

Municipal Internship Program for Land Use Planners



**2017 - 2019
Workplan**

**Municipal Affairs
Municipal Internship Program for Land Use Planners
Workplan 2017- 2019**

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Program Overview

The Municipal Internship Program for Land Use Planners is sponsored by Municipal Affairs in partnership with Alberta's municipalities. It is designed to attract recent post-secondary graduates to the field of municipal planning. Its objective is to assist in the training and development of competent, well-rounded municipal land-use planners. It is expected that upon successful completion of the program, interns will be better prepared to enter the municipal planning field in Alberta's municipalities.

Internship Workplan

Objective:

This Workplan is provided to interns and host municipalities as a tool to support the implementation and monitoring of the internship. It is used to plan and schedule activities throughout the year of the internship program. Modifications to the Workplan to meet specific needs of the intern and the municipality are anticipated and encouraged. The Workplan is designed to meet the following objectives:

- Provide host organizations with a structure to guide the interns' training and learning;
- Ensure that interns are exposed to the core components of municipal government and the foundations of municipal land-use planning in Alberta;
- Set guidelines in terms of expectations of completing the first year of the internship program and to help the intern develop competencies essential to land-use planning; and
- To support the intern's training through contact with a number of experienced and knowledgeable individuals and information from various resources.

Implementing the Workplan

The supervisor, with assistance and support from senior managers and other resources in host organizations, are required to supervise, instruct, mentor, and coach the intern throughout their internships.

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During the first year of the program, interns are expected to complete the first two phases of the internship program: the Orientation Phase and the Learning Phase.

The **Orientation Phase** will take approximately two months to complete and is designed to allow interns to settle into their new communities and workplaces. During this time, interns will focus on learning about their municipalities and getting acquainted with the world of municipal land-use planning in Alberta. Awareness and understanding of the municipality's corporate culture will be key to the completion of the Workplan and a successful internship experience. It is the responsibility of the supervisor to assist the intern in understanding and blending into the corporate culture of the organization.

The **Learning Phase** will take approximately ten months to complete and is designed to expose interns to the full spectrum of municipal land-use planning. During this time, interns will be exposed to municipal, community, area and neighbourhood planning, land use control (zoning), subdivision, and permitting. During this phase, interns will *familiarize* themselves with different aspects of planning, shadow other planners, and eventually undertake various planning activities on their own.

During the second year of the program, interns will complete the final two phases of the internship program: the Doing Phase and the Transition Phase.

The **Doing Phase** is designed to give interns an opportunity to work in an area of planning or on specific projects that meet their interests and their host organizations' needs. It is expected this phase will last for most the second year of the program.

The **Transition Phase** of the program should be implemented over the last two months of the program. It is designed to allow interns and host organizations to evaluate their internships and to plan for the conclusion of the program.

Interns and supervisors need to carefully plan their respective internships. The development of specific workplans will require a careful blending of pragmatism and patience. Host organizations will have many ideas on how best to allocate interns' time. Interns will be keen to tackle planning issues which are of particular interest. However, it is crucial that the first

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year of the program is planned and executed in a manner that will provide interns with exposure to the full spectrum of municipal land-use planning in Alberta. It will be during the second year of the program that specific projects and interests – to both interns and host organizations – can be pursued.

Interns and supervisors are encouraged to identify other areas of learning not identified in the Guidebook or Workplan. Where additional learning needs are identified, the host organization, Municipal Affairs, the Alberta Professional Planners Institute (APPI), other institutions and agencies may provide training opportunities.

Although the Guidebook and Workplan outline activities in a linear manner, it is not expected that each intern's workplan will be implemented in the same way. While it is important that interns complete the Orientation Phase prior to the Learning Phase, activities within each can be scheduled to meet the needs and circumstances of individual interns and host organizations. It is also quite likely that different activities may need to be split up into days here and there.

The descriptions of the activities within the Guidebook will give interns and hosts some insight into how much time will be required to complete tasks. The time planned for each activity should be defined by interns and hosts; but used as guidelines and should be as flexible as possible and modified to best suit the municipality and the intern.

Interns and hosts are encouraged to keep track of the time required to complete activities. Your input with respect to timelines will be used to modify the internship program in the future.

Phase 1

Orientation Phase

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Municipal Orientation	
Primary Contact: _____ Expected Time Frame: _____	
Task	Completed
Prepare a summary of the history of your municipality. <i>(Orientation Module 16)</i>	
Prepare a table that compares your municipality's status with other municipalities in Alberta. <i>(Orientation Module 18)</i>	
Prepare a municipal profile. <i>(Orientation Module 20)</i>	
Get to know your council members. <i>(Orientation Module 27)</i>	
Meet with staff responsible for developing council agendas and recording council minutes. <i>(Orientation Module 29)</i>	
Attend a series of council meetings. <i>(Orientation Module 31)</i>	
Develop an inventory of the processes your council and administration use to interact with the public. <i>(Orientation Module 34)</i>	

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<p>Develop an organizational chart.</p> <p><i>(Orientation Module 37)</i></p>	
<p>Shadow your CAO for all or part of a day.</p> <p><i>(Orientation Module 39)</i></p>	
<p>Attend management team meetings.</p> <p><i>(Orientation Module 41)</i></p>	
<p>Introduce yourself to your host organization.</p> <p><i>(Orientation Module 43)</i></p>	
<p>Become familiar with the Alberta Professional Planners Institute (APPI).</p> <p><i>(Orientation Module 44)</i></p>	
<p>Review the Workplan Addendum on other municipal roles and responsibilities with your supervisor. Develop a plan to undertake the activities identified in the addendum over the first year of your internship.</p> <p><i>Refer to Guidebook Addendum</i></p>	

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Planning in Your Municipality	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Introduce yourself to planning staff. <i>(Orientation Module 53)</i>	
Shadow the Head Planner for all or part of a day. <i>(Orientation Module 55)</i>	
Develop an inventory of your municipality's planning documents. <i>(Orientation Module 57)</i>	
Identify the planning authorities in your municipality. <i>(Orientation Module 59)</i>	
Identify the planning processes in your municipality. <i>(Orientation Module 61)</i>	
Identify planning issues in your municipality. <i>(Orientation Module 64)</i>	
Conduct field work and prepare a photo essay on land-use planning in your municipality. <i>(Orientation Module 66)</i>	

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Planning Frameworks in Alberta	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Become familiar with statutory plan legislation. <i>(Orientation Module 74)</i>	
Become familiar with land-use bylaw legislation. <i>(Orientation Module 76)</i>	
Become familiar with legislation on development levies. <i>(Orientation Module 79)</i>	
Become familiar with legislation on subdivision. <i>(Orientation Module 81)</i>	
Become familiar with legislation on reserve lands. <i>(Orientation Module 83)</i>	
Become familiar with legislation on appeals. <i>(Orientation Module 84)</i>	
Become familiar with legislation on intermunicipal disputes. <i>(Orientation Module 86)</i>	

Phase 2
Learning Phase

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Municipal Planning – Learning Task 1	
Learn why and how your municipality develops and implements its municipal development plans (MDP).	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the legislative requirements for MDPs in Alberta. (Familiarizing Activity 1)	
Review your municipality's MDP to identify its major components, goals and overarching planning principles. (Familiarizing Activity 2)	
Develop an interview protocol and arrange to interview the head of planning regarding your municipality's MDP and the major planning issues. (Familiarizing Activity 3)	
Review APPI award winning MDP projects to gain insight on leading practices. (Familiarizing Activity 4)	
Work with the planner responsible for monitoring and reporting on the implementation of your municipality's MDP. (Shadowing Activity 1)	

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<p>Assist in the development of an internal report on the implementation of your municipality's MDP.</p> <p>(Shadowing Activity 2)</p>	
<p>If possible, work with the planner responsible for an ongoing amendment of your municipality's MDP.</p> <p>(Shadowing Activity 3)</p>	
<p>Review amendments to your municipality's existing MDP.</p> <p>(Easy Doing Activity 1)</p>	
<p>Work with your supervisor or another planner to develop an interview protocol and arrange interviews with representatives of other departments to gain their perspectives on your municipality's MDP and the processes used to develop and implement the MDP.</p> <p>(Easy Doing Activity 2)</p>	
<p>Work with your supervisor or another planner to develop an interview protocol and arrange interviews with Members of Council to gain their perspectives on your municipality's MDP and the processes used to develop and implement the MDP.</p> <p>(Easy Doing Activity 3)</p>	
<p>Work with your supervisor or another planner to develop an interview protocol and arrange interviews with community stakeholders to gain their perspectives on your municipality's MDP.</p> <p>(Easy Doing Activity 4)</p>	
<p>Assess whether your municipality's MDP is being followed.</p> <p>(Hard Doing Activity 1)</p>	
<p>Assess whether your municipality's MDP continues to be relevant to your municipality.</p> <p>(Hard Doing Activity 2)</p>	

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<p>Assess whether your municipality's MDP is sustainable, give careful consideration to how you would define sustainability.</p> <p>(Hard Doing Activity 3)</p>	
<p>Review MDPs in neighbouring municipalities.</p> <p>(Hard Doing Activity 4)</p>	
<p>Compare your perspectives of how your municipality implements and monitors its MDP with other interns.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Review the MDP of "benchmark" municipalities, compare and contrast with your municipality's MDP.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Search out the stories about how your municipality's MDP was prepared? Who led the process? Who were the key players in its development? What were the challenges? Did anything get left out of the final plan?</p> <p>(Story Telling Activity 1)</p>	
<p>Some municipal councils play a very active role in the development and implementation of their municipal development plans; others leave this level of planning to their administrations. What role has your municipal council taken in this regard? What does this say about the culture in your municipality?</p> <p>(Story Telling Activity 2)</p>	

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Municipal Planning – Learning Task 2	
Learn how your municipality addresses land-use planning issues with neighbouring municipalities.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the legislative requirements for intermunicipal planning in Alberta. (Familiarizing Activity 1)	
If it has one, review your municipality’s IDP (Intermunicipal Development Plan) to identify its major components, goals and overarching planning principles. (Familiarizing Activity 2)	
Identify the formal and informal intermunicipal relationships, agreements and plans of your municipality. (Familiarizing Activity 3)	
Develop an interview protocol and arrange an interview with the lead planner responsible for intermunicipal planning in your municipality. (Familiarizing Activity 4)	
Undertake site visits to review the level of development activity on your municipality’s borders. (Familiarizing Activity 5)	

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<p>Review APPI award winning intermunicipal development planning (IDP) efforts to gain insight on leading practices.</p> <p>(Familiarizing Activity 6)</p>	
<p>If your municipality has adopted an IDP, identify its major components and how they relate to the municipality's MDP. If one has not been adopted, review one adopted by a similar sized municipality.</p> <p>(Shadowing Activity 1)</p>	
<p>If possible, work with the lead planner responsible for an ongoing annexation.</p> <p>(Shadowing Activity 2)</p>	
<p>Review your municipality's growth projections and the availability of land for residential, commercial and industrial development.</p> <p>(Easy Doing Activity 1)</p>	
<p>Review your neighbouring municipality's growth projections and the availability of land for residential, commercial and industrial development within their boundaries.</p> <p>(Easy Doing Activity 2)</p>	
<p>Visit neighbouring municipalities' planning departments to consider intermunicipal planning issues from their perspectives.</p> <p>(Easy Doing Activity 3)</p>	
<p>Attend intermunicipal planning meetings.</p> <p>(Easy Doing Activity 4)</p>	
<p>Attend public meetings in neighbouring municipalities.</p> <p>(Easy Doing Activity 5)</p>	

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<p>Undertake a full-scale review of your municipality's IDP (or the need to develop an IDP).</p> <p>(Hard Doing Activity 1)</p>	
<p>Undertake the required background for an ongoing annexation or implementation of an IDP.</p> <p>(Hard Doing Activity 2)</p>	
<p>Identify your municipality's goals and objectives with respect to regional planning.</p> <p>(Hard Doing Activity 3)</p>	
<p>Review the key components of the IDPs in similar sized municipalities across the province; identify the relative strengths and weaknesses of these plans vis-à-vis your municipality's plan.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Review regional land-use planning initiatives across the province to determine strengths and weaknesses.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Search out the stories about how your municipality's IDP was prepared? Who led the process? Who were the key players in its development? What were the challenges? Did anything get left out of the final plan?</p> <p>(Story Telling Activity 1)</p>	
<p>The culture of intermunicipal and regional planning varies across the province. What are the stories behind the existing state of intermunicipal and regional planning in your area?</p> <p>(Story Telling Activity 2)</p>	

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Municipal Planning – Learning Task 3	
Learn how your municipality interacts with other planning authorities.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Identify local, regional, provincial and federal planning authorities that have the potential to impact how your municipality undertakes land-use planning. (Familiarizing Activity 1)	
Review the plans and approvals of these authorities that are relevant to your municipality. (Familiarizing Activity 2)	
Identify planning issues that cross boundaries and jurisdictions in and around your municipality. (Familiarizing Activity 3)	
Do site visits to areas within or adjacent to your municipality where other authorities' planning considerations are in place. (Familiarizing Activity 4)	
Identify any areas or parcels of provincially owned land in your municipality. How are these sites addressed in your MDP, Statutory Plans, and Land Use Bylaw (LUB)? (Familiarizing Activity 5)	
Attend public meetings convened by other planning authorities. (Shadowing Activity 1)	

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Attend formal and informal meetings between planning authorities. (Shadowing Activity 2)	
Work on an inter-agency planning project. (Shadowing Activity 3)	
Interview representatives of other planning authorities to discuss issues of mutual concern and benefit. (Easy Doing Activity 1)	
Work on a project with another planning authority. (Easy Doing Activity 2)	
Participate in a joint-agency planning project. (Easy Doing Activity 3)	
Compare the perspectives your municipality and your neighbouring municipalities bring to a particular regional planning initiative. (Municipal Comparison Activity 1)	
Compare and contrast how your municipality and neighbouring municipalities work with federal and provincial planning authorities. (Municipal Comparison Activity 2)	
The degree to which a municipality can influence the decision-making processes of other planning authorities varies considerably. Identify the successful and less-than-successful approaches your municipality has taken to inter-agency planning in the past. What are the stories behind the successful and less-than-successful initiatives? (Story Telling Activity 1)	

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Municipal Planning – Learning Task 4	
Learn how your municipality develops and implements other long-term strategic plans.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Identify the long-term strategic plans your municipality has developed and approved. (Familiarizing Activity 1)	
Review your municipality's strategic and business planning framework. (Familiarizing Activity 2)	
Review whatever corporate and departmental business plans your municipality produces. (Familiarizing Activity 3)	
Review any strategic plans (growth management, transportation, utility, recreational, social service) your municipality produces. (Familiarizing Activity 4)	
Assess the alignment between your municipality's MDP and its other long-term strategic plans. (Shadowing Activity 1)	
Assess if the strategic plans are current and relevant in your municipality. (Shadowing Activity 2)	

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<p>Interview municipal representatives responsible for the development and implementation of corporate and departmental strategic plans.</p> <p>(Shadowing Activity 3)</p>	
<p>Develop an interview protocol and arrange an interview with the municipality's lead for strategic planning.</p> <p>(Easy Doing Activity 1)</p>	
<p>Develop an interview protocol and arrange interviews with municipal staff responsible for the implementation of corporate and departmental strategic plans.</p> <p>(Easy Doing Activity 2)</p>	
<p>Attend strategic planning sessions held in other departments.</p> <p>(Easy Doing Activity 3)</p>	
<p>Undertake the design or redesign of your municipality's strategic planning framework.</p> <p>(Hard Doing Activity 1)</p>	
<p>Establish an inter-departmental working team to improve the integration of land-use planning and long-term strategic planning processes.</p> <p>(Hard Doing Activity 2)</p>	
<p>Develop an ongoing evaluation process to measure and report on the progress your municipality is making toward the implementation of long-term strategic plans.</p> <p>(Hard Doing Activity 3)</p>	
<p>Work with the planning interns in other municipalities to review different municipalities' approaches to strategic planning. What are the elements of strong strategic planning? How should long-term strategic plans and land-use planning documents like the MDPs be integrated?</p> <p>(Municipal Comparison Activity 1)</p>	

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<p>Municipalities have different planning cultures, some are very operational, others more tactical and others more strategic. How did your municipality come to develop its strategic planning culture?</p> <p>(Story Telling Activity 1)</p>	
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Module 2

Area Planning

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Area Planning – Learning Task 1	
Learn how your municipality prepares and/or processes area structure plans (ASP).	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the legislative requirements for ASPs in Alberta, particularly the MGA Sections 230, 606 and 692. (Familiarizing Activity 1)	
Review the MGA requirements for environmental, municipal and school reserve dedication. (Familiarizing Activity 2)	
Review the provisions of the MGA relative to designating lands for public use. (Familiarizing Activity 3)	
Locate and review existing ASPs in your municipality, including those that are currently in the process of being developed or amended. (Familiarizing Activity 4)	
Conduct site visits to the areas defined within existing and planned ASPs. (Familiarizing Activity 5)	

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<p>Work with your supervisor or another planner to develop an interview protocol and arrange interviews with: 1) developers in the community; and 2) community stakeholders (such as school districts) who are familiar with the ASP process in your municipality.</p> <p>(Familiarizing Activity 6)</p>	
<p>Work with the planner(s) responsible for two or three ongoing ASP applications, observe the review and approval process.</p> <p>(Shadowing Activity 1)</p>	
<p>Review the details of the applications with the planner(s) responsible.</p> <p>(Shadowing Activity 2)</p>	
<p>Attend public hearings regarding these applications.</p> <p>(Shadowing Activity 3)</p>	
<p>Attend meetings held to review these applications.</p> <p>(Shadowing Activity 4)</p>	
<p>Review a straightforward ASP application or application for amendment to determine conformity with existing planning documents.</p> <p>(Easy Doing Activity 1)</p>	
<p>Assemble background information on an ASP application.</p> <p>(Easy Doing Activity 2)</p>	
<p>Take part in discussions and team meetings regarding ASP applications.</p> <p>(Easy Doing Activity 3)</p>	
<p>Work with other departments to review ASP applications.</p> <p>(Easy Doing Activity 4)</p>	

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<p>Participate in processes to engage the public in an ASP application. (Easy Doing Activity 5)</p>	
<p>Assume planning responsibility for ASP applications and amendments for a particular geographic area of your municipality. (Hard Doing Activity 1)</p>	
<p>Work with developers and landowners to identify the critical issues and concepts involved in different ASP applications. (Hard Doing Activity 2)</p>	
<p>Work to resolve contentious issues with applicant(s). (Hard Doing Activity 3)</p>	
<p>Design and implement an appropriate consultation program to gather stakeholder and public input into an application. (Hard Doing Activity 4)</p>	
<p>Coordinate all aspects of the review process for the ASP applications for which you are responsible. (Hard Doing Activity 5)</p>	
<p>Prepare and present report(s) to Council. (Hard Doing Activity 6)</p>	
<p>Review the role, if any, neighbouring municipalities play in development and amendment of your municipality's ASPs. Meet with planners in neighbouring municipalities to discuss how best to work with each other on ASPs involving land that includes municipal boundaries. (Municipal Comparison Activity 1)</p>	

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<p>Review your learnings with other land-use planning interns. How do the strengths and weaknesses of your municipality's ASPs and processes compare and contrast to those in other municipalities? What do different municipalities do to encourage public involvement in their respective ASP processes?</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Is there a "unique" ASP in your municipality, one that was developed to address a particular set of circumstances? How does it differ from the municipality's more "standard" ASPs? What is the story behind the unique ASP?</p> <p>(Story Telling Activity 1)</p>	
<p>Some municipal councils play a very active role in the development of ASPs; others leave this type of planning to the development community. What role has your municipal council taken in this regard? What does this say about the culture of planning in your municipality?</p> <p>(Story Telling Activity 2)</p>	

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Area Planning – Learning Task 2	
Learn how your municipality prepares and/or processes area redevelopment plans (ARP).	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the legislative requirements for ARPs in Alberta. (Familiarizing Activity 1)	
Locate and review existing ARPs in your host municipality, including those that are currently under review. (Familiarizing Activity 2)	
Conduct site visits to the areas defined within existing and planned ARPs. (Familiarizing Activity 3)	
Work with your supervisor or another planner to develop an interview protocol and arrange interviews with developers in the community who are familiar with the ARP process in your municipality. Do the same with community stakeholders (such as school districts) who are familiar with the process. (Familiarizing Activity 4)	
Work with the planner(s) responsible for ARP applications; observe the review and approval process. (Shadowing Activity 1)	
Review the details of the applications with the planner(s) responsible. (Shadowing Activity 2)	

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Attend public hearings regarding these applications. (Shadowing Activity 3)	
Attend meetings held to review these applications. (Shadowing Activity 4)	
Review a straightforward ARP application or application for amendment to determine conformity with existing planning documents. (Easy Doing Activity 1)	
Assemble background information on an ARP application. (Easy Doing Activity 2)	
Take part in discussions and team meetings regarding ARP applications. (Easy Doing Activity 3)	
Work with other departments to review ARP applications. (Easy Doing Activity 4)	
Participate in processes to engage the public in an ARP application. (Easy Doing Activity 5)	
Assume planning responsibility for ARP applications and amendments in your municipality. (Hard Doing Activity 1)	
Work with developers and landowners to identify the critical issues and concepts involved in different ARP applications. (Hard Doing Activity 2)	

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<p>Work to resolve contentious issues with applicant(s).</p> <p>(Hard Doing Activity 3)</p>	
<p>Design and implement an appropriate consultation program to gather stakeholder and public input into an application.</p> <p>(Hard Doing Activity 4)</p>	
<p>Coordinate all aspects of the review process for the ARP applications for which you are responsible.</p> <p>(Hard Doing Activity 5)</p>	
<p>Prepare and present report(s) to Council.</p> <p>(Hard Doing Activity 6)</p>	
<p>Meet with planners in neighbouring municipalities to discuss how best to work with each other on ARPs involving land that includes municipal boundaries.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Review your learnings with other planning interns. How do the strengths and weaknesses of your municipality's ARP and processes compare and contrast to those in other municipalities? What do different municipalities do to encourage public involvement in their respective ARP processes?</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Is there a "unique" ARP in your municipality, one that was developed to address a particular set of circumstances? How does it differ from the municipality's more "standard" ARP? What is the story behind the unique ARP?</p> <p>(Story Telling Activity 1)</p>	

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Area Planning – Learning Task 3	
Learn how and why your municipality may consider and adopt non-statutory land-use plans.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Locate and review the existing non-statutory land-use plans in your municipality, include those that are currently being reviewed. (Familiarizing Activity 1)	
Identify the history of these types of plans, including who initiated them and when were they approved. (Familiarizing Activity 2)	
Conduct site visits of the areas defined in these plans. (Familiarizing Activity 3)	
Work with your supervisor or another planner to develop an interview protocol and arrange interviews with stakeholders in the community with familiarity with particular non-statutory plans. (Familiarizing Activity 4)	
Review, if possible, the ongoing development of a non-statutory plan and follow it through the approval process. (Shadowing Activity 1)	
Discuss the plan with the planner who is leading the review process. (Shadowing Activity 2)	

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Attend a public hearing regarding the plan. (Shadowing Activity 3)	
Attend meetings convened to review and approve this plan. (Shadowing Activity 4)	
Review a straightforward request for a non-statutory land-use plan to determine conformity with existing planning documents. (Easy Doing Activity 1)	
Assemble background information on this plan. (Easy Doing Activity 2)	
Take part in discussions and team meetings regarding this plan. (Easy Doing Activity 3)	
Work with other departments to review the plan. (Easy Doing Activity 4)	
Participate in processes to engage the public in the review of this plan. (Easy Doing Activity 5)	
Assume planning responsibility for a non-statutory planning process. (Hard Doing Activity 1)	
Work with developers and landowners to identify the critical issues, concepts and policies identified in a non-statutory plan. (Hard Doing Activity 2)	

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<p>Design and implement an appropriate consultation program to gather stakeholder and public input on a non-statutory plan.</p> <p>(Hard Doing Activity 3)</p>	
<p>Coordinate all aspects of the review process for the plan.</p> <p>(Hard Doing Activity 4)</p>	
<p>Prepare and present report(s) to Council.</p> <p>(Hard Doing Activity 5)</p>	
<p>Review your learnings with other municipal land-use planning interns. How does the approach your municipality takes to non-statutory land-use plans compare and contrast to approaches in other municipalities? What are the relative advantages and disadvantages to the differing approaches?</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Some municipalities make extensive use of non-statutory plans while others do not. How involved is your municipality with non-statutory land-use plans? What are your municipality's objectives in implementing or not implementing non-statutory land-use plans?</p> <p>(Story Telling Activity 1)</p>	
<p>Find one example where a non-statutory plan was more effective in achieving the vision/goal of the municipality than a statutory plan may have been.</p> <p>(Story Telling Activity 2)</p>	
<p>Find another example where the opposite situation existed.</p> <p>(Story Telling Activity 3)</p>	

Module 3

**Land Use Control
(Zoning)**

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Land Use Control – Learning Task 1	
Learn how your municipality develops and implements its land-use bylaws.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the legislative requirements for Land Use Bylaw (LUB) in Alberta. (Familiarizing Activity 1)	
Review your municipality's LUB to become familiar with its different land districts. (Familiarizing Activity 2)	
Review the definitions in your municipality's LUB. (Familiarizing Activity 3)	
Identify land-use districts that are a consequence of unique circumstances (such as direct control, and historic districts). (Familiarizing Activity 4)	
Obtain a copy of your municipality's official zoning district map. (Familiarizing Activity 5)	
Review the land-use district table you developed with your supervisor. Learn more about each of the districts. (Shadowing Activity 1)	

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<p>Track the history of land-use districts in your municipality.</p> <p>(Shadowing Activity 2)</p>	
<p>Review any recent amendments to the definitions of the different land uses in your municipality's LUB.</p> <p>(Shadowing Activity 3)</p>	
<p>Conduct site visits to gain a better understanding of different types of land use in your municipality (keeping in mind you may only enter a property if it is subject to a current application).</p> <p>(Shadowing Activity 4)</p>	
<p>Work with your supervisor or another planner to develop an interview protocol and arrange interviews with key stakeholders in your municipality to gain their perspectives on your municipality's LUB. Do the same with members of council.</p> <p>(Easy Doing Activity 1)</p>	
<p>Undertake a review of the unique land-use districts in your municipality and those in nearby municipalities.</p> <p>(Easy Doing Activity 2)</p>	
<p>Assess the sustainability of your municipality's LUB, giving careful consideration to how you define sustainability.</p> <p>(Hard Doing Activity 1)</p>	
<p>Review LUBs in neighbouring municipalities.</p> <p>(Hard Doing Activity 2)</p>	
<p>Participate in the process your municipality uses to undertake a comprehensive review of its LUB. If your municipality has recently completed this type of work, meet with the planners involved in the process to review how the process was undertaken.</p> <p>(Hard Doing Activity 3)</p>	

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<p>Compare your perspectives of your municipality's LUB with the perspectives other interns have developed on their municipalities' LUBs.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Compare the land-use districts identified in your municipality's LUB with those in neighbouring municipalities and those in other interns' municipalities.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Review the LUBs of "benchmark" municipalities, compare and contrast with your municipality's LUB.</p> <p>(Municipal Comparison Activity 3)</p>	
<p>Search out the stories about how your municipality's LUB was prepared? Who led the process? Who were the key players in its development? What were the bumps in the road? Did anything get intentionally left out of the bylaw?</p> <p>(Story Telling Activity 1)</p>	
<p>Some municipal councils play a very active role in the development of their LUB; others leave this level of planning to their administrations. What role has your municipal council taken in this regard? What does this say about the culture of planning in your municipality?</p> <p>(Story Telling Activity 2)</p>	
<p>What are the stories behind the specific definitions within your municipality's LUB? What types of factors played a role in the definition of particular land-use districts?</p> <p>(Story Telling Activity 3)</p>	
<p>How complementary are neighbouring municipalities' LUBs to your municipality's LUB?</p> <p>(Story Telling Activity 4)</p>	

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<p>Learn the story about the establishment of each of the unique land use districts in your municipality.</p> <p>(Story Telling Activity 5)</p>	
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Land Use Control – Learning Task 2	
Learn how and why your municipality processes amendments to the land-use bylaw.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the legislative requirements for amending LUBs in Alberta. (Familiarizing Activity 1)	
Review one or two recent applications for land-use amendments in each of the following categories: residential, commercial and industrial. (Familiarizing Activity 2)	
Review your municipality’s internal procedures and guidelines for land-use amendments. (Familiarizing Activity 3)	
Review your municipality’s application form for LUB amendments. (Familiarizing Activity 4)	
Review your municipality’s LUB amendment process with your supervisor (Shadowing Activity 1)	
Follow the progress of active applications - one or two in each of these areas: residential, commercial and industrial. (Shadowing Activity 2)	

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Attend meetings between applicants and municipal land-use planning staff. (Shadowing Activity 3)	
Attend public hearings for these applications. (Shadowing Activity 4)	
Undertake site visits to get a better perspective of what is being requested through applications for amendment. (Shadowing Activity 5)	
Spend time at front counter or answering telephone inquiries. (Easy Doing Activity 1)	
Review minor amendment applications to determine conformity with existing planning documents. (Easy Doing Activity 2)	
Assemble background information on amendment applications. (Easy Doing Activity 3)	
Meet with applicants to review issues with amendment applications. (Easy Doing Activity 4)	
Participate in processes to engage the public in the review process. (Easy Doing Activity 5)	
Assume responsibility for major or complex amendments to the LUB. (Hard Doing Activity 1)	

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<p>Work with applicants to review and resolve issues with amendment applications.</p> <p>(Hard Doing Activity 2)</p>	
<p>Assume responsibility for implementing processes to engage the public in the review process.</p> <p>(Hard Doing Activity 3)</p>	
<p>Prepare and present recommendations at public hearings.</p> <p>(Hard Doing Activity 4)</p>	
<p>Assume responsibility for reviewing appeals to decisions.</p> <p>(Hard Doing Activity 5)</p>	
<p>Present department recommendation at public hearings.</p> <p>(Hard Doing Activity 6)</p>	
<p>Compare your observations of the amendment process with other interns. What are the comparative strengths and weakness of different processes?</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Review the LUB amendment processes of “benchmark” municipalities, compare and contrast with your municipality’s LUB.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Consider a couple of the more contentious amendments that have been made to your municipality’s LUB, amendments that may have forced changes to the municipality’s MDP or raised considerable opposition. What prompted these amendments? How did administration and council deal with these amendments?</p> <p>(Story Telling Activity 1)</p>	

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Land Use Control – Learning Task 3	
Learn how your municipality addresses land controls created by other authorities.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review legislation [MGA, Part 17, Division 1] to determine which agencies and activities are exempt from municipal planning control. (Familiarizing Activity 1)	
Identify the federal authorities that impact or have the potential to impact land use in your municipality. Do the same for the provincial authorities. (Familiarizing Activity 2)	
Review the land-use planning agreements in place between your municipality and other planning authorities. (Familiarizing Activity 3)	
Undertake site visits to observe lands within your municipality that are under control by other authorities. (Familiarizing Activity 4)	
Work with a senior planner who is responsible for working with other authorities. (Shadowing Activity 1)	
Review recent decisions made by other authorities. (Shadowing Activity 2)	

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<p>Prepare an interview protocol and meet with representatives of other authorities to learn more about how they undertake land-use planning.</p> <p>(Shadowing Activity 3)</p>	
<p>Review existing land titles and identify common caveats or encumbrances (such as airports, gas lines, etc.).</p> <p>(Easy Doing Activity 1)</p>	
<p>Identify the parcels of land that are most impacted by other authorities.</p> <p>(Easy Doing Activity 2)</p>	
<p>Identify the permitted land uses, if any, on these parcels.</p> <p>(Easy Doing Activity 3)</p>	
<p>Undertake a theoretical exercise designed to illustrate the impact of a new pipeline, rail line or other imposed land use on current land use in your municipality.</p> <p>(Hard Doing Activity 1)</p>	
<p>Undertake an environmental scan to identify the potential of other authorities impacting your municipality.</p> <p>(Hard Doing Activity 2)</p>	
<p>Identify ways your municipality might attract land uses under the control of other authorities.</p> <p>(Hard Doing Activity 3)</p>	
<p>Compare the impact of other authorities on your municipality with those in the other interns' municipalities.</p> <p>(Municipal Comparison Activity 1)</p>	

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<p>Compare the impact of other authorities on neighbouring municipalities and explore if coordinated responses by municipalities to other authorities could be enhanced.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Significant decisions by other authorities, especially with little or no involvement by the municipality, can have long-term impacts on a municipality's land-use plans. Identify specific instances in which your municipality has been impacted in this way? How have other planning authorities impacted the planning culture in your municipality?</p> <p>(Story Telling Activity 1)</p>	

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Land Use Control – Learning Task 4	
Learn how and why your municipality implements overlays.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Identify the types of overlays your municipality has in place. (Familiarizing Activity 1)	
Identify the objectives of the overlays. (Familiarizing Activity 2)	
Work with a planner who is working on an overlay process. (Shadowing Activity 1)	
Review overlays that are being proposed in your municipality. (Shadowing Activity 2)	
Deal with a zoning issue in an overlay district. (Easy Doing Activity 1)	
Participate in an overlay decision-making process. (Easy Doing Activity 2)	
If the opportunity presents itself, assume responsibility for the public input process regarding an overlay. (Easy Doing Activity 3)	

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<p>Assess the economic impact of an overlay, both the municipality and on land owners within the overlay district.</p> <p>(Hard Doing Activity 1)</p>	
<p>Interview landowners within an overlay district to gain their perspectives on the overlay.</p> <p>(Hard Doing Activity 2)</p>	
<p>Assume responsibility for the development and implementation of a new or amended overlay.</p> <p>(Hard Doing Activity 3)</p>	
<p>Compare and contrast the approach your municipality uses with respect to overlays with those used in other interns' municipalities. Identify and assess the similarities and differences of the different approaches.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Review the approach "benchmark municipalities" take to overlays. Determine if your municipality could adopt different approaches to meet similar goals and objectives.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>The objectives of implementing a planning overlay may be very specific. Research the overlays in your municipality and identify one that was implemented to address a specific concern. Learn the history behind this overlay and what it says about the overall planning culture of your municipality.</p> <p>(Story Telling Activity 1)</p>	

Module 4

Subdivision

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Subdivision – Learning Task 1	
Learn how your municipality processes subdivision applications.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Read the sections of the <i>MGA</i> (Part 17, Division 7) which address subdivision to gain an understanding of how the subdivision of land is regulated in Alberta. Read the Subdivision and Development Regulation. (Familiarizing Activity 1)	
Read sections 11 and 12 in <i>Laux</i> . (Familiarizing Activity 2)	
Review your municipality's Subdivision Rules and Regulations. (Familiarizing Activity 3)	
Obtain a copy of your municipality's subdivision application form(s) and associated checklists. (Familiarizing Activity 4)	
Prepare a list of the development charges and levies in effect in your municipality. (Familiarizing Activity 5)	
Prepare a map of your municipality that highlights areas covered by specific charges or levies. (Familiarizing Activity 6)	

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<p>Determine what is meant by endorsements in the processing of completed subdivision applications.</p> <p>(Familiarizing Activity 7)</p>	
<p>Review your municipality's endorsement fee schedule.</p> <p>(Familiarizing Activity 8)</p>	
<p>Attend meetings between applicants and municipal planners. (Meetings may occur before or after applications are submitted.)</p> <p>(Shadowing Activity 1)</p>	
<p>Attend meetings that address the engineering and technical issues of an application.</p> <p>(Shadowing Activity 2)</p>	
<p>Attend meetings of the approving authority in your municipality.</p> <p>(Shadowing Activity 3)</p>	
<p>Arrange to meet with a surveyor in your community to discuss the subdivision process from their perspective.</p> <p>(Shadowing Activity 4)</p>	
<p>Investigate what type of evaluation the subdivision authority makes. What does it consider in reviewing applications? What type of criteria does the authority use to evaluate applications?</p> <p>(Shadowing Activity 5)</p>	
<p>Work with municipal staff to understand how charges and levies are calculated and approved.</p> <p>(Shadowing Activity 6)</p>	

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<p>Work with financial staff to determine how revenues are collected, accounted for, and disbursed.</p> <p>(Shadowing Activity 7)</p>	
<p>Work with staff responsible for endorsements on subdivisions.</p> <p>(Shadowing Activity 8)</p>	
<p>Review the steps to determine the order of the endorsements.</p> <p>(Shadowing Activity 9)</p>	
<p>Prepare a flowchart that outlines the steps in the subdivision application and approval process in your municipality.</p> <p>(Easy Doing Activity 1)</p>	
<p>Review a set of approved applications to gain an understanding of the types of conditions that have been imposed in your municipality.</p> <p>(Easy Doing Activity 2)</p>	
<p>Interview the planning staff who were involved in approvals with conditions. Determine why the conditions were imposed.</p> <p>(Easy Doing Activity 3)</p>	
<p>Review a set of subdivisions that have been completed to determine the types and amounts of charges and levies collected.</p> <p>(Easy Doing Activity 4)</p>	
<p>Work with appropriate municipal staff to determine if there are levies still in effect that have not been updated or are not required.</p> <p>(Easy Doing Activity 5)</p>	

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<p>Review two approved subdivisions to see the path taken and documents involved in endorsing a plan.</p> <p>(Easy Doing Activity 6)</p>	
<p>Assume responsibility for reviewing a subdivision application in an undeveloped area (such as a rural site). Work with the applicant, other municipal planners and departments, to write the report and present it to the approving authority in your municipality. OR Do the same for an application to consolidate parcels in an existing industrial subdivision.</p> <p>(Hard Doing Activity 1)</p>	
<p>Work with engineering staff to understand the details in setting particular levy rates.</p> <p>(Hard Doing Activity 2)</p>	
<p>Work with municipal staff to convert engineering estimates into a development levy bylaw.</p> <p>(Hard Doing Activity 3)</p>	
<p>Determine the cost to build and service a new subdivision in your municipality. How does that compare with the cost to redevelop an area within the central core? Keep in mind the servicing constraints for engineering and public works.</p> <p>(Hard Doing Activity 4)</p>	
<p>Participate in the preparation of documentation for registration.</p> <p>(Hard Doing Activity 5)</p>	
<p>Document the sequential order of documents for endorsement.</p> <p>(Hard Doing Activity 6)</p>	
<p>Review the flowchart that you prepared on the subdivision application process in your municipality with those prepared by other interns. Identify similarities and differences. Compare and contrast strengths and weaknesses.</p> <p>(Municipal Comparison Activity 1)</p>	

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<p>Review the information other municipalities have prepared to inform their citizens about the subdivision of land. Determine whether your municipality would benefit from taking a similar approach to public education.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Review the list of development charges and levies you prepared with the lists prepared by other interns. Identify similarities and differences. Discuss how development charges and levies impact the growth of communities and the fiscal sustainability of municipalities.</p> <p>(Municipal Comparison Activity 3)</p>	
<p>Review the information other municipalities have prepared to inform their citizens about development charges and levies. Determine whether your municipality would benefit from taking a similar approach to educating the public.</p> <p>(Municipal Comparison Activity 4)</p>	
<p>Compare and contrast the approach your municipality takes to endorsement with the approaches taken by “benchmark municipalities.” Identify similarities and differences.</p> <p>(Municipal Comparison Activity 5)</p>	
<p>What has been the “most challenging” subdivision application your municipality has been faced with? What made it such a challenge? How were key issues dealt with?</p> <p>(Story Telling Activity 1)</p>	
<p>Every municipality has unique lot shapes in certain areas. Where does this exist in your municipality? How did this scenario come to be? What was the most unusual or surprising thing you encountered during the process?</p> <p>(Story Telling Activity 2)</p>	

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<p>Many municipalities have faced significant challenges in collecting particular development charges and levies. Has your municipality been involved in these types of challenges? What issues were involved in the challenge? How were they resolved?</p> <p>(Story Telling Activity 3)</p>	
<p>Levies and charges may be perceived as deterrents to economic growth in a municipality, especially in a situation where a neighbouring municipality doesn't impose (or charges less) similar levies. Has this situation arisen in your municipality? How was it addressed? What was the most unusual or surprising thing you encountered during the process?</p> <p>(Story Telling Activity 4)</p>	

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Subdivision – Learning Task 2	
Learn how your municipality handles subdivision appeals.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the legislation concerning subdivision appeals in Alberta. (Familiarizing Activity 1)	
Identify the process for subdivision appeals in your municipality, including who has jurisdiction for different types of appeals. (Familiarizing Activity 2)	
Identify who can appeal a subdivision decision or condition. (Familiarizing Activity 3)	
Identify what can be appealed in different situations and what grounds and conditions can be used to justify an appeal. (Familiarizing Activity 4)	
Obtain a copy of your municipality's appeals form(s) and associated checklists. (Familiarizing Activity 5)	
Work with planning staff as they review appeals. (Shadowing Activity 1)	

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<p>Attend an appeal body meeting and obtain copies of agendas, reports, letters, decisions, and advertisements.</p> <p>(Shadowing Activity 2)</p>	
<p>Review completed appeals ensuring that you include appeals that were approved and appeals that were denied.</p> <p>(Easy Doing Activity 1)</p>	
<p>Identify the similarities and differences between appeals that were approved and appeals that were denied.</p> <p>(Easy Doing Activity 2)</p>	
<p>Interview the planning staff that were involved with these appeals to gain their perspectives on each of the appeals you are reviewing.</p> <p>(Easy Doing Activity 3)</p>	
<p>Assume responsibility for reviewing appeals and presenting them to the appeal body, including preparation of report and making representation.</p> <p>(Hard Doing Activity 1)</p>	
<p>Review the flowchart that you prepared on the appeal process in your municipality with those prepared by other interns. Identify similarities and differences. Compare and contrast strengths and weaknesses.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Review the information other municipalities have prepared to inform their citizens about the appeal process. Determine whether your municipality would benefit from taking a similar approach to public education.</p> <p>(Municipal Comparison Activity 2)</p>	

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<p>Contentious appeals often put a significant amount of strain on a municipality. The approach a municipality takes to addressing all of the issues associated with a contentious appeal may say a great deal about its approach to land-use planning. What has been the most contentious appeal in your municipality over the past few years? What did the municipality learn from the experience?</p> <p>(Story Telling Activity 1)</p>	
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Subdivision – Learning Task 3	
Learn how your municipality approaches addressing.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review your municipality’s policies and procedures with respect to municipal addressing. (Familiarizing Activity 1)	
Review your municipality’s address bylaw. (Familiarizing Activity 2)	
Review relevant reports and studies on addressing in your municipality. (Familiarizing Activity 3)	
Work with municipal staff responsible for creating and changing property addresses and assigning street names. (Shadowing Activity 1)	
Create a flowchart of the process for assigning addresses in your municipality. (Shadowing Activity 2)	
Assume responsibility for applying the addresses on a new subdivision using the standards adopted in your municipality. OR Participate in the ongoing implementation of an addressing system in your municipality. (Easy Doing Activity 1)	

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<p>Prepare a list of all the institutions and types of businesses that rely on addressing to conduct their affairs in your municipality.</p> <p>(Hard Doing Activity 1)</p>	
<p>Compare and contrast your municipality's approach to addressing and street naming with other interns. Identify what you might consider to be best practices in this area. Identify improvements your municipality could make to its current addressing system.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Compare and contrast your municipality's approach to addressing and street naming with neighbouring municipalities. Identify how addressing and naming is coordinated across municipal boundaries.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>While many people take addressing for granted, it can be the source of great debate within a community. Identify an addressing issue in your municipality that has raised concerns within the community. Explore how your municipality responded to this issue.</p> <p>(Story Telling Activity 1)</p>	

Module 5

Permitting

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Permitting – Learning Task 1	
Learn how your municipality processes development permit applications.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review the <i>MGA's</i> references to development permits. (Familiarizing Activity 1)	
Review your municipality's LUB to identify criteria used to evaluate development permit applications. (Familiarizing Activity 2)	
Obtain copies of your municipality's development permit applications and request forms. (Familiarizing Activity 3)	
Review your municipality's fee structure for development permits. (Familiarizing Activity 4)	
Review the bylaw that created the SDAB in your municipality. (Familiarizing Activity 5)	
Find out who the Board members are, how they are appointed, and how long they have served. (Familiarizing Activity 6)	

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Determine who is responsible for administration of the SDAB. (Familiarizing Activity 7)	
Observe how applicants are received by staff and how inquiries are handled. (Shadowing Activity 1)	
Observe how interpretation of wording can be different for applicants and for individual staff members. (Shadowing Activity 2)	
Attend an MPC meeting (if your municipality has an MPC). (Shadowing Activity 3)	
Attend a SDAB meeting and observe the decision-making process of the Board. (Shadowing Activity 4)	
Observe how the development authority's reports to the SDAB are prepared and the extent of commentary on the merits of appeals. (Shadowing Activity 5)	
Accept and review three residential-related permits. (Easy Doing Activity 1)	
Prepare reasons on the decision for approval or refusal of the permit. (Easy Doing Activity 2)	
Review three approved commercial/industrial permits. (Easy Doing Activity 3)	

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<p>Conduct site visits of commercial/industrial approved permits to determine if conditions were met (ensure landowner approval has been given).</p> <p>(Easy Doing Activity 4)</p>	
<p>Prepare staff report to the SDAB regarding an application in a residential district.</p> <p>(Easy Doing Activity 5)</p>	
<p>Visit site and obtain photographs to illustrate the request and to be presented to the SDAB.</p> <p>(Easy Doing Activity 6)</p>	
<p>Make presentation to the SDAB with a recommendation backed by report and reasons.</p> <p>(Easy Doing Activity 7)</p>	
<p>Attend SDAB meeting on a development appeal.</p> <p>(Easy Doing Activity 8)</p>	
<p>Review and make recommendations for decision and conditions on an application involving non-conformance provisions.</p> <p>(Hard Doing Activity 1)</p>	
<p>Document zoning history that led to present non-conformity.</p> <p>(Hard Doing Activity 2)</p>	
<p>Determine if non-conformity is a negative element in the immediate area.</p> <p>(Hard Doing Activity 3)</p>	

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<p>Follow the steps in a development permit application of a not-for-profit group that must go to SDAB. (This activity could also be done for a commercial structure if there is no not-for-profit application.)</p> <p>(Hard Doing Activity 4)</p>	
<p>Determine if the applicant is asking for relaxation of by-law provisions based on the grounds the group provides a needed community service.</p> <p>(Hard Doing Activity 5)</p>	
<p>Determine if advice given by staff to the applicant is going to produce a project that meets – or almost meets – the requirements of the bylaw.</p> <p>(Hard Doing Activity 6)</p>	
<p>Make a detailed list of 1) all the deviations from the bylaw that are requested, 2) those which have been allowed by Development Officer, 3) those which have been accepted for change by applicant, and 4) those which are subject of the appeal.</p> <p>(Hard Doing Activity 7)</p>	
<p>Attend an SDAB meeting and evaluate how the SDAB responded to the appealed sections, commented on those granted by Development Officer, and those changed by applicant.</p> <p>(Hard Doing Activity 8)</p>	
<p>Compare and contrast your understanding of the permitting process in your municipality with other interns. Do the same with “benchmark” municipalities.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Compare and contrast your understanding of the appeal process in your municipality with other interns. Do the same with “benchmark” municipalities.</p> <p>(Municipal Comparison Activity 2)</p>	

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<p>How does the community see the development permit process? What does the process say about the community's goals and objectives?</p> <p>(Story Telling Activity 1)</p>	
<p>Different Development Officers approach their work in different ways. Has this been an issue in your municipality?</p> <p>(Story Telling Activity 2)</p>	

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Permitting – Learning Task 2	
Learn how your municipality processes building permit applications.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Determine the legislative authority for building permits and safety codes. (Familiarizing Activity 1)	
Determine who can issue building permits. (Familiarizing Activity 2)	
Review your municipality’s bylaws pertaining to building codes. (Familiarizing Activity 3)	
Determine how building/safety code standards are set. (Familiarizing Activity 4)	
Review the municipality’s Quality Management Plan to determine what reports, forms and inspections need to be completed by the Safety Codes Officer(s). (Familiarizing Activity 5)	
Work with development staff to determine how an application is received. (Shadowing Activity 1)	

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<p>Work with development staff to identify the submission requirements for building permits.</p> <p>(Shadowing Activity 2)</p>	
<p>Determine what qualifications are required to review a building permit application.</p> <p>(Shadowing Activity 3)</p>	
<p>Identify other permits related to building permits.</p> <p>(Shadowing Activity 4)</p>	
<p>Review completed building permits for dwellings to determine how various Safety Code sections relate.</p> <p>(Easy Doing Activity 1)</p>	
<p>Understand why changes were required by Safety Code Officers.</p> <p>(Easy Doing Activity 2)</p>	
<p>If possible, accompany building inspector to building under construction.</p> <p>(Easy Doing Activity 3)</p>	
<p>Review a completed commercial /industrial/institutional building permit to observe how mechanical (heating, air conditioning, ventilation, plumbing, elevators) review and approval is done.</p> <p>(Hard Doing Activity 1)</p>	
<p>Try to find an example of “equivalent” to accepted standard being proposed – and what happens.</p> <p>(Hard Doing Activity 2)</p>	

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<p>Compare and contrast your understanding of the building permit process in your municipality with other interns.</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Compare and contrast your municipality's building permit process with those in "benchmark" municipalities.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>How does your municipality use the building permit process to promote local goals and objectives? Can you point to specific instances where building permits have been issued or not issued by your municipality in order to promote local goals and objectives?</p> <p>(Story Telling Activity 1)</p>	

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Permitting – Learning Task 3	
Learn how your municipality enforces development and building permits.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Work with a Development Officer and building inspector to determine how your municipality conducts enforcement activities. (Familiarizing Activity 1)	
Determine who does enforcement and if there is an accepted protocol for enforcing the bylaws. (Familiarizing Activity 2)	
Determine different kinds of enforcement, such as complaint, issue-focused, area-based, or regular. (Familiarizing Activity 3)	
Work with appropriate staff on an enforcement process for a development permit from beginning (complaint) to completion, including court, if applicable. (Shadowing Activity 1)	
Work with appropriate staff on an enforcement process for a building permit (Safety Code) issue. (Shadowing Activity 2)	
Attend SDAB meeting if there is an appeal of a “stop order” on a development permit. (Shadowing Activity 3)	

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<p>If a stop order is being delivered, ask to observe.</p> <p>(Shadowing Activity 4)</p>	
<p>Assume responsibility for a minor land use bylaw violation such as too many signs.</p> <p>(Easy Doing Activity 1)</p>	
<p>Document steps, including sample letters that would be taken by the municipality to remedy or remove a violation.</p> <p>(Easy Doing Activity 2)</p>	
<p>Document the steps taken by a municipality if landowner does not remove a violation.</p> <p>(Easy Doing Activity 3)</p>	
<p>Document the role of other civic or provincial bodies in each stage from start to court order.</p> <p>(Easy Doing Activity 4)</p>	
<p>Undertake the development of a new section in the LUB regarding enforcement. The new section may expand upon or replace existing sections.</p> <p>(Hard Doing Activity 1)</p>	
<p>Undertake the production of a user manual for persons charged with enforcement.</p> <p>(Hard Doing Activity 2)</p>	
<p>Compare and contrast your understanding of the enforcement process in your municipality with other interns.</p> <p>(Municipal Comparison Activity 1)</p>	

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<p>Compare and contrast your municipality's enforcement process with those in "benchmark" municipalities.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Enforcement is often problematic. How does your municipality deal with difficult enforcement issues? What has been the most contentious enforcement issue in your municipality in recent years?</p> <p>(Story Telling Activity 1)</p>	

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Permitting – Learning Task 4	
Learn how and why your municipality reviews real property reports and processes compliance certificates.	
Primary Contact: _____ Expected Time Frame: _____	
Tasks	Completed
Review how your municipality handles compliance certificates. (Familiarizing Activity 1)	
Obtain copies of different types of compliance certificates used in your municipality. (Familiarizing Activity 2)	
Determine who requires a compliance certificate and what is stated to be in compliance? (Familiarizing Activity 3)	
Work with appropriate planning staff to review how residential, commercial and industrial certificates (if possible) are handled (Shadowing Activity 1)	
Assume responsibility for review of at least three requests for compliance certificates and make recommendations to staff. (Easy Doing Activity 1)	
Keep a record of your decisions and any differences or omissions from staff decisions. (Easy Doing Activity 2)	

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<p>Determine what steps must be taken by an applicant to obtain a compliance certificate when building/structures do not comply with the zoning bylaw.</p> <p>(Hard Doing Activity 1)</p>	
<p>Document the necessary steps to be taken by applicants and your municipality to gain conformance when use is not permitted and structure does not meet some yard requirements.</p> <p>(Hard Doing Activity 2)</p>	
<p>How much time is spent on certificates by staff in other interns' municipalities?</p> <p>(Municipal Comparison Activity 1)</p>	
<p>Compare and contrast the fee structures in different municipalities.</p> <p>(Municipal Comparison Activity 2)</p>	
<p>Many people have experienced interesting problems with compliance certificates when buying and selling their homes. Have there been compliance certificate issues in your municipality? How has your municipality addressed these issues?</p> <p>(Story Telling Activity 1)</p>	

Other Activities

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Training and Professional Development

Ministry Workshops:

The ministry hosts three types of workshops during the year. The first session is an orientation. The supervisor orientation is held in April, prior to the start of the internship, and the intern orientation occurs in early June. The purpose of the orientation workshops is to introduce participants to each other, discuss plans for the year, and address any concerns or questions. In addition, ministry staff work with the interns on goal setting, career planning and professional development.

The second training workshop is an executive-style session held in November. This is a workshop for the interns, although the supervisors are invited to join the group for one of the days to share their experiences at the mid-point of the internship. During the executive program, the interns are introduced to numerous provincial staff who present short information sessions on their area of expertise. This is an opportunity for the interns to become more familiar with Municipal Affairs and other provincial departments and allows them to make contact with key resources they may need to draw on as part of their work. In addition, private industry resources will be introduced to provide valuable insights on key topics in local government.

The final workshop is a wrap-up session held in February or March. This is a two day event designed to give interns an opportunity to discuss their experiences, future plans, and their recommendations for changes to the program based on the internship experience. The supervisors will also be brought together for a wrap-up session in April to share their experiences and recommendations.

Materials and Resources:

Interns are provided with extensive training materials and resources during the year. These include: the Intern Handbook, which is a comprehensive overview of the structure, purpose and objectives of the Internship Program; the schedule for the year, who is involved and the roles each person or group plays in making the year a success; what an intern can expect on the job; the materials and resources available; and tips on making the internship a valuable and enjoyable experience.

The Intern Guidebook contains ten core functional areas in a municipality and is structured to address the core areas in the first ten months of the internship year. Given that every municipality is different, scheduling activities for maximum impact and learning will require coordination between the supervisor, intern, and other staff in each area. Each of the

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areas was structured using the same format: introduction to the functional area; overview of the relevant legislative authority and responsibilities of the particular area; exercises and activities to undertake to gain first-hand experience in the area; other issues to think about regarding the management of the area; and questions about how activities in the functional areas link to others in the organization. Additional activities are also included should the intern wish to spend more time in a particular area during the last two months of their internship.

Each intern also receives a Personal and Professional Development Manual. This Manual is a start of what should become a comprehensive resource that is a tool for developing and enhancing the intern's personal and professional abilities, both during their internship and as they move into future positions. Much of the material in the Manual is for long-term use, as opposed to the more short-term activities found in the Guidebook. The Manual contains sections on using learning journals for professional development, leadership and management competency characteristics, education and training opportunities, training and resources offered by Municipal Affairs, performance evaluation, self-assessments, networking, mentoring, and career development information.

A component of the Development Manual is a learning journal. A learning journal is a valuable tool for recording, analyzing and learning from experiences. Interns are provided with a learning journal to use throughout the year as their own personal record of thoughts, observations, questions, conclusions and feelings. It is an effective method for recognizing and understanding the circumstances that led to a learning experience, what was unique about the experience, thoughts about why it occurred, and what an intern would do if faced with a similar situation in the future.

Interns may also benefit from other resources, such as their local MLA's office and contacts they make within Municipal Affairs and other departments. The visit to their MLA's office will provide the intern with the opportunity to learn more about the provincial political structure and have a better understanding of how such an office is managed. During workshops at the ministry, and through other events where government staff is in attendance, interns will have the opportunity to expand their network of contacts to include individuals within the government who may be able to offer assistance or information as the interns' careers progress.

Education and Training Opportunities:

Interns must enroll in at least one training workshop or course during the year and attend at least one conference during the year. Attendance at

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municipal association and professional association zone meetings is also encouraged. Additional information about training and education opportunities is included in the Personal and Professional Development Manual. A Competency Tool is also provided to encourage opportunities to develop as a professional.

Additional Activities

	Tentative Date	Planned Attendance
Vacation (suggested time frame of 2 weeks during each year)		
APPI Conference	June 17 - 20, 2017	
*Intern Orientation	June 12 – 14, 2017	Required attendance
*Executive Week	November 2017	Required attendance
*Intern Wrap Up	Two Days in February or March 2018	Required attendance

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Performance Evaluation: Measuring Success

Performance evaluations are very important to ensure interns are learning and performing satisfactorily, and to highlight areas of success and improvement. Informal evaluations should be done on a continuous basis as the intern progresses through the program, completes a project, and/or demonstrates skills, competencies and behaviours valued by the municipality. The formal performance evaluation is to be conducted either by the CAO or the immediate supervisor and we recommend at least two performance conversations during the 12 month period.

Interns are provided with a learning journal to use during the year to keep track of important events, record their observations, and make note of what they have learned. The journal should also be used as a place to record goals so that the interns can use this as part of their evaluation of themselves and the program.

Ongoing discussion will also take place during the year between Municipal Affairs program staff, interns and supervisors about how the program is progressing, if any concerns need to be addressed, or if changes should be made to improve the program in the future. Internship program staff may also conduct a site visit to each municipality during the year. This may be in the form of an actual visit or by video conference. A more formal evaluation of the program will take place at the end of the year and will also involve interns, supervisors and the Ministry.