ROCKY VIEW COUNTY

STRATEGY & PERFORMANCE

TO:	Governance Committee
DATE:	March 7, 2023
PRESENTER:	Leslie MacRae
SUBJECT:	Status Update - Council Priority Projects

REPORT SUMMARY:

In July 2022, Council approved and funded nine Priority Projects to advance the County's strategic agenda. Since then, all projects have been chartered and implemented, and are monitored monthly by the Executive Leadership Team (ELT). Administration provided an update to Council on these projects at the November 15, 2022 meeting and is now presenting this second update to the Governance Committee through this report, for their information.

ADMINISTRATION RECOMMENDATION:

Administration recommends that the Governance Committee receives the Council Priority Projects Update report for information in accordance with Option #1.

DISCUSSION:

In June 2022, Council engaged in a strategic prioritization exercise that identified nine Priority Projects to advance the County's strategic focus areas. These include:

Service Excellence
- Strategy Refresh
- Service Capacity Project
- Governance Improvement
- Organizational Excellence

Financial Health
- Long-term Financial Forecast
- Economic Development Strategy
- Soft Levies

Responsible Growth
- Area Structure Plans (ASPs)
- Solar Farms

As of Q1 2023, all of the priority projects were underway. Attachment "A" summarizes the progress, milestones, and planned work for the projects. Some notable observations include:

- A majority (8) of the projects are on time, on budget, and progressing as per expectation.

- The ASP project is slightly behind schedule due to interdependencies on external stakeholders (e.g., City of Calgary reviews) and competing priorities for Planning Department resources. The Janet ASP has been prioritized, but Planning has identified capacity to re-focus on Springbank and Conrich in February 2023.

Administration Resources
Leslie MacRae, Strategy & Performance
Shannon Murphy, Strategy & Performance

![ROCKY VIEW COUNTY]

- The Governance Improvement project has seen the implementation of a new Council Governance Committee, a self-assessment by Council of their governance strengths, and a review of report templates. The project is scheduled for completion in Q2 2023.

- The Strategy Refresh project is complete, with Council approving 19 Key Performance Indicators (KPIs) in December 2022. Proposed targets and timelines will be provided at Council's April Strategic Planning Session.

- Two phases of the Service Capacity Project have been completed, which defined the methodology for the project including core vs non-core service and level of service definitions. The project is scheduled for completion in October 2023.

- The Organizational Excellence Strategy project has commenced with a County-wide employee Culture Survey, which will help inform the focus areas for the strategy.

- The results of the Long-term Financial Forecast project will be presented to Governance Committee at the March 7, 2023 meeting. The project is scheduled for completion in Q1 2023.

- The Soft Levy project has completed a scan of the soft levy approach in other municipalities and is developing a County framework based on local priorities. The project is scheduled for completion in Q4 2023.

- The Solar Farm project has completed engagement with Administration and Council, and is developing a tool for renewable energy planning for the County. The project is scheduled for completion in Q2 2023.

- The Economic Development Strategy project has conducted research and engagement and is drafting a comprehensive strategy that is aligned with the County's growth documents, including the Regional Growth Plan. Delivery of the strategy is anticipated for Q2 2023.

OPTIONS:

Option #1:   THAT the Council Priority Project Update report and presentation be received for information.

Option #2:   THAT alternative direction be provided.

Respectfully submitted,   Concurrence,

        "Leslie MacRae"   "Dorian Wandzura"

_____   _____
Director, Strategy & Performance   Chief Administrative Officer
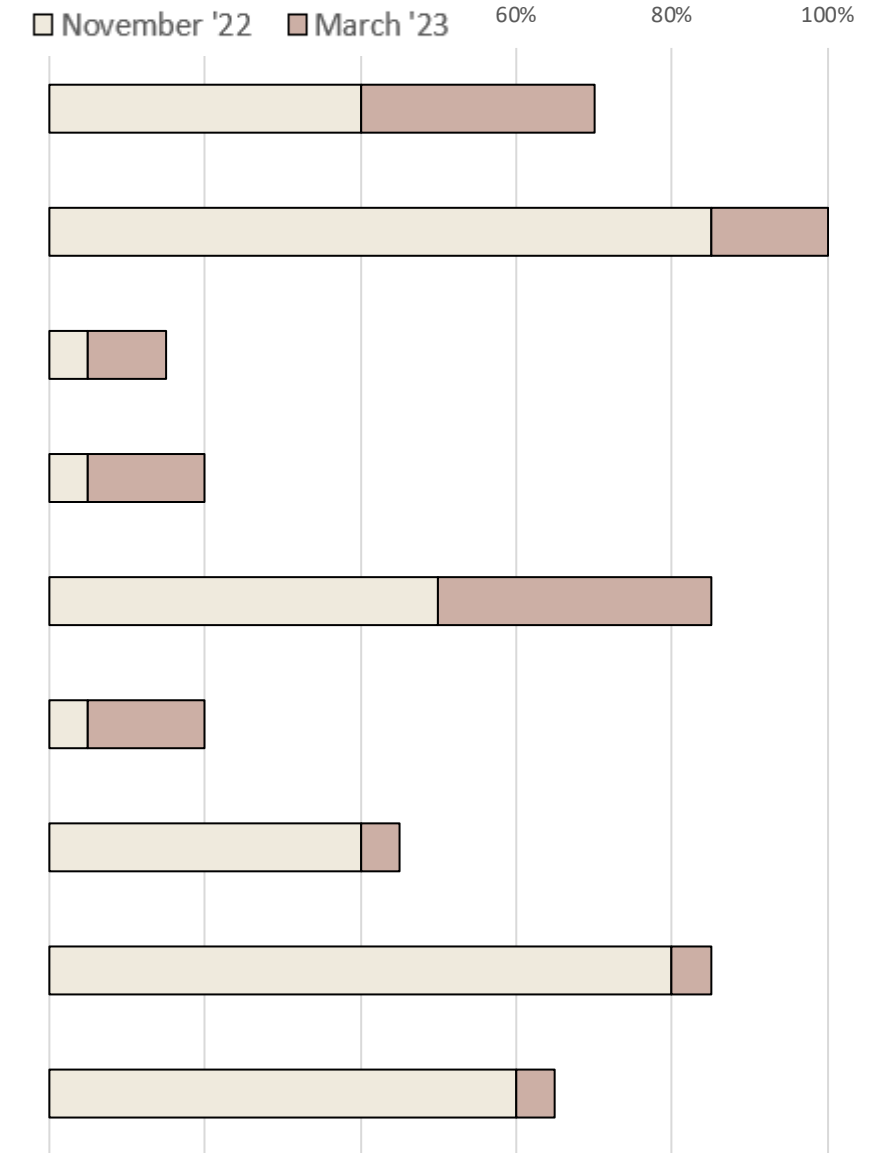
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ATTACHMENTS:

ATTACHMENT 'A': Council Priority Projects Update – March 2023
ATTACHMENT 'B': Priority Projects Update – Governance Committee March 7, 2023

Rocky View County Priority Projects | Status Report

ID #	Project Name	Project Description	Project Budget	Actual to Jan 31/23	Project Status	Target completion
	Project Details			**March Report**		
1	**Governance Improvement**	Improving the County's governance process through implementation of a new committee, governance coaching and new templates and processes.	N/A	N/A	✓	Q2 2023
2	**Strategy Refresh**	Developing KPI's to improve the County's alignment with the strategic plan and overall accountability.	$75,000	$75,000	✓	Q4 2022
3	**Service Capacity Review**	Developing a program and service framework which outlines the County's services with consideration to cost, risk and level of service delivered.	$750,000	$56,004	✓	Q4 2023
4	**Organizational Excellence Strategy**	Developing a strategy which outlines the culture and programs required to support and enable a corporate culture that reflects the values of County employees	$80,000	$22,135	✓	Q2 2023
5	**Long-Term Financial Forecast**	Developing a long term financial forecast to provide insight into future financial capacity and shift organizational thinking towards the consideration of longer-term implications.	$75,000	$30,161	✓	Q1 2023
6	**Soft Levy Strategy**	Developing a framework and methodology for a soft services levy bylaw.	$250,000	$11,782	✓	Q4 2023
7	**Solar Farm Strategy**	Developing a Municipal Land Use Suitability Tool to assist Administration and Council in identifying the most suitable locations for renewable energy development.	$80,000	-	✓	Q2 2023
8	**Area Structure Plans**	Prioritization of key ASP projects (Springbank, Conrich, Janet) to ensure their steady progression and successful completion.	N/A	N/A	⚠	Q3-4 2023
9	**Economic Development Strategy**	Developing a five year strategy for Business and Economic Development.	$35,000	$12,272	✓	Q2 2023

Project Progression (% complete)

☐ November '22   ■ March '23

☐ November '22   ■ March '23

Legend	
✓	Project is running within budget, timeline, or expectation.
⚠	An aspect of the project is at risk or deserves special attention.
✕	An aspect of the project has fallen dramatically behind, has encountered a major setback, is over budget, or is outside the expected parameters.

Project Name	Scope	Highlights	Next Steps
1. Governance Improvement	The Governance Improvement Project aims to improve the County's governance process by achieving the following objectives: • Creating a forum for Council to discuss strategic and governance matters, receive updates on projects and County business, and give direction to Administration. • Revising templates for council and committee reports to streamline the flow of information. • Creating a process and subsequent templates for regular accountability reporting to Council on strategic objectives. • Creating a process for Council to receive governance coaching and to conduct a regular self-assessment. • Providing regular reports from the CAO on organizational health. • Creating an improved agenda preparation and review process with minimum 90-day forecasting for Council agendas	• A new Governance Committee was established and commenced (Terms of Reference, templates, schedule) with the aim to provide Council an opportunity for strategic information sharing and discussions. • Governance training sessions (2) were conducted with Council, including a self-assessment. • A new report template was drafted based on consultation and best practice research. • A best practice review of the agenda forecasting and approval process was conducted.	• Finalize the Council and Committee report template. • Create and roll out implementation and training on a new report template for both Council and Administration. • Create a long-term agenda forecasting and approval process based on best practice review. • Develop a cycle of regular accountability reporting. This will support the implementation of the Strategy Refresh (Key Performance Indicators (KPI)) project.
2. Strategy Refresh	Rocky View County engaged Deloitte LLP to provide advisory services to support the development of enhanced KPI reporting and performance measurement with the aim to improve the County's strategic alignment and accountability. The project addressed: • What defines success? • Why does it define success? • How will we measure, track and report progress?	• Nineteen KPIs were defined and subsequently approved by Council in December 2022. • The project was officially completed as of December 31, 2022. • Implementation of the KPIs began in Q1 2023, including identification of targets, timelines, and actions.	• Provide the proposed KPI targets and timelines for Council's April 2023 Strategic Planning Session. • Develop a corporate performance system based on strategic KPIs. This will include exploring the roles that different departments play in achieving our strategic goals (Q1-Q2 2023). • Integrate performance measures into accountability reporting to Governance Committee.

Project Name	Scope	Highlights	Next Steps

3. Service Capacity	The Service Capacity Project will help the County to better understand the relationship between the services delivered by the municipality, the costs and resources required to deliver a defined level of service, and the risks related to that service. The County has contracted KPMG to support the development of a made-in-Rocky View program and service framework and to develop service profiles for each service and sub-service. The project is comprised of 5 phases and work has progressed on schedule since the project began at the end of November 2022.	• Phase 1: *Project Initiation* – completed in December 2022
		  o Included the development of the project charter and delegating ELT as the project's official steering committee.
		• Phase 2: *Scope and Methodology Planning* - completed in January 2023
		  o Included a Lunch & Learn workshop for all management staff, execution of 19 separate interviews and focus groups, and a Council workshop.
		• Phase 3: *Activities and Characteristics Development* – currently underway
		  o Phase 3 will be the most intensive phase to date and will include the identification of service and subservice characteristics (service levels, costs, risks).
			• Phase 3: *Activities and Characteristics Development* will continue to April 2023.
			• An update to Governance Committee will be provided on April 7, 2023. This update will include service characteristics examples.

4. Organizational Excellence	The Organizational Excellence Project will produce a People Strategy that considers industry best practices and an understanding of the current state of our people and culture. Importantly, the current state analysis will include a comprehensive review of the current people-related programs at the County and engagement of County employees to understand what is most important to them in a work culture and environment. This work will culminate in recommendations by the project consultant, MNP, on the desired end state and proposed action plan.	• Project contract was awarded to MNP and work commenced in January 2023. • The Rocky View County Culture Survey was fielded in February 2023, which will provide the foundation for employee input to the Strategy. The response rate for the survey was 66%.	• Interviews and focus groups with key internal stakeholders scheduled for March 2023. • Best practice review scheduled for February – March 2023.
5. Long-term Financial Forecast (LTFF)	The LTFF project will develop a long-term financial forecast for the County to provide insight into future financial capacity, shift organizational thinking towards the consideration of longer-term implications and to be more strategically focused on community objectives.	• Consultant worked with Administration and executed extensive research regarding asset replacement planning and cost estimates. • Consultant reviewed the Tangible Capital Asset list and conducted an analysis of assets that included life cycling and replacement requirements.	• Report to Governance Committee March 7, 2023, for consideration in Council's April Strategic Planning Session.

Project Name	Scope	Highlights	Next Steps
		• A draft of the initial replacement expenditure profiles per asset category and type was submitted to the project manager.	
6. Soft Levy Strategy	The Soft Levy Strategy includes a feasibility assessment for the implementation of a Soft Services Levy for municipal infrastructure such as Recreation Centers, Fire Halls etc. and the development of a potential framework and methodology for the collection of a soft services levy bylaw.	• Project team conducted extensive research to establish a detailed understanding of how other municipalities operate in relation to soft levies. • Contract awarded for the delivery of a soft levy framework (per acre amount) based on priorities of the facilities and consideration to the service area for those facilities.	• Engagement with Fire Services, Parks & Recreation and Planning to confirm the infrastructures that should/could be included in the levy. • Review and confirm the County 20-year growth and development projections. • Development of costs associated with the leviable infrastructure. • Development of a levy framework and evaluation of the benefiting user allocation and catchment areas.
7. Solar Farm Strategy	The Solar Farm project aims to develop a Municipal Land Use Suitability Tool (MLUST) to assist Administration and Council in identifying where renewable energy development is most suitable in consideration of high valued agricultural, ecological and cultural lands.	• The Miistakis Institute was contracted in November 2022 to create a decision-making tool. • A survey to key administrative staff, the Executive Leadership Team (ELT), and Council was distributed to understand renewable energy priorities for the County. • Scoring and modelling of various land types for renewable energy were developed and validated with Council and administration.	• Miistakis will work with the County's GIS team to convert the modelling into easily interpretable maps that show areas of probable conflict for renewable energy development. • Miistakis will provide policy options and recommendations to inform a renewable energy strategy for the County. • The project is expected to be complete by the end of Q2 2023.
8. Area Structure Plans	The Area Structure Plan (ASP) project is focused on ensuring that ongoing ASP projects progress toward completion and that Council is kept adequately updated on their progress. The three ASP projects with scheduled completion dates this year are: • Springbank Area Structure Plans Review • Janet Area Structure Plan Long-Term Development Area • Conrich Area Structure Plan Future Policy Area	Janet ASP: • Execution and conclusion of extensive intermunicipal engagement. Janet continued to be the main focus of the project team. • Final draft completed and dispersed for internal revision. • First and Second reading of the ASP was approved at the February 21,2023 meeting of Council. Springbank ASP • Preparation of a new ASP document, with significant reductions in intensity of development. The Springbank ASP is slightly behind due to the focus on the Janet ASP.	With substantial progress made on Janet, focus will shift to Conrich and Springbank ASPs in February 2023. Janet ASP: Administration will submit the ASP to the Calgary Metropolitan Region Board (CMRB) for approval (approximately two-month process). Springbank ASP: Administration will provide an update on the ASP at the April4, 2023 meeting of Governance Committee. Subject to Governance Committee's direction in March 2023, Administration will plan for the release of a revised draft ASP to the public in the spring.

Project Name	Scope	Highlights	Next Steps
		• Engagement of a graphic designer. This has allowed for development of educational materials to begin. Conrich ASP • Environmental screening report completed. • Ongoing work in drafting policy and making necessary amendments to land use strategy and populations projections. Timelines are slightly behind due to focus on Janet ASP, and delays in Administration reviews, and commissioning technical reports.	Conrich ASP: Work will continue on updating policies and internal peer review. Due to ASP changes, technical reports will continue to be updated. These technical updates are being prioritized to address delays in the project.

9. Economic Development Strategy	The Economic Development Strategy project will deliver a five-year plan for Business & Economic Development. The final product will serve as a supportive document for all other departments in the County that have direct ties to non-residential development, new tax base growth and investment attraction. The Strategy will also help to promote the County to investors, developers and landowners and ultimately help chart the County's future growth.	• Consultant research conducted on Foreign Direct Investment (FDI) and economic development in Alberta.
		• Project team planned and executed five engagement sessions: 1. Council with ELT 2. Agriculture Service Board (ASB) 3. Industrial Group 4. Business Group with Chambers of Commerce and 5. Rocky View Management Leadership Team (MLT).
		• A slight delay in delivery of consultant reports and data from Statistics Canada has led to timeline adjustments. Project completion is now being anticipated for Q2 2023.
			• The following deliverables are underway and will be completed (Q1 2023):
			   o Statistics Canada Dissemination Area (DA) data and mapping.
			   o Research on commercial and industrial tax generation.
			   o Tax Rate Evaluation.
			   o Federal and Provincial Economic Development Priorities.
			   o RVC Base Economic Analysis.
			• Complete draft strategy (Q1 2023).
			• Re-engage staff, the business community and Chamber of Commerce and attend Councillor Open Houses for feedback on the strategy (Q1-Q2).
			• Update report to Governance Committee for Councillors' feedback an input (April 3, 2023).
			• Complete draft of the strategy will be reviewed with ELT and Council in May 2023, to be finalized in June 2023.

Priority Projects Update

March 7, 2023

ROCKY VIEW COUNTY

Council Direction

- July 2022: Council approved and funded nine priority projects, with a total investment of $1.35M.

Organizational Service Capacity	Strategy Refresh	Area Structure Plans
Solar Farms	Soft Levies	Organizational Excellence
Governance Improvement	Economic Development Strategy	Long-term Financial Forecast

ROCKY VIEW COUNTY

Advancing our Strategy

Service Excellence	Financial Health	Responsible Growth
Strategy Refresh		
Service Capacity Review Governance Project Organizational Excellence Strategy	Soft Levies Project Long-term Financial Forecast Economic Development Strategy	ASP Project Solar Farm Project
OPERATIONAL PERFORMANCE		

ROCKY VIEW COUNTY

Project Status Report

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