



## A G E N D A

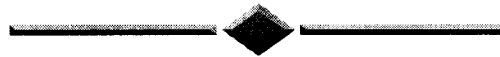


FOR THE *REGULAR MEETING OF RED DEER CITY COUNCIL*

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

*MONDAY, OCTOBER 24, 2005*

COMMENCING AT *7:00 P.M.*



- (1) Confirmation of the Minutes of the Regular Meeting of Tuesday, October 11, 2005
- (2) **UNFINISHED BUSINESS**
- (3) **PUBLIC HEARINGS**
  1. Parkland Community Planning Services – Re: *Land Use Bylaw Amendment 3156/R-2005 / Overnight Stay of Trailers (RV's) in Parking Lots*  
(Consideration of 2<sup>nd</sup> & 3<sup>rd</sup> Readings)

2. Parkland Community Planning Services – *Re: Land Use Bylaw Amendment 3156/II-2005 / Rezoning of 0.5 ha (1.2 ac) of Land from A1 Future Urban Development District to R1N Residential Narrow Lot District / Inglewood West – Phase 2A / Inglewood Communities Inc.*  
(Consideration of 2<sup>nd</sup> & 3<sup>rd</sup> Readings) . .6

(4) **REPORTS**

1. Crime Prevention & Policing Strategy Project Leader – *Re:*
  - (a) *Crime Prevention and Policing Strategy Implementation Plan* . .10
  - (b) *Policing Committee Resolution to Amalgamate with the Advisory Committee on Crime Prevention* . .17
2. Financial Services Manager and Public Works Manager – *Re: Amendments to Utility Bylaw 3215/98 – Changes to Penalties/Application Fee – Utility Bylaw Amendment 3215/B-2005*  
(Consideration of 3 Readings of the Bylaw) . .19
3. Social Planning Manager – *Re: Support to Affordable Housing Project* . .87
4. Social Planning Manager – *Re: National Homelessness Initiative Recommendations from the Community Housing Advisory Committee* . .90
5. EL & P Manager – *Re: Market Surveillance Administrator / 2005 – Q3 Compliance Report* . .96
6. Legislative & Administrative Services Manager & Engineering Services Manager – *Re: 39 Street Traffic Noise and Speed Concerns* . .100

(5) **CORRESPONDENCE**

1. Legislative & Administrative Services Manager and City Solicitor – *Re: Request for Land Use Bylaw Amendment Regarding Portable Signs from Magnetsigns* ..118

(6) **PETITIONS AND DELEGATIONS**

(7) **NOTICES OF MOTION**

(8) **WRITTEN INQUIRIES**

(9) **BYLAWS**

1. **3156/R-2005** - Land Use Bylaw Amendment / Overnight Stay of Trailers (RV's) in Parking Lots  
(2<sup>nd</sup> & 3<sup>rd</sup> Readings) ..144  
..1
2. **3156/II-2005** – Land Use Bylaw Amendment / Land Use Bylaw Amendment 3156/II-2005 / Rezoning of 0.5 ha (1.2 ac) of Land from A1 Future Urban Development District to R1N Residential Narrow Lot District / Inglewood West – Phase 2A / Inglewood Communities Inc.  
(2<sup>nd</sup> & 3<sup>rd</sup> Readings) ..146  
..6
3. **3215/B-2005** – Utility Bylaw Amendment / Changes to Penalties / Application Fees  
(3 Readings) ..148  
..19



**Legislative & Administrative Services**

**DATE:** September 27, 2005  
**TO:** City Council  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** Land Use Bylaw Amendment 3156/R-2005  
Overnight Stay of Trailers (RV's) in Parking Lots

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***History:***

At the Monday, September 26, 2005 meeting of Council, Land Use Bylaw Amendment 3156/R-2005 was given first reading.

Land Use Bylaw Amendment 3156/R-2005 provides for the regulation of overnight parking of RV units to allow the overnight stay of trailers (RV's) only in approved campgrounds and to allow them under certain conditions in residential areas. It will also allow self-contained RV units, subject to certain conditions, to park overnight within parking lots at the Westerner Exposition site, schools, churches, community centers, recreation facility sites and major hotels.

***Public Consultation Process***

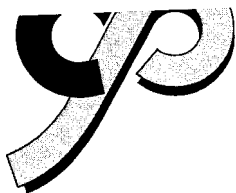
A Public Hearing has been advertised for the above noted bylaw to be held on Monday, October 24, 2005 at 7:00 P.M. in Council Chambers during Council's regular meeting.

Comments were received over the phone, at the Legislative & Administrative Services office, from Mr. Dave Wright, a resident of Red Deer. Mr. Wright indicated he felt not letting people part RV's overnight in the Wal-Mart Parking would create more problems as people would end up parking their RV's on residential streets. He felt that The City of Red Deer would alienate RV travelers and would not be promoting tourism in our city.

***Recommendation***

That following the Public Hearing, Council may proceed with second and third readings of the bylaw.

Kelly Kloss  
Manager



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**DATE:** September 21, 2005

**TO:** Kelly Kloss, Legislative & Administrative Services Manager

**RE:** Land Use Bylaw Amendment 3156/R-2005  
Overnight Stay of Trailers (RV's) in Parking Lots

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This Land Use Bylaw (LUB) amendment proposal is meant to clarify and allow the overnight stay of trailers (RV's) only in approved campgrounds, continue to allow them under certain conditions in residential areas but also allow self-contained RV units, subject to certain criteria, to park overnight within parking lots at the Westerner Exposition site, schools, churches, community centers, recreation facility sites and major hotels.

### **Background**

Other than in campgrounds and subject to certain criteria in residential districts, the City's Land Use Bylaw (Section 47) prohibits in any other locations the overnight parking and use (living/sleeping) of self contained recreation vehicle units. This causes a problem when major events are held in the city. Overflow trailer (RV) parking occurs at the Westerner site and during major conventions and events, there have been RV's parked at the convention hotels. In addition, family reunions and sporting tournaments on public sites have included requests for overnight RV parking which is not allowed under the current bylaw.

City Administration in 2004 examined and evaluated the current Bylaw requirement that does not allow overnight visitor RV parking outside of designated campgrounds. This became an issue because of Wal-Mart's policy across North America to allow overnight visitor RV parking in their parking lots after their stores had closed. Research on this matter revealed that none of Alberta's major cities regulate this activity on the basis that these parking areas are considered to be private land, they do not have the staff to monitor or police the situation, they have not had complaints and if there were complaints of noise or nuisance, charges under the appropriate municipal bylaw would be laid and lastly, as long as the overnight RV parking does not interfere with the Land Use Bylaw parking standards as to the number of stalls available to customers while the store is open, they do not have a concern. The City of Red Deer, through its Licensing and Inspections Department, enforces municipal Bylaws on a complaint basis.

Also, the practice of parking and occupying a RV unit overnight while parked at a convention hotel, recreation facility site, community center, school or church site was noted. This appears to occur occasionally during special functions, tournaments, family reunions, concerts or other entertainment events held at these locations. Furthermore, the Westerner Exhibition Association allows the overnight stay of RV units on portions of their parking lots when their own campground is full and/or in conjunction with agricultural shows/events.

**Legislative & Administrative Services Manager**  
**Land Use Bylaw Amendment 3156/R-2005**  
**Page 2**

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Previous Council Action (proposed Land Use Bylaw Amendment 3156/AA-2004)

Following evaluation of the above noted occurring overnight RV parking situations, planning and Inspections & Licensing staff felt there was merit for Council to debate and consider a LUB amendment that would, subject to certain criteria, allow the overnight parking of RV units outside of designated campgrounds. The proposed amendment also removed the potential inconsistency between the Traffic Bylaw and the Land Use Bylaw by having the traffic bylaw defer to the land use bylaw on the issue of overnight RV parking.

In this regard, proposed Land Use Bylaw Amendment 3156/AA-2004 was presented to City Council on September 20, 2004 at which time it was supported and given first reading. This Bylaw amendment proposed to allow overnight RV parking in commercial parking lots located within the C1, C1A, C2 & C4 Commercial Districts and parking lots located in the PS Service District (schools, churches, community centers), subject to the following limitations:

1. consent of the property owner was required,
2. overnight parking not to exceed two consecutive nights without the property owner obtaining approval from the Development Authority,
3. no fees to be charged and,
4. overnight parking could only occur on an occasional basis on any site.

The simultaneous Traffic Bylaw Amendment 3186/A-2004 was also given first reading by Council.

Following first reading staff became aware of concerns expressed from campground operators. Based upon a package of information received from one of the campground operators, the Bylaw was reviewed again to ensure that it would not create widespread camping throughout the city and impact parking standards on the commercial sites. The Inspections & Licensing Manager requested of Legislative and Administrative Services that advertising of these Bylaws be deferred until the City could meet with the campground operators and other related stakeholders. Council was informed that these Bylaws were not advertised. Since the Traffic Bylaw amendment did not directly affect the parking of RV's as it merely deferred to the regulations in the Land Use Bylaw, this amendment ultimately came back to be approved by Council on May 24, 2005 under Bylaw 3186/A-2005 which included a number of other related traffic bylaw amendments.

Follow-up Consultation

Planning and Inspections & Licensing staff met with the operators of the two city campgrounds who reiterated their concerns regarding the viability of their campground operations if travelers with RV units were allowed to freely park overnight in city commercial parking lots. Concerns were also expressed related to the volume of campers and resulting impact on parking in the commercial parking lots. Photos were provided

**Legislative & Administrative Services Manager**  
**Land Use Bylaw Amendment 3156/R-2005**  
**Page 3**

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showing sites in other municipalities where RV units were occupying large portions of commercial parking lots. Representatives from two of the city's larger convention hotel operations also came forward indicating that, while it is not their desire to be in the campground business, hotel operators would however like the ability to accommodate hotel patrons who arrive with a RV unit to attend a major event at their facility when all normal rooms are fully booked. The campground operators acknowledged that when certain major events are held in the city, generally all available accommodation is full including campgrounds. Therefore, campground operators were prepared to support the overnight stay of RV units in hotel parking lots on a limited basis.

There was also discussion related to overnight RV parking at public sites (schools, churches, community centers) to accommodate family reunions, ball tournaments and other specialized events. It appeared that this practice was not wide spread, generally limited to the summer season and, for the most part, goes unnoticed by the general public.

**Revised Land Use Bylaw Amendment**

Based on the discussions held with local campground and hotel industry operators and the consensus and analysis reached with them, planning and Inspections & Licensing staff are supportive of an alternative land use bylaw amendment based on an approach that does not undermine the campground industry but yet supports the local convention and conference industry and preserves the parking available to commercial customers. Proposed Land Use Bylaw Amendment 3156/R-2005 now aims to regulate overnight parking of RV units in the following manner:

1. Will continue allow overnight parking of RV units in approved campgrounds.
2. Will allow, on the Westerner Exhibition site, overnight parking of RV units if their campground is full and/or if patrons require close proximity to agricultural facilities housing livestock or other show animals. The Westerner site is often the venue for major events that cannot be accommodated in their existing campground. It is not practical to expand the campground for these few events per year.
3. Will allow, subject to certain criteria, limited overnight parking of self-contained RV units in parking lots at schools, churches, recreation facility sites and community centers in order to accommodate patrons of on-site family reunions, concerts, sporting tournaments, etc. This provision is being retained from the earlier Bylaw amendment proposal as this was not identified as being an issue.
4. Will allow, subject to certain criteria, limited overnight parking of self-contained RV units in the parking lots of major hotels to accommodate patrons who attend functions and/or events in facilities on the same site when regular hotel accommodation is not available.

**Legislative & Administrative Services Manager**  
**Land Use Bylaw Amendment 3156/R-2005**  
**Page 4**

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5. Will continue to allow, subject to existing Section 47 of the Land Use Bylaw, limited overnight parking of RV units in residential areas. While some minor wording, renumbering and format changes are being proposed to this section, these changes do not alter the intent of what is permitted under the current Bylaw.

The criteria referenced in (3) & (4) above to regulate overnight parking of self-contained RV units in parking lots located at schools, churches, recreation facility sites, community centers and major hotel sites are proposed as follows:

- a) the occupant shall obtain consent from the owner of the site and must be attending a function or event in a facility on that site;
- b) the owner of the site shall obtain approval from the Development Authority;
- c) overnight parking on the site shall not exceed two consecutive nights unless approved by the Development Authority;
- d) overnight parking on the site shall not exceed two occasions per calendar month unless approved by the Development Authority;
- e) no fees shall be charged for overnight parking; and
- f) the owner of the site shall be responsible to ensure that all City of Red Deer Bylaws, including the Public Order Bylaw, are complied with."

The overnight parking of RV units in commercial parking lots, which is not permitted under the current Land Use Bylaw, **will not be changed** except as proposed in this Bylaw amendment for patrons at major hotel sites who attend on-site facilities that offer conference, convention, banquet and entertainment services. The Inspections & Licensing Department is actively working to ensure and educate large commercial retail operators of the fact that overnight parking of RV units in their parking lots are not permitted.

**Recommendation**

It is recommended that City Council rescind the first reading given to Land Use Bylaw amendment 3156AA/2004 and proceed with first reading of Land Use Bylaw amendment 3156/R-2005.



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Tony Lindhout, ACP, MCIP  
City Planning Manager

(Account No. 180.5901)

Legislative & Administrative Services

**DATE:** September 27, 2005

**TO:** Tony Lindhout, Parkland Community Planning Services

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Land Use Bylaw Amendment 3156/R-2005  
Overnight Stay of Trailers (RV's) in Parking Lots

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***Reference Report:***

Parkland Community Planning Services, dated September 21, 2005

***Resolutions:***

*"Resolved* that Council of the City of Red Deer having considered the report from Parkland Community Planning Services, dated September 21, 2005, Re: Land Use Bylaw Amendment 3156/R-2005 – Overnight Stay of Trailers (RV's) in Parking Lots) hereby rescinds first reading of Land Use Bylaw Amendment 3156/AA-2004."

***Bylaw Readings:***

Land Use Bylaw Amendment 3156/R-2005 was given first reading. A copy of the bylaw is attached.

***Report Back to Council:*** Yes.

A Public Hearing will be held on Monday, October 24, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

***Comments/Further Action:***

Land Use Bylaw Amendment 3156/R-2005 provides for the regulation of overnight parking of RV units to allow the overnight stay of trailers (RV's) only in approved campgrounds and to allow them under certain conditions in residential areas. It will also allow self-contained RV units, subject to certain conditions, to park overnight within parking lots at the Westerner Exposition site, schools, churches, community centers, recreation facility sites and major hotels. This office will now proceed with the advertising for a Public Hearing. The City of Red Deer will be responsible for the advertising costs in this instance.



Kelly Kloss  
Manager

/chk  
/attach.

- c Director of Development Services  
Inspections & Licensing Manager  
Land & Economic Development Manager  
C. Adams, Administrative Assistant  
T. Edwards, Clerk Steno

## BYLAW NO. 3156/R-2005

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of The City of Red Deer as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

Bylaw No. 3156/96 is hereby amended as follows:

1 Section 47 is deleted in its entirety and replaced with the following new section:

- “47 No owner or person in lawful possession or control of a site shall allow or permit a trailer parked on such site to be used for living or sleeping accommodation except as follows:
- (1) A trailer parked in an approved campground.
  - (2) A trailer parked in the Westerner Exposition site if their on-site campground is full or if exhibitors require close proximity to on-site facilities.
  - (3) A self-contained trailer parked in the parking lot of a church, school, recreation venue site, community centre or major hotel with conference/convention facilities providing:
    - (a) the occupant has obtained consent from the owner of the site and is attending a function or event in a facility on that site;
    - (b) the owner of the site has obtained approval from the Development Authority;
    - (c) overnight parking on the site does not exceed two consecutive nights unless approved by the Development Authority;
    - (d) overnight parking on the site shall not exceed two occasions per calendar month unless approved by the Development Authority;
    - (e) no fees shall be charged for overnight parking;
    - (f) the owner of the site will be responsible to ensure that all City of Red Deer Bylaws, including the Public Order Bylaw, are complied with.”
  - (4) A trailer parked on a site in a residential district for 48 hours or less between the first day of May and the thirtieth day of September each year.
  - (5) A trailer parked on a site in a residential district for a period greater than 48 hours between the first day of May and the thirtieth day of September each year providing:
    - (a) the owner of the site obtains approval from the Development Authority;
    - (b) no rent or fees are paid for the use of the site or facilities;
    - (c) the period shall in no circumstances exceed thirty days without prior approval of the Development Authority.”

READ A FIRST TIME IN OPEN COUNCIL this 26<sup>th</sup> day of September 2005.  
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.  
READ A THIRD TIME IN OPEN COUNCIL this day of 2005.  
AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

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MAYOR

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CITY CLERK



Council Decision – October 24, 2005

Legislative & Administrative Services

**DATE:** October 25, 2005  
**TO:** Tony Lindhout, Parkland Community Planning Services  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** Land Use Bylaw Amendment 3156/R-2005  
Overnight Stay of Trailers (RV's) in Parking Lots

---

*Reference Report:*

Parkland Community Planning Services, dated September 21, 2005

*Bylaw Readings:*

Land Use Bylaw Amendment 3156/R-2005 was defeated at second reading.

*Report Back to Council:* No

*Comments/Further Action:*

Land Use Bylaw Amendment 3156/R-2005 provides for the regulation of overnight parking of RV units to allow the overnight stay of trailers (RV's) only in approved campgrounds and to allow them under certain conditions in residential areas. It will also allow self-contained RV units, subject to certain conditions, to park overnight within parking lots at the Westerner Exposition site, schools, churches, community centers, recreation facility sites and major hotels.

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss  
Manager

/chk  
attchs.

- c Director of Development Services
- Inspections & Licensing Manager
- Land & Economic Development Manager
- City Assessor
- D. Kutinsky, Graphics Designer
- S. Marks, Graphics Designer
- T. Edwards, Clerk Steno



**Council Decision – September 26, 2005**

**Legislative & Administrative Services**

**DATE:** September 27, 2005  
**TO:** City Council  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** Land Use Bylaw Amendment 3156/II-2005  
Portion of SW ¼ Sec. 3-38-27-W4M  
Inglewood West – Phase 2A  
Inglewood Communities Inc.

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***History***

At the Monday, September 26, 2005 Council Meeting, Council have gave first reading to Land Use Bylaw Amendment 3156/II-2005.

Land Use Bylaw Amendment 3156/II-2005 provides for the rezoning of approximately 0.5 ha (1.2 ac) of land from A1 Future Urban Development District to R1N Residential Narrow Low District in order to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots.

***Public Consultation Process***

A Public Hearing has been advertised for the above noted bylaw to be held on Monday, October 24, 2005 at 7:00 p.m., in Council Chambers, during Council's regular meeting. The owners of the properties bordering the site have been notified by letter of the Public Hearing.

***Recommendation***

That following the Public Hearing, Council may proceed with 2<sup>nd</sup> and 3<sup>rd</sup> readings of the bylaw.

Kelly Kloss  
Manager

**Christine Kenzie**

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**From:** Mel Delaney [MelDelaney@livingstones.ab.ca]  
**Sent:** October 24, 2005 10:46 AM  
**To:** LASMailbox  
**Subject:** Rezoning Inglewood West--Phase 2A; Land Use Bylaw Amendment 3156/II-2005

Attention: Kelly Kloss

The Official Board of Living Stones Church met on Thursday, October 20, 2005.

I am communicating on their behalf that they had no concerns over the rezoning as described in your letter of October 4, 2005.

Thanks for an excellent job at our City office.

Sincerely,

Mel Delaney  
Business Administrator & Elder  
On behalf of the Official Board

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[This message has been scanned for security content threats, including computer viruses.]

2005-10-24

81 Ireland Creek  
Red Deer AB  
T4R 3K7  
Oct 17, 2005

RECEIVED

OCT 17 2005

THE CITY OF RED DEER

Kelly Ross

Mayor, Legislative & Admin. Services

Re: Rezoning Inwood West - Phase 2A

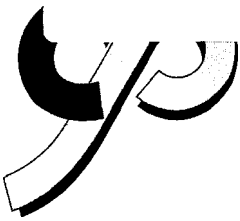
Least Use Bylaw Amendment 3156/II-2005

- The residents of 81 Ireland Creek, we reside next to the two adjacent lots in the proposal. We would be pleased to see these two lots, and the other six, rezoned as residential lots.

-(Our concern is that the remainder of the A1 area not be rezoned in the future. We would be very much opposed to this. Our recommendations is that this area be grassed and turned over to City Parks for maintenance.)

- Further to the above, we would like to see the temporary alley, directly to the south of our home, removed when the rezoning takes place. This alley was never in the plans.

Thankyou Council members for including our voice in your decision-making. STEVE MYRNA STUKA  
~~SA that~~ Myrna Stuka



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**DATE:** September 16, 2005

**TO:** Kelly Kloss, Legislative and Administrative Services Manager

**FROM:** Martin Kvapil, Planning Assistant

**RE:** Land Use Bylaw Amendment No. 3156/II-2005  
Portion of SW ¼ Sec. 3-38-27-W4M  
Inglewood West – Phase 2A  
Inglewood Communities Inc.

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**Proposal**

Inglewood Communities Inc. is proposing to develop Phase 2A of the Inglewood West neighbourhood. Phase 2A is located within the most southwesterly portion of the Inglewood West Neighbourhood Area Structure Plan (NASP). The applicant seeks to rezone approximately 0.5 ha (1.2 ac.) of land from A1 Future Urban Development District to R1N Residential Narrow Lot District for the purpose of creating 8 residential lots.

The proposed lots would be created upon lands previously contained within a landfill setback, as per the Subdivision and Development Regulation. The operating portion of this landfill is expected to be closed in the near future and therefore a lesser setback distance from residential development would be required. Subdivision approval would not be received until the City's closure report is approved by Alberta Environment and the landfill is deemed closed.

**Staff Recommendation**

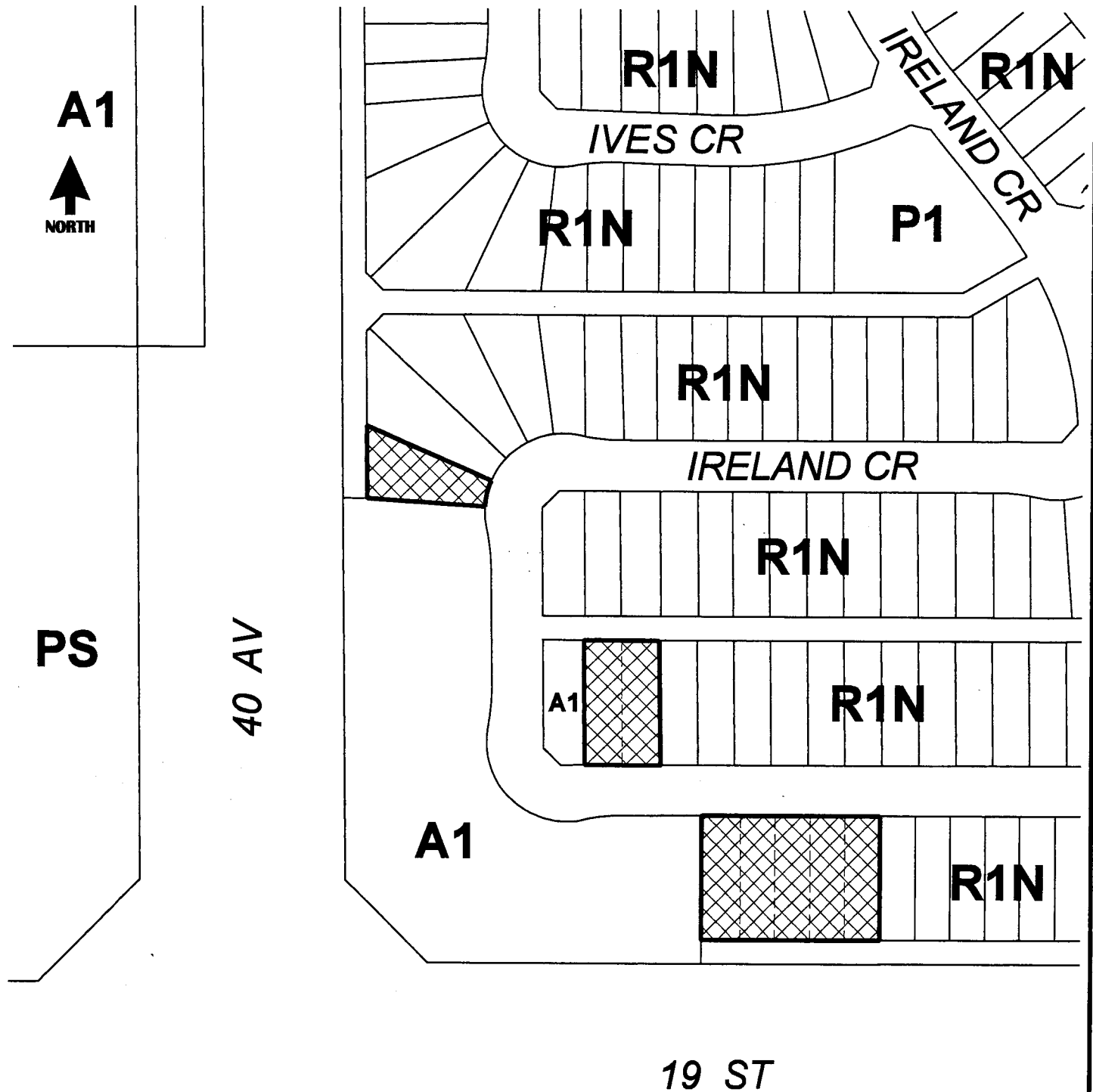
The proposal conforms with the Inglewood West Neighbourhood Area Structure Plan and therefore it is recommended that City Council proceed with first reading of Land Use Bylaw Amendment 3156/II-2005.

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Martin Kvapil

attachments

# The City of Red Deer PROPOSED LAND USE BYLAW AMENDMENT



Change from :

A1 to R1N



## AFFECTED DISTRICTS:

A1 - Future Urban Development

R1N - Residential Narrow Lot

MAP No. 31 / 2005  
BYLAW No. 3156 / II - 2005



FILE COPY

LEGISLATIVE & ADMINISTRATIVE SERVICES

October 25, 2005

Melcor Developments Ltd.  
502, 4901 – 48 Street  
Red Deer, AB T4N 6M4

Dear Sirs:

*Land Use Bylaw Amendment 3156/II-2005*  
*Portion of SW ½ Sec. 3-38-27-W4M*  
*Inglewood West – Phase 2A*  
*Inglewood Communities Inc.*

At the City of Red Deer's Council Meeting held Monday, October 24, 2005 a Public Hearing was held with respect to *Land Use Bylaw Amendment 3156/II-2005*. Following the Public Hearing, *Land Use Bylaw Amendment 3156/II-2005* was given second and third readings, a copy of which is attached.

*Land Use Bylaw Amendment 3156/II-2005* provides for the rezoning of approximately 0.5 ha (1.2 ac) of land from A1 Future Urban Development District to R1N Residential Narrow Low District in order to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots.

Please call me if you have any questions or require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over the printed name and title.

Kelly Kloss  
Manager

KK/chk

/attach.

c Parkland Community Planning Services

**INGLEWOOD WEST PHASE 2A  
LUB AMENDMENT 3156/II-2005**

**DESCRIPTION:** Rezone from A1 to R1N to create 8 residential lots.

**FIRST READING:** September 26, 2005

**FIRST PUBLICATION:** October 7, 2005

**SECOND PUBLICATION:** October 14, 2005

**PUBLIC HEARING & SECOND READING:** October 24, 2005

**THIRD READING:** OCT. 24/05

**LETTERS REQUIRED TO PROPERTY OWNERS:** YES ☒ NO ☐

**DEPOSIT?** YES ☒ \$ 400. NO ☐ BY: Melcor

**ACTUAL COST OF ADVERTISING:**

\$ 329.<sup>12</sup> X 2 TOTAL: \$ 658.<sup>24</sup>

**MAP PREPARATION:** \$ \_\_\_\_\_

**TOTAL COST:** \$ 658.<sup>24</sup>

**LESS DEPOSIT RECEIVED:** \$ (400.00)

**AMOUNT OWING/ (REFUND):** \$ 258.<sup>24</sup>

**INVOICE NO.:** 171209

(Account No. 180.5901)

Batch # 716808



THE CITY OF RED DEER  
RECEIPT

RECEIVED FROM

*Melcor Dev / Inglewood*

\$ *400.00*

*05.10.03*  
Year Month Day

THE SUM OF

*400.00*

Dollars

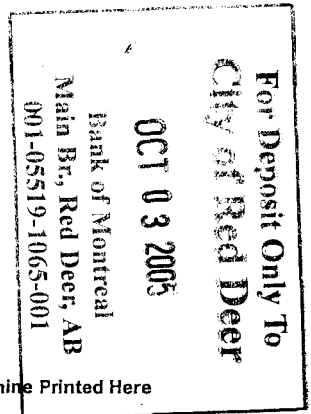
DESCRIPTION

*Inglewood Phase 2A*

|           | Account Number<br>(Business Unit, Object, Subsidiary) | Subledger | T | Asset ID No. | Amount        |
|-----------|---|-----------|---|--------------|---------------|
| G.L. DIST | <i>180.5901</i>                                       |           |   |              | <i>400.00</i> |
| G.L. DIST |   |           |   |              |               |
| G.L. DIST |   |           |   |              |               |
| G.L. DIST |   |           |   |              |               |
| G.L. DIST |   |           |   |              |               |
| G.L. DIST |   |           |   |              |               |
| G.S.T.    | <i>3210</i>   |           |   |              |               |

Registration #R119311785

Not Valid Unless Machine Printed Here



REMITTANCE ADVICE

| DATE          | PAYEE                     | THE CITY OF RED DEER                  | AMOUNT  | 400.00       | PAGE     | 1           |
|---------------|---------------------------|---------------------------------------|---------|--------------|----------|-------------|
| 28 9 2005     | BANK                      | IN Canadian Imperial Bank of Commerce | NUMBER  | 1542         |          |             |
| DOCUMENT DATE | DOCUMENT NUMBER           | DOCUMENT AMOUNT                       | BALANCE | GROSS AMOUNT | DISCOUNT | NET PAYMENT |
| 28 9 2005     | 05-09-AD FEES             | 400.00                                |         | 400.00       | 0.00     | 400.00      |
|               | <i>Inglewood Phase 2A</i> |                                       |         |              |          |             |
|               |                           | 400.00                                |         | 400.00       | 0.00     | 400.00      |

DE. , THIS PORTION BEFORE DEPOSITING

Mailed Out  
Oct. 4.

**INGLEWOOD WEST PHASE 2A  
Land Use Bylaw Amendment**

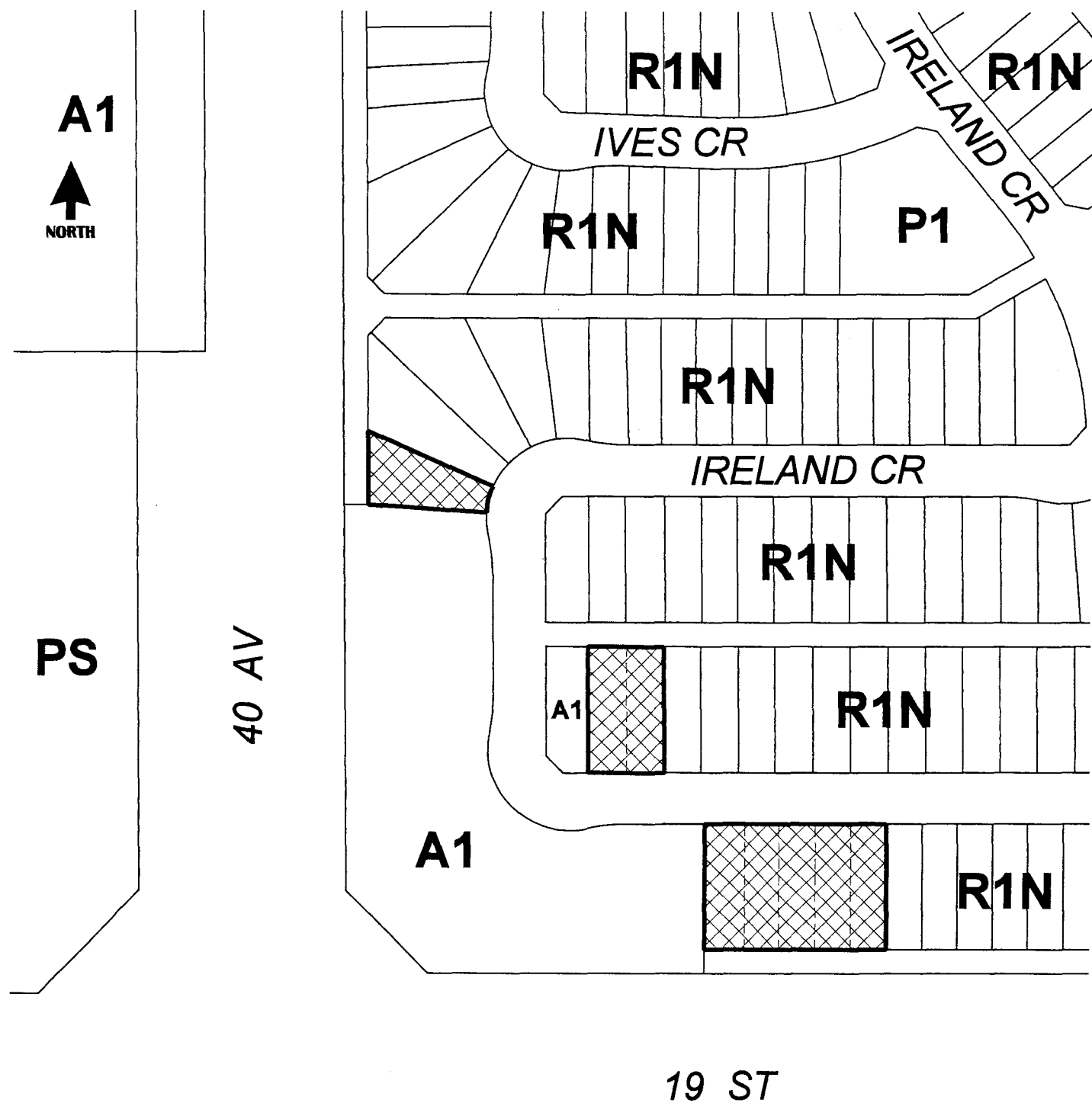
City Council proposes to pass **Land Use Bylaw Amendment 3156/II-2005**, which provides for the rezoning of approximately 0.5 hectares (1.2 acres) of land described as a portion of the Southwest ¼ Section 3-38-27-W4M from A1 Future Urban Development District to R1N Residential Narrow Lot District to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots. The proposed bylaw may be inspected by the public at Legislative & Administrative Services, 2<sup>nd</sup> Floor of City Hall during regular office hours or for more details, contact the city planners at Parkland Community Planning Services 343-3394.

**"Map"**

City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on **Monday, October 24, 2005** at 7:00 p.m. in Council Chambers, 2<sup>nd</sup> floor of City Hall. If you want your letter or petition included on the Council agenda you must submit it to the Manager, Legislative & Administrative Services by **Tuesday, October 18, 2005**. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Any submission will be public information. If you have any questions regarding the use of this information please contact the Manager, Legislative & Administrative Services at 342-8132.

(Publication Dates: October 7 & 14, 2005)

# The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



Change from :

A1 to R1N



## AFFECTED DISTRICTS:

A1 - Future Urban Development

R1N - Residential Narrow Lot

MAP No. 31 / 2005  
BYLAW No. 3156 / II - 2005

October 4, 2005

«Prime\_Owner\_Name»

«Owner\_Address\_1»

«Owner\_Address\_2»

«Owner\_Address\_3»

«Owner\_Address\_4»

Dear Sir/Madam:

**Re: Rezoning Inglewood West – Phase 2A  
Land Use Bylaw Amendment 3156/II-2005**

---

Council of the City of Red Deer is considering a change to the Land Use Bylaw that controls the use and development of land and buildings in the city. As a property owner in the Inglewood area you have an opportunity to ask questions about the intended use and to let Council know your views.

City Council proposes to pass **Land Use Bylaw Amendment 3156/II-2005**, which provides for the rezoning of approximately 0.5 hectares (1.2 acres) of land described as a portion of the Southwest ¼ Section 3-38-27-W4M from A1 Future Urban Development District to R1N Residential Narrow Lot District to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots. The proposed bylaw may be inspected by the public at Legislative & Administrative Services, 2<sup>nd</sup> Floor of City Hall during regular office hours, or for more details contact the city planners at Parkland Community Planning Services at 343-3394.

City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on **Monday, October 24, 2005** at 7:00 p.m. in Council Chambers, 2<sup>nd</sup> floor of City Hall. If you want your letter or petition included on the Council agenda you must submit it to our office by **Tuesday, October 18, 2005**. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Any submission will be public information. If you have any questions regarding the use of this information, please contact Legislative & Administrative Services at 342-8132.

Yours truly,

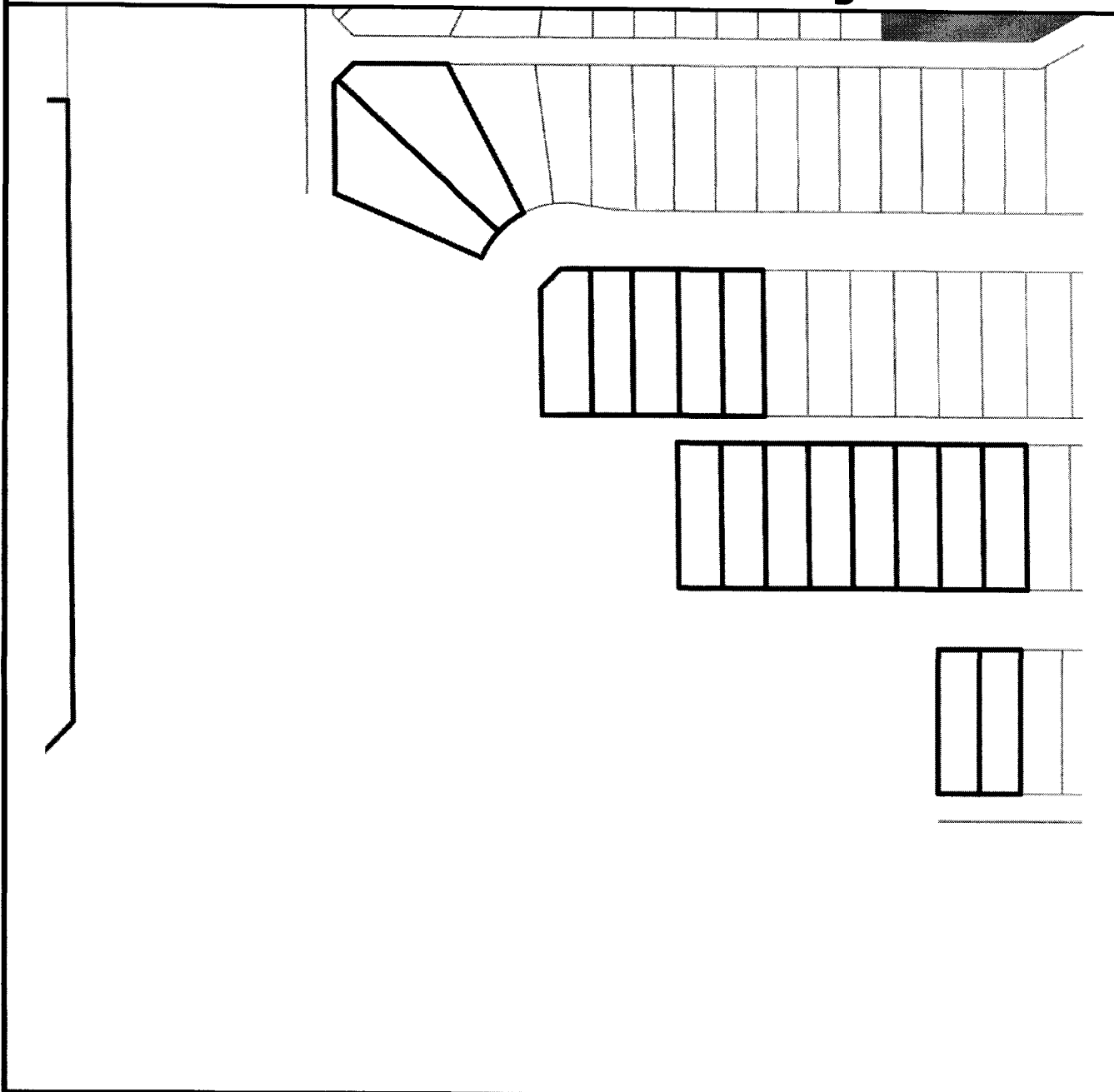


Kelly Kloss  
Manager, Legislative & Administrative Services

/te  
encl.



# LUB Amendment 3156/II-2005, Inglewood West



## LEGEND

Legal Fabric  
Parcel Fabric  
Streets  
Base



2005/09/27  
Scale 1 : 1573

The City of Red Deer does not guarantee  
the accuracy of the information.  
Data to be used as information only.

Copyright © 2005 The City of Red Deer

| Prime Owner Name                    | Owner Address 1                    | Owner Address 2      | Owner Address 3      | Owner Address 4 |
|-------------------------------------|------------------------------------|----------------------|----------------------|-----------------|
| STEVE & MYRNA LORRAINE STUKA        | 81 IRELAND CRES                    | RED DEER, AB T4R 3K7 |                      |                 |
| DENNIS & LOUISE MCBURNEY            | BOX 26                             | JANSEN, SK S0K 2B0   |                      |                 |
| ANDREW & SONIA PEZZACK              | 77 IRELAND CRES                    | RED DEER, AB T4R 3K7 |                      |                 |
| JODY WILKINS & ROBYN SCRAGG         | 75 IRELAND CRES                    | RED DEER, AB T4R 3K7 |                      |                 |
| RICHARD POCHYLKO ENTERPRISES LTD    | 167 ALEXANDER CR                   | RED DEER, AB T4R 2R7 |                      |                 |
| BRANDY YOUNG                        | 73 IRELAND CRES                    | RED DEER, AB T4R 3K7 |                      |                 |
| CECILE BERNIER                      | 72 IRELAND CRES                    | RED DEER, AB T4R 3K7 |                      |                 |
| CRAIG O'NEILL                       | 71 IRELAND CRES                    | RED DEER, AB T4R 3K7 |                      |                 |
| JIM & CHERYL BILLYARD               | 69 IRELAND CRES                    | RED DEER, AB T4R 3K7 |                      |                 |
| MARC L & TRESLIE C WILLIAMS         | 67 IRELAND CRES                    | RED DEER, AB T4R 3K8 |                      |                 |
| RICHARD PATRICK & VICKY LYNN POIRIE | 125 IRELAND CRES                   | RED DEER, AB T4R 3K6 |                      |                 |
| JEFFREY RICHARD SIGURDSON           | 123 IRELAND CRES                   | RED DEER, AB T4R 3K6 |                      |                 |
| TREVOR DZIADUCK                     | 121 IRELAND CRES                   | RED DEER, AB T4R 3K6 |                      |                 |
| TRAVIS & TERA JOHNSON               | 120 IRELAND CRESCENT               | RED DEER, AB T4R 3K7 |                      |                 |
| KELSEY D & LINDA I POLOWAY          | 119 IRELAND CRES                   | RED DEER, AB T4R 3K6 |                      |                 |
| KARRIE L CROSSIE                    | 118 IRELAND CRES                   | RED DEER, AB T4R 3K7 |                      |                 |
| HOLLY OLAFSON                       | 117 IRELAND CRES                   | RED DEER, AB T4R 3K7 |                      |                 |
| NON-DENOMINATIONAL LIVING           | STONES CHURCH OF RED D 2020 40 AVE |                      | RED DEER, AB T4N 5E3 |                 |



Council Decision – September 26, 2005

Legislative & Administrative Services

**DATE:** September 27, 2005  
**TO:** Martin Kvapil, Parkland Community Planning Services  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** Land Use Bylaw Amendment 3156/II-2005  
Portion of SW ¼ Sec. 3-38-27-W4M  
Inglewood West – Phase 2A  
Inglewood Communities Inc.

---

*Reference Report:*

Parkland Community Planning Services, dated September 16, 2005

*Bylaw Readings:*

Land Use Bylaw Amendment 3156/II-2005 was given first reading. A copy of the bylaw is attached.

*Report Back to Council:* Yes

A Public Hearing will be held on Monday, October 24, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

*Comments/Further Action:*

Land Use Bylaw Amendment 3156/II-2005 provides for the rezoning of approximately 0.5 ha (1.2 ac) of land from A1 Future Urban Development District to R1N Residential Narrow Low District in order to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots. This office will now proceed with the advertising for a Public Hearing. Inglewood Communities Inc. will be responsible for the advertising costs in this instance.



Kelly Kloss

Manager

/chk

/attach.

c Director of Development Services  
Inspections & Licensing Manager  
Land & Economic Development Manager  
C. Adams, Administrative Assistant  
T. Edwards, Clerk Steno

**BYLAW NO. 3156/II-2005**

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map I4" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 31/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this    **26th**    day of    **September**    2005.

READ A SECOND TIME IN OPEN COUNCIL this                    day of                                    2005.

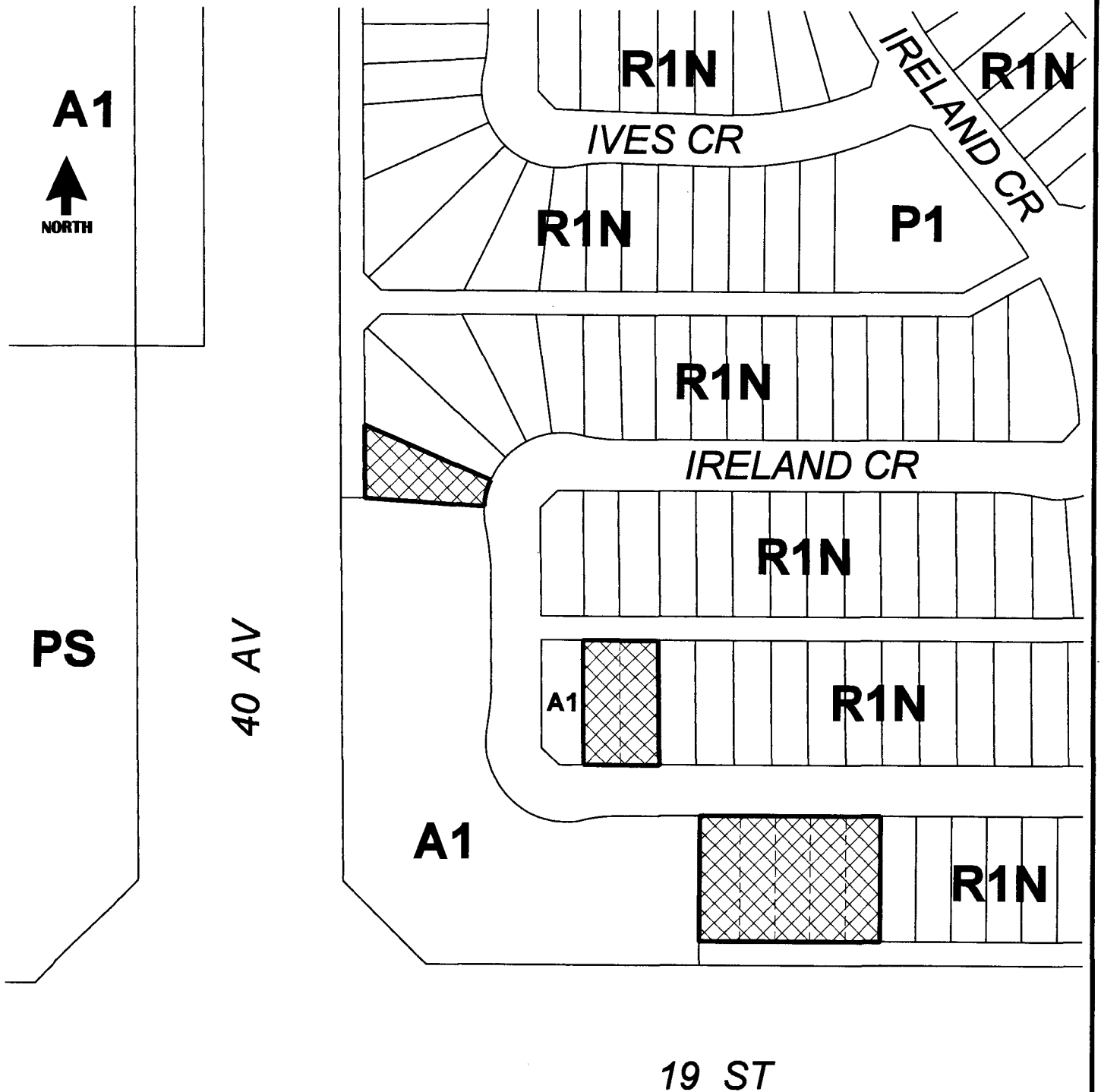
READ A THIRD TIME IN OPEN COUNCIL this                    day of                                    2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this    day of                                    2005.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

# The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



## AFFECTED DISTRICTS:

A1 - Future Urban Development

R1N - Residential Narrow Lot

MAP No. 31 / 2005  
BYLAW No. 3156 / II - 2005



LEGISLATIVE & ADMINISTRATIVE SERVICES  
September 27, 2005

Fax: 343-7510

Melcor Developments Ltd.  
502, 4901 – 48 Street  
Red Deer, AB T4N 6M4

Dear Sirs:

***Land Use Bylaw Amendment 3156/II-2005***  
***Portion of SW ½ Sec. 3-38-27-W4M***  
***Inglewood West – Phase 2A***  
***Inglewood Communities Inc.***

Red Deer City Council gave first reading to *Land Use Bylaw Amendment 3156/II-2005* at the City of Red Deer's Council Meeting held Monday, September 26, 2005. For your information, a copy of the bylaw is attached.

*Land Use Bylaw Amendment 3156/II-2005* provides for the rezoning of approximately 0.5 ha (1.2 ac) of land from A1 Future Urban Development District to R1N Residential Narrow Low District in order to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots.

Council must hold a Public Hearing before giving second and third readings to the bylaw. This office will now advertise for a Public hearing to be held on Monday, October 24, 2005 at 7:00 p.m. in Council Chambers of City Hall during Council's regular meeting.

According to the *Land Use Bylaw*, the City requires a deposit before public advertising. An amount equal to the estimated cost of advertising, which in this instance is \$400, is required by Wednesday, October 5, 2005. You will be invoiced for or refunded the difference once the actual cost of advertising is known.

Please call me if you have any questions or require additional information.

Sincerely,

Kelly Kloss  
Manager  
KK/chk  
/attach.

c Parkland Community Planning Services  
C. Adams, Administrative Assistant

## Legislative &amp; Administrative Services

**DATE:** September 27, 2005

**TO:** Martin Kvapil, Parkland Community Planning Services

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Land Use Bylaw Amendment 3156/II-2005  
Portion of SW ¼ Sec. 3-38-27-W4M  
Inglewood West – Phase 2A  
Inglewood Communities Inc.

---

*Reference Report:*

Parkland Community Planning Services, dated September 16, 2005

*Bylaw Readings:*

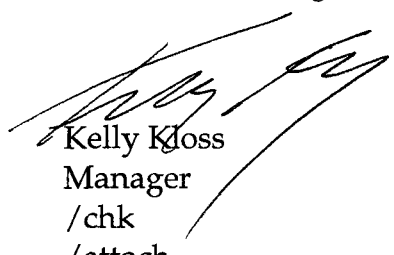
Land Use Bylaw Amendment 3156/II-2005 was given first reading. A copy of the bylaw is attached.

*Report Back to Council:* Yes

A Public Hearing will be held on Monday, October 24, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

*Comments/Further Action:*

Land Use Bylaw Amendment 3156/II-2005 provides for the rezoning of approximately 0.5 ha (1.2 ac) of land from A1 Future Urban Development District to R1N Residential Narrow Low District in order to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots. This office will now proceed with the advertising for a Public Hearing. Inglewood Communities Inc. will be responsible for the advertising costs in this instance.



Kelly Kloss  
Manager  
/chk  
/attach.

c Director of Development Services  
Inspections & Licensing Manager  
Land & Economic Development Manager  
C. Adams, Administrative Assistant  
T. Edwards, Clerk Steno

**BYLAW NO. 3156/II-2005**

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map I4" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 31/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 26<sup>th</sup> day of September 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

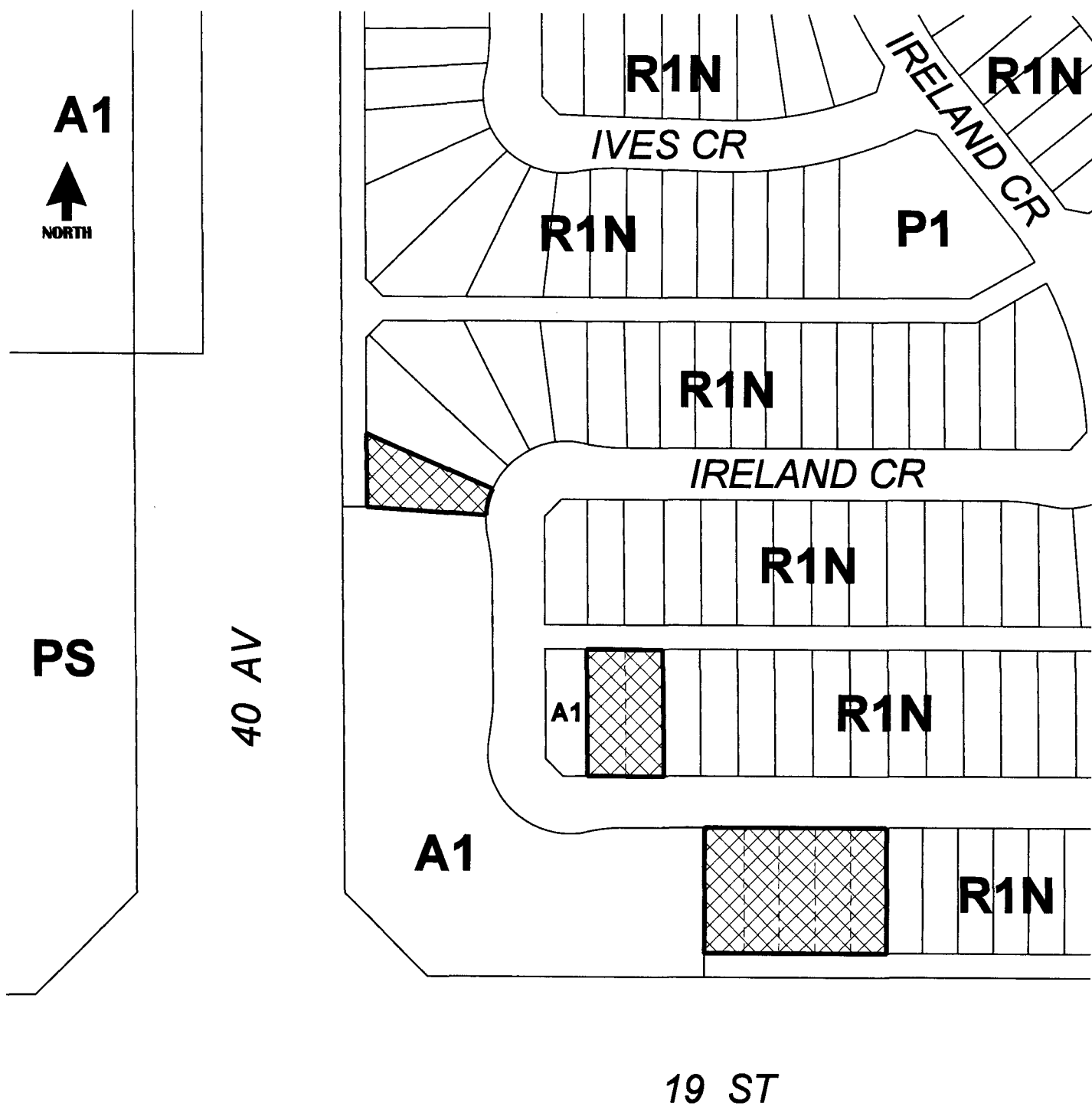
READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

# The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



**AFFECTED DISTRICTS:**  
A1 - Future Urban Development  
R1N - Residential Narrow Lot

Change from :

A1 to R1N



MAP No. 31 / 2005  
BYLAW No. 3156 / II - 2005



Council Decision – October 24, 2005

Legislative & Administrative Services

**DATE:** October 25, 2005

**TO:** Martin Kvapil, Parkland Community Planning Services

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Land Use Bylaw Amendment 3156/II-2005  
Portion of SW ¼ Sec. 3-38-28- W4M  
Inglewood West – Phase 2A  
Inglewood Communities Inc.

---

*Reference Report:*

Parkland Community Planning Services, dated September 16, 2005

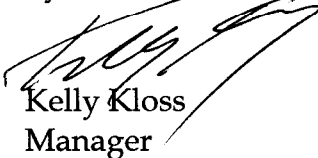
*Bylaw Readings:*

Land Use Bylaw Amendment 3156/II-2005 was given second and third readings. A copy of the bylaw is attached.

*Report Back to Council:* No

*Comments/Further Action:*

Land Use Bylaw Amendment 3156/II-2005 provides for the rezoning of approximately 0.5 ha (1.2 ac) of land from A1 Future Urban Development District to R1N Residential Narrow Low District in order to develop Phase 2A of the Inglewood West Neighbourhood. This will create 8 residential lots. This office will amend the Land Use Bylaw and distribute copies in due course.

  
Kelly Kloss  
Manager

/chk  
attchs.

- c Director of Development Services
- Inspections & Licensing Manager
- Land & Economic Development Manager
- City Assessor
- D. Kutinsky, Graphics Designer
- S. Marks, Graphics Designer
- T. Edwards, Clerk Steno

**BYLAW NO. 3156/II-2005**

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:


1. That "Use District Map I4" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 31/2005 attached hereto and forming part of the bylaw.

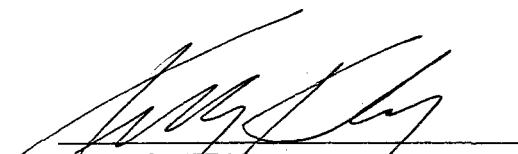
READ A FIRST TIME IN OPEN COUNCIL this 26<sup>th</sup> day of September 2005.

READ A SECOND TIME IN OPEN COUNCIL this 24<sup>th</sup> day of October 2005.

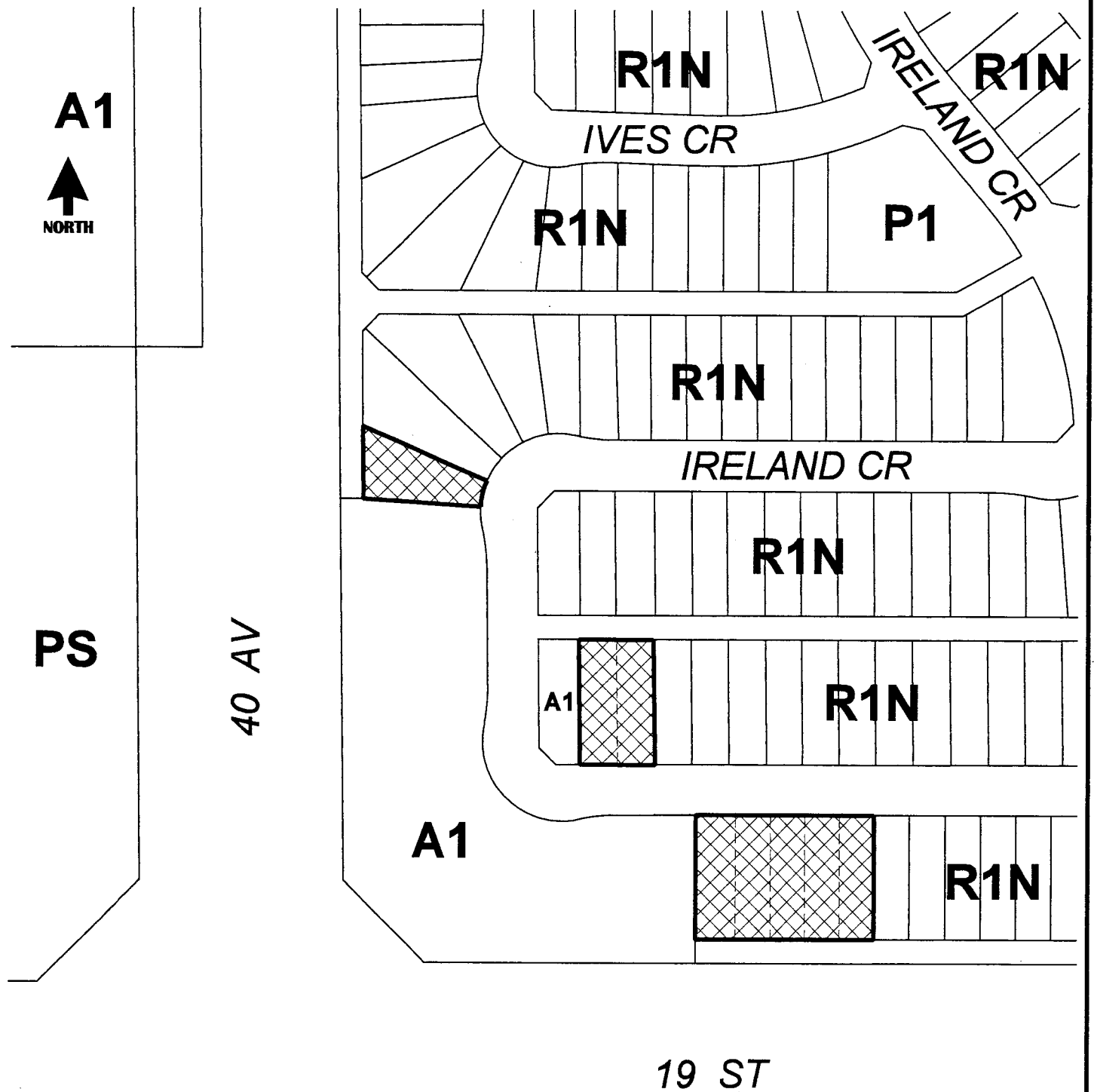
READ A THIRD TIME IN OPEN COUNCIL this 24<sup>th</sup> day of October 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this 24<sup>th</sup> day of October 2005.


  
MAYOR

  
CITY CLERK

# The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



**AFFECTED DISTRICTS:**  
A1 - Future Urban Development  
R1N - Residential Narrow Lot

Change from :  
A1 to R1N 

MAP No. 31 / 2005  
BYLAW No. 3156 / II - 2005



COMMUNITY SERVICES

**Date:** October 17, 2005

**To:** Kelly Kloss, Legislative and Administrative Services Manager

**From:** Kristina Getz, Crime Prevention & Policing Strategy Project Leader,  
Community Services

**Subject:** Crime Prevention and Policing Strategy Implementation Plan

---

***History***

Red Deer City Council initiated the Crime Prevention and Policing Strategy in October 2003. The strategy's goal was to develop a practical direction or framework to guide crime prevention and policing activities in Red Deer in the years to come. The strategy was also intended to provide a set of recommendations that would make up an initial agenda for change; concrete steps that could be taken to move toward crime prevention and policing goals in the community.

***Discussion***

From the information gathered, the *Crime Prevention and Policing Strategy: Building a Safer Community Together* was developed providing specific recommendations for Red Deer. This Strategy contains over 45 recommendations for policing and crime prevention issues in the city. On December 29, 2004 the Crime Prevention and Policing Strategy was accepted as a planning document by Red Deer City Council.

One of the recommendations called for the development of an implementation plan for the entire strategy, involving the City, through Community Services, the Red Deer RCMP detachment and Community stakeholders through an Advisory Committee on Crime Prevention.

With the support of City administration and the Advisory Committee the implementation plan has been drafted for consideration by Council. This Implementation Plan contains a matrix for implementing the recommendations of the Crime Prevention and Policing Strategy. The Crime Prevention and Policing Strategy: Building a Safer Community Together Report has also been included as well as applicable information in the appendixes.



## COMMUNITY SERVICES

### Key Initiatives

- Community Crime Prevention – Coordinated development of a community Crime Prevention Through Environmental Design (CPTED) program and Citizens on Patrol (COPS) Program. A Crime Prevention staff person working in the Community Services Division would support these programs. The favored implementation approach would be a two-year staff Secondment to this position. The funding for this position is proposed to come from the Policing reserve that was established in 2004.
- Youth Mentoring Programs expansion (supporting existing community youth programs) - This would be done through the Social Planning Department who would support community agencies in their application for Federal and Provincial grants for program expansion.
- Drug Resistance Training and School Resource Officer study – This study would evaluate current program offering and look at best practices to ensure best use of officer time and biggest impact on participants. This program utilizes 50-60% of Resource Officer staff time. A modification of the program and/or additional staff resources are necessary to allow RCMP School Resource officers to do more in the schools. Entire School Resource Officer Program and Dare offering will be evaluated by a steering committee made up of RCMP, Red Deer Public School District and Red Deer Catholic Regional Division representatives, as well as student and parent representatives to determine best fit/use for all grade levels. Contract staff could be used to facilitate this or use current resources. This would be funded through the Policing reserve that was established in 2004.
- Advocacy Process - A process was developed by the Advisory Committee on Crime Prevention for initiating changes that lie beyond municipal mandates for Council consideration.
- An agenda for change for the Red Deer RCMP – utilizing selected enforcement programs and community policing initiatives to work with neighbourhoods to address specific challenges and to move towards a community driven program of crime prevention and problem oriented policing. Additional Staff support for this recommendation will be included in RCMP budget request (2007).
- Dispatch Centre Operations – Due to changes in the national RCMP information technology system further work needs to be done to clarify support opportunities to by-law enforcement.



#### COMMUNITY SERVICES

- Social Marketing – Social marketing tools, templates and a training workshop will be held for community agencies and City and RCMP staff to support their community based initiatives. The existing Education, Awareness and Marketing Specialist in Community Services Division will support this, with other resources. The funding for this initiative is proposed to come from the Policing reserve that was established in 2004.
- Report Card to the Community –A biannual report card will be distributed, throughout the community, which will include incident and performance data, community crime statistics, and progress reports on Strategy Progress. This recommendation will be funded over the next two years through the Policing reserve that was established in 2004.

#### **How will this Planning Document be used?**

Based on City Council's approval of the Crime Prevention and Policing Implementation Plan as a planning document, Departments and/or organizations will review recommendations that they are assigned the lead role in, seek participation from those designated involved, and establish a work plan to carry out the recommendations, using a variety of delivery methods. Several key initiatives will be funded through existing Crime Prevention and Policing Strategy budget for 2005, others will come to Council during regular budget presentations in 2006. In addition, external partnerships, as well as Federal and Provincial grants, will be developed, as appropriate, to forward the work of the Crime Prevention and Policing Strategy.

#### ***Recommendation***

That Red Deer City Council approve the Crime Prevention and Policing Implementation Plan as presented by Administration as a planning tool.

Respectfully,

Kristina Getz  
 Crime Prevention & Policing Strategy Project Leader  
 403.342.8157/403.342.8262  
[kristina.getz@reddeer.ca](mailto:kristina.getz@reddeer.ca)

Colleen Jensen  
 Community Services Director  
 403.342.8323  
[colleen.jensen@reddeer.ca](mailto:colleen.jensen@reddeer.ca)



Legislative & Administrative Services


**DATE:** September 21, 2005  
**TO:** Legislative & Administrative Services Manager  
**FROM:** Policing Committee  
**SUBJECT:** Report to Council on Committee Amalgamation

---

At the September 20, 2005 meeting of the Policing Committee, committee members reviewed a report from the Crime Prevention & Policing Strategy Project Leader regarding the Crime Prevention and Policing Strategy Implementation Plan. The following motion was passed in support of the Plan.

*"Resolved that the Policing Committee support the Crime Prevention and Policing Strategy Implementation Plan as presented by Administration and recommend that Council of the City of Red Deer accept the Implementation Plan as a planning document."*

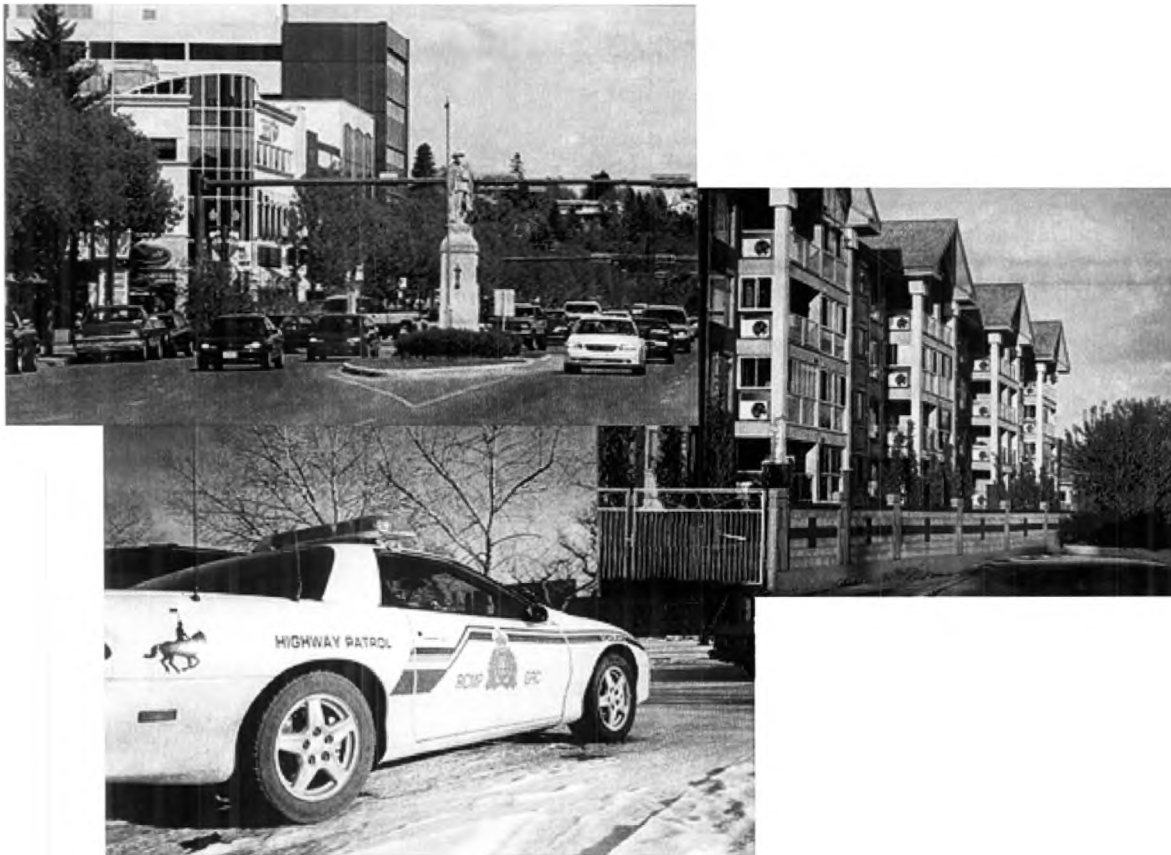
The above is submitted for Council's consideration.

  
Phil Hyde, Chairperson  
Policing Committee

/lk

c K. Getz, Crime Prevention & Policing Strategy Project Leader

# THE RED DEER CRIME PREVENTION AND POLICING STRATEGY: IMPLEMENTATION PLAN



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*City of Red Deer Vision:*

***People committed to providing service and opportunities to enhance the quality of life for all . . with the spirit to make it happen!***

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## **PROJECT OVERVIEW**

### **Introduction**

Red Deer City Council initiated the Crime Prevention and Policing Strategy in October 2003. The strategy's goal was to develop a practical direction or framework to guide crime prevention and policing activities in Red Deer in the years to come. The strategy was also intended to provide a set of recommendations that would make up an initial agenda for change; concrete steps that could be taken to move toward crime prevention and policing goals in the community.

The development of the Crime Prevention and Policing Strategy was done in two phases.

- Phase I was completed in May 2004 and set out to improve levels of understanding concerning crime and community responses to it (including policing services) in the City of Red Deer. This phase focused on facts; gathering and analyzing data to present a comprehensive and realistic picture of current circumstances and conditions.
- Phase II presented the basic findings from Phase I and gathered community feedback and suggestions on the proposed solutions. The community dialogue process was designed to ensure positive discussion and dialogue in pursuit of solutions, and was primarily comprised of three elements:
  - A community survey
  - Focus groups
  - A large-scale conference (made up of whom?)

*Crime Prevention and Policing Strategy: Building a Safer Community Together* was developed from the information gathered during the first two phases; the Strategy provides specific recommendations for the city of Red Deer, containing over 45 recommendations for policing and crime prevention issues. One of the recommendations called for the development of an implementation plan for the entire Strategy that would involve the City as an organization, the Red Deer RCMP detachment and community stakeholders.

On December 29, 2004 the Crime Prevention and Policing Strategy was accepted by Red Deer City Council.

### **Crime Prevention and Policing Strategy Implementation Plan**

Project Goals:

- To create a comprehensive Implementation Plan that supports the recommendations and corresponding actions identified in the 'Crime Prevention

and Policing Strategy: Building a Safer Community Together' final report (December 2004). The resulting plan will outline the specific actions or strategies, timelines and resources, and assign responsibility for each action.

- To identify necessary resources and their budgetary implications in preparation for the 2006 Community Services Business Plan.
- To identify early success projects and determine implementation plans for these projects.
- To identify the roles the Community Services Division, RCMP, other City Departments, Community Associations, agencies and other stakeholders in implementing Crime Prevention and Policing Strategy recommendations.
- To communicate information and progress in ways that allow stakeholders to use the Implementation Plan to carry out Crime Prevention and Policing Strategy recommendations.

## **PROJECT DEVELOPMENT**

### **Strategy Review and Best Practices Research**

In preparation for the development of the Implementation Plan, the project leader completed a thorough review of Phase I: Crime Prevention and Policing in Red Deer Report, Phase II: Crime Prevention and Policing in Red Deer: Community Consultation Outputs and the Crime Prevention and Policing Strategy: Building a Safer Community Together report. The Project Leader engaged in numerous discussions with various internal and external stakeholders, associations and agencies, and studied related resource and best practices materials.

In the project's early stages an Advisory Committee on Crime Prevention was formed from interested community stakeholders who provided input and feedback into the development of the overall Implementation Plan. In addition, individuals, community groups, agencies and staff from City departments provided input and feedback on crime prevention and policing issues in Red Deer.

#### **Advisory Committee on Crime Prevention**

The Committee was developed to be an Advisory Committee to the Community Services Division during the development of the Implementation Plan.

Responsibilities included:

- Ensuring critical stakeholders are represented in policing and crime prevention issues,

- Ensuring the presence of a community-based resource for the Community Services Division that would assist in the planning required to support the strategy,
- Voicing community crime prevention and policing issues,
- Gathering the information necessary for decision-making and ensuring that Community Services' implementation planning maintains a community-based focus.

**Committee Membership:**

- Chair from Community Services Division (1)
- RCMP (2)
- Policing Committee (2)
- Community Associations (2)
- Community Agencies (3)
- Business Community (2)

*\*Parenthesis indicate number of representatives*

Further sub-committees were struck as needed to augment the work of the Advisory Committee.

## **Crime Prevention and Policing Strategy Implementation Plan Development**

From the thorough analysis and consultation, three implementation documents were developed.

1. Crime Prevention and Policing Strategy Implementation Plan Matrix
2. Crime Prevention Logic Model planning, evaluation and classification tool
3. Early Success Plan and Report

During the course of the project, downtown crime prevention and policing emerged as an issue. In response, the following additional document was developed:

4. Downtown Policing Forum Follow-up Report (including the Downtown Community Policing Initiative developed by the RCMP)

These additional resources were developed by the Advisory Committee on Crime prevention to aid in ongoing implementation plan initiatives:

- Community CPTED Program Logic model
- COPS (Citizens on Patrol) Program Logic Model

## **IMPLEMENTATION PLAN INITIATIVES**

### **Early Successes**

In developing the Crime Prevention and Policing Strategy Implementation Plan it was necessary to begin work on specific recommendations. This work was initiated for several reasons. Certain recommendations were of a time sensitive nature. Others

needed to be developed because the work of other recommendations depended upon them. Still others required limited resources and so could be started immediately in support of the Crime Prevention strategy goals.

Some of these early successes include:

- ✓ Planning, evaluation and classification tool developed for new and existing crime prevention programs. (Appendix 4)
- ✓ Inventory (database) of community Crime Prevention programs developed. (Appendix 5)
- ✓ Downtown Community Policing Initiative developed and initiated. (Appendix 3)
- ✓ Business Crime Prevention Seminar (on CPTED, Graffiti and reporting crime) held in September 2005.
- ✓ Social Marketing Workshop (Planned for 2006; facilitator booked).
- ✓ Outcomes-based planning and evaluation workshop (Planned for 2006; facilitators booked).
- ✓ Advocacy/Lobbying Procedure for issues that lie beyond municipal mandates.
- ✓ Decentralization of policing operations being pursued.
- ✓ CPTED brochure developed for businesses.
- ✓ CPTED standards incorporated in new Neighbourhood Planning Guidelines and Standards.
- ✓ 211-Telephone and Internet information/assistance system being explored with community and provincial partners.
- ✓ Family Violence Court development initiated by community stakeholders.
- ✓ Community Awareness of the Crime Prevention and Policing issues has been increased.

### **Early Success Projects**

Beyond those early successes already underway, several recommendations were earmarked as early success projects for initiation in 2005 and early 2006

- Community Crime Prevention – CPTED and COPS (development will be coordinated)

- Youth Mentoring Programs expansion (supporting existing community youth programs)
- Drug Resistance Training and School Resource Officer study
- More community activities for youth (considered as a part of the Recreation, Parks and Culture Organizational and Functional Review)

## **Ongoing Initiatives**

Some of these early success projects are expected to become ongoing initiatives within our community, becoming a visible legacy to the work of this strategy. These projects include:

- Community CPTED Program - this partnership between the RCMP, the Community Services Division and Community and business associations will train community members in principles they can use to reduce crime around their homes and businesses.
- COPS Program - this partnership between the RCMP, the Community Services Division, Neighbourhood Watch and Community Associations will encourage a proactive approach to community crime prevention.

## **Plan Implementation Methods/Alternatives**

The implementation of the Crime Prevention and Policing Strategy will require a diverse, multi-disciplined approach involving the key stakeholders: the RCMP, the City of Red Deer and the community (associations, organizations, citizens).

Departments and/or organizations will review recommendations they are assigned the lead role in, seek participation from those who are designated involved, and establish a work plan to carry out the recommendations using a variety of delivery methods. These could include direct or indirect service provision and partnerships.

Some implementation options include:

### **For Resources**

- City of Red Deer Service Plan Funding Requirements
- Grants (Provincial and Federal Crime Prevention Grants, Community Initiative Program Funding, FCSS, etc.)
- Partnerships

### **For Staffing Resources**

- Staff secondments
- Consultants/contract staff
- Community partnerships

Based on City Council's approval of the Crime Prevention and Policing Implementation Plan, all ongoing programs and initiatives will become the responsibility of the department or organization assigned the lead role.

## **IMPLEMENTATION PLAN**

### **Organizational Structure and Responsibilities**

#### **City Council**

##### **Roles and Responsibilities:**

- To set project/action priorities.
- To review and approve plan recommendations.
- To provide advocacy and support for recommendations to other levels of government as appropriate.

#### **Advisory Committee on Crime Prevention**

##### **Roles and Responsibilities:**

- To support the community implementation of recommendations in the CP&PS.
- To act in an advisory capacity to the CSD implementation of the CP& PS.
- Evaluate the CP&PS Implementation Plan as implementation proceeds.
- To support the CSD by providing their expertise and efforts toward the implementation of the CP& PS.
- To connect with community stakeholders in Red Deer on the work of the CP& PS and its impact in the community.
- Input and support in the development of a Report Card to the community.

##### **Membership**

Members are appointed by the City Manager. The Advisory Committee Chair is assigned from Community Services Division Staff.

The committee consists of a minimum of 4 and a maximum of 12 members representing the following (as outlined in the Crime Prevention and Policing Strategy).

- Community Services Division (1-Chair)
- Policing Committee Representatives (2)
- Community Agencies (3)
- Community Associations (2)
- Business Community (2)
- R.C.M.P. (2)
- Member at Large<sup>1</sup> (1)

#### **Policing Committee**

##### **Roles and Responsibilities:**

- To act in an advisory role to Council on policy issues relating to policing that stem from the Crime Prevention and Policing Strategy Implementation Plan.

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<sup>1</sup> In the CP&PS this position was designated for a representative of the Regional Crime Prevention Initiative but as this group is not in operation at present it will be replaced by a Member at Large position

- To act in an advisory role to City administration on issues relating to policing that might impact the Crime Prevention and Policing Strategy Implementation Plan.

### **Internal Implementation**

#### **Crime Prevention Staff Person**

As recommended, the Community Services Division has been charged with the responsibility for the overall Crime Prevention and Policing Strategy. As such this staff position would fall under that division's supervision but would work closely with all departments in the organization to ensure the Implementation Plan is carried out.

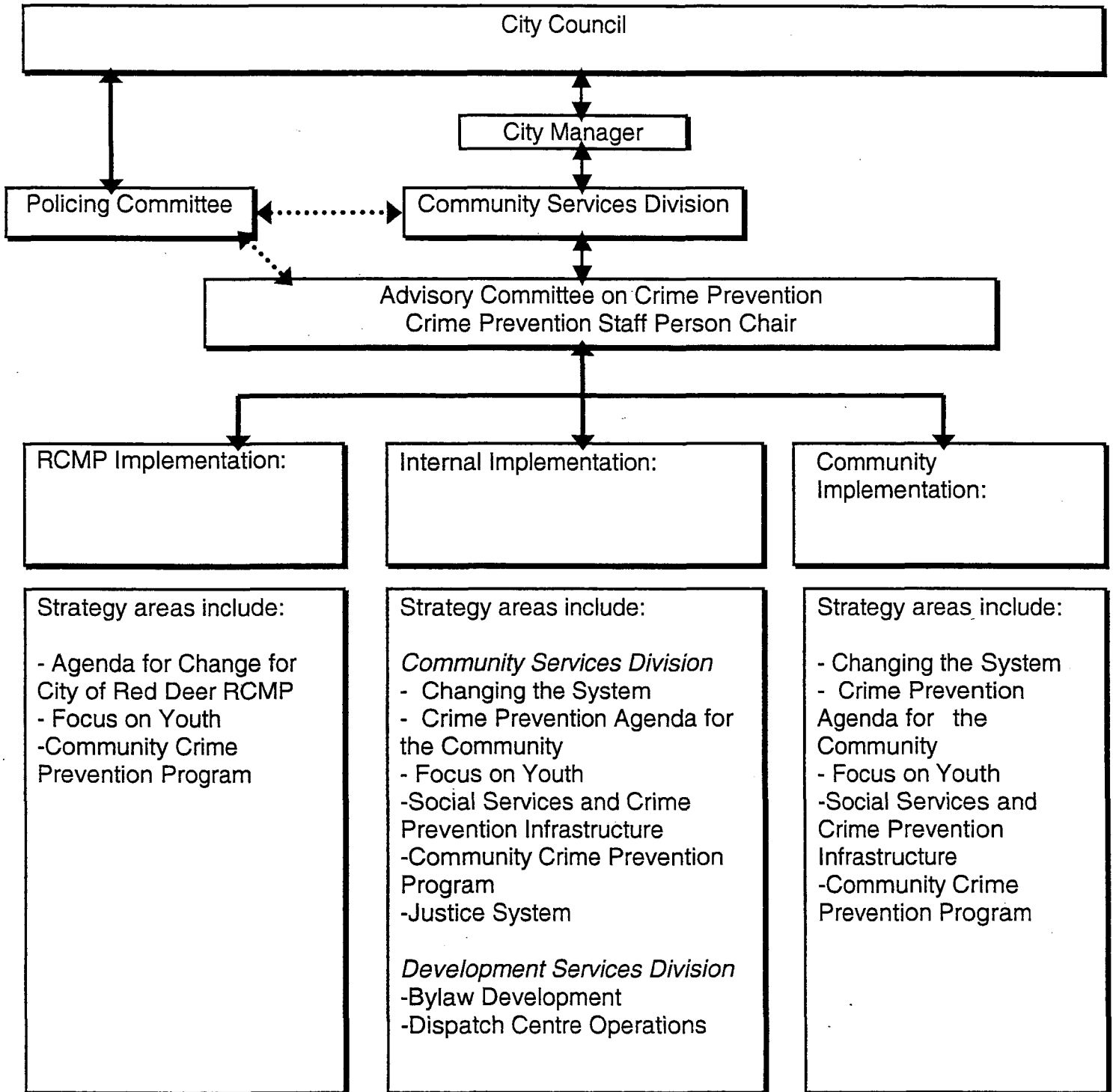
#### **Roles and Responsibilities:**

- To guide City implementation of the recommendation from the Crime Prevention and Policing Strategy.
- To report progress and successes quarterly on initiatives to City Manager, Community Services Manager and the Advisory Committee on Crime Prevention, so information can be utilized in community report card.
- To coordinate any strategy changes or additions from the Advisory Committee on Crime Prevention and take these to City Council for review, support and approval.
- To develop and implement CSD-driven programs and initiatives.
- To support community implementation of recommendations from the Crime Prevention and Policing Strategy.

### **Community Implementation**

The Advisory Committee on Crime Prevention and the Community Services Division through the Crime Prevention Staff Person will support stakeholders in carrying forward community based/driven recommendations stemming from the CP&PC.

## STRATEGY IMPLEMENTATION ORGANIZATIONAL CHART



## CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION MATRIX

### Acronyms

|             |   |
|-------------|---|
| AdCo        | Advisory Committee on Crime Prevention        |
| Comm.       | Community at Large                            |
| Com. Assoc. | Community Associations                        |
| CP          | Crime Prevention Staff Person                 |
| CORD        | City of Red Deer                              |
| CSD         | Community Services Division                   |
| DBA         | Downtown Business Association                 |
| DSD         | Development Services Division                 |
| EAMS        | Education, Awareness and Marketing Specialist |
| Emerg. Serv | Emergency Services                            |
| Insp. Lic.  | Inspections and Licensing Section             |
| NW          | Neighbourhood Watch                           |
| RP&C        | Recreation, Parks and Culture Department      |
| Sch         | Schools                                       |
| Soc. Plan.  | Social Planning Department                    |
| YVC         | Youth and Volunteer Centre                    |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation   | Action(s)   | Capital/One-time Costs | Operating Costs | Responsibility      |                 | Timeline          | Status  |
|-----------|--|---|------------------------|-----------------|---------------------|-----------------|-------------------|---|
|           |  |   |                        |                 | Lead                | Involved        |                   |   |
| 3.1       | Changing the System  |   |                        |                 |                     |                 |                   |   |
| 3.1.1     | Take a comprehensive approach to Crime Prevention and Policing   | Adoption of the Crime Prevention and Policing Strategy as a planning tool by Red Deer City Council  |                        |                 | City Council        | CSD, RCMP       | Decemb<br>er 2004 | December 29, 2004 Council voted to use the policing study as a planning tool for future cp strategies |
| 3.1.1.1   | Different models make different assumptions, no one model will be effective                                  |   |                        |                 |                     |                 |                   |   |
| 3.1.1.2   | A comprehensive, integrated approach is required   |   |                        |                 |                     |                 |                   |   |
| 3.1.2     | Assign clear organizational responsibility for sustaining the Crime Prevention and Policing strategy (CP&PS) | Creation of Advisory Committee  |                        |                 | CSD, Project Leader | CSD, RCMP, AdCo | Q2 2005           | Completed   |
| 3.1.2.1   | Make Community Services Division (CSD) responsible for the CP&PS   | Specific accountabilities assigned for approved components of the strategy in Implementation Matrix<br><br>The accountability for carrying forward the recommendations of the CP&PS has been assigned to the Community Services Division. A means of obtaining, broad-based community input into crime prevention and policing strategy has been formalized in the creation of the Advisory Committee on Crime Prevention |                        |                 |                     |                 |                   | Completed as a part of Implementation Plan  |
| 3.1.2.2   | Allocate resources to CSD to support implementation plan   | Development/completion of implementation plan<br><br>Report to Council on current CP&P priorities for 2006 business plan and budget <ul style="list-style-type: none"><li>- Matrix submitted to Community Services Director</li><li>- Additional funding items specified</li></ul><br>CSD Staff person allocated to work on Implementation Plan   |                        |                 |                     |                 |                   | 1.00FTE (6 months) \$35 000.00  |
|           |  |   |                        |                 |                     |                 | Q2 2005           | Completed   |
|           |  |   |                        |                 |                     |                 | July 29, 2005     | Completed   |
|           |  |   |                        |                 |                     |                 |                   | Completed   |
| 3.1.2.3   | Develop a structured process of community consultation to support CSD in its efforts                         | Consultation process defined by CSD and the Advisory Committee.<br><br>For the purposes of the development of an implementation   |                        |                 | CSD & AdCo          |                 | Q2 2005           | Completed   |

|         |   |  |  |  |                            |             |                                       |   |
|---------|---|--|--|--|----------------------------|-------------|---------------------------------------|---|
| 3.1.2.4 | Create an advocacy process for initiating changes that lie beyond municipal mandates              | <p>plan, the AdCo decided on targeted consultation with stakeholders/experts on specific issues</p> <p>For future projects or initiatives a formal, organization wide, consultation process should be established and maintained that can be used consistently across divisions</p> <p>Formal advocacy procedure established as a part of Justice System recommendations (3.4)</p>   |  |  |                            |             |                                       |   |
| 3.1.3   | <i>Build a culture of experimentation</i>   | <p>CSD with support from Advisory Committee sponsors program review workshops to provide an avenue for agencies/organizations to evaluate existing crime prevention programs.</p> <p>This workshop will be part of a workshop series made available to community agencies identified in the Inventory of Crime Prevention Programs. The series will include the Program Evaluation and Review Workshop (Outcomes based) and the Social Marketing Workshop.</p> |  |  | CSD                        | RCMP, Comm. | Q3 2005                               | In progress   |
| 3.1.3.1 | A process of program management and evaluation needs to be established                            |  |  |  | CSD with support from AdCo |             | May/June 2006                         | Workshop presenters booked.   |
| 3.1.3.2 | CSD should be responsible for guiding and evaluating experiments in crime prevention and policing | CSD prepares logic model and evaluation framework for new programs including those detailed in this strategy   |  |  | CSD                        | AdCo RCMP   | May 2005                              | Completed   |
| 3.1.3.3 | Initiate the process of evaluating the existing inventory of programs and projects                | <p>CSD, with Advisory Committee input, builds a database of existing crime prevention initiatives and programs.</p> <p>Contact list created for purpose of inviting to Program Evaluation Workshop(s) and Social Marketing workshop.</p>   |  |  | CSD                        | AdCo RCMP   | <p>June 2005</p> <p>May/June 2005</p> | <p>Inventory of Crime Prevention Programs Completed.</p> <p>Completed</p>                             |
| 3.1.4   | <i>Deploy resources to where they are required</i>  | <p>A general principle of the strategy.</p> <p>Approval of the strategy as a planning tool by City Council</p>   |  |  | CSD & Council              | AdCo RCMP   | Ongoing                               | December 29, 2004 Council voted to use the policing study as a planning tool for future cp strategies |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation  | Action(s)  | Capital/One-time Costs | Operating Costs   | Responsibility |                | Timeline                                 | Status  |
|-----------|---|--|------------------------|---|----------------|----------------|--|---|
|           |   |  |                        |   | Lead           | Involved       |  |   |
| 3.2       | An Agenda for Change for City of Red Deer RCMP  |  |                        |   |                |                |  |   |
| 3.2.1     | General Organization of Policing Services within Red Deer   | Approval of the strategy as a planning tool by Red Deer City Council for information   |                        |   | CSD RCMP       | RCMP           | Ongoing                                  | December 29, 2004 Council voted to use the policing study as a planning tool for future cp strategies |
| 3.2.1.1   | The data does not reveal any significant cost advantages to using RCMP versus a Municipal-based police force. |  |                        |   |                |                |  |   |
| 3.2.1.2   | Civilian oversight by City Council appears to work well   |  |                        |   |                |                |  |   |
| 3.2.1.3   | Recruitment is a problem, but one experienced by many police forces   |  |                        |   |                |                |  |   |
| 3.2.2     | Programming Recommendations   |  |                        |   |                |                |  |   |
| 3.2.2.1   | Drugs is an appropriate strategic focus for the RCMP  | <p>City of Red Deer RCMP to assign officers to Drug Enforcement duties</p> <p>This is a strategic focus for the RCMP along with offshoot crimes.</p> <p>City Solicitor currently developing Bylaws/Injunctions relating to drug enforcement.</p> <p>Though recommendation was for a specialized drug enforcement unit, within the current structure of the RCMP allocating 2.0FTE as additional resources to existing Street Teams unit would be most appropriate to ensure level of service needed for the community.</p> |                        | 2.0 FTE (based on domestic violence model). The cost (\$200 000.00) is included as a part of RCMP 2006 budget presentation. | RCMP           | CSD AdCo Comm. | Ongoing Re-evaluate every 5years<br>2006 | In progress   |
| 3.2.2.2   | Apply the principles of harm reduction in matters of family violence, drug use and prostitution               | <p>Domestic Violence is priority issue.</p> <p>City of Red Deer RCMP and agency groups to negotiate and implement harm reduction protocols</p>   |                        | 0.25 FTE (for development, officer communication)   | RCMP           | CSD Soc. Plan. |  | Members trained in January 2005. Three day workshop, 40 members trained                               |

|         |  |  |                                |   |      |                |         |   |
|---------|--|--|--------------------------------|---|------|----------------|---------|---|
|         |  | <p>Protocols need to be defined with existing stakeholders and an evaluation process defined Family Violence: Currently setting up protocol with stakeholders. Working on developing family violence court The Family Violence Case Coordinator, working with the Crown, RCMP and Women's Shelter, is developing joint Protocols.</p> <p>City of Red Deer RCMP to ensure training/briefing delivered to support the protocols</p> <p>Prostitution is largely an enforcement action.</p> <p>CPTED study has been done focussing on limiting access to areas that were frequented by prostitutes.</p> <p>Further work on harm reduction in matters of drug use and prostitution will be upcoming target areas.</p> | Covered within existing grant. | ation & eval.)  |      |                | Q3 2005 | (through Solicitor General) In progress |
|         |  |  |                                |   |      |                | 2005    | Training completed                      |
|         |  |  |                                |   |      |                | 2007+   |   |
| 3.2.2.3 | Motorcycle gangs and other organized crime | <p>Though recommendation was for a specialized gang/organized crime unit within, the current structure of the RCMP allocating 2FTE as additional resources to existing Street Teams unit would be most appropriate.</p> <p>There are federally assigned 2FTE that work in Red Deer but cover entire Central Alberta Area. They are good resource but additional complement would add to municipal detachments ability to police</p>  |                                | 2.0 FTE (based on domestic violence model). The cost (\$200 000.00) is included as a part of RCMP 2006 budget presentat | RCMP | CSD AdCo Comm. | 2006    |   |

|         |  |  |          |  |                                 |                         |                       |                     |
|---------|--|--|----------|--|---------------------------------|-------------------------|-----------------------|---------------------|
|         |  | this area of increasing concern.   |          | ion.   |                                 |                         |                       |                     |
| 3.2.2.4 | Expand the use of bylaws to help support crime prevention efforts.                                 | <p>Investigation of other civic jurisdictions use of bylaws to support crime prevention efforts.</p> <p>RCMP Members work with City solicitors to tighten existing bylaws relating to Pawn Shops, 2<sup>nd</sup> hand Stores, Public Nuisance and Drinking Establishments</p> <p>Additional bylaws to be looked at should include:<br/>Graffiti<br/>Unsightliness on real property<br/>Piercing and Tattoos</p> <p>Added bylaws or increased enforcement will require additional bylaw enforcement officers.<br/>(1.0 FTE \$60 000.00)</p> | 0.25 FTE |  | RCMP/<br>DSD –<br>Insp.<br>Lic. | CSD<br>Council<br>Comm. | Initial<br>Q3<br>2005 | Ongoing In progress |
| 3.2.2.5 | Introduce selected enforcement programs to target specific problems and in specific neighbourhoods | <p>City of Red Deer RCMP to develop and implement a selected enforcement program as described in the strategy detail.</p> <p>Currently selected enforcement programs are focused on traffic and Identifying and dealing with suspected drug houses.</p> <p>Expansion of existing problem-oriented policing approach combined with a modification to existing RCMP activities.</p> <p>Value is seen in pursuing revitalized/ expanded/ supported Neighbourhood Watch and Citizens On Patrol programs. These are detailed</p>                |          | Additional Commu-<br>nity Policing<br>resources<br>required<br>specified<br>in 3.3.2.7 | RCMP                            | CSD<br>AdCo<br>Comm.    | Q3<br>2005            | In progress         |

|         |  |  |  |  |      |                |  |   |
|---------|--|--|--|--|------|----------------|--|---|
|         |  | <p>in other areas of the plan.</p> <p>RCMP, in consultation with local communities/ neighbourhoods, would drive the effort.</p> <p>With added community resource officers there will be more time for communication between RCMP and Community Associations, the RCMP, in consultation and participation with the community and in consideration of area stats etc. will be able set selected enforcement programs</p>   |  |  |      |                |  |   |
| 3.2.2.6 | Continue efforts that target the downtown. | <p>City of Red Deer RCMP to continue enhanced enforcement program associated with downtown. See communication strategy Q2 2005</p> <p>Continue with enhanced policing of the downtown.</p> <p>Enhanced enforcement program currently in effect. Done every weekend Community Response Unit currently exists.</p> <p>Enhanced foot/bike patrols have been added for 2005 and will attempt to maintain 3 to 4 x/week.</p> <p>A CPTED evaluation of appropriate lanes carried out in early Summer 2005 to see if closure would be an effective deterrent. Crime Prevention/ Victim's Services will commence visits with the</p> |  |  | RCMP | CSD AdCo Comm. | <p>Q2 2005</p> <p>June 2005</p> <p>June 2005</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Completed and ongoing</p> <p>Completed</p> |

|         |   |   |  |                            |      |                             |   |  |
|---------|---|---|--|----------------------------|------|-----------------------------|---|--|
|         |   | <p>merchants in early July 2005.</p> <p>Downtown Policing forum follow-up report and Action matrix done to respond to downtown business concerns. (See appendix __)</p> <ul style="list-style-type: none"> <li>Downtown Community Policing Initiative implemented.</li> </ul> <p>CORD and RCMP committed to hosting a workshop for the DBA and the city businesses in September 2005</p> <p>Research Bylaws (Noise, garbage) and Provincial Acts (serving intoxicated individuals that could be utilized further. (see 3.2.2.4)</p> <p>Continuation and pursuit of Downtown Revitalization.</p> <p>Increase responsibility/accountability of drinking establishments in the downtown through bylaws, enforcement and education.</p> <p>Bar owners will be encouraged to establish communication system for sharing information about challenges/patrons/patron safety</p> |  |                            | RCMP | Insp. Lic.                  | <p>June 2005</p> <p>Sept 2005</p> <p>2006</p> | <p>Completed</p> <p>Completed</p> <p>As developed in the greater Downtown Action Plan.</p> |
| 3.2.2.7 | Move towards a community (neighbourhood) driven program of crime prevention and problem oriented policing | Requires RCMP design for the program with reallocation of some existing resources. To ensure this is carried forward, and not at the expense of current complement of Watch officers on patrol, support of this recommendation would require an added RCMP Crime  |  | 1.0 FTE<br>\$100<br>000.00 | RCMP | CSD<br>RP&C<br>AdCo<br>Comm | 2007  |  |

|         |                                     |   |   |  |   |                              |   |                    |
|---------|-------------------------------------|---|---|--|---|------------------------------|---|--------------------|
|         |                                     | <p>Prevention Officer for this and other Crime Prevention duties i.e. increased presence in schools.</p> <p>Local communities/ neighbourhoods/neighbourhood based organizations would drive the effort. There is an opportunity for linkages with the RP&amp;C Departments Community Development staff alleviating administrative time requirement for officers.</p> <p>RCMP offer assignments made to engage neighbourhoods.</p> <ul style="list-style-type: none"> <li>- Two-way information exchange.</li> <li>- Community Strategy (neighbourhood based)</li> </ul> <p>Revitalized COPS program would fall within this program area. (covered in another area of the plan.)</p> |   |  | <p>RCMP CSD – RPC and CP</p> <p>RCMP CSD</p>        | <p>Comm. Com. Assoc. NW</p>  | <p>Ongoing</p> <p>Ongoing</p>   |                    |
| 3.2.2.8 | Increase the presence of the police | <p>City of Red Deer RCMP assigns representation to the development of social marketing strategy. RCMP representation</p> <p>Move towards decentralized operations with Police Services Centres.</p> <p>Decentralization being pursued. See recommendation 3.2.3.3 Conducting selected enhancement programs. Outlined in 3.2.2.6</p> <p>Use social marketing techniques and community awareness program to highlight these selected/enhanced</p>   | <p>Existing resources</p> <p>Existing resources</p> |  | <p>RCMP Media Liaison</p> <p>RCMP Media Liaison</p> | <p>CSD - EAMS AdCo Comm.</p> | <p>Q2 2006 and ongoing</p> <p>Q2 2005</p> <p>Q2 2005</p> <p>Q2 2006 and ongoing</p> | <p>In progress</p> |

|         |  |  |   |   |              |              |          |   |
|---------|--|--|---|---|--------------|--------------|----------|---|
|         |  | enforcement programs.  |   |   |              |              |          |   |
| 3.2.3   | <i>Infrastructure recommendations</i>                                      |  |   |   |              |              |          |   |
| 3.2.3.1 | Ensure appropriate priority setting and routing is occurring on 911 calls. | <p>Dispatch Centre to conduct a statistical review/audit of error rates and delays associated with current system.</p> <p>Appropriate use of system<br/>Calls directed to appropriate agency and are directed with appropriate level of urgency.</p> <p>PSAC (Emerg. Serv.)<br/>Police Operations Centre<br/>Can not change the PSAC rules so changes need to be by either putting RCMP staff in OCC that could Dispatch for city of Red Deer or put these staff in Detachment.</p>  |   |   | Emerg. Serv. |              | Q 4 2005 | TBD<br>Roll out of new national RCMP PROS computer software will determine when this can be done. |
| 3.2.3.2 | Modify Dispatch Centre operations and criteria                             | <p>City of Red Deer RCMP and Dispatch agree on format of call assignment by Spring 2005</p> <p>Determine best way to deal with Red Deer (Urban Regional Centre) specific calls as opposed to less urban/more rural calls.</p> <p>Due to changes in RCMP information technology systems it may not be feasible/possible to utilize existing systems and support bylaw enforcement officers</p> <p>Options for service need to be explored including but not limited to:</p> <ul style="list-style-type: none"> <li>Maintaining existing system. Does not accommodate special constables or, as of Dec '05, Bylaw enforcement</li> </ul> | If CORD needs to take over its own dispatch there may | If CORD needs to take over its own dispatch functions | RCMP         | Emerg. Serv. | TBD      | See above   |

|         |  |   |   |   |      |           |   |                    |
|---------|--|---|---|---|------|-----------|---|--------------------|
|         |  | <ul style="list-style-type: none"> <li>Combining CORD RCMP dispatch with Emergency Services 911 service</li> </ul> <p>The implementation of this recommendation is dependant on challenges currently being looked at by the RCMP at the National level. CORD planning will need to see what these decisions are before moving forward on this.</p>  | need to be some \$ allotted for infrastructure, depending on model utilized   | the cost will be around \$150 00.00/year for staffing |      |           | ASAP when PROS and related policies and procedures are in place |                    |
| 3.2.3.3 | Pursue decentralization of policing operational infrastructure | <p>City Council approval of facility concept and design studies</p> <p>1<sup>st</sup> priority is establishing a location north of the river.</p> <p>RFP done April 2005 for concept design with Emerg. Serv.</p> <p>\$ in 2005 budget to start design.</p> <p>RFP for concept design for reno vs. new-built downtown RCMP. Sept. 2005</p> <p>Hoping to break ground Spring 2006</p> <p>City Council Budget approval required for 2006</p> <p>2<sup>nd</sup> priority establishing a location in the southeast.</p> | Initial Studies budgeted at <\$100,000 (\$50,000 for concept design and \$130,000 for Design in 2005 budget) Actual \$ dependant on type of facility Business Plan 2006 |   | RCMP | CSD Comm. | 2005  | In progress        |
| 3.2.3.4 | Improve the use of Information Technology                      | Adoption of RCMP system for on-line reporting (in excess of 128 characters) to be released in 2005  | Implementation costs unknown at present   |   | RCMP | CSD       |   | Being investigated |

|         |  |  |  |  |      |                      |                     |             |
|---------|--|--|--|--|------|----------------------|---------------------|-------------|
|         |  | RCMP are currently pursuing internal upgrades to technology and investigating electronic ticketing.  |  |  |      |                      |                     | In progress |
| 3.2.3.5 | Improve local crime data gathering and reporting | <p>City of Red Deer RCMP to develop protocol for downloading and maintaining local crime and performance reporting data.</p> <ol style="list-style-type: none"> <li>1. Regularly downloading local crime data.</li> <li>2. Data used to support Community Awareness Program.</li> <li>3. Data used to support a community/neighbourhood policing strategy.</li> <li>4. Data to help define selected enforcement initiatives.</li> <li>5. Data used to evaluate success of all programs.</li> </ol> <p>RCMP is in process of moving to a new Information system. This system will streamline information and intelligence gathering. The system will also make data analysis much easier. Training of staff in progress. Entire (nationally) RCMP moving to this system. (as well as other police forces in Canada like OPP and internationally).</p> <p>When this system is in place the RCMP, in consultation with the community (through the Advisory Committee), should look at what crime and response information could/should be reported to the community in the community report card.</p> |  |  | RCMP | CSD<br>AdCo<br>Comm. | Q4 2005/<br>Q1 2006 |             |
|         |  |  |  |  | RCMP |                      | Q4<br>2005          | In progress |
|         |  |  |  |  | RCMP | CSD<br>AdCo<br>Comm  | Q2<br>2006          |             |

|         |   |   |   |  |      |     |                                     |                                       |
|---------|---|---|---|--|------|-----|-------------------------------------|---------------------------------------|
| 3.2.3.6 | <p>Ease the process of reporting suspicious or suspect activity.</p> <p>Exploring internet reporting but this faces challenges of security/system access and bilingualism requirements.</p> <p>An alternate possibility is reporting to CORD which is then passed on to Red Deer RCMP</p> | <p>City of Red Deer RCMP and CSD to develop program standards and protocol including negotiation with program partners.</p> <p>Negotiations with critical parties conducted by RCMP and CSD.</p> <p>RCMP complaints line staff should receive training in customer service to ensure those calling feel valued for their contribution. This will encourage their participation in watching the community.</p>   | <p>Implement ation costs minimal as will use existing communication infrastructure.</p> |  | RCMP | CSD |                                     | Current system is that of calling in. |
| 3.2.4   | <i>Resources and Staffing Recommendations</i>   |   |   |  |      |     |                                     |                                       |
| 3.2.4.1 | Make greater use of special constables  | <p>Four Special Constables brought on in 2005. Additional use being investigated. Awaiting decision of Solicitor General on duties before looking at increasing.</p> <p>Four Special Constables were brought on in October 2004 for Traffic Enforcement.</p> <ul style="list-style-type: none"> <li>- This program is working out very well.</li> <li>- Special constables can work on special enforcements (traffic) and the benefit is that they will not be called away for other duties as regular Constable can be.</li> </ul> <p>New Solicitor General for AB is looking at expanding possible duties. CORD will wait and see where this goes as well as evaluating the success, over</p> |   |  | RCMP | CSD | <p>2007/2008</p> <p>In progress</p> | Completed                             |

|         |   |   |                  |  |                     |     |                                     |  |             |
|---------|---|---|------------------|--|---------------------|-----|-------------------------------------|--|-------------|
|         |   | time, of current program before planning any changes/additions for Red Deer.  |                  |  |                     |     |                                     |  | In progress |
| 3.2.4.2 | Improve the recruitment process in the RCMP for Red Deer                    | RP&C Department is exploring the possibility of use of special constable type positions in Parks system,<br><br>This is a National RCMP issue. Local detachment will support national initiatives.  |                  |  | RCMP<br>(National)  |     | Ongoing                             |  |             |
| 3.2.4.3 | Staff RCMP to ensure stability and continuity in operations                 | CSD and City of Red Deer RCMP to develop alternative budgeting arrangements that support longer term planning.<br><br>City Council examines the issue of introducing multi year budgeting to all or selected City Divisions<br><br>Two years would be good based on the learnings of other municipalities   |                  |  | RCMP<br><br>Council | CSD |                                     |  |             |
| 3.2.5   | Establish clear Performance and Response Standards for the city of Red Deer | Criteria established for input to dispatch redesign.<br><ul style="list-style-type: none"> <li>- Which calls RCMP will respond to</li> <li>- Differential response model to ease burden</li> <li>- This needs to be a Community decision. Public Consultation plan can be used</li> </ul><br>CORD RCMP is waiting on the roll out of PROS to determine best step forward. |                  |  | RCMP                | CSD | Q2 2006                             |  |             |
| 3.2.5.1 | Response criteria for Red Deer need to be established                       | City of Red Deer RCMP to define the specific set of response criteria and standards.<br><br>Standards and response standards to be defined by   | 2006<br>Business |  | RCMP                | CSD | Spring 2005<br><br>2006<br>Business |  |             |

|         |  |   |      |  |      |     |             |  |
|---------|--|---|------|--|------|-----|-------------|--|
|         |  | RCMP. Approval by CSD/City Council<br><br>CORD RCMP is waiting on the roll out of PROS to determine best step forward.  | Plan |  |      |     | Plan        |  |
| 3.2.5.2 | Response standards for Red Deer need to be established (specific to Red Deer). | Response standards defined in time for Report Card to the Community<br>Response standards must be deployed to Dispatch Centre<br><br>CORD RCMP is waiting on the roll out of PROS to determine best step forward. |      |  | RCMP | CSD | Summer 2005 |  |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation  | Action(s)  | Capital/One-time Costs | Operating Costs     | Responsibility        |          | Timeline            | Status                              |
|-----------|---|--|------------------------|---------------------|-----------------------|----------|---------------------|-------------------------------------|
|           |   |  |                        |                     | Lead                  | Involved |                     |                                     |
| 3.3       | A Crime Prevention Agenda for the Community   |  |                        |                     |                       |          |                     |                                     |
| 3.3.1     | Build and expand the program of Crime Prevention Through Environmental Design (CPTED)                                 | CSD to add initial start up of a Centre of Excellence in CPTED as a part of Implementation Plan of this strategy.  |                        |                     |                       |          |                     |                                     |
| 3.3.1.1   | Act as a centre of excellence of crime prevention through environmental design.                                       | Gather existing knowledge concerning CPTED <ul style="list-style-type: none"><li>- Develop knowledge base.</li><li>- Research NA, Euro., Au., and N.Z..</li><li>- Seek out design principles and applicability to RD.</li><li>- Maintain resource library.</li></ul> Work with applicable departments and agencies to review existing City procedures and make changes where appropriate.<br>Maintain Centre in follow-up business Plans starting in 2006.<br><br>CSD to assign staff specialist role to work on CPTED and COPS program administration.<br><br>Community CPTED Program and COPS Logic Models for use be used as a starting point for this program.<br><br>Development of CPTED library |                        |                     | CSD                   |          |                     | Research started by project leader. |
|           |   |  |                        |                     | CSD                   | RCMP     | Q4 2005/<br>Q1 2006 |                                     |
|           |   |  |                        | 1.0 FTE<br>\$60 000 | CSD                   |          | Q1 2006             |                                     |
|           |   |  |                        |                     |                       |          | May 2005            | Work begun                          |
|           |   |  |                        |                     |                       |          | Q4 2005             |                                     |
| 3.3.1.2   | Embed the need for crime prevention principles through environmental design in City of Red Deer operating procedures. | Draft modifications to adopt prevention principles and development of support program and incorporation of principles learned above into   |                        |                     | Council<br>CSD<br>DSD |          | Q2 2006             |                                     |

|         |  |   |     |  |  |           |   |                                   |
|---------|--|---|-----|--|--|-----------|---|-----------------------------------|
|         |  | <p>programming elements.</p> <p>These procedures need to include graffiti abatement initiatives (i.e. Teflon paint used on EL&amp;P boxes to prevent/reduce).</p> <p>Incorporated in new subdivision guidelines.</p>  |     |  | CSD  |           | Q3 2005   | Initiated                         |
| 3.3.1.3 | Incorporate learnings obtained in this study concerning the reduction of fear of crime through environmental design in the City of Red Deer Operating procedures | <p>CSD with the City of Red Deer RCMP conduct a CPTED literature review to ensure working principles are current.</p> <p>City of Red Deer Divisions review CPTED requirements and highlight areas of application. Crime Prevention Staff person to assist.</p> <p>City of Red Deer Divisions prepare for CPTED standards incorporation into working policies and procedures for 2006.</p> <p>-Community Services Division</p> <ul style="list-style-type: none"> <li>▪ CPTED principles utilized in up coming projects such as Alexander Way and Recreation Centre renovations.</li> <li>▪ Incorporated in new Neighbourhood Planning Guidelines and Standards</li> </ul> <p>-Development Services Division</p> |     |  | <p>CSD</p> <p>CSD<br/>DSD</p> <p>Council and</p> <p>CSD<br/>Manager</p> <p>DSD<br/>Manager</p> |           | <p>ASAP included in 2007 Service Plans at latest</p> <p>Q3 2005</p> | <p>Initiated</p> <p>Initiated</p> |
| 3.3.1.4 | Promote the adoption of crime prevention through environmental design to the community at large.   | <p>Ensure CPTED standards incorporated in Community Crime Free Certification Program</p> <p>Offer a community CPTED</p>   | See |  | CSD  | Soc. Plan | <p>2007</p> <p>2006</p>   | See                               |

|  |  |   |                           |  |      |  |         |                           |
|--|--|---|---------------------------|--|------|--|---------|---------------------------|
|  |  | program.  | recommendation<br>3.3.1.1 |  |      |  |         | recommendation<br>3.3.1.1 |
|  |  | Logic Model developed for<br>Community CPTED Program by<br>AdCo.                        |                           |  | AdCo |  | 2005    | Completed                 |
|  |  | Community Crime Prevention<br>Staff Position has this program<br>as one of its focuses. |                           |  | CSD  |  | Q1 2006 |                           |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation  | Action(s)  | Capital/One-time Costs | Operating Costs | Responsibility |             | Timeline              | Status    |
|-----------|---|--|------------------------|-----------------|----------------|-------------|-----------------------|-----------|
|           |   |  |                        |                 | Lead           | Involved    |                       |           |
| 3.3.2     | <i>Focus on Youth</i>                                 |  |                        |                 |                |             |                       |           |
| 3.3.2.1   | Evaluate existing in-school crime prevention programs | <p>CSD and AdCo to encourage a preliminary review (conference) on current crime prevention programming in schools. Encourage school involvement /inclusion in community crime prevention initiatives.</p> <p>There are links to crime prevention throughout school curriculum including citizenship education in Social Studies, substance abuse in Health and CALM classes, Safe and Caring Schools and Student Crime Stoppers</p> <p>School based Crime Prevention Programs included in Crime Prevention Program inventory</p> <p>Evaluation process for programs encouraged using developed evaluation tool. Workshop on planning and evaluation planned.</p> |                        |                 | Sch            | CSD<br>AdCO |                       |           |
|           |   |  |                        |                 |                | CSD         | Q3 2005               | Completed |
|           |   |  |                        |                 |                | CSD         | Q2 2006               |           |
| 3.3.2.2   | Invest in youth mentoring programs.                   | <p>CSD to evaluate current youth mentoring programs and examine possibilities for enhancement or new program development.</p> <p>Mentoring programs currently run through YVC and are funded primarily through FCSS. FCSS is developing an evaluation tool as a part of their funding system, which will be outcomes based and will address this recommendation.</p>   |                        |                 | CSD            | Soc. Plan   | Q3/4 2006             |           |
|           |   |  |                        |                 | Soc. Plan.     |             | 2007 CSD Service Plan |           |

|         |                                   |   |  |                            |             |                                 |                                      |  |
|---------|-----------------------------------|---|--|----------------------------|-------------|---------------------------------|--------------------------------------|--|
|         |                                   | <p>Mentoring programs currently run through YVC include:</p> <ul style="list-style-type: none"> <li>- In school mentoring (25 mentoring matches 2004/2005)</li> <li>- Big Brothers and Big Sisters (currently 45 matches hoping to increase to 65 in Q2 2005 with the addition of 1 FTE). 55 children on waitlist.</li> <li>- Cops for Kids. Officers volunteer to spend time with kids on waitlist.</li> <li>- YVC is currently exploring e-mentoring.</li> </ul> <p>Resources to support existing youth mentoring programs, specifically targeting mid grades and boys in single parent families will be required. Expansion or increase would require increased funding. In school mentoring program is currently funded by FCSS.</p> <p>Increase to 100 matches would require 1FTE</p> <p>Support needed from City and Council to promote and encourage businesses to donate employee time as volunteers for in school mentoring program.</p> <p>Formal review not required now, but discussion among key stakeholders is required for idea of what is and is not working</p> |  | 1FTE<br>\$45 -50<br>000.00 | Comm.       | CSD/<br>Soc.<br>Plan.<br>(FCSS) | For Fall<br>2006<br>program<br>start |  |
| 3.3.2.3 | Reinvigorate the D.A.R.E. program | <p>Schools and RCMP to evaluate current DARE program offerings.</p> <p>RCMP resources are now in place, however, this program</p>   |  |                            | RCMP<br>CSD | Sch                             |                                      |  |

|         |  |  |          |  |               |          |            |                            |
|---------|--|--|----------|--|---------------|----------|------------|----------------------------|
|         |  | <p>utilizes 50-60% of Resource Officer staff time. A modification of the program and/or additional staff resources are necessary to allow RCMP School Resource officers to do more in the schools.</p> <p>City of Red Deer RCMP to determine staffing resources available for a drug resistance type program while maintaining other school initiatives and under revised design.</p> <p>Entire School Resource Officer Program and Dare offering should be evaluated by a steering committee made up of RCMP, RDPSD and RDCRD, student and parent representatives to determine best fit/use for all grade levels. Contract staff could be used to facilitate this or use current resources.</p> <p>In other municipalities school boards pay a portion of resource officer costs. It would be appropriate to work on a partnership with schools that would be mutually beneficial as a part of this contract.</p> | \$30,000 |  | CSD with RCMP | Sch      | Q2 2006    |                            |
| 3.3.2.4 | Make schools a part of policing duties | <p>CSD and AdCo to encourage a preliminary review (conference) on current crime prevention programming in schools. Encourage school involvement /inclusion in community crime prevention initiatives.</p> <p>Include School based Crime Prevention Programs in Crime Prevention Program inventory</p>  |          |  | Sch           | CSD AdCO |            | See recommendation 3.1.3.2 |
|         |  |  |          |  |               | CSD CSD  | Q3 2005 Q2 | Completed                  |

|         |  |  |  |  |     |             |              |  |
|---------|--|--|--|--|-----|-------------|--------------|--|
|         |  | <p>Evaluation process for programs encouraged.</p> <p>Workshop on planning and evaluation.</p>   |  |  |     |             | 2006         | <p>See recommendation 3.1.3.2</p> <p>In progress</p> |
| 3.3.2.5 | Advocate for citizenship and social skills components in school curriculum's for grades 7-10 | <p>"The Heart of the Matter" Character and Citizenship education developed by Alberta Education. Once Alberta Education has determined how this will be utilized this recommendation should be revisited.</p> <p>Citizenship components are present throughout the Social Studies curriculum. Substance abuse issues are dealt with in the Health and CALM curriculum's</p> <p>A new Character and Citizenship Education resource is being offered by Alberta Education in Fall 2005 to be utilized by schools across curriculum</p> |  |  | SCH | CSD<br>AdCo | Fall<br>2005 | Completed  |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation   | Action(s)  | Capital/One-time Costs     | Operating Costs | Responsibility |           | Timeline   | Status  |
|-----------|--|--|----------------------------|-----------------|----------------|-----------|------------|---|
|           |  |  |                            |                 | Lead           | Involved  |            |   |
| 3.3.3     | The Social Services and Crime Prevention Infrastructure  |  |                            |                 |                |           |            |   |
| 3.3.3.1   | Monitor the 211 program in Calgary and Edmonton with the objective of evaluating possible implementation in 2006 | CSD with support from AdCo to conduct an applicability study of 211 results in Edmonton and Calgary in 2006 Business Plan  | Cost unknown at this time. |                 | CSD            | AdCo Comm | 2005/2006. | In progress   |
|           |  | Community Stakeholders (CIRS, Crisis Centre, United Way, CORD Social Planning and CSD) currently meeting. This group will work with Provincial Steering committee to look at options for Red Deer/Central Alberta community.   |                            |                 | Soc. Plan.     |           |            | In progress   |
|           |  | As a part of the CP&PS CSD will keep and eye on this and give support to community stakeholders as needed.   |                            |                 |                |           |            | In progress   |
| 3.3.3.2   | Improve coordination and capacity within social services infrastructure.   | CSD to investigate key technologies with support from the Advisory Committee   |                            |                 | CSD –          | AdCo Comm | Ongoing    | Data base exists and is housed through Community Information and Referral Services (CIRS) |
|           |  | Develop a social agency/program database for current information sharing and possible support to 211 Program   |                            |                 | Soc. Plan.     |           |            |   |
|           |  | Provide support for funding from appropriate granting agencies, especially the National Council on Crime Prevention<br>-Social Planning Department currently creates awareness/disseminates information with social service agencies about possible funding sources. |                            |                 | Soc. Plan.     |           |            |   |

|         |   |  |                  |  |              |           |                                      |                      |
|---------|---|--|------------------|--|--------------|-----------|--------------------------------------|----------------------|
|         |   | <p>-Social Planning department is currently planning a department review that will further answer the question of support needs of community social service agencies.</p> <p>Support a shared environment customer relationship management (CRM) system to support agency fundraising efforts.</p> <p>It may be appropriate for this service to be housed in one of the agencies. Support would be required for this (IT/Capital and HR)</p> | To be determined |  | Soc. Plan.   | Comm.     | 2007                                 | Under investigation. |
| 3.3.4   | Develop and Implement a Comprehensive Social Marketing program for the City of Red Deer                 | CSD to incorporate the development of a comprehensive social marketing program within the Implementation Plan to support this strategy.  | \$6000.00        |  | CSD - EAMS   | AdCo Comm | Start Q1 2006<br>Deploy through 2006 | In progress          |
| 3.3.4.1 | A Comprehensive Social Marketing Program for the City of Red Deer.                                      |  |                  |  |              |           |                                      |                      |
| 3.3.4.2 | Develop social marketing workshop for individual agencies   |  |                  |  | EAMS support | Jun 2006  |                                      |                      |
| 3.3.4.3 | Develop social marketing tools and templates as resources to the social agency network in Red Deer.     | CSD to ensure Social Marketing Plan operation embedded in the 2006 Business Plan   | \$6000.00        |  | CSD - EAMS   | AdCo Comm | Jun/Jul 2006                         |                      |
| 3.3.4.4 | Develop activities specifically to increase awareness of the social resources available within Red Deer | Will be completed as follow-up to Workshop, distributed to participants and available for all social agencies.   |                  |  |              |           |                                      |                      |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation                                | Action(s)   | Capital/One-time Costs      | Operating Costs | Responsibility |                  | Timeline | Status   |
|-----------|---|---|-----------------------------|-----------------|----------------|------------------|----------|--|
|           |   |   |                             |                 | Lead           | Involved         |          |  |
| 3.3.5     | <i>More Community Activities are required</i> | <p>The City needs to engage in a review of existing recreational and related programming.</p> <p>Crime prevention objectives and considerations should be incorporated in any review of parks and recreation programming.</p> <p>Investigation of Boys and Girls Club expansion. To include programming alternatives and community linkages.</p> <p>CSD would support interested Youth Serving organizations (Including the Boys and Girls Club) in their application for grants from Federal or Provincial sources to investigate options for expansion of programs.</p> | \$15,000 grant for contract |                 | R.P.&C         | CSD Comm         |          | RP&C Functional and Organizational Review currently underway. Report to be done Q4 2005. |
|           |   |   |                             |                 | Comm.          | CSD – Soc. Plan. | 2006     |  |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation  | Action(s)   | Capital/One-time Costs | Operating Costs | Responsibility |                      | Timeline                                | Status                           |
|-----------|---|---|------------------------|-----------------|----------------|----------------------|---|----------------------------------|
|           |   |   |                        |                 | Lead           | Involved             |   |                                  |
| 3.3.6     | Community Crime Prevention programming needs to be enhanced                             |   |                        |                 |                |                      |   |                                  |
| 3.3.6.1   | Revitalize Citizens on Patrol and tie to specific neighbourhood initiative.             | <p>CDS with the City of Red Deer RCMP and Advisory Committee involvement review the funding requirements to support COPS assuming program integrated with the Residential Crime Free Certification program below</p> <p>Review and assessment of current COP resource requirements given a revised, more neighbourhood/RCMP driven focus. This could be done as a part of Community Crime Prevention Specialist Position</p> <p>Budget for renewed COPS in CSD and RCMP Business Plans for 2006</p>                             | 0.5 FTE<br>\$20,000    | See 3.3.1.1     | CSD            | RCMP<br>AdCo<br>Comm | Q4 2005<br><br>2005/2006<br><br>Q4 2005 | See recommendation 3.3.1.1       |
| 3.3.6.2   | A Multi-Family/residential Block Crime Free Certification Program should be considered. | <p>CSD develop a Multi family/ Residential Block Crime Free Certification program.<br/>Program Development<br/>Recognition<br/>Who will administer<br/>Promotion</p> <p>Original recommendation was for program deployment for 2 neighbourhoods and 5 multi-family complexes in CSD and RCMP Business Plans for 2006. This has been put off until 2007 to allow for further research into how this can best be done while addressing housing issues in Red Deer. This program was viewed as a low priority one by the Ad Co</p> | \$30 000               |                 | CSD            | RCMP<br>AdCo<br>Comm | 2007                                    | Best Practice Research completed |

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation  | Action(s)   | Capital/One-time Costs                | Operating Costs | Responsibility |                   | Timeline                    | Status |
|-----------|---|---|---------------------------------------|-----------------|----------------|-------------------|-----------------------------|--------|
|           |   |   |                                       |                 | Lead           | Involved          |                             |        |
| 3.3.7     | <i>A Community Crime and Crime Prevention Awareness Program is required</i>                           | CSD will develop a community awareness program as part of the Implementation Plan to support the strategy.  | existing resources                    |                 | CSD Comm.      |                   | Q2 2006                     |        |
| 3.3.7.1   | Develop and implement an Awareness Program  |   |                                       |                 |                |                   |                             |        |
| 3.3.7.2   | Ensure tools, techniques and programs are in place to support actions arising from awareness programs | <p>Funding for Awareness Program deployment by CSD for the Fall of 2005.</p> <p>Publication of neighbourhood crime statistics for Community Associations -with report card -This could also potentially be done in other publications i.e. Newspaper.</p> <p>Awareness Program to incorporate the Report Card to the Community (3.3.8). Development of tools covered in other recommendations of this strategy.</p> |                                       |                 | CSD            | AdCo              |                             |        |
| 3.3.8     | Commit to a Crime Prevention and Policing Report Card   | <p>CSD to prepare annual report card to the community combining survey, incident and performance data with two releases per year in Spring/Fall</p> <p>Resources allocated for first report card release in fall/winter 2005.</p> <p>Approval of concept required by CSD and likely Red Deer City Council.</p>  | \$3 000.00                            | \$6000.00       | CSD            | RCMP AdCo Council | 2006 and ongoing<br>Q4 2005 |        |
| 3.3.8.1   | Survey data   | CSD to conduct survey of current RD crime picture and residents response as comparison to CP&PS information.  | \$30 – \$35 000.00 done every 5 years |                 | CSD            |                   | 2008/2009                   |        |
| 3.3.8.2   | Incident data   | City of Red Deer RCMP to  |                                       |                 | RCMP           | CSD               |                             |        |

|         |                  |   |  |  |              |      |  |  |
|---------|------------------|---|--|--|--------------|------|--|--|
| 3.3.8.3 | Performance data | <p>gather and prepare data for inclusion in the CSD report card.<br/>Builds on existing data acquisition</p> <p>Establishment of system of collection. This will need to be done after PROS has been rolled out so that RCMP will know what information is available. It will also need to be done in conjunction with the Community so that there is some consensus on what information is needed.</p> | <p>Minimal as builds on existing process</p> <p>&lt;\$30,000</p> |  | RCMP/<br>CSD | AdCo |  |  |
|---------|------------------|---|--|--|--------------|------|--|--|

# CRIME PREVENTION AND POLICING STRATEGY IMPLEMENTATION PLAN MATRIX

| Plan area | Recommendation | Action(s)  | Capital/One-time Costs | Operating Costs | Responsibility         |          | Timeline | Status |
|-----------|----------------|--|------------------------|-----------------|------------------------|----------|----------|--------|
|           |                |  |                        |                 | Lead                   | Involved |          |        |
| 3.4       | Justice System | <p>CSD to develop a specific lobbying strategy for adoption and use by Red Deer City Council with the four elements listed as immediate priorities. The next step is to initiate Red Deer city council support for the work hat is already occurring on this issue. These strategies should be focused around Justice System service priorities of <i>Safety of Victims</i> and <i>Access to Justice</i>.</p> <p>The process developed through the work of the Domestic Violence Steering Committee will be used as a template for addressing the other Justice System related recommendations.</p> <p>Possible Lobbying /Advocacy Strategy outlined as a part of this implementation plan (see appendix 10) for adoption and use by Red Deer City Council</p> |                        |                 | CSD - Soc. Plan. Comm. | Council  |          |        |

|       |   |   |  |  |  |                               |                |  |
|-------|---|---|--|--|--|-------------------------------|----------------|--|
| 3.4.1 | Improve Justice of the Peace Operations | <p>Advocay and Lobbying strategy should be utilized for this.</p> <p>Community Driven Approach is favored.</p> <p>Focus Group created of interested/affected agencies/organizations</p> <p>Development of Steering Committee if focus group chooses</p> <p>Obtain support of decision makers/influencers</p> <p>Prepare report for members of</p> |  |  | <p>CSD - Soc. Plan.</p> <p>Comm. Steering Committ ee</p> | <p>RCMP CSD Council Comm.</p> | <p>Q3 2006</p> |  |
|-------|---|---|--|--|--|-------------------------------|----------------|--|

|       |  |   |  |  |               |                    |           |  |
|-------|--|---|--|--|---------------|--------------------|-----------|--|
| 3.4.2 | Create a Family Violence Court in Red Deer | <p>Red Deer City Council (clear, focused information)<br/>Letters of support from Red Deer's former JP's, RCMP, Victims Services, Women's Shelter, Women's Outreach, Crisis Centre, Trial Lawyers Association and the Policing Committee.<br/>Support of other Central Alberta Communities, RCMP detachments etc.<br/>Approach made through Red Deer City Council to Red Deer MLA's for support<br/>Letter from the Mayors office to the Minister of Justice and Attorney General, the Hon. Ron Stevens copied Red Deer MLA's</p> <p>Collect early success information to use to lobby the provincial government</p> <p>This is the first priority of the Justice System recommendations and the learnings gained from the process utilized for this initiative should be incorporated into forwarding other Justice System recommendations</p> <p>Advocay and Lobbying strategy should be utilized for this.</p> <p>Work has already been initiated in the community around creating a family violence court in Red Deer starting as early as October 2005</p> <p>Training needs to be done for RCMP to ensure best use of system for victims benefit.</p> |  |  | Soc. Plan.    | RCMP Council Comm. | 2005      |  |
|       |  |   |  |  | CSD/Soc. Plan | RCMP Council Comm. | 2006/2007 |  |

|       |   |  |  |  |  |  |  |  |
|-------|---|--|--|--|--|--|--|--|
| 3.4.3 | Provide A Youth Remand Centre for Red Deer                      |  |  |  |  |  |  |  |
| 3.4.4 | Deliver Effective Rehabilitation Programs in Provincial Prisons |  |  |  |  |  |  |  |

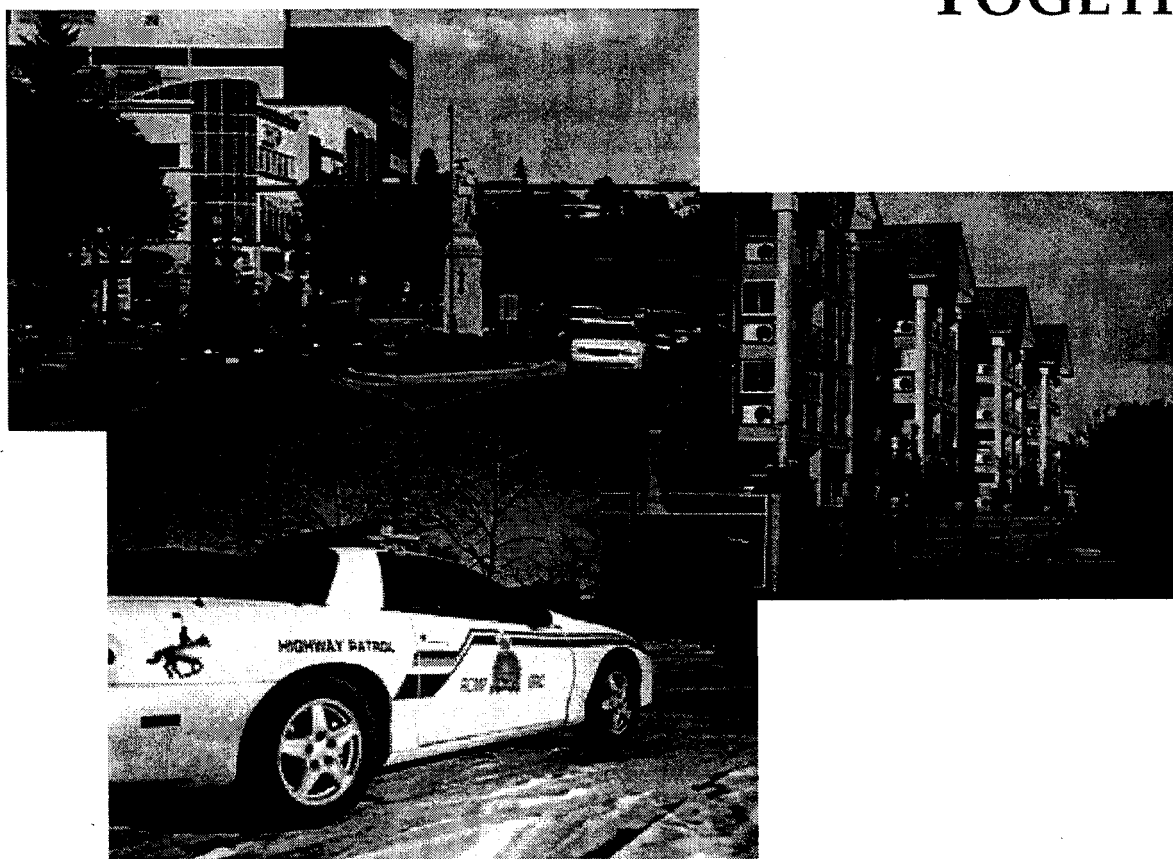
## **APPENDIX**

## Early Success Project List and Proposed Cost

Division: Community Services  
 Area: Crime Prevention and Policing Strategy

| <b>2006 Funding Items</b><br><b>(\$ Allocated as a part of original Crime Prevention and Policing Strategy)</b> |   |             |                |
|---|---|-------------|----------------|
| Item  | Description & Benefit of Funding  | 2006 Amount | Ongoing Amount |
| Social Marketing Workshop   |   | \$6,000.00  | \$ -           |
| Social Marketing Tools  |   | \$6,000.00  | \$ -           |
| Crime Prevention 1.0 FTE  | FTE to work on COPS (volunteer recruitment and organization and program development with RCMP Officer Assigned)               | \$60 000.00 | \$60 000.00    |
| Report Card to the community  | Report Card on Crime Prevention and Policing 2X per year. Compilation, design, production and distribution.                   | \$10 000.00 | \$10 000.00    |
| RCMP School Programs  | Evaluation and recommendations around drug abuse reduction programming in schools and overall school resource offices program | \$30 000.00 | \$ -           |

# THE RED DEER CRIME PREVENTION AND POLICING STRATEGY: BUILDING A SAFER COMMUNITY TOGETHER



*Red Deer Crime Prevention and Policing Strategy:  
Building a Safer Community Together*

## FORWARD & DEDICATION

This report is dedicated to Mr. Phil Rauch.

Phil was a member of the Steering Committee as a Community Agency Representative.

Phil died on February 16, 2004

We don't know if Phil would have agreed with all the conclusions and recommendations contained in this report. We were looking forward to receiving his insights and reflecting these in our deliberations and in the report itself.

Sadly, we will not have this opportunity. We can only hope, therefore, that we have managed to demonstrate the same enthusiasm and passion in our work that Phil had for this study and for the city and people of Red Deer.

Thank you Phil.

### STEERING COMMITTEE MEMBERS

Phil Hyde -- Chair

Councilor Bev Hughes

Councilor Larry Pimm

Councilor Vesna Higham

Dick McDonell

Phil Rauch

Dawna Barnes

Glen LaBuc

Colleen Jensen

Supt. Jim Steele

Tricia Haggarty

## **CITY OF RED DEER SUPPORT**

Deb Comfort

Christine Kenzie

Stacey Clarke

Kay Lavery

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# 1 STRATEGY OVERVIEW

## Crime Prevention and Policing in Red Deer

This strategy, and the research and work behind it, was conducted with the objective of developing a practical direction or framework in which to guide the crime prevention and policing activities of Red Deer in the years to come. It was also intended to provide a set of recommendations that would provide an initial agenda for change – concrete steps that could be taken in moving toward crime prevention and policing goals. It was not the aim to ‘cure crime’ or to develop those insights that would forever ‘solve’ the problem.

Our aim was to answer the question: “What should Red Deer do to improve crime prevention and policing?”

### 1.1 CRIME IN RED DEER

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To answer this question, we started with a situation appraisal, analyzing crime statistics and data as well as the characteristics that describe Red Deer as a community. The details of this appraisal were presented in Phase I of the study.

Three conclusions in the Phase I research were critical in the development of a Crime Prevention and Policing Strategy. Specifically,

- ▲ Red Deer is an urban/regional centre. The days of Red Deer being a town with small town issues and small town requirements are gone. Like it or not, Red Deer is an urban region with urban attitudes, issues and needs. This can be seen in everything from the basic demographic data to the level and type of crime occurring in the community. This means the solutions and approaches developed as part of this strategy must recognize this urban character of the community to be successful.
- ▲ Red Deer is growing quickly. Adding to the complexity of being an urban/regional centre is the rate of growth the community is undergoing. Rapid growth makes it difficult to keep up with changes. This means the strategy needs to be forward looking, not so much satisfied with developing recommendations that will simply work for today but, rather, developing recommendations that will guide a change agenda for years to come.
- ▲ Crime rates, and levels of crime in Red Deer, are due to a mix of factors – some national or broader in scope, others local in nature. Crime is a complex subject; there are few if any easy answers. Some of the factors contributing to crime, such as the

general state of the economy, are too large to be dealt with locally. However, that doesn't mean nothing can be done about crime. Other factors are more local in nature and these can be addressed through local initiatives. Additionally, the impact larger factors have on the community can be mitigated by understanding local conditions and responding accordingly. This means the strategy must be both comprehensive and pragmatic, focusing efforts on where they will do the most good.

## 1.2 THE STRATEGY

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The strategy that emerged stresses the need for strong linkages between neighborhoods, the community, social agencies, the City, the RCMP and the broader justice system to achieve social goals. As much as many would like to believe otherwise, the overwhelming conclusion of research conducted into crime prevention is that community mobilization alone, getting people involved to solve their own problems, simply doesn't work as an effective crime prevention strategy. It is necessary, but not sufficient.

A community driven strategy with strong and integrated support is required. This is because crime prevention works best when neighborhoods and communities are involved in identifying problems and then can tie into a range of effective programs through municipal administration, the police and agencies to help address these problems.

The details concerning the strategy are presented in the pages that follow. However, a few statements can summarize its essence. These include:

- ▲ Take a comprehensive approach employing a combination of strategies to address issues of crime. Don't pretend everything can be solved by the police or by simply adding more police.
- ▲ Get the community and neighborhoods involved in the task of making the place where they live safe. This includes everything from taking personal accountability for one's home as well as becoming involved in neighborhood and community-based programs.
- ▲ Realign the distribution of policing and justice system resources, moving them to where they are needed. For the police, this means the development of district/neighborhood policing service centres, and the linking of specific police personnel with community-based and driven initiatives. For the justice system, this means reversing the trend of centralizing services in Edmonton and Calgary and placing appropriate services in Red Deer.
- ▲ Build and sustain the capacity of social agencies by leveraging the strength of the City of Red Deer to support longer term crime prevention initiatives.
- ▲ Creating solid linkages between the police and community based social agencies through specific protocols designed to support a harm reduction approach in areas such as drug use, prostitution and family violence.

- ▲ Make best use of information and data to not only guide police actions but to inform the public as to the state of affairs in the community as well as progress being made toward crime prevention and policing objectives. This information and data should also be used to guide development efforts, modifying the environment so as to reduce crime and the fear of crime.
- ▲ Allocate resources to crime prevention and policing in a deliberate and balanced fashion, restraining the urge to throw money at an issue while recognizing that change and improvement demands resources.

In all, we believe this a strategy that recognizes the best practices of other jurisdictions as well as those characteristics that make the city of Red Deer unique.

### **1.3 SUMMARY OF THE RECOMMENDATIONS – AN AGENDA FOR CHANGE**

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The set of recommendations proposed in the strategy are presented in the Exhibit: Summary of Strategies and Actions/Accountabilities in summarized form along with the set of initial actions and accountabilities. Again, the details are found within the plan proper. However, the Exhibit following presents a valuable overview that clarifies the scope and scale of the recommendations contained in the strategy and the implications for the various organizations and committees.

### **1.4 AN IMPLEMENTATION PLAN IS NEXT**

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The Summary of Actions/Accountabilities presented in the Exhibit, outline the strategy but do not constitute an implementation plan. More effort is required to consult with the various stakeholders involved and work out the specific set of actions and changes that will be required to support the Strategy.

The Implementation Plan will need to highlight those changes that can be initiated immediately and those that need to be included in the Business Plans of various groups for the 2006 planning cycle.

**Exhibit: Summary of Strategies and Actions/Accountabilities**

**(Changing the System)**

| No.        | Recommendation   | Page      | Action/Accountability  |
|------------|--|-----------|--|
| <b>3.1</b> | <b>Changing the System</b>   | <b>16</b> |  |
| 3.1.1      | Take a comprehensive approach to crime prevention and policing                                     | 16        | Adoption of the Crime Prevention and Policing Strategy as a planning tool by Red Deer City Council.  |
| 3.1.1.1    | Different models make different assumptions, no one model alone will be effective                  | 18        |  |
| 3.1.1.2    | A comprehensive, integrated approach is required   | 18        |  |
| 3.1.2      | Assign clear organizational responsibility for sustaining the crime and policing strategy          | 19        | Creation of the Advisory Committee by CSD by Q2 2005   |
| 3.1.2.1    | Make Community Services Division (CSD) accountable for the Crime Prevention and Policing Strategy. | 20        | Consultation Process defined by CSD and the Advisory Committee for Spring 2005 and made part of the Advisory Committee Terms of Reference.<br>Implementation Plan completed by Q3 2005 for incorporation into 2006 Business Planning cycle<br>CSD report to Red Deer City Council on current Crime Prevention and Policing Priorities prepared for next planning cycle (2006 Business plan). |
| 3.1.2.2    | Allocate resources to Community Services Division to support implementation planning.              | 20        |  |
| 3.1.2.3    | Develop a structured process of community consultation to support CSD in its efforts.              | 21        |  |
| 3.1.2.4    | Create an advocacy process for initiating changes that lie beyond municipal mandates               | 22        |  |
| 3.1.3      | Build a Culture of Experimentation   | 23        |  |
| 3.1.3.1    | A process of program management and evaluation needs to be established                             | 23        | CSD, with support from Advisory Committee, sponsors program review workshops to provide  |

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| No.     | Recommendation  | Page | Action/Accountability   |
|---------|---|------|---|
| 3.1.3.2 | Community Services Division should be responsible for guiding and evaluating experiments in crime prevention and policing | 25   | immediate evaluation of the existing inventory of crime prevention programs. Preliminary Review completed by Q3 2005<br><br>CSD prepares logic model and evaluation framework for new programs including those detailed in this strategy. |
| 3.1.3.3 | Initiate the process of evaluating the existing inventory of programs and projects.                                       | 26   | CSD, with Advisory Committee input, builds database of existing crime prevention initiatives and programs.  |
| 3.1.4   | Deploy Resources to Where They Are Required   | 26   | A general principle of the strategy.<br><br>Approval of the strategy as a planning tool by Red Deer City Council.   |

**Exhibit: Summary of Strategies and Actions/Accountabilities**

**(A Change Agenda for the City of Red Deer RCMP)**

| No.     | Recommendation  |    | Action/Accountability   |
|---------|---|----|---|
| 3.2     | An Agenda for Change for City of Red Deer R.C.M.P.  | 28 |   |
| 3.2.1   | General Organization of Policing Services Within Red Deer   | 28 | Approval of the strategy as a planning tool by Red Deer City Council.   |
| 3.2.1.1 | The data does not reveal any significant cost advantages to using RCMP versus a municipal-based police force. | 28 |   |
| 3.2.1.2 | Civilian oversight by City Council appears to work well.  | 29 |   |
| 3.2.1.3 | Recruitment is a problem, but one experienced by many police forces.  | 30 |   |
| 3.2.2   | Programming Recommendations   | 30 |   |
| 3.2.2.1 | Drugs is an appropriate strategic focus for the RCMP  | 30 | City of Red Deer RCMP to assign officers to Drug Enforcement duties.<br>City of Red Deer RCMP and agency groups to negotiate and implement harm reduction protocols.<br>City of Red Deer RCMP to ensure training/briefing delivered to support the protocols. |
| 3.2.2.2 | Apply the principles of harm reduction in matters of family violence, drug use and prostitution               | 31 |   |
| 3.2.2.3 | Motorcycle gangs and other organized crime  | 33 | City of Red Deer RCMP to investigate establishment of specialized resources locally.  |
| 3.2.2.4 | Expand the use of bylaws to help support crime prevention efforts   | 34 | City of Red Deer RCMP to continue enhanced enforcement program associated with downtown.<br>Embedded in the communications strategy for Spring 2005.  |
| 3.2.2.5 | Introduce selected enforcement programs to target specific problems and in specific neighborhoods             | 35 |   |

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| No.     | Recommendation  |    | Action/Accountability   |
|---------|---|----|---|
| 3.2.2.6 | Continue efforts that target the downtown   | 35 | City of Red Deer RCMP to develop and implement a selected enforcement program as described in the strategy detail for deployment in Summer 2005.  |
| 3.2.2.7 | Move toward a community (neighborhood) driven Program of crime prevention and problem oriented policing | 36 | City of Red Deer RCMP ensure sufficient resources allocated to Community Policing function to support Community/School Liaison in place by Q3 2005.   |
| 3.2.2.8 | Increase the presence of the police   | 37 | City of Red Deer RCMP assigns representation to the development of a social marketing strategy.   |
| 3.2.3   | Infrastructure Recommendations  | 38 |   |
| 3.2.3.1 | Ensure appropriate priority setting and routing is occurring on 911 calls.                              | 39 | Dispatch centre to conduct a statistical review/audit of error rates and delays associated with current system.   |
| 3.2.3.2 | Modify dispatch centre operations and criteria  | 39 | City of Red Deer RCMP and Dispatch agree on format of call assignment by Spring 2005<br>Dispatch to make required changes to support deployment by Fall 2005<br>Deployed for September 01, 2005 |
| 3.2.3.3 | Pursue decentralization of policing operational infrastructure  | 40 | City Council approval of facility concept and design studies for 2005<br>City Council Budget approval required for 2006   |
| 3.2.3.4 | Improve the use of information technology   | 42 | Adoption of RCMP system for on-line reporting (in excess of 128 characters) to be released 2005   |
| 3.2.3.5 | Improve local crime data gathering and reporting  | 43 | City of Red Deer RCMP to develop protocol for downloading and maintenance of local crime and performance reporting data.  |

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| No.     | Recommendation  |    | Action/Accountability   |
|---------|---|----|---|
| 3.2.3.6 | Ease the process of reporting suspicious or suspect activity                | 44 | City of Red Deer RCMP and CSD to develop program standards and protocol including negotiation with program partners.  |
| 3.2.4   | Resources and Staffing Recommendations                                      | 45 | CSD and City of Red Deer RCMP to develop alternative budgeting arrangement that supports longer term planning.<br><br>City Council reexamines the issue of introducing multi year budgeting to all or selected City Divisions<br><br>City of Red Deer RCMP allocate resources and create an organizational unit to target Gang/Organized Crime. |
| 3.2.4.1 | Make greater use Special Constables   | 45 |   |
| 3.2.4.2 | Improve the recruitment process in the RCMP for Red Deer                    | 45 |   |
| 3.2.4.3 | Staff RCMP to ensure stability and continuity in operations                 | 45 |   |
| 3.2.5   | Establish clear performance and response standards for the city of Red Deer | 49 | City of Red Deer RCMP to define the specific set of response criteria and standards. Criteria established by Spring 2005 for input to Dispatch redesign. Response standards defined by Summer 2005 in time for Report Card to the Community.<br><br>Response standards and criteria embedded in RCMP 2006 Business Plan                         |
| 3.2.5.1 | Response criteria for Red Deer need to be established.                      | 50 |   |
| 3.2.5.2 | Response standards for Red Deer need to be defined.                         | 50 |   |

**Exhibit: Summary of Strategies and Actions/Accountabilities**  
**(A Change Agenda for the City of Red Deer and Community)**

| No.        | Recommendation  |           | Action/Accountability   |
|------------|---|-----------|---|
| <b>3.3</b> | <b>A Crime Prevention Agenda for the Community</b>  | <b>51</b> |   |
| 3.3.1      | Build and expand the program of Crime Prevention Through Environmental Design (CPTED)   | 51        | <p>CSD to add initial start up of a Centre of Excellence in CPTED as part of Implementaion Plan to this strategy. Maintenance of Centre in follow-up Business Plans starting 2006.</p> <p>CSD to assign staff specialist role in CPTED.</p> <p>CSD to lead, with RCMP support, the development of a CPTED library.</p> <p>CSD with City of Red Deer RCMP conduct a CPTED literature review to ensure working principles are current.</p> <p>City of Red Deer Divisions review CPTED requirements and highlight areas of application.</p> <p>City of Red Deer Divisions prepare for CPTED standards incorporation into working policies and procedures for 2006.</p> <p>CSD to ensure CPTED standards incorporated in Community Crime Free Certification program design.</p> |
| 3.3.1.1    | Act as a centre of excellence of crime prevention through environmental design.   | 51        |   |
| 3.3.1.2    | Embed the need for crime prevention principles through environmental design in City of Red Deer operating procedures.   | 51        |   |
| 3.3.1.3    | Incorporate learnings obtained in this study concerning the reduction of fear of crime through environmental design in City of Red Deer Operating procedures. | 52        |   |
| 3.3.1.4    | Promote the adoption of crime prevention through environmental design to the community at large.  | 52        |   |
| 3.3.2      | Focus on Youth  | 53        |   |
| 3.3.2.1    | Evaluate existing in-school crime prevention programs   | 53        | CSD and Advisory Committee to conduct a preliminary review (conference) on current crime prevention programming in schools.   |
| 3.3.2.2    | Invest in youth mentoring programs  | 54        | CSD to evaluate current youth mentoring program and examine possibilities for enhancement or new  |

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| No.     | Recommendation   |    | Action/Accountability   |
|---------|--|----|---|
|         |  |    | program development.<br>Program plans and funding to be included in CSD 2006 Business Plan  |
| 3.3.2.3 | Reinvigorate the D.A.R.E. program  | 54 | Schools and RCMP to redesign DARE.<br>City of Red Deer RCMP to ensure staffing resources available to DARE under revised design.  |
| 3.3.2.4 | Make schools a part of policing duties   | 55 | City of Red Deer RCMP to design method of incorporating school beat as part of regular policing duties.   |
| 3.3.2.5 | Advocate for citizenship and social skills components in school curriculums for grades 7 to 10                 | 55 | CSD and Advisory Committee to lobby for curriculum redesign as part of 2006 Business Plan..   |
| 3.3.3   | The Social Services and Crime Prevention Infrastructure  | 56 |   |
| 3.3.3.1 | Monitor the 211 program in Calgary and Edmonton with the objective of evaluating possible implementing in 2006 | 56 | CSD with support from Advisory Committee to conduct an applicability study of 211 results in Edmonton and Calgary in 2006 Business Plan.  |
| 3.3.3.2 | Improve Coordination and Capacity Within Social Services Infrastructure  | 57 | CSD to investigate key technologies with support from the Advisory Committee  |
| 3.3.4   | Develop and Implement a Comprehensive Social Marketing Program   | 59 | CSD to incorporate the development of a comprehensive social marketing program within the Implementation Plan to support this strategy..<br>CSD acquire the resources for program development in early 2005 and initial deployment late 2005 through 2006.<br>CSD to ensure Social Marketing Plan operation embedded in 2006 Business Plan. |
| 3.3.4.1 | A Comprehensive social marketing program for the City of Red Deer  | 59 |   |
| 3.3.4.2 | Develop social marketing workshop for individual agencies  | 59 |   |
| 3.3.4.3 | Develop social marketing tools and templates as resources to the social agency network in Red Deer             | 60 |   |

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| No.     | Recommendation  |    | Action/Accountability  |
|---------|---|----|--|
| 3.3.4.4 | Develop activities designed specifically to increase awareness of the social resources available within Red Deer. | 60 |  |
| 3.3.5   | More Community Activities Are Needed  | 60 | Crime prevention objectives and considerations be incorporated in any review of parks and recreation programming   |
| 3.3.6   | Community Crime Prevention Programming Needs to be Enhanced   | 61 |  |
| 3.3.6.1 | Revitalize Citizens on Patrol and Tie to Specific Neighborhood Initiatives.                                       | 61 | CSD with City of Red Deer RCMP and Advisory Committee involvement review the funding requirement to support COP assuming program integrated with Residential Crime Free Certification program below.<br><br>Budget for renewed COP in CSD and RCMP Business Plans for 2006 |
| 3.3.6.2 | A Multi-Family/Residential Block Crime Free Certification Program should be considered.                           | 61 | CSD develop a Multi-family/Residential Block Crime Free Certification program in concert with RCMP and Advisory Committee.<br><br>Program deployment for 2 neighborhoods and 5 multi-family complexes in CSD and RCMP Business Plans for 2006.                             |
| 3.3.7   | A Community Crime and Crime Prevention Awareness Program is Required.   | 63 | CSD develop the specific components of a community awareness program as part of the Implementation Plan to support this strategy.  |
| 3.3.7.1 | Develop and Implement an Awareness Program.   | 63 |  |

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| No.     | Recommendation  |    | Action/Accountability  |
|---------|---|----|--|
| 3.3.7.2 | Ensure tools, techniques and programs are in place to support actions arising from awareness programs | 63 | Funding for Awareness Program deployment by CSD for Fall of 2005.<br>Awareness Program to incorporate the Report Card to the Community (below).                        |
| 3.3.8   | Commit to a Crime Prevention and Policing Scorecard   | 63 | CSD to prepare annual report card to the community combining survey, incident and performance data.<br>Resources allocated for first report card release in fall 2005. |
| 3.3.8.1 | Survey Data   | 64 | CSD to conduct annual spring telephone survey of residents.  |
| 3.3.8.2 | Incident Data   | 64 | City of Red Deer RCMP to gather and prepare data for inclusion to the CSD report card.   |
| 3.3.8.3 | Performance Data  | 64 |  |

**Exhibit: Summary of Strategies and Actions/Accountabilities**

**(A Change Agenda for the Justice System)**

| No.   | Recommendation  | Page | Action/Accountability  |
|-------|---|------|--|
| 3.4   | Justice System  | 65   |  |
| 3.4.1 | Improve Justice of the Peace Operations                         | 65   | CSD to develop a specific lobbying strategy for adoption and use by Red Deer City Council with the four elements listed as immediate priorities. |
| 3.4.2 | Create a Family Violence Court in Red Deer                      | 66   |  |
| 3.4.3 | Provide A Youth Remand Centre for Red Deer                      | 66   |  |
| 3.4.4 | Deliver Effective Rehabilitation Programs in Provincial Prisons | 67   |  |

## **2 BACKGROUND TO THE STRATEGY**

### **Review of the Phase I and Phase II Research**

Policing and related services are coming under increasing pressure in the city of Red Deer. Part of this pressure is a result of the significant growth experienced by Red Deer in recent years. This growth has yielded significant increases in calls for assistance as well as an increase in the number of crimes committed in the community. It has also meant an increase in the complexity and seriousness of crime. The net result has been increasing public concerns about crime, crime prevention and policing in the city.

These pressures are being felt elsewhere in the province as well. Recently, two other studies concerned with crime and policing were completed, one by the Alberta Urban Municipalities Association (AUMA) and the second, a review of policing, by provincial MLA's.

As a result of all these changes and developments, The City of Red Deer decided to undertake a Crime Prevention and Policing Study.

### **2.1 STUDY PURPOSE AND APPROACH**

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Overall, the aim of this study was to help craft a strategy for improved effectiveness of crime prevention and policing in the city. This meant answering the question, *"What should Red Deer do to improve crime prevention and policing?"* Answering this question took place in two phases.

#### **2.1.1 PHASE I: GATHERING THE FACTS**

The purpose of Phase I was detailed in the original request for proposal. It was:

*"To undertake detailed research that will provide an accurate picture and clearly articulate the reality of issues related to crime in Red Deer, with a comparison to what is happening in other communities of similar size. It will be further identified and articulated as to how crime is being responded to in the community by stakeholders including police, Alberta and Federal Justice, crime prevention agencies and other*

community agencies (e.g. John Howard Society, Safe Harbour etc.). Leading police practices from other communities also need to be identified.”<sup>1</sup>

In gathering this information, Phase I included:

- ▲ Interviews with over 50 people in Red Deer on issues concerning crime, crime prevention and policing.
- ▲ Detailed statistical review of crime rates, comparing levels of criminal activity as measured by these rates over time and across other centres in Alberta and Canada.
- ▲ Detailed review of policing statistics comparing numbers of police officers, policing costs and workload over time and across communities.

The results of this work and the basic conclusions arrived at are contained in the Phase I report.

### **2.1.2 PHASE II: COMMUNITY FEEDBACK**

Phase II of the study also gathered information, but here, the focus was on gathering the opinions, perceptions and ideas of those living in Red Deer. The intent was to identify how the community and stakeholders view crime and policing issues and to identify possible solutions.

To achieve these results, Phase II included:

- ▲ A comprehensive and scientifically valid community survey concerning crime and policing in the city.
- ▲ Ten focus groups comprised on specific agency stakeholders as well as citizens at large to discuss both issues and possible solutions.
- ▲ A large working conference, that took place over two days, with broad representation from the community and stakeholder groups.
- ▲ Over 20 interviews with individual stakeholders.

The results of this work and the basic conclusions arrived at are contained in the Phase II report.

### **2.1.3 DEVELOPING A STRATEGY**

Analysis and conclusions from Phase I and Phase II are contained in the respective Phase I and Phase II reports. This report, *The Red Deer Crime Prevention and Policing Strategy*, is the set of recommendations that have been developed after an analysis of both Phases of the research that collectively, constitute an agenda for change in the community.

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<sup>1</sup> Request for Proposal City of Red Deer Crime Prevention and Policing Study

## **3 AN AGENDA FOR CHANGE**

### **The Proposed Crime Prevention and Policing Strategy**

Recommendations presented here represent a synthesis of materials, suggestions, ideas and proposed solutions gathered during Phase I and especially Phase II of the research. Whether from focus groups, the community survey, individual interviews or the Working Conference deliberations, we have attempted to find areas of common ground, link them back to data gathered in Phase I, and synthesize both into an initial Agenda for Change. Collectively, these recommendations or agenda items represent a Crime Prevention Strategy for Red Deer.

#### **3.1 CHANGING THE SYSTEM**

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Changing the system, specifically the overall system of providing policing and crime prevention services to citizens of Red Deer, encompasses those broad recommendations transcending any specific community response model. These recommendations concern how the overall system is managed and who manages it.

##### **3.1.1 TAKE A COMPREHENSIVE APPROACH TO CRIME PREVENTION AND POLICING**

Traditional community responses to crime and crime prevention have tended to focus on solutions found within the Professional Response model of policing, with its emphasis on enhancing existing police forces, as the basic means of addressing the public's concern with crime. These responses have generally been popular with members of the public that easily see the logic of increasing policing resources to reduce crime. However, there are limitations to this approach. The police cannot do everything, a truth confirmed with in centres across North America and Europe. Additionally, the impact on municipal budgets under any assumption the police ought to do everything would quickly become burdensome in the extreme.

*Red Deer Crime Prevention and Policing Strategy:  
Building a Safer Community Together*

**Exhibit: Community Response Models**

| Community Response Model    | Description   | Assumptions on Root Causes of Crime   | Examples of Application in Red Deer  |
|-----------------------------|---|---|--|
| Professional Response Model | Aim of the Professional Response Model is to enforce the law; respond rapidly to criminal activity and apprehend law breakers.  | Crime can be reduced by:<br>increasing the cost of committing crime.<br>taking law breakers out of society  | ▲ Increasing the working compliment by 16 officers in the last two years.                        |
| Community Policing Model    | Aim of the Community Policing Model is to create a partnership between people and the police focused on local, community problem solving.<br><br>Focus is on resolving certain types of crime or issues that are of concern to the community.                                     | Causes of crime vary depending on local circumstances and conditions. Different strategies are required depending upon location (community).<br><br>Those living in the community are best qualified to identify local issues concerns. | ▲ Citizens on Patrol Program<br>▲ Neighborhood Watch<br>▲ D.A.R.E.<br>▲ Bike Patrol              |
| Social Justice Model        | Aim of the Social Justice Model is to intervene with those most vulnerable to crime, changing environmental conditions that can lead to criminal activity.  | Criminal activity is largely a function of the environment circumstances and conditions in which people find themselves.  | ▲ Safe Harbour Society<br>▲ Central Alberta Methadone Clinic                                     |
| Strategic Model             | Aim of the Strategic Model is to use data and analysis to identify problems and set priorities for resource allocation.<br><br>Focus is placed on identifying and resolving certain types of crime that are prevalent in a community.   | Causes of crime vary depending on local circumstances and conditions. Different strategies are required depending upon location (community).<br><br>Statistical facts and analysis are best source of problem identification.           | ▲ Recent R.C.M.P. application of the Problem Oriented Policing (POP) approach.<br>▲ Street Teams |
| Order Maintenance Model     | Aim of the Order Maintenance Model is limiting "public disorder and urban decay" and ensuring the general orderly appearance of the community.<br><br>Focus is placed on nuisance crimes including graffiti, public intoxication, vandalism and related "quality of life issues." | Urban decay and general deteriorating environmental conditions contribute to increasing levels of crime.  | ▲ Recent Bar Bylaw<br>▲ Application of Crime Prevention Through Environmental Design (CPTED)     |

Recently, in recognition of the limitations of the Professional Response model, there has been a tendency to focus resources on the Community Policing model or develop programs that are associated with the Social Justice model. Community Policing too, has proven popular with the public as it often brings back notions of simpler times when officers walked beats and communities were (or at least perceived as) stronger. The Social Justice model has had support from those seeking longer term solutions to crime. The National Crime Prevention Strategy in Canada, for example, has funded over 2,000 crime prevention projects. Of these, roughly (and arguably) 90% would fall within the Social Justice model definition. Both of these approaches are valuable and important in a community's response to crime.

#### **3.1.1.1 Different models make different assumptions, no one model alone will be effective**

The different models of community response identified in this report are each built on a foundation of assumptions about the root cause of crime. The Professional Response model for example, offers solutions based on a certain set of assumptions about the root causes of crime while the Social Justice model proposes very different solutions based on a very different set of assumptions. The more we learn about crime, however, the more we come to realize that the problem is inherently multi-dimensional with a variety of causes and conditions.

Any one assumption, or set of assumptions, associated with a particular model, while likely necessary to an explanation of crime, is not in itself, sufficient to account for all crime in a community. Therefore, no one model or approach is likely to be sufficient nor in itself effective, at addressing community concerns regarding crime. Elements of all models are required.

#### **3.1.1.2 A comprehensive, integrated approach is required**

Red Deer has been progressive in its approach to crime prevention and policing. Engaging in a more comprehensive approach, Red Deer has made good use of solutions associated with other community response models, including the Order Maintenance model, to address issues concerning crime prevention. This balanced approach should continue.

A balanced strategy, one that considers all the tools of policing and crime prevention available and makes use of those that have a best fit with community needs and desires, is most likely to be effective. Some of the initiatives proposed in each of these models and discussed in detail later in this report are:

- ▲ **Professional Response model**, expand the use of selected and enhanced enforcement programs as well as adding additional compliment to support new initiatives.

- ▲ **Order Maintenance**, become a centre of excellence in this field broadly expanding its application and including not only crime prevention through environmental design but also introducing a strategy of reducing the fear of crime through environmental design.
- ▲ **Community Policing**, redesigning the current approach to provide greater presence of the police in the community, emphasizing community pull (as opposed to the pushing of services on a community), assignment of specific officers to represent the RCMP to specific neighborhoods and community associations.
- ▲ **Social Justice Model**, an emphasis on developing a social marketing strategy for the City of Red Deer and supporting this strategy through workshops and events as well as continuing to pursue a harm reduction approach in areas such as substance abuse.
- ▲ **Strategic Policing Model**, improving the use of local crime statistics and data to support the development and evaluation of the strategies described above.

It will be important if crime reduction efforts are to be successful, that Red Deer does not fall into the trap of putting all of its crime prevention initiatives into a single basket.

### **3.1.2 ASSIGN CLEAR ORGANIZATIONAL RESPONSIBILITY FOR SUSTAINING THE CRIME AND POLICING STRATEGY**

There is a need to assign accountability for the set of recommendations agreed upon that together will comprise the crime prevention and policing strategy of Red Deer. The organization assigned this accountability, needs to support system-wide integration and coordination of crime prevention and policing efforts as well as prepare positions on those policy alternatives beyond municipal jurisdiction. Without an organization to take on these functions, the drive for change will quickly dissipate.

This conclusion is, we believe, supported in the community given the very high level of need expressed in the Working Conference for some form of organization (task force, standing committee, etc.) to take accountability for the overall system of crime prevention and policing including serving as a coordinating mechanism between various crime prevention stakeholders.

In one sense, this organization already exists, specifically the Community Services Division of the City of Red Deer. This organization is presently at the centre of these activities, an advantage of the way in which the City of Red Deer has chosen to organize its basic functions. While uniquely positioned to fill this role, Community Services Division lacks a formal means of gathering a broad-base of community representation.

As such, two basic choices exist in creating a sustaining organization capable of taking accountability and stewarding the Crime Prevention and Policing Strategy forward:

- ▲ Create a separate, broad-based advisory committee to take accountability for policing and crime prevention efforts in the community, or
- ▲ Clearly assign this accountability to Community Services Division (CSD) of the City of Red Deer and adding a formalized means of obtaining ongoing broad-based community input into crime prevention strategies.

### **3.1.2.1 Make Community Services Division accountable for the Crime Prevention and Policing Strategy.**

It is recommended that CSD be assigned accountability for the Crime Prevention and Policing Strategy. Doing so provides the organizational capability to steward the strategy without adding layers of administrative complexity or cost.

Moreover, it recognizes the results of empirical research that broad-based community mobilization programs aimed at crime prevention, disconnected from stable organizational structures and institutions, simply do not work. Community or neighborhood mobilization is best focused on identifying local problems and risk factors and then accessing an integrated set of programming resources from agencies and organizations such as the City or police. This requires significant organizational effort to ensure the programs are made available as well as maintaining the linkages that allow citizens and community associations to access programs when required. In short, an organization is required to sustain the system. As an organization, Community Services is best positioned to perform this function.

### **3.1.2.2 Allocate resources to Community Services Division to support Implementation Planning.**

Organizational accountability to CSD is only part of the picture. To ensure progress is made, resources must be seconded or contracted through Community Services Division to detail and support implementation planning.

This Crime Prevention and Policing Strategy presents a comprehensive agenda for change – an agenda that will impact City of Red Deer divisions and departments, the City of Red Deer RCMP, various social agencies as well as community associations and schools. Effort must be expended to work with these stakeholders in detailing how the various strategies recommended here should be implemented. This means detailing the specific actions to be undertaken by stakeholders as set out in the Strategy, the best timing of these actions and the degree of organizational effort required. (Additional details on Implementation Planning are contained in Section 4.1)

### **3.1.2.3 Develop a structured process of community consultation to support CSD in its efforts.**

Crime generally is too large a problem for any one agency to deal with. A community response must be just that – a response of the community – including the police, schools, agencies, government organizations and citizens.

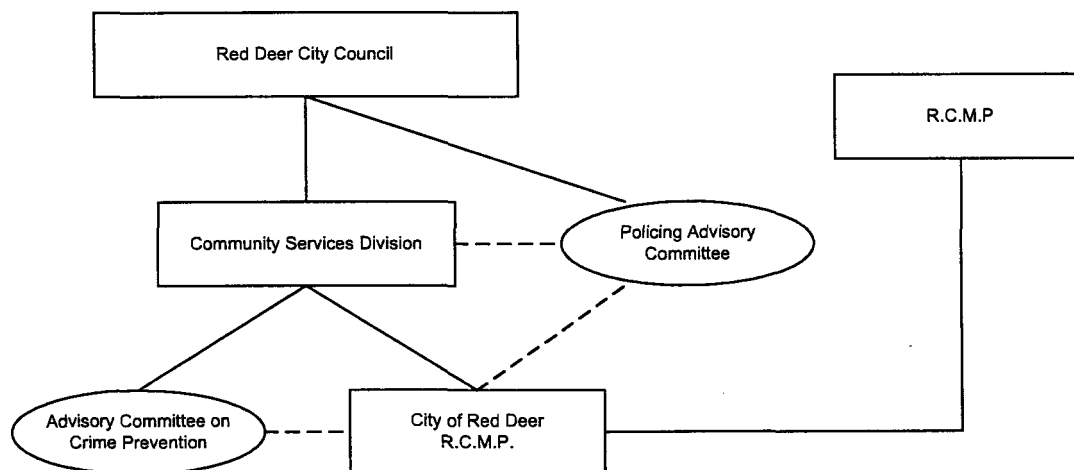
The weakness in using CSD as the organization responsible for stewardship of the strategy is that it does not have a foundation or base of community at the table. As such, a structured or more formal process of consultation among stakeholders is required to augment this gap in the structure.

This will require the creation of an Advisory Committee to provide input on an ongoing basis to CSD. The purpose of this Committee is to ensure that:

- ▲ Critical stakeholders are represented in dealing with policing and crime prevention issues,
- ▲ There is a community-based resource to CSD in conducting the Implementation Planning (See Recommendation 3.1.2.2) required to support the strategy,
- ▲ There is a place to voice community policing and crime prevention issues,
- ▲ The information necessary for decision making and implementation planning by CSD is provided. Wherever possible, consensus should be pursued.

The resulting organization structure with the addition of the Advisory Committee is outlined below in the Exhibit: Proposed Structure of Crime Prevention and Policing.

**Exhibit: Proposed Structure of Crime Prevention and Policing**



A suggested membership for the Advisory Committee would include:

- ▲ Community Services Division (1- Chair)
- ▲ Policing Committee Representatives (2)
- ▲ Community Agencies (3)
- ▲ Community Associations (2)
- ▲ Business Community (2)
- ▲ Regional Crime Prevention Initiative (1)
- ▲ R.C.M.P. (1)

#### **3.1.2.4 Create an advocacy process for initiating changes that lie beyond municipal mandates**

Within this strategy, a critical CSD function must be to formulate policy alternatives to provincial and federal governments as they relate to policing and crime prevention. Municipal government does not have responsibility for many areas of public policy impacting policing and crime prevention efforts.

A sustained and coordinated effort at identifying those issues adversely impacting policing and crime prevention but whose solution lies within provincial or federal mandates is required. ,

This may concern issues of the criminal justice system, approach to youthful offenders, modifications to provincial legislation, sentencing and so forth. Additionally, once issues are identified, serious effort must be expended at defining policy alternatives and advocating for these changes.

A process should be established, therefore, that:

- ▲ Identifies issues of concern to the community and critical stakeholders. We see CSD as accountable for leading this effort that would include any members of Advisory Committee convened for this purpose.
- ▲ Develops proposed solutions to these issues. Again, this should be done in consultation with critical stakeholders and consensus support should be established before recommendations are adopted. CSD would be accountable for leading this task and facilitating processes toward consensus.
- ▲ Formalizes the position of the community in the form of a written position paper with recommendations for change to provincial or federal governments. CSD would be assigned the task of finalizing the position of the community and obtaining approval from Red Deer City Council for the position paper.

- ▲ Developing an advocacy agenda and strategy with Red Deer City Council on issues concerning crime prevention and the justice system. This strategy and agenda, needs to be reviewed annually. Where practical, this strategy needs to seek out areas of consensus with other municipalities through associations such as the Alberta Urban Municipalities Association and the Federation of Canadian Municipalities and use this in advocating for proposed changes.

### **3.1.3 BUILD A CULTURE OF EXPERIMENTATION**

The only way to test ideas and find out what works and what doesn't, is to experiment. If we are to discover new ways of doing things – of preventing and addressing issues of crime and community safety -- we will have to be willing to try out new ideas and fail occasionally.

The truth is that any proposed or implemented change is an experiment. In this sense, all organizations and communities are engaged in an ongoing set of experiments -- the city of Red Deer included. The difference between these ongoing changes and a culture of experimentation is that the latter understands any change to be experiments and seeks to maximize the information or knowledge derived from them.

Building an experimenting culture, therefore, doesn't equate to conducting experiments or implementing change, it equates to learning from changes made. Ultimately, this translates to understanding the logic behind projects and programs and ensuring these are evaluated to assess success.

#### **3.1.3.1 A process of program management and evaluation needs to be established**

A program designed to promote an experimenting culture must include:

- ▲ **Developing thoughtful ideas to test.** Trying out new ideas, is not the same as trying anything at all. Experiments need to be smart, ideas tested need to be those that have the support of experts in the field and are considered to have the best chance at success from critical stakeholders.
- ▲ **Identify existing programs and proposed ideas to test.** In addition to thoughtful new ideas are all the existing projects and programs that collectively define the set of experiments the community is currently engaged in concerning crime prevention and policing. These too, need to be comprehensively identified in preparation for review.
- ▲ **Setting priorities and establishing the design of the pilot project or program.** The community, like the police, cannot do everything. There are limits, including

resource constraints, that limit the possible number and scope of crime prevention and policing initiatives.

- ▲ **Ensuring a basic logic model has been defined for all programs and pilot projects.** For all new projects or programs, (and in time, all existing programs) a basic logic model describing the fundamental output/outcome assumptions should be in place. Included in the logic model would be the specific evaluation criteria to gauge project or program success.
- ▲ **Maintaining an inventory of projects and programs.** Tracking the status of the experimental agenda this represents. An inventory of project/programs underway or completed (whose primary purpose is to enhance crime prevention and policing) is documented and the status recorded. A seven part classification system is proposed and presented in the Exhibit: Program/Project Status Classification.

**Exhibit: Program/Project Status Classification**

| Classification     | Description  |
|--------------------|--|
| No Interest        | Solutions members of the advisory committee of CSD considers to be likely ineffective or inappropriate.  |
| Of Interest        | Solutions that may be effective or appropriate, but are not an immediate priority either because of resource constraints or uncertainty as to likely effectiveness   |
| Immediate Interest | An idea Advisory Committee members and CSD considers to be both effective and appropriate but is not yet working or underway in any fashion.   |
| Under Test         | An idea, initiative, project or program that is currently underway but has not yet been evaluated.   |
| Successful Test    | An idea, project, initiative or program that has been evaluated and judged or measured to be successful relative to crime prevention and policing objectives.. These are initiatives that need to be standardized or standardized with modification.   |
| Unsuccessful Test  | An idea, project, initiative or program that has been evaluated and judged or measured to be unsuccessful relative to crime prevention and policing objectives. This may lead to withdrawal of funding or changes to the design of the program. If changes are proposed, the program should be reclassified as Under Test. |

| Classification | Description   |
|----------------|---|
| Standard       | A program or project that has been evaluated, deemed successful with respect to crime prevention and policing objectives, and is now considered part of the community's integrated response to crime prevention or enhanced policing. |

The Advisory Committee would be involved in both generating new ideas as well as involved in identifying those ideas with the best chance of succeeding.

- ▲ **A willingness to evaluate and having a method for doing so.** No matter how smart the idea, no matter how knowledgeable the expert, the idea must still be tested in the real world. This testing demands a willingness to evaluate and having a method for doing so.

Not all evaluation can be done through a rigorous, formal program of empirical data gathering and quantitative measurement. In some cases, especially with those initiatives that seek longer term results, the best that can be achieved may be an open and honest forum among stakeholders to exchange personal assessments of progress relative to the goals and objectives of the initiative being evaluated.

This means the Community Services Division needs to ensure existing and proposed crime prevention and policing initiatives have an evaluation program attached, even if the evaluation program is no more than providing a forum for stakeholders to come together and engage in an exchange of views concerning the relative success or failure of the program.

### **3.1.3.2 Community Services Division should be responsible for guiding and evaluating experiments in crime prevention and policing**

Building an experimenting culture will take time, experiencing its own unique set of successes and failure. With these will come varying pressures from stakeholders to abandon the effort and move away from the demands and rigors of experimentation to something easier and less demanding. This means that an organization is required to sustain the effort.

It is recommended that CSD be made accountable for pursuing a culture of experimentation within the broad set of stakeholders that concern themselves with crime, crime prevention and policing in Red Deer. The organization will be responsible for ensuring priorities are set, proposed experiments take place, and that a proposed evaluation method is defined and completed at the appropriate time. The net effect must

be a continual process of evaluating the cost effectiveness of various crime prevention initiatives and reallocating resources where appropriate.

### **3.1.3.3 Initiate the process of evaluating the existing inventory of programs and projects.**

The existing inventory of crime prevention and policing enhancement initiatives need to be documented and their effectiveness assessed. This includes all initiatives regardless of the model under which they fall.

Part of this exercise must include some discrimination between those initiatives that have a realistic and logical crime prevention or enhanced policing contribution and those that do not. This is particularly true of initiatives falling within the Social Justice category. Many of these initiatives are concerned with social justice generally, with the potential for crime reduction a secondary or very long term outcome. A realistic assessment of the crime reduction potential of these initiatives is required.

Our understanding of the current crime prevention and enhanced policing portfolio is presented in the Appendix as Exhibit: Red Deer Crime Prevention and Enhanced Policing Portfolio.

## **3.1.4 DEPLOY RESOURCES TO WHERE THEY ARE REQUIRED**

Community and justice system resources have been characterized by a relatively high degree of centralization. While centralization of resources tends to yield certain economies of scale, diseconomies of scale also emerge in the form of unintended consequences and the removal of resources from those areas where they are most needed.

This principle of centralizing resources to obtain economies of scale can be found throughout the current crime prevention and policing (and justice) system. This would include:

- ▲ RCMP detachment in Red Deer is in a single centralized downtown location with no infrastructure in place elsewhere in the city. This has potential impact on response time and also on the presence or visibility of the police in Red Deer.
- ▲ Citizens on Patrol (COPS) program is largely a single city wide program. This tends to place volunteers in locations away from their own neighborhoods -- in those areas of the city where they have less interest.
- ▲ Police dispatch centre has centralized in Red Deer, all dispatch operations for southern Alberta. This limits the ability of the dispatch centre to allocate police resources according to individual community standards.

- ▲ Justice of the Peace operations have been removed from Red Deer and operations centralized in Edmonton and Calgary. This has produced unnecessary complexity, cost and declines in processing efficiency in obtaining warrants that have similarly reduced police efficiency and effectiveness.

Specific recommendations are made to each of the areas above in the pages that follow. Here, however, it is important to emphasize the general strategy of ensuring resources are deployed to those areas where they are needed.

## **3.2 AN AGENDA FOR CHANGE FOR CITY OF RED DEER R.C.M.P.**

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Policing services in Red Deer are provided by the RCMP with support from special constables and with administrative support provided by the City of Red Deer. In addition to the services provided by the local detachment of the RCMP, (City of Red Deer RCMP), are the services provided by the balance of the RCMP (most notably K Division) which augments local resources in special circumstances, including the investigation of major crimes (Major Crimes Unit).

The focus of the recommendations detailed here, address policing services as provided by the local detachment of the RCMP and as augmented by the broader RCMP organization.

### **3.2.1 GENERAL ORGANIZATION OF POLICING SERVICES WITHIN RED DEER**

Before detailing a strategy for the delivery of policing services by City of Red Deer RCMP, some consideration needs to be given as to whether the RCMP should continue to be used by the City of Red Deer at all or replaced by a municipal force. Studying this question in detail was not in the terms of reference of the research. The use of the RCMP was, nevertheless, a factor discussed in the community consultations as having an impact on policing and crime prevention. As such, the research could not help but touch to some degree on the question of the suitability of using the RCMP as the municipal police for the city of Red Deer. This suitability usually focuses on three issues: cost, civilian oversight and staffing issues.

#### **3.2.1.1 The data does not reveal any significant advantages to using a Municipal-based police force versus the RCMP.**

Although, again, examination of advantages and disadvantages of using the RCMP versus a municipal police force were beyond the scope of this study, considerable cost and performance data were gathered and comparative analysis conducted.

##### **3.2.1.1.1 There are no apparent cost advantages to using a municipal police force.**

Considerable policing cost data were gathered on comparative municipalities both outside and inside Alberta. Comparing this data is problematic as different police forces have different ways of accounting for costs. Nevertheless, in Phase I, these data were

normalized and compared in order to determine whether any significant costs (or cost savings) were associated with the use of the RCMP.

The data indicated that no advantages could be identified either way. That is, the data did not indicate that using the RCMP was either more expensive or less expensive than using a municipal based police force.

**3.2.1.1.2 There are no apparent service advantages to using a municipal police force.**

In addition to cost data, significant operational data were also gathered comparing, among other things, levels of deployment and service response. There were no significant differences observed in the number of officers deployed between local and RCMP based policing once the data were adjusted to ensure similar data definitions (ensuring an apples to apples comparison).

It is true that as municipalities reach metropolitan status, say with populations exceeding 250,000, they move to having their own municipal police force. Presumably there are cost advantages to doing so. However, for municipalities of size similar to Red Deer, or that Red Deer is likely to become over the next twenty years, no cost or service advantages could be identified with a municipal based police force.

**3.2.1.2 Civilian oversight by City Council appears to work well.**

Civilian oversight is the need for civilian authority to monitor and exert control over the police. All police forces accept the need for civilian oversight so the issue is not whether such oversight is important – it is. The issue is the precise structure of the organization providing that oversight. The recently completed Report of the MLA Policing Review Committee for example, recommended mandatory police commissions in all communities in Alberta. Police committees that would at once be “be independent from direct influence by the council, while maintaining open communication and cooperation with the council.”<sup>2</sup>

Again, issues of civilian oversight were beyond the formal scope of the research, yet, something that was difficult to avoid due to its importance to effective and accountable policing. In Phase I of the research, different organizational structures of police forces were examined including where and how the civilian oversight function was embedded in the general organizational structure.

Policing committees are provided for under the Police Act but have no authority under policing agreements with the RCMP. There is therefore, a perceived gap in the degree of appropriate civilian oversight. However, such a gap exists only if it is assumed that civilian oversight is not effectively provided by the local City Council. Empirical research

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<sup>2</sup> Report of the MLA Policing Review, p.35

indicates, however, that civilian oversight by City Councils is just as effective as civilian oversight delivered by Police Committees and Commissions. Moreover, in interviews conducted during both Phases of this research, there was a broad consensus that the current organizational arrangements in Red Deer and the degree of civilian oversight were both appropriate and working well.

### **3.2.1.3 Recruitment is a problem, but one experienced by many police forces.**

There is a recruitment gap within Red Deer, defined as the difference between the approved complement of sworn officers and the actual number of such officers in the detachment. The size of this gap has been an issue in Red Deer – an issue that some believe could be resolved if the City of Red Deer had a municipal police force.

However, problems of recruitment and minimizing the gap between approved and actual levels of sworn officer deployment appear to be problems more associated with municipal growth than RCMP versus municipal police force. Most larger municipalities in Alberta, for example, experience this gap from time to time.

The recruiting issue therefore, does not appear to be one that is driven by the nature of the police force used by a municipality. It does tend to be driven by the nature of the budgeting process used by the municipality and the extent of the lead times required to recruit fully trained officers. This is not an issue to be resolved by adopting a municipal police force, but rather an issue to be addressed by improving budgeting and manpower planning procedures.

## **3.2.2 PROGRAMMING RECOMMENDATIONS**

It would seem that five priorities, presented in no specific order, would be the target of additional resources:

- ▲ Drug Control,
- ▲ Neighborhood/Community Policing and Problem Solving,
- ▲ Organized/Gang Crime,
- ▲ Quality/Speed of Response,
- ▲ Violent Crime including Family Violence.

### **3.2.2.1 Drugs is an appropriate strategic focus for the RCMP**

In the community survey, substance abuse (primarily drugs) was considered to be the number one concern of the public. Additionally, crimes directly associated with drug use

were cited as the second largest concern. The drug trade is currently a strategic focus of the RCMP and it is clear this is appropriate given the concerns of the community.

Drug use, however, is a significant and multi-dimensional problem – going well beyond the capability of any one agency – including the police. Activities in this arena then, require a high level of interdependency among agencies and a strategy that provides the framework and means of integrating activities.

#### **3.2.2.1.1 Create a specialized unit to maintain continuity in drug enforcement**

Consideration needs to be given to developing a specialized unit specializing in drug enforcement modeled after the recently developed unit specializing in family violence. This is expanded upon later, however, we emphasize here the need to maintain a consistent set of resources in place to ensure continuity in drug related investigations and efforts.

#### **3.2.2.1.2 Coordination of inter-agency/interdepartmental efforts to address drug activity**

The representatives of the police, Community Services, the local health region and related health service agencies need to develop, clarify and cement a strategy and protocol built around a harm reduction strategy for users and a vigorous strategy of enforcement and prosecution for those involved in production and trafficking. A formal protocol among these parties needs to be established (see later recommendations).

#### **3.2.2.2 Apply the principles of harm reduction in matters of family violence, drug use and prostitution**

Harm reduction strategies are the subject of considerable political debate. Much of this debate stems from a lack of clarity concerning what is meant or intended by harm reduction. There is often confusion between the objectives of harm reduction on the one hand, and the strategies or actions typically employed to achieve these objectives on the other. In matters of drug use, for example, much of the public would likely support the objective of minimizing the risk of harm to users, far fewer would likely support the specific strategy of providing a clean injection site for addicts.

Red Deer has not been immune to this debate. While the objectives of harm reduction for addicts may be broadly accepted within the community, the methadone clinic (a specific harm reduction strategy) has not achieved so broad an acceptance.

For purposes of this report, we define harm reduction principles to mean:

- ▲ The objective of harm reduction is to reduce the negative impacts of behavior on the individual and the public.

- ▲ The use of the best or most effective tools available in pursuing the objective stated above.

In considerations of drug use, for example, decisions must be made which tools are likely to be most effective in reducing harm to the individual and the public – the criminal justice system or the social services/health system.

#### **3.2.2.2.1 Review the Harm Reduction Protocol as applied to drug use:**

Create a harm reduction protocol among the City of Red Deer RCMP, agencies and the health authority that provides specific direction as to how to handle situations of drug use involving the police. The protocol should seek to:

- ▲ Emphasize removal of users from the at risk environment and link with specialized agencies for possible treatment (as opposed to arrest and placement within the criminal justice system).
- ▲ Focus police efforts on the trafficking and production of illegal drugs and the organized crime associated with this.
- ▲ Eliminate so called 'crack houses' located within the community having greater priority than the arrest of those using the house for illicit purposes.

Specifically, this means not only agreeing to a harm reduction protocol, but ensuring officers are made aware of the protocol content and are given sufficient training/briefing so as to ensure officers are able to apply the protocol (know what to do) in situations where the protocol would apply.

This protocol needs to be reviewed and evaluated annually. The mechanism for doing so should be informal, likely a series of meetings between with stakeholder agencies and the police to discuss what is, and what is not, working and make changes and amendments to the protocol as required.

#### **3.2.2.2.2 Review the Working Protocol as applied to family violence**

The current family violence protocol existing between the RCMP and agencies and programs available within the community needs to be reviewed, agreed upon and embedded in City of Red Deer RCMP operations. Specifically, this means not only agreeing to a protocol, but ensuring officers are made aware of the protocol content and are given sufficient training/briefing so as to ensure officers are able to apply the protocol (know what to do) in situations where the protocol would apply.

The protocol would need to emphasize the protection of domestic partners at risk of violence/abuse as the primary objective with the successful criminal prosecution of the offender as a secondary objective. Successful criminal prosecution is emphasized here as the evidence supports a strategy of arresting the likely offender (whether a successful prosecution is likely or not) as a means of ensuring separation of offender and victim.

Other elements of a successful strategy or preventing family violence open to the police include:

- ▲ Warrants for the arrest of absent suspects when police respond to domestic violence.
- ▲ Obtaining and enforcing orders restraining the presence of offenders.

This protocol needs to be reviewed and evaluated annually. The mechanism for doing so should be informal, likely a series of meetings between with stakeholder agencies and the police to discuss what is, and what is not, working and make changes and amendments to the protocol as required.

#### **3.2.2.2.3 Review the Harm Reduction Protocol as applied to prostitution**

A protocol between the City of Red Deer RCMP and agencies available within the community needs to define specific police procedures in dealing with prostitution. Again, in defining the protocol, ensuring officers are given sufficient training/briefing so as to be able to act in accordance with the protocol in real world situations is required.

Such a protocol would need to emphasize the removal of the prostitute from the high risk street environment as quickly as possible and placement within a suitable program or agency.

This protocol needs to be reviewed and evaluated annually. The mechanism for doing so should be informal, likely a series of meetings between with stakeholder agencies and the police to discuss what is, and what is not, working and make changes and amendments to the protocol as required.

#### **3.2.2.3 Motorcycle gangs and other organized crime**

The growth and development of organized crime is a strategic focus for the RCMP and one that is consistent with the needs of the community. In Red Deer, the strength of motorcycle gangs and their significant involvement in the drug trade represents a real threat to the safety and well being of the community and its citizens. This, not only from the manufacture and sale of drugs, but also from the violent crime and property offences that accompany the drug trade and the linkage with gangs and organized crime.

The significance of gang/organized crime in Red Deer is further supported by empirical evidence concerning the impact of repeat offenders on communities. Every occurrence of a crime does not translate into a different criminal or offender. A large proportion of the crime occurring in a community is attributable to a relatively small number of individuals. Many of these individuals are members of gangs/organized crime.

Currently, gang/organized crime is a priority for the RCMP nationally and the City of Red Deer RCMP specifically. Locally, the City of Red Deer RCMP benefit from the additional resources the national organization brings to the fight against gang/organized crime.

**3.2.2.3.1 Create a specialized unit within the City Red Deer RCMP to focus on gang/organized crime.**

Despite the added resources the City of Red Deer RCMP have at their disposal as part of a larger, national organization, a strengthening of local resources is warranted. Providing additional resources to ensure a continuity of local effort in investigating and dealing with gang/organized crime in Red Deer is consistent with successful crime prevention and policing strategies employed elsewhere, that focus policing efforts on career criminals and repeat offenders.

Experiments in other police jurisdictions with either; pre-arrest investigations (designed to catch career criminals in the act of a crime) or enhanced post arrest investigations (designed to greatly expand the extent of evidence against an individual) have demonstrated considerable success increasing the incarceration rates of targeted offenders, especially those engaged in gang/organized crime. The strategy basically assigns the greatest levels of police resources to those areas where they will have the greatest impact.

**3.2.2.4 Expand the use of bylaws to help support crime prevention efforts**

Nuisance crimes and bylaw infractions are by definition, infractions of lesser priority for the police. Yet, they are the infractions that people tend to experience most as they are the most common in a community. This leads to public concern and fear of crime because people infer the existence of more serious crime (which they tend not to experience) from the presence of minor or nuisance crimes, which they do experience.

As an airline vice-president once noted; "to a passenger, a dirty ashtray means the engines haven't been properly serviced". A noisy, vehicle speeding by someone's house late at night is a nuisance but is often taken as evidence that more serious crime is close by and out of control.

**3.2.2.4.1 Use bylaws as leverage in the pursuit of more serious crime and problem solving within the community**

Enforcement of bylaws can be used as leverage in both the reduction of more serious crimes and in addressing local problems. Red Deer has already made use of this in addressing issues associated with the downtown. Consideration should be given to expanding this strategy to other community-based problems. Part of this solution is to specifically explore and search for examples of where other communities have successfully leveraged bylaws to address more serious issues.

For example, how could existing bylaws be used to help close a nearby 'crack house' and have any other communities been successful in this regard?

### **3.2.2.5 Introduce selected enforcement programs to target specific problems and in specific neighborhoods**

Selected enforcement programs allow the police to address nuisance complaints efficiently by concentrating resources on a specific problem in a specific location for a limited period of time. Selection of the appropriate target and location should be driven by either:

- ▲ Consultation with local community groups as part of the community policing program, or
- ▲ After tracking statistics or incoming complaints from residents as part of a strategic policing program.

Selected enforcement programs should further be leveraged to help pursue more serious crime. For example, selected traffic enforcement has proven itself effective in reducing break and enters (and increasing break and enter clearance rates) in some larger municipalities. It is recommended that City of Red Deer RCMP experiment with using selected enforcement programs as a means of assessing both direct and indirect objectives. Selection of priorities should be based on community data tied in with the City of Red Deer RCMP current approach to problem oriented policing.

### **3.2.2.6 Continue efforts that target the downtown**

The Phase I report highlighted Red Deer's emergence as a urban/regional centre, a community that is characterized, in part, by a commercial downtown core that also attracts relatively higher levels of crime. The situation is not at all unique to Red Deer, similar patterns in criminal activity exist for virtually every such centre in Canada. This does not mean, however, that these relatively higher levels of crime should be accepted or that efforts to address these should be reduced.

#### **3.2.2.6.1 Continuation and pursuit of Downtown Revitalization**

Current efforts by the City of Red Deer to revitalize the downtown should continue. These should be done in concert with efforts to engage the community in adopting crime reduction through environmental design principles (see earlier recommendations this section).

#### **3.2.2.6.2 Increase responsibility/accountability for drinking establishments in the downtown**

As part of a crime reduction strategy for the downtown core, every effort needs to be made to ensure that drinking establishments are held accountable for their activities. Research confirms that holding owners accountable is one of the most effective strategies in controlling situations like that in the Red Deer downtown core. This will likely require

full application of tools available to the City of Red Deer (including bylaws, provincial acts, etc.) to control the amount drinking occurring in downtown establishments.

Recently, the City of Red Deer passed new bylaws intended to address some of these concerns. However, it is important to emphasize that the City has at its disposal significant existing tools to help achieve these objectives. This may include bylaws related to noise, garbage disposal, fire regulations (including maximum seating capacity) as well as provincial regulations concerning serving intoxicated individuals and so forth.

#### **3.2.2.6.3 Continue with the enhanced policing of the downtown**

Directing police patrols to 'hot spots' (defined by time or place of both) is another technique of crime reduction that has been validated by research in the United States in Canada. As such, the enhanced enforcement program in the downtown (already in place in Red Deer) should continue.

However, it is important to note that while increased police patrols in identified 'hot spots' has been validated, the effectiveness of increased random patrols has not. Therefore, there shouldn't be any confusions between the successful approach of increasing patrols in targeted 'hot spot' areas (effective) with increasing patrols generally (not effective).

#### **3.2.2.7 Move toward a community (neighborhood) driven program of crime prevention and problem oriented policing**

Such a program reflects the essence of what community policing and to some extent, problem oriented policing, is all about. Specifically, engaging community groups, having them come together to:

- ▲ discuss and agree on local neighborhood problems specifically identifying the risk factors that contribute to crime in the local area,
- ▲ set priorities on what to address first and why,
- ▲ work closely with the police and the City to help solve the problems identified.

Evidence suggests that community policing is effective at reducing crime and reducing the public's concerns with crime, only when these elements are combined. It should be noted, that implementing a community driven strategy of crime prevention and problem oriented policing typically demands greater levels of policing resources.—at least if other priorities are to be maintained.

##### **3.2.2.7.1 Local communities/neighborhoods would drive the effort**

It is important that these efforts be community driven, meaning the community must want it, 'pulling' the resulting services into the community rather than having the services 'pushed' upon them. We would envision that any process of establishing a local

crime prevention effort would be driven by a local committee (community crime committee) coordinated through a community association.

#### **3.2.2.7.2 RCMP officer assignments made to engaged neighborhoods**

For each of these local efforts, specific officers would be assigned the role of liaison. Their role would be support the community crime committee with advice and information as well as work with them in developing some solutions to local concerns. It is important to have a specific RCMP officer associated with a specific community. Officers would be responsible for taking suggested police actions or activities back to community policing within the RCMP for evaluation and priority setting.

#### **3.2.2.7.3 Two way information exchange**

Moving toward a community driven crime prevention and policing approach would require a two way exchange of information. The police must be prepared to provide crime statistics and related data to the community to support local decisions and helping to support an evidence-based approach. Likewise, the RCMP must be prepared to take back local concerns and problems and be prepared to be responsive to these concerns. These community concerns must be continually updated and maintained.

#### **3.2.2.7.4 Community strategy**

The objective here is to develop a local neighborhood-based and driven policing and crime prevention strategies. Such strategies may entail specific police resources, others may not. For example, some neighborhoods may benefit from a selected enforcement program. Other neighborhoods may simply choose to adopt some environmental design changes as a way of eliminating some problems. The key will be the development of locally-based strategies to address local problem or risk factors.

#### **3.2.2.8 Increase the presence of the police**

The presence of police officers in a neighborhood goes a long way to reducing fear of crime and increasing the level of trust and respect between members of the public and police officers. Increasing the police presence in neighborhoods is something the community would like to see.

The problem in modern urban environments is that much of the way the police are required to do their job takes them out of the local neighborhood or separates them from members of the public. Having officers walk a beat may help, but there are costs including reducing the ability to respond to emergency situations. Similarly, having officers make routine patrols in neighborhoods is not likely to increase presence as the effort would likely go unnoticed.

**3.2.2.8.1 Move toward decentralized operations with police service centres.**

Red Deer is at the cusp of being an appropriate size for distributed operations. As such, the economics of moving to this form of operation are not likely to be favorable, at least in the short term. However, there is a need to increase police presence in the community and making these location decisions now will likely yield dividends in the longer term. Moreover, some of the short term diseconomies can be overcome by incorporating a strategy that emphasizes either low cost (such as mall outlets) or coordination with other city services (such as shared facilities with fire, etc.).

**3.2.2.8.2 Conducting selected and enhanced enforcement programs.**

In concert with recommendations made earlier concerning the use of selected enforcement programs and leveraging these in pursuit of more serious crimes, selected enforcement programs also tend to have higher levels of visibility in the community. Random and generalized patrols do little if anything to enhance visibility of the police (or to reduce crime). But enhanced programs, because of their intensity or concentration in a limited geographic area or time period, are successful at raising visibility and apprehending offenders.

**3.2.2.8.3 Using social marketing techniques and the community awareness program to highlight these selected/enhanced enforcement programs**

The use of social marketing techniques to increase police visibility has been limited in Red Deer. There is a strong need to use these techniques in getting the word out on selected or enhanced enforcement programs. This should be done within the framework of a broad social marketing program.

A first priority in this program would be providing information concerning the enhanced enforcement program in the downtown core. This might take the form of community service announcements released through the media similar to the public announcements concerning photo radar locations. (Specific Social Marketing Program recommendations are made in Section 3.3.4)

### **3.2.3 INFRASTRUCTURE RECOMMENDATIONS**

Infrastructure refers to the specific 'hard assets' of the City of Red Deer RCMP. These hard assets include buildings, specifically the current downtown facility, and technology assets, including current information and emergency reporting/response operations. Response operations consist of three separate components. There is the RCMP Dispatch Centre that allocates RCMP response for all of southern Alberta including Red Deer. There is also the Red Deer 911 facility that routes emergency police requests to the RCMP Dispatch Centre. Lastly, there are the RCMP resources that actually respond to a request for response.

### **3.2.3.1 Ensure appropriate priority setting and routing is occurring on 911 calls.**

The number and nature of calls arriving at the 911 system should be examined or audited specifically with the view of determining the proportion that are:

- ▲ Appropriate to the system
- ▲ Are directed to the appropriate agency
- ▲ Are directed with the appropriate level of urgency

The intent would be to identify possible misuses of the system and error rates as a first step to potentially the demands being placed on emergency response services without sacrificing quality of service.

### **3.2.3.2 Modify Dispatch Centre operations and criteria**

RCMP Dispatch Operations located in Red Deer are responsible for dispatch for all of southern Alberta (Red Deer south). The level of triage employed as the call or request for police assistance comes in is consistent across all communities in the scope of operations. The advantages of this centralized approach are the economies of scale that accrue to the operation.

The disadvantage is the conditions that constrain a more decentralized or community specific response. The centre, for example, cannot employ a different set of dispatch criteria for every community in Alberta. However, dispatch criteria appropriate for larger urban municipal centres are different from those appropriate to small rural locations. For RCMP southern Alberta operations this comes down to Red Deer and everywhere else as Red Deer is by far the largest (and only) urban regional centre within the area.

As such, a different set of dispatch criteria needs to be defined for Red Deer and implemented within the Dispatch Centre. These criteria must be consistent with the set of performance and response standards (See Section 3.2.5 on establishing response standards). For example, dispatch standard needs to be established for minor traffic incidents. In accordance with the standards identified, we would envision that callers reporting such an incident would be informed that a police vehicle would not be responding to the incident and that those involved need to complete a police report at a local police station. Responding in this fashion would;

- ▲ Provide a message to callers that is consistent with the capabilities of the police in Red Deer
- ▲ Prevent creating expectations that the police cannot meet, for example, people expecting a cruiser to lend assistance where this is not possible nor desirable.

- ▲ Enable the police in Red Deer to reinforce an effective set of standards and expectations in the mind of the public.
- ▲ Reduce the 'work-in-process' flowing into police operations and thereby improving the capability of the police to respond quickly to critical calls as well as reducing cost of operations.

This rework of operations would likely require one of two changes:

- ▲ Deploy Red Deer specific standards to dispatch staff and ensure a dispatch triage that distinguishes Red Deer from rural requests is implemented.
- ▲ Segment a specific group of dispatch operators for calls arriving from Red Deer where the Red Deer standards are applied.

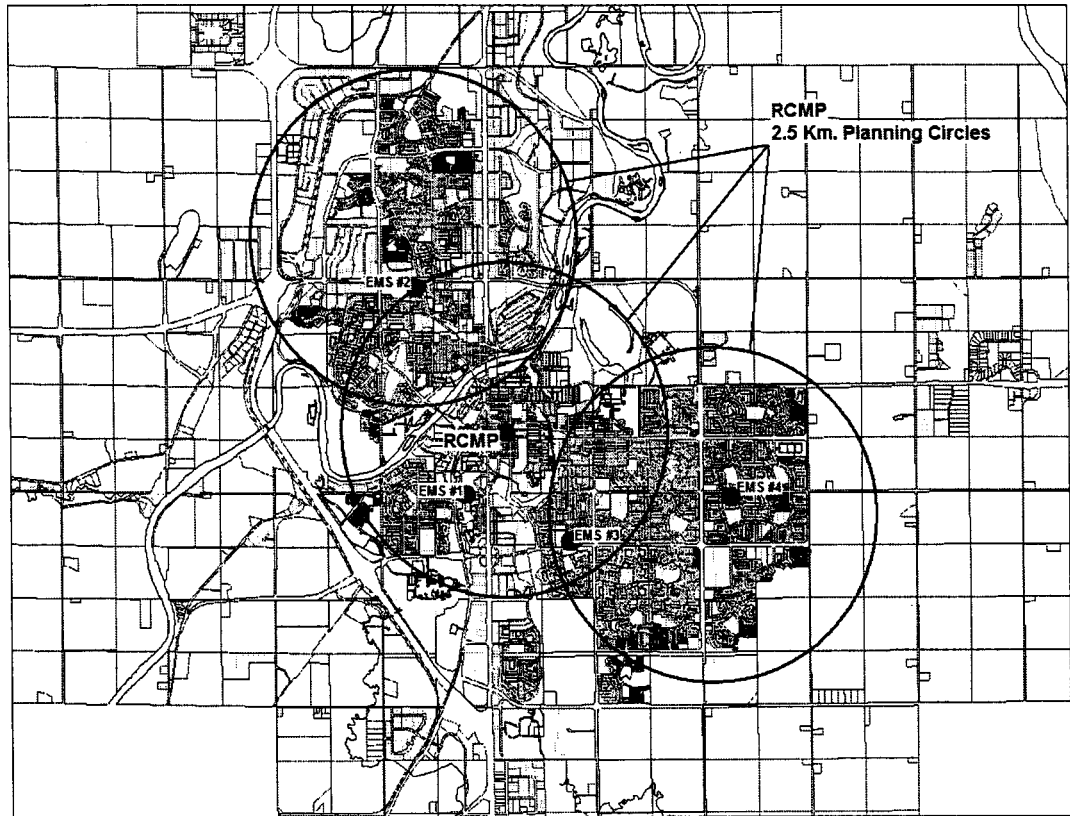
### **3.2.3.3 Pursue decentralization of policing operational infrastructure**

Police operations in Red Deer are managed from a centralized facility located in the downtown core. Given Red Deer's current size, this single-site, centralized approach has likely been reasonable and economic. However, Red Deer is growing quickly and has emerged as an urban regional centre. It is now showing signs that it has reached sufficient size that deploying police resource in a less centralized manner would be advantageous. This means creating police 'stations' in other areas of the city. Doing so would:

- ▲ Increase police presence
- ▲ Be consistent with notions of community policing and bringing resources closer to where they are needed.
- ▲ Eases pressure on the current infrastructure in place in the downtown core.
- ▲ Provides improved service to the public
- ▲ May improve response times -- especially in terms of crossing the river.

It may be argued that creating decentralized police centres would be less economic, especially in the short term and especially given Red Deer's size which could be seen as being on the cusp of appropriate size for decentralized operations. However, in the longer term, it seems clear this will be a direction that will be required and there are advantages, including economic advantages, of moving quickly in this regard. It provides the police the opportunity to plan a course of decentralization early on, keeping account of development plans and growth patterns in the city as opposed of having to react to these developments.

**Exhibit: City of Red Deer Emergency Response Infrastructure**



The Exhibit: City of Red Deer Emergency Response Infrastructure outlines the existing locations of City of Red Deer EMS and RCMP Detachment locations. Additionally, 2.5 km. radius planning circles are placed on the map to highlight a basic location strategy for future RCMP service sites.

**3.2.3.3.1 Establish a neighborhood police service site in the north.**

The first priority in decentralizing police services infrastructure should be establishing a location north of the river. While the north location may not have the same population density as the south-east, a location in the north is a priority if only because of the natural barrier presented by the river. It also:

- ▲ Establishes a police presence where fear of crime is relatively high, in part due to the proximity of residential neighborhoods to industrial locations (See Phase II Report).
- ▲ Establishes a police presence where current crime rates, especially property crimes, are relatively high (See Phase I Report).

**3.2.3.3.2 Begin planning the development of a south-east police service site.**

A police service site in the south-east would be the second priority of a decentralizing police services infrastructure strategy. Crime rates, and to a lesser extent fear of crime, is relatively lower in the south-east than in the north. Nevertheless, on the basis of geographical distance, combined with relatively high levels of residential development, locating in the south-east will be advisable in the years ahead.

**3.2.3.4 Improve the use of information technology**

To date, the application of technology within the RCMP has tended to focus on supporting the ability of officers to respond to emergency situations. This is obviously an appropriate first priority.

A secondary priority, however, has not been successfully addressed. Changing requirements and the legal/regulatory environment in which the police operate has produced greater demands on the police for what might be best summarized as paperwork. As the amount of paperwork required increases, the available time of officers and the police generally to respond and act on crime declines.

There are two possible responses to these increasing demands for this non-value adding work:

- ▲ Reduce the amount of paperwork required. This would mean seeking and obtaining changes to the legal/regulatory environment in which the police work.
- ▲ Use information technology to better manage the paper work that must be done.

The RCMP should explore both.

**3.2.3.4.1 Review the current 'paperwork' requirements of officers and ensure that all the work/data required is necessary to meet legal requirements.**

Exploring opportunities to reduce paperwork requirements needs to take place on two levels. One, is at the level of the justice system that places significant demands on the police for paper. The second is at the local level, specifically local members of the justice system that may demand a paper trail of the police but where there is currently discretion at the local level to have this information presented in other formats (electronic, tape, etc.).

At the very least, the R.C.M.P., local Crown Prosecutors and other key stakeholders within the local justice system, should re-examine the current demands for paper that are not made elsewhere in the province.

**3.2.3.4.2 Review the way in which paperwork is managed and seek out IT opportunities to minimize the time commitment of officers.**

It should be noted that the RCMP and other law enforcement agencies are currently engaged in pursuing IT opportunities to help reduce the time commitment of officers to paperwork. The RCMP, for example, is promising to release a new system that will allow for significantly improved electronic filing of violations. Similarly, the Edmonton Police force is currently investigating electronic ticketing for traffic infractions.

The City of Red Deer and the local RCMP should be proactive in seeking out demonstrated and proven technologies designed to reduce the paperwork associated with operations. The City is not in a financial position to develop such technology. It is in a position to seek out early adoption of proven technologies.

**3.2.3.5 Improve local crime data gathering and reporting**

Strategic policing is built on the ability of the police to gather and analyze information concerning crimes in various areas of the community and responding accordingly. Typically, strategic policing has been used in communities of larger size than Red Deer, to help identify problem areas and set priorities. There is every indication, however, that the current focus on issues concerning drugs and gang related activities is consistent with the priorities of the community.

However, while Red Deer may not be of sufficient size to make best use of all the available strategic policing options, there is still a need to make improvements, especially as these may support other strategies.

Specifically, the state of useable and informative data on crime within Red Deer from RCMP data bases is poor. The data is available, getting it and using it locally appears to be a problem.

**3.2.3.5.1 A program of regularly downloading local crime data from RCMP databases, organizing and analyzing this data for emerging problems and concerns should be adopted.**

As mentioned, this data is available from RCMP databases and should be downloaded once a month (minimum) for local analysis and usage. This could and should be done with minimal staff time by setting up these downloads automatically into a set of prepared analytical/presentation routines. Resources will, nevertheless, be required to build the database and analytical components.

**3.2.3.5.2 Data should be used to support the recommended Community Awareness Program**

Data should be used to support a community awareness program especially concerning types of crime occurring in different communities. (Community Awareness Program is detailed on Section 3.3.6)

**3.2.3.5.3 Data should be used to support a Community/Neighborhood Policing Strategy**

This same data is part of what police officers can bring to the table in helping deal with community-driven policing efforts. This may include specific neighborhood related data and statistics concerning frequency by type of crime, identification of any specific problem areas and the like. (Community/Neighborhood Policing Strategy is detailed in Section 3.2.2.7)

**3.2.3.5.4 Data should be used to help define the selected enforcement initiatives.**

Local data concerning crime rates should also be used as an input to identifying and developing selected enforcement programs with greatest weight being given to those areas that rising or gaining in frequency of occurrence. (Selected Enforcement Initiatives are presented in Section 3.2.2.5)

**3.2.3.5.5 Data should be used to help evaluate success of all programs.**

Local crime data statistics should be used to evaluate the degree of success and impact of all initiatives including selected/enhanced enforcement initiatives, community policing initiatives and elements of the community awareness program.

**3.2.3.6 Ease the process of reporting suspicious or suspect activity**

It is not clear in our research what the process for reporting suspicious activity is and precisely how it operates – how information is captured and how the power of the community could best be used. Programs exist that support this objective – Citizens on Patrol, Neighborhood Watch are two examples.

- ▲ A clear means of reporting suspicious activity must be made available to the public in a manner that is easily remembered or recalled.
- ▲ Every city vehicle, private utility vehicle (and possibly taxis) equipped with radio operating in Red Deer should have a clear protocol posted as to how to contact the RCMP in case of suspected criminal activity.

### **3.2.4 RESOURCES AND STAFFING RECOMMENDATIONS**

#### **3.2.4.1 Make greater use Special Constables**

The City of Red Deer and Red Deer RCMP are already making good use of special constables within the community. The community sees this as a positive step and a working solution or means of improving overall efficiency of policing. Specifically, it is seen as a means to:

- ▲ Use RCMP more efficiently
- ▲ Use RCMP more effectively – especially on serious crimes

The City should examine how this program can and should be expanded including consideration of using special constables in community liaison and policing (especially as it affects bylaw issues). Expanded use of special constables does not mean expanded credentials, specifically the ability to carry weapons or attempting to resolve criminal code violations.

#### **3.2.4.2 Improve the recruitment process in the RCMP for Red Deer**

While citizens in Red Deer generally believe there is a need for greater numbers of police in the city, there has tended to be an ongoing gap between the numbers of police officers approved by City Council and the numbers of City of Red Deer RCMP actually in place and working. The specific objective here is to improve the recruitment process to ensure greater alignment between available and filled positions.

A key to improving the ability to fill approved positions (closing the gap between approved staffing levels and actual staffing levels) is budgeting, specifically, approving longer term human resource budgets for RCMP staffing. This will allow the RCMP to be more proactive in its recruitment efforts and accommodate the lead time required to find appropriate personnel.

It is important to add that the City of Red Deer and the City of Red Deer RCMP, have already initiated actions to help address this situation. Nevertheless, this situation needs to be monitored to assess whether these recent initiatives are sufficient or whether further action to close the gap is warranted.

#### **3.2.4.3 Staff RCMP to ensure stability and continuity in operations**

It is clear the community is largely supportive of the RCMP and the job it is doing in the community. It is also clear that generally they believe that greater numbers of RCMP are warranted.

Some of this belief is attributable to a general position that the 'solution' to crime is more police (an assumption upon which the professional response model). In this regard, the opinion that more police are required is often a reflection of the number of people in a community that hold to a set of assumptions consistent with those of this model. To some degree, this belief may also be a reflection of the observed gap (addressed earlier) between approved and in place levels of RCMP officers.

Nevertheless, the need for additional officers is widely shared in the community and is mildly supported in the statistical analysis conducted in Phase I of this study. Specifically, while the number of officers per 100,000 population was in line with that of other communities, the nature of Red Deer, its growth and economic circumstances, was such that the number of incidents per officer was slightly higher these same comparative communities. This means that while the numbers of police were appropriate for the population, police workloads in Red Deer may be higher than measures of police to population alone would imply.

**3.2.4.3.1 A guideline formula for estimating required policing resources in Red Deer**  
Municipalities generally, and Red Deer specifically, must budget police resources annually. There are, however, no accepted standards for estimating the number of police required in a community nor are there any empirical studies identifying any preferred resource levels.

Despite this, two statistical indicators in common use can provide some guidance. The first of these is the Police to Population Ratio (PPR) or its inverse, the Number of Officers per 100,000 ratio. This measures the number of police for a given level of population. In other words, it assumes that the number of police required in a community is largely a function of the number of people living in a community. The second useful statistic is the Number of Criminal Incidents per Police Officer. This is a crude measure of workload that takes into account that different types of centres can have different levels of criminal activity even when population levels are similar.

In addition to these two commonly used statistics, adjustments can also be made for whether or not the nature of the community is that of an urban regional centre. Research conducted as part of Phase I indicated this is a critical variable in determining required policing levels.

Using average results in Alberta as guidelines or targets for these various statistics, a crude estimating formula can be developed to be used a guideline for municipal budgeting purposes. The target values specifically are:

- ▲ Police per 100,000 Population: 120
- ▲ Adjustment for nature of Municipality: Regional/urban Centres (1.25), Bedroom Communities (0.67)
- ▲ Criminal Incidents per Police Officer: 110

Using these three variables and recent population figures, the number of officers required by Red Deer to 2010 is presented in the Exhibit: Projected RCMP Staffing Planning Guidelines to 2010.

In addition, the Exhibit identifies estimated staffing increases required by selected elements of this strategy including the move to a more community driven and decentralized operations, enhanced investigation of serious crimes specifically gang/organized crime and drug related crime. These strategic approaches require additional resources to the target baseline figures calculated, not a redeployment of baseline figures.

**Exhibit: Projected RCMP Staffing Planning Guidelines to 2010**

| Assumptions |            |                        | Resource Baseline Estimates  |  |                          | Additional Approved Sworn Officers Required for Programming Changes and Enhancements |                       |   | Total Approved Sworn Complement | Comments   |
|-------------|------------|------------------------|--|--|--------------------------|--|-----------------------|---|---------------------------------|--|
| Year        | Population | Crime Rate per 100,000 | Approved Police Officers per Population Adjusted for Urban Character | Projected Approved Officers Based on Criminal Incidents per Population | Average of Two Estimates | North District Office  | South District Office | New Specialized Units for Serious Crime |                                 |  |
| 2003        | 72691      | 16,000                 | 109  | 106  | 107                      |  |                       |   | 107                             |  |
| 2004        | 75923      | 16,000                 | 109  | 106  | 111                      |  |                       |   | 111                             |  |
| 2005        | 78201      | 16,000                 | 114  | 110  | 113                      |  |                       | 2                                       | 115                             | Enhanced special investigations unit for Gangs/Organized Crime   |
| 2006        | 80547      | 16,000                 | 117  | 114  | 116                      | 6  |                       | 4                                       | 126                             | Second enhanced serious crime unit added<br>North district opens |
| 2007        | 82963      | 16,000                 | 121  | 117  | 119                      | 6  |                       | 4                                       | 129                             |  |
| 2008        | 85452      | 16,000                 | 124  | 121  | 123                      | 6  |                       | 4                                       | 133                             |  |
| 2009        | 88016      | 16,000                 | 128  | 124  | 126                      | 6  | 6                     | 4                                       | 142                             | South district opens   |
| 2010        | 90656      | 16,000                 | 132  | 128  | 130                      | 6  | 6                     | 4                                       | 146                             |  |

Note that the projected workforce estimates assume a stable amount of workload (as measured by the Crime Rate per 100,000 statistic). Population estimates assume a 3 percent annual growth rate from the 2004 municipal estimate. The projected numbers of officers are intended to be crude estimates used to help guide manpower planning efforts in Red Deer. The projected amounts do not include officers engaged in Forensic Identification.

Crime rate per 100,000 is based on analysis of historical crime rate and is assumed to be stable for planning purposes.

The numbers presented indicate the number of Approved positions for Red Deer and assume little or no gap between Approved and Filled positions. Actual officers deployed will vary from approved complement to accommodate training, sick time, vacations and other time allocations on officers.

#### **3.2.4.3.2 Structuring operations to ensure continuity in strategic areas.**

Currently, the City of Red Deer RCMP detachment is structured to provide professional response (Operations) and investigative quality (General Investigations). At current workforce levels, major incidents or investigations (such as those involved in a murder investigation), tend to draw on resources from across the detachment. As a result, when a major investigation is underway, other strategic priorities such as drug enforcement tend to suffer. While reallocation of resources to major investigations is appropriate, it is also important to balance police efforts to ensure a continuity of operations in strategic focus areas.

A partial solution is reflecting strategic priorities directly within the structure of the organization. An example is the recent steps taken by the detachment in creating a domestic violence unit. Two officers are assigned to this unit presently. The downside risk is the potential for isolating these operations (stove-piping) – limiting the communication between this unit and general operations. The positive effect of this structure is the degree of expertise that is developed along with a continuity of operations that comes from this organizational design.

Using the Domestic Violence Unit as a pilot for this type of organizational arrangement should lead to consideration of establishing other units tied directly to specific strategic priorities. These may include:

- ▲ a specialized unit to address issues of drug trafficking and enforcement (including closing down of crack houses).
- ▲ a specialized unit targeting organized crime/gang activity including supporting strategies related to pro-active arrests or enhanced post arrest investigation.
- ▲ organizational units dedicated to support community/problem oriented policing particularly in the context of having to support more distributed operational infrastructure with district offices north and south east.

### **3.2.5 ESTABLISH CLEAR PERFORMANCE AND RESPONSE STANDARDS FOR THE CITY OF RED DEER**

The City of Red Deer RCMP must establish a clear set of response criteria and standards specific to the conditions and circumstances in the city of Red Deer. By response criteria, we mean defining those circumstances in which the RCMP will, and will not, respond to a request for response. By response standards, we mean the time in which the RCMP expects to respond in different circumstances.

Response standards and criteria currently exist, but they exist for the broader service area of southern Alberta. Red Deer, an urban/regional centre, is clearly a special case that requires a set of response criteria and standards appropriate to an urban centre.

#### **3.2.5.1 Response criteria for Red Deer need to be established.**

In what circumstances the R.C.M.P. will respond to a request for assistance needs to be defined for Red Deer and deployed to Dispatch so police actions can be made consistent with community expectations. Once established, these standards need to be communicated to the public and reinforced through the media. (These criteria need to be communicated through the Social Marketing Strategy, see Section 3.3.4)

#### **3.2.5.2 Response standards for Red Deer need to be defined.**

In addition to defining response criteria, clear performance standards must also be established that clearly define the targets for police response under different circumstances. Once established, a measurement system must be developed so that actual performance against these standards can be evaluated and performance reported to the community. (Actual response standards would be reported in the Policing Scorecard, see Section 3.3.7)

### **3.3 A CRIME PREVENTION AGENDA FOR THE COMMUNITY**

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These recommendations are those focusing on the set of community resources beyond those of the RCMP, special constables and supporting administrative staff. These include resources and assets belonging to the City of Red Deer as well as agencies and resources found within the social services community.

#### **3.3.1 BUILD AND EXPAND THE PROGRAM OF CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

The current program by the City of Red Deer to incorporate crime reduction principles through appropriate environmental design is viewed positively in the community. The program is seen as largely being experimental, however, applied to new and limited applications within the City of Red Deer's domain although this is now beginning to change as crime reduction principles are becoming embedded in city policies and procedures.

These activities need to be moved out of the 'experimental' mode and made more concrete and permanent. Research strongly indicates that changes to the 'spaces' we live and work in can be the most effective means of addressing and preventing crime. There needs to be a place where information on proven techniques, methods and programs is maintained for use by the City as well as private citizens and businesses.

##### **3.3.1.1 Act as a centre of excellence of crime prevention through environmental design.**

This would require CSD to take accountability for this effort that would include developing a knowledge base of successful environmental design principles. Research from primarily North American, European and Australia/New Zealand should be gathered and maintained in a resource library. Review of this research should seek out key design principles, assess which of these has the greatest degree of applicability to Red Deer and embedded in community planning and development efforts as a protocol.

##### **3.3.1.2 Embed the need for crime prevention principles through environmental design in City of Red Deer operating procedures.**

This would include embedding these principles in sub-division or general development planning, transportation planning and public transit route development, parks and recreational planning, new commercial, industrial and residential (especially multiple dwelling) design.

This would also include consideration of:

- ▲ Diversified Neighborhoods
- ▲ Safer Open/Well Lit Areas
- ▲ The Structure of Growth and Development

This process of embedding CPTED principles in City of Red Deer operating procedures has already begun. There is a need to ensure that these principles are applied broadly in all relevant City of Red Deer practices. In short, the City of Red Deer must ensure that CPTED principles are reflected in new development planning and City activities and operations.

### **3.3.1.3 Incorporate learnings obtained in this study concerning the reduction of fear of crime through environmental design in City of Red Deer Operating procedures.**

One of the most interesting and important conclusions obtained in the survey research was that perceptions of crime (both frequency and intensity) is governed by environmental conditions in the neighborhoods in which people live. These conditions may be as important or more so, than actual rates of crime in the neighborhood.

Given this knowledge, it is likely that as much can be done to reduce the fear of crime in a community through environmental design as can be done reducing the actual levels of crime. The precise nature of these activities will not be the same, however. Changes in environmental design that leads to a drop in crime may do nothing to lower the fear of crime and likewise, activities that lower the fear of crime may do nothing to affect the actual crime rate. Both sets of activities, however, are useful and important to pursue.

### **3.3.1.4 Promote the adoption of crime prevention through environmental design to the community at large.**

The City of Red Deer in developing both a centre of excellence and a knowledge base of effective principles should take this knowledge to the private sector and encourage businesses and organizations to invest in environmental changes that would help reduce crime and ultimately, costs to the businesses involved. In summary, expertise in crime prevention through environmental design cannot be allowed to apply to City of Red Deer facilities and property alone, they should be incorporated within the city generally.

This broader deployment of crime prevention through environmental design could be further supported and deployed through the adoption of a Crime Free Certification program (see Section 3.3.6.2).

Additionally, the City (through the Centre of Excellence) should provide resources to interested parties (preferably on-line) including toolkits, checklists and templates to help support those interested in pursuing crime reduction through environmental design.

### **3.3.2 FOCUS ON YOUTH**

Prevention is better than any cure – this is common wisdom that guides crime prevention efforts focused on the young. There is little doubt that crime prevention programs, if effective, are best focused on the young, but all too often youth crime prevention programming is not effective. The research indicates that the ineffective programs are characterized by:

- ▲ Limited duration, that is program participants are exposed to the program for a relatively short period of time, say a few weeks at a time.
- ▲ A program focus on avoidance (how to say no).

In contrast, research indicates that effective youth based crime prevention and drug avoidance strategies are generally:

- ▲ Of extended duration, often taking place over years as opposed to weeks.
- ▲ Focus on positives, (how to make good choices, how to behave), provide role models.

#### **3.3.2.1 Evaluate existing in-school crime prevention programs**

The current set of in-school crime prevention activities and programs needs to be evaluated. The police and educators must make an assessment as to what is having an impact and what isn't (what does and does not work). Activities that have a relatively low value add, if any, need to be dropped so as to free up resources for those activities that do appear to have an impact.

School based programs have suffered from unwillingness to properly evaluate effectiveness, not just in Red Deer, but generally across the country. Conventional wisdom is so supportive of school based crime prevention and drug avoidance programming that any effort at evaluation is taken as a rejection of the basic belief that school based prevention programs work. The truth is, of course, that some programs do, some don't.

Given this general reluctance to evaluate youth and school based programs, it is likely that it is in this area that serious evaluation is most needed.

### **3.3.2.2 Invest in youth mentoring programs**

Youth mentoring programs have generally been demonstrated as being among the most effective youth focused crime prevention approaches. Their effectiveness is understandable given the observations made concerning general youth program effectiveness. Specifically, youth mentoring programs have demonstrated an ability to:

- ▲ Lower the likelihood of gang membership or involvement in gang related activities,
- ▲ Reduce the likelihood of engaging in drug use or drug related activities,
- ▲ Reduce the likelihood of engaging in crime generally (especially youth related violence and theft),
- ▲ Improve school attendance, grades and in-school behavior.

The most familiar youth mentoring program to many is Big Brothers/Big Sisters. The demonstrated success of these types of programs is sufficient to recommend them for increased funding and support in the community. This is particularly true given Red Deer's demographic profile (young and with a high proportion of single parent families).

The combination of local demographics and demonstrated success of programs like Big Brothers/Big Sisters makes for a unique and advantageous fit for the community – a program effective in addressing one of the most prevalent risk factors in the community. Given this, it is recommended that consideration be given to supporting an expansion of youth mentoring programs in Red Deer.

### **3.3.2.3 Reinvigorate the D.A.R.E. program**

Notwithstanding the evaluation proposed above, the D.A.R.E. program (or similar effort) needs to be reinvigorated and provided the resources to accomplish objectives. Moreover, clear standards for the program must be established in terms of ensuring complete and comprehensive coverage of the grades targeted under the program.

Studies in the United States have concluded that the core D.A.R.E program is ineffective; in part because of its limited focus on the negative (drug avoidance), in part because of adequate grade coverage (elementary grade coverage does not work) and lastly, in part because it is delivered wholly (in concert with teachers) by police officers.

Reinvigorating D.A.R.E., therefore, will likely require:

- ▲ D.A.R.E. be given the resources to ensure adequate grade coverage from elementary grades through high school. This recognizes that unless the program consistently covers the grade spectrum, the program will not be effective.

- ▲ **An expanded approach** that either adds more positive elements to the program (such as self-control, managing peer pressure, stress management, social problem solving) or embeds D.A.R.E in a more comprehensive set of instructional programs.
- ▲ **R.C.M.P. must ensure that staff resources are adequate** to provide the coverage defined above and that manpower planning within the police takes D.A.R.E. requirements into account. Grade coverage cannot be allowed to suffer for a lack of resources. At the same time, one of the reasons cited for a lack of effectiveness is the extensive reliance on police officers to deliver the program. On the basis of this evidence, consideration should be given to scaling back individual officer commitments to the program as the primary teaching source.

#### **3.3.2.4 Make schools a part of policing duties**

In addition to a D.A.R.E. or similar program, the police presence in schools needs to be enhanced and improved. Again, research evidence indicates that assigning police officers to roles that are not consistent with public expectations are not likely to be effective in raising the profile or public image of the police.

Turning officers into teachers (D.A.R.E) does little to establish a relationship between the police and students. Even in the earliest grades, students know that police officers catch bad guys and provide a safe environment (someone you can go to and trust). Building student trust and a positive image of the police, therefore, is more likely to occur if students see the police in roles they expect to see them in. This means police officers need to make school hallways a part of the regular routine. Not necessarily in front of class but rather simply patrolling the hallways, helping enforce the rules, and generally helping ensure a safe environment.

Ideally, these efforts would occur as schools end their day to maximize presence and time to interact with students. Such efforts could also be combined with focused traffic enforcement in school zones.

#### **3.3.2.5 Advocate for citizenship and social skills components in school curriculums for grades 7 to 10**

The most effective in-school crime prevention/drug avoidance programs are those that teach positive social and critical thinking skills and are part of an extended curriculum. Programs that focus on avoidance (such as D.A.R.E) are largely ineffective unless tied into these broader more positively oriented programs.

Changes to junior and senior high school programming and curriculums that include a more substantive citizenship and social skills components are desperately needed. Until these come about, crime prevention programming targeting youth is bound to be of marginal effectiveness at best.

Again, research<sup>3</sup> indicates that effective in school crime prevention programs include:

- ▲ Comprehensive instructional programs that focus on a broad range of social competency skills including self control, social problem solving, communication skills),
- ▲ Programs aimed at clarifying and communicating behavioral norms appropriate within the school (backed up by a clear set of defined school norms and rules).
- ▲ Programs aimed at developing critical thinking skills.

### **3.3.3 THE SOCIAL SERVICES AND CRIME PREVENTION INFRASTRUCTURE**

#### **3.3.3.1 Monitor the 211 program in Calgary and Edmonton with the objective of evaluating possible implementing in 2006**

The 211 program is designed to be the social support access network in much the same way as 911 is the emergency services access network. Although it does not involve a professional response from police, it does involve professional response – usually putting the caller in touch with an appropriate helping agency. It may, however, depending upon the scope of 211 services, transfer callers requiring police assistance.

211 programs tend to improve access to social services (single point of contact with an easy to remember number) and are reported to have the benefit of reducing 911 calls to police as it provides another more appropriate avenue for certain situations as well as preventing or reducing crime by allowing individuals to get help before certain situations escalate.

It is recommended that Red Deer follow closely the 211 introduction experience in Calgary (currently underway) and monitor both introduction issues and program success as measured against program objectives. Assuming success in Calgary, an introduction in 2006 in Red Deer appears to be a realistic target.

It should be noted that Red Deer currently has a single point of contact for social service calls such as those handled by a 211 program. The contact phone number is currently managed by a local agency providing 24 hour, seven day a week service. If in reviewing the Edmonton/Calgary experience, pursuing a 211 service is determined to be beneficial to Red Deer, it is expected that the City of Red Deer would employ current community assets that have already proven successful in managing this type of program.

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<sup>3</sup> National Institute of Justice , Meta-Analysis Review 1994

### **3.3.3.2 Improve coordination and capacity within social services infrastructure**

The community consultation process emphasized the belief on the part of the community that social services provide an important long term preventative role in crime reduction. The range and scope of social services seen as providing that preventative role included:

- ▲ Support Children
- ▲ Youth Early Teen Programs (Activities, Recreation)
- ▲ Youth at Risk Programs (Low Income, etc.)
- ▲ Support for Seniors
- ▲ Affordable Housing
- ▲ Single Parent Family Support
- ▲ New Canadian Initiatives
- ▲ Domestic Violence Programs/Shelters
- ▲ Education for new parents

The scope of these activities and the levels of funding required make it difficult, within the scope of this study, to make an assessment or recommendations related directly to funding and support for social service programs. This is especially true given the role of municipal governments with respect to the delivery of social services.

Nevertheless, in the conduct of the work, some areas for improvement were identified that would support crime prevention objectives while making use of the municipal government's existing role, resources and infrastructure.

#### **3.3.3.2.1 Social agency/program database for current information sharing and possible support to 211 program.**

It is a common story with municipalities what agencies and programs are at work in their communities is not fully understood. The full range of programs, funding levels, target populations, underlying logic, activity and output levels and intended outcomes is somewhat of a mystery. This is not at all surprising given the way in which many social agencies come into being and it is not at all uncommon – not a single community we talked to could provide an up to date listing of programs and efforts targeting crime prevention – short or long term. Yet, a common theme in discussions concerning the efficiency and effectiveness of these agencies is the need for greater levels of cooperation, communication and coordination.

Community Services is a unique position to help by providing some level of integrating technology that would better enable supporting social agencies to know who is doing what and why. Moreover, such technology would be required if Red Deer were to move to a 211 system (See Section 3.3.3.1 for 211 System recommendations).

**3.3.3.2.2 Provide support for funding from appropriate granting agencies especially the National Council on Crime Prevention**

To date, over the life of the National Crime Prevention Strategy Program (NCPS), Red Deer agencies have been approved for funding for six projects. These are:

- ▲ Kidsport Fund
- ▲ Prostitution-Outreach Street Team (Phase 1)
- ▲ Adolescent Risk Reduction Coalition: Communications and Project Facilitation
- ▲ Prostitution - Outreach Street Team (Phase II)
- ▲ Domestic Relationship Violence Initiative/Red Deer
- ▲ Street Ties (Phase III)

Applications to programs such as the NCPS are time consuming and represent significant risk for agencies (as there is no guarantee of funding). Some of this risk could be better handled by the City of Red Deer.

We recommend that when final recommendations of this report are adopted, Community Services in concert with a Advisory Committee work with specific agencies to help support a suite of applications to the NCPS that directly support this strategy with respect to crime prevention and policing. These applications for NCPS should be done in a coordinated and integrated fashion to ensure that all applications support the local strategy

**3.3.3.2.3 Support a shared environment customer relationship management (CRM) system to support agency fundraising efforts.**

The use of technology to help agencies maintain and improve relationships with donors and supporters has come of age and proven itself effective. Customer relationship management (CRM) software is used to; maintain databases of supporters, keep these supporters informed of agency activities through e-based communications, help manage special and fundraising events, support donor programs and otherwise engage in more effective marketing to agency stakeholders.

However, few but the largest social agencies are capable of purchasing and operating this (CRM) technology. As such, many social agencies are restricted in their ability to grow, because they are unable to acquire the technology that could be used to help support growth.

Community Services Division could secure the resources to acquire and maintain the CRM technology involved for use by local social service agencies. The technology could be managed by CSD or through an agency assigned with this task. Either way, by making this technology available to agencies, CSD would be providing a resource that would allow agencies to enhance their own fundraising capacity and capabilities.

### **3.3.4 DEVELOP AND IMPLEMENT A COMPREHENSIVE SOCIAL MARKETING PROGRAM**

Social marketing is the planning and implementation of programs designed to bring about social change using the concepts of commercial marketing.<sup>4</sup> Among these concepts: the need to effectively identify market segments, tailoring communications to these segments, inducing action rather than simply informing, incorporating the five p's of product, price, packaging, place and promotion. In short, social marketing is not simply communicating more. It is a strategy designed to change behavior.

Given that local government is not often aware of the various programs and activities underway in a community, it is not surprising that the public is likewise unaware of the services that are available. This is particularly important because a lack of awareness may translate into a lack of access – directly limiting the effectiveness of social agency support and ultimately affecting crime rates. Social marketing can help change the situation – improving access by increasing awareness.

In addition to promoting awareness of services, social marketing has demonstrated its effectiveness at modifying social behavior by taking social messages directly to the public using all the tools and techniques of product marketing. From anti smoking campaigns to seat belt usage to crime prevention, social marketing works.

#### **3.3.4.1 A comprehensive social marketing program for the City of Red Deer**

The Advisory Committee and Community Services needs to ensure that a comprehensive social marketing strategy is developed for the city of Red Deer generally, and with respect to community based crime prevention initiatives specifically. The development of social marketing programs is a specialized task. Community Services will need to access specialized resources to support the development of this program.

Part of this recommendation concerns providing assistance to agencies in developing and/or improving their own social marketing efforts. However, we believe it is important for such efforts to take place within a larger framework that identifies priorities and conducts its own social marketing efforts.

#### **3.3.4.2 Develop social marketing workshop for individual agencies**

Social marketing cannot and should not be a single entity top-down affair. Agencies must learn the new techniques if they are to become effective in using them and more

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<sup>4</sup> Definition in widespread use. This specific wording taken from Social Marketing Institute.

importantly, if the overall social marketing effort is to be effective. Community Services should ensure social marketing workshop(s) are delivered to agencies interested in the techniques or that have been identified as playing a significant role within the larger social marketing strategy of the city.

#### **3.3.4.3 Develop social marketing tools and templates as resources to the social agency network in Red Deer**

To support the social marketing workshops and encourage a level of sustainability, Community Services should make available to agencies supporting templates, worksheets, process descriptions, and other critical resources for agency use. These could be developed in association with other groups currently engaged in or increasing involvement in social marketing such as the United Way of Canada.

#### **3.3.4.4 Develop activities designed specifically to increase awareness of the social resources available within Red Deer.**

As part of the social marketing effort, (and in concert with the recommendation for greater activities highlighted below) specific events and activities should be developed to enhance current levels of awareness. Among the ideas discussed; scavenger hunt, special fundraising events for selected agencies.

### **3.3.5 MORE COMMUNITY ACTIVITIES ARE NEEDED**

The need for additional recreational and cultural opportunities was mentioned frequently in all of the various forms of community consultations. Although it was beyond the scope of this study to deal with an analysis of these opportunities, the idea of enhancing recreational and cultural opportunities as part of community revitalization efforts to improve quality of life (and reduce crime) is not new.

It is recommended that the City of Red Deer conduct an audit of existing recreational and cultural opportunities within the City (and surrounding area) and identify possible enhancements with a focus on:

- ▲ Festivals and related opportunities that require limited capital costs and can be self sustaining.
- ▲ Providing alternatives to the 'bar scene' in the downtown core.
- ▲ After school youth recreational programming.

### **3.3.6 COMMUNITY CRIME PREVENTION PROGRAMMING NEEDS TO BE ENHANCED**

Red Deer has a number of crime prevention programs in place and working, however, there seemed to be a general community consensus that these programs had grown somewhat tired over the years. There is evidence that these programs are beginning to 'bounce back' and a perception that the City and the Police should help them in doing so.

Community policing is founded, in large measure, on the role of local neighborhoods to establish local priorities. In general, therefore, crime prevention programs should be neighborhood based where practical and should be driven by community 'pull' rather than policing 'push'. In other words, the police should wait until approached by members of the neighborhood (pulled in) before attempting to support crime prevention programs, but once approached, should have the resources and capacity to support neighborhood crime prevention activities.

#### **3.3.6.1 Revitalize Citizens on Patrol and tie to specific neighborhood initiatives.**

Citizens on Patrol (COP) is currently seen as a valuable program. Notwithstanding a review and evaluation of crime prevention programs recommended earlier, COP (or replacement) needs to be reinvigorated and provided the resources required to make it a success.

This would require:

- ▲ COP organization around specific neighborhoods within the city to ensure program participants are engaged in work that directly affects their community.
- ▲ Clear protocol for the nature and type of activities COP participants are to become engaged in, along with a specific means of handling different types of situations.
- ▲ Specific task assignments tied to neighborhood priorities as defined and set with community policing initiatives.
- ▲ Specific resources required for the assigned tasks allocated to COP participants as determined by the RCMP.

#### **3.3.6.2 A Multi-Family/Residential Block Crime Free Certification Program should be considered.**

Other municipalities have experimented with multi-housing crime free certifications as a way of ensuring an appropriate mix of crime prevention through environmental design and community based programming is provided in higher density housing. Some of

these same principles could (and should) be applied at a block/street level or perhaps as broad as a neighborhood.

The reason is simple. No other set of crime prevention strategies have proven so successful as those that fall into the category of modifying the spaces in which we live and work. This includes everything from installing sound locks on the doors to changing the landscaping of city blocks. A Crime Free Certification program would provide the means to ensure that local neighborhoods have taken the steps they can to reduce crime.

Such a program would be an extension of community based policing efforts of the City of Red Deer RCMP and would adhere to the same set of principles (pull rather pushed, tied to local neighborhood requirements and so forth). Crime Free Certification in multi-family housing has shown to:

- ▲ Increased demand for suites by desirable residents
- ▲ Provide a safer and more pleasant place to live
- ▲ Reduce criminal nuisance related calls
- ▲ Provide a higher level of community engagement

The process of creating Crime Free Multi Housing Certification (CFMHC) usually takes place using three steps:

- ▲ **Management Training**, leaders or complex managers receive instruction on how to manage their properties and use present legislation to help stop the spread of illegal and nuisance activity on rental property.
- ▲ **Property Security Assessment**, The property receives a security assessment by police and improvements are recommended. Apartments must meet the minimum security requirements of CFMHC to become fully certified.
- ▲ **Resident Training**, a safety meeting is held for residents where training on crime prevention techniques is provided as well as procedures for working together with the fellow residents, the police and property owners/managers.

Successful completion of this process results in an apartment community being certified as a Crime Free property. This enables them to display Crime Free certification logo in the building or in advertising. Introducing such a program in Red Deer could require the involvement of Landlord and Tenant Services through Community Information and Referral Services.

Principles of Crime Free multi-family complexes can be adopted for use by neighborhoods. While the details of such a program are extensive, they would likely entail:

- ▲ Initiation of program requests by local Community Associations and continued involvement as a cornerstone of a community driven strategy.

- ▲ An active COPS program in the neighborhood
- ▲ A Crime Prevention Through Environmental Design audit with corrective actions on major problems taken.
- ▲ Individual household audits and corrective actions taken.

### **3.3.7 A COMMUNITY CRIME AND CRIME PREVENTION AWARENESS PROGRAM IS REQUIRED.**

A consistent and comprehensive program of crime prevention and awareness needs to be put into place. This includes setting of community priorities, developing media campaigns and establishing targeted media news releases aimed at specific problems experienced throughout the year. This should be linked explicitly to the Social Marketing Program recommended earlier. A program such as this must have two elements: Awareness and Resources.

#### **3.3.7.1 Develop and implement an Awareness Program.**

Awareness is required so people can learn about what is going on in their community and neighborhood. Among the strategies that can be used here is a weekly feature in the local newspapers and media on crime with release of neighborhood by neighborhood statistics by major crime categories. Other techniques could involve promoting awareness to support selected enforcement (See Section 3.2.2.5 for recommendations concerning selected enforcement).

#### **3.3.7.2 Ensure tools, techniques and programs are in place to support actions arising from awareness programs**

Tools, techniques and programs (resources) need to be put into place to support activities that arise out of the awareness campaign. These resources must be considered a vital part of any program as raising awareness is a waste of resources if people cannot take action based on what they know. These resources could include materials for homeowners and apartment dwellers on how to make the residence unfriendly to crime (especially break-in's) or how to protect vehicles at night.

### **3.3.8 COMMIT TO A CRIME PREVENTION AND POLICING SCORECARD**

Success of any approach or strategy is dependant, at least in part, on measuring progress toward goals and objectives. Such measurement is also required if the RCMP, the City of

Red Deer and even community groups and agencies are to hold themselves accountable for results.

It is recommended, therefore, that the Community Services Division be assigned the task of ensuring data is gathered for the production and reporting of an annual crime prevention and policing scorecard.

#### **3.3.8.1 Survey data**

Part of the scorecard would be based on perception data gathered by way of community survey. Questions concerning crime prevention and policing could be piggybacked or made part of a broader survey addressing a variety of areas of concern to the City. If no such broader survey is available, however, a standalone effort at gathering community feedback would be required. From a crime prevention and policing point of view, information should be gathered on:

- ▲ Concerns or fear levels associated with crime.
- ▲ Satisfaction with crime prevention and policing performance.
- ▲ Crime prevention and policing priorities of the public.

#### **3.3.8.2 Incident data**

Part of the scorecard would be based on statistical information gathered and maintained by the RCMP (See Section 3.3.3.5 for recommendations on gathering local crime data) concerning improved data analysis capabilities. Data reported would include:

- ▲ Violent crime rate including breakouts for domestic/family violence
- ▲ Sexual assaults
- ▲ Break and enters
- ▲ Thefts over and under \$5,000
- ▲ Drug trafficking

#### **3.3.8.3 Performance data**

Part of the scorecard would report actual performance data against recommended standards as established by the RCMP. The initial focus of this performance measurement would be on response times, as well as other relevant data including conviction rate. (See Section 3.2.5 for recommendations on establishing response criteria and standards)

## 3.4 JUSTICE SYSTEM

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Although we heard of a great many issues concerning the criminal justice system, for the most part, these were beyond the scope of the study. The purpose of this study was not to engage in a reworking of the criminal justice system generally (well beyond any municipal mandate) but to examine how to improve things that are within the jurisdiction of the City of Red Deer.

However, there are elements of the justice system, while not in the scope of a municipal mandate, are within the ability of the City to at least influence. These are noted here as areas that are directly impacting the ability of the City of Red Deer and the City of Red Deer RCMP to be effective as they could be at crime prevention and policing.

### 3.4.1 IMPROVE JUSTICE OF THE PEACE OPERATIONS

Justice of the Peace operations in the province of Alberta have been centralized in Edmonton and Calgary. Communications from Red Deer, for such things as warrants, are typically conducted by fax with telephone call follow up. The rationale provided by the Province for this centralization of operations is:

- ▲ **Judicial independence**, by having Justice of the Peace at arms length in Edmonton or Calgary, there is no opportunity for the police to influence decisions,
- ▲ **Economic operations**, by having resources concentrated in two centres, economies of scale are derived that make for overall more efficient operations.

We believe that while there is some truth to both these arguments, the importance of the positive effects is greatly overstated. Judicial independence can easily become the application of standards inappropriate to the community to which they are applied. And while economies of scale are undoubtedly at work, they rarely if ever account for the added costs such operations transfer to other process stakeholders.

The City of Red Deer has already recognized the shortcomings associated with the centralization of services and has pressed for changes to help resolve the situation. We support these efforts and strongly recommend that actions be taken to improve Justice of the Peace operations, specifically with respect to services to the city of Red Deer. Consideration should be given to improving these services by either:

- ▲ Moving some component of Justice of the Peace operation to Red Deer for specific service to the community and surrounding region, or
- ▲ Assigning services to Red Deer to a specific group of individuals within Justice of the Peace operations while maintaining a centralized location in Calgary in Edmonton.

### **3.4.2 CREATE A FAMILY VIOLENCE COURT IN RED DEER**

The nature of family and domestic violence makes it very different from other situations of violence in which the police and the justice system become engaged. The differences are sufficient to make the establishment of a specialized family violence courts effective. This is a conclusion that many, if not all stakeholders seem to agree on, yet Red Deer still does not have such a court.

The issue appears to be one of resources. It is recommended that the City of Red Deer pursue the establishment of a family violence court for the Red Deer.

### **3.4.3 PROVIDE A YOUTH REMAND CENTRE FOR RED DEER**

Currently, Red Deer is without a youth remand centre. The closure of the Red Deer Youth Remand Unit was a result of a Corrections Review conducted by the Alberta Government that recommended the closure of "underused correctional operations" and centralizing youth remand services in Edmonton and Calgary. The rationale given was economic.

Unfortunately, the real economic gains provided by centralizing services, including the resulting closure of the Youth Remand Unit in Red Deer, are more fictional than real. Transporting offenders to the centralized programs in Edmonton and Calgary, for example, is an added cost partially borne by the municipality as opposed to the province. More importantly, separating youthful offenders from the community and their families bears its own costs in terms of likelihood of recovery or rehabilitation.

The City of Red Deer has recognized the problems associated with the closure of the youth Remand Unit and has lobbied the provincial government to reconsider its decision. To date, these efforts have not been successful.

Despite this lack of success, however, the City of Red Deer along with community agencies, should continue its efforts in pressing the provincial government for a Youth Remand Unit in the city. Providing these services locally can be done more efficiently and certainly more effectively, than through large centralized programs and facilities.

### **3.4.4 DELIVER EFFECTIVE REHABILITATION PROGRAMS IN PROVINCIAL PRISONS**

A review of the scientific evidence is conclusive as such evidence can be, "rehabilitation programs work"<sup>5</sup>. Not all programs of course. Those that work are:

- ▲ "Structured and focused, use multiple treatment components, focus on developing skills (social skills, academic and employment skills), and use behavioral (including cognitive-behavioral) methods (with reinforcement for clearly identified, overt behaviors as opposed to non-directive counseling focusing on insight, self esteem or disclosure);" and provide for "substantial, meaningful contact between the treatment personnel and the participant."
- ▲ Prison-based therapeutic treatment of drug-involved offenders;" Drug treatment programs have been shown to be effective at reducing recidivism. Interestingly, the effectiveness of the programs are not dependent as to whether participation is voluntary or not.

In the course of interviews with individuals in the justice system, it became clear that there is a strongly shared perception that prisons, particularly provincial prisons, do not engage in significant or effective rehabilitation programs. Confirming the degree to which this perception is true was beyond study scope. Nevertheless, on the basis of this perception and given the conclusions of the study referenced above, it would seem prudent to encourage, in the strongest possible way, a review of the existing rehabilitation programming in both federal and (especially) provincial prisons.

The goal of such a review would be two fold:

1. Confirm the existence or lack of rehabilitative programming
2. Where rehabilitation program is in place, confirm degree of alignment with the "structured and focused" designs shown to be effective.

These objectives would include a review of drug treatment programs with consideration of instituting mandatory drug treatment programs for drug-involved offenders.

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<sup>5</sup> National Institute of Justice

## **4 IMPLEMENTING AND EVALUATING THE STRATEGY**

### **Assessing Comprehensiveness, Cost and Accountability**

The set of recommendations presented in the strategy represent a comprehensive program aimed at improving crime prevention and policing in the city of Red Deer.

To help assess the resources and effort required for implementation, a set of planning tables are presented in the Exhibit: Planning Tables. These detail responsibility for the recommendation as well as anticipated costs associated with implementation.

#### **4.1 AN IMPLEMENTATION PLAN IS NEXT**

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The Planning Tables presented in the Exhibit, do not in themselves, constitute an implementation plan. More effort is required to consult with all the various stakeholders involved and work out the specific set of actions and changes that will be required to support the Strategy. This in turn should be able to better define the precise level of resources required to fully pursue the agenda for change highlighted in this Strategy as well as propose a reasonable implementation schedule consistent with available resources and budgets.

The Implementation Plan will need to highlight those changes that can be initiated immediately and those that need to be included in the Business Plans of various groups for the 2006 planning cycle.

The need to develop the Implementation Plan and assign the resources necessary, is a recommendation contained in the strategy, specifically Section 3.1.2.2 Allocate resources to Community Services Division to support Implementation Planning.

*Red Deer Crime Prevention and Policing Strategy:  
Building a Safer Community Together*

**Exhibit: Planning Tables**

***Responsibility Codes***

| Responsibility Code | Organization or Group                                  | Responsibility Code | Organization or Group   |
|---------------------|--|---------------------|-------------------------|
| City Council        | City of Red Deer Council                               | AdCo                | Advisory Committee      |
| CSD                 | Community Services Division of the City of Red Deer    | RCMP                | City of Red Deer RCMP   |
| Comm.               | Community at large including agencies and institutions | SCH                 | Schools/School District |

| No.     | Recommendation   | Actions/Accountability   | Responsibility |                      | Implications/Resources   |
|---------|--|--|----------------|----------------------|--|
|         |  |  | Lead           | Involved             |  |
| 3.1     | Changing the System  |  |                |                      |  |
| 3.1.1   | Take a comprehensive approach to crime prevention and policing                               | Adoption of the Crime Prevention and Policing Strategy as a planning tool by Red Deer City Council.  | City Council   | CSD,<br>RCMP         | Resource and budget implications are essentially those for all the recommendations that follow.<br><br>City of Red Deer City Council to approve and accept the principles of the strategy, that is a comprehensive and integrated approach.  |
| 3.1.1.1 | Different models make different assumptions, no one model alone will be effective            |  |                |                      |  |
| 3.1.1.2 | A comprehensive, integrated approach is required   |  |                |                      |  |
| 3.1.2   | Assign clear organizational responsibility for sustaining the crime and policing strategy    | Creation of the Advisory Committee by CSD by Q2 2005<br>Consultation Process defined by CSD and the Advisory Committee for Spring 2005 and made part of the Advisory Committee Terms of Reference. | CSD            | CSD<br>RCMP<br>AdCo. | CSD is the organization that is presently accountable (although in a less formal way) for crime prevention in Red Deer.<br><br>Specific accountabilities need to be assigned for approved components of this strategy<br>CSD must establish a formal consultation process and maintain it.<br><br>Resources:<br>1.00 FTE |
| 3.1.2.1 | Make Community Services Division accountable for the Crime Prevention and Policing Strategy. | Implementation Plan completed by Q3 2005 for incorporation into 2006   |                |                      |  |
| 3.1.2.2 | Allocate resources to Community Services Division to support Implementation Planning.        |  |                |                      |  |

**Red Deer Crime Prevention and Policing Strategy:**  
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| No.     | Recommendation  | Actions/Accountability  | Responsibility |               | Implications/Resources   |
|---------|---|---|----------------|---------------|--|
|         |   |   | Lead           | Involved      |  |
| 3.1.2.3 | Develop a structured process of community consultation to support CSD in its efforts.                                     | Business Planning cycle<br>CSD report to Red Deer City Council on current Crime Prevention and Policing Priorities prepared for next planning cycle (2006 Business plan).   |                |               | \$50,000   |
| 3.1.2.4 | Create an advocacy process for initiating changes that lie beyond municipal mandates                                      |   |                |               |  |
| 3.1.3   | Build a Culture of Experimentation  | CSD, with support from Advisory Committee, sponsors program review workshops to provide immediate evaluation of the existing inventory of crime prevention programs. Preliminary Review completed by Q3 2005<br><br>CSD prepares logic model and evaluation framework for new programs including those detailed in this strategy.<br><br>CSD, with Advisory Committee input, builds database of existing crime prevention initiatives and programs. | CSD            | AdCo<br>RCMP  | Important for City of Red Deer City Council to approve and accept the principles of experimentation especially the willingness to evaluate what works and what doesn't.<br><br>Initial meetings and discussion facilitation.<br><br>Set Up:<br>FTE 0.5<br>\$20,000<br><br>Ongoing Management:<br>FTE 0.5<br>\$20,000 |
| 3.1.3.1 | A process of program management and evaluation needs to be established  |   | CSD            | RCMP<br>Comm. |  |
| 3.1.3.2 | Community Services Division should be responsible for guiding and evaluating experiments in crime prevention and policing |   | CSD            | AdCo<br>RCMP  |  |
| 3.1.3.3 | Initiate the process of evaluating the existing inventory of programs and projects.                                       |   | CSD            | AdCo<br>RCMP  |  |
| 3.1.4   | Deploy Resources to Where They Are Required   | A general principle of the strategy.<br>Approval of the strategy as a planning tool by Red Deer City Council.   | CSD            | AdCo<br>RCMP  | Red Deer City Council must be briefed on the principles of strategy and approve the basic direction  |
| 3.2     | An Agenda for Change for City of Red Deer R.C.M.P.  |   |                |               |  |
| 3.2.1   | General Organization of Policing Services Within Red Deer   | Approval of the strategy as a planning tool by Red Deer City Council for information.   | CSD<br>RCMP    | RCMP          | Current general structure of policing operations appears to be working well with no recommendations for change.<br><br>Resources Required: None.   |
| 3.2.1.1 | The data does not reveal any significant cost advantages to using RCMP versus a Municipal-based police force.             |   |                |               |  |

*Red Deer Crime Prevention and Policing Strategy:  
Building a Safer Community Together*

| No.     | Recommendation  | Actions/Accountability  | Responsibility |                     | Implications/Resources   |
|---------|---|---|----------------|---------------------|--|
|         |   |   | Lead           | Involved            |  |
| 3.2.1.2 | Civilian oversight by City Council appears to work well.  |   |                |                     |  |
| 3.2.1.3 | Recruitment is a problem, but one experienced by many police forces.                              |   |                |                     |  |
| 3.2.2   | Programming Recommendations   |   |                |                     |  |
| 3.2.2.1 | Drugs is an appropriate strategic focus for the RCMP  | City of Red Deer RCMP to assign officers to Drug Enforcement duties. City of Red Deer RCMP and agency groups to negotiate and implement harm reduction protocols.   | RCMP           | CSD<br>AdCo<br>Comm | Specialized drug enforcement unit may be comprised of existing resources or augmented with additional policing resources.<br>FTE 2.0 (based on domestic violence model)                |
| 3.2.2.2 | Apply the principles of harm reduction in matters of family violence, drug use and prostitution   | City of Red Deer RCMP to ensure training/briefing delivered to support the protocols.<br>City of Red Deer RCMP to contune enhanced enforcement program associated with downtown. Embedded in the communications strategy for Spring 2005. |                |                     | Protocols need to defined with existing stakeholders and an evaluation process defined.<br>FTE: 0.25 (for development, officer communications and evaluation)                          |
| 3.2.2.3 | Motorcycle gangs and other organized crime  | City of Red Deer RCMP to develop and implement a selected enforcement program as described in the strategy detail for deployment in Summer 2005.  |                |                     | Specialized investigation unit may be comprised of existing resources or augmented with additional policing resources.<br>FTE 2.0 (based on domestic violence model)                   |
| 3.2.2.4 | Expand the use of bylaws to help support crime prevention efforts                                 | City of Red Deer RCMP ensure sufficient resources allocated to Community Policing function to support Community/School Liaison in place by Q3 2005 .  |                |                     | Investigation to other civic jurisdictions use of bylaws to support crime prevention efforts.<br>FTE 0.25.   |
| 3.2.2.5 | Introduce selected enforcement programs to target specific problems and in specific neighborhoods |   |                |                     | Expansion of existing problem oriented policing approach combined with a modification to existing R.C.M.P. activities<br>Reallocation of resources rather than new resources required. |
| 3.2.2.6 | Continue efforts that target the downtown   |   |                |                     | Enhanced enforcement program currently in effect.  |

*Red Deer Crime Prevention and Policing Strategy:  
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| No.     | Recommendation  | Actions/Accountability  | Responsibility |            | Implications/Resources  |
|---------|---|---|----------------|------------|---|
|         |   |   | Lead           | Involved   |   |
| 3.2.2.7 | Move toward a community (neighborhood) driven program of crime prevention and problem oriented policing |   |                |            | Requires RCMP design of the program with reallocation of some existing resources.   |
| 3.2.2.8 | Increase the presence of the police   | City of Red Deer RCMP assigns representation to the development of a social marketing strategy.   |                |            | RCMP representation on the design of social marketing program.<br>Existing resources 0.1 FTE  |
| 3.2.3   | Infrastructure Recommendations  |   |                |            |   |
| 3.2.3.1 | Ensure appropriate priority setting and routing is occurring on 911 calls.                              | Dispatch centre to conduct a statistical review/audit of error rates and delays associated with current system.   | RCMP           | RD         | Review of data related to error rates. Estimated research cost:<br>\$20,000   |
| 3.2.3.2 | Modify Dispatch Centre operations and criteria  | City of Red Deer RCMP and Dispatch agree on format of call assignment by Spring 2005<br>Dispatch to make required changes to support deployment by Fall 2005<br>Deployed for September 01, 2005 | RCMP           | Dispatch   | Assuming changes made within existing structure, costs should be minimal.   |
| 3.2.3.3 | Pursue decentralization of policing operational infrastructure  | City Council approval of facility concept and design studies for 2005<br>City Council Budget approval required for 2006   | RCMP           | CSD, Comm. | Initial studies etc. are budgeted at less than \$100,000<br>Actual implementation costs dependant on type of facility.                          |
| 3.2.3.4 | Improve the use of information technology   | Adoption of RCMP system for on-line reporting (in excess of 128 characters) to be released 2005   | RCMP           | CSD        | RCMP are currently pursuing internal upgrades to technology and investigating electronic ticketing.<br>Implementation costs unknown at present. |
| 3.2.3.5 | Improve local crime data gathering and reporting  | City of Red Deer RCMP to develop protocol for downloading and maintenance of local crime and performance reporting data.  | RCMP           | CSD, Comm. | Initial set up and investment for data transfer protocols and technology.<br>\$10,000 or conducted by internal staff                            |

*Red Deer Crime Prevention and Policing Strategy:  
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| No.     | Recommendation  | Actions/Accountability  | Responsibility |           | Implications/Resources  |
|---------|---|---|----------------|-----------|---|
|         |   |   | Lead           | Involved  |   |
| 3.2.3.6 | Ease the process of reporting suspicious or suspect activity                          | City of Red Deer RCMP and CSD to develop program standards and protocol including negotiation with program partners.  | RCMP           | CSD       | Negotiations with critical parties conducted by RCMP and CSD. Implementation costs should be minimal as the intent is to use the exiting communications infrastructure.   |
| 3.2.4   | Resources and Staffing Recommendations  | CSD and City of Red Deer RCMP to develop alternative budgeting arrangement that supports longer term planning.<br><br>City Council reexamines the issue of introducing multi year budgeting to all or selected City Divisions<br><br>City of Red Deer RCMP allocate resources and create an organizational unit to target Gang/Organized Crime. | RCMP           | CSD       | Initial staffing level increases are embedded in current R.C.M.P. staffing plan.  |
| 3.2.4.1 | Make greater use Special Constables   |   |                |           | Embedded in current R.C.M.P. business plan.   |
| 3.2.4.2 | Improve the recruitment process in the RCMP for Red Deer                              |   |                |           | Currently underway. Additional effort may be required if the gap between approved and filled positions remains large.   |
| 3.2.4.3 | Staff RCMP to ensure stability and continuity in operations                           |   |                |           | Staffing levels detailed in the strategy. Note that enhanced organizational structure would increase staffing of RCMP beyond the baseline estimates. See Exhibit Projected RCMP Staffing Planning Guidelines to 2010, p. 45 |
| 3.2.5   | Establish Clear Performance and Response Standards for the city of Red Deer           | City of Red Deer RCMP to define the specific set of response criteria and standards. Criteria established by Spring 2005 for input to Dispatch redesign. Response standards defined by Summer 2005 in time for Report Card to the Community.<br><br>Response standards and criteria embedded in RCMP 2006 Business Plan                         | RCMP           | CSD Comm. | Standards and response standards to be defined by RCMP. Approval by CSD/City Council.<br><br>Response standards must be deployed to Dispatch Centre.  |
| 3.2.5.1 | Response criteria for Red Deer need to be established.                                |   |                |           |   |
| 3.2.5.2 | Response standards for Red Deer need to be defined.                                   |   |                |           |   |
| 3.3     | A Crime Prevention Agenda for the Community   |   |                |           |   |
| 3.3.1   | Build and expand the program of Crime Prevention Through Environmental Design (CPTED) | CSD to add initial start up of a Centre of Excellence in CPTED as part of Implementaion Plan to this strategy.  | CSD            | RCMP AdCo | Gather existing knowledge concerning crime prevention through environmental design, review of existing City procedures and draft  |

*Red Deer Crime Prevention and Policing Strategy:  
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| No.     | Recommendation  | Actions/Accountability  | Responsibility |              | Implications/Resources  |
|---------|---|---|----------------|--------------|---|
|         |   |   | Lead           | Involved     |   |
| 3.3.1.1 | Act as a centre of excellence of crime prevention through environmental design.   | Maintenance of Centre in follow-up Business Plans starting 2006.<br>CSD to assign staff specialist role in CPTED.   |                | RD           | modifications to adopt crime prevention principles and development of support program and incorporation of principles learned above into programming elements.<br><br>FTE 1.5<br>\$60,000                         |
| 3.3.1.2 | Embed the need for crime prevention principles through environmental design in City of Red Deer operating procedures.   | CSD to lead, with RCMP support, the development of a CPTED library.<br>CSD with City of Red Deer RCMP conduct a CPTED literature review to ensure working principles are current.                                       |                |              |   |
| 3.3.1.3 | Incorporate learnings obtained in this study concerning the reduction of fear of crime through environmental design in City of Red Deer Operating procedures. | City of Red Deer Divisions review CPTED requirements and highlight areas of application.  |                |              |   |
| 3.3.1.4 | Promote the adoption of crime prevention through environmental design to the community at large.  | City of Red Deer Divisions prepare for CPTED standards incorporation into working policies and procedures for 2006.<br>CSD to ensure CPTED standards incorporated in Community Crime Free Certification program design. |                |              |   |
| 3.3.2   | Focus on Youth  |   |                |              | Resources to support existing youth mentoring programs, specifically targeting mid grades and boys in single parent families will be required. Some resources may be moved from programs found to be ineffective. |
| 3.3.2.1 | Evaluate existing in-school crime prevention programs   | CSD and Advisory Committee to conduct a preliminary review (conference) on current crime prevention programming in schools.   | SCH            | CSD<br>AdCo  | Resources to support existing youth mentoring programs, specifically targeting mid grades and boys in single parent families will be required. Some resources may be moved from programs found to be ineffective. |
| 3.3.2.2 | Invest in youth mentoring programs  | CSD to evaluate current youth mentoring program and examine possibilities for enhancement or new program development.<br>Program plans and funding to be  | CSD            | Comm<br>AdCo | Formal reviews not required now, but discussion among key stakeholders is required for t of what is and is not working.   |

*Red Deer Crime Prevention and Policing Strategy:  
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| No.     | Recommendation   | Actions/Accountability   | Responsibility |              | Implications/Resources   |
|---------|--|--|----------------|--------------|--|
|         |  |  | Lead           | Involved     |  |
|         |  | included in CSD 2006 Business Plan   |                |              |  |
| 3.3.2.3 | Reinvigorate the D.A.R.E. program  | Schools and RCMP to redesign DARE. City of Red Deer RCMP to ensure staffing resources available to DARE under revised design.            | SCH            | CSD<br>RCMP  | R.C.M.P resources are now in place, however, a modification of the program is necessary that may free some R.C.M.P. resource requirements.<br>Program redesign<br>FTE 0.25<br>\$40,000                                       |
| 3.3.2.4 | Make schools a part of policing duties   | City of Red Deer RCMP to design method of incorporating school beat as part of regular policing duties.                                  | SCH            | RCMP         | Reallocation of existing resources.  |
| 3.3.2.5 | Advocate for citizenship and social skills components in school curriculums for grades 7 to 10                 | CSD and Advisory Committee to lobby for curriculum redesign as part of 2006 Business Plan..  | SCH            | CSD<br>AdCo  | Push for significant program development or redesign of the current CALM program is required.<br>Resource requirements unknown.  |
| 3.3.3   | The Social Services and Crime Prevention Infrastructure  |  |                |              |  |
| 3.3.3.1 | Monitor the 211 program in Calgary and Edmonton with the objective of evaluating possible implementing in 2006 | CSD with support from Advisory Committee to conduct an applicability study of 211 results in Edmonton and Calgary in 2006 Business Plan. | CSD            | AdCo<br>Comm | Monitoring system development and success costs are limited.<br>FTE 0.1<br>\$5,000   |
| 3.3.3.2 | Improve coordination and capacity within social services infrastructure  | CSD to investigate key technologies with support from the Advisory Committee   | CSD            | AdCo<br>Comm | FTE 0.5<br>\$20,000  |
| 3.3.4   | Develop and Implement a Comprehensive Social Marketing Program   | CSD to incorporate the development of a comprehensive social marketing program within the Implementation Plan to support this strategy.. | CSD            | AdCo<br>Comm | Resources required to design and develop social marketing components:<br>FTE 0.5<br>\$40,000<br>Additional resources required for actual production and delivery of resources is currently unknown, however, an estimate for |
| 3.3.4.1 | A Comprehensive social marketing program for the City of Red Deer  | CSD acquire the resources for program development in early 2005 and initial deployment late 2005 through 2006.                           |                |              |  |
| 3.3.4.2 | Develop social marketing workshop for individual agencies  |  |                |              |  |

*Red Deer Crime Prevention and Policing Strategy:  
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| No.     | Recommendation  | Actions/Accountability   | Responsibility |                            | Implications/Resources  |
|---------|---|--|----------------|----------------------------|---|
|         |   |  | Lead           | Involved                   |   |
| 3.3.4.3 | Develop social marketing tools and templates as resources to the social agency network in Red Deer                | CSD to ensure Social Marketing Plan operation embedded in 2006 Business Plan.  |                |                            | planning purposes would be: \$20,000.   |
| 3.3.4.4 | Develop activities designed specifically to increase awareness of the social resources available within Red Deer. |  |                |                            |   |
| 3.3.5   | More Community Activities Are Needed  | Crime prevention objectives and considerations be incorporated in any review of parks and recreation programming   | RD             | CSD<br>Comm                | The City needs to engage in a review of existing recreational and related programming. Investigation of Boys and Girls Clubs expansion. Estimated resources: \$15,000 |
| 3.3.6   | Community Crime Prevention Programming Needs to be Enhanced   |  |                |                            |   |
| 3.3.6.1 | Revitalize Citizens on Patrol and tie to specific neighborhood initiatives.                                       | CSD with City of Red Deer RCMP and Advisory Committee involvement review the funding requirement to support COP assuming program integrated with Residential Crime Free Certification program below.<br>Budget for renewed COP in CSD and RCMP Business Plans for 2006 | CSD            | RCMP<br>AdCo<br>Comm       | Review and assessment of current COP resources and resource requirements given a revised, more neighborhood/RCMP driven focus<br>FTE 0.1<br>\$30,000                  |
| 3.3.6.2 | A Multi-Family/Residential Block Crime Free Certification Program should be considered.                           | CSD develop a Multi-family/Residential Block Crime Free Certification program in concert with RCMP and Advisory Committee.<br>Program deployment for 2 neighborhoods and 5 multi-family complexes in CSD and RCMP Business Plans for 2006.                             | CSD            | RCMP<br>AdCo<br>Comm<br>RD | Investigation of other programs and suitability for application to Red Deer along with modification for broader applicability to blocks.<br>FTE: 0.25<br>\$30,000     |
| 3.3.7   | A Community Crime and Crime Prevention Awareness Program is Required.   | CSD develop the specific components of a community awareness program as part of the Implementation Plan to   | CSD            | AdCo<br>Comm.              | Coordination to be provided by CSD  |

*Red Deer Crime Prevention and Policing Strategy:  
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| No.     | Recommendation  | Actions/Accountability  | Responsibility |              | Implications/Resources   |
|---------|---|---|----------------|--------------|--|
|         |   |   | Lead           | Involved     |  |
| 3.3.7.1 | Develop and implement an Awareness Program.   | support this strategy.<br>Funding for Awareness Program deployment by CSD for Fall of 2005.<br>Awareness Program to incorporate the Report Card to the Community (below). |                |              | Publication of neighborhood crime statistics to Community Associations<br>Program will use information from, existing sources, resource impact likely minimal. |
| 3.3.7.2 | Ensure tools, techniques and programs are in place to support actions arising from awareness programs |   |                |              | Development of tools to support community driven efforts is covered by other recommendations of this strategy..  |
| 3.3.8   | Commit to a Crime Prevention and Policing Scorecard   | CSD to prepare annual report card to the community combining survey, incident and performance data.<br>Resources allocated for first report card release in fall 2005.    | CSD            | RCMP<br>AdCo | Approval of concept required by CSD and likely Red Deer City Council   |
| 3.3.8.1 | Survey data   | CSD to conduct annual spring telephone survey of residents.   | CSD            |              | Yearly cost of survey should be under \$10,000 when combined with a broader data gathering process.  |
| 3.3.8.2 | Incident data   | City of Red Deer RCMP to gather and prepare data for inclusion to the CSD report card.  | RCMP           | CSD          | Building on existing data acquisition, costs should be minimal   |
| 3.3.8.3 | Performance data  |   | RCMP           | CSD          | Establishment for the system should be under \$30,000 given current set of resources and information data gathering.   |
| 3.4     | Justice System  |   |                |              |  |
| 3.4.1   | Improve Justice of the Peace Operations   | CSD to develop a specific lobbying strategy for adoption and use by Red Deer City Council with the four elements listed as immediate priorities.                          | CSD            | AdCo<br>RCMP | Resource implications on justice system recommendations were not determined.   |
| 3.4.2   | Create a Family Violence Court in Red Deer  |   |                |              |  |
| 3.4.3   | Provide A Youth Remand Centre for Red Deer  |   |                |              |  |
| 3.4.4   | Deliver Effective Rehabilitation Programs in Provincial Prisons                                       |   |                |              |  |



## **Downtown Policing Forum Follow-up Report**

**August, 2005**

## **Introduction**

The City of Red Deer Community Services Division "Building a Safer Downtown Together" Action Matrix addresses concerns brought forward by members of the Red Deer Downtown Business Association (DBA) at the Policing Committee's Downtown Policing Forum in May 2005. At the Policing Committee annual Downtown Policing Forum held on May 17, 2005. Interested citizens, business owners and groups were invited to attend through newspaper announcements, notices on The City Web site, and by invitation. During the course of the meeting, members of the DBA brought forward concerns regarding safety, crime prevention and policing in the downtown area.

## **Process**

Following the Forum, The City of Red Deer Community Services Division initiated the development of an Action Matrix. The matrix was developed with input from the Community Services Division, The RCMP and the Inspections and Licensing Department (responsible for by-law development). Representatives from each area met with the Crime Prevention and Policing Strategy Team Leader and consulted with their individual department members to develop strategies that would address the concerns of downtown business owners, and the means to implement them. During the development of the final Action Matrix, the RCMP Superintendent met with representatives of the DBA to present RCMP recommendations specific to policing in the downtown and to ensure their needs were being addressed in a manner that would work for members of the downtown business community.

This progressive, encompassing plan for a safe downtown with a strong sense of community is the result of the partnership and coordinated consultation with those working in the fields of safety, crime prevention and policing in our community as well as the DBA and local businesses.

## **The Plan**

The Action matrix outlines a comprehensive plan for "Building a Safer Downtown Together." The recommendations incorporate a variety of strategies that will need to be led by each stakeholder; some are RCMP-driven, some are driven by The City of Red Deer, and some will need to be spearheaded by the downtown business community. This is an exciting and important piece of the puzzle in The City of Red Deer's overall Crime Prevention and Policing Strategy (CP&PS) that was adopted by City Council in December of 2004. As an early success project/model for the city wide CP&PS, the lessons learned in implementing the matrix and addressing the concerns specific to Red Deer's downtown will be carried forward into the overall community strategy.

## **Highlights**

Highlights of the Matrix include:

- CEPTED Workshops for businesses
- communication/information materials for businesses
- RCMP Community Policing initiative
- enhanced Foot/Bike Patrols in the downtown
- CPTED evaluation of specified area of concern in downtown
- strategies for the DBA to champion/lead that will encourage the development of a downtown "Community" and draw people to the area for leisure and shopping.

## **Outcomes**

The outcomes that this Action Matrix aims to achieve are:

- to build a solid link, through increased communication, between police, the City of Red Deer, and the community, to support crime prevention issues.
- the development of resources that will benefit downtown businesses but also will be useful to businesses across the community.
- to develop an increased sense of the downtown area as a community.
- community involvement in the task of making the place where they do business safe.
- to make the best use of accurate information to guide actions and educate community members as to the reality of crime, crime prevention, and policing in the community.

## MAKING A SAFER DOWNTOWN TOGETHER ACTION MATRIX

| Issue                                     | Action   | Lead   | Involved  | Timeline                                     | Status/Result  |
|---|--|--|---|--|--|
| <b>Perception that downtown is unsafe</b> |  |  |   |  |  |
|   | CPTED workshops for businesses <ul style="list-style-type: none"> <li>➤ Ideally would include a walk through</li> <li>➤ Could include Building Inspector, Fire Inspector and EL&amp;P</li> <li>➤ If successful may want to expand and have one for other Red Deer businesses</li> </ul>  | TBD from CP&PS implementation                | CSD<br>RCMP<br>DBA  | Sep 2005                                     | Planned as partnership between RCMP and DBA<br>Business Crime Prevention Night September 21, 7-9:30pm Topics will include graffiti, CPTED and reporting crimes/complaints information.                     |
|   | CPTED evaluations for businesses   | To be determined in the CP&PS implementation | CSD<br>RCMP<br>DBA  | Sep 2005                                     |  |
|   | Ambassador Program<br>Example program is one done by Downtown Vancouver Business Improvement Association<br>Ambassadors on bikes or on foot give information to public, first aid, reporting of crime and quality of life issues to appropriate agencies, escort employees and visitors to their vehicles. Funding is by the DVBIA.<br><a href="http://www.downtownvancouver.net/work/ambassadors">www.downtownvancouver.net/work/ambassadors</a><br>City of Red Deer could assist through: <ul style="list-style-type: none"> <li>➤ Developing marketing pieces.</li> <li>➤ Grant application preparation for Federal and/or Provincial employment funding to be utilized for staffing.</li> <li>➤ CIP and/or Community foundation funding applications for program start up.</li> </ul> If this is of interest to DBA follow-up could include program development and budget to be included in the DBA budget and funded by the BRZ tax. | DBA  | Support from CSD for funding requests to granting agencies. | TBD by DBA if there is a decision to proceed | DBA members are going to be doing this in an informal way initially by enhancing the on street presence of their members as ambassadors.<br><br>Programs options will be explored by the DBA for 2006/2007 |

|   |  |          |           |   |
|---|--|----------|-----------|---|
| <p>Information/educational materials for businesses about:</p> <ul style="list-style-type: none"> <li>➤ making calls/reporting to the police and response criteria and prioritizing</li> <li>➤ dealing with challenging customers/individuals</li> <li>➤ Sensitivity training</li> </ul> <p>Pamphlet for distribution by DBA to their members and other downtown businesses and service providers. Pamphlet available to all other city businesses through CSD.</p> <p>This could be augmented through workshops for business owners on these and other topics.</p> | C/M with RCMP  | DBA, CSD | June 2005 | Brochure prepared for distribution at Business Crime Prevention Night in September 2005           |
| <p>More business staff visible on streets and alleys. Lots of people out and about. Attracting families etc to be out and about in the downtown.</p> <p>Support the development of a downtown "community" to create a sense of community ownership and participation.</p> <p>This could be in the form of a Downtown Community Association including businesses, residents, community service providers, associations etc.</p>  | DBA in conjunction with Community Programmers (RP&C) and the Fed of Community Assoc. |          |           | DBA will be enhancing the on street presence of their members as ambassadors.                     |
| <p>Ensure that downtown perspectives are included in the Crime Prevention and Policing Strategy Implementation Plan through active participation by the DBA on the Advisory Committee on Crime Prevention.</p>  | DBA  | CSD      |           |   |
| <p>Investigate Calgary plan in downtown Electric Avenue area to assess if similar strategies might be useful here.</p> <p>Report to Policing Committee on findings.</p>   | I/L.<br>CSD<br><br>I/L.  |          |           | I/L have made request to City of Calgary for complete report. This may take 4-8 weeks to receive. |
| <p>Bylaw officer Patrol</p> <p>3pm-6pm weekdays show the highest % of incidents (about 5%) on weekdays with a spike at 11PM and another at 1AM (5-6%)</p> <p>RCMP will evaluate Bylaw officer staffing at this time to ensure adequate coverage.</p>  | RCMP with Bylaws   |          |           |   |



|  |     |           |   |
|--|-----|-----------|---|
|  |     |           | Concern evaluated and alternative proposed  |
|  | CSD | Immediate | Enhanced Foot/Bike Patrols started as planned in late May. As always, one of their priorities is downtown. The RCMP will try to maintain 3-4 times per week during hours they find problematic. |
|  |     |           |   |

|   |  |           |                 |   |
|---|--|-----------|-----------------|---|
| <p>CPTED review to be done regarding alley(s) of concern.</p> <p>Research the consequences of closing the alley(s) behind the Valley and/or Buffalo hotels</p> <p>Based on feasibility make recommendations to SMT that can be taken to Council if warranted.</p> | <p>I/L /RCMP</p> <p>I/L in coordination with Eng.</p> <p>I/L</p> | CSD, Eng. |                 | <p>Jim Coupal has been contracted to look at the lane closures near the Buffalo and Valley hotels. He will advise whether he feels this would be an effective crime prevention technique and if not, what other recommendations he would make.\</p> |
| <p>Bylaw Officer Patrol</p> <p>*3pm-6pm weekdays show the highest % of incidents (about 5%) on weekdays with a spike at 11PM and another at 1AM (5-6%)</p> <p>RCMP will evaluate.</p>   | RCMP/Bylaw   |           |                 | <p>There are currently Bylaw officers on shift during this time period.</p>   |
| <p>RCMP will develop and implement a community policing initiative. (see attached)</p>  | RCMP   |           | June – Aug 2005 | <p>Crime Prevention/ Victim's Services members have started visits with merchants in early July to discover what merchants see as issues and work with merchants to develop solutions.</p>  |
| <p>Ensure that downtown perspectives are included in the Crime Prevention and Policing Strategy Implementation Plan through active participation by the DBA on the Advisory Committee on Crime Prevention.</p>  | DBA  | CSD       |                 |   |
| <p>Ensure that downtown perspectives are included in the in the area of Policing through active participation of the DBA on the Policing Committee</p>  | DBA  | CSD       |                 |   |

TBD – To Be Determined

DBA – Downtown Business Association

Eng. – Engineering Department

C/M – CSD Education, Awareness and Marketing Specialist

CSD – Community Services Division

I/L – Inspections and Licensing Department

CP&PS – Crime Prevention and Policing Strategy

BRZ – Business Revitalization Zone

## Community Policing Initiative - Downtown Red Deer

1. Acquire list of businesses/services in the downtown core to establish boundaries and area of service for the project. The City of Red Deer can provide that information and additionally the demographics in terms of business and residential within the community of interest.
2. In the last week of June, deliver questionnaire to the businesses/services identified as part of the downtown area.
3. Advise of questionnaire completion date of Monday July 4, 2005 at which time the questionnaires will be collected.
4. Determine from the questionnaire the following:
  - a) Defining the problem(s) through a Collaborative Model<sup>1</sup>.
  - b) Defining the downtown community - spatial, a-spatial, social capital<sup>2</sup> through the questionnaire and information provided.
  - c) Identifying and implementing Effective Response Strategies/Tactics - multi-factor response - (enforcement, partnership strategy, motive reduction strategy/tactics, opportunity reduction strategy/tactic).
5. In consultation with the Downtown Business Association, implement response strategies/tactics to reduce issues affecting downtown businesses/agencies.
6. Create a post-project questionnaire to be hand delivered to businesses who were impacted by the enforcement and community policing initiatives.
7. Evaluate the impact of strategies employed.

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<sup>1</sup>(Toch & Grant, 2005) The collaborative model emphasizes shared responsibility between an expert (often the police) and those in the community of interest. The community members use the expert to assist as they participate in problem identification and analysis, brainstorm possible solutions, select a response, and then implement the response. The role of the expert is a facilitator, posing questions, and leading the other participants in the development and implementation of a solution. The police must establish meaningful collaboration with the community so they do not become solely responsible for solving problems. Community safety is a responsibility of the community as well as police. Co-operation, collaboration, teamwork and building relationships are all fundamentals of "community policing".

<sup>2</sup>Social Capital is a measure of how much collaborative time and energy people have for each other.

## **Work Plan**

### **Phase 1 - Problem Identification**

1. Acquire demographics of downtown area and boundaries from City of Red Deer; information from Downtown Business Association regarding number of businesses, contact names, etc.

Complete by:

Tuesday July 5, 2005

2. Distribute questionnaire during the week of June 27<sup>th</sup> to 30<sup>th</sup>. Pick up completed questionnaires.

Complete by:

Monday July 4, 2005

3. Members of Community Policing Section wear plain clothes downtown to determine from police perspective what is occurring in area. Record anecdotal accounts.

Complete by:

Friday July 8, 2005

4. Meet with Janet Soloski during the week of July 4<sup>th</sup>-8<sup>th</sup> to determine what charges are being laid by the enhanced Foot Patrol Unit. Determine the time of day and location.

Ongoing

First Phase Complete by:

Friday July 8, 2005

5. As a unit, assemble the questionnaire responses, anecdotal information and enforcement information.

Complete by:

Friday July 8, 2005

6. Meet with Downtown Business Association representative to convey what has been learned thus far.

Complete by:

Monday July 11, 2005

### **Phase II - Project**

1. Respond to Community's request for assistance. Contact businesses who have requested assistance and work with businesses who identified serious police issues in the questionnaire.

Complete by:

August 19, 2005

Suggested/Potential Areas of Service Delivery:

- Presentations/Crime Prevention Information (Robbery Prevention, Reporting a Crime, etc.)
- Evening Presentation - Invite Graffiti expert from Calgary Police Service
- Crime Prevention Through Environmental Design Audits - can be performed only by Cst.(s) McKinley and Simpson

2. Meet with Janet Soloski during the week of August 1 to 5 to determine what charges are being laid by the enhanced Foot Patrol Unit. Determine the time of day and location.

Ongoing

Second Phase Complete by:

Friday August 5, 2005

**Phase III - Conclusion**

1. Follow up questionnaire distributed to the same area.

Complete by:

Wednesday August 24, 2005

2. Assemble all charges laid through enforcement.

Complete by:

Wednesday August 31, 2005

3. Calculate the hours, number of businesses, number of CPTED audits and contacts made.

Complete by:

Wednesday August 31, 2005

4. Compare the benchmarks from the first questionnaire to the final information.

Complete by:

Wednesday August 31, 2005

5. Determine any long term possibilities based on responses from questionnaire.

Complete by:

Wednesday August 31, 2005

6. Assemble final report. Presentation to Downtown Business Association, Superintendent Steele, Inspector Calvert.

Complete by:  
September 15, 2005



Royal Gendarmerie  
Canadian royale  
Mounted du  
Police Canada

Security Classification/Designation  
Classification/désignation sécuritaire

Red Deer City RCMP Detachment  
4811-49th Street  
Red Deer, Alberta  
T4N 6A1

Your File      Votre référence

Residents and Businesses of Downtown Red Deer

Our File      Notre référence

Monday June 27, 2005

Sir/Madam,

### **Downtown Community Policing Project**

The RCMP's main goal is to work toward safe homes and safe communities for Canadians. As an organization we achieve this goal through a variety of strategies which include prevention and education. Additionally, a pillar of the Force is our interest and need to build bridges with partners, other government agencies and the communities which permits collaboration to identify community issues and potential means of problem reduction.

The Community Policing Section of Red Deer City RCMP Detachment is conducting a strategic policing project in downtown Red Deer during July and August to determine safety issues which impact users of the downtown area. Attached is a voluntary questionnaire which will be picked up by a member of the Community Policing Unit on Monday July 4, 2005. I hope that you will take the opportunity to complete the survey as it permits us to clearly understand challenges in the downtown area.

If you have questions about the initiative, please contact the unit supervisor of Community Policing at 341-2060.

Yours truly,

Superintendent Jim Steele  
Detachment Commander  
Red Deer City RCMP Detachment

cm

Attachment

**Canada**

## Downtown Business Questionnaire

1. What 3 types of crime do you believe occur most frequently in the downtown area of Red Deer?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

2. If you have ever been impacted by a crime while downtown, please give a brief description of the event (providing information in terms of when and where it occurred.)

\_\_\_\_\_

[illegible]

3. What three specific things do you think could be done to help deal more effectively with crime in the downtown area?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. Do you participate in any crime prevention/community safety program (such as Neighborhood Watch, Citizens on Patrol, Victim Services, etc.) regardless of where you work or live in the City of Red Deer? If yes, please name the program.

Yes \_\_\_\_\_ No \_\_\_\_\_

\_\_\_\_\_

5.a) Has your place of business or residence downtown, ever been visited by a member of the Red Deer City Detachment?

Yes \_\_\_\_\_ No \_\_\_\_\_

b) If "yes", for what purpose?

6. In the past three months, how often have you noticed the presence of Red Deer City RCMP Detachment members?

a) On Foot?

1 2 3 4 5 6 7  
(never) (alot)

|                 |         |   |   |   |   |   |         |
|-----------------|---------|---|---|---|---|---|---------|
| b) In Cars?     | 1       | 2 | 3 | 4 | 5 | 6 | 7       |
|                 | (never) |   |   |   |   |   | (alot)  |
| c) On Bicycles? | 1       | 2 | 3 | 4 | 5 | 6 | 7       |
|                 | (never) |   |   |   |   |   | (a lot) |

7. If you have had the occasion to interact with a Red Deer City RCMP Detachment member in the last 3 months, what was the reason for your interaction?

- \_\_\_\_\_ Parking Issue
- \_\_\_\_\_ Traffic Violation
- \_\_\_\_\_ Involved in a Traffic Accident
- \_\_\_\_\_ Reporting a Traffic Accident
- \_\_\_\_\_ Reporting a Crime
- \_\_\_\_\_ Victim of a Crime
- \_\_\_\_\_ Witness to a Crime
- \_\_\_\_\_ Community Policing Initiative
- \_\_\_\_\_ Other \_\_\_\_\_

8. Did you attend the "Safety Issues in the Downtown" meeting held at the Snell Auditorium on May 17, 2005?

- \_\_\_\_\_ Yes
- \_\_\_\_\_ No

**Community Policing Activity Log  
Downtown Initiative**

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Member(s): \_\_\_\_\_

Location: \_\_\_\_\_ Residence \_\_\_\_\_ Business

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Visit Type: \_\_\_\_\_ Initial \_\_\_\_\_ Requested (Describe Purpose)  
\_\_\_\_\_ Follow-Up (Describe Purpose)

\_\_\_\_\_  
\_\_\_\_\_

Request for further service:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

General Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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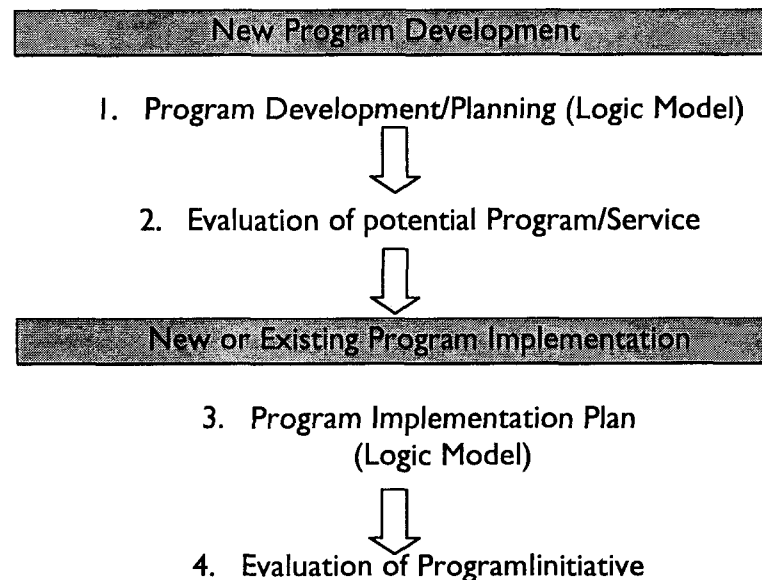
## Crime Prevention and Policing Programs/Initiatives Development/Evaluation Process

### **How to use this document**

The purpose of a logic model is to communicate the “why” and “how” a program will work and is a good solution to an identified problem or challenge. It is a method for you to assess available or needed resources, the activities you are planning and the results and changes you are trying to achieve, all as a part of the planning process. This allows you to focus on the process you will use to reach achievable goals. Logic models incorporate evaluation methods into the planning process, ensuring your results are measurable and making the communication of your successes, learnings and challenges straightforward.

This tool can be used for both developing/proposing new programs and initiatives, assessing/reassessing/changing existing programs and evaluating programs to determine current effectiveness. For these purposes all four steps of the process can be used or they can be used as individual components, as needed.

### **Steps:**



**PROGRAM PLANNING**

This step involves preplanning and evaluation of potential programs and initiatives. Assessing program and initiative ideas by looking at the outcomes that you are hoping to achieve, factors influencing the issue and strategies that could be used achieve the results you want can hopefully determine best use of organizational resources (human, financial etc.) prior to expending these on a pilot program. Through this program planning logic model you will assess each of the following areas with regards to your issue/challenge, what you hope to achieve and how you might best achieve the outcomes you desire in a brainstorming fashion.

**A. Challenges and Opportunities**

What is the catalyst that has motivated you to act? Is there a problem or issue in your community that needs to be addressed? Is there some information or research that has come to your attention that you would like to see addressed in your community? What will happen if you do not act? Will a condition deteriorate or will an opportunity be missed. This is the area in which you assess this type of information.

**B. Outcomes**

Outcomes are the (hopefully positive) impacts on those people whom the organization wants to benefit with its programs. Outcomes are usually specified in terms of: learning, including enhancements to knowledge; understanding/perceptions/ attitudes, and behaviours; skills (behaviours to accomplish results, or capabilities); conditions (increased security, stability, pride, etc.)

**C. Outputs**

Outputs are usually the tangible, controllable results of the program or initiative. Examples of outputs would include, number of participants, sessions or revenue etc.

**D. Influential Factors**

What are the potential barriers and/or supports that might impact the change you anticipate? Are there policies or other factors that could affect your program?

**E. Strategies**

Processes or actions that are used by the organization or program to manipulate and arrange items to produce the results desired by the organization or program. Examples would include advertising, volunteer recruitment, research, partnerships etc.

**F. Resources**

The people, time, money or services (goods-in-kind) that are required for your strategies to be successful.

**G. Suppositions and Research**

Your theory about how and why you think this will work in your community and from which conclusions are drawn about potential outcomes of the program or initiative.

## Step I - Program Planning Logic Model For Crime Prevention and Policing Programs/Initiatives

### A. Challenges and Opportunities

- ☐ What do we want to change?
- ☐ Why do we want to change it?
- ☐ What happens if we don't do it?

\*These do not have to be done in any particular order, though often people start with challenges and opportunities.

### E. Strategies

How are you going to get your desired results? What is done with the inputs to deliver program or initiative? Action steps, the 'to-do's, research, advertising, partnership development, volunteer training/recruitment.

### F. Resources

People, Time, \$, Service (good-in-kind)

### B. Outcomes

Benefits or changes for stakeholders i.e. new knowledge, increased skills, changed attitudes or values, modified behaviour, improved conditions, altered status.  
(Things you can't control)

### C. Outputs

What is the change or impact you want to see? The direct products of the program or initiative i.e. number of classes, number of participants, volume of materials distributed.  
(Things you can control. Tangibles)

### D. Influential Factors

What are the factors that will contribute to this change in our community?

### G. Suppositions & Research

State your theory about how and why you think this will work in your community.

**Classification:** \_\_\_\_\_

## **Program Planning/Development Classification**

### ***Program Planning Classification***

After completing your program planning you need to evaluate the idea for effectiveness in achieving the outcomes you have chosen and the capability for your organization to carry this out.

Following step 1 an objective analysis should be done and Program Classified as follows:

**No Interest**

Solutions considered to be likely ineffective or inappropriate.

**Of Interest**

Solutions that may be effective or appropriate, but are not an immediate priority either because of resource constraints or uncertainty as to likely effectiveness

**Immediate Interest**

An idea considered to be both effective and appropriate but is not yet working or underway in any fashion. Programs or initiatives classified as Immediate Interest should have an Implementation Logic Model done for them and be moved into the test phase.

**PROGRAM IMPLEMENTATION**

This step is to plan for a chosen program or initiative or for assessing an already existing (standard) program. By assessing the following components and planning with specific steps that will be taken to implement your program or initiative you will have a comprehensive program implementation plan that will give you success indicators and ways to evaluate each of these.

**A. Inputs/Resources**

These are materials that the organization or program takes in and then processes to produce the results desired by the organization. Types of inputs are people, money, equipment, facilities, supplies, people's ideas, people's time, goods-in kind, etc.

**B. Strategies**

Processes or actions that are used by the organization to manipulate and arrange items to produce the results desired by the organization or program.

**C. Outcomes**

Outcomes are the (hopefully positive) impacts on those people whom the organization wanted to benefit with its programs. Outcomes are usually specified in terms of:

- a) learning, including enhancements to knowledge, understanding/perceptions/attitudes, and behaviours
- b) skills (behaviours to accomplish results, or capabilities)
- c) conditions (increased security, stability, pride, etc.)

**D. Outputs**

Outputs are usually the tangible results of the major processes in the organization.

**E. Success Indicators**

Evidence of the change for which this program or initiative was created to affect. Example "Community members report feeling safer after program is implemented for six months."

**F. Evaluation(see Evaluation page following logic model)**

How will you measure your success? You want to determine if your success indicators have been met, how they have been met and why they have or have not been met. You will generally want formative and summative (see appendix 3) information from you evaluation.

**Classification:**

## Evaluation

Your evaluation method should help you assess the extent to which your program has achieved its intended result. Outcome-based evaluation answers two important questions: "To what extent have the success indicators been achieved?" and "Has this program achieved the outcomes that it was targeted at" and "What changes, if any, do we need to make to make it more effective?"

You should have a method to evaluate each one of your success indicators as well as a plan for reporting this information.

The following chart gives some examples of possible evaluation methods.

### Methods of Evaluation

| Type                     | Purpose  | Advantages   |
|--------------------------|--|--|
| Pre and Post Evaluations | Pre-existing evaluations that are administered at two points in time (i.e., the beginning and end of activities). These can be standardized or program based. Evaluations can document specific knowledge or performance gains directly related to the program activities. | They offer a rigorous, ready-made context for documenting improvement. They are widely accepted as credible evidence if appropriate for the activity. They may allow for comparison across programs. |
| Logs or Tally Sheets     | A log documents a participant's attendance or achievement such as "acquisition of skills." It is especially appropriate for programs where it is difficult to identify exactly what will be learned at any point in time.  | Logs are performance-based. They accommodate a range of starting and ending points and are easy to complete.   |
| Anecdotal/ Interviews    | Data are collected orally. The interviewer asks clearly defined questions. Usually questions are predetermined and limited to a specific topic. Sometimes there are additional questions asked to elicit a more detailed response.   | The data demonstrate specific examples of the observed outcome of programs or services. Allows for flexibility.  |
| Surveys                  | These are collected in a written format. Each respondent provides data on a set of clearly defined questions.  | The data can be used to demonstrate specific examples of participants perceived outcomes of the programs or service.   |
| Statistics               | Useful for success indicators based on statistical improvements. Data can be collected by program or organization or statistics that are collected by other organizations i.e. Statistics Canada, can be used  |  |

**Program Implementation Classification****Pilot/Program Implementation Phase**

|                              |   |
|------------------------------|---|
| <b>Under Test</b>            | An idea, initiative, project or program that is currently underway but has not yet been evaluated.  |
| <b>Successful Test</b>       | An idea, project, initiative or program that has been evaluated and judged or measured to be successful relative to the achievement of outcomes and meeting of success indicators. These are initiatives that need to be standardized or standardized with modification.  |
| <b>Unsuccessful Test</b>     | An idea, project, initiative or program that has been evaluated and judged or measured to be unsuccessful relative to the achievement of outcomes and meeting of success indicators. This may lead to withdrawal of funding or changes to the design of the program. If changes are proposed, the program should be reclassified as Under Test. |
| <b>Of-Merit<br/>Standard</b> | Continue with changes to inputs/resources and/or strategies.<br>A program or project that has been evaluated, deemed successful with respect to crime prevention and policing objectives, and is now considered part of the community's integrated response to crime prevention or enhanced policing.   |

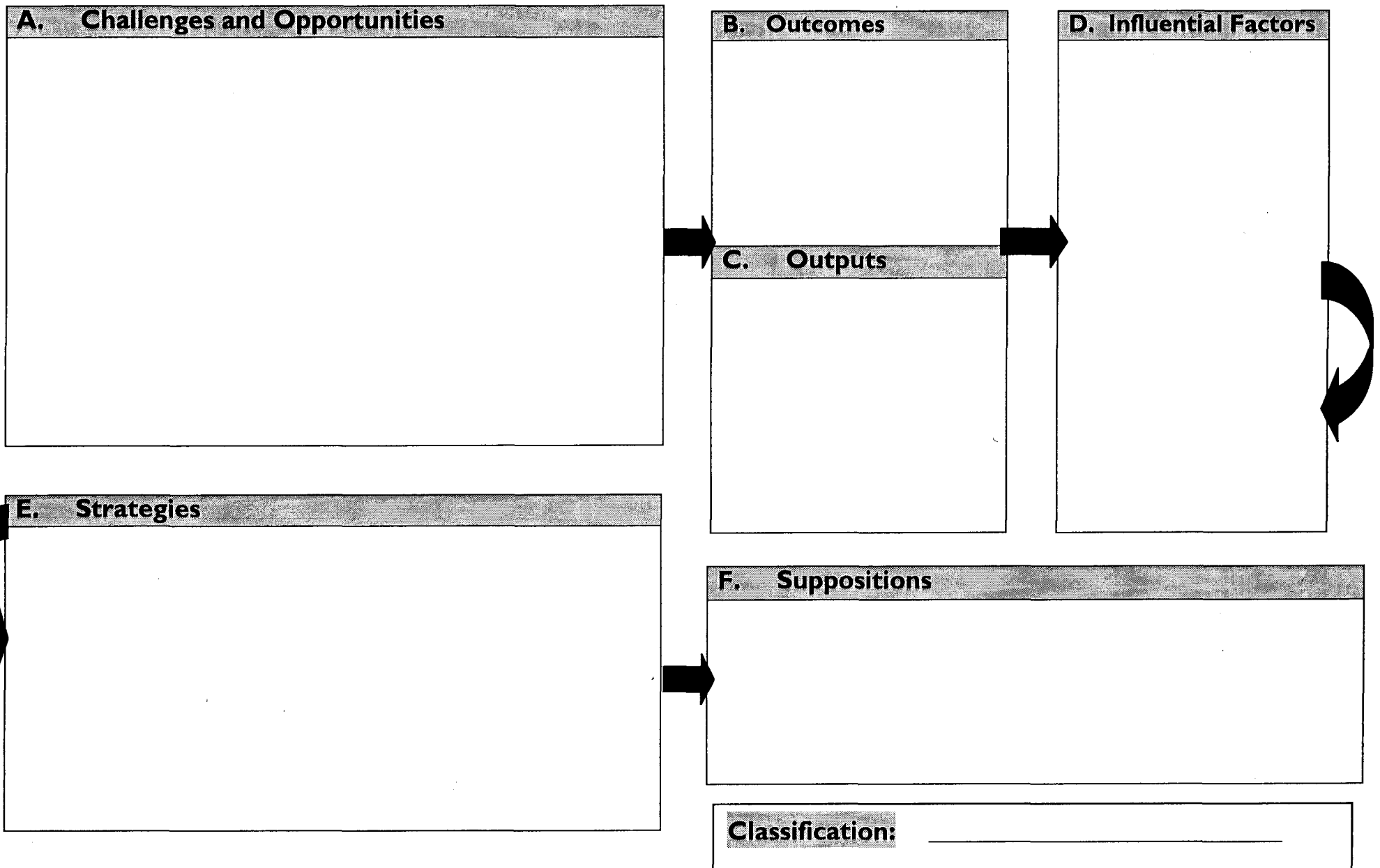
**Program Evaluation of Standard Programs**

|                        |  |
|------------------------|--|
| <b>No longer Valid</b> | No longer meets outcomes measured                            |
| <b>Of-Merit</b>        | Continue with changes to inputs/resources and/or strategies. |
| <b>Successful</b>      | Continue in current form.                                    |

## **TEMPLATES**

**Step I - Program Planning Logic Model**

| A. Challenges and Opportunities | B. Outcomes           | D. Influential Factors |
|---------------------------------|-----------------------|------------------------|
|                                 |                       |                        |
|                                 | C. Outputs            |                        |
|                                 |                       |                        |
| E. Strategies                   | F. Suppositions       |                        |
|                                 |                       |                        |
|                                 | Classification: _____ |                        |



**Step 3 - Program Implementation Logic Model**

Initiative: \_\_\_\_\_

| Inputs/Resources | Strategies | Outputs | Outcomes | Success Indicators | Evaluation |
|------------------|------------|---------|----------|--------------------|------------|
|                  |            |         |          |                    |            |

\* These do not have to be filled out in the order of the columns.

**Classification:** \_\_\_\_\_

## City of Red Deer Community Services CP Program Inventory.xls

| Agency/Organization                  | Program/Initiative                             | Main Contact           | Phone             | E-mail                         |
|--------------------------------------|--|------------------------|-------------------|--------------------------------|
| Youth and Volunteer Centre           | Family Connections                             | Paul                   | 342-6500          | 0                              |
| Youth and Volunteer Centre           | Youth and Volunteer Centre                     | Lisa Hanna             | 342-6500          | lisah@yvc.ca                   |
| Youth and Volunteer Centre           | In School Mentoring Program                    |                        | 0 342-6500        | 0                              |
| Youth and Volunteer Centre           | Boys and Girls Club                            | Les Waite              | 342-6500          | 0                              |
| Youth and Volunteer Centre/RCMP      | Cops for Kids                                  |                        | 0 342-6500        | 0                              |
| Neighbourhood Watch Association      | Neighbourhood Watch                            | TerryLee Ropchan       | 343-6181          | 0                              |
| Red Deer Public School District #104 | Aboriginal Family and School Frontline Program | Bruce Buruma           | 342-3708          | bburma@rdpsd.ab.ca             |
| Youth and Volunteer Centre           | 49th Street Youth Shelter                      | Rose Hatfield          | 342-6500          | info@yvccentre.com             |
| Parkland Youth Homes                 | Street Ties                                    |                        | 0 342-2285        | streetties@hotmail.com         |
| Red Deer Public School District #104 | Family School Wellness                         |                        | 0 342-4320        | 0                              |
| Central Alberta Methadone Program    | Central Alberta Methadone Program              | Shirley                | 309-3652          | 0                              |
| AADAC (Alberta Alcohol and Drug A    |  | 0                      | 0 340-5274        | 0                              |
| RCMP                                 | DARE(Drug Abuse Resistance Education)          |                        | 341-2000          |                                |
| Central Alberta AIDS Network Societ  | Central Alberta AIDS Network Society (CAANS)   | Jennifer Vanderschae   | 346-8858          | caans@turningpointagencies.org |
| John Howard Society                  | Community Criminal Justice Education Program   | Dorothy McLachlan      | 343-1770          | cjep@shaw.ca                   |
| John Howard Society                  | Client Intake/Liason                           | Geoff Smith            | 343-1770          | geoffrdjh@shaw.ca              |
| John Howard Society                  | Employment Closet                              | Geoff Smith            | 343-1770          | geoffrdjh@shaw.ca              |
| John Howard Society                  | Horizon House                                  | Geoff Smith            | 343-1770          | geoffrdjh@shaw.ca              |
| Canadian Mental Health/Central Albe  | Community Outreach Team                        |                        | 0 358-7771        | 0                              |
| City of Red Deer, Recreation, Parks  | CARE Program                                   | Ed Morris              | 309-8411          | info@reddeer.ca                |
| Central Alberta Housing Society      | Inn from the Cold                              | Tricia Haggarty        | 342-4722          | cahsed@incentre.net            |
| RCMP                                 | Citizens on Patrol                             |                        | 0 341-2000        | 0                              |
| Red Deer Native Friendship Centre    | Community Care Program                         | Sherrie Mattie/Anita C | 340-0020          | communitycare.rdnfc@shaw.ca    |
| Alberta Solicitor General            | Community Corrections                          | Kim Fay                | 340-5180          | 0                              |
| Red Deer Catholic School Board       | Family School Wellness Program                 | Carol Ellison          | 342-4320          | carol_ellison@rdrcd.ab.ca      |
| Kidsport Central Alberta             | Kidsport Central Alberta                       | Doug Holloway/Jim De   | 309-8411/347-1000 | 0                              |
| City of Red Deer, Recreation, Parks  | Leisure Programs                               |                        | 0 309-8411        | info@reddeer.ca                |
| McMan Youth, Family and Communit     |  | 0                      | 0 309-2002        | rdmcm@shaw.ca                  |
| Metis L.I.N.K.S.                     |  | 0 E.J. Poitra          | 340-0484          | 0                              |
| Native Councelling Services of Alber |  | 0 Ruby Marschall       | 347-4377          | reddeer@ncsa.ca                |
| Niwichihaw Aboriginal Addiction Cou  |  | 0 Lee-Ann Shank        | 342-0369          | niwich@telus.net               |
| Safe Harbour Society                 | Safe Harbour Shelter                           | Kath Hoffman           | 346-8858          | kath@safeharboursociety.org    |
| 0                                    | 0  | 0                      | 0                 | 0                              |
|                                      |  |                        |                   |                                |
|                                      |  |                        |                   |                                |

Crime Prevention Programs, for the purpose of this inventory can be defined as:

Program or initiatives that reduce of risk of individuals participating in crime or being involved in criminal or risky behaviour and the subsequent negative outcomes for the individual and their community or society.

## Crime Prevention Through Environmental Design - CPTED

| Inputs/Resources   | Strategies   | Outputs                               | Outcomes   | Success Indicators   | Evaluation   |
|--|--|---------------------------------------|--|--|--|
| City of Red Deer most logical choice   | Assign a sponsoring organization/agency  | Coordinated CEPTED Program            | Strategies move forward                                      | CPTED program exists and is utilized in ¾ of communities   |  |
| \$ for resource purchase<br>\$ for handout development<br><b>1.5FTE \$60 000 CP&amp;PS</b>   | <b>Develop a Centre of Excellence</b> <ul style="list-style-type: none"> <li>CPTED Library</li> <li>Support materials (pamphlets, posters, etc.) development</li> <li>Support Material distribution</li> </ul> | Library available<br>Support Material |  |  |  |
| Community CPTED Program including presentations, information distribution (pamphlets, posters etc.)  |  |                                       | Reduced crime within the City of Red Deer                    | by ? %   | Evaluations at presentations<br><br>House stickers |
| RCMP Facilities<br>Funding required to train (# hrs/training session, # of sessions, # of participants needed<br>Apply for CIP or Regional Crime Prevention grants or early success \$ | Train the Trainer  | Courses – Train the trainer           | Citizens demonstrate sense of community ownership and pride. | # of Participants<br># Presentations<br># of CPTED Assessments<br># changes made<br>%↓ Crime<br>%↑ participation<br><br>CPTED program exists and is utilized in ¾ of communities |  |
| Neighbourhood watch, community assoc., Ad Co. CIRS   | Volunteer recruitment and management.  | Group of volunteer CPTED Trainers     |  |  |  |

## Crime Prevention and Policing Strategy

|  |  |   |  |  |  |
|--|--|---|--|--|--|
| Neighbourhood watch, community assoc., Welcome wagon, Business Organizations Facilities, Service Clubs, CPTED Trainers, Business Organizations | Promote and organize community presentations. Coordinate with Neighbourhood Watch, Community Associations and COPS   | Community Presentations/courses   |  |  |  |
| Volunteers?  | CPTED Assessment Program   | CPTED Assessments Partnerships with builders/real estate agents etc.  |  |  |  |
| RCMP Victims Services  | Information distribution to victims of crime   | Support Material  |  |  |  |
| Realtors/Builders  | New homeowners program. Information distribution through realtors and Builders<br><br><b>Link Crime Free Certification Program to CEPTED.</b> Desirable to live in a certified area, desirable for realtors, builders to participate | Support Material<br><br>Crime Free Certification CPTED component.   |  |  |  |
|  | Planning and development incorporate CPTED<br><br>New development<br><br>Older/existing neighbourhoods   | CPTED Embedded in area structure plans<br><br>CPTED Embedded in area structure plans<br>Information pamphlets for homeowners. Community Presentations |  |  |  |
|  | CPTED included in Community Scorecard.   |   |  |  |  |

**Citizens on Patrol - COPS**

| Inputs/Resources   | Strategies   | Outputs   | Outcomes  | Success Indicators  | Evaluation |
|--|--|---|---|---|------------|
| Project leader   | Research other, similar sized communities                              | Report on active/effective patrol programs  | Ideas and information to utilize in planning.   | Best Practice Information can be utilized for program                 |            |
| Neighbourhood Watch, Community Associations, Fed. Of Comm. Assoc., DBA, Chamber of Commerce, current COPS volunteers, RCMP, Youth (ESCAYPE, Youth Councils, YVC) | Implementation Committee to develop 3 year Plan initiated by the RCMP. | A plan for developing an active, involved COPS program within the city of Red Deer. | Concise plan to develop a active and effective COPS program by 2009.<br>Community Driven initiative<br>Strong Leadership<br>Coordination within community | Three-year COPS development plan exists.                              |            |
| CIRS, Community Associations, Neighbourhood Watch  | Volunteer recruitment  | Number of potential volunteers  |   | Number of volunteers meets three-year plan goals.                     |            |
| Existing Cops training materials   | Volunteer Training   | Trained Volunteers  | Group of trained volunteers   | Volunteers indicate feeling adequately trained, supported and valued. | Survey     |
| CSD Education, Awareness and Marketing Specialist  | Communicate value to members of the community                          | Report Card<br><br>Wed based resource/newsletter                                    | Community Awareness, interest.<br>Feedback to the community   | COPS program information included in Community Report Card            |            |



## Crime Prevention for Businesses

*The City of Red Deer Community Services division and the RCMP—Red Deer Detachment: committed to building a safer community together.*

### Business Security

**Thieves and vandals are attracted to easy targets. Are you doing enough to protect your business?**

### Protecting your investment

Proper security in your business can not only protect you from crime or vandalism, it also creates a safe environment for your customers.

Traditional security measures, such as locks, alarms and safes, should be used along with Crime Prevention Through Environmental Design (CPTED) concepts to increase safety and security.

### CPTED Strategies

#### Natural Surveillance

This involves placing physical features, activities, and people in a way that maximizes visibility. Examples include unobstructed doors and windows, pedestrian-friendly sidewalks and streets, and effective night time lighting.

#### Territorial Reinforcement

Physical design can also create or extend a sphere of influence. Users of the space are encouraged to develop a sense of territorial control while potential offenders, perceiving this control, are discouraged. This concept includes features that define property lines and distinguish private spaces from public spaces using landscape plantings, pavement designs, gateway treatments, signage, and open CPTED fences.

#### Natural Access Control

People are physically guided through a space by the strategic design of streets, sidewalks, building entrances, and landscaping. Design elements are useful tools to clearly indicate public routes and discourage access to private areas and structural elements.

#### Maintenance

Care and maintenance support the continued use of a space for its intended purpose. Deterioration indicates less concern and control by the intended users of a site and indicates a greater tolerance of disorder. Proper maintenance prevents reduced visibility due to plant overgrowth and obstructed or inoperative lighting, while serving as an additional expression of territoriality and ownership.

**Natural surveillance**

- Maintain clear visibility from the store to the street and sidewalk or parking areas.
- Window signs should cover no more than 15 per cent of windows.
- Shelves and displays should be no higher than five feet, especially in front of windows, for visibility.
- Keep weeds, shrubbery and debris away from your doors and windows. Don't provide burglars with places to hide or climbing platforms.
- Monitor all entrances through visual or electronic surveillance.

**Landscaping and architectural designs**

Use simple, inexpensive CPTED guidelines to improve security for your business:

- Ensure shrubs and trees don't create blind spots or hiding places.
- Trim bushes and hedges to a maximum height of three feet.
- Use walkways and landscaping to direct visitors to the proper entrance and away from private areas.
- Sidewalks, parking lots, doorways and all areas of the property should be well lit.
- Remove objects that may provide informal seating for loiterers.
- Recessed doorways can provide cover for criminal behaviour or loitering. Change these to be flush with walls or install gates.
- Prevent easy access to the roof or fire escape from the ground.

**Controlling access to your business**

- Locate your cash register at the front of the store, near the door, where it is visible from outside.
- Ensure public paths are clearly marked.
- Use signs to direct customers to parking and business entrances.
- Only provide rear access to your business from rear parking lots.

**Management tips**

- Your business hours should coincide with those of neighbouring businesses.
- Night-time employees should have access to safe, visible parking located close to the entrance.
- Put a cash limit in place (for example, \$50).
- Train employees to check regularly for cash over the limit and to place it in a "drop safe" that the clerk can't open. Post a sign "Maximum cash in register".
- If it isn't possible to have a safe, don't place large bills under the cash register—find a safe alternate hiding place.
- Try to have two staff on hand at opening and closing times; this is an attractive time for robbers.
- Train employees to be alert for suspicious persons. Parked cars and telephone booths are common outdoor observation spots for watching a business. Call the RCMP or store security if employees notice suspicious activity.
- Watch for customers who seem to be loitering or glancing around the store while shopping or browsing a magazine, or who seem nervous or rushed.
- Check all doors and windows every day at closing time.
- Keep side or back doors locked at all times and have employees use the main entrance.
- Work with other businesses in the area to promote shopper and business safety and address specific security issues.

**Light up at night**

- Light up all entrances, including alleys, with vandal-proof fixtures.
- Leave some lights on inside your premises.

### **Commercial Storefronts**

- Use cash drop safes during lower traffic hours.
- Avoid having a single employee make after-hours bank deposits.
- Install and monitor video cameras, but hide VCRs (supply a decoy).
- Provide employees with safety training.
- Securely lock rear entrances.
- Use secure doors and frames.
- Put 180 degree door viewers in rear security doors.

### **Other security options**

- Install a monitored alarm system and post a conspicuous notice that shows you one.
- Install video cameras and post signs advising "Area Under Video Surveillance."
- Place height markers at the main entrance so employees can use them to gauge the height of a robber as he leaves your business. To make height markings, place strips of differently coloured tape at the 5', 5'6" and 6' heights.

## **Burglary and Armed Robbery**

A total security program is the best way to avoid armed robberies. The stronger your security image, the less likely a robber is to select your business as a target.

- Good visibility, inside and out, is a deterrent. It allows employees to keep an eye on suspicious persons and increases the possibility that someone outside will see if a robbery does occur.
- Advertise a cash control policy. Adopt a cash limit and deposit excess in a safe the cashier can't open.
- Vary your banking routine, and camouflage your cash bag.
- Consider installing an alarm or surveillance cameras.
- If you discover a break-in, call the RCMP at once at their Complaint Line: 343-5575.
- Don't disturb evidence of a break-in.
- If you see a break-in in progress, call 911.

### **Burglary**

Crimes against businesses are usually crimes of opportunity. Check your business for the following:

- Are there shadows or boxes that would conceal a burglar's entry?
- Is there merchandise in the window display that would be easy to steal?
- Is there evidence of an alarm?
- Are the windows secure?

### **Armed robbery safety**

Even with a strong security presence, there is a chance that a robbery may occur. Employees should be trained on what to do to stay safe during an armed robbery:

- Cooperate. Don't argue or try to be a hero. The robber will likely be nervous and may react unpredictably.
- Do exactly as he or she asks and be as polite and accommodating as possible.
- Don't make any sudden moves. Tell the robber what you are doing if you have to make an unexpected move.
- Observe details of the robber's appearance. Write everything down as soon as possible without jeopardizing your safety.
- Try to get a description of the robber's car and write down the license number.
- Protect the areas for police examination. Lock the doors immediately after the robber leaves until the RCMP arrive.

## Target Hardening Tips and Techniques

Traditional security measures, such as good locks, lighting and alarms, are important tools in the prevention of crime. Generally they work in harmony with CPTED.

Installation of security gates, barbed or razor-wire fences and barred windows can create an impression of high crime and danger, whether justified or not. This deters those with legitimate business from coming to an area and making it safer by their presence. Such elements also indicate to the criminal that criminal behavior is expected or at least anticipated.

If fortification is necessary, CPTED principals can still be used to lessen the visual impact on the surrounding area. Try white painted bars mounted inside the windows rather than black ones bolted onto the exterior, or decorative metal fences rather than chain link fences.

## Crime Prevention Programs

**The best way to keep crime out of our neighbourhoods is to keep ourselves involved in crime prevention. Get to know your business neighbours and discuss an effective crime prevention strategy for your area!**

### To report a crime:

|                |  |
|----------------|--|
| RCMP Red Deer  | 343-5575   |
| Emergencies    | 911  |
| Crime Stoppers | 340-8477 (TIPS)  |
|                | <a href="http://www.tipssubmit.com">www.tipssubmit.com</a> |

### Community programs:

|                               |          |
|-------------------------------|----------|
| Victim's Services             | 341-2041 |
| 24 hour pager                 | 309-9563 |
| Neighbourhood Watch           | 343-6181 |
| Citizens on Patrol (C.O.P.S.) | 341-2000 |

### For more information, please contact:

Community Services Division  
The City of Red Deer  
Fourth Floor, City Hall  
Box 5008, 4914—48 Avenue  
Red Deer, AB T4N 3T4  
Phone: 403.309.8500  
E-mail: [info@reddeer.ca](mailto:info@reddeer.ca)

## Standardized Description Form

If you are the victim of a crime, take note of everything you can to help police identify the suspect. (Don't compare notes with other witnesses, as it is easy to become confused.)

Time:

Date:

Location:

Height / Weight:

Sex: M ☐ F ☐

Hair colour / cut:

Complexion:

Age:

Eye colour / glasses:

Jewelry:

Clothing / shoes:

Tattoos or scars:

Vehicle model, colour and license number:

Any unusual physical details or accents:

## Crime Prevention & Policing Strategy

The Crime Prevention and Policing Strategy was initiated by Red Deer City Council in October 2003 and approved on December 29, 2004.

Goals of the Strategy include:

- Developing a practical direction or framework to guide crime prevention and policing activities in Red Deer in the years to come
- Providing a set of recommendations that will help us move together toward crime prevention and policing goals

Implementation of the Strategy:

The Community Services Division, in consultation with the Advisory Committee on Crime Prevention, is currently developing an implementation plan for the recommendations found in the Crime Prevention and Policing Strategy. This plan will be completed in the Fall of 2005.

For more information, please contact:

Community Services Division  
The City of Red Deer  
Fourth Floor, City Hall  
Box 5008, 4914—48 Avenue  
Red Deer, AB T4N 3T4

Phone: 403.309.8500

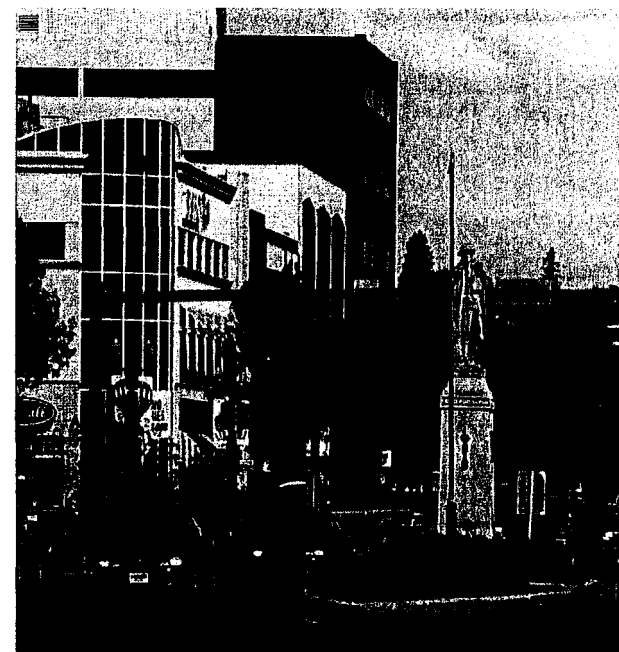
E-mail: [info@reddeer.ca](mailto:info@reddeer.ca)



[www.reddeer.ca](http://www.reddeer.ca)

## Reporting Crime

### Information for Red Deer Business Owners



# Crime is everyone's responsibility. Reporting crime helps the City of Red Deer and the RCMP help you.

## When should you call RCMP Complaints & Bylaw Enforcement?

- Non-urgent situations
- Break-ins or thefts where the suspect is gone
- Reporting a crime that happened some time ago
- Information requests
- Non-emergency animal calls
- Suspicious vehicle or person
- Neighbourhood disputes including noise complaints

In these sorts of non-urgent cases where immediate police attendance is not crucial, please call the Red Deer RCMP directly at **343-5575**.

## RCMP response to your call

### Priority assessment

When you call RCMP dispatch to report a crime or incident, your call is prioritized to ensure that the most serious incidents requiring immediate police attention are handled first. The dispatcher then assigns the calls to officers based on priority.

High priority calls are crimes against persons and/or crimes in progress where there is immediate risk of harm to persons or property.

## You are the eyes and ears.

Help make Red Deer a safer place to work and live in by reporting all crime to the RCMP.

## Crime Prevention Programs

The best way to keep crime out of our neighbourhoods is to keep ourselves involved in crime prevention. Get to know your business neighbours and discuss an effective crime prevention strategy for your area!

### To report a crime:

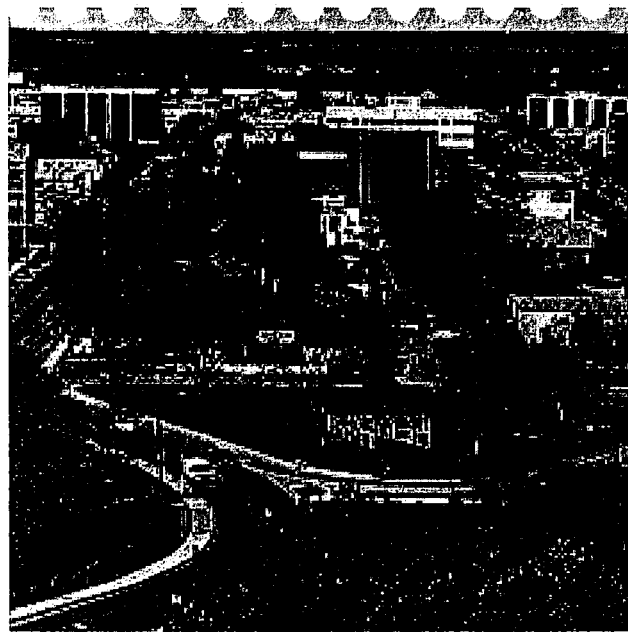
|                |  |
|----------------|--|
| RCMP Red Deer  | 343-5575   |
| Emergencies    | 911  |
| Crime Stoppers | 340-8477 (TIPS)  |
| Web site       | <a href="http://www.tipsubmit.com">www.tipsubmit.com</a> |

### Community programs:

|                               |          |
|-------------------------------|----------|
| Victim's Services             | 341-2041 |
| 24 hour pager                 | 309-9563 |
| Neighbourhood Watch           | 343-6181 |
| Citizens on Patrol (C.O.P.S.) | 341-2000 |

**The business community is key in combating crime in Red Deer.**

**You can make a difference by working with the RCMP and sharing information.**



## Reporting crime is important!

The City of Red Deer and the RCMP can only combat crime successfully if they have an accurate picture of the exact location and type of crime occurring in Red Deer.

We can only achieve this if all crimes are reported.

## Make the right call!

### When should you call 911?

When urgent Police, Fire or Ambulance service is needed. Some examples of emergency situations include:

- Crime in progress
- Fights or displays of weapons
- Fire
- Serious medical problem (chest pain, seizure, bleeding, breathing problems)

**If you are ever in immediate danger or can see that a crime is taking place call 911.**



**POSSIBLE/SUGGESTED CORPORATE PROCEDURE**  
 DP # (filled in by LAS)

## **Advocacy and Lobbying Procedure**

### **Purpose:**

- This procedure has been developed to outline a process for The City of Red Deer to lobby for changes or advocate for a chosen position, to the provincial and/or federal government.
- This Procedure is a method by which decisions that are beyond the mandate of municipal government but affect the City of Red Deer or Community of Red Deer or its region, can be addressed and the best interests of the community can be put forward to these decision makers.

### **Procedure:**

|     | <b>Action Steps</b>   | <b>Responsibility</b>                                   |
|-----|---|---|
| 1.  | Enlist involvement of Community Stakeholders  |   |
| 1.a | Focus group created of community stakeholders to look at issue, identify challenges for the community, goal for advocacy/lobbying and identify level(s) of government/decision makers that need to be influenced. | Appropriate Department will take lead role.             |
| 1.b | Identify resources available (people, research, information)  | Lead Department/Focus Group                             |
| 1.c | Develop a steering committee from the focus group to carry project forward  |   |
| 2.  | Obtain support from community decision makers   | Steering Committee                                      |
| 2.a | Prepare report for Red Deer City Council containing clear, focused information on issue.  | Lead Department in consultation with Steering Committee |
| 2.b | If Council deems that they support issue approach will be made through them to Red Deer MLA's and/or MP for support.  | Red Deer City Council                                   |
| 2.c | If Council deems that they support issue letter will be sent from the office of the Mayor and City Manager to the appropriate decision maker(s).  | Office of the Mayor and City Manager                    |
| 3.  | Communication Plan can be made if deemed appropriate by the Steering Committee.   | Steering Committee/<br>Communications Department        |
| 4.  | Follow Up contacts will be made by lead Department  |   |

### **Scope/Application:**

- An avenue through which decisions that are beyond the mandate of municipal government but affect the City of Red Deer or Community of Red Deer or its region, can be addressed and the best interests of the community can be put forward to decision makers.

### **Authority/Responsibility to Implement:**

- This procedure was developed as a result of Recommendations in the Crime Prevention and Policing Strategy, Accepted by Red Deer City Council December 29, 2004.
- Community Services Division holds the responsibility for this Procedure/Guideline.

### **Definitions:**

- If applicable, briefly define key terms used in this procedure that might need clarifying.

**Advocacy and Lobbying Procedure****Approval History**

|   |
|---|
| Approval Date: (will be filled in by LAS) |
| Revision Date:                            |
| Revision Date:                            |

**References/Links:**

- Crime Prevention and Policing Strategy: Building a Safer Community Together, December 2004
- The Red Deer Crime Prevention and Policing Strategy: Implementation Plan

**Inquiries/Contact Person:**

Community Services Division

## **Crime Prevention and Policing Strategy Implementation Plan –**

### **1. What is the Crime Prevention and Policing Strategy Implementation Plan?**

The Implementation Plan has come as a result of the Crime Prevention and Policing Strategy. The Strategy, which was accepted by Council in December 2004, identified existing issues and trends in crime and worked to determine courses of action for crime prevention and policing goals in the future. The Implementation Plan was developed to support the recommendations identified in this Strategy and outlines the actions, strategies, timelines, resources and responsibilities surrounding the implementation of the recommended actions.

### **2. How will this document be used?**

The Implementation Plan will act as a framework for the RCMP, The City of Red Deer and the community with respect to recommended courses of action for crime prevention and policing within Red Deer. This is a planning document that will be presented to City Council in October. If Council approves the Plan, The City of Red Deer Community Services Division will move forward to implement crime prevention strategies using the actions, timelines and responsibilities outlined in the Implementation Plan as a guide.

### **3. How has the community supported the development of the Implementation Plan?**

The Plan was created after extensive community consultation with individuals, agencies, and associations, and has been developed by an Advisory Committee made up of a broad range of stakeholder representatives from community associations, RCMP, Policing Committee, agencies and the business community. If City Council adopts it as a planning tool, the Implementation Plan recommends that the Committee continue to work with Community Services in an advisory role.

### **4. What are the key recommendations in the Implementation Plan?**

The Implementation Plan contains several recommendations. Some of the key recommendations include:

- adopting a community-driven policing model, which involves educating citizens to report crime more actively and to share information regarding crime issues with each other
- increasing police presence
- continuing efforts to target crime in the downtown
- supporting a reinvigorated COPS (Citizens on Patrol) program
- building and expanding the program of Crime Prevention Through Environmental Design (CPTED); and
- development of a report card to the community and stakeholders twice annually

### **5. Who is responsible for implementing the recommendations?**

The Community Services Division has been made responsible for carrying forward the recommendations of the Crime Prevention and Policing Strategy. With the creation of the Advisory Committee on Crime Prevention, Community Services formed a means of obtaining broad-based community input into crime prevention and policing strategy. The Implementation Plan clearly outlines community, City and RCMP responsibilities. One of the key points within the Plan is that crime prevention is everyone's responsibility. The Plan seeks to educate business owners and citizens on reporting crime and communicating with each other regarding crime issues. As well, business and home owners will be encouraged to make their buildings less attractive targets for crime by adopting

CPTED principles. Each of the stakeholder groups will be responsible for implementing various recommendations that are put forth in the Plan.

**6. How is this plan significant to the community?**

The Plan is of significance to the community in that it highlights the necessity of a community-driven policing model. The Plan recognizes that crime is a community-based problem and that all citizens are responsible for crime prevention. The Implementation Plan also recognizes that education surrounding how to report crime and how to share information is not only beneficial but crucial to maintaining a safe community. By working toward building processes and educating citizens about the importance of reporting crime and communicating with RCMP, we will be taking the necessary steps toward creating a safer community. Encouraging citizens to take charge of their safety through community associations, Neighbourhood Watch programs, and Citizens on Patrol is also noted in the Plan as a positive and effective step toward creating and maintaining a safer community.

**7. What are the next steps in implementing this plan?**

Assigning organizational responsibility for implementing the Implementation Plan to the Community Services Division means that the Plan will be carried forward in a structured way, with continued feedback from the Advisory Committee. Once City Council adopts the Implementation Plan as a planning tool, Community Services will move forward with the next implementation steps. Some work began in 2001 with increased police presence in the downtown, increased visits of resource officers to schools with crime prevention and drug-free messages, and with the development by The City of Red Deer of CPTED educational materials for businesses, and information on reporting crime. If City Council adopts the Implementation Plan, these previously implemented programs will be strengthened and next steps will be executed through The City's Service Plan and budget processes, through continuing community consultation and with the continued support of the Advisory Committee.

*Comments:*

We concur with the recommendations of the Crime Prevention & Policing Strategy Project Leader.

We would like to recognize and thank the members of the Advisory Committee on Crime Prevention:

|  |   |
|--|---|
| Community Services Division – Chair:   | Kristina Getz, Project Leader   |
| RCMP Representatives:                  | Jim Steele, RCMP Superintendent<br>Doug Cooper, RCMP  |
| Policing Committee Representatives:    | Phil Hyde, Chair<br>Carrie Farnell, Vice-Chair  |
| Community Association Representatives: | Dawna Barnes, Parkvale<br>Marleen Cowan, Riverside Meadows  |
| Community Agencies Representatives:    | TerryLee Ropchan, Neighbourhood Watch<br>Tricia Haggarty, Central Alberta Housing Society<br>David Murphy, Youth & Volunteer Centre |
| Business Community Representatives:    | Sonia Sawyer, Downtown Business Association<br>Mitch Thomson, Parkland Funeral Home and Crematorium                                 |

We would also like to especially thank Kristina Getz who provided excellent leadership to the process. A copy of the Red Deer Crime Prevention and Policing Strategy Implementation Plan is included as an attachment with this agenda.

“Morris Flewwelling”  
Mayor

“Norbert Van Wyk”  
City Manager



Community Services

**Date:** October 17, 2005

**To:** Kelly Kloss, Legislative and Administrative Services Manager

**From:** Kristina Getz, Crime Prevention & Policing Strategy Project Leader  
Colleen Jensen, Community Services Manager

**Subject:** Policing Committee resolution to amalgamate with the Advisory Committee on Crime Prevention

At their September 20<sup>th</sup>, 2005 meeting the Policing Committee approved the following resolution:

*"Resolved that the Policing Committee recommend an investigation of the merits of amalgamating the Policing Committee and the Advisory Committee on Crime Prevention into one committee by October 1, 2006."*

The Community Services Division would not be in support of this recommendation. These two committees, and their different responsibilities, were designated as important pieces of the Crime Prevention and Policing Strategy, each having a role in forwarding our community's crime prevention and policing goal of building a safer community together but with very different responsibilities.

The role of the Policing Committee, set out in their Terms of Reference, is a standing committee of Council, advising Council on policy issues related to Policing. Some recommendations of the Strategy will have policy issues related to policing, which will then go to the Policing Committee for their input and recommendations to Council.

The Advisory Committee on Crime Prevention is an administrative committee, giving input and feedback to the Community Services Division specific to the implementation of the Crime Prevention and Policing Strategy. Many of the recommendations in the Strategy are community focused, and require a broad representation of community stakeholders. The Advisory Committee on Crime Prevention is the venue for this.

Maintaining these two committees serves the needs of the City of Red Deer. The Advisory Committee on Crime Prevention includes a broad representation of the community including: community associations (2 members), community agencies (3 members), the policing committee (2 members), the business community (2 members), RCMP (2 members), two members at large and a Community Services division staff member. This is important for the community oriented crime prevention and policing focus of the Strategy. The Policing Committee has a smaller membership, made up of seven members including one councilor, five citizens-at-large and one Downtown Business Association representative, allowing it to deal with Policing policy issues in a timely manner. Some of these will be related to the Strategy



Community Services

while others will come from emerging issues within the community. The Community Services Division feels that it is important to have the input of both of these committees to further the success of this initiative.

**Recommendation**

That the City of Red Deer maintain the current system of a separate Policing Committee, as a committee of Council, and the Advisory Committee on Crime Prevention, as an advisory committee to City administration.

Respectfully,

A handwritten signature in black ink, appearing to read 'Kristina Getz'.

Kristina Getz  
Crime Prevention & Policing Strategy Project Leader  
403.342.8157/403.342.8264  
[kristina.getz@reddeer.ca](mailto:kristina.getz@reddeer.ca)

A handwritten signature in black ink, appearing to read 'Colleen Jensen'.

Colleen Jensen  
Community Services Director  
403.342.8323  
[colleen.jensen@reddeer.ca](mailto:colleen.jensen@reddeer.ca)

***Comments:***

We recommend that City Council direct no action on the amalgamation of the Policing Committee and the Advisory Committee on Crime Prevention into one committee by October 1, 2006. The rationale provided by the Community Services Director and the Crime Prevention and Policing Study Project Leader is clear with respect to the role of the Advisory Committee versus the role of the Policing Committee. The Policing Committee is advisory to City Council whereas the Advisory Committee provides input and feedback to the Community Services Division specific to the implementation of the Crime Prevention and Policing Strategy. The blending of these two functions would not be appropriate or workable to achieve a proper implementation of the Strategy. The recommended approach by Administration is similar to the approach previously used for the implementation of the Emergency Services Master Plan.

"Morris Flewwelling"  
Mayor

"Norbert Van Wyk"  
City Manager



## **COUNCIL MEETING OF OCTOBER 24<sup>th</sup> , 2005**

### **ATTACHMENT**

**DOCUMENT STATUS:        PUBLIC**

**REFERS TO:                RED DEER CRIME PREVENTION  
AND POLICING STRATEGY:  
IMPLEMENTATION PLAN**

FILE COPY



Council Decision – October 24, 2005

Legislative & Administrative Services

**DATE:** October 25, 2005

**TO:** Kristina Getz, Crime Prevention & Policing Strategy Project Leader  
Community Services

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Crime Prevention and Policing Strategy Implementation Plan &  
Policing Committee Resolution to Amalgamate With the Advisory  
Committee on Crime Prevention

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*Reference Report:*

Crime Prevention & Policing Strategy Project Leader, dated October 17, 2005

*Resolutions:*

*"Resolved* that Council of the City of Red Deer having considered the report from the Crime Prevention & Policing Strategy Project Leader, dated October 17, 2005, re: Crime Prevention and Policing Strategy Implementation Plan, hereby approves the Crime Prevention and Policing Implementation Plan as a planning tool, as presented to Council on October 24, 2005."

*"Resolved* that Council of the City of Red Deer having considered the report from the Crime Prevention & Policing Strategy Project Leader, dated October 17, 2005, re: Policing Committee Resolution to Amalgamate with the Advisory Committee on Crime Prevention, hereby agrees that no action be taken on this request."

*Report Back to Council:* No

*Comments/Further Action:*

When the biannual report card to the community is completed, please provide me with a copy so that I may forward it to the Mayor and Councillors.

  
Kelly Kloss  
Manager

/chk

c Director of Community Services  
Policing Committee



Financial Services Department

**Date:** October 11, 2005  
**To:** Legislative and Administrative Services Manager  
**From:** Financial Services Manager  
**Re:** **Amendments to Utility Bylaw 3215/98  
Changes to Penalties/Application Fee**

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The City has a Utility Bylaw that provides for the regulation, supply and use of the water, wastewater and solid waste utilities for the City. This includes provision for rates and penalties.

The following changes to Section 28 (Late Payment Penalty) are requested:

- The method of calculating the penalty. At this time, the penalty is exclusively calculated on the current charges. We propose that the penalty be charged on the entire balance that is outstanding as of the due date. This calculation would be more efficient for our utility software system to calculate. Additionally we feel that this calculation would encourage customers to keep their utility accounts more current.
- A change to the penalty rate from the current 2.5% to 1.5%. This is the rate currently used to calculate interest on our overdue general accounts receivable.

A change to Section 35 (Termination by City) is requested. This section comes into play when a property has become vacant and the City has received no new application for utility service. It empowers the City to open a utility account in the name of the property owner. Currently the only fee that is charged is the standard application fee of \$15.00 as specified in section 7 of the bylaw. The proposed change is to increase the fee for "Termination by City" or 'Non-application fee' to \$30.00 in order to offset the additional operating costs associated with determining the owner and possession date. A considerable amount of time is spent monitoring and researching these accounts. This fee would offset these costs.

Questions & Answers

- 1      *How will the proposed change in the penalty (Item 28 in the bylaw) affect residential customers?*

Utility customers who keep their accounts current and pay their bills by the due date will be unaffected.

A utility customer who incurs monthly utility charges of \$100 and makes no payments for 3 months would incur late payment charges of \$7.50 under the current system and \$9.09 under the proposed change in the penalty.

2. *What methods and rates do other utility companies use?*

There are a variety of methods and rate combinations used by Alberta utility companies. Some charge a penalty on the unpaid current balance; some calculate the charge on the unpaid balance. In the companies sampled, the rates vary from 1.5% to 3.5%.

Recommendation

It is respectfully recommended that Council approve the proposed changes to the late payment penalty and non-application fee, to become effective January 1, 2006, and give three readings of the Bylaw amendments at this time.

Lorraine Poth, CMA  
Financial Services Manager

c      Director of Corporate Services  
        Public Works Manager



Path: paul\memos\2005  
Master File: 170 Bylaws 2004-2005

**Public Works Department**

**Date:** October 12, 2005  
**To:** Legislative and Administrative Services Manager  
**From:** Public Works Manager  
**Re:** **Amendments to Utility Bylaw 3215/98**

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The Utility Bylaw 3215/98 contains rates pertaining to the managing of utility billing processes within the body of the Bylaw. For overall consistency, these rates have been moved to Schedule A. A general reorganization of Schedule A has been done in order to group similar types of rates together. Over time, as new rates were required, they were added at the end of the schedule as opposed to being placed with similar rates within the schedule.

The changes will improve overall use of the Bylaw for reference purposes and for reviewing rates when preparing the Business Plan.

Other changes being requested are the penalty amount levied for item 28 and an addition of a fee for item 35. The fee for item 35 has been included in Schedule A. Both of these requested changes are explained in the memo from the Financial Services Manager.

**Recommendation**

It is respectfully recommended that Council approve the proposed rate addition and changes and give three readings of the Bylaw amendments at this time.

A handwritten signature in black ink, appearing to read 'Paul A. Goranson'.

Paul A. Goranson, P.Eng., MBA  
Public Works Manager

CB/blm

c      Director of Development Services  
         Senior Corporate Accountant – Revenue

## **BYLAW NO. 3215/98**

Being a bylaw of the City of Red Deer, in the Province of Alberta, to regulate and provide for the supply and use of the water, wastewater and solid waste utilities of The City of Red Deer.<sup>1</sup>

### **PART 1**

#### **ENACTMENT<sup>2</sup>**

WHEREAS The City of Red Deer has constructed and now maintains utility systems to provide for water, wastewater and solid waste service and facilities; and

WHEREAS it is deemed just and proper to levy rates and charges on all persons to whom such utility services are provided and to set forth the terms and conditions under which such utility service will be provided.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1           This bylaw may be called "The Utility Bylaw".

### **PART 2**

#### **DEFINITIONS**

2           In this Bylaw and in the Schedules attached hereto:

"Application" shall mean the application made by the customer to the City for the supply of utility services;

"Apartment Building" or "Multi Family Building" shall mean a residential building containing three or more dwelling units;

"Building Code" shall mean the Alberta Building Code 1985 and amendments thereto or replacements thereof;

"City" shall mean The City of Red Deer or an employee or agent designated by The City;

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<sup>1</sup> 3215/D-2000, 3215/A-2004

<sup>2</sup> 3215/D-2000, 3215/A-2004

"Customer" shall mean any person, firm partnership, corporation or organization who has entered into a contract with the City for utility services, or who is the owner or occupant of any premises connected to or provided with a utility;

"Director" shall mean the Director of Development Services of the City, or a person or agent authorized by the Director to act on behalf of the Director;

"Dwelling Unit" or "Residential Premises" shall mean one or more rooms useable as a residence operated as a single housekeeping unit and having its own sleeping, cooking and sanitary facilities.

"Financial Institution" shall mean a bank, a trust company, or a credit union, located in the City;

"Non-Residential Customer" shall mean those persons, firm partnership, corporation or organization who use a utility service for any purpose other than exclusively residential purposes.

"Owner" shall mean the registered owner of a property or the purchaser thereof;

"Premises" includes land and buildings;

"Residential Customer" shall mean those persons who occupy a building used exclusively for residential purposes and connected to or provided with a utility;

<sup>1</sup>"Service Connection" for the purpose of this bylaw shall mean all that portion of the pipes, or things that provide a public utility situate between the public utility main and the property line of the property to which such utility is supplied;

"Street" shall mean all those lands situated within a registered road right-of-way at the Land Titles Office, Edmonton, Alberta.

"Treasurer" shall mean the Director of Corporate Services of the City, or an agent or City employee authorized by such Director to act on behalf of the Director;

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<sup>1</sup> 3215/D-2000

"Utility" and "Utility Service" shall mean and include, as the context may require:

- (i) the supply of water;
- (ii) the provision of wastewater collection and disposal;
- (iii)<sup>1</sup> DELETED
- (iv)<sup>2</sup> the provision of solid waste collection and disposal.
- (v) the provision of recycling services

### **PART 3**

#### **GENERAL PROVISIONS**

##### **SUPERVISION**

- 3      (1)      The utility services shall be under the general supervision and control of the City Manager.
- (2)      The Director and Treasurer shall exercise the powers and perform the duties with respect to the utility services conferred and placed upon them by this bylaw and any other bylaw of the City applicable thereto and any order or direction of the City Manager or Council with respect thereto.

##### **SUPPLY AND OWNERSHIP OF FACILITIES AND EQUIPMENT**

- 4      (1)      All meters and metering equipment shall be supplied, owned and maintained by the City unless otherwise provided in this bylaw.
- (2)      Notwithstanding the payment by a customer of any costs incurred by the City, the City shall retain full title to all lines, equipment and apparatus on its side of the point of delivery, and to all meters and metering equipment provided by it.

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<sup>1</sup> 3215/D-2000

<sup>2</sup> 3215/A-2004

## ASSIGNMENT OF CONTRACT

- 5 The contract for utility service is not transferable by the customer and shall remain in full force and effect until the customer notifies the City of their desire to terminate the contract or until the said contract shall have been terminated by the City.

## CITY RESPONSIBILITY AND LIABILITY

- 6 The City does not guarantee the continuous uninterrupted supply of any utility, and reserves the right at any time without notice to shut off such supply where required in the maintenance or operation of the utility and the City, its officers, employees or agents shall not be liable for any damages of any kind due to or arising out of a failure to supply a utility.

## PART 4

### APPLICATION FOR AND CONDITIONS OF SERVICE

#### APPLICATION

- 7 (1)<sup>1</sup> Any customer who requires utility services shall apply to the City and pay an application fee of ~~\$15.00~~ as set forth in Schedule A and may be required to sign an application or a contract for service, and to supply information respecting load and the manner in which the services will be utilized, and credit references.
- (2) The utility account shall be set up:
- (a)<sup>2</sup> in the name of the owner of the property to which the utilities are to be supplied, or”.
  - (b) where there is evidence of a landlord-tenant situation, in the name of the tenant or;
  - (c) in the name of the general contractor in the case of a new building under construction.
- (3) An application shall be supported by such identification and legal authority of the applicant as the Treasurer may require.

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<sup>1</sup> 3215/A-2005

<sup>2</sup> 3215/D-2000

- (4) The Treasurer may waive the application fee for owners of residential rental properties for the utility services supplied to all rental properties registered in their name, for building contractors constructing property until the property is ready for occupancy, and financial institutions for the utility services supplied to all of its residential foreclosure properties where legal title has been passed to the financial institution pending property liquidation.

- 8 Upon making application, providing all information required by the City, and paying the application fee, deposit and any other sums herein required, there shall thereupon be a binding agreement between the customer and the City, for the utility service applied for, and the provisions of the application and this bylaw shall constitute the terms and conditions of such agreement.

## **CONDITIONS OF SERVICE**

- 9 The City shall not be obligated to provide utility services until access has been provided to the premises to enable the City to obtain an initial meter reading for each utility service which is metered.
- 10 Where the applicant is indebted to the City for any utility services previously provided by the City, the applicant may not be allowed to complete their application, or be entitled to receive utility services, until satisfactory arrangements have been made for payment of such outstanding account and any deposit required.

## **PART 5**

### **DEPOSITS**

#### **DEPOSITS - GENERAL**

- 11 (1) No deposits are required in order to establish a utility account, except in the following cases:
- (a) customers who are unable to establish and maintain a credit

worthiness satisfactory to the City; or

- (b) where payment of a utility account in the name of the applicant is in arrears; or
  - (c) where service to a property owned or occupied by the applicant has been shut off for non-payment of the account; or
  - (d) where a cheque received for payment of an account in the name of the applicant has been returned marked "Not Sufficient Funds" or "Payment Stopped", or with other words indicating that the cheque has not been honoured; or
  - (e) where the applicant's utility account has been written off as a bad debt and the applicant has applied for a new utility account; or
  - (f) where collection proceedings, including legal action or referral to a collection agency, commenced for recovery of the applicant's previous utility account and the applicant has applied for a new utility account; or
  - (g) where there is no evidence of a landlord-tenant relationship, or of a general contractor for new construction situation, and the applicant wishes to set up the utility account in any name other than that of the legal owner, and providing that the City agrees to this action; or
  - (h) where the applicant's existing or previous utility account(s) has not been maintained in good standing
- (2) Before obtaining a utility account, applicants in the foregoing categories shall pay all arrears or previous balances owing, and shall also provide a guarantee of payment in the form of a cash deposit or irrevocable letter of guarantee from a financial institution, in a form suitable to the City, in an amount equal to 30 percent of the estimated annual bill.
  - (3) Customers opening a new account due to a change of residence within the City shall, if a deposit was required for the applicant's previous account, be charged a deposit on the new account.
  - (4) The Treasurer may waive the requirement for a deposit.

## **INTEREST ON DEPOSITS**

- 12 (1) Interest on each customer's cash security deposit calculated annually, not

in advance, shall be credited to a cash deposit calculated as follows;

- (a) In respect to deposits received by the City on or before May 1, 1982:
  - (i) from May 1, 1982 to March 1, 1984 at a rate of 10% per year,
  - (ii) from March 1, 1984 to May 1, 1992 at a rate of 6% per year,
  - (iii) from May 1, 1992 to December 1, 1993 at a rate of 5% per year,
  - (iv) from December 1, 1993 to December 1, 1998 at a rate of 4% per year,
  - (v)<sup>1</sup> from December 1, 1998 to the date the deposit is refunded at a rate no less than that specified from time to time in the Residential Tenancy Act, RSA 2002, Chap R-17.
- (b) In respect to deposits received by the City after May 1, 1982 but on or before March 1, 1984:
  - (i) from the date the deposit was received to March 1, 1984 at a rate of 10% per year,
  - (ii) from March 1, 1984 to May 1, 1992 at a rate of 6% per year,
  - (iii) from May 1, 1992 to December 1, 1993 at a rate of 5% per year,
  - (iv) from December 1, 1993 to December 1, 1998 at a rate of 4% per year,
  - (v)<sup>2</sup> from December 1, 1998 to the date the deposit is refunded at a rate no less than that specified from time to time in the Residential Tenancy Act, RSA 2000, Chap R-17.
- (c) In respect to deposits received by the City after March 1, 1984:
  - (i) from the date the deposit was received to May 1, 1992 at a rate of 6% per year,

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/A-2004

- (ii) from May 1, 1992 to December 1, 1993 at a rate of 5% per year,
  - (iii) from December 1, 1993 to December 1, 1998 at a rate of 4% per year,
  - (iv)<sup>1</sup> from December 1, 1998 to the date the deposit is refunded at a rate no less than that specified from time to time in the Residential Tenancy Act, RSA 2000, Chap R-17.
- (2) The deposit interest accrued in the cash deposit will be credited to the utility account of the customer beginning in the year 2000 and annually thereafter.

## **REFUND OF DEPOSIT**

- 13 (1) When customers have established and maintained a credit worthiness satisfactory to the City, or upon termination of the contract, the utility account deposit paid by such customer shall be refunded, together with any accrued interest thereon that has not already been credited to the customer's account as provided for by Section 12, after deducting therefrom all charges outstanding, including the cost of shutting off or discontinuing any utility service for non payment of accounts rendered.
- (2) Deposits may be refunded at the discretion of the Treasurer.

## **PART 6**

### **METERS**

#### **MEASUREMENT BY METER**

- 14<sup>2</sup> All water supplied by The City to a customer shall be measured by a meter unless otherwise provided for in this bylaw.

#### **PROTECTION OF METER**

- 15 (1) Each customer shall provide adequate protection for the meter supplied

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/D-2000

by the City against freezing, heat or any other internal or external damage, failing which the customer shall pay to the City all costs associated with the repair of such meter which amount shall be recoverable in the same manner as all other costs and charges provided for under this bylaw.

- (2) No person other than an authorized City employee shall remove, disconnect, reconnect or tamper with a meter.

### METER INSTALLATION

- 16 Every customer who requires the installation of more than one meter for each metered utility, shall pay a fee of ~~\$21.00~~ as set forth in Schedule A for each additional meter.

### NON-REGISTERING METER

- 17 (1) If, upon the reading of a meter, it is determined that the meter has failed to record the consumption of the utility supplied then the consumption will be estimated and the account rendered based upon such method as the Treasurer considers to be fair and equitable.
- (2) Where it has been determined by the City that the meter is not recording the consumption of a utility, the City, with reasonable notice to the customer, must be allowed to enter the premises to replace the meter.

### TESTING OR CALIBRATION OF DISPUTED METERS

- 18 (1) A customer who disputes a meter reading shall give written notice to the City. Following receipt of written notice:
- (a)<sup>1</sup> DELETED
- (b) a water meter situated on the customer's premises shall be tested or calibrated by a qualified person designated by the Director. In the event that the meter is found to be accurate within 98.5% to 101.5% of the water passing through the same, the expense of such test or calibration shall be borne by the customer in the

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<sup>1</sup> 3215/D-2000

amount designated in Schedule "A".

- (2) In the event that the said meter is found not accurate within the said limits it shall forthwith be repaired or be replaced by one that is accurate and the expense thereof shall be borne by the City.
- (3) In the event that a meter is found not to be accurate within the aforesaid limits then any meter handling and testing fees paid by the customer shall be refunded, and the billings adjusted to fully take into account such error. Unless an examination of past meter readings or other information discloses the time at which such an error commenced, then such error shall be deemed to have commenced three months prior to such testing of the meter or from the date upon which the meter was installed, whichever is the lesser. The amount so determined shall be deemed accepted by the customer and the City as settlement in full of all claims on account of the inaccuracy of such meter.

## **PART 7**

### **METER READING**

#### **METER READS**

- 19 (1) The customer shall permit the City to perform meter reading using automated monitoring equipment.
- (2) The City shall endeavour to read the meters of non-residential customers once every month and to read the meters of residential customers once every two months, or at such other intervals as are reasonable and practicable under the circumstances. If the City cannot gain access safely to read the meter as aforesaid, the consumption of the utility shall be estimated upon such basis as the Treasurer considers to be fair and equitable and the account rendered in accordance with such estimate. Each meter shall be read at least once per year and if such reading cannot be obtained, the City may discontinue any or all utility services supplied to the premises until such time as the City is able to obtain an actual meter reading.
- (3) The customer shall ensure that access to the meter is safe, well lit, and free of hazards to the person reading the meter.

## **ADDITIONAL METER READS**

- 20 When a customer requests a meter reading at a time other than the regular scheduled time for meter reading, the customer may be assessed a fee of ~~\$21.00~~ as set forth in Schedule A for such reading. Provided, however, if upon such reading, it appears that the previous billed meter reading is incorrect, no service charge shall be required.

## **PART 8**

### **SERVICE CALLS**

#### **SERVICE CHARGE**

- 21<sup>1</sup> When a customer requests that the City attend at their premises with respect to any matter relating to the supply of utility services or the servicing of the same, and for any reason whatsoever the City is unable to enter the said premises, or if the call is for failure of service not attributable to the City utility service, the customer shall pay a fee of ~~\$38.00~~ as set forth in Schedule A.

#### **AFTER HOURS CALLS**

- 22<sup>2</sup> Notwithstanding anything herein provided, if a meter is required to be installed or connected, or should a utility service be required to be disconnected or reconnected, or should a service call requested, be required after 4:00 p.m. or before 7:30 a.m., Monday through Friday, or on a Saturday, Sunday, or statutory or civic holiday, a fee of ~~\$128.00~~ the customer shall pay a fee as set forth in Schedule A shall be paid by the customer.

### **DISCONNECTION**

- 23 Where a service call is made at the owner's request, for whatever reason,

<sup>1</sup> 3215/C-2000 (Rate Effective March 20, 2000), 3215/A-2001 (Rate Effective March 15, 2001)  
3215/A-2002 (Rate Effective March 15, 2002), 3215/A-2003 (Rate Effective March 3, 2003),  
3215/A-2005 (Rate Effective March 1, 2005)

<sup>2</sup> 3215/A-2003 (Rate Effective March 3, 2003), 3215/A-2004 (Rate Effective March 1, 2004), 3215/A-2005 (Rate Effective March 1, 2005)

for the purpose of discontinuing a utility service, pursuant to sections 35, 36 and 37 of this bylaw, a disconnection service charge of ~~\$45.00~~ as set forth in Schedule A may be assessed and added to the owner's account.

## RECONNECTION

- 24 Where a service call is made for the purpose of restoring services to the customer's account where utility services were previously discontinued pursuant to Sections 35, 36 or 37 of this bylaw, a reconnection service charge of ~~\$45.00~~ as set forth in Schedule A may be assessed and added to the customer's account.

## PART 9

### UTILITY ACCOUNTS

#### PAYMENT OF UTILITY ACCOUNTS

- 25 All rates and charges payable hereunder shall be paid to the City within the time prescribed by this bylaw.
- 26 The entire utility account is due and payable when rendered and if not paid on or before the due date stated on the utility bill is deemed to be in arrears. Failure to receive a utility bill does not relieve the customer of liability to pay the same.
- 27 A customer who has not paid the full utility account rendered on or before the due date stated in the utility account may have the supply of all or any utility services discontinued without notice and such service will not be reinstated until all arrears and charges owed to the City are paid.

#### LATE PAYMENT PENALTY

- 28<sup>1</sup> (1) When the customer pays the utility account as rendered after the due date stated in the account, or such due date as may be approved by the Treasurer, such customer shall pay a penalty of ~~2.5% of current charges~~ 1.5% per month on the outstanding overdue balance. Payments must be received by the City on or before the due date in order for the customer to avoid the penalty. Payments made at a financial institution must be

<sup>1</sup> 3215/C-99

City on or before the due date in order for the customer to avoid the penalty.

- (2) For greater certainty, a customer is obliged to pay for utilities when the bill is rendered and it is a breach of the agreement to supply utilities for the customer to pay late. The late payment penalty is not to be construed as permission for the customer to pay late but is rather a penalty for breaching the terms of the utility service agreement.

## **NOVELTY PAYMENT METHODS**

- 29 The City may refuse to accept payment on a customer's account when payment by cheques is drawn on a form other than a bank cheque form. In the event the City accepts a payment by a cheque drawn on any other form, the customer shall be liable for and pay to the City all charges and costs incurred to process the cheque. The City will follow the Bank of Canada rules and regulations of currency acceptance limitations.

## **INTERIM ACCOUNT**

- 30 In any case in which the City has rendered an account based upon an estimate of utility consumption, the City shall, upon reading the meter in respect of which the estimate was made, render an account for such utility service since the time the meter was last read by the City, after crediting all amounts received from the customer in respect of such estimated accounts.
- 31 Where any service rate or charge is designated by reference to a time certain, the charge for a lesser period of time shall be calculated on a proportionate basis.

## **ENFORCEMENT**

- 32<sup>1</sup> The Treasurer is authorized to collect all accounts owing to The City under this bylaw, by taking any of the measures a municipality is authorized to take under the *Municipal Government Act, RSA 2000, Chap M-26*. In addition, the Treasurer may instruct the addition to the tax roll for a parcel of land of unpaid charges referred to in Section 42 of the

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<sup>1</sup> 3215/D-99, 3215/A-2004

*Municipal Government Act, RSA 2000, Chap M-26* for a municipal utility service provided to the parcel by the municipal public utility that are owing by the owner of the parcel.

## **APPEALS**

- 33 Notwithstanding any other provision of this bylaw or the Rate Schedules forming part hereof, any customer who feels himself aggrieved in respect of rates charged to him under this bylaw on the grounds that such rates are unfair, unreasonable or discriminatory, may, by notice in writing delivered to the Director, or a person authorized to act on behalf of the Director, specifying the grounds of this complaint, appeal such rates. Such appeal shall be heard and determined by the Director, or person authorized to act on behalf of the Director, whose decision shall be final.

## **PART 10**

### **TERMINATION**

#### **TERMINATION BY CUSTOMER**

- 34 Upon notification by the customer to the City to terminate the customer's contract, the City shall, when deemed necessary, obtain a final reading of any meter as soon as reasonably practical and the customer shall be liable for and pay for all service supplied prior to such reading. The City may base the final charge for service on an estimated meter reading which will be prorated from the time of an actual meter reading.

#### **TERMINATION BY CITY**

- 35 When the premises to which utility service is provided become vacant and no new application for service has been made, the City may terminate the contract and, in lieu of disconnecting the service, open a new utility account in the name of the owner. A fee set forth in Schedule A will be billed to the property owner to open the account. Nothing herein shall prevent the owner from requesting that the City disconnect such utility service provided the owner pays the service charge prescribed herein.
- 36 The City may discontinue the supply of all utility services for any of the following reasons:
- (a) non-payment of any utility accounts; or

- (b) inability of the City to obtain access to a residential premises to read any meter for a period of six months, or to a non-residential premises to read any meter for a period of three months; or
- (c) failure by, or refusal of, a customer to comply with any provision of this bylaw; or
- (d) failure by, or refusal of, a customer to comply with any provisions of any Provincial Acts, the Building Code, or any regulations thereunder; or
- (e) at the owner's request to have services discontinued; or
- (f) in any other case provided for in this bylaw;

and in such event the City, its officers, employees or agents shall not be liable for any damages of any kind from such discontinuance of service.

- 37 The Director is hereby authorized and directed to enter upon and in any property upon which a meter or shut-off valve is situated for the purpose of terminating the supply of a utility to that property, or for the purpose of supplying a utility to that property.

## **SERVICE KILL**

- 38 No permit for the demolition or removal of a building shall be issued by the City nor shall any person cause, permit or allow to be demolished or removed a building connected to a utility service line or main until there has been paid to the City the cost of disconnecting the utility service in the amount required under this bylaw under Schedule 'A', and such utility services have been disconnected. Notwithstanding the foregoing, the Director may, in circumstances which the Director considers appropriate, permit the service to remain connected to the utility service line or main.

## **PART 11**

### **WATER UTILITY**

#### **DEFINITIONS**

- 39 In this part and in the Schedules attached thereto:

"City Service" or "City Service Pipe" shall mean that portion of a pipe used or intended to be used for the supply of water which extends from the water main to the service valve;

"Combined Service" shall mean the service or service pipe used or intended to be used to supply water for fire protection as well as water for purposes other than fire protection;

"Fire Line" shall mean a pipe intended solely for the purpose of providing a supply of water for fire protection purpose.

"Private Service" or "Private Service Pipe" shall mean that portion of a pipe used or intended to be used for the supply of water which extends from the service valve to a meter;

"Remote Reading Device" shall mean a device which is connected to a water meter by the City and provides a duplicate reading of the water consumed, which may be monitored from the exterior of a building.

"Service or Service Pipe" shall mean a pipe used or intended to be used for supplying water which extends from the water main to a meter;

"Service Valve" shall mean the valve on a City Service pipe;

"Shut Off" shall mean an interruption in, or discontinuance of, the supply of water;

"Sprinkling" shall mean the distribution of water to the surface or sub-surface of lawns, gardens, street or other areas situated outside the buildings by pipes, hoses, sprinklers or any other method and includes the washing of motor vehicles and the exterior of buildings;

"Water main" shall mean those pipes installed by the City in streets for the conveyance of water throughout the City to which service pipes may be connected;

"Water Utility" shall mean the system of water works owned and operated by the City and all accessories and appurtenances thereto.

## **WATER SERVICE LEVY AND BILLING RATES**

### **Rate Payable**

40 (1) The City hereby levies, and the customer shall pay, for all water supplied

or services rendered hereunder the amounts and charges provided for in this bylaw and in Schedule "A" attached to and forming part of this bylaw.

- (2) The Director shall determine which rate contained in Schedule "A" shall apply to any particular customer.
- (3) The rate payable by a customer as set out in Schedule "A" of this bylaw for all water supplied shall be determined by reference to the reading of the meter supplied to each customer.
- (4) Where a remote reading device is installed in addition to the main water meter, the main meter shall be the official reading.

### **Exceptions**

- 41 All owners of property fronting on 65 Avenue between 67 Street and 64 Avenue shall, prior to the hook-up of water service, and as a condition of such services, make payment of the following sums of money to the City, namely:
- (a) a sum equal to the off-site water charges based on the rate in force as of the date of the water connections established under the Off-Site Services Bylaw for the Golden West subdivision area, and
  - (b) the estimated cost of the construction of small diameter water main and hydrants and all appurtenances thereto, constructed along and in 65th Avenue between 67th Street and 64th Avenue, distributed on the assessable frontage along 65th Avenue and pro-rated to the Owner based on the frontage of the Owner's land as it related to the total assessable frontage aforesaid. All such costs shall be calculated as at the current City costs in force as of the date of hooking up the water service to the Owner's property.

### **CONNECTION TO PUBLIC WATER SUPPLY**

- 42 Within 60 days after a public water supply becomes available, the owner of every building situated on land abutting on any street in which there is a water main shall at the owner's expense connect such building to the water system in accordance with the requirements and standards set out in the Alberta Building Code and elsewhere in this bylaw.
- 43 At such time as the owner connects to the water main, the owner shall also open a utility account and make payment of all application fees and

deposits that may be required under this bylaw.

- 44 Notwithstanding the foregoing, the Director shall have discretion to extend the period of time within which the connection to the public water supply must be made from 60 days up to a maximum of 180 days after a public water supply becomes available.
- 45 A person who has been directed to connect their building to the water system shall have the right to appeal the direction to Council within 30 days of the date that the direction to connect has been served, and on hearing such appeal, Council may suspend or rescind such direction on such terms as it deems appropriate.

#### **ADMINISTRATION OF WATER SUPPLY**

- 46 The Director may shut off water for any customer for any reason which, in the opinion of the Director, necessitates such shutting off, provided that the Director shall, if in the Director's opinion it is reasonably practicable to do so, give notice of such shutting off.
- 47 The City does not guarantee the pressure nor the continuous supply of water and the City reserves the right at any and all times without notice to change operating water pressures and to shut off water and the City, its officers, employees or agents shall not be liable for any damages of any kind due to changes in water pressure, the shutting off of water, or by reason of the water containing sediments, deposits or other foreign matter.
- 48 Customers depending upon a continuous and uninterrupted supply or pressure of water or having processes or equipment that require particularly clear or pure water shall provide such facilities as they consider necessary to ensure a continuous and uninterrupted supply pressure or quality of water required for their use.
- 49 The City may as a condition to the supply of water inspect the premises of a customer who applies to the City for such supply in order to determine if it is advisable to supply water to such customer.
- 50 The City may, with the permission of the customer, inspect the premises of the customer in order to do any tests on water piping or fixtures belonging to such customer so as to determine if this bylaw is being

complied with and in the event that such customer fails or refuses to give such permission, the supply of water to that customer may be shut off.

- 51 The Director may at such times and for such lengths of time as the Director considers necessary or advisable regulate, restrict or prohibit the use of water for use other than human consumption. The Director may cause the water supply to any customer who causes, permits or allows consumption or sprinkling in contravention of any such regulation, restriction or prohibition to be shut off until such customer undertakes to abide by and comply with such regulation, restriction or prohibition.

## **RESTRICTION OF WATER SUPPLY**

### **Restricted Use of City Facilities**

- 52 No customer shall operate, use, interfere with, obstruct or impede access to the water utility or any portion thereof in any manner not expressly permitted by this bylaw, in default of which, the Director may cause the water being supplied to such customer to be shut off until such customer complies with all of the provisions of this bylaw.

### **Wastage**

- 53 (1) No customer shall cause, permit or allow the discharge of water so that it runs waste or useless, whether by reason of leakage from private service pipe, a faulty plumbing system or otherwise.
- (2) Notwithstanding the foregoing, the Director may under such condition as the Director may consider reasonable allow a customer to discharge water so that it runs waste or useless if such customer's water service would otherwise be susceptible to freezing.

## **USE OF WATER**

- 54 (1) No customer shall:
- (a) lend or sell water;
  - (b) give away or permit water to be taken;
  - (c) use or apply any water to the use or benefit of others or to any other than the customer's own use and benefit;

- (d) increase the usage of water beyond that agreed upon with the City;  
or
- (e)<sup>1</sup> extract or remove any water from any hydrant within the City.

<sup>2</sup>without first obtaining written permission from the Director for such removal or use and subject to such reasonable conditions as the Director may impose with respect to the quantity, price and times of withdrawal of the water so used.

- (2) During such summer months as the City Manager may designate by Notice published in a newspaper in the City,
  - (a) No customer shall use, permit, suffer or allow to be used, any water supplied to any premises, the numerical designation of which (not including the street designation) ends in odd number, for vehicle washing, lawn watering or other irrigation purposes on any day of the month which is an even number;
  - (b) No customer shall use, permit, suffer or allow to be used any water supplied to any premises, the numerical designation of which ends in an even number (exclusive of the street designation) for vehicle washing, lawn watering, or other irrigation purposes, on any day of the month which is an odd number;
  - (c) Watering as defined in subsections (a) and (b) shall be done only with a hand held hose.
- (3) During such period as the City by Notice published in a newspaper may designate, no customer shall use, permit, suffer or allow to be used, any water supplied to any premises for vehicle washing, lawn watering or other irrigation purposes.

## **INVESTIGATION INTO WATER SUPPLY SERVICE FAILURE**

- 55 (1) Any customer complaining of a failure or interruption of water supply, the investigation of which complaint necessitates the opening up and excavating of a street shall, prior to such opening up and excavating, deposit with the Treasurer the costs thereof as estimated by the Director, or sign a work order, agreeing to pay such costs, at the discretion of the

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<sup>1</sup> 3215/B-2002

<sup>2</sup> 3215/B-2002

Director.

- (2) In the event that such failure or interruption was caused by the City service, providing that the service is a new service or has been used in the preceding twelve (12) months, the customer shall not be liable for such costs and any deposit paid shall be refunded.
- (3) In the event that such failure or interruption was caused by the private service, the actual cost of such work shall be paid by the customer and the said deposit shall be applied thereto; any excess shall be refunded to the customer and any deficiency shall be collected in the same manner as water rates.

## **NOISE AND PRESSURE SURGES**

- 56 No customer shall cause, permit or allow any apparatus fitting or fixture to be or remain connected to the customer's water supply or to be operated which causes noise, pressure surges or other disturbances which may in the opinion of the Director, result in annoyance or damage to other customers or to the water utility.

## **CONTAMINATION**

- 57 No customer shall cause, permit or allow to be or remain connected to the customer's water supply system any piping, fixture, fitting, container or other appliance which may cause water from a source other than the water utility or any other harmful or deleterious liquid or substance to enter the water utility. The Director may cause the water supply to any customer contravening the provisions of this section to be shut off provided that the Director shall, if the Director considers it practicable so to do, give notice to such customer prior to such water supply being shut off. The water supply to such customer shall not be restored until such customer has paid to the City all costs associated with the shutting off of the water supply, the cleanup of contamination and the remedying of the customer's default under this section.

## **WATER METERS**

### **Installation Responsibility**

- 58 (1) Water meters supplied by the City being 2 inches (50 millimetres) in size or smaller shall be installed by the City with no direct charge to the customer.

- (2) Water meters supplied by the City being larger than 2 inches (50 millimetres) in size shall be installed by and at the expense of the customer.

### **Subsidiary Meter**

- 59 A customer may, for their own benefit, install a water meter between the meter supplied by the City and the point of use of the water supply provided that the City shall not maintain such meter, nor shall such meter be read by the City.

### **Installation**

- 60 A customer shall make provision for the installation of a water meter to the satisfaction of the Director and when required shall install a properly valved bypass.
- 61 Unless the Director otherwise approves, the City shall not be obligated to supply more than one water meter for any one building. In the event additional water meters are approved, a separate curb stop will be required for each additional water meter.
- 62 Notwithstanding Section 61 , the City shall supply a separate water meter for each of the two semi-detached dwelling units contained within a duplex residential building. A separate curb stop will be required for each water meter.
- 63 Any customer:
- (a) whose water is not metered, or
  - (b) whose meter is not positioned to the satisfaction of the Director,
- shall make proper provision for a meter to be installed or the meter to be moved as the case may be, all costs of which shall be paid by the customer.

**Meter Chamber**

- 64 When in the opinion of the Director, the building or other premises intended to be supplied with water are too far from the City service to conveniently install a meter in such building or premises, or if a number of buildings are to be so supplied or for any other reason in the opinion of the Director, then the customer shall, at the customer's sole cost, construct and maintain a container for a meter and such container shall in all respects including location, construction size, access and otherwise howsoever be satisfactory to the Director.

**Meter Size**

- 65 The size of the meters shall be determined as follows:
- (a) If the internal diameter of the private service is 1 inch (25 millimetres) or less, a 5/8 inch (16 millimetre) meter shall be used; or
  - (b) If the internal diameter of the private service exceeds 1 inch (25 millimetres), the size of the meter shall be one size smaller than the size of the private service; or
  - (c) If the private service is combined service the internal diameter of the private service branch to be used for purposes other than fire protection shall determine the meter size as set out in subsections (a) and (b) of this section.

**Bypasses**

- 66 Any customer having a water meter 2 inches (50 millimetres) in size or larger shall at the customer's own expense construct and maintain a properly valved bypass satisfactory to the Director which bypass shall be sealed by the City and shall be opened by the customer only in case of emergency. The customer shall notify the City within 24 hours after the seal on the bypass is broken, failing which the Director may cause the water supply to such customer to be shut off until satisfactory arrangements have been made for the calculation of and payment for water supplied and not recorded on the meter.

**Meter Valving**

- 67 Any customer having a meter smaller than 2 inches (50 millimetres) in size shall, at the customer's sole cost and expense, supply and maintain valves on both sides of and within 12 inches (300 millimetres) of the meter.

**SERVICES AND SERVICING**

- 68 All persons doing any work or service upon a private service or the plumbing system attached thereto shall comply with the provisions of the Building Code and any bylaws of the City applicable thereto.

**Number and Depth of Services**

- 69 Unless the Director otherwise approves,
- (a) there shall not be more than one private service to any building;
  - (b) a private service shall be buried to a depth of at least 9 feet (2.7 metres).

**Fire Protection Service**

- 70 (1) A water line which provides combined domestic service and fire line service shall not be installed without the prior approval of the Fire Chief of the Red Deer Emergency Services Department.
- (2) A fire line shall be used only for fire protection purposes and the Director shall determine whether or not a meter shall be affixed to such fire line. If the Director requires such a meter, the same shall be supplied and installed in a manner satisfactory to the Director at the sole cost and expense of the customer.
- 71 No trees, shrubs or plant material shall be planted within 3 feet (1 metre) of a fire hydrant. In addition, no tree branches or plant material shall be allowed to encroach within 2 feet (0.7 metres) of a hydrant.

**Temporary Water Service**

- 72 Any persons requiring a temporary water supply in the course of construction shall make application therefore to the Director and shall pay therefore the sums required by Schedule "A".

**Thawing Services**

- 73 The cost of thawing a frozen service shall be borne as follows:
- (a) If the private service or the plumbing system connected thereto is frozen, as determined by the Director, by the customer;
  - (b) If the City service is frozen as a result of the negligence of the customer, as determined by the Director, by the customer;
  - (c) If the City service is frozen for any other reason, as determined by the Director, by the City.
- 74 If the Director is of the opinion that a private service or plumbing system has frozen without any negligence on the part of the customer or any other person for whose negligence the customer is responsible, the Director may waive the cost of one thawing during any one winter season which shall be deemed to run from November 15th to May 15th.
- 75 The City shall not thaw a private service or plumbing system unless the customer shall first have signed an acknowledgement recognizing that thawing may be inherently dangerous to property including private service or plumbing system and may cause damage to electrical systems or the outbreak of fire and waiving any claim against the City for any such damage whatsoever except damage caused by the negligence of the City.

**Winter Installation**

- 76 The cost payable by the customer for installing a service between November 15th of any year and May 15th of the following year unless designated otherwise by the Director shall be increased by the amount designated in the said Schedule "A".

**Service Size**

- 77 The size of the service required for residential purposes shall be determined in accordance with the Building Code, provided that the City shall not install a service having a size smaller than 1 inch.

**Boilers**

- 78 In any case where a steam boiler or equipment of a nature similar to that of a steam boiler is supplied directly from a service, such boiler or other equipment shall be equipped with at least one safety valve, vacuum valve or other device sufficient to prevent the collapse or explosion thereof in the event the water supply thereto is shut off.

**Requested Water Shut Off**

- 79 If a customer requires the supply of water to be shut off for their own purposes, the customer shall pay therefore the amount specified in the said Schedule "A".

**Cross Connections and Backflow Prevention**

- 80 No customer or other person shall connect, cause to be connected, or allow to remain connected to the water system any piping, fixture, fittings, container or appliance, in a manner which under any circumstances, may allow contaminated or polluted water, wastewater, or any other liquid, chemical or substance to enter the domestic water system.
- 81 If a condition is found to exist which is contrary to Section 80, the Inspections and Licensing Manager may issue such order or orders to the customer as may be required to obtain compliance with Section 80.
- 82 Notwithstanding anything herein contained, where in the opinion of the Inspections and Licensing Manager, the configuration of any water connection which creates a high risk of contamination to the water system, the customer, upon being given notice by the Inspections and Licensing Manager, shall install on their water service an approved cross connection control device, in addition to any cross connection control devices installed in the customer's water system at the source of potential

contamination.

- 83 All cross connection control devices shall be inspected and tested at the expense of the customer, upon installation, and thereafter annually, or more often if required by the Inspections and Licensing Manager by personnel approved by the Inspections and Licensing Manager to carry out such tests to demonstrate that the device is in good working condition. The customer shall submit a report on a form approved by the Inspections and Licensing Manager on any or all tests performed on a cross connection control device within thirty (30) days of a test and a record card issued by the Inspections and Licensing Manager shall be displayed on or adjacent to the cross connection control device. The tester shall record thereon the name and address of the owner of the device; the location, type, manufacturer, serial number and size of the device; and the test date, the tester's initials, the tester's name (if self employed) or the name of the testers employer and the tester's license number.
- 84 When the results of a test referred to in Section 83 of this bylaw show that a cross connection device is not in good working condition, the customer shall, when so directed by the Inspections and Licensing Manager, make repairs or replace the device within ninety-six (96) hours. If the customer fails to comply with the direction given , the City may shut off the water service or water services.
- 85 (1) If a customer fails to have a cross connection control device tested, the Inspections and Licensing Manager may notify the customer that the cross connection control device must be tested within ninety-six (96) hours of the customer receiving the notice.
- (2) If a customer fails to have a cross connection control device tested within the time provided in Section 83, the Inspections and Licensing Manager may cause the water service or water services to be terminated until the cross connection control device has been tested and approved as required by Section 83 of this .
- 86 No person shall turn on a water service valve to provide water to the occupants of any newly renovated, constructed, or reconstructed premises until the plumbing system in such premises has been inspected for cross connections and approved by the Inspections and Licensing Manager.
- 87 No persons other than those who have achieved journeyman or "Certificate of Competency" in the cross connection control program of Alberta may conduct the tests of cross connection control devices, except with special permission from the authority having jurisdiction.

- 88 If the customer to whom the Inspections and Licensing Manager has issued an order fails to comply with that order, the Licensing Manager may:
- (a) Give notice to the customer to correct the fault at the customer's expense within a specified time period and, if the notice is not complied with, the Inspections and Licensing Manager may then shut off the water service or services; or
  - (b) Shut off the water service or services without prior notice.

## **PART 12**

### **WASTEWATER UTILITY**

#### **DEFINITIONS**

- 89 In this part:

"Backflow Valve" shall mean a device or a method to prevent backflow;

"B.O.D." (denoting Biochemical Oxygen Demand) shall mean the quantity of oxygen utilized in the biochemical oxidation of organic matter under standard laboratory procedure in parts per million by weight;

"Building Drain" shall mean that part of the lowest horizontal piping which receives the discharge from soil waste or other drainage pipes within a building and conducts it to the building sewer beginning 1 metre outside the building wall;

"Building Sewer" shall mean that part of a wastewater drainage system outside a building commencing at a point 1 metre from the outer face of the wall of the building and connecting the building drain to the sanitary sewer or place of disposal of wastewater;

"Cleanout" shall mean a pipe fitting that has a removable cap or plug and is so constructed that it will permit pipe cleaning;

"C.O.D." (denoting Chemical Oxygen Demand) shall mean the oxygen equivalent of organic matter and related empirically to B.O.D.";

"Combined Sewer" shall mean a sewer which carries sanitary wastewater and storm water;

<sup>1</sup>"Dangerous Goods" shall mean dangerous goods as defined in the Dangerous Goods Transportation and Handling Act, RSA 2000, Chap D-4;

"Grease and Oil" shall mean any material recovered as a substance soluble in trichlorotrifluorethane and may also include sulphur, organic dyes and chlorophyll, using the "Standard Methods" for the examination of water and wastewater from the latest editions of American Public Health Association, American Water Works Association, and American Water Pollution Control Federation;

"Hydrocarbons" shall mean compounds made up of only carbon and hydrogen;

"Industrial Wastes" shall mean liquid wastes from industrial processes, such as dairies, breweries, packing plants and similar processes;

"Lime Slurry and Residues" shall mean a mixture of lime and water resulting in a pH in excess of 10, or suspended solids in excess of 1000 milligrams per litre;

"Natural Outlet" shall mean any naturally occurring outlet into a water course, pond, ditch, lake, or other body of surface or groundwater not constructed by any person;

"pH" shall mean the logarithm of the reciprocal of the weight of hydrogen ion in grams per litre of solution and denotes alkalinity or acidity;

"Phosphates" shall mean a chemical salt classified as orthophosphates, condensed phosphates and poly-phosphates;

"Polluted Wastes" and "Polluted Water" are materials or water that are contaminated with wastes in excess of that permitted in this bylaw;

"Sanitary Sewer" shall mean a sewer located on public property which is designated by the Director to carry wastewater only;

"Sewer" shall mean a pipe or conduit for carrying wastewater;

"Sewerage Works" shall mean all sewers and facilities for collecting,

pumping, treating, and disposing of wastewater;

<sup>1</sup>"Solid Waste" shall mean wastes from the preparation, cooking, and dispensing of foods, and from the handling, storage, and sale of produce;

<sup>2</sup>"Solid Waste Disposal Unit" shall mean any device, garbator, equipment, or machinery designed, used, or intended to be used for the purpose of grinding or otherwise treating solid waste to enable the same to be introduced into a public sewer;

"Storm Sewer or Storm Drain" shall mean a pipe or conduit which is designated by the Director to carry storm, surface drainage, and groundwaters only;

"Suspended Solids" shall mean solids that either float on the surface of, or be in suspension in water, wastewater, or other liquids, and which are removable by laboratory filtering;

"Wastewater" shall mean a combination of the water carried wastes from all buildings in the City and without limiting the generality of the foregoing, including residences, business buildings, institutions, and industrial establishments;

"Wastewater Treatment Plant" shall mean any facility used for treating wastewater, and without restricting the generality of the foregoing shall include a wastewater disposal system;

"Water Course" shall mean a channel in which a flow of water occurs, either continuously or intermittently.

## **SEWERAGE SERVICE LEVY AND BILLING RATES**

### **Rate Payable**

- 90 The City hereby levies a sewerage charge on all persons occupying property connected with the City sewerage works based on volume of wastewater contributed by the customer, to be paid monthly as determined by the Director computed on the rates set forth in Schedule "B" attached hereto and forming part of this bylaw.

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/A-2004

**Exceptions**

- 91 (1) Notwithstanding the provisions of this bylaw, the Director shall have the right to make special agreements on terms fixed by the Director with certain industries or others to whom large quantities of water are sold but whose uses of such water do not involve the return of comparable amounts of wastewater to the City's sewerage works.
- (2) All owners of property fronting on 65 Avenue between 67 Street and 64 Avenue shall, prior to the hook-up of sanitary sewer services, and as a condition of such services, make payment of the following sums of money to the City, namely:
- (a) a sum equal to the off-site sewer levy based on the rate in force as of the date of sewer connections established under the Off-Site Levies Bylaw for the Golden West Subdivision area, and
  - (b) The estimated cost of the construction of sanitary sewers and manholes and all appurtenances thereto, constructed along and in 65 Avenue between 67 Street and 64 Avenue, distributed on the assessable frontage along 65 Avenue and pro-rated to the owner based on the frontage of the owner's land as it relates to the total assessable frontage aforesaid. All such costs shall be calculated as at the current City costs in force as of the date of hooking up the sewer service to the owner's property.

**USE OF SANITARY SEWERS REQUIRED**

- 92 (1) No person shall place, deposit, or permit to be deposited in any manner upon public or private property within the City or in any area under the jurisdiction of the City, any human or animal excrement, or other waste, or dangerous goods.
- (2) No person shall discharge from any natural outlet within the City or to any area under the jurisdiction of the City, any wastewater, industrial waste, dangerous goods, or polluted waters, except where suitable pre-treatment is within the provisions of this bylaw.
- (3) Within 60 days after sewer service becomes available, the owner of every building situated on land abutting on any street in which there is a sewer main shall at their own expense install toilet facilities and connect the building to the sewer system in accordance with the requirements and

standards set out in the Alberta Building Code and elsewhere in this bylaw.

- (4) Notwithstanding the foregoing, the Director shall have discretion to extend the period of time within which the connection to the sewer must be made from 60 days up to a maximum of 180 days after access to the sewer main becomes available.
- (5) A person who has been directed to connect their building to the sewer system shall have the right to appeal the direction to Council within 30 days of the date that the direction to connect has been served, and on hearing such appeal, Council may suspend or rescind such direction on such terms as it deems appropriate.
- (6) Except as permitted by this bylaw or The Building Code, no person shall construct or maintain in the City any privy or pit toilet, septic tank, cesspool, or other facility intended or used for the collection or disposal of wastewater.

## **CLEANOUTS**

- (7) A building sewer that is connected to a sanitary sewer shall be equipped with a main cleanout with a minimum diameter of 4 in. (100 mm) and a building sewer that is connected to a storm sewer shall be equipped with a main cleanout with a minimum diameter of 3 in. (75 mm), each located not more than 80 ft. (25 m) from property line. The main cleanout shall be located as close as practical to the point where the sewer leaves the building and in such a manner that the opening is readily accessible and has sufficient clearance (7 feet or 2 metres) for effective rodding and cleaning. The building sewer from cleanout to property line is to be as straight as possible. A maximum of one 45° bend is permitted for the cleanout and a maximum of one additional 45° bend may be used between the cleanout and property line. Total bends shall not exceed 90°.

## **BACKFLOW VALVES**

- (8) Where premises are subject to backflow, all plumbing fixtures and floor drains set below the level of the ground surface of the adjoining street or property shall be protected from backflow by an approved flow valve.

**TREES AND ROOTS**

- (9) No deep rooting trees (without limiting the generality of the foregoing, including willow, poplar and elm) shall be planted over building sewer lines on private property. If it is determined that roots are entering the sewage works from trees upon private property, the trees may be removed by the City at the owner's expense.

**PRIVATE WASTEWATER DISPOSAL**

- 93 Where a sanitary sewer is not available for connection as required under the provisions of Section 92(3), the building sewer shall be connected to a private wastewater disposal system complying with the provisions of the bylaw, The Building Code, and such additional requirements as may be imposed by the Director.
- 94 The owner shall operate and maintain the private wastewater disposal facilities in a sanitary manner at all times at no expense to the City.
- 95 After the owner has connected to the sewer system as required by Section 92(3), the owner shall, within 60 days of the date of connection to the sewer system, empty any septic tanks, cesspools and similar private wastewater disposal facilities and shall fill them with fill dirt or other suitable material.

**BUILDING SEWERS AND CONNECTIONS**

- 96 Any person desiring to connect their premises with a sanitary or storm sewer shall sign and file with the City a written application on a form approved by the Director for a permit to make such connection. The permit application shall be supplemented by any plans, specifications, or other information deemed necessary in the opinion of the Director.
- 97 No person shall uncover, make any connections with or opening into, use, alter, or disturb any sanitary sewer or appurtenances thereof, unless authorized by the Director.
- 98 All building sewers when approved shall be constructed by municipal forces or municipal contractors from the sanitary sewer to the property line.

- 99 All building sewers on private property shall be constructed by the owners' forces to the requirements of this and of The Building Code.
- 100 The City shall maintain the building sewer from the sanitary sewer to the property line at the expense of the City; from the property line to the building connection such sewer shall be maintained by the property owner at their own expense.
- 101 When any sewer connection is abandoned, the owner of the property shall effectively block up the connection at a suitable location within their property so as to prevent wastewater backing up into the soil, or dirt from being washed into the sewer.
- 102 No weeping tile system shall be connected to any building sewer or sanitary sewer unless approved in writing by the Director.
- 103 Where the groundwater table, seasonally adjusted, is within 6.7 feet (2.1 metres) of the top of the footing of any residence constructed after the passage of this , such residence must have a weeping tile system connected to a storm sewer where a storm sewer is available, or upon permission being granted by the Director, connected to the sanitary sewer.

#### **USE OF PUBLIC SEWERS**

- 104 No person shall discharge, or cause to be discharged, storm water, surface water, groundwater, roof run-off, subsurface drainage, or cooling water, from any industrial process to any sanitary sewer; provided that the Director may, on application, authorize such discharge where in the Director's opinion exceptional conditions prevent compliance with the foregoing provisions.
- 105 No person shall deposit or permit the deposit of a deleterious substance, as defined by the Director, of any type in the storm sewers of the City of Red Deer.
- 106 No person shall discharge storm water or natural water to any sewer except a storm sewer, or to a natural outlet approved by the Director.
- 107 (1) No person shall discharge, cause, or permit to be discharged into any sanitary sewer any:

- (a) dangerous goods;
- (b) ashes, cinders, sand, potters clay, mud, straw, shavings, metal, glass, rags, feathers, tar, plastics, wood, or other solid or viscous substance capable of causing obstruction, or other interference with, the operation of the sewerage works;
- (c)
  - (i) paunch manure or intestinal contents from horses, cattle, sheep or swine;
  - (ii) animal hooves, toenails, or bone scraps;
  - (iii) animal intestines or stomach casing;
  - (iv) bones;
  - (v) hog bristles;
  - (vi) hides or parts thereof;
  - (vii) animal fat or flesh, in particular larger than will pass through a 6 millimetre screen;
  - (viii) horse, cattle, sheep or swine manure;
  - (ix) poultry entrails, heads, feet, feathers, or eggshells;
  - (x) fleshings and hair resulting from tanning operations;
  - (xi) blood;
- (d) waters or wastes having pH lower than 5.5 or higher than 10.0, or having any other corrosive property capable of causing damage or hazard to structures, equipment, biological wastewater treatment processes, and personnel of, the sewerage works;
- (e) Wastewater containing substances in concentrations exceeding the following:

|          |          |
|----------|----------|
| Antimony | 1.0 mg/L |
| Arsenic  | 1.0 mg/L |
| Barium   | 3.0 mg/L |

|                          |           |
|--------------------------|-----------|
| Boron                    | 1.0 mg/L  |
| Cadmium                  | 0.05 mg/L |
| Chromium                 | 1.0 mg/L  |
| Chlorinated Hydrocarbons | 0.02 mg/L |
| Copper                   | 0.5 mg/L  |
| Cyanide                  | 1.0 mg/L  |
| Lead                     | 1.0 mg/L  |
| Manganese                | 1.0 mg/L  |
| Mercury                  | 0.1 mg/L  |
| Nickel                   | 0.5 mg/L  |
| Total Pesticides         | 0.1 mg/L  |
| Phenolic Compounds       | 0.1 mg/L  |
| Selenium                 | 1.0 mg/L  |
| Silver                   | 1.0 mg/L  |
| Sulphide                 | 1.0 mg/L  |
| Zinc                     | 1.0 mg/L  |

(f) Wastewater which contains more than:

|                  |           |
|------------------|-----------|
| Suspended Solids | 1000 mg/L |
| B.O.D.           | 1000 mg/L |
| C.O.D.           | 2000 mg/L |
| Oil and Grease   | 500 mg/L  |
| Hydrocarbons     | 100 mg/L  |
| Phosphates       | 100 mg/L  |

(g) lime slurry and residues;

(h) any substance which, in the opinion of the Director,

- (i) is or may become harmful to any recipient water course or sewerage system or part thereof;
- (ii) may interfere with the proper operation of the sewerage system;
- (iii) may impair or interfere with any wastewater treatment process; or
- (iv) may become a hazard to persons, property, or animals.

- (2) The Director may cause samples of wastewater to be taken to determine the content thereof and, notwithstanding the provisions of Section

107(1)(f), where any person has discharged, caused, or permitted to be discharged into any sanitary sewer any:

- (a) Suspended solids which exceed 200 mg/L; or
- (b) B.O.D. which exceed 200 mg/L; or
- (c) Oil and grease which exceeds 100 mg/L;

then such person shall pay rates for treatment for such substances as set forth in Schedule "B" hereof. Where the discharges of substances do not exceed the amount specified in this subsection, then such person shall pay only the volume rate for discharge of wastewater.

- 108 (1) Grease, oil, and sand interceptions or filters shall be provided on private property for all restaurants, garages, petroleum service stations, vehicle and equipment washing establishments.
- (2) Interceptors will be required for other types of businesses when, in the opinion of the Director, they are necessary for the proper handling of wastewater containing grease in excessive amounts, or any flammable wastes, sand, and other harmful ingredients.
- (3) All interceptors shall be of a type and capacity approved by the Director and shall be so located as to be readily and easily accessible for cleaning and inspection and shall be maintained by the owner at the owner's expense in continuously efficient operation at all times.
- (4) Interceptors shall not be required for private residences.
- 109 Should any blockage, either wholly or in part, of the sewerage works be caused by reason of failure, omission, or neglect of a customer, or owner of property, to comply strictly with the provisions of this bylaw, the customer or owner shall, in addition to any penalty for infraction of this bylaw, be liable to and shall on demand pay the City for all costs of clearing such blockage as determined pursuant to Schedule "A" and for any other amount for which the City may be held legally liable because of such blockage.
- 110 Any person who contravenes any of the provisions of Section 107(1) shall, in addition to any penalty for infraction of this bylaw, be liable to and shall on demand pay to the City all costs of cleaning up and removing any of the materials listed in Section 107(1) and removing and cleaning up a contamination resulting from the discharging of any such materials into a

sanitary sewer, and for any other amount for which the City may be held legally liable because of such contamination.

- 111 No municipality or person shall discharge or cause to be discharged into any sewer or sanitary sewer, wastewater, or industrial waste in a greater volume than 100,000 cu. ft. (9,300 cubic metres) per month without first obtaining written consent from the Director, but no such consent shall be given by the Director until:
- (a) an application in writing for permission to discharge industrial waste or wastewater into a sewer within or entering the City system is delivered to the Director, and
  - (b) the Director has been provided with the chemical and physical analysis, quantity and rate of discharge of wastewater or industrial waste to be so discharged, and any other detailed information that the Director may require, including all pertinent information relating to any pre-treatment before discharge.
- 112 (1) The Director may require the person making application to discharge wastewater to provide, at their own expense, such preliminary treatment as may be necessary to change the characteristics of the industrial waste or wastewater to the standards required under the provisions of this bylaw.
- (2) Where preliminary treatment facilities are provided for any industrial waste or wastewater, they shall be maintained continuously in satisfactory and effective operation by the customer at the customer's own expense.
- 113 (1) The installation of a manhole in a wastewater service connection will be required in accordance with the wastewater manhole requirement of the "Design Guidelines" of the Engineering Department.
- (2) Notwithstanding the above, when required by the Director, the installation of a manhole in a wastewater service connection to an industrial, commercial, or other development will be required:
- (a) to facilitate the clearing of blockages where, in the opinion of the Director, the risk of sewer blockage is high;
  - (b) for observation, sampling, and measurement of the waste of premises served by a wastewater service connection carrying industrial waste.

- (3) Without limiting the generality of the foregoing, manholes will be required or, but not limited to:
- (a) Industrial - Oil related industries, dairies, breweries, packing plants, processing plants, feed mills, manufacturing plants, fabricating plants, painting shops.
  - (b) Commercial - Shopping centres, heavy machine repair, welding shops, automobile repair, service stations, car washes, restaurants, paint stores, hotels, motels, dry cleaners, laundries.
  - (c) Other - Residential dwellings over 6 units, apartment over 6 units, institutions, hospitals, dental labs, funeral homes, churches, schools.
- (4) Such manholes may be constructed by the City, at cost to the applicant for wastewater services, at the service connection to the sanitary main or such manhole may be constructed at the applicants expense, on property/easement line in accordance with plans approved by the Director and shall be maintained by the applicant so as to be safe and accessible at all times.

114 All measurements, tests, and analysis of the characteristics of industrial waste, wastewater or water to which reference is made in this bylaw shall be determined in accordance with the "Standard Methods and Practices for the Examination of Water and Sewage" of the American Public Health Association, and shall be determined from suitable samples taken at the control manhole provided for in Section 113. In the event that no special manhole has been required, the control manhole shall be considered to be the nearest downstream manhole in the sanitary sewer to the point at which the sewer connection enters the sanitary sewer.

**PART 13****ELECTRIC, LIGHT AND POWER UTILITY****DEFINITIONS**

|                  |         |
|------------------|---------|
| 115 <sup>1</sup> | DELETED |
| 116 <sup>2</sup> | DELETED |
| 117 <sup>3</sup> | DELETED |
| 118 <sup>4</sup> | DELETED |
| 119 <sup>5</sup> | DELETED |
| 120 <sup>6</sup> | DELETED |
| 121 <sup>7</sup> | DELETED |
| 122 <sup>8</sup> | DELETED |

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<sup>1</sup> 3215/D-2000

<sup>2</sup> 3215/D-2000

<sup>3</sup> 3215/D-2000

<sup>4</sup> 3215/D-2000

<sup>5</sup> 3215/D-2000

<sup>6</sup> 3215/D-2000

<sup>7</sup> 3215/D-2000

<sup>8</sup> 3215/D-2000

## PART 14

### <sup>1</sup>WASTE MANAGEMENT UTILITY

#### DEFINITIONS

123<sup>2</sup> In this part and in the schedules related to this part, the following words shall have the following meanings:

<sup>3</sup>“Container” shall mean a container for solid waste which is designed to be emptied by a front loading Solid Waste Vehicle;

<sup>4</sup>“Contractor” shall mean the person who or the Corporation which is under contract with the City to collect solid waste from residential properties and haul it to the City’s Landfill site through the Solid Waste portion of the Residential Recycling and Solid Waste/Yard Waste Collection and Composting Services Contract or other applicable agreements entered into between the City and the Contractor.;

“Recycling Contractor” shall mean the person who is under contract with the City through the Residential Recycling Contract or other applicable agreements entered into between the City and the Recycling Contractor.

<sup>5</sup>“Dangerous Goods” shall have the meaning set out from time to time in the Dangerous Goods Transportation and Handling Act, R.S.A. 2000, Ch. D-4 as amended, and the regulations thereunder;

“Disposal Grounds” shall mean the landfill site operated under the authority of the City from time to time;

<sup>6</sup>“Hazardous Waste” shall have the meaning set out from time to time in the Environmental Protection and Enhancement Act, R.S.A. 2000, Ch. E 12 as amended, and the regulations thereunder;

<sup>7</sup>“Receptacle” shall mean a receptacle for solid waste other than a container as defined herein and includes a garbage can and garbage bags;

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/B-99

<sup>3</sup> 3215/A-2004

<sup>4</sup> 3215/A-2004

<sup>5</sup> 3215/A-2004

<sup>6</sup> 3215/A-2004

<sup>7</sup> 3215/A-2004

<sup>1</sup>"Solid Waste" shall mean discarded material or waste or any kind which is permitted to be disposed of at the City Landfill site.

<sup>2</sup>"Solid Waste Tag" shall mean a sticker purchased from The City to be used to identify units of solid waste in excess of the basic residential solid waste collection service.

<sup>3</sup>"Special Waste" shall mean waste which requires special disposal treatment at the Disposal Grounds but does not include solid waste, hazardous waste or dangerous goods.

<sup>4</sup>"Unit of Solid Waste" shall mean a garbage bag up to 660 mm by 914 mm, or a garbage can up to 100 litres in volume, and shall not weigh more than 25 kg.

"Vacant Residential Lands" shall mean is a residential parcel of land without a building ready for occupancy.

## **ESTABLISHMENT AND CONTRACTING**

124 <sup>5</sup>The City hereby establishes the solid waste utility system for the collection, removal and disposal of all solid waste and special waste in the City.

125 (1)<sup>6</sup> Except as provided in this part or by any agreement entered into between the City and the contractor, no person other than the contractor shall directly or indirectly remove or dispose of solid waste collected within the boundaries of the City.

(2)<sup>7</sup> Notwithstanding the foregoing, the contractor shall not have any exclusive right to collect, remove and dispose of the following types of solid waste:

- (a) residential large household goods;
- (b) solid waste in rolloff containers of a capacity of 20 cubic yards or greater;

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/A-2004

<sup>3</sup> 3215/A-2004

<sup>4</sup> 3215/A-2004

<sup>5</sup> 3215/A-2004

<sup>6</sup> 3215/A-2004

<sup>7</sup> 3215/A-2004

- (c) solid waste produced by large scale commercial compactors of a capacity of 20 cubic yards or greater;
- (d) waste produced in the process of constructing, altering or repairing a building;
- (e) any waste not accepted at the City Landfill; and
- (f) those items suitable for recycling or reuse.

126 Except as provided in this part or by any agreement entered into between the City and the Recycling Contractor, no person other than the Recycling Contractor shall directly or indirectly remove or dispose of recyclable material from the Residential Recycling Program collected within the boundaries of the City.

#### **<sup>1</sup>SOLID WASTE SERVICE CHARGES AND BILLING RATES**

- 127<sup>2</sup> (1) The City hereby levies and the customer shall pay for solid waste services provided the amounts and charges provided for in this bylaw and in Schedule "D" attached hereto.
- (2) For greater certainty, all customers shall pay the City for basic solid waste services notwithstanding any contract such customer may have for additional or special solid waste services. The City shall not be responsible to bill or to collect fees for additional or special solid waste services.
- (3) Where service is provided for part of a billing period, the rate shown under Schedule "D" for such service shall be prorated and charged for the portion of the period the service is provided.
- (4) No charges shall be levied or collected in respect of residential lands with no improvements.

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215-A-2004

# **<sup>1</sup>ADMINISTRATION OF SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL SERVICE**

128<sup>2</sup>

The Director shall:

- (a) supervise the collection, removal and disposal or recycling of solid waste, yard waste, and recyclables under this bylaw and under any contract entered into by the City;
- (b) require the owner of a property to install a lid on a garbage container when, in the Director's opinion, there is a problem with the containment of solid waste which could be resolved by the installation of a lid;
- (c) decide what does or does not constitute solid waste or special waste which shall be collected and removed under this bylaw, and
- (d) determine which of the rates set out in Schedule "D" applies to a particular customer in light of the quantity or volume of solid waste produced by that customer.

## **<sup>3</sup>USE OF THE SOLID WASTE SERVICE AND DISPOSAL GROUNDS**

129<sup>4</sup>

- (1) No material shall be considered to be "solid waste" within the meaning of this bylaw unless and until the owner of the same shall have placed it in a receptacle or container for collection.
- (2) All solid waste shall be removed to and disposed of in the Disposal Grounds subject to the regulations established by the City therefor and no person shall deposit or dispose of solid waste at any location in the City except the Disposal Grounds.
- (3)<sup>5</sup> A person shall not use or permit to be used any vehicle or trailer for the conveyance or storage of waste unless such vehicle or trailer is fitted with a cover capable of preventing the dropping, spilling or blowing off of waste while it is being stored in or transported by the vehicle. Such unsecured loads will be charged a surcharge at the Disposal Grounds as outlined in Schedule "D" and/or may be subject to a penalty.

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/A-2004

<sup>3</sup> 3215/A-2004

<sup>4</sup> 3215/A-2004

<sup>5</sup> 3215/A-2002

- 130<sup>1</sup> (1) No owner or occupant of land shall permit solid waste to accumulate loosely on such land.
- (2) An owner or occupant of land shall ensure that any solid waste produced from such land is held in receptacles or containers in good condition adequate to contain the accumulation of solid waste originating from such lands between collection times.
- (3) Solid Waste receptacles shall be placed as near as practicable to the lane abutting the lands upon which the same are situated so as to be easily accessible to the persons required by this bylaw or any contract pursuant hereto to handle the same, or if a lane does not abut such lands, or for any other reason the placement required by this section is impractical, such receptacles shall be placed in such manner as the Director directs.
- 131<sup>2</sup> When a building is constructed so that its exterior wall abuts the lane or the lane setback and no alternate location is provided on the site accessible to the lane, a space within the building, accessible to the lane, shall be provided of sufficient dimensions to contain all solid waste between periods of collection to the satisfaction of the Director.
- 132 (1)<sup>3</sup> Notwithstanding any other provisions of this bylaw, a receptacle containing solid waste shall be sufficiently strong to hold the weight of solid waste contained therein without breaking and shall not exceed:
- (a) 25 kilograms (55 pounds) in weight;
- (b) 1.2 metres (4 feet) in length; or
- (c) 100 litres (3.6 cubic feet) in volume.
- (2) The City and its contractor are not required to handle, collect or remove a receptacle, or the contents of a receptacle, which does not comply with Section 132 (1) of this bylaw.
- (3)<sup>4</sup> All owners or occupants of land shall remove and dispose of all solid waste originating on their lands or premises which are not collected, removed and disposed of pursuant to this bylaw, and in default of their so doing, the City may remove and dispose of such solid waste at the expense of such owners or

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/A-2004

<sup>3</sup> 3215/A-2004

<sup>4</sup> 3215/A-2004

occupants and the owners or occupants shall make payment of such expenses on demand.

- (4) A person shall not put out or permit to be put out animal feces or any other manure type waste unless packaged separately from other waste in a securely tied double plastic bag free of punctures, tears and leaks.
  - (5) No person shall dispose of any waste in a receptacle or container owned or leased by another person without the express written consent of the owner of the receptacle or container.
  - (6)<sup>1</sup> The basic residential solid waste collection service outlined in Schedule "D" Item 3 shall consist of the weekly collection of a maximum of 5 units of solid waste per residential customer unless otherwise directed by the Public Works Manager. Units of solid waste in excess of the basic residential solid waste collection service will be picked up if a solid waste tag, purchased from The City, is attached to the waste for disposal.
- 133 (1)<sup>2</sup> The owner or occupant of residential lands or premises may remove the solid waste therefrom at their own expense and employ some other person for such purpose, but such action shall not relieve the owner or occupant of this liability to pay to the City the rate levied under this bylaw for removing such solid waste.
- (2)<sup>3</sup> The owner or occupant of multi-family residential lands or premises must have hand pick-up or container collection of solid waste at least once per week. If using hand pick-up for multi-family residential lands or premises, the owner must ensure that all solid waste is neatly contained in garbage cans between collection times. The joint use or sharing of containers or receptacles between multi-family residential lands or premises, for the collection and disposal of solid waste, shall not be permitted except with the prior written permission of the Public Works Manager.
- (3)<sup>4</sup> The owner or occupant of non-residential lands or premises may remove their own solid waste at their own cost and expense by employing the services of their own workers or employees, but such owner or occupant shall not contract such work out to any party other than the contractor, except for the removal of the types of solid waste listed in Section 125(2).

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<sup>1</sup> 3215/B-99, 3215/A-2004

<sup>2</sup> 3215/A-2004

<sup>3</sup> 3215/A-2002, 3215/A-2004

<sup>4</sup> 3215/A-2004

- (4)<sup>1</sup> Any person who breaches the provisions of subsection (3) hereof, in addition to their liability to be prosecuted for an offence under this bylaw, shall be liable for and make payment to the City of the fees and charges for removal and disposal of solid waste which such person would have had to pay had such person used the services of the contractor for such purpose.
- (5)<sup>2</sup> This section does not apply to removal of solid waste from the Michener Centre.

### **HAZARDOUS WASTE, DANGEROUS GOODS, SPECIAL WASTE**

- 134 (1) The owner or occupant of land which produces or possesses any dangerous goods, hazardous waste or special waste shall remove and dispose of such goods in accordance with this bylaw and any regulations of the Governments of Alberta and Canada.
- (2) The owner or occupant of any lands from which any dangerous goods, hazardous waste or special waste is removed shall properly identify such waste or goods and shall be responsible for obtaining approvals for the safe transport and disposal thereof.
- (3)<sup>3</sup> No person shall deposit or mix with any solid waste for collection in the solid waste service or delivery to the Disposal Grounds any dangerous goods or hazardous waste.
- (4)<sup>4</sup> No person shall place, or cause to be placed, any special waste into the solid waste service or Disposal Grounds without obtaining permission from the Director and making payment of the disposal charge specified in Schedule "D".
- (5) Any person breaching any part of this section shall be responsible for all costs incurred in eliminating any pollution or contamination of the Disposal Grounds or any other site in the City and shall make payment of the same to the City on demand.

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/A-2004

<sup>3</sup> 3215/A-2004

<sup>4</sup> 3215/A-2004

**BURNING**

- 135<sup>1</sup> Except as provided in the City's Fire Permit Bylaw no persons shall burn or attempt to burn any solid waste outside of a building in any area of the City.

**MISCELLANEOUS**

- 136 (1)<sup>2</sup> Notwithstanding anything in this bylaw, no person shall deposit any solid waste or refuse at the Disposal Grounds which does not originate from within the boundaries of the City except with the prior written permission of the Public Works Manager or under the authority of a contract with the City.
- (2) The penalty for a breach of this section shall be:
- (a) in the case of a first offence, a fine of not less than \$50.00 and not more than \$100.00 and in default of payment thereof to a term of imprisonment for not more than 5 days;
  - (b) in the case of a second offence, a fine of not less than \$150.00 and not more than \$250.00 and in default of payment thereof to a term of imprisonment for not more than 15 days; and
  - (c) in the case of a third and any subsequent offence, a fine of \$500.00 and in default of payment thereof to a term of imprisonment for not more than 90 days, or to both fine and imprisonment.

**PART 15****POWER AND AUTHORITY OF INSPECTORS**

- 137 The Director, any manager of a utility appointed by the Director in charge of administering each utility, the Inspections and Licensing Manager and other duly authorized employees of the City and contractors or agents appointed by the City, bearing proper credentials and identification, shall be permitted to enter upon all properties for the purpose of inspection, observation, measurement, sampling and testing in accordance with the provisions of this bylaw. If such inspection discloses any failure, omission, or neglect respecting any utility upon the customer's premises, or discloses any defect in the location, construction, design or maintenance of any facility or any connection therefrom to the utility service, the person

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<sup>1</sup> 3215/A-2004

<sup>2</sup> 3215/A-2004

making such inspection shall, in writing, notify the customer, owner, proprietor or occupier to rectify the cause of complaint within a reasonable time as determined by the Director. Such person shall within the time limited rectify such cause of complaint stated in the notice.

- 138 Any person violating any provision of this bylaw may be served by the City with written notice stating the nature of the violation and requiring the satisfactory correction thereof within 48 hours, or such additional time as determined by the Director. Such person shall, within the time stated in such notice, permanently cease all violations.

## **PART 16**

### **OFFENCES AND PENALTIES**

- 139 Any person who:
- (a) breaches Section 92(1), 92(2), 107, or 134 of this bylaw; or
  - (b) fails to act in compliance and accordance with any notice given to him under this bylaw;

shall be guilty of an offence and upon summary conviction shall be liable to a penalty of not less than \$500.00 and not more than \$2,500.00, plus court costs and in default of payment of the penalty and costs, to a term of imprisonment not exceeding 6 months.

- 140 The penalty for a breach of Section 129(3) shall be as follows:
- (a) for a first offence, a fine of \$50.00 and, in default of payment, 5 days imprisonment;
  - (b) for a second offence, a fine of \$150.00 and, in default of payment, 15 days imprisonment;
  - (c) for a third or subsequent offence, a fine of \$500.00 and, in default of payment, imprisonment for a period of 60 days.

- 141 Except as provided for in Sections 139 and 140 of this bylaw, , any person who breaches or contravenes any other provision of this bylaw is guilty of an offence and is liable to a specified penalty of \$110.00.

- 142 Where a Peace Officer or Bylaw Enforcement Officer has reasonable grounds to believe that a person has contravened any provision of this bylaw, they may serve upon such person an offence ticket allowing the payment of the specified penalty to the City which shall be accepted by the City in lieu of prosecution for the offence.

## **PART 17**

### **EFFECTIVE DATES**

- 143 This bylaw shall come into effect on December 1, 1998
- 144 Bylaw No. 2960/88 is hereby repealed effective December 1, 1998.

READ A FIRST TIME IN OPEN COUNCIL this 5 day of October A.D. 1998.

READ A SECOND TIME IN OPEN COUNCIL this 5 day of October A.D. 1998.

READ A THIRD TIME IN OPEN COUNCIL this 5 day of October A.D. 1998.

AND SIGNED BY THE MAYOR AND CITY CLERK this 5 day of October A.D. 1998.

"G. D. Surkan"

"Kelly Kloss"

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MAYOR

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CITY CLERK

**SCHEDULE A - WATER AND MISCELLANEOUS RATES**  
**SCHEDULE B - WASTEWATER RATES**  
**SCHEDULE C - DELETED (EFFECTIVE JANUARY 1, 2001)**  
**SCHEDULE D - GARBAGE RATES**

**SCHEDULE "A"<sup>1</sup>****Effective for all consumption, estimated or actual, on or after March 1, 2005****UTILITY BILLING FEES**

|   |   |               |
|---|---|---------------|
| 1 | Application fee for utility billing                         | \$15.00       |
| 2 | Installation of more than one meter                         | \$21.00/meter |
| 3 | Requested meter reading                                     | \$21.00       |
| 4 | Service call during regular hours                           | \$38.00       |
| 5 | Service call after regular hours                            | \$128.00      |
| 6 | Disconnection service charge                                | \$45.00       |
| 7 | Reconnection service charge                                 | \$45.00       |
| 8 | Non-application fee<br>(open a new account in owner's name) | \$30.00       |

**MISCELLANEOUS WATER AND  
WASTEWATER RATES**

|   |   |                        |                      |
|---|---|------------------------|----------------------|
| 1 | New service connection:   |                        |                      |
|   |   | From Main In<br>Street | From Main<br>In Lane |
|   | (a) Basic charge for 1" (25 mm) water<br>and 6" (150 mm) sanitary | \$4,440.00             | \$3,750.00           |
|   | (b) Basic charge for 1" (25 mm) water                             | \$3,935.00             | \$3,250.00           |
|   | (c) Basic charge for 6" (150 mm)<br>sanitary sewer                | \$3,935.00             | \$3,250.00           |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003) 3215/A-2004 (Effective March 1, 2004) 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "A"<sup>1</sup>**

|   |            |            |
|---|------------|------------|
|   | \$3,935.00 | \$3,250.00 |
| (d) Basic charge for 4" (100 mm)<br>storm sewer   |            |            |
| (e) Basic charge for 1" (25 mm)<br>water main, 150 mm sanitary<br>and 4" (100 mm) storm sewer | \$4,770.00 | \$4,090.00 |
| (f) Dual service upon approval  | \$5,340.00 | N/A        |
| (g) Water service renewal upon<br>approval  | \$3,810.00 | N/A        |

Extra charge for:

Larger water service:

|      |          |          |
|------|----------|----------|
| 1.5" | (38 mm)  | 250.00   |
| 2"   | (50 mm)  | 705.00   |
| 4"   | (100 mm) | 2,200.00 |
| 6"   | (150 mm) | 3,040.00 |
| 8"   | (200 mm) | 3,700.00 |
| 10"  | (250 mm) | 4,200.00 |
| 12"  | (300 mm) | 5,000.00 |

Larger sanitary or storm sewer:

|     |          |        |
|-----|----------|--------|
| 8"  | 200 mm   |        |
|     | Ribbed   | 100.00 |
|     | DR35     | 125.00 |
| 10" | (250 mm) |        |
|     | Ribbed   | 170.00 |
|     | DR35     | 250.00 |
| 12" | (300 mm) |        |
|     | Ribbed   | 245.00 |
|     | DR35     | 380.00 |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003) 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "A"<sup>1</sup>**

|   |   |  |          |
|---|---|--|----------|
|   | 15"   | (375 mm)   |          |
|   |   | Ribbed   | 375.00   |
|   |   | DR35   | 610.00   |
|   | 18"   | (450 mm)   |          |
|   |   | Ribbed   | 620.00   |
|   |   | DR35   | 1,000.00 |
|   | 24"   | (600 mm)   |          |
|   |   | Ribbed   | 1,200.00 |
| 2 | Disconnection of service (water kill)                                   |  |          |
|   | up to 50 mm in size   |  | 1,500.00 |
|   | up to 50 mm in size, same dig at time of basic service                  |  | 780.00   |
|   | over 50 mm in size  |  | 2,915.00 |
| 3 | Additional fee for winter construction of service<br>(Nov. 15 – May 15) |  |          |
|   | Lane  |  | 800.00   |
|   | Street  |  | 1,135.00 |
| 4 | Other Charges   |  |          |
|   | Construction of manhole to 3.1 metres in depth                          |  | 2,625.00 |
|   | (a)   | Additional cost per vertical metre in excess<br>of 3.1 metres in depth | 376.00   |
|   | Inspection Chamber  |  | 1,660.00 |
|   | Fire Hydrant and Valve Installation                                     |  | 3,090.00 |
|   | Cutting and replacing pavement:   |  |          |
|   | (a)   | Single or double service 3" (75 mm) and under                          | 1,350.00 |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003) 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "A"**<sup>1</sup>

|     |  |          |
|-----|--|----------|
| (b) | Single or double service over 3" (75 mm) | 1,700.00 |
| (c) | Triple service 3" (75 mm) and under      | 1,890.00 |
| (d) | Triple service over 3" (75 mm)           | 2,380.00 |
| (e) | For service kill 3" (75 mm) and under    | 540.00   |
| (f) | For service kill over 3" (75 mm)         | 680.00   |
| (g) | For water service renewal                | 675.00   |

## Replacing sidewalks:

|     |                                      |          |
|-----|--------------------------------------|----------|
| (a) | Single or double service residential | 1,045.00 |
| (b) | Single or double service commercial  | 2,090.00 |
| (c) | Triple service residential           | 1,425.00 |
| (d) | Triple service commercial            | 2,850.00 |

## Replacing curb only:

|     |                          |        |
|-----|--------------------------|--------|
| (a) | Single or double service | 660.00 |
| (b) | Triple or dual service   | 980.00 |

|   |        |
|---|--------|
| Landscaping Repairs (boulevard area)      | 125.00 |
| Landscaping Repairs (utility lot/reserve) | 440.00 |

|   |   |       |
|---|---|-------|
| 5 | Turn water off or on for repairs or line testing  |       |
|   | (a) during regular working hours  | 38.00 |
|   | (b) after regular working hours   | 75.00 |
| 6 | Temporary water supply for construction purposes includes 5/8" (16 mm) water meter with up to 4,000 cubic feet consumption. (Consumption in excess of 4,000 cubic feet will be billed at current rate.) | 55.00 |
| 7 | Meter Test  | 48.00 |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003) 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "A"**<sup>1</sup>

|    |  |               |
|----|--|---------------|
| 8  | Replace valve at water meter at time of water meter replacement          | 45.00         |
| 9  | Repairs to water meters  | at cost       |
| 10 | Thawing water service  | at cost       |
| 11 | Repair to damaged standpipe  | at cost       |
| 12 | Private fire hydrant maintenance   |               |
|    | (a) Spring inspection (Mar. 2 – June 30)                                 | 26.00/hydrant |
|    | (b) Fall inspection (Aug. 1 – Oct. 31)                                   | 26.00/hydrant |
|    | (c) Winter inspection (Nov. 1 – Mar. 1)                                  | 51.00/hydrant |
|    | (d) Damage evaluation  | 26.00/hydrant |
|    | (e) Paint  | 60.00/hydrant |
| 13 | Bulk Water   |               |
|    | Use of designated fire hydrant to obtain water, \$25.00 per permit (job) |               |
| 14 | Clearing plugged sewer   |               |
|    | (a) During regular working hours   | 76.00         |
|    | (b) After regular working hours  | 130.00        |
| 15 | Televiser sewer lines  |               |
|    | (a) Service (regular hours only)   | 121.00        |
|    | (b) Mains (regular hours only)   | at cost       |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003) 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "A"**<sup>1</sup>**WATER RATES**

Every customer shall pay for water supplied to him the aggregate of amount determined as follows:

- 1 A consumption charge of \$0.4419 for each cubic metre (\$1.2557 for each 100 cubic feet) of water supplied.
- 2 A fixed monthly charge shall be determined by the size of the meter supplied to each customer as follows:

| METER SIZE    | FIXED MONTHLY CHARGE |
|---------------|----------------------|
| 5/8" ( 16 mm) | 11.66                |
| 3/4" ( 19 mm) | 18.67                |
| 1" ( 25 mm)   | 33.99                |
| 1½ " ( 38 mm) | 79.33                |
| 2" ( 50 mm)   | 191.50               |
| 3" ( 75 mm)   | 323.34               |
| 4" (100 mm)   | 684.49               |
| 6" (150 mm)   | 1,282.67             |
| 8" (200 mm)   | 2,266.67             |

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<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003) 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "B"<sup>1</sup>**

**Effective for all rates, estimated or actual, on or after March 1, 2005**

**WASTEWATER RATES**

- 1 The cost of wastewater service for residential premises connected to the City sewerage system and which contains not more than two dwelling units shall be a flat fee of \$19.69 per month.
- 2 Where there are more than two dwelling units in residential premises or for other properties served by a single water meter, the customer shall pay at the rate of \$0.7941 per cubic metre (\$2.2516 per 100 cu. ft.) of wastewater calculated in the manner herein set forth with a minimum of \$19.69 per month.
- 3 Where the Director has tested the discharge of wastewater into the sewerage system pursuant to Clause 91 and found that the wastewater exceeds the limits of B.O.D., suspended solids or grease set out therein, then that customer shall pay for wastewater service at the following rates:
  - (a) A volume charge based on \$0.5012 per cubic metre (\$1.4193 per 100 cu. ft.)
  - (b) A treatment charge based on the amount of B.O.D., grease or suspended solids at the following rates:

B.O.D.: \$0.4375 per kg

Suspended Solids: \$0.4728 per kg

Grease: \$0.1351 per kg

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<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001) 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003), 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "B"<sup>1</sup>**

- 4 For the purpose of calculating the sewerage charge payable by a customer, the volume of wastewater contributed by the customer to the sewerage works shall be deemed to be equal to 80% of the water delivered to the customer's premises, whether the water was received from the City or from sources other than the City. Where no meter or other exact means exist to determine the quantity of water consumed by any person, the Director shall make an estimate thereof for the purpose of determining the sewerage service charges. The customer may, at his own expense, install and maintain a meter approved by the Director upon which the service charge shall thereafter be determined.

- 5 Liquid waste disposal at Wastewater Treatment Plant disposal station:

|                             |               |
|-----------------------------|---------------|
| Single axle load            | \$16.77       |
| Tandem axle load            | \$27.96       |
| Multi-axle load             | \$71.44       |
| Vans (carpet cleaning unit) | \$31.95/month |

Note: See Schedule "A" for Miscellaneous Wastewater Rates

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<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003), 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "C"<sup>1</sup>**

**(Deleted by authority of Bylaw 3215/D-2000,  
Effective January 1, 2001)**

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<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/A-2000, 3215/B-2000 (Effective March 20, 2000), 3215/D-2000 (Effective January 1, 2001)

**SCHEDULE "D"<sup>1</sup>*****Effective for all rates, on or after March 1, 2005*****SCHEDULE OF SOLID WASTE COLLECTION RATES**

1. Rates to be applicable for premises when supplied with a container by the contractor engaged by the City. Scheduled Service includes Contractor-provided container.

| SOLID WASTE COLLECTION RATES<br>FOR<br>COMMERCIAL FRONT-END CONTAINERS |  |  |  |  |
|--|--|--|--|--|
| Type of Service  | Monthly Rate                                 |  |  |  |
|  | 1.529 m <sup>3</sup><br>(2 yd <sup>3</sup> ) | 2.294 m <sup>3</sup><br>(3 yd <sup>3</sup> ) | 3.058 m <sup>3</sup><br>(4 yd <sup>3</sup> ) | 4.587 m <sup>3</sup><br>(6 yd <sup>3</sup> ) |
| <u>Service on Demand:</u>  |  |  |  |  |
| Container rental   | 21.97  | 29.33  | 36.64  | 43.96  |
| Lift charge  | 21.97  | 29.33  | 36.64  | 43.96  |
| <u>Scheduled Service:</u>  |  |  |  |  |
| 1 lift per month   | 23.73  | 28.26  | 32.80  | 41.85  |
| 1 lift every 2 weeks   | 32.80  | 41.85  | 50.96  | 69.10  |
| 1 lift per week  | 38.61  | 57.93  | 75.31  | 101.37                                       |
| 2 lifts per week   | 77.26  | 115.87                                       | 150.63                                       | 187.69                                       |
| 3 lifts per week   | 115.87                                       | 173.80                                       | 213.20                                       | 274.60                                       |
| 4 lifts per week   | 154.51                                       | 231.74                                       | 278.10                                       | 370.77                                       |
| 5 lifts per week   | 193.10                                       | 289.66                                       | 347.62                                       | 461.65                                       |
| 6 lifts per week   | 231.74                                       | 347.62                                       | 417.16                                       | 556.19                                       |
| Extra lift for scheduled service                                       | 21.97  | 29.33  | 36.64  | 43.96  |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-99, 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003), 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "D"<sup>1</sup>**  
**SCHEDULE OF SOLID WASTE COLLECTION RATES**

Charges for special container services in addition to the above rates will be as follows:

**RATES PER CONTAINER**

Standard Lid

No charge

Castors on Containers

\$ 5.84 per month

2. Rates to be applicable for premises where the owner or agent is charged and such owner or agent provides receptacles for hand pickup of solid waste.

| MONTHLY SOLID WASTE COLLECTION RATES FOR<br>COMMERCIAL HAND PICK-UP |                               |        |        |        |        |        |                                     |
|---|-------------------------------|--------|--------|--------|--------|--------|-------------------------------------|
| Volume<br><br>per<br>Pick-Up  | Frequency of Pick-Up per Week |        |        |        |        |        | Cost<br>per<br>Extra<br>Pick-<br>Up |
|   | 1                             | 2      | 3      | 4      | 5      | 6      |                                     |
| ≤ 0.4 m <sup>3</sup><br>(≤ .5 yd <sup>3</sup> )                     | 6.24                          | 12.48  | 18.72  | 24.96  | 31.20  | 37.44  | 6.41                                |
| > 0.4 – 0.8 m <sup>3</sup><br>(≥ 5-1 yd <sup>3</sup> )              | 12.48                         | 24.96  | 37.44  | 49.92  | 62.40  | 74.87  | 12.81                               |
| .765>0.8-1.5 m <sup>3</sup><br>(≥ 1-2 yd <sup>3</sup> )             | 24.96                         | 49.92  | 74.87  | 99.83  | 124.79 | 149.75 | 19.22                               |
| ≥ 1.5-2.3 m <sup>3</sup><br>(≥ 2-3 yd <sup>3</sup> )                | 37.44                         | 74.87  | 112.31 | 149.75 | 187.20 | 224.63 | 25.63                               |
| >2.3-3.1 m <sup>3</sup><br>(≥ 3-4 yd <sup>3</sup> )                 | 49.92                         | 99.83  | 149.75 | 199.68 | 249.59 | 299.51 | 32.03                               |
| >3.1-3.8 m <sup>3</sup><br>(≥ 4-5 yd <sup>3</sup> )                 | 62.46                         | 124.79 | 187.20 | 249.59 | 311.99 | 374.38 | 38.44                               |
| >3.8-4.6 m <sup>3</sup><br>(≥ 5-6 yd <sup>3</sup> )                 | 74.87                         | 149.75 | 224.63 | 299.51 | 374.38 | 449.26 | 44.84                               |
| >4.6-5.3 m <sup>3</sup><br>(≥ 6-7 yd <sup>3</sup> )                 | 87.35                         | 174.71 | 262.07 | 349.43 | 436.78 | 524.13 | 51.25                               |

**Note: 0.383 m<sup>3</sup> (1/2 yd<sup>3</sup>) is approximately equal to 3 units (bags or cans) of garbage**

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-99, 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003), 3215/A-2004 (Effective March 1, 2004) 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "D"<sup>1</sup>*****SCHEDULE OF SOLID WASTE COLLECTION RATES***

3. For a single family dwelling unit, a semi-detached residential unit, a single family dwelling unit with a basement dwelling unit situated therein, or a dwelling unit in a multiple family building or multiple family development, the charge for basic residential collection shall be \$7.20 per month per dwelling unit for the collection of a maximum of 5 units of solid waste per week year round and once a week collection of yard waste for six months per year. The charge for solid waste tags for units in excess of the basic residential collection service shall be \$1.00 per garbage tag.
4. (a) For a single family dwelling unit, a semi-detached residential unit, a single family dwelling unit with a basement dwelling unit situated therein, or any dwelling unit otherwise designated as an "R10" or "R63" account in the utility billing system, the charge for one pick-up per week of recyclable material shall be \$3.59 per month per dwelling unit.
- (b) For a multiple family building, designated as either an "R11" or "R62" account in the utility billing system, the charge for one pick-up per week of recyclable materials shall be \$3.10 per month per dwelling unit.
5. Disposal Grounds Rates for Acceptance of Solid Waste and Refuse

|     | <b><i>Description</i></b>   | <b><i>Rate</i></b>       |
|-----|---|--------------------------|
| (1) | Residents hauling residential refuse from their own residences                | \$36.00 per metric tonne |
| (2) | Private companies or commercial haulers with commercial or residential refuse | \$36.00 per metric tonne |
| (3) | Demolition, concrete, asphalt and tree rubble                                 | \$36.00 per metric tonne |
| (4) | Special Waste   | \$55.00 per metric tonne |
| (5) | Asbestos  | \$55.00 per metric tonne |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-99, 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003), 3215/A-2004 (Effective March 1, 2004) 3215/A-2005 (Effective March 1, 2005)

**SCHEDULE "D"<sup>1</sup>****SCHEDULE OF SOLID WASTE COLLECTION RATES**

| <i>Description</i>  | <i>Rate</i>                             |
|---|---|
| (6) When fractional metric tonnes are delivered, the rate charged for the same shall be determined by prorating the above rates per tonne in the same ratio as the weight of such refuse, waste or rubble delivered bears to a metric tonne. In any event, a minimum charge of \$5.00 shall apply for items 5 (1), 5 (2), 5 (3), 5 (4), and a minimum charge of \$55.00 shall apply for item 5 (5). |   |
| (7) Cover Material as defined in The City of Red Deer Waste Management Facility Disposal Guidelines   | No Charge                               |
| (8) A surcharge of \$20.00 per load will be applied to unsecured loads as outlined in section 129 (3)   |   |
| 6. Dry Waste Disposal Site  |   |
|   | <i>Dirt</i> <i>Concrete and Asphalt</i> |
| Single Axle   | \$ 10.00 \$ 32.00                       |
| Tandem  | \$ 10.00 \$ 32.00                       |
| End Dumps   | \$ 20.00 \$ 64.00                       |
| Pups and Trucks   | \$ 20.00 \$ 64.00                       |
| Service charge for opening the gate<br>(If special trip is required)  | \$15.00/trip                            |

<sup>1</sup> 3215/A-99 (Effective March 17, 1999), 3215/B-99, 3215/B-2000 (Effective March 20, 2000), 3215/A-2001 (Effective March 15, 2001), 3215/A-2002 (Effective March 15, 2002), 3215/A-2003 (Effective March 3, 2003), 3215/A-2004 (Effective March 1, 2004), 3215/A-2005 (Effective March 1, 2005)

*Comments:*

We concur with the recommendations of the Financial Services Manager and the Public Works Manager.

"Morris Flewwelling"  
Mayor

"Norbert Van Wyk"  
City Manager



Council Decision – October 24, 2005

Legislative & Administrative Services

**DATE:** October 25, 2005

**TO:** Lorraine Poth, Financial Services Manager  
Paul Goranson, Public Works Manager

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Utility Bylaw Amendment 3215/B-2005  
Changes to Penalties/Application Fee

---

*Reference Report:*

Financial Services Manager, dated October 11, 2005, and Public Works Manager, dated October 12, 2005

*Bylaw Readings:*

Utility Bylaw Amendment 3215/B-2005 was given three readings. A copy of the bylaw is attached.

*Report Back to Council:* No

*Comments/Further Action:*

This office will amend the consolidated copy of the Utility Bylaw and distribute copies in due course.



Kelly Kloss

Manager

/chk

/attach.

c Director of Corporate Services  
Director of Development Services



Social Planning Department

SP-7.173

**DATE:** October 17, 2005

**TO:** Kelly Kloss, Legislative & Administrative Manager

**FROM:** Scott Cameron, Social Planning Manager

**CC:** Rick Assinger, Lyle Keewatin Richards,  
Co Chairs, Community Housing Advisory Committee

**SUBJECT:** SUPPORT TO AFFORDABLE HOUSING PROJECT

---

In June 2002 the Government of Canada and Province of Alberta announced an agreement to provide funding for affordable housing over the next five years. The federal contribution to this program would be matched with funds to be provided by the Province of Alberta. This agreement is entitled the Affordable Housing Program Initiative.

The role of municipalities is seen as one of screening proposals as to community need and fit with the local Community Housing Plan. In Red Deer, the initial proposal review takes place with the Community Housing Advisory Committee (CHAC) that in turn recommends support for the proposal to Council.

The Community Housing Advisory Committee (CHAC) has considered several submissions since February 2003 and provided recommendations to Council in support of the projects. Council has responded to those recommendations with a letter of support to the federal/provincial program indicating that the reviewed projects would meet the need and fit with the Community Housing Plan for Red Deer thus encouraging a positive response to the funding proposals. Four of the supported submissions have received funding from the program, with the last, Red Deer Housing Authority, currently under consideration.

1. Handicapped Housing Society of Alberta/Monarch Place Board – Kentwood
2. P&S Investments – Riverside Meadows
3. Potter's Hands/CMHA – Gaetz Avenue
4. Potter's Hands/CMHA - Convent Park
5. Red Deer Housing Authority Rent Supplements

The latest submission reviewed by CHAC is a second level renovation/development in the downtown that would add 6-8 new rental units of varying sizes. Paul Harris as President and Terry Warke as Director of their limited company, are requesting support for a funding proposal to the federal/provincial Affordable Housing Program for the renovation of the second level of their premises above "Sunworks" at 4924 Ross Street.

The submission has been reviewed by CHAC acknowledging the following criteria:

- a. Appropriateness and consistency with *The Journey Home – A Community Housing Plan for the City of Red Deer – meeting the target of new affordable rental housing*
- b. Knowledge of and support for the individuals and their company responsible for the development and implementation of the project

Oct. 17/05  
Memo to Kelly Kloss  
Re: Supports to Affordable Housing Projects  
Page 2/2

- c. Commitment to partnerships and understanding of the community housing plan
- d. The affordable housing being proposed supports people in their housing at an affordable rate and addresses the priorities in the community plan.

The recommendation put forth is based on the following understanding:

- 1. The Community Housing Advisory Committee has not reviewed the financial considerations of this project, and it is the understanding of the CHAC that the Province of Alberta will undertake the detailed financial evaluations of these projects.
- 2. Municipal support for these projects does not imply any further financial contribution from the municipality for development and/or project operations.
- 3. That the proponents of this project will strive to offer rent that is in excess of the 10% below average market rents that they are currently proposing.

**Recommendation:**

That the City of Red Deer provide a letter of support for this latest proposal to the Minister of Alberta Seniors and Community Supports.

This support is subject to:

- 1. The Province of Alberta undertaking detailed financial evaluations of the projects
- 2. No further financial contribution from The City of Red Deer for development and/or project operations

***Comments:***

We concur with the recommendations of the Social Planning Manager.

“Morris Flewwelling”  
Mayor

“Norbert Van Wyk”  
City Manager

FILE COPY



Council Decision – October 24, 2005

Legislative & Administrative Services

**DATE:** October 25, 2005  
**TO:** Scott Cameron, Social Planning Manager  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** Support to Affordable Housing Project

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*Reference Report:*

Social Planning Manager, dated October 17, 2005

*Resolutions:*

*"Resolved* that Council of the City of Red Deer having considered the report from the Social Planning Manager, dated October 17, 2005, re: Support to Affordable Housing Project, hereby authorizes that a letter be sent to the Minister of Alberta Seniors and Community Supports supporting the Affordable Housing Project, as described in the report presented to Council, subject to the following conditions:

1. The Province of Alberta undertaking detailed financial evaluations of the project, and,
2. No further financial contribution from The City of Red Deer for development and/or project operations."

*Report Back to Council:* No

*Comments/Further Action:*

Please prepare a letter, for the Mayor's signature, as noted in the above resolution, to the Minister of Alberta Seniors and Community Supports, with a copy to this office.

  
Kelly Kloss  
Manager  
/chk

c Director of Community Services  
Community Housing Advisory Committee, c/o Pam Ralston, Social Planning

**DATE:** October 17, 2005

**TO:** Kelly Kloss, Legislative & Administrative Manager

**FROM:** Scott Cameron, Social Planning Manager

**CC:** Rick Assinger, Lyle Keewatin-Richards, Co-Chairs

**SUBJECT:** National Homelessness Initiative Recommendations from the Community Housing Advisory Committee

---

**Background**

On November 6, 2000, City Council agreed that the City of Red Deer would be the fund administrator for the Community Housing Plan, subject to funding agreements being in place with the Government of Canada and Province of Alberta and to the City receiving reasonable compensation for being the administrator. Agreements were signed with both levels of government, including one with the Government of Canada for Urban Aboriginal funding, and an administration fee negotiated for the project. Allocation of funding has been completed as contracted.

On November 20, 2000, City Council established an ad hoc Community Housing Advisory Committee to recommend proposals for housing and supports based on The Journey Home, A Community Housing Plan for the City of Red Deer, Alberta. Present membership is attached with this memo.

In July 2003 the Government of Canada announced a second three-year phase of the homelessness and transitional housing funding that will terminate March 31, 2006. The funding that the Community Housing Advisory Committee is allocating at the present time is specifically to deal with issues of homelessness, transitional housing and capacity building. The Community Housing Plan, The Journey Home was submitted to the federal government in July 2003 and was approved in September 2003.

There is an agreement with The Government of Canada, including one for Urban Aboriginal Homelessness funding, stating that projects eligible for funding will address the spectrum of homelessness issues but cannot be used for permanent affordable housing for homeless people. A separate funding strategy is in place for this purpose through the Provincial/Federal Affordable Housing Program.

As in Phase I, the Aboriginal community has requested that the Urban Aboriginal Homelessness (UAH) funds be used in a joint funding approach with the Supporting Communities Partnership Initiative (SCPI), recognizing that the housing needs of the Aboriginal community are more similar than dissimilar to the housing needs of others in the community. In this way, the aboriginal community could join forces and funds with the community of Red Deer and present a united approach to dealing with a common challenge, with every effort being made to ensure cultural awareness and sensitivity in service delivery.

Two positions on the CHAC are reserved for Aboriginal representation but the present committee is pleased that there are three people who have agreed to be members on CHAC who have been recommended by the Central Alberta Aboriginal Services Council (CAASC). All decisions of this committee are by consensus, thus allowing for input and decision making that is acceptable to all members.

The Province of Alberta has added \$600,000 over the three years of Phase II to Red Deer's Homelessness Initiative. There has been no indication of continued funding beyond March 31, 2006 from the Province. Due to the fact that provincial funding was approved for Red Deer late each year of Phase II on a year to year basis, CHAC moved ahead with funding recommendations for Phase II based on the known federal funding in order to facilitate the continuation of previously funded services and for new projects to address homelessness in our community.

The current funding available is a combination of primarily provincial and a limited amount of the federal homelessness initiative that has been unallocated thus far in Phase II. The chart below outlines the total funding available in Phase II from all three sources.

**Total Red Deer Allocation Phase II 2003-2006:**

**Urban Aboriginal Homelessness (UAH) Budget**

|                  |                  |
|------------------|------------------|
| <b>UAH Total</b> | <b>\$373,323</b> |
|------------------|------------------|

**Supporting Communities Partnership Initiative (SCPI)**

|                   |                  |
|-------------------|------------------|
| <b>SCPI Total</b> | <b>\$779,263</b> |
|-------------------|------------------|

**Provincial Homelessness Initiative**

|                   |                  |
|-------------------|------------------|
| <b>PROV Total</b> | <b>\$600,000</b> |
|-------------------|------------------|

|                                   |                    |
|-----------------------------------|--------------------|
| <b>Total Homelessness Budget:</b> | <b>\$1,752,586</b> |
| <b>Allocated</b>                  | <b>\$1,341,608</b> |
| <b>Unallocated</b>                | <b>\$ 410,978</b>  |

The Community Housing Advisory Committee met on October 12, 2005 to consider proposals for the remaining unallocated Phase II Homelessness Initiative funds. The committee members received and read each proposal before they met to discuss the allocation recommendations. The committee invited the applicants to present to the committee regarding how their proposal met the objectives of the Community Housing Plan and to answer any questions that the committee had about the proposals.

The recommendations of the Community Housing Advisory Committee to Council are attached to this memo. We are very appreciative of the time and thoughtfulness that the committee members are willing to commit to these deliberations and resulting recommendations, in addition to their very busy schedules.

Social Planning Department

SP-7.174

**RECOMMENDATION**

THAT Council for the City of Red Deer approve the recommendations of the Community Housing Advisory Committee as presented.

Enc.

cc

Marcia Lee, Service Delivery Manager, Service Canada  
Norma Chitrena, Shelter Advisor, Alberta Seniors and Community Supports  
Colleen Jensen, Community Services Director, City of Red Deer

**CHAC MEMBERS**

|  | <u>Date Appointed to CHAC</u> |
|--|-------------------------------|
| Donna Stewart-Wood, Regional Director<br>Alberta Human Resources and Employment            | November 20, 2000             |
| Karen Murphy, Vice-President<br>Catholic Social Services                                   | November 20, 2000             |
| Lyle Keewatin-Richards, (Co- Chair)<br>Aboriginal Community Rep.                           | November 20, 2000             |
| John Hull, Architect<br>John Hull Architect  | November 20, 2000             |
| Val Sandall<br>Member at large   | November 20, 2000             |
| Rick Love, Administrative Director Mental Health Services, DTHR<br>Alberta Hospital Ponoka | September 13, 2005            |
| Scott McQuaig<br>Member at large   | August 25, 2003               |
| Beverly Keeshig-Soonias<br>Aboriginal Community Rep.                                       | September 13, 2005            |
| Gilles Allard<br>Aboriginal Community Rep.   | October 13, 2005              |

---

## Community Housing Advisory Committee Recommendation – October 24, 2005

| Agency  | Amount           | Request   | Recommendation   |
|---|------------------|---|------------------|
| Central Alberta Housing Society   | \$16,700         | CAHS is applying as fiscal agent on behalf of a broader community of organizations for funds to be devoted to staff training and development and conference opportunities. The funds will be used for staff in agencies providing services to individuals who are homeless or dealing with significant barriers in their life. This is capacity building funding and is using a "pooling" of funds for training activities and staff development.   | \$16,700         |
| Central Alberta Women's Outreach Society on behalf of partners, Native Friendship Society, Canadian Mental Health Association | \$14,000         | Emergency Fund "topping up". In 2002, \$25,000 was approved use by the Coordinated Community Outreach Team (CCOT) to assist people in housing crisis when all other problem-solving efforts have been exhausted. Although this funding was applied for in 2003, this is not a permissible use of federal funding and therefore was not approved. Provincial funding guidelines allow this type of use of their funds, and therefore a re-submission has been made from the agency. The funds are distributed through cooperative approval between the four CCOT partner agency Directors. | \$14,000         |
| Central Alberta Women's Outreach Society  | \$6,500          | Welcome Home Kits are assembled with this funding, which leverages other donations from retail suppliers. The kits are provided to families/individuals who are moving into a new home and/or require cleaning supplies to help secure a damage deposit return on vacating a home, or to establish healthy accommodation. The kit reduces the cost of moving by providing the needed cleaning products as well as encourages habits of cleanliness when moving to or from accommodations.   | \$6,500          |
| Parkland Youth Homes  | \$196,000        | A home has been purchased by the agency for youth transitional housing including a "supported independent living " apartment The house requires full renovation, repair and furnishing prior to program start-up.   | \$0              |
| Potters Hands Ministries  | \$100,000        | Appliances for a 95-unit apartment building that will accommodate people with low income, expected to open autumn 2006.   | \$0              |
| Residential Society of Red Deer   | \$199,000        | Purchase of a 5 bedroom transitional home for individuals facing multiple barriers to secure safe and affordable housing.   | \$199,000        |
| Safe Harbour Society  | \$95,580         | This is a request for short term funding for the shelter operations for people who are intoxicated and actively addicted in the chance that Alberta Drug and Alcohol Abuse Commission does not continue fiscal support following this calendar year.  | \$0              |
| Schizophrenia Society   | 19,100           | Renovation to add two new bathrooms to office area and drop in and short term support staffing.   | \$19,100         |
| Shining Mtns. Living Community Services   | \$17,810         | To purchase a replacement motor home to operate Helping Hands Mobile Outreach.  | \$25,000         |
| Administration, Social Planning Department  | \$25,000         | Funds to contract consulting services to assess the Phase II Red Deer Community Housing Plan outcomes and to develop a current Community Housing Plan for the next three to five years.   | \$25,000         |
| <b>TOTAL</b>  | <b>\$689,690</b> |   | <b>\$305,300</b> |

*Comments:*

We concur with the recommendations of the Social Planning Manager.

"Morris Flewwelling"  
Mayor

"Norbert Van Wyk"  
City Manager

**Legislative & Administrative Services**

**DATE:** October 25, 2005

**TO:** Scott Cameron, Social Planning Manager

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** National Homelessness Initiative Recommendations from the Community Housing Advisory Committee

**Reference Report:**

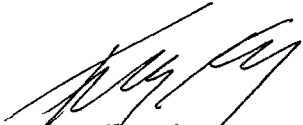
Social Planning Manager, dated October 17, 2005

**Resolutions:**

*“Resolved* that Council of the City of Red Deer having considered the report from the Social Planning Manager, dated October 17, 2005, re: National Homelessness Initiative Recommendations from the Community Housing Advisory Committee, hereby approves the following funding allocations of the Community Housing Advisory Committee, as presented to Council on October 24, 2005:

| Agency  | Request  | Funding Allocation |
|---|--|--------------------|
| Central Alberta Housing Society   | Funds for staff training and development and conference opportunities  | \$16,700           |
| Central Alberta Women's Outreach Society on behalf of partners, Native Friendship Society, Canadian Mental Health Association | Emergency Fund "topping up"  | \$14,000           |
| Central Alberta Women's Outreach Society  | Welcome Home Kits  | \$6,500            |
| Residential Society of Red Deer   | Purchase of a 5 Bedroom Transitional Home  | \$199,000          |
| Schizophrenia Society   | Renovation to add two new bathrooms to office area and drop in and short term support staffing   | \$19,100           |
| Shining Mtns. Living Community Services   | Purchase of a replacement motor home to operate Helping Hands Mobile Outreach  | \$25,000           |
| Administration, Social Planning Department  | Funds to contract consulting services to assess the Phase II Red Deer Community Housing Plan and develop a current Community Housing Plan for next three to five years | \$25,000           |
| <b>TOTAL:</b>   |  | <b>\$305,300</b>   |

*Report Back to Council:* No

A handwritten signature in black ink, appearing to read 'Kelly Kloss', is written over the printed name and title.

Kelly Kloss  
Manager

/chk

c     Director of Community Services  
       Community Housing Advisory Committee c/o Pam Ralston

**DATE:**           **October 6, 2005**

**TO:**             **Manager, Legislative & Administrative Services**

**FROM:**          **EL&P Manager**

**RE:**             **Market Surveillance Administrator**  
                      **2005 – Q3 Compliance Report**

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This report is submitted to City Council for the purpose of complying with the reporting requirements pursuant to provincial regulation respecting the manner in which certain aspects of business in the electricity marketplace were conducted by the EL&P utility. The attached report covers the third quarter of 2005. Similar reports have been submitted to Council in the past and further reports will continue to be submitted.

### **Legislation and Background**

The *Electric Utilities Act* SA 2003 cE-5.1 ("Act") established the Market Surveillance Administrator ("MSA") as an independent body to protect the public interest and to ensure fairness, transparency, and balance in Alberta's competitive electricity marketplace. The *Code of Conduct Regulation* AR 160/2003 ("Code"), pursuant to the Act, governs aspects of the retail electricity market such as: conduct of distribution system owners and affiliated retailers, equality of treatment for customers and retailers, confidentiality of customer information, business practices, preventing unfair competitive advantage, records and accounts, compliance plans, and compliance reporting and audits.

As the Owner of an electrical distribution system, the City of Red Deer is regulated under certain sections of the Code. Agreement has been reached with the MSA that there is no useful purpose in duplicating the compliance activities provided by outside parties respecting the specific functions they perform for the City of Red Deer under an agreement. This understanding reduces the scope and volume of reporting required directly by the City of Red Deer. One of the compliance requirements that the City of Red Deer itself must meet is that senior management of the utility must provide City Council with quarterly and annual compliance reports describing various activities and City Council must approve those compliance reports.

Based on its understanding of the City of Red Deer EL&P Department operations, the MSA will:

1. Allow the City of Red Deer to rely upon the compliance plan and audit reporting to be provided by Enmax Power and Enmax Energy related to the functions they perform for the City of Red Deer, and as such, no compliance plan or audit reporting will be required of the City of Red Deer.

2. Require the City of Red Deer to advise the MSA of any material changes relating to the services contracted to the Enmax entities.
3. Require that City Council be provided with quarterly compliance reports describing at least:
  - a. any non-compliance with the Code or the compliance plan,
  - b. the action taken to remedy the non-compliance, and
  - c. any complaints of non-compliance with the Code and the compliance plan and how the complaints have been dealt with.
4. Require the City of Red Deer, by March 31 of the following calendar year, to send the MSA an annual compliance report, approved by City Council, describing for the calendar year the matters referred to in item 3 above.

**City Council Request**

The 2005 Third Quarter Compliance Report is attached.

Council's approval, designated by appropriate signature and seal, is requested for: "The City of Red Deer EL&P Department 2005 Third Quarter Compliance Report to Council of the City of Red Deer".



Al Roth, P.Eng.  
EL&P Manager

**THE CITY OF RED DEER  
EL&P DEPARTMENT**

**2005 THIRD QUARTER COMPLIANCE REPORT  
To  
COUNCIL OF THE CITY OF RED DEER**

This Report is submitted to the Council of the City of Red Deer pursuant to sections 34(1) and 34(2) of the *Code of Conduct Regulation* AR 160/2003 for the period of July 1, 2005 to September 30, 2005.

The City of Red Deer EL&P Department advises that:

- (a) The City of Red Deer had no incidents of non-compliance with the *Code of Conduct Regulation*.
- (b) The City of Red Deer took no action to remedy any non-compliance as there were no incidents of non-compliance.
- (c) The City of Red Deer received no complaints of non-compliance with the *Code of Conduct Regulation*, therefore, no complaints were dealt with.
- (d) Enmax Energy and Enmax Power will report directly to their board of directors on the manner in which they dealt with complaints of non-compliance with the *Code of Conduct Regulation* or their own compliance plans including those complaints respecting the functions performed by those two entities for the City of Red Deer.

Per: \_\_\_\_\_

A. Roth. P.Eng.  
Manager, Electric Light & Power Department

Per: \_\_\_\_\_

K. Kloss  
City Clerk

Date: \_\_\_\_\_

***Comments:***

We concur with the recommendations of the EL & P Manager.

“Morris Flewwelling”  
Mayor

“Norbert Van Wyk”  
City Manager

FILED COPY



Council Decision – October 24, 2005

Legislative & Administrative Services

**DATE:** October 25, 2005  
**TO:** Al Roth, EL & P Manager  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** Market Surveillance Administrator  
2005 – Q3 Compliance Report

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*Reference Report:*

EL & P Manager, dated October 6, 2005

*Resolutions:*

*“Resolved* that Council of the City of Red Deer, having considered the report from the EL & P Manager, dated October 6, 2005 re: Market Surveillance Administrator – 2005 – Q3 Compliance Report, hereby approves the EL & P Department – 2005 Third Quarter Compliance Report as presented to Council on Monday, October 24, 2005.”

*Report Back to Council:* No

*Comments/Further Action:*

A signed copy of the 2005 Third Quarter Compliance Report is attached for your use.

  
Kelly Kloss  
Manager  
/chk

c Director of Development Services

THE CITY OF RED DEER  
EL&P DEPARTMENT

2005 THIRD QUARTER COMPLIANCE REPORT  
To  
COUNCIL OF THE CITY OF RED DEER

This Report is submitted to the Council of the City of Red Deer pursuant to sections 34(1) and 34(2) of the *Code of Conduct Regulation* AR 160/2003 for the period of July 1, 2005 to September 30, 2005.

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- (d) Enmax Energy and Enmax Power will report directly to their board of directors on the manner in which they dealt with complaints of non-compliance with the *Code of Conduct Regulation* or their own compliance plans including those complaints respecting the functions performed by those two entities for the City of Red Deer.

Per: \_\_\_\_\_

A. Roth. P.Eng.  
Manager, Electric Light & Power Department

Per: \_\_\_\_\_

K. Kloss  
City Clerk

Date: \_\_\_\_\_

October 25, 2005



**Legislative & Administrative Services**

**DATE:**           **October 13, 2005**  
**TO:**             **City Council**  
**FROM:**         **Legislative & Administrative Services Manager**  
**SUBJECT:**     **39 Street Traffic Noise & Speed Concerns**

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At the December 15, 2003 Council meeting, the following resolution was passed:

“Resolved that Council of the City of Red Deer, having considered the report from the Legislative & Administrative Services Manager and the Engineering Services Manager, dated December 9, 2003 – re: Petition from Residents of Denison Crescent Regarding Noise From 39<sup>th</sup> Street, hereby agrees:

1.     That photo radar for a period of 6 months be implemented on 39<sup>th</sup> Street between 30<sup>th</sup> Avenue and the East City limit.
2.     During that time, the behavior of traffic in the area be monitored.
3.     At the end of the 6 month enforcement period, the City to survey residents to determine if enforcement has resulted in a noticeable change in noise levels.
4.     A sign be placed prior to photo radar enforcement in the area informing motorists that photo radar is in use.”

**MOTION CARRIED**

City Council  
October 14, 2005  
Page 2

Subsequent to this resolution, Administration has been working with the residents in the area. An update of the discussion to date is attached.

***Recommendation***

This is submitted for Council's information. As outlined in the report from the Engineering Services Manager, an allocation for traffic calming, on 39<sup>th</sup> Street, will be included for Council's consideration during the 2006 Budget deliberations.

Kelly Kloss  
Manager

/attach.



**Date:** October 4, 2005

**To:** Manager, Legislative & Administrative Services

**From:** Engineering Services Manager

**Re:** **39 Street Traffic Noise and Speed Concerns**

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Attached is a letter from fifteen residents of Denison Crescent indicating support for traffic calming measures to be constructed on 39 Street at the Douglas Avenue and Davison Drive intersections. They also request that traffic enforcement be vigilant along this section of 39 Street.

A copy of our June 2005 letter to the Mr. Donlevy is attached, which provides:

1. background to this issue,
2. speed enforcement results,
3. overview of public consultation,
4. all-way stop sign evaluation,
5. traffic calming proposal,
6. conclusions and recommendations.

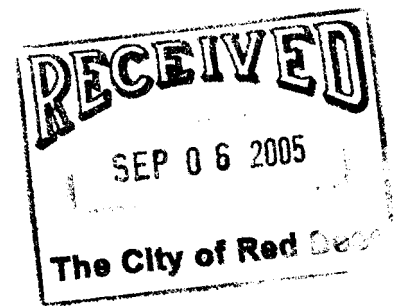
Based on the foregoing, we ask by copy of this letter that the RCMP frequently enforce speeding violations on 39<sup>th</sup> Street and that they use the smaller, less visible photo radar system when it is available.

We will include \$50,000 in the 2006 Major Capital Budget for Council's consideration to construct traffic calming on 39 Street as illustrated on the attached drawings. Note that we have increased the estimated budget from the amount indicated in our June 2005 letter due to the significant cost increases experienced this summer.

Tom C. Warder, P.Eng.  
Engineering Services Manager

TCW/ldr  
Attach.

- c. Michael Donlevy  
Chi Lee, Traffic Engineer  
Bryon Jeffers, Director of Development Services  
Bob Bell, RCMP



August 15<sup>th</sup>, 2005

Mr. Tom C. Warder, P.Eng.  
Manager, Engineering Services  
The City of Red Deer  
City Hall, 4914 - 48th Avenue  
P.O. Box 5008  
RED DEER, AB  
T4N 3T4

Dear Mr. Warder:

**RE: 39th Street Traffic Noise and Speed Concerns**

Thank you for your letter of June 20<sup>th</sup>, that provided an overview of your various discussions with residents of Denison Crescent over the past several months, as well as recommendations to resolve this longstanding issue.

Each of us has reviewed these recommendations. It is appreciated that the solutions proposed appear to be based on comprehensive study, together with evidence based on prior experience and a genuine desire to achieve an equitable solution at reasonable cost. The proposed efforts will address pedestrian safety as a priority. Accordingly, the undersigned, as residents of Denison Crescent, are willing to support these steps, so long as they are fully implemented as outlined.

Our opinion remains that the traffic noise along 39<sup>th</sup> Street is linked directly to increasing volumes and speed. In the absence of specific noise attenuation measures and assertive steps to calm traffic, limit volumes and enforce speed limits, the steps proposed will serve to address only a portion of our concerns. Because of this, we anticipate the likelihood that this matter will need to be revisited soon. In the strongest terms, we request particular vigilance by Traffic Enforcement and the RCMP at this location, to ensure pedestrian right-of-way and speed limits, are observed and obeyed by drivers.

Thank you for your consideration.

Sincerely,

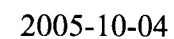
The Residents of Denison Crescent  
(signatures attached)

cc: Mayor and Council  
Bryon Jeffers, Director, Development Services Division  
Kelly Kloss, Manager, Legislative & Administrative Services

THE RESIDENTS OF DENISON CRESCENT

104

|                                  |                                  |
|----------------------------------|----------------------------------|
| <u>Name:</u> Kyla K Jackson      | <u>Name:</u> Michael Donnelly    |
| <u>Address:</u> 67 Denison Cres  | <u>Address:</u> 35-DENISON CRES. |
| <u>Name:</u> Norman Wright       | <u>Name:</u> Mickey Girard       |
| <u>Address:</u> 63 DENISON CRES. | <u>Address:</u> 65 DENISON CR.   |
| <u>Name:</u> Cathy Froese        | <u>Name:</u> Laurie Smith        |
| <u>Address:</u> 59 Denison Cres. | <u>Address:</u> 7 DENISON CRES.  |
| <u>Name:</u> Shannon Brown       | <u>Name:</u> TODD THIESSEN       |
| <u>Address:</u> 58 Denison Crs   | <u>Address:</u> 19 DENISON CRES. |
| <u>Name:</u> William Hondas      | <u>Name:</u> Allan Fertig        |
| <u>Address:</u> 43 DENISON C.    | <u>Address:</u> 71 DENISON CRES. |
| <u>Name:</u> Mike Farwell        | <u>Name:</u>                     |
| <u>Address:</u> 51 Denison Cr    | <u>Address:</u>                  |
| <u>Name:</u> Kora Nyznyk         | <u>Name:</u>                     |
| <u>Address:</u> 31 Denison       | <u>Address:</u>                  |
| <u>Name:</u> Mike Zhao           | <u>Name:</u>                     |
| <u>Address:</u> 27 - Denison     | <u>Address:</u>                  |
| <u>Name:</u> HK Boake            | <u>Name:</u>                     |
| <u>Address:</u> 23 Denison Cr    | <u>Address:</u>                  |
| <u>Name:</u> Jan Buchanan        | <u>Name:</u>                     |
| <u>Address:</u> 15 DENISON CRES. | <u>Address:</u>                  |
| <u>Name:</u>                     | <u>Name:</u>                     |
| <u>Address:</u>                  | <u>Address:</u>                  |



**To: Residents, Denison Crescent**

Dear Neighbours:

**RE: 39th Street Traffic Noise and Speed Concerns**

As many of you know, residents of our neighbourhood have been engaged in a lengthy dialogue with the City of Red Deer with respect to concerns raised regarding traffic noise, speed and related safety issues. This dialogue has included members of City Council, both on an individual basis and in Council Chambers, together with staff of Engineering Services. Several residents have engaged various officials to voice concerns, whether through phone calls or letters.

In recent months, some of us have had more extensive meetings with the City, in response to a letter written by Michael and Robin Donlevy (#35-Denison) in response to the results of speed enforcement along 39<sup>th</sup> Street. In the ensuing months, together with Todd Thiessen (#19-Denison) and Buck Buchanan (#15-Denison), we have endeavoured to find an equitable, cost effective and most important, responsive solution to this longstanding and unresolved issue.

The bulk of our meetings have taken place with Tom Warder, P.Eng., Engineering Services Manager and members of his staff. At all times, our discussions have been respectful and solution-focused, with a sense on our part that the City was genuinely desirous of achieving a fair and reasonable outcome for the residents, as well as our adjacent neighbours. We reviewed and proposed a variety of possibilities, including installation of Stop Signs, aggressive speed enforcement measures and other road alignment alternatives, in an effort to effectively address issues around noise and traffic volume.

A summary letter and the recommendations of Engineering are attached for your information and review. The solutions proposed may not meet all of the wishes or expectations of individual owners. However, we think these will go some distance to reducing pedestrian risk, reduce speeds in some measure and when coupled with more regular enforcement, help to reduce noise levels of speeding vehicles. As such, the recommendations have our support and endorsement.

Our intent is to seek your signature on a letter that will be sent in response from the majority of residents, to the City of Red Deer. With evidence of overall concurrence from us, the City has promised to move forward quickly, obtain Council approval for the expenditure and get the needed work done before calendar year-end.

Once you have had an opportunity to review the attached materials, one of us will come by your home over the next weeks to request your signature. We are happy to respond to any questions and would appreciate your support.

Sincerely



Michael Donlevy  
35 - Denison Crescent  
Res.: (403) 342-1710  
Bus: (403) 342-3176



Todd Thiessen  
19 - Denison Crescent  
Res.: (403) 347-2558  
Bus: (403) 346-7190

Email: [michael.donlevy@shaw.ca](mailto:michael.donlevy@shaw.ca)Email: [todd.t@wolverton.ca](mailto:todd.t@wolverton.ca)

cc: Mr. Tom C. Warder, P.Eng.  
Manager, Engineering Services  
The City of Red Deer



June 20, 2005

Mr. Michael Donlevy,  
C/o 35 Denison Crescent  
Red Deer, AB T4N 0A1

Dear Mr. Donlevy:

**Re: 39<sup>th</sup> Street Traffic Noise and Speed Concerns**

---

As we discussed, please review the following information with your Denison Crescent neighbors (i.e. the ones backing onto 39 Street) and provide me with your collective response. In particular, please advise if you and your neighbors support the four recommendations outlined below.

**1. Background**

In November 2003, The City received a petition from residents of Denison Crescent asking to examine ways to reduce traffic noise from 39<sup>th</sup> Street. The existing roadway conditions, noise policy and traffic patterns in the area were reviewed. In response to this petition, City Council directed that Engineering Services review alternatives to reduce traffic noise on 39<sup>th</sup> Street, such as: reducing speed limits, all way stops, and speed bumps. In December 2003, Engineering Services wrote a report to Council covering these issues.

**a) Speed Limits**

Speed limits were recommended to remain the same (i.e. 50 kph) to maintain consistency throughout the city and to provide a speed limit that is acceptable to motorists. Motorists tend not to obey speed limits that are unreasonably low.

**b) All Way Stops**

All way stops were not recommended as they have the potential to increase traffic noise levels due to stopping and starting of vehicles. Stop signs also tend to increase the number of rear end collisions. On intersections with low cross street traffic, the

possibility of stop sign violations could be higher than normal, which could increase the risk of serious right angle collisions.

### c) Speed Bumps

As per a 1996 Council Policy, speed bumps are not considered on City streets. Speed bumps create maneuvers that create additional noise and motorist risks. They also cause increased risk for motorcyclists and can increase rear end collisions as some motorists slow for the bumps and others do not. Speed bumps interfere with snow clearing and street maintenance operations and affect transit and emergency vehicle mobility and safety.

As a result of this report, Council directed that photo radar enforcement be implemented for a period of 6 months on 39<sup>th</sup> Street between 30<sup>th</sup> Avenue and the east City Limit. Council also directed that traffic behaviour be monitored, that Speed Photo Enforced signs be installed on 39<sup>th</sup> Street, and that residents be surveyed at the end of the enforcement period to determine if the enforcement resulted in a noticeable change.

## 2. Speed Enforcement Results

Speed Photo Enforced tabs were installed in early March 2004 on 39<sup>th</sup> Street for eastbound motorists, east of 30<sup>th</sup> Avenue and westbound motorists, west of the City Limits. Photo radar enforcement was active during periods of each day between March 1<sup>st</sup> and September 1<sup>st</sup> at one of five locations along 39<sup>th</sup> Street. The photo radar van recorded 38,423 vehicles through the five sites during this period and issued 427 violations, the details of which are noted below:

| Location on 39 <sup>th</sup> St | Number of Vehicles | Number of Violations (% of Traffic) | Average Traffic Speed | Average Violation Speed |
|---------------------------------|--------------------|-------------------------------------|-----------------------|-------------------------|
| Dodge Ave (westbound)           | 1,883              | 34 (1.8%)                           | 47                    | 68                      |
| Dowler St (eastbound)           | 928                | 6 (0.7%)                            | 45                    | 67                      |
| Durie Cl (westbound)            | 6,829              | 139 (2.0%)                          | 49                    | 70                      |
| Davison Dr (westbound)          | 24,039             | 236 (1.0%)                          | 47                    | 69                      |
| Douglas Av (eastbound)          | 4,744              | 12 (0.3%)                           | 44                    | 69                      |
| Total                           | 38,423             | 427 (1.1%)                          | 47                    | 69                      |

In addition, The City of Red Deer conducted a speed survey on 39<sup>th</sup> Street, west of Davison Drive between June 23<sup>rd</sup> and June 29<sup>th</sup>, 2004. The average speed recorded was 48 km/hr.

Since 2002, traffic has grown at a rate of approximately 11% per year due to residential growth in the areas adjacent to 39<sup>th</sup> Street, between 30<sup>th</sup> Avenue and the City limits (i.e. 20 Avenue). These areas are now fully developed, so traffic volumes are expected to stabilize.

### 3. Public Consultation

The City sent a survey to the 18 original petitioners in October 2004 including the above information and asked for feedback on the following issues:

- a) Has there been a noticeable drop in traffic noise on 39<sup>th</sup> Street?
- b) Is traffic noise on 39<sup>th</sup> Street tolerable to you?

Five people responded to the survey; four of which indicated that there was no noticeable drop in noise. Three respondents indicated that the noise level was not tolerable.

In December 2004, we received a letter from Mr. Michael Donlevy requesting all way stops on Douglas Avenue and Davison Drive in an attempt to decrease vehicle speeds on 39<sup>th</sup> Street and decrease traffic volumes by making 39<sup>th</sup> Street a less desirable means of accessing the County. Engineering Services subsequently met with Mr. and Mrs. Donlevy and a representative of the RCMP to discuss their concerns and potential solutions.

The main concerns expressed by the Donlevys included:

- a) Traffic noise generated by speeding cars, trucks and motorcycles. Vehicles travelling normal speeds were not of concern.
- b) Safety of pedestrians crossing 39<sup>th</sup> Street at Douglas Avenue and Davison Drive.
- c) Ability to access 39<sup>th</sup> Street from side streets (particularly Davison Drive) during peak hours due to continuous traffic volume on 39<sup>th</sup> Street.
- d) The photo radar van is too apparent to motorists. This results in a temporary slowing of traffic during the speed-monitoring period, with a resumption of speeding after the van leaves the site.

In April 2005, Engineering Services again met with Mr. Donlevy, and two of his neighbours, Mr. Todd Thiessen and Mr. Bucky Buchanan, to further discuss potential solutions. Following our discussion, we agreed that an all way stop at the intersection of 39<sup>th</sup> Street and Douglas Avenue would not be acceptable given the low volume of traffic on Douglas Avenue. We also agreed to re-evaluate the possibility of an all way stop at 39<sup>th</sup> Street and Davison Drive.

#### **4. Evaluation of All Way Stops at 39<sup>th</sup> Street / Davison Drive**

All way stops are intended to control traffic where there are similar traffic volumes on all legs of the intersections. This helps reinforce the need and rationale for the motorists to be stopped. Some of the advantages and disadvantages for implementing this type of traffic control on 39 Street are as follows:

##### **Potential Advantages**

- a) Motorists may travel at a slower speed after continuing from the stop. However, studies have indicated a minimal decrease in vehicle speeds outside of a stop signs' area of influence (estimated to be 30 m before and after).
- b) There may be a slight drop in traffic volume on 39<sup>th</sup> Street as it may be seen as a less convenient route. However, studies of other areas have shown that there is insignificant change in traffic volume related to stop sign installations.
- c) Pedestrian crossing safety would be improved and their delay would be reduced.
- d) Vehicle delay on the side streets would be reduced.

##### **Potential Disadvantages**

- a) The warrant for all way stop control as outlined in the Canadian Manual for Uniform Traffic Control Devices (MUTCD) is not met (\*See Appendix 1). The Canadian MUTCD also states that stop signs are not to be used as speed control devices. It is important for the City to apply MUTCD standards consistently so as not to establish undesirable precedents or increase the risk of potential liability here and in other locations.
- b) Use of stop signs in other areas of the City for traffic calming or noise reduction has been ineffective. (\*\*See Appendix 2 for two examples of this.)
- c) Introduction of stop signs may increase risk of rear end collisions.
- d) Imbalanced traffic volumes on the four intersection legs could lead to non-compliance with the stop signs; which would increase the potential for higher severity collisions (right angle).
- e) The majority of traffic using this intersection is travelling on 39<sup>th</sup> Street. The vast majority of these motorists are area residents who would be inconvenienced if stops signs were introduced.

#### **5. Alternatives**

Traffic calming bulbs could be installed at 39<sup>th</sup> Street and Davison Drive as shown on Drawings 1 and 2 (with or without 4-way stop signs). This would reduce the pedestrian crossing distance and bring the pedestrian closer to the road, improving the chance that motorists will see them. The cost would be approximately \$20,000.

Traffic calming bulbs could also be installed at 39<sup>th</sup> Street and Douglas Avenue to help pedestrians travelling to and from the schools to the south. By also constructing a shale pathway on the north side of the intersection, as shown on Drawing 3, pedestrians would have an added measure of safety crossing 39<sup>th</sup> Street. The cost would be approximately \$20,000.

A noise barrier could be installed and would provide noise reduction in back yards. Raised decks, or second floor windows would not receive significant noise reduction from this option. Noise barriers range in effectiveness and cost depending on the type of material used. The cost to install a noise barrier along 39<sup>th</sup> Street would be approximately \$60,000 for wood, \$100,000 for vinyl, or \$130,000 for concrete (Allan Block).

The RCMP has indicated that they have access to a photo radar system that is housed in a metal box similar to a power or telephone pedestal. This system could be used on 39 Street on their normal rotational basis (i.e. once or twice per month) and would be far less visible to the motorists. The reduced visibility would reduce the predictability of enforcement periods and may have a more permanent affect on speed reduction. Note that the smaller photo radar system is shared with other municipalities (i.e. not available to Red Deer continually) and is less suitable during winter months due to snow build-up in the boulevards.

## **6. Conclusions**

It is difficult to predict the net effects of installing a four way stop at 39<sup>th</sup> Street and Davison Drive. Traffic volumes and speeds may reduce slightly, which could reduce noise levels slightly for some residents. However, traffic noise may increase for residents near the stop signs. Stop signs will inconvenience road users on 39 Street (the majority) but reduce delays for side street users (the minority). Stop signs may improve pedestrian safety, but increase the risk of rear-end collisions.

In the next two or three years, Ross Street is planned to be constructed to 20<sup>th</sup> Avenue and 20<sup>th</sup> Avenue is to be constructed between Ross Street and 55<sup>th</sup> Street. This would provide a more direct route for motorists in the City that wish to access areas to the east and may decrease traffic volumes on 39<sup>th</sup> Street.

The best method of controlling traffic speeds is enforcement. The survey results indicate that while enforcement was in place, average traffic speeds were at or below the posted speed limit. The use of a smaller, less visible photo radar system may improve speed limit compliance.

If the residents would like some form of direct noise abatement, a noise barrier could be installed on the residents' property through a local improvement levy and maintained by the residents.

Mr. Michael Donlevy  
June 20, 2005  
Page 6

## 7. Recommendations

We respectfully recommend the following:

- 1) That consistency be maintained with MUTCD and previous council decisions, and that a four way stop not be installed at 39<sup>th</sup> Street and Davison Drive.
- 2) That the residents be given the opportunity to construct a noise barrier along the rear of their properties as a local improvement if they wish.
- 3) That the RCMP continues to enforce 39<sup>th</sup> Street for speeding violations using the smaller, less visible photo radar system when it is available.
- 4) That Council considers the installation of curb bulbs without stop signs to improve pedestrian crossings of 39<sup>th</sup> Street at Davison Drive and at Douglas Avenue. Budget for this work would be approximately \$40,000.

Tom C. Warder, P.Eng.  
Engineering Services Manager

TCW/ldr  
Attach.

- c. Mr. Todd Thiessen  
Mr. Bucky Buchanan  
Traffic Engineer  
Director of Development Services  
RCMP – Bob Bell

## **Appendix 1**

### **1. Canadian MUTCD Criteria For All Way Stop Sign Installations**

- a) where traffic volumes on the intersecting roads are approximately equal, and the combined pedestrian and vehicular volumes on the minor road average 200 per hour for an eight hour period;
- b) where the average delay to the minor road vehicular traffic entering the intersection exceeds 30 seconds per vehicle during the peak hour;
- c) where traffic signals are not warranted, and a collision problem exists, as indicated by five or more reported collisions per year of a type which may be prevented by a multi-way Stop sign installation. Such collisions include right and left turn collisions as well as right angle collisions;
- d) as an interim measure prior to the installation of traffic signals; or
- e) as an interim measure, for a period of approximately one month prior to switching the stop control from one road to an intersecting road and the subsequent removal of existing Stop signs on the first road.

### **2. 39<sup>th</sup> Street and Davison Drive**

- a) South of the intersection the highest hourly volume is 37 vehicles per hour. North of the intersection the highest hourly value is 190 vehicles per hour. This is based on 2002 information. Even when projected to current year values, these numbers would not meet the 200 vehicle per hour criteria over an 8-hour period. Also traffic volumes are not equal. The north/south entering volume is about 3000. The east/west entering volume is about 5000.
- b) Delay measured north of the intersection in 2004 was 18 seconds for southbound vehicles and 24 seconds for northbound vehicles.
- c) There were no reported collisions in the last year of collision data (2003), although we understand that there was one collision in 2004.
- d) Signals are planned for 2009, although they will be reassessed this year as part of the Signal Warrant Study.
- e) Not applicable.

## Appendix 2

### Red Deer Experience - All Way Stop Control Intersections Used for Speed Control

#### 1) **Grant Street and 59<sup>th</sup> Avenue**

A three way stop was installed in 1993 at the intersection of Grant Street and 59 Avenue at the request of area residents to reduce vehicle speeds on Grant Street. The 3-way stop was removed at the request of area residents in 1997 due to the increased noise from vehicles stopping and starting.

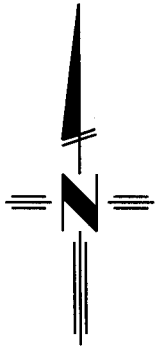
There was one collision at this intersection between 1991 and the installation of the 3-way stop in 1993. During the 4 years between 1993 and 1997, there were 6 collisions. One of these collisions was a rear end collision, the rest were right angle collisions. There is only one recorded rear end collision at this intersection and it occurred during the installation of the 3-way stop. During the 6 years between 1997 and 2003, there have been 6 collisions at this intersection, half of which were right angle collisions. The average collision rate during the installation of the 3-way stop was 1.5 per year, while after removal the rate reduced to 1 collision per year.

#### 2) **44<sup>th</sup> Street and 47<sup>th</sup> Avenue**

A three way stop was installed at this intersection as part of Traffic Calming measures in the Downtown Traffic Initiatives Study. While no traffic counts have been done, field observations indicate a significantly higher traffic volume on 47<sup>th</sup> Avenue than on 44<sup>th</sup> Street.

Field observations were conducted at this intersection two months after installation. Almost 70% of vehicles on 47<sup>th</sup> Avenue either did not stop or performed a rolling stop. About 82% of the traffic observed was using 47<sup>th</sup> Avenue. Collision data is not yet available.


Since these signs were installed we have received over 20 complaints from the public questioning the reason for these signs.

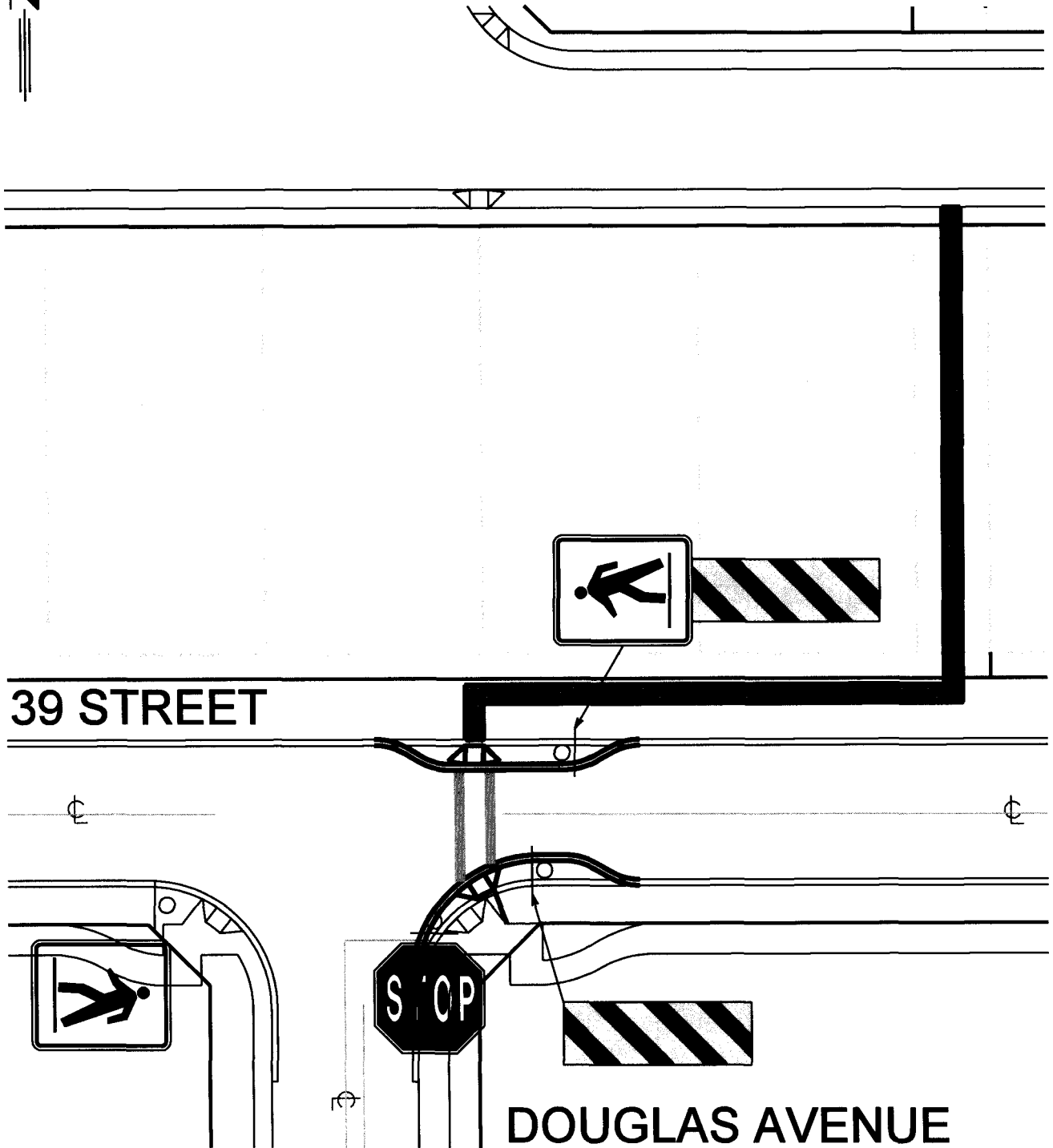



39 STREET



DAVISON DRIVE

|          |              |  |                         |
|----------|--------------|--|-------------------------|
|          | PREPARED BY: | <br><b>Red Deer</b><br>ENGINEERING DEPARTMENT | APPROVED BY:            |
|          | RW           |  |                         |
|          | DATE:        |  | ENGINEER<br>DRAWING NO. |
|          | 2005/05/09   |  |                         |
|          | SCALE:       | 39 STREET AND DAVISON DRIVE<br>INTERSECTION BULBING<br>WITHOUT FOUR WAY STOP   | 1                       |
|          | N/A          |  |                         |
| REVISION |              |  |                         |



|          |              |  |                         |
|----------|--------------|--|-------------------------|
|          | PREPARED BY: | <br><b>Red Deer</b><br>ENGINEERING DEPARTMENT | APPROVED BY:            |
|          | RW           |  |                         |
|          | DATE:        |  |                         |
|          | 2005/05/09   |  |                         |
|          | SCALE:       | <b>39 STREET AND DOUGLAS AVENUE<br/> INTERSECTION BULBING<br/> WITH CROSSWALK AND PATHWAY</b>                                      | ENGINEER<br>DRAWING NO. |
|          | N/A          |  |                         |
| REVISION |              |  | 3                       |

***Comments:***

We concur with the recommendations of Administration.

"Morris Flewwelling"  
Mayor

"Norbert Van Wyk"  
City Manager

Backup**Christine Kenzie**

---

**From:** Kelly Kloss  
**Sent:** October 21, 2005 9:26 AM  
**To:** Christine Kenzie  
**Cc:** Nona Housenga  
**Subject:** FW: 39th Street

FYI

---

**From:** Michael Donlevy [mailto:michael.donlevy@rdc.ab.ca]  
**Sent:** Thu 2005/10/20 6:00 PM  
**To:** Tom Warder  
**Cc:** Kelly Kloss; DONLEVY; Michael (Res.)  
**Subject:** RE: 39th Street

Thanks Tom. I don't foresee a need to present, especially since this is an information piece and the capital approval still has to come at your budget bun fight. I'm working on the premise of course, that your Department, having worked with the residents and each of us having endorsed the proposal as it stands, are also recommending acceptance.

I have spoken with Council members to enlist their support going forward. I will endeavour to attend, or Todd if you think there would be value in either of us doing so. Let me know at your convenience.

Michael

*Michael Donlevy  
Associate Vice-President, Community Relations  
Red Deer College  
100 - College Boulevard  
PO Box 5005  
Red Deer, AB Canada T4N 5H5  
(403) 342-3176  
Fax: 343-4080*

*Our Vision: To be the Best Comprehensive College in Canada*

---

**From:** Tom Warder [mailto:Tom.Warder@reddeer.ca]  
**Sent:** Thursday, October 20, 2005 5:05 PM  
**To:** Michael Donlevy  
**Cc:** Kelly Kloss  
**Subject:** RE: 39th Street

Hi Michael,  
Council will consider this item on October 24 at about 8:45pm. As we discussed, you are welcome to attend. If you would like to make a presentation to Council (although I don't think this is necessary), please let Kelly Kloss and I know.

2005-10-21

Tom Warder, P. Eng.  
Engineering Services Manager  
City of Red Deer  
tom.warder@reddeer.ca  
403.342.8168

-----Original Message-----

**From:** Tom Warder  
**Sent:** October 04, 2005 10:44 PM  
**To:** Michael Donlevy  
**Subject:** RE: 39th Street

Hi Micheal,

After discussion with Kelly Kloss and Norbert, I have written a report to Council that essentially just appends your petition and my letter for their information. Budget approval for the traffic calming on 39 Street will be included in our 2006 Major Capital budget in mid-December. A copy of the memo has been forwarded to you. Council will receive the report during their October 26 meeting. Give me a call if you have any questions.

...Tom

---

**From:** Michael Donlevy [mailto:michael.donlevy@rdc.ab.ca]  
**Sent:** Mon 26/09/2005 8:01 AM  
**To:** Tom Warder  
**Subject:** RE: 39th Street

Tks Tom..

*Michael Donlevy  
Associate Vice-President, Community Relations  
Red Deer College  
100 - College Boulevard  
PO Box 5005  
Red Deer, AB Canada T4N 5H5  
(403) 342-3176  
Fax: 343-4080*

*Our Vision: To be the Best Comprehensive College in Canada*

---

**From:** Tom Warder [mailto:Tom.Warder@reddeer.ca]  
**Sent:** Monday, September 26, 2005 7:53 AM  
**To:** Michael Donlevy  
**Subject:** RE: 39th Street

Hi Micheal,

Yes, we received your correspondence and intend to take it to Council in the next couple weeks (October 11 or 24). I'll let you know the date and time for

**Council when I know.**

Tom Warder, P. Eng.  
Engineering Services Manager  
The City of Red Deer  
phone: 403-342-8168  
fax: 403-342-8211  
[tom.warder@reddeer.ca](mailto:tom.warder@reddeer.ca)

-----Original Message-----

**From:** Michael Donlevy [<mailto:michael.donlevy@rdc.ab.ca>]  
**Sent:** September 14, 2005 11:38 AM  
**To:** Tom Warder  
**Subject:** 39th Street

Hi Tom. Wondering about the status of the various correspondence, that Todd Thiessen arranged to drop off to you about 10 days ago or so...I'm presuming you have it in hand (I sure hope!!) and how you see the next steps evolving.

Thanks.

Michael

*Michael Donlevy  
Associate Vice-President, Community Relations  
Red Deer College  
100 - College Boulevard  
PO Box 5005  
Red Deer, AB Canada T4N 5H5  
(403) 342-3176  
Fax: 343-4080*

*Our Vision: To be the Best Comprehensive College in Canada*

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[The information contained in this message is confidential and is intended for the addressee only. If you have received this message in error, please notify the sender immediately and delete the message. The unauthorized use, disclosure, copying or alteration of this message is strictly forbidden.]

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[This message has been scanned for security content threats, including computer viruses.]

**Ted & Dianne Howarth  
R.R.2 LCD 1  
Red Deer, Alta.  
T4N 5E2**

June 26, 2004

**Re: Speed Limit: Range Road 270 between 39 St. and Highway 11 East**

To Whom it May Concern:

As one of 8 families living on the stretch of Range Road 270 between 39 St. and Highway 11 East, we would like to request the speed limit be dropped from the current rate of 80 km. per hour to 60 km. per hour along here.

Many of these families have children playing in their front yards which border this stretch of road and we are concerned that someone is going to get hurt. The excessive rate of speed and the high volume of traffic using this road also causes us great concern. Since 39 St. was paved the increase in the volume of traffic (caused perhaps by persons from the Chemical Plants using this road as a shortcut) is highly recognizable.

We feel the speed limit of 80 km. per hour is far too high, especially when you have people exceeding this limit on a regular basis. We are jointly requesting that the County of Red Deer consider a reduction to the current speed limit.

We appreciate any attention and consideration this request may receive.

Sincerely,

Ted and Dianne Howarth

*Dianne Howarth*  
*Ted Howarth*  
*Sandra MacDougall*  
*Bill Hall* *H. Decker*

*Lorette Kohlman*  
*Darlyn Coon*  
*Patricia M. Mayne*  
*Hilda Smith*  
*Ann Sykes*

# THE RESIDENTS OF DENISON CRESCENT

|  |                                  |
|--|----------------------------------|
| <u>Name:</u> Lufall Jackson Kyla K Jackson | <u>Name:</u> Michael Donnelly    |
| <u>Address:</u> 67 Denison Cres.           | <u>Address:</u> 35-DENISON CRES. |
| <u>Name:</u> Norman Welch                  | <u>Name:</u> Mickey Girard       |
| <u>Address:</u> 63 DENISON CRES.           | <u>Address:</u> 63 DENISON CR.   |
| <u>Name:</u> Catherine Cathy Froese        | <u>Name:</u> Laurie Smith        |
| <u>Address:</u> 59 Denison Cres.           | <u>Address:</u> 59 DENISON CRES. |
| <u>Name:</u> Shannon Brown                 | <u>Name:</u> TODD FLESSEN        |
| <u>Address:</u> 58 Denison C15             | <u>Address:</u> 19 DENISON CRES. |
| <u>Name:</u> William Hondas                | <u>Name:</u> ALLAN FERTIG        |
| <u>Address:</u> 43 DENISON C.              | <u>Address:</u> 71 DENISON CRES. |
| <u>Name:</u> MIKE FARWELL                  | <u>Name:</u>                     |
| <u>Address:</u> 51 Denison Cr              | <u>Address:</u>                  |
| <u>Name:</u> KORA NYZNYK                   | <u>Name:</u>                     |
| <u>Address:</u> 31 Denison                 | <u>Address:</u>                  |
| <u>Name:</u> MIKE ZHAO                     | <u>Name:</u>                     |
| <u>Address:</u> 27 - Denison               | <u>Address:</u>                  |
| <u>Name:</u> H K BOAKE                     | <u>Name:</u>                     |
| <u>Address:</u> 23 Denison Cr              | <u>Address:</u>                  |
| <u>Name:</u> JAN BUCHANAN                  | <u>Name:</u>                     |
| <u>Address:</u> 15 DENISON CRES.           | <u>Address:</u>                  |
| <u>Name:</u> Jan Buchanan S.               | <u>Name:</u>                     |
| <u>Address:</u>                            | <u>Address:</u>                  |

August 15<sup>th</sup>, 2005

Mr. Tom C. Warder, P.Eng.  
Manager, Engineering Services  
The City of Red Deer  
City Hall, 4914 - 48th Avenue  
P.O. Box 5008  
RED DEER, AB  
T4N 3T4

Dear Mr. Warder:

**RE: 39th Street Traffic Noise and Speed Concerns**

Thank you for your letter of June 20<sup>th</sup>, that provided an overview of your various discussions with residents of Denison Crescent over the past several months, as well as recommendations to resolve this longstanding issue.

Each of us has reviewed these recommendations. It is appreciated that the solutions proposed appear to be based on comprehensive study, together with evidence based on prior experience and a genuine desire to achieve an equitable solution at reasonable cost. The proposed efforts will address pedestrian safety as a priority. Accordingly, the undersigned, as residents of Denison Crescent, are willing to support these steps, so long as they are fully implemented as outlined.

Our opinion remains that the traffic noise along 39<sup>th</sup> Street is linked directly to increasing volumes and speed. In the absence of specific noise attenuation measures and assertive steps to calm traffic, limit volumes and enforce speed limits, the steps proposed will serve to address only a portion of our concerns. Because of this, we anticipate the likelihood that this matter will need to be revisited soon. In the strongest terms, we request particular vigilance by Traffic Enforcement and the RCMP at this location, to ensure pedestrian right-of-way and speed limits, are observed and obeyed by drivers.

Thank you for your consideration.

Sincerely,

The Residents of Denison Crescent  
(signatures attached)

cc: Mayor and Council  
Bryon Jeffers, Director, Development Services Division  
Kelly Kloss, Manager, Legislative & Administrative Services

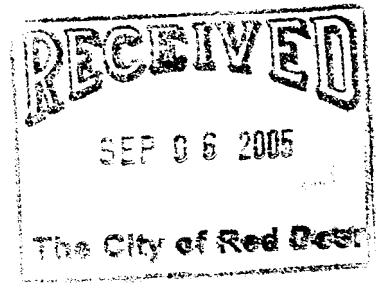
July 18<sup>th</sup>, 2005

**To: Residents, Denison Crescent**

Dear Neighbours:

**RE: 39th Street Traffic Noise and Speed Concerns**

SEP 06 2005  
Pls. prepare report for Council  
Tom  
CHI  
BRYAN



As many of you know, residents of our neighbourhood have been engaged in a lengthy dialogue with the City of Red Deer with respect to concerns raised regarding traffic noise, speed and related safety issues. This dialogue has included members of City Council, both on an individual basis and in Council Chambers, together with staff of Engineering Services. Several residents have engaged various officials to voice concerns, whether through phone calls or letters.

In recent months, some of us have had more extensive meetings with the City, in response to a letter written by Michael and Robin Donlevy (#35-Denison) in response to the results of speed enforcement along 39<sup>th</sup> Street. In the ensuing months, together with Todd Thiessen (#19-Denison) and Buck Buchanan (#15-Denison), we have endeavoured to find an equitable, cost effective and most important, responsive solution to this longstanding and unresolved issue.

The bulk of our meetings have taken place with Tom Warder, P.Eng., Engineering Services Manager and members of his staff. At all times, our discussions have been respectful and solution-focused, with a sense on our part that the City was genuinely desirous of achieving a fair and reasonable outcome for the residents, as well as our adjacent neighbours. We reviewed and proposed a variety of possibilities, including installation of Stop Signs, aggressive speed enforcement measures and other road alignment alternatives, in an effort to effectively address issues around noise and traffic volume.

A summary letter and the recommendations of Engineering are attached for your information and review. The solutions proposed may not meet all of the wishes or expectations of individual owners. However, we think these will go some distance to reducing pedestrian risk, reduce speeds in some measure and when coupled with more regular enforcement, help to reduce noise levels of speeding vehicles. As such, the recommendations have our support and endorsement.

Our intent is to seek your signature on a letter that will be sent in response from the majority of residents, to the City of Red Deer. With evidence of overall concurrence from us, the City has promised to move forward quickly, obtain Council approval for the expenditure and get the needed work done before calendar year-end.

Once you have had an opportunity to review the attached materials, one of us will come by your home over the next weeks to request your signature. We are happy to respond to any questions and would appreciate your support.

Sincerely

Michael Donlevy  
35 - Denison Crescent  
Res.: (403) 342-1710  
Bus: (403) 342-3176

Todd Thiessen  
19 - Denison Crescent  
Res.: (403) 347-2558  
Bus: (403) 346-7190

Email: [michael.donlevy@shaw.ca](mailto:michael.donlevy@shaw.ca)

Email: [todd.t@wolverton.ca](mailto:todd.t@wolverton.ca)

cc: Mr. Tom C. Warder, P.Eng.  
Manager, Engineering Services  
The City of Red Deer



Legislative & Administrative Services

Council Decision – December 15, 2003

*File*

DEC 16 2003

*Term*  
*Public*  
*CH*  
*Glen*  
*Bryan*  
*TERESA*

**DATE:** December 16, 2003

**TO:** Tom Warder, Engineering Services Manager  
Jim Steele, RCMP Superintendent

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Petition from Residents of Denison Crescent  
Regarding Noise from 39<sup>th</sup> Street

---

*Reference Report:*

Engineering Services Manager, dated December 8, 2003

*Resolutions:*

*"Resolved* that Council of the City of Red Deer, having considered the report from the Legislative & Administrative Services Manager and the Engineering Services Manager, dated December 9, 2003 – re: Petition from Residents of Denison Crescent Regarding Noise From 39<sup>th</sup> Street, hereby agrees:

1. That photo radar for a period of 6 months be implemented on 39<sup>th</sup> Street between 30<sup>th</sup> Avenue and the East City limit. ✓
2. During that time, the behaviour of traffic in the area be monitored.
3. At the end of the 6 month enforcement period, the City to survey residents to determine if enforcement has resulted in a noticeable change in noise levels.
4. A sign be placed prior to photo radar enforcement in the area informing motorists that photo radar is in use. "

Council Decision – December 15, 2003

Petition from Residents of Denison Crescent Regarding Noise from 39<sup>th</sup> Street

Page 2

*Report Back to Council: Yes*

*Comments/Further Action:*

At the end of 6 months Engineering & the RCMP to prepare a report to be presented to Council outlining: *chi*

- 1 Results of the photo radar enforcement
- 2 Behaviour of the traffic in the area
- 3 Survey of the residents regarding their perception of any change.

  
Kelly Kloss  
Manager

/chk

c Director of Development Services

## Christine Kenzie

---

**To:** Tom Warder  
**Subject:** FW: Letter from Residents of Denison Crescent (Dated August 15, 2005)

As a follow up to the emails below - do you have something coming to Council for October 11th - or will this be dealt with during budget discussions?

*Christine Kenzie*  
Legislative & Administrative Services  
City of Red Deer  
403.342.8201  
[christine.kenzie@reddeer.ca](mailto:christine.kenzie@reddeer.ca)

-----Original Message-----

**From:** Christine Kenzie  
**Sent:** September 09, 2005 9:04 AM  
**To:** Tom Warder  
**Subject:** RE: Letter from Residents of Denison Crescent (Dated August 15, 2005)

Thanks.

Christine.

-----Original Message-----

**From:** Tom Warder  
**Sent:** September 09, 2005 9:03 AM  
**To:** Christine Kenzie  
**Cc:** Chi Lee; Bryon Jeffers  
**Subject:** RE: Letter from Residents of Denison Crescent (Dated August 15, 2005)

Yes,

We will likely forward a report to Council for the Sept 26 or Oct 11 meeting. Alternatively, we could include it in budget discussions - we will review this with Bryon and Norbert.

Tom Warder, P. Eng.  
Engineering Services Manager  
The City of Red Deer  
phone: 403-342-8168  
fax: 403-342-8211  
[tom.warder@reddeer.ca](mailto:tom.warder@reddeer.ca)

-----Original Message-----

**From:** Christine Kenzie  
**Sent:** September 09, 2005 8:52 AM  
**To:** Tom Warder  
**Subject:** Letter from Residents of Denison Crescent (Dated August 15, 2005)

Kelly received a copy of a letter, addressed to you, from the residents of Denison Crescent, regarding 39th Street Traffic Noise and Speed Concerns. It appears that this letter was also copied to the Mayor and Council, as well as Bryon Jeffers.

Will you be responding back to this letter, with a copy to Council & K. Kloss?

*Christine Kenzie*  
Legislative & Administrative Services  
City of Red Deer  
403.342.8201  
christine.kenzie@reddeer.ca

## **Christine Kenzie**

---

**From:** Tom Warder  
**Sent:** September 09, 2005 9:03 AM  
**To:** Christine Kenzie  
**Cc:** Chi Lee; Bryon Jeffers  
**Subject:** RE: Letter from Residents of Denison Crescent (Dated August 15, 2005)

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Tom Warder, P. Eng.  
Engineering Services Manager  
The City of Red Deer  
phone: 403-342-8168  
fax: 403-342-8211  
[tom.warder@reddeer.ca](mailto:tom.warder@reddeer.ca)

-----Original Message-----

**From:** Christine Kenzie  
**Sent:** September 09, 2005 8:52 AM  
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**Subject:** Letter from Residents of Denison Crescent (Dated August 15, 2005)

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Will you be responding back to this letter, with a copy to Council & K. Kloss?

*Christine Kenzie*  
Legislative & Administrative Services  
City of Red Deer  
403.342.8201  
[christine.kenzie@reddeer.ca](mailto:christine.kenzie@reddeer.ca)

Backup**Christine Kenzie**

---

**From:** Kelly Kloss  
**Sent:** May 05, 2005 11:35 AM  
**To:** Tom Warder  
**Cc:** Bryon Jeffers; Norbert Van Wyk; Mayor; Bev Hughes; Cindy Jefferies; Frank Wong; Jeffrey Dawson; Larry Pimm; Lorna Watkinson-Zimmer; Lynne Mulder; Tara Veer; Christine Kenzie  
**Subject:** FW: 39 Street Traffic Noise and Speed

Hi Tom,

As per Janet's request, I am forwarding her email to you for your response back to her.. I have advised Janet that I have done this.

Also I have copied this email to the Mayor and Councillors for their information as per Janet's request.

Please provide a copy of your response to me so I may share it with members of Council.

Thanks,

Kelly

-----Original Message-----

**From:** Janet Welch [mailto:welchj@shaw.ca]  
**Sent:** May 03, 2005 6:44 PM  
**To:** Kelly Kloss  
**Cc:** michael.donlevy@shaw.ca  
**Subject:** 39 Street Traffic Noise and Speed

Dear Kelly,

Please find attached a letter of concern regarding the above matter. I would ask that this letter be sent to:

- Mr. Tom Warder
- Mayor and Council
- Mr. Bryon Jeffers

Thanks very much,

Janet and Norm Welch

---

[This message has been scanned for security content threats, including computer viruses.]

2005-05-05

May 2, 2005

Mr. Tom Warder, P.Eng  
Manager, Engineering Services  
The City of Red Deer College  
City Hall, 4914 – 48 Avenue  
Box 5008  
Red Deer, AB T4N 3T4

Dear Mr. Warder:

**Re: 39<sup>th</sup> Street Traffic Noise and Speed**

For over a year we have been following the discussions surrounding the noise and speed on 39<sup>th</sup> Street. We have attended meetings and signed petitions. It is our opinion that both the traffic and noise are getting worse.

Further, our eldest child (age 12) must cross 39<sup>th</sup> Street at Douglas Avenue to catch the city bus for school. She has requested that we walk with her to the bus stop due to the fact that cars will not stop for her. With the number of children in the area needing to cross that 39<sup>th</sup> street at Douglas, it would seem logical to have some form of traffic stopping mechanism at this intersection.

We have not heard anything from the City for many months and would ask that this matter be put back on the priority list. We are aware that some solutions have been discussed (implementing 4-way stops, erecting a noise barrier, etc.) and would request that these approaches be reconsidered. To draw from Mr. Donlevy's letter of November 4, 2004, this is a problem that we, as residents of Denison Crescent, did not cause. Please let us know what we can do to help get this matter satisfactorily concluded in a more timely manner.

Sincerely,

Janet and Norm Welch  
63 Denison Crescent  
Red Deer, AB T4R 2E9  
403 358 5534  
Email: welchj@shaw.ca

cc: Mayor and Council  
Bryon Jeffers, Director, Development Services Division  
Kelly Kloss, Manager, Legislative & Administrative Services  
Mr. and Mrs. Michael Donlevy

**Christine Kenzie**

---

**From:** Kelly Kloss  
**Sent:** December 16, 2004 2:54 PM  
**To:** Christine Kenzie  
**Subject:** FW: Denison Crescent - Traffic Noise Concern

FYI

-----Original Message-----

**From:** Tom Warder  
**Sent:** December 16, 2004 8:46 AM  
**To:** Kelly Kloss; Chi Lee; Russell Watts; Dan Doyle  
**Cc:** Linda Rehn; Bryon Jeffers  
**Subject:** Denison Crescent - Traffic Noise Concern

Hi Kelly,

You had sent me a memo on November 17 asking what steps that we will take to deal with the November 4 letter from Mr. And Mrs. Donlevy. Sorry I didn't respond to you sooner. As you can see from the note below, we have met with the Donlevy's and will liaise further with the community (either by letter or meeting) with respect to possible solutions (e.g. stop signs and/or noise wall). This matter may or may not need to go to Council at some point. I'll keep you informed as things progress.

Chi, Dan, Russ,

As noted below, Michael has asked me to pass on his thanks to you.

Tom Warder, P. Eng.  
Engineering Services Manager  
The City of Red Deer  
403-342-8168  
[tom.warder@reddeer.ca](mailto:tom.warder@reddeer.ca)

-----Original Message-----

**From:** Michael Donlevy [<mailto:michael.donlevy@rdc.ab.ca>]  
**Sent:** December 15, 2004 8:29 PM  
**To:** Tom Warder  
**Cc:** Bryon Jeffers  
**Subject:** THANKS

Tom, I just wanted to drop you a short note to say thank you for taking the time to meet with Robin and me, to discuss the issues and challenges regarding 39th Street.

In our view, we had a comprehensive and open discussion and through this, being able to come up with equitable solutions that can be explored was appreciated. While there are some hurdles and consultations to be done, still, we each left feeling that the issue is being addressed thoughtfully, with good consensus and is now moving forward.

2004-12-16

Please extend our appreciation to Chi, Russell and Dan for their time as well. I'm looking forward to the "next steps" part and will be happy to support this initiative.

Merry Christmas to you and your family.

Regards.

Michael

*Michael Donlevy  
Executive Director, Community Relations  
Red Deer College  
PO Box 5005  
Red Deer, AB Canada T4N 5H5  
(403) 342-3176  
Fax: 357-3666*

*Our Vision: To be the Best Comprehensive College in Canada*

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[This message has been scanned for security content threats, including computer viruses.]



Legislative & Administrative Services

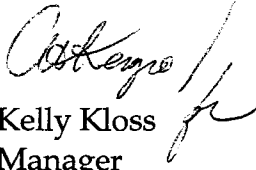
**DATE:** November 17, 2004  
**TO:** Tom Warder, Engineering Services Manager  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** 39<sup>th</sup> Street Traffic Noise and Speed – Survey of Denison Crescent Residents

---

I received a copy of the letter from Mr. & Mrs. Donlevy, dated November 4, 2004 , regarding the above referenced survey.

Would you let me know what steps that will be taken to deal with this item.

Thanks.

  
Kelly Kloss  
Manager

/attach.

Res.: (403) 342-1710  
Bus: (403) 342-3176

November 4th, 2004

Mr. Tom C. Warder, P.Eng.  
Manager, Engineering Services  
The City of Red Deer  
City Hall, 4914 - 48th Avenue  
P.O. Box 5008  
RED DEER, AB  
T4N 3T4

Dear Mr. Warder:

**RE: 39th Street Traffic Noise and Speed - Survey of Denison Crescent Residents**

Thank you for your recent letter that outlined the results of speed enforcement along 39th Street, over the course of the past several months. Rather than respond via the form that was attached, we have opted to respond by way of a formal letter, with copies to various stakeholders in this matter.

First, as residents / owners directly affected by the continuing noise and speed issues along 39th Street, we appreciated the increased enforcement that was evident over the summer. This was particularly since the photo radar van was transparently situated directly behind our back fence on most occasions. That the van managed to "capture" 427 violators, vs. a volume of more than 38,000 vehicles (1.1%) is remarkable. This serves as testament not to enforcement or to compliance with the speed limit by so many, but more to an amazing sensory inattention by the violators.

The presence of the radar van was so obvious; it did little more than deter speeders only while it was present on the narrow boulevard on the south side of 39th. Time and time again, drivers would slow down, then speed up, wave at the operator, often utter or convey profanities and wheel away. Deterrence such that it was, lasted only as long as the van sat in place. Since enforcement cannot be "24/7", it is logical that it is virtually impossible to alter behavior of drivers in this fashion, exclusively.

Indeed speed is still an issue, particularly in the summer months, when vehicles, including "rocket" style motorcycles amplify the noise levels. There is little doubt that each of the residents can attest to the numerous times a vehicle or motorcycle "wound it up" from the traffic lights at 39th St. / 30th Ave. and screamed past our homes, stopping only at the "T" intersection on the County road, fully 1.5 miles east. This more than detracts from the "quiet enjoyment" being sought by all of us on Denison and for which a resolution is needed, now. While wishing to respect the process undertaken, the notion that enforcement of speed is the primary problem, the primary concern and the primary solution for the residents, is erroneous.

The root cause is the same as it was when first brought before Council more than a year ago. Specifically, traffic volumes are excessive because increasingly, vehicles use 39th Street as a shortcut to either Joffre / Hwy 11 or to the Delbourne Road. It is fully paved; there are no traffic lights or signs to impede or delay (unlike 55th Street). The speeds are largely unenforceable. We understand that the original roadway plan contemplated that 39th Street would be terminated at the east City boundary, so that vehicle access to / from the County would be restricted and compelled to move to either 32nd Street or 55th Street. This has not occurred as yet or never did proceed as anticipated. The question follows, "why not?"

We contend that volumes have not stabilized, as suggested in your letter; in fact they continue to increase in our view, as more and more drivers take advantage of this unimpeded shortcut to the two highways. As outlined in a previous email note, vehicles are even shortcutting down Denison Crescent itself to gain quicker access to 39th from Davison, instead of waiting at the lights at 30th Avenue. Whatever the original intention, 39th Street has become an arterial roadway, de facto and is no longer serving its original planned purpose as a feeder / collector to other roadways that would handle the volume. If not by definition, it has become so in practical terms.

What makes this more contentious for all of us, is the distance along 39th Street between 30th Avenue and Davison. East from Davison, the road is bermed or the homes are suitably set back in comparison to the Denison residences. Our homes are only 25 feet from the roadway. Our fences are only 10 feet from the roadway.

One must argue that it is simply unreasonable for the residents, having to "put up" with the noise and traffic from a roadway that cannot be easily enforced for speed and where the volumes are incongruent to the original intended purpose, because it's now a well-known shortcut.

Engineering has expressed concern in the past about putting in place certain initiatives that would "set a precedent". Respectfully, it is time to set some precedents for the benefit of residents who have contended with unprecedented planning decisions. First, 39th Street carries unreasonable levels of traffic for the neighbourhood, because of its unfettered access to highways. Coupled with this and amplifying the issue is that Denison Crescent residents had property lines established unreasonably close to the roadway, without noise abatement.

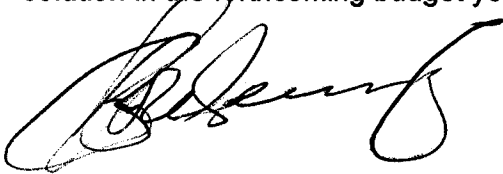
No doubt many of our neighbours will have additional alternatives, but we urge consideration of the following possible approaches:

- There are no signs along 39th, especially at the intersection of 39th / 30th, to indicate "No Trucks". That trucks are also using 39th as a means to get to the highways is more than just anecdotal. Installing appropriate signage at an early opportunity will assist.
- There are no posted speed limit signs eastbound along 39th Street, east of 30th Avenue. There remains only one speed limit sign westbound, posted at the City Limit - still a long distance to 30th Avenue. Small wonder that westbound traffic continues at speed and eastbound traffic uses the road as a launch pad. It would surely assist if Traffic / Engineering would install *frequent and prominent* "50 kph" and "Slow Down Now" signs in each direction. The latter signage in red is not without precedent, elsewhere in the City. It has been argued by Engineering that 50 km/h is the speed limit on all city streets, unless posted otherwise and hence, putting up such signs would again, set a precedent. The circumstances warrant just such a precedent on 39th Street. It won't enforce, but will at least inform motorists of the speed.
- When provided the opportunity to speak to Council last year, we proposed a 4-Way Stop Sign at 39th Street / Davison Drive, as well as 39th / Dodge Avenue as a possible solution. We are cognizant of your assertions with regard to this possibly causing more problems than it solves. However, with 39th Street being an unimpeded roadway east of 30th Avenue, in the absence of erecting traffic lights in the future, we suggest the time is now that *both* of these sites be carefully considered. It would serve to ameliorate two issues: the appeal of 39th as a shortcut and impediment of (excessively) speeding vehicles.

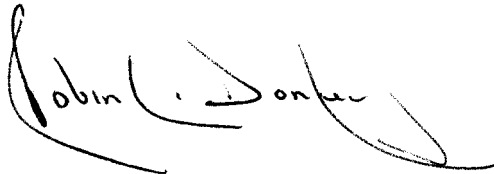
- Expediently address a permanent noise attenuation solution, by erecting a noise barrier. This is the most unappealing alternative, aesthetically. Our conclusion, having observed, listened endlessly to the noise and had too many family meals on our deck disrupted, compels us to accept this outcome. In advance however, the signage solutions need to be put in place and should continue, going forward.

It is recognized that all parties wish to achieve the best solution under a difficult mandate. However, it is unfair for residents to see even further delay as we go through yet another budget cycle, with a plethora of further studies, which seem destined to fall back on the contention that the road and speeds fit within "tolerable" levels. That will still be a failure to correct a problem we did not cause. Each of us as residents has been inadvertently victimized by this problem and we live with it day after day.

We respectfully request thoughtful consideration by Council and City officials to find a responsive solution in the forthcoming budget year.



Michael Donlevy  
35 - Denison Crescent  
RED DEER, Alberta  
T4R 2E9  
Email: [michael.donlevy@shaw.ca](mailto:michael.donlevy@shaw.ca)



Robin Donlevy

cc: Mayor and Council  
Bryon Jeffers, Director, Development Services Division  
Kelly Kloss, Manager, Legislative & Administrative Services  
Residents, Denison Crescent

October 14, 2004

**Re: 39 Street Traffic Noise and Speed  
Survey of Denison Crescent Residents**

---

Earlier this year, residents of Denison Crescent were informed that the RCMP would be conducting photo radar enforcement on 39 Street between 30 Avenue and the City Limits. City Council asked that we contact the Denison Crescent residents at the end of this period, to see if the enforcement has had an affect on noise levels.

Between March 1 and September 1, photo radar enforcement was active every day on 39 Street at one of the five locations noted below:

- 1) Dodge Avenue for westbound motorists.
- 2) Dowler Street for eastbound motorists.
- 3) Durie Close for westbound motorists.
- 4) Davison Drive for westbound motorists.
- 5) Douglas Avenue for eastbound motorists.

The photo radar van recorded 38,423 vehicles through the five sites during this period and issued 427 violations; the details of which are noted below:

| Site   | Number of Vehicles | Number of Violations<br>(% of Total Traffic) | Average<br>Traffic Speed | Average<br>Violation<br>Speed* |
|--|--------------------|--|--------------------------|--------------------------------|
| 1  | 1,883              | 34 (1.8%)                                    | 47                       | 68                             |
| 2  | 928                | 6 (0.7%)                                     | 45                       | 67                             |
| 3  | 6,829              | 139 (2.0%)                                   | 49                       | 70                             |
| 4  | 24,039             | 236 (1.0%)                                   | 47                       | 69                             |
| 5  | 4,744              | 12 (0.3%)                                    | 44                       | 69                             |
| <b>Total</b>   | <b>38,423</b>      | <b>427 (1.1%)</b>                            | <b>47</b>                | <b>69</b>                      |
| * Note that violations were issued for motorists travelling in excess of 65 kph. |                    |  |                          |                                |

In addition, The City of Red Deer conducted a speed survey on 39 Street, west of Davison Drive between June 23 and 29, 2004. The average speed recorded was 48 km/hr.

Since 2002, traffic has grown at a rate of approximately 11% per year due to residential growth in the areas adjacent to 39 Street, between 30 Avenue and the City limits (i.e. 20 Avenue). These areas are now fully developed, so traffic volumes are expected to stabilize.

Now that the intensive enforcement period has ended, it is the intention of the RCMP to continue to enforce the speed limit using photo radar, but on a less frequent basis (i.e. likely 5 to 10 days per month).

Please fill out the questionnaire on page three and return it to this office by November 5 in the envelope provided.

Thank you for participating in this survey. If you have any questions, please call Russell Watts at 342-8350.

Yours truly,



Tom C. Warder, P.Eng.  
Engineering Services Manager

RKW/ldr

c. Director of Development Services  
Traffic Engineer  
RCMP Sergeant Bob Bell

## 39 Street Traffic Noise and Speed Survey of Denison Crescent Residents

1. Has there been a noticeable drop in traffic noise on 39 Street?

☐ Yes☐ No

2. Is traffic noise on 39 Street tolerable to you?

☐ Yes☐ No

3. Do you have any suggestions for enforcement changes or improvements to 39 Street or Denison Crescent?

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

| LastName                               | Address1                  | City        | State | PostalCode                         |
|--|---------------------------|-------------|-------|------------------------------------|
| Gordon S.<br>& Heather<br>M. Hamill    | 75<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9                            |
| David<br>Mah                           | 31<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9                            |
| Samuel H.<br>& Janice C.<br>Buchanan   | 15<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9                            |
| Laurie G.<br>Smith                     | 7 Denison<br>Crescent     | Red<br>Deer | AB    | T4R 2E8 <i>Rec'd<br/>Nov. 3/04</i> |
| Jared W. &<br>Catherine<br>E. Froes    | 59<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9 <i>Rec'd<br/>Nov. 1/04</i> |
| Howard K.<br>& Carmen<br>M. Boake      | 23<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9                            |
| Melvin L.<br>&<br>Katherine<br>Tarry   | 3 Denison<br>Crescent     | Red<br>Deer | AB    | T4R 2E8                            |
| Allan W.<br>& Candace<br>L. Fertig     | 71<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9 <i>Rec'd<br/>Nov. 8/04</i> |
| William G.<br>& Bonnie<br>J. Hondas    | 43<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9                            |
| Michael G.<br>& Patricia<br>L. Farwell | 51<br>Denison<br>Crescent | Red<br>Deer | AB    | T4R 2E9 <i>Rec'd<br/>Oct 27/04</i> |

|   |                           |             |    |         |
|---|---------------------------|-------------|----|---------|
| Shu Shun<br>Zhao &<br>Chong<br>Dong<br>Zhao | 27<br>Denison<br>Crescent | Red<br>Deer | AB | T4R 2E9 |
| Michel G.<br>& Carol D.<br>Girard           | 11<br>Denison<br>Crescent | Red<br>Deer | AB | T4R 2E8 |
| Wayne A.<br>&<br>Shannon<br>G. Brown        | 55<br>Denison<br>Crescent | Red<br>Deer | AB | T4R 2E9 |
| Michael J.<br>& Robin-<br>Lee<br>Donlevy    | 35<br>Denison<br>Crescent | Red<br>Deer | AB | T4R 2E9 |
| Todd C. &<br>Deeadra A.<br>Thiessen         | 19<br>Denison<br>Crescent | Red<br>Deer | AB | T4N 5T5 |
| Norman E.<br>& Janet E.<br>Welch            | 63<br>Denison<br>Crescent | Red<br>Deer | AB | T4R 2E7 |
| Norman J.<br>& Julia<br>Crossman            | 47<br>Denison<br>Crescent | Red<br>Deer | AB | T4R 2E9 |
| Roy F.<br>Creamer                           | 39<br>Denison<br>Crescent | Red<br>Deer | AB | T4R 2E9 |



Hold - Colleen to talk  
with Jim Stale

• Community Services

- Recreation, Parks & Culture
- Social Planning
- Transit
- RCMP

March 11/04

To:

April/04 KELLY KLOSS  
Norbert Van Wyk

From:

Colleen Jensen

Date:

March 9/04

RE:

Norbert

Kelly, see  
Please see  
me about  
this Tim Markub

As discussed with you a while ago,  
this is the approach that the RCMP plan  
to take regarding 39th St. I have also attached  
the Photo Radar Guidelines for your info.

If you need further info let me know.  
Council probably should receive this info too.

CJ

Backup

## ***Report to Council***

### **RE: PETITION FROM RESIDENTS OF DENISON CRESCENT REGARDING NOISE FROM 39<sup>TH</sup> STREET**

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The residents on the south side of Denison Crescent petitioned the City to consider ways to mitigate traffic noise on 39<sup>th</sup> Street. The petition indicated that construction vehicles and motorcycles are of particular concern. Due to increased traffic, the noise level on 39<sup>th</sup> Street has become unacceptable to the petitioners.

On November 17<sup>th</sup>, 2003, City Council directed the Engineering Services Department to review alternative approaches to address traffic issues identified by the petitioners. Engineering Services examined alternatives and ultimately recommended that the RCMP be asked to monitor and enforce the speed limit on 39<sup>th</sup> Street and that noise attenuation measures be considered.

On December 15<sup>th</sup>, 2003, Council made the following resolution:

Resolved that Council of the City of Red Deer, having considered the report from the Legislative and Administrative Services Manager and the Engineering Service Manager dated December 9<sup>th</sup>, 2003 - re: Petition from Residents of Denison Crescent Regarding Noise from 39<sup>th</sup> Street hereby agrees:

1. That photo radar for a period of 6 months be implemented on 39<sup>th</sup> Street between 30<sup>th</sup> Avenue and the East City Limit.
2. During that time, the behaviour of traffic in the area be monitored.
3. At the end of the 6 month period, the City to survey residents to determine if enforcement has resulted in a noticeable change in noise levels.
4. A sign be placed prior to photo radar enforcement in the area, informing motorists that photo radar is in use.


The photo radar guidelines set out by the Province of Alberta indicate that "public advisories, consistent use of signage and clear criteria for selecting sites that have been identified as high risk will promote the appropriate application of this tool. Photo radar sites will not be selected randomly."

**RE: PETITION FROM RESIDENTS OF DENISON CRESCENT REGARDING  
NOISE FROM 39<sup>TH</sup> STREET**

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It has been the practice of this Detachment to employ pads on the roadway to record speed and traffic volume. That data has been used to develop a basis for selecting photo radar sites. It is important to note that these pads are not used during the winter because road clearing activities either damage or destroy them.

I would propose that the pads be deployed in the Spring prior to using photo enforcement. This would delay the implementation and monitoring as directed by Council, but would be in compliance with the Provincial Guidelines. Conventional enforcement methods will be used until the Spring.

  
(J. Steele) Supt.  
Officer In Charge  
Red Deer City RCMP

- Norbert

# **Photo Radar Guidelines**

**Province of Alberta**

(October 7, 1999)

**Alberta Justice and Attorney General (logo)**  
**October 1999**

# **Photo Radar Guidelines**

## **Province of Alberta**

### **A. PREAMBLE**

Photo radar is an important enforcement tool for traffic safety. These guidelines are designed to ensure fairness and consistency in the use of photo radar across Alberta.

Albertans value the safety and security of their communities. They want to know their children will be safe when they cross the road to school. Road construction workers need safe working conditions, commuters want to drive to work and home in safety and police members need to be safe when enforcing speed limits. Albertans support the use of photo radar technology as a tool to promote traffic safety and they expect that drivers who endanger the lives and safety of others will be charged.

Photo radar is one of the tools available to police to enforce safe driving.

Albertans also expect photo radar to be used fairly and with consistency throughout Alberta recognizing local concerns in accordance with community based policing. Public advisories, consistent use of signage and clear criteria for selecting sites that have been identified as high risk will promote the appropriate application of this tool.

A safe, relatively even flow of traffic – recognizing prevailing road conditions – is an important consideration in traffic safety. These factors should be considered when selecting photo radar sites.

Photo radar, combined with other speed enforcement methods, can help lower the number of collisions and fatalities on our roads. These guidelines include a requirement for ongoing evaluation to measure the effectiveness of photo radar at lowering speeds and reducing collisions at each site.

These guidelines will apply to all police services, and employers of special constables who are currently using photo radar or are planning to use this technology.

## **B. PRINCIPLES - USE OF PHOTO RADAR**

Safety must determine where photo radar will be used. This criteria includes the safety of citizens and the safety of police officers. **High-risk locations** are those where the safety of citizens or police officers are at risk.

**Photo radar sites will not be selected randomly.**

## **C. GUIDELINES**

### **1. Site Selection Criteria**

One or more of these criteria must be met before photo radar is deployed at a specific site. Locations where photo radar could be used include:

- Where conventional enforcement is unsafe or ineffective
- \ • Areas with a history of collisions ||
- \ • Areas with a identifiable, documented history of speeding problems
  - High-speed, multi-lane arteries
  - School and play-ground zones
  - Construction zones
  - Areas where the public or a community has expressed concerns related to speeding.

**The deployment of photo radar in speed transition zones must be justified by the site selection criteria.**

### **2. Public Awareness**

A key element to the success of any enforcement practice, including the use of photo radar, is the implementation of a strong public awareness/information campaign. The public should be made aware of what the problems are and be encouraged to help identify problem areas. They should be aware of what is being done to correct or manage the problem and they should be informed on a regular basis of the results – positive or negative of using photo radar.

**Signage should inform drivers about photo radar locations:**

- ✓ • Permanent signs should be posted on primary access roads entering municipalities using photo radar, alerting the public that photo radar is used as a speed enforcement tool in the municipality.
- Freeways or other major thoroughfares that are monitored regularly by photo radar should have several permanent signs along the route at high volume areas, in both directions, advising that speed is monitored by photo radar.
- Temporary signs advising that speed is monitored by photo radar should be used where photo radar is used infrequently or for a specific purpose (e.g. construction sites). The temporary signs should be posted a reasonable distance before these locations. This should achieve the goal of gaining immediate compliance from motorists in reducing their speed at these high-risk locations.

✓ Photo radar sites should be advertised on a daily or weekly basis by notifying the local media.

### **3. Evaluation**

Each enforcement agency shall evaluate the effectiveness of its use of photo radar. The evaluation will be within the technological capabilities of the agency completing the evaluation. The results will be reported annually to Alberta Justice and Alberta Infrastructure.

At minimum, the evaluation shall address:

- The impact of photo radar, over time, on reducing the speeds of violators at sites being monitored by photo radar.
- The number of collisions at the sites being monitored in those municipalities where this information is available.



Council Decision – December 15, 2003

Legislative & Administrative Services

**DATE:** December 16, 2003

**TO:** Tom Warder, Engineering Services Manager  
Jim Steele, RCMP Superintendent

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Petition from Residents of Denison Crescent  
Regarding Noise from 39<sup>th</sup> Street

---

*Reference Report:*

Engineering Services Manager, dated December 8, 2003

*Resolutions:*

*"Resolved* that Council of the City of Red Deer, having considered the report from the Legislative & Administrative Services Manager and the Engineering Services Manager, dated December 9, 2003 – re: Petition from Residents of Denison Crescent Regarding Noise From 39<sup>th</sup> Street, hereby agrees:

1. That photo radar for a period of 6 months be implemented on 39<sup>th</sup> Street between 30<sup>th</sup> Avenue and the East City limit.
2. During that time, the behaviour of traffic in the area be monitored.
3. At the end of the 6 month enforcement period, the City to survey residents to determine if enforcement has resulted in a noticeable change in noise levels.
4. A sign be placed prior to photo radar enforcement in the area informing motorists that photo radar is in use. "

Council Decision – December 15, 2003

Petition from Residents of Denison Crescent Regarding Noise from 39<sup>th</sup> Street

Page 2

***Report Back to Council:*** Yes

***Comments/Further Action:***

At the end of 6 months Engineering & the RCMP to prepare a report to be presented to Council outlining:

- 1 Results of the photo radar enforcement
- 2 Behaviour of the traffic in the area
- 3 Survey of the residents regarding their perception of any change.



Kelly Kloss  
Manager

/chk

c Director of Development Services

December 16, 2003

Mr. Norm Crossman  
47 Denison Crescent  
Red Deer, AB T4R 2E9

Dear Mr. Crossman:

*Petition from Residents of Denison Crescent  
Regarding Noise from 39<sup>th</sup> Street*

At the November 17, 2003 Council meeting, Council passed a resolution instructing City Administration to prepare a report for Council's consideration outlining an alternative approach to addressing traffic issues along 39<sup>th</sup> Street east of 30<sup>th</sup> Avenue to the City limits.

During the Monday, December 15, 2003 Council meeting, Council reviewed the report prepared by City Administration and passed the following resolution:

*"Resolved* that Council of the City of Red Deer, having considered the report from the Legislative & Administrative Services Manager and the Engineering Services Manager, dated December 9, 2003 – re: Petition from Residents of Denison Crescent Regarding Noise From 39<sup>th</sup> Street, hereby agrees:

1. That photo radar for a period of 6 months be implemented on 39<sup>th</sup> Street between 30<sup>th</sup> Avenue and the East City limit.
2. During that time, the behaviour of traffic in the area be monitored.
3. At the end of the 6 month enforcement period, the City to survey residents to determine if enforcement has resulted in a noticeable change in noise levels.
4. A sign be placed prior to photo radar enforcement in the area informing motorists that photo radar is in use. "

...2/

Mr. Norm Crossman  
December 16, 2003  
Page 2

City Administration will survey residents at the end of the 6 month photo radar enforcement period to determine if there is a noticeable change in noise levels. We will advise you when this matter will be presented back to City Council.

For further information, please contact Mr. Tom Warder, Engineering Services Manager at 342-8168.

Sincerely,



Kelly Kloss  
Manager

c     Engineering Services Manager  
       Supt. J. Steele, RCMP



**Legislative & Administrative Services**

**DATE:** December 9, 2003  
**TO:** City Council  
**FROM:** Legislative & Administrative Services Manager  
**SUBJECT:** Petition from Residents of Denison Crescent Regarding Noise from 39<sup>th</sup> Street

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At the November 17, 2003 Council meeting, the following resolution was passed:

*"Resolved* that Council of the City of Red Deer having reviewed the report from the Engineering Services Manager, dated November 6, 2003, Re: Petition from Residents of Denison Crescent Regarding Noise from 39<sup>th</sup> Street, agrees as follows:

1. To refer the budget requirements for the Noise Attenuation Study to budget deliberations in January, 2004.
2. City Administration to prepare a report for Council's consideration during 2004 Budget deliberations outlining an alternative approach to addressing the traffic issues along 39<sup>th</sup> Street east of 30<sup>th</sup> Avenue to the City limits. "

Attached is a report from the Engineering Services Manager regarding item no. 2 of the above resolution.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over the printed name and title.

Kelly Kloss  
Manager



056-009

**Engineering Services**

Date: December 8, 2003

To: Legislative & Administrative Services Manager

From: Engineering Services Manager

**Re: Petition from Residents of Denison Crescent  
Regarding Noise from 39 Street**

---

The south residents of Denison Crescent recently petitioned The City to consider ways to mitigate the traffic noise on 39 Street. The petition indicated that construction vehicles and motorcycles are of particular concern. Due to increased traffic, the noise level on 39 Street has become unacceptable to the petitioners.

On November 17, 2003, City Council directed the Engineering Services Department to review alternative approaches to address traffic issues identified by the petitioners, such as those listed below:

- Reduce speed limit
- Four-way stops
- Speed bumps

**1. Traffic Volumes and Classifications**

Traffic counts conducted in 2002 indicated that 7,156 vehicles per day (vpd) used the section of 39 Street adjacent to Denison Crescent. Traffic volumes reduced to 2,718 vpd east of Davison Drive and to 1,079 vpd east of Dempsey Street (2003 count). This indicates that 85% of the traffic on 39 Street is accessing the adjacent subdivisions and only 15% continue along 39 Street into the County.

To assess the amount of construction traffic on the east end of 39 Street, a seven-day traffic survey was conducted. This survey indicated the following vehicle use:

| <b>Vehicle Type</b>                                       | <b>Average Number<br/>Per Day (both<br/>directions)</b> | <b>Percent of<br/>Total</b> |
|---|---|-----------------------------|
| Cars and Pick-up Trucks                                   | 1,021   | 94.7%                       |
| Single Unit Trucks (e.g. dump trucks,<br>delivery trucks) | 38  | 3.6%                        |
| Buses (school)  | 7   | 0.7%                        |
| Transport Trucks (tractor-trailer unit)                   | 5   | 0.5%                        |
| Motorcycles   | 5   | 0.5%                        |
| <b>Total</b>  | <b>1,079</b>  | <b>100%</b>                 |

As indicated, heavy trucks accounted for less than 4% of the traffic on 39 Street. This is not excessive and will likely reduce when the subdivision is fully developed. Very few transport trucks were observed, which is to be expected as 39 Street is not a designated truck route.

## **2. Speed Limit**

The existing 50 km per hour (kph) speed limit on 39 Street is consistent with the speed limits of the other collector and local roads within the City. Many 39 Street motorists are already driving at speeds higher than the speed limit. A recent survey conducted at the east end of 39 Street (i.e. near the City limits) indicated that the average speed is 65 kph and that 85% of the traffic traveled at speeds up to 77 kph. To reduce the speed limit below 50 kph would result in a higher speed violation rate and a wider spread between motorists that comply with the posted speed limit and motorists that drive based on their judgment of road conditions, visibility, and potential for conflicts. The speed differential would increase accident potential and promote a general disrespect for regulatory signs, particularly when viewed by the public as being unreasonable. Examples we have all experienced are unreasonably low highway construction zone speed limits, especially when there are no construction activities occurring or when the construction activity is in the ditch as opposed to on the driving surface. Very few obey the speed limit signs in these situations. Additional speed enforcement is warranted on this section of roadway to increase compliance with the existing speed limit.

## **3. Four-way stop at 39 Street and Douglas Avenue**

Stop signs tend to increase traffic noise levels as vehicles brake to stop and accelerate to start. Stop signs also tend to increase the number of rear-end collisions. On intersections with low cross street traffic, the possibility of stop sign violations would be high, which could result in an increased risk of serious collisions.

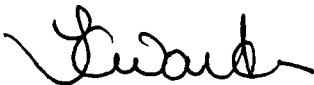
December 8, 2003

#### **4. Speed Bumps**

The Council Policy adopted on September 9, 1996, states that "The use of speed bumps on City streets will not be considered". Motorists tend to approach speed bumps at a high rate of speed, brake sharply, jar over the bump, and then accelerate quickly to the next bump. Some motorists may swerve to the right or left to avoid the bumps and possibly lose control of their vehicle. All these maneuvers create additional noise and motorist risks. Speed bumps also pose an increased risk for motorcycles and increased rear-end collisions as some drivers unexpectedly slow for the bumps while others do not. Speed bumps increase the risk of drivers losing control of their vehicle after hitting the bump unexpectedly. Snow removal equipment conflicts and damage, as well as emergency vehicle safety and mobility at speed bumps are also causes for concern.

#### **Recommendation**

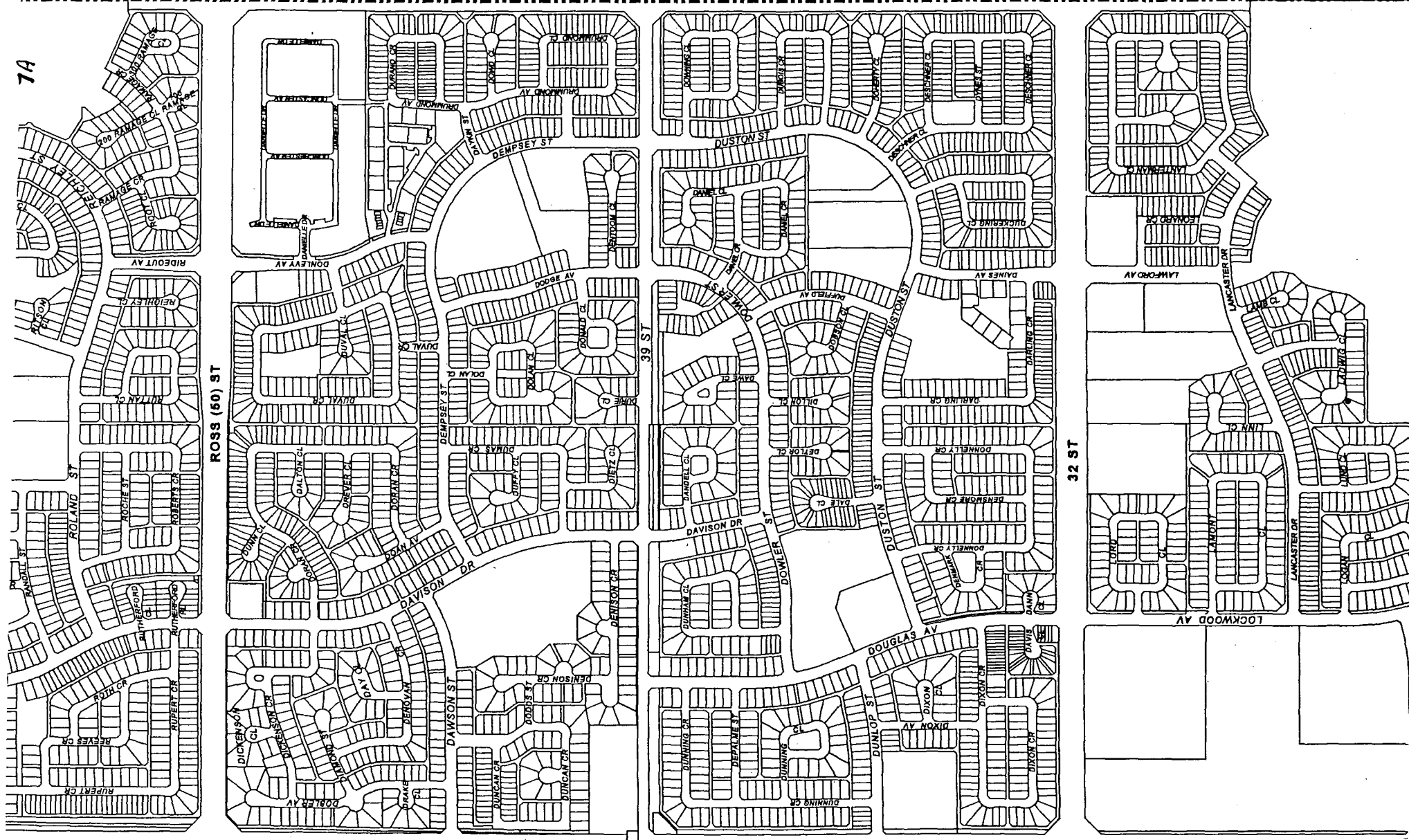
Based on the above, we respectfully recommend that the RCMP be asked to monitor and enforce the speed limit on 39 Street, east of 30 Avenue and that noise attenuation measures along 39 Street be considered, if warranted following completion of a Noise Monitoring and Evaluation Study. The budget for such a study will be presented to City Council during 2004 budget deliberations. We do not recommend reducing the speed limit or installing speed bumps or four-way stop signs along this road.



Tom C. Warder, P. Eng.  
Engineering Services Manager

HC/RC/TCW/emr

- c. Superintendent Steele, RCMP  
Traffic Engineer



*Comments:*

Based on the traffic analysis completed on 39<sup>th</sup> Street adjacent to Denison Crescent it appears that the principle issue behind traffic noise may be speed rather than the amount of traffic. Accordingly, we concur with the recommendation of the Engineering Services Manager that the most effective method of addressing excessive speed is increased enforcement. We acknowledge the issue the RCMP have implementing special enforcement on individual streets. We recommend instead that this area be identified as one of those requiring special attention through the implementation of photo radar for a period of 6 months and that during that time the behaviour of traffic in the area be monitored. As Council is aware the proposed noise study for 39<sup>th</sup> Street is to be brought forward during the 2004 budget debate. At that time Council may wish to consider delaying the implementation of such a study until there is a 6 month record of traffic behaviour in the area and an opportunity to judge whether or not noise attenuation is still required. At the end of the 6 month enforcement period the residents will be surveyed to determine if enforcement has resulted in a noticeable change in noise levels.

As this is an area where photo radar may not be anticipated, we recommend a sign be placed prior to the enforcement area informing motorists that photo radar is in use.

"G. D. Surkan"  
Mayor

"N. Van Wyk"  
City Manager



LEGISLATIVE & ADMINISTRATIVE SERVICES

October 25, 2005

Mr. M. Donlevy  
35 Denison Crescent  
Red Deer, AB T4R 2E9

Dear Mr. Donley:

*Re: 39<sup>th</sup> Street Traffic Noise and Speed Concerns*

At the Monday, October 24, 2005 Red Deer City Council Meeting, Council was updated on the discussions that have taken place between the Engineering Services Department and residents of Denison Crescent regarding 39<sup>th</sup> Street traffic noise and speed concerns.

Council was informed that funding will be included in the 2006 Budget for Council's consideration regarding traffic calming measures to be constructed on 39 Street at the Douglas Avenue and Davison Drive intersections. Also, the RCMP have been requested to frequently enforce speeding violations on 39<sup>th</sup> Street through the use of photo radar.

Thank you for working with the Engineering Services Department, in particular the Engineering Services Manager, Tom Warder, in coming to solutions to the traffic concerns of residents of Denison Crescent. Mr. Warder will advise you once he is aware of the date that Council will consider this item during budget deliberations.

Sincerely,

Kelly Kloss  
Manager

c T. Warder, Engineering Services Manager



Council Decision – October 24, 2005

Legislative & Administrative Services

**DATE:** October 25, 2005  
**TO:** Tom Warder, Engineering Services Manager  
**FROM:** Kelly Kloss, Legislative & Administrative Services Manager  
**SUBJECT:** 39 Street Traffic Noise and Speed Concerns

---

*Reference Report:*

Legislative & Administrative Services Manager, dated October 13, 2005 and  
Engineering Services Manager, dated October 4, 2005

*Report Back to Council:* Yes

*Comments/Further Action:*

These reports were provided for Council's information. An allocation for traffic calming, on 39<sup>th</sup> Street, is to be included for Council's consideration during 2006 Budget deliberations.

Please advise the residents involved in this process of the dates that Council will consider this matter during the 2006 Budget deliberations.

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss  
Manager  
/chk

c Director of Development Services

Item No. 1  
Correspondence



**Legislative & Administrative Services**

**DATE:** October 18, 2005  
**TO:** City Council  
**FROM:** Legislative & Administrative Services Manager  
**SUBJECT:** Request from Magnetsigns for Land Use Bylaw Amendment

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The attached correspondence from Magnetsigns, dated September 22, 2005, regarding a request for a Land Use Bylaw Amendment regarding portable signs, was forwarded to Administration for comment.

Following the correspondence is a report from the City Solicitor, which combines the comments from Parkland Community Planning Services and the City Solicitor, regarding the request from Magnetsigns.

***Recommendation***

This information is provided for Council's review.

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss  
Manager

/attach.

# CHAPMAN RIEBEEK

Barristers & Solicitors

NICK P. W. RIEBEEK\*  
T. KENT CHAPMAN\*  
LORNE E. GODDARD\*, Q.C.  
GAYLENE D. BOBB  
KEVIN A. BEATTIE

DONALD J. SIMPSON\*  
GARY W. WANLESS\*  
NANCY A. BERGSTROM\*  
SUZANNE M. ALEXANDER-SMITH  
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300, 4808 Ross Street  
Red Deer, Alberta  
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FAX (403) 340-1280

e-mail: [info@chapmanriebeek.com](mailto:info@chapmanriebeek.com)

\*Denotes Professional Corporation

\*\*Denotes Student-at-Law

Your file:

Our file: BYLAWS NPR

October 4, 2005

City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

**FAX: 346-6195**

ATTENTION: Kelly Kloss  
Legislative & Administrative  
Services Manager

Dear Sir:

Re: Land Use Bylaw Amendment Request - Magnetsigns

The attached report is a response from Tony Lindhout, as well as this office and it is presented on behalf of the planning department and this office. We are complying with section 32, that requires the written comments and recommendations of the Mayor and/or City Manager and the planning department.

Yours truly,

  
NICK P. RIEBEEK  
NPR/vjh  
Enclosure

# CHAPMAN RIEBEEK

Barristers & Solicitors

NICK P. W. RIEBEEK\*  
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\*Denotes Professional Corporation

\*\*Denotes Student-at-Law

Your file:

Our file: BYLAWS NPR

October 4, 2005

City of Red Deer  
P.O. Box 5008  
Red Deer, Alberta  
T4N 3T4

**ATTENTION:** Kelly Kloss  
Legislative & Administrative  
Services Manager

Dear Sir:

**Re: Land Use Bylaw Amendment Request - Magnetsigns**

Thank you for your correspondence of September 26, 2005, requesting comments by Monday, October 17, 2005, for the October 24, 2005 Council Agenda.

Mr. Randy Simpson of Magnetsigns has made an application that the City Land Use Bylaw be amended and that the amendment be in form and substance as attached to his request dated September 22, 2005.

The amendments are similar to amendments Mr. Randy Simpson proposed in November of 2004, at which time he wrote to Paul Meyette, Inspections & Licensing Manager, with a copy to myself and in letter form provided a clause by clause review of proposed amendments to the Land Use Bylaw as generally pertaining to signage.

At that time, the City legal department, planners and inspections & licensing were in the process of reviewing signage provisions of the Land Use Bylaw particularly as they relate to portable signs. This initiative resulted in a presentation to the Senior Management Team, which in turn resulted in administration receiving instructions through Council that a Land Use Bylaw amendment relative to portable signs should be prepared and brought forward for Council's consideration. At this time, legal staff,

planning staff and inspections & licensing are developing amendments that will, in due course, come forward for the consideration of Council.

The issue of portable signage and to what extent it may be regulated, restricted, and permitted is not without complexity and represents a fundamental shift of philosophy in the City of Red Deer. Stakeholders such as Magnetsigns and Mr. Randy Simpson will undoubtedly be given opportunity to have input into this process, however, the nature of the application now brought forward by Mr. Simpson goes beyond the scale of the amendment that City staff have been working on.

In 2004 when these proposals were made by Mr. Simpson, City legal staff, planners and administration generally concluded that too many areas were covered in these proposals. For example, it deals with candidates elections signs, directional signs, construction signs, A-board signs, real estate signs, pole signs, as well as the issue of portable signs.

While we are prepared to consider some of the provisions contained in the proposed amendment as part of the process we have already undertaken, our recommendation to Council is that it refuse the application for amendment on the basis that:

1. An amendment process is now in progress and will consider many of the core issues contained in the requested amendment;
2. The requested amendment deals with areas that, at this time, are not problematic and need not be dealt with and will only add to the complexity of the core issues under discussion, namely, portable signs;
3. We are prepared to work with Magnetsigns and other stakeholders in the industry as much as possible in an effort to meet the needs of industry, but while at the same time maintaining a balance with respect to general land use planning, including safety and esthetics.

Section 32 of the Land Use Bylaw provides that Council in considering an application to amend the Bylaw, after examining the proposed amendment for content and considering the written comments and recommendations of the Mayor and/or City Manager and the planning department may at its **sole discretion**:

1. Refuse the application;
2. Refer the application for further information;
3. Pass first reading of an amending bylaw;
4. Defeat first reading of an amending bylaw; or
5. Pass first reading of an alternative amendment to the Bylaw.

This report is provided on behalf of the planning department, as well as City legal services and we are jointly recommending that Council refuse the application for the reasons set out above and on the basis that an alternative amendment to the Bylaw incorporating a number of similar issues will be brought forward.

Yours truly,



**NICK P. RIEBEEK**

NPR/vjh

c.c. Paul Meyette – Fax: 342-8200

c.c. Tony Lindhout – Fax: 346-1570



**Please reply to:**  
 General Counsel  
 4802 – 50<sup>th</sup> Avenue  
 Camrose, Alberta T4V 0R9  
 Tel. 780-417-3761  
 Fax. 780-401-3512  
[rsimpson@magnetsigns.com](mailto:rsimpson@magnetsigns.com)

September 22, 2005

City Clerk  
 Legislative & Administrative Services  
 City of Red Deer  
 2<sup>nd</sup> Floor, City Hall  
 4914 – 48 Avenue  
 Red Deer, Alberta T4N 3T4

Dear Sir:

Re: City of Red Deer Land Use Bylaw 3156/96 – Proposed Amendment

Pursuant to section 31 of the Land Use Bylaw 3156/96, we hereby request that a proposed amendment to the above-cited Bylaw be placed on the agenda of a City Council meeting within 36 days of the date of receipt of this application.

In support of our application, we have enclosed with this letter the proposed amendment to Land Use Bylaw 3156/96 and a document entitled Request for Amendment of Land Use Bylaw 3156/96 – Background Information. We request that both documents be placed before Council pursuant to subsection 31(5) of the Bylaw. As the proposed amendment applies to the municipality as a whole, there is no requirement to provide the supporting material specified in clauses (a) through (e) of subsection 31(1).

We look forward to receiving confirmation of receipt of this application and advice of the time and date Council will consider our application, pursuant to subsection 31(4) of the Bylaw. Such notice may be provided to the address set out above.

Sincerely,

Randy D. Simpson  
 General Counsel

|     |  |                                   |
|-----|--|-----------------------------------|
| cc. | Mayor Morris Flewwelling                                     | Councillor Lynne Mulder           |
|     | Councillor Bev Hughes  | Councillor Lynne Mulder           |
|     | Councillor Cindy Jeffries                                    | Councillor Tara Veer              |
|     | Councillor Frank Wong  | Councillor Lorna Watkinson-Zimmer |
|     | Councillor Jeffrey Dawson                                    | Mr. Paul Meyette                  |
|     | Councillor Larry Pimm  | Mr Nick Riebeek, Chapman Riebeek  |
|     | Cal Dallas, Executive Director, Red Deer Chamber of Commerce |                                   |
|     | Cheryl Maier, Magnetsigns Red Deer                           |                                   |

**BYLAW NO. 3156/\_\_\_\_\_-05**

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer to govern the construction, placement and use of Portable Signs.

NOW THEREFORE COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

Section 2 is amended by adding the following new definition:

““Frontage” means that portion of any Site abutting the Street”.

The definition of “Signs” in section 2 is amended by deleting “the Sign Bylaw” and replacing it with “Schedule “D” to this Bylaw”.

Section 53 is amended by deleting “and the Sign Bylaw”.

Schedule “D” - Sign Regulations of Bylaw No. 3156/96 is hereby amended as follows:

- 1 The definition of “A-board” is amended by deleting “A-shaped” and by deleting “and has no external supporting structure” and replacing it with “and does not exceed 0.56m<sup>2</sup> in area per sign face, is not less than 0.30m nor greater than 0.61m in width and is not less than 0.61m nor greater than 0.92m in height;”
- 2 The following new definition of “Banner” is added:  
  
““Banner” means a piece of fabric or other non-rigid material attached on a minimum of two sides to a Structure;”
- 3 The definition of “Free Standing Sign” is amended by deleting “temporary sign” and replacing it with “Portable Sign or Pole Sign”.
- 4 The following new definition of “Pole Sign” is added:  
  
““Pole Sign” means any Local Advertising Sign that is designed to be affixed temporarily to a pole or light standard located wholly on private property;”
- 5 The definition of “Portable sign” is deleted and replaced with the following new definition:  
  
“Portable Sign” means any sign or advertising device that can be carried or transported from one Site to another, which does not rely on a Building or a fixed concrete foundation for its structural support and includes Signs

commonly known as mobile signs, Temporary Signs, Inflatable Signs or Banners, bus stop seats, garbage or recycling bins, and vehicles placed in a location for advertising purposes, but does not include an A-board, a Pole Sign or a Real Estate Sign or signage on motor vehicles used in the day to day conduct of a business.”

6 The definition of “Temporary Sign” is amended by deleting “but does not include a Portable Sign;”

7 The definition of “Wall Sign” is amended by adding “including advertising signs displayed in bus shelters” before “ but does not include a fascia sign ...”.

8 Section 2 is deleted in its entirety and replaced with the following:

“2 The Manager may by notice in writing:

(1) direct the Owner to correct the condition of any Sign or remove any Sign:

(a) where the Sign is a Portable Sign, within 7 days of receipt of the notice; and

(b) in all other cases, within 30 days of receipt of the notice,

where, in the opinion of the Manager, that condition or Sign constitutes a violation of this Bylaw or any Sign Permit hereunder, has become unsightly or is unsafe;

(2) order the Owner to stop work on a Sign if it is proceeding in contravention of this Bylaw; or

(3) order the Owner to stop work on a Sign if a permit has not been issued.”

9 Section 3 is amended by deleting “Section 10” and replacing it with “section 9” and deleting “without first obtaining a sign permit” and replacing it with “without first obtaining a Sign Permit”.

10 Section 9 is deleted in its entirety and replaced with the following:

9 The following Signs shall not require a Sign Permit but must comply with the regulations of this Bylaw, where applicable:

(1) Signs, notices, placards or bulletins required or permitted to be displayed:

- (a) under the provision of federal, provincial or municipal legislation;
  - (b) by or on behalf of the federal, provincial or municipal government;
  - (c) on behalf of a department, a commission, a board, a committee or an official of the federal, provincial or municipal government;
  - (d) Signs erected by the City or the RCMP as warning signs in connection with traffic speed or safety.”
- (2) Advertising signs displayed in or on buses;
  - (3) Signs located in or on taxi cabs, under the Tax Business Bylaw;
  - (4) Signs located inside a Building, including permanent tenant identification signs located inside an enclosed shopping mall;
  - (5) The name or address of a Building when it is sculptured or formed out of the fabric of the Building face;
  - (6) Street numbers or letters displayed on a premises where together the total copy area is less than 1.2m<sup>2</sup>;
  - (7) A Fascia Sign which is attached to a residential dwelling unit or its accessory buildings and states no more than the name of the Building or the name of the persons occupying the Building or both, provided the total sign area does not exceed 0.28m<sup>2</sup>;
  - (8) A Fascia Sign or a Canopy Sign which is attached to a Building other than a residential dwelling unit and states no more than:
    - (a) the name or address of the Building;
    - (b) the name of the person or institution occupying the Building; and
    - (c) the activities carried on in the Building, including hours of operation and rates charged, provided the total Sign Area does not exceed 1.5m<sup>2</sup>;

- (9) A Real Estate Sign provided the total sign area does not exceed  $1.0\text{m}^2$  in a residential district or  $6.0\text{m}^2$  in any other district;
- (10) Signs placed on a premises for guidance, warning or restraint of persons;
- (11) Window signs, unless otherwise regulated in this Bylaw;
- (12) A-board signs located within the boundaries of lots in the I1, I2, C1 and C1A land use districts provided that:
  - (a) such Signs may not display General Advertising; and
  - (b) in the I1 and I2 districts such Signs may not be placed on any portion of a lot which abuts an arterial road; and

provided these Signs meet the requirements in section 26 of this Schedule;
- (13) Candidates' Election Signs only during the following time frames:
  - (a) between September 1 of an election year and the date of the election, in the case of an election under the *Local Authorities Election Act*, and
  - (b) between the date the election is officially called and the date of the election, in the case of elections for federal and provincial public office.
- (14) Directional Signs with an area less than  $1.4\text{ m}^2$ ;
- (15) Construction Signs, provided they conform to the following requirements:
  - (a) There shall not be more than a total of four Construction Signs per Site, and:
    - (i) in residential subdivisions, the total area of all four Construction Signs shall not exceed  $6.4\text{ m}^2$ ; and

- (ii) in commercial and industrial subdivisions, the total area of all four Construction Signs shall not exceed 25m<sup>2</sup>;
  - (b) No individual Construction Sign in a residential area may exceed 3.2m<sup>2</sup> in area;
  - (c) All Construction Signs must be located on private property;
  - (d) Construction Signs shall be professionally designed and maintained to the satisfaction of the Manager; and
  - (e) Construction Signs may be erected within a period starting not earlier than six months before the date of intended construction and ending three months following the completion of construction, but in no case shall a Construction Sign be erected for a maximum total period of 18 months."
- (16) At the discretion of the Manager, Portable Signs advertising charitable, religious or community events.
- 11 Sections 11 through 48 are renumbered as sections 10 through 47 respectively.
- 12 Section 26 is deleted in its entirety and replaced with the following:
- "25 An A-Board shall be maintained in a neat, clean and safe condition and shall only be displayed during the hours that the business or organization advertising is open to the public."
- 13 The new heading, "Pole Signs" is added after section 47 and the following new section is added:
- "48 (1) A Pole Sign shall be securely fastened to the pole or light standard to which it is affixed;
- (2) A Pole sign shall not exceed 4m<sup>2</sup> in Sign Area with a maximum of 2m<sup>2</sup> per sign face;
- (3) Pole Signs shall comply with the building and development regulations, such as maximum height and minimum side yard, specified in the district in which they are to be located."

- 14 Section 49 is deleted in its entirety and replaced with the following:

**Intent**

- "49 (1) (a) Portable Signs are intended for temporary on-site advertising relating to the commercial activities of the landowner or tenants and to advertise charitable, religious or community activities and events;
- (b) Third party advertising is not permitted on Portable Signs, with the exception of bus stop seats, garbage or recycling containers and Portable Signs advertising charitable, religious or community activities and events;
- (c) Subject to paragraphs (b) and (e) of this subsection, a Portable Sign being used to advertise commercial activities may only be located on a site where the event or activity is taking place;
- (d) The Owner, not the City, will determine which tenant(s) shall have the benefit of the Portable Sign;
- (e) A Portable Sign displaying general advertising on a bus stop seat or a garbage or recycling bin, or to advertise a charitable or community event may be placed on City Property, subject to compliance with the requirements of sections 19 and 20 of this Schedule.

**Districts in which Portable Signs are allowed**

- (2) Subject to the provisions of this Schedule, Portable Signs are a permitted use in C1, C1A, C2, C3, C4, I1, I2 and a discretionary use in all other districts.

**Regulation of Portable Signs**

- (3) Portable Signs shall be subject to the following regulations:
- (a) The landowner, or the Owner or a lessee with the consent of the landowner, of a Site for which a Portable Sign is proposed may apply for a Sign Permit;
- (b) A maximum of one Portable Sign per single tenant Site shall be allowed where the Frontage is greater than 30.0m;

- (c) For a multiple tenant development with a Frontage greater than 30.0m, one Portable Sign shall be allowed for each 30.0m of Frontage, provided that not more than a maximum of four Portable Signs shall be displayed on the same street Frontage with a minimum separation between each Portable Sign of 30.0m;
- (d) Notwithstanding (a) and (b) above, where a Site with a Frontage of less than 30.0m exists, the landowner, or a lessee with the consent of the landowner, may, by providing the Manager with written consent from the owners of adjacent Sites, identify to the Manager, a combination of Sites having a total Frontage of 30.0m or more, in order to allow placement of a Portable Sign; however, no Portable Sign may be separated by less than 30.0m from another Portable Sign;
- (e) The maximum duration of display for each Portable Sign location shall be a total of 180 days in a calendar year, provided that no Portable Sign shall remain at a location for more than 90 consecutive days, during which time, unlimited changes to the advertising copy of the Portable Sign shall be allowed. Following each removal of a Portable Sign, the location shall remain free of Portable Signs for a minimum of 60 consecutive days;
- (f) Subject to the regulations set out in this Schedule, businesses of a seasonal or short-term nature that operate for six months or less in a calendar year shall be allowed to display a Portable Sign for the operating period of the business;
- (g) A Portable Sign shall not exceed 5.0m<sup>2</sup> per sign face, nor shall any Portable Sign exceed 3.0m in height from grade;
- (h) Portable Signs shall have a permanent tag, label, plate, marking or other means of identifying ownership of the Sign for enforcement purposes. The ownership information shall be located in a visible location on the Sign;
- (i) A Portable Sign shall be removed on or before the date that the Sign Permit expires;

- (j) A Portable Sign not displaying advertising copy or on which the activity or event being advertised is completed must be dressed with new advertising copy or removed within 72 hours of the advertising copy being removed or the activity or event being completed;
- (k) A Portable Sign shall at all times be maintained in good condition and, specifically, shall contain lettering and signage which is secure and complete. Any damaged signage or damaged or missing advertising copy must be repaired within 72 hours of the damaged signage or damaged or missing advertising copy coming to the attention of the Sign Permit holder;
- (l) A Portable Sign must be stabilized but shall not use unsightly or potentially hazardous methods. If the Portable Sign is to be stabilized other than by security pegs or concrete or metal weights attached to the Sign legs, the means by which stability is to be provided shall be described as part of the Sign Permit application.

#### **Inflatable Signs**

- (4) (a) Except as enumerated herein, all provisions applicable to Portable Signs shall apply to Inflatable Signs;
- (b) An Inflatable Sign shall be tethered or anchored and shall be touching the surface to which it is anchored;
- (c) An Inflatable Sign, when combined with the height of the surface to which it is anchored, shall not exceed the maximum free standing sign height allowable for the district;
- (d) There shall be a maximum of 1 Inflatable Sign per Site, but no Inflatable Sign shall be permitted on a Site containing any other Portable Sign;
- (e) The maximum duration of display for each Inflatable Sign location shall be a total of 60 days in a calendar year, provided that no Inflatable Sign shall remain at a location for more than 30 consecutive days. Following each removal of an Inflatable Sign, the location shall

remain free of Inflatable Signs for a minimum of 60 consecutive days;

- (f) An Inflatable Sign may not be located on the roof of a Structure.

### **Banners**

- (5) (a) Except as enumerated herein, all provisions applicable to Portable Signs shall apply to Banners.
- (b) The application for a Sign Permit for a Banner shall indicate the location and the area the Banner will cover, in addition to the information required by section 6 of this Schedule;
- (c) Notwithstanding the above, a Banner shall not exceed 10% of the gross area of the face of the Structure to which it is attached.

### **Exemptions**

- (6) Subsections (3)(e) and 4(e) do not apply to limit the duration of display of Portable Signs erected by the City or the RCMP as warning signs in connection with traffic speed or safety."

- 15 By deleting subsection 58(2) in its entirety and replacing it with the following:

"58 (2) No Billboard, Wall Sign, Painted Wall Sign, including Supergraphics, or Portable Sign shall be allowed to advertise Adult Entertainment or services which feature nudity."

- 16 Sections 59, 60 and 61 are deleted in their entirety and replaced with the following:

"59 (1) Any person who:

- (a) Contravenes or fails to comply with any provision of this Bylaw or any Sign Permit issued hereunder; or
- (b) Erects or places a Sign in contravention of this Bylaw or
- (c) Obstructs or hinders any person in the performance of his duties under this Bylaw; or
- (d) Fails to comply with any order of the Manager

is guilty of an offence and is liable to a penalty of \$500.00;

- (2) Where a person is guilty of an offence under subsection (1) and the Sign is not removed, the City may enter onto the property and remove the Sign;
- (3) A Sign removed pursuant to subsection (2) will be returned to the Owner upon payment of a removal and administration fee of \$100.00 and accrued storage costs of \$25.00 per day;
- (4) A Sign removed by the City pursuant to subsection (2) shall be held for a minimum of 60 days, after which the Sign is deemed forfeited and becomes the property of the City.

60 Where a Peace Officer or Bylaw Enforcement Officer has reasonable grounds to believe that a person has contravened any provision of this Bylaw, he may serve upon such person an offence ticket allowing the payment of the specified penalty to the City in lieu of prosecution for the offence."

In all other respects, Bylaw No. 3156/96 is hereby ratified and confirmed.

|   |        |      |
|---|--------|------|
| READ A FIRST TIME IN OPEN COUNCIL this      | day of | 2005 |
| READ A SECOND TIME IN OPEN COUNCIL this     | day of | 2005 |
| READ A THIRD TIME IN OPEN COUNCIL this      | day of | 2005 |
| AND SIGNED BY THE MAYOR AND CITY CLERK this | day of | 2005 |

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

## Request for Amendment of Land Use Bylaw 3156/96

### Background Information

#### 1. History

By letter dated May 2, 2003, Magnetsigns Advertising Inc., on behalf of its local franchisee, Magnetsigns Red Deer, and its customers in Red Deer contacted Mr. Greg Scott, then Manager of the Inspections and Licensing Department for the City of Red Deer to open discussions regarding the Sign Bylaw 3163/96, and particularly its prohibition on Portable Signs contained in paragraph 51.

On June 24, 2003, representatives of Magnetsigns Advertising Inc. and Magnetsigns Red Deer met with Mr. Greg Scott. Mr. Scott asked that we prepare and submit a formal request for amendment of the Sign Bylaw 3263/96. He also advised that upon receipt of the formal request for amendment, he would organize a meeting between the City Solicitor and representatives of Magnetsigns Advertising Inc. to discuss the requested amendment. He also advised that a report to Council would be prepared and that representatives of Magnetsigns Advertising Inc. would be invited to speak to Council in support of the amendment. Mr. Scott assured the representatives of Magnetsigns that the City staff would notify Magnetsigns of any meetings, consultations or proposed amendments to the Signs Bylaw to permit representatives of Magnetsigns to attend public hearings.

Magnetsigns Advertising Inc. submitted a formal request for amendment of the Sign Bylaw 3163/96 to Mr. Scott by letter dated July 8, 2003. By letter dated August 11, 2003, Mr. Scott thanked Magnetsigns for the courtesy of consulting the City regarding the Sign Bylaw 3163/96, acknowledged receipt of a legal opinion provided by Magnetsigns and advised that Magnetsigns would be contacted once an administration position regarding the regulation of signs was established.

In subsequent telephone conversations between Mr. Scott and Magnetsigns, the last occurring on November 17, 2003, Mr. Scott advised that the City administration was still considering the issue of sign regulation and re-affirmed that Magnetsigns would be advised of any meetings, consultations or proposed amendments to the Sign Bylaw 3163/96.

The regulation of Signs was incorporated into the City of Red Deer Land Use Bylaw 3156/96 as Schedule "D" by Land Use Bylaw Amendment 3156/SS-2003, given second and third reading on January 12, 2004. The minutes of the January 12, 2004 meeting of Council state, "A Public Hearing was held with regard to **Land Use Bylaw Amendment 3156/SS-2003 – Incorporation of the Sign Regulations into the Land Use Bylaw / City of Red Deer**. As no one was present to speak to the bylaw, Mayor Surkan declared the Public Hearing closed." Magnetsigns was never advised of the amendment or the Public Hearing.

Magnetsigns has continued to pursue consultation with the City administration regarding the promised amendment to the regulation of Signs; however, the City administration has either been unable or unwilling to work with Magnetsigns. As such Magnetsigns has proposed an amendment to Schedule “D” of the Land Use Bylaw 3156/96.

## 2. Land Use Bylaw Amendment 3156/SS-2003

Three significant amendments were made to the regulation of Signs with the enactment of Land Use Bylaw Amendment 3156/SS-2003:

- a. The definition of “Portable Sign” was amended to specifically reference “magnetic signs”;
- b. The prohibition on Portable Signs was expanded to include a prohibition on Portable, Temporary and Inflatable Signs; and
- c. The City added the right to confiscate Signs from private property.

### a. *Amendment of the Definition of “Portable Sign”*

The amendment of the definition of “Portable Sign” to specifically reference a “magnetic sign” is both inappropriate and unnecessary. Magnetsigns Advertising Inc. has over 100 franchises operating in approximately 400 municipalities in Canada and the United States. To the best of our knowledge, no other municipality has included “magnetic sign” in the definition of “portable sign”, “temporary sign” or a similar definition. As well, prior to the enactment of Land Use Bylaw Amendment 3156/SS-2003, few magnetic signs, at least those rented by Magnetsigns franchisees, had been located in the City of Red Deer. It should be noted that as Magnetsigns Advertising Inc. has patents issued by both the Canadian Intellectual Property Office and the United States Patent and Trademark Office and patents pending relating to magnetic signage, the effect of adding “magnetic sign” to the definition of “Portable Sign” is equivalent to specifying Magnetsigns products as prohibited portable signs.

The definition is sufficiently broad without specifying magnetic signs as a “‘Portable Sign’ means any sign, excluding an A-board sign, that can be carried or transported from one site to another”. Furthermore, Magnetsigns franchisees offer approximately 20 different styles of Magnetsigns™, which include a variety of permanent and portable signs.

### b. *Expansion of the Prohibition*

Bylaw 3163/96 defined a “Portable Sign” as “any sign, excluding an A-board sign, that can be carried or transported from one site to another, including electric signs.” The bylaw also defined a “Temporary Sign” as “a sign which is not in a permanently installed or affixed position, advertising a product or an activity on a limited time basis.” The Bylaw did not contain a definition of an “Inflatable Sign”.

Paragraph 51 of Bylaw 3163/96 stated simply, “No person except the City shall place, erect or use a portable sign.” Paragraph 49 of Schedule “D” of the Land Use Bylaw 3156/96, which replaced Bylaw 3163/96, provides a general prohibition on the placement of Portable, Temporary or Inflatable Signs in the City of Red Deer. The section reads as follows:

- “49 (1) No person shall place, erect or use a portable, temporary or inflatable sign anywhere in the City.
- (2) This provision shall not apply to portable signs erected by the City or the RCMP as warning signs in connection with traffic speed or safety.”

This broader prohibition was recommended by City administration despite the fact that they were made aware that a prohibition on the placement of portable or temporary signs was unconstitutional at least as early as May 2, 2003. Not only was no effort made to bring the Bylaw in compliance with the *Charter of Rights and Freedoms* but City staff expanded the prohibition to include other forms of advertising. It could also be argued that any “A-board” sign “advertising a product or an activity on a limited time basis” is now prohibited as it would fall within the definition of a “Temporary Sign”.

### c. *Confiscation of Private Property*

Paragraph 59 of Bylaw 3163/96 provided that any person who contravened the Bylaw was guilty of an offence and liable to a penalty of \$150.00 on a first offence. Paragraph 60 provided for a penalty of \$500.00 on a second offence. Land Use Bylaw Amendment 3156/SS-2003 added the following at the end of paragraph 59, “and the City shall have the authority to confiscate the sign and any subsequent signs.”

Under Bylaw 3163/96, the City was not prevented from confiscating a sign. However, The City would be required to obtain a Court order permitting them to enter onto private property and seize private property. The amendment to paragraph 59 effectively allows the City to act unilaterally in seizing private property. There is no provision for the City to provide evidence that a contravention of the Bylaw has occurred. This is a violation of the basic right granted under section 8 of the *Charter of Rights and Freedoms* to be “secure against unreasonable search or seizure”.

### 3. Civic Concerns

While information supporting the enactment of the bylaw is not available, it can be inferred that the bylaw was enacted to prevent the installation of “unsightly and unsafe” signs as clause 2(1)(a) of Schedule “D” provides that the Manager (defined in Schedule “D” as the Inspections and Licensing Manager) may direct the owner of a sign to correct the condition of any sign or remove it where the sign has become “unsightly or unsafe”.

The concern that signs will be “unsightly or unsafe” is common to most communities and should apply to all types of signs. The implementation of a reasonable regulatory

framework for all types of signs is a cornerstone to preserving the beauty and safety of a municipality. Magnetsigns Advertising Inc. has consistently supported this view in its communications with the City of Red Deer. In a letter dated July 8, 2003 to Mr. Greg Scott, Manger of Inspections and Licensing, Magnetsigns stated:

“Magnetsigns Advertising Inc. believes that it would be in the best interests of the City of Red Deer, its citizens and the business community to amend the Sign Bylaw to provide a reasonable regulatory framework for all types of signage, including portable signs. Portable signs provide one of the most cost effective methods of advertising available to many businesses. In fact, for some small businesses, portable signs constitute their only affordable means of advertising.

...

An unreasonably restrictive or prohibitive bylaw promotes the proliferation of unregulated signs and requires strict enforcement to be effective. An unregulated environment usually results in an array of dilapidated or abandoned signs and, because there is no regulation, there is no effective means of enforcement. A fair and effective bylaw encourages businesses to comply with the law, thus reducing the enforcement effort.”

The proposed amendment to Schedule “D” of the Land Use Bylaw 3156/96 is based on our review of the Bylaws of nine Alberta municipalities, including the City of Edmonton, the City of Calgary, Strathcona County, the City of St. Albert, the City of Lethbridge, the City of Medicine Hat, the City of Leduc, the City of Lloydminster, the City of Grande Prairie and the City of Fort McMurray.

The regulation of portable and temporary signs varies, with each City adopting a bylaw that meets its objectives. However, each of these cities permit the placement of portable and temporary signs. Some cities permit the placement of a portable sign for up to five years on a single sign permit. Others issue one year permits. In our opinion, portable or temporary signs should permit organizations to advertise occasionally for a brief period of time. By regulating the placement of a portable or temporary sign to a shorter, defined period of time, the incidence of dilapidated or abandoned signs is decreased. Organizations can also plan for the more effective use of the portable or temporary sign.

The United States Small Business Administration, in conjunction with The Signage Foundation for Communication Excellence, Inc. and the International Sign Association, have conducted an exhaustive study of the science of signage, published as The Signage Sourcebook (available through the Small Business Administration at [www.sba.gov](http://www.sba.gov) or the International Sign Association at [www.signs.org/Legislative/resources.htm](http://www.signs.org/Legislative/resources.htm)). Two of the elements they considered were attempts by municipalities to legislate aesthetics and driver distraction.

The study concluded that, “[a]esthetics is a subjective experience, therefore, regulating for aesthetics is a difficult business”. The study also concluded that while “aesthetic” considerations are often cited as the reason for restricting portable or temporary signs, the restrictions are most often initiated after the number of abandoned or unkempt portable or

temporary signs increases to an irritating level. The study concludes that more targeted enforcement against parties placing unsightly signs is most effective and that “creating stiffer laws that impact the broader law-abiding sign user community will not only fail to eliminate the problem, it will result in a greater level of disrespect for the law and negatively impact the viability of local businesses.”

In considering the issue of public safety, the study concluded that “[t]raffic safety is always a foremost community concern for local governments.” The study goes on to state:

“Sign codes, in order to promote traffic safety, must be written with an understanding of how signs function in the environment. They must allow signs to have adequate readability and conspicuity in order to avoid compromising traffic safety.... A sign code which promotes readability for the motoring public will simultaneously promote traffic safety in the absolute sense, ensuring that drivers have sufficient time to read the signage and react safely and appropriately to it.”

A report by the Transportation Research Council, entitled Transportation in an Aging Society: Improving Mobility and Safety of Older Persons, concluded that sign deficiency contributes negatively to traffic safety, particularly in the case of older drivers. The United State Small Business Administration study concluded that signs facilitate safe way finding and improve traffic safety. The study also noted that many of the cities that have strict sign regulations as a way to “enhance public safety” by limiting “driver distraction”, also raise revenues for the city through the sale of outdoor advertising on public property such as buses, bus benches, bus shelters and garbage bins.

#### 4. Constitutional Issues

The *Canadian Charter of Rights and Freedoms* states:

“1. The *Canadian Charter of Rights and Freedoms* guarantees the rights and freedoms set out in it subject only to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society.

2. Everyone has the following fundamental freedoms:

...

(b) freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication”.

The Supreme Court of Canada has rendered numerous decisions that define the scope of section 2(b) of the *Charter*. Included among those decisions are several that relate specifically to commercial expression. In *Ford v. Quebec (Attorney General)*, [1988] 2 S.C.R. 712, at pages 766-67, the court stated:

“[g]iven the earlier pronouncements of this Court to the effect that the rights and freedoms guaranteed in the Canadian *Charter* should be given a large and literal interpretation, there is no sound basis on which commercial expression can be excluded from the protection of s. 2(b) of the *Charter*.”

In *Irwin Toy Ltd. v. Quebec (Attorney General)*, [1989] 1 S.C.R. 927, the Supreme Court determined conclusively that commercial expression is protected by section 2(b) of the *Charter*. That conclusion has been reiterated by the Court in *RJR-Macdonald Inc. v. Canada (Attorney General)*, [1995] 3 S.C.R. 199 and, more recently, in *R. v. Guignard*, (2002) 209 D.L.R. (4<sup>th</sup>) 549. In *Guignard*, which involved a bylaw restricting the placement of portable or temporary signs, Mr. Justice LeBel wrote:

“[i]n applying s. 2(b) of the *Charter*, this Court has recognized the substantial value of freedom of commercial expression. The need for such expression derives from the very nature of our economic system, which is based on the existence of a free market. The very operation of that market depends on businesses and consumers having access to abundant and diverse information.”

Mr. Justice LeBel went on to state:

“[b]y restricting the right to use this optimum means of expression to certain designated places, the impugned by-law directly infringes freedom of expression. This infringement impacts especially on the freedom of expression of a person who does not have access to substantial financial resources. A limitation of this nature can in fact deprive that person of the only means of expression that are truly accessible to him or her.”

Given that the Supreme Court has extended section 2(b) of the *Charter* to include commercial expression as a fundamental freedom, the question then arises as to when and how this freedom can be restricted. The Supreme Court, in *R. v. Oakes*, [1986] 1 S.C.R. 103, defined two criteria that must be satisfied to establish that a limit is reasonable and demonstrably justified in a free and democratic society.

The first criteria is that the objective to be served by limiting the *Charter* right must be sufficiently important to warrant overriding a constitutionally protected right or freedom. The Court stated,

“[t]he standard must be high to ensure that trivial objectives and those discordant with the principles of a free and democratic society do not gain protection. At a minimum, an objective must relate to societal concerns which are pressing and substantial....”

The second criteria is that the party invoking section 1 of the *Charter* has the onus of proving the means are reasonable and demonstrably justified. The Court has determined that this onus must be satisfied by a proportionality test with three elements:

- (1) the measures must be fair and not arbitrary, carefully designed to achieve the objective and rationally connected to the objective;
- (2) the means should impair the right in question as little as possible, and
- (3) there must be a proportionality between the effects of the limiting measure and the objective.

In *RJR-MacDonald Inc.*, Madame Justice McLachlin, now Chief Justice McLachlin, of the Supreme Court of Canada held that where freedom of expression is infringed, there must be a “reasoned demonstration of the good which the law may achieve in relation to the seriousness of the infringement”. She went on to state:

“[i]t will be more difficult to justify a complete ban on a form of expression than a partial ban.... A full prohibition will only be constitutionally acceptable under the minimal impairment stage of the analysis where the government can show that only a full prohibition will enable it to achieve its objective.”

The prohibition of which Chief Justice McLachlin is speaking is the prohibition of any one type of commercial expression.

Temporary portable signs have been recognized by the courts as a separate and distinct class of commercial expression. In *Stoney Creek (City) v. Ad Vantage Signs Ltd.* (1997) 149 D.L.R. (4<sup>th</sup>) 282, Mr. Justice Charron of the Ontario Court of Appeal ruled that a bylaw generally prohibiting the use of temporary portable signs, even with some limited exceptions, is unconstitutional. He refused to accept the City’s contention that a bylaw permitting many other types of signs strikes a fair balance between the individual’s rights and the community’s interest.

In *Guignard*, the City of Saint-Hyacinthe argued that its bylaw was justified under section 1 of the *Charter* on the ground that it was designed to prevent visual pollution and driver distraction. The Court ruled that the justification process is not limited to ensuring that the defined objective is achieved. As the City of Saint-Hyacinthe failed to demonstrate a rational connection between the objective and the right impaired, minimal impairment of the right and proportionality, the bylaw was declared invalid by the Supreme Court of Canada.

The Alberta Court of Appeal, in *R. v. 388923 Alberta Ltd.*, (1995) 174 A.R. 292, reviewed the justification for a sign bylaw in the City of Edmonton which prohibited temporary signs in a specified area of the City. The City had argued that the bylaw was required to prevent visual pollution and ensure driver safety. However, the Court of Appeal found that the bylaw effectively banned commercial expression in the area as no permits were to be issued for temporary signs and permits for other types of signs were to be issued based on vague criteria. The Court ruled that the bylaw’s portable sign ban,

even if its objectives were pressing and substantial, failed the proportionality element of the *Oakes* test.

In *Vann Niagara Ltd. v. Oakville (Town)*, (2002), the Ontario Court of Appeal determined that a bylaw imposing a total prohibition on a form of expression (billboard signs) is not minimally impairing. While Oakville had argued that the bylaw was justified to protect the public from unsafe signs, to reduce driver distractions, to prevent the blight of unsightly signs and to preserve the unique character of Oakville, the Court ruled that “[a] uniform ban on billboard signs that includes a prohibition on signs in unremarkable areas is not rationally connected to preserving the ‘unique aesthetic’ and ‘small town feel’ of Oakville.” The Court also found that there had been no effort by Oakville to tailor the bylaw to ensure that it minimally impaired the rights to freedom of expression. The Supreme Court of Canada upheld the Ontario Court of Appeal decision in a November, 2003 ruling, with the exception of recognizing the municipality’s right to limit the size of billboards to eighty square feet per face or less.

Based on the extensive judicial consideration of freedom of commercial expression at the Supreme Court and appellate court levels, it appears to be established law that:

- (1) freedom of commercial expression, including advertising is protected under section 2(b) of the *Charter* as a fundamental freedom to be enjoyed by Canadians;
- (2) the Courts have set out specific criteria to determine whether legislation infringing this right is justifiable under section 1 of the *Charter*;
- (3) the onus is on the party infringing the right to ensure that the infringement is justifiable under section 1 of the *Charter*;
- (4) it is not sufficient justification to argue that other forms of commercial expression are available.

Section 49 of Schedule “D” of Land Use Bylaw 3156/96 imposes a total prohibition on the use of portable signs for commercial expression. As such, the onus is on the City of Red Deer to prove that the higher level of justification spoken of by Madame Justice McLachlin in *RJR-MacDonald Inc.* has been satisfied. While the City could argue that the prohibition is to prevent the placement of “unsightly or unsafe” signs, it is unlikely that a court would accept this as justification for a total prohibition on temporary signs. It presupposes that portable signs are either unsightly, unsafe, or both. Furthermore, in *Guignard*, Mr. Justice LeBel stated that the prevention of “visual pollution or driver distraction”, without more, was not sufficient justification to prohibit portable signs.

The City’s justification for prohibiting portable signs is also weakened by the permission in section 51 for the City to place such signs. This implicitly recognizes a value in the expression afforded by portable signs for the City while denying such expression to all others. Furthermore, any argument that the prohibition on portable signs is for aesthetic or safety reasons is undermined by the fact that the City allows the placement of other

signage on or near City streets, including “A-board” signs and the advertising signs permitted on buses, bus shelters, bus stop seats and recycle or refuse containers. Such advertising is no less distracting to drivers or visually polluting than portable signs.

It is likely that the City of Red Deer’s Sign Bylaw, particularly as it relates to prohibiting the placement of portable signs, would be declared invalid if judicially reviewed. While there may be pressing and substantial reasons for the prohibition, the Courts have been resolute that this is only one part of the justification required under section 1 of the *Charter*.

***Comments:***

We concur with the recommendations of Parkland Community Planning Services and the City Solicitor that the application for the amendment to the Land Use Bylaw, as presented by Magnetsigns, be denied.

“Morris Flewwelling”  
Mayor

“Norbert Van Wyk”  
City Manager

Backup

**Christine Kenzie**

---

**To:** rsimpson@magnetsigns.com  
**Subject:** October 24, 2005 Red Deer City Council Agenda

This is to confirm that your request for an amendment to the City of Red Deer's Land Use Bylaw will be presented to Red Deer City Council on Monday, October 24, 2005 shortly after 7:00 p.m.

For your information, I have attached a PDF File that contains an excerpt from the October 24, 2005 Council Agenda pertaining to your item.

Access to City Hall will be through the park-side doors. Take the elevator to the second floor, Council Chambers is directly across from the elevator.

Please let me know if you require any additional information.



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pdf

*Christine Kenzie*  
**Legislative & Administrative Services**  
City of Red Deer  
403.342.8201  
christine.kenzie@reddeer.ca

Backup

**Christine Kenzie**

---

**To:** rsimpson@magnetsigns.com  
**Subject:** October 24, 2005 Red Deer City Council Meeting

Dear Mr. Simpson:

Further to our telephone conversation of earlier today, regarding your request for a Land Use Bylaw Amendment regarding Portable Signs:

October 24th is the City of Red Deer's Organizational Meeting. This is when Council appoints citizens to the various Committees of Council. This item is already scheduled for 4:30 pm. to 6:00 p.m.

The regular agenda for Red Deer City Council would then start at 7:00 p.m. Your request would be presented to Council sometime after 7:00 p.m. - approximately 7:15 p.m.

I will confirm the exact time for you on Thursday, October 20th or Friday, October 21st.

Call if you have any questions.

*Christine Kenzie*  
Legislative & Administrative Services  
City of Red Deer  
403.342.8201  
christine.kenzie@reddeer.ca

*— he will have a powerpoint presentation*

## Christine Kenzie

---

**From:** Valerie Henderson [vhenderson@chapmanriebeek.com]  
**Sent:** October 04, 2005 2:50 PM  
**To:** Christine Kenzie  
**Subject:** Re: Letter from Nick Riebeek re LUB Request - Magnetsigns

Christine.Kenzie@reddeer.ca writes:

>  
>We received the faxed reply from Nick regarding the Land Use Bylaw  
>Amendment Request by Magnetsigns (dated October 4, 2005)  
>  
>Can you confirm with Nick if his report can be placed on an "open"  
>agenda? We presume from the comments on his covering letter that it can  
>- - just want to confirm.  
>  
>  
>Thanks.

Yes it can.

Also, LUB amendments re: crematoriums. This is also going to be on open agenda right?

Valerie Henderson  
Legal Assistant to  
Nick P. Riebeek &  
Donald J. Simpson  
Chapman Riebeek  
Barristers & Solicitors  
300, 4808 Ross Street  
Red Deer, AB T4N 1X5  
Telephone: (403) 346-6603  
Fax: (403) 340-1280

This message is intended only for the addressee and may contain confidential or privileged information. If you are not the intended recipient or have received this information in error, please do not distribute the information and please notify us immediately.

[This message has been scanned for security content threats, including computer viruses.]

**FILE**



LEGISLATIVE & ADMINISTRATIVE SERVICES

September 27, 2005

Mr. Randy D. Simpson  
General Counsel  
4802 – 50<sup>th</sup> Avenue  
Camrose, AB T4V 0R9

Dear Mr. Simpson:

***Re: Land Use Bylaw Amendment Request – Magnetsigns***

I am in receipt of your letter dated September 22, 2005 regarding a request for a Land Use Bylaw Amendment on behalf of Magnetsigns. It is anticipated that your request will be placed on the Red Deer City Council Agenda of Monday, October 24, 2005.

Your request has been circulated to City Administration for comments. A copy of the administrative comments will be available to you prior to the Council Meeting and can be picked up at our office on the second floor of City Hall on Friday, October 21, 2005.

If you wish to be present at the Council Meeting, please telephone our office on Friday, October 21, 2005 and we will advise you of the approximate time that Council will be discussing this item. Upon arrival at City Hall, please enter the park-side entrance and proceed to the Council Chambers on the second floor.

Your request will be presented to an open meeting of Council and will be available to the public and media. As well, Council Meetings are open to the general public and are televised on Shaw Cable, Channel 10. Council meetings commence at 4:30 p.m., adjourn for the supper hour at 6:00 p.m. and reconvene at 7:00 p.m. Council agendas are available to the public and media from the Legislative & Administrative Services Department and are also available on The City of Red Deer's website at [www.reddeer.ca](http://www.reddeer.ca).

...2/

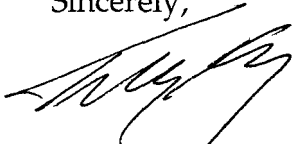
Mr. Randy D. Simpson  
September 27, 2005  
Page 2

For your information, at the September 26, 2005 Red Deer City Council Meeting, Council passed a resolution directing Administration to prepare a Land Use Bylaw Amendment regarding regulation of portable signage for a future Council Meeting. This report is anticipated to be brought to Council near the end of November, possibly for the November 21, 2005 Council Meeting. Attached is a copy of the background report that was presented to Council on September 26, 2005.

We will proceed with your letter to Council for the October 24, 2005 Council meeting unless you indicate otherwise.

If you have any questions or require further assistance, please do not hesitate to contact me.

Sincerely,

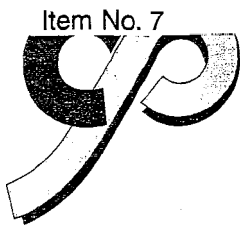


Kelly Kloss  
Legislative & Administrative Services Manager

KK/chk

/attach.

c T. Lindhout, Parkland Community Planning Services  
N. Riebeek, Chapman Riebeek



Item No. 7

.....KLAND  
**COMMUNITY  
PLANNING  
SERVICES**

59

Suite 404, 4808 Ross Street  
Red Deer, Alberta T4N 1X5  
Phone: (403) 343-3394  
FAX: (403) 346-1570  
e-mail: pcps@pcps.ab.ca  
www.pcps.ca

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**DATE:** September 14, 2005

**TO:** Legislative & Administrative Services Manager

**FROM:** Tony Lindhout, City Planning Manager

**RE:** Background Report - Consideration of Portable Sign Regulations

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The City of Red Deer takes a positive approach to the issue of signage by including in its land use regulations and strives to maintain sign regulations that are current, up to date and reflective of what is deemed appropriate for the City, the business community and the public at large. While our Land Use Bylaw makes provision for many different types and forms of signage, it does not permit or provide for all forms of temporary signage. The most visible forms of temporary signage allowed in the city are real estate signs and the A-board signs that are permitted in the City's downtown C1 and C1A Commercial Districts. Other forms of temporary signage such as inflatable signs, banner signs or, mobile or portable signs are not permitted anywhere in the city as they are prohibited under the City's Land Use Bylaw.

The City's Inspections & Licensing Department faces an increasingly number of inquiries from businesses who are requesting permits for temporary signs not allowed under the Land Use Bylaw or calls complaining about illegal temporary signage popping up within the city. Increased signage, both legal and illegal, appear throughout the city in the form of more A-Board signs on sidewalks in the downtown, signage on boulevards, advertising on large trailers, advertising on vehicles parked on commercial lots and inflatable signs on roofs or tethered in front of businesses. Enforcement of illegal signs has become a major challenge for City Bylaw officers.

While for overall aesthetic, traffic and safety impact reasons, the City has resisted the move to expand the amount and types of temporary signage permitted throughout the city, recent Court challenges to the broad prohibition against temporary or portable signs in municipal land use bylaws has resulted a need to re-think the status-quo. Courts have been progressively critical of any local legislation which has absolutely prohibited some forms of signage, including affixing posters to utility poles, prohibiting the placement of electoral signs on public property and lastly, the broad prohibition against portable signs.

As a result of Court decisions across Canada and the intent to comply with the law, most urban municipalities now permit, but legislate the use of temporary signage. Therefore, it is now deemed necessary for the City of Red Deer to consider modifying its Land Use Bylaw so as to regulate various forms of temporary signage including portable signs, rather than totally prohibiting them as the Bylaw now provides. Any further prohibition by The City against portable signs could potentially be subject to successful legal challenge because similar provisions have been successfully challenged in other jurisdictions.

#### **What is a Portable Sign?**

A "portable sign" is any sign or advertising device that can be carried or transported from one site to another, which does not rely on a building or a fixed concrete foundation for its structural support and includes signs commonly known as mobile signs, temporary signs, inflatable signs or devices or

**Legislative & Administrative Services Manager**  
**Background Report - Consideration of Portable Sign Regulations**  
**Page 2**

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banners, whether tethered to a building or not, vehicles placed in a location for advertising purposes, but does not include an A-board or real estate sign or signage on motor vehicles used in the day to day conduct of a business.

One of the most common examples of a stand-alone portable sign is the type illustrated in the picture to the right. This form of sign has metal legs, or is on a frame on wheels, and typically contains advertising media using coloured lettering on a black background. These units are up to 8 feet high and 10 feet in length and are usually located in the front yard or boulevard of the site or business to which the advertising applies.



**Degree to which a Municipality may regulate Portable Signage?**

As the Courts have recognized that municipalities have the right to regulate portable signs in the same way that signage generally is regulated, the following areas of portable sign regulation have withstood a court challenge (*Canadian Mobile Signs Association v. City of Burlington, Ontario*):

1. A limit on the consecutive number of days that a particular sign could be placed.
2. A limit on the number of signs which could be placed in relationship to the number of units in a commercial strip mall.
3. Restrictions with respect to illumination, flashing or sequential lights or other mechanical or electronic devices to provide or simulate motion.
4. The location only on private property and to the same property to which the sign applies.

In the above noted instances, the Court has indicated that such provisions in a land use bylaw represents a rational attempt to strike a balance between the right of business to identify themselves and convey messages, and the right of the public to establish and maintain standards of aesthetics and to deal with safety concerns of motorists and pedestrians.

The Courts have indicated support for the proposition that signage overload increase traffic hazards and contribute to the clutter and aesthetic blight which sign regulations aim to reduce. The Courts further indicated that there was sufficient evidence to indicate that bright lighting associated with illumination of portable signs caused driver distraction also resulting in traffic hazards. In a recent City of Edmonton trial decision, the Court commented that a municipality is not prevented from making regulations about the number, the size, length of use, the colour of portable signs, or the location of portable signs. A municipality is, however, prevented from completely banning portable signage as the Courts have determined these to be a legitimate method of advertising.

**Public Engagement**

As part of the preparation of the administrative background and research on the matter of portable signage, local sign industry stakeholders and the public were apprised of the requirement of the City to move forward with the preparation of portable signage regulations. Of the sign industry stakeholders that responded to a written referral letter, only those few business with the potential to

**Legislative & Administrative Services Manager**  
**Background Report - Consideration of Portable Sign Regulations**  
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provide portable signs supported their inclusion as an allowable use into the land use bylaw; the rest of the respondents were opposed. The general public mainly through a City based, web-page, on-line survey, strongly indicated opposition to any move by the City to allow portable signage. The most common concerns raised by both sign industry stakeholders and the general public to allowing portable signage were sign pollution, cluttering of city streetscapes and aesthetic blight. Many commented that they have seen the proliferation of these portable advertising signs in other urban centres and were very appreciative that they were not allowed in Red Deer. Respondents clearly indicated that if portable signs were to be allowed, significant limitations must be applied in order to find a balance that maintains the aesthetic values of the City of Red Deer, its business community and area residents.

**Which areas of regulation should the City of Red Deer consider?**

Planning, Inspections and Licensing staff and City legal counsel suggest that the following elements should be considered in formulating any portable sign regulations:

- Signs to be located only on the site to which advertising applies - no off-site advertising.
- Establish maximum sign size, height and sign area.
- Establish traffic and pedestrian safety sight-lines with sign setbacks on corner sites and from parcel access points and driveways.
- Establish sign location/placement (setbacks) within property lines.
- No signs on City boulevards.
- Set limit for number of portable signs allowed per site.
- Establish minimum separation distances between portable signs.
- Determine maximum length of stay for a portable sign (temporary signs must not become permanent).
- Determine land use districts which will allow portable signs.
- Recognition of the increased workload for enforcement and administration to ensure necessary permits are issued and Bylaw enforcement.
- Ease of enforcement – will sign ID tags be required?
- Establish fine schedule and penalties to deter illegal signage.
- Removal costs and storage costs of illegal or expired signs.
- Include inflatable and banner signs.

Any approach to establish portable signage regulations would be undertaken in a manner that would make them supplementary to existing sign regulations. The City would continue to maintain an overall scheme of signage control that allows for advertising options but at the same time, regulate the overall aesthetic and traffic impact of signage as a whole.

**Where to from here?**

Based on the legal trend in Canada, the law appears to be now well settled and requires that the City of Red Deer amend its Land Use Bylaw so as to regulate but not prohibit portable signs. There will be those who consider any move to incorporate portable sign regulations as a step backwards and conversely, there will be those who might find any proposed regulations ultimately to be too restrictive.

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The challenge in any bylaw amendment proposal will be to find that balance required between portable sign industry interests and maintaining the aesthetic values of the City of Red Deer and its citizens. This new category of signage will lead to a noticeable increase in the number of advertising signs both on individual sites and particularly along our major commercial corridors. This additional signage will affect the look, aesthetics and appearance of those city streets that will ultimately be located in land use districts allowing portable signs.

Although sign industry stakeholders and the general public have already been apprised of, and have had preliminary opportunity for input regarding the City's general intent to move forward with portable sign regulations, it will be important that the community understands why the City is raising this matter. Accordingly, while many may continue to believe that there ought to be an absolute prohibition against portable signs in the City of Red Deer, given that this is an issue that pertains to property rights and the right to communicate (i.e. advertise) such an absolute prohibition is no longer legally supportable. While this legal precedent needs to continue to be communicated to the public, they also need to be assured that the City of Red Deer has the right to apply sign regulations. Courts have sustained Bylaws that contain signage limitations and restrictions, but only where those restrictions are not tantamount to the prohibition of this form of signage.

### **Conclusion**

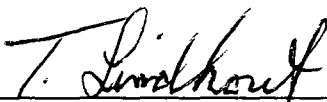
Since it is clear that a total prohibition of portable signs will not withstand a Court challenge, it is necessary for the City of Red Deer to modify the Land Use Bylaw so as to regulate portable signs rather than totally prohibiting them as the Bylaw now provides.

### **Recommendation**

That City Council instruct its administration to prepare a Land Use Bylaw amendment proposal for regulating portable signage.

Any proposed regulations or restrictions will aim to satisfy the balance which seeks to maintain aesthetic values of the City of Red Deer, while at the same time minimally impairing the rights of those who wish to place such signs on their property.

The draft Bylaw amendment would be brought to Council for their review and consideration.



Tony J. Lindhout, ACP, MCIP  
City Planning Manager

### **Attachments**

- c. Colleen Jensen, Community Services Director  
Joyce Boon, Inspections & Licensing Manager



**FILE**

**Legislative & Administrative Services**

**DATE:** September 26, 2005

**TO:** Tony Lindhout, Parkland Community Planning Services  
Paul Meyette, Inspections & Licensing Manager

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Request for Comments – By Monday, October 17, 2005  
Land Use Bylaw Amendment Request – Magnetsigns

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Please review the attached letter and documentation from Magnetsigns regarding a request for a Land Use Bylaw Amendment.

Please have your comments/report to me by **Monday, October 17, 2005** for the **October 24, 2005 Council Agenda**.

A handwritten signature in black ink, appearing to read 'Kelly Kloss'.

Kelly Kloss  
Manager

KK/chk

c N. Riebeek, City Solicitor



LEGISLATIVE & ADMINISTRATIVE SERVICES

October 25, 2005

Mr. R. Simpson  
General Counsel  
Magnetsigns  
4802 – 50 Avenue  
Camrose, AB T4V 0R9

***Re: Request for Amendment to City of Red Deer Land Use Bylaw 3156/96***

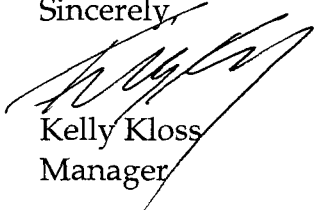
Council, at its October 24, 2005 Council Meeting reviewed your request for an amendment to the City of Red Deer's Land Use Bylaw 3156/96. At this meeting, Council passed the following resolution:

***"Resolved*** that Council of the City of Red Deer having considered the correspondence from Magnetsigns, dated September 22, 2005, re: Land Use Bylaw Amendment 3156/96 – Proposed Amendment, agrees to refuse the application for the proposed amendment to Land Use Bylaw 3156/96."

As you are aware, The City has begun a process to review the inclusion of portable signs within its Land Use Bylaw. Mr. Tony Lindhout, City Planner, has advised that he will be providing you with a draft of the proposed amendment. Following, he welcomes your feedback on the amendment before presentation to City Council. The intent is to present the changes to Council prior to the end of 2005.

Please contact Mr. Tony Lindhout, City Planner, at 343-3394, for further information regarding the amendment process or myself regarding Council's decision.

Sincerely,



Kelly Kloss  
Manager

c T. Lindhout, Parkland Community Planning Services  
City Solicitor

Council Decision – October 24, 2005

Legislative &amp; Administrative Services

**DATE:** October 25, 2005

**TO:** City Solicitor  
Tony Lindhout, Parkland Community Planning Services

**FROM:** Kelly Kloss, Legislative & Administrative Services Manager

**SUBJECT:** Land Use Bylaw Amendment Request from Magnetsigns

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***Reference Report:***

Legislative & Administrative Services Manager, dated October 18, 2005 and City Solicitor, dated October 4, 2005

***Resolutions:***

*"Resolved* that Council of the City of Red Deer having considered the correspondence from Magnetsigns, dated September 22, 2005, re: Land Use Bylaw Amendment 3156/96 – Proposed Amendment, agrees to refuse the application for the proposed amendment to Land Use Bylaw 3156/96."

***Report Back to Council:*** Yes***Comments/Further Action:***

An amendment to the Land Use Bylaw is to be brought to a future Council Meeting providing for the inclusion of portable signs.



Kelly Kloss  
Manager  
/chk

c Director of Development Services  
Inspections & Licensing Manager

**BYLAW NO. 3156/R-2005**

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of The City of Red Deer as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

Bylaw No. 3156/96 is hereby amended as follows:

1 Section 47 is deleted in its entirety and replaced with the following new section:

“47 No owner or person in lawful possession or control of a site shall allow or permit a trailer parked on such site to be used for living or sleeping accommodation except as follows:

- (1) A trailer parked in an approved campground.
- (2) A trailer parked in the Westerner Exposition site if their on-site campground is full or if exhibitors require close proximity to on-site facilities.
- (3) A self-contained trailer parked in the parking lot of a church, school, recreation venue site, community centre or major hotel with conference/convention facilities providing:
  - (a) the occupant has obtained consent from the owner of the site and is attending a function or event in a facility on that site;
  - (b) the owner of the site has obtained approval from the Development Authority;
  - (c) overnight parking on the site does not exceed two consecutive nights unless approved by the Development Authority;
  - (d) overnight parking on the site shall not exceed two occasions per calendar month unless approved by the Development Authority;
  - (e) no fees shall be charged for overnight parking;
  - (f) the owner of the site will be responsible to ensure that all City of Red Deer Bylaws, including the Public Order Bylaw, are complied with.”
- (4) A trailer parked on a site in a residential district for 48 hours or less between the first day of May and the thirtieth day of September each year.
- (5) A trailer parked on a site in a residential district for a period greater than 48 hours between the first day of May and the thirtieth day of September each year providing:
  - (a) the owner of the site obtains approval from the Development Authority;
  - (b) no rent or fees are paid for the use of the site or facilities;
  - (c) the period shall in no circumstances exceed thirty days without prior approval of the Development Authority.”

READ A FIRST TIME IN OPEN COUNCIL this 26<sup>th</sup> day of September 2005.  
READ A SECOND TIME IN OPEN COUNCIL this day of 2005.  
READ A THIRD TIME IN OPEN COUNCIL this day of 2005.  
AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

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MAYOR

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CITY CLERK

Item No. 2

**BYLAW NO. 3156/II-2005**

Being a bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That "Use District Map I4" contained within "Schedule B" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 31/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 26<sup>th</sup> day of September 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

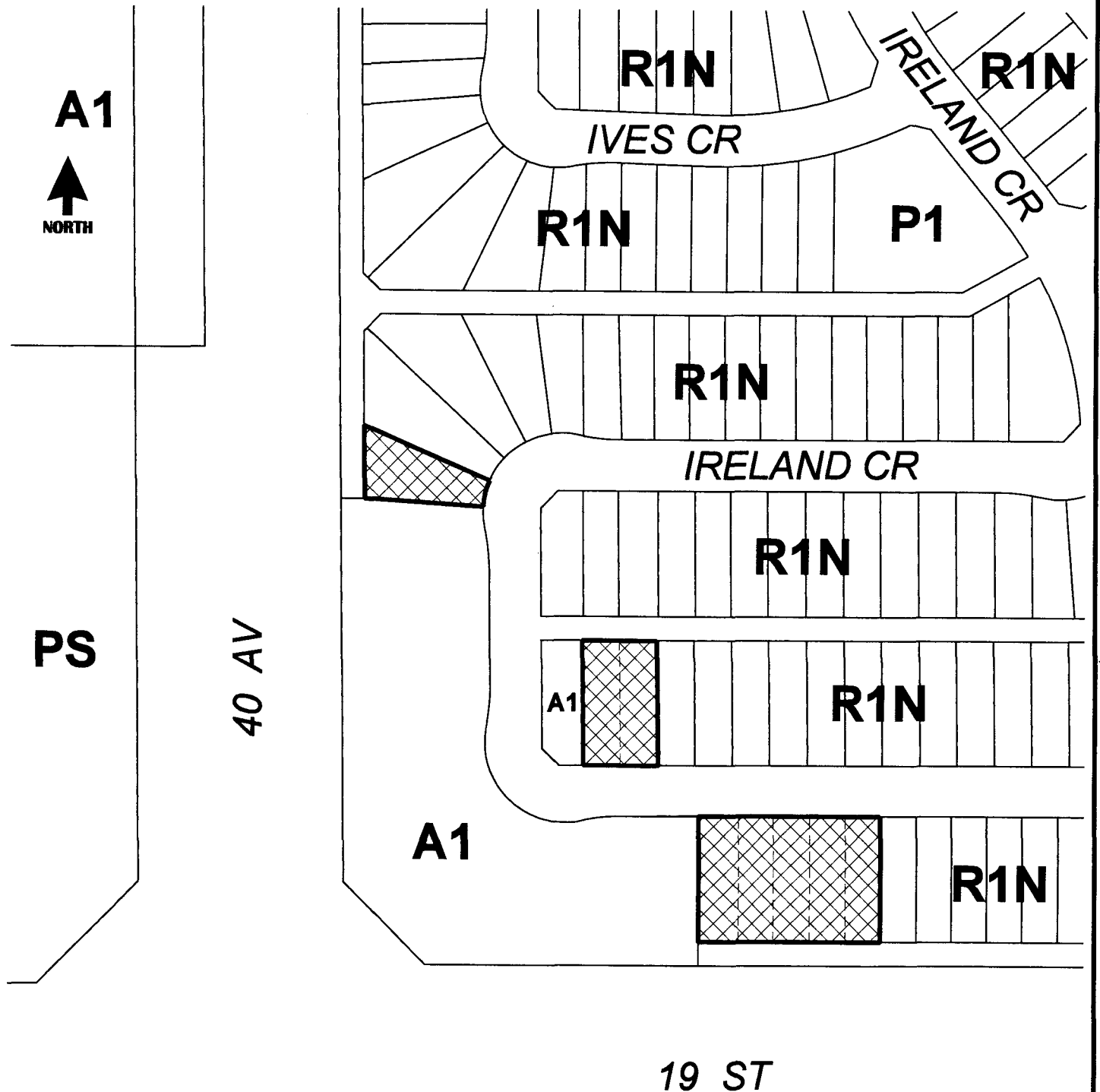
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MAYOR

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CITY CLERK

# The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



## AFFECTED DISTRICTS:

A1 - Future Urban Development

R1N - Residential Narrow Lot

Change from :

A1 to R1N



MAP No. 31 / 2005  
BYLAW No. 3156 / II - 2005

Item No. 3

**BYLAW 3215/B-2005**

Being a bylaw to amend Bylaw No. 3215/98, the Utility Bylaw of The City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ENACTS AS FOLLOWS:

Bylaw No. 3215/98 is hereby amended by:

- 1 Deleting from Section 7 (1) the words "of \$15.00" and substituting the following: "as set forth in Schedule A".
- 2 Deleting from Section 16 the words "of \$21.00" and substituting the following: . "as set forth in Schedule A"
- 3 Deleting from Section 20 the words "of \$21.00" and substituting the following: "as set forth in Schedule A".
- 4 Deleting from Section 21 the words "of \$38.00" and substituting the following: "as set forth in Schedule A".
- 5 Deleting from Section 22 the words "of \$128.00" and substituting the following: "the customer shall pay a fee as set forth in Schedule A".
- 6 Deleting from Section 23 the words "of \$45.00" and substituting the following: "as set forth in Schedule A".
- 7 Deleting from Section 24 the words "of \$45.00" and substituting the following: "as set forth in Schedule A".
- 8 Deleting from Section 28 the words "2.5% of current charges" and substituting the following: "1.5% per month on the outstanding overdue balance".
- 9 Adding the following sentence in Section 35 after the words ...name of the owner: "A fee set forth in Schedule A will be billed to the property owner to open the account."
- 10 Deleting Schedule "A" in its entirety and replacing it with the attached new Schedule "A".

11           This bylaw will come into full force and effect January 1, 2006.

READ A FIRST TIME IN OPEN COUNCIL this           day of           2005.

READ A SECOND TIME IN OPEN COUNCIL this           day of           2005.

READ A THIRD TIME IN OPEN COUNCIL this           day of           2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this           day of           2005.

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MAYOR

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CITY CLERK

**SCHEDULE "A"****Effective for all consumption, estimated or actual, on or after January 1, 2006****UTILITY BILLING FEES**

|   |   |               |
|---|---|---------------|
| 1 | Application fee for utility billing                         | \$15.00       |
| 2 | Installation of more than one meter                         | \$21.00/meter |
| 3 | Requested meter reading                                     | \$21.00       |
| 4 | Service call during regular hours                           | \$38.00       |
| 5 | Service call after regular hours                            | \$128.00      |
| 6 | Disconnection service charge                                | \$45.00       |
| 7 | Reconnection service charge                                 | \$45.00       |
| 8 | Non-application fee<br>(open a new account in owner's name) | \$30.00       |

**MISCELLANEOUS WATER AND  
WASTEWATER RATES**

|   |   |                        |                      |
|---|---|------------------------|----------------------|
| 1 | New service connection:   |                        |                      |
|   |   | From Main In<br>Street | From Main<br>In Lane |
|   | (a) Basic charge for 1" (25 mm) water<br>and 6" (150 mm) sanitary | \$4,440.00             | \$3,750.00           |
|   | (b) Basic charge for 1" (25 mm) water                             | \$3,935.00             | \$3,250.00           |
|   | (c) Basic charge for 6" (150 mm)<br>sanitary sewer                | \$3,935.00             | \$3,250.00           |

**SCHEDULE "A"**

|   |            |            |
|---|------------|------------|
| (d) Basic charge for 4" (100 mm)<br>storm sewer   | \$3,935.00 | \$3,250.00 |
| (e) Basic charge for 1" (25 mm)<br>water main, 150 mm sanitary<br>and 4" (100 mm) storm sewer | \$4,770.00 | \$4,090.00 |
| (f) Dual service upon approval  | \$5,340.00 | N/A        |
| (g) Water service renewal upon<br>approval  | \$3,810.00 | N/A        |

Extra charge for:

Larger water service:

|              |          |
|--------------|----------|
| 1.5" (38 mm) | 250.00   |
| 2" (50 mm)   | 705.00   |
| 4" (100 mm)  | 2,200.00 |
| 6" (150 mm)  | 3,040.00 |
| 8" (200 mm)  | 3,700.00 |
| 10" (250 mm) | 4,200.00 |
| 12" (300 mm) | 5,000.00 |

Larger sanitary or storm sewer:

|                                |                  |
|--------------------------------|------------------|
| 8" 200 mm<br>Ribbed<br>DR35    | 100.00<br>125.00 |
| 10" (250 mm)<br>Ribbed<br>DR35 | 170.00<br>250.00 |
| 12" (300 mm)<br>Ribbed<br>DR35 | 245.00<br>380.00 |

**SCHEDULE "A"**

|   |   |  |                    |
|---|---|--|--------------------|
|   | 15"   | (375 mm)<br>Ribbed<br>DR35   | 375.00<br>610.00   |
|   | 18"   | (450 mm)<br>Ribbed<br>DR35   | 620.00<br>1,000.00 |
|   | 24"   | (600 mm)<br>Ribbed   | 1,200.00           |
| 2 | Disconnection of service (water kill)                                   |  |                    |
|   | up to 50 mm in size   |  | 1,500.00           |
|   | up to 50 mm in size, same dig at time of basic service                  |  | 780.00             |
|   | over 50 mm in size  |  | 2,915.00           |
| 3 | Additional fee for winter construction of service<br>(Nov. 15 – May 15) |  |                    |
|   | Lane  |  | 800.00             |
|   | Street  |  | 1,135.00           |
| 4 | Other Charges   |  |                    |
|   | Construction of manhole to 3.1 metres in depth                          |  | 2,625.00           |
|   | (a)   | Additional cost per vertical metre in excess<br>of 3.1 metres in depth | 376.00             |
|   | Inspection Chamber  |  | 1,660.00           |
|   | Fire Hydrant and Valve Installation                                     |  | 3,090.00           |
|   | Cutting and replacing pavement:   |  |                    |
|   | (a)   | Single or double service 3" (75 mm) and under                          | 1,350.00           |

**SCHEDULE "A"**

|     |  |          |
|-----|--|----------|
| (b) | Single or double service over 3" (75 mm) | 1,700.00 |
| (c) | Triple service 3" (75 mm) and under      | 1,890.00 |
| (d) | Triple service over 3" (75 mm)           | 2,380.00 |
| (e) | For service kill 3" (75 mm) and under    | 540.00   |
| (f) | For service kill over 3" (75 mm)         | 680.00   |
| (g) | For water service renewal                | 675.00   |

## Replacing sidewalks:

|     |                                      |          |
|-----|--------------------------------------|----------|
| (a) | Single or double service residential | 1,045.00 |
| (b) | Single or double service commercial  | 2,090.00 |
| (c) | Triple service residential           | 1,425.00 |
| (d) | Triple service commercial            | 2,850.00 |

## Replacing curb only:

|     |                          |        |
|-----|--------------------------|--------|
| (a) | Single or double service | 660.00 |
| (b) | Triple or dual service   | 980.00 |

|   |        |
|---|--------|
| Landscaping Repairs (boulevard area)      | 125.00 |
| Landscaping Repairs (utility lot/reserve) | 440.00 |

|   |   |       |
|---|---|-------|
| 5 | Turn water off or on for repairs or line testing  |       |
|   | (a) during regular working hours  | 38.00 |
|   | (b) after regular working hours   | 75.00 |
| 6 | Temporary water supply for construction purposes includes 5/8" (16 mm) water meter with up to 4,000 cubic feet consumption. (Consumption in excess of 4,000 cubic feet will be billed at current rate.) | 55.00 |
| 7 | Meter Test  | 48.00 |

**SCHEDULE "A"**

|    |  |               |
|----|--|---------------|
| 8  | Replace valve at water meter at time of water meter replacement          | 45.00         |
| 9  | Repairs to water meters  | at cost       |
| 10 | Thawing water service  | at cost       |
| 11 | Repair to damaged standpipe  | at cost       |
| 12 | Private fire hydrant maintenance   |               |
|    | (a) Spring inspection (Mar. 2 – June 30)                                 | 26.00/hydrant |
|    | (b) Fall inspection (Aug. 1 – Oct. 31)                                   | 26.00/hydrant |
|    | (c) Winter inspection (Nov. 1 – Mar. 1)                                  | 51.00/hydrant |
|    | (d) Damage evaluation  | 26.00/hydrant |
|    | (e) Paint  | 60.00/hydrant |
| 13 | Bulk Water   |               |
|    | Use of designated fire hydrant to obtain water, \$25.00 per permit (job) |               |
| 14 | Clearing plugged sewer   |               |
|    | (a) During regular working hours   | 76.00         |
|    | (b) After regular working hours  | 130.00        |
| 15 | Televise sewer lines   |               |
|    | (a) Service (regular hours only)   | 121.00        |
|    | (b) Mains (regular hours only)   | at cost       |

**SCHEDULE "A"****WATER RATES**

Every customer shall pay for water supplied to him the aggregate of amount determined as follows:

- 1 A consumption charge of \$0.4419 for each cubic metre (\$1.2557 for each 100 cubic feet) of water supplied.
- 2 A fixed monthly charge shall be determined by the size of the meter supplied to each customer as follows:

| METER SIZE    | FIXED MONTHLY CHARGE |
|---------------|----------------------|
| 5/8" ( 16 mm) | 11.66                |
| 3/4" ( 19 mm) | 18.67                |
| 1" ( 25 mm)   | 33.99                |
| 1½ " ( 38 mm) | 79.33                |
| 2" ( 50 mm)   | 191.50               |
| 3" ( 75 mm)   | 323.34               |
| 4" (100 mm)   | 684.49               |
| 6" (150 mm)   | 1,282.67             |
| 8" (200 mm)   | 2,266.67             |