



ROCKY VIEW COUNTY

PLANNING DEPARTMENT  
END OF YEAR REPORT

2024





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## 2024 DEPARTMENT PERFORMANCE

The Planning departments 2024 Roadmap outlined several projects and initiatives to be undertaken to advance Council's Strategic Plan objectives. A summary of the progress made on these projects is set out below.



### CUSTOMER SERVICE CHARTER

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



### CUSTOMER SERVICE SURVEYS

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



### QUARTERLY REPORTS

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



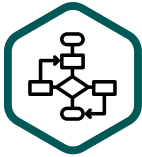
**Customer Service Charter - Partially Completed.** Several projects were created to implement the customer charter including standard operating procedures, webpage updates, and group training. However, further initiatives to increase staff collaboration and communication with customers is still awaiting implementation.



**Customer Service Surveys - Completed.** Over 200 customer survey responses were obtained in 2024 to provide a more representative reflection of customer experience in using Planning services. This feedback has been analysed in a Customer Service Survey Summary Report.



**Quarterly Reports - Partially Completed.** Continuation of data collection has allowed for trends to be observed in file and inquiry volumes and processing timelines. However, continued manual collation of data has limited the potential to expand performance measures.



### PROCESS MAPS & STANDARD OPERATING PROCEDURES

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



### INFORMATION TECHNOLOGY SOLUTIONS

Collaborate with IT on six projects to improve department efficiency and provide new digital services including online maps, tools, and forms.



### PLANNING AND DEVELOPMENT APPLICATIONS

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



**Process Maps - Completed.** Standard operating procedures and templates were created for most of the department's processes and a process mapbook containing a compilation of these processes has been created to help onboard new staff and ensure consistency within the department.



**IT Solutions - Partially completed.** The first phase of the Online Planning and Development Map was released to the public. However, the second phase comprising digital circulation of applications to residents is still awaiting commencement. Implementation of a new CityView system and application submission portal has also been delayed.



**Planning and Development Applications - Not completed.** Application processing timelines did not continue to reduce through 2024, with performance varying significantly quarter on quarter. There were several reasons for delays on files beyond the targeted timelines and Administration will continue to work on addressing these in 2025.



### MUNICIPAL DEVELOPMENT PLAN (MDP)

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



### AREA STRUCTURE PLANS (ASPs)

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



### AGGREGATE RESOURCE PLAN (ARP)

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



**Municipal Development Plan** – The MDP project was transferred to the Regional Planning department, with Planning continuing to support the document's development as a stakeholder.



**Area Structure Plans – Completed.** Public hearings for the priority ASP projects of Springbank, Bearspaw, and Conrich Future Policy Area were either held or scheduled in 2024, bringing these projects near to completion after many years. Work also commenced on the Bragg Creek Hamlet and Beacon AI ASPs.



**Aggregate Resource Plan – Completed.** Phase 1 of the project was completed with presentation of the Stakeholder Advisory Committee's recommendations to Council. Phase 2 was commenced with first drafts of the documents completed.



### LAND USE BYLAW

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



### POLICY DOCUMENT RANKING

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



### PROJECT HANDOFF

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



**Land Use Bylaw - Partially Completed.** Several amendments were made to the County's existing Land Use Bylaw to create more efficient approval processes, or to better manage contentious development types. However, planning for a comprehensive rewrite of the Bylaw has not been commenced and will be informed by the draft MDP when released.



**Policy Project Ranking - Completed.** Council adopted a new policy project ranking policy with new criteria to prioritize forthcoming projects by. The new policy was used to initiate new area structure projects for completion in 2025.



**Project Handoff - Completed.** The Regional Planning team was established in early 2024 and distribution of responsibilities was established between the two departments.

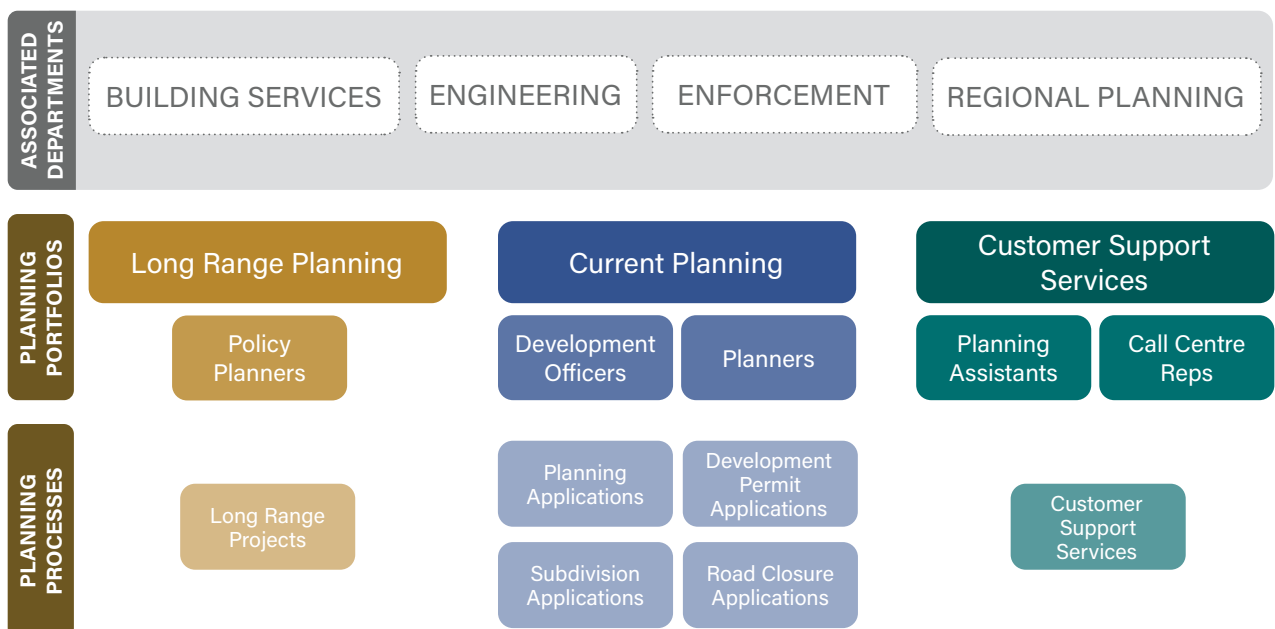
## DEPARTMENT SUMMARY AND SERVICES

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

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

The Planning service is split into three broad service areas:

- **Long-Range Planning** focuses on setting a vision for how the overall County and individual communities and industries will grow and develop. To achieve this, the department prepares and maintains the County's statutory Area Structure Plans and manages other land-use-related master plans. In 2024, the department was developing 6 area structure plan projects.
- **Current Planning** focuses on implementing the long-term vision through land use and development approvals. The department progressed 83 Planning applications, 102 Subdivision applications, and 365 Development Permit applications to a decision.
- **Customer Support Services** is the department's first point of contact for applicants and the wider public. Services include pre-application meetings, application intake, real property reports, and responding to general planning inquiries. The department received 13220 inquiries in 2024.



## DEPARTMENT PROGRESS

### Staff Retention

Planning is continuing to show a positive trend regarding staff tenure. This benefits overall service delivery by having more staff that are familiar with County processes and creates a better experience for customers in working with the same staff on a regular basis.

Turnover of professional staff in the department averaged 12% each year (4 staff per year) in 2023 and 2024, and from Q4 2024 to Q1 2025 was 3% (1 staff in six months). In January 2023, 44% of staff had been with the County for less than 1 year, and in January 2025 this has dropped to 26%. Staff with 2 to 5 years of experience with the Planning department has also increased from 30% in 2023 to 42% in 2025.

### Improved Customer Service

In 2024, Planning responded to 13,220 inquiries with an average of 1,102 inquiries per month. The team of Call Centre Representatives and Planning Assistants work together to respond in a timely manner typically within a few hours. This year, Planning continued to gain positive feedback for its counter service and for the responsiveness of staff in taking live calls, providing an immediate point of contact for the customer. Planning Assistants and Call Centre Representatives work closely with Planning staff to respond to customers' questions and connect customers with additional resources.

### Core Development Team

In 2024, Planning created an initiative called the Core Development Team. The Core Development Team is divided into north and south Rocky View County and includes Planners and Development Officers with a range of experience to meet various project needs. This will increase regional familiarity and build strong relationships between the Core Development Team and Core Developers.

Although it is still in its early stages in seeing broad uptake from Developers, the initiative has been important to set the internal structure for wider work with Economic Development and implementation of the One Team project to offer investors an attentive and consistent service through the planning and building approvals process.

Planning is continuing to show a positive trend regarding staff tenure. This benefits overall service delivery by having more staff familiar with County processes and creates a better experience for customers.



## 2024 DEPARTMENT VOLUMES

The following summary provides a high-level overview of the work undertaken by the Planning department in 2024 with a comparison from 2023.

### Customer Service

In 2024, Planning responded to 13,220 inquiries (7,092 emails, 4,973 calls, and 1,155 counter visits) with an average of 1,102 inquiries per month. This is an 18% increase from 2023 where Planning responded to 11,205 inquiries (5,624 emails, 4,288 calls, and 1,261 counter visits) with an average of 933 inquiries per month.

### Real Property Reports (RPRs)

In 2024, Planning processed 634 Real Property Reports (RPRs). This is a 3.5% increase from 2023 where Planning processed 612 RPRs.

### Pre-Application Meetings

In 2024, Planning held 137 Pre-Application meetings. This is a 27% increase from 2023 where Planning held 108 Pre-Application meetings. Of those 137, 32 were Pre-Applications for Development Permits, 89 were for Planning Applications such as redesignation or subdivision applications, and 16 required input from Development and Planning staff. The turnaround time from when a Pre-Application meeting was requested to when the Pre-Application meeting took place was a median time of 20 days. This timeline is consistent with the 2023 turnaround time.

### Change in Tenancy

In 2024, Planning received 43 Change in Tenancy applications. This is a 34% increase from 2023 where Planning received 32 Change in Tenancy applications.

In 2024, the Planning department responded to 13,220 inquiries—an 18% increase from the previous year—demonstrating a growing engagement with residents and stakeholders. This reflects the department's commitment to accessibility and customer service excellence.



## Current Planning

In 2024, Planning received 95 Planning Applications and Council rendered decisions on 83 Planning Applications which is consistent with 2023, where Planning also received 95 Planning Applications and Council rendered decisions on 78 Planning Applications. A breakdown of the different types of Planning Applications received and decided on in 2024 can be found in the tables below.

	REDESIGNATION / AMENDMENT	
	Received	Decided on
<b>Total</b>	80	57
<b>Limited Scale Residential (&lt;5 lots)</b>	21	23
<b>More Expansive Residential (≥ 5 lots)</b>	15	11
<b>Agricultural</b>	12	7
<b>Institutional</b>	1	1
<b>Business (Industrial / Commercial)</b>	31	14
<b>Natural Resource Extraction</b>	0	1

	CONCEPTUAL SCHEMES	
	Received	Decided on
<b>Total</b>	14	9
<b>Limited Scale Residential (&lt;5 lots)</b>	1	1
<b>More Expansive Residential (≥ 5 lots)</b>	8	4
<b>Agricultural</b>	0	0
<b>Institutional</b>	0	0
<b>Business (Industrial / Commercial)</b>	6	4
<b>Natural Resource Extraction</b>	0	0

	MASTER SITE DEVELOPMENT PLANS	
	Received	Decided on
<b>Total</b>	7	5
<b>Limited Scale Residential (&lt;5 lots)</b>	0	0
<b>More Expansive Residential (≥ 5 lots)</b>	0	0
<b>Agricultural</b>		
<b>Institutional</b>	2	2
<b>Business (Industrial / Commercial)</b>	5	2
<b>Natural Resource Extraction</b>	0	1

	ROAD CLOSURES	
	Received	Decided on
<b>Total</b>	4	8
<b>Limited Scale Residential (&lt;5 lots)</b>	N/A	N/A
<b>More Expansive Residential (≥ 5 lots)</b>	N/A	N/A
<b>Agricultural</b>	N/A	N/A
<b>Institutional</b>		
<b>Business (Industrial / Commercial)</b>	N/A	N/A
<b>Natural Resource Extraction</b>	N/A	N/A

## Subdivision

In 2024, Planning received 57 Subdivision Applications. The County issued 100 subdivision decisions, Council was the Subdivision Authority for 27 subdivision decisions, and Administration was the Subdivision Authority for 73 subdivision decisions. This is a sharp increase in the number of decisions rendered when compared to 2023, where the County issued 65 subdivision decisions, Council was the Subdivision Authority for 17 subdivision decisions, and Administration was the Subdivision Authority for 48 subdivision decisions. The software that Planning uses to generate the statistics was not accurately recording subdivision application received dates throughout 2023, so an accurate statistic is not available. A breakdown of the different types of Subdivision Applications received and decided in 2024 can be found in the table below.

	SUBDIVISION			
	Received	Decided	Council as Subdivision Decisions	Administration as Subdivision Decisions
<b>Total</b>	49	100	27	73
<b>Limited Scale Residential (&lt;5 lots)</b>	15	30	13	17
<b>More Expansive Residential (≥ 5 lots)</b>	11	14	7	7
<b>Agricultural</b>	12	39	7	32
<b>Institutional</b>		1	0	1
<b>Business (Industrial / Commercial)</b>	11	16	0	16
<b>Natural Resource Extraction</b>	0	0	0	0

## Endorsements (Subdivision Post Approval)

In 2024, Planning released 75 endorsement packages to be registered at land titles. At the end of 2024, Planning was currently working with applicants on 108 endorsement files. For final endorsement packages that were released in 2024, the average timeline to complete the conditions of approval was 262 days.

The number of endorsement packages released in 2024 is significantly higher than 2023, where Planning released 49 endorsement packages to be registered at land titles, with the average timeline being 240 days to complete conditions of approval.

## Development

In 2024, Planning rendered decisions on 365 Development Permit applications, which is consistent with 2023, which saw 406 approvals. Due to the timing of applications and complexity of files, the timeline and decisions rendered varies annually. In 2024, there were 85 Development Permit Applications that were waiting on conditions to be met. This means that staff were waiting on applicants to provide suitable information so that their Development Permits could be issued.

	DEVELOPMENT PERMITS
	Decisions Rendered
<b>Total</b>	365
<b>Residential (Variances, Accessory Buildings, Accessory Dwelling Units, Stripping and Grading).</b>	179
<b>Business, Commercial, Industrial, Institutional (including Stripping and Grading and Signage).</b>	114
<b>Home-Based Business (Type 2)</b>	33
<b>Agricultural (Stripping and Grading, Keeping of Livestock)</b>	17
<b>Vacation Rentals</b>	10
<b>Natural Resource Extraction</b>	5
<b>Bed and Breakfast</b>	4
<b>Special Function Business</b>	3

## Appeals

In 2024, Planning received 18 appeals on Development Permit decisions. This is a 51.5% decrease from 2023 where Planning received 37 Development Permit Appeals. Of the 16 appeals, 9 Development Authority decisions were upheld, 7 Development Authority decisions were varied, and 0 Development Authority decisions were overturned. For all 16 appeals, Administration was the Development Authority. Furthermore, 4% of Development Permit application decisions rendered in 2024 were appealed.

In 2024, Planning received 8 appeals on Subdivision application decisions where Council was the Subdivision Authority. This is a 266.7% increase from 2023 when Planning received 3 appeals on Subdivision application decisions. Of the 8 appeals, 3 decisions were varied; all three were appeals on conditions of approval where the Board/Tribunal ultimately altered the conditions of approval. One decision was received for an appeal received in 2023 where the subdivision decision was upheld. 5 of the appeals received in 2024 are waiting for a decision of the Land and Property Rights Tribunal. Moreover, 8% of Subdivision application decisions rendered in 2024 were appealed.

## Policy Planning

In 2024, Planning progressed a total of 6 Area Structure Plan (ASP) projects, 4 of which were County-led, and also continued to work on the Aggregate Resource Plan.

## 2024 KEY PLANNING PROJECTS

### Planning Projects

#### **Beacon Area Structure Plan**

Council approved Terms of Reference in October 2024 for a developer- led and developer-funded ASP project to facilitate a data centre developer in the southeast of the County. The developer-initiated Phase 1 of the project, commencing background and technical studies.

#### **Bragg Creek Area Structure Plan**

Council approved Terms of Reference in March 2024 to begin a new ASP amendment project for the Bragg Creek Hamlet Growth Area. Phase 1 of the project began, with background studies initiated and the Visioning Committee conducting its meetings.

#### **Langdon Area Structure Plan**

The Langdon ASP project continued, with the proponent developer group undertaking background study and initial land use strategy, which they presented to Governance Committee in April 2024.

#### **Conrich Area Structure Plan**

The Engagement Summary report was published in January 2024 with drafting of the amendments, circulation and refinement being completed. Administration presented the draft in a public hearing in October 2024, which Council directed administration to carry the project forward with the Conrich ASP review in 2025, later rescinding that direction and directed Administration to make refinements to be brought back in 2025.

#### **Springbank Area Structure Plan**

Drafting work completed and intermunicipal matters addressed, culminating in a public hearing held on October 2, 2024. Council directed amendments to be made, and Administration brought these back to Council for a second public hearing December 11th, 2024. Council granted first and second reading, and directed Administration circulate the plan to Calgary prior to CMRB referral.

#### **Bearspaw Area Structure Plan**

Administration completed the draft and conducted public engagement through June-July 2024. Final revisions were completed, and the ASP was circulated to adjacent municipalities and agencies in Q4, with the public hearing expected in early 2025.

#### **Land Use Bylaw**

The department successfully drafted and presented several amendments to the Land Use Bylaw in 2024 to support better management of contentious development types and to improve the efficiency of applications. Bylaw updates were completed for the Care Facility (Group), Kennel, and Shipping Container uses. Engagement was also undertaken on updating requirements for the Vacation Rental use.

### **Aggregate Resource Plan**

The Aggregate Resource Plan (ARP) project has continued to move forward with the Stakeholder Committee completing their final report in April. In October, Administration presented an amended Terms of Reference for the project with details of what to expect in the upcoming phases.

### **Project Prioritization Policy**

In early 2024, Administration began reviewing Policy C-322, which sets out a process for Council to determine a priority list for land use policy projects. After considering the first draft in July, Council directed the policy amendments be revised prior to approval. In October 2024, Council approved the updated Policy C-322 as the Planning Project Prioritization Policy and approved a priority list of ASP projects. Council direction was that three projects be undertaken (the Conrich ASP review, OMNI ASP review, and new Beacon AI Hub ASP) based on their ranking on the priority list.



## 2024 PLANNING APPLICATION PROCESSING TIMES

### Processing Time for Planning Applications

#### DAYS FOR SUBDIVISION APPLICATION DECISION



#### DAYS FOR PLANNING APPLICATION DECISION



In 2024, the average time for Planning Applications was 326 days, which is slightly over the service delivery timeline of 305 days (10-months); the average time for subdivision applications was 236 days, which is over the service delivery timelines of 183 days (6-months).

To better understand why applications were not meeting the service delivery, Planning reviewed each application that was brought to Council in 2024, as these made up the bulk of applications that were not meeting the service delivery timelines. The applications that were not decided within the service delivery timeline were categorized into six types of delays most often found, and some applications were found to fall within multiple categories, which contributed to their delay in processing.

The categories used were:

1. Staff Turnover
2. Applicant Response Requested Due to Insufficient Information to Proceed to a Decision
3. Significant Changes to the Application
4. Applicant Requested Decision Date Outside of Timeline
5. Decision Date Incorrectly Reflected in File Management Software
6. Council Referred Application back to Administration

The most common reason for exceeding the 6/10-month target timelines was Administration having insufficient information from the applicant to proceed to a decision; 59% of the applications presented to Council this year had this delay attributed. This is most often found when the application is missing vital technical information or rationale to proceed with the application and Administration will be exploring ways to improve this part of the process moving forward.

The second most common delay was a result of staff turnover, with 44% of applications presented to Council this year having this delay attributing to the decision timeline. When staff leave the County, their workload is split amongst the remaining Planners and Supervisor, often resulting in those individuals being overcapacity and resulting in increased processing time. However, there does appear to be a lag in the impacts of previous turnover in the department; of the 31 files decided past the 6/10-month target timelines, 20 (65%) were received in 2022 or earlier.

When reviewing delegated subdivision applications (Administration acted as the Subdivision Authority), the majority of applications were within the 6-month service delivery. Those applications outside of the service delivery timeline saw similar common delays of having insufficient information from the applicant to proceed or were a result of staff turnover.

## Ongoing Planning Applications

The table below provides a snapshot of the status of all files in-process with the County at the end of 2024.

	PLANNING APPLICATIONS					
	Redesignation / Amendment	CS	MSDP	Road Closure	ASP Amendment	Subdivision
Incomplete	3	3	-	-	-	3
Initial Review	3	3	-	-	-	
Circulation	12	1	3	-	-	12
Comments Sent / Waiting for Direction	8	4	-	1	-	1
Drafting Report	5	2	-	1	-	4
Report Review	8		1	-	-	7
Ready for Council	3	1	1	-	-	4
Applicant Hold / Waiting for Information	41	12	3	3	1	27
Waiting on Land Use						2
Council Referred Back	1		1	-	-	2
Waiting on Minister of Transportation & Economic Corridors				5		
<b>Total</b>	<b>84</b>	<b>26</b>	<b>9</b>	<b>10</b>	<b>1</b>	<b>62</b>

The most common status of both planning files and subdivision files is that they are with the applicant and the County is awaiting more information to be provided to meet policy or technical requirements. Applications awaiting applicant information can be on hold from a few weeks to several months, and this does comprise a significant portion of the overall processing timeline for many applications. Of the 130 total planning applications in-process at the end of 2024, 60 (46%) were on hold waiting for further information from the applicant. Planning was also waiting for information on 27 of the 62 total subdivision applications (44%).

Limited files were shown to be near to being scheduled for a decision by Council or the Subdivision Authority, with the majority of files not on hold still being early on in the application process. Administration will continue to work with applicants to progress the 87 files that are on hold and will explore ways of accelerating the revision process for applicants. Further emphasis on pre-application meetings and setting clearer application submission requirements are potential options to limit the need for revisions during the application process.

### Subdivision Endorsement (Meeting Approval Conditions)

In addition to the 182 total Planning and Subdivision Applications, Planning is working on 108 Subdivision Endorsement files (post subdivision approval).

The applications that completed their conditions for final subdivision approval in 2024 had an average timeline of 262 days from the date of decision to when the County could release final approval for Land Title registration.

The majority of subdivision applications in 2024 were processed within the County's six-month service delivery target, reflecting the department's dedication to efficiency and continuous improvement.



# DEPARTMENT ENHANCEMENT STRATEGY (DES) PROJECTS



## What is the Department Enhancement Strategy?

The Department Enhancement Strategy (DES) was initiated in Q1 of 2023 with approval from Council. The goal was to map baseline Planning processes to identify areas of improvement, increase responsiveness to customers, and improve department resources for improved internal and external communication.

Process improvements began with formalizing the pre-application process and customer and stakeholder feedback. Two Process Specialists started in Q3 2023 to begin process mapping, creating standard operating procedures, the customer charter, and reports for performance tracking.

## Performance Tracking

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

Since 2023, End of Year reports have been produced measuring yearly performance and providing key summaries of what the Planning department has accomplished each year. The 2023 and 2024 Planning Department End of Year Reports are examples of this commitment to be transparent and accountable to the public, and to showcase the project milestones and department improvements that have been made.

As technological improvements are made to the department, the range of data collection methods will expand, allowing a better understanding of how the department is contributing to the achievement of Council's key performance indicator targets. Much of the data presented in this report is also manually collected; therefore, a further aim will be to use technology to automate data collection and reporting so that trends can be identified in a more timely and efficient manner.

## Pre-Application Process

Planning formalized and implemented the pre-application process in 2023. The goal of this improvement was for Planning and associated departments to better support potential applicants at the start of the process with a formal meeting and follow-up letter, which provides a comprehensive review of the applicant's proposal. Applicants may request a one-hour meeting to get ahead of challenges on their proposal and to understand how to submit a high-quality application.

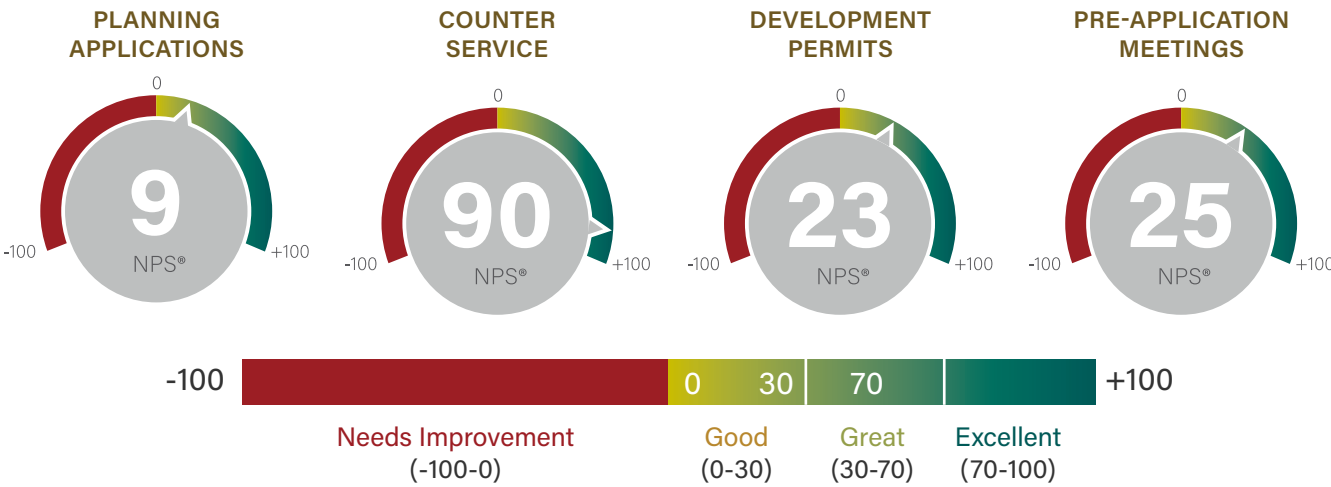
The pre-application process is intended to offer greater certainty to customers and help the application approval process run more efficiently. In 2024, the Planning department monitored the Pre-Application process by looking at customer feedback for opportunities to improve and further refine the process throughout the year. Improvements included revisions to the pre-application advice letter to simplify the content and ensure that applicants are aware of the level of risk of their application not receiving approval.

## Customer and Stakeholder Feedback

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

Survey results were analysed using the Net Promoter Score (NPS) method, an industry-wide approach to understand the quality of a customer's experience. In 2024, the Planning department was able to collect a full year of customer feedback survey results, which were analysed and summarized in the DES Customer Feedback Survey Summary Report. The purpose of this report was to summarize the feedback received on the quality, accuracy, and responsiveness of the department's customer service, which ultimately guides improvements based on the customer experience. More information can be found in the DES Customer Feedback Survey Summary Report. A summary NPS of each survey for 2024 is illustrated in the images below.

In addition to using feedback to improve overall department processes, it has been used to celebrate exceptional service and to coach staff on areas for improvement in interacting with customers. It has also been incorporated into the department's customer service charter, which is discussed below. Planning will look to implement the recommendations of the customer feedback survey, including expanding participation in the survey and service areas covered.



## Customer Charter

The Customer Charter is both a guide and assessment tool in focusing the department's efforts on customer service excellence. By connecting values and tools, staff can align with department expectations and be supported in how to meet them. The Charter was a result of collaborative workshops in 2023 that gathered department-wide input, alongside analysis of department processes and customer feedback. In 2024, the Charter has created greater accountability across the department, acting as an onboarding document for new employees, a reference for current employees, and a framework for understanding employee performance and department improvements.

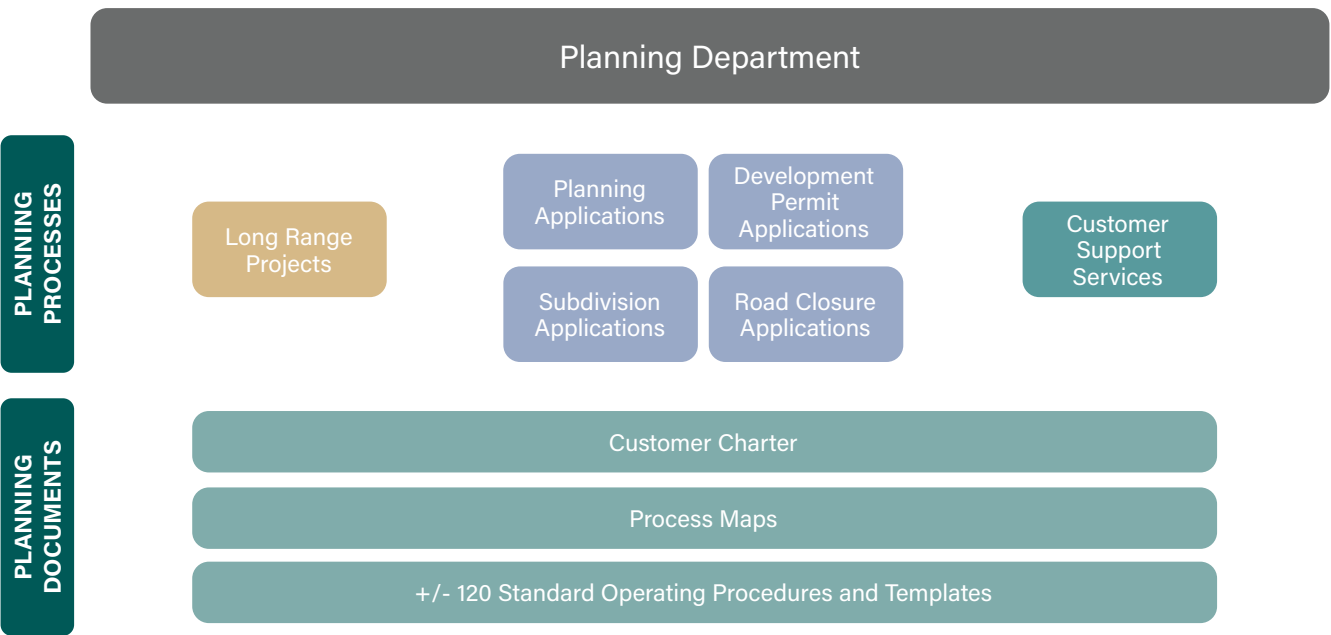
The charter is central to the implementation of cultural and process changes in the department and each project is measured against the principles of the charter to ensure that the project is in alignment with the vision of the department and overall County.



## Process Mapping and Standard Operating Procedures (SOPs)

As introduced in the Department Summary, Planning has six major focus areas. Within these focus areas are approximately 120 procedures and templates used by Planning staff. Standard Operating Procedures (SOPs) combine procedure maps with additional information and step-by-step guides to clarify and streamline the department's processes. In 2024, the DES project team created multiple SOPs to help aid in creating certainty and efficiencies for Planning staff, while also being able to guide customers on the Planning departments processes and timelines.

In 2025, SOPs will serve as the baseline for process improvements to be able to identify bottlenecks and as the basis for public information materials on the County website and in other media. The process map book provided to Planning staff will act as a training resource, an accountability tool and method to achieve more consistency.



## Information Technology (IT) Technology Initiatives

In 2024, Planning continued to work with the County's Information Technology (IT) department on multiple projects that are being performed to create efficiencies and a better customer experience. This work focused on the following areas:

### Planning and Development Map

The Rocky View County Planning & Development Interactive Map is an online tool offering up-to-date information on recent development permits and planning applications, including their statuses. Users can search by address, application number, roll number, or explore specific areas on the map. The tool also provides links to Notification and Notice of Decision Packages for approved applications, promoting transparency and public engagement in the County's growth.

#### Summary of Progress:

- Phase I was successfully completed on October 15, 2024, which included the release of the Online Map with the search features and application information for recently determined ongoing applications.
- Populating the map is still a manual process, with staff having to create the application packages and upload them to the software. It is hoped that with associated technological improvements, this process will become automated over time with better system integration.

#### Next Steps:

- Phase 2 will explore the option to provide digital customized circulation notifications, and this may be contingent on the implementation of a comprehensive Contact Management System. This dependency is expected to align with the broader Enterprise Resource Planning (ERP) project.

### CityView Utilization

The CityView Utilization Project aims to optimize Planning & Development operations by transitioning existing workflows and processes into a centralized system. Key objectives include:

- Enhancing team efficiency through structured, standardized workflows.
- Improving the user experience for applicants through streamlined processes, online application submissions, and an online payment portal.
- Facilitating cross-departmental collaboration to ensure cohesive service delivery.
- Reducing manual workload and minimizing errors by integrating processes into a single platform.

#### Phase I: Scope and Achievements

- Scope: The primary focus of Phase I was gathering comprehensive business requirements and defining the specific functionalities to be implemented in subsequent phases.

#### Summary of Progress:

- Conducted detailed consultations with Planning teams to identify current pain points, process gaps, and system needs.

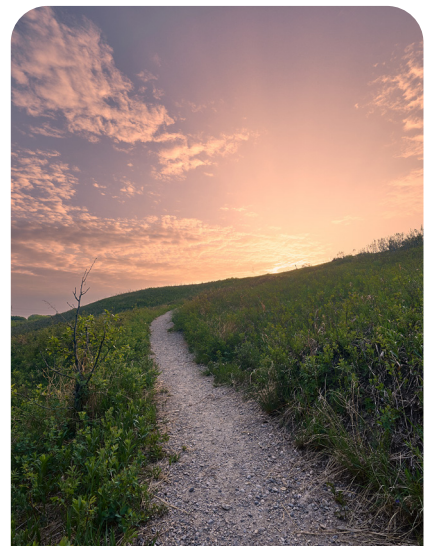
- Documented requirements for key functionalities, including process workflows, online application submissions, and payment options for CityView Portal online application submission capability.
- Identified areas where workflows could be consolidated or improved for greater efficiency and transparency.
- Engaged with Capital Projects & Engineering, Building Services, and Economic Development to explore their specific needs and assess potential benefits from this review.
- Note: Cross-departmental engagement to align processes has introduced delays in finalizing this phase, but it has also enhanced collaboration and identified additional areas for process improvement.

**Next Steps:**

- Phase II: Implementation and Rollout
  - Configure CityView to meet the defined requirements from Phase I.
  - Develop and test key features, including online applications and payment systems.
  - Train staff and stakeholders to ensure effective adoption.

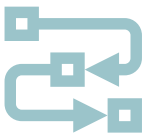
**Future Phases:**

- Monitor and refine workflows post-implementation based on user feedback.
- Explore opportunities to integrate additional features or departments into the system to expand its utility.



## 2025 ROADMAP

Over the course of 2024, Planning saw steady improvements in customer service and progression on long-range projects. The department will build on this momentum in 2025 through the various projects set out within the Department 2025 Roadmap. Key areas that the department will focus on are outlined below.



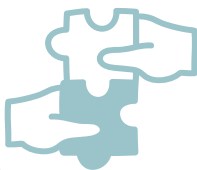
### PROCESS REFINEMENTS AND IMPROVEMENTS

Refining the planning and development processes and workflows which staff execute every day will continue into 2025. Evolving these processes to optimize workflows will continue to improve the customer experience increasing transparency and access to information.



### DEPARTMENT PROJECTS

Our department projects will continue to progress with key documents such as the Area Structure Plans and Aggregate Resource Plan. We will work with neighbouring municipalities, community members, and other stakeholders to build plans that reflect the diverse interests in Rocky View County.



### DEPARTMENTAL COLLABORATION

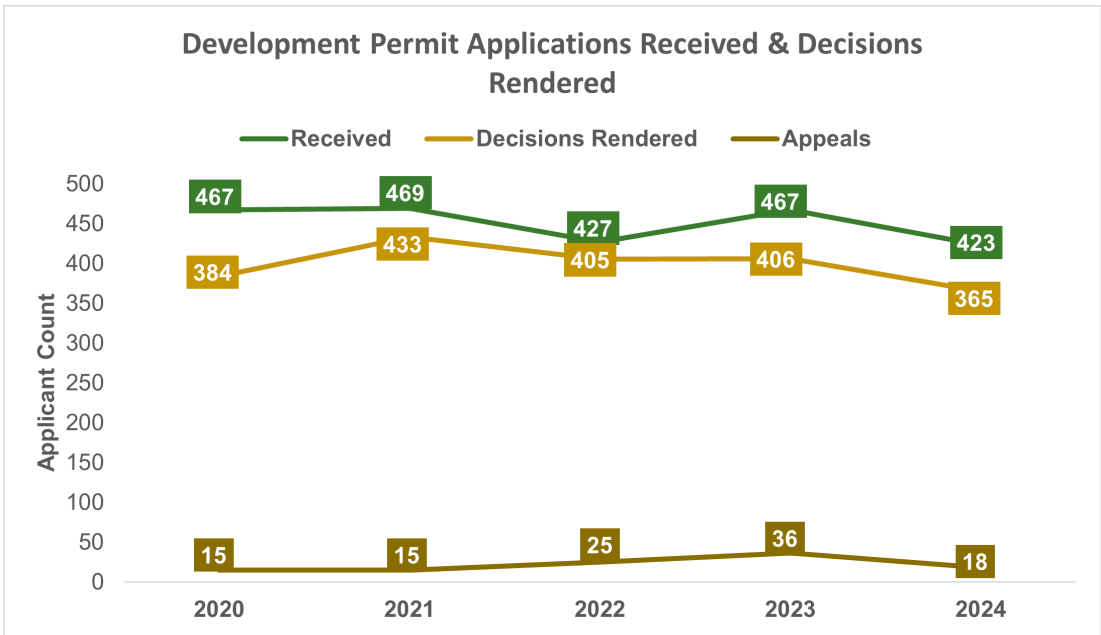
Planning will form part of the wider development review process examining options to improve collaboration between associated departments. Continuing to improve relationships with Engineering, Enforcement, Building Services, and Economic Development is key in providing a consistent and high-quality customer experience.

# APPENDIX A: HISTORIC DATA COMPARED TO 2023

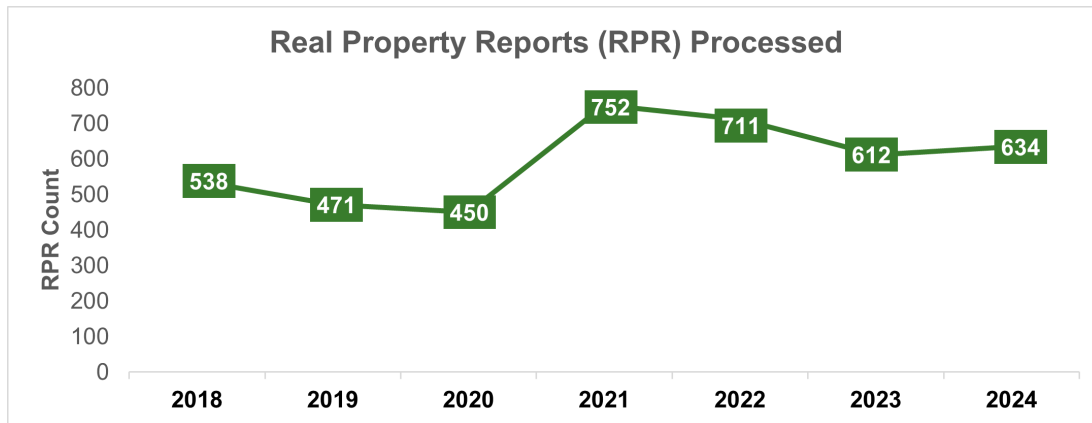
## Inquiries



## Development Permits



## Real Property Reports





**Rocky View County**

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**ROCKY VIEW COUNTY**