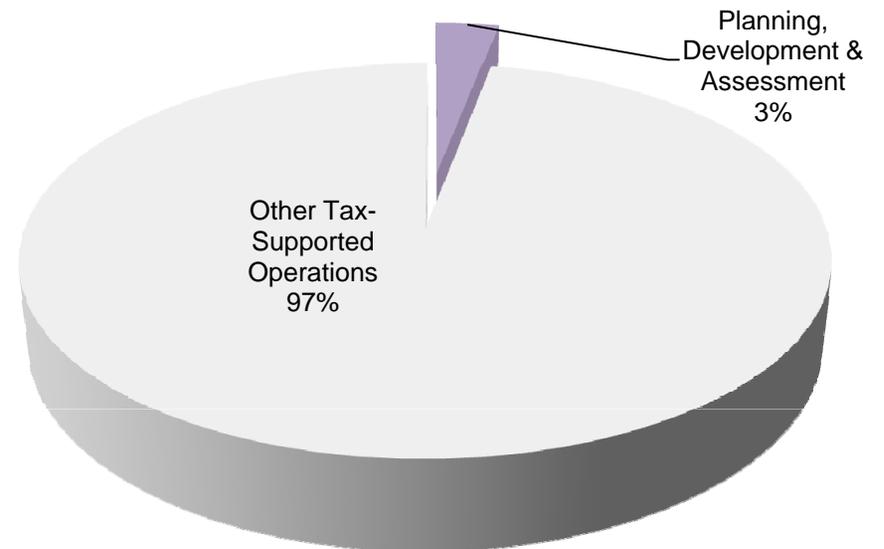


TABLE OF CONTENTS

	Page
Departmental Overview	PDA 01
Department Outcomes, Performance Measures and Targets	PDA 03
Departmental Strategies	PDA 06
Department Operating Budget Summary	PDA 08
Department Capital Budget Highlights	PDA 11
Department Capital Plan	PDA 12
Assessment	PDA 13
Development & Building Approvals	PDA 25
Land Use Planning & Policy	PDA 39



PLANNING, DEVELOPMENT & ASSESSMENT Share of Tax-Supported Net Operating Budget



PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Overview

From Dirt to Dollars, Vision to Value - PDA fulfills Calgary's vision for a great city by stewarding the creation, redevelopment and valuation of communities that are vibrant, complete and sustainable. This means we develop plans, policies, processes and services that support growth management, land use, development and building. PDA also assesses city properties and businesses, resulting in \$1.8 billion (2011) in tax revenues that are a major source of municipal and provincial government financing.

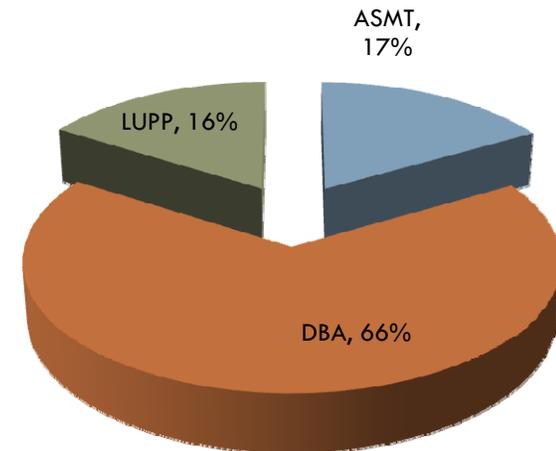
Business Units

- Assessment - ASMT
- Development & Building Approvals - DBA
- Land Use Planning & Policy - LUPP

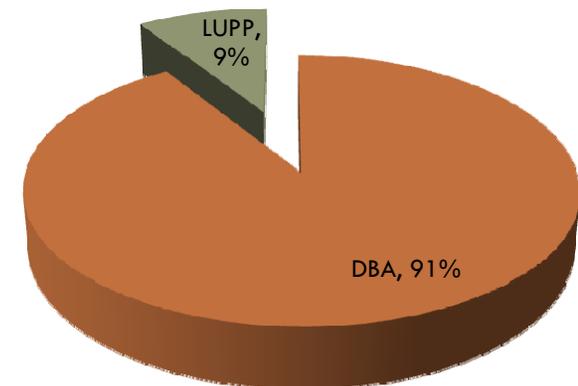
Key Trends and Issues

- increasing recognition by citizens that Calgary's growth needs to be managed in a more sustainable way than in the past
 - contributing factor: market pricing doesn't reflect the true cost of growth at the perimeter of Calgary and that cost needs to become more visible to all stakeholders
- economic uncertainty and demographic changes affect the dynamics of Calgary's growth and the availability of funds to support and manage it
- increasing citizen knowledge and expectations - need for transparent communications, engagement and accountability
- evolving technologies and increasing use of online services and media provide opportunities for increased effectiveness and efficiency; but up-front investment is required - challenges in funding and staffing development projects
- staffing challenges:
 - aging workforce - need to replace retirees, transfer knowledge to new recruits
 - recruiting and retaining qualified staff (a potential increasing challenge if the predicted Alberta worker shortage comes about)
- Some processes, permits and plans don't provide sufficient public value to stakeholders to justify the resources they consume. Those processes need to be eliminated or amended in order to increase efficiency and effectiveness.
- continuing to meet growth, customer expectations and other challenges associated with operating Canada's largest municipally operated annual cycle assessment jurisdiction - one that is expected to grow, by 2014, to approximately a half-million accounts and \$2 billion in tax revenues.

Department Operating Expenditures



Department Capital Plan



PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Overview

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

PDA's 2012-2014 Business Plan has been aligned to Council's Fiscal Plan for Calgary. It is also responsive to The City's 2020 Sustainability Direction.

Outcome 1 responds to Council's priority area "Ensuring every Calgarian lives in a safe community and has the opportunity to succeed." The Outcome "Communities and businesses are planned, developed and monitored to be safe for Calgarians" will be attained through two strategies. PDA will pursue improvements in legislation, regulations and bylaws to reflect the leading standards for safe building and communities. PDA will also facilitate compliance to legislation governing safe infrastructure and responsible business practices.

Outcome 2 responds to Council's priority area "Investing in great communities and a vibrant urban fabric." Its contents are also key to fulfilling the 2020 Sustainability Direction's objectives under the Smart Growth and Mobility goal.

PDA leads and coordinates The City's efforts in implementing the Municipal Development Plan (MDP) approved by Council in 2009. The Outcome "Steward the implementation of the MDP to realize Calgary's vision for a sustainable city and region" describes PDA's commitment. To achieve that, PDA will engage with communities and stakeholders to produce land use plans, policies and identify actions that align with, and promote fulfillment of, the MDP. It will also work with all other departments in implementing the Strategic Growth Management Framework. PDA will influence land use and development in Calgary, through the approval process, to minimize environmental impact. Responding directly to one of Council's directional statements, PDA will "Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the MDP." PDA will also support Council's regional interests, by coordinating The City's involvement in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation. PDA will refine its tax revenue financial forecast processes, contributing to improved long term planning and budgeting processes.

Outcome 3 responds to Council's priority area "Making Calgary the best place in Canada for a business to start and flourish." PDA will balance its mandated regulatory activities with ones that facilitate business success. This includes leading PDA's 'red tape' reduction initiative by streamlining business related processes. PDA will ensure that the city has sufficient land planned to accommodate existing, new and relocating businesses and in conjunction with Calgary Economic Development continue to implement key pieces of The City's Economic Development Strategy. Subject to Council's consideration of this issue in 2011, PDA will develop an implementation plan for the consolidation of the business tax with the non-residential property tax.

Outcomes 4, 5 and 6 respond to Council's priority area "Becoming a more effective and disciplined organization."

PDA is committed to effectively supporting its stakeholders, such that they are understood, informed, engaged and well served. Actions supporting that goal will increasingly become the norm as PDA continues its cultural shift to a customer centric department. PDA will continue improving the accessibility and equitability of its services, including the expansion of online service options.

PDA will support The City's financial sustainability by increasing cost efficiency in all services. To accomplish that, PDA will standardize, simplify and monitor its processes. Stable property and business tax revenues will continue to be supported through the effective administration of assessment processes. The DBA business unit is moving toward full cost-recovery by 2015; it will continue to work closely with stakeholders to provide cost-effective value.

Strategies have been developed to ensure PDA is set up for current and future success. Those include developing and implementing plans that will lead to the right people, with the right skills, being in the right positions, within the right structure. PDA will develop its workplace to be characterised by high performance, support for staff, including the training and tools required to accomplish the work, and safety.

Outcome 7 responds to Council's priority area "Changing the rules of the game to ensure better financial capacity." One contribution will come through PDA's leadership of the Growth Management Framework, by more directly linking land use planning processes to the costs of growth and municipal financial sustainability. Advocacy regarding legislation related to assessment and municipal funding tools will be pursued to optimize financial implications for The City.

Addressing Other Emerging Issues

A major part of PDA's work is to fulfill legislated mandates for regulating planning, development, business license and assessment related activities. Balancing its regulatory focus with responsiveness to customer expectations is a key challenge, particularly in a large municipality. But this is being addressed through implementation of PDA's Customer Promise program, which will become fully entrenched through implementation of the 2012-2014 Business Plan.

PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Community	1C Complete communities are planned, developed, built and monitored to be safe for Calgarians.	PM1.1 Percent of PDA building compliance inspections performed that meet the targeted number of inspections, as they relate to the Quality Management Plan.	96%	97%	≥90%	≥90%	≥90%
		PM1.2 Meet the biennial Provincial safety audit requirements related to building safety codes as outlined in the Quality Management Plan.	Pass	-	Pass	-	Pass
Places	2P Steward the implementation of the Municipal Development Plan (MDP) to realize Calgary's vision for a sustainable city and region.	PM2.1 Cumulative per cent of Municipal Development Plan follow up strategies /actions implemented.	NA	70%	80%	85%	90%
		PM2.2 Per cent of total population within Activity Centres and within 600m of Corridors, as outlined in the Municipal Development Plan	16%	16%	16%	16%	17%
		PM2.3 Per cent net new dwelling units within the 2005 built-up area boundary	20%	17%	19%	21%	23%
		PM2.4 Per cent population growth within the 2005 built-up area boundary	-119%	18%	19%	20%	21%
		PM2.5 Number of years of planned land supply	14	13	15	15	15
		PM2.6 Number of years of fully serviced land supply	4 to 6	3 to 5	3 to 5	3 to 5	3 to 5
Business	3B PDA facilitates business success.	PM3.1 Number of inquiries and information requests from non-residential property and business owners during Assessment's Advance Consultation Period.	900	1,400	≥1,500	≥1,500	≥1,500
		PM3.2 Per cent of business licences issued that meet process timing standards.	83%	80%	≥75%	≥75%	≥75%
		PM3.3 Per cent of business license complaint investigations completed within standard timelines.	69%	73%	≥80%	≥80%	≥80%
		PM3.4 Calgary Economic Development's review of PDA actions to implement its parts of Calgary's Economic Development Strategy 2008-2018.	NA	NA	TBD	TBD	TBD

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 4Z Stakeholders are understood, informed, engaged and well served.	PM4.1 Per cent of LUPP projects presented to committees and/or Council, and annual publications produced, within the target time identified within project plans.	93%	93%	90%	90%	90%	
	PM4.2 Biennial DBA customer satisfaction survey index score.	NA	NA	100	-	± 2	
	PM4.3 Per cent of those surveyed who had contact with The City regarding their assessment and were satisfied with the customer service provided.	75%	80%	≥80%	≥80%	≥80%	
	PM4.4 eServices Program achieves the cumulative ROI detailed in the council approved eServices Business Case included in C2011-10.	NA	NA	-	-	≥\$1.15 million	
	PM4.5 Direct inquiry / total account ratio during Assessment's Customer Review Period	3%	2%	≤5%	≤4%	≤3%	
	PM 4.6 Cumulative number of DBA transactional services and informational tools on-line. *The cumulative number builds on the 10 services delivered in 2010 and 2011.	3	10	15	20	20	
Organization 5Z The City's financial sustainability is supported through internal strategies and actions.	PM5.1 PDA productivity savings realized (budgeted targets)	NA	NA	≥\$ 0.3M	≥\$ 0.4M	≥\$ 0.5M	
	PM5.2 Assessment quality standard met: ratio of assessed value to sales value, for properties containing 1, 2 or 3 dwelling units	100%	100%	95%-105%	95%-105%	95%-105%	
	PM5.3 Assessment quality standard met: Coefficient of Dispersion, for properties containing 1, 2 or 3 dwelling units	6%	6%	≤15%	≤15%	≤15%	
	PM5.4 Per cent of the total annual municipal tax base under formal complaint	35%	32%	≤35%	≤35%	≤35%	
	PM5.5 Per cent of the total annual municipal tax base reduced at tribunal	2%	2%	≤3%	≤3%	≤3%	

 For Council Approval

 For Council Information

PLANNING, DEVELOPMENT & ASSESSMENT: Departmental Outcomes, Performance Measures and Targets for Council Approval

Departmental Outcomes		Performance Measures	2010 Actual	2011 Est.	2012	2013	2014
Organization 6Z PDA's workforce is set up for current and future success.		PM6.1 PDA employee resignation rate for employees in their first 2 years.	3.5%	10%	≤10%	≤10%	≤10%
		PM6.2 PDA employee satisfaction survey index score.	119.7	120	≥121	≥122	≥123
		PM6.3 Per cent of permanent employees that participate in an annual development dialogue and/or plan.	NA	NA	≥75%	≥75%	≥75%
		PM6.4 PDA lost time claims frequency.	0.8	1.2	≤0.7	≤0.7	≤0.7
		PM6.5 Per cent of completed work site safety inspections with action items resolved by due date.	95%	95%	≥95%	≥95%	≥95%
Finance 7F PDA contributes to better City financial capacity through outward-focused strategies and actions.		PM7.1 Cost benefit ratio for City of Calgary investment in leading infrastructure	NA	NA	-	TBD	TBD

 For Council Approval

 For Council Information



PLANNING, DEVELOPMENT & ASSESSMENT: Strategies for Council Approval

Departmental Outcomes	Strategies	Accountable Business Units
Community 1C Complete communities are planned, developed, built and monitored to be safe for Calgarians.	1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5,C6*)	DBA
	1C2 Facilitate compliance to legislation governing safe infrastructure and responsible business practices.	DBA
Places 2P Steward the implementation of the Municipal Development Plan (MDP) to realize Calgary's vision for a sustainable city and region.	2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)	Department Wide
	2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)	DBA,LUPP
	2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)	DBA,LUPP
	2P4 Support Council and co-ordinate The City's interests in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.	LUPP
Business 3B PDA facilitates business success.	3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	Department Wide
Organization 4Z Stakeholders are understood, informed, engaged and well served.	4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	Department Wide
	4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5,Z9*,Z10)	Department Wide

PLANNING, DEVELOPMENT & ASSESSMENT: Strategies for Council Approval

Departmental Outcomes		Strategies	Accountable Business Units
Organization 5Z The City's financial sustainability is supported through internal strategies and actions.		5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)	Department Wide
		5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.	ASMT
		5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.	Department Wide
Organization 6Z PDA's workforce is set up for current and future success.		6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.	Department Wide
		6Z2 Develop a high performance and supportive workplace.	Department Wide
		6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)	Department Wide
		6Z4 Ensure a safe workplace environment.	Department Wide
Finance 7F PDA contributes to better City financial capacity through outward-focused strategies and actions.		7F1 Manage growth in a fiscally responsible and sustainable manner.	DBA,LUPP
		7F2 Pursue property and business assessment and tax related legislative changes.	ASMT

For Council Approval

For Council Information



PLANNING, DEVELOPMENT & ASSESSMENT: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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GM PDA (Program 904)

Revenues	0	0	0	0	0	0	0	0	0	0	0
Expenditures	1,416	1,502	1,489	0	1,489	1,489	0	1,489	1,489	0	1,489
Recoveries	(896)	(957)	(944)	0	(944)	(944)	0	(944)	(944)	0	(944)
Net	520	545	545	0	545	545	0	545	545	0	545
FTEs	10.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0

Assessment (Program 841)

Revenues	(133)	(2)	(2)	0	(2)	(2)	0	(2)	(2)	0	(2)
Expenditures	19,312	19,460	18,573	0	18,573	18,748	0	18,748	18,923	0	18,923
Recoveries	(0)	0	0	0	0	0	0	0	0	0	0
Net	19,179	19,458	18,571	0	18,571	18,746	0	18,746	18,921	0	18,921
FTEs	172.2	168.2	159.2	0.0	159.2	163.2	0.0	163.2	165.2	0.0	165.2

 **For Council Approval**

PLANNING, DEVELOPMENT & ASSESSMENT: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
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Development & Building Approvals (Program 614)

Revenues	(68,711)	(64,418)	(65,766)	0	(65,766)	(68,476)	0	(68,476)	(72,238)	0	(72,238)
Expenditures	72,651	67,480	70,290	0	70,290	73,141	0	73,141	77,070	0	77,070
Recoveries	(2,079)	(1,128)	(2,890)	0	(2,890)	(3,031)	0	(3,031)	(3,198)	0	(3,198)
Net	1,862	1,934	1,634	0	1,634	1,634	0	1,634	1,634	0	1,634
FTEs	468.5	470.5	471.5	0.0	471.5	471.5	0.0	471.5	471.5	0.0	471.5

Land Use Planning & Policy (Program 616)

Revenues	(619)	(1,058)	(2,661)	0	(2,661)	(2,196)	0	(2,196)	(2,206)	0	(2,206)
Expenditures	14,496	16,916	18,394	150	18,544	18,054	0	18,054	18,189	0	18,189
Recoveries	(578)	(2,409)	(2,409)	0	(2,409)	(2,409)	0	(2,409)	(2,409)	0	(2,409)
Net	13,299	13,449	13,324	150	13,474	13,449	0	13,449	13,574	0	13,574
FTEs	104.5	104.5	104.5	0.0	104.5	107.5	0.0	107.5	108.5	0.0	108.5

 **For Council Approval**

PLANNING, DEVELOPMENT & ASSESSMENT: Operating Budgets for Council Approval

(\$ 000s)

	2010 Actual	2011 Total Budget	2012 Base Budget	2012 One-Time Budget	2012 Total Budget	2013 Base Budget	2013 One-Time Budget	2013 Total Budget	2014 Base Budget	2014 One-Time Budget	2014 Total Budget
TOTAL PDA											
Revenues	(69,462)	(65,478)	(68,429)	0	(68,429)	(70,674)	0	(70,674)	(74,446)	0	(74,446)
Expenditures	107,875	105,358	108,745	150	108,896	111,431	0	111,432	115,671	0	115,671
Recoveries	(3,553)	(4,494)	(6,243)	0	(6,243)	(6,384)	0	(6,384)	(6,551)	0	(6,551)
Net	34,860	35,386	34,074	150	34,224	34,374	0	34,374	34,674	0	34,674
FTEs	755.2	753.2	745.2	0.0	745.2	752.2	0.0	752.2	755.2	0.0	755.2

Totals may not add due to rounding

 For Council Approval

PLANNING, DEVELOPMENT & ASSESSMENT: Capital Budget Highlights

Land Use Planning & Policy (LUPP)

A budget request of \$900 thousand for the 2012-2014 period for the Downtown Improvement Fund (DOIT Fund) helps to address Council's priority area "Investing in Great Communities and a vibrant urban fabric." in Council's Fiscal Plan for Calgary, and is realized through LUPP action 2P1.5 "Co-ordinate the activities of various interdepartmental Centre City action teams and corporate project teams.". This program was approved by Council in 1987 and funding is used to undertake selective projects in the Downtown public realm. The Centre City Plan provides the guidance for the selection and prioritization of these projects. Proposed 2012-2014 projects will include, but are not limited to, the Centre City Bridge Banner Program, Olympic Plaza Purgola Gallery, Barclay Mall Banners, Chinatown Banners, Centre City Wayfinding, and CPR Underpass beautification.

Development & Building Approvals (DBA)

In 2012-2014, DBA will continue to deliver on previously approved capital programs including:

eServices (Program 069), which is supporting the 2012-2014 Business Plan strategy 4Z2, and Council's Fiscal Plan (CFP-Z5) to examine alternative mechanisms of service delivery, including the judicious use of technology. This multi-year program is in response to Council's direction in the 2009-2011 business plan (Council Priorities 3.3 *Make applicable City services -- permitting, approvals and licensing -- available on line* and 7.2 *Implement service delivery efficiencies through the application of business process improvements and alternative service delivery mechanisms*) and will continue until 2013, moving to sustainment in 2014 and beyond. Through eServices, citizens can engage DBA through their preferred schedule, from any online location. At the program's completion, citizens will be able to access a suite of permitting, approvals, licensing and transactional services online. There is no operational impact for the duration of this capital program. The business case for eServices delivered in 2010 and approved by Council in 2011 outlined seven-year estimated benefits of approximately \$11 million, to be realised within PDA (e.g. reduced costs of enforcement) and from other business units (e.g., reduction of inbound calls to 3-1-1 due to access to service requests). Performance measure PM 4.4 is related to this program.

Work Space Initiative (Program 064):

As DBA maintains its own spaces and assets in its status as primarily self-supported, there are requirements for overall realignment, updates to, and maintenance of work spaces. In the proposed 2012-2014 plan, PDA commits to support Council's Fiscal Plan (CFP-Z6), as it proposes to "provide the operational resources, training and tools required to accomplish the work". This includes the realignment of existing Calgary Planning Applications (CPAG) space in the Municipal Building's 5th floor, the update and maintenance of the Customer Advisory Services Call Center on the Municipal Building's 3rd floor, the move toward a central depot, and the design and construction of hotelling-space work stations for flexible work options, and shared work spaces.

Land Use Bylaw Sustainment (Program 065):

This multi-year program, which supports 2012-2014 business plan strategy 2P3 is intended to keep current and relevant over time Land Use Bylaw 1P2007 (adopted 2007 July, effective 2008 July). This program allows for research, interaction with internal and external stakeholders, facilitation of ongoing training and bringing forward proposed amendments to the Bylaw for consideration in a timely manner. Priorities in the work program include continued alignment with the direction in Council's Fiscal Plan as indicated in the PDA business plan, alignment with the goals established during the development of the Land Use Bylaw and ensuring changing economic, environmental or social conditions are reflected in the continued development of the Land Use Bylaw.

PLANNING, DEVELOPMENT & ASSESSMENT: Department 2012 - 2016 Capital Plan (1)

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
Development & Building Approvals						
Approved Projects in Progress	6,000	3,600	0	0	0	9,600
Total Projects Requiring Approval	0	0	0	0	0	0
2012 Capital Budget	6,000	3,600	0	0	0	9,600
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Development & Building Approvals	6,000	3,600	0	0	0	9,600
Land Use Planning & Policy						
Approved Projects in Progress	0	0	0	0	0	0
Total Projects Requiring Approval: (2)						
Program 152 : Downtown Improvements	300	300	300	0	0	900
Total Projects Requiring Approval	300	300	300	0	0	900
2012 Capital Budget	300	300	300	0	0	900
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Land Use Planning & Policy	300	300	300	0	0	900
Planning, Development & Assessment						
Approved Projects in Progress	6,000	3,600	0	0	0	9,600
Projects Requiring Approval (2)	300	300	300	0	0	900
2012 Capital Budget	6,300	3,900	300	0	0	10,500
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
Total Planning, Development & Assessment	6,300	3,900	300	0	0	10,500

Notes:

- (1) The capital plan represents capital expenditures for 2012 to 2016. The 2012 capital budget is based on this five-year plan, where costs of a project may be appropriated over more than one year. Council approvals are requested for budget adjustments to projects in progress and for new projects starting in 2012.
- (2) Program-project details for approval are included in the Business Unit Report - Capital Projects Requiring Approval.

 For Council Approval at Program-Project level. Details on Business Unit Report - Capital Projects Requiring Approval.

PLANNING, DEVELOPMENT & ASSESSMENT

Assessment	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$18.6	\$18.6	159	\$18.7	\$18.7	163	\$18.9	\$18.9	165

Overview

Assessment annually prepares, communicates and defends property and business assessment using the market value standard for property and typical net annual rental value for business. The assessed values are used as the basis for \$1.8 billion annually in property and business taxes (2011 figures, an amount that is estimated to be \$2 billion by 2014).

- Each year, using advanced, highly technical and efficient processes, the business unit prepares property and business assessments for 473 thousand accounts with \$231 billion and \$2.7 billion in property and business assessment value respectively. These assessments must meet and comply with provincial, industry and internal quality standards.
- Assessed values and relevant information is communicated to all assessed persons and/or their representatives through the annual assessment mailing, the Advance Consultation Period, the Customer Review Period, and year-round customer service and information programs. In 2010, Assessment responded to about 28 thousand customer inquiries and 755 thousand visits were made to the Assessment website.
- Where necessary, assessments are defended at tribunal hearings in order to ensure the municipality is able to rely on the revenue stream generated by the assessment and taxation process.
- To keep up to date with a growing city, construction, renovations, and other account changes, Assessment collects and updates information on all assessed properties and businesses and throughout the year, prepares supplementary assessments, and makes account changes as needed.

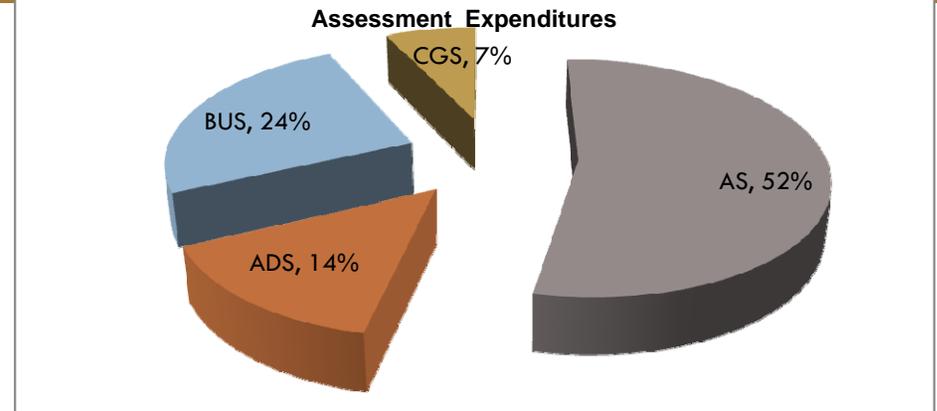
List of Services

- Assessments - AS
- Business Services - BUS
- Assessment Development Services - ADS
- Customer & Governance Services - CGS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

Assessment's ongoing focus on process effectiveness and efficiency, quality products, high customer service standards, and targeted advocacy are aligned with both Council's Fiscal Plan for Calgary and the 2020 Sustainability Direction. Assessment is responsible to lead the implementation of Council directional statement (CFP-B3):

"Develop an implementation plan for the consolidation of the



business tax with the non-residential property tax".

Addressing Other Emerging Issues

Assessment is responsible for Canada's largest municipally operated, annual cycle assessment jurisdiction and must exercise leadership in our operating practices. Calgary is a fast growing city and is expected to continue to grow throughout 2012-2014. By 2014, the business unit's portfolio will have grown to approximately a half million accounts, representing a continuous challenge to operate in such a large volume and high activity environment, while at the same time maintaining a customer and individual account focus. Assessment's growing customer base is also becoming increasingly sophisticated and has a greater focus on, and demand for, assessment information and services. Due to municipal budget requirements these rates of growth will not be matched by a corresponding rate of budget growth or increase in Full Time Equivalent staff positions over this three year cycle. Hence in 2012-2014 Assessment will focus more intently in an effort to develop and implement the effectiveness and efficiency improvements necessary to keep up with customer's expectations while providing a full range of assessment services. These improvements will be introduced as early as 2012 with the implementation of major technology projects aimed at substantially increasing the online services available to customers and improving the primary assessment related technology, particularly for the business assessment process.

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
Public 2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)	2P1.1 Project assessment roll growth changes and associated financial forecasts through improved and refined processes.	ADS
Business 3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	3B1.1 Develop and implement a PDA 'red tape' reduction initiative that supports the related corporate initiative. 3B1.2 Develop an implementation plan for the consolidation of the business tax with the non-residential property tax. (CFP-B3*) 3B1.3 Assist business and non-residential property owners so that they can effectively participate in and obtain information through Assessment's Advance Consultation Period. 3B1.4 Continue to make significant progress on implementation of those initiatives in Calgary's Economic Development Strategy 2008-2018 for which PDA is responsible.	Business Unit Wide CGS CGS ADS
Organization 4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication. 4Z1.2 Provide helpful, equitable, accurate, and responsive customer service through the implementation of the PDA Customer Promise. 4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans. 4Z1.4 Continuously enhance Assessment's Customer Review Period and year-round customer service and information programs.	CGS Business Unit Wide CGS CGS
Organization 4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)	4Z2.1 Make it easier for the public to get the information they need and to participate in public hearings. (CFP-Z9*) 4Z2.2 Support a customer-centric environment through providing the customer with the tools needed to obtain online information and expanded service availability.	CGS BUS

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
AS-Assessments	ADS-Assessment Development Services		CGS-Customer & Governance Services		BUS-Business Services

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)	5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency. (CFP-Z3)	ADS
	5Z1.2 Deliver efficiency improvements through project management processes and tools.	BUS
	5Z1.3 Create efficiencies through alignment between processes and positions.	AS
	5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.	Business Unit Wide
	5Z1.5 Continue commitment to process improvement and work towards having clear and streamlined processes in place before technology investments are made.	BUS
	5Z1.6 Continue to focus, where possible, on advancing elements and activities in the annual assessment cycle, with a goal of improved product quality, customer service and efficiency.	AS
Organization 5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.	5Z2.1 Prepare assessments that meet legislated, industry, and internal product quality standards.	AS
	5Z2.2 Improve both the quality and use of data through enhanced data collection methodologies.	ADS
	5Z2.3 Capture assessment roll physical growth and changes through improved processes and monitoring.	AS
	5Z2.4 Administer effectively the equalized assessment process for The City, ensuring the correct provincial property tax allocation for Calgary taxpayers.	ADS
	5Z2.5 Continue to ensure that eligible organizations receive required tax relief through the administration of the property and business taxation exemption processes.	CGS
Organization 5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.	5Z3.1 Perform regular reviews of PDA-related reserves for applicability, appropriateness, and correct funding levels and balances.	ADS
	5Z3.2 Sustain fairness and equity for all taxpayers through the comprehensive review of assessment complaints and any required response to those complaints.	ADS
	5Z3.3 Protect The City from avoidable financial risk through further development of risk management processes associated with property and business assessment rolls.	ADS

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
AS-Assessments		ADS-Assessment Development Services		CGS-Customer & Governance Services	
			BUS-Business Services		

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.</p>	<p>6Z1.1 Develop and implement an integrated and aligned 2012-2014 PDA strategic human resources plan which meets the employee and stakeholder needs.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>6Z2 Develop a high performance and supportive workplace.</p>	<p>6Z2.1 Provide the necessary direction and support for staff to meet corporate, department, business unit, and section goals through annual development dialogues.</p>	<p>Business Unit Wide</p>
<p>Organization</p> <p>6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)</p>	<p>6Z2.2 Build leadership capacity through targeted development, mentorship and succession planning.</p>	<p>Business Unit Wide</p>
	<p>6Z3.1 Develop and implement an operational human resources plan in an effort to support management and staff in achieving their day-to-day goals.</p>	<p>Business Unit Wide</p>
	<p>6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.</p>	<p>Business Unit Wide</p>
	<p>6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.</p>	<p>BUS</p>
	<p>6Z3.4 Enhance the primary assessment software through a technology project that will provide the ability to value additional property types within that software.</p>	<p>BUS</p>

For Council Approval

For Council Information



PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z4 Ensure a safe workplace environment.	6Z4.1 Continue the commitment to safety through participation in the departmental Safety Management System.	Business Unit Wide
Finance 7F2 Pursue property and business assessment and tax related legislative changes.	7F2.1 Continue to advocate for the optimization of the assessment legislative and policy environment applicable to the property and business tax.	CGS

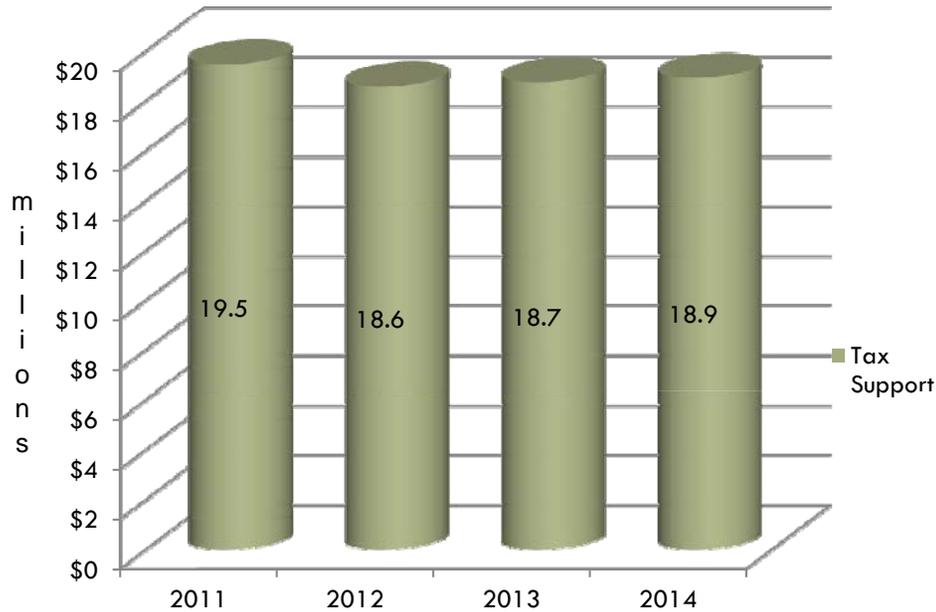
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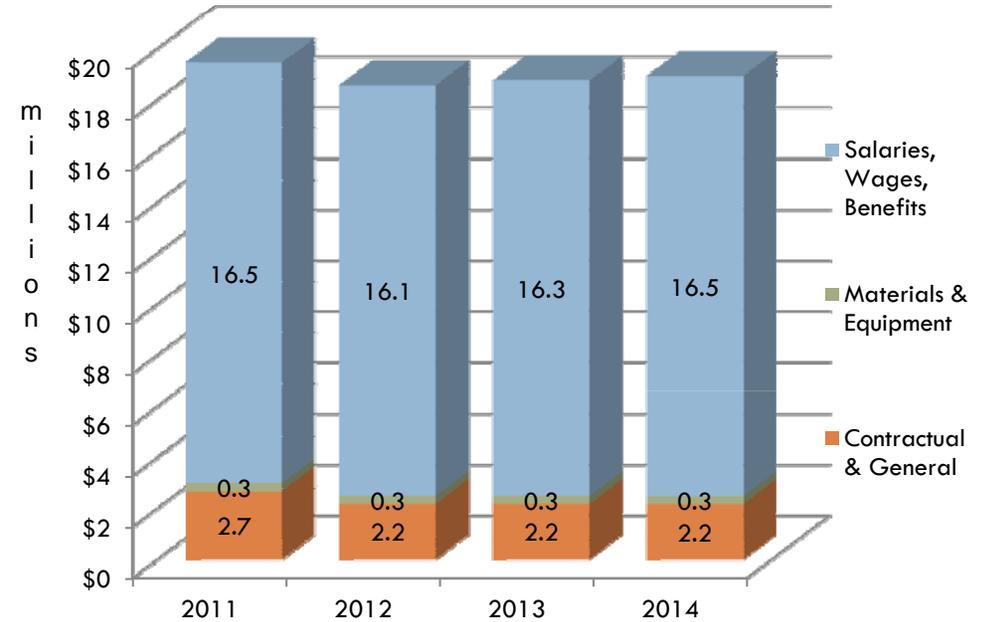


PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Breakdown of Operating Budget (\$millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs									
Director's Office	\$0.5	\$0.5	3	\$0.5	\$0.5	3	\$0.5	\$0.5	3	\$0.5	\$0.5	3
<u>Services:</u>												
Assessments	9.8	9.8	104	9.6	9.6	99	9.6	9.6	101	10.0	10.0	105
Assessment Development Services	2.8	2.8	29	2.6	2.6	28	2.8	2.8	30	2.7	2.7	29
Business Services	5.2	5.2	26	4.6	4.6	23	4.6	4.6	23	4.5	4.5	22
Customer & Governance Services	1.3	1.3	7	1.3	1.3	7	1.3	1.3	7	1.3	1.3	7
TOTAL ASSESSMENT	\$19.5	\$19.5	168	\$18.6	\$18.6	159	\$18.7	\$18.7	163	\$18.9	\$18.9	165

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

In order to reduce the budget without affecting levels of service for 2012, the Assessment business unit will establish a more efficient allocation between different job types (action 5Z1.3). This resource reallocation will result in a net decrease of 6 Full-Time Equivalents (FTEs) in 2012 and will also yield a total of \$471 thousand in savings due to productivity gains over the 2012-2014 period. (The 2011 budget included a 3 FTE one-time allocation in Business Services, applicable to 2011 only.)

In 2014, improved training and mentoring initiatives within the Assessment business unit (action 6Z3.2) will have resulted in knowledge/skill gains among staff, allowing for a further reduction of 2 FTEs and \$224 thousand in productivity savings.

Service and Budget Increases

An \$870 thousand total budget increase in 2013 and 2014 will result in an increase of 8 FTEs to be used for the following specific purposes:

- Introduce new position types that are necessary to leverage the gains made by the online customer service project work initiated in the 2009-2011 budget cycle and realize significant information acquisition, quality and customer service improvements.
- Ensure the sufficiency of existing position types that are necessary to allow for the continued preparation, communication and defence of assessed values as noted in strategies 5Z2 and 4Z1. This will contribute to the continued stability of The City of Calgary's largest revenue source with total tax revenues expected to be \$2 billion by 2014. The Assessment business unit is already operating at an extremely competitive account/staff ratio, and has absorbed the implications of previous years' budget and FTE reductions.
- Enable high-priority improvement initiatives. These improvement initiatives, such as those referenced in actions 3B1.2, 4Z2.2 and 6Z3.4, amongst others, are essential to the future success of both Assessment and City-wide operations. With the further budget reductions and productivity savings required in 2012-2014, the efficiency gains brought about by these improvement initiatives are the key to allowing such high account/staff ratios while still ensuring The City of Calgary as a whole can continue to rely on its largest revenue source.

Through the business plan and budget, the Assessment business unit ensures there is revenue for tax-supported expenditures associated with Council's Fiscal Plan for Calgary, coupled with specific focus on the following:

- Making Calgary the best place in Canada for a business to start and flourish (addressed in strategy 3B1);
- Becoming a more effective and disciplined organization (addressed in strategies 4Z1, 4Z2, 5Z1, 5Z2, 5Z3, 6Z1, 6Z2, 6Z3 and 6Z4);
- Changing the rules of the game to ensure better financial capacity (addressed in strategy 7F2).

Through the revenue generated by the Assessment business unit The City of Calgary is able to pursue the following goals, reliant on tax-supported expenditures, of the 2020 Sustainability Direction:

- Community Well-being;
- Economy;
- Sustainable Environment;
- Smart Growth and Mobility;
- Financial Capacity;
- Sustainable Corporation.

Budget Reductions with Service Impacts

There are no base budget reductions with service impacts planned for the 2012-2014 period.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$175)	(\$230)	(\$290)
Service and budget increases	0	405	465
Budget reductions with service impact	0	0	0
Total base changes	<u>(175)</u>	<u>175</u>	<u>175</u>
One-Time	0	0	0
Less: Previous Years One-time	(712)	0	0
Total budget changes	<u><u>(\$887)</u></u>	<u><u>\$175</u></u>	<u><u>\$175</u></u>

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Assessments	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$9,611	\$9,611	99	\$9,624	\$9,624	101	\$10,023	\$10,023	105

Description of Services

- Prepare accurate and equitable market value property assessments and net annual rental value business assessments in order to allow for the fair distribution of taxes among Calgary taxpayers and ensure sufficient revenues are available for City of Calgary services and provincially funded education services.
- Provide customers with assessment information in a transparent and timely manner in order to assist them in understanding their assessment and avoid, where possible, complaints to the Assessment Review Board.
- Defend assessments at the tribunals to protect Calgary's tax revenues.

Highlighted Strategies

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)

5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.

Highlighted Actions

5Z1.3 Create efficiencies through alignment between processes and positions.

5Z1.6 Continue to focus, where possible, on advancing elements and activities in the annual assessment cycle, with a goal of improved product quality, customer service and efficiency.

5Z2.1 Prepare assessments that meet legislated, industry, and internal product quality standards.

5Z2.3 Capture assessment roll physical growth and changes through improved processes and monitoring.

Business Plan and Budget Highlights

The Assessments service is responsible for the fulfillment of the majority of the operational and legislated requirements of the business unit. These requirements can be summarized as the preparation, communication and defence of assessed values to an acceptable industry standard, as noted in strategies 5Z2 and 4Z1, which will lead to certain and predictable tax and revenue for The City of Calgary.

For 2012 this service will move towards a more efficient allocation between different job types, as noted in action 5Z1.3, in order to reduce the budget without affecting the level of service provided. This reallocation will result in a net decrease of 6 FTEs in 2012 and will also yield a total of \$471 thousand worth of savings due to productivity gains over the 2012-2014 period. A \$708 thousand total budget increase in 2013 and 2014 will result in an increase of 6 FTEs, which are necessary to maintain the revenue certainty for The City of Calgary.

To achieve this service's desired outcomes, strong relationships are required with the Alberta Municipal Affairs and City of Calgary Law, City Clerk's, Finance, and Information Technology, amongst many others.

This service is responsible for performance measures PM5.2, 5.3 and 5.4.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Assessment Development Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,632	\$2,630	28	\$2,794	\$2,792	30	\$2,660	\$2,658	29

Description of Services

- Coordinate and monitor city-wide mass appraisal and quality functions to ensure the effective preparation of property and business assessments.
- Coordinate and monitor assessment defence processes on a city-wide basis.
- Coordinate and monitor the collection of information required to prepare assessments from customers, as well as the provision of assessment information to customers.
- Coordinate and monitor assessment preparation processes associated with the physical growth and other changes in properties and businesses.
- Maintain an inventory of Calgary businesses for business assessment roll purposes.
- Lead strategic and operational planning, reporting, and equalized assessment programs for the business unit.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)

5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.

5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

Highlighted Actions

2P1.1 Project assessment roll growth changes and associated financial forecasts through improved and refined processes.

5Z2.2 Improve both the quality and use of data through enhanced data collection methodologies.

5Z2.4 Administer effectively the equalized assessment process for The City, ensuring the correct provincial property tax allocation for Calgary taxpayers.

5Z3.2 Sustain fairness and equity for all taxpayers through the comprehensive review of assessment complaints and any required response to those complaints.

5Z3.3 Protect The City from avoidable financial risk through further development of risk management processes associated with property and business assessment rolls.

Business Plan and Budget Highlights

Some of the major initiatives that Assessment Development Services will be responsible for within the 2012-2014 period include actions:

- 2P1.1 will contribute to a renewed emphasis on contributing to comprehensive corporate decision making through improved financial forecasts;
- 5Z2.2 will make major improvements to assessment related data collected and result in improvements in both product quality and efficiency.

Initiatives to improve training and mentoring across the business unit (action 6Z3.2) will, by 2014, result in knowledge gains among an increased number of staff. This will yield a budget reduction within Assessment Development Services of 1 FTE and \$134 thousand in productivity savings in 2014. There will be no anticipated impacts to service levels as a result of these budget reductions. A \$162 thousand total budget increase within Assessment Development Services in 2013 will result in an increase of 2 FTEs. This will introduce new position types that are necessary to leverage the gains made by the online customer service project work initiated in the 2009-2011 budget cycle and allow for significant information acquisition, quality and customer service improvements.

To achieve this service's desired outcomes, strong relationships are required with the Alberta Assessor's Association and The City of Edmonton, amongst many others.

This service is responsible for performance measure PM5.5.

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Business Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,593	\$4,593	23	\$4,593	\$4,593	23	\$4,503	\$4,503	22

Description of Services

- Manage projects and initiatives within Assessment.
- Document all processes, lead/support continuous process improvement teams.
- Provide technology support services, in conjunction with the Information Technology business unit, for Assessment's many systems, projects, processes and reports.
- Create and maintain the Assessment Rolls (Property, Business, and Supplementary) and notices throughout the assessment roll and taxation year.
- Develop, support and deliver training and staff development.
- Coordinate all administration, financial, safety, environmental, records storage and retention activities for Assessment.

Highlighted Strategies

4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)

6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)

Highlighted Actions

4Z2.2 Support a customer-centric environment through providing the customer with the tools needed to obtain online information and expanded service availability.

5Z1.2 Deliver efficiency improvements through project management processes and tools.

5Z1.5 Continue commitment to process improvement and work towards having clear and streamlined processes in place before technology investments are made.

6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.

6Z3.4 Enhance the primary assessment software through a technology project that will provide the ability to value additional property types within that software.

Business Plan and Budget Highlights

Some of the major initiatives that Business Services will be responsible for within the 2012-2014 period include actions:

- 4Z2.2 making further improvements made to the Online Customer Services project, with the end result being additional significant information acquisition, quality and customer service improvements;
- 5Z1.5 which will further strengthen Assessment business unit processes;
- 6Z3.4 which will generate major efficiency and effectiveness improvements in the preparation of assessed values through a project aimed at enhancing the primary assessment software.

Through leveraging technology (action 6Z3.3) and continued commitment to process improvement (action 5Z1.5) there will be, by 2014, a resulting reduction of 1 FTE within Business Services and \$90,000 in productivity savings. No impacts to service levels are anticipated as a result of this budget reduction.

To achieve this service's desired outcomes, strong relationships are required with Information Technology, the Corporate Project Management Centre, City Clerks, and Finance amongst many others.

This service will coordinate Assessment's contributions to the business unit wide action 3B1.1 related to 'red tape' reduction.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Assessment: Service Highlights

Customer & Governance Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$1,283	\$1,283	7	\$1,283	\$1,283	7	\$1,283	\$1,283	7

Description of Services

- Legislative compliance and advocacy.
- Develop and maintain policies to comply with legislation and to optimize efficiency and effectiveness.
- Coordinate year round customer service, including the Advance Consultation Period and Customer Review Period.
- Administer assessment and tax exemptions.
- Review, and develop appropriate responses to, unique issues affecting Calgary's assessment environment.
- Support the Assessment business unit's relationships and work with external organizations and other assessment jurisdictions.

Highlighted Strategies

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)

5Z2 Assure The City of Calgary and provincial government of stable tax revenue financing through effective property and business assessment processes.

7F2 Pursue property and business assessment and tax related legislative changes

Highlighted Actions

3B1.2 Develop an implementation plan for the consolidation of the business tax with the non-residential property tax. (CFP-B3)

3B1.3 Assist business and non-residential property owners so that they can effectively participate in and obtain information through Assessment's Advance Consultation Period.

4Z1.4 Continuously enhance Assessment's Customer Review Period and year-round customer service and information programs.

5Z2.5 Continue to ensure that eligible organizations receive required tax relief through the administration of the property and business taxation exemption processes.

7F2.1 Continue to advocate for the optimization of the assessment legislative and policy environment used for the property and business tax.

Business Plan and Budget Highlights

Some of the major initiatives that Customer & Governance Services will be responsible for within the 2012-2014 period include actions:

- 3.B1.2 which will result in the implementation of the Council Directional Statement (CFP-B3) "Develop an implementation plan for the consolidation of the business tax with the non-residential property tax";
- 3.B1.3 and 4Z1.4 which will further optimize Assessment's customer service initiatives for all types of customers;
- 7F2.1 which will continue advocacy efforts to accomplish the dual goals of optimizing both the:
 - property and business tax as a source of City of Calgary financing;
 - the legislative and policy environment that the Assessment business unit operates in.

There will be no changes to budget or FTE levels within the 2012-2014 period for Customer & Governance Services and therefore there will be no impacts to service levels.

To achieve this service's desired outcomes, strong relationships are required with Alberta Municipal Affairs, the City of Edmonton and other cities, City of Calgary Finance and Intergovernmental Affairs, amongst many others.

This service is responsible for performance measures PM3.1, 4.3 and 4.5.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT

Development & Building Approvals	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$70.3	\$1.6	472	\$73.1	\$1.6	472	\$77.1	\$1.6	472

Overview

The business of Development & Building Approvals is about turning spaces into places. From the ground up, DBA helps to transform land into vibrant communities that support active residents and thriving businesses. The core services DBA provides – from administering development approvals to providing licensing and compliance services – are delivered by a team of multi-disciplinary professionals who reinforce the importance of quality customer service, daily, and do so in a primarily cost-recovery environment. To the Mayor and Council, DBA is the administrator of Council's vision for Calgary. To developers and businesses, DBA is the facilitator of their ideas. To contractors, DBA inspects the work they do. To citizens, DBA ensures community standards are upheld. While DBA's business means different things to different people, each distinctive responsibility and function represents a range of activities and services focused on evolving Calgary's spaces into vibrant places.

List of Services

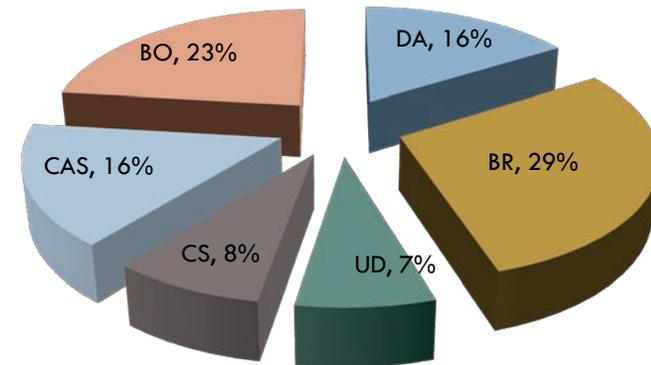
- Development Applications - DA
- Building Regulations - BR
- Urban Development - UD
- Compliance Services - CS
- Customer Advisory Services - CAS
- Business Operations - BO

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

DBA's operations includes the stewardship of municipal bylaws related to but not limited to land use, business licensing, addressing, building and plumbing permits, electrical permitting, mechanical permits, acreage assessments and the Uniform Quality Management Plan. Also, DBA responds to federal and provincial legislation, which enables and supports or directs municipal bylaws, as well as Council's direction. Specifically in 2012-2014, DBA is leading or supporting strategies related to Council's Fiscal Plan via: CFP-C5, C6*, CFP-P1*, P7, P8, P10*, P11*, CFP-B1, B2*, CFP-Z1, Z2, Z3, Z5, Z6, Z7, Z9*, Z10. In developing the 2012-2014 plan, DBA has included feedback gained from the PDA department's staff engagement to develop strategies and actions.

DBA is also supporting the 2020 Sustainability Direction in 2012-2014, aligning departmental outcomes and strategies, as well as business unit-specific actions with the 2020 Sustainability Direction Goals and Objectives,

Development & Building Approvals Expenditures



detailed in the Business Unit Service Overview. DBA also implements the Municipal Development Plan through many aspects of its functionality. DBA has completed its User Fee and Sustainability Review, identifying a number of service areas in which DBA can further streamline operations or increase fees to better achieve mandated recovery across business unit operations. These areas will be explored through 2012, under Action 5Z3.1, utilising a business unit financial sustainability model. DBA also participates in required programs such as EnviroSystem and Tangible Capital Assets.

Addressing Other Emerging Issues

Calgary Economic Development and The City's corporate financial planning forecasts indicate an increase in volumes of service delivery will be required in 2012-2014 for DBA. Office vacancy rates are trending down, and job creation is trending up. Net immigration and accessible financing mean a recovery in the market for Calgary from 2009. Overall economic forecasts indicate steady improvements to economic vitality. The volatile global economy requires DBA to monitor and manage its business via a market volatility approach.

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5, C6*)	1C1.1 Work co-operatively with the Province to improve building codes for fire safety. (CFP-C6*)	BR
	1C1.2 Support CS&PS to maintain Calgary standards for fire safety and coverage.	UD
	1C1.3 Maximize our performance to meet legislative and technical service standards.	BR
	1C1.4 Improve the processes leading to the issuance of building occupancy permits.	BR
Community 1C2 Facilitate compliance with legislation governing safe infrastructure and responsible business practices.	1C2.1 Continue to improve Calgary’s construction site safety through the management and delivery of the Construction Site Safety and Monitoring Program.	BR
	1C2.2 Co-ordinate a multi-agency approach to maintaining standards for safer work places.	CS
	1C2.3 Continue to improve and support proactive compliance with applicable legislation through initiatives, groups and teams.	CS
Places 2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)	2P1.1 Amend the Land Use Bylaw as required, in alignment with the Area Structure Plan /Area Redevelopment Plan or policy documents that implement the MDP.	DA
Places 2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)	2P2.1 Implement energy codes to ensure they are harmonized with provincial legislation.	BR

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
DA-Development Applications BR-Building Regulations		UD-Urban Development CS-Compliance Services		CAS-Customer Advisory Services BO-Business Operations	

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Places 2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan (MDP). (CFP-P10*)	2P3.1 Implement recommendations from the CPAG Decision Making Model Review and the review of the Land Use Bylaw and Associated Processes as appropriate.	DA
	2P3.2 Review and simplify the Land Use Bylaw and associated processes such as development of objective standards.	DA
Business 3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	3B1.1 Develop and implement a PDA 'red tape' reduction initiative that supports the related corporate initiative.	Business Unit Wide
	3B1.2 Facilitate the business licence approval process with business owners to obtain legislative compliance.	CS
	3B1.3 Initiate regular communication and information sharing with Calgary Economic Development.	DA
	3B1.4 Manage the intake and review process to co-ordinate business applications and inquiries.	CAS
	3B1.5 Engage with Calgary's building industry to identify opportunities to streamline processes.	UD
	3B1.6 Encourage economic development through pre-approval of low-risk business license categories.	CS
	3B1.7 Continue to make significant progress on implementation of those initiatives in Calgary's Economic Development Strategy for which PDA is responsible.	Business Unit Wide
Organization 4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication.	CAS
	4Z1.2 Provide helpful, equitable, accurate, and responsive customer service through the implementation of the PDA Customer Promise.	Business Unit Wide
	4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.	BO
	4Z1.4 Co-ordinate and make improvements to the intake and review process for non-business owners.	CAS

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
DA-Development Applications BR-Building Regulations		UD-Urban Development CS-Compliance Services		CAS-Customer Advisory Services BO-Business Operations	

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)	4Z2.1 Make it easier for the public to get the information they need and to participate in public hearings. (CFP-Z9*)	CAS
	4Z2.2 Support a customer centric environment by providing the customer with the tools needed to obtain online information and expanded service availability.	BO
Organization 5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)	5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency. (CFP-Z3)	Business Unit Wide
	5Z1.2 Deliver efficiency improvements through project management processes and tools.	BO
	5Z1.3 Create efficiencies through alignment between processes and positions.	Business Unit Wide
	5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.	Business Unit Wide
	5Z1.5 Standardize change management and business process improvement through well managed projects.	BO
Organization 5Z3 Demonstrate effective management of PDA reserves and applicable corporate reserves.	5Z3.1 Perform regular reviews of PDA-related reserves for applicability, appropriateness, and correct funding levels and balances.	Business Unit Wide
Organization 6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.	6Z1.1 Develop and implement an integrated and aligned 2012-2014 PDA strategic human resources plan which meets the employee and stakeholder needs.	Business Unit Wide

For Council Approval
For Council Information

Community	Places	Mobility	Business	Organization	Finance
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DA-Development Applications
BR-Building Regulations

UD-Urban Development
CS-Compliance Services

CAS-Customer Advisory Services
BO-Business Operations

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 6Z2 Develop a high performance and supportive workplace.	6Z2.1 Provide the necessary direction and support for staff to meet corporate, department, business unit, and section goals through annual development dialogues.	Business Unit Wide
	6Z2.2 Build leadership capacity through targeted development, mentorship and succession planning.	Business Unit Wide
Organization 6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)	6Z3.1 Develop and implement an operational human resources plan in an effort to support management and staff in achieving their day-to-day goals.	Business Unit Wide
	6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.	BO
	6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.	Business Unit Wide
Organization 6Z4 Ensure a safe workplace environment.	6Z4.1 Continue the commitment to safety through participation in the departmental Safety Management System.	Business Unit Wide
Finance 7F1 Manage growth in a fiscally responsible and sustainable manner.	7F1.1 Implement the Growth Management Framework by working with stakeholders and business units to prioritize areas for intensification and new development.	UD
	7F1.2 Implement the Growth Management Framework through land use policy plan development and application reviews to align budget and planning recommendations.	UD
	7F1.3 To ensure alignment with the MDP/CTP, analyze the impact of corporate financial instruments/policies on locational choices and urban form, and develop an action plan.	UD

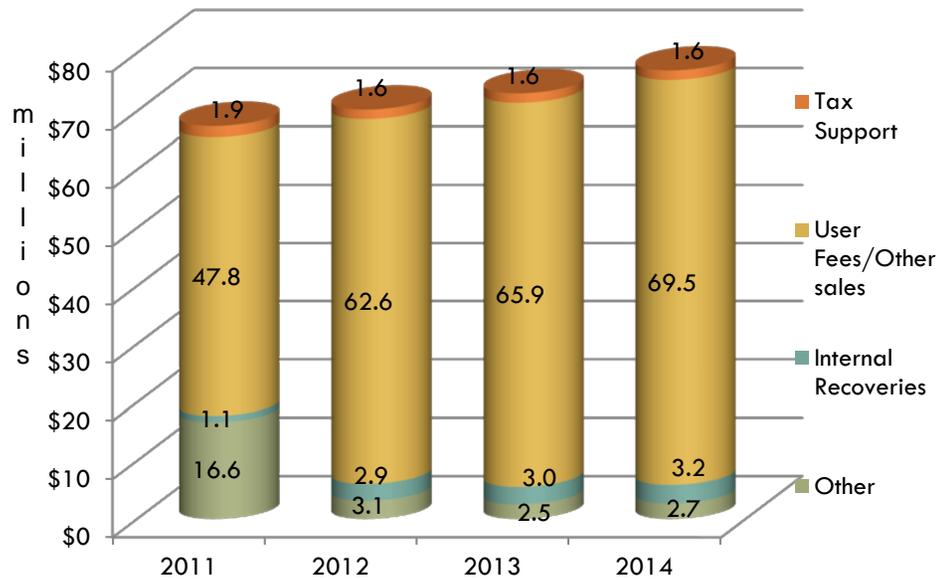
For Council Approval

For Council Information

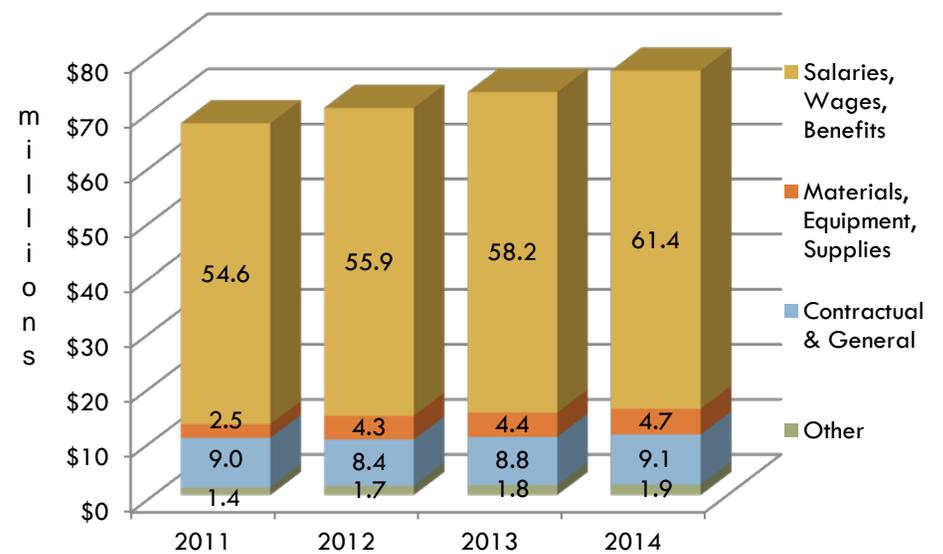
Community	Places	Mobility	Business	Organization	Finance
DA-Development Applications BR-Building Regulations		UD-Urban Development CS-Compliance Services		CAS-Customer Advisory Services BO-Business Operations	

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Business Unit User Fee Schedules (Attachment 2).

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs									
Director's Office	\$0.0	\$0.0	4	\$0.8	\$0.8	4	\$0.9	\$0.9	4	\$0.9	\$0.9	4
Services:												
Development Applications	13.1	8.3	91	11.4	5.1	89	11.8	5.3	89	12.5	5.5	89
Building Regulations	28.2	(8.7)	162	20.3	(29.2)	162	21.1	(30.9)	162	22.2	(32.6)	162
Urban Development	4.7	1.4	33	5.1	1.4	32	5.3	1.4	32	5.6	1.4	32
Compliance Services	4.6	(0.6)	31	5.2	(2.6)	32	5.6	(2.7)	32	5.9	(2.9)	32
Customer Advisory Services	1.6	1.2	115	11.2	10.9	115	11.6	11.4	115	12.3	12.0	115
Business Operations	15.2	0.3	35	16.3	15.1	38	16.8	16.3	38	17.8	17.3	38
Total Development & Building Approvals	\$67.4	\$1.9	471	\$70.3	\$1.6	472	\$73.1	\$1.6	472	\$77.1	\$1.6	472

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

None.

Service and Budget Increases

There are no budget changes requiring additional tax funding.

User Fees

DBA has completed its User Fee and Sustainability Review, identifying several service provision areas in which DBA and LUPP are not adequately recovering costs. These areas will be explored through 2012, under Action 5Z3.1, utilising a business unit financial sustainability model. While Calgary's development and building approval service delivery is high, residential and commercial customers continue to enjoy among the lowest fees in Canada, remaining a good place to do business with minimal tax support (striving for zero tax support by 2015).

The ability to maintain high levels of service delivery, and to deliver on strategies 1C1 and 1C2, as well as 4Z2 and 5Z1, will come with opportunities for productivity savings and achieving full cost-recovery, alongside a commitment to keep fees affordable and in line with Canadian standard rates. With forecast increases in market demands, DBA will be in a position to conduct market analysis and set the strategic direction for adjustments to fee schedules in order to determine the Long Term Recovery Rates for the Business Unit. This can be done while maintaining current levels of service and ensuring fees are comparable to other Canadian cities, in alignment with the principles of Council Policy CFO010, User Fees and Subsidies Policy. Specific changes for 2012-2014 include but may not be limited to:

- With increased demands for construction site safety, an adjustment to the fee for building permits of \$0.75 per \$1,000 of construction value, to support current site safety service levels, excepting single family construction and renovation in 2012.
- An adjustment to the Single Construction Permit (SCP) fee of \$8.30 per \$1,000 of the estimated cost of new construction will move this towards cost recovery.
- An adjustment to the Trade Permit fee to be a minimum of \$95.00 will move this towards cost recovery.
- The Environmental Restoration Permit (ERP) will be raised to \$5,000. The cost increase factor (see * below) will not be applied on this fee in 2012, but it will be applied in 2013 and 2014.

•The Certificate of Compliance fee is an optional service The City provides for purchases of any property type in Calgary. An adjustment of \$35 to each type of fee (Residential, Commercial and Express) would raise the average certificate of compliance to \$136, and is required in order for The City to continue to offer this service. Fees would remain comparable to other alternatives, such as Title Insurance.

*The 2012-2014 fee schedule changes incorporate the annual cost increase factor supported by Council - the Municipal Pricing Index (MPI) plus population growth, forecast as follows: 2012 = 5.0 %, 2013=5.1%, 2014= 5.5%. This cost increase factor would be applied year over year, over fee adjustments that may arise out of the User Fee and Sustainability Review, excepting the ERP adjustment in 2012.

Budget Reductions with Service Impact (no net impact)

Unlike tax-supported business units, this change will not result in service impacts but rather align with DBA's cost-recovery model and contribute to the positive departmental reduction in tax support. As such, DBA will move 7 FTEs from tax-support to self-support. This move will better align the addressing and records group, with no impact to service and result in a reduction in DBA, and by extension PDA's tax-supported funding. The net reduction after revenues totals \$300 thousand.

For 2012, DBA is budgeting a net draw on its reserve, which is not sustainable in the longer term. In the short term (1-3 years), there will be no service impacts, however, a review of the service delivery model and ongoing review of fees (under Action 5Z3.1) is required to ensure the sustainability of current or increased service delivery levels.

Summary of net operating budget changes (\$000's)

	2012	2013	2014
Productivity Gain (Budget reduced with no service impact)	\$0	\$0	\$0
Service and budget increases	0	0	0
Budget reductions with service impact	(300)	0	0
Total base changes	(300)	0	0
One-Time	0	0	0
Less: Previous Year's One-time	0	0	0
Total budget changes	(\$300)	\$0	\$0

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
064	001	Working Space Initiative	A	U	1,647	1,000	1,000	0	0	0	2,000	3,647
065	001	Land Use Bylaw Implementation & Sustainment	A	U	3,000	1,000	600	0	0	0	1,600	4,600
069	001	eServices Portfolio	A	U	5,000	4,000	2,000	0	0	0	6,000	11,000
Total Development & Building Approvals					9,647	6,000	3,600	0	0	0	9,600	19,247

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Development Applications	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11,394	\$5,142	89	\$11,842	\$5,272	89	\$12,464	\$5,533	89

Description of Services

- Ensures development in Calgary takes place in accordance with the Land Use Bylaw, legislation and other relevant policy documents. Through the determination of applications, this service (housing Planning Implementation and Corporate Planning Applications Group (CPAG)) manages the review and consent of a large portion of the development projects within Calgary.
- Reviews and comments on planning applications via CPAG, a cross-functional team with a corporate approach to the evaluation process.

- Enforces planning restrictions and controls throughout Calgary with the support of Compliance Services (CS) by continuously monitoring the effectiveness of the Land Use Bylaw. Amendments to address gaps or issues may result.
- Coordinates Calgary Planning Commission, meets legislative obligations for review and approvals process (i.e., Public Notice advertising)
- Assists with development matters to Subdivision Appeal Board and Council
- Conducts operational stakeholder relations, implementing customer service relationship strategies in working through the development applications process.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the MDP and the Strategic Growth Management Framework. (CFP-P1*,P11*)

2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan (MDP). (CFP-P10*)

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

Highlighted Actions

2P1.1 Amend the Land Use Bylaw as required, in alignment with the Area Structure Plan /Area Redevelopment Plan or policy documents that implement the MDP.

2P3.1 Implement recommendations from the CPAG Decision Making Model Review and the review of the Land Use Bylaw and Associated Processes as appropriate.

2P3.2 Review and simplify the Land Use Bylaw and associated processes such as development of objective standards.

3B1.3 Initiate regular communication and information sharing with Calgary Economic Development.

Business Plan and Budget Highlights

- Supports PDA as it leads CPF-P1, P10, P11, CFP-B2 and B3 for the department and corporation.
- Continues capital Program 065, supporting strategy 2P3.
- In collaboration with DBA's Director's Office, conduct action 3B1.3.

Strategies and actions align with:

- Sustainability Direction 2020 goal Smart Growth and Mobility, objective Build Complete Communities (CFP-P10, strategies 2P1 and 2P3) in aligning land use policy and decisions with the Municipal Development Plan and CTP.
- DBA staff engagement requests to simplify the Land Use Bylaw (LUB), in action 2P3.2.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, The City's Aldermanic offices, Calgary's development industry, community associations and Federation of Calgary Communities, Calgary Home Builders Association (CHBA), Building Owners and Managers Association (BOMA), Enmax, and Calgary Economic Development, amongst many others.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Building Regulations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$20,330	(\$29,148)	162	\$21,129	(\$30,873)	162	\$22,244	(\$32,617)	162

Description of Services

- Authority having jurisdiction related to construction and alteration of buildings and building services in Calgary
- Influences development and revision of federal and provincial standards and codes which govern construction and buildings and direct municipal bylaws.
- Manages the permitting process for building and renovations through plans review, permit issuance, inspections and enforcement of applicable codes to ensure public safety and environmental stewardship in Calgary.

- Administers the Safety Codes Act and appropriate Codes with respect to all processes or activities regarding the construction of buildings in Calgary within the disciplines of building, electric, plumbing, gas and HVAC.
- Administers the Residential Rehabilitation Assistance Program.
- Responsible for municipal bylaws related but not limited to land use, business licensing, addressing, building and plumbing permits, electrical permitting, mechanical permits, acreage assessments and the Uniform Quality Management Plan.

Highlighted Strategies

1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5, C6*)

1C2 Facilitate compliance with legislation governing safe infrastructure and responsible business practices.

2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7, P8, M1)

Highlighted Actions

1C1.1 Work co-operatively with the Province to improve building codes for fire safety. (CFP-C6*)

1C1.3 Maximize our performance to meet legislative and technical service standards.

1C1.4 Improve the processes leading to the issuance of building occupancy permits.

1C2.1 Continue to improve Calgary's construction site safety through the management and delivery of the Construction Site Safety and Monitoring Program.

2P2.1 Implement energy codes to ensure they are harmonized with provincial legislation.

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-C6 for the department and The Corporation.
 - 1C1.1 will heighten awareness to move issues forward (e.g., secondary suites).
 - 1C1.4 will lead to productivity savings over the long term.
 - 1C2.1 is a continuation of work begun in 2009-2011.
- Strategies and actions align with:
- 2020 Sustainability Direction goal Smart Growth and Mobility, objective Provide Safe, Reliable and Affordable Public Infrastructure (1C1.1, 1C1.3 and 1C1.4 and 1C2.1).
 - DBA staff engagement: staff emphasized the importance of providing safe public infrastructure as a public service.
- In the business unit workplan, BR will work with Development Approvals to co-ordinate a multi-divisional single permit process. This service is working with other City departments on the corporate Building Repository Project and Coordinated Safety Response Team (CSRT).

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, Office of Land Servicing and Housing, Alberta Health Services, National Research Council, Canadian Standards Association, Alberta Law Society, Alberta Urban Municipalities Association, Calgary Construction Association, Building Owners and Managers Association (BOMA) and Urban Development Institute (UDI), amongst many others. This service is responsible for performance measures PM1.1 and PM1.2.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Urban Development	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$5,067	\$1,396	32	\$5,271	\$1,396	32	\$5,551	\$1,396	32

Description of Services

- Responsible for engineering facets of the development approvals process for applications ranging from the annexation stage to development permits in the process of land development.
- Coordinates review and approval of engineering drawings for public infrastructure construction administers associated contractual/financial obligations of the developer.
- Reviews and approves of development site servicing plans (DSSP).

- Liaises with industry and developers to negotiate, prepare and administer subdivision development agreements, including the collection and disbursement of revenues and expenditures of off-site costs associated with development.
- Leads negotiations of the Master Development Agreement (MDA) and the design guidelines and construction specifications with industry.
- Coordinates land servicing capital budgets, financial feasibility analysis and infrastructure coordination for regional context studies and area structure plans.
- Leads Directors' Infrastructure Growth Committee and Technical Subcommittee.

Highlighted Strategies

1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5, C6*)

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

7F1 Manage growth in a fiscally responsible and sustainable manner.

Highlighted Actions

1C1.2 Support CS&PS to maintain Calgary standards for fire safety and coverage.

3B1.5 Engage with Calgary's building industry to identify opportunities to streamline processes.

7F1.1 Implement the Growth Management Framework by working with stakeholders and business units to prioritize areas for intensification and new development.

7F1.2 Implement the Growth Management Framework through land use policy plan development and application reviews to align budget and planning recommendations.

7F1.3 To ensure alignment with the MDP/CTP, analyze the impact of corporate financial instruments/policies on locational choices and urban form, and develop an action plan.

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-C6, B2 and B3 for for the department and The Corporation.
 - Leads, with Land Use Planning & Policy (LUPP), strategy 7F1 to help Calgary's urban growth become fiscally responsible and sustainable over the long term.
 - As per strategy 7F1 and PM7.1, develop by 2013 a cost-benefit ratio for City of Calgary investment in leading infrastructure.
 - As UD is the only line of service in DBA with tax support, a one-time budget reduction in this area of \$300,000 is achieved through moving several FTEs from tax support to self-support.
- Strategies and actions align with:
- 2020 Sustainability Direction goal Smart Growth and Mobility, objectives Provide Safe, Reliable and Affordable Public Infrastructure (action 1C1.2), Strategic Intensification (action 7F1.1) and Cost Efficiency (actions 7F1.2 and 7F1.3).
 - DBA staff engagement: suggestions for process streamline opportunities and the need to prioritize areas for intensification.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions related to the Directors' Infrastructure Growth committee (DIGC) and Technical Subcommittee, Calgary's development industry including Urban Development Institute (UDI) and developer agencies, regional partners and civic partners, amongst many others.

This service will participate with LUPP in performance measures PM2.6 and PM7.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Compliance Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$5,242	(\$2,565)	32	\$5,602	(\$2,729)	32	\$5,890	(\$2,892)	32

Description of Services

•Responsible for the issuance and management of taxi and limousine services and the execution of Development Compliance Inspections. The Business Licence section administers the regulation of business activities through the issuance of municipal business licences and subsequent compliance inspections. A high standard of public safety, health, welfare, and protection of property is maintained through the regulatory compliance of all legislation related to business activities.

- The Livery Transport Services (LTS) section helps create and maintain a sustainable livery industry that considers the interests of service providers and meets the needs of the travelling public by providing regulation and inspection of the livery transport industry.
- Provides taxi and limousine driver training.
- Conducts inspections, assesses risk and enforces compliance to development legislation, including monitoring and enforcing compliance with development permits and conducting investigations into Land Use Bylaw (LUB) complaints.

Highlighted Strategies

1C2 Facilitate compliance with legislation governing safe infrastructure and responsible business practices.

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

Highlighted Actions

1C2.2 Co-ordinate a multi-agency approach to maintaining standards for safer work places.

1C2.3 Continue to improve and support proactive compliance with applicable legislation through initiatives, groups and teams.

3B1.2 Facilitate the business licence approval process with business owners to obtain legislative compliance.

3B1.6 Encourage economic development through pre-approval of low-risk business license categories.

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-B2 and B3 for the department and The Corporation.
- Through action 1C2.2, develop efficiencies in legislative compliance.
- Respond to Council's direction to provide a safe community while supporting strategy 3B1, specific to business licence issuance and business licence complaint investigation.

Strategies and actions align with:

- 2020 Sustainability Direction goal Smart Growth and Mobility, objective Provide Safe, reliable and Affordable Public Infrastructure (actions 1C2.2 and 1C2.3), and goal Economy, objective A Focus on Business and Enterprise (actions 3B1.2 and 3B1.6).

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions including Calgary Police Service, Calgary Fire Department, Bylaw Services, Recreation, as well as Alberta Gaming and Liquor Commission (AGLC), and the Solicitor General, amongst many others.

This service is responsible for performance measures PM3.2 and PM3.3.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Customer Advisory Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$11,175	\$10,937	115	\$11,626	\$11,376	115	\$12,252	\$11,988	115

Description of Services

- Acts as a single point of contact for customer transactions, operating a mixture of front counter, online, call center, publication and administrative services.
- Maintains and evolves services to continuously improve customer experiences.
- Responds to customer inquiries and manages the intake of permit and business licensing applications.
- Performs bylaw checks to determine the extent to which applications are in compliance with the Land Use Bylaw.

- Provides land titles reconciliation, conducts issuance of replacement licences, business registry support and municipal address approvals.
- Ensures the integrity of information that supports core and protective services provided by the corporation; ensures the integrity and consistency of business customer data shared with other business units across the corporation.
- Monitors and evaluates process and business rules.
- Implements new processes and rules for bylaw reviews of contextual development permits.

Highlighted Strategies

3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)

4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)

4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)

Highlighted Actions

3B1.4 Manage the intake and review process to co-ordinate business applications and inquiries.

4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication.

4Z1.4 Co-ordinate and make improvements to the intake and review process for non-business owners.

4Z2.1 Make it easier for the public to get the information they need and to participate in public hearings. (CFP-Z9*)

Business Plan and Budget Highlights

- Supports PDA as it leads CFP-B2, B3 and Z9 for for the department and The Corporation.
- Leads actions 3B1.4 and 4Z1.1, strengthening service delivery and opportunities for process improvement and efficiency.
- Leads action 4Z2.1 in response to council's direction CFP-Z9*.

Strategies and actions align with:

- 2020 Sustainability Direction goal Community Well Being, objective Engagement and Empowerment (actions 4Z1.1, 4Z1.4 and 4Z2.1).
- DBA staff engagement: staff identified the need to make process improvements to enhance the customer experience.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, in particular City Clerk's, Customer Service & Communication's 3-1-1, Information Technology, as well as the banking industry and Payment Card Industry (PCI), and Province of Alberta with BizPal, amongst many others.

This service has great influence on performance measure PM4.2.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals: Service Highlights

Business Operations	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$16,264	\$15,054	38	\$16,820	\$16,341	38	\$17,773	\$17,331	38

Description of Services

- Supports DBA with Strategic Services (SS) and Operational Services (OS).
- SS provides project management services advice and consultation to support business process improvements and manages the sustainment and development of DBA's business process system (POSSE).
- OS provides day-to-day support to DBA, ensuring a co-ordinated effort across the business unit with respect to fleet, safety, space and mobility, engagement, staff

- development and issues management.
- Co-ordinates and conducts business planning, budgeting and reporting for DBA.
- Conducts annual Tangible Capital Asset reporting.
- Leads the development and implementation of PDA's Environment Health and Safety program and Customer Promise Program.
- Participates in Corporate EnviroSystem Program.

Highlighted Strategies

4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)

4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5, Z9*, Z10)

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1, Z2, Z3)

6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)

Highlighted Actions

4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.

4Z2.2 Support a customer centric environment by providing the customer with the tools needed to obtain online information and expanded service availability.

5Z1.2 Deliver efficiency improvements through project management processes and tools.

5Z1.5 Standardize change management and business process improvement through well managed projects.

6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.

Business Plan and Budget Highlights

- Supports action 4Z1.3 in the development and implementation of initiatives such as PDA's Customer Promise program, and DBA External Relations Stakeholders Plan.
 - Supports PDA as it leads CFP-Z9 for the department and corporation.
 - Leads eServices (Capital Program 069) to make permitting, approvals and licensing services available online, supporting CFP-Z5, strategy 4Z2 and action 4Z2.2.
 - Leads Capital Program 064 Work Space Initiative supporting CFP-Z6.
 - In supporting action 3B1.1, BO will help DBA and PDA in its 'red tape' reduction initiatives, supporting the related corporate initiative.
 - In support of action 3B1.7, Business Operations will, on behalf of the DBA Director's office, lead the development of a joint review process to align with CFP-B3, and continue to support PDA to deliver on initiatives for which it is responsible in Calgary's Economic Development Strategy.
- Strategies and actions align with DBA staff engagement: staff highlighted the desire to receive more professional development opportunities and flexible work options.

To achieve this service's desired outcomes, strong relationships are required with other City departments and PDA divisions, including Corporate Services, Office of The Mayor, Assessment, Taxation and Complaints Committee (ATC), and Calgary Economic Development, amongst many others.

This service is responsible for performance measures PMs 3.4, 4.4, and 4.6, and will assist in coordinating PMs 4.2, 6.1, 6.2, 6.3, 6.4 and 6.5.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT

Land Use Planning & Policy	(\$ millions)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$18.5	\$13.5	105	\$18.1	\$13.5	108	\$18.2	\$13.6	109

Overview

All citizens need places to live, work and play and The City needs to use land efficiently to provide these spaces and places. Land Use Planning & Policy (LUPP):

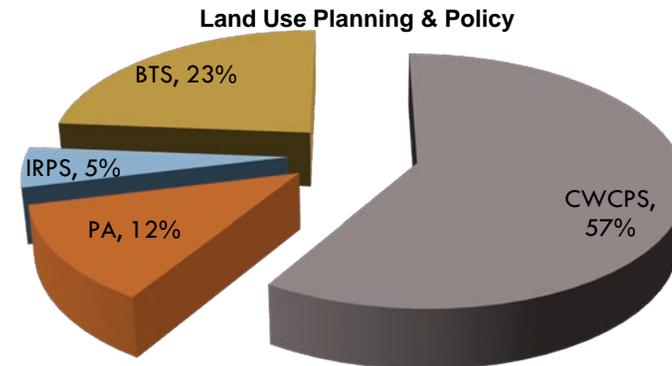
- works with communities, citizens, stakeholders and other departments to develop plans and policies to guide development in new areas and redevelopment in established communities;
- works with landowners who want to change the use of their land and helps them understand the implications of the changes being proposed;
- identifies, protects and manages places of historical significance;
- monitors changes in Calgary's population and jobs to help determine what the current and future needs will be for services; and
- coordinates The City's involvement in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.

List of Services

- City Wide and Community Planning Services - CWPCS
- Planning Applications - PA
- Intermunicipal & Regional Planning Services - IRPS
- Business & Technical Services - BTS

Achieving Council's Fiscal Plan/Addressing Sustainability and Long Term Plans

In response to Council's Fiscal Plan for Calgary (2012-2014), particularly the priority area "Investing in great communities and a vibrant urban fabric.", LUPP is responsible for implementing and keeping current the Municipal Development Plan (MDP) through special studies, land use policy development, application reviews, and liaison with the Office of Sustainability on the 2020 Sustainability Direction. LUPP also works closely with Transportation to implement the Calgary Transportation Plan, and partners with other departments in implementing the Strategic Growth Management Framework. The work undertaken in LUPP requires extensive communication and engagement with individual landowners, communities and stakeholders, as well as collaboration with all other City departments. With an increasing demand for community planning services in all areas, LUPP is committed to reviewing our service delivery models to ensure they are streamlined and our



customers' needs and expectations are understood. LUPP will leverage emerging technology to improve its processes and increase transparency.

Addressing Other Emerging Issues

Economic uncertainty and demographic changes affect the dynamics of Calgary's growth and, in turn, impact The City's ability to fund the infrastructure, services and facilities necessary to support our citizens. Understanding demographic changes and the dynamics of land supply and demand is key to better aligning land use policy plan and application approvals with the timing and sequencing of municipal investments. That alignment will contribute to the priority area "Changing the rules of the game to ensure better financial capacity." A factor influencing our ability to fund infrastructure, services and facilities, and manage Calgary's growth in a more sustainable way is the issue of market pricing of locational choices and the true cost of growth at Calgary's perimeter. Managing growth extends beyond the borders of Calgary and LUPP works collaboratively with the Calgary Regional Partnership and it's member municipalities to ensure alignment between the MDP, the Province's Land Use Framework, the South Saskatchewan Regional Plan, and the Calgary Metropolitan Plan to promote a more compact and sustainable regional settlement pattern.

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Community 1C1 Continuously improve legislation, regulations and bylaws to reflect the leading standards for safe infrastructure and business. (CFP-C5,C6*)	1C1.1 Address the needs of emergency service providers and the timing of capital investment for emergency services in policy plans and application reviews.	CWCPS,PA
	2P1.1 Ensure an appropriate inventory of serviced and planned land for community development in accordance with the Municipal Development Plan (MDP). (CFP-P1*)	CWCPS
Public 2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*,P11*)	2P1.2 Improve new community and established community development standards in pursuit of MDP goals. (CFP-P11*)	CWCPS,PA
	2P1.3 Implement the Urban Design Framework, as approved by Council.	CWCPS
	2P1.4 Continue the key actions under the headings of <i>Communication, Education and Advocacy, Plans & Processes, and Projects</i> in the MDP Implementation Program.	CWCPS
	2P1.5 Co-ordinate the activities of various interdepartmental Centre City action teams and corporate project teams.	CWCPS
	2P1.6 Identify, protect and manage places of historical significance.	CWCPS,PA
	2P1.7 Continue to analyze and communicate forecast changes in Calgary's population and jobs through the <i>Monitoring Growth & Change</i> series of reports.	CWCPS
	2P1.8 Align planning, development and building documents with the MDP and the Calgary Metropolitan Plan (CMP).	CWCPS,PA,IRPS
Public 2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)	2P2.1 Work with the Calgary Regional Partnership (CRP), member municipalities and the Province to ensure the CMP is legislated and implemented.	IRPS
	2P2.2 .Work with Parks to ensure natural and environmentally sensitive areas are protected through land use policy plans and application reviews.	CWCPS,PA
	2P2.3 Work with Transportation to support the Calgary Transportation Plan (CTP) and Primary Transit Network through land use policy plans and application reviews.	CWCPS,PA

For Council Approval

For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWCPS City Wide and Community Planning Services
BTS Business & Technical Services

IRPS Intermunicipal & Regional Planning Service: **PA**

Planning Applications

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Public 2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)	2P3.1 Work with other departments to identify areas where duplication occurs in the land use policy plan process, eliminate duplication and streamline activities.	CWCPs
	2P3.2 Work with applicants to clarify expectations and strengthen applicant accountability for submitting complete, high quality and accurate applications.	CWCPs,PA
Public 2P4 Support Council and co-ordinate The City's interests in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.	2P4.1 In conjunction with the CRP, ensure alignment between the MDP and the Province's Land Use Framework, the South Saskatchewan Regional Plan, and the CMP.	CWCPs,IRPS
	2P4.2 Contribute to corporate reviews of legislation affecting City operations and processes to ensure that Provincial legislative changes do not negatively impact the City.	IRPS
	2P4.3 Advocate the City's position in ongoing regional and Provincial initiatives.	IRPS
Business 3B1 Facilitate business success rather than regulate business activity. (CFP-B1,B2*,B3*,B4)	3B1.1 Develop and implement a PDA 'red tape' reduction initiative that supports the related corporate initiative.	Business Unit wide
	3B1.2 Ensure that the city has sufficient supply of planned industrial land.	CWCPs
	3B1.3 Develop a city wide land use policy for new industrial areas and for the redevelopment of older industrial areas.	CWCPs
	3B1.4 Develop and implement an inventory and analysis of city wide commercial and major institutional land supply.	CWCPs
	3B1.5 Initiate regular communication and information sharing with Calgary Economic Development.	CWCPs,PA
	3B1.6 Continue to make significant progress on implementation of those initiatives in Calgary's Economic Development Strategy 2008-2018 for which PDA is responsible.	Business Unit wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
CWCPs City Wide and Community Planning Services		IRPS Intermunicipal & Regional Planning Service:		PA Planning Applications	
BTS Business & Technical Services					

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Organization 4Z1 Continue the cultural shift to a customer centric department. (CFP-Z7)	4Z1.1 Support a consistent and high quality customer experience through standardizing, simplifying, delivering and monitoring of communication.	Business Unit wide
	4Z1.2 Commit to providing helpful, equitable, accurate and responsive customer service through the implementation of the PDA Customer Promise.	Business Unit wide
	4Z1.3 Improve the customer experience by engaging with customers, monitoring perceptions of our services, and developing responsive action plans.	Business Unit wide
Organization 4Z2 Improve the accessibility and equitability of PDA services across customer segments. (CFP-Z5,Z9*,Z10)	4Z2.1 Make it easier for the public to get the information they need to participate in public hearings (CFP-Z9*).	Business Unit wide
	4Z2.2 Support a customer centric environment through providing the customer with the tools needed to obtain online information and expanded service availability.	Business Unit wide
Organization 5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)	5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency.	Business Unit wide
	5Z1.2 Deliver efficiency improvements through project management processes and tools.	Business Unit wide
	5Z1.3 Create efficiencies through alignment between processes and positions.	Business Unit wide
	5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.	Business Unit wide
	5Z1.5 Review different models for the delivery of community planning services, and initiate changes as appropriate.	Business Unit wide
Organization 5Z3 Demonstrate effective management of PDA reserves and applicable Corporate reserves.	5Z3.1 Perform regular reviews of PDA related reserves for applicability, appropriateness, and correct funding levels and balances	Business Unit wide

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWCPS City Wide and Community Planning Services **IRPS** Intermunicipal & Regional Planning Service: **PA** Planning Applications
BTS Business & Technical Services

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
<p>Organization</p> <p>6Z1 Develop and implement plans that will lead to the right people, with the right skills, being in the right positions, within the right structure.</p>	<p>6Z1.1 Develop and implement an integrated and aligned 2012-2014 PDA strategic human resources plan which meets the employee and stakeholder needs.</p>	<p>Business Unit wide</p>
<p>Organization</p> <p>6Z2 Develop a high performance and supportive workplace.</p>	<p>6Z2.1 Provide the necessary direction and support for staff to meet corporate, department, business unit, and section goals through annual development dialogues.</p> <p>6Z2.2 Build leadership capacity through targeted development, mentorship and succession planning.</p>	<p>Business Unit wide</p> <p>Business Unit wide</p>
<p>Organization</p> <p>6Z3 Provide the operational resources, training and tools required to accomplish the work. (CFP-Z6)</p>	<p>6Z3.1 Develop and implement an operational human resources plan in an effort to support management and staff in achieving their day-to-day goals.</p> <p>6Z3.2 Implement training, mentorship, recruitment and retention initiatives in response to PDA's strategic human resources plan.</p> <p>6Z3.3 Continue to leverage technology to facilitate the work and improve operational systems.</p>	<p>Business Unit wide</p> <p>Business Unit wide</p> <p>Business Unit wide</p>
<p>Organization</p> <p>6Z4 Ensure a safe workplace environment.</p>	<p>6Z4.1 Continue the commitment to safety through participation in the departmental Safety Management System</p>	<p>Business Unit wide</p>

 For Council Approval

 For Council Information

Community	Places	Mobility	Business	Organization	Finance
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CWCPS City Wide and Community Planning Services **IRPS** Intermunicipal & Regional Planning Service: **PA** Planning Applications
BTS Business & Technical Services

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Actions for Council Approval

Strategies	Actions	Accountable Services
Finance 7F1 Manage growth in a fiscally responsible and sustainable manner.	7F1.1 Implement the <i>Growth Management Framework</i> by working with stakeholders and other departments to prioritize areas for intensification and new development.	CWCPs
	7F1.2 Implement the <i>Growth Management Framework</i> through land use policy plans and application reviews to align budget and planning recommendations.	CWCPs,PA
	7F1.3 To ensure alignment with the MDP/CTP, analyze the impact of corporate financial instruments/policies on locational choices and urban form, and develop an action plan.	CWCPs,PA

 For Council Approval

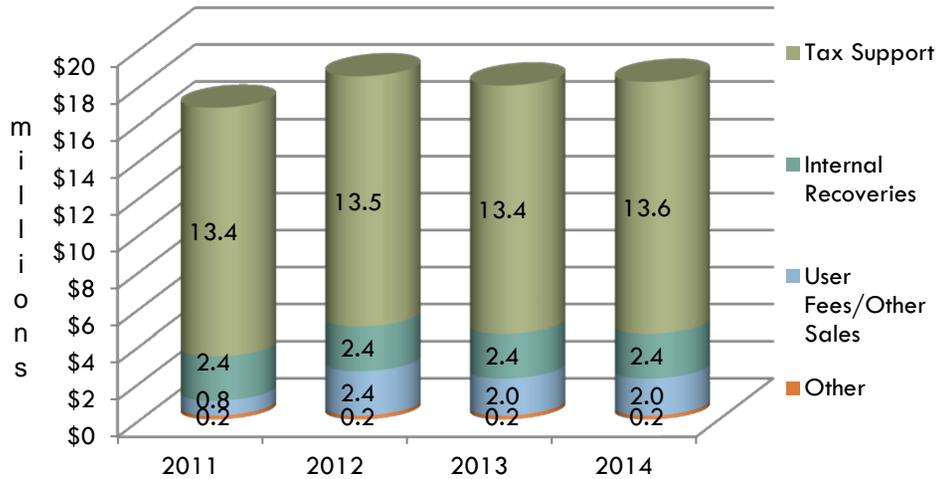
 For Council Information



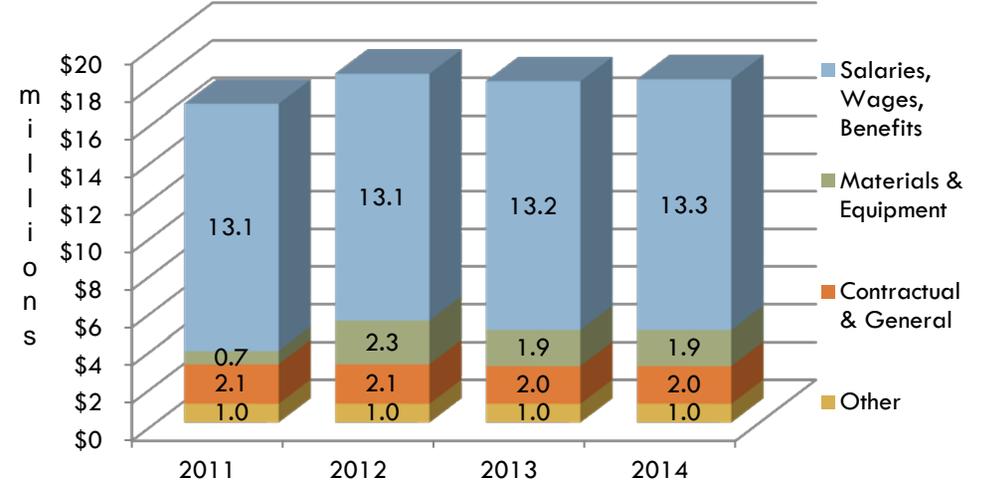
CWCPs City Wide and Community Planning Services **IRPS** Intermunicipal & Regional Planning Service: **PA** Planning Applications
BTS Business & Technical Services

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Business Plan and Budget Highlights

Funding Summary



Expenditure Summary



Changes to user fees for 2012-2014 are proposed and subject to Council approval as detailed in the Development & Building Approvals User Fee Schedules (Attachment 2).

Breakdown of Operating Budget (\$ millions)

	2011 Budget			2012 Budget			2013 Budget			2014 Budget		
	Expend.	Net	FTEs									
Director's Office	\$0.6	\$0.6	2	\$0.5	\$0.5	2	\$0.5	\$0.5	2	\$0.5	\$0.5	2
<u>Services:</u>												
City Wide & Community Planning	9.1	7.7	54	10.8	7.9	54	10.3	7.9	56	10.3	7.8	56
Planning Applications	2.2	0.2	19	2.2	0.2	19	2.2	0.2	19	2.2	0.2	19
Intermunicipal & Regional Planning	0.9	0.9	4	0.9	0.9	4	0.9	0.9	4	1.0	1.0	5
Business & Technical Services	4.1	4.0	26	4.1	4.0	26	4.1	4.0	27	4.2	4.1	27
Total Land Use Planning & Policy	\$16.9	\$13.5	105	\$18.5	\$13.5	105	\$18.1	\$13.5	108	\$18.2	\$13.6	109

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Business Plan and Budget Highlights

Productivity Gain (Budget reduced with no service impact)

For 2012 to 2014, Land Use Planning & Policy (LUPP) will improve productivity in local area planning and public engagement processes through:

- the review and streamlining of business processes, as per actions 2P3.1 and 2P3.2;
- the use of alternative service delivery and staff deployment models that will emerge from undertaking action 5Z1.5;
- the consistent use of more effective project planning and management tools and techniques for all projects, as per action 5Z1.2; and
- the increased use of technology, such as online open houses, particularly for public engagement processes, as per action 6Z3.3.

These changes will enable reductions in discretionary salary and 1 FTE (attrition in 2014) in local area planning (City Wide and Community Planning Services).

Service and Budget Increases

LUPP service increases for 2013 and 2014 will augment Municipal Development Plan implementation and Calgary Metropolitan Plan implementation through the addition of 5 FTEs in the areas of land supply and population analysis, heritage planning, urban design, and regional corporate initiatives.

User Fees

LUPP user fees (e.g. land use amendments, local area plan amendments, subdivision, outline plan and miscellaneous development applications) are included in the Development & Building Approvals User Fee Schedules. The 2012-2014 fee schedule changes are in support of the Municipal Pricing Index (MPI) plus population growth, forecast as follows: 2012=5.0%, 2013=5.1%, 2014=5.5%. This cost increase factor would be applied year over year, over fee adjustments that may arise out of the User Fee and Sustainability Review.

Budget Reductions with Service Impact

There are no reductions with a service impact.

Summary of net operating budget changes (\$000's)

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Productivity Gain (Budget reduced with no service impact)	(\$125)	(\$170)	(\$210)
Service and budget increases	0	295	335
Budget reductions with service impact	0	0	0
Total base changes	<u>(125)</u>	<u>125</u>	<u>125</u>
One-Time	150	0	0
Less: Previous Year's One-time	0	(150)	0
Total budget changes	<u>\$25</u>	<u>(\$25)</u>	<u>\$125</u>

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Capital Projects Requiring Approval

(\$000s)

\$900 For Council Approval at Program-Project level as per Department Capital Plan report

Program-Project	Project Description	Type	Cat.	(A)		(B) New Budget Request	2012	2013	2014	2015	2016	(C)=(A)+(B) 2012-2016
				Prev. Approved Budget up to 2011	Prev. Approved Budget for Future Years							
152-000	Downtown Improvements	U	C	0	0	900	300	300	300	0	0	900
Total Program 152 : Downtown Improvements				0	0	900	300	300	300	0	0	900
				0	0	900	300	300	300	0	0	900

Note:

Type: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Funding For Capital Projects

Revenue/Reserves	300	300	300	0	0	900
Total Funding	300	300	300	0	0	900

Explanation of Budget Requests

Program 152 : Downtown Improvements

Project 152-000: Downtown Improvements

New Budget Request of \$900 thousand. The Downtown Improvement Fund (DOIT Fund) is a Council approved program, approved by Council in 1987 to undertake selective projects to realize improvements in the Downtown public realm. The Centre City Plan provides guidance for these enhancements. This funding is to be drawn from the Downtown Improvement Reserve (not a property tax supported source). The DOIT program undertakes selective improvements in the public realm. 2012 - 2014 improvements will include the Centre City Bridge Banner Program, Olympic Plaza Purgola Gallery, Barclay Mall banners, Chinatown Banners, Centre City Wayfinding, CPR Underpass beautification contribution as well as other projects yet to be determined.

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy : 2012 - 2016 Capital Plan Project Listing

Prog.	Proj.	Project Description	Cat.	Type	(A) Prev. Approved Budget up to 2011	(\$000s)					(B) Total 2012- 2016	(C)= (A)+(B) Total Project Costs
						2012	2013	2014	2015	2016		
152	000	Downtown Improvements	C	U	0	300	300	300	0	0	900	900
Total Land Use Planning & Policy					0	300	300	300	0	0	900	900

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

City Wide and Community Planning	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$10,803	\$7,860	54	\$10,338	\$7,861	56	\$10,265	\$7,778	56

Description of Services

- Implement and keep current the Municipal Development Plan (MDP) through special studies and policy development.
- Research and policy development to address land use issues affecting Calgary as a whole.
- Demographic and land use analysis for the Corporation, including forecasts and assessment of key indicators affecting Corporate capital investment.
- Urban Design studies / Heritage Planning

- Implementation of Centre City Plan through preparation of area redevelopment plans, special areas studies, public realm improvement projects and Plus 15 policy development and management.
- Development of Regional Context Studies and Area Structure Plans for New Residential Communities and Industrial Areas.
- Development of Area Redevelopment Plans for Established Communities, including community and neighbourhood specific design studies.
- Planning and design of Transit Oriented Development

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*, P11*,)

2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)

7F1 Manage growth in a fiscally responsible and sustainable manner.

Highlighted Actions

2P1.3 Implement the Urban Design Framework, as approved by Council.

2P1.4 Continue the key actions under the headings of *Communication, Education and Advocacy, Plans & Processes, and Projects* in the MDP Implementation Program.

2P3.1 Work with other departments to identify areas where duplication occurs in the land use policy plan process, eliminate duplication and streamline activities.

5Z1.5 Review different models for the delivery of community planning services, and initiate changes as appropriate.

7F1.1 Implement the *Growth Management Framework* by working with stakeholders and other departments to prioritize areas for intensification and new development.

Business Plan and Budget Highlights

Proposed increases in City Wide and Community Planning Services (CWCPS) for 2013 and 2014 will augment the implementation of the Municipal Development Plan, the Smart Growth and Mobility goal of the 2020 Sustainability Direction and the Calgary Heritage Strategy through the addition of 4.0 FTEs in the areas of land supply and analysis, heritage planning, and urban design.

To achieve this service's desired outcomes, strong relationships are required with Transportation, Development & Building Approvals, Parks, Water Resources, Office of Sustainability, Corporate Properties and Buildings, Environmental Management and Fire.

This service is responsible for performance measures PM2.1, 2.2, 2.3, 2.4, 2.5, 2.6 and 4.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

Planning Applications	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$2,226	\$241	19	\$2,226	\$241	19	\$2,226	\$241	19

Description of Services

- Policy review of development and subdivision applications.
- Review and processing of: Outline Plan applications, Tentative Plans and Land Use Amendment applications for all residential, commercial and industrial development.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*, P11*,)

2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7,P8,M1)

2P3 Re-engineer and simplify the planning process, including consideration of a new land use regime in order to implement the Municipal Development Plan. (CFP-P10*)

7F1 Manage growth in a fiscally responsible and sustainable manner.

Highlighted Actions

2P1.2 Improve new community and established community development standards in pursuit of MDP goals. (CFP-P11*)

2P2.3 Work with Transportation to support the Calgary Transportation Plan (CTP) and Primary Transit Network through land use policy plans and application reviews.

2P3.2 Work with applicants to clarify expectations and strengthen applicant accountability for submitting complete, high quality and accurate applications.

7F1.2 Implement the *Growth Management Framework* through land use policy plans and application reviews to align budget and planning recommendations.

Business Plan and Budget Highlights

This aspect of LUPP services is "cost-recovery" through revenues received by Development & Building Approvals (DBA).

As part of the Corporate Planning Applications Group (CPAG), Planning Applications Services will be an active participant in the implementation of the CPAG Decision Making Model Review (action 2P3.1). Planning Applications service will coordinate LUPPs contributions to the business unit wide action 3B1.1 related to 'red tape' reduction.

To achieve this service's desired outcomes, strong relationships are required with Transportation Planning, DBA, Parks and Water Resources.

This service is responsible for performance measure PM4.2.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

Intermunicipal & Regional Planning	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$869	\$869	4	\$869	\$869	4	\$988	\$988	5

Description of Services

• Responsible for coordinating Corporate activities related to the City's regional strategic interests, and liaises between the City, other municipalities, the Calgary Regional Partnership and the Province of Alberta.

• A partner in the preparation the metropolitan plan for the entire Calgary Region. This Service Area includes the Regional Corporate Initiatives Division.

Highlighted Strategies

2P1 Lead the strategic planning of a more sustainable city, guided by the Municipal Development Plan and the Strategic Growth Management Framework. (CFP-P1*, P11*)

2P2 Influence land use and development in Calgary through the approval process to minimize environmental impact. (CFP-P7, P8, M1)

2P4 Support Council and co-ordinate The City's interest in the Calgary Metropolitan Plan (CMP) and other Provincial regional legislation.

Highlighted Actions

2P1.8 Align planning, development and building documents with the MDP and the Calgary Metropolitan Plan (CMP).

2P2.1 Work with the Calgary Regional Partnership (CRP), member municipalities and the Province to ensure the CMP is legislated and implemented.

2P4.1 In conjunction with the CRP, ensure alignment between the MDP and the Province's Land Use Framework, the South Saskatchewan Regional Plan, and the CMP

2P4.2 Contribute to corporate reviews of legislation affecting City operations and processes to ensure that Provincial legislative changes do not negatively impact the City.

2P4.3 Advocate the City's position in ongoing regional and Provincial initiatives.

Business Plan and Budget Highlights

Proposed increases to Intermunicipal & Regional Planning Services (IRPS) for 2013 and 2014 will augment Calgary Metropolitan Plan implementation through the addition of 1 FTE in the area of regional corporate initiatives. These activities are expected to grow over the business plan horizon as regional planning is approved and implementation work unfolds. Moreover, as the Corporation moves toward a more proactive, strategic model to address its growing regional interests, additional resources will be required.

To achieve this service's desired outcomes, strong relationships are required with Water Resources, Transportation Planning, Transit, Information and Infrastructure Services, Parks and Intergovernmental Affairs.

This service is responsible for performance measure PM4.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

PLANNING, DEVELOPMENT & ASSESSMENT: Land Use Planning & Policy: Service Highlights

Business & Technical Services	(\$000s)								
	2012			2013			2014		
	Expend.	Net	FTEs	Expend.	Net	FTEs	Expend.	Net	FTEs
	\$4,136	\$3,994	26	\$4,111	\$3,969	27	\$4,201	\$4,059	27

Description of Services

- GIS analysis, 3-D visualization, Graphic Design and multi-media design.
- Photography
- Document Production and Publication.
- Project tracking and reporting.
- Project Management and Business Process Improvement support.
- Document & Records Management and FOIP Administration.
- Public Events coordination.
- Corporate Business and Budget Planning coordination and reporting.
- Hardware/software testing, maintenance and life cycling.
- Research and support integration of new technology into planning processes.
- General administrative support
- Bylaw Administration

Highlighted Strategies

5Z1 Standardize, simplify and monitor processes to be more effective and cost efficient. (CFP-Z1,Z2,Z3)

Highlighted Actions

5Z1.1 Use benchmarking, performance measures and best practices information to measure and improve service effectiveness and efficiency.

5Z1.2 Deliver efficiency improvements through project management processes and tools.

5Z1.3 Create efficiencies through strategic alignment between processes and positions.

5Z1.4 Be prepared to participate in the corporate zero-based review program if so directed.

5Z1.5 Review different models for the delivery of community planning services, and initiate changes as appropriate.

Business Plan and Budget Highlights

Business & Technical Services (BTS) provides support to all service areas in LUPP through specialized GIS analysis and graphic design on policy plans and special studies; business process support in the areas of project management, process analysis and mapping; administrative support for public engagement initiatives; Corporate initiatives such as 311 issues management, health and safety (action 6Z4.1); Tangible Capital Asset reporting; and day-to-day administrative support to the other service areas, including data entry into CPAG process workflows and coordination of initiatives such as the Mayor's Urban Design Awards. In addition to providing core service support, BTS will strengthen support for LUPP by:

- identifying emerging technologies and developing processes, protocols and tools to integrate new technology into planning processes and sustain business operations (action 6Z3.3) (e.g.online mapping and feedback, interactive tools, video presentation and 3D visualization and analysis) ;
- developing process improvements and project management best practices in alignment with the PDA Framework for Project Management (action 5Z1.2); and
- providing refined technology and enhanced services to streamline the public engagement process(action 5Z1.5).

This service is responsible for performance measure PM4.1.

Please review the business unit action approval page to see a complete list of actions that are applicable to this service

