Community Planning and Development

Planning Services
Peak Performance Review Meeting #1
August 30, 2012
This presentation is organized into 4 sections:

1. CPD Overview – describes our organization, the relationship between Planning Services and Development Services work together, and the importance of planning

2. Strategic Framework - to provide an overview of Plan Denver – CPD Planning Services 2012/2013 Strategic Plan

3. Performance Management – to propose our recommended metrics

4. Improvement Projects – examples of the types of Improvement Projects we will use to ensure success
CPD has three main functions: planning, permitting and inspection
Coordination of all three are essential to successfully carrying out the mission of CPD
Integrated Organization

Planning up front:
- Establishes shared community vision
- Creates a more predictable future for investment
Integrated Organization

Coordinated planning and permitting:
- Sets the stage for clear regulations
- Creates predictable permitting processes
Integrated Organization

Coordinated permitting and inspections:
• Streamlined reviews
• Consistency at the counter and in the field
Integrated Organization

Coordinated Inspections and Planning:
- Inspectors first-hand field knowledge informs planning
Planning Services Overview

- **Primary Activities:**
  - Comprehensive Planning
  - Plan Implementation
  - Regional Coordination

- **Guiding Principles from Blueprint Denver:**
  - Directing growth to Areas of Change
  - Guide reinvestment and character preservation in Areas of Stability
  - Sustainability
  - Mixed use, transit oriented neighborhoods
  - Multi-modal streets
Strategic and collaborative *Planning* provides:

- Strong *Partnerships*
- Clear *Regulations*
- *Infrastructure* priorities
- *Investment* creating tax base and jobs

*Together these achieve the aspirations and vision of Denver*
This work also triggered additional investment in nearby Lower Downtown and Highlands
Area is poised for significant investment over many years with a planned total development: 3,000 residences, 2.6 million sf office, 1.2 million sf retail.
Lower Downtown

Planning
- Downtown Area Plan (1987)
- Lower Downtown Neighborhood Plan (2000)
- Downtown Area Plan (2007)

Partnerships
- City and Downtown Denver Partnership

Regulations
- B-T zone district (now D-LD)
- Lower Downtown Landmark District designation

Infrastructure
- GO bond funding for Consolidated Main Line.
  removal of viaducts and streetscaping
- Extension of 16th Street Mall between Blake and Wewatta
  Denver Union Station Regional Transportation Hub

Investment
- Since Landmark designation in 1988, all historic buildings have been
  rehabilitated for residential, office, retail and retail users
- New construction on vacant parcels includes office, residential and retail
East Colfax

1. East Colfax Corridor Plan established the vision
2. Main Street Zoning established the clarity and guidance in regulation
3. Resulting new buildings shape, reinforce, improve and activate a main street
4. Project examples: 7-11, the Argonaut Liquor Store and McDonalds, Colorado Coalition for the Homeless
New Zoning Code

1. Blueprint Denver called for regulations that align with the city’s vision
2. Planning, permitting and inspection staff collaborated
3. Context-based approach aligns regulations with neighborhood character and vision
4. Form-based approach offers clear, predictable and enforceable regulations
Strategic Framework
Plan Denver is organized into a hierarchy:
1. Vision
2. Mission
3. Values/Guiding Principles
4. Goals are divided into Work Program Goals and Operational Goals and each Goal has Action Items
CPD Planning Services will be the premier city planning department in the country, guiding Denver’s path to a world class city.

Citywide Vision: We will deliver a world-class city where everyone matters.

Strong correlation between Plan Denver Vision and Citywide Vision
Strong correlation between Plan Denver Mission and Citywide Mission
Strategic Plan Framework

VALUES AND GUIDING PRINCIPLES

- Teamwork
- Accountability
- Integrity
- Leadership
- Customer Service
- Transparency
- Economic Opportunity
- Environmental Stewardship
- Equity
- Engagement
It is important to establish work program goals in order to ensure we are always strategic and proactive in our decision making for projects, budget and staff time. They should always work towards achieving our vision, mission and goals.

The work program goals focus on our key responsibilities including: planning, infrastructure, regulatory and partnership.
These provide more detail of each goal and the corresponding action items. The action items are the projects in our work program that align with the goal.

All Action Items are to “Complete” or “Begin” the plan, study or initiative within 2012/2013.

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>ACTION ITEMS</th>
</tr>
</thead>
</table>
| Carry out planning efforts that set the stage for future investment and growth, address evolving neighborhood conditions, and encourage preservation and reuse of historic properties. | - Transit Oriented Development Strategic Plan  
- Denver Livability Partnership  
- Discover Denver  
- South Platte River Corridor Study  
- Denver Living Streets Initiative  
- Aerotropolis Initiative  
- Golden Triangle Neighborhood Plan  
- Globeville Neighborhood Plan  
- St. Anthony’s General Development Plan (GDP)  
- Decatur-Federal Station Area Plan and GDP  
- Lowry Buckley Annex GDP |
These provide more detail of each goal and the corresponding action items. The action items are the projects in our work program that align with the goal.

All Action Items are to “Complete” or “Begin” the analysis, study or initiative.
These provide more detail of each goal and the corresponding action items. The action items are the projects in our work program that align with the goal.

All Action Items are a compilation of several action items associated with the Denver Zoning Code, Landmark Preservation Ordinance and Urban Design Standards and Guidelines such as completing amendments to an ordinance or set of guidelines and administering the regulations.
These provide more detail of each goal and the corresponding action items. The action items are the projects in our work program that align with the goal.

These Action Items are to “Create” a partnership strategy tailored to internal (e.g. Public Works, OED) and external partnerships (e.g. Neighborhood Organizations, Business Districts, Historic Denver)
Whether we are engaged in a longer term, community engagement project or a shorter term, customer driven application; our operations rely upon doing our job effectively, efficiently and of the highest caliber performance.

Therefore it is important for PS to focus in 2012/2013 on: professional development, process/procedures, tracking implementation and communications
These provide more detail of each goal and the corresponding action items. The action items are the projects in our work program that align with the goal.

- Creating a Professional Development Plan for each staff member will compliment the PEP
- Managing our budget and leveraging other funding sources to expand opportunities for training
- Develop a workload management approach to ensure equitable distribution of work, align skills and accomplish professional goals

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>Employ and develop staff talents and expertise while maintaining a positive, challenging and productive team environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTION ITEMS</td>
<td></td>
</tr>
<tr>
<td>a. Professional Development Plan for Staff</td>
<td></td>
</tr>
<tr>
<td>b. Team Capacity Building</td>
<td></td>
</tr>
<tr>
<td>c. Workload Management</td>
<td></td>
</tr>
</tbody>
</table>
These provide more detail of each goal and the corresponding action items. The action items are the projects in our work program that align with the goal.

• Examples of external processes are those where customer typically initiate such as a zone map amendment or historic district designation.
• Examples of internal process are staff guides, or “How to Manuals”, for managing a small area plan process.
• Geographic Information Systems is essential to ensuring accurate, efficient and thorough analysis – supporting Geospatial Denver is pivotal in executing all aspects of our work plan.
GOAL 3
Systematically track progress and establish priorities for implementing our plans

ACTION ITEMS
- Plan Implementation Monitoring System
GOAL 4
Communicate effectively to promote our work, celebrate our successes, provide meaningful public engagement and cultivate relationships with the public

ACTION ITEMS
- Gain public support and understanding for CPD efforts
- Gain public involvement and support for in-progress area plans
- Gain the support of Denver City Council and the public for the Zoning Code
- Gain public support and understanding for the City’s Historic Preservation Program
- Enhance the online experience for our customers and the general public
Performance Management
As we just described our plan provides an organized structure that all funnels into our Vision and Mission:

• The mission is accomplished by achieving the goals
• The goals are accomplished by carrying out the action items
• Therefore our approach to measuring our success is by establishing a set of metrics that can be tied to our mission and each goal

The following is an overview of the proposed metric for each goal or an approach to a metric that will indicate success for each goal.

A metric for a mission is still under consideration.
Here is the detail of each goal and the corresponding action items and the proposed metric or concept of a metric

Metric#1: Blueprint Denver calls for major investment and development to occur in Areas of Change. Tracking the ratio of development and locations of development in AOC and AOS will allow us to confirm whether there is a high proportion of private investment occurring in AOC.

Metric #2: Whether it is an AOC or AOS thoughtful planning creates greater certainty and predictability for private investment. This also identifies other investment (capital improvements) that is tied to areas with an adopted SAP. This metric will help us track whether areas with SAPs yield more/higher value investment in comparison to areas that do not have an SAP. This is a near term indicator of our latest planning efforts. Also under consideration is creating a “Before” and “After” snapshot of a neighborhood.
Metric #3: As a starting point we want to begin tracking how many public infrastructure projects are direct implementation recommendations from our adopted plans. This is important as a way to monitor the influence and success of our planning efforts on decisions relative to public investments.

Also under consideration in lieu of this metric is creating an evaluation system where CPD can determine to what extent an infrastructure project implemented a plan.
Metric #4: Regulatory and process improvements apply to rezoning, design review, designations, text amendments improvements. Improvements will focus on efficiency and clarity, thereby improving the business climate/econ development for the city. This will also improve our ability to have a quality outcome aligned with our vision.

While this is more of a tracking metric – a more sophisticated metric is under consideration
Metric #5 –

Create an annual Internal Survey to partners such as Public Works, OED and Parks to assess the effectiveness and transparency of our process and communication.

Create an annual External Survey to partners such as INC, DHA, RTD, ULI to assess our collaboration and responsiveness.
Metric #6: Assessing staff’s level of Engagement is effective in understanding your team’s overall capacity for high productivity and high quality work.
Metric #7: Intent is to direct customers to lower cost, more efficient channels and provide substantive information that meets their needs.
Strategic Plan Framework

OPERATIONAL GOALS & ACTIONS

GOAL 3
Systematically track progress and establish priorities for implementing our plans

Goal Metric

ACTION ITEMS
- Plan Implementation Monitoring System

Metric #8
Create a baseline tracking system for plan implementation activities so that we can quantify and qualify planning progress
Metric #9: Survey would be handed out at public meetings and given to customers engaged in processes specific to Planning Services throughout the year
As we develop more specific tactics to accomplishing our strategic plan there are a few improvement projects that we will initiate to improve the delivery of service and ensure the quality of our work program.

**Improvement Projects**

- **People**
  - Create two surveys – one for the public and one for project partners in order to evaluate are success in engaging internal and external partners.
- **Process**
  - Conduct multiple RIEs to identify efficiency improvements in our processes and procedures.
  - Create customer guides.
  - Create staff guides.
  - Create a Plan Implementation Monitoring system that will track quantity and quality of implementation.
- **Technology**
  - Use budget to more quickly achieve website improvements.
  - Develop a better workload/time management systems.