



City Council Meeting Agenda

Monday, January 23, 2023 - Council Chambers, City Hall

Call to Order: 9:00 AM
Recess: 12:00 PM to 12:30 PM

1. Closed Meeting (to last approximately 2.75 hours)

1.1. Motion to go into Closed Meeting

1.1.a. Land Matter - FOIP Section 24(1)(a) Advice from Officials

1.1.b. Land Matter - FOIP Section 24(1)(a) Advice from Officials

1.1.c. Approval for Donation Dollar Expenditure - FOIP section 23(1) Local public body confidences

1.1.d. Permanent Shelter Verbal Report - FOIP Section 24(1)(a) Advice from Officials

1.2. Motion to Revert to Open Meeting

2. Points of Interest

3. Consent Agenda

3.1. January 23, 2023 Consent Agenda

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3.1.a. Confirmation of the Minutes of the January 9, 2023 Regular Council Meeting

(Pages 4-12)

3.1.b. 2022 Innovations and Efficiencies Report

(Pages 13-30)

3.1.c. 2022 Q3 Annual Policing Plan and Crime Stats (Report will be placed on the February 6, 2023 Council Meeting)

3.1.d. Capital Borrowing Bylaw 3691/2023 (First Reading Only)
Pages 31-38)

3.1.e. Capital Borrowing Bylaw 3692/2023 (First Reading Only)

4. Reports

4.1. Next Generation 9-1-1 Grant (Report will be placed on March 20, 2023 Council Meeting)

5. Adjournment



January 23, 2023

January 23, 2023 Consent Agenda

Prepared by: Rebecca Derwanz, Legislative Assistant
Department: Legal and Legislative Services

Proposed Resolutions

Resolved that Council of The City of Red Deer having considered the Consent Agenda from Legal & Legislative Services hereby approves the following Minutes:

- Confirmation of the Minutes of the January 9, 2023 Regular Council Meeting

Resolved that Council of The City of Red Deer having considered the Consent Agenda from Legal & Legislative Services hereby receives the following Report as information:

- 2022 Innovations and Efficiencies Report

Resolved that Council of The City of Red Deer having considered the Consent Agenda from Legal & Legislative Services hereby approves first reading of the following Bylaws:

- Bylaw 3691/2023
 - First Reading: That Bylaw 3691/2023(a 2023 Capital Borrowing Bylaw for Bridge Rehabilitation and Replacement) be read a first time
- Bylaw 3692/2023
 - First Reading: That Bylaw 3691/2023 (2023 - Safe & Healthy Communities Infrastructure Preservation of Existing Assets -Lindsay Thurber Comprehensive High School Athletic Track project) be read a first time



MINUTES - UNAPPROVED

**of the Red Deer City Council Regular Meeting,
held on, Monday, January 9, 2023
commenced at 10:32 AM**

Present:

Mayor Ken Johnston
Councillor Kraymer Barnstable
Councillor Michael Dawe
Councillor Victor Doerksen
Councillor Vesna Higham
Councillor Cindy Jefferies
Councillor Lawrence Lee
Councillor Dianne Wyntjes

City Manager, Tara Lodewyk
General Manager Community Services, Sarah Tittlemore
General Manager Development Services, Erin Stuart
General Manager Protective Services, Ken McMullen
Acting General Manager Corporate & Employee Services, Michelle Baer

Chief of Staff, Sean McIntyre
City Planning and Growth Manager, Emily Damberger
Land and Economic Development Manager, John Sennema
Acting City Clerk, Jackie Kurylo
Corporate Meeting Administrator, Jennifer Hankey
Legislative Assistant, Rebecca Derwanz
Committees Coordinator, Lynn Van Laar

Absent:

Councillor Bruce Buruma



1. MOTION TO ADD CLOSED ITEM

Moved by Councillor Vesna Higham, seconded by Councillor Cindy Jefferies

Resolved that Council of The City of Red Deer hereby agrees to add consideration of Permanent Shelter Verbal Update - FOIP Section 24(1)(a) Advice from Officials to the January 9, 2023 Closed Meeting Agenda.

IN FAVOUR Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

2. CLOSED MEETING

2.1. Motion to go into a Closed Meeting

Moved by Councillor Dianne Wyntjes, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer hereby agrees to enter into a Closed Meeting of Council on Monday, January 9, 2023 at 10:33 a.m. and hereby agrees to the following:

- All members of the media;
- All members of the public;
- And all non-related staff members

to discuss the following:

- 2022/2023 - Citizen representative appointments to Committees, Quasi-Judicial Boards and External Boards and Societies - FOIP Sections 17(1) Disclosure harmful to personal privacy, 19(1) Confidential evaluations
- Release of Information - FOIP Sections 23(1) Local public body confidences, 24(1)(a) Advice from officials
- Permanent Shelter Verbal Update - FOIP Section 24(1)(a) Advice from officials



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IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

**2.1.a. Permanent Shelter Verbal Update - FOIP Section 24(1)(a)
Advice from officials**

The following people were in attendance:

Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

City Manager Tara Lodewyk, General Manager Protective Services Ken McMullen, General Manager Development Services Erin Stuart, General Manager Community Services Sarah Tittermore, Chief of Staff Sean McIntyre, Acting City Clerk Jackie Kurylo, Corporate Meeting Administrator Jennifer Hankey, Legislative Assistant Rebecca Derwanz, Committees Coordinator Lynn Van Laar

**2.1.b 2022/2023 - Citizen Representative Appointments to
Committees, Quasi-Judicial Boards and External Boards and
Societies - FOIP Sections 17(1) Disclosure harmful to personal
privacy and 19(1) Confidential evaluations**

The following people were in attendance:

Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

City Manager Tara Lodewyk, General Manager Protective Services Ken McMullen, General Manager Development Services Erin Stuart, General Manager Community Services Sarah Tittermore, Acting General Manager Corporate & Employee Services Michelle Baer, Chief of Staff Sean McIntyre, Acting City Clerk Jackie Kurylo, Corporate Meeting Administrator Jennifer Hankey, Legislative Assistant Rebecca Derwanz, Committees Coordinator Lynn Van Laar



2.1.c. Release of Information - FOIP Sections 23(1) Local public body confidences, 24(1)(a) Advice from officials

The following people were in attendance:

Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

City Manager Tara Lodewyk, General Manager Protective Services Ken McMullen, General Manager Development Services Erin Stuart, General Manager Community Services Sarah Tittlemore, Acting General Manager Corporate & Employee Services Michelle Baer, Chief of Staff Sean McIntyre, Recreation Superintendent Barb McKee, Acting City Clerk Jackie Kury, Corporate Meeting Administrator Jennifer Hankey, Legislative Assistant Rebecca Derwants, Committees Coordinator Lynn Van Laar

Councillor Kraymer Barnstable left the meeting at 11:35 a.m. and returned at 11:38 a.m.

Council recessed at 11:39 a.m. and reconvened at 11:57 a.m.

2.2. Motion to Revert to Open Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer hereby agrees to enter into an open meeting of Council on Monday, January 9, 2023 at 11:58 a.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

3. CLOSED MEETING - Continued

3.1. Motion to go into a Closed Meeting

Moved by Councillor Vesna Higham, seconded by Councillor Dianne Wyntjes



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Monday, January 9, 2023

Resolved that Council of The City of Red Deer hereby agrees to enter into a Closed Meeting of Council on Monday, January 9, 2023 at 11:59 a.m. and hereby agrees to the following:

- All members of the media;
- All members of the public;
- And all non-related staff members

to discuss the following:

- Release of Information - FOIP Sections 23(1) Local public body confidences, 24(1)(a) Advice from officials

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

3.1.a Release of Information - FOIP Sections 23(1) Local public body confidences, 24(1)(a) Advice from officials

The following people were in attendance:

Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

City Manager Tara Lodewyk, General Manager Protective Services Ken McMullen, General Manager Development Services Erin Stuart, General Manager Community Services Sarah Tittermore, Acting General Manager Corporate & Employee Services Michelle Baer, Chief of Staff Sean McIntyre, Recreation Superintendent Barb McKee, Acting City Clerk Jackie Kury, Corporate Meeting Administrator Jennifer Hankey, Legislative Assistant Rebecca Derwanz, Committees Coordinator Lynn Van Laar



3.2. Motion to Revert to Open Meeting

Moved by Councillor Michael Dawe, seconded by Councillor Cindy Jefferies

Resolved that Council of The City of Red Deer hereby agrees to enter into an open meeting of Council on Monday, January 9, 2023 at 12:29 p.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

Council recessed at 12:30 p.m. and reconvened at 1:04 p.m.

4. CONSENT AGENDA

4.1. January 9, 2023 Consent Agenda

Moved by Councillor Lawrence Lee, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer having considered the Consent Agenda from Legal & Legislative Services hereby approves the following Minutes, as amended:

- Confirmation of the Minutes of the December 12, 2022 Regular Council Meeting

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED



5. BYLAWS

5.1. Bylaw 3357/E-2023 (an amendment to the Land Use Bylaw to allow the Development Authority the ability to vary Riverlands (Capstone) regulations)

Moved by Councillor Vesna Higham, seconded by Councillor Victor Doerksen

Resolved that Council of The City of Red Deer hereby approves the following Bylaw
Bylaw 3357/E-2023

- o First Reading: That Bylaw 3357/E-2023 (an amendment to the Land Use Bylaw to allow the Development Authority the authority to vary Riverlands (Capstone) regulations) be read a first time

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

5.2. Bylaw 3574/A-2023 (an amendment to the Riverlands (Capstone) Area Redevelopment Plan)

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby approves the following Bylaw
Bylaw 3574/A-2023

- o First Reading: That Bylaw 3574/A-2023 (an amendment to the Riverlands (Capstone) Area Redevelopment Plan) be read a first time

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED



6. BUSINESS ARISING FROM CLOSED MEETING

6.1. Appointments to Committees, Quasi-Judicial Boards and External Board and Societies

Moved by Councillor Vesna Higham, seconded by Councillor Michael Dawe

Resolved that Council of The City of Red Deer having considered the Closed Report from Legal and Legislative Services dated January 9, 2023 re: 2023 Citizen Representative Appointments to Committees, Quasi-Judicial Boards and External Societies hereby appoints the following to serve as the Housing Support Service Agency Representative to the Housing and Homelessness Integration Committee.

- Charlie Turnbull - Housing Support Service Agency Representative (term to expire at the Organizational Meeting 2024)

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wytjies

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

6.2. Release of Information

Moved by Councillor Vesna Higham, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer hereby agrees to postpone consideration of Closed Report - Release of Information for up to four weeks.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wytjies

ABSENT: Councillor Bruce Buruma

MOTION CARRIED



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6. ADJOURNMENT

Moved by Councillor Cindy Jefferies, seconded by Councillor Kraymer Barnstable

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, January 9, 2023 Regular Council Meeting of Red Deer City Council at 1:33 p.m.

IN FAVOUR: Mayor Ken Johnston, Councillor Kraymer Barnstable, Councillor Michael Dawe, Councillor Victor Doerksen, Councillor Vesna Higham, Councillor Cindy Jefferies, Councillor Lawrence Lee, Councillor Dianne Wyntjes

ABSENT: Councillor Bruce Buruma

MOTION CARRIED

MAYOR

ACTING CITY CLERK



January 23, 2023

2022 Innovations & Efficiencies

Prepared by Karen Smilar
Department Divisional Strategist, Corporate & Employee Services

Report Summary

This report identifies innovations and efficiencies realized from January 2021 to December 2022, and highlights some of the work The City of Red Deer is doing as an organization to support a culture of innovative thinking and continuous improvement.

The report connects innovations and efficiencies to The City's Value Framework, which explores the concept of "value" in the context of The City of Red Deer's programs and services.

Administration recommends that Council accept this report for information.

Proposed Resolution (Consent Agenda Only)

Resolved that Council of The City of Red Deer having considered the report from Corporate and Employee Services hereby receives the following Report as information.

Rationale for Recommendation

1. This report highlights the work that Administration does each day to maintain a focus on continuous improvement.
2. Council identified "New Ways of Doing" things as a key principle in their 2023-2026 Strategic Plan. This means a continued culture of innovation and efficiency.
3. The Innovations and Efficiencies identified in this report reinforce the value citizens receive for their money.

Background

The report identifies innovations and efficiencies by categorizing them into the four levers of change: people & structure, process & delivery, information technology, regulation & policy. Where administration has tried to capture a quantitative value for the identified innovation or efficiency. It is important to note that anything with a dollar value assigned to it is an approximate value, and not an actual cost saving to the organization. In many cases, efficiencies have created time savings for enabling them to turn their attention to other priority areas of work. Through our improvements we add value to the service we provide the community and public.

This report is a snapshot of the work our staff do to improve value every day.

Strategic Alignment

The report connects innovations and efficiencies to The City’s Value Framework, which explores the concept of “value” in the context of The City of Red Deer’s programs and services. Within the framework, “value” is described as the relationship between the satisfaction of needs and expectations and the resources required to do so. Despite the pandemic and its resulting challenges, the City has gone the extra mile to ensure value for citizens. The last section of this report is dedicated to the City’s response to the pandemic.

Opportunities to drive to a given value objective can be assessed through the 5 value lenses and the four levers of change.

	Fairness	Environment	Economy	Efficiency	Effectiveness
People & Structure	<ul style="list-style-type: none"> Degree to which staff in service areas are accessible to the targeted citizens 	<ul style="list-style-type: none"> Degree to which staff are knowledgeable about environmental / sustainable practices 	<ul style="list-style-type: none"> People costs per unit of measure (e.g. permits issued) 	<ul style="list-style-type: none"> % Staff time on value-add activities Time spent on task types / cases 	<ul style="list-style-type: none"> Customer service satisfaction rates Average days per FTE per year invested in training and development
Process & Delivery	<ul style="list-style-type: none"> Degree to which service delivery is oriented to the needs of targeted citizens 	<ul style="list-style-type: none"> Extent to which operational decisions are made with consideration to sustainability Extent of environmental standards that are met / exceeded 	<ul style="list-style-type: none"> Cost recovery rate (where appropriate) Percentage of expenditures for which there are fully costed outputs which are measured by key performance metrics 	<ul style="list-style-type: none"> Avg. processing time Avg. times a case / case type is reviewed % of cases for which service levels are met Actual backlog against targets 	<ul style="list-style-type: none"> Applications submitted / approved Customer satisfaction levels Number of best practices adopted by the organization
Information Technology	<ul style="list-style-type: none"> Degree to which available channels for a service area are accessible to the targeted citizens 	<ul style="list-style-type: none"> Extent to which innovation is utilized to improve sustainability practices at the organization 	<ul style="list-style-type: none"> Cost of the ICT function as a percentage of expenditure Investment in ICT infrastructure and hardware 	<ul style="list-style-type: none"> % improvement in processing times due to IT implementation 	<ul style="list-style-type: none"> % of services available online Utilization levels of online channels Number of best practices adopted by the organization
Regulation & Policy	<ul style="list-style-type: none"> Degree to which policy drives fairness of outcomes across demographics Proportionality of taxes to services delivered 	<ul style="list-style-type: none"> Degree to which policy supports sustainability (e.g. # of new developments in settlement areas) 	<ul style="list-style-type: none"> Fee structures support desired outcomes Policy enables effective procurement 	<ul style="list-style-type: none"> Degree to which data analytics are utilized to inform policy / regulation creation 	<ul style="list-style-type: none"> Degree to which council priorities align with actual work performed by staff % of services for which strategies have been developed or reviewed

INNOVATIONS AND EFFICIENCIES:

People & Structure:

DEPARTMENT	DESCRIPTION	RESULTS
CSV Business Excellence	Moved PPW timesheets to be completed online instead of paper format.	<ul style="list-style-type: none"> Resulting in a notable reduction of paper timesheets that needed to be processed by administrative staff for field staff.
CSV Business Excellence	Grouping like services together within department.	<ul style="list-style-type: none"> Saves time among staff who are addressing similar problems or who utilize similar software.
Emergency Services	Before Occupational Stress (BOS) Training (Mental Health Support) - Government Grant enabling more participants.	<ul style="list-style-type: none"> More front-line staff receive mental health training related to their roles in Emergency Services.
Emergency Services	HQ Renovation.	<ul style="list-style-type: none"> Provided better space for everyone in the building, particularly fire prevention and the emergency communications centre. Allow for future expansion of services and Next Generation 9-1-1 growth. Increased server room and IT space-
Human Resources	Remote Work Trial Program.	<ul style="list-style-type: none"> The Remote Work Trial Program allows The City to retain and recruit eligible employees during the course of the trial while learning and evaluating what works well for the organization and employees in this new hybrid work environment for designing the future of remote work at The City.
Information & Technology Services	I&TS Reorganization - eliminating the corporate Tempest Owners Group support position (LISC) and replacing with a corporate project support position (PBSA).	<ul style="list-style-type: none"> Increased throughput of Corporate IT projects
Municipal Policing Services	Review of MPSA and respective party obligations under it.	<ul style="list-style-type: none"> Savings in MPS operational budget for furniture and equipment. Savings on MPS budget lines. Allows RCMP members to take specialized furniture with them to next posting, instead of MPS placing it in storage.
Municipal Policing Services	Implementation of Casual Municipal Enforcement officers. MPS hired casual Municipal Enforcement Officers to	<ul style="list-style-type: none"> Assist in maintaining service levels, and enforcement responsibilities within Red Deer.

DEPARTMENT	DESCRIPTION	RESULTS
	assist with vacancies and maintain service levels.	
Municipal Policing Services	Downtown Patrol Unit added 2 Municipal Enforcement Officers to assist the RCMP Downtown Unit.	<ul style="list-style-type: none"> This will enhance capacity of the RCMP Downtown Unit. Municipal Enforcement Officers are investigating Criminal Code, and provincial matters in the downtown core.
Parks & Public Works	Parks and Public Works department combined, creating a new team dynamic.	<ul style="list-style-type: none"> Providing cross support and resource sharing between operational sections. We have become more responsive, more efficient, and able to maintain service levels during COVID-impacted low staff levels. Creating capacity in staffing to support different crews and job types, providing internal coverage for staffing gaps.
Safe & Healthy Communities	Staff can lead training courses that develop new Aquatics and Fitness staff as well as meet community interests for skill building. Marketing tools were developed for social media platforms to promote working with The City.	<ul style="list-style-type: none"> Challenges with recruitment has required innovative new approaches to finding qualified and capable staff. Initiatives to “build our own” team as well as create awareness of job opportunities has helped improve recruitment for Aquatics and Fitness areas within Recreation.
Safe & Healthy Communities	Consolidation and update of Customer Service job descriptions.	<ul style="list-style-type: none"> Review has allowed the Recreation Section to have consistent job descriptions between all facilities. This allows flexible scheduling that can adjust to the variety of facility needs. The updated job descriptions have accurately described job priorities.
Safe & Healthy Communities	Accessibility Grant inspired community collaboration for increased inclusion at the GH Dawe Waterpark. A citizen worked with staff to secure grant funding that provided UV protection on the windows to the natatorium.	<ul style="list-style-type: none"> This change allows individuals with light sensitivities to safely use the space. CoRD is demonstrating an openness to public feedback and learning how to better meet the needs of individuals Public collaboration with a goal of facility improvements.
Utilities	Cross-departmental Traffic Planning and Operations structure streamlining (ENG & ELP).	<ul style="list-style-type: none"> Improved management of Traffic infrastructure. Improved interdepartmental relationships. Remove duplicated effort.

DEPARTMENT	DESCRIPTION	RESULTS
		<ul style="list-style-type: none"> • Provide a more efficient and effective program delivery.

Process & Delivery:

DEPARTMENT	DESCRIPTION	Results
City Planning & Growth	Fast track LUB amendment.	<ul style="list-style-type: none"> • Less time and cost for City and Applicants.
City Planning & Growth	Subdivision variance. Variance can now be considered by Administration to reduce subdivision application processing time.	<ul style="list-style-type: none"> • Reduce application review time.
Corporate & Employee Services Directorate	Coordinated Development of Council's Strategic Plan including internal and external stakeholder engagement, and identification of outcomes and indicators.	<ul style="list-style-type: none"> • Council has confidence that their priorities are representative of the citizen needs. • Enabled the development of a monitoring and reporting framework for Council's Strategic Plan (underway).
CSV Business Excellence	Research and evaluation receives all data from various surveys within division to build their data sets from.	<ul style="list-style-type: none"> • Enables us to have more data available for analysis, that guides and supports various decision-making processes. • Able to link unique datasets gathered from other areas
Emergency Services	Prevention working with parks for FireSmart.	<ul style="list-style-type: none"> • Identifying park areas where focus and attention should be given for FireSmart initiatives.
Emergency Services	Narcotics vault - transitioned from Medi-vault to a lower cost vault.	<ul style="list-style-type: none"> • Narcotics are still being secured with a lower cost vault.
Emergency Services	Fit Testing Equipment - purchase of equipment for department use.	<ul style="list-style-type: none"> • Ability to complete fit testing of all staff. Equipment will also be shared corporately if needed.
Emergency Services	New fire training tower environmental upgrades.	<ul style="list-style-type: none"> • Proper drainage to properly clean and filter run off from training grounds.
Emergency Services	Idle reduction technology.	<ul style="list-style-type: none"> • Exploring technology for heavy fleet apparatus to reduce carbon footprint and realized fuel savings
Emergency Services	Equipment Management Program to track and lifecycle assets	<ul style="list-style-type: none"> • Increased predictability for asset replacement • Preventative maintenance
Human Resources	Occupational Health and Safety Management System - The paper departmental safety binders have been moved online to The Bridge. Employees automatically have access	<ul style="list-style-type: none"> • This important safety information is now easily accessible from anywhere (e.g. in the field via phone and tablet or when working remotely), more than one person can access at once

DEPARTMENT	DESCRIPTION	Results
	their department/sections documentation (e.g. safe work procedures) when they log onto The Bridge.	and it's more efficient, environmentally friendly, also reducing printing cost and filing time and costs.
Human Resources	New Hire forms accessible electronically. New hires can access and complete documentation before start date.	<ul style="list-style-type: none"> Improved new hire onboarding experience, reduced printing, time saved during orientation.
Information & Technology Services	Traffic Cameras placed on the City's Corporate Security System. Traffic camera video can now be recorded and shared across all departments within the City.	<ul style="list-style-type: none"> All 25 intersection cameras are available for roads crews, first responders, transit staff, etc. for use within their own departments.
Information & Technology Services	Implemented a new Project Management module within Team Dynamix.	<ul style="list-style-type: none"> The Team Dynamics Project Management module has become a key piece of software to track, manage and share our department's technical projects with staff throughout the City.
Information & Technology Services	Implemented the new TeamDynamix system for IT service management.	<ul style="list-style-type: none"> Improved the IT service delivery process by introducing a new client portal, defining a service catalog and faster response time with workflows & automation.
Information & Technology Services	Centralized budget for postage costs tax-supported mail requirements.	<ul style="list-style-type: none"> Elimination of monthly chargebacks and journal entry activities.
Inspections & Licensing	E-docs/E-Plans.	<ul style="list-style-type: none"> Online application process for Development and Building.
Inspections & Licensing	Free parking meter bags. Every 5th parking meter (215 meters) is bagged the downtown for free 2-hour parking barriers to visiting.	<ul style="list-style-type: none"> Intended to increase frequency of visits to the downtown and reduce barriers to visiting.
Inspections & Licensing	Vehicle For Hire Renewals (Renewals moved to Sept 1), with new bylaw implementation.	<ul style="list-style-type: none"> Spreading out licensing workload related to all licence type renewals. All licenses were renewed on December 31, causing a large volume of work at one point in time.
Land & Economic Development	Capstone Discovery Bus.	<ul style="list-style-type: none"> Socialize the vision of the Capstone master-planned community, paving the way for Developers to be successful.
Land & Economic Development	Capstone Placemaking.	<ul style="list-style-type: none"> Socialize the vision of the Capstone master-planned community, paving the way for Developers to be successful.
Land & Economic Development	Capstone and DBA Shop 2 Win promotion.	<ul style="list-style-type: none"> Downtown revitalization, business retention and attraction.

DEPARTMENT	DESCRIPTION	Results
Land & Economic Development	Capstone Developer Land Campaign	<ul style="list-style-type: none"> Attract developers to Capstone and sell land.
Land & Economic Development	Timberlands North Show Homes and marketing campaign	<ul style="list-style-type: none"> Increase land sales in Timberlands North.
Land & Economic Development	Developed MyEvent Tool: One Stop tool for event requests.	<ul style="list-style-type: none"> Saved time for multiple departments with consistent information Created efficient process for funding requests Interdepartmental communication effectiveness
Land & Economic Development	Event Contract Development	<ul style="list-style-type: none"> Template to support funded event contracts with the City of Red Deer.
Land & Economic Development	Timberlands North Architectural Controls: The City worked with a local Builders group to create conditions that encouraged the creation of show homes.	<ul style="list-style-type: none"> By being adaptive and flexible in our Architectural Controls and working with Planning to make some minor amendments to the Land Use Bylaw LED was able to sign a contract with the Central Alberta Builders Group (Mason Martin, Abbey Platinum, Falcon, Asset and Unique) to build show homes and be their neighbourhood of choice.
Land & Economic Development	Red Deer Land: As a developer LED typically will hold lands for public use longer than private developers.	<ul style="list-style-type: none"> Signed an agreement with the Central Alberta Islamic Association for them to build a new mosque in Timberlands for their growing community.
Land & Economic Development	Timberlands North	<ul style="list-style-type: none"> Continue to use a local Real Estate Agent to promote land sales in Timberlands North.
Land & Economic Development	Timberlands North	<ul style="list-style-type: none"> Continue to work closely with other departments to create conditions and processes that are favourable for developers.
Land & Economic Development	Timberlands North	<ul style="list-style-type: none"> Connect developers and create conditions that inspire 3rd party partnerships that benefit the community.
Land & Economic Development	Timberlands North continue with new product types and opportunities into the Red Deer market.	<ul style="list-style-type: none"> With the introduction of a Live Work zoning to Timberlands the City is going to see the development of a parcel where the employees of the business will have the opportunity to live above their workplace.

DEPARTMENT	DESCRIPTION	Results
Land & Economic Development	Timberlands North	<ul style="list-style-type: none"> Continue to work with community groups to support their efforts, while selling land and ensuring homes are built in the Timberlands North area.
Land & Economic Development	Queens Business Park	<ul style="list-style-type: none"> Continue to use a local Real Estate Agent to promote land sales in Queens Business Park.
Land & Economic Development	Low Carbon Energy - Exploring Economic Diversification Opportunities	<ul style="list-style-type: none"> The pursuit of Low Carbon Energy and Economic Diversification Opportunities for business attraction to Red Deer.
Land & Economic Development	Business Retention and Expansion outreach: Enhance and increase current practices, including a phone survey to targeted industries.	<ul style="list-style-type: none"> Increase engagement with existing businesses and industries in Red Deer, focusing primarily on businesses that are already in fields that qualify as low carbon economic sectors, those that aspire to diversify into the sector or existing businesses that wish to lower their carbon emissions.
Municipal Policing Services	Canadian Police Information Centre (CPIC) - re-organize process to ensure CPIC Unit completes all CPIC data entry. This removes another Business Unit from entering data, which streamlines workflows and improves quality of data input.	<ul style="list-style-type: none"> Improved data quality / redundancy of work from 2 units / better workflow for both units.
Municipal Policing Services	Reviewers - create common email proxy for a central communication and assignment queue.	<ul style="list-style-type: none"> Allows for even distribution of work & assignments creating better workflow for the Reviewer Unit.
Municipal Policing Services	Reviewing all Detachment documents sent and received by fax, original or electronic delivered and received by the Court Detail Unit to determine whether electronic delivery can be used.	<ul style="list-style-type: none"> Use of electronic delivery of documents as the standard. The Court Detail Unit sends/receives documents to/from +D8 different agencies by different methods. One standard process would be preferred and lessen the need for Court Detail to make daily in person deliveries to stakeholders. Attaining this efficiency allows Court Detail to focus on other responsibilities.
Municipal Policing Services	Police Access Tool Collision Data Entry	<ul style="list-style-type: none"> Improves customer service by reducing reporting time at the detachment. Improved electronic information sharing between BU's.
Municipal Policing Services	Adobe digital forms for operations for Municipal Enforcement Officers.	<ul style="list-style-type: none"> Common documents converted to digital entry format.

DEPARTMENT	DESCRIPTION	Results
Municipal Policing Services	Purchase of sound measuring devices for Municipal Enforcement Officers and RCMP	Technology to assist with upholding the Community Standards Bylaw Noise Section.
Municipal Policing Services	Found Property Storage: MPS utilizing seacans for storage of found property until disposal process.	Reduce the cost of found property storage.
Parks & Public Works	Project Delivery Consolidation: streamlined operations by pooling similar operational projects, contracts and work orders.	Consolidation of our service delivery and project management.
Parks & Public Works	Innovative Approaches to Environmental Protection: Practicing the three R's - reduce, reuse, and recycle, helps with the conservation of energy and resources as well as landfill diversion.	When our department uses sustainable practices, we are able to offer high quality services while being cognizant of our environmental impact.
Revenue & Assessment Services	Elimination of Utility Billing reminder notices	Saved time and dollars by eliminating and adding notes on monthly invoices in lieu
Revenue & Assessment Services	RAS Reporting Dashboard: Clear concise and relevant information communicated in one document to management	<ul style="list-style-type: none"> More relevant information for informed decision making and responding to a rapidly changing environment Eliminated redundant reporting
Revenue & Assessment Services	TIP NSF Change: Eliminated the citizen requirement to make the lump sum payment by recalculating the outstanding balance over the remaining months of the year	<ul style="list-style-type: none"> Allowed customers who could not come up with the lump sum to enter the plan Reduced confusion with taxpayers
Revenue & Assessment Services	Transitioned to Virtual Tax Sale	<ul style="list-style-type: none"> Improved access for citizens to attend the tax sale auction
Revenue & Assessment Services	Utility Billing Cycle Change	<ul style="list-style-type: none"> Consistent read, bill and due dates month to month Many citizens requested this change More consistent monthly revenue Increased efficiency of geographic read routes
Revenue & Assessment Services	Assessment Strategy Project	<ul style="list-style-type: none"> Improved valuation information and analysis to address valuation impacts of the pandemic
Revenue & Assessment Services	Tax & Assessment Edocs	<ul style="list-style-type: none"> Taxpayers can elect to receive assessment and tax notices electronically through MYCity
Safe & Healthy Communities	Ross Street patio Year-round (winterization pilot)	<ul style="list-style-type: none"> Year-round activation through community partnerships such as the DBA and surrounding businesses

DEPARTMENT	DESCRIPTION	Results
		<ul style="list-style-type: none"> Reduction of public works charges of Spring installation and Fall removal
Safe & Healthy Communities	Moving to half day summer camps	<ul style="list-style-type: none"> Happier kids due to shorter days. Reduction of staffing costs for full day camps
Safe & Healthy Communities	Meet The Streets	<ul style="list-style-type: none"> Creates a community festival through partnerships with downtown businesses and the Arts & Culture sector to activate the downtown. CORD staffing resources were focused on supporting community to navigate City processes therefore a new festival was created with the existing staff compliment
Safe & Healthy Communities	Ross Street Patio programming: Businesses and DBA taking an active role in planning.	<ul style="list-style-type: none"> DBA leads programming rather than CORD staff. Businesses more involved in promoting and activating the patio. lessens demand on CoRD staffing hours.
Safe & Healthy Communities	ReCharge sessions: Opportunity for Community Associations to let us know what they need from us	<ul style="list-style-type: none"> Innovative ways to connect with Community Associations. Supports to build capacity for Community Associations.
Safe & Healthy Communities	Meet me at The Park/Pop Up Spray Parks	<ul style="list-style-type: none"> Connection to people in uniform/firefighters (reduce fears, increase trust) Increase in leisure activities at no cost in public spaces Encourages use of park spaces, healthy active living, skill development and neighbourhood connection
Safe & Healthy Communities	Granting moving to two years (Community Associations)	<ul style="list-style-type: none"> More efficient support during Covid.
Safe & Healthy Communities	Hosted EnergyWise workshops virtually to assist residents to make simple energy efficiency improvements to their homes.	<ul style="list-style-type: none"> More convenient for people to attend rather than in-person, reduced City budget (reduced costs, staff setup/take down time)
Safe & Healthy Communities	Repurposed surplus furnishings from closure of Professional Building spaces to fit out new areas of the GH Dawe Community Centre	<ul style="list-style-type: none"> Decreased costs to capital project and reduced materials being sent for disposal.
Safe & Healthy Communities	Reduced the number of fleet units as well as found synergies between facilities and with other departments.	<ul style="list-style-type: none"> Sharing of equipment and vehicles between facilities has resulted in decreased operating costs to maintain fleet.

DEPARTMENT	DESCRIPTION	Results
Safe & Healthy Communities	Change of the chemical delivery system used for Capstone and new GH Dams Spray Park water treatment.	<ul style="list-style-type: none"> Increased staff safety Reduced risk and presents no issues with degradation or wintering.
Safe & Healthy Communities	Pre-planning and ordering of key backup systems have been integrated to ensure critical equipment has redundancy in the event of failure	<ul style="list-style-type: none"> Growing inventory of contingency equipment and creating back up protocols has resulted in less down time and fewer impacts to business continuity. The move has resulted in reliable and more consistent operations.
Safe & Healthy Communities	In-house repairs and renovations that were previously contracted out eg. Legion Track repairs, Kinsmen Truss painting and Central Park mechanical room.	<ul style="list-style-type: none"> Cost savings and staff retainment during facility closures.
Safe & Healthy Communities	Social Diversion Service Delivery - Social Diversion in the Red Deer context refers to the creation of a service delivery model for at-risk, high-need individuals that, in a time of crisis require an intervention-based, non-emergency response. The needs of these individuals are often directly related to mental health, addictions, and housing-related challenges. This initiative supports a reduced dependency on law enforcement and medical emergency responses and resources. The Social Diversion Team supports concerned citizens and business owners to access a non-emergency response for those in need.	<ul style="list-style-type: none"> Throughout the pilot period of the program (December, 2020 - December 2021), and now into the ongoing portion of the program, the team responds to an average of 165 calls per month. The average response time to an event is 28 minutes, which represents an effective response time to crisis events that previously would have been provided by the RCMP, Municipal Policing, or Emergency Services.
Safe & Healthy Communities	Red Deer Lights the Night Community Celebration	<ul style="list-style-type: none"> Moving the Red Deer Lights The Night from one single large gathering to neighbourhood tours and Ross Street Originally a pandemic restrictions response, community response and cost savings for staffing, road closures, and contract services are all arguments to continue in the new format
Safe & Healthy Communities	Fee Assistance Program (FAP) online application	<ul style="list-style-type: none"> Kept FAP accessible during pandemic restrictions and has proven to be a more inclusive option for application while reducing staff time required to process.

DEPARTMENT	DESCRIPTION	Results
Safe & Healthy Communities	Environmental Master Plan - shift from print to online reporting	<ul style="list-style-type: none"> Transitioned to web-based, online reporting to reduce costs and enhance accessibility for community members and partners.
Safe & Healthy Communities	Year of the Garden: Cross-departmental collaboration and engagement with community members and partners	<ul style="list-style-type: none"> Providing citizens with enhanced opportunities to participate in more garden-related activities and enjoy the City's living-green landscapes.
Safe & Healthy Communities	Facility automation and retrofits. Automated mechanical and electrical systems at City Hall and Civic Yards. Retrofit facility lighting to LED fixtures. Collicutt Re-lamp in the arena from T5 fluorescents to the LED's (re-used from Dawe). Replacing old fixtures as they fail in all Community Centres. Shift to LED's in the Dawe and Civic Yards parking lots. Recovered viable equipment from the GH Dawe Arena demolition and sold to other communities.	<ul style="list-style-type: none"> Less energy consumed when not needed and less maintenance required on mechanical units plus increased insight into energy usage. Decreased power consumption resulting in reduced operating costs. More responsive adaptable lighting respond to various service demands. Avoid materials going to landfill - generated unanticipated revenue from item sales.
Safe & Healthy Communities	Lived & Living Experience of Homelessness Council: In 2021, the Housing and Homelessness Integration Committee supported the development of a Lived and Living Experience of Homelessness Council. This was a direct recommendation in the <i>Community Housing & Homelessness Integrated Plan's</i> Strategy to: "Develop meaningful and appropriate ways to engage community members with lived/living experience to provide input and drive change to policy and practice. As per previous recommendations, a LivEx Council should be supported and composed of persons with a variety of experiences (homelessness, addiction, victim of domestic violence, etc.) to support Plan implementation."	<ul style="list-style-type: none"> This group created a terms of reference and developed a final pilot project deliverable in the form of a video titled "Why don't you see me?". This work has been self-directed, and they have provided regular updates to City Administration. In the future, they will also be engaged with the LHIC to assist in having a LivEx voice represented in funding decisions. Ongoing funding has been provided for the remainder of the 2022/23 funding year.
Transit & Fleet	Transit Stop Solar Lights. After dark lighting at 145 bus stops. 100% grant funded.	<ul style="list-style-type: none"> Increased safety for customers and awareness for bus operators.
Utilities	Aggregates Crushing & Recycling (C&M with WM)	<ul style="list-style-type: none"> Use of a construction waste stream for new construction.
Utilities	Excavation Cage Implementation (C&M)	<ul style="list-style-type: none"> Reduced excavation footprint to decrease construction zone impacts and improve cost effectiveness.

DEPARTMENT	DESCRIPTION	Results
Utilities	Enhanced Water Distribution System Pressure Monitoring (WU)	• Ensure appropriate service / supply for major customers.
Utilities	pH adjustment at Water Treatment Plant (WU)	• Capital investment in system improvements to realize operating cost reduction
Utilities	Switched to synthetic oil for generators. Changed from 1 to 2-year cycle (WWU)	• Saved money on cost of oil and workload. Reduces non-necessary work.

Information Technology:

DEPARTMENT	DESCRIPTION	RESULTS
CSV Business Excellence	Utilized consistent software and templates to assist with grant management and grant adjudication processes	• All community grants are using similar grant software enabling consistent processes to be followed internally and more consistent experiences for applicants externally.
Emergency Services	Computer Aided Dispatch Project	• Provide new and innovative tools to dispatch and front-line emergency responders.
Emergency Services	Access and training in Tempest for Dispatch	• Dispatch staff will be able to inform front line crews and fire investigation staff of building owner/resident information.
Emergency Services	Tank Registration streamlined with City Portal	• Registrants can log on through the City's service portal to create their own registration
Emergency Services	ES Security managed through Corporate Security	• The security of emergency services (key card access, CCTV cameras, and gates, etc.) has been transitioned to Corporate Security. This saves IT resources and personnel time, as it is only one system to manage, and it is managed centrally. Corporate personnel are trained and are specific in their duties; whereas, previously, it was managed off the corner of someone's desk in emergency services.
Information & Technology Services	Expanded use of M365 suite of cloud applications	• City-wide adoption has resulted in a more mobile work force with resilient/redundant access to cloud stored data, enhanced productivity software, and new collaboration software

DEPARTMENT	DESCRIPTION	RESULTS
Information & Technology Services	Multi-Factor Authentication (MFA) security	<ul style="list-style-type: none"> Accessing Microsoft Cloud/Azure resources such as email, Teams, One Drive, and other M365 apps are now protected with significantly enhanced authentication protocols.
Information & Technology Services	Enhanced and Expanded City WiFi Service	<ul style="list-style-type: none"> The new Central Middle School is being equipped with WiFi 6, we are deploying WiFi 6 in various locations, and the implementation of a redundant controller ensures better uptime than ever.
Inspections & Licensing	Online business licence directory implementation	<ul style="list-style-type: none"> Active businesses are included online to identify they are licensed.
Land & Economic Development	Business Visitation Directory tool moved to Corporate IT	<ul style="list-style-type: none"> Reduced costs for business directory tool.
Municipal Policing Services	Upgrade of Automation of Environmental Control System (HVAC).	<ul style="list-style-type: none"> Reduced energy costs. Remote monitoring and control of the automation system. More comfortable and consistent work environment.
Municipal Policing Services	Online Record Checks (CRC/VSC)	<ul style="list-style-type: none"> Provide online access for the public, 24/7, 365 days a year for Criminal Record Checks & Vulnerable Sector Check applications.
Municipal Policing Services	Main Detachment Wi-Fi moved from a contracted service provider to the corporate network	<ul style="list-style-type: none"> Cost saving and better utilization of the corporate network.
Revenue & Assessment Services	Website Improvements	<ul style="list-style-type: none"> Improved useability and access to online information
Revenue & Assessment Services	Tax Instalment Plan Online Self Service	<ul style="list-style-type: none"> Taxpayers can readily apply, change or cancel tax instalment plan online through MYCity (Secure portal)
Revenue & Assessment Services	Paperless Office	<ul style="list-style-type: none"> Converted the remainder of paper processes to electronic to reduce print to a minimum
Safe & Healthy Communities	Shift to My Activity Guide online tool to promote programming	<ul style="list-style-type: none"> Increased efficiency to shift programming quickly to meet community needs and respond to changing health restrictions. Removal of print publication and community wide of a paper product reduces environmental impact. Additional emphasis moving forward will focus on accessibility ensuring online tool is supplemented with advertising and

DEPARTMENT	DESCRIPTION	RESULTS
		staff supports to assist customers not comfortable using online systems.
Safe & Healthy Communities	Updated automation and controls of our building management systems in our facilities, will give us better versatility, control and efficiency of our mechanical and electrical systems. This will also allow us to better monitor our energy usage with some learnings from Civic Yards and their program knowledge using the Delta system.	<ul style="list-style-type: none"> The shift allowed versatility, increased control and improved efficiency of our mechanical and electrical systems. The enhanced monitoring of energy usage, combined with learnings from Civic Yards and their program knowledge with the Delta system have been an innovative change.
Safe & Healthy Communities	Recreation Software was modified to allow Activity Reservations (AR) for the scheduled and controlled access to recreation facilities	<ul style="list-style-type: none"> This new process for participating in programs proved to an effective process that was required through the pandemic. The system was retained for operational efficiencies. <p>Michener Aquatic Centre - evening lane swim using AR's has removed the need for a cashier. The results is a savings of \$1200 a month in salaries and has been very successful with patrons being able to book their lane.</p> <p>Outdoor Fitness - ARs save staff from having to leave facility, travel time, set up time if demand doesn't warrant program delivery.</p>
Safe & Healthy Communities	Shift of Community Recreation Enhancement Grant Program from paper / manual intake processes to Smart Simple software.	<ul style="list-style-type: none"> The use of consistent software and processes for grant intake across The City creates a standard platform for community to access funding options. A community group can now establish a single profile and apply to multiple opportunities without repeated effort. <p>The tool has created internal efficiencies with reliable access to community information, data tracking, adjudication requirements and grant program reporting.</p>
Utilities	Alberta One Call Locate Ticket Modernization (C&M with ITS)	<ul style="list-style-type: none"> Improved process using IT resources and tools to realize productivity and service level increases.
Utilities	Installed monitoring equipment in the Capstone Low Impact Development (WWU)	<ul style="list-style-type: none"> Operations able to determine how the LID performs over time.

DEPARTMENT	DESCRIPTION	RESULTS
Organization Wide	Teams Meetings & Remote Work	<ul style="list-style-type: none"> The increased usage of Teams, during the pandemic, and onwards, allows participants from different locations to join meetings without travel. This allows for remote work options and less travel time.

Regulation & Policy:

DEPARTMENT	DESCRIPTION	RESULTS
Emergency Services	Call Handling Solution / Next Generation 9-1-1	<ul style="list-style-type: none"> 9-1-1 staff will be able to take calls from IP enabled devices through different mediums (i.e., text, video, etc.)
Information & Technology Services	Emergency Services Headquarters server room optimization with inert gas-based fire suppression	<ul style="list-style-type: none"> Critical 9-1-1 infrastructure as well as City networking and radio gear are no longer using tradition building water fire suppression which would not allow the continued use of electronics in the event of a fire.
Land & Economic Development	Prairie Sky Gondola Project.	<ul style="list-style-type: none"> Offering a tourism investment with private funding to drive Red Deer tourism, transportation, and parks connection.

COVID Response:

DEPARTMENT	DESCRIPTION	RESULTS
Organization Wide	COVID Response and Flexibility	<ul style="list-style-type: none"> We maintained the ability to pivot and continue service delivery, with little to no service interruption, while coping with unpredictable staff levels. We responded to emergency events by welcoming and training staff from other departments whose hours were affected by COVID.
Organization Wide	Remote work transition	<ul style="list-style-type: none"> Offer same level customer service to citizens while Government Mandates in effect to work from home.
Organization Wide	Staff sharing and redeployment across the department and even the corporation made us stronger during the pandemic.	<ul style="list-style-type: none"> Reduced costs for recruitment with meaningful employment opportunities for casual staff. Increased collaboration between facilities/staff with improved knowledge of other facilities and sharing of positive practices. Relocation of staff to other facilities, sections and departments

DEPARTMENT	DESCRIPTION	RESULTS
		<p>was an important for retention. Layoffs were extremely difficult in the Section and the ability to provide work for staff in various areas- maintained staff in key positions allowing for return to recreation operations as pandemic restrictions allowed.</p>
Land & Economic Development	Staff Efficiencies.	<ul style="list-style-type: none"> Save 18 months staff salary by not filling a vacant maternity leave position.
Revenue & Assessment Services	Utility and Tax Deferral Recovery	<ul style="list-style-type: none"> Strong collection efforts working with citizens allowed for all deferrals to be collected in a manageable way for customers and resulted in minimal impact to bad debt expense for The City
Safe & Healthy Communities	Community Housing and Homelessness Integrated Plan Targets - Increased Reaching Home Federal funding	<ul style="list-style-type: none"> As a response to the pandemic, the Federal government through the Reaching Home program provided numerous rounds of additional funding: 2020: +\$1.05m 2021: +\$1.47m 2022-2024: +\$1.12m/year <p>As the Community Housing and Homelessness Integrated Plan (CHHIP) had clearly outlined service targets, The City was able to rapidly distribute these resources to community agencies in areas, previously identified as needs. Prior to this additional funding most program areas were funded to ~80%. After allocating these additional dollars, all programs except Permanent Supportive Housing are >100%.</p>
Safe & Healthy Communities	Assisted Self-Isolation Site - Operations	<ul style="list-style-type: none"> In the initial stages of the pandemic, it was identified through the Emergency Operations Centre that there was a sub-population, experiencing homelessness, that had no means of self-isolating if symptomatic. This was identified as a critical safety measure for both persons experiencing homelessness, and the community at large. A collaborative process was established linking health services, underutilized hotel spaces, and social

DEPARTMENT	DESCRIPTION	RESULTS
		supports. Through advocacy efforts, The City was able to have the Province provide full operating expenses for the social supports and operating costs from May 2020 - June 2022. The total amount allocated for this project was ~\$1.63m.



2023 Borrowing Bylaws

Prepared by Ray MacIntosh, Chief Financial Officer
Department Financial Services

Report Summary and Recommendations

Administration is requesting that Council ~~approve~~ ^{approve} the following bylaws:

- 3691/2023 - Bridge Rehabilitation and Replacement
- 3692/2023 - Safe & Healthy Communities Infrastructure Preservation of Existing Assets
- Lindsay Thurber Comprehensive High School Athletic Track project

These are replacement bylaws and reduced amounts for the following bylaws:

- 3688/2022 - Bridge Rehabilitation and Replacement
- 3689/2022 - Safe & Healthy Communities Recreation Facility and Asset Management Costs

Financial Services misinterpreted past practice for borrowing bylaws and included all projects in the 10-year capital plan. The replacement bylaws are more specific in the scope of projects they cover. The new bylaws include the reduced borrowing amounts.

Based on the funding sources identified in the 2023/2024 capital budget, borrowing is required for the following projects:

- New bylaws have been prepared where no borrowing has been required previously for the project.
- All requirements of the Municipal Government Act (MGA) regarding borrowing will be met.
- These bylaws enable borrowing to occur, but don't mean that borrowing will occur.
- Borrowing will be done as required to fund actual expenditures related to the project. Proceeding with reading now will ensure that the bylaws are fully approved in time for the 2023 construction season.

Proposed Resolution

That Bylaw 3691/2023 be read a first time.

That Bylaw 3692/2023 be read a first time.



If first reading is given these bylaws will be advertised and returned to Council on February 2023 for consideration of second and third reading.

Rationale for Recommendation

- 1. Borrowing was identified as a funding source for the 2023/2024 capital budget.**
- 2. Borrowing requires a borrowing bylaw, as per Section 251-254 and 257-259 of the Municipal Government Act.**
- 3. The amounts authorized within the 2023/2024 capital budget will not exceed Council Debt Policy GP-F-2.2**

Background

Prior Council Direction

The 2023/2024 interim budget was passed by Council on December 5, 2022 and includes 2023/2024 capital budget plus the 2025 to 2032 capital plan.

These proposed bylaws received first reading on December 12, 2022. The scope of the bylaw on December 12, 2022 was to finance the full 10-year capital plan borrowing amounts. Administration has reconsidered this approach and is requesting Council approve the revised bylaws.

For these bylaws, the amended amounts and projects considered are:

Original Bylaw Number	Original Bylaw Amount	New Bylaw Number	New Bylaw Amount	Project Scope
3688	\$96.7 million	3691	\$13.3 million	CPR Bridge, 10 additional Bridge Structures and Bridge inspection and programming
3689	\$9.6 million	3692	\$773,250	LTHS Track

Legislative Context

Sections 251-254 and 257-259 of the Municipal Government Act apply to borrowing for capital property. The requirements can be summarized as follows:

1. A municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw – subsection 257(1)
2. A borrowing bylaw must be advertised – subsection 257(3)
3. A borrowing cannot be made if the borrowing will cause the municipality to exceed its debt limit – section 252
4. A borrowing must be used for the purpose for which it is borrowed – subsection 253(1)
5. A municipality cannot acquire, remove, or start the construction or improvement of capital property that is to be financed in whole or part through a borrowing unless the borrowing bylaw that authorized the borrowing is passed – section 254
6. Where the term of the borrowing is 5 years or less for a capital property a borrowing bylaw that authorizes the borrowing does not have to be advertised – subsections 257(1) and (4)
7. Where the term of the borrowing exceeds 5 years for a capital property the term of the borrowing must not exceed the probable lifetime of the property – subsections 258(1) and (4)
8. Where the term of the borrowing exceeds 5 years for a capital property, an increased amount is required because the cost of the capital property has increased and the increased cost does not exceed 15% of the original cost of the capital property, the borrowing bylaw that authorizes the borrowing of the increased costs does not have to be advertised – subsections 257(1) and (5)
9. Where temporary financing of a capital property is utilized the term of the borrowing must not exceed 5 years and the amount borrowed must not exceed the amount of expenditures in the budget for that and previous calendar years minus any money received for the capital property from any other source – subsections 259(1), (2) and (3)

Section 606 of the Municipal Government Act requires notice of the bylaw to be published at least once a week for 2 consecutive weeks before second reading and specifies what the content of the bylaw must contain – subsection 606(1) – (3) and (5).

Strategic Alignment

Council's 2023-2026 Strategic Plan identifies "financial sustainability" as a key principle. Administration sees the use of debt as sound fiscal management.

Related Policies

Corporate Administrative Policy 5313-CA Borrowing exists to provide additional guidance at the administrative level on when and how to use debt, the review of reserves for sustainability and internal reporting requirements.

Timelines and Impending Deadlines

Capital projects that require debt as a funding source cannot begin until a valid borrowing bylaw is in place.

Analysis

Financial

Approving the borrowing bylaws will enable future borrowings to occur but does not mean that borrowing will occur. The future borrowing will be done as required to fund expenditures in the projects based on the need to utilize the borrowing and may occur over multiple years.

The repayment costs of each debenture will be reflected in the Operating Budget based on anticipated borrowing to be done. Tax supported debenture repayment costs are reflected in the General Programs department budget and are funded from the Debt Repayment Reserve. Self-supported debenture repayment costs are reflected in the department budget of each individual utility or self-supported operation and are funded by user fees.

Based on the review of the related Debt Repayment Reserve & Capital Projects Reserve, and the various self-supported reserves, each of the reserves is sustainable over the 10-year operating budget and plan.

Regulatory and Compliance

Approval of the borrowing bylaws must be done in compliance with the requirements of the Municipal Government Act as outlined in the Background section of the report to proceed with borrowing.

Bylaw 3691/2022 – Bridge rehabilitation and replacement

The total cost of the project is \$24.34 million with \$13.25 million to be funded from debt.

This infrastructure rehabilitation and replacement project supports major bridge projects that are beyond the scope of operational maintenance activities and includes the CPR Bridge, rehabilitation of 10 additional bridge structures and Inspection & Programming of all Bridge Structures.

Bylaw 3692/2022 – Safe & Healthy Communities Infrastructure Preservation of Existing Assets – Lindsay Thurber Comprehensive High School Athletic Track project.

The total cost of the project is \$773,250 million with the entire project to be funded from debt.

This borrowing is only for the above noted project.

BYLAW 3691/2023
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA
(the “Municipality”)

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$13,253,137 for the purpose of financing the Bridge Rehabilitation and Replacement projects:

- a. Rehabilitation of CPR Pedestrian Bridge**
- b. Rehabilitation of 10 Bridge Structures**
- c. Inspection and Deck Testing of all Bridge Structures**

WHEREAS:

A Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the ‘MGA’) provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.

B The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Bridge Rehabilitation and Replacement projects.

C The total cost of the project is estimated to be \$24,341,137 and the Municipality estimates the following funding sources will be applied to the projects:

Grants	\$ 11,088,000
Debentures	<u>\$ 13,253,137</u>
Total Cost	\$ 24,341,137

D In order to complete the projects, it will be necessary for the Municipality to borrow the sum of \$13,253,137 for a period not to exceed 30 years, from His Majesty the King in right of Alberta as represented by the President of Treasury Board and Minister of Finance (“Province”) or another authorized financial institution, by the issuance of debenture(s) and the terms and conditions referred to in this bylaw.

E The estimated lifetime of the Bridge Rehabilitation and Replacement projects financed under this bylaw is between 15 and 90 years. Deck Concrete 20 years, Deck Asphalt 15 years, Superstructure - Steel 60 years, Superstructure - Concrete 50 years, and Substructure 90 years.

F The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$300,583,640.64 and no part of the principal or interest is in arrears.

G Section 252 of the *MGA* stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The proposed borrowing will not cause the Municipality to exceed its debt limit of \$521,642,068.50.

H All required approvals for the projects have been or will be obtained, and the projects are or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

- 1** That for the purpose of the Bridge Rehabilitation and Replacement projects, the sum of THIRTEEN MILLION, TWO HUNDRED AND FIFTY-THREETHOUSAND, ONE HUNDRED AND THIRTY-SEVEN DOLLARS (\$13,253,137) be borrowed from the Province or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
- 2** The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Bridge Rehabilitation and Replacement projects.
- 3** The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Province or another authorized financial institution on the date of borrowing and not to exceed 8.26%.
- 4** The indebtedness is to be repaid by way of revenue raised through municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
- 5** The indebtedness shall be contracted on the credit and security of the Municipality.
- 6** The net amount borrowed under this bylaw shall be applied only to the projects specified in this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in the capital budget for the projects.
- 7** This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2023.

READ SECOND TIME IN OPEN COUNCIL this day of 2023.

READ THIRD TIME IN OPEN COUNCIL this day of 2023.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2023.

MAYOR

CITY CLERK

BYLAW 3692/2023
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA
(the “Municipality”)

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$773,250 for the purpose of financing the Safe & Healthy Communities Infrastructure Preservation of Existing Assets - Lindsay Thurber Comprehensive High School Athletic Track project.

WHEREAS:

- A** Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the ‘MGA’) provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B** The Council of the Municipality has decided to issue a bylaw pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Safe & Healthy Communities Infrastructure Preservation of Existing Assets - Lindsay Thurber Comprehensive High School Athletic Track project.
- C** The total cost of the project is estimated to be \$773,250 and the Municipality estimates the following funding sources will be applied to the project:

Debentures	\$ 773,250
Total Cost	\$ 773,250

- D** In order to complete the project, it will be necessary for the Municipality to borrow the sum of \$773,250 for a period not to exceed 30 years, from His Majesty the King in right of Alberta as represented by the President of Treasury Board and Minister of Finance (the “Province”) or another authorized financial institution, by the issuance of debenture(s) and on the terms and conditions referred to in this bylaw.
- E** The estimated lifetime of the Safe & Healthy Communities Infrastructure Preservation of Existing Assets - Lindsay Thurber Comprehensive High School Athletic Track project financed under this bylaw is equal to, or in excess of 40 years.
- F** The principal amount of the outstanding debt of the Municipality as at the date of the bylaw is \$300,583,640.64 and no part of the principal or interest is in arrears.
- G** Section 252 of the *MGA* stipulates that no municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister. The proposed borrowing will not cause the Municipality to exceed its debt limit of \$521,642,068.50.
- H** All required approvals for the project have been or will be obtained, and the project is or will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

- 1** That for the purpose of the Safe & Healthy Communities Infrastructure Preservation Existing Assets - Lindsay Thurber Comprehensive High School Athletic Track project, the sum of SEVEN HUNDRED AND SEVENTY-THREE THOUSAND, TWO HUNDRED AND FIFTY DOLLARS (\$773,250) be borrowed from the Province or another authorized financial institution by way of debenture(s) on the credit and security of the Municipality at large.
- 2** The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Safe & Healthy Communities Infrastructure Preservation of Existing Assets - Lindsay Thurber Comprehensive High School Athletic Track project.
- 3** The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Province or another authorized financial institution on the date of borrowing and not to exceed 8.26%.
- 4** The indebtedness is to be repaid by way of revenue raised through municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
- 5** The indebtedness shall be contracted on the credit and security of the Municipality.
- 6** The net amount borrowed under this bylaw shall be applied only to the project specified in this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
- 7** This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this day of 2023.

READ SECOND TIME IN OPEN COUNCIL this day of 2023.

READ THIRD TIME IN OPEN COUNCIL this day of 2023.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2023.

MAYOR

CITY CLERK