ROCKY VIEW COUNTY

ACCOUNTABILITY REPORT

Strategy & Performance

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EXECUTIVE SUMMARY: Q1 2025

The Rocky View County Accountability Report provides residents, businesses, and partners with information about the organization's service performance and progress on the County Strategic Plan. This report is produced in the spirit of our values – accountability, leadership, and integrity.

With the municipal election in October 2025 and the ongoing work to develop a longer-term capital plan and multi-year budget, this reporting will be refreshed later this year to ensure transparent and focused communication on the impactful initiatives that are being undertaken by the County.

Noteworthy highlights for Q1 2025 include:

Effective Service Delivery:
In Q1 2025, the County engaged Leger to complete a biannual Citizen Satisfaction Pulse Survey. The information gathered provided insight into some of the Strategic Plan KPIs, particularly satisfaction with the quality and number of services provided.

Additionally, the Community Services Division has kicked-off a Division Enhancement Program to increase efficiency and effectiveness. This program is being implemented over the next 18 months with the key goals of reducing approvals timelines, simplifying processes, increasing consistency in application submission requirements and providing more opportunities for customer engagement and transparency.

Financial Prosperity:
In terms of financial prosperity, the County continues to make significant strides in attracting AI data centers to the province. The County is an ideal location for these facilities, and the proposed investment will positively contribute to tax revenue for the benefit of all County residents.

The Asset Maturity Assessment Study and State of Infrastructure Report for Rocky View County was conducted throughout 2024. This included assessments of five Asset Service Classes and covered over 57,000 assets with an estimated value of $2.1 billion. The findings from this work will be integrated into the long-term capital plan and multi-year budget.

Thoughtful Growth:
The County saw significant advancements in Thoughtful Growth during Q1, with the Prairie Gateway Deal Agreement (with the City of Calgary) and Area Structure Plan being approved by Council in February. The Springbank Area Structure Plan was also approved in Q1.

The dissolution of the Calgary Metropolitan Region Board occurred in Q1 2025. Following that decision, the County is in the process of creating Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks to facilitate regional collaboration between the former members.

STRATEGIC PLAN KEY PERFORMANCE INDICATORS

	Objective		Target		Progress

Effective Service Delivery

Objective	
	Services are clearly defined, communicated, and transparent to citizens.

Target	Progress
• 100% of the County's service levels are defined by 2023	• 100% complete

Objective	
	Services are resourced and delivered to specific groups as intended, and residents are satisfied with the outcomes.

Target	Progress
• 63% satisfaction with the range of services by 2025 • 73% satisfaction with service levels by 2025 • 85% of services achieving defined service level targets by 2025	• 60% satisfaction with the range of services (Citizen Satisfaction Pulse) • 67% satisfaction with service levels (Citizen Satisfaction Pulse) • To be determined from the budget cycle (Q2/Q3)

Objective	
	Residents are satisfied with public engagement opportunities and the availability of information.

Target	Progress
• 66% satisfaction with information provided by the County by 2025 • 48% satisfaction with engagement by 2025	• 64% satisfaction with information provided (Citizen Satisfaction Pulse) • 55% satisfaction with engagement (Citizen Satisfaction Pulse)

Objective	
	Services are continually assessed for cost efficiency, effectiveness, and customer experience improvements.

Target	Progress
• 3.5/5 customer experience rating by 2025 • 50% of employees moderately or highly engaged by 2025	• 3.52/5 average score for satisfaction with County interactions (Citizen Satisfaction Pulse) • 66% of employees are moderately or highly engaged (Employee Engagement Survey)

Financial Prosperity

	Successfully balancing tax revenues between residential and non-residential landowners.	
🎯	• 33% non-residential assessment by 2025	📈 • 34% non-residential

	Ensure the County remains financially sustainable for future generations.	
🎯	• 65% of all assets captured by an asset management plan by 2025 • Strategic Reserve Policy by 2024	📈 • 65% of assets captured • The Fiscal Management Strategy will meet the intent of this KPI and went to Governance Committee May 13

Thoughtful Growth

	Clearly defining land use policies and objectives for the County	
🎯	• Municipal Development Plan (MDP) updated by 2025 • Land Use Bylaw updates by 2026	📈 • Scheduled for delivery to the Council for public hearing and approval in late July 2025. • Incremental updates continue to improve the effectiveness of the Land Use Bylaw. Following MDP adoption, a comprehensive review of the document will commence.

	Defined land use policies and objectives are being met and communicated	
🎯	• 91% land use approvals aligned with the MDP by 2025 • 91% growth/approvals within the approved growth areas by 2025	📈 • Data collection needs to be altered to focus on MDP Alignment • No longer relevant due to CMRB dissolution

Quarterly Inquiry Trends and Key Themes

During the past quarter, most Council inquiries have focused on planning and development matters. The most frequently raised issues involve the Planning and Building Services departments, the development and building permit process, road allowances and related enforcement concerns, animal control issues, and property tax increases.

In addition, there has been sustained interest in the status of specific infrastructure projects, such as the Range Road 33 update—currently under provincial review—and the anticipated completion of Huggard Road, which remains on track for finalization by May.

A recurring theme throughout these inquiries is the demand for clarity around timelines, particularly for development permit processing and infrastructure delivery. The Community Services Division Enhancement Program and the visibility of current volumes and related processes in this report present an opportunity to improve transparency and reinforce the County's commitment to accountability and responsiveness.

MAJOR PROJECTS UPDATES

PRIORITY PROJECTS							
Project Name and Description	Project Progress	Project Budget	Actual to 3/31/25	RFP/Consultant Information	Project Status	Target completion	% Complete
Asset Management Developing an Asset Management Framework for the County.	An Asset Management Policy was approved by Council on May 6, 2025. A State of Infrastructure Report will be delivered to Governance Commitee during Q2, 2025 which will finalize the project.	$200,000	$190,000	WSP		Q2 2025	90%
Fire Soft Levy Strategy Developing a framework and methodology for a soft services levy bylaw.	Fire Soft Levy Strategy is on hold until Fire Master Plan has been approved.	TBD	$0		On hold		0%
Recreation Soft Levy Strategy Developing a framework and methodology for a soft services levy bylaw.	CAO workshop with Council April 24th, 2025. Anticipate for Bylaw to be back to Council June 17th for approval	$250,000	$111,246	Mooreview Consulting		Q3/Q4 2025	75%

MAJOR PLANNING PROJECTS							
Project Name and Description	Project Progress	Project Budget	Actual to 3/31/25	RFP/Consultant Information	Project Status	Target completion	% Complete
Municipal Development Plan (MDP) Review Development of a new MDP will serve as a road map for orderly, efficient, and sustainable growth in Rocky View County over the next 20 years.	The MDP Review project is currently in Stage 3 of engagement, and the revised draft MDP has been circulated internally. On March 27, 2025, a CAO workshop was held to update Council on the project, review the MDP's vision and goals, and highlight key policy changes. Public engagement will begin on May 2, 2025 and run until June 1, 2025. The draft MDP will be made public and a variety of engagement activities will take place over May 2025 (e.g. online survey, open houses, MDP-in-a-Box, and Schedule-a-Planner). In late June 2025 (tentatively), a final draft of the MDP will go to public hearing and Council for approval.	$250,000	$206,186	Muse Deign Intelligent Futures		Q2 2025	85%
Land Use Bylaw Amendments Make amendments to Land Use Bylaw C-800-2020 in a phased approach. The amendments will be executed in four phases with each phase to be presented at a Council Briefing, Governance Committee, and Public Hearing of Council.	Engagement summary and proposed Land Use Bylaw Amendments were presented at Governance Committee in Q1 2025 and feedback from Committee will be incorporated into the proposed Land Use Bylaw amendments. Still on course to present to Council at a public hearing in late-June 2025. This will be the last round of scheduled amendments to the LUB within the priority projects, but Planning will continue to bring forward further amendments in future.	N/A	N/A	N/A		Q2 2025	75%

MAJOR PLANNING PROJECTS							
Project Name and Description	Project Progress	Project Budget	Actual to 3/31/25	RFP/Consultant Information	Project Status	Target completion	% Complete
Prairie Gateway Prairie Economic Gateway is a significant intermunicipal collaboration between Rocky View County and The City of Calgary that that will result in a jointly planned Industrial Rail Served ASP with joint municipal investments and mutual benefits guided through the Deal Agreement.	Project negotiation complete with Prairie Gateway Deal Agreement signed 2025-03-31. Prairie Gateway will be an ongoing joint initiative with the City of Calgary over the coming years.	$785,000	$642,315	KPMG Richard Barss MPE Engineering		Q4 2024	100%
Aggregate Resource Plan (ARP) Developing an ARP that is sensitive to stakeholder requirements & responsive to the diverse development conditions. Will define clear locational criteria to guide the development of aggregate resource extraction projects.	The Aggregate Resource Plan project Terms of Reference was amended at the October 8, 2024 Council Meeting. Phase 1 was completed and staff is on target to complete Phase 2 by the end of Q2. Public engagement was completed in late-Feb/early-March and engagement summary was produced. On April 8, Council supported the appointment of MPE and the Alberta Accoustic Society to review the performance standards. On April 22, Administration presented the engagement summary to Council. Kick off meetings with consultants have been arranged and the draft documents have been circulated to adjacent municipalities, first nations and other agencies. A CAO workshop has also been scheduled for May 21 to provide an update to Council on the draft documents, prior to the scheduled June public hearing.	Phase 1 $75,000 Phase 2 $50,000 (including $10,000 carry over from Phase 1)	$59,843	MPE and Alberta Acoustic Society		Phase 2 Q2 2025 Phase 3 Q3 2025 Phase 4 TDB	Phase 2 - 75%
Joint Planning Areas (JPA) Development and adoption of a Terms of Reference to govern the development of a Context Study. Outcomes will inform new municipal statutory plans and amendments to the Regional Growth Plan (RGP) and guide Calgary Metropolitan Region Board (CMRB) decision-making.	The Joint Planning Area (JPA) Context Studies continue to be developed jointly with the JPA member municipalities. In December 2024, the JPA Trilateral Committee members participated in a guided visioning session hosted by Intelligent Futures. The Committee identified priorities and shaped the vision of the JPA. The Committee agreed to structure the project so work could progress outside of the CMRB. Given the CMRB Growth Plan will likely no longer apply to the JPA Context Studies, the document will continue to be a visionary non-statutory document, but will now focus more on informing new and updated Intermunicipal Development Plans (IDPs) and Intermunicipal Collaboration Frameworks (ICFs). The creation and update IDPs and ICFs will be required as a result of the County leaving the CMRB and Growth Plan. A request for proposals (RFP) has been tendered for a consultant to support the development of the Context Studies.	JPA1 $100,000 JPA2 $100,000	JPA 1 $24,233 JPA 2 $23,343	Invistec Consulting Ltd. TBD - ~April 2025		Q3 2025	55%

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Key Highlights

Intergovernmental Relations/ Regional Planning

☑ Approval of the Prairie Economic Gateway Deal Agreement

☑ Approval of the Prairie Gateway Area Structure Plan

Recreation & Community Support

35% increase in community connections and outreach in Q1

Recreation secured funding for the Marigold Library System through the County Library reserves

22 applications for FCSS funding were received and **100%** were approved

Intergovernmental Relations / Regional Planning

Highlights:
- Prairie Gateway
  - Approval of the Prairie Economic Gateway Deal Agreement in February 2025 by Rocky View County and City of Calgary Councils.
  - Prairie Gateway Area Structure Plan Approved.
  - Continuous collaboration with the Developer and the City of Calgary to achieve the development is a significant regional opportunity.

Connections:
- Spray Lakes Sports Centre in Cochrane – transition to YMCA operation
  - Due diligence works are ongoing with the Town of Cochrane and the YMCA to prepare a Lease and Operating Agreement.
  - Anticipated consideration of the Agreement by both Councils is expected in May or June.
- Calgary Metropolitan Region Board Dissolution
  - In November 2024, the Minister of Municipal Affairs announced funding removal for the Edmonton Metropolitan Region Board (EMRB) and the Calgary Metropolitan Region Board (CMRB), stating that membership would be voluntary. Consequently, both Boards chose to dissolve.
  - As the county is no longer a regional board member, the MGA requires that intermunicipal development plans and intermunicipal collaboration frameworks be prepared for all members.
  - The County will undertake this work with our regional and municipal partners and continue to work collaboratively to realize mutual benefits.
  - The former members of the CMRB met on April 17, 2025, to discuss the future of collaboration in the region.

Recreation & Community Support

Community Connections and Outreach saw a 35% increase this quarter, with staff contacting and assisting community groups and citizens with recreation funding requests, answering inquiries, and touring recreation facilities. See Appendix A: Recreation & Community Support for further metrics on funding approval and community connections,

- **Impact: Q1 2025 Grant Applications Summary:**
  - In Q1 2025, a total of 30 applications for funding were received across two programs:
    - Family and Community Support Services (FCSS)**:** 22 applications (a decrease of 5 compared to Q1 2024)
    - Recreation & Culture Grant Program: 8 applications (an increase of 1 from Q1 2024)
    - All applications (100%) were approved, continuing our commitment to supporting preventative services for individuals and families throughout the County.
  - Recreation secured funding for the Marigold Library System through the County Library reserves.

Looking Ahead: Our most significant funding stream through recreation and cultural programs will take place in Q2 and will be submitted for approval in June. This funding is primarily for recreation centers, community centers, general recreation programs (soccer, hockey, baseball, etc.), and arts and culture centers/programs (art galleries, performing arts groups, theaters, orchestras).

CORPORATE SERVICES
Key Highlights

Communication & Engagement

4 Public Engagements

316 In-Person Participation

348 Online participation

3000+ Comments

55%
of residents are satisfied with public engagement opportunities
According to the 2025 Citizen Satisfaction Pulse Survey

People & Culture

4% Vacancy rate

9% Permanent FTE Rolling Annual Turnover rate (voluntary)

13 Health and Safety injuries

Legal Services

51 FOIP requests received in Q1

56 FOIP requests closed in Q1

The number of requests received is the highest volume in the last 3 years

Legislative Services

In Q1 Legislative Services led the review of Council's Compensation and Expense Reimbursement Policy

Supported:

8 Council meetings

4 SDAB hearings

5 Committee meetings
(Governance, Recreation, public presentations etc,)

19 Public hearings

Communications & Public Engagement

In Q1, the County launched four public engagement initiatives: the Bragg Creek Area Structure Plan, Waste & Wildlife Solutions, Aggregate Resource Plan work, and the proposed Madden Fire Station. Each engagement initiative saw active and meaningful community participation, generating valuable public feedback necessary for the success of these projects.

Highlights:
- The team supported emergency communications during a Division 3 highway incident and a Bragg Creek wildfire.
- The team successfully delivered the biennial Citizen Satisfaction "Pulse" Survey, continued issues management across high-impact files, and supported regional collaboration efforts with the Prairie Economic Gateway initiative.
  - Communications efforts highlighted milestones for this project, including a historic intermunicipal agreement with the City of Calgary, early-stage discussions with provincial and federal partners

See Appendix B: Communications & Public Engagement. for a more detailed review of metrics on Communications and Public Engagement requests.

People & Culture

Rolling annual turnover rates have decreased since Q1 2024, showing a positive trend around attraction and retention in the County.

With the implementation of the People Strategy, the County is taking significant initiative to continue keeping turnover rates below industry averages (~17% from a 2024 survey of 25 Alberta municipalities).
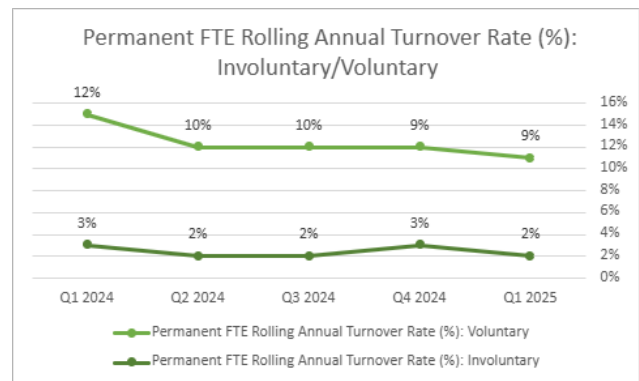
See Appendix C: People and Culture for a more detailed review of metrics on employment status and Health and Safety incidents.

Health & Safety

New to reporting metrics: Financial and time losses due to occupational injury.

Impact:
- Total Financial Loss: $90,750
  - The most significant reported incidents leading to financial losses were from vehicle and equipment damage
- Time loss: 25 days off work due to injuries

Legal Services

FOIP (Freedom of Information and Protection of Privacy)

Under the FOIP Act, a public body has a 30-day deadline to respond to requests received, subject to specific exceptions. In Q1, the highest volume since tracking began was recorded, with 51 FOIP requests received and 56 closed.

Despite the high volume in Q1, the average time to close a request was below the threshold of 30 days and was lower than the previous quarter. See Appendix D: Legal Services for further metrics on FOIP requests.

Number of FOIP Request Closed in a Quarter
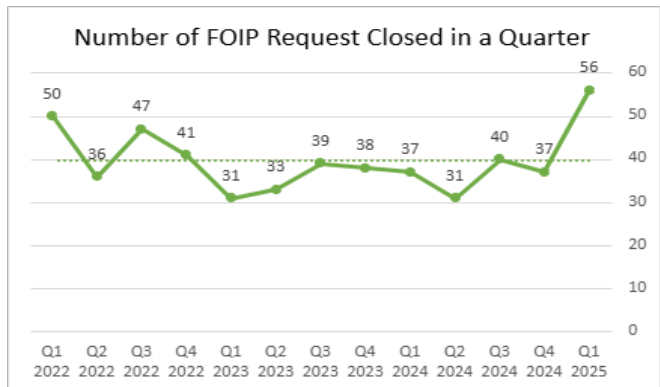
Legislative Services

In Q1 2025, Legislative Services supported corporate governance by leading a comprehensive review of Council's Compensation and Expense Reimbursement Policy. Additionally, the team collaborated with Council to enhance the County's policy review framework, which included dissolving the Policy Review Advisory Committee and updating the Governance Committee's Terms of Reference to have the Committee review proposed policies before being presented to Council for consideration of approval.

Operationally, Legislative Services facilitated:
- 8 Council meetings
- 4 Subdivision and Development Appeal Board (SDAB) hearings
- 5 Standing Committee meetings (Governance, Recreation Governance, and Public Presentation)
- 7 other committee/board meetings
- 19 public hearings

Preparations also began for the 2025 municipal election, scheduled for October 2025.
See Appendix E: Legislative Services for a more detailed list of Council Support data.

FINANCIAL & BUSINESS SERVICES

Key Highlights

Customer Care & Support

8724 Total Calls (business hours)

728 Total Calls (after hours)

557 Total Incoming Emails

135 Number of Work Requests

According to the 2025 Citizen Satisfaction Pulse Survey:

63% of residents are satisfied with their interactions with the County

64% of residents are satisfied with information provided by the County

Asset Management

☑ Corporate Asset Management Program was implemented

Assessments of **7** Asset Service Classes with **57,000** assets and an estimated value of **$2.2B**

Strategy & Performance

3 dashboards visualizing operational metrics built for Fire Services, Utilities, and Building Services

4 organizational strategies supported in building, implementing and monitoring

Customer Care and Support

Customer service activity in Q1 2025 remained comparable with Q1 2024, showing stable performance across all channels.

Connections:
Call volumes, walk-ins, work requests, and email inquiries were similar year-over-year, showing steady demand and consistent customer engagement. As seen in the chart below, a higher volume of calls is expected in Q2/Q3. See Appendix F: Customer Care & Support for further data on inquiries and work requests.

The department continues to provide efficiency and reliability in service operations.

Total Calls - Business Hours/After Hours
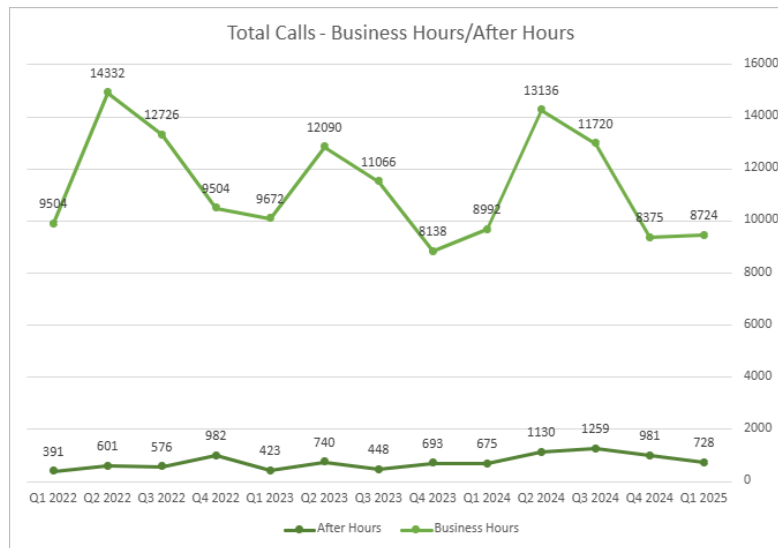
Strategy & Performance

The Strategy & Performance team supports Rocky View County in achieving its organizational goals by driving strategic planning, performance measurement, and continuous improvement initiatives.

- In Q1, 3 dashboards were created for Fire Services, Utilities, and Building Services to ensure accurate and timely reporting on operational performance metrics. Strategy and Performance will continue to build out this function across other departments over the next 3 quarters.
- Support was provided to multiple departments across the organization to build, implement, and monitor strategies with project management, analytical, and strategic planning capabilities. These include the:
    - o People Strategy,
    - o Customer Service Strategy,
    - o Community Services Division Enhancement Program, and
    - o Economic Development Strategy.

Asset Management

The Asset Management department combines Asset Management, Municipal Lands, and Park Maintenance. It offers GIS and field inspection support to Municipal Lands, manages contracts for the operation and maintenance of Parks and Playgrounds, and reports on Natural Assets (Parks).

Initiatives and Updates:
- Corporate Asset Management Program:
  - Implementation is underway to enhance asset management across the County through structured, strategic practices.
- Support for Municipal Lands and Natural Assets (Parks):
  - Ongoing support includes data validation efforts to maintain the accuracy of the State of Infrastructure model. Data validation will continue into Q4 to update the State of Infrastructure model. This process is crucial for maintaining accurate records and ensuring the completeness of asset information.

Impact:
- Asset Maturity Assessment Study and State of Infrastructure Report (2024-2025):
  The Asset Maturity Assessment Study and State of Infrastructure Report for Rocky View County was conducted throughout 2024. This included assessments of seven Asset Service Classes and covered over 57,000 assets with an estimated value of $2.2 billion:
  - Transportation
  - Buildings
  - Fleet
  - Municipal Lands
  - Water
  - Sanitary
  - Stormwater

Asset Management Plans:
- Asset Management Plans will be completed for Transportation Services, including establishing technical service levels. These plans will provide a structured approach to managing transportation assets and ensuring optimal performance. See Appendix G: Asset Management for a closer look at additional initial metrics for the department.

Municipal Lands

Municipal Land Administration expects full compliance with all leases by Q3. A new LOC policy and procedure will be developed by Q3 to ensure all licenses meet compliance standards. Renewal letters are being issued for licenses that are currently non-compliant in overholds until new licenses are issued. There is a significant increase in interest from private entities wishing to purchase MR lands outright. See Appendix H: Municipal Lands for additional metrics.

INFRASTRUCTURE SERVICES

Key Highlights

Utility Services

25%

increase in downloads of the Waste Guide application in Q1

11,385

visitors to self-haul sites

Transportation Services

507 service requests initiated and actioned

Fire Services

16%

rise in total emergency call volume

2 emergency incidents in Q1 required the activation of partial Emergency Coordination Centres (ECCs)

94 fire-related investigations were completed in Q1

Agricultural & Environmental Services

11 educational/outreach programs with **478** participants

Capital & Engineering Services

26 Capital projects were continued from 2024

2 Capital projects were completed

18 New capital projects were added

42 Active projects

Agricultural & Environmental Services

The Agricultural Environmental Services group held 11 educational outreach workshops as part of the "Get Set to Grow" workshop series, with a total of 478 participants so far.

Alternative Land Use Services (ALUS) projects are expected to receive approval in Q2, as the Agricultural Service Board meeting schedule and project approval meeting will occur in Q2 instead of Q1.

See Appendix I: Agriculture & Environmental Services for additional metrics on outreach programs and satisfaction ratings.

Capital and Engineering Services

New Projects:
- The approved 2025 Capital Plan includes eighteen new projects, totaling over $28 million in funding. This brings the total number of active projects to forty-two.
- Three new recreational facilities, including Langdon, Springbank, and Indus, are currently at different stages of planning

Updates:
- Numerous projects will span several years as the department proceeds through the planning, design, and construction stages. A selection of projects, such as bridges, is slated for completion contingent upon favorable weather conditions in the spring.
- Twenty-six projects spanning 2023 and 2024 continued into 2025; two were completed in Q1.
- A Request for Proposals (RFP) has been issued for the new Madden Fire Hall, and the County is currently evaluating land acquisition options.
- Five Engineering projects were continued from 2024, four of which are complete, as updates to the Regional Transportation, Water & Wastewater, Stormwater Offsite Levies, and the Servicing Standards have all been approved.
- The Recreational Levy is ongoing and will require further workshops with Council.

Impact:
- Roadway improvements along Burma Road at Bearspaw Road are substantially complete. New signage, illumination, and line markings aim to increase awareness and safety at this high-collision intersection.

See Appendix J: Capital & Engineering Services for additional metrics on projects and circulation responses.

Fire Services and Emergency Management

Fire Services Planning & Response

Operational Demand: Total emergency call volume rose by 16.1%, reflecting an ongoing upward trend in service demand throughout the County. The most substantial increase in call volume occurred in fire-classified incidents, encompassing structure, vehicle, and grass fires. In Q1 2025, this volume was significantly higher, showing an increase of 29.6%. See Appendix K: Fire Services and Emergency Management for additional metrics on the number of emergency calls by station.

Operations

Leadership Succession Planning: The Deputy Chief competition concluded in Q1, and the chosen candidate will start on April 28. The Captain's competition was also held to assist with succession planning following retirement.

Part-Time Firefighter Recruitment: Twenty successful part-time candidates were hired in Q1. Orientation and onboarding are scheduled for Q2.

Paid-Per-Call Recruitment: Recruitment for Paid-per-Call (PPC) firefighters in Langdon was completed in the first quarter. Competitions to fill vacancies in Irricana and Madden will be completed in the second quarter.

Total Calls by Quarter
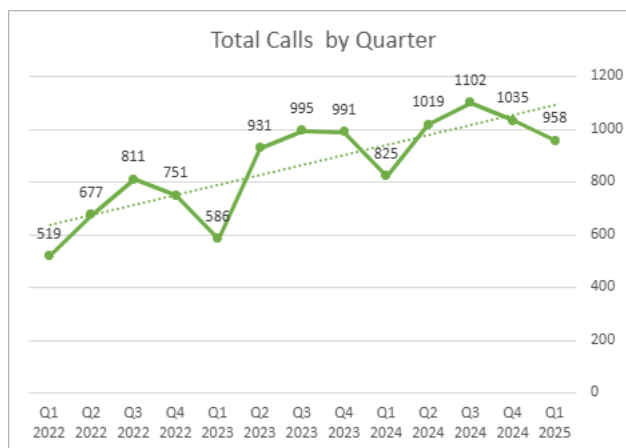
Prevention & Compliance

Fire Investigations: 94 fire-related investigations were completed in Q1, with 12 requiring in-depth follow-up by Fire Prevention Inspectors.
Audit and Compliance: The Quality Management Plan (QMP) audit was completed, confirming adherence to provincial standards and regulatory requirements.

Emergency Management

Training and Preparedness: Emergency Management training was delivered to the Fire Services and Incident Management Team (IMT) at Rocky View County Emergency Coordination Centre (ECC) in preparation for the May 8, 2025, functional emergency exercise.
Audit and Compliance: The annual Emergency Management audit was completed successfully, reinforcing compliance with the Emergency Management Act and continuous improvement in emergency readiness.
Emergency Response Activity: Two significant emergency incidents in Q1 required the activation of partial Emergency Coordination Centres (ECCs):
- *February 21, 2025*: A large-scale controlled burn on Tsuu T'ina lands necessitated a coordinated multi-agency response to monitor and manage public safety impacts.
- *February 28, 2025*: A tanker truck rollover in the Bearspaw area led to localized evacuations and emergency response operations to mitigate hazardous materials risk.

Operational Services

Fleet Provision & Facility Access

Update:
New telematics devices have been installed on all Fleet vehicles, enhancing tracking capabilities and improving analytics for managing County Fleet assets.

Impacts:
- External work orders—primarily related to purchased repairs—maintained an average closure time of 24 days, consistent with Q1 2024. However, delays from manufacturers in the supply chain can significantly affect the timely completion of our Fleet work orders.
- A shortage of critical parts can result in:
  - Extended vehicle downtime
  - Disruptions to labor schedules
  - Increased operational costs
  - Maintenance on Fire Services units is outsourced to a third party; however, Fleet Services continues to monitor associated work orders.

Cemetery Services

Financial Impact:
The County generated $379,488.77 in total revenue from the sale of interments, cremation services, and plots and markers sold in Q1. This value was similar to Q1 2024 and will be regularly monitored as efforts are made toward full cost recovery. See Appendix L: Operational Services for additional first-quarter metrics.

Transportation

Road Access

Transportation Services consistently delivered snow and ice control services in alignment with policy throughout the first quarter.

While a mild winter resulted in fewer snow events, seasonal chinooks and deep freezes led to a high number of service requests related to icy road conditions. As shown in the chart below, service requests have been steadily climbing overall since reporting began.

See Appendix M: Transportation Services for additional first-quarter metrics.

Total Service Requests (SR's) Initiated and Actioned
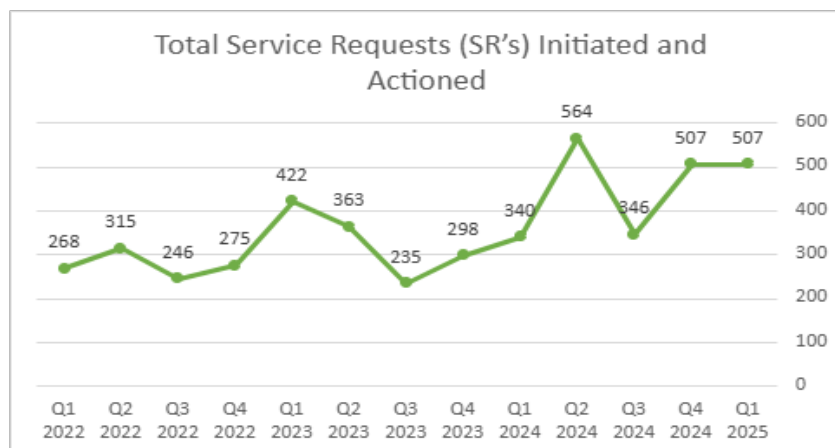
Utilities

Waste Management

Connection:
The Rocky View County Waste App Guide offers residents comprehensive waste and recycling management resources. These include access to collection calendars, sorting guidelines, notifications regarding special events, and mechanisms to report issues or concerns. Furthermore, the Waste App Guide experienced a 25% increase in users compared to the corresponding period in 2024.

Waste Guide App Subscribers

Waste Self-Haul

All county residents can use self-haul sites to drop off their materials at designated collection points. County-owned and operated sites reported 11,385 visitors in Q1 2025, continuing a year-over-year growth trend.

Impact: This further indicates an increasing demand for solid waste services as the county expands.

Progress: Utility Services collaborated with the Strategy & Performance team to develop a comprehensive dashboard for Water/Wastewater and Waste & Recycling services. This dashboard will support ongoing operational tracking, including service delivery, customer volume and associated revenues and costs. See Appendix N: Waste Management for additional first-quarter metrics.

See Appendix O: Water/Wastewater Operations for Q1 metrics on water/wastewater.

COMMUNITY SERVICES
Key Highlights

Development Planning & Approval

70%

increase in the number of applications received and decisions rendered compared to the first quarter of 2023 and 2024.

the number of files received this quarter is the highest seen in the last 2 years

3320 Planning inquiries
Emails, phone calls and counter visits

107 Development Permit Applications Received

46 Planning Applications Received

50% Subdivision applications are processed within 6-month timeframe

Enforcement Services

1424 dog licensing interactions

43% reduction in traffic stops and interactions

Business & Economic Development

One Team Program Implementation

Aims to improve communication between departments, remove operational silos, and streamline the application process from start to finish for selected high-value projects

Building Services

1148 Building Inspections

2141 Subtrade Inspections

373 Building Permits Issued

1339 Subtrade Permits Issued

Business & Economic Development

Connections:
Economic Development participated in eight Chamber of Commerce meetings and eighteen investment meetings, providing valuable opportunities to connect with local businesses, build relationships, stay informed about Chamber initiatives, and explore collaboration opportunities with the business community.

Trending:
The County's manufacturing sector continues to receive investment interest from companies across Canada. A common thread is inquiries from foam insulation manufacturers looking to invest in local production facilities to capitalize on rising demand in Western Canada for energy-efficient home-building materials.

Initiative:

- Economic Development is creating a *One Team* program that aims to improve communication between departments, remove operational silos, and streamline the application process from start to finish for selected high-value projects. This initiative will enhance the experience for developers and investors while ensuring that municipal regulations and planning standards are upheld. During Q1, the department continued supporting four large-scale data center projects being proposed in the County.
- Economic Development completed a feasibility study on business licensing, engaging with local Chambers of Commerce and businesses to gather valuable feedback. This collaboration was a concentrated effort to hear from the local business community and ensure their input was reflected in the study's findings. It demonstrates the Department's commitment to enhancing our understanding of the business community and their needs.

Impact:
This activity is part of an ongoing effort to implement the economic development strategy successfully. This collective work is essential as it supports the local business community, drives long-term economic prosperity for the County, and creates employment opportunities for the residents.

Enforcement Services

Incident Response

Connections:
Compared to Q1 2024, there has been an increase in phone calls for service during and after hours during Q1 2025. Disclosure requests and dog licensing interactions were added to the Enforcement Services Department. See Appendix P: Enforcement Services for a more detailed review of metrics for phone calls and requests.

Impact:
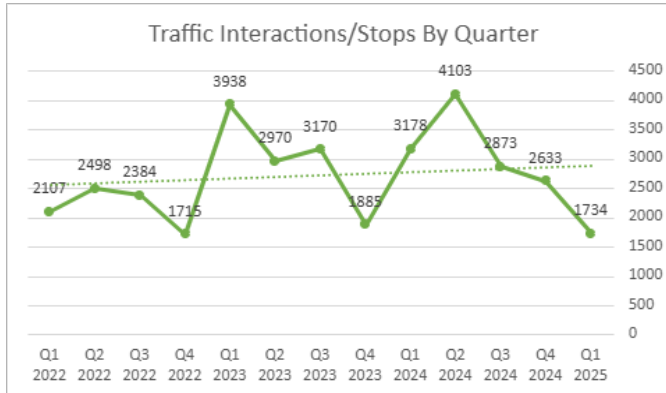
- The increase in phone calls has contributed to the rise in bylaw reports.
- During Q1 2025, there was a 45% decrease in traffic stops and interactions compared to Q1 2024. Turnover in the department and time to fill vacancies may be a contributor to this decrease.
- Dog licensing is an addition to the Enforcement Services Department. It has created a significant workload, including 1424 interactions involving phone calls (separate from regular connections), emails, dog tag processing, and walk-in inquiries.

Building Services

There has been consistent and significant growth over the past six years, with strong momentum continuing into Q1 2025, especially with Subtrade permits and inspections. This suggests rising development activity and greater demand for inspection services.

Safety Codes Monitoring & Compliance

- Building inspections increased by 16.5% in Q1 2025 compared to Q1 2024, and Subtrade Inspections increased by 26.4% compared to Q1 2024.
- Q1 2025 Building Permits issued increased 21.5% compared to Q1 2024 and Q1 2025 Subtrade permits increased 48% compared to Q1 2024.
- Overall, the number of building permits issued has increased by 35.6% compared to Q1 2022, and building inspections by 162.3%.
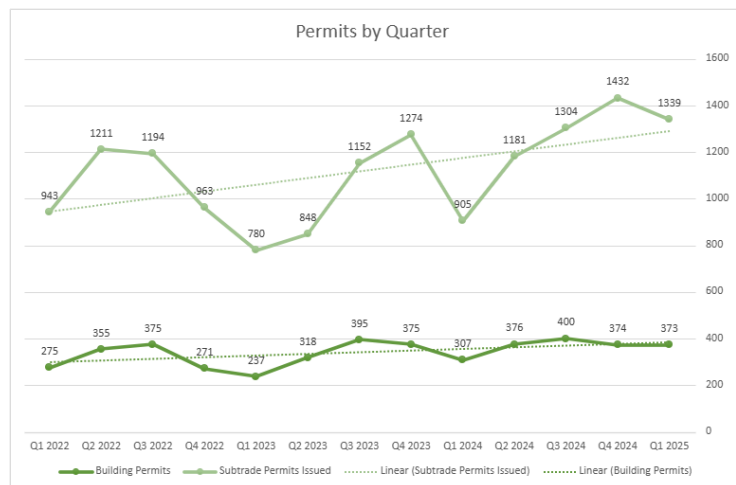
Building Construction & Alteration Approvals and Compliance

- Subtrade permits issued have increased by 42% compared to Q1 2022, and inspections performed by 153.9%. See Appendix Q: Building Approvals and Compliance for further metrics on inspections and permits

Planning

Planning saw a 70% increase in applications received compared to the first quarter of 2023 and 2024, but in line with Q1 2022 when the highest volume throughout the year was seen.

Impact:
- The number of files received this quarter is the highest in the last two years
- The number of Planning Applications decided within service delivery remains consistent with the average of the past two years.
- Significant progress has been made, most notably with the Council's approval of the Springbank Area Structure Plan.
- See Appendix R: Development Planning & Approval Metrics for a more in-depth list of metrics.

Planning Applications Received
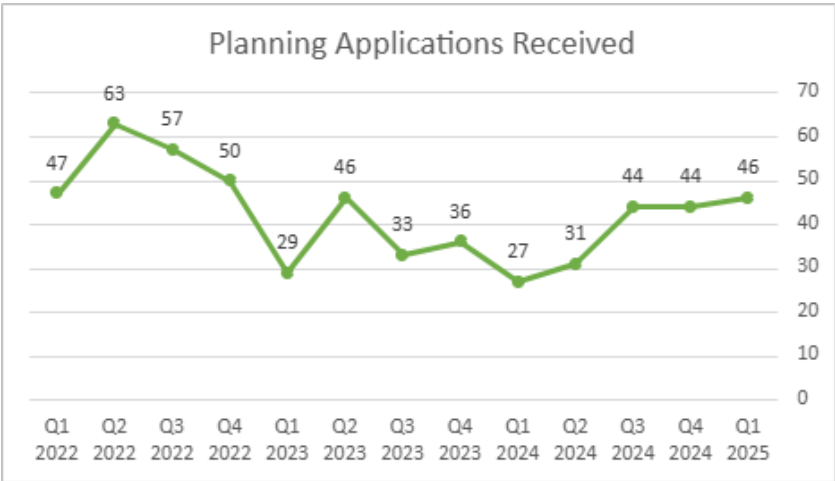
Appendix A: Recreation & Community Support

Recreation Parks & Community Support	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Funding Approved - Dollars ($) of Funding Approved: FCSS	$889,396.25	$907,388	$884,300	$854,000
Funding Approved - Dollars ($) of Funding Approved: Recreation	$181,695	$161,000	$433,945	$400,000
Funding Approved - Dollars ($) of Funding Approved: Library	$458,693	$449,660	$687,400	$663,830
Funding Approved - Dollars ($) of Funding Approved: Specialized Transportation	0	$0	$0	$303,500
Funding Approved - Dollars ($) of Funding Approved: Total	$1,529,784.29	$1,068,388	$1,318,245	$1,254,000
Number of Funding Applications Processed	30	34	29	35
Applications/Permits - Number of Special Event Applications Processed	16	23	0	0
Applications/Permits - Number of Special Event Applications Issued	4	0	13	13
Community Outreach - Number of Community Connections	380	282	235	224
Community Outreach - Hours spent in the Community	66.5	45	64	61

Appendix B: Communications & Public Engagement

Communications & Public Engagement	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Number of Council & Board Meetings (Review and Related Communications)	26	22	15	19
Number of StaffSource Requests	70	64	59	45
Number of Media Requests	30	26	33	48
Number of Safe & Sound Notifications	2	14	140	137
Number of Public Notices, County Connection, and County Reviews	58	61	59	63
Number of Media Releases and website news posts	15	24	15	19
Number of Project Requests	65			
Number of Engagement Requests	6			
County Website Updates	264			
Events Supported	20			
Visual & Design Requests	36			
Urgent Issues	11			

Appendix C: People and Culture

People & Culture	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Permanent FTE Employees - Actual	344	327	317	
Permanent FTE Employees - Budgeted	358.5	344.5	328.5	
Permanent FTE Employees - Vacancy	14.5	18	11.5	
Permanent FTE Employees - Vacancy Rate (%)	4%	5%	4%	
Part-Time Firefighter - Actual	98	101	116	
Part-Time Firefighter - Budgeted	120	120	120	
Part-Time Firefighter - Vacancy	22	19	4	
Part-Time Firefighter - Vacancy Rate (%)	18%	16%	3%	
Paid-Per-Call Firefighter - Actual	71	74	66	
Paid-Per-Call Firefighter - Budgeted	90	90	90	
Paid-Per-Call Firefighter - Vacancy	19	16	24	
Paid-Per-Call Firefighter - Vacancy Rate (%)	21%	18%	27%	
Seasonal and Temporary - Actual	26	23		
Permanent FTE Tenure: Less than 1 Year (%)	11%	12%	15%	
Permanent FTE Tenure: 1 to 5 Years (%)	37%	35%	31%	
Permanent FTE Tenure: 5 to 10 Years (%)	22%	24%	22%	
Permanent FTE Tenure: Over 10 Years (%)	30%	29%	32%	
Permanent FTE Rolling Annual Turnover rate (%): Involuntary	2%	3%	1%	
Permanent FTE Rolling Annual Turnover rate (%): Voluntary	9%	12%	3%	

Health & Safety				
Health & Safety - Number of Injuries	13	12	12	
Health & Safety - Number of Dollar Loss Damage Incidents: < 1,000	32	36	17	
Dollar Loss Damage Incidents: < 1,001 - 4,999	2	3	5	
Dollar Loss Damage Incidents: < 5,000 - 9,999	1	4	3	
Dollar Loss Damage Incidents: < 10,000 - 19,999	0	0	1	
Dollar Loss Damage Incidents: < 20,000 - 49,999	2	1	1	
Dollar Loss Damage Incidents > 50000	0	36	17	
Total dollar loss	$90,750			
Time Loss Due to Occupational Injury (days)	25			

Appendix D: Legal Services

Freedom of Information and Protection of Privacy Act (FOIP)	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Number of FOIP requests received in the quarter	51	32	36	47
Number of FOIP requests closed in the quarter	56	37	31	50
The average number of days FOIP requests closed in the quarter were open for	28	29	38	23
Number of FOIP requests closed in the quarter that were open for over 30 days	16	14	8	7
% of FOIP requests closed in the quarter that were open for over 30 days	28.6%	37.8%	25.8%	14.0%
Number of FTE	1.20	1.00	2.00	1.00

Appendix E: Legislative Services

Council Support	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Assessment Review Board Coordination				
Number of Assessment Complaints Received	14			
Number of Assessment Complaints Withdrawn/Settled	0			
Number of Assessment Review Board Decisions Issued	0			
Percentage of Assessment Review Board Decisions Issued within Municipal Government Act Timeframes	N/A			
Subdivision and Development Appeal Board Coordination				
Number of Subdivision and Development Appeal Board Appeals Received	7			
Number of Subdivision and Development Appeal Board Appeals Withdrawn/Settled	3			
Number of Subdivision and Development Appeal Board Appeals referred to the LPRT	1			
Number of Subdivision and Development Appeal Board Decisions Issued	3			
Percentage of Subdivision and Development Appeal Board Decisions Issued within Municipal Government Act Timelines	100%			
Enforcement Appeal Committee Coordination				
Number of Enforcement Appeal Committee Appeals Received	0			
Number of Enforcement Appeal Committee Appeals Withdrawn/Settled	0			
Number of Enforcement Appeal Committee Decisions Issued	0			
Percentage of Enforcement Appeal Committee Decisions Issued within Municipal Government Act Timelines	N/A			
Council Meeting Support				
Number of Council Meetings Supported	8			
Percent of Agendas Posted within Procedure Bylaw Timelines	100%			

Council Committee Meeting Support				
Number of Governance Committee, Public Presentation Committee, and Recreation Governance Committee Meetings Supported	5			
Number of Agricultural Service Board, ALUS Partnership Advisory Committee, Bragg Creek Firesmart Committee, and Family and Community Support Services Board Meetings Supported	7			
Percent of Agendas Posted within Procedure Bylaw Timelines	100%			
Public Hearing Coordination				
Total Number of Public Hearings Held	19			
Total Number of Public Hearings Cancelled Due to Advertising Errors	0			
Total Number of Public Hearings Withdrawn by Applicants	1			
Total Number of Residents Who Received Public Hearing Notifications	6,987			
Total Number of Residents Who Participated in person at a public hearing	53			
Total Number of Residents Who Participated in writing for a public hearing	107			
Total Number of Residents Who Participated by Microsoft Teams at a public hearing	4			
Total Number of Residents Who Participated by pre-recorded a/v recording for a public hearing	1			

Appendix F: Customer Care & Support

General Inquiries	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Total Calls - Business Hours	8724	8992	9672	9504
Total Calls - After Hours	728	675	423	391
Total Incoming E-mails (questions@rockyview.ca)	557	602	577	485
Number of Work Requests	135	168	150	120

Appendix G: Asset Management

Asset Management	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Planning and Development Requirements and Policies (PRDP) Review	80	96		
Redesignation Application Reviews	40	20		
Intermunicipal Reviews	50	18		
Internal Requests from other departments (Parks)	39	36		
External Requests (Call Centre/Calls/Service Requests for Parks)	63	46		
Field inspections - Parks and County Lands	46	8		
Maps Created - Parks, Lands, Transportation Services	280	330		
Asset Management Dataset Conversions	25			
State of Infrastructure Report: Service Class Completions	7			

Appendix H: Municipal Lands

Municipal Lands	Q1 2025	Q1 2024	Q1 2023	Q1 2022
% of Lease agreements in compliance - Recreation (17)	88%	88%	100%	0%
% of License agreements in compliance - Recreation (42)	78%	60%	40%	40%
% of License agreements in compliance - Private Utility (21)	0%	0%	0%	0%
Special Event Agreements	1			
External Requests	20			
Land Sale inquiries/applications	6			
Capital Projects	2			
Internal Requests (Parks)	32			
Internal Requests (Planning)	31			

Appendix I: Agriculture & Environmental Services

Agriculture & Environmental Services	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Number of ALUS Projects	0	0	4	3
Number of Fields Inspected for Clubroot	0	0	0	0
Percent of Roadsides Mowed as part of the Annual Program	0	0	0	0%
Number of Educational/ Outreach Programs Executed	11	12	10	16
Number of Attendees at Educational Outreach Programs	478	505		
Satisfaction Rating on Programs	94%	96%		
Number of Weed Inspection Cases	0	0	0	0
Percent of Roadsides Controlled for Invasive Weeds	0%	0%	0%	0%

Appendix J: Capital & Engineering Services

Capital & Engineering	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Number of Capital Projects (Total)	42	46	17	
Capital Projects Completed	2	0		
New Capital Projects	18	22		
% of Capital Projects on Track	98%	87%	76%	
Total Value of Capital Projects ($MM)	$143.21	$181.40		
Number of Engineering Projects (Total)	2	8	5	
% of Engineering Projects On-Track	100%	75%	60%	
Circulation Responses (On Time)	77%	85%	81%	
Circulation Responses (1 Week Past)	12%	8%	13%	
Circulation Responses (2 Weeks Past)	10%	4%	6%	

Appendix K: Fire Services and Emergency Management

Fire Services & Emergency Management total calls per station	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Balzac	200	196	145	124
Langdon	142	119	107	74
Springbank	123	138	83	78
Bearspaw	116	92	87	82
Elbow Valley	89	73	40	44
Redwood Meadows	46	39	40	41
Crossfield	37	32	40	29
Irricana	38	24	26	24
Madden	24	16	12	20
Beiseker	2	4	3	3
HQ	103	92	3	0
Incident Breakdown	**958**	**825**	**586**	**519**
Mutual Aid	38	2	4	15
Public Education Events	5	1	6	3
Fire Inspections	20	33	37	11
Fire Investigations	94	51	15	16
Motor Vehicle Collision	181	178	147	118
Fire (Structure, Vehicle, Grass etc.)	206	159	87	123
Medical Assist	226	225	184	141
Alarms	180	179	129	100
Other	104	86	38	49

Appendix L: Operational Services

Cemetery Services	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Number of Interments	94	101	98	85
Interment Revenue	$111,190.78			
Number of cremation services provided	113	123	121	96
Cremation Services Revenue	$14,125.00			
Number of Markers Sold	73	35	121	48
Markers Revenue	$111,593.10	$34,344		
Number of Plots Sold - At-Need	45	65	114	360
Number of Plots Sold - Pre-Need	12	101		
Plots Revenue	$142,579.89	$119,295		
Fleet				
Number of Work Orders	569	600		
Average time to close work orders – Internal (days)	2.6	1		
Average time to close work orders – External (days)	24.8	24		
Litres of Fuel used	153055	160451		
Number of Commercial Vehicle Inspections	25	28		
% of Commercial Vehicle Inspections completed	35%	32%		
Corporate Properties				
Number of Work Orders	224	240	247	

Appendix M: Transportation Services

Transportation Services	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Priority 1 Area Number of Snow and Ice Events	25	39	29	33
Priority 1 Area Snow and Ice Response Within 36 Hours	100%	100%	100%	100%
Priority 2 Area Number of Snow and Ice Event	25	39	29	33
Priority 2 Area Snow and Ice Response Within 60 Hours	100%	100%	100%	100%
Permits and Applications Processed (Road Use, Heavy Haul, Ag)	1233	842	945	915
Service Requests by Category				
SNIC (Snow & Ice Control)	297			
Drainage/Culverts	13			
Dumping/Dead Animal	88			
Gravel Road Maintenance	51			
Total Service Requests (SR's) initiated and actioned	507	340	422	268

Appendix N: Waste Management

Waste & Recycling	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Self-Haul Tonnage Collection (MT): Organics	0	0	0	46
Self-Haul Tonnage Collection (MT): Recycling	83	82	87	149
Self-Haul Tonnage Collection (MT): Garbage	216	194	212	349
Number of Self-Haul Site Visits	11,385	10,794	9,984	11,120
Curbside Customers	2,023	1,911	1,859	1,824
Curbside Tonnage Collection (MT): Organics	90	79	87	122
Curbside Tonnage Collection (MT): Recycling	59	76	77	95
Curbside Tonnage Collection (MT): Garbage	214	196	188	252
Service Requests (SR's)	128	83	75	167
Waste Guide App subscribers	1005	806	408	242

Appendix O: Water/Wastewater Operations

Water/Wastewater Operations	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Volume of Treated Water (m3)	229,197	214,576	203,345	168,058
Volume of Treated Wastewater (m3)	336,023	315,876	272,490	314,919
Utility Connections: Water-only Customers	391	306	304	303
Utility Connections: Wastewater only Customers	3117	3008	2887	2887
Utility Connections: Combined Water/Wastewater Customers	1419	1325	1257	1234
Service Requests (SR's)	114	130	64	62
Locates	220	309	104	76
Cross Connection Control Devices	12	10		

Appendix P: Enforcement Services

Incident Response	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Number of Phone Calls Received - After Hours	102	96	71	66
Number of Phone Calls Received (not dog licensing related) - Regular Hours	511	433	477	301
Number of Commercial Vehicle Checks	49	49	95	85
Number of Traffic Interactions/ Stops	1734	3178	3938	2107
Number of Bylaw Reports	779	438	596	365
Court Disclosure Requests	353			
Dog Licensing Interactions	1424			

Appendix Q: Building Approvals and Compliance

Building Services	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Building Inspections Completed	1448	1243	1189	552
Subtrade Inspections Completed	2141	1694	1573	844
Building Permits Issued	373	307	237	275
Subtrade Permits Issued	1339	905	780	943
Revenue	$1.63 million			

Appendix R: Development Planning & Approval Metrics

Planning Services	Q1 2025	Q1 2024	Q1 2023	Q1 2022
Number of pre-application meetings held	43	42	18	0
Number of Development Permit Applications Rendered	105	83	83	103
Number of Development Permit Applications Received	107	105	117	125
Number of RPRs Processed	160	134	150	158
Number of E-mails	1542	1722	1172	1100
Number of Calls	1499	1126	1119	0
Number of Counter Visits	279	307	299	222
Number of Planning Applications Decisions Rendered	36	27	24	29
Number of Planning Applications Received	46	27	29	47
Percent of Subdivision Applications Processed within Time Frame (6 months)	50%	46%	47%	42%
Percent of Redes/Amendment/Local Plan/Road Closure Applications Processed within Time Frame (10 months)	40%	56%	46%	48%
Number of Intermunicipal Planning Circulations	120	81	69	62
Number of ASPs actively being worked on	8	6	3	3
% Circulation Responses (on time)	99.2%	100%		
% Circulation Responses (1 Week Past)	0.8%			
% Circulation Responses (2 Weeks Past)	0			