



GOVERNANCE COMMITTEE MEETING AGENDA

Date: Tuesday, June 10, 2025
Time: 9:00 AM
Location: Council Chambers
262075 Rocky View Point
Rocky View County, AB T4A 0X2

	Pages
A. CALL MEETING TO ORDER	
B. UPDATES/APPROVAL OF AGENDA	
C. APPROVAL OF MINUTES	
1. May 13, 2025 Governance Committee Meeting Minutes	2
D. GENERAL BUSINESS	
1. Q1 2025 Accountability Report	5
2. Fiscal Management Strategy - Key Financial Policies	66
E. COUNCILLOR UPDATES	
F. MANAGEMENT REPORTS	
1. Resolution Tracker	87
G. FINANCIAL REPORTS	
H. CLOSED SESSION	
1. RVCGC2025-02 - Strategic Utility Discussion	
<p>THAT the Governance Committee move into closed session to consider the confidential item "Strategic Utility Discussion" pursuant to the following sections of the <i>Freedom of Information and Protection of Privacy Act</i>:</p> <p>Section 24 – Advice from officials Section 27 – Privileged Information</p> <p>Note: supporting materials for this item were confidentially distributed to the Governance Committee prior to the closed session</p>	
I. ADJOURN THE MEETING	



ROCKY VIEW COUNTY

GOVERNANCE COMMITTEE MEETING MINUTES

Tuesday, May 13, 2025
9:00 a.m.
Council Chambers
262075 Rocky View Point
Rocky View County, AB T4A 0X2

Present: Deputy Reeve D. Kochan, Chair
Councillor G. Boehlke, Vice-Chair (arrived at 9:02 a.m.)
Councillor K. Hanson
Councillor S. Samra
Councillor A. Schule
Councillor S. Wright

Absent: Reeve C. Kissel

Also Present: R. McCullough, Chief Administrative Officer
B. Riemann, Chief Operating Officer, Infrastructure Services
D. Kazmierczak, Executive Director, Community Services
C. Warkentin, Executive Director, Financial & Business Services
I. Agbonkhese, Manager, Finance Services
S. Hulsman, Manager, Asset Management
A. Latimer, Manager, Economic Development
S. Braak, Business Retention & Expansion Coordinator, Economic Development
M. Mitton, Legislative Officer, Legislative Services
M. Nakonechny, Legislative Officer, Legislative Services

A Call Meeting to Order

The Chair called the meeting to order at 9:01 a.m.

Councillor Boehlke was not present when the meeting was called to order.

Councillor Boehlke arrived to the meeting at 9:02 a.m.

B Updates/Approval of Agenda

MOVED by Councillor Wright that the May 13, 2025 Governance Committee meeting agenda be approved as presented.

Carried

C-1 April 15, 2025 Governance Committee Meeting Minutes

MOVED by Councillor Samra that the April 15, 2025 Governance Committee meeting minutes be approved as presented.

Carried



D-1 Business Licensing Feasibility Study

The Chair called for a recess at 9:57 a.m. and called the meeting back to order at 10:04 a.m.

MOVED by Councillor Schule that the Governance Committee refer the Business Licensing Feasibility Study to Administration to develop terms of reference for business licensing and present to Council no later than the end of Q2 2025.

Defeated

MOVED by Councillor Schule that the Governance Committee receives the Business Licensing Feasibility Study for information.

Carried

D-2 Corporate Asset Management Project Update

Councillor Bohlke left the meeting at 10:45 a.m. and returned to the meeting at 10:53 a.m.

MOVED by Councillor Wright that the Governance Committee receive the Corporate Asset Management Project Update report for information.

Carried

Absent: Councillor Boehlke

The Chair called for a recess at 10:48 a.m. and called the meeting back to order at 10:53 a.m.

Councillor Boehlke was not present when the meeting was called back to order.

D-3 Fiscal Management Strategy – Key Financial Policies

Councillor Boehlke returned to the meeting at 10:59 a.m.

MOVED by Councillor Wright that the Governance Committee recommend Council approve the Managing Reserve Funds Policy C-222 and Debt Acquisition and Management Policy C-220 with amendments recommended by the Governance Committee.

Carried

E Councillor Updates

There were no Councillor updates provided to the Governance Committee.



I Adjourn the Meeting

MOVED by Councillor Samra that the May 13, 2025 Governance Committee meeting be adjourned at 11:07 a.m.

Carried

Chair or Vice-Chair

Chief Administrative Officer or designate



Governance Committee

Subject:	Rocky View County Q1 2025 Accountability Report
Date:	June 10, 2025
Presenter:	David Marcial, Acting Manager / Business Strategist
Department:	Strategy & Performance

REPORT SUMMARY

This report serves as the Q1 2025 Rocky View County Accountability Report. The report provides the Governance Committee and the public with updates on the County's activities – including projects, strategy, and operations – to the end of Q1 2025.

ADMINISTRATION'S RECOMMENDATION

THAT the Governance Committee receive the Rocky View County Q1 2025 Accountability Report for information.

BACKGROUND

The Rocky View County Accountability Report was implemented in 2023 to establish a regular and consistent approach to reporting on the County's strategic plan, projects, and operations, increasing transparency and accountability.

The Q1 2025 Accountability Report incorporates some changes when compared to previous iterations:

- Each division (including the CAO's Office) now has a highlight page that features impactful initiatives, metrics and information for that division.
- A new section was added to note trends and themes from the Councilor inquiry line.
- Reviews were done with Managers to ensure that the report captures the necessary information and metrics to tell the story of the departments and services.

The report still includes:

- An Executive Summary noting high level impacts for the focus areas of the Strategic Plan.
- A Strategic Plan update on the progress on the key performance indicators (KPIs) approved by Council.
- Service Performance, including key performance metrics and information on operational work.
- Major Project Updates with progress and cost information on major corporate projects.

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

DISCUSSION

Noteworthy highlights for Q1 2025 include:

Effective Service Delivery:

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

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

Financial Prosperity:

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

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

Thoughtful Growth:

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

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

Service Performance:

Notable highlights for Q1 2025 were:

- The County launched 4 public engagement initiatives (Bragg Creek ASP, Waste & Wildlife Solutions, Aggregate Resource Plan and Madden Fire Station) that reached 316 residents in-person, 348 online and received over 3000 comments.
- Based on the results from the 2025 Citizen Satisfaction Survey, 63% of residents are satisfied with their interactions with the County and 64% of residents are satisfied with the information provided by the County.
- There was a 16% increase in total emergency call volume for Fire Services from Q1 2024. This metric has been consistently increasing since Q1 2022 (up 84%).
- 11 education/outreach programs were delivered by Agricultural & Environmental Services reaching 478 participants.
- Capital & Engineering started 18 new Capital projects in Q1, bringing the total number of active projects to 42.
- Transportation Services actioned 507 Service Requests, which are up 49% year-over-year.
- Planning saw a 70% increase in applications received compared to the first quarter of 2023 and 2024, but in line with Q1 2022 when the highest volume throughout the rest of the year was seen.

Rocky View County Q1 2025 Accountability Report

- In Q1 2025, Building Permits issued increased 21.5% compared to Q1 2024 and Subtrade permits increased 48% compared to Q1 2024.
- Economic Development is creating a One Team program that aims to improve communication between departments, remove operational silos, and streamline the application process from start to finish for selected high-value projects.

ALTERNATE DIRECTION

Administration does not have an alternate direction for Governance Committee's consideration.

ATTACHMENTS

Attachment A: Q1 2025 Accountability Report Final

Attachment B: Q1 2025 Accountability Report Presentation – Governance Committee June 10, 2025



ROCKY VIEW COUNTY

ACCOUNTABILITY REPORT

Strategy & Performance

Q1 2025



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EXECUTIVE SUMMARY: Q1 2025

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

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

Noteworthy highlights for Q1 2025 include:

Effective Service Delivery:

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

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

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Thoughtful Growth:

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

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STRATEGIC PLAN KEY PERFORMANCE INDICATORS



Objective



Target



Progress

Effective Service Delivery



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



- 100% of the County's service levels are defined by 2023



- 100% complete



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



- 63% satisfaction with the range of services by 2025
- 73% satisfaction with service levels by 2025
- 85% of services achieving defined service level targets by 2025



- 60% satisfaction with the range of services (Citizen Satisfaction Pulse)
- 67% satisfaction with service levels (Citizen Satisfaction Pulse)
- To be determined from the budget cycle (Q2/Q3)



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



- 66% satisfaction with information provided by the County by 2025
- 48% satisfaction with engagement by 2025



- 64% satisfaction with information provided (Citizen Satisfaction Pulse)
- 55% satisfaction with engagement (Citizen Satisfaction Pulse)



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









- 3.5/5 customer experience rating by 2025
- 50% of employees moderately or highly engaged by 2025






- 3.52/5 average score for satisfaction with County interactions (Citizen Satisfaction Pulse)
- 66% of employees are moderately or highly engaged (Employee Engagement Survey)




Financial Prosperity

 Successfully balancing tax revenues between residential and non-residential landowners.	
 <ul style="list-style-type: none"> 33% non-residential assessment by 2025 	 <ul style="list-style-type: none"> 34% non-residential

 Ensure the County remains financially sustainable for future generations.	
 <ul style="list-style-type: none"> 65% of all assets captured by an asset management plan by 2025 Strategic Reserve Policy by 2024 	 <ul style="list-style-type: none"> 65% of assets captured The Fiscal Management Strategy will meet the intent of this KPI and went to Governance Committee May 13

Thoughtful Growth

 Clearly defining land use policies and objectives for the County	
 <ul style="list-style-type: none"> Municipal Development Plan (MDP) updated by 2025 Land Use Bylaw updates by 2026 	 <ul style="list-style-type: none"> Scheduled for delivery to the Council for public hearing and approval in late July 2025. Incremental updates continue to improve the effectiveness of the Land Use Bylaw. Following MDP adoption, a comprehensive review of the document will commence.

 Defined land use policies and objectives are being met and communicated	
 <ul style="list-style-type: none"> 91% land use approvals aligned with the MDP by 2025 91% growth/approvals within the approved growth areas by 2025 	 <ul style="list-style-type: none"> Data collection needs to be altered to focus on MDP Alignment No longer relevant due to CMRB dissolution

DIVISION UPDATES/COUNCILOR INQUIRY LINE

Quarterly Inquiry Trends and Key Themes

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

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

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

MAJOR PROJECTS UPDATES

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

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

MAJOR PLANNING PROJECTS							
Project Name and Description	Project Progress	Project Budget	Actual to 3/31/25	RFP/Consultant Information	Project Status	Target completion	% Complete
Prairie Gateway Prairie Economic Gateway is a significant intermunicipal collaboration between Rocky View County and The City of Calgary that that will result in a jointly planned Industrial Rail Served ASP with joint municipal investments and mutual benefits guided through the Deal Agreement.	Project negotiation complete with Prairie Gateway Deal Agreement signed 2025-03-31. Prairie Gateway will be an ongoing joint initiative with the City of Calgary over the coming years.	\$785,000	\$842,315	KPMG Richard Barss MPE Engineering		Q4 2024	100%
Aggregate Resource Plan (ARP) Developing an ARP that is sensitive to stakeholder requirements & responsive to the diverse development conditions. Will define clear locational criteria to guide the development of aggregate resource extraction projects.	The Aggregate Resource Plan project Terms of Reference was amended at the October 8, 2024 Council Meeting. Phase 1 was completed and staff is on target to complete Phase 2 by the end of Q2. Public engagement was completed in late-Feb/early-March and engagement summary was produced. On April 8, Council supported the appointment of MPE and the Alberta Acoustic Society to review the performance standards. On April 22, Administration presented the engagement summary to Council. Kick off meetings with consultants have been arranged and the draft documents have been circulated to adjacent municipalities, first nations and other agencies. A CAO workshop has also been scheduled for May 21 to provide an update to Council on the draft documents, prior to the scheduled June public hearing.	Phase 1 \$75,000 Phase 2 \$50,000 (including \$10,000 carry over from Phase 1)	\$59,843	MPE and Alberta Acoustic Society		Phase 2 Q2 2025 Phase 3 Q3 2025 Phase 4 TDB	Phase 2 - 75%
Joint Planning Areas (JPA) Development and adoption of a Terms of Reference to govern the development of a Context Study. Outcomes will inform new municipal statutory plans and amendments to the Regional Growth Plan (RGP) and guide Calgary Metropolitan Region Board (CMRB) decision-making.	The Joint Planning Area (JPA) Context Studies continue to be developed jointly with the JPA member municipalities. In December 2024, the JPA Trilateral Committee members participated in a guided visioning session hosted by Intelligent Futures. The Committee identified priorities and shaped the vision of the JPA. The Committee agreed to structure the project so work could progress outside of the CMRB. Given the CMRB Growth Plan will likely no longer apply to the JPA Context Studies, the document will continue to be a visionary non-statutory document, but will now focus more on informing new and updated Intermunicipal Development Plans (IDPs) and Intermunicipal Collaboration Frameworks (ICFs). The creation and update IDPs and ICFs will be required as a result of the County leaving the CMRB and Growth Plan. A request for proposals (RFP) has been tendered for a consultant to support the development of the Context Studies.	JPA1 \$100,000 JPA2 \$100,000	JPA 1 \$24,233 JPA 2 \$23,343	Invistec Consulting Ltd. TBD - ~April 2025		Q3 2025	55%



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Key Highlights

Intergovernmental Relations/ Regional Planning



Approval of the Prairie Economic Gateway Deal Agreement



Approval of the Prairie Gateway Area Structure Plan

Recreation & Community Support



35%

increase in
community
connections
and outreach in
Q1

Recreation
secured
funding for
the Marigold

Library System through the
County Library reserves



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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Intergovernmental Relations / Regional Planning

Highlights:

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

Connections:

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

Recreation & Community Support



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

• Impact: Q1 2025 Grant Applications Summary:

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

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

CORPORATE SERVICES

Key Highlights



Communication & Engagement



4 Public Engagements
316 In-Person Participation
348 Online participation
3000+ Comments

55%

of residents are
satisfied with public
engagement
opportunities

According to the 2025 Citizen
Satisfaction Pulse Survey

People & Culture



4% Vacancy rate
9% Permanent FTE
Rolling Annual
Turnover rate
(voluntary)
13 Health and
Safety injuries

Legal Services

51 FOIP requests
received in Q1
56 FOIP requests closed
in Q1

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

Legislative Services

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

Supported:

8 Council meetings
4 SDAB hearings
5 Committee meetings
(Governance, Recreation, public
presentations etc.)
19 Public hearings



CORPORATE SERVICES

Communications & Public Engagement

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

Highlights:

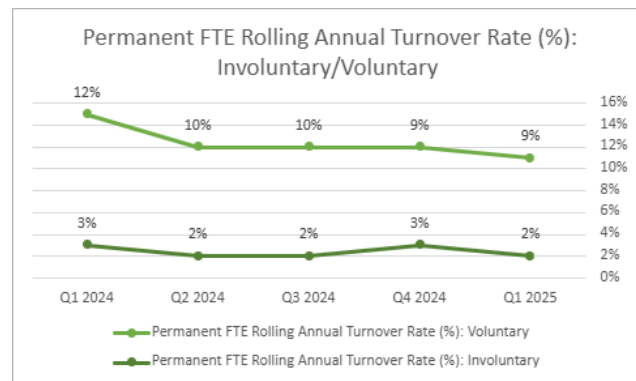
- The team supported emergency communications during a Division 3 highway incident and a Bragg Creek wildfire.
- The team successfully delivered the biennial Citizen Satisfaction “Pulse” Survey, continued issues management across high-impact files, and supported regional collaboration efforts with the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

See [Appendix B: Communications & Public Engagement](#) for a more detailed review of metrics on Communications and Public Engagement requests.

People & Culture

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

With the implementation of the People Strategy, the County is taking significant initiative to continue keeping turnover rates below industry averages (~17% from a 2024 survey of 25 Alberta municipalities).



See [Appendix C: People and Culture](#) for a more detailed review of metrics on employment status and Health and Safety incidents.

Health & Safety

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

Impact:

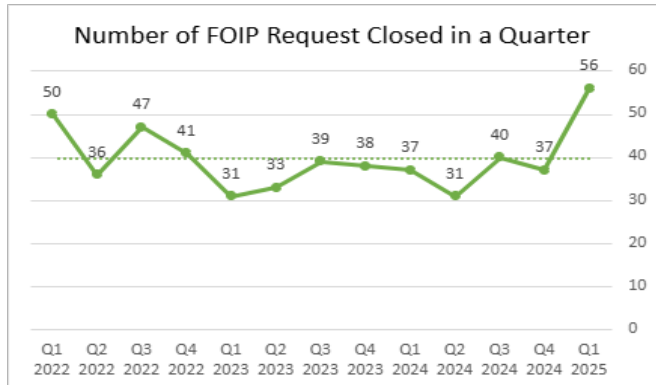
- Total Financial Loss: \$90,750
 - The most significant reported incidents leading to financial losses were from vehicle and equipment damage
- Time loss: 25 days off work due to injuries

Legal Services

FOIP (Freedom of Information and Protection of Privacy)

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

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



Legislative Services

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

Operationally, Legislative Services facilitated:

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

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



FINANCIAL & BUSINESS SERVICES

Key Highlights

Customer Care & Support

8724 Total Calls (business hours)

728 Total Calls (after hours)

557 Total Incoming Emails

135 Number of Work Requests



According to the 2025 Citizen Satisfaction Pulse Survey:

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

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

Asset Management



Corporate Asset Management Program was implemented

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

Strategy & Performance

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

4 organizational strategies supported in building, implementing and monitoring



FINANCIAL & BUSINESS SERVICES

Customer Care and Support

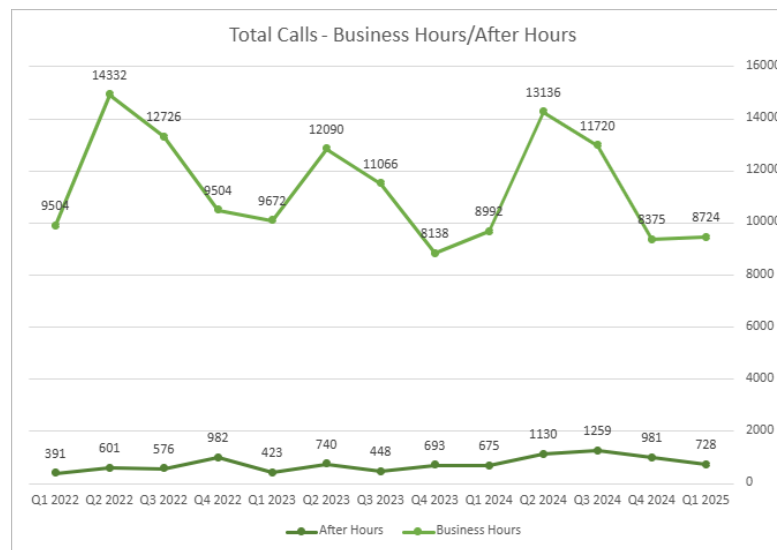
Customer service activity in Q1 2025 remained comparable with Q1 2024, showing stable performance across all channels.



Connections:

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

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



Strategy & Performance

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

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

Asset Management

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

Initiatives and Updates:

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

Impact:

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

Asset Management Plans:

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

Municipal Lands

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

INFRASTRUCTURE SERVICES

Key Highlights



Utility Services

25%

increase in downloads of the Waste Guide application in Q1



11,385

visitors to self-haul sites

Transportation Services

507

service requests initiated and actioned



Fire Services

16%

rise in total emergency call volume

2

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

94

fire-related investigations were completed in Q1



Agricultural & Environmental Services

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



Capital & Engineering Services

26

Capital projects were continued from 2024

2

Capital projects were completed

18

New capital projects were added

42

Active projects

INFRASTRUCTURE SERVICES

Agricultural & Environmental Services

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

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

See [Appendix I: Agriculture & Environmental Services](#) for additional metrics on outreach programs and satisfaction ratings.

Capital and Engineering Services

New Projects:

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

Updates:

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

Impact:

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

See [Appendix J: Capital & Engineering Services](#) for additional metrics on projects and circulation responses.

Fire Services and Emergency Management

Fire Services Planning & Response

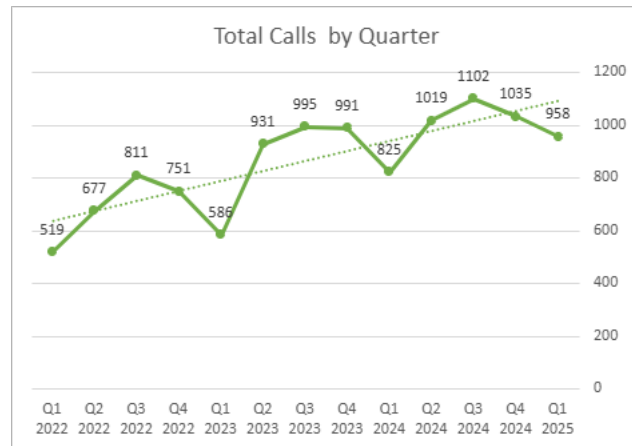
Operational Demand: Total emergency call volume rose by 16.1%, reflecting an ongoing upward trend in service demand throughout the County. The most substantial increase in call volume occurred in fire-classified incidents, encompassing structure, vehicle, and grass fires. In Q1 2025, this volume was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

Operations

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

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

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



Prevention & Compliance

Fire Investigations: 94 fire-related investigations were completed in Q1, with 12 requiring in-depth follow-up by Fire Prevention Inspectors.

Audit and Compliance: The Quality Management Plan (QMP) audit was completed, confirming adherence to provincial standards and regulatory requirements.

Emergency Management

Training and Preparedness: Emergency Management training was delivered to the Fire Services and Incident Management Team (IMT) at Rocky View County Emergency Coordination Centre (ECC) in preparation for the May 8, 2025, functional emergency exercise.

Audit and Compliance: The annual Emergency Management audit was completed successfully, reinforcing compliance with the Emergency Management Act and continuous improvement in emergency readiness.

Emergency Response Activity: Two significant emergency incidents in Q1 required the activation of partial Emergency Coordination Centres (ECCs):

- *February 21, 2025:* A large-scale controlled burn on Tsuu T'ina lands necessitated a coordinated multi-agency response to monitor and manage public safety impacts.
- *February 28, 2025:* A tanker truck rollover in the Bearspaw area led to localized evacuations and emergency response operations to mitigate hazardous materials risk.

Operational Services

Fleet Provision & Facility Access

Update:

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

Impacts:

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

Cemetery Services

Financial Impact:

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

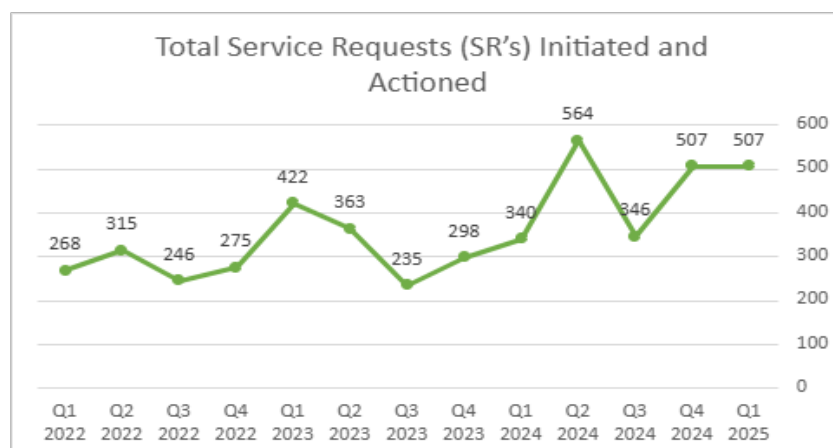
Transportation

Road Access

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

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

See [Appendix M: Transportation Services](#) for additional first-quarter metrics.



Utilities

Waste Management

Connection:

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



Waste Self-Haul

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

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

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



See [Appendix O: Water/Wastewater Operations](#) for Q1 metrics on water/wastewater.



COMMUNITY SERVICES

Key Highlights

Development Planning & Approval

70%

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



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

3320 Planning inquiries
Emails, phone calls and counter visits

107 Development Permit Applications Received

46 Planning Applications Received

50% Subdivision applications are processed within 6-month timeframe

Enforcement Services

1424 dog licensing interactions



43%

reduction in traffic stops and interactions

Business & Economic Development



One Team Program Implementation

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

Building Services

1148 Building Inspections ↑

2141 Subtrade Inspections ↑

373 Building Permits Issued ↑

1339 Subtrade Permits Issued ↑



COMMUNITY SERVICES

Business & Economic Development

Connections:

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

Trending:

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

Initiative:

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

Impact:

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

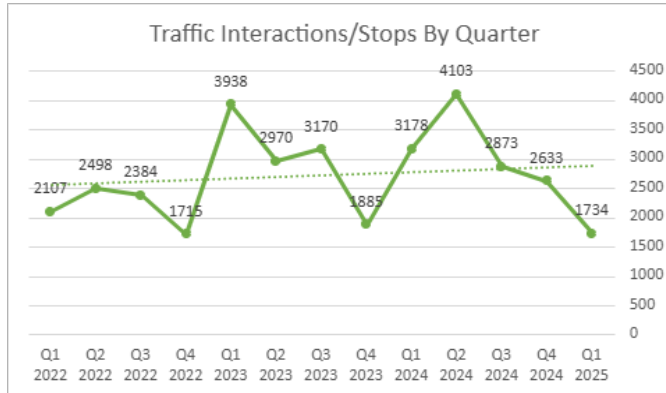
Enforcement Services

Incident Response

Connections:

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

Impact:



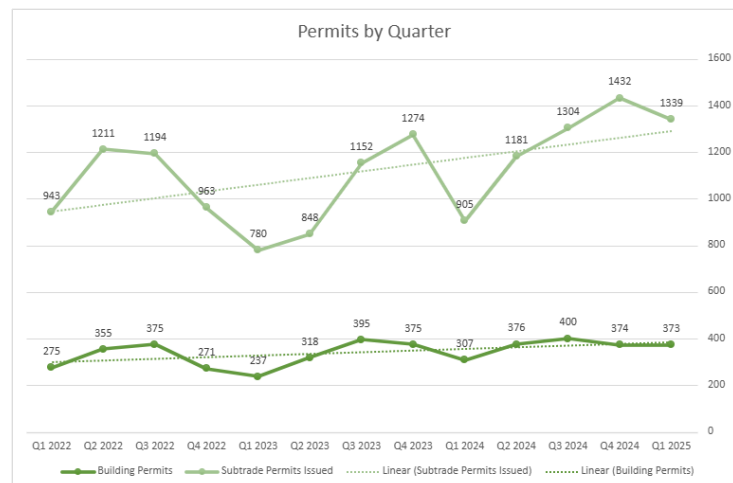
- The increase in phone calls has contributed to the rise in bylaw reports.
- During Q1 2025, there was a 45% decrease in traffic stops and interactions compared to Q1 2024. Turnover in the department and time to fill vacancies may be a contributor to this decrease.
- Dog licensing is an addition to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

Building Services

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

Safety Codes Monitoring & Compliance

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



Building Construction & Alteration Approvals and Compliance

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

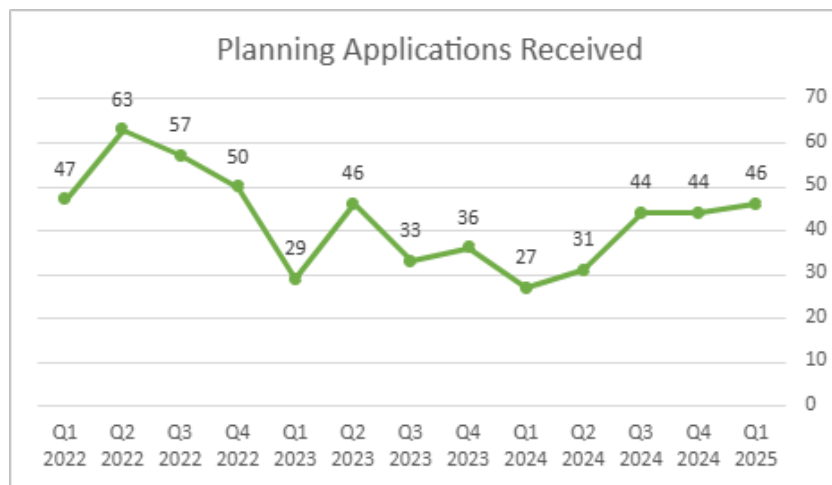
Planning

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



Impact:

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



APPENDICES

Appendix A: Recreation & Community Support

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

Appendix B: Communications & Public Engagement

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

Appendix C: People and Culture

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

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

Appendix D: Legal Services

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

Appendix E: Legislative Services

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

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

Appendix F: Customer Care & Support

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

Appendix G: Asset Management

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

Appendix H: Municipal Lands

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

Appendix I: Agriculture & Environmental Services

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

Appendix J: Capital & Engineering Services

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

Appendix K: Fire Services and Emergency Management

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

Appendix L: Operational Services

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

Appendix M: Transportation Services

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

Appendix N: Waste Management

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

Appendix O: Water/Wastewater Operations

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

Appendix P: Enforcement Services

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

Appendix Q: Building Approvals and Compliance

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

Appendix R: Development Planning & Approval Metrics

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

Rocky View County Q1 2025 Accountability Report

Governance Committee Presentation
June 10, 2025



Introduction

- **The Rocky View County Accountability Report** was implemented in 2023 to establish a regular and consistent approach to reporting on the County's strategic plan, projects, and operations, increasing transparency and accountability.
- **For Q1 2025, some changes have been incorporated** to the format of the report with the desire to tell a better story of the strategic and operational impacts of the Divisions, Departments and Services. This has been done through increased collaboration with Managers, new visual elements and focusing on what matters to the consumers of the report.
- **With the municipal election in October 2025** and the ongoing work to develop a longer-term capital plan and multi-year budget, this reporting will be refreshed later this year to ensure transparent and focused communication on the impactful initiatives that are being undertaken by the County.



What's New?

- **Divisional Highlight Pages**
 - Showcasing key strategic and operational highlights in a visually appealing 1-page format
- **Council Inquiry Line Update**
 - Identifying key trends and themes heard via the Council Inquiry Line
- **Data trends**
 - Where applicable, focusing on reporting on impactful data trends that encompass all the data points tracked historically












Met KPI






Close to meeting KPI

Strategic Plan Update



EFFECTIVE SERVICE DELIVERY

- 100% County services and service levels defined 
- 60% of citizens satisfied with range of County services 
- 67% of citizens satisfied with the level of service 
- 64% of residents satisfied with the information provided by the County 
- 55% of residents satisfied with engagement opportunities 
- 3.52/5 average score for satisfaction with County interactions 
- 66% of employees are moderately or highly engaged 

FINANCIAL PROSPERITY

- 34% non-residential/ 66% residential assessment split ratio 
- 65% of assets captured by an asset management plan 
- Fiscal Management Strategy to meet the intent of the Strategic Reserve Policy 

THOUGHTFUL GROWTH

- Municipal Development Plan set for public hearing in July 2025 
- Incremental updates continue to improve the effectiveness of the Land Use Bylaw 
- KPIs aligning with CMRB to be updated to align with MDP



Strategic Plan Update

EFFECTIVE SERVICE DELIVERY

- The County engaged Leger to complete a biannual Citizen Satisfaction Pulse Survey.
- The Community Services Division has kicked-off a Division Enhancement Program to increase efficiency and effectiveness. It is being implemented over the next 18 months with the key goals of
 - reducing approvals timelines,
 - simplifying processes,
 - increasing consistency in application submission requirements, and
 - providing more opportunities for customer engagement and transparency.

FINANCIAL PROSPERITY

- The County continues to make significant strides in attracting AI data centers to the province. The proposed investment will positively contribute to tax revenue for the benefit of all County residents.
- The Asset Maturity Assessment Study and State of Infrastructure Report was conducted throughout 2024. This included assessments of five Asset Service Classes and covered over 57,000 assets with an estimated value of \$2.1 billion.

THOUGHTFUL GROWTH

- The Prairie Gateway Deal Agreement (with the City of Calgary) and Area Structure Plan was approved by Council in February.
- The Springbank Area Structure Plan was also approved in Q1.
- The dissolution of the Calgary Metropolitan Region Board occurred in Q1 2025. The County is in the process of creating Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks to facilitate regional collaboration between the former members.



Service Highlights – Office of the CAO

Intergovernmental Relations/ Regional Planning

-  Approval of the Prairie Economic Gateway Deal Agreement
-  Approval of the Prairie Gateway Area Structure Plan

Recreation & Community Support

35%

increase in
community
connections
and outreach in
Q1

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



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



Service Highlights – Corporate Services

Communication & Engagement



People & Culture



4% Vacancy rate

9% Permanent FTE Rolling Annual Turnover rate (voluntary)

13 Health and Safety injuries

Legislative Services

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

Supported:

8 Council meetings

4 SDAB hearings

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

19 Public hearings



Legal Services

51 FOIP requests received in Q1

56 FOIP requests closed in Q1

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



Service Highlights – Financial & Business Services

Customer Care & Support

8724	Total Calls (business hours)
728	Total Calls (after hours)
557	Total Incoming Emails
135	Number of Work Requests



According to the 2025 Citizen Satisfaction Pulse Survey:

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

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

Asset Management



Corporate Asset Management Program was implemented

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

Strategy & Performance

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

4 organizational strategies supported in building, implementing and monitoring



Service Highlights – Infrastructure Services

Utility Services

25%

increase in downloads of the Waste Guide application in Q1



11,385

visitors to self-haul sites

Transportation Services

507

service requests initiated and actioned



Agricultural & Environmental Services



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



Capital & Engineering Services

26

Capital projects were continued from 2024

2

Capital projects were completed

18

New capital projects were added

42

Active projects

Fire Services

16%

rise in total emergency call volume

2

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

94

fire-related investigations were completed in Q1



ROCKY VIEW COUNTY

Service Highlights – Community Services

Development Planning & Approval

70%

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



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

3320	Planning inquiries Emails, phone calls and counter visits
107	Development Permit Applications Received
46	Planning Applications Received
50%	Subdivision applications are processed within 6-month timeframe

Business & Economic Development



One Team Program Implementation

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

Enforcement Services

1424

dog licensing interactions



43%

reduction in traffic stops and interactions

Building Services

1148	Building Inspections	↑
2141	Subtrade Inspections	↑
373	Building Permits Issued	↑
1339	Subtrade Permits Issued	↑



QUESTIONS / COMMENTS





Governance Committee

Subject:	Fiscal Management Strategy – Key Financial Policies
Date:	June 10, 2025
Presenter:	Isedua Agbonkhese, Manager, Finance Services
Department:	Finance Services

REPORT SUMMARY

As Rocky View County continues to grow, fiscal responsibility involves careful planning, stakeholder engagement, and the application of financial tools and policies to ensure sustainable growth while maintaining affordability for residents.

This report builds on the Rocky View County Fiscal Management Strategy – Key Financial Policies reports presented to the Governance Committee at the April 15 and May 13, 2025 meetings. The accompanying key financial policies support responsible fiscal management, as a key element to sustainable county growth.

Administration recommends that two existing financial policies on assessment and taxation be rescinded and replaced by a new policy. Administration also recommends the Procurement policy be amended. The table below provided a summary of policies for Governance Committee consideration:

Policy Name	Rescind	Add	Amend
Assessment Base Diversification Policy C-197	✓		
Municipal Tax Ratio Policy C-223	✓		
Assessment and Tax Policy C-710		✓	
Procurement Policy C-203			✓

The Assessment Base Diversification Policy C-197 and Municipal Tax Ratio Policy C-223 are recommended to be rescinded to facilitate the integration of relevant County goals and objectives from said policies into a comprehensive Fiscal Management Strategy.

A new Fiscal Management Strategy, developed at the start of each Council term and updated annually, will set out the County's financial goals and objectives. Progress will be monitored and reported through regular financial updates to Council.

The Budget Preparation Timelines, Key Financial Policies & Capital Committee Considerations resource document (Attachment E) is included to provide an overview of the 2026-2029 budget preparation timelines and a high-level description of financial policies and committee terms recommended for Council consideration in 2025 in support of the County's 2026 –2029 budget preparation.

Upcoming 2026-2029 budget preparation activities are:

- Capital Committee Meeting #1: **June 25, 2025**
- Governance Committee Meeting (RVC 2026-2029 Budget Briefing): **July 15, 2025**

ADMINISTRATION'S RECOMMENDATION

THAT the Committee recommend Council rescind Assessment Base Diversification Policy C-197.

THAT the Committee recommend Council rescind Municipal Tax Ratio Policy C-223.

THAT the Committee recommend Council approval of the Assessment and Tax Policy C-710, as presented.

THAT the Committee recommend Council approval of the revised Procurement Policy C-203, as presented.

BACKGROUND

Capital Budget Policy C-707, Asset Management Policy C-708, Multi-Year Budgeting Policy C-709, and a Capital Committee Terms of Reference were presented for consideration at the April 15 Governance Committee meeting and were approved at the May 6, 2025 Council meeting. Managing Reserve Funds Policy C-222 and Debt Acquisition and Management Policy C-220 were presented for consideration at the May 13 Governance Committee meeting and are recommended for Council approval on June 3.

Significant financial obligations, such as the Prairie Economic Gateway initiative, increase demand for municipal infrastructure and related community services. These growth requirements, coupled with an ever-changing economic and political landscape, regionally and internationally, mean that the County needs a well-thought-out plan to manage financial decision-making to ensure sustainable municipal services and profitable financial goals in the long term. The County has an immediate need for financial policies and a capital committee that will properly plan, sequence, and responsibly fund existing service requirements and new initiatives.

Key financial policies outlining guiding principles for sound financial decisions are required to achieve a thorough Fiscal Management Strategy. Administration has brought forward six such financial policies and a Capital Committee Terms of Reference in 2025 for consideration. A list of all proposed new and revised policies and recommended timelines is summarized in Attachment E.

It is recommended that Assessment Base Diversification Policy C-197 (Attachment A), initially adopted in 2016 and not updated since, and Municipal Tax Ratio Policy C-223 (Attachment B), initially adopted in 2023 and not updated since, be rescinded to facilitate the integration of relevant county goals and objectives into a comprehensive Fiscal Management Strategy. Goals and objectives to be considered as part of a future Fiscal Management Strategy are:

Assessment Base Diversification Policy C-

- The County is committed to continued assessment base diversification and will strive to achieve an Assessment Split Ratio of 65%/35% by 2035 through careful consideration of development applications.

Municipal Tax Ratio Policy C-223

- On an annual basis, the County will implement a tax ratio that complies with legislation and allocates a minimum of 50% of the municipal tax to the non-residential assessment classes.

Rocky View County Fiscal Management Strategy – Key Financial Policies

The proposed policies for Governance Committee consideration on June 10, 2025, include:

Procurement Policy C-203

The County's procurement policy ensures fair, transparent, and responsible spending. Key points include:

- Legislative compliance with the *Municipal Government Act* and trade agreements, with a focus on getting the best overall value by considering price and other important factors.
- Only the Chief Administrative Officer (CAO) and authorized staff can approve spending within the approved budget, with Council approval required for unplanned expenses, except during emergencies when the CAO can act quickly to maintain essential services.

Assessment and Tax Policy C-710

The County's Assessment and Tax Policy C-710 supports long-term financial sustainability by promoting a balanced tax structure and a diversified property assessment base. Key points include:

- Maintain a tax ratio between residential and non-residential assessment classes and grow each assessment class in alignment with the County's Strategic Plan and Fiscal Management Strategy.
- Ensure a stable and sustainable tax revenue stream that supports effective service delivery in alignment with long-term goals and objectives.
- Ensure the County's compliance with legislated requirements as it relates to Assessment and Taxation.

DISCUSSION

Development of a new fiscal management strategy by an incoming council would assist in providing a high-level overview of how the County plans to support services, programs, and infrastructure projects financially. The strategy would include anticipated sources of revenue and expenses for the current year and the next three years (multi-year budgeting). The fiscal management strategy would set Council's direction on capital and operating spending and a potential 'pay-as-you-go' model to ensure the appropriate use of reserves, debt financing, and other revenue sources to support the sequencing of projects and services.

The proposed Fiscal Management Strategy would be prepared at the start of a Council's term and reviewed annually for possible updates, to guide the budgeting process, including setting a desired property assessment class composition, setting property tax ratios and tax rates, appropriate user fees, rates and charges, reserve balance targets, and the County's approach to grant and debt utilization.

ALTERNATE DIRECTION

THAT the Committee recommend Council approval of Procurement Policy C-203 and Assessment and Tax Policy C-710 with amendments recommended by the Governance Committee.

ATTACHMENTS

Attachment A: Assessment Base Diversification Policy C-197 recommended for rescission
Attachment B: Municipal Tax Ratio Policy C-223 recommended for rescission
Attachment C: Draft Assessment and Tax Policy C-710
Attachment D: Draft Procurement Policy C-203 – Redline Version
Attachment E: Fiscal Management Strategy – Budget Preparation Timelines, Key Financial Policies & Capital Committee Considerations

COUNCIL POLICY

C-197



Approval Date: March 1, 2016 Review Date: Revision Date(s):			Title: Assessment Base Diversification Policy	
			Policy Category: Governance	Supporting Department: Legislative Services
			Reference(s): County Plan (Bylaw 7280-2013) 2015 – 2018 Strategic Plan	

1. PURPOSE

The intent of this policy is to provide strategic direction on long term financial viability of the County through the maintenance of a healthy property assessment base. This Policy will be considered when evaluating significant residential and non-residential developments in the County.

2. POLICY STATEMENT

The County is committed to continued assessment base diversification and will strive to achieve an Assessment Split Ratio of 65%/35% by 2035 through careful consideration of development applications.

3. DEFINITIONS

“Assessment Base” means the total taxable property assessment in the County.

“Assessment Split Ratio” means the ratio of Residential Assessment to Non-Residential Assessment in the County. This ratio is expressed in percentage of the overall taxable Assessment Base.

“County” means Rocky View County.

“Net Contributor” means the revenue collected through property taxation exceeds the expenses associated with providing municipal services.

“Non-Residential Assessment” means all taxable assessment types other than Residential. This includes commercial, industrial, machinery and equipment, linear and farmland property assessment.

“Residential Assessment” means residential, farm residential and vacant residential property assessment.

4. POLICY RATIONALE

1. The County recognizes that long term financial viability is dependent on a healthy Assessment Split Ratio.
2. Municipal Affairs also recognizes the importance of Non-Residential Assessment as part of their “Key Measures of Municipal Sustainability” screening tool.
3. The County has invested in infrastructure to facilitate increased non-residential development in the County.
4. It is generally accepted that non-residential development is a Net Contributor to a municipality’s overall municipal taxation structure.
5. Current legislation prohibits the collection of levies to fund soft services typically required for residential development such as municipal buildings, fire services, police services, recreation, libraries etc.
6. There are limits on property taxation as a tool to collect for capital infrastructure requirements and increased operational impacts to service communities.
7. As of December 31, 2015 the Assessment Split Ratio was 73%/27% in the County.



MUNICIPAL TAX RATIO POLICY

Council Policy

C-223

Policy Number:	C-223
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2023 November 14
Effective Date:	2023 November 14
Date Last Amended:	N/A
Date Last Reviewed:	2023 November 14

Purpose

- 1 The intent of this policy is to provide strategic direction on the long-term financial viability of Rocky View County (the “County”) through the maintenance of a balanced tax ratio that distributes the tax burden between residential and non-residential assessment classes. This policy will guide tax rate setting on an annual basis.



Policy Statement

- 2 The County strives to balance the municipal tax burden between residential and non-residential assessment classes. This will be achieved through setting tax rates where the non-residential assessment classes will contribute a minimum of 50% of the annual municipal tax.



Policy

- 3 The County recognizes the need to diversify the overall assessment base through careful consideration of development applications.
- 4 The County sets tax rates annually based on budgetary needs.
- 5 The County recognizes a need to balance the municipal tax burden between assessment classes while maintaining competitive tax rates.
- 6 The County recognizes that the non-residential assessment class generally has tools to minimize the impacts of municipal property tax.



MUNICIPAL TAX RATIO POLICY

Council Policy

C-223

- 7
- Current legislation limits the tax ratio to a maximum of 5:1.
- 8
- On an annual basis, the County will implement a tax ratio that complies with legislation and allocates a minimum of 50% of the municipal tax to the non-residential assessment classes.



References

Legal Authorities

Related Plans, Bylaws, Policies, etc.

Related Procedures

Other

- *Municipal Government Act*, RSA 2000, c M-26
- Rocky View County Policy C-197, *Assessment Base Diversification*
- N/A
- N/A



Policy History

Amendment Date(s) – Amendment Description

Review Date(s) – Review Outcome Description

- N/A
- N/A



Definitions

- 9
- In this policy:
- (1)
- “assessment base” means the total taxable property assessment in the County;
- (2)
- “non-residential assessment” means all taxable assessment types other than residential. This includes commercial, industrial, machinery and equipment, linear, and farmland property assessment;
- (3)
- “residential assessment” means residential, farm residential, and vacant residential property assessment;
- (4)
- “Rocky View County” or “the County” means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires; and



MUNICIPAL TAX RATIO POLICY

Council Policy

C-223

- (5) “tax ratio” means the ratio of the highest non-residential tax rate set out in the municipality’s property tax bylaw for a year to the lowest residential tax rate set out in the municipality’s property tax bylaw for the same year.



ASSESSMENT AND TAX POLICY

Council Policy

C-710

Policy Number:	C-710
Policy Owner:	Finance Services
Adopted By:	Council
Adoption Date:	YYYY Month DD
Effective Date:	YYYY Month DD
Date Last Amended:	YYYY Month DD
Date Last Reviewed:	YYYY Month DD

Purpose

- 1 This policy establishes the principles and guidelines that support Rocky View County's long-term financial sustainability through a balanced municipal tax structure and a diversified property tax assessment base.
- 2 To guide the County's *Municipal Development Plan*, capital infrastructure, and service investments to ensure alignment with the Council's *Strategic Plan*, the County's Fiscal Management Strategy, and emerging priorities.



Policy Statement

- 3 The County is committed to the collection of municipal tax levies from residential and non-residential assessment classes in accordance with part 9 of the *Municipal Government Act*.
- 4 The County will ensure a stable and sustainable tax revenue stream that supports effective service delivery in alignment with long term goals and objectives.
- 5 The County will maintain a tax ratio between residential and non-residential assessment classes and grow each assessment class in alignment with the Council's *Strategic Plan* and Fiscal Management Strategy.
- 6 The County's development approvals and capital infrastructure investments will be guided by their potential to support a more balanced assessment base and enhance the County's long-term financial sustainability.





ASSESSMENT AND TAX POLICY

Council Policy

C-710

Policy

Assessment Growth and Diversification

- 7 The County will align municipal development plans, land use planning, and corresponding infrastructure investment decisions with the residential and non-residential assessment class diversification goals established in the Fiscal Management Strategy.
- 8 The County will aim to achieve a balanced assessment base in conjunction with healthy reserve balances, thereby reducing the risk of over reliance on any one assessment class, thereby enabling sustainable service delivery and fiscal resilience.
- 9 The County will prioritize funding growth costs associated with infrastructure development, population, and economic development with the corresponding assessment growth funds realized from said growth.
- 10 Should assessment growth funds exceed associated growth cost, excess funds can be applied to other financial priorities through the County's budgeting process as a one-time application or on an ongoing basis. Financial priorities include:
 - (1) debt reduction on existing County debt obligations;
 - (2) municipal lifecycle reserves funding to close capital infrastructure funding gaps;
 - (3) municipal specific purpose reserves funding for emerging initiatives; and
 - (4) permanent tax levy reduction by funding existing service delivery unassociated with assessment growth.

Tax Ratio Management

- 11 The County will establish tax rates each year to meet budgetary needs while ensuring that tax burden distribution between assessment classes remains as stable as possible.
- 12 The County will maintain a minimum contribution of the annual municipal tax levy from non-residential assessment classes in accordance with the Fiscal Management Strategy, recognizing that non-residential properties generally have greater capacity and tools to manage property tax impacts.
- 13 The County will comply with section 358.1 of the *Municipal Government Act* which limits the maximum tax rate ratio between non-residential and residential properties.



ASSESSMENT AND TAX POLICY

Council Policy

C-710

Governance

- 14 Assessment growth and tax levies will be determined through the County's multi-year budgeting exercise in accordance with the *Multi Year budgeting Policy*.
- 15 Tax levies and associated tax rates are established in accordance with *the Municipal Government Act*.
- 16 Administration will provide regular reporting and transparent updates to Council on the use of existing tax levies and target assessment diversification compositions, monitoring the potential impacts of changing market, demographic, and development conditions on tax levies and assessment compositions.



References

Legal Authorities

Related Plans, Bylaws, Policies, etc.

Related Procedures

Other

- *Municipal Government Act*, RSA 2000, c M-26, part 9, section 358.1
- *Rocky View County Plan* Bylaw C-7280-2013 (Municipal Development Plan)
- *Multi-Year Budgeting Policy* C-709
- *Council's Strategic Plan 2023 to 2027*



Policy History

Amendment Date(s) – Amendment Description

Review Date(s) – Review Outcome Description

- New
- New



Definitions

- 17 In this policy:
- 18 "Administration" means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;
- 19 "assessment base" means the total taxable property assessment in Rocky View County;



ASSESSMENT AND TAX POLICY

Council Policy

C-710

- 20 “Council” means the duly elected Council of Rocky View County;
- 21 “non-residential assessment” means all taxable assessments excluding residential, including commercial, industrial, machinery and equipment, linear, and farmland;
- 22 “residential assessment” means assessments from residential, farm residential, and vacant residential properties;
- 23 “Rocky View County” or “the County” means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires; and
- 24 “tax ratio” means the ratio of the highest non-residential tax rate set out in the County’s property tax bylaw for a given year compared to the lowest residential tax rate set out in the County’s property tax bylaw for the same year.



Procurement Policy

Council Policy

C203

Policy Number:	C-203
Policy Owner:	Finance Services Legal and Land Administration
Adopted By:	Council Governance and Priorities Committee
Adoption Date:	2003 July 29
Effective Date:	2025 July XX 2003 July 29
Date Last Amended:	2023 July 29 2019 March 05
Date Last Reviewed:	2023 July 29 2019 March 05

Purpose

- 1 The purpose of this policy is to provide guidance on the acquisition of Goods, Services **and construction** by authorized staff to ensure fairness, accountability, and transparency in Rocky View County's ~~(the County)~~ procurement activities.



Policy Statement

- 2 The County ~~observes all~~ procures good in accordance with all applicable legislation including, but **not limited to**, the *Municipal Government Act*, the *Canadian Free Trade Agreement* and the *New West Trade Partnership Agreement*.
- 3 The County is committed to achieving the maximum financial prudence in procurement while ensuring open, transparent, and accountable access to County spending.
- 4 The County commits to acquiring goods, **and** services, and **construction** at the best value to align with the organization's needs and requirements.
- 5 The County obtains goods and services through a transparent, fair, and competitive process that emphasizes customer service.
- 6 The County encourages innovation and the use of technology that meets the County's specifications and industry standards to ensure the utilization of the most efficient and effective procurement processes and practices.
- 7 The County will acquire goods, services and construction with consideration for the "total cost of ownership."



Procurement Policy

Council Policy

C203

- 8 The County will consider environmental sustainability, community impact and social awareness when procuring goods, services and construction.



Policy

- 9 ~~Only~~ The Chief Administrative Officer ~~or his or her delegate~~ and delegated staff may ~~approve~~ authorize expenditures within the operating and capital budgets approved by Council.

- 10 ~~Any~~ Expenditures not included in the approved operating or capital budget must be approved by Council before the expenditure is made, unless the purchase is due to a ~~declared state of local emergency~~ ~~an emergency~~.

- 11 In the event of a declared county state of local emergency, the CAO or their delegate is authorized to make unbudgeted expenditures to maintain essential county services.

~~In the event of an Emergency, the CAO is authorized to make expenditures not included in the approved operating or capital budget to ensure continuous delivery of the County's essential services.~~ In the event of a declared county state of local emergency, the CAO or their delegate is authorized to make unbudgeted expenditures to maintain essential county services.

~~The County considers the overall cost in procurements and evaluates the relevance of price and Non-Price Factors~~

- 12 The Chief Administrative Officer and ~~his or her delegates~~ delegated staff will ~~shall~~:

- (1) act honestly and with integrity in procurement and contracting practices;
- (2) adhere to ethical standards in all procurement and contracting practices;
- (3) ensure proper sourcing processes are maintained as per public procurement law and applicable trade agreements;
- (4) implementation a "Supplier Code of Conduct" which sets minimum performance standards for suppliers and their subcontractors, and the County's health and safety standards;
- (5) support the promotion of sound procurement practices to ensure compliance with County policies & procedures as well as regulations and trade agreements; and
- (6) ensure documentation is maintained in compliance with auditing standards.



Procurement Policy

Council Policy

C203



References

Legal Authorities
Related Plans, Bylaws, Policies, etc.
Related Procedures
Other

- *Municipal Government Act*, RSA 2000, c M-26, **section 248**
- *Canada – European Union Comprehensive Economic and Trade Agreement (CETA)*
- *Canadian Free Trade Agreement (CFTA)*
- *New West Trade Partnership Agreement (NWTPA)*
- *Emergency Management Act*, RSA 2000, c E-6.8, **section 21**
- *World Trade Organization Agreement on Government Procurement (GPA)*
- *Chief Administrative Officer (CAO) Bylaw C-7350-2014*
- *CAO Delegation Order*
- *Multi-year Budgeting Policy C-709*
- *Capital Budgeting Policy C-707*
- *Purchasing Procedures PRO-203*
- *Alberta Purchasing Connection*



Policy History

Amendment Date(s) – Amendment Description
Review Date(s) – Review Outcome Description

- 2019 March 05
- 2019 March 05



Definitions

13 In this policy:

~~“CFTA” means the Canadian Free Trade Agreement, an intergovernmental trade agreement with the objective of reducing and eliminating, to the extent possible, barriers to the free movement of persons, goods, services, and investments within Canada and to establish an open efficient, and stable domestic market;~~

(1) “Chief Administrative Officer” means the Chief Administrative Officer of Rocky View County as defined in the *Municipal Government Act* or their authorized delegate;



Procurement Policy

Council Policy

C203

- (2) “construction” means the construction, reconstruction, demolition, repair, or renovation of a building, structure, or other civil engineering work;
- (3) “Council” means the duly elected Council of Rocky View County;
- (4) “goods” means tangible things that can be consumed;
- ~~“Non-Price Factor” means any evaluation criteria, preference, or requirement that is not expressed as a dollar amount. Examples: service; delivery; warranties; quality metrics; satisfactory past performance;~~
- ~~“NWPTA” means New West Partnership Trade Agreement, an agreement between the Governments of British Columbia, Alberta and Saskatchewan for form a barrier free interprovincial market.;~~
- (5) “goods” means tangible things that can be consumed;
- (6) “Rocky View County” or “the County” means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires;
- (7) “services” means intangibles provided by third parties;
- (8) “staff” means a person who reports directly or indirectly to the Chief Administrative Officer and provides services for Rocky View County under an employment agreement, personal services agreement, or in the capacity of an agent, student, or volunteer;
- (9) ~~“state of local emergency” means a declaration of a local state of emergency made pursuant to the *Emergency Management Act*; a situation in which there is imminent danger to public safety or of serious harm to property.~~
- (10) ~~“Supplier Code of Conduct” means ethical and business practices that suppliers must follow to do business with the county. It ensures suppliers adhere to standards like fair labor practices, human rights, environmental impact, and ethical business conduct; and~~
- (11) ~~“total cost of ownership” the complete cost of owning and operating a product or service, including not just the initial purchase price but also all other costs like maintenance, repairs, upgrades, training, and disposal over its lifespan.~~



ROCKY VIEW COUNTY

Fiscal Management Strategy

2026 – 2029 Budget Preparation Timelines,
Key Financial Policies & Capital Committee
Considerations

June 10, 2025

Budget Preparation Timelines

At the start of each Council term, the County develops a four-year operating and capital budget and a ten-year capital plan. In each subsequent year of the term, the budget is updated to reflect any changes in Council priorities, emerging legislative or regulatory requirements, and significant economic conditions or trends.

The following outlines the key milestones and associated timelines in the County's 2026 – 2029 budgeting process:

1. May 12 – June 12, 2025: Submission of Capital Request
2. Mid-June 2025: Public Engagement
3. June 25, 2025: Capital Committee Meeting #1
4. July 15, 2025: Governance Committee meeting report – RVC 2026-2029 Budget Brief
5. November 2025 (date TBD): Capital Committee Meeting #2
6. Mid-November 2025: Publish 2026-2029 Multi-Year Budget
7. Late November and Early December: Special Council Meetings for 2026-2029 Budget deliberation and approval

Key Milestones & Timelines

Submission of Capital Request (May 12 – June 12, 2025)

Council, community groups, external stakeholders, and department managers may submit capital project requests. Submit to the Finance Department by emailing budget@rockyview.ca.

Public Engagement (Mid-June 2025)

The Financial and Business Services Division and the Communication Department will educate, engage, and collect feedback from the public on the budget. Feedback will be presented through several budget briefing presentations.

Capital Committee Meeting #1 (June 25, 2025)

The first capital committee meeting aims to walk through the Capital Committee's "Terms of reference" application and review relevant capital reports, including proposed deliberation categories and criteria to allow the committee to provide feedback on the capital committee proceedings.

Governance Committee meeting report – RVC 2026-2029 Budget Brief (July 15, 2025)

Administration will brief Council on the RVC 2026-2029 Budget parameters and assumptions, including recommended business cases.

Capital Committee Meeting #2 (November 2025)

The second meeting will involve the committee recommending long-term investments in infrastructure and tangible capital assets per the Capital Committee Terms of Reference to Council.

Publish 2026-2029 Multi-Year Budget (Mid-November 2025)

The proposed Rocky View County 2026 -2029 Budget will be published on the County's website.

Special Council Meetings for 2026-2029 Budget deliberation and approval (late Nov/early Dec)

Council will deliberate and approve a county budget per the Municipal Government Act, aligned with the County's strategic plan and Fiscal management strategy.

Fiscal Management and Financial Policies Overview

Increasing demand for municipal infrastructure, coupled with an ever-changing economic and political landscape regionally and internationally, means that the County needs a well-thought-out plan to manage financial decision-making to ensure sustainable municipal services and profitable financial goals in the long term.

A Fiscal Management Strategy will state the County's long-term financial goals, steps to achieve said goals, and expected results required for efficient financial planning. Such a strategy is proposed to be established at the start of a Council's 4-year term. These long-term financial goals will be in alignment with the Council's strategic plan while also:

- Ensuring County services are sustainable
- Ensuring all initiatives are strategically planned, funded, and sequenced; and
- Ensuring transparency, regulatory compliance, lifecycle optimization, and alignment with broader financial plans.

Key financial policies outlining guiding principles for sound financial decisions are required to achieve a thorough Fiscal Management Strategy. Although the county currently has some financial policies, additional policies that position the county for responsible growth are urgently needed, as is a policy refresh on existing policies.

New Financial Policies – Approved by Council on May 6, 2025

- Capital Budget Policy C-707 enables the County to forecast infrastructure needs, manage financial capacity and funding sources (reserves, levies, grants, debt, etc.), and plan expenditure over five to ten years while avoiding unnecessary debt.
 - The associated Capital Committee Terms of Reference provide elected officials with the forum to evaluate, prioritize, and recommend to Council the County's capital project planning process using the principles and guidelines of the capital budget policy.
- Asset Management Policy C-708 enables the County to make data-driven, evidence-based decisions regarding lifecycle infrastructure investments to maintain public services like water systems, roads, parks, and recreation facilities. Proactive planning optimizes maintenance, renewal, and replacement based on risk and opportunity. This policy is foundational to the County's Capital Budgeting and Reserve policies, acting to extend the lifespan of critical infrastructure.
- Multi-Year Budgeting Policy C-709 bridges short-term actions with long-term objectives, ensuring annual decisions contribute to the County's long-term strategic goals. It gives residents and businesses greater certainty about tax rates and service delivery over time, allowing flexibility to address economic changes, new regulations, or emergencies. This policy provides transparency and predictability by clarifying long-term tax implications for residents.

Existing Policies for Administration Review

The following policies will be reviewed, updated, and presented to Governance Committee between June and July 2025:

- Managing Reserve Funds Policy C-222 (Attachment A) enables the County to save for large-scale infrastructure projects, minimize the use of debt and unplanned tax increases, and ensure financial stability. Reserve funds provide flexibility to address unexpected costs or fund future capital projects without resorting to debt or tax increases. This policy mitigates the risks from economic downturns or unexpected expenses. Key features include:
 - Setting targets for reserves dedicated to specific purposes, such as infrastructure renewal, recreation, or economic development
 - For the last three years, Rocky View County has averaged approximately \$150,000,000 in total reserve funds with defined targets, ensuring liquidity for obligations like infrastructure renewal and economic stimulus. For example, in 2024, the County had approximately \$45,600,000 in capital reserves, minimizing reliance on external borrowing.
- Debt Acquisition and Management Policy C-220 (Attachment B) guides borrowing decisions by setting limits on debt and debt servicing costs, ensuring financial sustainability, and complying with the Municipal Government Act - Debt Limit Regulation. The policy ensures that current and future tax rate payers share the financial burden over the facility's projected useful life by stipulating the type of projects that can be debt-financed. This policy also mitigates risks from economic downturns or unexpected expenses.
- Procurement Policy C-203 enables standardized procurement practices to achieve value for money through competitive bidding, strategic purchasing decisions, and contract management. The policy guides the acquisition of goods and services to ensure fairness, accountability, and transparency in the County's procurement activities.
- Municipal Tax Ratio Policy C-223 enables equitable contributions across property classes and predictable taxation for County residents, and ensures competitive tax rates to attract and retain business investment, in compliance with the *Municipal Government Act – Maximum tax ratio*.
 - By balancing affordability and revenue needs, Rocky View County will carefully set tax rates to balance affordability for residents with the need to generate sufficient revenue for services and infrastructure.
- Assessment Base Diversification Policy C-197 enables the county's long-term financial viability through a healthy property assessment base by considering the impact of taxation on county finances of significant residential and non-residential developments.
 - Rocky View County will use multi-year budgets to forecast tax rates while utilizing public engagement to ensure transparency in trade-offs between establishing service levels and affordability.

As the County's fiscal management strategy matures, additional financial policies (e.g., grant policies, investment policies, etc.) will be proposed for the Governance Committee's consideration.

Key Financial Policies – 2025 Timelines

Approved by Council on May 6, 2025:

- Multi-year Budgeting Financial Policy (new) – Governance Committee April 16; Council May 6
- Capital Budgeting Financial Policy (new) – Governance Committee April 16; Council May 6
- Capital Committee Terms of Reference (new) – Governance Committee April 16; Council May 6
- Asset Management Financial Policy (new) – Governance Committee April 16; Council May 6

Recommended for Council approval by the Governance Committee on May 13, 2025, Council June 3):

- Managing Reserve Funds Policy C-222 (revision) – Possible Council Approval June 3
- Debt Acquisition and Management Policy C-220 (revision) – Possible Council Approval June 3

Future Fiscal Policy Considerations (Governance Committee June 10; Council July 8):

- Procurement Policy C-203 (revision)
- Assessment Base Diversification Policy C-197 (revision)
- Municipal Tax Ratio Policy C-223 (revision)



Council and Committee Resolutions
Current as of 2025-06-02

On Time
Overdue
On Hold
Completed

Note: The intention of this tracker is to compile the resolutions originating from Council, Governance Committee, Recreation Governance Committee and Public Presentation Committee meetings requiring additional Administrative action and subsequent report back to the Council.

	Topic	Resolution	Date of Resolution	Target Completion Date	Responsible Department	Update	Corporate Division	Direction Given By
1	Policy C-322 Priority List – 2026	MOVED by Councillor Wright that Council direct that Administration include a budget request related to the Policy C-322 project ranking list for Council's consideration during the 2026 budget deliberations.	20-May-25	31-Dec-25	Capital & Engineering Services		Infrastructure Services (COO)	Council
2	Policing Committee for Langdon	MOVED by Councillor Schule that Council direct the Reeve to send a letter to the Town of Strathmore's Council inviting them to establish a joint municipal policing committee with the County, pursuant to section 5 of the Police Governance (Ministerial) Regulation; AND THAT, should the Town of Strathmore Council accept the invitation, Council directs Administration to seek ministerial approval to establish a joint municipal policing committee, pursuant to section 5 of the Police Governance (Ministerial) Regulation; AND THAT, if ministerial approval is granted, Council directs the Division 7 Councillor and Administration to negotiate the required legislative framework and cost-sharing agreement with the Town of Strathmore, with the finalized proposal to be brought back to Council for approval.	20-May-25	31-Dec-25	Enforcement Services	Letter sent May 28, 2025	Community Services	Council
3	Key Financial Policies	MOVED by Councillor Wright that the Governance Committee recommend Council approve the Managing Reserve Funds Policy C-222 and Debt Acquisition and Management Policy C-220 with amendments recommended by the Governance Committee.	13-May-25	30-Jun-25	Finance Services	scheduled for Council June 3	Business and Finance Services	Committee
4	Redesignation Item: Business PL20230091	MOVED by Councillor Boehlke that Council direct Administration to schedule a second public hearing for Bylaw C-8628-2025 no later than the end of July 2025.	06-May-25	31-Jul-25	Planning		Community Services	Council
5	B-LWK Applications	MOVED by Councillor Samra that Council directs Administration to prepare a terms of reference and budget adjustment for the completion of County-led area structure plans covering the Business, Live-Work overlay areas along Sunshine Road and Range Road 282 no later than the end of Q4 2025.	06-May-25	31-Dec-25	Planning		Community Services	Council
6	Bearspaw ASP	MOVED by Reeve Kissel that Council refer Bylaw C-8588-2024, as amended, to Administration to analyze input provided at the public hearing and provide additional information prior to consideration of second reading of the Bylaw.	23-Apr-25	31-Dec-25	Planning	scheduled for Council June 3	Community Services	Council
7	Bearspaw ASP	MOVED by Councillor Wright that Administration be directed to collaborate with affected landowners and the City of Calgary to explore opportunities for providing satisfactory road access onto County or City of Calgary controlled roads from parcels adjacent to the municipal boundary within the Bearspaw Area Structure Plan; AND THAT Administration presents an update to Council on this matter by the end of Q4 2025.	23-Apr-25	31-Dec-25	Planning		Community Services	Council



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8	Indus Rink Expansion	<p>MOVED by Councillor Samra that Council direct Administration to proceed with the project management of the Indus Rink Expansion, commencing with civil engineering review, final engineering design and architectural design utilizing an estimated \$1.0 million of the \$12M approved budget within the 2025 Capital Plan.</p> <p>MOVED by Councillor Samra that Administration report back to Council with confirmed scope and cost estimates for the Indus Rink Expansion in Q4 2025.</p> <p>MOVED by Councillor Samra that Administration report back to Council with recommendations regarding existing and future facility ownership and operations in Q4 2025.</p>	22-Apr-25	31-Dec-25	Planning		Community Services	Council
9	Wild Rose Power Hub Data Centre	MOVED by Deputy Reeve Kochan that Council directs Administration to work with data centre project proponents from Wild Rose Power Hub on the drafting of a developer-led, and wholly developer-funded area structure plan terms of reference.	22-Apr-25	31-Dec-25	Planning		Community Services	Council
10	Data Centre Land Use	<p>MOVED by Deputy Reeve Kochan that Council directs Administration to work with data centre project proponents on the co-creation of a new standard land use district to be incorporated within the County's Land Use Bylaw.</p> <p>MOVED by Deputy Reeve Kochan that Council directs Administration to proceed with an expedited planning process for data centre project proponents that would allow for concurrent consideration of Area Structure Plans and land use redesignation.</p>	22-Apr-25	31-Dec-25	Planning		Community Services	Council
11	Emerging Sector Strategy	<p>MOVED by Deputy Reeve Kochan that Council directs Administration to draft a terms of reference and related resource requirements, to be presented to Council by the end of Q4 2025, for the creation of an emerging sector strategy that would:</p> <p>a. Identify a technical study area and potential future area structure plan boundary in the first phase of the project.</p> <p>b. Identify a planning framework to proactively guide data centres and other emergent development sectors toward appropriate areas within the County.</p> <p>c. Support the development of an efficient planning approval process that aligns with provincial approvals, while also promoting meaningful public engagement.</p>	22-Apr-25	31-Dec-25	Planning		Community Services	Council
12	Subdivision Item: Industrial PL20240055	MOVED by Councillor Schule that application PL20240055 be referred back to Administration to work with the Applicant on an alternative condominium plan, which aligns with the requirements of the Land Use Bylaw.	22-Apr-25	31-Dec-25	Planning		Community Services	Council
13	Closed Session Item – Ivanhoe Cambridge – Cost Recovery	MOVED by Councillor Schule that that Council direct Administration to prepare additional information and options regarding the Ivanhoe Cambridge - Cost Recovery matter and report to Council on the status no later than June 30, 2025.	08-Apr-25	31-Jul-25	Capital & Engineering Services	placeholder for July 22	Infrastructure Services (COO)	Council

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	Topic	Resolution	Date of Resolution	Target Completion Date	Responsible Department	Update	Corporate Division	Direction Given By
14	SPFAS Facility Expansion Project	MOVED by Deputy Reeve Kochan that: 1. Receive the Springbank Park for All Seasons Facility Expansion Project report and direct Administration to: • Work with SPFAS and the Springbank Community Association to: o Finalize 'building footprint' opportunities on County-owned land for both the SPFAS Expansion Facility and the Community Event Centre, including cost savings and related alternatives; o Host a community engagement session to gather input; and o Present the findings to Council by July 2025.	08-Apr-25	31-Jul-25	Capital & Engineering Services	Joint Capital and Recreation project	Infrastructure Services (COO)	Council
15	Meadow Ridge Road LIT	MOVED by Councillor Schule that Council directs Administration to revisit Borrowing Bylaw C-8420-2023 and the Meadow Ridge Estates Local Improvement Tax (LIT) for 16 parcels, based on the revised engineering estimates, before the end of Q2 2025.	18-Feb-25	30-Jun-25	Financial Services		Business and Finance Services	Council
16	Cost of Reclaiming impounded animal	MOVED by Councillor Wright that Administration be directed to provide a report outlining the actual cost involved in reclaiming an impounded animal prior to the 2026 Master Rates Bylaw being presented to Council.	18-Feb-25	31-Mar-26	Enforcement Services		Community Services	Council
17	Prairie Gateway	MOVED by Councillor Samra that Council direct Administration to prioritize securing private sector, provincial, and federal financial and/or regulatory commitments by Q4 2025.	18-Feb-25	31-Dec-25	Intergovernmental & Regional Services		Chief Administrative Officer	Council
18	PL20200066 / PL20200066 Burnco	MOVED by Reeve Kissel that Application PL20200067 be referred back to Administration until Council has rendered a decision on the Aggregate Resource Plan, or until Q3 of 2025, whichever comes first. MOVED by Reeve Kissel that Application PL20200066 be referred back to Administration until Council has rendered a decision on the Aggregate Resource Plan, or until Q3 of 2025, whichever comes first.	03-Dec-24	30-Sep-25	Planning		Community Services	Council
19	Conrich Area Structure Plan	MOVED by Councillor Boehlke that Council directs Administration to review water and wastewater servicing requirements for the Conrich Area Structure Plan (ASP) review, including: • Interim servicing; and • Deferred servicing agreements With a report back to Council to occur when Administration brings forward the full Conrich Area Structure Plan to Council for its consideration.	16-Oct-24	30-Jul-25	Planning		Community Services	Council
20	Amendments to the Regional Emergency Management Plan	MOVED by Deputy Reeve Kochan that the proposed amendments and additions to the Emergency Management Plan be referred to Council for approval.	17-Jul-24	31-Dec-25	Fire Services	There has been a Provincial update Alberta Incident Management System AIMS template in Q3 that may require further Emergency Management plan review and changes for the County. Administration to confirm timelines	Infrastructure Services (COO)	Committee
21	Strategic Objectives of the People Strategy	MOVED by Councillor Samra that Council directs Administration to continue work on the strategic objectives of the People Strategy and bring a report back to Council with outcomes of delivered initiatives and a strategic priority status update in Q4 of 2024.	25-Jun-24	30-Jun-25	People & Culture	scheduled for GC July 15	Corporate Services	Council

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	Topic	Resolution	Date of Resolution	Target Completion Date	Responsible Department	Update	Corporate Division	Direction Given By
22	Fire Services Master Plan Review and Revisions	MOVED by Councillor Wright that the Governance Committee direct Administration to engage an external consultant to review and revise the 2022 draft Fire Services Master Plan, including long-term strategies based on community risk and projected growth, to forecast immediate and future emergency service needs of the community in a 2024 Fire Service Master Plan, for presentation to Council in Q4 of 2024.	16-Jan-24	30-Jun-25	Fire Services		Infrastructure Services (COO)	Committee
23	Land Use Bylaw Priority Amendments	MOVED by Councillor Wright that the Governance Committee direct Administration to prepare amendments to Land Use Bylaw C-8000-2020 for the consideration of Council at a public hearing no later than the end of Q2, 2024, based on the following principles: a. Create additional requirements for the Kennel use to regulate the location and impacts of the use; b. Create a new 'Shipping Container' use with associated regulations in relation to the subject district and intended use of the Shipping Container; c. Allow the Development Authority the ability to provide a minor variance to setback requirements for Real Property Report compliance reviews, subject to criteria; d. Allow automotive-related businesses to be considered as part of Home-Based Business (Type I) and (Type II) uses, subject to criteria; e. Create increased rules and regulations for the Bed and Breakfast use to ensure that the site and principal dwelling hosting the use is used as a permanent residence; and f. Create a new sign type – 'Community Entrance Sign' – and exempt Community Entrance Signs from requiring a development permit subject to criteria.	16-Jan-24	30-Jun-25	Planning	Awaiting automotive related businesses and Bed and Breakfast back to Council <i>Completed</i> <i>Entrance signs and existing building variances approved May 14</i> <i>Kennel and Minor accessory buildings approved June 11</i> <i>Shipping Containers presented June 25</i> <i>Bed and Breakfast presented to GC June 16</i> <i>Vacation Rental to GC March 11</i>	Community Services	Committee
24	Fire Offsite Levy Bylaw	MOVED by Councillor Boehlke that Council direct Administration to prepare a Fire Offsite Levy Bylaw for Council's consideration by Q3 of 2024 and following the Council approval of the 2024 Fire Master Plan.	12-Dec-23	30-Jun-25	Fire Services		Infrastructure Services (COO)	Council
25	Trans Canada Trail Feasibility Study	MOVED by Councillor Boehlke that Administration be directed to incorporate the findings and recommendations of the Trans Canada Trail Feasibility Study into the terms of reference for both the development of an Active Transportation Plan: North County and Parks and Open Space Master Plan review. Further, that intermunicipal collaboration and public engagement activities specifically explore the preferred routes and provide recommendations to the Governance Committee for consideration of both near and longer-term priorities.	04-Apr-23	31-Dec-25	Planning	No further work done with Airdrie or Calgary and ATP revisions are not on the 2024 workplan	Community Services	Committee
26	Report on Road Allowance Access to Waterbodies and Watercourses	MOVED by Councillor Hanson that in bringing forward future amendments to the Municipal Development Plan, area structure plans, active transportation plans, and Council Policy C-443, in accordance with Council direction and Administration's annual work plan, Administration shall be directed to incorporate into these documents policies and principles relating to recreational use of road allowances connecting to watercourses and waterbodies. Specific consideration shall be given to: • supporting, in principle, retention of road allowances for public recreation use; • identifying road allowance connection points and current usage through studies and public input; • prioritizing or discouraging identified road allowances and access points through policies and implementation tools; and • identifying measures to ensure the protection of adjacent private landowner interests in encouraging recreational use of a road allowance.	29-Nov-22	31-Dec-25	Planning	ATP not on 2024 workplan, but looking at river access through relevant ASPs and also through the Bears paw Reservoir Trilateral Taskforce (Intergov leading) which is getting restarted	Community Services	Council

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27	Shepard Industrial Area Structure Plan	MOVED by Councillor Samra that further consideration of Bylaw C-8172-2021 be tabled until annexation negotiations between the City of Calgary and Rocky View County conclude. MOVED by Councillor Samra that Administration be directed to present a report to Council no later than two months following a decision by the Land and Property Rights Tribunal on the annexation.	14-Dec-21	On Hold	Intergovernmental & Regional Services	Intergov and Regional Planning leading Prairie Gateway project	Chief Administrative Officer	Council
28	Prairie Gateway	MOVED by Councillor Hanson that Council directs Senior Administration meet with the City of Calgary's Senior Administration to identify and clarify any ongoing issues underlying the final deal agreement and report back to Council on progress in February 2025.	21-Jan-25	28-Feb-25	Intergovernmental & Regional Services		Chief Administrative Officer	Council
29	Township Road 250	MOVED by Councillor Samra that Administration be directed to prepare a report to be presented to Council, no later than the end of Q1 2025, to explore the opportunity to complete the full improvements of the Township Road 250 realignment to the ultimate 4 lane design.	28-Nov-24	31-Mar-25	Capital & Engineering Services	Scheduled for March 4 Council meeting	Infrastructure Services (COO)	Council
30	Paving Range Road 14	MOVED by Councillor Boehlke that Administration be directed to prepare a report to be presented to Council, no later than the end of Q1 2025, with additional information on the potential paving of Range Road 14 from Highway 574 north to the County boundary.	28-Nov-24	31-Mar-25	Capital & Engineering Services	Scheduled for March 4 Council meeting	Infrastructure Services (COO)	Council
31	Campbell Drive	MOVED by Deputy Reeve Kochan that Administration be directed to prepare a report to be presented to Council, no later than the end of Q1 2025, with a road improvement strategy for Campbell Drive in Bears paw, including all cost to widen the road surface and paving and any other costs associated with the project.	28-Nov-24	31-Mar-25	Capital & Engineering Services	Scheduled for March 4 Council meeting	Infrastructure Services (COO)	Council
32	12 Mile Coulee at Country Hills Boulevard Intersection	MOVED by Councillor Wright that Administration be directed to prepare a report to be presented to Council, no later than the end of Q1 2025, with additional information on how to advance intersection improvements with the City of Calgary at 12 Mile Coulee Road and Country Hills Boulevard/Hamilton Drive.	28-Nov-24	31-Mar-25	Capital & Engineering Services	Scheduled for March 4 Council meeting	Infrastructure Services (COO)	Council
33	Cambridge Park Parking Lot	MOVED by Councillor Samra that Administration be directed to prepare a report to be presented to Council, no later than the end of Q1 2025, with additional information on a parking lot in Cambridge Estates to address a safety issue of vehicles parking on both sides of the road parallel to the park.	28-Nov-24	31-Mar-25	Capital & Engineering Services	Scheduled for March 4 Council meeting	Infrastructure Services (COO)	Council
34	Jumping Pound Road	MOVED by Deputy Reeve Kochan that Administration be directed to prepare a report to be presented to Council, prior to spring budget finalization, with additional information on the following projects: a. Jumping Pound Road	28-Nov-24	31-Mar-25	Capital & Engineering Services	Scheduled for March 4 Council meeting	Infrastructure Services (COO)	Council
35	Conrich ASP Review	MOVED by Councillor Boehlke that Council direct Administration to create terms of reference and budget requests for the following: • Conrich ASP Review project; • Beacon AI Hub ASP project.	08-Oct-24	31-Jan-25	Planning	Targeting January 2025	Community Services	Council
36	Policy Review Advisory Committee	MOVED by Councillor Wright that Council directs Administration to prepare a report for Council's consideration to provide for the dissolution of the Policy Review Advisory Committee.	21-Jan-25	31-Mar-25	Legislative Services	scheduled for March 25 Council meeting	Corporate Services	Council
37	Recreation/Community Facility Management Software	MOVED by Councillor Hanson that Administration be directed to prepare a report to be presented to Council, no later than the end of Q1 2025, with additional information on the potential purchase of recreation/community facility management software.	28-Nov-24	31-Mar-25	Recreation, Parks & Community Support	scheduled for March 25 Council meeting	Chief Administrative Officer	Council

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	Topic	Resolution	Date of Resolution	Target Completion Date	Responsible Department	Update	Corporate Division	Direction Given By
38	Solid Waste and Recycling funding options	MOVED by Deputy Reeve Kochan that Council directs Administration to prepare a report to be presented to Council, no later than the end of Q1 2025, with additional information on Solid Waste and Recycling funding options as it relates to Extended Producer Responsibility.	25-Jun-24	31-Mar-25	Utility Services	scheduled for March 25 Council meeting	Infrastructure Services (COO)	Council
39	Road Closure Application PL20170162	MOVED by Councillor Boehlke that Administration prepare an amending bylaw to Bylaw C-8224-2021 to replace Schedule 'A' with a Survey once approval of that plan has been received from Alberta Environment and Protected Areas and that Application PL20170162 be referred back to Administration to bring the terms of the Sales Agreement back to Council along with the amending bylaw by September 5, 2024.	05-Sep-23	On Hold	Planning	On hold with applicant	Community Services	Council
40	Water and Wastewater Utility Rates Strategy	MOVED by Councillor Boehlke that direct Administration to implement the Individual Rate Structure for water and wastewater utilities to achieve full cost recovery with the 2027 rates and return to Council with amendments to the Master Rates Bylaw by the end of May 2025.	04-Mar-25	31-May-25	Utility Services		Infrastructure Services (COO)	Council
41	Council Compensation and Expense Reimbursement Policy C-195	MOVED by Councillor Wright that Council direct Administration to bring forward the following budget adjustments to be considered during spring budget finalization: <ul style="list-style-type: none"> • To increase the percentage from 1% to 1.25% for elected officials' health spending account, to match the allocation for County employees; and • To increase the amount of the annual pension contributions for elected officials to 5% of the current Councillor Base Salary, to come in effect for the new Council following the 2025 municipal election. 	04-Feb-25	08-Apr-25	Finance Services		Business and Financial Services	Council
42	Subdivision PL20240108	MOVED by Councillor Boehlke that the Subdivision Authority refers application PL20240108 back to Administration to reevaluate the submitted stormwater management plan and conditions of approval with a report back to Subdivision Authority by Q2 2025.	10-Dec-24	30-Jun-25	Planning	scheduled for April 8 Council meeting	Community Services	Council
43	Aggregate Resource Plan	MOVED by Councillor Wright that Council directs Administration to request proposals from appropriately qualified consultants to offer the following services: a. Undertake regular inspections of aggregate sites within the County; b. produce site inspection reports and work with aggregate operators to secure compliance with all relevant permits, where necessary; c. act as the primary municipal representative for public inquiries and the sharing of information relating to aggregate development. d. third-party review of technical studies submitted in support of planning applications and development permit applications; and e. technical review in relation to the ongoing monitoring of approved aggregate sites, including support of complaint investigations. MOVED by Councillor Wright that Council directs Administration to present submitted proposals, together with a recommended proponent and budget adjustment for Council's consideration and appointment in Q1, 2025.	08-Oct-24	08-Apr-25	Planning	scheduled for April 8 Council meeting	Community Services	Council
44	Solid Waste and Recycling Full Cost Recovery	MOVED by Deputy Reeve Kochan that Administration be directed to incorporate the additional Waste and Recycling revenue from Extended Producer Responsibility into the Spring Budget Finalization.	25-Mar-25	08-Apr-25	Finance Services		Business and Financial Services	Council
45	Cambridge Park Parking Lot	MOVED by Councillor Hanson that Council refers the Cambridge Park Paved Parking Lot initiative, along with its associated budget allocation, to the 2025 Spring Budget Finalization for deliberation concurrently with other initiatives.	04-Mar-25	08-Apr-25	Capital & Engineering Services		Infrastructure Services (COO)	Council

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	Topic	Resolution	Date of Resolution	Target Completion Date	Responsible Department	Update	Corporate Division	Direction Given By
46	Campbell Drive	MOVED by Deputy Reeve Kochan that Council refers the Campbell Drive Improvement, along with its associated budget allocation, to the 2025 Spring Budget Finalization for deliberation concurrently with other initiatives.	04-Mar-25	08-Apr-25	Capital & Engineering Services		Infrastructure Services (COO)	Council
47	Conrich Area Structure Plan Future Policy Area Draft	MOVED by Councillor Samra that Council direct Administration to amend the draft Conrich Area Structure Plan Future Policy Area amendments to incorporate feedback that was heard at the October 16th, 2024 Public Hearing, especially with respect to the phasing strategy, long-term development area, and distribution of residential densities throughout the Future Policy Area, to be presented to Council by no later than end of Q2, 2025.	10-Dec-24	30-Jun-25	Planning	scheduled for GC April 15	Community Services	Council
48	Emerging Sectoral Opportunity – Data Centers	MOVED by Deputy Reeve Kochan that Council directs Administration to present a report to Council on the emerging data centre opportunities by the end of April 2025, including: • recommendations on incorporating data centre proposals into the County’s Economic Development Strategy and planning framework; • options for early engagement with affected adjacent landowners by development proponents and the County; and • an update on the status of the terms of reference for the Kineticor and Kalina proposals.	04-Mar-25	30-Apr-25	Economic Development	Scheduled for April 22 Council meeting	Community Services	Council
49	Conrich Area Structure Plan Future Policy Area Draft	MOVED by Councillor Samra that the Governance Committee recommends to Council that the Conrich Area Structure Plan Future Policy Area project terms of reference be revised based on the following principles: a. The establishment of a density target of 5 units per acre on average in new residential development areas; b. Support for single-family dwellings as the predominant development form; c. Townhomes, duplexes, and other forms of multi-family developments do not exceed 10% of the total residential area; and d. Townhomes, duplexes, and other forms of multi-family developments are located in proximity to the community core of the northwest neighbourhood area.	15-Apr-25	31-Jul-25	Planning		Community Services	Committee
50	Key Financial Policies	MOVED by Councillor Samra that the Governance Committee recommends that Council approve Capital Budget Policy C-707, as presented. MOVED by Councillor Samra that the Governance Committee recommends that Council approve Asset Management Policy C-708, as presented. MOVED by Councillor Samra that the Governance Committee recommends that Council approve Multi-Year Budgeting Policy C-709, as presented. MOVED by Councillor Samra that the Governance Committee recommends that Council approve the Capital Committee Terms of Reference, as presented.	15-Apr-25	06-May-25	Finance Services	Scheduled for May 6 Council	Business and Financial Services	Committee
51	Updates to Bearspaw Area Structure Plan	MOVED by Reeve Kissel that Council refers Bylaw C-8588-2024 (Bearspaw Area Structure Plan) to Administration to allow Council to submit proposed amendments to the Bearspaw Area Structure Plan for consideration; AND THAT Administration be directed to return with Bylaw C-8588-2024 (Bearspaw Area Structure Plan) and Council’s proposed amendments, no later than the end of April 2025.	28-Jan-25	30-Apr-25	Planning	special meeting scheduled for April 23	Community Services	Council
52	Prairie Gateway	MOVED by Councillor Samra that Council direct Administration to bring a Terms of Reference for the Prairie Gateway Oversight Committee for Council approval by no later than Q2 2025.	18-Feb-25	30-Jun-25	Intergovernmental & Regional Services		Chief Administrative Officer	Council



Council and Committee Resolutions
Current as of 2025-06-02

On Time
Overdue
On Hold
Completed

Note: The intention of this tracker is to compile the resolutions originating from Council, Governance Committee, Recreation Governance Committee and Public Presentation Committee meetings requiring additional Administrative action and subsequent report back to the Council.

	Topic	Resolution	Date of Resolution	Target Completion Date	Responsible Department	Update	Corporate Division	Direction Given By
53	Business Licensing	MOVED by Councillor Wright that the Governance Committee directs Administration to prepare and present a business licensing feasibility study to Governance Committee for consideration by the end of Q1 2025.	21-Nov-24	31-Mar-25	Economic Development	Scheduled for May 13 GC	Community Services	Committee
54	Indus Recreation Expansion	MOVED by Councillor Wright that the Recreation Governance Committee directs Administration to assess the Bow Valley Agricultural Society's request to include the potential management of the Indus Recreation Centre expansion project with a report back to Council in Q1 2025.	18-Sep-24	22-Apr-25	Capital & Engineering Services	scheduled for April 22 Council meeting	Infrastructure Services (COO)	Committee
55	Community Recreation Off-Site Levy	MOVED by Councillor Hanson that Bylaw C-8550-2024 – Community Recreation Off-Site Levy be referred back to Administration to allow Administration to compile the amendments received from Council; AND THAT Bylaw C-8550-2024 – Community Recreation Off-Site Levy return to Council for consideration no later than end of Q1 without any further public engagement or public hearings.	07-Jan-25	30-Jun-25	Capital & Engineering Services	scheduled for Council May 20	Infrastructure Services (COO)	Council
56	Solid Waste and Recycling Full Cost Recovery	MOVED by Deputy Reeve Kochan that Administration be directed to prepare amendments to the Master Rates Bylaw for Langdon Curbside Collection with a report back to Council by the end of Q2 2025.	25-Mar-25	30-Jun-25	Utility Services		Infrastructure Services (COO)	Council
57	Aggregate Resource Plan Engagement Summary	MOVED by Councillor Wright that Council refer the "What We Heard: Aggregate Resource Plan" information to Administration to bring additional information to the CAO Workshop scheduled for May 22, 2025.	22-Apr-25	22-May-25	Planning	workshop scheduled May 22	Community Services	Council
58	Water and Wastewater Utility Rates Strategy	MOVED by Councillor Schule that Council direct Administration to retain Jonathan Huggett Inc. to provide a third-party assessment of the County's proposed water and wastewater full cost recovery utility rate strategy, including recovery time options, in consideration of economic development competitiveness, regulatory compliance, transparency, and accountability by April 30, 2025, to a maximum cost of \$75,000 to be funded from the Tax Stabilization Reserve.	25-Mar-25	30-Jun-25	Utility Services		Infrastructure Services (COO)	Council
59	Langdon Water Works	MOVED by Councillor Schule that the Governance Committee direct Administration to collaborate with Langdon Water Works in conjunction with the current Langdon ASP Expansion Project team to develop a Terms of Reference for the Technical Review Committee to be presented to Council for consideration no later than Q3 2025.	11-Feb-25	30-Sep-25	Planning		Community Services	Committee