



ROCKY VIEW COUNTY

SURVEY SUMMARY

DEPARTMENT ENHANCEMENT STRATEGY (DES)

CUSTOMER AND STAKEHOLDER FEEDBACK

MARCH 2025





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SUMMARY

The Planning department provided opportunities to gather feedback from applicants on the quality, accuracy, and responsiveness of the department's customer service to guide improvements based on customer experience. These included surveys on the following four services:

1. In-person front counter service desk at County Hall
2. Planning and development pre-application meetings
3. Development permit application processing
4. Planning and subdivision application processing

The formal avenue for the public to provide their comments and feedback was primarily through a tablet at the front counter, or through an online survey link provided by email. Where no survey response was received from customers, department staff did follow up over the phone to obtain feedback on the survey questions.

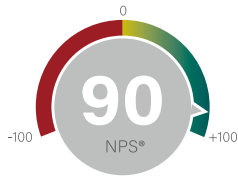
This Survey Summary presents the results of all formal feedback received from a total of 208 responses in 2024. Along with other planning policy and technical considerations, the survey feedback is a key input into the refinement of Planning department process improvements and customer service coaching for staff members.

This DES project aligns with the County Strategy of 'Effective Service Delivery' by supporting the department's understanding of how customers' expectations are being met across services and inquiring into areas of improvement through follow-up calls.



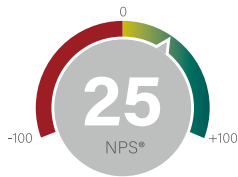
This DES project aligns with the County Strategy of 'Effective Service Delivery' by supporting the department's understanding of how customers' expectations are being met across services and inquiring into areas of improvement through follow-up calls.

Feedback was received on a variety of topics as presented in further detail within this Survey Summary. In addition to providing a quantitative assessment of the department's performance, a selection of verbatim comments are included to represent common themes in the feedback. Key highlights of the feedback across the four customer service areas in 2024 are:



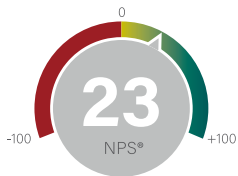
Front Counter Survey

County Staff are providing excellent face-to-face customer service at the front counter by being personable, helpful, friendly and knowledgeable.



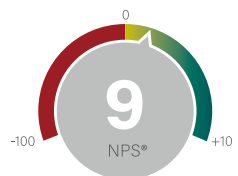
Pre-Application Meeting Survey

County Staff provide good information and feedback to the applicant regarding their potential application, although the pre-application process takes time and can be too slow for some applicants, and occasionally the technical terms/jargon used in the pre-application meeting by County Staff can overwhelm applicants.



Development Permit Application Survey

County Staff are professional and timely with answering any questions raised by the applicant, while applicants would like an improvement regarding the length of time to complete the development permit process.



Planning Application Survey

Respondents mainly expressed a desire for improved consistency having one file manager for the whole process, although many respondents were satisfied working with the County Staff on their planning applications.

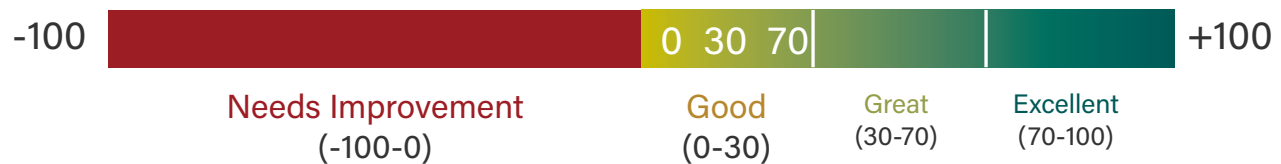
SURVEY STATUS AND METHODS

In Q3 2023, Planning began the Customer and Stakeholder Feedback Survey project. Distribution of the surveys commenced in August, and customers are asked to grade the level of service they have received on a scale of 0-10. In addition to providing a score, customers are also asked to provide comments on the service they received.

Survey scores are analysed using the Net Promoter Score (NPS) method, a widely used approach to understanding the quality of a customer's experience. NPS is calculated by taking the percentage of Promoters (respondents who provided a 9 or 10) minus the percentage of detractors (respondents who provided a number in the range of 0-6) to provide a score between -100 and +100.

Department supervisors proactively reach out to customers who submit a score lower than 7 to better understand concerns. This feedback allowed the department to further explore process improvements and to coach staff on customer service approach.

What is a good NPS score?



This survey was provided via an emailed link to the Microsoft Forms survey, in-person with a business card showing a QR code, a printed PDF paper option, or a tablet with the survey loaded up on Microsoft forms (front counter only).

Survey Feedback Challenges

As the survey has continued, there has been some reluctance from some regular customers to provide repeated survey responses on the separate applications or inquiries they are submitting. While the ongoing survey is likely to remain useful for one-time and infrequent users of the Planning services, the department will need to explore further ways of engaging with regular customers such as consultants, developers, and owners of multiple properties, to ensure that these groups are adequately represented in any feedback that is gathered.

WHO TOOK PART

Although all customers and applicants of the Planning department were encouraged to provide their feedback through the survey, it is acknowledged that the sample collected only represents a portion of all Planning department customers. The number of applications, meetings and inquiries is outlined below as an indication of how the sample collected relates to the overall customers served.

Survey numbers (from 2024 only):

FRONT COUNTER



There were **1155**
front counter visits in 2024.

PRE-APPLICATION



There were **137**
pre-application meetings in 2024.

DEVELOPMENT PERMIT APPLICATIONS



There were **396**
development permit
applications submitted in 2024.

PLANNING APPLICATIONS



There were **151**
planning applications
submitted in 2024.

WHAT WE ASKED

The main objective of this survey project was to receive feedback on the Planning department's customer service provided to customers and applicants. The formal methods for feedback were strictly surveys. All survey respondents were directed to submit their feedback through the respective survey sent to them. The survey included a combination of qualitative and quantitative rating questions to gauge their experience with Planning staff, how likely they would be to recommend Rocky View County as a place to undertake development, what we could improve on, and what we did well.

WHAT WE HEARD

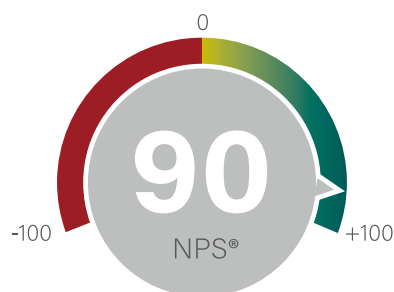
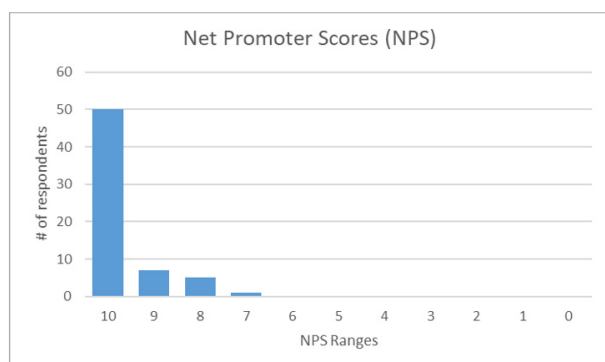
This section is organized into five parts, one for each method of feedback that was collected – general and focused surveys, Focus Group meeting minutes, and written submissions from the public. The City of Calgary also provided comments through the intermunicipal circulation process.

Part 1 - Front Counter Survey

The front counter survey sought feedback from customers coming to County Hall in person and were requesting service from the Planning department. The key topics included a quantitative question asking the respondent to rate their experience and a couple of open-ended questions to understand their experience with Planning staff: what was done well and what could be improved. A sample of verbatim comments are included in each section, and a copy of all responses are attached in Appendix A.

Question #1: Net Promoter Score

How would you rate your recent experience at our Planning front counter?



From the data collected in 2024, there was an overall NPS of 90 (as shown above). This means that Planning department staff are providing excellent customer service at the front counter (as illustrated by the image on page 6).

Question #2: Customer Service Successes and Opportunities for Improvement

What could we improve and/or what did we do well?

When asked what improvements they would like to see, respondents expressed the difficulty in hearing the staff responses to their questions and that staff talked too fast for them to understand. Some of the important aspects they identified were:

- A respondent found it difficult to hear the responses to their questions
- County Staff talked a bit too fast

When asked what went well, respondents expressed positive satisfaction to the customer service received at the front counter. Some of the important aspects they identified were:

- County Staff were helpful and informative
- County Staff were friendly and knowledgeable
- Timely service was provided by County Staff

Verbatim Quotes:

"Prompt quick service"

"Very friendly"

"Answered all questions, plus answered questions and areas I hadn't thought of."

"Completely satisfied"

"Explained everything very clearly"

*"Very helpful and knowledgeable.
Very friendly and personable."*

"All questions were answered clearly"

"Was just perfect, friendly and professional team and quite place"

Question #3: Experience with Planning Staff

What was your experience with County Staff, and was there anyone that stood out (good or bad)?

When asked their experience with County Staff, respondents were very positive with the responses given. Some of the important aspects they identified were:

- County Staff were personable and helpful
- County Staff were friendly and knowledgeable
- There were 23 respondents who answered with "good" or "great"

Verbatim Quotes:

"We spoke to (County Staff Member), he was very helpful and answered all our questions"

"Very personable, friendly and knowledgeable. (County Staff Member) was great!"

"Love the personal versus technology experience in getting what I needed to know"

"(County Staff Member) from planning was very helpful and knowledgeable"

"(County Staff Member) is very good to work with"

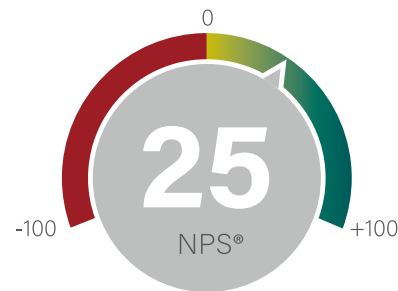
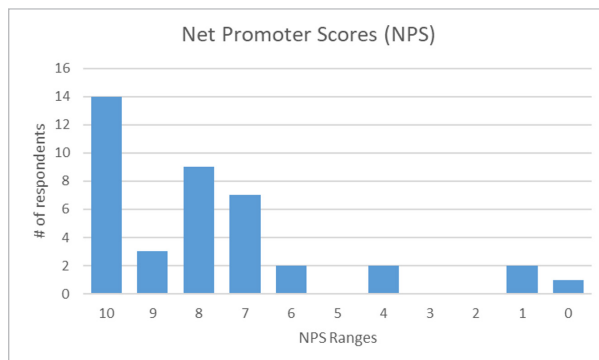
"Almost no wait time and (County Staff Member) answered the question I had related to area land use districts and subdivisions."

Part 2 – Pre-Application Meeting Survey

The pre-application meeting survey sought feedback from applicants who worked with the Planning and Development team and attended the pre-application meeting. The key topics included a quantitative question asking the respondent to rate their experience and a couple open-ended questions to understand their experience with Planning staff; what was done well and what could be improved. A sample of verbatim comments are included in each section, and a copy of all responses are attached in Appendix A.

Question #1: Net Promoter Score

Based on your experience with the Planning and Development team for this specific Pre-application process, how likely are you to recommend Rocky View County as a place to undertake development?



From the data collected in 2024, there was an overall NPS of 25. This means that Planning department staff are providing good customer service with the applicants during the Pre-Application meetings and overall process (as illustrated by the image on page 6).

Question #2: Customer Service Successes and Opportunities for Improvement

What could we improve and/or what did we do well?

When asked what improvements they would like to see, some respondents were dissatisfied with technical jargon used in the Pre-Application meeting as well as the slow speed for the setup of the Pre-Application meeting. Some of the important aspects they identified were:

- The overall pre-application process could take some time and be too slow for some applicants
- Some of the technical terms and jargon used in the meeting by County Staff can overwhelm applicants

When asked what went well, respondents mainly expressed that good information and feedback was provided by knowledgeable County Staff. Some of the important aspects they identified were:

- County Staff provided good information and feedback to the applicant

Verbatim Quotes:

"The feedback was excellent, though some moving forward progressive solutions would be helpful too."

"Did well- Everything. The meeting met the requirements. improve- Simpler words and less technological jargon as there were times I didn't understand what was being discussed."

"Improve - The speed at which it happened (from time of request to getting the meeting). However, this was my first time doing a meeting like this so many this is standard. Well- the follow up memo after was great! I had some questions afterwards and (County Staff Member) was great at responding to them."

"County Staff was incredibly helpful in answering questions and providing a clear path forward for how the proposed work could proceed in a timely, efficient manner. Unanswered questions were followed-up on with County Staff, and answers were provided."

"Improve - The meeting was great and they did really well. I am not satisfied with the process afterwards."

"There are too many restrictions on the process due to the counsellor's input. As soon as you open up the process to Neighbours and councilors, we find it very hard to get anything done. What we did well- The county representatives were very knowledgeable and were able to answer many questions that we had. The meeting minutes and feedback that they provided were helpful. We were able to reach out afterwards with follow up questions."

"I think it's very well planned, and the staff provided all information needed for this meeting regarding Future Subdivision for this property. I think this meeting did provide all information needed especially having the knowledge of the City of Calgary"

"Improve - some of the time engineering information is too robust or not relevant to what we are trying to propose which can scare off development. Sometimes the policy side is too prescriptive and doesn't allow for room to implement things. What we did well- Good process. Good use of time and information. Very valuable and provided good insights."

Question #3: Experience with Planning Staff

What was your experience with County Staff, and was there anyone that stood out (good or bad)?

When asked their experience with County Staff, respondents were very positive with the responses given. Some of the important aspects they identified were:

- Applicants were very satisfied with the customer service and professionalism displayed by County Staff
- County Staff were knowledgeable, courteous, and professional

When asked their experience with County Staff, some respondents were critical of County Staff with the responses given. Some of the important aspects they identified were:

- One respondent did not feel the file manager was qualified and didn't have the answers they were looking for
- In one instance, there was an applicant who was misinformed by a County Staff member

Verbatim Quotes:

"All three participants in my meeting were excellent and put me at ease in territory I had no knowledge about"

"Our experience with County Staff was very good. We look forward to working with the County again in the future."

"Excellent service from everyone, even the enforcement officer was great when he gave us a ticket."

"Everyone was courteous and professional."

"The whole team that I worked with was great."was great!"

"POSITIVE experience overall. (County Staff Member) and (County Staff Member) really outlined what we could and couldn't do. They were very knowledgeable and informative."

"No particular individual stood out, everyone was great! - Very Good! planning knowledge"

"Excellent staff- (County Staff Member) was amazing and was always available to answer questions even after the Pre-App"

"Overall good experience from the time we walked in the door."

"The preplanning discussion for this potential project and subsequent report from staff was valuable and informative."

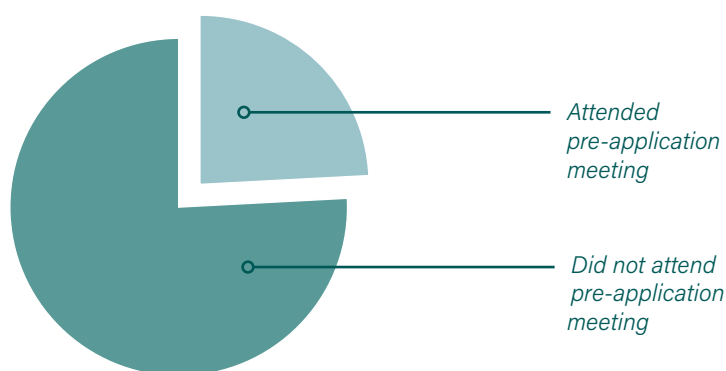
"Staff was great! Everyone was good."

Part 3 – Development Permit Application Survey

The development permit application survey sought feedback from applicants who went through the development permit process with the Development team. The questions asked if the applicant attended a pre-application meeting, asked for an overall rating of their experience and finally open-ended questions were included to understand experiences with Planning staff: what was done well and what could be improved. A sample of verbatim comments are included in each section, and a copy of all responses are attached in Appendix A.

Question #1: Pre-Application Attendance

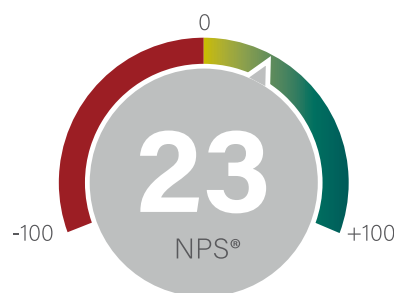
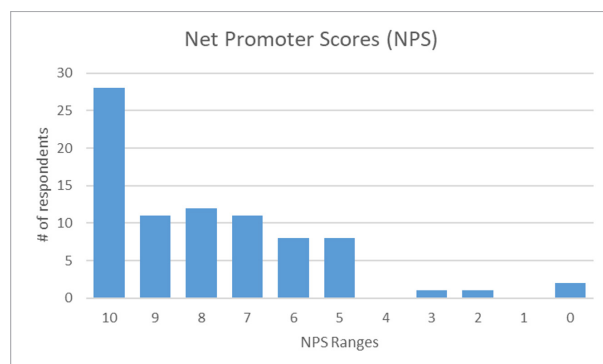
Did you attend a pre-application meeting for this application?



24% (20 out of 82 respondents) attended a pre-application meeting for their development permit application. 76% (62 out of 82 respondents) did not attend a pre-application meeting for their development permit application, as shown in the pie chart above.

Question #2: Net Promoter Score

Based on your experience with the Planning and Development team for this specific Development Permit application process, how likely are you to recommend Rocky View County as a place to undertake development?



From the data collected in 2024, there was an overall NPS of 23. This means that Planning department staff are providing good customer service throughout the development permit application process (as illustrated by the image on page 6).

Question #3: Customer Service Successes and Opportunities for Improvement

What could we improve and/or what did we do well?

When asked what improvements they would like to see, respondents mainly expressed a desire for faster timelines. Some of the important aspects they identified were:

- Improve the length of time to complete the development permit process
- Improve the application forms

When asked what went well, respondents expressed that County Staff provide good information and answer the applicant promptly. Some of the important aspects they identified were:

- County Staff are professional and timely with answering any questions raised by the applicant
- Meetings with County Staff are helpful

Verbatim Quotes:

"The only change in RVC would be a faster use approval for permitted uses. The process is too long for businesses that are trying to move and have timelines related to a real estate deal."

"Application forms could be improved"

*"Improve- more online instructions
Well- It was fast and communication."*

"Improve - The website was hard to navigate but the in person/one on one communication was great. Well- Nice to see how the cross departments work together and network to make it easy."

"Improve- It takes a long time and I feel like it takes too much time. Well- File Manager is great!"

"Improve- Timeliness. Well - Very easy to submit and get answers to any and all questions."

*"Improve- More communication throughout the process rather than just a confirmation that the application has been accepted rather than a wait with no information.
Well- Good experience"*

"Improve - The renewal this year was a little bit different as they needed a title but nothing was difficult. Well- Always kept informed, and communication was great"

"Improve- length of time to complete permits was longer than expected. Well- very responsive DO. Always available to answer questions."

"More communication on status updates, but other than that everything went well."

Question #4: Experience with Planning Staff

What was your experience with County Staff, and was there anyone that stood out (good or bad)?

When asked their experience with County Staff, respondents were very positive with the responses given. Some of the important aspects they identified were:

- Applicants were very satisfied with the customer service and professionalism displayed by County Staff
- County Staff were knowledgeable, courteous, and professional

When asked their experience with County Staff, some respondents were critical of County Staff with the responses given. Some of the important aspects they identified were:

- An applicant expressed concern with the Engineering department being separate from the Planning department

Verbatim Quotes:

"Everyone was amazing. Your front desk the ladies that direct our call were fantastic. The lady that answers the phone in planning all the way to the development officer that we talk to."

"Everyone I talked to was very good. I came frequently and they were always very understanding and guided me step by step so that I knew what I needed to do."

"Met with (County Staff Member). Very professional, extremely knowledgeable, very straight forward and answered all of our questions with clarity. We left the meeting knowing exactly where we stood, what limitations and what expectations of us were required. This individual was a pleasure to deal with and left a very positive impression of Rocky View."

"The counter staff was great getting me started and answering my questions. I then got a call from (County Staff Member) and we continued the conversations."

"The engineering group being separated doesn't seem as strong. Maybe it is just the way that the groups are set up. I'm not sure."

"County staff at the meeting were very helpful and I gained valuable information that helped me plan for the development. The staff were very professional and knowledgeable as well. Overall, I had a great experience meeting with all the County staff."

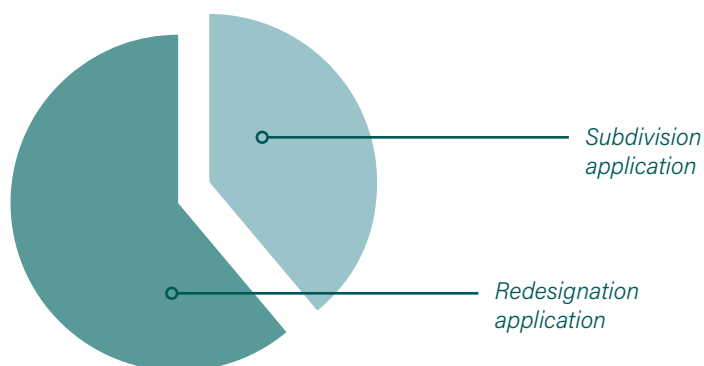
"There are a lot of new faces, and the staff is great. It is the extra red tape issues that need to be addressed. All of the staff are very nice and helpful. They do their best."

Part 4 – Planning Application Survey

The planning application survey sought feedback from applicants who went through the redesignation application or subdivision application processes with the Planning team. The key topics included what type of planning application the respondent undertook, a yes or no questions asking if the applicant attended a pre-application or not, a quantitative question asking the respondent to rate their experience, and a couple open-ended questions to understand their experience with Planning staff: what was done well and what could be improved. A sample of verbatim comments are included in each section, and a copy of all responses are attached in Appendix A.

Question #1: Type of Planning Application

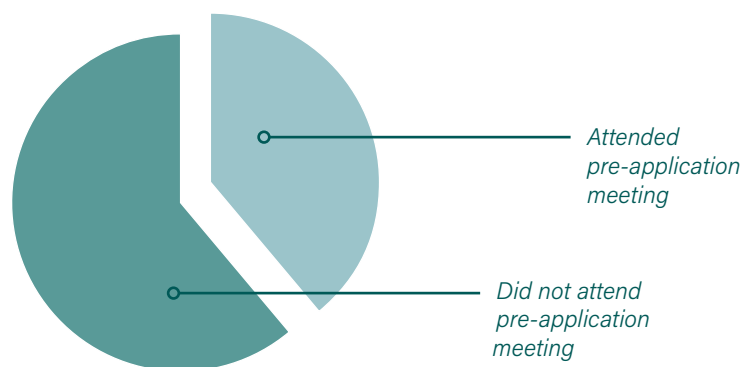
What Planning application process did you recently or currently undertake?



61% (14 out of 23 respondents) undertook the redesignation application process for their planning application, and 39% (9 out of 23 respondents) undertook the subdivision application process for their planning application, as shown in the pie chart above.

Question #2: Pre-Application Attendance

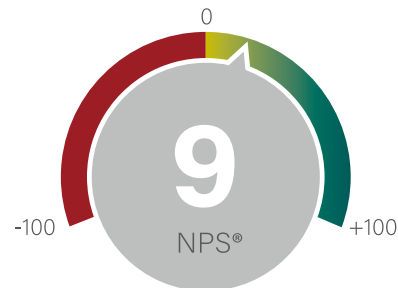
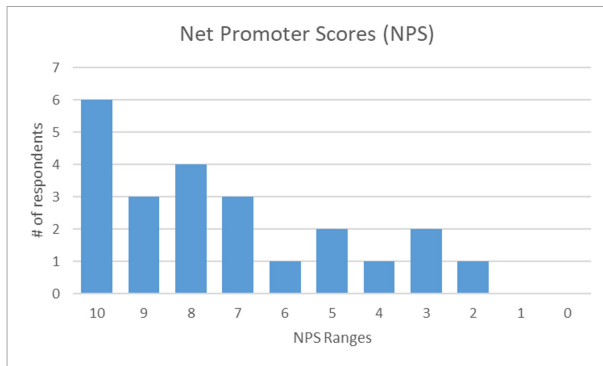
Did you attend a pre-application meeting for this application?



39% (9 out of 23 respondents) attended a pre-application meeting for their planning application, and 61% (14 out of 23 respondents) did not attend a pre-application meeting for their planning application, as shown in the pie chart above.

Question #3: Net Promoter Score

Based on your experience with the Planning and Development team for this specific application process, how likely are you to recommend Rocky View County as a place to undertake development?



From the data collected in 2024, there was an overall NPS of 9 (as shown above). This means that Planning department staff are providing good customer service throughout the planning application process (as illustrated by the image on page 6).

Question #4: Customer Service Successes and Opportunities for Improvement

What could we improve and/or what did we do well?

When asked what improvements they would like to see, respondents mainly expressed a desire for improved consistency having one file manager for the whole process. Some of the important aspects they identified were:

- Improve consistency of having one file manager from start to finish

When asked what went well, many respondents were satisfied working with the County Staff on their planning applications. Some of the important aspects they identified were:

- Professional and informative County Staff

Verbatim Quotes:

"Communication was very good."

"Cost and slow timeline needs improvement, employees were very helpful."

"Council was very reasonable and no-nonsense. The PDFs online about what goes into different designations was very helpful and a good guide on the process."

"Improve: consistency. New people each time we make an app. Not consistent. Time frames take longer than any other jurisdiction. Need more responsiveness and clear direction from staff."

*"To Improve: Processing time
What did we do well:
Professional & right info"*

Verbatim Quotes (Question 4 - continued):

"At the time of the initial application, there were staffing constraints that made the project difficult to start. It seems those gaps have since been filled which has expedited the project."

"We have had a positive experience working with the County, starting with their website and continuing with the professionalism of the staff we interacted with."

"RVC lost the file in beginning. Answered questions well. Always someone to help us when we went in to the county. Someone to guide us as we are not used to this. Neg: The phones are frustrating. Have to leave messages all the time. Takes a long time for someone to get back to us."

Question #5: Experience with Planning Staff

What was your experience with County Staff, and was there anyone that stood out (good or bad)?

When asked their experience with County Staff, respondents were mixed with the responses given. Some of the important aspects they identified were:

- Applicants were satisfied with the customer service and professionalism displayed by County Staff
- The high turnover of County Staff is a problem area for some applicants

Verbatim Quotes:

"Everyone was pretty good. Very congenial."

"Great, staff is well informed and very cooperative"

"Often I would call in and get 1 story, then I would do that and then I would submit and get called back and told I did it wrong. I called a number of people and got a different story. I eventually wrote an email and asked for the instructions in writing. Lots of different viewpoints from RVC staff and none really matched. Very frustrating."

"All good, except kept changing. Lots of changes in dept. (County Staff Member) very good. Others were fine but we forgot who they were because they changed so often."

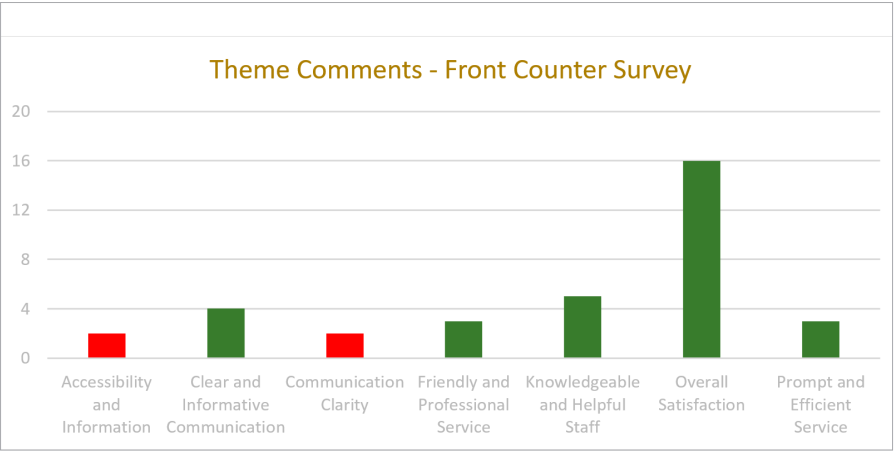
"Turnover of the planners is frustrating for clients. when a new planner gets a file, it would be better for them to review the file and touch base with the applicant."

"They were all attentive and cooperative."

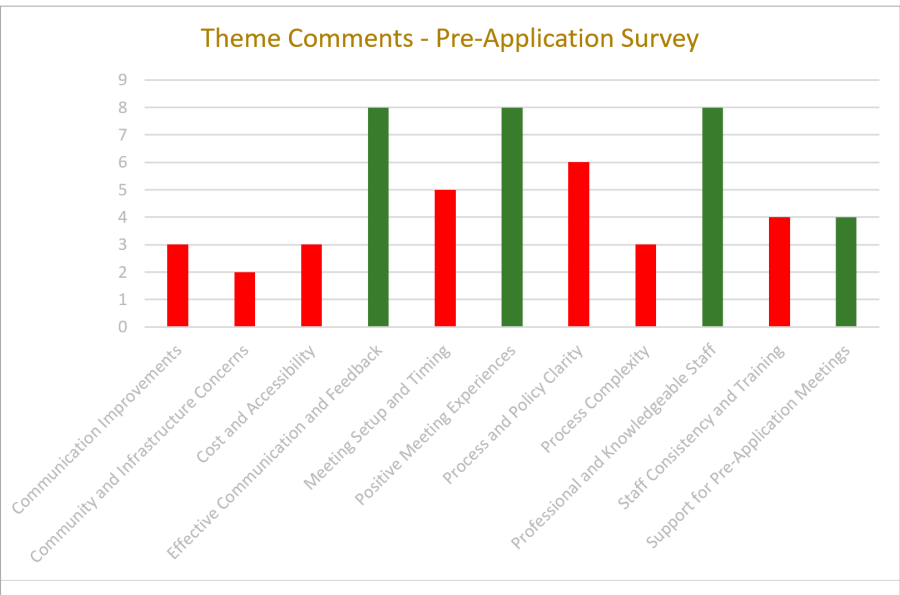
THEMING OF SURVEY RESULTS

Further analysis of the survey results was done using the technique of theming similar responses into categories. Each survey shown below has a bar graph illustrating the various themes for each survey. Bars in **red** are themes that reflect areas for improvement, whereas bars in **green** reflect positive feedback of what was successful. Appendix B expands upon the theming of the survey results.

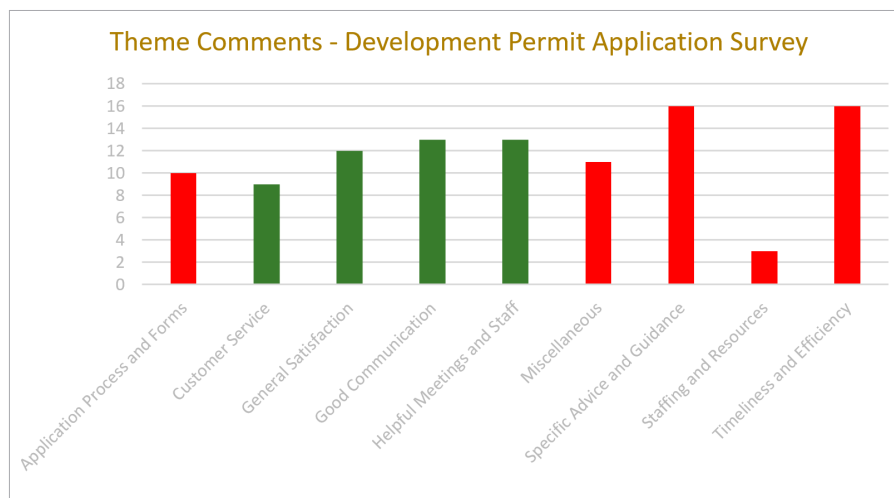
Part 1 – Front Counter Survey



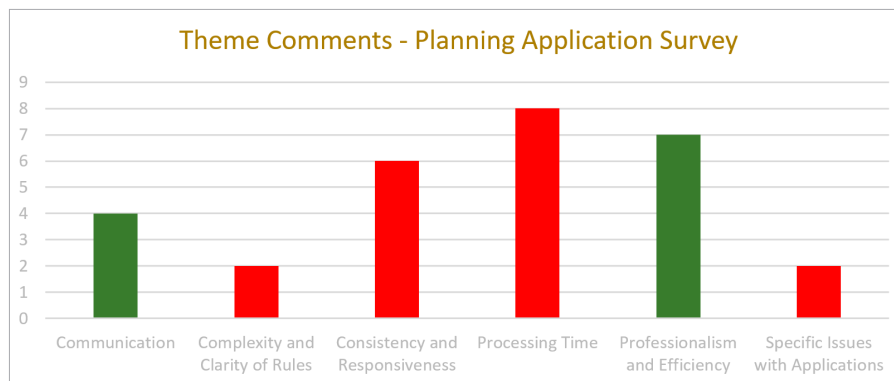
Part 2 – Pre-Application Meeting Survey



Part 3 – Development Permit Application Survey



Part 4 – Planning Application Survey



CONCLUSION AND NEXT STEPS

The purpose of this survey was to obtain feedback on the quality, accuracy, and responsiveness of the department's customer service to guide improvements based on customer experience.

We heard from the many respondents who were happy with the professional and personal customer service they received during their interactions with County Staff. However, there were some clear areas for action across the four surveyed customer service areas. These include:

- Time to receive some services: many customers thought it took too long to process their application or to arrange a pre-application meeting. Administration will continue to review its processes as part of the department enhancement strategy and wider development diagnostic project being undertaken by Administration.
- Use of technical language: some customers noted the technical language used by staff was not helpful in receiving advice on their proposals or applications. The department will continue to look at how information is conveyed by staff and through media such as the County website, to promote the use of plain language in providing planning advice to customers.
- The majority of customers do not attend pre-application meetings: although many applications submitted to the County are straightforward and may not require a pre-application meeting, the department will explore more ways of raising awareness of the pre-application service and that the cost of the meeting is discounted from the application fee. Increasing customer participation in pre-application meetings is likely to improve customer satisfaction in the overall planning and development permit process.
- Maintaining and expanding survey participation: to ensure that customer participation continues to be secured in the feedback surveys, especially amongst regular customers, alternative survey questions will be explored for repeat customers to review the ongoing performance of the department over time. The department will also explore expanding the survey across other service areas such as real property reports and policy projects.
- Understanding the various application processes: some customers noted the lack of information regarding the step-by-step process of the planning and development application streams. The department will explore communicating the various planning processes via many media outputs on mainly the County website and other areas to be determined by ongoing technology solution initiatives led by the Information Technology department.



If you have any questions in relation to this Customer Feedback Survey Summary Report, please do not hesitate to contact the Planning at 403-520-8158, or email development@rockyview.ca.

Appendix A – Survey Responses*

*Although the survey responses are set out in full, we have redacted key information to protect staff and customer identities.

Front Counter Survey “What could we improve and/or what did we do well?” Verbatim Comments

- [REDACTED] was very patient, knowledgeable and helpful
- Everything
- Everything was awesome
- [REDACTED] and [REDACTED] were super awesome!!!
- Prompt quick service
- Everything is good
- No changes. Very informative conversation
- Best services
- Worked well today. Not much of a lineup.
- Very friendly
- All good
- The gentleman was very helpful and very knowledgeable, and polite.
- Completely satisfied
- [REDACTED] is very knowledgeable and answered all questions very well
- Explained everything very clearly
- All went great. [REDACTED] and [REDACTED] helped me lots.
- Answered all questions, plus answered questions and areas I hadn't thought of.
- Dry professional service given in a friendly manner. I got all the information I was looking for
- All good
- You are already doing well
- N/a
- Very helpful and knowledgeable. Very friendly and personable.
- No suggestion
- I found it a little difficult to hear the responses to my questions.
- Nothing
- Answered all my questions within his ability
- I was happy with everything
- Talk a little bit slower
- Good customer service
- Nothing at all!
- Very informative
- Nothing
- You been great help
- Nothing to improve - great service.

- We have not received a notice from RVC about a proposed development on 40 acres adjacent to our acreage at [REDACTED] in [REDACTED]
- Getting to the admin building because the address isn't easy to find on-line.
- You were very helpful thanks
- Good
- Very prompt timing. Very knowledgeable and informative.
- All questions were answered clearly
- Not at all, [REDACTED] was wonderful
- He was very helpful
- Everything was good.
- Was just perfect, friendly and professional team and quite place

Pre-Application Survey "What could we improve and/or what did we do well?" Verbatim Comments

- There right people from the RVC attended the meeting
- setting up meetings faster
- Improve consistency of staff for files, Ongoing Applicate, Open to market demands
- Timing was improved for Pre-App meeting. Improvement is needed on the front counter impute from staff. Understanding the LUB. Turnover of staff all the time - need to keep staff for long term! look at long term. need to make staff comfortable in their position & Secure
- The meeting went well. [REDACTED] [REDACTED] and [REDACTED] were very professional and responded to all of my questions.
- The feedback was excellent, though some moving forward progressive solutions would be helpful too.
- Pre app meeting was extremely informative and the participants representing Rocky View were very helpful and patient.
- I support the Pre Application Meetings
- Well- communication was good and timely. no delays. All county representatives that were in the meeting were very informative and knowledgeable and able answer the questions and give feedback that allowed them to get their development permit in done on time. She would like to see an online portal to submit pre application meeting requests and for Development permits.
- Land should be able be used for what we want to put on this land, make it easier for people to use roads, and not to pay so much for development. - Pre App provided lots of information.
- Improve- The meeting was great and they did really well. I am not satisfied with the process afterwards. There are too many restrictions on the process due to the counsellor's input. As soon as you open up the process to Neighbours and counsellors, we find it very hard to get anything done. What we did well- The county representatives were very knowledgeable and were able to answer many questions that we had. The meeting minutes and feedback that they provided were helpful. We were able to reach out afterwards with follow up questions.
- Improve on- nothing it was great! Went well- They liked the in-person interactions.
- Did well- Everything. The meeting met the requirements. improve- Simpler words and less technological jargon as there were times I didn't understand what was being discussed.

- Improve- some of the time engineering information is too robust or not relevant to what we are trying to propose which can scare off development. Sometimes the policy side is too prescriptive and doesn't allow for room to implement things. What we did well- Good process. Good use of time and information. Very valuable and provided good insights.
- improve- clarity of what is required for individual inquiries. A checklist or an idea of agendas or talking points would be beneficial. what we did well- taking the time and gave us some in depth responses to different process and what we needed to consider
- Improve- We paid \$250 for a meeting that we aren't actually going to go through with the project. When we were there we found out how long and expensive the process was going to be. We feel like the service should be free as we found it a waste of time and money that we wouldn't have paid if we knew this in advance. Did well- Very professional and informative, Overall Great customer service.
- Improve- N/A- we lost the file, so there was a delay. We did well- Admit our fault when we lost the file, explained further and made suggestions. clarified the process.
- Improve- Waiting period is longer than needed. I didn't feel like the file manager had previous experience completing pre application meetings. More qualified people should be running these and not new people. The \$250 fee is high and I think it should be lower. Other municipalities do not have fees for similar projects. Well- the availability of the different departments was great to provide a wide variety of situations.
- - I think it's very well planned, and the staff provided all information needed for this meeting regarding Future Subdivision for this property. - I think this meeting did provide all information needed especially having the knowledge of the City of Calgary
- - Any recommendation to move the project along - organized, preprepared professional, on Time
- Improve- Nothing about the meeting it was good. Overall Process- the process is so hard as there are so many policies and procedures. It is hard to get anything done. Timing is an issue. Well- the meeting was good. no problems. I was given the information I needed.
- Improve- The speed at which it happened (from time of request to getting the meeting). However, this was my first time doing a meeting like this so many this is standard. Well- the follow up memo after was great! I had some questions afterwards and [REDACTED] was great at responding to them.
- The meeting was a 10/10 Improve- Nothing it was excellent and done very thoroughly. Well- They gave us everything that we needed and all of the information we requested. It was very well done.
- Improve- nope nothing. Well- communication was great. Following up with the summary was wonderful. Very thorough process.
- Encourage everyone to pay for the meeting. It does help a lot. I believe it should be mandatory for everyone. Well- the information was very helpful.
- Improve- First time going through the process, but staff was hesitant to give advice. The timeline was slow. well- overall experience, communication and organization were great.
- Different answered in the Meeting depending on the Person, - Timely would be great for processing
 - more clear guidance on Approvals - Seems planners are limited on the information they provide us - Documenting the meeting feedback was great!
- - impressed with the process and the people involved - Listen and answered our questions at the best of their ability

- - Meeting with the policy team I left feeling not supportive or no one willing to discuss alternative options - the process was explained very well the team walk us through the process which gives me an understanding to bring back to the Applicant.
- Improve- It would be nice to get rid of the person in the middle. Why do we need to deal with one person only to be sent to another person who actually runs the meeting. We can get rid of the middleman. There might be two levels of pre- app meetings- Some for more complex files that require more than one meeting and another for more simple requests. Well- Overall everything was done well. It was very comprehensive. They give you lots of time and answer all of the questions. The memo after was amazing. A very good experience overall.
- The pre-application and subsequent meetings with [REDACTED] [REDACTED] and [REDACTED] were very constructive and conducted in a professional manner.
- Everything was done very well. The only reason the likely to recommend wasn't higher was because i am waiting to see how the rest of the permitting process goes
- Well- All of the work to get the meeting set up and organized. Everyone was well prepared.
- We were led to believe that a meeting with the County would assist us in subdividing our property. When we arrived two young girls met with us who seemed to have a script to follow and after some time [REDACTED] voice came on and answered a question in a few short sentences. The meeting was a huge waste of time. We wondered if he was even in the country. We appreciate the fact that we will get our \$250 back. Had we known 20 years ago when we purchased the property that we wouldn't be able to do anything with it, we wouldn't have bought it. The County was recommending high density and we had a plan for that, but are unable to subdivide and plan what would be a great asset to the community. We have no desire to ever see a corner store or any of the other ideas next door to us that have been suggested. This is our personal property and as seniors, we feel our hands are tied. The community appearance has declined and looks unkempt. Besides that, there was a road construction crew that made the road a few inches wider and left the ditches in a mess with large rocks, silt fences and construction garbage all the way to highway 22. We are not sure what the purpose was and now cannot mow the ditches. We feel that someone who works in that big beautiful county office should come see what we are paying our taxes for.
- County Staff was incredibly helpful in answering questions and providing a clear path forward for how the proposed work could proceed in a timely, efficient manner. Unanswered questions were followed-up on with County Staff, and answers were provided.
- Answer questions provided information
- It was pleasant meeting
- It would be nice to have the County send out agendas or typical questions they receive for specific meetings and then allow the organizations/people a chance to add additional questions. What we don't know, we don't know and it would be nice to have set questions you should ask for re-designation meetings, etc.
- For this preapplication meeting the timeline to get the meeting was acceptable.

Development Permit Survey "What could we improve and/or what did we do well?" Verbatim Comments

- I felt the meeting was very helpful. The Rockyview County staff were helpful, clear, thorough and straightforward.
- Nothing
- application forms could be improved
- Scheduled a pre-app meeting in a timely manner.
- The only change in RVC would be a faster use approval for permitted uses. The process is too long for businesses that are trying to move and have timelines related to a real estate deal.
- All good
- Overall I found the pre-development meeting very helpful and valuable. However, I thought more specific advice on planning for the development process and ideas for applicants' consideration would be great. As a private land owner and attempting development for the first time, we don't have much underlying experience to rely on. I thought to be able to rely on the experience of the DP department staff would be invaluable and I would not mind signing an agreement releasing RVC staff from potential liability issues.
- Improve- length of time to complete permits was longer than expected. Well- very responsive DO. Always available to answer questions.
- Improve- nothing. Well- Communication with RVC is great.
- - There's not a whole lot to improve - Service was great - Timeline seem to long especially for approval - Conditions for road approach Questionnaire need to be reviewed
- Improve- It takes a long time and I feel like it takes too much time. Well- File Manager is great!
- Improve- The website was hard to navigate but the in person/one on one communication was great. Well- Nice to see how the cross departments work together and network to make it easy.
- - Been pretty good - interface with Neighbours, not in favor of letter being sent to Neighbours
- Improve- Not a lot of challenges. I wasn't involved initially so there were some communication gaps and it took me a lot longer. - When you put in multiple permits you shouldn't have to submit the same report for all different files. They should be available at the county for them to grab without having the client re do them each time. Well- Everything was good, but other permits I have don't with RVC were much better.
- - Just guys are pretty good - Customer Service
- Improve on- In the industrial (Balzac area) I feel like you are short staffed which causes delays. Well- When we do hear back from the development officer the services and response is done well. Very well-articulated and thought out.
- - in my situation there was a lot of conflicting information and not given clear direction as to why - New file manager has been very helpful still navigating some weirdness
- Improve- The time it takes. It always seems to take longer than it should. If you could work on efficiencies to allow for the process to move quicker would be great. Well- Communication is strong. I really like how you have a person who can answer the phone and direct calls rather than an automated system.
- - General response time Great - Coming up with good solutions for this file
- Improve- Timeliness Well- Very easy to submit and get answers to any and all questions.
- - All Pre Application meeting have been very good help and a important step for all applications and save money in the long run.
- Improve- Cloning [REDACTED] so she has support Well- We are always approachable and can be

reached to talk to.

- Improve- Clone [REDACTED] so she has support. Well- communication is good with everyone that I work with at the County.
- Improve- I was quoted certain bylaws but I never knew where they came from. I didn't ask, but if I had the documents it would help me understand some of the conditions. I am still unsure of why I have to have some conditions but I just accepted it even though I don't agree with it. Submitted in Oct and took 6 weeks to be contacted about starting project. There was no notification to let people know that permits weren't going to be processed in December so it took a lot longer than it should have. Well- Very responsive once things got moving.
- - All is fine, but the ASP for Conrich is a disaster - I have no real complaints - A few complaints for the ASP for Conrich
- Improve- no Everything was fine. Problem free.
- Everything was good. You provided us with a lot of guidance as this was our first time.
- Consider taxpayers more, this cost substantial money, was unnecessary and had quite a history that wasn't properly considered.
- Well- helpful guidance for an application like this. when communication started it was great. It was just a slow start. They also provided information about where to place the sign. Improve- Sometimes the correspondence was slow, as it sometimes took 2-3 weeks to get a response.
- Improve- The changes to rules impact businesses as I was almost not approved, and I have been running this business for 30 years. RVC needs to stay consistent. I find that staff do not want to reply via email so that there is no accountability. It also takes time to return calls and it shouldn't take 2-3 days. Well- Got my permit, so I am happy.
- improve- Shouldn't need a DP for everything and we have excessive rules for everything. Well- Very helpful staff and your process is better than City of Calgary
- Improve on- More clarity at the beginning stages. Timeline was 5-7 weeks but it took 5-7 months. It was difficult to get answers with a meeting with multiple members of a team. Meetings and deadlines to be held throughout the process rather than just making us sit back and wait. Well- Once we sent an email to the whole team then there was a more engaged response, but it was too late in the process as it was still very delayed.
- Improve- It would be nice if we were given more of a clear direction as to what is required from the start.
- - Just overall help if needed, too much work for conditions - Took my money but didn't give me a refund due to my conditions were not met
- - Can really think of anything, nothing stood out to me, painless process - Approval process was quick
- - The process is fairly well - Follow up was timely
- Everything was good.
- Well- Very patient and clear.
- Well- The process is simple if you follow it. The response time was great. They always responded quickly.
- Well- Very well communicated and keep us in the loops. There was great follow up. When they said they would follow up they did.
- - Too many regulations, customer pay too much - One thing I like is I can go to the County to ask questions

- - Timelines would need to be faster - Don't miss the deadline for updating Customer on NOD
- Improve- The renewal this year was a little bit different as they needed a title but nothing was difficult. Well- Always kept informed, and communication was great.
- Improve- In house communication was poor and people didn't always say the same thing. Rocky view is known to be a hassle and a hard place to deal with. Cost a lot of money to do.
- He was upset about why he was told he needed a development permit and not the process. Improve- Relaying less on the Neighbours and more on the owner to find out direct information. Well- Easy process
- Improve- More communication throughout the process rather than just a confirmation that the application has been accepted rather than a wait with no information. Well- Good experience
- It was a very lengthy and time consuming process for what we were doing. It should not have taken as long as it did. Bylaws state that we could have 2 horses without permit and up to 4 horses with permit. For whatever reason after jumping through all the requirements asked we were granted permit for 3.
- The initial review and preapplication meeting recommended a land use redesignation when it wasn't really necessary. we had a second pre-application when we became involved in the process and we proceeded with a development permit process under the existing land use. it has been a long process with lots of recommendations made without the County fully understanding the intention behind the proposal or the studies that have been completed. A positive was that the development officer provided us with the draft conditions prior to advertising to allow us to review and work with the County to finalize the conditions. This was very beneficial, removed some major issue items, and allowed us to resolve these items without formally appealing conditions.
- It took approximately 7 months, 50 emails, 10 phone calls, 100 pages of documentation and several thousand dollars to get a development permit for putting in a driveway on agricultural zoned private property. This seems like an unreasonable amount of time, money and effort for a driveway permit.
- - Bit overkill for the amount of information requested - Why did I need to provide everything - The guy was very responsive, [REDACTED]
- Improve- Well- Everything was explained well and smooth
- Improve- Give a couple more weeks' notice, so people don't have to suspend business operations while waiting. Well- People at the front desk were helpful.
- Every question I had was addressed clearly. Meeting was run very efficiently by [REDACTED]
- With [REDACTED] managing the file it was a very smooth process as usual.
- Try to help, understand and guide your county residents through the processes, and not be a blockade.
- Everything was very good. I came to the counter a lot and I was guided through step by step. I am sure I was annoying by my continued visits, but I was always treated well. I wouldn't change anything
- Seems to be some different answers from different people, so better communication between the development officers and people I talk to. Everything is pretty standard, and things didn't change from last time.
- Everyone that I worked with was good and very receptive. I needed to send a few follow up emails to clarify a few things but they were always answered appropriately.
- Improve- More user-friendly website. Well- Always able to answer questions and quick responses to emails

- Improve- more online instructions Well- It was fast and communication
- -Sometimes it is challenging as the processes have changed and things were needed that weren't needed before. -Continuous conversation. Prompt feedback and correspondence. Always giving updated. Really appreciated
- Information about next steps and timelines for review are well communicated
- Improve-The wrong form was given to applicant so there was a lot of frustration. He discussed his frustrations with [REDACTED] and [REDACTED] about his frustrations. He was upset about the timeframe from when he submitted the forms to getting the permit. *Building comment- not easy to find the people you need to talk to and the online portal isn't user friendly for all purposes. - the new land use bylaw has made a few things easier to do, but there is still a lot of interruption. Wants changes to the Land Use Bylaw. -circulation time frame are too long and people aren't making them a priority. They take the full time to get the comments in- He has talked to [REDACTED] on this issue. We did well- Once the paperwork was figured out then everything went VERY well. Get rid of the planning commission- you shouldn't need a committee to make a decision. Give the staff the ability to make the decisions.
- Improve- Nothing Well- We did very well.
- Improve- If I could have talked to someone prior to applying that would have been nice. Well- once the application was in and I was assigned a DO it was great, because I had someone that I could ask my questions too.
- Improve- Took a long time to process. Well- Everything was well.
- Improve: Communication Process: Great
- Improve- No everything was good Well- Everything was done well.
- Improve- Shorten the time period, Not a huge permit, so it should be done quicker. Showhome was put on hold because of land titles. Planning changed the process that made me do develop permit first which really slowed down the process causing more delays then there should have been.
- Communication Well , Timeline need improvement
- Communication and updates on the Application process
- Improve: Step by Step process need to be Approved on completing an application so no delays back and forth with applications. Communication is very good Have knowledge at the counter will be helpful
- Well- Everything was straight forward and nothing comes to mind for improvement.
- Improve- More communication on status updates. A few times where I didn't hear back for awhile. Well- Helping with what we needed and everything was clear with the document collection.
- More communication on status updates, but other than that everything went well.
- Move faster on DP applications Clarity on information would be valuable Thank that was well was friendly Employees
- Improve- The mybuild website is a struggle. Nothing with development. Well-In person service at the desk are very helpful and were able to answer all my questions
- We can improve, in Update renewal Application (a shorter version for renewals) fees for renewal should be revised to decrease for renewal Pleasure to deal with your team,
- The application was very detailed, and we the applicants were kept up to date with the application, its process as well as what information will be needed for the application for the DP.

- -Biggest thing is to get the correct information when requesting ect. setbacks/- Ability to send applications via email. took covid to put this place - Update forms to not have authorization form as not needed with the application process compare with the City of Calgary. - Check lists made easier

Planning Application Survey "What could we improve and/or what did we do well?" Verbatim Comments

- This was not a development application. It was a simple redesignation that fit the ASP/s and bylaws so staff could recommend approval. It was handled very well and I had a very nice and efficient planner.
- Time frame if possible
- Please see below.
- To Improve: Processing time What did we do well: Professional & right info
- Communication was very good.
- The first 3 planners were not good and moved on to other places but did not give us any feedback. The emails were incorrect and a simple boundary adjustment took much longer than it should have.
- We have had a positive experience working with the County, starting with their website and continuing with the professionalism of the staff we interacted with.
- [REDACTED] - kept in touch. was excellent. Process went well. We misread some directions but she followed up. She was great! Good ex
- RVC lost the file in beginning. Answered questions well. Always someone to help us when we went in to the county. Someone to guide us as we are not used to this. Neg: The phones are frustrating. Have to leave messages all the time. Takes a long time for someone to get back to us.
- Pre-app went well on this file. Other files have been less positive. Feb 4 public hearing - would/could meet with management at that time. Back in area week of Feb 1. Would like to set a meeting. Qualified people here. (RVC) Could change: engineer in person (not a screen with no face, this is uncomfortable.) I take the owners with me to pre-app to give them a feeling of comfort.
- Requirements were clear things can change day to day responses were prompt from the county
- Improve: consistency. New people each time we make an app. Not consistent. Time frames take longer than any other jurisdiction. Need more responsiveness and clear direction from staff.
- RVC do not have specific app forms or processes for phased condo development let alone condo development at all. Forced to submit application as though it is a subdivision despite many elements not applicable. The planners do not seem to be aware of the differences between phased condo and subdivision. Keep requesting info that do not apply to a phased condo development. Creating substantial delays.
- I didn't know about attending meetings. [REDACTED] was very helpful on what to do and submit and say. The council was superb in giving feedback. One councilor told me about funding I didn't know was available. Extremely satisfied!
- It was good once we got someone on our file who wanted to work on it. The first guy just kept asking us to drop it. He'd tell us the report would be ready and follow up had no results. Finally, someone else took over and it happened right away. Frustrating because we wanted to get our landscaping done and it took so long. Once we got the prelim report with Rocky View Fire - it wasn't even our property on the report!
- Had to come back several times due to measurement discrepancies. Fractions of an acre but of course

Province wants exact. It came back a few times.

- At the time of the initial application, there were staffing constraints that made the project difficult to start. It seems those gaps have since been filled which has expedited the project.
- Best way would be to take a look at rules in specific communities. Made it super complicated, the process. The next community over in Langdon you can do anything. Whereas I had to go through a lot of process and time. The rules/bylaws simply don't make sense, and the process was very slow.
- Council was very reasonable and no-nonsense. The PDFs online about what goes into different designations was very helpful and a good guide on the process.
- A problem I had with both of my applications was that it was moved from person to person. I felt we had to start over; it was frustrating having multiple people look at the file. I don't know why so many people had to look at it (maybe staff turnover, I don't know). It was more frustrating for the homeowners more than me.
- Cost and slow timeline needs improvement, employees were very helpful.
- If somehow public sector could understand what it costs to develop that would be amazing and understand the intent behind policies. Satisfaction of RVC can be hard to come by. RVC having online guidance is great. Planning and engineering can sometimes hold things up with their back and forth. Someone take control. Let's get the person who can satisfy the issue. Continual turnover of file managers over the duration of an application is a challenge. If you reach an agreement with the one, then the new one has new standards or perceptions. What the planner says on the phone can't be trusted, only what is written (email and policy). typically phoning in to staff is a dead end. you must email. maybe text is allowed?

Front Counter Survey "What was your experience with County Staff, and was there anyone that stood out (good or bad)?" Verbatim Comments

- [REDACTED] is very good to work with
- Great
- [REDACTED] was very helpful.
- [REDACTED] was very helpful
- [REDACTED] was very helpful
- Really good
- Almost no wait time and [REDACTED] answered the question I had related to area land use districts and subdivisions.
- Excellent help by [REDACTED]
- Pro level professionals
- Staff is very helpful
- Dry good
- Excellent and accurate info
- All the staff was very polite and helpful.
- Awesome Good
- Amazing Thank you 🙏

- It was a good experience.
- Very good because I don't do this kind of stuff
- All help from reception to land use with [REDACTED] was exceptional.
- [REDACTED] from planning was very helpful and knowledgeable
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Very personable, friendly and knowledgeable. [REDACTED] was great!
- It was very pleasant experience
- I had a very positive interaction with [REDACTED] who took my Development Permit Application.
- Very good
- We spoke to [REDACTED] he was very helpful and answered all our questions
- Good experience
- All were friendly and knowledgeable
- Good
- Good
- Great ([REDACTED])
- Great!
- Great
- They are great very helpful
- Great
- The officer was really helpful.
- [REDACTED] & [REDACTED] are great
- Very helpful
- [REDACTED] in RVC Planning did a very good job providing information and advice when I made any inquiry on Aug 9, 2024.
- love the personal versus technology experience in getting what I needed to know"
- Good
- Good
- Good
- [REDACTED] was very knowledgeable and helpful.
- [REDACTED]
- Very helpful and considerate
- Everyone was friendly and quickly helped us
- Everyone was super nice and very helpful
- He was non judgmental and happy
- It's very good
- Everyone is friendly and I love the experience
- [REDACTED] is amazing , best gentleman I had to deal with

Pre-Application Survey "What was your experience with County Staff, and was there anyone that stood out (good or bad)?" Verbatim Comments

- Country staff was knowledgeable and we had a productive meeting
- good
- Positive and very helpful, lack of leadership overall, CAO Level Key Point: Turnaround of staff.
- [REDACTED] is a Very Good Dev Officer has 100% knowledgeable of RVC keep people like him. Front counters need to be more knowledge. Incorrect information gives to customers. regarding Water Coop for RVC
- The team was good and was knowledgeable about their areas of expertise.
- They were wonderful
- All three participants in my meeting were excellent and put me at ease in territory I had no knowledge about
- [REDACTED] was very good to work with, and was very clear of the County's Planning. [REDACTED] just started so this was a learning experience for her
- Excellent staff- [REDACTED] was amazing and was always available to answer questions even after the Pre-App
- Great Staff ! Everyone was experience but
- POSITIVE experience overall. [REDACTED] and [REDACTED] really outlined what we could and couldn't do. They were very knowledgeable and informative.
- Excellent service from everyone, even the enforcement officer was great when he gave us a ticket.
- Both staff members were very helpful.
- They were excellent and provided good insight and recommendations.
- Overall good experience from the time we walked in the door.
- Overall good. Both ladies including the lady who helped prior to the meeting were fantastic.
- All the people in development were very kind and helpful. They provided us with documents that helped us out and even gave us measurements. [REDACTED] was great. He provided us tools we needed prior to the meeting which was helpful.
- File Manager- not qualified and didn't seem to have the answers. Over all the staff was good and professional.
- - No particular individual stood out, everyone was great! - Very Good! planning knowledge
- - Friendly and knowledgeable - [REDACTED] very helpful
- Staff was great! Everyone was good.
- [REDACTED] was great as well as the engineer [REDACTED] Everything has been great. Very happy overall.
- County staff that we dealt with were great. The Lady ([REDACTED]) was outstanding and very knowledgeable. The gentleman ([REDACTED]) was also good.
- The whole team that I worked with was great.
- Everyone was great.
- Everyone was courteous and professional.
- - All staff were great - [REDACTED] stood - [REDACTED] provided / answered a lot of my questions -

- ██████████ has been very helpful - Be more clear on information on what can be approved
- - The staff were doing well friendly , professional - All was even
 - - Great ! Pre-Application meetings are always great - None particular-
 - Everyone especially ██████████ were excellent. The engineer was always also very knowledgeable.
 - The team noted above was very good with providing information needed to progress the application.
 - ██████████ and ██████████ were great but I was very impressed to have ██████████ in the meeting. It was clear to see the tremendous amount of experience she brought to the meeting.
 - ██████████ was excellent. I have had a very good experience with him. He is very proficient at his job and he knows and does his job well.
 - ██████████ was very kind and understanding as per phonecall. Other personnel seemed to be misinformed.
 - Our experience with County Staff was very good. We look forward to working with the County again in the future.
 - ██████████ was extremely helpful and knowledgeable on the subjects
 - The staff were helpful and clear
 - N/A Everyone was great and very knowledgeable on the call.
 - The preplanning discussion for this potential project and subsequent report from staff was valuable and informative.

Development Permit Survey “What was your experience with County Staff, and was there anyone that stood out (good or bad)?” Verbatim Comments

- ██████████ was very helpful. He provided good solid useful information, was completely transparent and was very thorough on his explanation of everything discussed.
- Good
- everything was good
- Met with ██████████ Very professional, extremely knowledgeable, very straight forward and answered all of our questions with clarity. We left the meeting knowing exactly where we stood, what limitations and what expectations of us were required. This individual was a pleasure to deal with and left a very positive impression of Rockyview.
- ██████████ is an employee you should do whatever you have to keep. She’s the most straight-forward and responsive person in this position in the Greater Calgary area. She wins more business for RVC in the way that can be measured.
- ██████████ very good customer service and explain properly nicely thank you very much.
- County staff at the meeting were very helpful and I gained valuable information that helped me plan for the development. The staff were very professional and knowledgeable as well. Overall I had a great experience meeting with all the County staff.
- ██████████ was very helpful.
- ██████████ was good he was always available to answer questions.
- We loved ██████████ in building. She was great. I don’t have anything but positive things to say about County Staff.

- - The RVC Staff were great - Everyone was good, can't remember all names, but [REDACTED] was great
- The engineering group being separated doesn't seem as strong. Maybe it is just the way that the groups are set up. I'm not sure. [REDACTED] was great and has wonderful communication.
- [REDACTED] was extraordinary. He made it very simple and made the process clear and saved me a lot of time.
- - - Communication with [REDACTED] / and over all County
- Everyone was good.
- - County staff has been Excellent - [REDACTED] was amazing
- [REDACTED] was good and helpful. I just wish response times were faster as it holds up the process at times.
- - [REDACTED] was great, helpful and communication - [REDACTED] was assigned as my file not so well lack of training
- Everyone was amazing. Your front desk the ladies that direct our call were fantastic. The lady that answers the phone in planning all the way to the development officer that we talk to.
- - Generally positive - No one particular
- Everyone was good. [REDACTED] was great as was everyone else that I worked with.
- - [REDACTED] was a great access - [REDACTED] was great and helpful - [REDACTED] was very helpful and - All employees working from home should have access to a cell to return calls - Recommend council to spend more time and have more council meeting to take time for Application - Other Counties are quicker on Approval time - More meeting would be great
- [REDACTED] was amazing! [REDACTED] is great and was able to work through our stuff to support us. [REDACTED] has also been a great person to work with as well.
- [REDACTED] is great at what she does. She just needs help.
- Everything went well. nothing exceptional but done in a timely manner.
- - So far so good no issues - No personal staff issues all good
- Very limited interaction with staff.
- [REDACTED] - was great at walking us through the process. he was very supportive.
- Many Staff are good, the Enforcement person was very hard to deal with
- The counter staff was great getting me started and answering my questions. I then got a call from [REDACTED] and we continued the conversations.
- Everyone was great. The fellow who came for the site visit was friendly and helpful.
- Do a very good job of enforcing the endless rules.
- Nope
- [REDACTED] was great to deal with.
- - Staff was great! - All was good no complaints
- - Great experience - [REDACTED] was fantastic !
- - Good, very helpful and willing to give advice - Can not recall any names of the staff
- Everyone was nice and patient.
- The counter staff was amazing and patient. They always answered my questions and explained very well on the process. [REDACTED] was great at the counter. I talked to him multiple times at the counter and

he was always great. Even when I asked the same questions over and over. [REDACTED] was brilliant

- [REDACTED] Was really helpful to get everything together. He gave me all the details i needed to proceed.
- The fellow at the front desk was excellent. Very knowledgeable and was able to explain things clearly to me.
- - Hey are Great! - No all of them were good!
- - [REDACTED] was the file manager and was an extremely helpful person Great full for [REDACTED] Please mirror his processing for all Staff
- Everyone was great. There was no issues. Everything was good. Explained well and done well.
- I would prefer not to say,.
- [REDACTED] was great [REDACTED] was good and helped me fill out the forms.
- [REDACTED] was fantastic. He is an excellent resource.
- Over all everyone I dealt with was kind and polite
- Overall interactions with the County staff has been fine. One person who stands out is [REDACTED] - she has been great to with and has been very understanding, reasonable, and full of information to support us in the process.
- All of the county staff we worked with were professional and kind.
- - The guy was very responsive , [REDACTED] - Everyone was Good
- I don't recall, but there were no problems.
- Everyone was positive- Sent to the wrong desk at the start, so I needed to wait and was at the wrong place.
- [REDACTED] & [REDACTED] were both very knowledgeable of the county requirements and review timelines.
- [REDACTED] is amazing. His communications always contain the perfect amount of information at exactly the right time. He's very organized and detail oriented so every part of the process occurs in a timely manner. Professional, courteous, knowledgeable, I could go on and on. Looking forward to working with him again!
- I appreciated [REDACTED] level of professionalism and communication, made the process easier.
- Everyone I talked to was very good. I came frequently and they were always very understanding and guided me step by step so that I knew what I needed to do.
- Everything was fine with this permit. I have done so many. I do need to mention that every time I work with [REDACTED] I am always extremely satisfied. She knows her stuff. When she doesn't, she finds out and gets back to you.
- [REDACTED] was good. He answered my questions to the point.
- Everyone is very responsive and answers my questions quickly.
- All good
- [REDACTED] was always giving prompt feedback and quick to answer all inquiries and give status updates.
- There are a lot of new faces, and the staff is great. It is the extra red tape issues that need to be addressed. All of the staff are very nice and helpful. They do their best.
- Everything was very good.

- Everyone was professional and helpful.
- Everything was very very good! All the calls and staff were excellent.
- I can't recall names , lack of communication and information provided
- Everything was done well and smoothly.
- Staff was really good.
- Great service in the past, [REDACTED] in the past was great
- Pleasure to talk to [REDACTED] and [REDACTED] great knowledge and helpful
- [REDACTED] was great person to deal with, all people are very kind at the County
- Everyone I interacted with was helpful
- [REDACTED] was great to work with.
- Everything was good!
- Staff is great Can't remember name
- Many people stood out in a GREAT way. Everyone is great and there is so much knowledge at Rocky View. Way better than the city of Calgary in my opinion.
- Pleasure with the Team always No names , but all you team has been Pleasant
- Our experience was great and [REDACTED] has been exceptional to work with and amazing at her need for details.
- Very Good!
- - Appreciate the update, keep killing it over there! Been a hell of a year and incase no one says it I appreciate all you municipal employees do! - Foremost part they are great! Specific answer to the bylaws not just a link to the bylaw - One planner stood out was [REDACTED] - One planner that is no longer at the County was not a great help, he could not remember his name

Planning Application Survey "What was your experience with County Staff, and was there anyone that stood out (good or bad)?" Verbatim Comments

- [REDACTED] (good)
- Great, staff is well informed and very cooperative
- I am writing to express my appreciation for the effort our team, in particular [REDACTED] put into the recent review, and presentation to Council, of our development project. The professionalism and attention to detail were exceptional. The review was thorough and well-structured, showing a clear understanding of our project's goals and the community's needs. Their ability to provide clear, well thought out answers was particularly helpful. The collaborative approach and openness to feedback were much appreciated. It is clear that your department is committed to positive relationships and outcomes with developers and prioritizing both the community and County's best interests. We are looking forward to moving forward with the project, confident in the foundation your team has helped establish. Please extend our thanks to everyone involved. We look forward to continuing our partnership. Best regards, [REDACTED]
- It was great experience, [REDACTED] was simply amazing!!
- They were all attentive and cooperative.
- [REDACTED] stands head and tails above the rest. He took over the file at the end and put together the subdivision in a matter of days after months and months of other planners doing very little. He was

responsive, took on the old file with gusto and great to work with. He actually cared how long it was taking and worked late to make sure that things did not take even longer. I don't know if our file would have even been done if [REDACTED] did not take over.

- We worked with [REDACTED] [REDACTED] [REDACTED] and [REDACTED] and we were extremely pleased with their support and guidance. Given the complexity of our case, the contributions from the entire team were invaluable. [REDACTED] effectively coordinated our interactions and brought in other team members as needed, all while maintaining a high level of professionalism and courtesy.
- [REDACTED] was great! She was who I was in contact with. My daughter and husband [REDACTED] (or some fellow) that [REDACTED] and [REDACTED] dealt with on the well, survey, culvert. Went very smoothly. When you download the directions on how to do everything they are very clear and easy to follow if you read to the end.
- All good, except kept changing. Lots of changes in dept. [REDACTED] very good. Others were fine but we forgot who they were because they changed so often.
- All kinds of very good people. [REDACTED] [REDACTED] [REDACTED] [REDACTED] are all really good. One bad situation: [REDACTED] pleasant but no experience (agri app (not this app)) No agri. person there, was questioned why I'd want one.
- Good [REDACTED] has always done well, she did really good!
- [REDACTED] is very good at what he does. Things happen when he is on the job. Difficult with anyone else. Most recent: [REDACTED] - very responsive...
- Frustrating. They do not appear to be trained in the differences in subdivision and condo and phased condo. Very apparent during the process. Had to push fairly hard to get things moving in the right direction. Ended up reaching out to [REDACTED] He is challenging to get a hold of because he doesn't release his phone number in email signatures. Phone convo is more beneficial than string of email. Once we did get to him, he was quite helpful. Generally speaking, we shouldn't have to go to a supervisor level. The planner should be able to get an application to move.
- [REDACTED] (see above). There were 4 handling our file, I can't remember their names. [REDACTED] gave great feedback. The councilors were excellent.
- The guy is not there anymore. (I think)
- Everyone was pretty good. Very congenial.
- Very positive experience with [REDACTED] (intake). Sad he moved (happy for him) to another position. Also very positive experience with [REDACTED] She has tried to accommodate this project as much as possible.
- all good
- Often I would call in and get 1 story, then I would do that and then I would submit and get called back and told I did it wrong. I called a number of people and got a different story. I eventually wrote an email and asked for the instructions in writing. Lots of different viewpoints from RVC staff and none really matched. Very frustrating.
- [REDACTED] was very helpful and wanted the help us get this done. Didn't act like an enforcer. Very good. Our councilor [REDACTED] voted in favor, that was good.
- [REDACTED] was awesome. And she was the only person I actually met right at the end during a council meeting.

-
- all employees where very helpful. [REDACTED] stood out he was absolutely great to work with.
 - turnover of the planners is frustrating for clients. when a new planner gets a file, it would be better for them to review the file and touch base with the applicant.

Appendix B – Survey Responses Themed*

*Although the survey responses are set out in full, we have redacted key information to protect staff and customer identities.

Front Counter Survey

Please theme these responses from a survey question “What could we improve and/or what did we do well?”

Positive Feedback

1. Knowledgeable and Helpful Staff

- “ [REDACTED] was very patient, knowledgeable and helpful”
- “ [REDACTED] is very knowledgeable and answered all questions very well”
- “The gentleman was very helpful and very knowledgeable, and polite”
- “Very helpful and knowledgeable. Very friendly and personable”
- “He was very helpful”

2. Friendly and Professional Service

- “Very friendly”
- “Dry professional service given in a friendly manner”
- “Was just perfect, friendly and professional team and quite place”

3. Prompt and Efficient Service

- “Prompt quick service”
- “Very prompt timing. Very knowledgeable and informative”
- “Worked well today. Not much of a lineup”

4. Clear and Informative Communication

- “Explained everything very clearly”
- “No changes. Very informative conversation”
- “Answered all questions, plus answered questions and areas I hadn’t thought of”
- “All questions were answered clearly”

5. Overall Satisfaction

- “Everything”
- “Everything was awesome”
- “Everything is good”
- “Completely satisfied”
- “Best services”
- “All good”
- “You are already doing well”
- “No suggestion”
- “Nothing”
- “Nothing at all!”

- "I was happy with everything"
- "Nothing to improve - great service"
- "Good customer service"
- "Very informative"
- "You were very helpful thanks"
- "Good"

Areas for Improvement

1. Communication Clarity

- "I found it a little difficult to hear the responses to my questions"
- "Talk a little bit slower"

2. Accessibility and Information

- "Getting to the admin building because the address isn't easy to find online"
- "We have not received a notice from RVC about a proposed development on 40 acres adjacent to our acreage at [REDACTED] in [REDACTED]"

Specific Staff Praise

- "[REDACTED] and [REDACTED] were super awesome!!!"
- "All went great. [REDACTED] and [REDACTED] helped me lots"
- "Not at all, [REDACTED] was wonderful"

Pre-Application Survey

Please theme these responses from a survey question "What could we improve and/or what did we do well?"

Positive Feedback

1. Professional and Knowledgeable Staff

- "The meeting went well. [REDACTED] [REDACTED] and [REDACTED] were very professional and responded to all of my questions."
- "Pre app meeting was extremely informative and the participants representing Rocky View were very helpful and patient."
- "All county representatives that were in the meeting were very informative and knowledgeable and able to answer the questions and give feedback."
- "The county representatives were very knowledgeable and were able to answer many questions that we had."
- "Very professional and informative, Overall Great customer service."
- "The pre-application and subsequent meetings with [REDACTED] [REDACTED], and [REDACTED] were very constructive and conducted in a professional manner."
- "I think it's very well planned, and the staff provided all information needed for this meeting regarding Future Subdivision for this property."
- "County Staff was incredibly helpful in answering questions and providing a clear path forward"

for how the proposed work could proceed in a timely, efficient manner.”

2. Effective Communication and Feedback

- “The feedback was excellent, though some moving forward progressive solutions would be helpful too.”
- “Well-communication was good and timely. No delays.”
- “The meeting minutes and feedback that they provided were helpful.”
- “Taking the time and gave us some in-depth responses to different processes and what we needed to consider.”
- “The follow-up memo after was great! I had some questions afterwards and [REDACTED] was great at responding to them.”
- “Communication was great. Following up with the summary was wonderful. Very thorough process.”
- “They gave us everything that we needed and all of the information we requested. It was very well done.”
- “Answer questions provided information.”

3. Support for Pre-Application Meetings

- “I support the Pre Application Meetings.”
- “Pre App provided lots of information.”
- “Good process. Good use of time and information. Very valuable and provided good insights.”
- “Encourage everyone to pay for the meeting. It does help a lot. I believe it should be mandatory for everyone.”

4. Positive Meeting Experiences

- “The meeting went well.”
- “They liked the in-person interactions.”
- “Everything. The meeting met the requirements.”
- “The meeting was a 10/10.”
- “The meeting was good. No problems. I was given the information I needed.”
- “Overall everything was done well. It was very comprehensive. They give you lots of time and answer all of the questions. The memo after was amazing. A very good experience overall.”
- “All of the work to get the meeting set up and organized. Everyone was well prepared.”
- “It was a pleasant meeting.”

Areas for Improvement

1. Staff Consistency and Training

- “Improve consistency of staff for files, Ongoing Applicant, Open to market demands.”
- “Turnover of staff all the time - need to keep staff for long term! Look at long term. Need to make staff comfortable in their position & secure.”
- “I didn’t feel like the file manager had previous experience completing pre-application meetings. More qualified people should be running these and not new people.”

- "First time going through the process, but staff was hesitant to give advice. The timeline was slow."

2. Process and Policy Clarity

- "Improve consistency of staff for files, Ongoing Applicant, Open to market demands."
- "Improve- some of the time engineering information is too robust or not relevant to what we are trying to propose which can scare off development."
- "Sometimes the policy side is too prescriptive and doesn't allow for room to implement things."
- "Clarity of what is required for individual inquiries. A checklist or an idea of agendas or talking points would be beneficial."
- "Different answers in the Meeting depending on the Person, - Timely would be great for processing - more clear guidance on Approvals - Seems planners are limited on the information they provide us."
- "It would be nice to have the County send out agendas or typical questions they receive for specific meetings and then allow the organizations/people a chance to add additional questions."

3. Meeting Setup and Timing

- "Setting up meetings faster."
- "Timing was improved for Pre-App meeting. Improvement is needed on the front counter input from staff."
- "Waiting period is longer than needed."
- "The speed at which it happened (from time of request to getting the meeting). However, this was my first time doing a meeting like this so maybe this is standard."
- "For this preapplication meeting the timeline to get the meeting was acceptable."

4. Cost and Accessibility

- "We paid \$250 for a meeting that we aren't actually going to go through with the project. We feel like the service should be free."
- "The \$250 fee is high and I think it should be lower. Other municipalities do not have fees for similar projects."
- "Encourage everyone to pay for the meeting. It does help a lot. I believe it should be mandatory for everyone."

5. Communication Improvements

- "Simpler words and less technological jargon as there were times I didn't understand what was being discussed."
- "Improve- N/A- we lost the file, so there was a delay."
- "Meeting with the policy team I left feeling not supportive or no one willing to discuss alternative options."

6. Process Complexity

- "The process is so hard as there are so many policies and procedures. It is hard to get anything done. Timing is an issue."
- "It would be nice to get rid of the person in the middle. Why do we need to deal with one person only to be sent to another person who actually runs the meeting? We can get rid of the

middleman. There might be two levels of pre-app meetings - some for more complex files that require more than one meeting and another for more simple requests."

- "We were led to believe that a meeting with the County would assist us in subdividing our property. When we arrived two young girls met with us who seemed to have a script to follow and after some time [REDACTED]'s voice came on and answered a question in a few short sentences. The meeting was a huge waste of time."

7. Community and Infrastructure Concerns

- "The community appearance has declined and looks unkempt."
- "There was a road construction crew that made the road a few inches wider and left the ditches in a mess with large rocks, silt fences and construction garbage all the way to highway 22. We are not sure what the purpose was and now cannot mow the ditches."

Specific Suggestions

- "Would like to see an online portal to submit pre-application meeting requests and for Development permits."
- "Land should be able to be used for what we want to put on this land, make it easier for people to use roads, and not to pay so much for development."
- "Any recommendation to move the project along - organized, preprepared professional, on Time."

Development Permit Survey

Please theme these responses from a survey question "What could we improve and/or what did we do well?"

Positive Feedback

1. Helpful Meetings and Staff

- "I felt the meeting was very helpful. The Rockyview County staff were helpful, clear, thorough, and straightforward."
- "Scheduled a pre-app meeting in a timely manner."
- "Overall I found the pre-development meeting very helpful and valuable."
- "All Pre Application meetings have been very good help and an important step for all applications and save money in the long run."
- "Everything was good. You provided us with a lot of guidance as this was our first time."
- "Very helpful staff and your process is better than City of Calgary."
- "Every question I had was addressed clearly. Meeting was run very efficiently by [REDACTED]"
- "With [REDACTED] managing the file it was a very smooth process as usual."
- "Everything was very good. I came to the counter a lot and I was guided through step by step. I am sure I was annoying by my continued visits, but I was always treated well. I wouldn't change anything."
- "Once the application was in and I was assigned a DO, it was great because I had someone that I could ask my questions to."
- "Everything was straightforward and nothing comes to mind for improvement."

- "In-person service at the desk was very helpful and they were able to answer all my questions."
- "The application was very detailed, and we, the applicants, were kept up to date with the application, its process, as well as what information will be needed for the application for the DP."

2. Good Communication

- "Communication with RVC is great."
- "Very responsive DO. Always available to answer questions."
- "Communication is strong. I really like how you have a person who can answer the phone and direct calls rather than an automated system."
- "Communication is good with everyone that I work with at the County."
- "Very well communicated and keep us in the loop. There was great follow-up. When they said they would follow up, they did."
- "Always kept informed, and communication was great."
- "Everyone that I worked with was good and very receptive. I needed to send a few follow-up emails to clarify a few things but they were always answered appropriately."
- "Always able to answer questions and quick responses to emails."
- "Continuous conversation. Prompt feedback and correspondence. Always giving updates. Really appreciated."
- "Information about next steps and timelines for review are well communicated."
- "Helping with what we needed and everything was clear with the document collection."
- "Communication and updates on the application process."
- "Communication is very good."

3. Customer Service

- "File Manager is great!"
- "Customer Service."
- "When we do hear back from the development officer, the services and response are done well. Very well-articulated and thought out."
- "Nice to see how the cross departments work together and network to make it easy."
- "Very patient and clear."
- "The process is simple if you follow it. The response time was great. They always responded quickly."
- "People at the front desk were helpful."
- "Friendly employees."
- "Pleasure to deal with your team."

4. General Satisfaction

- "All good."
- "Been pretty good."
- "Just guys are pretty good."
- "General response time great."
- "Very easy to submit and get answers to any and all questions."
- "Everything was good."

- "Good experience."
- "Approval process was quick."
- "Follow-up was timely."
- "Everything was explained well and smooth."
- "Everything was done well."
- "Everything went well."

Areas for Improvement

1. Application Process and Forms

- "Application forms could be improved."
- "The website was hard to navigate but the in-person/one-on-one communication was great."
- "When you put in multiple permits, you shouldn't have to submit the same report for all different files. They should be available at the county for them to grab without having the client redo them each time."
- "I was quoted certain bylaws but I never knew where they came from. If I had the documents, it would help me understand some of the conditions."
- "The renewal this year was a little bit different as they needed a title but nothing was difficult."
- "More user-friendly website."
- "More online instructions."
- "The wrong form was given to the applicant, causing frustration."
- "Update forms to not have authorization form as not needed with the application process compared with the City of Calgary."
- "Checklists made easier."

2. Timeliness and Efficiency

- "The only change in RVC would be a faster use approval for permitted uses. The process is too long for businesses that are trying to move and have timelines related to a real estate deal."
- "Improve- length of time to complete permits was longer than expected."
- "Timeline seems too long, especially for approval."
- "It takes a long time and I feel like it takes too much time."
- "The time it takes. It always seems to take longer than it should. If you could work on efficiencies to allow for the process to move quicker, it would be great."
- "Timeliness."
- "Sometimes the correspondence was slow, as it sometimes took 2-3 weeks to get a response."
- "Timeline was 5-7 weeks but it took 5-7 months."
- "It took 6 weeks to be contacted about starting the project."
- "Timelines would need to be faster."
- "It was a very lengthy and time-consuming process for what we were doing. It should not have taken as long as it did."
- "It took approximately 7 months, 50 emails, 10 phone calls, 100 pages of documentation and several thousand dollars to get a development permit for putting in a driveway on agricultural

zoned private property."

- "Give a couple more weeks' notice, so people don't have to suspend business operations while waiting."
- "Shorten the time period. Not a huge permit, so it should be done quicker."
- "Move faster on DP applications."
- "Circulation time frames are too long and people aren't making them a priority."

3. Staffing and Resources

- "In the industrial (Balzac area), I feel like you are short-staffed, which causes delays."
- "Cloning [REDACTED] so she has support."
- "Have knowledge at the counter will be helpful."

4. Specific Advice and Guidance

- "I thought more specific advice on planning for the development process and ideas for applicants' consideration would be great."
- "In my situation, there was a lot of conflicting information and not given clear direction as to why."
- "More clarity at the beginning stages."
- "It would be nice if we were given more of a clear direction as to what is required from the start."
- "Consider taxpayers more, this cost substantial money, was unnecessary and had quite a history that wasn't properly considered."
- "Relaying less on the neighbors and more on the owner to find out direct information."
- "Try to help, understand and guide your county residents through the processes, and not be a blockade."
- "Seems to be some different answers from different people, so better communication between the development officers and people I talk to."
- "The initial review and pre-application meeting recommended a land use redesignation when it wasn't really necessary."
- "Sometimes it is challenging as the processes have changed and things were needed that weren't needed before."
- "If I could have talked to someone prior to applying, that would have been nice."
- "More communication on status updates."
- "Clarity on information would be valuable."
- "Step-by-step process needs to be approved on completing an application so no delays back and forth with applications."
- "Get rid of the planning commission. You shouldn't need a committee to make a decision. Give the staff the ability to make the decisions."
- "Biggest thing is to get the correct information when requesting, e.g., setbacks."

5. Miscellaneous

- "Conditions for road approach questionnaire need to be reviewed."
- "Interface with neighbors, not in favor of letter being sent to neighbors."
- "Too many regulations, customer pays too much."
- "Shouldn't need a DP for everything and we have excessive rules for everything."

- "In-house communication was poor and people didn't always say the same thing."
- "Rocky View is known to be a hassle and a hard place to deal with. Cost a lot of money to do."
- "He was upset about why he was told he needed a development permit and not the process."
- "More communication throughout the process rather than just a confirmation that the application has been accepted rather than a wait with no information."
- "Bit overkill for the amount of information requested."
- "The mybuild website is a struggle."
- "Update renewal application (a shorter version for renewals). Fees for renewal should be revised to decrease for renewal."

Planning Application Survey

Positive Feedback

1. Professionalism and Efficiency

- "This was not a development application. It was a simple redesignation that fit the ASP/s and bylaws so staff could recommend approval. It was handled very well and I had a very nice and efficient planner."
- "We have had a positive experience working with the County, starting with their website and continuing with the professionalism of the staff we interacted with."
- "[REDACTED] - kept in touch. was excellent. Process went well. We misread some directions but she followed up. She was great! Good ex"
- "Pre-app went well on this file."
- "Requirements were clear things can change day to day responses were prompt from the county"
- "Council was very reasonable and no-nonsense. The PDFs online about what goes into different designations was very helpful and a good guide on the process."
- "Employees were very helpful."

2. Communication

- "Communication was very good."
- "Answered questions well. Always someone to help us when we went in to the county. Someone to guide us as we are not used to this."
- "I didn't know about attending meetings. [REDACTED] was very helpful on what to do and submit and say. The council was superb in giving feedback. One councilor told me about funding I didn't know was available. Extremely satisfied!"
- "RVC having online guidance is great."

Areas for Improvement

1. Processing Time

- "Time frame if possible"
- "To Improve: Processing time What did we do well: Professional & right info"

- "The first 3 planners were not good and moved on to other places but did not give us any feedback. The emails were incorrect and a simple boundary adjustment took much longer than it should have."
- "RVC lost the file in beginning."
- "It was good once we got someone on our file who wanted to work on it. The first guy just kept asking us to drop it. He'd tell us the report would be ready and follow up had no results. Finally, someone else took over and it happened right away. Frustrating because we wanted to get our landscaping done and it took so long. Once we got the prelim report with Rocky View Fire - it wasn't even our property on the report!"
- "Had to come back several times due to measurement discrepancies. Fractions of an acre but of course Province wants exact. It came back a few times."
- "At the time of the initial application, there were staffing constraints that made the project difficult to start. It seems those gaps have since been filled which has expedited the project."
- "Cost and slow timeline needs improvement."

2. Consistency and Responsiveness

- "Improve: consistency. New people each time we make an app. Not consistent. Time frames take longer than any other jurisdiction. Need more responsiveness and clear direction from staff."
- "Neg: The phones are frustrating. Have to leave messages all the time. Takes a long time for someone to get back to us."
- "Other files have been less positive."
- "Could change: engineer in person (not a screen with no face, this is uncomfortable.)"
- "A problem I had with both of my applications was that it was moved from person to person. I felt we had to start over; it was frustrating having multiple people look at the file. I don't know why so many people had to look at it (maybe staff turnover, I don't know). It was more frustrating for the homeowners more than me."
- "Continual turnover of file managers over the duration of an application is a challenge. If you reach an agreement with the one, then the new one has new standards or perceptions. What the planner says on the phone can't be trusted, only what is written (email and policy). typically phoning in to staff is a dead end. you must email. maybe text is allowed?"

3. Specific Issues with Applications

- "RVC do not have specific app forms or processes for phased condo development let alone condo development at all. Forced to submit application as though it is a subdivision despite many elements not applicable. The planners do not seem to be aware of the differences between phased condo and subdivision. Keep requesting info that do not apply to a phased condo development. Creating substantial delays."
- "Planning and engineering can sometimes hold things up with their back and forth. Someone take control. Let's get the person who can satisfy the issue."

4. Complexity and Clarity of Rules

- "Best way would be to take a look at rules in specific communities. Made it super complicated, the process. The next community over in Langdon you can do anything. Whereas I had to go

through a lot of process and time. The rules/bylaws simply don't make sense, and the process was very slow."

- "If somehow public sector could understand what it costs to develop that would be amazing and understand the intent behind policies. Satisfaction of RVC can be hard to come by.

Rocky View County

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