

# **Governance Committee**

Subject:	Planning Department Enhancement Strategy (DES) Update
Date:	March 13, 2024
Presenter:	Dane Sokol & Joshua Bateman, Process Specialists
Department:	Planning

# **REPORT SUMMARY**

The purpose of this report is to update the Governance Committee on projects being undertaken as part of the Planning Department Enhancement Strategy (DES), which was initiated in Q2, 2023.

The projects are largely focused on supporting Council's Strategic Plan Objectives relating to Effective Service Delivery and include:

- Obtaining regular customer feedback and refining department processes in response.
- Creating a Customer Service Charter to create accountability and guide customer interactions.
- Developing comprehensive department performance measures and efficient data collection practices that support continuous improvement.
- Mapping the department's main processes to promote consistent and efficient service delivery, and to serve as an educational tool for customers.
- Collaborating with the County's Information Technology department to deliver customer-focused IT solutions such as online mapping tools and planning database improvements.

#### **ADMINISTRATION'S RECOMMENDATION**

THAT the Governance Committee receive the Planning Department Enhancement Strategy (DES) Update report as information.

# BACKGROUND

The Department Enhancement Strategy (DES) was initiated in Q2 of 2023 following initial presentation to Governance Committee in February 2023. DES aims to create a framework of continuous improvement in how the Planning department operates, to promote agility in the department structure and services, and, most importantly, to create a culture that prioritizes customer service excellence.

Process improvements began with formalizing the Pre-Application process and initiating the Customer Feedback pilot project. Two Process Specialists were recruited in Q3 of 2023 to lead the DES projects, and significant progress has been made in drafting process maps and Standard Operating Procedures (SOPs), creating a customer service charter, and production of quarterly and annual reports to assist in performance tracking.

# DISCUSSION

#### **Department Summary and Services**

The Planning department is split into three broad service areas:

1) *Long-Range Planning* focuses on setting a vision for how the overall County, individual communities, and business areas will grow and develop.

2) *Current Planning* focuses on implementing the long-term vision through land use and development approvals.

3) *Customer Support Services* is the department's first point of contact for applicants and the wider public.

This Department Enhancement Strategy (DES) update provides information on what has been accomplished since the strategy was launched. Key highlights include:

#### **Customer Feedback**

In Q3 2023, Planning began the Customer and Stakeholder Feedback Survey. Distribution of the surveys started in August and customers were asked to grade the level of service they received on a scale of 1-10. Department supervisors proactively reached out to customers who submitted a score lower than 7 to better understand concerns and opportunities for improvement. Survey results were analyzed using the Net Promoter Score (NPS) method, an industry-wide approach to understand the quality of a customer's experience. Sample sizes are currently small due to recent implementation; therefore, the department will continue to seek customer input by following up with customers via phone and finding new ways to obtain feedback. As of end-of-year 2023, the data suggests that Planning is providing good to excellent customer service across the measured services.

#### **Customer Service Charter**

The Customer Charter, set out in Attachment C, is both a guide and an assessment tool in focusing the department's efforts on customer service excellence. By connecting values and tools, staff have clear expectations of how the department will provide the conditions for customer service excellence. The Charter is a result of collaborative workshops that gathered department-wide input, alongside analysis of department processes and customer feedback.

#### **Performance Tracking**

An important part of measuring progress for the Planning department is through collection and analysis of data. Since Q2 2023, quarterly reports have summarized performance across a range of department services. Performance tracking will assist the Planning department in understanding overall trends and the impact of department improvements on service levels. As technology improvements are implemented, the range of data collection methods will expand, providing a better understanding of how the department is contributing to Council's key performance indicators. More information on how progress is being monitored is illustrated Attachment A (Planning Department End of Year Report 2023) and Attachment B (Planning Department 2024 Roadmap).

# **Process Mapping and Standard Operating Procedures**

Planning has six overall process areas which together have approximately 120 procedures and templates. The DES project team has been gathering resources and interviewing subject matter experts throughout the second half of 2023 to collect and map baseline information. The process maps and Standard Operating Procedures will create consistent and efficient processes for Planning staff. Additionally, the department will use information to create simplified graphics to guide customers on the Planning department's processes and timelines. The department has already formalized and implemented improved Pre-Application and Development Permit Renewal processes.

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#### Information Technology Solutions

In 2023, Planning started working with the County's Information Technology department to explore improvements that would advance service efficiency and the customer experience. Looking ahead to 2024, the Information Technology department will be leading several projects to support improvements in the Planning service, including an introduction of a Planning Development Map and more effective utilization of CityView.

#### **DES 2024 Deliverables**

The Planning Department 2024 Roadmap (Attachment B) outlines the strategic direction and key initiatives of the Planning department for the upcoming year. The roadmap serves as a guiding framework that aligns the goals, resources, and actions to fulfill the Planning department's vision (shown in Attachment C: Planning Department Customer Service Charter). The 2024 Roadmap is guided by the End of Year Report, Customer Charter, and the strategic initiatives set out by County leadership. It positions the Planning department to act on opportunities, fosters collaboration with other departments, and, most importantly, delivers customer service improvements.

# **ALTERNATE DIRECTION**

Administration does not have an alternate direction for Governance Committee's consideration.

# **ATTACHMENTS**

Attachment A: Planning Department End of Year Report 2023 Attachment B: Planning Department 2024 Roadmap Attachment C: Planning Department Customer Service Charter Attachment D: Planning Department Enhancement Strategy (DES) Update Presentation



# PLANNING DEPARTMENT END OF YEAR REPORT 2023

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# **EXECUTIVE SUMMARY**

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The following Summary provides a high-level overview of 2023 for Planning and Development.

# Customer Service and Operations Improvements

Customer Service Charter	Placing the customer at the center of the service experience for inquiries and applications.
Pre-Application Process	Formalized and standardized the pre-application process to increase effectiveness and improve outcomes.
Customer and Stakeholder Feedback Surveys	Began surveying Planning customers on the quality, accuracy, and responsiveness of our service to guide improvements based on customer experience.
Quarterly Reports	Tracking vital statistics on service delivery in quarterly reports will help us understand trends and improve quality to meet service standards.
Process Mapping and Standard Operating Procedures	Process mapping and standard operating procedures includes mapping over 120 processes and templates in Planning. Mapping current processes, simplifying our templates, removing legacy files, and improving current processes will increase consistency, timeliness, and quality.

# Growth and Service Improvements

Inquiries	Planning received 11,200 inquiries in 2023. We supported 282 more inquiries at the planning counter than in 2022. This was the first year of tracking phone and email data, so we will compare future years to 2023.
Pre-Application Meetings	Planning held 108 pre-application meetings in 2023. As this was the first year that pre-application meetings were formalized, we will continue to monitor the process to ensure it is resulting in improved application quality and reduced timelines.
Planning and Subdivision Approvals	Planning reduced processing time for Subdivision approvals by 43 days and Planning approvals (redesignation, amendment, conceptual scheme, master site development plan) by 28 days compared to 2022. Planning approved 406 development permits in 2023, which was consistent with 405 development permit approvals in 2022.
Development Permits	Planning received 467 development permits in 2023, which was an increase of 40 development permits from 2022. This increase was managed by building capacity and efficiency in the development team to maintain responsiveness and timeliness.
Real Property Reports	Planning prepared 612 real property reports, which helped landowners and applicants understand how structures can be placed on their land.
Intermunicipal Planning Circulations	Planning received 274 intermunicipal planning circulations, showing growth trends in neighbouring municipalities, especially Calgary, Cochrane, Airdrie, and Wheatland County. Responses ensured that impacts to County landowners are considered and responded to appropriately.



# **Planning Projects**

Joint Planning Areas	JPA 1 - Rocky View County, Calgary, Airdrie and JPA 2 - Rocky View County, Calgary, Chestermere were inaugurated, and work began with background documents that will be informed by a gap analysis.
Municipal Development Plan	The Municipal Development Plan was launched, and a background report was approved by Governance Committee in October. Engagement began in late 2023 and will continue into 2024.
Langdon Area Structure Plan	The developer led Langdon ASP project to expand the hamlet began with adoption of the Terms of Reference and project kickoff.
Janet Area Structure Plan	The Janet ASP was submitted to Council and the CMRB. The County will explore further servicing options in 2024.
Conrich Area Structure Plan	The Conrich ASP project team completed public engagement and initiated technical studies for the future policy area.
Springbank Area Structure Plan	The draft Springbank ASP was prepared and presented to the public. An engagement summary report was created and published based on the feedback collected.
Bearspaw Area Structure Plan	The Bearspaw ASP received approval for the Terms of Reference. The background report was prepared, and a draft land use strategy was prepared and presented to Governance Committee.
Prairie Gateway Area Structure Plan	The Prairie Gateway ASP is a joint planning project with The City of Calgary. The Planning team is assisting Legislative and Intergovernmental Services to develop the ASP.
Aggregate Resource Plan	The Aggregate Resource Plan was launched in the second half of 2023 and the Stakeholder Advisory Committee met to provide input and work toward the creation of an ARP.
Land Use Bylaw	Planning brought forward new land use bylaw amendments for Business, Live- Work District, Special, Future Urban Development District, Special Function Business, and Home-Based Business Uses, which were all approved by Council. The changes modernize and update the land use bylaw for today's context. Planning also updated the Landowner and Adjacent Landowner information letter
	mailout for better communication with the public.

# ALIGNING WITH COUNTY STRATEGY



# Effective Service Delivery

Customer and	Understand
Stakeholder	across serv
Feedback Surveys	through foll
Performance Tracking	Tracking pe application improveme
Pre-Application	Setting up o
Process	a simple an
Development	Reducing th
Permit Renewal	renewals to
Improvements	timelines.

Understanding how we are meeting customers' expectations across services and inquiring into areas of improvement through follow-up calls.

Tracking performance data from Planning to understand application timelines, development trends, and areas for improvement.

Setting up customers for success with their proposals through a simple and efficient process.

Reducing the amount of information applicants submit for renewals to reduce unnecessary redundancy and improve timelines.



# Financial Prosperity

Approval Timelines Decreased Planning and Subdivision approval timelines and supported several significant business developments through the process. This increases the County assessment value and investment in infrastructure.



# Thoughtful Growth

Defining Distinct Areas in the Municipal Development Plan

> Land Use Bylaw Updates

Regional Growth Plans

> Responsible Growth

Celebrating the diverse communities and values across Rocky View County and planning for appropriate levels of growth allows us to work alongside communities by creating distinct area plans.

Protecting communities from unsuitable development and removing unnecessary barriers to compatible proposals.

Guiding regional growth with Joint Planning Areas, Area Structure Plans, and the Aggregate Resource Plan in collaborative planning projects.

Guiding growth through the Municipal Government Act and Rocky View County policies and bylaws to grow responsibly and connect policy to land.



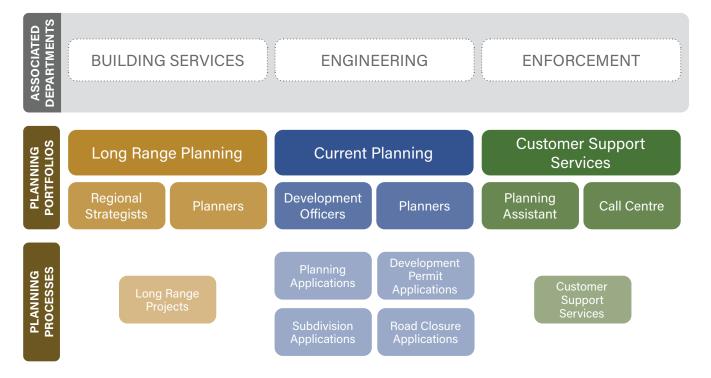
# **DEPARTMENT SUMMARY AND SERVICES**

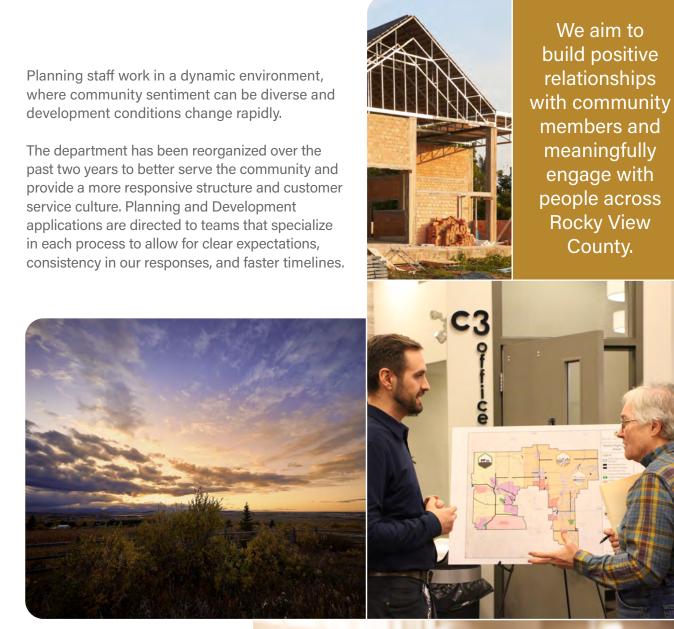
In collaboration with other departments, Planning works with landowners, developers, adjacent municipalities, and Council to support orderly and successful development within the County. The department is taking further measures to truly put the customer at the centre of the planning process in everything it does. This means:

- Improving communication and engagement opportunities with residents, developers, and communities, and using this engagement to sensitively balance different interests within the County.
- Delivering a clear and effective policy framework to guide development in the County. This will increase certainty in how development is approved and implemented.
- Providing a timely and efficient service in responding to customer inquiries and processing planning and development applications.

The Planning service is split into three broad service areas:

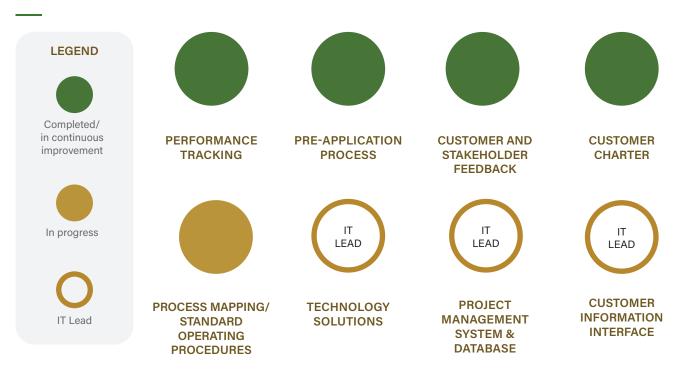
- Long-Range Planning focuses on setting a vision for how the overall County and individual communities and industries will grow and develop. To achieve this, the department is currently preparing the County's Municipal Development Plan and several community area structure plans.
- Current Planning focuses on implementing the long-term vision through land use and development approvals. The department processed 570 land use amendment, subdivision, development permit, and road closure applications in 2023.
- Customer Support Services is the department's first point of contact for applicants and wider public. Services include pre-application meetings, application intake, real property reports, and responding to general planning inquiries.







# DEPARTMENT ENHANCEMENT STRATEGY (DES) PROJECTS



# What is the Department Enhancement Strategy?

The Department Enhancement Strategy (DES) was initiated in Q1 of 2023 with approval from Council. The goal was to map baseline Planning processes to identify areas of improvement, increase responsiveness to customers, and improve department resources for improved internal and external communication. Process improvements began with formalizing the pre-application process and customer and stakeholder feedback. Two Process Specialists started in Q3 2023 to begin process mapping, standard operating procedures, the customer charter, and performance tracking.

# Performance Tracking

An important part of measuring progress for the department staff is through the collection and analysis of data.

Since Q2 2023, quarterly reports have been produced measuring performance across a range of department services and this report includes many of the data points that continue to be tracked within the department. Performance tracking will assist the department in observing trends and the impact of department improvements on overall service levels.

As technology improvements are made to the department, the range of data collection methods will expand, allowing a better understanding of how the department is contributing to the achievement of Council's key performance indicator targets.

# **Pre-Application Process**

Planning formalized and implemented the preapplication process this year. The goal of this improvement is for Planning, Development, and associated departments to better support potential applicants at the start of the process with a formal meeting and follow-up letter that provides a comprehensive review of the applicant's proposal. Applicants may request a one-hour meeting to get ahead of challenges on their proposal and to understand how to submit a high-quality application.

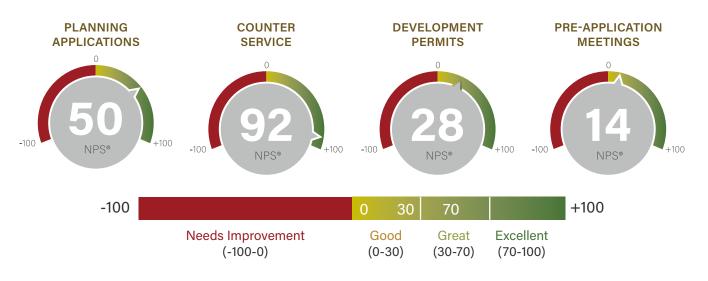
# Customer and Stakeholder Feedback

In Q3 2023, Planning began the Customer and Stakeholder Feedback Survey. Distribution of the surveys commenced in August, and customers were asked to grade the level of service they received on a scale of 1-10. Department supervisors proactively reached out to customers who submitted a score lower than 7 to better understand concerns and opportunities for improvement.

Survey results were analysed using the Net Promoter Score (NPS) method, an industrywide approach to understand the quality of a customer's experience. Sample sizes are currently small due to recent implementation; therefore, The pre-application process is intended to offer greater certainty to customers and help the application approval process run more efficiently. The process will continue to require further refinements over the next year to ensure that the scope of projects considered for pre-application meetings are appropriate and the process optimizes resources and outcomes.

we will continue to seek further customer input to achieve a more representative sample size. As of end-of-year 2023, the data suggests that the department is providing good to excellent customer service across the measured services. This is illustrated in the images below.

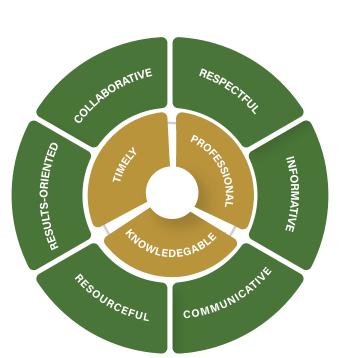
In addition to using feedback to improve overall department processes, it has been used to celebrate exceptional service and to coach staff on areas for improvement in interacting with customers. It has also been incorporated into the department's customer charter, which is discussed below.



# **Customer Charter**

The Customer Charter is both a guide and assessment tool in focusing the department's efforts on customer service excellence. By connecting values and tools, staff can align with department expectations and be supported in how to meet them. The Charter is a result of collaborative workshops that gathered department-wide input, alongside analysis of department processes and customer feedback. The Charter will create greater accountability across the department, it will act as an onboarding document for new employees, a reference for current employees, and a framework for understanding employee performance and department improvements.

Customer Charter

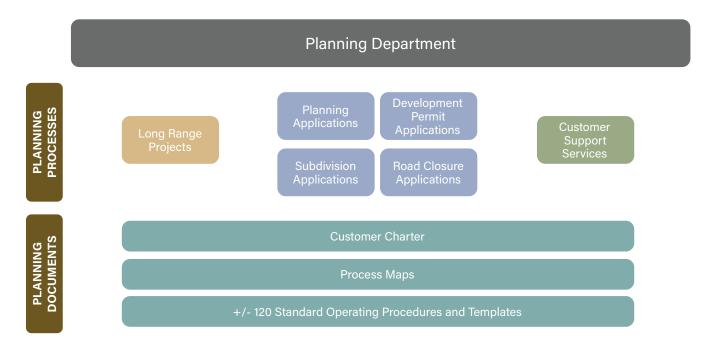




# Process Mapping and Standard Operating Procedures (SOPs)

As introduced in the Department Summary, Planning has six major focus areas. Within these focus areas are approximately 120 procedures and templates. The DES project team has been gathering resources and interviewing subject matter experts throughout the second half of 2023 to map baseline procedure information.

This mapping and SOP creation will create certainty and efficiencies for Planning staff, while also being able to guide customers on the Planning departments processes and timelines. Standard Operating Procedures combine procedure maps with additional information and step-by-step guides to clarify and streamline the department's processes. In 2024, SOPs will serve as the baseline for process improvements to be able to identify bottlenecks, provide Planning staff with resources to learn the processes promoting consistency, allow automation and tracking of process steps to better serve customers, improve outcomes, and reduce inefficiencies.





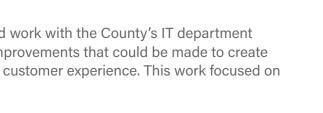
# Technology Solutions, Customer Information Interface, & Project Management System and Database

Planning Department End of Year Report 2023

In 2023, Planning started work with the County's IT department to explore technology improvements that could be made to create efficiencies and a better customer experience. This work focused on the following areas:

- Technology Solutions working with IT department to leverage existing technology used, such as CityView software, to improve how the Planning department processes applications (i.e. developing an online payment system for customers)
- Customer Information Interface working with IT department and Environmental Systems Research Institute (ESRI) to develop an interactive online mapping tool, online application submission and tracking
- Project Management System continuing to use Monday.com as a project management tool while working with the IT department to develop permanent solutions

Looking ahead to 2024, the IT department will be leading these three DES projects with project kickoffs and immediate collaboration with the Planning department. This is expanded upon in the 2024 Roadmap at the end of this document.







# **RESPONSIVENESS TO CUSTOMERS**



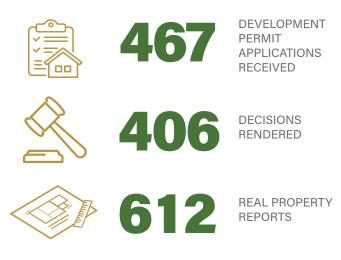
In 2023, Planning responded to over 11,200 inquiries with an average of 930 inquiries per month. The team of Planning Assistants and Call Centre Representatives work together to respond in a timely manner with response times averaging half a day. This year, Planning added capacity to start taking live calls, providing an immediate point of contact for the customer, and moving away from the previous voicemail system in the department. Planning Assistants and Call Centre Representatives work closely with Planning & Development staff to respond to customer's questions and connect customers with additional resources.

Planning formalized the pre-application process this year. The process brings together applicants, Planning & Development staff, and relevant Rocky View County staff to proactively discuss projects. There has been significant uptake of the department's new process and the initial target of providing a comprehensive pre-application review letter within 21 days is largely being met. Potential improvements to reduce this timeline will continue to be explored as the process is refined.





# Supporting Development



In 2023, Planning received 467 Development Permits, an increase of 40 Development Permits from 2022, which shows continued growth in the County. We rendered decisions on 406 applications, which is consistent with 2022, which saw 405 approvals. Due to timing of applications and complexity of files, the timeline and decisions rendered varies annually. We have increased staff in 2024 to increase responsiveness and decrease approval timelines.

Real Property Reports allow applicants to verify compliance with bylaw, request remeasurement for small variances, understand the need to move or remove a structure, or apply for a Direct Control use district. This service allows landowners to inquire into potential uses on their land.



The Planning department is taking measures to truly put the customer at the centre of the planning process in everything it does.

# Processing Time for Planning Applications

#### DAYS FOR SUBDIVISION APPLICATION DECISION



In 2023, the average time for Subdivision Application Decisions was 142 days – a 28-day improvement over 2022 and 41 days faster than the Rocky View County service policy standard. The average time for Planning Application Decisions was 207 days – a 43-day improvement from 2022 and 98 days faster than the service policy standard.

Several factors can impact the decision timeline including project scope, applicant responsiveness, and resource availability. Continued improvements in process mapping and standardized operating procedures can support continuous improvement to align Planning and applicant expectations.





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# **Ongoing Planning Applications**

ACTIVE SUBDIVISION FILES

ACTIVE SUBDIVISION FILES WAITING ON INFORMATION

**80 56** 

ACTIVE REDESIGNATION FILES

ACTIVE REDESIGNATION FILES WAITING ON INFORMATION As previously discussed, Planning requires both Rocky View County staff and applicants to actively participate throughout the process for applications to reach final approval. In 2023, Planning was waiting on information for 45% of Subdivision files and 70% of Redesignation files. In addition, Planning was managing 89 Subdivision files post-approval.

Planners proactively contact applicants to request information, however, there are no processes currently in place for creating detailed timeline targets for department staff or the applicant.

One area for improvement is to create a process of mutually agreed upon timelines for reaching application milestones. This can help reduce uncertainty, increase accountability, and ensure that realistic goals are set depending on project considerations.

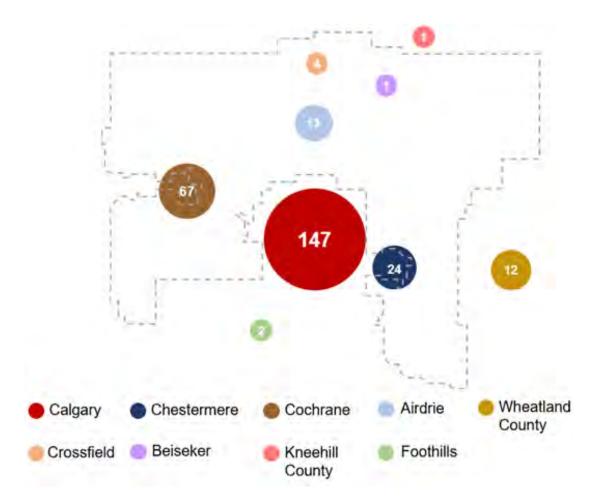


Planning and Development applications are directed to teams that specialize in each process to allow for clear expectations, consistency in our response, and faster timelines.



# Legacy Files

Legacy files are Planning applications over 16 months old. In 2023, 34 Planning (including redesignation, amendment, conceptual scheme, and master site development plan) and 18 subdivision legacy files were closed by the Planning department. Staff have been working with applicants to either bring legacy files to Council for a decision or encourage applicants to withdraw the legacy file until they are prepared to move forward.



Planning received 274 Intermunicipal Planning Circulations in 2023 from neighbouring municipalities. The main centers of activity are Calgary, Cochrane, Chestermere, Airdrie, and Wheatland County. There were 3 Circulations from the Natural Resources Conservation Board, which are most often feedlot operations toward east Rocky View County. The intensity of development is consistent with population and growth areas in the Calgary Municipal Regional Board.

Strategic investments of time, staff, and resources with neighbouring municipalities can build positive relationships and result in mutual benefits through cost-sharing and collaboration.



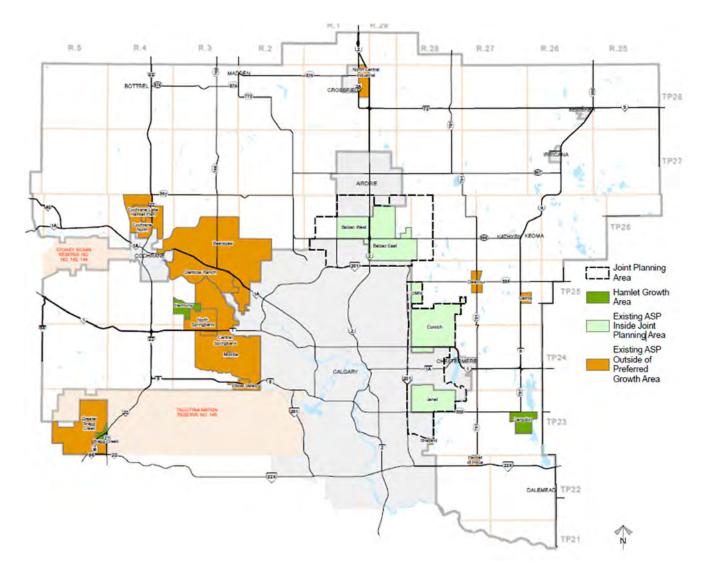
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# Intermunicipal Planning Circulations

# **DEPARTMENT PROJECTS**

# Joint Planning Areas (JPAs)

Joint Planning Areas are required as part of the Calgary Metropolitan Region Growth Plan and are identified as areas between municipalities where higher growth levels are forecasted. The JPAs focus on development pressure and growth management at a regional scale to improve collaboration and ensure efficient use of land, infrastructure, and services. Cost-sharing will also be determined through the JPA process. JPA 1 is between Rocky View County (east and west Balzac), the City of Calgary, and Airdrie while JPA 2 is between Rocky View County (Conrich, Omni, and Janet), the City of Calgary, and the City of Chestermere.



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Planning Department End of Year Report 2023

In early 2023, Council approved the Joint Planning Areas (JPA) 1 and 2 Terms of References and appointed two members of Council to each Trilateral JPA Committee. The Trilateral JPA Committees held their inaugural meetings in the fall of 2023. The project team has compiled a repository of background documents for each JPA that will inform the Gap Analysis Report. The Gap Analysis Report is currently being created by Invistec Consulting Ltd.

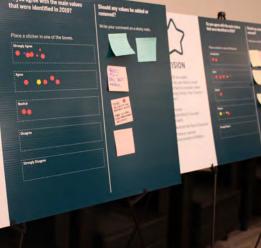
In 2024, the Trilateral JPA Committees will be presented with a Gap Analysis Report. Each Committee will then provide their direction on what criteria will be a prioritized as action items from the Gap Analysis Report. The Gap Analysis Report and completed action items will be used to develop the JPA Context Study prior to the Growth Plan's deadline of August 2025.















# Municipal Development Plan (MDP)

The Municipal Development Plan (MDP) is a statutory plan within Alberta's planning framework, which informs all lower-order plans such as Area Structure Plans and other land use decisions, infrastructure investments, and provision of community services. The MDP review is part of a requirement from the Calgary Metropolitan Region Growth Plan and is required to align with the Growth Plan by August 15, 2025. The new plan will replace Rocky View County's existing MDP, which was adopted in 2013.

The MDP Review project was officially launched at the start of 2023, with Phase 1 – Initiation and Planning. Phase 1 included the development of the MDP Review Background Report, which outlined the project's workplan, strategies, and deliverables. The Background Report also compiled analyses from a county-wide economic assessment, land use inventory, and other supporting documents to set a baseline of understanding on the current state of development across the county. The delivery of the Background Report to Governance Committee in October 2023 marked the completion of Phase 1 – Initiation and Planning, and the transition into Phase 2 – Draft Plan and Engagement.

Moving into 2024, the project team will continue to engage the public on the MDP Review project. During Phase 2, residents and interested parties will be able to provide their input through various inperson and online engagement activities including: open houses, coffee chats, industry/agency workshops, and the interactive project website. A complete draft of the new MDP based on resident and interested party feedback will be delivered to Governance Committee by the end of 2024.



The County's approach to growth aligns with our vision and reflects our desire to support investment and development.

# Area Structure Plans (ASPs)



Over the course of 2023, Planning worked on six Area Structure Plans (ASP). The **Langdon ASP** Expansion project began in late-2023 with the Terms of Reference being approved at Council and a project kick-off meeting held with the lead proponent. In 2024, the Developer will execute the project scope in preparing and engaging on the ASP project.

Amendments to the **Janet ASP** to facilitate development of the final phase of the business area was submitted to Council and the Calgary Metropolitan Region Board (CMRB) in Spring 2023 and Fall 2023, respectfully. Following CMRB Administration refusal recommendations over the limited water and wastewater servicing approach, the County is now exploring the potential to provide full water and wastewater servicing to the area.

A new land use strategy for the **Conrich ASP** Future Policy Area was prepared in alignment with the CMRB Growth Plan and presented to the County's Governance Committee in September 2023. Public engagement was conducted in October and November based on this land use strategy and the technical studies were initiated following feedback from the community. In 2024, the revised ASP document will be finalized and supporting technical studies will be completed. The ASP is expected to be brought to Council and CMRB for review in Q2, 2024. The draft **Springbank ASP**, which combines the North Springbank, Central Springbank, and Moddle ASPs, was presented to the public in June 2023. Significant community feedback was received, and an engagement summary was prepared and published in Fall 2023. The Engagement Summary and revised land use concept is scheduled to be presented to Governance Committee for further direction in January 2024.

The **Bearspaw ASP** review project recommenced in August 2023, with the project team conducting a background review and preparing a draft land use strategy, which was presented to Governance Committee in November 2023. In 2024, technical studies will be completed, and a draft Plan will be created. Public engagement will be conducted for the draft ASP in Spring 2024, followed by ASP finalization for presentation to Council and the CMRB towards the end of 2024.

The **Prairie Gateway ASP** is a joint planning project with The City of Calgary. The Planning department has supported the County's Legislative and Intergovernmental Services department on the project through site analysis work, concept development, and drafting of the ASP. In 2024, public engagement, technical studies, and Council and CMRB review are planned to go forward.



# Aggregate Resource Plan (ARP)

The Aggregate Resource Plan (ARP) project was launched in Q2 of 2023. Phase 1 of the project saw the successful appointment of all Chair and Committee Member positions to the Stakeholder Advisory Committee, the completion of five public Committee Meetings and two online meetings, and submission of monthly progress reports to Council.

Moving into 2024, the Committee Chair will submit the final Committee Report and recommendations to Council (Q1), marking

# Land Use Bylaw (LUB) Amendments

The department's Development team successfully drafted and presented several amendments to the Land Use Bylaw in 2023 to support better management of problematic development. Bylaw updates were completed for the Business, Live-Work District, Special, Future Urban Development District, Special Function Business, and Home-Based Business Uses. Council approved all LUB the completion of Phase 1. The project will then transition into Phase 2: Draft Plan and Engagement, which is intended to include drafting of the Aggregate Resource Plan, Land Use Bylaw amendments, an Aggregate Site Monitoring Bylaw, MDP section drafts, and updated application standards and requirements. Phase 2 will also see additional public engagement opportunities on the ARP project and should see completion by the end of 2024.

amendments in 2023. Additionally, Planning and Development updated the Landowner and Adjacent Landowner information letter mail out for improved communication. Looking ahead to 2024, the department will continue to bring forward changes to modernize and simplify the Land Use Bylaw for ease of use and implementation.



# 2024 ROADMAP

Over the course of 2023, Planning saw steady improvements in customer service, application timelines, and progression on long-range projects. The department will build on this momentum in 2024 through the various projects set out within the **Department 2024 Roadmap**. Key areas that the department will focus on are outlined below.



# **RESPONSIVENESS TO CUSTOMERS**

Responsiveness will continue to be a key metric for Planning to understand how we serve customers in a timely manner. We will continue to build new tools for improved communication to increase transparency and access to information.

# DEPARTMENT PROJECTS

Our department projects will continue to progress with key documents such as the Municipal Development Plan nearing completion. We will work with neighbouring municipalities, community members, and other stakeholders to build plans that reflect the diverse interests in Rocky View County.



# **DEPARTMENT ENHANCEMENT STRATEGY**

The Department Enhancement Strategy will continue building new resources for improving the staff and customer experience, evolving processes to optimize workflows, and working with IT to create a new digital landscape for the Planning department.

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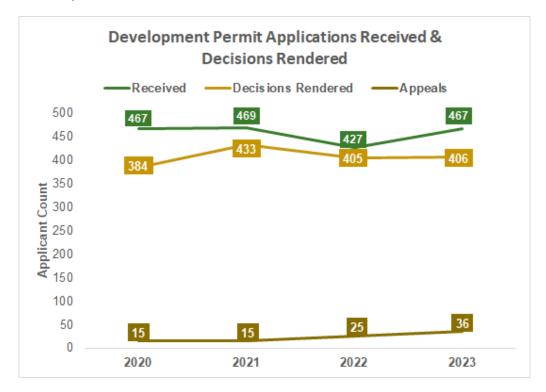


# **APPENDIX A: HISTORIC DATA COMPARED TO 2023**

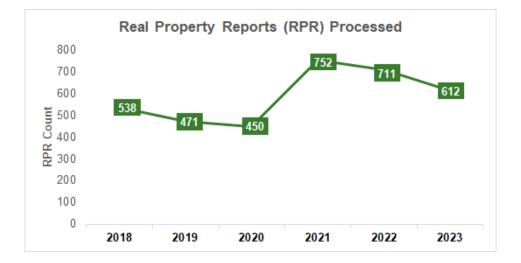
# Inquiries



# **Development Permits**



# **Real Property Reports**



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**Rocky View County** 

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**ATTACHMENT 'B': Planning Department 2024 Roadmap** 

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# PLANNING DEPARTMENT 2024 ROADMAP



# **INTRODUCTION**

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The 2024 Roadmap outlines the strategic direction and key initiatives of the Planning department for the upcoming year. This Roadmap serves as a guiding framework that aligns the goals, resources, and actions to fulfill our vision as a department as noted in the Customer Charter.

The 2023 End of Year Report highlighted the successes and areas for growth. This Roadmap builds on that report and provides a forward-looking perspective to complement the End of Year Report.

In the following sections, we outline the main projects and their primary objectives. In addition, we list specific department projects that align with the three main pillars of the County Strategy.

The 2024 Roadmap is guided by the End of Year Report, Customer Charter, and the strategic initiatives set out by County leadership. The Roadmap positions the Planning department to act on opportunities, foster collaboration with other departments, and advance our shared vision as a County, which provides effective service delivery, financial prosperity, and thoughtful growth.







# CUSTOMER SERVICE CHARTER

Build the tools outlined in the charter to create an environment supportive of customer service excellence.



# CUSTOMER SERVICE SURVEYS

Follow up with customers to improve our understanding of the customer experience and adapt services in response.



# QUARTERLY REPORTS

Develop a wider range of measures to understand department performance and highlight areas of improvement.



# PROCESS MAPS & STANDARD OPERATING PROCEDURES

Complete ±120 department processes and templates to guide staff and customers, and identify areas for improvement.



#### INFORMATION TECHNOLOGY SOLUTIONS Collaborate with IT on six projects

to improve department efficiency and provide new digital services including online maps, tools, and forms.



# PLANNING AND DEVELOPMENT APPLICATIONS

Continue to shorten timelines, clear legacy files, and better define customer expectations for application processes.



# MUNICIPAL DEVELOPMENT PLAN (MDP)

Continue with community engagement, drafting, review, and refinement. The MDP will be presented to Council by end of 2024.



# AREA STRUCTURE PLANS (ASPS)

Continue to progress on the Conrich, Springbank, Bearspaw, and Langdon Area Structure Plans at various stages of completion.



# AGGREGATE RESOURCE PLAN (ARP)

Continue to develop policies, standards, and other measures to regulate aggregate extraction in alignment with Council direction.



# LAND USE BYLAW

Work towards establishing a structure and workplan for a comprehensive rewrite of the County's Land Use Bylaw based on distinct areas of the County.



#### POLICY DOCUMENT BANKING

Introduce a Planning Policy Document ranking system for annual review and prioritization by Council.



# **PROJECT HANDOFF**

Support establishment of the County's new Intergovernmental Services and Regional Planning Department to provide greater opportunities for collaboration and progress on regionally significant projects.

# CUSTOMER SERVICE & OPERATIONS IMPROVEMENTS

We will begin building out the Tools from the Customer Service Charter to ensure that the Charter continues to act as a guide for customer service excellence. Additionally, we will work with applicants to improve mutual accountability in processes to improve timeline predictability.

#### Customer Service Charter

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This year, we will focus on creating an onboarding package for staff, publishing one-pagers at defined internals for ASP project updates, building the internal wiki, implementing Teams for rapid communication and problem-solving, and improving the pre-application process.

We will continue to follow-up with customers to improve survey response rate and collect more qualitative data. This will inform our

**Quarterly Reports** 

Process Mapping and Standard Operating Procedures

customer feedback report, which will provide information for Council and community on Planning's performance. We will finish the baseline process maps and standard operating

We will finish the baseline process maps and standard operating procedures, including over 120 processes and templates. This baseline will give us foundational information for process improvements that will start the iterative mapping process.

# **GROWTH AND SERVICE IMPROVEMENTS**

Planning Approval Timelines	We will exceed the target of having 80% of planning applications within service delivery timelines (10 months for redesignation and 6 months for subdivision). We will continue to build our understanding of the reasons for appeals and improve how we can work alongside community to build understanding and common expectations to reduce appeals.
Legacy Files	We will resolve outstanding legacy files, and work to minimize future legacy file backlogs. Legacy files are applications that are older than 16-months from submission. We see legacy files as in need of withdrawal or presentation to Council to eliminate their strain on resources.
Development Permits	We have increased staffing with two new Development Officers to continue improving development permit timelines and meet service standards for development permits.

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# INFORMATION TECHNOLOGY (IT) DEPARTMENT LEAD TECHNOLOGY SOLUTIONS

Planning Development Map	Working with the IT department and Environmental Systems Research Institute (ESRI) to leverage the existing use of GISMO (ArcGIS) and start to develop external-facing customer focused solutions.
Website Redesign	Working primarily with the Communications & Engagement department to leverage the existing use of the Rocky View County website and start to develop external-facing customer focused solutions to redesign the functionality and usability.
CityView Utilization	Working with the IT department to explore the existing utilization of the CityView software.
Project Portfolio Management	Working with the IT department to explore the existing use of Monday. com as a project and file management tool.
Team Dynamix (TDX) Enterprise Service Management (ESM)	Working with the IT department to improve the quantity and quality of planning department inquiries received.
Information Management	Working with the IT department to improve document storage and management.



The Planning and Development 2024 Roadmap advances Council's Strategic Objectives through collaboration, promoting effective service delivery and facilitating growth.



Planning Department End of Year Report 2023

### **PLANNING PROJECTS**



#### MUNICIPAL DEVELOPMENT PLAN

The Municipal Development Plan will be nearing completion by the end of the year. The Distinct Areas in the MDP will set the stage for both Land Use Bylaw reforms and future ASP amendments.



LAND USE BYLAW

As noted above, the Distinct Areas in the Municipal Development Plan will begin the process of redefining and rewriting the Land Use Bylaw in Rocky View County. Our goal in 2024 is to rewrite the Land Use Bylaw to connect with the County's needs.



AGGREGATE RESOURCE PLAN



### AGGREGATE RESOURCE PLAN

The ARP will transition into Phase 2: Draft Plan and Engagement, which includes drafting the ARP, Land Use Bylaw amendments, Aggregate Site Monitoring Bylaw, MDP section drafts, and updated application standards and requirements. We will see additional public engagement opportunities over the year and complete the ARP project for Council and CMRB approval in 2024.

### JPAS, JANET ASP, PRAIRIE GATEWAY ASP, INTERMUNICIPAL CIRCULATIONS

Rocky View County will be adding the Intergovernmental and Regional Planning department to provide additional capacity and expertise to intergovernmental projects. The Joint Planning Areas, Janet ASP, Prairie Gateway ASP, and Intermunicipal Circulations will all be under the direction of this new department.



Planning Department End of Year Report 2023

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#### **BEARSPAW AREA STRUCTURE PLAN**

The Bearspaw ASP will begin public engagement this year, prepare a public engagement summary report, finalize the ASP and present for Council and CMRB approval.



#### **CONRICH AREA STRUCTURE PLAN**

The Conrich ASP is planned to be completed this year, with final amendments and technical studies finishing in January. Council and CMRB approval are the final steps for completing the project.



#### LANGDON AREA STRUCTURE PLAN

The Langdon ASP has just begun and will progress into the project scope as per the Terms of Reference.



SPRINGBANK



### SPRINGBANK AREA STRUCTURE PLAN

The Springbank ASP is planned to be completed this year, with the public engagement summary report and revised land use concept going to Governance Committee for further direction in January. Pending Governance Committee direction, all technical studies will be completed, the ASP will be finalized, and Council and CMRB approval will be required for completing the project.

### PROJECT POLICY DOCUMENT RANKING

We will be introducing a process for ranking Planning Policy Documents for annual review and prioritization by Council. This will enact a standardized review for each project, review budget and staff requirements, and present a clear picture of project potential and needs.

### ALIGNING WITH COUNTY STRATEGY



#### Effective Service Delivery

Customer and Stakeholder Feedback Surveys

> Performance Tracking

Pre-Application Process

Development Permit Renewal Improvements Understanding how we are meeting customers' expectations across services and inquiring into areas of improvement through follow-up calls.

Tracking performance data from Planning to understand application timelines, development trends, and areas for improvement.

Setting up customers for success with their proposals through a simple and efficient process.

Reducing the amount of information applicants submit for renewals to reduce unnecessary redundancy and improve timelines.



#### **Financial Prosperity**

Approval Timelines Decreased Planning and Subdivision approval timelines and supported several significant business developments through the process. This increases the County assessment value and investment in infrastructure.



#### Thoughtful Growth

Defining Distinct Areas in the Municipal Development Plan

> Land Use Bylaw Updates

Regional Growth Plans

> Responsible Growth

Celebrating the diverse communities and values across Rocky View County and planning for appropriate levels of growth allows us to work alongside communities by creating distinct area plans.

Protecting communities from unsuitable development and removing unnecessary barriers to compatible proposals.

Guiding regional growth with Joint Planning Areas, Area Structure Plans, and the Aggregate Resource Plan in collaborative planning projects.

Guiding growth through the Municipal Government Act and Rocky View County policies and bylaws to grow responsibly and connect policy to land.



**Rocky View County** 

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**ATTACHMENT 'C': Planning Department Customer Service Charter** 

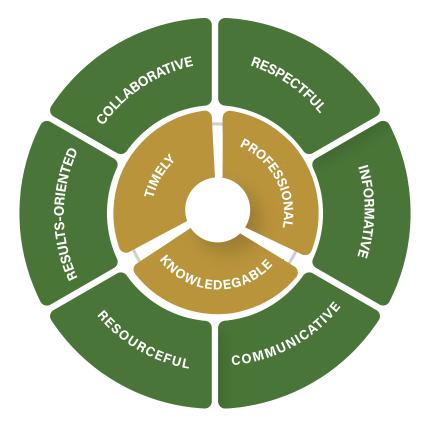
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## PLANNING DEPARTMENT CUSTOMER SERVICE CHARTER

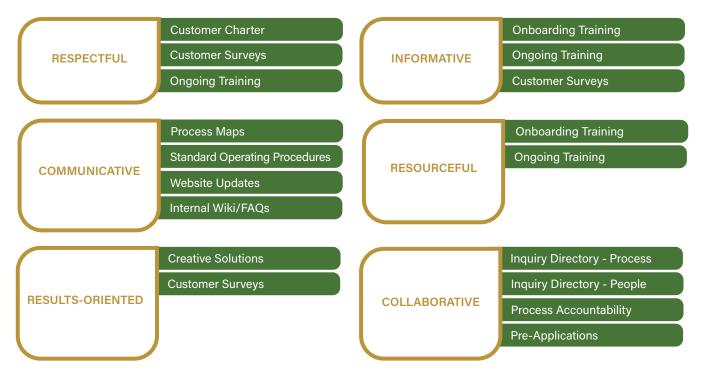


### **CUSTOMER SERVICE VALUES**

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### **CUSTOMER SERVICE TOOLS**





### **CORE PRINCIPLE VALUE STATEMENTS**



#### Professional

We will be respectful to customers by actively listening and responding with friendliness, patience, and empathy. We will promote transparency and reasonable access to information based on professional judgement. We will hold each other accountable to ensure we are meeting high standards of professionalism.



#### Knowledgeable

We will be resourceful by learning foundational knowledge for our roles and continuously learning through additional training. We will know who to ask and where to go when seeking solutions for challenges. We will practice clear communication by providing accurate and consistent responses. FAQ sheets, project summary sheets, and other department resources will be essential to achieving this goal.



#### Timely

We will be results-oriented delivering on expectations in a reasonable time through creative solutions and flexibility. We will identify bottlenecks preventing effective workflows and contribute to continuous process improvement. We will work collaboratively alongside colleagues within and beyond the Planning department to improve communication flows, responsiveness, and expectations.

Planning Department End of Year Report 2023

### **ACTIONABLE SOLUTIONS**

Customer Service Charter	The Charter will serve as a welcome tool for new staff and for staff performance reviews to ensure we are meeting our service goals. We will conduct an annual re-evaluation to ensure the Charter continues to be relevant and actionable.		
Customer Surveys	Customer surveys will provide essential information for evaluating and improving our service delivery. Over time, we will improve the strategies for gathering replies and review survey questions for relevancy. Survey data will contribute to quarterly reports to track changes over time.		
Ongoing Training	Ongoing training will be provided in many forms: personal professional development opportunities defined at performance reviews, lunch and learns, department-wide training, mentorship, and more.		
Onboarding Training	Onboarding training will provide new employees with foundational information and tools needed to feel informed and well-resourced to start in Planning at Rocky View County. This tool will be digital to allow for ease of updates and quick reference during the first weeks. This online tool will have a guide full of relevant documents (i.e. 'cheat sheets') for new Planning staff.		
Process Mapping and Standard Operating Procedures	The Process Maps and Standard Operating Procedures (SOP) act as communication tools for Planning to ensure consistency and accuracy in our work. We will continuously iterate on current Process Maps and SOPs to improve performance. In the long term, we will look toward public- facing maps to increase access to information.		
Website Updates	Website Updates will continue to improve the user experience to provide easy access to essential information. New tools and additional resources will increase the public's understanding of planning services, processes, and timelines. We will need to collaborate with Information Technology and Communications to realize our goals.		





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Inquiry Directory (Process)	The Inquiry Directory (Process) will bring forward strategies and tools to increase the internal inquiry responsiveness between Planning Assistants/ Call Centre Representatives and Planners/Development Officers. The inquiry directory is focused on immediate responses to questions from applicants and community members.
Inquiry Directory (People)	The internal inquiry directory will list the staff working on each project/file and their role, so it is easy to know who to contact for inquiries.
Internal Wiki/FAQs	The Internal Wiki/FAQ page will feature commonly asked questions, our current interpretation of policy and regulations, legislation, land use bylaw, and important planning information in an alphabetized list. The wiki will serve as a quick reference guide to increase consistency and reduce the number of internal inquiries, thus reducing disruptions in workflow.
Process Accountability	Process accountability is focused on both the relationship between Planning and Applicants and Planning and Associated Departments. We will create processes that capture the reality of mutual responsibility for application/project completion. This process will provide understanding on how timelines and results are affected by each player.
Creative Solutions	Collaborating with applicants to find creative solutions in applications to realize projects that require special considerations within the realm of policy.

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## Planning

### Department Enhancement Strategy (DES) Update

**Governance Committee** 

March 13, 2024



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## **Department Progress**

• Application timelines significantly improved, and Council agendas are being filled.



- Improved customer service.
  - o Live calls.

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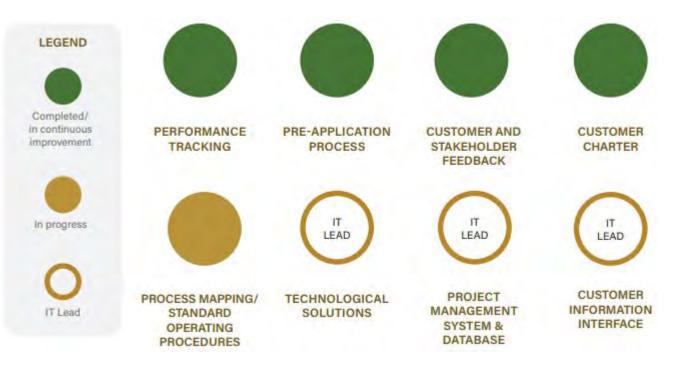
COUNTY

- Webpage and application form improvements.
- Pre-application process implemented.
- Growing staff confidence and succession planning:
  - $\circ~75\%$  of staff with County for over 1 year.
  - o 39% of staff with County for over 2 years.
  - Decline in vacancies from 17% (Jan 2022) to 3% (Jan 2024).

# Department Enhancement Strategy Overview

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- August 2022 Department audit.
- February 2023 Department Enhancement Strategy presented to Governance Committee.
- July 2023 Two Process Specialists recruited to work on DES projects.

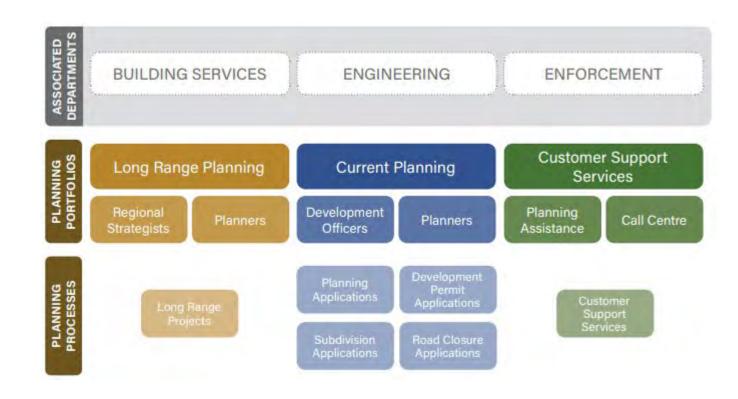




## Department Summary and Services

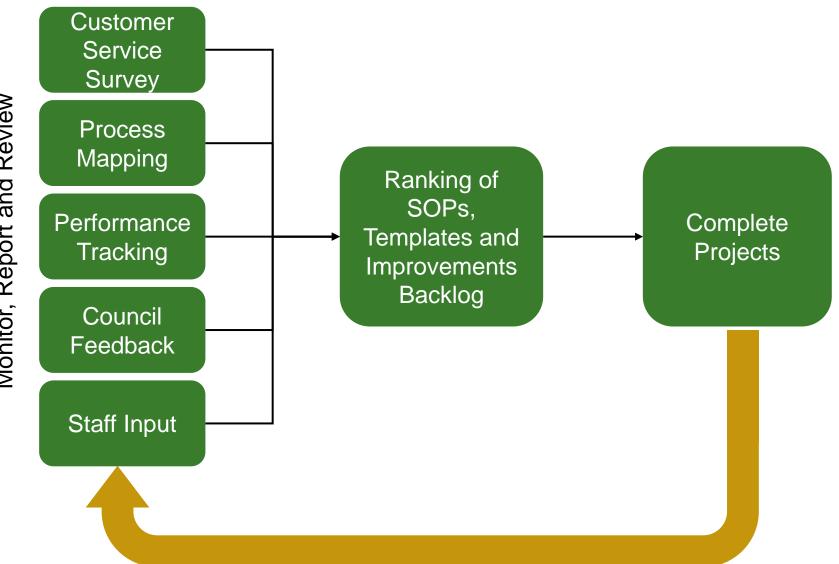
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- Long-Range Planning
- Current Planning
- Customer Support Services





## **Continuous Improvement**



Monitor, Report and Review



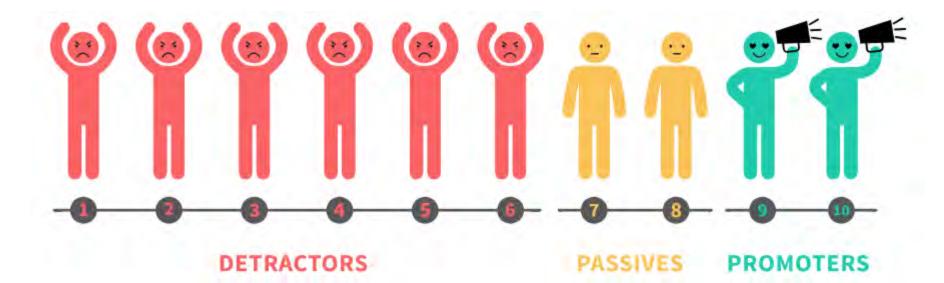
## **Customer Engagement**

Customer Feedback Survey commenced in August 2023:

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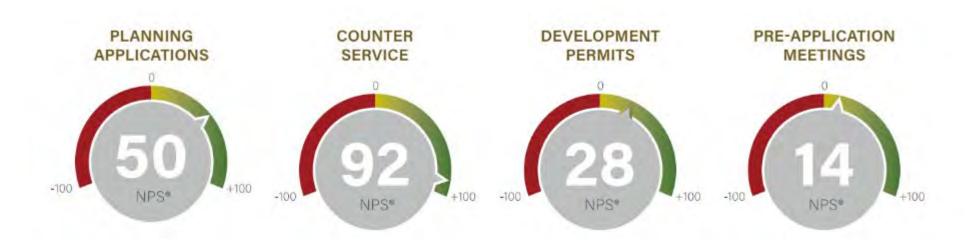
Counter Service	Development	Planning	Pre-Application
	Permits	Applications	Meetings
QR codes provided to customer.	Links sent to	Links sent to	Link sent to customer
	applicant at two	applicant at two	with Pre-Application
	points in process.	points in process.	advice letter.

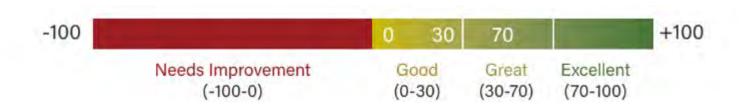
Net Promoter Score (NPS) – industry-wide approach to gauge customer service progress.



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### **Customer Engagement**







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## **Customer Engagement**

Princip	es to	Improve	Customer	Feedback
			Customer	

Deliver attentive, proactive service	Learn from feedback
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Put customer at center of process Offer robust, high-quality product

- Proactive management reaches out to customers if they provide a score lower than 7/10.
- Improvements or issues are entered into a backlog of work.

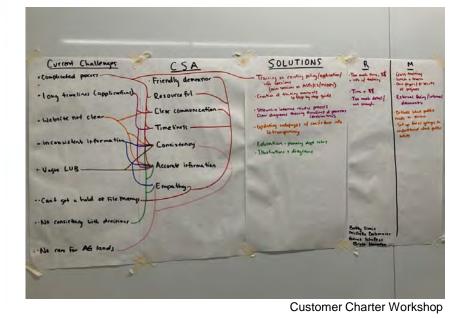
ROCKY VIE COUNTY • Creating a culture of customer focus in department through agile practices and staff coaching.

## **Customer Charter**

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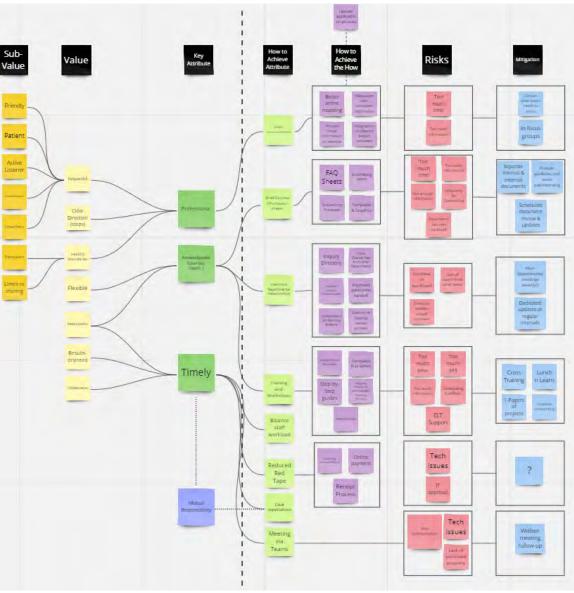


Customer Charter Workshop



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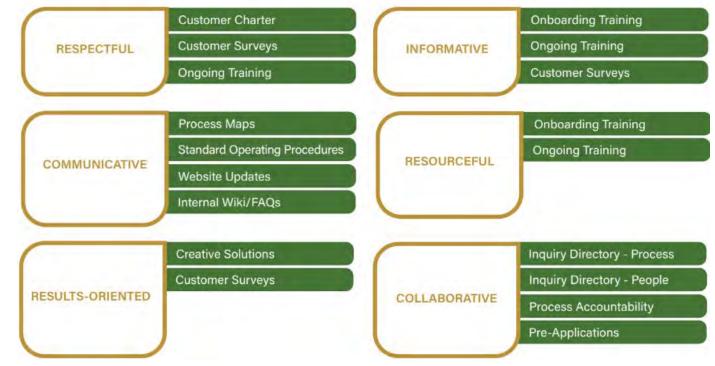
Customer Charter Workshop Information Processing

### **Customer Charter**

### **CUSTOMER SERVICE VALUES**









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### **Next Steps**

- Summary report of customer survey and department response.
- Continue to refine processes according to customer feedback.
- Work alongside the County's Customer Service Strategy project.



## **Performance Tracking**

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- Quarterly report and dashboard on performance started in Q2 2023.
- Publish 2023 End of Year Report and 2024 Department Roadmap.
- Expand on data measured and streamline collation with IT support.
- Support data collection for Council's Strategic Plan and KPIs.



### Process Mapping and Standard Operating Procedures (SOPs)

- Provides baseline and better understanding of department operations.
- Identifies bottlenecks and improvements while mapping processes.
- Provides staff with resources to learn processes and promotes consistency.
- Allows automation and tracking of process steps.
- Processes can be used to create materials for customers (website, forms etc.).

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#### Processes

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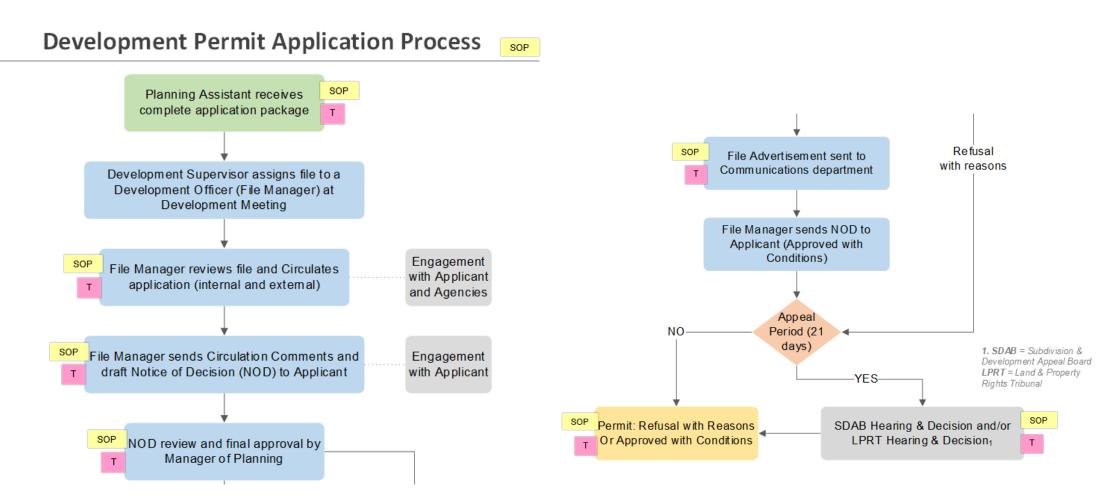
### **Process Areas**

Long-Range Planning Projects	
Planning Applications	
Subdivision Applications	
Development Permit Applications	
Road Allowance Closure Applications	

Current Planning



Customer Support Services	Customer Charter	
Pre-Application Process	SOP	т
Real Property Reports	SOP	Т
Inquiries	SOP	
Land Use Confirmation	SOP	т
Tenancy Changes	SOP	Т
Enforcement Inquiries	SOP	
Building Services Inquiries	SOP	
Payments/Refunds	SOP	Т
Temporary Permit Renewal Reminder	SOP	Т



Process Map w/ hyperlinks to SOPs and Templates



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### **Information Technology Solutions**

# **CityView**











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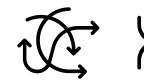
## Staff Development

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- Recognize Council's investment in staff.
- Agile Project Management Principles







Customer Centred Experience Keep it simple

**Frequent Delivery** 

- Engaging in process improvement workshops.
- Use customer feedback to celebrate and coach staff.
- Promoting internal growth through team structure and experience.



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## **DES 2024 Deliverables**

- 2023 End of Year report and 2024 Roadmap for Planning department released to Council and public.
- Complete first round of process mapping, then refine processes.
- Customer feedback survey results summary and report with customer service improvements.
- Webpage improvements with simple process maps and templates.
- Progression of online mapping and CityView improvements.





### 2024 Roadmap



#### **RESPONSIVENESS TO CUSTOMERS**

Responsiveness will continue to be a key metric for Planning to understand how we serve customers in a timely manner. We will continue to build new tools for improved communication to increase transparency and access to information.

#### **DEPARTMENT PROJECTS**

Our department projects will continue to progress with key documents such as the Municipal Development Plan nearing completion. We will work with neighbouring municipalities, community members, and other stakeholders to build plans that reflect the diverse interests in Rocky View County.

#### DEPARTMENT ENHANCEMENT STRATEGY

The Department Enhancement Strategy will continue building new resources for improving the staff and customer experience, evolving processes to optimize workflows, and working with IT to create a new digital landscape for the Planning department.

