality development in the city. This includes a renewed focus on urban design review, changes to staff resourcing and organizational structure to integrate urban design specialists within Community Planning, and process changes to enable early engagement with the Urban Design Review Panel (UDRP) and Calgary Planning Commission (CPC). These changes have set the groundwork for continued improvements over the next year. The chart below provides details on the work completed to date, as well as details of additional work currently underway.

	Done	Underway
Changing Culture		
Collaboration - with Customers and Colleagues Across the Continuum	<ul style="list-style-type: none"> All Corporate Approvals Team staff (705) were trained on Customer Service (understanding customer's business imperatives) and Approvals Continuum (working collaboratively across the continuum towards occupancy) Corporate Planning Applications Group (CPAG) staff (222) also received CPAG training which focused on proactive file management and outcome focused decisions 	<ul style="list-style-type: none"> Training now delivered to new staff as part of onboarding program
Outcome Focused	<ul style="list-style-type: none"> Staff trained to review projects to achieve quality design and then determine how standards can be used to achieve the outcomes. Effective decision making to minimize uncertainty for customer and communities. This ensures that customers' resources are invested into the project and not the process. It also respects and focuses the community's time on the project. 	
Senior Management Support	<ul style="list-style-type: none"> Senior Management meeting with customers, when engaged by staff, to reinforce quality design outcomes and to help customers and their representatives seek design solutions 	
Mayor's Urban Design Awards	<ul style="list-style-type: none"> Continued promotion of urban design excellence amongst design professionals and the public through recognition of exceptional developments 	<ul style="list-style-type: none"> Mayor's Urban Design Awards (MUDA) recently held at National Music Centre (2017 Nov 15). Next MUDA will be held in 2019
Structure and Resourcing		
Adjusted reporting structure of City Wide Urban Design Team	<ul style="list-style-type: none"> Strategic structural organization changes to integrate the urban design specialists within Community Planning so that they can support planners on all files; resulting in earlier and increased involvement in files 	<ul style="list-style-type: none"> On-going continuous "real time" staff training regarding changes to citywide urban design and UDRP circulation protocols and processes
Increase in Resources to Community Planning	<ul style="list-style-type: none"> Ten positions shifted to Community Planning in 2016 and 2017 from other PD Business Units, including: City Wide Urban Design City Wide team (6 staff) One Senior Planner (Urban Design) position 	<ul style="list-style-type: none"> Current plans to recruit additional Planner 1 positions in the near term

	Done	Underway
	<ul style="list-style-type: none"> Two Planner 1 positions One Executive Advisor position 	
Policies and Standards		
New or Updated Policies	<ul style="list-style-type: none"> Municipal Development Plan (MDP) implementation Guidebooks include objectives and guidance for urban design quality 	<ul style="list-style-type: none"> Infill Housing review (Council directed) Developed Areas Guidebook update (version 2) MDP Review (UDRF monitoring will feed into the review of Urban Design goal and 13 elements)
Land Use Bylaw		<ul style="list-style-type: none"> RC-G Monitoring – review of frequently identified issues with height, setbacks, corner unit design etc.
Process		
Pre-Application Enquiry (PE) and Initial Team Review (ITR)	<ul style="list-style-type: none"> Use of PE and ITRs to communicate expectations around quality Use of “ABC clause” to emphasize importance of quality proposals (clause states customer may choose to either: make significant changes to the proposal (as detailed); cancel the application, or take a refusal on the application as proposed 	
Urban Design Review Framework (UDRF)	<ul style="list-style-type: none"> Expectation set for earlier engagement with Urban Design Review Panel (UDRP); may be as early as PE or ITR stage UDRP scope of files expanded (geographically and file type) 	<ul style="list-style-type: none"> On-going monitoring to evaluate progress and impact of changes approved with the UDRF project in July 2017 (report back Q1 2019) Identification and evaluation of design gaps that currently exist in new outline plans and how best to address gap Identify and evaluate redundancies that may exist in the organizational bodies involved in the review process Monitoring results will be used to inform report and policy content and identify areas of focus to realize higher quality outcomes (continuous learning) Piloting of early UDRP review protocol and expanded geographic scope (since July 2017) has doubled the number of files reviewed by UDRP over the same time period in 2016. Project intake process established to ensure that the applications most in need of enhanced design discussion are prioritized for UDRP review without compromising timelines.
Calgary Planning Commission (CPC)	<ul style="list-style-type: none"> Early review of major files at CPC (for input or information only) 	CPC Process review currently underway to find efficiencies in time to approvals, align CPC administration with other Committees, and improve report quality

	Done	Underway
Quality development project	<ul style="list-style-type: none"> Met with nextCity to share work commencing on 'defining quality'; received positive feedback on importance of achieving quality outcomes 	<ul style="list-style-type: none"> Internal team about to kick-off project on defining quality development Partnered with student at McGill University currently conducting research on defining quality development in Calgary
Baseline engagement review		<ul style="list-style-type: none"> Work underway partnering with Engage Resource Unit and Calgary Neighborhoods to tap into local expertise and context