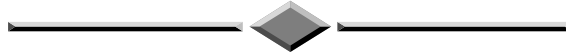




## A G E N D A



FOR THE *REGULAR MEETING OF RED DEER CITY COUNCIL*

TO BE HELD IN

THE COUNCIL CHAMBERS, CITY HALL

*TUESDAY, April 6, 2010*

COMMENCING AT 3:00 P.M.



- (1) Confirmation of the Minutes of the Regular Council Meeting of Monday, March 22, 2010

(2) **UNFINISHED BUSINESS**

1. Development Engineer & Engineering Services Manager – *Re: Water & Sanitary Services to Sullivan Quarter (NE 25-38-28-W4) – Local Improvement Costs*

..1

(3) **PUBLIC HEARINGS**

(4) **REPORTS**

1. Supervisor Community Development, Social Planning – *Re: Common Ground* ..12
2. Program Coordinator, Housing, Social Planning – *Re: Bridge Funding for Homelessness Operational Grants for Three Months* ..15
3. Program Coordinator, Housing, Social Planning – *Re: Targeted RFP's Issued by Community Housing Advisory Board* ..18
4. Legislative & Administrative Services Manager and Community Services Director – *Re: Safety and Security Report* ..49
5. Community Services Director – *Re: Crime Prevention and Policing Study/Strategy and Policing Model Review* ..84
6. Emergency Services Manager - *Re: - EMS Transition* ..109
7. Parkland Community Planning Services – *Re: Land Use Bylaw Amendment 3357/F-2010 – Rezoning of Approx. 3.40 ha (8.40 ac) of land from A1 Future Urban Development District to R2 Residential (Medium Density) District and P1 Parks & Recreation District/Phase 3C – Clearview North Neighbourhood/Melcor Developments Ltd.* ..113  
(Consideration of First Reading of the Bylaw)
8. Legislative & Administrative Services Manager – *Re: Bylaw 3449/2010 – Campaign Contribution and Expense Disclosure Bylaw / Repeal of Bylaw 3367/2006 Campaign Contribution and Expense Disclosure Bylaw* ..116  
(Consideration of Three Readings of the Bylaw)

(5) **CORRESPONDENCE**

(6) PETITIONS AND DELEGATIONS

(7) NOTICES OF MOTION

(8) ADMINISTRATIVE INQUIRIES

(9) BYLAWS

1. **3357/F-2010** – Land Use Bylaw Amendment – *Rezoning of Approx. 3.40 ha (8.40 ac) of land from A1 Future Urban Development District to R2 Residential (Medium Density) District and P1 Parks & Recreation District / Phase 3C – Clearview North Neighbourhood / Melcor Developments Ltd.* ..120  
(1<sup>st</sup> Reading) ..113
2. **3449/2010** – Campaign Contribution and Expense Disclosure Bylaw - *Repeal of Bylaw 3367/2006 Campaign Contribution and Expense Disclosure Bylaw* ..122  
(3 Readings) ..116

(10) COMMITTEE OF THE WHOLE

**Unfinished Business Item 1**

**Date:** March 26, 2010

**To:** Legislative & Administrative Services Manager

**From:** Development Engineer  
Engineering Services Manager

**Re:** **Water & Sanitary Services to Sullivan Quarter (NE 25-38-28 W4)**  
**Local Improvement Costs**

---

In December of 2009, Council considered a petition for a local improvement regarding water and sanitary services to NE 25-38-28-W4 (Sullivan Quarter section). Engineering Services has been directed to prepare a Local Improvement Plan for the water and sanitary services in the area.

**A. Background**

Typically, local improvement requests are of small magnitude (i.e. lane paving, etc.) and are designed and estimated with “in house” Engineering Services staff, and the cost is absorbed in Engineering’s operating budget until a local improvement bylaw is approved. However, this local improvement request is significantly more complex than typical improvement projects.

This quarter section was previously constructed as a rural development meeting Red Deer County’s standards with individual wells and septic systems. This local improvement project will require a servicing study to be completed in order to:

- Review the water and sanitary servicing requirements within the quarter section;
- Provide an evaluation of the existing storm drainage system;
- Determine over-sizing of water and sanitary sewer mains to pick up adjacent quarter sections;
- Determine if major repair/reconstruction of roadways and ditches will be required;
- Design the extension of levy funded infrastructure into the serviced area.

Upon completion of the servicing study, a detailed design and an associated cost estimate can be prepared for a potential local improvement bylaw. Based on the above tasks identified, the cost associated will be significant.

Legislative & Administrative Services Manager  
March 26, 2010  
Page 2

**B. Approved and Required Budgets**

Based on the initial estimates of the local improvement petition, the following is a summary of anticipated costs.

**Table 1 - Anticipated Cost Summary**

	<b>Offsite Levy Component</b>	<b>Onsite Component</b>
Engineering - Design	\$160,000	\$300,000
Construction	\$3,403,000	\$5,180,000
<b>Total</b>	<b>\$3,563,000</b>	<b>\$5,480,000</b>

**Offsite Levy Funded Component**

The City's approved 2010 Capital Budget has included the amount of \$3.563 M to design (2010) and construct (2011) the required water and sanitary offsite levy funded infrastructure to support this development and the surrounding area.

**Onsite Improvement Component**

The 2010 budget is not carrying funds to front end the costs associated with the servicing study, design or construction of the infrastructure required to service the Sullivan Quarter. Engineering Services has prepared an initial cost estimate related to servicing the Sullivan Quarter with water and sanitary sewer services of approximately \$5.48 M. Note: This excludes the offsite levy funded infrastructure.

Typically, engineering fees and services for design of a project such as this are anticipated to be approximately 5% of the estimated construction cost. Engineering Services is estimating \$300 K will be required to be spent at the onset of this project (\$50 K servicing study costs plus \$250 K design costs). Currently, no funding source has been identified to cover the cost associated with the study and design component of the preparation of the local improvement plan.

Legislative & Administrative Services Manager  
March 26, 2010  
Page 3

**C. Funding Source**

In consultation with Financial Services, the requested amount of \$300,000 for engineering costs related to onsite work should be funded through Capital Project Reserve (CPR). If the local improvement tax bylaw is approved, the \$300,000 in engineering costs, as well as the associated construction costs, would be recovered. It should be noted that if the local improvement tax bylaw is not approved, the \$300,000 spent on the engineering cost will not be recovered.

At this point in time, this request does not consider the funding of construction costs. Once the local improvement plan is developed and this study informs the actual costs of this development, financial implications will be known and will be presented to Council for consideration. Financial sustainability will need to be closely examined as this expenditure is currently not considered in our Capital Plan.

**D. Recommendation**

We respectfully recommend that City Council approve the new budget amount of \$300,000 from CPR to be used towards engineering costs required to prepare the Local Improvement Plan for the water and sanitary services in the Sullivan Quarter Section.



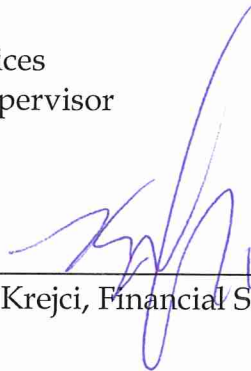
Lee Birn, P.Eng.  
Development Engineer



Frank Colosimo, P.Eng.  
Engineering Services Manager

LB/ldr

- c. Paul Goranson, Director of Development Services  
Teresa Truant, Engineering Administrative Supervisor  
Sean LaFrance, Project Coordinator



Dean Krejci, Financial Services Manager

Originally Presented to Council on  
Monday, December 14, 2009

November 20, 2009

The City of Red Deer  
Box 5008  
Red Deer, AB T4N 3T4

Dear Sir/Madam:

Re: Petition for Local Improvement – Burnt Lake Park / Sullivan Quarter Section

Enclosed for your information is a Local Improvement Petition related to the Burnt Lake Park / Sullivan Quarter Section. The Petition for Local Improvement requests the construction of water and sanitary services in the NE 25-38-28, W4 - Sullivan quarter section.

In discussions with Engineering Services over recent months, indication has been given that this project will be scheduled into their 2010 work plan, see attached letter dated June 26, 2009. It is our hope that this work plan can still be accomplished and request that the sufficiency of this petition be considered as quickly as possible so that this application can be brought before Red Deer City Council.

Thank you for your consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to be "Dave Richter", written over a circular scribble.

Dave Richter  
4, 83A Burnt Park Drive  
Red Deer, AB T4P 0J7

PETITION FOR LOCAL IMPROVEMENTPage 1

(Pursuant to the Municipal Government Act, Chapter M-26, of the RSA 2000, and amendments thereto)

To: The Council of The City Of Red Deer, in the Province of Alberta.

The undersigned persons, being electors of the City of Red Deer, in the Province of Alberta, hereby petition Council to construct water and sanitary services in the NE 25-38-28, W4 – Sullivan quarter section s a local improvement to be assessed by way of a unit rate to be fixed by council, in accordance with the provisions of the Municipal Government Act and the Bylaws of The City Of Red Deer.

Each petitioner, by signing this petition, certifies that he or she is an elector of The City Of Red Deer. Persons acting as signing authority on behalf of a business/corporate entity must complete a declaration of signing authority.

The estimated cost to provide these services is \$5,475,000. An average lot with an area of 1 hectare could pay approximately \$8,700 a year for twenty years or choose a one time payment of approximately \$104,000. These costs are preliminary only. A special tax will be charged of approximately \$34,500 for an average 1 hectare lot. Property owners would receive a detailed cost estimate after a valid petition is approved.

SIGNATURE OF REGISTERED OWNER OR ASSESSED OWNER	PRINTED NAME OF REGISTERED OWNER OR ASSESSED OWNER	STREET ADDRESS OR LEGAL DESCRIPTION OF LAND	DATE	SIGNATURE OF ADULT WITNESS
	COMMERCIAL LAND SALES LTD.	#2-83A BURNT PARK DRIVE	Nov 10/09	
	850104 ALBERTA LTD.	#3483A BURNT PARK DRIVE	Nov. 10/09	
	850104 ALBERTA LTD.	83 B BURNT PARK DRIVE	Nov 10.09	
	858484 AB LTD	30+24 BURNT BLVD	Nov 12/09	
	1190150 ALBERTA LTD.	84 BURNT PARK DR.	Nov. 12/09	
	Santa Cruz M. Ltd.	B1-#37 BURNT	Nov 12/09	
	1333789 AB LTD	A1-A8 37 BURNT	Nov 12/09	
	"	B3	Nov 12/09	
	"	B5+B6	Nov. 12/09	
	Providence Trucking Inc.	94+100 BURNT PARK DRIVE	12-Nov-09	
	1403368 ACTA LTD	A9-B2 BURNT PARK DRIVE	12-Nov-09	

## NOTES:

1. This form is prepared from suggestions by Alberta Municipal Affairs for the information and convenience of interested individuals. It has no legislative effect. For certainty, legal advice should be sought, when a petition is being considered.
2. Each page of this petition shall contain an accurate and identical statement of the purpose and objectives of the petition. As the wording of the petition is critical, legal advice should be obtained.
3. In the absence of a municipal address, indicate legal description of property which petitioner owns.
4. Each person witnessing a signature on the petition is required to sign an Affidavit that to the best of their belief, the persons whose signatures they witnessed are electors of the municipality.
5. All signatures must be obtained within the 60 days prior to the date the petition is received by The City of Red Deer.

PETITION FOR LOCAL IMPROVEMENTPage 2

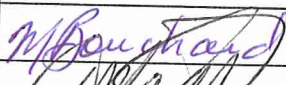



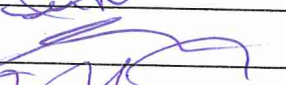

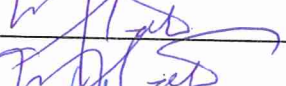

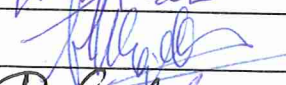



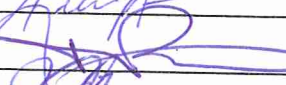



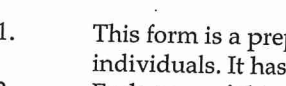
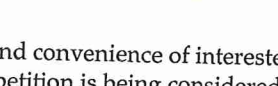
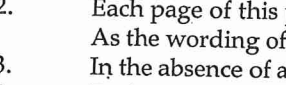
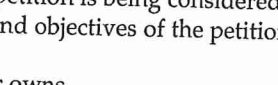
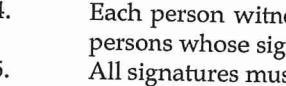
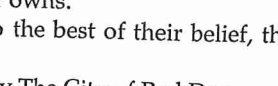
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To: The Council of The City Of Red Deer, in the Province of Alberta.

The undersigned persons, being electors of the City of Red Deer, in the Province of Alberta, hereby petition Council to construct water and sanitary services in the NE 25-38-28, W4 – Sullivan quarter section as a local improvement to be assessed by way of a unit rate to be fixed by council, in accordance with the provisions of the Municipal Government Act and the Bylaws of The City Of Red Deer.

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SIGNATURE OF REGISTERED OWNER OR ASSESSED OWNER	PRINTED NAME OF REGISTERED OWNER OR ASSESSED OWNER	STREET ADDRESS OR LEGAL DESCRIPTION OF LAND	DATE	SIGNATURE OF ADULT WITNESS
	Marc Bouchard	#1-83A Burnt Park Drive	Nov. 12/09	
	Woody Taylor	71x77 Burnt Park Drive	Nov 18/09	
	ENTERPRISES LTD 1387220 ALBERTA LTD	B1+B2+B3-53 Burnt Park Dr.	Nov 18/09	
	SHAW INTERNATIONAL INC. 1422468 ALBERTA LTD	34 BURNT BASIN	Nov 18, 09	
	STARS AND HOLDINGS INC. 1380090 ALBERTA LTD	1,2,3,4,5,6,7,8,9,10 15 BURNT BLVD ST	Nov 19, 2009	
	BIRCH CREEK DEVELOPMENT 412575 AB LTD	22 BURNT BASIN ST	Nov 19, 2009	
	BIRCH CREEK DEVELOPMENT 412575 AB LTD	27 BURNT BLVD ST.	Nov 19, 2009	
	BIRCH CREEK DEVELOPMENT 412575 AB LTD	53 BAYS 4,5 59 BURNT PARK DR.	Nov 19/09	
	BIRCH CREEK DEVELOPMENT 412575 AB LTD	B4 53 BURNT PARK DR	Nov. 19/09	
	BIRCH CREEK DEVELOPMENT 412575 AB LTD	15 BURNT PARK DR	Nov 19/09	
	BIRCH CREEK DEVELOPMENT 412575 AB LTD	B4 37 BURNT BASIN	Nov. 19/09	

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Page 3

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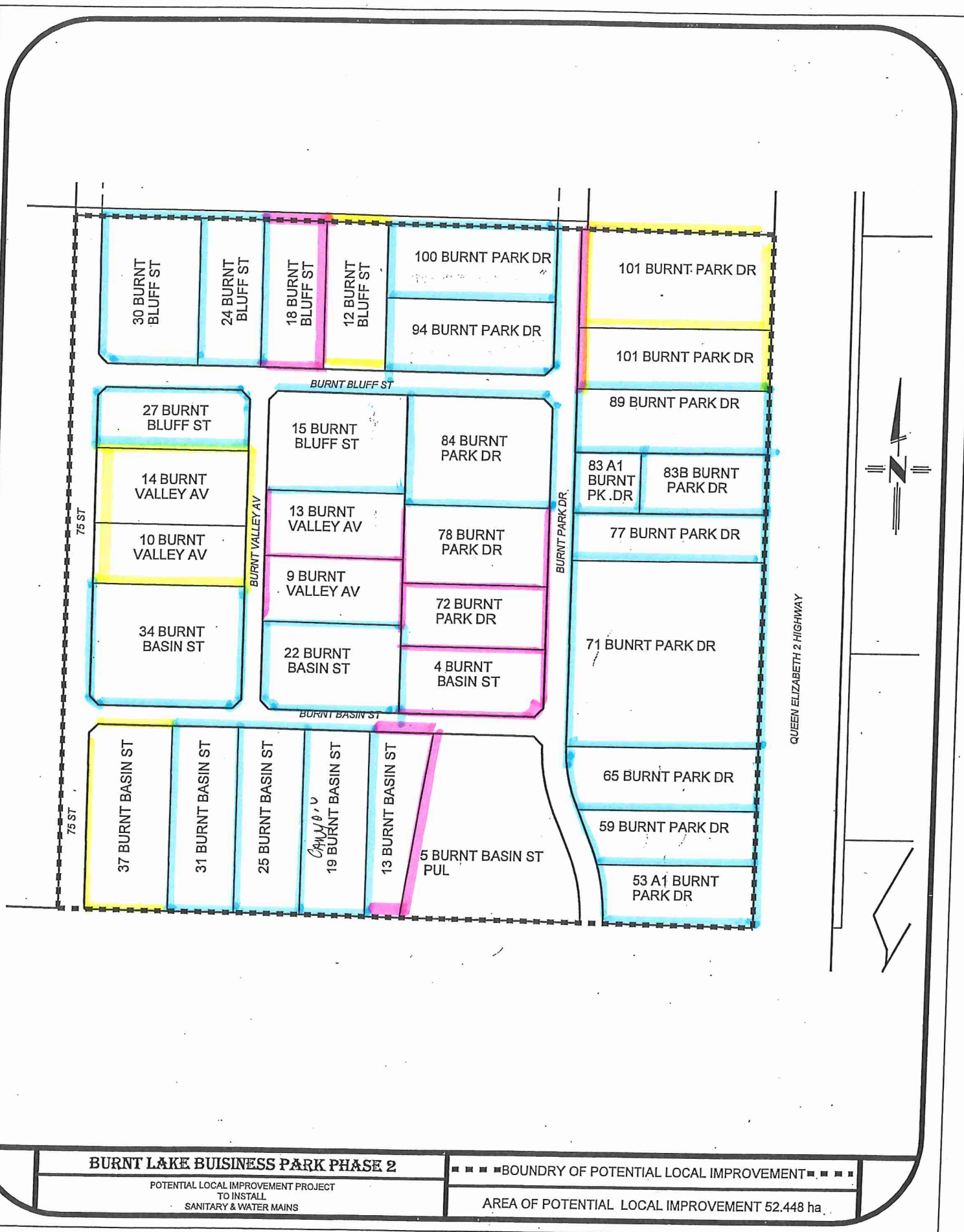
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[illegible]

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...SULLIVAN QUARTER8.5X11.dgn 2009/06/05 6:47:20 AM



**Legislative & Administrative Services**

**DATE:** December 2, 2009

**TO:** Legislative & Administrative Services Manager

**FROM:** Deputy City Clerk

**SUBJECT:** Local Improvement Petition / Water & Sanitary Services to NE 25-38-28 W4 / Sullivan Quarter Section

---

A local improvement petition was filed with Legislative & Administrative Services on November 20, 2009 requesting that The City provide water and sanitary services to lands as noted above. To determine sufficiency, Assessment & Tax examine the petition as it relates to section 392(2) of the Municipal Government Act and this office reviews the petition in light of provisions outlined in sections 224 and 225 which relate to the way in which a petition is completed: printed surname and given name, signature, street/civic address, signature witnessed, affidavit of the witness, exclusion of any names that are not witnessed and/or incomplete submissions. Additionally, because the petitioners in this instance are corporate bodies, this office required, in accordance with section 392(5) of the MGA, that a certificate authorizing the person to sign the petition also be provided. Certificates of signing authority were also verified.

Based on the above noted criteria and the sufficiency of section 392(2) as identified by Assessment & Tax, this petition meets the requirements for a local improvement petition as set out in the MGA.

The Municipal Government Act provides that a group of owners may petition Council for a local improvement. A petition is valid if it is signed by two thirds of the owners who would be liable to pay the local improvement tax and the owners who sign the petition represent at least one half of the value of the assessment.

If the petition is valid, The City must prepare a local improvement plan which includes an estimate of the cost of the improvement for each property. This plan is sent out to all property owners affected who then have 30 days to object to the local improvement.

If a valid petition is received objecting to the local improvement, Council must not proceed with the improvement. If there is not a valid petition, Council can proceed with the improvement and pass a local improvement tax bylaw.

**Recommendation**

That Council approves proceeding with the local improvement plan.

Frieda McDougall  
Deputy City Clerk



**Assessment & Taxation Services**

**DATE:** December 1, 2009

**TO:** Elaine Vincent, Legislative & Administrative Services Manager

**FROM:** Debra Stott, Tax Collector

**SUBJECT:** Petition for Local Improvement – Water and Sanitary Services to NE 25-38-28, W4 – Sullivan Quarter Section

---

There are 60 properties, with a total assessment value of \$53,859,699 which will be affected by this proposed local improvement. In order to be valid:

1. A minimum of 41 registered owner signatures must appear on the petition. Forty-seven registered owners signed this petition, and
2. Assessment value of the properties whose registered owners signed the petition must total a minimum of \$26,929,850. The assessment value of the properties whose registered owners signed the petition totals \$34,830,270.

Section 392 (2) of the Municipal Government Act states:

“A petition is not a sufficient petition unless

- (a) it is signed by 2/3 of the owners who would be liable to pay the local improvement tax, and
- (b) the owners who sign the petition represent at least ½ of the value of the assessments prepared under Part 9 for the parcels of land in respect of which the tax will be imposed. “

This petition meets the above requirements of the Municipal Government Act.

A handwritten signature in cursive script that reads 'Debra Stott'.

Debra Stott, CMA  
Tax Collector

*Comments:*

We support the recommendation of Administration.

“Morris Flewwelling”  
Mayor

“Craig Curtis”  
City Manager

ORIGINAL



**Date:** March 26, 2010

**To:** Legislative & Administrative Services Manager

**From:** Development Engineer  
Engineering Services Manager

**Re:** **Water & Sanitary Services to Sullivan Quarter (NE 25-38-28 W4)  
Local Improvement Costs**

---

In December of 2009, Council considered a petition for a local improvement regarding water and sanitary services to NE 25-38-28-W4 (Sullivan Quarter section). Engineering Services has been directed to prepare a Local Improvement Plan for the water and sanitary services in the area.

**A. Background**

Typically, local improvement requests are of small magnitude (i.e. lane paving, etc.) and are designed and estimated with "in house" Engineering Services staff, and the cost is absorbed in Engineering's operating budget until a local improvement bylaw is approved. However, this local improvement request is significantly more complex than typical improvement projects.

This quarter section was previously constructed as a rural development meeting Red Deer County's standards with individual wells and septic systems. This local improvement project will require a servicing study to be completed in order to:

- Review the water and sanitary servicing requirements within the quarter section;
- Provide an evaluation of the existing storm drainage system;
- Determine over-sizing of water and sanitary sewer mains to pick up adjacent quarter sections;
- Determine if major repair/reconstruction of roadways and ditches will be required;
- Design the extension of levy funded infrastructure into the serviced area.

Upon completion of the servicing study, a detailed design and an associated cost estimate can be prepared for a potential local improvement bylaw. Based on the above tasks identified, the cost associated will be significant.

**B. Approved and Required Budgets**

Based on the initial estimates of the local improvement petition, the following is a summary of anticipated costs.

**Table 1 - Anticipated Cost Summary**

	<b>Offsite Levy Component</b>	<b>Onsite Component</b>
Engineering - Design	\$160,000	\$300,000
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<b>Total</b>	<b>\$3,563,000</b>	<b>\$5,480,000</b>

**Offsite Levy Funded Component**

The City's approved 2010 Capital Budget has included the amount of \$3.563 M to design (2010) and construct (2011) the required water and sanitary offsite levy funded infrastructure to support this development and the surrounding area.

**Onsite Improvement Component**

The 2010 budget is not carrying funds to front end the costs associated with the servicing study, design or construction of the infrastructure required to service the Sullivan Quarter. Engineering Services has prepared an initial cost estimate related to servicing the Sullivan Quarter with water and sanitary sewer services of approximately \$5.48 M. Note: This excludes the offsite levy funded infrastructure.

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**C. Funding Source**

In consultation with Financial Services, the requested amount of \$300,000 for engineering costs related to onsite work should be funded through Capital Project Reserve (CPR). If the local improvement tax bylaw is approved, the \$300,000 in engineering costs, as well as the associated construction costs, would be recovered. It should be noted that if the local improvement tax bylaw is not approved, the \$300,000 spent on the engineering cost will not be recovered.

At this point in time, this request does not consider the funding of construction costs. Once the local improvement plan is developed and this study informs the actual costs of this development, financial implications will be known and will be presented to Council for consideration. Financial sustainability will need to be closely examined as this expenditure is currently not considered in our Capital Plan.

**D. Recommendation**

We respectfully recommend that City Council approve the new budget amount of \$300,000 from CPR to be used towards engineering costs required to prepare the Local Improvement Plan for the water and sanitary services in the Sullivan Quarter Section.



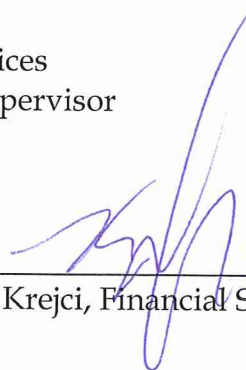
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Development Engineer



Frank Colosimo, P.Eng.  
Engineering Services Manager

LB/ldr

- c. Paul Goranson, Director of Development Services  
Teresa Truant, Engineering Administrative Supervisor  
Sean LaFrance, Project Coordinator



Dean Krejci, Financial Services Manager

~~AAA~~ APRIL 1 / 2010

**Christine Kenzie**

---

**To:** drichter@paramountinsurance.ca  
**Subject:** Petition for Local Improvement - Water & Sanitary Services to Sullivan Quarter  
**Importance:** High

There will be a report from the City of Red Deer's Engineering Services regarding Water & Sanitary Services to Sullivan Quarter - Local Improvement Costs - presented to Red Deer City Council on Tuesday, April 6, 2010 at 3:00 P.M. This meeting will be held in Council Chambers, 2nd Floor of City Hall. You are welcome to attend the meeting.

The Engineering Services Department is asking for funds to do a servicing study, and once done, will then prepare a potential local improvement bylaw. The Council Agenda for April 6, 2010 will be available on The City's website after 3:00 this afternoon, where you will be able to review a copy of the report going to Council.

Please call if you have any questions. I will also try and contact you via phone today.

**Christine Kenzie | Council Services Coordinator**  
Legislative & Administrative Services | The City of Red Deer  
D 403.356.8978 | F 403.346.6195  
christine.kenzie@reddeer.ca

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

## Christine Kenzie

---

**To:** Lee Birn; Frank Colosimo; Dean Krejci  
**Cc:** Linda Rehn  
**Subject:** Water & Sanitary Services to Sullivan Quarter --- Report to Council for April 6th Agenda  
**Importance:** High  
**Attachments:** \$Burntlake Local Improvementdraft2 REVISED .doc



\$Burntlake Local  
Improvementdr...

Following a meeting with the City Manager this morning, he suggested some changes to the memo submitted. I have made those changes in the memo attached.

The first change is on the first page of the memo -- last paragraph -- added the word "potential" local improvement bylaw.....

The other change is on the last page of the memo --- removed the second paragraph under "Funding Source" and replaced it with a new paragraph starting with ... "At this point in time....."

Please review the memo and let me know if you agree with the changes.

Linda --- I will need a new signed page of the report by Wednesday AM please.

Thanks.

**Christine Kenzie | Council Services Coordinator**

Legislative & Administrative Services | The City of Red Deer

D 403.356.8978 | F 403.346.6195

[christine.kenzie@reddeer.ca](mailto:christine.kenzie@reddeer.ca)

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

**Christine Kenzie**

---

**From:** Linda Rehn  
**Sent:** March 26, 2010 4:31 PM  
**To:** Christine Kenzie  
**Subject:** Local Improvement Letter - Sullivan Quarter - Council

Hi Christine – Lee / Frank have prepared a letter which I was hoping to have to you by 4:30 today – I took it to Dean for his signature but he's been held up in a meeting so I haven't received it back... first thing Monday morning I hope..

Linda Rehn  
Administrative Assistant  
Engineering Services  
The City of Red Deer  
(403) 342-8184

*Letter coming today*

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Council Decision – December 14, 2009

**DATE:** December 15, 2009

**TO:** F. McDougall, Deputy City Clerk  
D. Stott, Tax Collector  
V. Bechtold, Engineering Services  
D. Krejci, Financial Services Manager

**FROM:** Elaine Vincent, Legislative & Administrative Services Manager

**SUBJECT:** Petition for Local Improvement – Water & Sanitary Services to Burnt Park Park (NE 25-38-28 W4) Sullivan Quarter Section

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*Reference Report:*

Deputy City Clerk, dated December 2, 2009  
Tax Collector, dated December 1, 2009  
Engineering Services, dated December 8, 2009  
Financial Services Manager, dated December 4, 2009

*Resolutions:*

*"Resolved* that Council of the City of Red Deer having considered the Petition for Local Improvement, Water and Sanitary Services to NE 25-38-28-S4, Sullivan Quarter Section, as submitted by Mr. Dave Richter on November 20, 2009, hereby agrees that Administration prepare a local improvement plan for the proposed water and sanitary services in the area specified."

MOTION CARRIED

*Report Back to Council:* Yes.

*Comments/Further Action:*

Please proceed with the local improvement plan as per the above resolution.

  
Elaine Vincent

Legislative and Administrative Services Manager  
/attach.

c: Development Services Director  
Corporate Services Director  
Engineering Services Manager  
Financial Services Manager  
Assessment and Taxation Manager

LAS File

*Comments:*

The Municipal Government Act provides that a group of owners may petition Council for a local improvement. A petition is valid if it is signed by two thirds of the owners who would be liable to pay the local improvement tax and the owners who sign the petition represent at least one half of the value of the assessment.

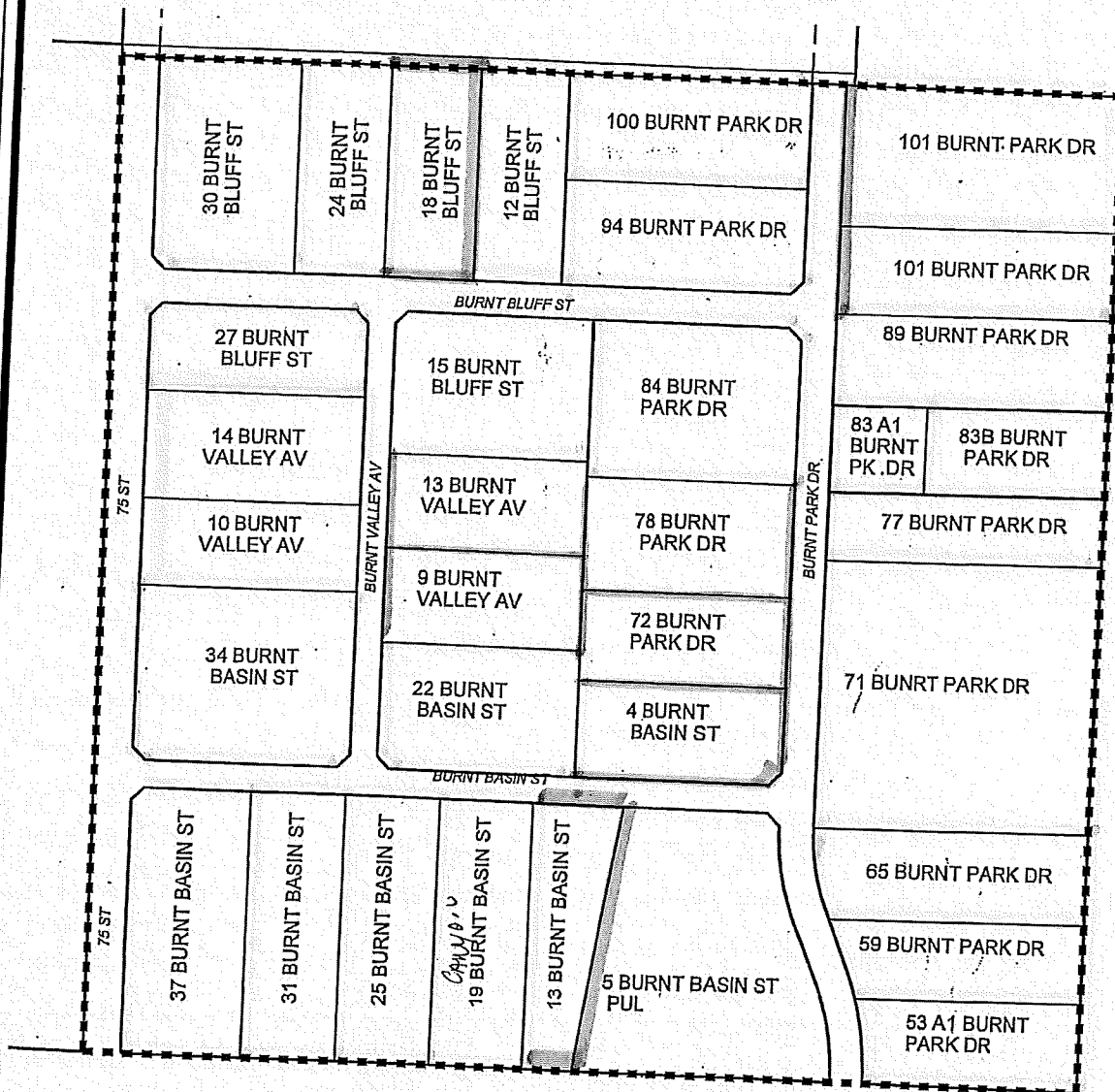
If the petition is valid, The City must prepare a local improvement plan which includes an estimate of the cost of the improvement for each property. This plan is sent out to all property owners affected who then have 30 days to object to the local improvement.

If a valid petition is received objecting to the local improvement, Council must not proceed with the improvement. If there is not a valid petition, Council can proceed with the improvement and pass a local improvement tax bylaw.

As we have received a valid petition, we recommend that Council approve proceeding with the local improvement plan.

"G. D. Surkan"  
Mayor

"N. Van Wyk"  
City Manager



QUEEN ELIZABETH 2 HIGHWAY

# BURNT LAKE BUSINESS PARK PHASE 2

POTENTIAL LOCAL IMPROVEMENT PROJECT  
TO INSTALL  
SANITARY & WATER MAINS

■■■■ BOUNDARY OF POTENTIAL LOCAL IMPROVEMENT ■■■■

AREA OF POTENTIAL LOCAL IMPROVEMENT 52.448 ha.

FILE COPY

April 7, 2010

Mr. D. Richter  
4, 83A Burnt Park Drive  
Red Deer, AB T4P 0J7

Dear Mr. Richter:

*Re: Water & Sanitary Services to Sullivan Quarter (NE 25-38-28-W4), Local Improvement Costs*

You had submitted a petition for a local improvement for water and sanitary services to the Sullivan Quarter and this was considered by Council on December 14, 2009. At that time, Council directed Administration to prepare a local improvement plan. At the Monday, April 6, 2010 Council Meeting, Council considered a report from Administration regarding a request for funding of a servicing study before a detailed design and associated cost estimate is to be prepared for a potential local improvement plan.

Council passed the following resolution:

*"Resolved* that Council of the City of Red Deer having considered the report from the Development Engineer and Engineering Services Manager, dated March 26, 2010, re: Water & Sanitary Services to Sullivan Quarter (NE 25-38-28- W4) – Local Improvement Costs, hereby approves the budget amount of \$300,000 to be funded through the Capital Project Reserve (CPR), to be used towards engineering costs required to prepare the Local Improvement Plan for the water and sanitary services in the Sullivan Quarter Section."

We will advise you when a local improvement plan will be brought forward for Council's consideration.

Sincerely,

Elaine Vincent  
Manager

c Development Engineer  
Engineering Services Manager

**Council Decision – April 6, 2010**

**DATE:** April 7, 2010

**TO:** Lee Birn, Development Engineer, Engineering Services  
Frank Colosimo, Engineering Services Manager

**FROM:** Elaine Vincent, Legislative and Administrative Services Manager

**SUBJECT:** Water & Sanitary Services to Sullivan Quarter (NE 25-38-28 W4) – Local Improvement Costs

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*Reference Report:*

Development Engineer & Engineering Services Manager, dated March 26, 2010

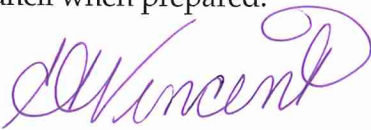
*Resolution:*

*“Resolved* that Council of the City of Red Deer having considered the report from the Development Engineer and Engineering Services Manager, dated March 26, 2010, re: Water & Sanitary Services to Sullivan Quarter (NE 25-38-28- W4) – Local Improvement Costs, hereby approves the budget amount of \$300,000 to be funded through the Capital Project Reserve (CPR), to be used towards engineering costs required to prepare the Local Improvement Plan for the water and sanitary services in the Sullivan Quarter Section.”

*Report Back to Council:* Yes

*Comments/Further Action:*

Local Improvement Plan for the Water & Sanitary Services to the Sullivan Quarter to be brought back to Council when prepared.



Elaine Vincent  
Legislative & Administrative Services Manager

c: Development Services Director  
Corporate Services Director  
Financial Services Manager  
Assessment and Taxation Manager  
LAS File



**Social Planning Department**

**DATE:** March 29, 2010

**TO:** Elaine Vincent, Manager  
Legislative and Administrative Services

**FROM:** Linda Healing, Supervisor Community Development, Social Planning Department  
Tanya Schur, Program Coordinator, Red Deer Native Friendship Centre

**SUBJECT:** COMMON GROUND

---

**Executive Summary:**

The Social Planning Department and Red Deer Native Friendship Centre are seeking support from City Council as per the attached "Agreement of Understanding and Cooperation" to support the views and perspectives of Aboriginal citizens in Red Deer.

**Background:**

In 2007, the Alberta Urban Municipalities Association (AUMA) partnered with the Alberta Native Friendship Centers Association (ANFCA) to launch the Common Ground Initiative. A copy of their Agreement of Understanding and Cooperation is attached for your reference. The Common Ground Initiative is an Aboriginal Relationship Agreement Framework that honors traditional Aboriginal customs and processes while building relationships between Aboriginal communities, municipalities and other interested parties.

There is a need to demonstrate The City of Red Deer's role in support of the Common Ground Initiative and the attached 'Agreement of Understanding and Cooperation' represents the formalization of our support of this initiative.

**Recommended Action:**

That Council of the City of Red Deer supports the ongoing relationship with the Aboriginal Communities by approving the "Agreement of Understanding" attached.

## **AGREEMENT OF UNDERSTANDING AND COOPERATION**

**Between**

**Red Deer Native Friendship Society  
and  
The City of Red Deer**

### **COMMON GROUND**

*Whereas* the Aboriginal people of Canada are recognized for their special status granted under federal authority; and

*Whereas* the Alberta Urban Municipalities Association (AUMA) has established a program known as Common Ground as an Aboriginal Relationship Agreement Framework that honors traditional Aboriginal customs and processes while building relationship between Aboriginal communities, municipalities and other interested parties; and

*Whereas* Red Deer was designated as one of four pilot sites for the Common Ground program in Alberta; and

*Whereas* the Red Deer Native Friendship Society has been working diligently to understand the expressed needs of Aboriginal citizens residing in the city of Red Deer; and

*Whereas* The City of Red Deer values the diverse Aboriginal cultures, contributions and unique needs of its Aboriginal citizens;

*Now therefore be it resolved* that The City of Red Deer and the Red Deer Native Friendship Society agree to work collaboratively to further the objectives expressed by Aboriginal citizens through the Common Ground process, and

*Further be it resolved* that The City of Red Deer and the Aboriginal citizens of Red Deer seek to develop a community led, principle based accord that defines a working relationship and structure to serve the needs of Red Deer's diverse Aboriginal population.

This Agreement was entered into on the \_\_\_\_\_ day of \_\_\_\_\_ 2010

\_\_\_\_\_  
Mayor Morris Flewwelling  
City of Red Deer

\_\_\_\_\_  
Red Deer Native Friendship Society

\_\_\_\_\_  
Elaine Vincent, City Clerk  
City of Red Deer

*Comments:*

We support the recommendation of Administration.

“Morris Flewwelling”  
Mayor

“Craig Curtis”  
City Manager



## Request: Report for Inclusion on a Council Agenda

Requests to include a report on a Council Agenda must be received by 4:30pm on Monday (5 business days) prior to the scheduled meeting.

**PLEASE NOTE:** If reports are not received by Monday (5 business days) prior to the scheduled meeting/hearing the report may be moved to the next Agenda.

CONTACT INFORMATION			
Name of Report Writer:	Linda Healing		
Department & Telephone Number:	Social Planning 403.342.8342		
REPORT INFORMATION			
Preferred Date of Agenda:	April 6, 2010		
Subject of the Report (provide a brief description)	Common Ground – reporting back to council an update following the topics directive January 29 <sup>th</sup> , and asking commitment from council to participate in a process being worked on now.		
Is this Time Sensitive? Why?	No		
What is the Decision/Action required from Council?	To approve attached declaration of intent		
Please describe Internal/ External Consultation, if any.	Don Simpson has already been consulted and has no legal concerns with Declaration.		
Is this a Committee of the Whole item?	No		
How does the Report link to the Strategic Plan?			
Has Legal Counsel been consulted? Are there any outstanding issues? Please describe. Yes – no as above.			
Has Financial Services been consulted? Are there any financial implications? Please describe.  No and not at this time. We suspect the facilitated process may have budget implications but suspect we will be able to cover costs through Social Planning meeting budget.			
Presentation: (10 Min Max.)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Presenter Name and Contact Information: Linda Healing 342.8342 (Tanya available for questions as well)
COMMUNITY IMPACT			
Should External Stakeholder(s) be advised of the Agenda item? (e.i. Community Groups, Businesses, Community Associations) If Yes, please provide the Contact Information for the External Stakeholder(s)		<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO
External Stakeholder(s) Contact Information: (please provide, name, mailing address, telephone number and e-mail address)  Tanya Schur, 403.340.0020, commonground@rdnfs.com			
FOR LEGISLATIVE & ADMINISTRATIVE SERVICES USE ONLY			
Has this been to SMT / Topics/ Committees: MPC, EAC, CPAC		(Please circle those that apply)	
<b>SMT</b> When/describe: _____	<b>Topics</b> When/Describe: _____	<b>Board(s) / Committee(s)</b> When/Describe: _____	
Do we need Communications Support?		<input type="checkbox"/> YES	<input type="checkbox"/> NO

Please return completed form, along with report and any additional information to Legislative & Administrative Services.

# **AGREEMENT OF UNDERSTANDING AND COOPERATION**

**Between**

**Red Deer Native Friendship Society**

**and**

**The City of Red Deer**

## **COMMON GROUND**

*Whereas* the Aboriginal people of Canada are recognized for their special status granted under federal authority; and

*Whereas* the Alberta Urban Municipalities Association (AUMA) has established a program known as Common Ground as an Aboriginal Relationship Agreement Framework that honors traditional Aboriginal customs and processes while building relationship between Aboriginal communities, municipalities and other interested parties; and

*Whereas* Red Deer was designated as one of four pilot sites for the Common Ground program in Alberta; and

*Whereas* the Red Deer Native Friendship Society has been working diligently to understand the expressed needs of Aboriginal citizens residing in the city of Red Deer; and

*Whereas* The City of Red Deer values the diverse Aboriginal cultures, contributions and unique needs of its Aboriginal citizens;

*Now therefore be it resolved* that The City of Red Deer and the Red Deer Native Friendship Society agree to work collaboratively to further the objectives expressed by Aboriginal citizens through the Common Ground process, and

*Further be it resolved* that The City of Red Deer and the Aboriginal citizens of Red Deer seek to develop a community led, principle based accord that defines a working relationship and structure to serve the needs of Red Deer's diverse Aboriginal population.

This Agreement was entered into on the \_\_\_\_ day of \_\_\_\_\_ 2010

\_\_\_\_\_  
Mayor Morris Flewwelling  
City of Red Deer

\_\_\_\_\_  
Red Deer Native Friendship Society

\_\_\_\_\_  
Elaine Vincent, City Clerk  
City of Red Deer

# Agreement of Understanding and Cooperation

between:

Alberta Native Friendship Centres Association  
(ANFCA)

&

Alberta Urban Municipalities Association  
(AUMA)

As provincial association offices, the ANFCA and AUMA are responsible to their individual memberships and through these memberships have come to acknowledge their common interest and ability to foster the environment to advance inclusive communities throughout Alberta. This agreement is entered into with a specific focus on improving the relationships that exist between municipalities and urban Aboriginal people residing in communities across Alberta.

The Associations have a common interest in creating positive community-based environments that will most effectively support increased cultural understanding and acceptance and will foster opportunities for relationship building to occur at the community level;

The Associations have a desire to work together in advancing their common interest in fostering inclusive communities and increased cultural understanding and acceptance;

The Associations are interested in working together to create a meaningful relationship with each other which is based on goodwill and good faith;

Executive Committee members and senior staff members of the respective Associations are committed to upholding and advancing the intent of this agreement with all interested parties being committed to fostering a supportive environment for the implementation of the Common Ground - Aboriginal Relationship Agreement Framework Strategy in communities where common membership exists;

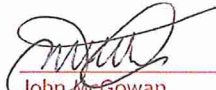
The Associations are interested in identifying and working together on common projects and initiatives in the future.

The Parties agree to meet on an annual basis, or at any other time mutually agreed upon, to evaluate this Protocol with a view to determining its effectiveness and how it might be improved. Notwithstanding this provision, either Party may terminate this Protocol at any time, upon 30 days notice.

This agreement was entered into on the 29th day of September, 2007



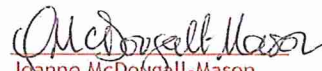
Len Bracko  
Director AUMA



John McGowan  
CEO, AUMA



James R. Short  
President ANFCA



Joanne McDougall-Mason  
Executive Director, ANFCA



## Christine Kenzie

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**From:** Linda Healing  
**Sent:** March 29, 2010 11:57 AM  
**To:** Christine Kenzie  
**Cc:** Scott Cameron; Amanda Ens; Elaine Vincent; Colleen Jensen  
**Subject:** Common Ground Memo for April 6, 2010  
**Attachments:** 973760 - March 29 2010 memo to Elaine re Common Ground - 1.DOC; 971110 - Mar 18, 2010 - memorandum of agreement re Common Ground - 1.DOC; DMPROD-#973762-v1-March\_209\_2010\_Common\_Ground\_request\_for\_council\_inclusion.DOC

Hi Christine,

See attached documents for council April 6<sup>th</sup>. We are open to discussing with you Elaine the title of the attachment. Both Scott and I feel "Accord" denotes a more formal agreement and one that we are hoping to achieve as a final outcome in this longer term facilitated process. We feel that "Declaration of Intent" more accurately describes the request being made to council on the 6<sup>th</sup>.

Christine - it's my first time doing a Request for Inclusion – please let me know if more/less detail required.

I am in a meeting all afternoon but you can email/call my work cell at 403.357.8131. Thx!

Take care,

Linda Healing, BA  
Community Development Supervisor  
Social Planning Dept, City of Red Deer  
Box 5008, Red Deer AB T4N 3T4

Alexander Way, 4817 - 48th Street  
Phone: 403-342-8342  
Fax: 403-342-8222  
[linda.healing@reddeer.ca](mailto:linda.healing@reddeer.ca)

"In every community, there is work to be done. In every nation, there are wounds to heal. In every heart, there is the power to do it."

...Marianne Williamson

*Feedback  
on JUMA  
resolutions*

# EDMONTON URBAN ABORIGINAL ACCORD

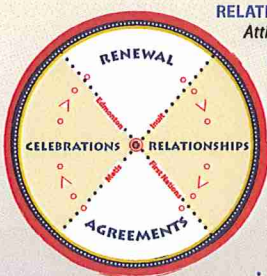


**THIS PRINCIPLE-BASED RELATIONSHIP AGREEMENT** between the Aboriginal communities in Edmonton and the City of Edmonton Administration puts into action commitments established by Edmonton City Council's Declaration "Strengthening Relationships between the City of Edmonton and Urban Aboriginal People".

**TOGETHER, WE ACKNOWLEDGE** and honour our ancestors, traditions and the spirit of this place - now called Edmonton - that first drew Aboriginal people together. This traditional gathering place, or Pehonan, for centuries has been a peaceful and spiritual place of harmony, balance and commerce for many peoples. It was in this place that early relationships led to the creation of Treaty Six, the Province of Alberta, and the City of Edmonton. We acknowledge and honour the long history of service to the community that continues to be embodied by the City of Edmonton and its employees. We acknowledge that we reside on Treaty Six territory and together call upon our collective honoured traditions and spirit to maintain us in a strong and lasting relationship between the City of Edmonton and First Nations, Métis, Inuit and Non-Status Aboriginal peoples.

**WE BELIEVE** that all people in Edmonton are served well by positive relationships between the City and Aboriginal communities. We have a mutual need for Aboriginal people to be represented in the City workforce and for ongoing development of culturally sensitive municipal services that meet Aboriginal community needs. We believe that the foundation for good relationships is based on shared values of honesty, respect, mutual sharing and contribution. These values enhance our community as well as our collective social, spiritual, economic and physical well-being. They also serve our shared interests within the guidelines of accountability, transparency, inclusiveness, responsiveness and shared stewardship.

**WE AGREE** that the City of Edmonton and Aboriginal people's working relationships will be based on these community-identified **GUIDING PRINCIPLES**:



**RELATIONSHIPS - Enhance and Promote Positive Perceptions and Attitudes between Aboriginal Communities and the City of Edmonton by:**

- listening carefully to one another
- acting respectfully towards one another
- recognizing and respecting each others' protocols and processes
- honouring each others' values.

**AGREEMENTS - Explore and Create Agreements that Enrich Community Life by:**

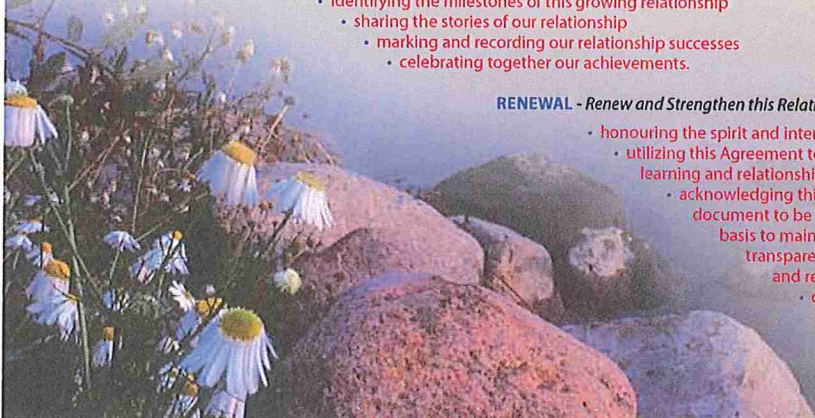
- creating solutions that work for everyone
- respecting the knowledge and experience of Aboriginal community members, business leaders and professionals
- recognizing each other's responsibilities
- ensuring that agreements acknowledge the past and focus on the interests of future generations.

**CELEBRATIONS - Share the Gifts of Our Relationship by:**

- identifying the milestones of this growing relationship
- sharing the stories of our relationship
  - marking and recording our relationship successes
  - celebrating together our achievements.

**RENEWAL - Renew and Strengthen this Relationship Agreement by:**

- honouring the spirit and intent of this Agreement
- utilizing this Agreement to guide our learning and relationships
  - acknowledging this Agreement as a living document to be reviewed on a periodic basis to maintain accountability, transparency, inclusiveness and responsiveness
  - continually rejuvenating and re-committing to this Agreement.



# Agreement of Understanding and Cooperation

## Between High Prairie Native Friendship Centre & The Town of High Prairie

As a municipal office, the Town of High Prairie is responsible to its citizens and therefore has come to acknowledge their common interest and ability to foster the environment to advance an inclusive community. This agreement is entered into with a specific focus on improving the relationships that exist between our municipality and urban and rural Aboriginal people residing in our region.

The Town of High Prairie has a common interest in creating a positive community-based environment that will most effectively support increased cultural understanding and acceptance and will foster opportunities for relationship building to occur at the community level;

The Town of High Prairie and the High Prairie Friendship Centre have a desire to work together in advancing their common interest in fostering inclusive communities and increased cultural understanding and acceptance;

The Town of High Prairie and the High Prairie Friendship Centre are interested in working together to create a meaningful relationship with each other which is based on goodwill and good faith;

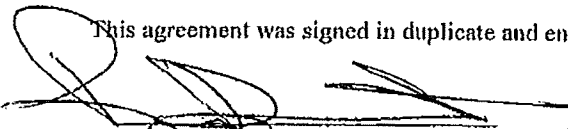
Town Council and Senior Staff members of the High Prairie Friendship Centre are committed to upholding and advancing the intent of this agreement with all interested parties being committed to fostering a supportive environment for the implementation of the Common Ground—Aboriginal Relationship Agreement;

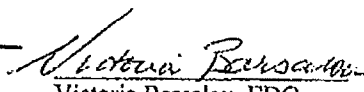
The Town of High Prairie agrees to financially support various programs and initiatives of the High Prairie Native Friendship Centre dependent upon budget approvals.


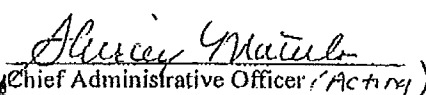
The Town of High Prairie and the High Prairie Native Friendship Centre are interested in identifying and working together on common projects and initiatives in the future.

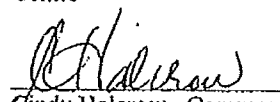
The Parties agree to meet on an annual basis, or at any other time mutually agreed upon, to evaluate this Protocol with a view to determining its effectiveness and how it might be improved. Notwithstanding this provision, either Party may terminate this Protocol at any time, upon 30 days notice.

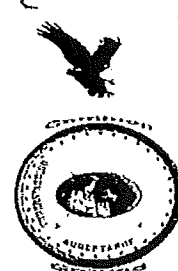
This agreement was signed in duplicate and entered into on the 21 day of October, 2009.

  
Rick Dymond  
Mayor, Town of High Prairie

  
Victoria Barsalou, EDO  
High Prairie Friendship  
Centre

  
  
Alicia Macleod  
Chief Administrative Officer (Acting)  
Town of High Prairie

  
Cindy Halcrow, Common  
Ground Facilitator



# Agreement of Understanding and Cooperation

Between:  
Red Deer Native Friendship Centre  
&  
The City of Red Deer

As a municipal office, the City of Red Deer is responsible to its citizens and therefore has come to acknowledge their common interest and ability to foster the environment for an inclusive vibrant community. This agreement is entered into with a specific focus on improving the relationships that exist between our municipality and urban and rural Aboriginal people residing in our region.

The Red Deer Native Friendship Centre has a common interest in creating a positive community-based environment that will most effectively support increased cultural understanding and acceptance and will foster opportunities for Aboriginal and non-Aboriginal people to reach their highest potential;

The City of Red Deer and the Red Deer Native Friendship Centre have a shared desire to work together in advancing their common interest in fostering positive engaged communities and increased cultural understanding and acceptance;

The City of Red Deer, the City Council and senior staff, members of the Red Deer Native Friendship Centre, and the Common Ground Advisory Committee are committed to upholding and advancing the intent of this agreement with all interested parties being committed to fostering a supportive environment for the implementation of the Common Ground-Aboriginal Relationship Agreement;

The City of Red Deer agrees to ensure the sustainability of continued Aboriginal Community Development through the Common Ground Initiative past the current project deadline of March 31, 2010 dependent upon budget approvals.

The City of Red Deer agrees to be an active partner with Red Deer Native Friendship Centre by financially contributing to the various programs and projects of the Common Ground Initiative.

The Parties agree to meet on an annual basis, or at any other time mutually agreed upon, to evaluate this Protocol with a view to determining its effectiveness and how it might be improved. Notwithstanding this provision, either Party may terminate this Protocol at any time, upon 30 days notice.

This agreement was signed in duplicate and entered into on the \_\_\_\_ day of \_\_\_\_\_, 2009.

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## Vanessa Connors

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**From:** Elaine Vincent  
**Sent:** Thursday, January 28, 2010 8:53 AM  
**To:** Vanessa Connors  
**Subject:** FW: Common Ground Agreement  
**Attachments:** Agreement of Understanding & Cooperation ANFCA-AUMA.pdf; Edmonton Urban Aboriginal Accord.pdf; HP Relationship Agreement.pdf; RD Agreement of Understanding and Cooperation.docx

V, can you print these off for my review this pm.

Thanks.

*Elaine Vincent*

Manager, Legislative and Administrative Services  
The City of Red Deer  
Phone: 403-342-8134  
Fax: 403-346-6195  
elaine.vincent@reddeer.ca

---

**From:** Craig Curtis  
**Sent:** Thursday, January 28, 2010 6:56 AM  
**To:** Elaine Vincent  
**Subject:** FW: Common Ground Agreement

fyi

---

**From:** Colleen Jensen  
**Sent:** January 27, 2010 6:00 PM  
**To:** Craig Curtis  
**Cc:** Linda Healing  
**Subject:** FW: Common Ground Agreement

Craig

I am just sending this to you for info. Please see the draft Red Deer agreement that Tanya has sent. You will note it suggests that "The City of Red Deer will ensure sustainability..." and partner by providing financial support. This plays into your concern about what we might be getting into. We feel strongly that the NFC as leader of Common Ground would need to be treated with the same FCSS processes for applying for funding as any other agency.

I also have a bit of a concern with the tone of Tanya's email below where she "emphasizes" that Common Ground has been operating for the last two years "for the most part unsupported by CORD". This is NOT true. Social Planning has been very involved, and even before Common Ground was in existence. What is partly being said is that Social Planning is not considered City of Red Deer support....on if Council is involved is it considered support. As you are aware Social Planning has been working very closely with Morris to assist in building relationships with the Chiefs and Elders and this has been going very well. As I noted in my previous email, Social Planning is likely spending as much or more time with the aboriginal community...in various capacities, than with any other agency or group on the community.

1/28/2010

Linda B, Linda H, Amanda Ens and Brian are meeting with me on Friday to discuss a process for where to from here. We definitely want to work WITH Common Ground, but as you have indicated there are some limitations as to what the involvement might look like. This is a very tricky and sensitive issue.

cj

---

**From:** Linda Healing  
**Sent:** January 26, 2010 11:04 AM  
**To:** Colleen Jensen; Linda Boyd; Amanda Ens; Brian Einarson  
**Subject:** FW: Common Ground Agreement

FYI... to think about and I suspect we will need an internal planning meeting next week regarding next steps and to debrief topics presentation. May I book all of you?

Take care,

Linda Healing, BA  
Community Development Supervisor  
Social Planning Dept, City of Red Deer  
Box 5008, Red Deer AB T4N 3T4

\*\*Note New Address as of August 10th is: Alexander Way, 4817 - 48th Street  
Phone: 403-342-8342  
Fax: 403-342-8222  
[linda.healing@reddeer.ca](mailto:linda.healing@reddeer.ca)

“The bigger the crisis, the bigger the opportunity. “

---

**From:** Tanya Schur [mailto:commonground@rdnfs.com]  
**Sent:** January 26, 2010 10:15 AM  
**To:** Linda Healing  
**Subject:** Common Ground Agreement

Hi Linda:

As requested, I am including the Agreements that pertain to Common Ground as well as the Edmonton Accord (very formal). I have also included a “draft” of an agreement for Red Deer. I wrote this but felt that an Agreement needed to be CO-CREATED by the agreement parties.

I will emphasize again that the Aboriginal community has been working, for the most part unsupported by CORD, for the past two years and must not be cut out of this process.

There is a Common Ground Advisory Committee that can be tasked with the co-creation of the Agreement with the municipality's' representatives. I will remain tasked to Aboriginal Community Development through my position at the Friendship Centre and will continue to build the leadership and decision making capacity of my

1/28/2010

community.

*In Friendship,*

*tanya schur  
Common Ground Community Development Facilitator  
Red Deer Native Friendship Society  
403-340-0020*

---

[This message has been scanned for security content threats and viruses.]

[The City of Red Deer I.T. Services asks that you please consider the environment before printing this e-mail.]



BACK UP INFORMATION  
NOT SUBMITTED TO COUNCIL

Legislative & Administrative Services

**CONFIDENTIAL**

**DATE:** March 23, 2010  
**TO:** Scott Cameron, Social Planning Manager  
**FROM:** Elaine Vincent, Legislative and Administrative Services Manager  
**SUBJECT:** March 22, 2010 - City Manager's Topics for Discussion – Directives

---

**REMINDER:**

The following action item is for you to follow up on:

1. **Social Planning**  
**Re: Common Ground Initiative – Review of Accord**

City Manager's Directives: Item to be scheduled for April 6, 2010 Open Council.

A handwritten signature in black ink, appearing to read 'Elaine Vincent'.

Elaine Vincent  
Legislative & Administrative Services Manager

c: Council Services Coordinator

**Christine Kenzie**

---

**From:** Scott Cameron  
**Sent:** March 19, 2010 10:19 AM  
**To:** Colleen Jensen; Elaine Vincent  
**Cc:** Amanda Ens; Linda Healing  
**Subject:** RE: DMPROD-#971110-v1-Mar\_18\_\_2010\_-\_memorandum\_of\_agreement\_re\_\_Common\_Ground.DOC  
**Attachments:** 971110 - Mar 18, 2010 - memorandum of agreement re Common Ground - 1.DOC

I am attaching the revisions as discussed this morning with Tanya. We worked from the copy that I had provided for Morris and agreed to a few modifications...

1. Addition of the statement relative to special status
2. Addition of the words "and structure" to the *community led, principle based agreement that defines a working relationship and structure to serve...*

We discussed the differences between "agreement" and "accord". Tanya didn't really have a preference one way or the other and so we have stuck to the word agreement for the time being.

The word "structure" relates to the desire from RDNFS to establish that leadership circle. Tanya wasn't insistent on any particular wording but as she spoke, the word structure emerged and it seemed to fit in with the statement. I'm certainly comfortable with that.

Amanda is looking into the implications of the additional statement relative to special status. As our urban population is largely Metis, she wants to explore the implications of that statement relative to the diversity of our Aboriginal population. For the time being we are comfortable leaving it in and hope to have some speaking points to discuss at Topics on Monday.

We're curious about forwarding this Memorandum of Agreement to our solicitors – just to be sure that we're not stepping into anything odd from the legal perspective. Do you want me to forward it to Michelle or will you do that, Elaine?

This feels way better today than it did on Tuesday. I really appreciate the measured approach.

Scott Cameron, Manager  
Social Planning Department  
The City of Red Deer

Phone: (403) 342-8101

E-mail: [scott.cameron@reddeer.ca](mailto:scott.cameron@reddeer.ca)

Effective August 10, 2009 the Social Planning Department will be relocated to 4817 48 Street (Alexander Way). E-mail and telephone contact information will remain unchanged.

---

**From:** Colleen Jensen  
**Sent:** March 19, 2010 9:37 AM  
**To:** Elaine Vincent  
**Cc:** Scott Cameron  
**Subject:** RE: DMPROD-#971110-v1-Mar\_18\_\_2010\_-\_memorandum\_of\_agreement\_re\_\_Common\_Ground.DOC

Too many cooks....as you say Elaine it seems when so many of us get involved we trip. This is no one's fault,

2010/03/24

especially not you. You are so helpful in sticking through things. I really appreciate your approach to things and your willingness to jump in and make a difference!!!!  
cj

---

**From:** Elaine Vincent  
**Sent:** March 19, 2010 9:18 AM  
**To:** Colleen Jensen  
**Cc:** Scott Cameron  
**Subject:** RE: DMPROD-#971110-v1-Mar\_18\_\_2010\_-\_memorandum\_of\_agreement\_re\_\_Common\_Ground.DOC

I think it is okay... i only updated the electronic version that I had.... The mayor worked off the copy you gave him... so Scott if you add those minor changes to your version we should be okay... I was trying to be helpful and wasn't...

E

*Elaine Vincent*  
Manager, Legislative and Administrative Services  
The City of Red Deer  
Phone: 403-342-8134  
Fax: 403-346-6195  
elaine.vincent@reddeer.ca

---

**From:** Colleen Jensen  
**Sent:** Thursday, March 18, 2010 4:09 PM  
**To:** Elaine Vincent  
**Cc:** Scott Cameron  
**Subject:** RE: DMPROD-#971110-v1-Mar\_18\_\_2010\_-\_memorandum\_of\_agreement\_re\_\_Common\_Ground.DOC  
**Importance:** High

Oops....Elaine, the MOA as noted in your attachment was the first one Scott sent you and I had suggested some changes to it that should have been part of Morris' discussion. The part I am very concerned about is in the second "be it resolved" where it talks about a "principle based agreement for a sustainable leadership model". The agreement is not for a sustainable leadership model but a principle based agreement that define a working relationship. We don't want to be responsible for the sustainable leadership model. Now we have another pickle.  
cj

---

**From:** Elaine Vincent  
**Sent:** March 18, 2010 3:40 PM  
**To:** Scott Cameron; Colleen Jensen  
**Cc:** Craig Curtis  
**Subject:** RE: DMPROD-#971110-v1-Mar\_18\_\_2010\_-\_memorandum\_of\_agreement\_re\_\_Common\_Ground.DOC

I have just heard back from Morris.....

The meeting went extremely well. Morris reviewed the draft memorandum of agreement and they were supportive of the agreement... the Mayor recommended some wordsmithing changes that I've included above... He also recommended a name change to an 'accord'

2010/03/24

He advised Tanya a revised copy would be shared with her tomorrow at the meeting with you Scott.

The plan was for Scott to present this new accord at topics on Monday (as social planning only) and then have the item scheduled for open council on April 6th at which time Native Friendship Society would present in partnership with Social Planning.

The Mayor reviewed in detail the roles/responsibilities and phasing and agreement was reached that Phase 2 (the community leadership piece) is really a community project that the City is a stakeholder in... He will expand further when we meet on Monday.

He felt the meeting went extremely well and that everyone is now on the same page....

*Elaine Vincent*

Manager, Legislative and Administrative Services

The City of Red Deer

Phone: 403-342-8134

Fax: 403-346-6195

elaine.vincent@reddeer.ca

---

**From:** Scott Cameron

**Sent:** Thursday, March 18, 2010 7:20 AM

**To:** Elaine Vincent; Colleen Jensen

**Subject:** DMPROD-#971110-v1-Mar\_18\_\_2010\_-\_memorandum\_of\_agreement\_re\_\_Common\_Ground.DOC

I banged this out this morning and hope that it represents the discussion we had yesterday. I have further prepared a memo to Morris that will provide context for the attachments that he requested (the original memo, the revised memo and the MOA draft). Let me know if there need to be changes made and we will get this over to him this morning. Thanks.

Scott Cameron, Manager

Social Planning Department

The City of Red Deer

Phone: (403) 342-8101

E-mail: scott.cameron@reddeer.ca

Effective August 10, 2009 the Social Planning Department will be relocated to 4817 48 Street (Alexander Way). E-mail and telephone contact information will remain unchanged.

2010/03/24

P.O. Box 5008, Red Deer, Alberta T4N 3T4  
www.reddeer.ca

Legislative & Administrative Services (403) 342-8132  
Email: [legislativeservices@reddeer.ca](mailto:legislativeservices@reddeer.ca)

DATE: *MARCH 24 2010*

OUR FAX NO: 403.346.6195

NUMBER OF PAGES INCLUDING THIS PAGE: *2*

FAX TO: *BUCK BUCHANAN*

ATTENTION:

FAX NO: *403-342-1610*

FROM: *CHRISTINE KEUZIE*

DEPARTMENT: Legislative & Administrative Services

PHONE NO: *403-356-8978*

MESSAGE AREA (if required):

*DRAFT- MEMORANDUM OF AGREEMENT RE: RONFS +  
CITY OF RED DEER  
- AS REQUESTED.*

Confidentiality Notice

This communication is directed in confidence solely to the person named above and may not otherwise be distributed, copied or disclosed. It may contain information that is confidential or subject to legal privilege. Further disclosure or use of this communication in whole or in part, by any other person, in any manner, may be an offence under the Freedom of Information and Protection of Privacy Act. If you received this fax in error please telephone us immediately. Thank you for your assistance.

ORIGINAL TO FOLLOW: BY MAIL \_\_\_\_\_ BY COURIER \_\_\_\_\_  
NO ORIGINAL TO FOLLOW: \_\_\_\_\_

IF YOU DO NOT RECEIVE ALL OF THE PAGES, PLEASE CONTACT SENDER AT THE PHONE NUMBER SHOWN ABOVE. THANK YOU.

**DRAFT**

**MEMORANDUM OF AGREEMENT**

**Between**

**Red Deer Native Friendship Society  
and  
The City of Red Deer**

**COMMON GROUND**

*Whereas* the Aboriginal people of Canada are recognized for their special status granted under federal authority; and

*Whereas* the Alberta Urban Municipalities Association (AUMA) has established a program known as Common Ground as an Aboriginal Relationship Agreement Framework that honors traditional Aboriginal customs and processes while building relationship between Aboriginal communities, municipalities and other interested parties; and

*Whereas* Red Deer was designated as one of four pilot sites for the Common Ground program in Alberta; and

*Whereas* the Red Deer Native Friendship Society has been working diligently to understand the expressed needs of Aboriginal citizens residing in the city of Red Deer; and

*Whereas* The City of Red Deer values the diverse Aboriginal cultures, contributions and unique needs of its Aboriginal citizens;

*Now therefore be it resolved* that The City of Red Deer and the Red Deer Native Friendship Society agree to work collaboratively to further the objectives expressed by Aboriginal citizens through the Common Ground process, and

*Further be it resolved* that The City of Red Deer and the Aboriginal citizens of Red Deer seek to develop a community led, principle based agreement that defines a working relationship and structure to serve the needs of Red Deer's diverse Aboriginal population.

**DATE:** April 7, 2010

**TO:** Linda Healing, Supervisor, Community Development, Social Planning  
Scott Cameron, Social Planning Manager

**FROM:** Elaine Vincent, Legislative and Administrative Services Manager

**SUBJECT:** Common Ground

---

*Reference Report:*

Supervisor Community Development, dated March 29, 2010

*Resolution:*

*"Resolved* that Council of the City of Red Deer having considered the report from the Supervisor Community Development, Social Planning, dated March 29, 2010, re: Common Ground, hereby supports the ongoing relationship with the Aboriginal Communities and approves the Agreement of Understanding and Cooperation as shown below:

**AGREEMENT OF UNDERSTANDING AND COOPERATION**

**Between**

**Red Deer Native Friendship Society  
and  
The City of Red Deer**

**COMMON GROUND**

*Whereas* the Aboriginal people of Canada are recognized for their special status granted under federal authority;  
and

*Whereas* the Alberta Urban Municipalities Association (AUMA) has established a program known as Common Ground as an Aboriginal Relationship Agreement Framework that honors traditional Aboriginal customs and processes while building relationship between Aboriginal communities, municipalities and other interested parties;  
and

*Whereas* Red Deer was designated as one of four pilot sites for the Common Ground program in Alberta; and

*Whereas* the Red Deer Native Friendship Society has been working diligently to understand the expressed needs of Aboriginal citizens residing in the city of Red Deer; and

*Whereas* The City of Red Deer values the diverse Aboriginal cultures, contributions and unique needs of its Aboriginal citizens;

*Now therefore be it resolved* that The City of Red Deer and the Red Deer Native Friendship Society agree to work collaboratively to further the objectives expressed by Aboriginal citizens through the Common Ground process, and

*Further be it resolved* that The City of Red Deer and the Aboriginal citizens of Red Deer seek to develop a community led, principle based accord that defines a working relationship and structure to serve the needs of Red Deer's diverse Aboriginal population."

This Agreement was entered into on the \_\_\_\_\_ day of \_\_\_\_\_ 2010

\_\_\_\_\_  
Mayor Morris Flewwelling  
City of Red Deer

\_\_\_\_\_  
Red Deer Native Friendship Society

\_\_\_\_\_  
Elaine Vincent, City Clerk  
City of Red Deer

***Report Back to Council: No***

***Comments/Further Action:***

A time for signing of the agreement should be arranged. Please confirm signing authorities for the agreement in advance.

  
Elaine Vincent  
Legislative & Administrative Services Manager

c: Community Services Director  
Tanya Schur, Red Deer Native Friendship  
Society  
LAS File



**Social Planning Department**

**DATE:** March 25, 2010

**TO:** Elaine Vincent, Manager  
Legislative and Administrative Services

**CC:** Scott Cameron, Social Planning Manager  
Dustin Quirk, Community Housing Advisory Board Chair

**FROM:** Roxana Nielsen Stewart, Program Coordinator - Housing

**SUBJECT:** BRIDGE FUNDING FOR HOMELESSNESS OPERATIONAL GRANTS FOR 3 MONTHS

---

**Background:**

The Community Housing Advisory Board (CHAB) has been established by City Council to consider and recommend funding relative to numerous housing and homelessness programs provided through partnership with the federal and provincial governments. The CHAB is comprised of nine members including five citizens at large, two representatives from the Aboriginal community and two members of City Council.

The CHAB released a request for letters of intent the beginning of February, 2010. This request initiated a two stage process:

- Stage 1 - CHAB reviewed and evaluated all the compliant submissions on March 10, 2010. Based on the evaluation criteria, applicants were short listed and invited to continue to Stage 2 by submitting a formal application on the supplied template.
- Stage 2 - On April 14, CHAB will meet again to review these formal proposals and through their decision making process develop recommendations to Council on grant allocations with the funds that are currently available.

The CHAB initiated this process in anticipation of funds being received through the Outreach and Support Services Conditional Grant Funding Agreement. The province, through the provincial budget announced on February 9, 2010, has allocated funds to this grant; however the exact amount allocated to the City of Red Deer has not been confirmed.

**Financial Implications:**

Administration is working through the process to access the Outreach and Support Services Conditional Grant available through the Province of Alberta. A draft service plan will be submitted to the Province on or about April 1, 2010. Immediately following the May 3, 2010 meeting of the City of Red Deer Council, at which time the recommendations of CHAB will be reviewed, a final service plan to the province will be submitted. It is anticipated that an agreement with the province for the 2010/2011 year will be signed in late May or early June.

The following funds are currently available to support the recommendation contained within this memo:

Source	Amount
• <b>Province of Alberta</b> – carry over funds from 2008/09 (under expenditures from a project)	\$73,927
• <b>Province of Alberta</b> – carry over funds from 2009/10 (new dollars allocated in March 2010)	\$116,666
• <b>Interest</b> - interest earned by the City of Red Deer on prepaid Provincial funds	\$9,614
<b>TOTAL</b>	<b>\$200,207</b>

The total amount of funds needed to support the CHAB recommendation is:

• <b>Canadian Mental Health Association (Buffalo Housing First)</b> - (\$48,729.16/month x 3 months- April, May, June, 2010)	\$146,187
• <b>Central Alberta's Safe Harbour Society for Health and Housing (Harbour House)</b> - (\$28,533.50/month X 3 months -April, May, June 2010)	\$85,601
<b>TOTAL</b>	<b>\$231,788</b>

Administration is working towards a new agreement being in place with the province by the end of May or early June, 2010 which would cover the difference of **\$31,581**.

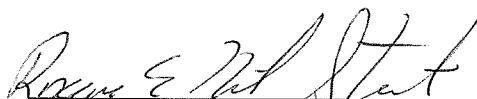
The current agreements with Canadian Mental Health Association and Central Alberta's Safe Harbour Society for Health and Housing end March 31, 2010. CHAB recognizes the difficulties that these agencies would encounter by not having a funding agreement in place, while their proposal for 2010/11 funding is being reviewed. Therefore CHAB is making this recommendation to support these agencies through this time period.

On March 10, 2010 the following resolution was passed by the Community Housing Advisory Board:

**“Resolved** that Community Housing Advisory Board having considered the presentation by Program Coordinator - Social Planning regarding the funding for Canadian Mental Health Association Buffalo Housing First, Central Alberta's Safe Harbour Society for Health and Housing Harbour House as presented at the March 10, 2010 Community Housing Advisory Board hereby agrees to provide bridge funding (based on the 2009/10 contract amount) for an additional three months starting April 1, 2010 and ending on June 30, 2010 to the Canadian Mental Health Association Buffalo Housing First project, Central Alberta's Safe Harbour Society for Health and Housing Harbour House Project.”

#### **Recommendation:**

That City Council approves an April 1, 2010 to June 30, 2010 funding agreement with Canadian Mental Health Association (Buffalo Housing First) for the amount of \$146,187 and an April 1, 2010 to June 30, 2010 funding agreement with Central Alberta's Safe Harbour Society for Health and Housing (Harbour House) for the amount of \$85,601.

  
 Roxana Nielsen Stewart  
 Program Coordinator- Housing

  
 Scott Cameron  
 Social Planning Manager

*Comments:*

We support the recommendation of Administration.

“Morris Flewwelling”  
Mayor

“Craig Curtis”  
City Manager



BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

## Request: Report for Inclusion on a Council Agenda

Requests to include a report on a Council Agenda must be received by 4:30pm on Monday (5 business days) prior to the scheduled meeting.

**PLEASE NOTE:** If reports are not received by Monday (5 business days) prior to the scheduled meeting/hearing the report may be moved to the next Agenda.

CONTACT INFORMATION			
Name of Report Writer:		Roxana Nielsen Stewart	
Department & Telephone Number:		Social Planning 309-8592	
REPORT INFORMATION			
Preferred Date of Agenda:		April 6, 2010	
Subject of the Report (provide a brief description)		Request for approval of 3 month bridge funding for homelessness operational grants.	
Is this Time Sensitive? Why?		Yes, current agreements end March 31, 2010	
What is the Decision/Action required from Council?		Motion to approve recommendation	
Please describe Internal/ External Consultation, if any.		CHAB	
Is this a Committee of the Whole item?		No	
How does the Report link to the Strategic Plan? Lead 2			
Has Legal Counsel been consulted? Are there any outstanding issues? Please describe. No			
Has Financial Services been consulted? Are there any financial implications? Please describe. No, however M.Maric has worked through the through the scenario and the numbers being presented.			
Presentation: (10 Min Max.)	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	Presenter Name and Contact Information: Roxana Nielsen Stewart will be present for questions
COMMUNITY IMPACT			
Should External Stakeholder(s) be advised of the Agenda item? (e.i. Community Groups, Businesses, Community Associations) If Yes, please provide the Contact Information for the External Stakeholder(s)		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO
External Stakeholder(s) Contact Information: (please provide, name, mailing address, telephone number and e-mail address)			
FOR LEGISLATIVE & ADMINISTRATIVE SERVICES USE ONLY			
Has this been to SMT / Topics/ Committees: MPC, EAC, CPAC <span style="float: right;">(Please circle those that apply)</span>			
<b>SMT</b>	<b>Topics</b>	<b>Board(s) / Committee(s)</b>	
When/describe: _____	When/Describe: _____	When/Describe: _____	
Do we need Communications Support?		<input type="checkbox"/> YES	<input type="checkbox"/> NO

Please return completed form, along with report and any additional information to Legislative & Administrative Services.

Social Planning Department

**DATE:** March 25, 2010

**TO:** Elaine Vincent, Manager  
Legislative and Administrative Services

**CC:** Scott Cameron, Social Planning Manager  
Dustin Quirk, Community Housing Advisory Board Chair

**FROM:** Roxana Nielsen Stewart, Program Coordinator - Housing

**SUBJECT:** BRIDGE FUNDING FOR HOMELESSNESS OPERATIONAL GRANTS FOR 3 MONTHS

---

**Background:**

The Community Housing Advisory Board (CHAB) has been established by City Council to consider and recommend funding relative to numerous housing and homelessness programs provided through partnership with the federal and provincial governments. The CHAB is comprised of nine members including five citizens at large, two representatives from the Aboriginal community and two members of City Council.

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- Stage 1 - CHAB reviewed and evaluated all the compliant submissions on March 10, 2010. Based on the evaluation criteria, applicants were short listed and invited to continue to Stage 2 by submitting a formal application on the supplied template.
- Stage 2 - On April 14, CHAB will meet again to review these formal proposals and through their decision making process develop recommendations to Council on grant allocations with the funds that are currently available.

The CHAB initiated this process in anticipation of funds being received through the Outreach and Support Services Conditional Grant Funding Agreement. The province, through the provincial budget announced on February 9, 2010, has allocated funds to this grant; however the exact amount allocated to the City of Red Deer has not been confirmed.

**Financial Implications:**

Administration is working through the process to access the Outreach and Support Services Conditional Grant available through the Province of Alberta. A draft service plan will be submitted to the Province on or about April 1, 2010. Immediately following the May 3, 2010 meeting of the City of Red Deer Council, at which time the recommendations of CHAB will be reviewed, a final service plan to the province will be submitted. It is anticipated that an agreement with the province for the 2010/2011 year will be signed in late May or early June.

The following funds are currently available to support the recommendation contained within this memo:

Source	Amount
• <b>Province of Alberta</b> – carry over funds from 2008/09 (under expenditures from a project)	\$73,927
• <b>Province of Alberta</b> – carry over funds from 2009/10 (new dollars allocated in March 2010)	\$116,666
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<b>TOTAL</b>	<b>\$200,207</b>

The total amount of funds needed to support the CHAB recommendation is:

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• <b>Central Alberta's Safe Harbour Society for Health and Housing (Harbour House)</b> - (\$28,533.50/month X 3 months -April, May, June 2010)	\$85,601
<b>TOTAL</b>	<b>\$231,788</b>

Administration is working towards a new agreement being in place with the province by the end of May or early June, 2010 which would cover the difference of **\$31,581**.

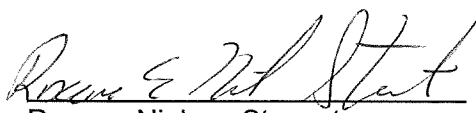
The current agreements with Canadian Mental Health Association and Central Alberta's Safe Harbour Society for Health and Housing end March 31, 2010. CHAB recognizes the difficulties that these agencies would encounter by not having a funding agreement in place, while their proposal for 2010/11 funding is being reviewed. Therefore CHAB is making this recommendation to support these agencies through this time period.

On March 10, 2010 the following resolution was passed by the Community Housing Advisory Board:

**"Resolved** that Community Housing Advisory Board having considered the presentation by Program Coordinator - Social Planning regarding the funding for Canadian Mental Health Association Buffalo Housing First, Central Alberta's Safe Harbour Society for Health and Housing Harbour House as presented at the March 10, 2010 Community Housing Advisory Board hereby agrees to provide bridge funding (based on the 2009/10 contract amount) for an additional three months starting April 1, 2010 and ending on June 30, 2010 to the Canadian Mental Health Association Buffalo Housing First project, Central Alberta's Safe Harbour Society for Health and Housing Harbour House Project."

#### **Recommendation:**

That City Council approves an April 1, 2010 to June 30, 2010 funding agreement with Canadian Mental Health Association (Buffalo Housing First) for the amount of \$146,187 and an April 1, 2010 to June 30, 2010 funding agreement with Central Alberta's Safe Harbour Society for Health and Housing (Harbour House) for the amount of \$85,601.

  
Roxana Nielsen Stewart  
Program Coordinator- Housing

  
Scott Cameron  
Social Planning Manager

## Christine Kenzie

---

**From:** Roxana Nielsen Stewart  
**Sent:** March 25, 2010 4:43 PM  
**To:** Scott Cameron; Christine Kenzie  
**Subject:** Memo for city council

BACK UP INFORMATION  
NOT SUBMITTED TO COUNCIL

**Follow Up Flag:** Follow up  
**Flag Status:** Red

**Attachments:** 972864 - March 25 - 3-month bridge funding memo to E. Vincent - 1.DOC

Attached is a memo for council's meeting on April 6, 2010. Any changes for improvement are welcomed! Roxana

*Roxana Nielsen Stewart*  
**Program Coordinator- Housing**  
Resource and Capacity Development  
Social Planning Department  
City of Red Deer  
403-309-8592 FAX 403-342-8222



972864 - March 25  
- 3-month br...

**Council Decision – April 6, 2010**

**DATE:** April 7, 2010

**TO:** Roxana Nielsen Stewart, Program Coordinator, Housing, Social Planning  
Scott Cameron, Social Planning Manager  
Dustin Quirk, Community Housing Advisory Board Chair

**FROM:** Elaine Vincent, Legislative and Administrative Services Manager

**SUBJECT:** Bridge Funding for Homelessness Operational Grants for 3 Months

---

*Reference Report:*

Program Coordinator, Housing, dated March 25, 2010

*Resolution:*

*"Resolved* that Council of the City of Red Deer having considered the report from the Program Coordinator, Housing, Social Planning, dated March 25, 2010, re: Bridge Funding for Homelessness Operational Grants for Three Months, hereby approves the following:

1. An April 1, 2010 to June 30, 2010 funding agreement with Canadian Mental Health Association (Buffalo Housing First) for the amount of \$146,187, and
2. An April 1, 2010 to June 30, 2010 funding agreement with Central Alberta's Safe Harbour Society for Health and Housing (Harbour House) for the amount of \$85,601."

*Report Back to Council:* No



Elaine Vincent  
Legislative & Administrative Services Manager

c: Community Services Director  
LAS File



Social Planning Department

**DATE:** March 29, 2010

**TO:** Elaine Vincent, Manager  
Legislative and Administrative Services

**CC:** Scott Cameron, Social Planning Manager  
Dustin Quirk, Community Housing Advisory Board Chair

**FROM:** Roxana Nielsen Stewart, Program Coordinator - Housing

**SUBJECT:** TARGETED RFP'S ISSUED BY COMMUNITY HOUSING ADVISORY BOARD

---

**Submitted for Council's Information:**

The Community Housing Advisory Board recently issued two targeted Requests for Proposals; this is a change from the broad concept Request for Proposals that have been issued in the past.

**Background:**

The Community Housing Advisory Board (CHAB) has traditionally issued Request for Proposals or Requests for Letters of Intent that have a broad criterion. For example, the Request for Letters of Intent that were issued in February, 2010 stated:

Letters of Intent should be based on one or both of these key focus points within the context that the individuals and families are homeless or at risk of becoming homeless.

- Provide or coordinate housing options for individuals and families to be stably housed.
- Provide effective and efficient support systems that enable individuals and families to be stably housed.

CHAB at their March 10, 2010 meeting passed the following motion:

**"Resolved** the Community Housing Advisory Board, having considered the report by Program Coordinator-Housing, dated March 2, 2010 regarding the new approach for 2010/2011 operational dollars hereby supports the administration recommendation to issue out housing and homelessness targeted Request for Proposals."

The Community has the plan *EveryOne's Home 5 Year Community Plan~Towards Ending Homelessness in Red Deer* to guide the work needed to achieve the goal of ending homelessness in Red Deer. In order to achieve the targets outlined within this multi-year plan, two Requests for Proposals were released on March 19, 2010. These RFP's support the strategies and action items outlined in *EveryOne's Home 5 year*

*Community Plan*, as well they align with the priorities identified in the provincial plan, *A Plan for Alberta, Ending Homelessness in 10 years*.

The RFP's were quite specific in defining a required specific service to support the homeless population in moving off the street. The services (programs) being:

- a) Assertive Housing Outreach Team
- b) Housing Locator Services

The RFP's were specific in:

- o identifying the target population for the project,
- o the project's core activities,
- o outcomes for the project, and
- o maximum amount of the grant.

The current programs that work with the homeless population were taken into account when the above two RFP's were created.

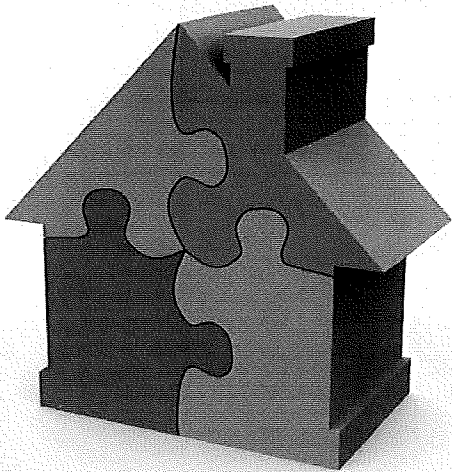
To date, the feedback from the community has been positive with questions being asked about the process and more clarification on the concepts contained within the RFP's.



Roxana Nielsen Stewart  
Program Coordinator-Housing



Scott Cameron  
Social Planning Manager



## Community Housing Advisory Board (CHAB) Request for Proposals

### **Assertive Housing Outreach Team**

The City of Red Deer  
Social Planning

## **Introduction**

The community of Red Deer has been a leader in the area of working with the homeless population. To further that work, the Community Housing Advisory Board (CHAB) is issuing this Request for Proposals (RFP) for an operational grant from interested and qualified applicants for assertive housing outreach and support for homeless individuals and families. The intent of this RFP is to focus and prioritize outreach and support for individuals and families that are homeless and most in need. The initiative will provide more intensive, proactive and coordinated outreach and housing activities to get the homeless population stably housed. This service is the first step in the continuum of supporting homeless individuals and families. This service will be coordinated with other service providers working in the areas of locating housing, and providing ongoing supports.

## **Project Overview**

### **Assertive Housing Outreach Team**

The successful multidisciplinary street outreach workers will help individuals and families develop housing plans, providing assistance every step of the way – from obtaining identification documents and accessing income supports, to providing (through the Housing Locator Service) a limited number of practical, actionable options that are aligned with the preferences of the clients.

Given the complexity of providing this service of outreach and housing placement for homeless individuals and families, outreach workers will need to have a range of proven skills which should include but not be limited to: establishing rapport with the homeless population; having a knowledge of addictions and mental health; using housing first approach; working with public institutions such as corrections; using a community development approach; supporting women fleeing violence and domestic abuse; employing a harm reduction practice; using case management; and collecting and reporting on data. The team needs to have a solid understanding of their role in housing homeless individuals and families and connect those clients to services that are not available through the assertive housing service.

### **Target population:**

The project will work with homeless people as defined below:

- Persons who reside in places not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street
- Persons staying at an emergency shelter
- Persons residing in any of the above places but spending a short time (up to 30 consecutive days) in a hospital or other institution
- Persons who are being discharged within a week from an institution, such as a mental health or substance abuse treatment facility or a jail/prison, in which they have been a resident for more than 30 consecutive days, have no subsequent residence identified, and lack the resources and support networks needed to obtain housing
- Persons who are fleeing a domestic violence housing situation, have no subsequent residence identified, and lack the resources and support networks needed to obtain housing.

Many of these individuals may have severe and persistent mental illness, physical health issues, and/or substance abuse disorders. In cooperation with other agencies working with this population and The City of Red Deer, a common intake process and assessment form will be adopted. As a component of the assessment form, an acuity index or vulnerability scale will be used to identify the clients most in need of this service and will be used for the prioritization of services.

## **Assertive Outreach Team Composition, Function, and Roles:**

### **Staff Complement:**

- Program Manager X 1 Full Time Equivalent (FTE)
- Street Assertive Outreach Worker X 2 Full Time Equivalent (FTE)

## **Roles and Functions of Team:**

### **Program Manager:**

- Oversee and manage the program including:
  - Building positive relationships within the community partner organizations delivering supports for the homeless individuals and families
  - Supervising and training staff
  - Liaising with rapid re-housing program (Housing Locator Service) on a management level
  - Liaising with follow-up support workers program
  - Maintaining the integrity of data submitted through the database
  - Initial responsibilities will also include:
    - ❖ Review community intake forms and assessment/vulnerability scales. In cooperation with other community agencies and the City of Red Deer, implement a standard common intake form and assessment/vulnerability scale.
    - ❖ Develop protocol and processes with local Alberta Health Services, Correctional Services that assist individuals being discharged from their services that have no subsequent residence identified, and lack the resources and support networks needed to obtain housing.

Suggested qualification: Minimum Bachelor Degree in a human/social services discipline  
Experience or training in working with the homeless population

### **Street Assertive Outreach Worker (preferably one male and one female):**

- Building rapport with clients
- Completing intake and assessment
- Offering choices for location or neighborhood (units available through the rapid re-housing program)
- Once clients agree to go into housing, starting case management process
- Working with clients until each client is housed
- Transferring client to follow-up support worker within first month of the client being housed

Suggested qualifications: Bachelor Degree in a Human/Social Services Discipline or a Social Services Diploma with a minimum of 3 years experience with the homeless population

Note: CHAB is open to variations on this structure as long as evidence exists that the program will be successful in housing 35 to 40 homelessness individuals. The above model was based on programs that are operating successfully in other Canadian and Alberta Cities.

### **Maximum Funding Available for this project**

A current maximum operational amount of up to \$215,000 will be available. Any funding not used in this contract will be reallocated into projects supporting the homeless population.

### **Expected Targets**

35 to 40 placements of homeless individuals or family units will be housed within the project's lifespan of twelve months. Suggested start date: July 1, 2010.

### **Data Collection and Reporting**

The City of Red Deer will provide a standard list of reporting fields for the service provider to collect. The database currently being utilized is "Efforts to Outcomes". The licensing fee for this database will be covered within the funding agreement. These data fields are standardized and directed by the Provincial Government Department of Housing & Urban Affairs. Additional data information may be requested by The City of Red Deer in order to better integrate and coordinate homeless services in Red Deer. Service providers will utilize release forms to facilitate the sharing of relevant client information pursuant to applicable laws.

## **Information for Applicants**

This project utilizes funding from the Provincial Government. The principals that influence this project may be found in two specific documents, as detailed below:

1. Red Deer Community document: *EveryOne's Home 5 Year Community Plan ~ Towards Ending Homelessness in Red Deer*

The community's multi-year plan builds upon the document *EveryOne's Home Red Deer's Vision and Framework on Ending Homelessness by 2018* to strategically guide, until 2015, Red Deer's efforts to end homelessness.

- Under Goal #2, Strategy #2. "Re-house those individuals/families who are homeless."

**To view this document go to [www.rddcf.ca](http://www.rddcf.ca) and look under "Community Leadership – Ending Homelessness Initiative"**

2. Province of Alberta's document: *A Plan for Alberta: Ending Homelessness in 10 years* indicates a Housing First Philosophy:
  - One of the three key investment areas is: "Providing client-centered supports to re-housed clients, helping them obtain the assistance they need to restore their stability and maintain their housing." (*A Plan for Alberta: Ending Homelessness in 10 years*, pg 2)

**To view this document, go to:**

**[www.housing.alberta.ca/documents/PlanforAB\\_Secretariat\\_final.pdf](http://www.housing.alberta.ca/documents/PlanforAB_Secretariat_final.pdf)**

**It is recommended that applicants read these two documents.**

# **Instructions to Applicants**

## **General Instructions for Proposal**

See Appendix A for the proposal template. Please ensure the proposal submission:

- 1) includes one (1) copy of a completed proposal template, double-sided and not stapled;
- 2) is in a sealed envelope with applicant's name and phone number marked on the outside of the envelope;
- 3) is received at:

The City of Red Deer  
Social Planning Department Office  
Alexander Way, 4817-48 St  
Red Deer, Alberta  
by **10:00 a.m., April 7, 2010;**

Please Note: It is the responsibility of the applicant to obtain a date and time receipt, signed by the receptionist, as proof that the letter has been received by Social Planning within the allotted time period for all hand-delivered letters. If the letter is delivered by mail, the potential applicant is responsible to ensure the package is delivered prior to the closing date and time;

- 4) is also sent electronically to [Bonnie.stearns@reddeer.ca](mailto:Bonnie.stearns@reddeer.ca) (in addition to sending the hard copy).

The Community Housing Advisory Board (CHAB) will review all proposals. The Community Housing Advisory Board (CHAB) is a standing committee that makes recommendations on homelessness funding to City of Red Deer Council.

## **Mandatory Requirements**

All proposals must meet the following mandatory requirements:

- Proposal is submitted on or before the "Closing Date and Time";
- Proposal is submitted on the attached template (Appendix A) and includes:
  - ✓ Application Form: Parts A-D
    - A) About Your Organization/Group
    - B) Program Design through a Logic Model
    - C) Budget (separate Excel document)
    - D) Additional Information
  - ✓ Certificate of Incorporation
  - ✓ Audited Financial Statements
- All information requested on the template is complete and application is duly signed by the applicant's signing authorities.

**Please note: Proposals missing any of the mandatory requirements will not be taken under consideration.**

## **Freedom of Information and Protection of Privacy Act (FOIP)**

Any Letter of Intent submitted is subject to the disclosure provision of the FOIP.

More information on FOIP can be found at <http://foip.alberta.ca>

## Expectations of Successful Applicants

To fully meet program outcomes and funding parameters, successful applicants may be required to refine their budget, project outputs and outcomes in conjunction with Social Planning staff on behalf of the Community Housing Advisory Board. An evaluation process and reporting expectations will be defined. Once agreed to by both parties, these items will be incorporated into a letter of agreement containing the terms and conditions for the project.

Upon signing of this agreement, funding can commence. A cash flow strategy will be developed in accordance with provincial reporting requirements.

## Evaluation Criteria

Proposal submissions meeting mandatory requirements will be evaluated based on the following criteria:

### **1. Program Overview through the Logic Model:**

- Are the inputs identified in the proposal adequate to achieve the output(s)?
- Are the inputs identified in the proposal the right ones to achieve the output(s)?
- Do the activities identified in the proposal support the attainment of the output(s) and outcome(s)?

### **2. Budget:**

- Complete: Does the budget include all of the items required to run the program?
- Reasonable: Do the budget line items reflect true market costs for activities and inputs?
- Accurate: Does the budget calculate mathematically?

### **4. Overall Assessment:**

- Has the applicant considered all the factors that could influence the successful outcomes of this project?
- Does the agency have the relevant expertise and capacity to deliver this program?

<b>Criteria</b>	<b>Weighting</b>
Program Overview	35 points
Budget	35 points
Overall Assessment	30 points
<b>Total</b>	<b>100 points</b>

## **Reservation of Rights**

The City of Red Deer reserves the right, in its sole discretion, to:

- Suspend the process at any stage;
- Reject or accept any proposal, including the right to reject all proposals;
- Clarify with any or all applicants after the closing date;
- Negotiate with any or all applicants after the closing date.

## **Key Dates**

RFP Issue Date.....Friday, March 19, 2010  
Proposal Deadline.....Wednesday, April 7, 2010 at **10:00 a.m.**  
Review by CHAB.....April 14, 2010

## **Contact Information**

Roxana Nielsen Stewart, Program Coordinator – Housing  
City of Red Deer, Social Planning Department  
403-309-8592  
Roxana.Nielsen.Stewart@reddeer.ca

## Appendix A: Application Form

**APPLICATION FOR FUNDING  
BY****Organization Name:** \_\_\_\_\_**TO****Community Housing Advisory Board (CHAB)****PART A: ABOUT YOUR ORGANIZATION/GROUP**

Please complete the following. Your organization/group may not have some of the information, so if it is not available, please indicate "N/A." Please keep this information brief in order to facilitate funder review.

ORGANIZATION NAME (FOR THE GROUP RESPONSIBLE FOR ACCOUNTING FUNDS):

ORGANIZATION ADDRESS:

CONTACT NAME:

CONTACT PHONE NUMBER:

CONTACT FAX NUMBER:

E-MAIL ADDRESS:

INCORPORATION NUMBER:

INCORPORATION DATE:

CHARITABLE DONATION NUMBER:

\_\_\_\_\_ R R \_\_\_\_\_

CHARITABLE ORGANIZATION NAME:

EXECUTIVE DIRECTOR (IF APPLICABLE):

NUMBER OF STAFF:

FULL TIME

PART TIME

**AMOUNT REQUESTED: \$** \_\_\_\_\_**AUTHORIZATION FOR APPLICATION:**

NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

**PART A****About****Organization Name:** \_\_\_\_\_

- A1. **MANDATE:** (What your organization/group does. Identify any legislation that governs your mandate)
- A2. **GOALS OF YOUR ORGANIZATION:** (This will encompass the broad view of your total organization)
- A3. **PROGRAMS AND SERVICES:** (List the programs and services that are provided, and describe each in one sentence. This will give the funder an overview of your organization/group.)
- A4. **BOARD OF DIRECTORS:** (Include the names, addresses and phone number of your current board of directors if applicable.)

Name	Address	City	Postal Code	Contact Number

**PART B****Organization Name:** \_\_\_\_\_**PART B: PROGRAM DESIGN through a Logic Model**

Describe the program using a logic model:

<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>

**PART C**

**Organization Name:** \_\_\_\_\_

**PART C: BUDGET**

**Complete attached Excel budget document**

**PART D**

**Organization Name:** \_\_\_\_\_

**PART D: ADDITIONAL INFORMATION**

Describe your organization's capacity to implement this request in the context of the following elements (This is your opportunity to inform CHAB of your organization's suitability to take on this project):  
(maximum 75 words per area):

- Governance
  
  
  
  
- Administration
  
  
  
  
- Staffing
  
  
  
  
- Facility
  
  
  
  
- Other

## Logic Model Example

Applicants are required to create a logic model as part of their proposal. A template with definitions is included below to assist you in developing your logic model.

<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>
<p>Definition: Inputs are the resources a project/program uses to achieve program objectives, e.g. staff, equipment, funds, facilities.</p> <p>A project uses <i>inputs</i> to support <i>activities</i></p>	<p>Definition: Actions in the context of a project/program which are both necessary and sufficient and through which inputs are mobilized to produce outputs.</p> <p>What will the project staff and/or volunteers do in the program to achieve the outcomes?</p> <p>Project <i>activities</i> result in <i>outputs</i></p>	<p>Definition: The specific products or services that emerge from the activities (e.g. people trained, studies completed)</p> <p>A project's <i>outputs</i> should produce desired <i>outcomes</i> for the project's participants.</p>	<p>Definition: Actual or intended change over time; describe the difference your program activities will make.</p>

PART C - Budget

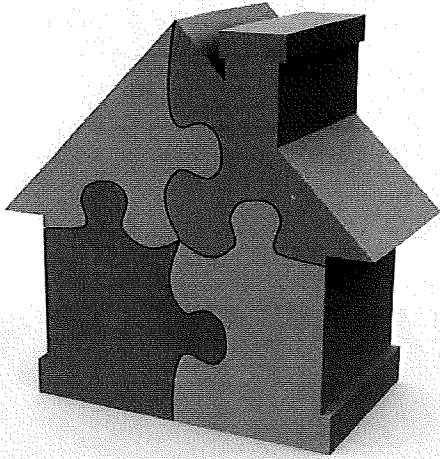
Organization Name: \_\_\_\_\_

Project: \_\_\_\_\_

PART C: BUDGET

The 12 Month budget should be reflective of the costs related to this program. (Include resources for reporting and evaluation work).

PROGRAM BUDGET				
Part I - REVENUE				
Revenue Sources		Amount (\$)		
Total Revenues (A)		\$0		
Part II - EXPENSES				
Staffing Costs				
Position Title	FTE	Salaries	Benefits %	Total
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
Total Staffing Costs (B)		\$0		
Other Program Costs		Amount (\$)		
Specify:				
Total Program Costs (C)		\$0		
TOTAL EXPENSES (B + C = D)		\$0		
TOTAL REVENUE MINUS EXPENSES (A - D)		\$0		



## Community Housing Advisory Board (CHAB) Request for Proposals

### **Housing Locator Services** (a component of Rapid Re-Housing)

The City of Red Deer  
Social Planning

## **Introduction**

The community of Red Deer has been a leader in the area of working with the homeless population. To further that work, the Community Housing Advisory Board is issuing this Request for Proposals for an operational grant from interested and qualified applicants for Housing Locator Services (HLS) which aims at supporting homeless individuals and families to be stably housed. This service is a step in the continuum of supporting homeless individuals and families. This service will be coordinated with other service providers working in the areas of moving homeless individuals and families into housing, and providing ongoing supports.

## **Project Overview**

### **Housing Locator Services**

The successful applicant will connect with local landlords, assertive outreach team and follow-up support providers to ensure that homeless individuals and families are placed in appropriate housing. The housing locator will build and maintain relationships with landlords, secure a stock of available rental units, develop a working inventory of available units, offer landlord guarantees such as rent paid directly to the landlord (third party agreements), assist homeless individuals and families in identifying appropriate housing opportunities, as well as provide the assistance needed during their move into stable housing. Such assistance may include accessing client support funds, coordinating transportation for moving-in and, in conjunction with assertive outreach team, linking the clients to the follow-up support workers. Using a case management model, the program will work with the follow-up support workers to assist the client to remain stably housed.

This service will focus on the relationship with landlords. The housing locators will need to have a range of proven skills which should include but not be limited to: trust and rapport-building with the landlords, excellent communication skills, knowledge of the Residential Tenancy's Act, creativity in leveraging resources, mediation, case management, and data collection and reporting.

### **Target Population:**

Homeless persons are the target population for this service as defined below:

- Persons who reside in places not meant for human habitation such as cars, parks, sidewalks, abandoned buildings, or on the street
- Persons staying at an emergency shelter
- Persons residing in any of the above places but spending a short time (up to 30 consecutive days) in a hospital or other institution
- Persons who are being discharged within a week from an institution, such as a mental health or substance abuse treatment facility or a jail/prison, in which they have been a resident for more than 30 consecutive days, have no subsequent residence identified, lack the resources and support networks needed to obtain housing
- Persons who are fleeing a domestic violence housing situation, with no subsequent residence identified, lack the resources and support networks needed to obtain housing.

Many of these individuals may have severe and persistent mental illness, physical health issues, and/or substance abuse disorders.

## **Housing Locators Composition, Function, and Roles:**

### **Staff Complement:**

- Housing locator x 2 Full Time Equivalent (FTE)

### **Roles and Function of Housing Locator**

- Proactively identify landlords to secure units and negotiate reduced rents
- Ensure block-tenancy arrangements fall within acceptable ratios within a building
- Endeavour to have a variety of units scattered throughout the city to enable clients to have a choice of neighbourhoods
- In cooperation with identified community organizations, work collaboratively to place clients in a housing unit
- Assist with a lease agreement between the tenant and the landlord ensuring the lease is in the tenant's name
- Arrange 3<sup>rd</sup> party cheque arrangement with the client's source of income and the landlord
- Connect each client with a follow-up support worker who will provide at least 12 months of wrap-around supports
- Complete the "move-in inspection" report with the clients and landlords
- Assist clients in arranging utilities for each rental unit
- Secure basic household items and furniture for clients
- Assist clients with setting up the housing unit with basic household items and furniture (arranges delivery and physical move-in of these items, is present when these items and client moves in)
- Is available to the landlord in the event of tenancy issues
- Access appropriate client support funds

Note: CHAB is open to variations on this structure as long as evidence exists that the program will be successful in arranging housing in the local market and that the identified expected target as listed below is met. The above model was based on programs that are operating successfully in other Canadian and Alberta Cities.

### **Maximum Funding Available for this project**

A current maximum operational amount of up to \$155,000 will be available. Any funds not allocated in this budget will be invested in projects that support the homeless population.

### **Expected Targets**

85% of the clients housed through the program will remain stably housed within the project's lifespan. The program is expected to operate for a period of twelve consecutive months with a suggested start date of June 1, 2010.

### **Data Collection and Reporting**

The City of Red Deer will provide a standard list of reporting fields for the service provider to collect. The database currently being utilized is "Efforts to Outcomes". The licensing fee for this database will be covered within the funding agreement. These data fields are standardized and directed by the Provincial Government Department of Housing & Urban Affairs. Additional data information may be requested by The City of Red Deer in order to better integrate and coordinate homeless services in Red Deer. Service providers will utilize release forms to facilitate the sharing of relevant client information pursuant to applicable laws.

## **Information for Applicants**

This project utilizes funding from the Provincial Government. The principals that influence this project may be found in two specific documents, as detailed below:

1. Red Deer Community document: *EveryOne's Home 5 Year Community Plan ~ Towards Ending Homelessness in Red Deer*

The community's multi-year plan builds upon the document *EveryOne's Home Red Deer's Vision and Framework on Ending Homelessness by 2018* to strategically guide, until 2015, Red Deer's efforts to end homelessness.

- Goal #1, Strategy 1.c. Develop a local rapid re-housing program that works with landlords and property managers to increase available housing options.

**To view this document go to [www.rddcf.ca](http://www.rddcf.ca) and look under "Community Leadership – Ending Homelessness Initiative"**

2. Province of Alberta's document: *A Plan for Alberta: Ending Homelessness in 10 years* indicates a Housing First Philosophy:

- One of the three key investment areas is: "Rapid re-housing of homeless Albertans, moving them from streets and shelters into permanent housing." (*A Plan for Alberta: Ending Homelessness in 10 years*, pg 2)

**To view this document, go to:**

**[www.housing.alberta.ca/documents/PlanforAB Secretariat final.pdf](http://www.housing.alberta.ca/documents/PlanforAB_Secretariat_final.pdf)**

**It is recommended that applicants read these two documents.**

# **Instructions to Applicants**

## **General Instructions for Proposal**

See Appendix A for the proposal template. Please ensure the proposal submission:

- 1) includes one (1) copy of a completed proposal template, double-sided and not stapled;
- 2) is in a sealed envelope with applicant's name and phone number marked on the outside of the envelope;
- 3) is received at:

The City of Red Deer  
Social Planning Department Office  
Alexander Way, 4817- 48 St  
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by **10:00 a.m., April 7, 2010;**

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- 4) is also sent electronically to [Bonnie.Stearns@reddeer.ca](mailto:Bonnie.Stearns@reddeer.ca) (in addition to delivering a hard copy).

The Community Housing Advisory Board (CHAB) will review all proposals. The Community Housing Advisory Board (CHAB) is a standing committee that makes recommendations on homelessness funding to City of Red Deer Council.

## **Mandatory Requirements**

All proposals must meet the following mandatory requirements:

- Proposal is submitted on or before the "Closing Date and Time";
- Proposal is submitted on the attached template (Appendix A) and includes:
  - ✓ Application Form: Parts A-D
    - A) About Your Organization/Group
    - B) Program Design through a Logic Model
    - C) Budget (separate excel document)
    - D) Additional Information
  - ✓ Certificate of Incorporation
  - ✓ Audited Financial Statements
- All information requested on the template is complete and application is duly signed by the applicant's signing authorities.

**Please note: Proposals missing any of the mandatory requirements will not be taken under consideration.**

## **Freedom of Information and Protection of Privacy Act (FOIP)**

Any Letter of Intent submitted is subject to the disclosure provision of the FOIP.

More information on FOIP can be found at <http://foip.alberta.ca>

## Expectations of Successful Applicants

To fully meet program outcomes and funding parameters, successful applicants may be required to refine their budget, project outputs and outcomes in conjunction with Social Planning staff on behalf of the Community Housing Advisory Board. An evaluation process and reporting expectations will be defined. Once agreed to by both parties, these items will be incorporated into a letter of agreement containing the terms and conditions for the project.

Upon signing of this agreement, funding can commence. A cash flow strategy will be developed in accordance with provincial reporting requirements.

## Evaluation Criteria

Proposal submissions meeting mandatory requirements will be evaluated based on the following criteria:

### **1. Program Overview through the Logic Model:**

- Are the inputs identified in the proposal adequate to achieve the output(s)?
- Are the inputs identified in the proposal the right ones to achieve the output(s)?
- Do the activities identified in the proposal support the attainment of the output(s) and outcome(s)?

### **2. Budget:**

- Complete: Does the budget include all of the items required to run the program?
- Reasonable: Do the budget line items reflect true market costs for activities and inputs?
- Accurate: Does the budget calculate mathematically?

### **4. Overall Assessment:**

- Has the applicant considered all the factors that could influence the successful outcomes of this project?
- Does the agency have the relevant expertise and capacity to deliver this program?

<b>Criteria</b>	<b>Weighting</b>
Program Overview	35 points
Budget	35 points
Overall Assessment	30 points
<b>Total</b>	<b>100 points</b>

## **Reservation of Rights**

The City of Red Deer reserves the right, in its sole discretion, to:

- Suspend the process at any stage;
- Reject or accept any proposal, including the right to reject all proposals;
- Clarify with any or all applicants after the closing date;
- Negotiate with any or all applicants after the closing date.

## **Key Dates**

RFP Issue Date.....Friday, March 19, 2010  
Proposal Deadline.....Wednesday, April 7, 2010 by **10:00 a.m.**  
Review by CHAB.....April 14, 2010

## **Contact Information**

Roxana Nielsen Stewart, Program Coordinator – Housing  
City of Red Deer, Social Planning Department  
403-309-8592  
Roxana.Nielsen.Stewart@reddeer.ca

## Appendix A: Application Form

# APPLICATION FOR FUNDING BY

**Organization Name:** \_\_\_\_\_

**TO**

**Community Housing Advisory Board (CHAB)**

## PART A: ABOUT YOUR ORGANIZATION/GROUP

Please complete the following. Your organization/group may not have some of the information, so if it is not available, please indicate "N/A." Please keep this information brief in order to facilitate funder review.

ORGANIZATION NAME (FOR THE GROUP RESPONSIBLE FOR ACCOUNTING FUNDS):

ORGANIZATION ADDRESS:

CONTACT NAME:

CONTACT PHONE NUMBER:

CONTACT FAX NUMBER:

E-MAIL ADDRESS:

INCORPORATION NUMBER:

INCORPORATION DATE:

CHARITABLE DONATION NUMBER:

\_\_\_\_\_ R R \_\_\_\_\_

CHARITABLE ORGANIZATION NAME:

EXECUTIVE DIRECTOR (IF APPLICABLE):

NUMBER OF STAFF:

FULL TIME

PART TIME

**AMOUNT REQUESTED: \$** \_\_\_\_\_

### AUTHORIZATION FOR APPLICATION:

NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

**PART A****About**

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**Organization Name:** \_\_\_\_\_

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- A1. MANDATE: (What your organization/group does. Identify any legislation that governs your mandate)
- A2. GOALS OF YOUR ORGANIZATION: (This will encompass the broad view of your total organization)
- A3. PROGRAMS AND SERVICES: (List the programs and services that are provided, and describe each in one sentence. This will give the funder an overview of your organization/group.)
- A4. BOARD OF DIRECTORS: (Include the names, addresses and phone number of your current board of directors if applicable.)

Name	Address	City	Postal Code	Contact Number

**PART B****Organization Name:** \_\_\_\_\_**PART B: PROGRAM DESIGN through a Logic Model**

Describe the program using a logic model:

<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>

**PART C**

**Organization Name:** \_\_\_\_\_

**PART C: BUDGET**

**Complete attached Excel budget document**

**PART D**

**Organization Name:** \_\_\_\_\_

**PART D: ADDITIONAL INFORMATION**

Describe your capacity to implement this request in the context of the following elements (This is your opportunity to inform CHAB of your organization's suitability to take on this project): (maximum 75 words per area):

- Governance
  
- Administration
  
- Staffing
  
- Facility
  
- Other

## Logic Model Example

Applicants are required to create a logic model as part of their proposal. A template with definitions is included below to assist you in developing your logic model.

<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>
<p>Definition: Inputs are the resources a project/program uses to achieve program objectives, e.g. staff, equipment, funds, facilities.</p> <p>A project uses <i>inputs</i> to support <i>activities</i></p>	<p>Definition: Actions in the context of a project/program which are both necessary and sufficient and through which inputs are mobilized to produce outputs.</p> <p>What will the project staff and/or volunteers do in the program to achieve the outcomes?</p> <p>Project <i>activities</i> result in <i>outputs</i></p>	<p>Definition: The specific products or services that emerge from the activities (e.g. people trained, studies completed)</p> <p>A project's <i>outputs</i> should produce desired <i>outcomes</i> for the project's participants.</p>	<p>Definition: Actual or intended change over time; describe the difference your program activities will make.</p>

**PART C - Budget**

**Organization Name:** \_\_\_\_\_

**Project:** \_\_\_\_\_

**PART C: BUDGET**

The 12 Month budget should be reflective of the costs related to this program. (Include resources for reporting and evaluation work).

PROGRAM BUDGET				
Part I - REVENUE				
Revenue Sources		Amount (\$)		
Total Revenues (A)		\$0		
Part II - EXPENSES				
Staffing Costs				
Position Title	FTE	Salaries	Benefits %	Total
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
Total Staffing Costs (B)		\$0		
Other Program Costs		Amount (\$)		
Specify:				
Total Program Costs (C)		\$0		
TOTAL EXPENSES (B + C = D)		\$0		
TOTAL REVENUE MINUS EXPENSES (A - D)		\$0		

***Comments:***

The information regarding the Targeted RFP's Issued by the Community Housing Advisory Board is provided for Council's information.

"Morris Flewwelling"  
Mayor

"Craig Curtis"  
City Manager



Social Planning Department

ORIGINAL

DATE: March 29, 2010

TO: Elaine Vincent, Manager  
Legislative and Administrative Services

CC: Scott Cameron, Social Planning Manager  
Dustin Quirk, Community Housing Advisory Board Chair

FROM: Roxana Nielsen Stewart, Program Coordinator - Housing

SUBJECT: TARGETED RFP'S ISSUED BY COMMUNITY HOUSING ADVISORY BOARD

---

#### Submitted for Council's Information:

The Community Housing Advisory Board recently issued two targeted Requests for Proposals; this is a change from the broad concept Request for Proposals that have been issued in the past.

#### Background:

The Community Housing Advisory Board (CHAB) has traditionally issued Request for Proposals or Requests for Letters of Intent that have a broad criterion. For example, the Request for Letters of Intent that were issued in February, 2010 stated:

Letters of Intent should be based on one or both of these key focus points within the context that the individuals and families are homeless or at risk of becoming homeless.

- Provide or coordinate housing options for individuals and families to be stably housed.
- Provide effective and efficient support systems that enable individuals and families to be stably housed.

CHAB at their March 10, 2010 meeting passed the following motion:

**"Resolved** the Community Housing Advisory Board, having considered the report by Program Coordinator-Housing, dated March 2, 2010 regarding the new approach for 2010/2011 operational dollars hereby supports the administration recommendation to issue out housing and homelessness targeted Request for Proposals."

The Community has the plan *EveryOne's Home 5 Year Community Plan~Towards Ending Homelessness in Red Deer* to guide the work needed to achieve the goal of ending homelessness in Red Deer. In order to achieve the targets outlined within this multi-year plan, two Requests for Proposals were released on March 19, 2010. These RFP's support the strategies and action items outlined in *EveryOne's Home 5 year*

*Community Plan*, as well they align with the priorities identified in the provincial plan, *A Plan for Alberta, Ending Homelessness in 10 years*.

The RFP's were quite specific in defining a required specific service to support the homeless population in moving off the street. The services (programs) being:

- a) Assertive Housing Outreach Team
- b) Housing Locator Services

The RFP's were specific in:

- o identifying the target population for the project,
- o the project's core activities,
- o outcomes for the project, and
- o maximum amount of the grant.

The current programs that work with the homeless population were taken into account when the above two RFP's were created.

To date, the feedback from the community has been positive with questions being asked about the process and more clarification on the concepts contained within the RFP's.



Roxana Nielsen Stewart  
Program Coordinator-Housing



Scott Cameron  
Social Planning Manager

## Christine Kenzie

---

**From:** Elaine Vincent  
**Sent:** March 25, 2010 11:28 AM  
**To:** Christine Kenzie  
**Subject:** FW: Request for Proposals- Homelessness initiatives  
**Attachments:** 970949 - March 2010 - Housing Locator - CHAB - 1.DOC; 970906 - March 2010 - CHAB - Assertive Outreach - 3.DOC; 971444 - Mar. 18, 2010 CHAB RFP - Assertive Housing Outreach Team Budget Template Part C - 1.XLS; 971447 - Mar. 18, 2010 CHAB RFP - Housing Locator Services Budget Template - Part C - 1.XLS

do we have room on the next topics agenda?

*Elaine Vincent*

Manager, Legislative and Administrative Services  
The City of Red Deer  
Phone: 403-342-8134  
Fax: 403-346-6195  
elaine.vincent@reddeer.ca

---

**From:** Roxana Nielsen Stewart  
**Sent:** Monday, March 22, 2010 9:28 AM  
**To:** Elaine Vincent  
**Cc:** Linda Boyd  
**Subject:** FW: Request for Proposals- Homelessness initiatives

Good Morning Elaine:

On behalf of CHAB, administration released two RFP's last week. These RFP's are quite different than the ones that CAB (CHAB) have released in the past. They are quite specific in defining a service to support the homeless population in moving off the street. The intent is to look more systematically at a process to assist homeless individuals and families. The RFP's also align with the Province's funding criteria (A Plan for Alberta, Ending Homelessness in 10 years) and Everyone's Home 5 Year Community Plan~Towards Ending Homelessness in Red Deer. When Linda and I were talking about this new approach, we wondered "out loud" if all of Council, the Mayor and the City Manager should be aware of this targeted call, in case they received questions. Your advice and direction on this is appreciated.

Have a great day - Roxana

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**From:** Roxana Nielsen Stewart  
**Sent:** March 19, 2010 11:21 AM  
**To: Subject:** Request for Proposals- Homelessness initiatives

2010/03/25

Good Day!

The City of Red Deer on behalf of the Community Housing Advisory Board (CHAB) are issuing the following two Requests for Proposals (RFP'S).

1) Assertive Housing Outreach Team. This request is for an assertive street outreach project, which will focus on assisting homeless individuals and families to move into housing.

2) Housing Locator Services ( a component of Rapid Re-housing). The request is for a housing locator service, which will focus on securing housing in the local rental market for homeless individuals and families. This project will engage landlords and provide assistance to both the landlord and tenant to ensure that formerly homeless individuals or families are successfully housed.

An information session about these RFP's will be held on March 24 at 1:30 pm in the Crimson Star Room at City Hall.

If you are unable to attend and you have questions, please feel free to contact me.

The RFP's will also be posted later today on the City of Red Deer Website. To find them- click on City Services and Departments, then Social Planning, then Housing and Homelessness.

*Roxana Nielsen Stewart*  
**Program Coordinator- Housing**  
Resource and Capacity Development  
Social Planning Department  
City of Red Deer  
403-309-8592 FAX 403-342-8222

**Council Decision – April 6, 2010**

**DATE:** April 7, 2010

**TO:** Roxana Nielsen Stewart, Program Coordinator, Housing, Social Planning  
Scott Cameron, Social Planning Manager  
Dustin Quirk, Community Housing Advisory Board Chair

**FROM:** Elaine Vincent, Legislative and Administrative Services Manager

**SUBJECT:** Targeted RFP's Issued by Community Housing Advisory Board

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*Reference Report:*

Program Coordinator, Housing, dated March 29, 2010

This report was submitted for Council's information

*Report Back to Council: No*



Elaine Vincent  
Legislative & Administrative Services Manager

c: Community Services Director  
LAS File



Reports Item No. 4

**Legislative & Administrative Services**

**DATE:** March 29, 2010  
**TO:** City Council  
**FROM:** Legislative & Administrative Services Manager  
**SUBJECT:** Councillor Veer – Notice of Motion – Safety and Security

---

**Background**

At the Monday, September 8, 2009 Meeting of Council, the following Notice of Motion, submitted by Councillor Veer, was passed:

“Whereas the citizens of Red Deer desire to live in a community that is safe and secure and in which our citizens also *perceive* to be safe and secure...

Whereas it is desirable from an economic and operational standpoint to have our safety and security personnel work in conjunction with one another...

Whereas the R.C.M.P. are contracted by the municipality as our local police force and who, by necessity, invest time and resources in criminal code offences and thus prioritize their response according to the severity of the complaints received...

Whereas the City of Red Deer in practice endorses “Broken Windows Theory”, in that seemingly “minor” crimes are in fact major crimes to their victims...

Whereas it is desirable to have security presence in our community that is able to respond to local safety and security priorities in a timely manner and with meaningful enforcement practices...

Whereas it is desirable from a safety and security standpoint to have security presence at locations & events in our community that are highly frequented by the public at large such as, but not limited to, our park system and the greater downtown...



**Legislative & Administrative Services**

Therefore Be It Resolved that Red Deer City Council direct city administration to bring forward a report which outlines the current responsibilities, powers, organizational structures and costs associated with the following positions that have community safety and security as central to their mandate:

- Commissionaires
- Park Wardens
- Transit Warden(s)
- Bylaw Enforcement Officers
- Parking Enforcement Officers
- RCMP Members
- Any Other Security & Safety Related Positions Deemed Relevant"

**Discussion**

Attached is a report prepared by Administration in response to the above referenced Notice of Motion.

**Recommendation**

This report is submitted for Council's information.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent'.

Elaine Vincent  
Legislative & Administrative Services Manager

/attach.



**DATE:** March 22, 2010 Document #898623

**TO:** Elaine Vincent  
Legislative Services Manager

**FROM:** Colleen Jensen  
Community Services Director

**SUBJECT:** Safety and Security Report

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## I. INTRODUCTION

At the September 8<sup>th</sup>, 2009 meeting of Council the following notice of motion was made:

*Therefore Be It Resolved that Red Deer City Council direct city administration to bring forward a report which outlines the current responsibilities, powers, organizational structures and costs associated with the following positions that have community safety and security as central to their mandate:*

*Commissionaires  
Park Wardens  
Transit Warden(s)  
Bylaw Enforcement Officers  
Parking Enforcement Officers  
RCMP Members  
Any Other Security & Safety Related Positions Deemed Relevant*

With reference to the positions listed in the above Council motion the Park and Transit Wardens job description titles are Park Bylaw Officer and Transit Protective Services Officer respectively. These positions and the Bylaw Enforcement Officers are all Community Peace Officers and are clearly identified as such by their uniforms and vehicles. The Parking Enforcement Officers listed in the motion are the Commissionaires who are assigned parking enforcement responsibilities.

The following information provides an overview of those involved in safety and security in the City during 2009. The financial information contained in the Appendix A – Safety and Security Resources and Functions is based on 2009 budgeted amounts including wages plus benefits.

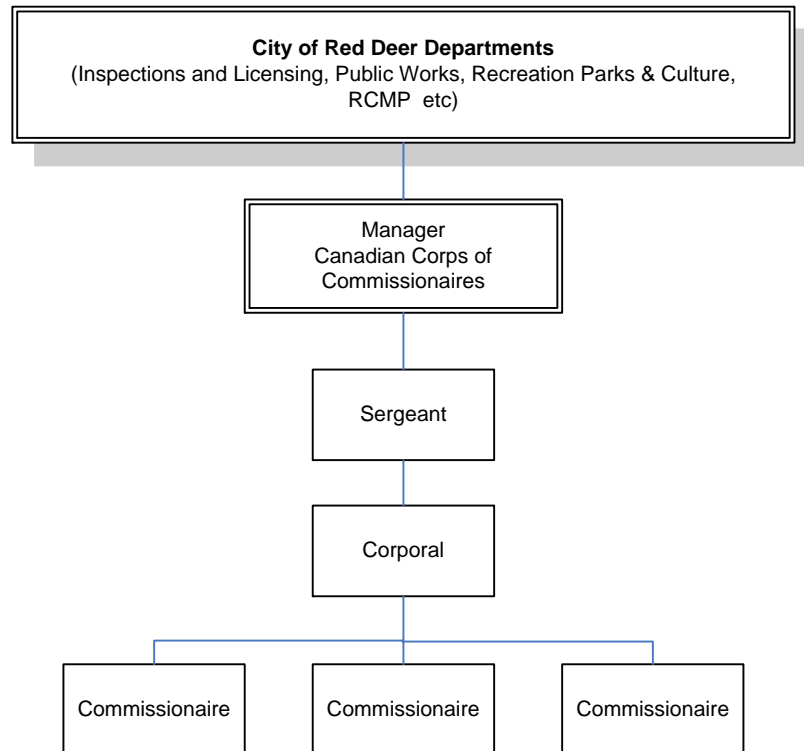
In all of the areas there are additional costs associated with work stations, vehicles, training, etc. These costs have not been included. The focus of this report has been on the cost of the human resources to provide the service.

## II. DISCUSSION

### I. Commissionaires

Supervision of the Commissionaires is provided by the Red Deer Region of the Canadian Corps of Commissionaires Manager, with direction provided by the various responsible departments.

#### Commissionaire Organizational Structure



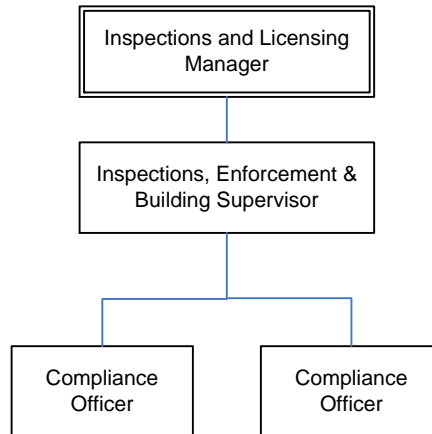
The City has entered into a number of contracts with the Canadian Corps of Commissionaires to provide security as well as other services for various City departments. Those services related to safety and security include parking enforcement in the downtown area during the day and Wednesday to Saturday evenings; building security at City Hall, Collicutt Centre, Transit terminal, and Civic Yards. Other related services include cash transfer from the transit vaults to the bank, and operation of photo radar.

Also the commissionaires are called in on as needed basis for major special events and to accompany the public works street sweeping and snow removal staff to ticket and remove vehicles that are impeding the work of the crews.

The City provides office space in City Hall for parking commissionaires and vehicles to assist with street cleaning and photo radar. An additional \$23,600 annually is paid for the use of the Commissionaires vehicles used by the parking enforcement Commissionaires.

## 2. Compliance Officers

### Compliance Officers - Organizational Structure

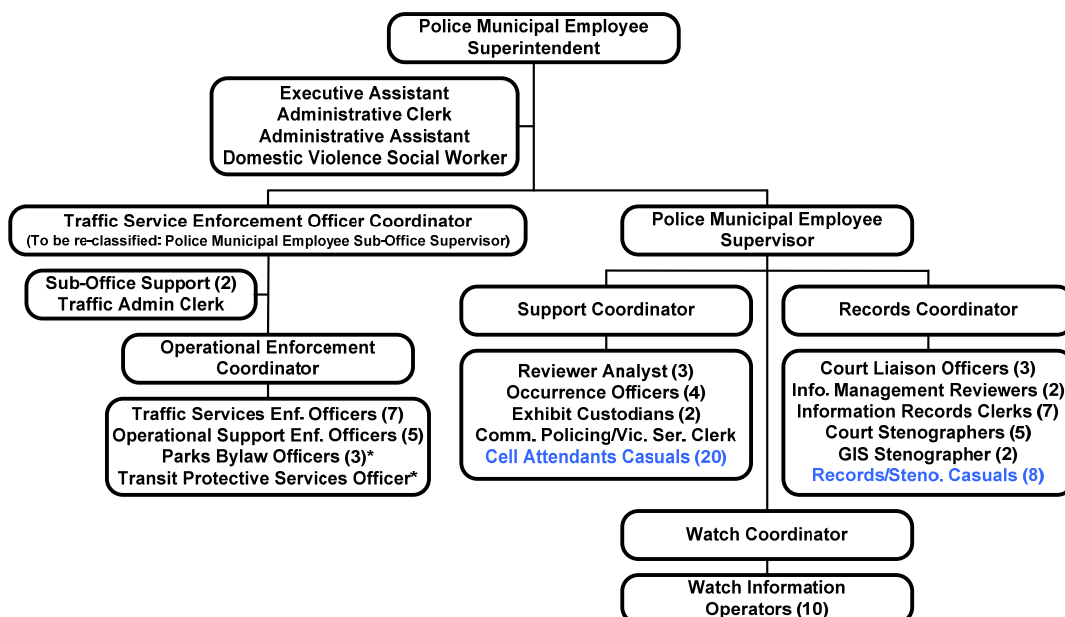


Within the Inspections and Licensing Department, there are two (2) Compliance Officers. They are responsible for responding to complaints associated with The City's bylaws as they relate specifically to private property. These individuals do not have the Peace Officer designation and are limited to enforcement of Municipal Bylaws.

## 3. Municipal Employees

Within the City of Red Deer RCMP detachment there are 65 Municipal Employees. The following details the breakdown of employee duties.

### Municipal Employees Organizational Chart



#### a) Bylaw Enforcement/Community Peace Officers – Municipal Employees

The Bylaw Enforcement section consists of two (2) supervisory positions, the Sub-Office Supervisor and the Operational Enforcement Coordinator, seven (7) Traffic Services Enforcement Officers and five (5) Operational Support Enforcement Officers, two (2) Parks Bylaw Officers and one (1) Transit Protective Services Officer.

The Parks and Transit Peace Officers are part of the overall Bylaw/Community Peace Officer complement with assignments specific to the Parks and Transit areas. They work out of the RCMP Detachment and their wages are charged back to the respective departments. Operationally they report to the Operational Enforcement Coordinator who works closely with the supervisory staff in the Parks and Transit departments.

All of the Bylaw Officers have a Community Peace Officer appointment (CPO1) (with the exception of one individual that has CPO2) and have the authority to enforce the offences under the Federal and Provincial Statutes and municipal bylaws.

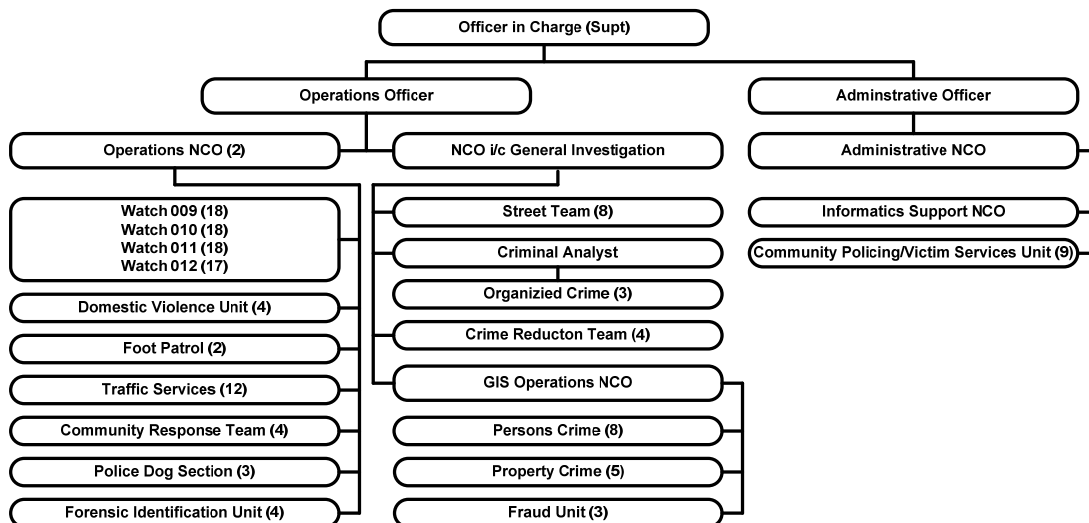
Additional costs for bylaw enforcement include fleet costs for vehicles, uniforms, training, and workspace. These specific details have not been identified in this report but are included in the respective annual operating budgets.

#### b) Administrative Support - Municipal Employees

Supporting the RCMP and the Peace Officers is the administrative arm of the Municipal Employees. Although in a number of cases these individuals are not dealing directly with the public, their work is essential in ensuring the system operates as it should by providing the administrative support for the watches, records, exhibits, traffic enforcement, court, operations, etc. As has been noted in previous discussions with Council, the work of the Municipal Employees is essential to effective and efficient operations relieving members of office work allowing them more time on the streets.

### 4. RCMP

#### RCMP Organizational Structure

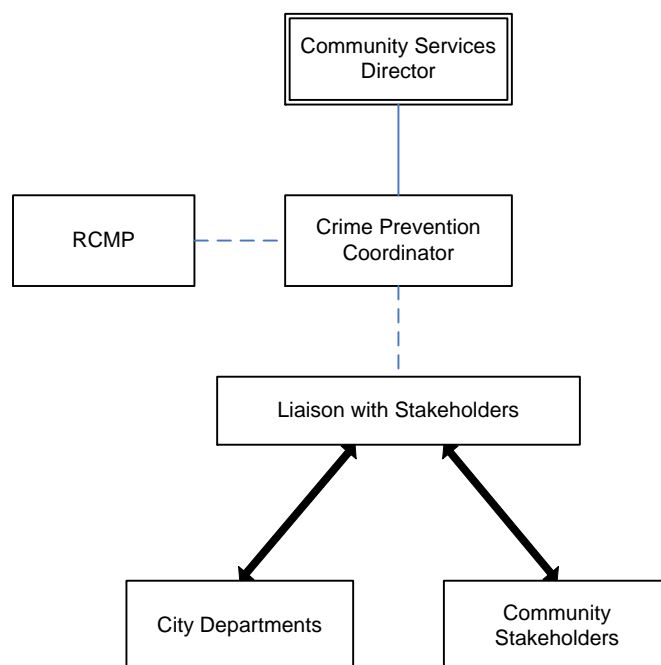


The approved complement of RCMP officers for the City of Red Deer is 147 plus the 3 provincial positions for a total of 150. The current funded complement of RCMP members is 128 which include 125 municipally funded positions and 3 provincially funded positions. This number tends to be very fluid from month to month as members come and go with transfers, promotions, training, reassignments or leaves. In 2009 the month to month range of position was between 117 and 128 with an average of 122 over the course of the year. The assignment or placement of members to various areas (as listed in Appendix A) will also vary depending on the individuals available, their skill set and the policing priorities of the day. Based on the contract with the RCMP the City pays \$116,522 per member per year which includes uniforms, training, vehicles and policing infrastructure (IT systems such as CPIC, PROS). The City does not pay for dispatch.

The above RCMP Member organizational chart outlines the staffing allocation as if The City had the full 150 member complement of members.

## 5. Other

### 5a. Crime Prevention Coordinator



In 2005 the Crime Prevention and Policing Strategy and Crime Prevention and Policing Strategy Implement Plans were developed. One of the recommendations of the Strategy was the creation of a Crime Prevention Coordinator to work with the various City and community stakeholders in developing crime prevention initiatives. The position was established on a pilot basis for three years and in the 2009 budget the pilot was extended to December 31, 2010.

The Crime Prevention Coordinator reports to the Community Services Director and works closely with the RCMP Superintendent, Social Planning Community Facilitators, Recreation Section Neighbourhood Community Development staff as well as other City departments. He is a City staff liaison with the Crime Prevention Advisory Committee. He actively works with neighbourhood associations, numerous community organizations and agencies such as the DBA and Street Ties as well as responds to enquiries from individual citizens and businesses.

Projects the Crime Prevention Coordinator has been involved with include resolving neighbourhood issues through the coordination of community meetings and CPTED reports, the Graffiti Abatement Project, administration of the CPTED Incentive Program, Social Marketing Workshop, placement of the needle drop boxes as well as providing group presentations.

The Crime Prevention Coordinator is also responsible for ensuring education materials are developed and updated such as the crime prevention webpage, Crime Prevention Report Cards, and newspaper articles for crime prevention week.

New initiatives on the horizon include the crime free multi housing program and participation in the development of a provincial fraud prevention week.

#### **5b. Transit**

In addition to their role of monitoring and supervising the Transit Operators and keeping the Transit systems operating the Transit Operations Supervisors also address safety issues related to both the operators and the public. These individuals have a bylaw enforcement status and enforce the Transit Usage Bylaw.

#### **5c. Facility Staff**

Recreation staff and park attendants, in addition to their assigned work, provide additional sets of eyes that contribute to the safety and security of the public and staff. The Community Standards Bylaw has provided an important tool that gives staff direction and can be used to educate the public. The bylaw empowers staff to address inappropriate behaviour directly or initiate the involvement of others such as commissioners, bylaw officers/peace officers or police depending on the situation. As an example, at the Collicutt Centre ongoing meetings are occurring with school officials, bylaw officers/community peace officers, commissioners, police and staff to maintain communication.

The summer of 2009 the Parks Section initiated a program with of the Canadian Ski Patrol. The organization provides volunteers that patrol the trail system through the summer months. Working in pairs the ski patrollers toured the trails on bikes during the week and on weekends. Their role is to provide a presence and eyes on the trail. In the event of any concerns they were to report to the bylaw/community peace officers or the police. This volunteer initiative was an opportunity for the ski patrollers to continue to be active through the summer months and also assist The City with any safety or maintenance issues on the trails.

**III. SUMMARY**

Wages or contract costs for each of the areas are as follows (Details are included in Appendix A)

Commissionaires	\$785,688
Bylaw Enforcement – Compliance Officers	141,071
Bylaw/Community Peace Officers	1,185,516
Municipal Employees (excluding Bylaw/Peace Officers)	3,188,527
RCMP	14,406,930
Crime Prevention – Community Services	79,987
Transit Operations Supervisors	<u>193,850</u>

**Total                    \$19,981,569**

Addressing the safety and security of the staff and citizens of The City of Red Deer is undertaken through a multi pronged approach and a continuum of service. The Commissionaires and Bylaw Officers are assigned to specific areas where concerns and needs have been identified. The continuum ranges from observing, taking opportunities to educate and providing a uniformed presence, to that of enforcement of municipal bylaws by the bylaw/peace officers to police enforcement of municipal, provincial and federal statutes by the RCMP.

From the public's perspective it may not always be clear who to contact in a particular situation. The role of the Bylaw/Community Peace Officers and the Compliance Officers will differ depending on what aspect of the Community Standards Bylaw is being enforced. The Compliance Officers' responsibility is focused specifically on property issues whereas the Bylaw/Community Peace Officers role serves the broader community needs.

Respectfully submitted



Colleen Jensen  
Community Services Director

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**1. Commissionaires**

<b>Function</b>	<b>Current Responsibilities</b>	<b>Powers</b>	<b>Reports to</b>	<b>Cost Unit – 2009</b>	<b>Total Budget 2009</b>
<b>Parking Enforcement (8)</b> (7 foot patrols; one vehicle patrol)	Patrol parking meters, parking lots, and/or restricted parking zones and issue tickets to vehicles parked in violation of the Traffic By-law  Collect coins from parking meters and parking lot ticket dispensers  Report unserviceable parking meters/dispensing machines and other parking issues  Attend Court when required to provide evidence on tags issued	Under the Municipal Traffic Bylaw issues parking tickets  Observe and report	Department: Inspections & Licensing  City Parking Coordinator through the contract with Canadian Corps of Commissionaires	\$18.85 - \$23.40/hour	\$329,602
<b>Evening and Late Night Parking Enforcement (2)</b> (Wed. - Sat. 9:30 p.m. - 3:30 a.m.)	Patrol and enforce parking regulation by issuing tickets and towing vehicles parked in violation of the Traffic Bylaw. (Downtown and bar scene)	Under the Municipal Traffic Bylaw issues parking tickets  Observe and report	Department: Inspections & Licensing  City Parking Coordinator through the contract with Canadian Corps of Commissionaires	\$20.80/hour	\$58,406
<b>City Hall Security (1)</b>	Security at City Hall daytime, nights and weekends	Observe and report	Department: Inspections & Licensing  Inspections, Enforcement & Building Supervisor through the contract with Canadian Corps of	\$18.85 - \$20.80/hour	\$93,345

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 1. Commissionaires

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
			Commissionaires		
<b>Collicutt Centre</b> (Mon. – Fri. 2:30 - 10:30 p.m.; Mon - Fri 11:45 a.m. - 12:45 p.m.; Sat & Sun. 2:30 - 10:30 p.m.)	Patrol Collicutt Centre grounds and buildings	Observe and report	Department: Recreation Parks & Culture  Collicutt Supervisor	\$18.85 - \$20.80/hour	\$82,227
<b>Transit Terminal</b>	Patrol Transit Terminal  Clearing and locking public washrooms at Transit Terminal  Provide daily reports of incidents or property damage  Contact RCMP when instances are outside commissionaires jurisdiction  Enforcement of City bylaws in and around the Transit Terminal	Observe and report	Department: Transit  Transit Operations Superintendent	\$18.85/hour	\$55,437
<b>Transit Cash Transfer (2)</b>	Transfer transit cash fare from the transit vaults to the bank  Complete bank deposit forms		Department: Transit  Transit Facilities Superintendent	\$1,967.33/month	\$23,607
<b>Civic Yards Security (1)</b>	Patrol Civic Yards buildings and yards  Ensure gates are secured	Observe and report	Department: Public Works  Building Maintenance	Nightly patrols (Mon – Fri): \$364/week  Weekend patrols (Sat	\$23,524

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 1. Commissionaires

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	<p>Ensure all building exterior doors are secure</p> <p>Respond to City building/security alarms</p>		Coordinator	<p>&amp; Sun): \$72.80/week</p> <p>Emergency occurrence: \$36.40/occurrence</p> <p>Stat Holidays: \$45.50/hour</p>	
<b>Photo Radar</b>	<p>Duties and responsibilities relating to Photo Radar and Red Light operations</p> <ul style="list-style-type: none"> <li>• Change and submit red light camera film as per schedule</li> <li>• Complete shift pass on notes for the use as required by the Traffic Administrative Coordinator or Traffic NCO</li> <li>• Address any issues concerning photo radar site locations</li> <li>• Report problems encounter with equipment</li> </ul> <p>Prepare monthly newsletter of upcoming photo radar locations</p> <p>Assist Traffic Administrative Coordinator in the preparation of court briefs</p>		<p>Department: RCMP</p> <p>Municipal Employee Superintendent</p> <p>Operational report: Traffic Administrative Coordinator</p>	\$24.05/hour	\$112,000

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**1. Commissionaires**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	Attend court as required				
<b>Other</b>	Security services as required including: <ul style="list-style-type: none"> <li>• Accompany snow removal and street sweeping crews to ticket and/or remove vehicles as required</li> <li>• Major events</li> </ul>	Observe and report	Appropriate Department Designate		\$7,540
<b>Total Contracted Costs: Commissionaires</b>					<b>\$785,688</b>

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 2. Bylaw Enforcement - Compliance Officers

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
<b>Compliance Officer (2)</b>	<p>Enforcement of violations in relation to various City Bylaws including:</p> <ul style="list-style-type: none"> <li>• Complaints with respect to Land Use issues</li> <li>• Any use or activity on a property that has a detrimental impact on any person or other property including: animal waste, graffiti, excessive dust, maintenance of accessory structures and fences, nuisance weeds or grass, opaque or dense smoke, pesticides, storage of dilapidated vehicles, appliances and rubbish, uncontrolled insect pests, unsafe excavations, ditches etc, vehicle repairs.</li> </ul> <p>Enforcement responsibilities include</p> <ul style="list-style-type: none"> <li>• inspecting sites to assess and gather evidence</li> <li>• contacting and working with tenants and owners</li> <li>• providing follow-up where</li> </ul>	<p>Limited to enforcement of Municipal Bylaws related to private property:</p> <p>Land Use Bylaw</p> <p>Community Standards Bylaw</p>	Inspections and Licensing Manager	\$29.18/hour	\$141,071

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**2. Bylaw Enforcement - Compliance Officers**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	<p>voluntary compliance is not gained</p> <p>Attend sites, document conditions and other observation to assist other positions and departments including:</p> <ul style="list-style-type: none"> <li>• License Inspector</li> <li>• Deputy Development Officer, Inspection, Enforcement and Building Supervisor</li> <li>• Land and Economic Development Department</li> </ul> <p>Provide input to resolve issues through involvement in committees such as Arson Task Force and Drug House Task Force.</p>				
<b>Total Wages: Compliance Officers</b>					<b>\$141,071</b>

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 3a. Bylaw Enforcement - Community Peace Officers – Municipal Employees

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
<b>Traffic Services Enforcement Officer (7)</b>	<p>Enforcement of violation applicable to Provincial statutes</p> <p>Investigates and responds to citizen complaints and inquiries</p> <p>Assists the RCMP by:</p> <ul style="list-style-type: none"> <li>• serving legal documents,</li> <li>• preparing court documentation</li> <li>• giving evidence in courts</li> <li>• providing traffic control at accident scenes or intersections,</li> <li>• completing motor vehicle accident reports,</li> <li>• patrolling at special event</li> <li>• assisting with Check Stops</li> <li>• working radar operations</li> <li>• picking up or returning property</li> <li>• obtaining fingerprints, photograph and complete documentation of person reporting to police</li> </ul>	<p>Provide information on behalf of the Crown relating to offences under Federal and Provincial Statutes, the Criminal Code and Municipal Bylaws, serving and executing court documents, and enforce the following legislation:</p> <ul style="list-style-type: none"> <li>• The Dangerous Dogs Act</li> <li>• The Environmental Protection and Enhancement Act, Part 9, Division 2</li> <li>• The Gaming and Liquor Act</li> <li>• The Fuel Tax Act</li> <li>• The Petty Trespass Act</li> <li>• The Prevention of Youth Tobacco</li> </ul>	<p>Traffic Services Enforcement Coordinator</p> <p>Operationally: N.C.O In Charge of Traffic</p>	\$30.95/hour	\$467,833

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**3a. Bylaw Enforcement - Community Peace Officers – Municipal Employees**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	Conduct park patrols Municipal enforcement and occurrence duties Public relations responsibilities (school talks, police week, Christmas Check Stop program, meetings and seminars, liaise with other City departments)	Use Act <ul style="list-style-type: none"> <li>• The Provincial Offences Procedure Act</li> <li>• The Tobacco Reduction Act</li> <li>• The Traffic Safety Act</li> <li>• Community Standards Bylaw</li> </ul>			
<b>Operational Support Enforcement Officer (5)</b>	Enforcement of violation applicable to Provincial statutes Investigates and responds to citizen complaints and inquiries Assists the RCMP by: <ul style="list-style-type: none"> <li>• serving legal documents,</li> <li>• preparing court documentation</li> <li>• giving evidence in courts</li> <li>• picking up or returning property</li> <li>• obtaining fingerprints, photograph and complete documentation of person reporting to police</li> </ul>	Provide information on behalf of the Crown relating to offences under Federal and Provincial Statutes, the Criminal Code and municipal Bylaws, serving and executing court documents, and enforce the following legislation: <ul style="list-style-type: none"> <li>• The Dangerous Dogs Act</li> <li>• The Environmental Protection and</li> </ul>	Traffic Services Enforcement Coordinator Operationally: N.C.O In Charge of Traffic	\$29.79/hour	\$366,870

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**3a. Bylaw Enforcement - Community Peace Officers – Municipal Employees**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	<ul style="list-style-type: none"> <li>work with traffic RCMP section and/or Watches when requested</li> </ul> <p>Conduct park patrols</p> <p>Municipal enforcement and occurrence duties</p>	<p>Enhancement Act, Part 9, Division 2</p> <ul style="list-style-type: none"> <li>The Gaming and Liquor Act</li> <li>The Fuel Tax Act</li> <li>The Petty Trespass Act</li> <li>The Prevention of Youth Tobacco Use Act</li> <li>The Provincial Offences Procedure Act</li> <li>The Tobacco Reduction Act</li> <li>The Traffic Safety Act</li> <li>Community Standards Bylaw</li> </ul>			
<b>Park Bylaw Officer (2)</b>	<p>Informs, explains and where necessary enforces Municipal and Provincial Statutes</p> <p>Patrols parks and trails</p> <p>Ensures parks are litter free</p>	<p>Provide information on behalf of the Crown relating to offences under Federal and Provincial Statutes, the Criminal Code</p>	<p>Traffic Services Enforcement Coordinator</p> <p>Works closely with Parks staff</p>	\$30.23/hour	\$146,754

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**3a. Bylaw Enforcement - Community Peace Officers – Municipal Employees**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	<p>Reports damage to relevant City staff and RCMP</p> <p>Works with RCMP, Inspections and Licensing, Emergency Services, Animal Control, Parks Operations and Commissionaires to provide assistance, share information and develop solutions related to park matters</p> <p>Provides public education and awareness of appropriate use of the parks and open space through:</p> <ul style="list-style-type: none"> <li>• Addressing public inquiries</li> <li>• Maintaining a visual presence by conducting regular patrols</li> <li>• Conducting information and public safety program with organizations and schools</li> </ul> <p>Responds, takes action and/or refers citizen inquiries and complaints to appropriate work area public concerns or complaints</p>	<p>and Municipal Bylaws, serving and executing court documents, and enforce the following legislation:</p> <ul style="list-style-type: none"> <li>• The Dangerous Dogs Act</li> <li>• The Environmental Protection and Enhancement Act, Part 9, Division 2</li> <li>• The Gaming and Liquor Act</li> <li>• The Fuel Tax Act</li> <li>• The Petty Trespass Act</li> <li>• The Prevention of Youth Tobacco Use Act</li> <li>• The Provincial Offences Procedure Act</li> <li>• The Tobacco Reduction Act</li> </ul>			

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 3a. Bylaw Enforcement - Community Peace Officers – Municipal Employees

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
		<ul style="list-style-type: none"> <li>• The Traffic Safety Act</li> <li>• Community Standards Bylaw</li> <li>• Animal Control Bylaw</li> </ul>			
<b>Transit Protective Services Officer (1)</b>	<p>Informs, explains and where necessary enforces Municipal and Provincial Statutes</p> <p>Responds to complaints, incidents or situation on board Transit buses or within Transit facilities throughout the Transit coverage area.</p> <p>Patrols, observes, reports and records daily activities at the Transit terminal, on board buses and routing system.</p> <p>Reports any damage to appropriate City staff for repair and RCMP if follow-up investigation is required</p> <p>Works with RCMP, Inspections and Licensing, Emergency Services, Transit Operations staff and Commissionaires to provide assistance, share information and develop solutions related to</p>	<p>Provide information on behalf of the Crown relating to offences under Federal and Provincial Statutes, the Criminal Code and Municipal Bylaws, serving and executing court documents, and enforce the following legislation:</p> <ul style="list-style-type: none"> <li>• The Dangerous Dogs Act</li> <li>• The Environmental Protection and Enhancement Act, Part 9, Division 2</li> <li>• The Gaming and</li> </ul>	<p>Traffic Services Enforcement Coordinator</p> <p>Works closely with Transit staff</p>	\$30.23/hour	\$73,377

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**3a. Bylaw Enforcement - Community Peace Officers – Municipal Employees**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	transit matters Provides public education and awareness of appropriate use of the transit system through: <ul style="list-style-type: none"> <li>• Addressing public inquiries</li> <li>• Maintaining a visual presence by conducting regular patrols</li> <li>• Conducting information and public safety program with organizations and schools</li> </ul>	Liquor Act <ul style="list-style-type: none"> <li>• The Fuel Tax Act</li> <li>• The Petty trespass Act</li> <li>• The Prevention of Youth Tobacco Use Act</li> <li>• The Provincial Offences Procedure Act</li> <li>• The Tobacco Reduction Act</li> <li>• The Traffic Safety Act</li> <li>• Community Standards Bylaw</li> <li>• Transit Usage Bylaw</li> </ul>			
<b>Traffic Services Enforcement Officer Coordinator</b>	Coordinates the Traffic Services Enforcement Officers, Operational Support Enforcement Officers, Sub-Office Support Clerks and Administrative Traffic Clerk Provides training	Municipal Policy and Procedures	Police Municipal Employee Superintendent	\$32.52/hour	\$63,661

**Appendix A**  
**City of Red Deer**  
**Safety and Security Resources and Functions**

**3a. Bylaw Enforcement - Community Peace Officers – Municipal Employees**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	Performs the Traffic Services Enforcement Officer duties				
<b>Operational Enforcement Coordinator</b>	Coordinates Traffic Service Enforcement Officers, Parks Bylaw Officer, Transit Protective Services Officer and Operation Support Enforcement Officers  Provides training  Performs traffic services enforcement Officer duties	Municipal Policy and Procedures	Police Municipal Employee Superintendent	\$32.85	\$67,021
<b>Total Wages: Bylaw Enforcement /Peace Officers</b>					<b>\$1,185,516</b>

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 3b. Administrative Support - Municipal Employees

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget
Police Municipal Employee Superintendent	Supervision of municipal employees  Planning, budgeting and administering annual police budget  Coordinator, trainer and key resource for Detachment in budget, PROS, PIRS and CPIC	Municipal Policy and Procedures	Officer In Charge (OIC)	\$56.35/hour	\$110,296
Police Municipal Employee Supervisor	Management and direct supervision of three co-ordinator positions.  Manages CPIC and ensures audits of computer systems for quality assurance  Develops and maintain ongoing detachment safety programs  Assists in identifying and arranging training needs  Responsible for building maintenance and liaison with general contractors	Municipal Policy and Procedures	Police Municipal Employee Superintendent	\$48.69/hr	\$95,320
<b>Administration</b> • Executive Assistant • Administrative Clerk		Municipal Policy and Procedures	Police Municipal Employee Superintendent	Range: \$30.34 – 30.59/hr	\$119,268

**Appendix A**  
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**3b. Administrative Support - Municipal Employees**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget
<ul style="list-style-type: none"> <li>Administrative Assistant</li> <li>Police Domestic Violence Social Worker (2) (one position funded through grant program)</li> </ul>					
<b>Operations</b> <ul style="list-style-type: none"> <li>Police Support Coordinator</li> <li>Reviewer/Analyst (3)</li> <li>Occurrence Officers (4)</li> <li>Police Exhibit Custodian (2)</li> <li>Community Policing / Victim Services Clerk</li> <li>Cell Attendants (7 FTEs)</li> </ul>		Municipal Policy and Procedures	Police Municipal Employee Supervisor	Range: \$43.25 - \$27.81/hr	\$991,217
<b>Records</b> <ul style="list-style-type: none"> <li>Police Records Coordinator</li> <li>Police PROS Records Management Reviewers (2)</li> <li>Police Court</li> </ul>		Municipal Policy and Procedures	Police Municipal Employee Supervisor	Range: \$40.67 - \$29.40/hr	\$1,090,301

**Appendix A**  
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**3b. Administrative Support - Municipal Employees**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget
Stenographers (5) <ul style="list-style-type: none"> <li>Police GIS Stenographers (2)</li> <li>Police Court Liaison (3)</li> <li>Police Information Records Clerks (7)</li> </ul>					
<b>Watch</b> <ul style="list-style-type: none"> <li>Police Watch Coordinator</li> <li>Police Watch Information Operators (10)</li> </ul>		Municipal Policy and Procedures	Police Municipal Employee Supervisor	Range: \$40.67 – \$32.86/hr	\$594,171
<b>Bylaws – Administrative Support</b> <ul style="list-style-type: none"> <li>Administrative Traffic Clerk</li> <li>Sub-Office Support Clerk (2)</li> </ul>		Municipal Policy and Procedures	Traffic Service Enforcement Officer Coordinator	Range: \$34.11 - \$32.26	\$187,954
<b>Total Wages: Municipal Employees – Administrative Support</b>					<b>\$3,188,527</b>

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 4. RCMP – Members

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
<b>Officer in Charge (OIC)</b> 1 FTE - Superintendent	Overall responsibility for managing the Red Deer Municipal and Red Deer Rural detachments.	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal Statutes	CO "K" Division  Community Services Director, City of Red Deer	\$116,522/member	
<b>Administrative / Operational Support</b> 4 FTE - 2 Insp 1 S/Sgt 1 Sgt (1 S/Sgt pending)	Provide Operational and Administrative oversight for municipal detachment functions  (Internal Investigations, Annual Performance Plan/Quality Assurance, Fleet Management, Staffing Management, Training, Cell Block)	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal Statutes	OIC Red Deer detachment	\$116,522/member	
<b>General Duty Policing (GD)</b> 63 FTE - 4 Sgt 8 Cpl 51 Cst	Provide first response services to Red Deer, conduct patrols, complete investigations under federal/provincial/municipal statutes  Support community policing programs  Provide 24/7 emergency response  First response, front line uniformed members with Sgt/ Cpl	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal Statutes	Operations NCO (S/Sgt)	\$116,522/member	

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**4. RCMP – Members**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	as Supervisors				
<b>Traffic</b> 9 FTE - 1 Sgt 1 Cpl 7 Cst	Provide traffic enforcement including Criminal Code, Provincial and Municipal statutes Investigate traffic collisions Collect and report statistical data for traffic collisions and enforcement Public education Major event traffic management Partners with City Engineering for traffic statistics and motor vehicle collisions Partners with Central Alberta Safety Committee Uniformed/visible presence Plan and coordinate Provincially funded enhance policing Check Stop Program	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal Statutes (primarily relating to traffic enforcement)	Operations NCO (S/Sgt)	\$116,522/member	
<b>General Investigation Section (GIS)</b> 34 FTE - 1 S/Sgt 1 Sgt	Provides Operational Support to General Duty Provides specialized investigation for serious crime Provides specialized investigation	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal	Operations Officer (Insp)	\$116,522/member	

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 4. RCMP – Members

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
6 Cpl 26 Cst	for complex matters  Includes the following sub-units: Persons Crimes, Commercial Crime, Organized Crime/ Intelligence, Street Team (project oriented enforcement initiatives), Crime Reduction Team (targets high risk and prolific offenders)  Public presentations	Statutes			
<b>Domestic Violence Unit (DVU)</b> 8 FTE - 1 Cpl 3 Cst  Unit also includes 4 civilians - including 2 Social Workers (one ME and one grant funded); a Court Worker (grant funded) and administrative support (shared funding with province and Women's Shelter)	Provides operational support to General Duty for Domestic Violence investigations  Liaises with DRVIC / Social Agencies  Ensures completion of risk assessments  Victim support - through unit social workers and referrals  Program reporting as required  Uniform and plain clothes functions  Public presentations	Operates under provisions of the Criminal Code, Provincial agreements and partnerships specific to Domestic Violence	Admin NCO	\$116,522/member	
<b>Red Deer Community Response Unit (CRU)</b> 2 FTE - 2 Cst	Provides policing support and advice to community groups / events  Provides assessment and recommendations respecting	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial	Operations NCO	\$116,522/member	

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 4. RCMP – Members

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	emerging trends, problem areas, community identified issues  Provides investigative support  Bicycle patrols  Uniform response	and Municipal Statutes			
<b>Red Deer Foot Patrol Unit</b> 2 FTE - 2 Cst	Provides foot patrol to the downtown core, park areas within the city, community recreation and gathering areas  Uniform response  Community Response Unit and Foot Patrol work closely together.  Focus is on community identified issues/problems.  Flexible response oriented to problem solving	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal Statutes	Operations NCO	\$116,522/member	
<b>Crime Prevention / Victim Services (CP/VS)</b> 8 FTE - 1 Cpl 7 Cst	Media Liaison services  School Resource Officers  Crime Stoppers  Victim Services  Plans / participates in Community events	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal Statutes  Working agreements	Admin NCO	\$116,522/member	

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 4. RCMP – Members

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
	<p>Manages the Victim Services program, Citizens on Patrol (COP), COPS for Kids</p> <p>Participates in community support groups</p> <p>Uniform presence</p> <p>Liaises with Crime Prevention Coordinator</p> <p>Unit includes new Diversity Position</p>	with community service groups			
<b>Technical Support</b> 1 FTE - 1 Cpl	<p>Manage RCMP network infrastructure and security</p> <p>Coordinate facility security with RCMP Security Services</p>	<p>Operates under provisions of the Federal - Provincial Policing contract</p> <p>Federal, Provincial and Municipal Statutes</p> <p>Specific compliance functions related to security and information as per the RCMP Act and RCMP Policies</p>	Operations Officer	\$116,522/member	
<b>Forensic Identification Services</b> 2 FTE - 1 Cpl 1 Cst	Provides specialist support for crime scene examination, technical support for operational policing	Operates under provisions of the Federal-Provincial Policing contract, Federal, Provincial	Operations Officer	\$116,522/member	

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 4. RCMP – Members

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget 2009
Works as a combined post with 2 Provincial positions plus 1 civilian member	Uniform response Training for members Public Presentations Video transfer/video stills service* *Note: most units have to use HQ Ottawa Services, local response is more efficient	and Municipal Statutes  Specific compliance functions related to security and information as per the RCMP Act and RCMP Policies			
<b>Police Dog Services (PDS)</b> 3 FTE - 1 Cpl 2 Cst  Note: Provincial/ Municipal works as a combined post sharing duties with 1 Provincial position	Provides operational support to general policing functions (searching / tracking / crowd control)  Provides Search & Rescue support  Uniform response  Specialized support (ERT, Explosives and Drugs)  Public Presentations	Operates under provisions of the Federal - Provincial Policing contract  Federal, Provincial and Municipal Statutes	PDS Coordinator	\$116,522/member	
<b>Total Wages: RCMP Members</b>					<b>\$14,406,930</b>

## Appendix A City of Red Deer Safety and Security Resources and Functions

### 5. Other

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget
<b>Crime Prevention Coordinator</b>	<p>Provide leadership for Crime Prevention initiatives within the Community Services Division including strong liaison with the RCMP based on the Crime Prevention and Policing Strategy Implementation Plan</p> <ul style="list-style-type: none"> <li>• Work closely with City staff to ensure the prevention of crime as a planning tool</li> <li>• Collaborate with and coordinate applicable departments in developing the organizations crime prevention policies and procedures and development and implementation of crime prevention initiatives</li> <li>• Conduct and coordinate the evaluation and review of programs and services related to crime prevention initiatives and approaches</li> </ul> <p>Support community groups, organizations in Crime Prevention initiatives such Crime Prevention Through Environmental Design (CPTED), Citizens on Patrol (COP), Neighbourhood Watch,</p>		<p>Department: Community Services Division</p> <p>Community Services Director</p>	\$33.09/hour	\$79,987

**Appendix A**  
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**5. Other**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget
	<p>etc.</p> <p>Ensure the preparation of promotional information and reports, establishment of evaluation criteria and reporting requirements</p> <p>Liaise with the Crime Prevention Advisory Committee and provide administrative support and facilitation to the committee</p>				
<b>Transit Operations Supervisor (2)</b>	<p>As required carries out field investigations of public complaints.</p> <p>Investigates accidents involving transit vehicles including vehicle and operator information, photographs, witness statements, vehicle damage and police reports.</p> <p>Responds to request for assistance from Transit Operators related to equipment, passenger problems or request for information and takes charge of situations and takes appropriate action where required.</p> <p>Supervises the security within Transit facilities such as the Transit Terminal area.</p>	Enforcement of City Transit Usage Bylaw.	Transit Operations Superintendent	\$34.61/hour	\$193,850

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**5. Other**

Function	Current Responsibilities	Powers	Reports to	Cost Unit – 2009	Total Budget
				Wages: Other	\$273,837

***Comments:***

The Safety and Security Report is provided for Council's information.

"Morris Flewwelling"  
Mayor

"Craig Curtis"  
City Manager



**Request: Report for Inclusion  
on a Council Agenda**

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

Requests to include a report on a Council Agenda must be received by 4:30pm on Monday (5 business days) prior to the scheduled meeting.

**PLEASE NOTE:** If reports are not received by Monday (5 business days) prior to the scheduled meeting/hearing the report may be moved to the next Agenda.

CONTACT INFORMATION			
Name of Report Writer:	Christina Lust on behalf of Colleen Jensen		
Department & Telephone Number:	Community Services Division 403-309-8500		
REPORT INFORMATION			
Preferred Date of Agenda:	April 6, 2010		
Subject of the Report (provide a brief description)	Safety and Security Report Follow up to Council motion September 8, 2009 requesting administration to prepare a report that outlines the current responsibilities, powers, organizational structures and costs associated with various positions that have community safety and security as central to their mandate.		
Is this Time Sensitive? Why?	No but it is an item that has been outstanding for a extended period of time. Council was presented the report at the February 18 <sup>th</sup> workshop are aware of the content but it still needs to be presented at open Council.		
What is the Decision/Action required from Council?	No.		
Please describe Internal/ External Consultation, if any.	Information was gathered from various departments including: Police, Inspections and Licensing, Recreation Parks and Culture, Transit and the Commissionaires.		
Is this a Committee of the Whole item?	No		
How does the Report link to the Strategic Plan? DC2: Increase the sense of safety and security of citizens , businesses and visitors. Will provide background information for the upcoming Crime Prevention and Policing Study/Strategy and Policing Service Model Review			
Has Legal Counsel been consulted? Are there any outstanding issues? Please describe. N/A			
Has Financial Services been consulted? Are there any financial implications? Please describe. N/A			
Presentation: (10 Min Max.)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Presenter Name and Contact Information: Colleen Jensen, 342-8323
COMMUNITY IMPACT			
Should External Stakeholder(s) be advised of the Agenda item? (e.i. Community Groups, Businesses, Community Associations) If Yes, please provide the Contact Information for the External Stakeholder(s)		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO
External Stakeholder(s) Contact Information: (please provide, name, mailing address, telephone number and e-mail address)			

FOR LEGISLATIVE & ADMINISTRATIVE SERVICES USE ONLY		
Has this been to SMT / Topics/ Committees: MPC, EAC, CPAC		(Please circle those that apply)
<b>SMT</b>	<b>Topics</b>	<b>Board(s) / Committee(s)</b>
When/describe: _____	When/Describe: _____	When/Describe: _____
Do we need Communications Support?		<input type="checkbox"/> YES <input type="checkbox"/> NO

Please return completed form, along with report and any additional information to Legislative & Administrative Services.

DM#971969

FILE COPY

**Council Decision – April 6, 2010**

**DATE:** April 7, 2010  
**TO:** Colleen Jensen, Community Services Director  
**FROM:** Elaine Vincent, Legislative and Administrative Services Manager  
**SUBJECT:** Safety and Security Report - Response to Notice of Motion from Councillor Veer

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*Reference Report:*

Community Services Director, dated March 22, 2010

This report was submitted for Council's information.

*Report Back to Council:* No



Elaine Vincent  
Legislative & Administrative Services Manager

c: Divisional Strategist, Community Services  
LAS File

**Reports Item No. 5**

**DATE:** March 29, 2010 Document #972777

**TO:** Elaine Vincent  
Legislative Services Manager

**FROM:** Colleen Jensen  
Community Services Director

**SUBJECT:** **Crime Prevention and Policing Study/Strategy and Policing Model Review**

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**INTRODUCTION**

In 2003 – 2004 The City undertook the Crime Prevention and Policing Study and resulting Strategy. Phase I of the study provided statistical information of the crime prevention and policing situation of the day. Phase 2 assessed the community and stakeholder views of safety and security in the community and evaluated it against the research findings in Phase I. The end result was a comprehensive strategy and implementation plan for future direction for the crime prevention and policing initiatives for the community. Over the last five years, work has been undertaken to implement the various strategies in the implementation plan and it is now time to update the strategies to continue to move forward.

Council has provided direction through the approval of funding in the 2010 budget for the undertaking of an update of the Crime Prevention and Policing Strategies as well as conducting a review of the pros and cons of the current policing service model in comparison to other policing models.

The result of the study will be recommended crime prevention and policing strategies and a recommendation of the most effective policing service model for Red Deer.

**DISCUSSION**

On February 18, 2010 Council members attended a Council workshop to discuss their desired outcomes for the Crime Prevention and Policing Study/Strategy Update and the Policing Service Model Review. A draft Terms of Reference for the study and the steering committee was developed based on those discussions.

On March 24, 2010 the Crime Prevention Advisory Committee (CPAC) reviewed the two documents. The attached Steering Committee Terms of Reference and Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review Terms of Reference are the documents presented to CPAC by administration. The following table outlines the recommended changes from CPAC. A summary of changes follows *(changes are noted in italics and highlighted)*:

## Steering Committee Terms of Reference

### General Comments:

CPAC would like to see representation on the Steering Committee provide a cross section of the community so that it provides a balance of the various sectors of the community (i.e. age, geographical location, etc.)

Draft Presented by Administration	Recommended CPAC Changes
To guide and monitor all stages of Parts 1, 2 and 3 of the Study/Strategy/Review, ensuring that the purpose, objectives and deliverables outlined in the Terms of Reference are achieved. This includes such things as selection of consultants, reviewing and commenting on draft documents and reports.	To guide and monitor all stages of Parts 1, 2 and 3 of the Study/Strategy/Review, ensuring that the purpose, objectives and deliverables outlined in the Terms of Reference are achieved. This includes such things as <b>input into the selection of the consultant</b> , reviewing and commenting on draft documents and reports.
<p><b>Steering Committee Composition</b></p> <ul style="list-style-type: none"> <li>Two (2) members of City Council</li> <li>Two (2) members of the Crime Prevention Advisory Committee</li> <li>One (1) member of the Downtown Business Association</li> <li>One (1) member from a community agency</li> <li>One (1) member from a community association</li> <li>One (1) representative from either the Provincial or Federal Justice Department</li> <li>Two (2) members from the public at large</li> <li>Colleen Jensen, Community Service Director</li> <li>Brian Simpson, Superintendent, RCMP</li> </ul> <p>Chair selected from the committee by the members but cannot be a staff member.</p> <p><b>Resource Personnel</b></p> <ul style="list-style-type: none"> <li>Christina Lust, Community Services Divisional Strategist</li> <li>Policing Municipal Employee to facilitate access to statistics etc.</li> </ul>	<p><b>Steering Committee Composition</b></p> <ul style="list-style-type: none"> <li>Two (2) members of City Council</li> <li>Two (2) members of the Crime Prevention Advisory Committee</li> <li><del>One (1) member of the Downtown Business Association</del></li> <li>Two (2) members from a community agency</li> <li>Two (2) members from a community association</li> <li>Two (2) members from the public at large</li> </ul> <p>Chair selected from the committee by the members <del>but cannot be a staff member.</del></p> <p><b>Staff Liaison:</b></p> <p><b>Resource Personnel</b></p> <ul style="list-style-type: none"> <li><b>Colleen Jensen, Community Service Director</b></li> <li><b>Brian Simpson, Superintendent, RCMP</b></li> <li>Christina Lust, Community Services Divisional Strategist</li> <li>Policing Municipal Employee to facilitate access to statistics etc.</li> <li><b>Representative from either the Provincial or Federal Justice Department</b></li> </ul>

## Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review Terms of Reference

The suggestions provided by CPAC relative to the Study Terms of Reference do not change the intent but further elaborate on items that were already included in the document or provide a change in wording.

Draft Presented by Administration	Recommended CPAC Changes
<p><b>Part I: Research and Statistical Analysis</b></p> <p><b>Objectives: Section 5</b></p> <p>Examine roles and responsibilities of various stakeholders in addressing crime prevention and policing:</p> <ul style="list-style-type: none"> <li>a) Review and analyze what research shows about the role of citizens/effectiveness of citizens in preventing and reducing crime. This will include youth, adults etc. Cite examples from other communities.</li> <li>b) Review and analyze what research shows about the role of crime agencies, other community agencies, The City etc. in preventing and reducing crime. Cite examples from other communities.</li> <li>c) Review and analyze what research shows about the role of the police. Identify key issues related to the police's ability to respond to crime issues.</li> <li>d) Evaluate other resources available to assist the police in the community (e.g. Citizens on Patrol, Neighborhood Watch, etc)? Analyze the need for and impacts of levels of Police involvement in community initiatives.</li> <li>e) Review and analyze what research shows about the role of Schools/ School Boards/Teachers/Youth(including student bodies) within Schools, in crime prevention in both our and other communities.</li> </ul>	<p><b>Part I: Research and Statistical Analysis</b></p> <p><b>Objectives: Section 5</b></p> <p>Examine roles and responsibilities of various stakeholders in addressing crime prevention and policing:</p> <ul style="list-style-type: none"> <li>a) Review and analyze what research shows about the role of             <ul style="list-style-type: none"> <li>i. The police and identify key issues related to the police's ability to respond to crime issues.</li> <li>ii. Citizens/effectiveness of citizens in preventing and reducing crime. This will include youth, adults etc. Cite examples from other communities.</li> <li>iii. Crime agencies, other community agencies, The City etc. in preventing and reducing crime. Cite examples from other communities. (e.g. community agency education programs)</li> <li>iv. Schools/ School Boards/Teachers/ Youth (including student bodies) within Schools, in crime prevention in both our and other communities.</li> </ul> </li> <li>b) Evaluate other resources available to assist the police in the community (e.g. Citizens on Patrol, Neighborhood Watch, etc) Analyze the need for and impacts of levels of Police involvement in community initiatives.</li> </ul>

<p><b>Part 2: Community Perceptions and Strategy Development</b></p> <p><b>Objectives: Section 2</b></p> <p>Undertake significant dialogue with citizens in the community, presenting the facts as found in the research and requesting comments on the research and to seek a reading of community perceptions related to crime and policing and to seek community suggestion and feed back on proposed solution/collaborations that address the issues</p>	<p><b>Part 2: Community Perceptions and Strategy Development</b></p> <p><b>Objectives: Section 2</b></p> <p>Undertake significant dialogue with citizens in the community, presenting the facts as found in the research and requesting comments on the research and to seek a reading of community perceptions related to crime and policing and to seek community suggestion and feed back on proposed solution/collaborations that address the issues. <i>In consultation with the Steering Committee identify citizens and groups to be involved in the process that is reflective of a cross section of the community.</i></p>
	<p><b>Part 2: Community Perceptions and Strategy Development</b></p> <p><b>Add</b></p> <p><b>Objectives: Section 9</b></p> <p><i>Review and analyze the strategies from the 2005 Red Deer Crime Prevention and Policing Strategy Report and identify what have been the successes and what needs to improve.</i></p>
<p><b>Part 3: Policing Model Review</b></p> <p><b>Purpose</b></p> <p>2. To identify the pros and cons of various policing models in municipal environments (i.e. RCMP, municipal, other)</p>	<p><b>Part 3: Policing Model Review</b></p> <p><b>Purpose</b></p> <p>2. To identify the pros and cons of various policing models in municipal environments (i.e. RCMP <i>or other models</i>)</p>
<p><b>Part 3: Policing Model Review</b></p> <p><b>Objectives</b></p> <p>7. Identify the pros and cons of the various policing models (i.e. RCMP, municipal, or other).</p> <p>8. Compare the costs of providing a police service by the various policing service models available (i.e. RCMP, municipal or other)</p>	<p><b>Part 3: Policing Model Review</b></p> <p><b>Objectives</b></p> <p>7. Identify the pros and cons of the various policing models (i.e. RCMP <i>or other models</i>)</p> <p>8. Compare the costs of providing a police service by the various policing service models available (i.e. RCMP <i>or other models</i>)</p>
	<p><b>Suggested Project Timelines</b></p> <p>May, 2011 <i>Take report to CPAC</i> Take report to Council</p>

**RECOMMENDATION**

That City Council approve the Steering Committee Terms of Reference and the Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review Terms of Reference.

Respectfully submitted



Colleen Jensen  
Community Services Director



## CRIME PREVENTION ADVISORY COMMITTEE

Date: March 29, 2010  
To: City Council  
From: Crime Prevention Advisory Committee  
Subject: Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference

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At the March 24, 2010 Crime Prevention Advisory Committee meeting, C. Lust, Divisional Strategist presented the Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference. Crime Prevention Advisory Committee passed the following motion:

**“Resolved** that Crime Prevention Advisory Committee having heard and considered the presentation by the Divisional Strategist regarding Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference as presented at the March 24, 2010 Crime Prevention Advisory Committee meeting hereby supports the Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference and recommends the following changes be made:

### **2010 Crime Prevention and Policing Strategy Update**

#### **Part I: Research and Statistical Analysis**

##### **I. Objectives: Section 5 state the following:**

Examine roles and responsibilities of various stakeholders in addressing crime prevention and policing:

- a) Review and analyze what research shows about the role of
  - i. The police and identify key issues related to the police’s ability to respond to crime issues.
  - ii: Citizens/effectiveness of citizens in preventing and reducing crime. This will include youth, adults etc. Cite examples from other communities.

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- iii. Crime agencies, other community agencies, The City etc. in preventing and reducing crime. Cite examples from other communities. (i.e. community agency education programs).
  - iv. Schools/ School Boards/Teachers/ Youth (including student bodies) within Schools, in crime prevention in both our and other communities.
- b) Evaluate other resources available to assist the police in the community (e.g. Citizens on Patrol, Neighborhood Watch, etc) Analyze the need for and impacts of levels of Police involvement in community initiatives.

## **Part 2: Community Perceptions and Strategy Development**

- 1. Objective: Section 2 state the following:
  - 2. Undertake significant dialogue with citizens in the community, presenting the facts as found in the research and requesting comments on the research and to seek a reading of community perceptions related to crime and policing and to seek community suggestion and feed back on proposed solution/collaborations that address the issues. In consultation with the Steering Committee identify citizens and groups to be involved in the process that is reflective of a cross section of the community.
- 2. Objective: Section 9 to be added and state the following:
  - 9. Review and analyze the strategies from the 2005 Red Deer Crime Prevention and Policing Strategy Report and identify what have been the successes and what needs to improve.

## **Part 3: Policing Model Review**

- 1. Purpose: Section 2 state the following:
  - 2. To identify the pros and cons of various policing models in municipal environments (i.e. RCMP or other models).
- 2. Objective: Section 7 state the following:

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7. Identify the pros and cons of the various policing models (i.e. RCMP or other models).
3. Objective: Section 8 state the following:
  8. Compare the costs of providing a police service by the various policing service models available (i.e. RCMP or other models).

#### **Part E. Suggested Project Timeline**

1. Crime Prevention Advisory Committee be included in the Timeline prior to Final report going to Council. (Estimated date May, 2011).

#### **Policing Service Model Review Steering Committee Terms of Reference**

Item 1. under Committee Roles and Responsibilities states the following:

1. To guide and monitor all stages of Parts 1, 2 and 3 of the Study/Strategy/Review, ensuring that the purpose, objectives and deliverables outlined in the Terms of Reference are achieved. This includes such things as input into the selection of the consultant, reviewing and commenting on draft documents and reports.
2. Steering Committee Composition be changed to the following:
  - Two (2) members of Council;
  - Two (2) members of the Crime Prevention Advisory Committee;
  - Two (2) members from community agencies;
  - Two (2) members from a community associations; and
  - Two (2) members from the public at large.
3. Chair selected from the committee by the members.
4. The one (1) representative from either the Provincial or Federal Justice Department, Community Service Director and RCMP Superintendent be moved to resource personnel rather than being a part of the Steering Committee.

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5. A staff liaison be appointed to the Policing Service Model Review Steering Committee."

MOTION CARRIED

The above is submitted for Council's consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "TerryLee Ropchan". The signature is fluid and cursive, with a large initial "T" and "R".

Mrs. TerryLee Ropchan  
Chair, Crime Prevention Advisory Committee

/sm

cc: D. Scott, Crime Prevention Coordinator  
B. Simpson, RCMP Superintendent  
C. Lust, Divisional Strategist  
Crime Prevention Advisory Committee

## **Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review Steering Committee Terms of Reference**

### **Introduction**

In 2003 – 2004 The City of Red Deer undertook the Crime Prevention and Policing Study which resulted in strategy development. Based on extensive study and analysis the study evaluated community crime prevention initiatives and needs, policing services, service level demands, roles of various stakeholders and provided recommendations for specific strategies to address issues in Red Deer. The study included three phases 1) research of the current situation, 2) community and stakeholder response to the data collected, including a reading of perceptions, and 3) strategies for moving forward.

Since the report was prepared it has served as a road map for the RCMP and direction for various community initiatives by the RCMP and Crime Prevention Coordinator. It is now time to update the benchmark research in the original study, identify current issues and concerns and develop strategies for the next five years to address current concerns. In addition, City Council has directed that a review be undertaken of the service provided by the RCMP compared to The City having its own municipal police force or another model of service. This study will combine a repeat of the work completed in 2003 - 2004 plus a costing and critical analysis of pros and cons of the RCMP providing a police service compared to a other models for policing service.

### **Purpose**

To guide the process for the Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review

### **Authority**

Through the strategic planning and budget process, City Council has provided \$150,000 toward the project and directed administration to proceed with the study, strategy development and review. Funds allocated to consultant services will be \$142,000 leaving some funds for other expenses associated with the project (i.e. committee meetings, additional printing costs, contingencies, etc.)

### **Committee Roles and Responsibilities**

1. To guide and monitor all stages of Parts 1, 2 and 3 of the Study/Strategy/Review, ensuring that the purpose, objectives and deliverables outlined in the Terms of Reference are achieved. This includes such things as selection of consultants, reviewing commenting on draft documents and reports.
2. To assist in arranging any meeting locations and other resources as required during the Study process.
3. To attend meetings as required. (committee meetings, community consultations, presentations, etc.)
4. To recommend a final Study Draft for review by the Corporate Leadership Team, Crime Prevention Advisory Committee and approval by City Council

### **Steering Committee Composition**

- Two (2) members of City Council
- Two (2) members of the Crime Prevention Advisory Committee
- One (1) member of the Downtown Business Association
- One (1) member from a community agency
- One (1) member from a community association
- One (1) representative from either the Provincial or Federal Justice Department
- Two (2) members from the public at large

Chair selected from the committee by the members.

### **Resource Personnel**

- Colleen Jensen, Community Services Director
- Brian Simpson, Superintendent, RCMP
- Christina Lust, Community Services Divisional Strategist
- Policing Municipal Employee to facilitate access to statistics etc.

### **Committee Member Expectations**

- Attend and make time for meetings as required including committee meetings and community meetings
- Review reports and provide comment and feedback on the information and process

### **Terms of Appointment**

Committee member's term will begin upon appointment by Council. Committee member's term to the project will end when the final draft report is presented and accepted by Council. The proposed timeframe is approximately one year.

### **Meetings**

Meetings will be held at such time and place as determined by the committee and in conjunctions with the consultant. Meeting dates may vary depending on reporting requirements of the consultant, community consultations and Council meetings.

### **Project Deliverables**

As per attached Terms of Reference.

# **CITY OF RED DEER CRIME PREVENTION AND POLICING STUDY/STRATEGY UPDATE and POLICING SERVICE MODEL REVIEW**

**Terms of Reference  
March 2010**

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## **A. INTRODUCTION**

The City of Red Deer requires a team of individuals to undertake an extensive study and analysis to evaluate statistics, community perceptions, crime prevention initiatives, and policing services and to determine service level demands, roles of various stakeholders and recommendations for specific strategies to address crime prevention and policing issues in Red Deer.

The City of Red Deer sees the study in three parts:

Part 1: Research and Statistical Analysis

Part 2: Community Perception and Strategy Development

Part 3: Policing Service Model Review

The City is seeking an experienced interdisciplinary consulting team with expertise in the areas of statistical analysis, community consultation, crime prevention, policing issues and policing service models to undertake Parts 1, 2 and 3 of this study during 2010 and 2011. It is important that the intent of the study be realized in order to determine future roles and responsibilities for citizens, the community, The City, community agencies and the police as well as establish a common understanding of crime prevention and policing needs in Red Deer. The result of the study will be recommended crime prevention and policing strategies and the most effective policing service model for Red Deer. This will assist Council in understanding trends and needs, and will provide a basis for their decision making process.

Part 1 of the study will be completed before Part 2. It is acknowledged that data collected in any one of the three parts of the project may be relevant to the analysis and recommendations in Parts 2 and 3.

## **B. BACKGROUND INFORMATION**

The City of Red Deer has been experiencing increasing demands and pressures concerning crime which is impacting policing service delivery and the need for crime prevention strategies. Red Deer is the third largest city in Alberta and serves as Central Alberta's economic, cultural and social activity hub. The population of Red Deer has grown from 72,671 in 2003 to 89,891 in 2009, a growth rate of over 24% in 6 years. The growth rate has been very rapid for a period of time and, more recently, slowed somewhat as a result of the economic downturn.

In 2009 The City annexed 47 quarter sections which increased the city land mass by 40%. The annexed area is primarily rural. Red Deer's central location between Calgary and Edmonton

has seen crimes gravitated to this area that have not been seen to the same extent as in the past.

Calls for the police service peaked in 2008 at 44,350 calls per year (55,820 offences) and have seen a decline to 40,280 (47,940 offences) in 2009. Despite this call reduction the average number of investigation per member is above the national average. It is acknowledged that statistics will fluctuate depending on the reporting processes (what and how reporting is done.)

Secondary influences, stemming from changes in legislation and government policy, court decisions, technology, occupational health and safety, media influence and societal expectations are also driving forces behind the increased pressure on crime prevention and policing services in Red Deer.

There is also increasing complexity in our crime patterns, combined with the wider diversity and changing social environment of our community. The internet has brought the world to our doorstep bringing criminal activity from outside municipal, provincial and even federal boundaries. These issues, along with others noted, directly impact perceptions, the type of crime in the community and the ability and need for all stakeholders to respond.

Across the province, similar environmental dynamics led to the Alberta Urban Municipalities Association (AUMA) establishing a task force to look at policing, in particular the RCMP, which resulted in several recommendations. The City of Red Deer provided input to this review.

The City utilizes an integrated service delivery model. Enforcement is provided by the RCMP and municipal bylaw (Peace Officers) component. These services are supported by administrative staff that are municipal employees. Special units such as the dog unit and Ident have RCMP members that are funded by both The City and the province. Also provincial/ local agencies fund staff such as one of the two social workers that are involved in the Domestic Relationship Violence Initiative Committee (DRVIC) program. The Canadian Corp of Commissionaires provides supplemental security functions for various City departments.

In 2003 – 2004 The City undertook the Crime Prevention and Policing Study and resulting Strategy. Phase I of the study provided statistical information of the crime prevention and policing situation of the day. Phase 2 assessed the community and stakeholder views of safety and security in the community and evaluated it against the research findings in Phase I. The end result was a comprehensive strategy and implementation plan for future direction for the RCMP and crime prevention initiatives for the community. Over the last five years, work has been undertaken to implement the various strategies in the implementation plan. This has provided a road map for the RCMP as well as crime prevention initiatives that have been coordinated by the Crime Prevention Coordinator, an employee of the Community Services Directorate.

Within an environment of increasing accountability and fiscal restraint Council has determined a need to evaluate the existing police service provided by the RCMP in comparison to establishing its own municipal police service or other alternative models. Service delivery expectations, cost comparisons and best practices must be considered.

Responding to the factors as noted above, Council for The City of Red Deer has provided direction for immediate undertaking of the Crime Prevention and Policing Study/Strategy Update and a review of policing service models to best meet Red Deer's needs.

## **C. PROJECT COMPONENTS**

### **PART 1: Research and Statistical Analysis**

#### **Purpose**

1. 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 and a comparison with the benchmark data identified in the first strategy document from 2003 - 2004. It will be further identified and articulated as to how crime is being responded to in the community by stakeholders including the police, Alberta and Federal Justice, crime prevention agencies and other community agencies (e.g. John Howard Society, Safe Harbour etc.).
2. To provide a literature review of leading crime prevention and policing practices from other communities.
3. The Phase 1 Crime Prevention and Policing in Red Deer document will be used as benchmark data for comparison purposes.

#### **Objectives**

1. Conduct a workshop with City Council members that will provide a foundation for the development of guiding principles for crime prevention and policing in Red Deer for now and into the future, in keeping with the City of Red Deer Strategic Plan, Vision and Direction.
2. Review Previous Work, Related Studies and Documents:

Review the following documents and publications to develop an understanding of the issues surrounding policing services:

- Phase 1: Crime Prevention and Policing in Red Deer
- The Red Deer Crime Prevention and Policing Strategy: Building a Safer Community Together (2005)
- The Red Deer Crime Prevention and Policing Strategy: Implementation Plan (2005)
- Phase II: Crime Prevention and Policing in Red Deer: Community Consultation Outputs
- The Red Deer Crime Prevention and Policing Strategy Implementation Plan Review and Update (February, 2010)
- Safety and Security Report to Red Deer City Council, March 22, 2010.
- Dispatch for the City of Red Deer RCMP: Current Practice, Outcomes and Options, March 2008
- Red Deer City Council Workshop Notes, February 18, 2010
- The City of Red Deer Strategic Plan, 2009 – 2011
- Community Services Division, Services Action Plan (March, 2008)
- City of Red Deer Community Services Directorate 2010 Service Plan
- City of Red Deer RCMP 2010 Service Plan
- Red Deer Detachment 2009 and 2010 Annual Performance Plan (APP)
- City of Red Deer contract agreement with the RCMP
- City of Red Population Projections 2007 – 2031 (August 2006)

- Safe and Strong Communities – Law Enforcement in Alberta, Government of Alberta, Solicitor General and Public Security, 2009
  - Population and employment data (various sources)
  - Police Resources in Canada, Stats Canada
  - Web related research for e.g., links from <http://www.criminaljusticestudies.com>
  - Policing model studies from other communities (i.e. Surrey, Richmond, Moncton, Halifax)
  - IPSO Reid Survey
  - Vital Signs
  - Any other current literature or documents that are relevant to the nature of the study that may be identified throughout the consulting process
3. Review Red Deer and areas demographic information and draw any correlations to Red Deer's crime statistics and approaches taken to address the issues.
- Demographic information will include but not be limited to:
- Age (seniors, youth)
  - Population (aboriginal, transient, immigrant etc.)
  - Trade area/income relationships
  - Location (proximity to resorts, reserves, significance of being situated between Edmonton and Calgary)
4. Review and analyze existing crime data and policing services in Red Deer and other communities and relate this to other research:
- a) Review and analyze crime and crime rates (for all kinds of offenses)
    - In Red Deer – current trends
    - In Red Deer in comparison to 2005 Crime Prevention and Policing Study
    - In other similar sized communities in Alberta
    - In other similar sized communities in Canada
    - In other similar sized communities outside of Canada
    - Consideration of criminal code offenses vs. other offenses
    - Consideration of determinants of criminal behaviour such as bullying, education/literacy levels etc.
    - Consideration of characteristics of crime perpetrators (e.g. age, education, place of residence etc.).
    - Consideration of how demographic variables might affect how crime occurs and how it is reported, compared and viewed
  - b) Review and analyze the relationship between crime rates (i.e. drug activities) in Red Deer as it relates to gangs or organized criminal activity/perceived concerns.
  - c) Review and analyze the impact of social agencies and services on the community.
  - d) Review and analyze clearance rates<sup>1</sup> (for all kinds of offenses) in Red Deer, compared to other similar sized communities in Alberta and Canada.

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<sup>1</sup> The Clearance rate is defined as the number of cases that are solved to the point of an individual being charged for the crime.

- e) Review and analyze levels of policing
    - In Red Deer compared to other similar sized communities in Alberta and Canada. This might include such things as caseload/officer, the number of officers/capita etc.
    - Current policing capabilities (services, investigations, programs), and what needs might be into the future. This might include the resource ability of the Police to respond in a timely manner. Note: This information will also relate to Part 3.
    - Identify services provided by the RCMP as an organization, that are not provided by the local detachment but through other units. Note: This information will also relate to Part 3.
  - f) Examine what research shows about crime rates in communities as they grow and determine if there is a difference between communities that have a strong economic growth and those that do not.
  - g) Based on the statistics specific to Red Deer, identify the key crime areas that need attention. Suggest reasons why these problems seem to be occurring in Red Deer.
5. Examine roles and responsibilities of various stakeholders in addressing crime prevention and policing:
- a) Review and analyze what research shows about the role of citizens/effectiveness of citizens in preventing and reducing crime. This will include youth, adults etc. Cite examples from other communities.
  - b) Review and analyze what research shows about the role of crime agencies, other community agencies, The City etc. in preventing and reducing crime. Cite examples from other communities.
  - c) Review and analyze what research shows about the role of the police. Identify key issues related to the police's ability to respond to crime issues.
  - d) Evaluate other resources available to assist the police in the community (e.g. Citizens on Patrol, Neighborhood Watch, etc)? Analyze the need for and impacts of levels of Police involvement in community initiatives.
  - e) Review and analyze what research shows about the role of Schools/ School Boards/Teachers/Youth(including student bodies) within Schools, in crime prevention in both our and other communities.
6. Review and analyze leading practices in other communities:
- a) Review and analyze how other communities are addressing similar situations, looking at things such as:
    - What are their community approaches related to education, prevention etc.?
    - What are their crime prevention agency/initiative approaches related to education, prevention etc.?
    - What are their other community agency approaches related to education, prevention and programming etc.?
    - What has been the role of citizens, including youth, based on what has happened in their respective communities?

- b) Identify and explain leading practices for the above, including those that are innovative and successful.
- 7. Review and analyze changes that have happened to provincial, federal and municipal legislation that impact on the provision of police services? (e.g. Community Standards Bylaw, Sitting Justice of the Peace decentralization, Youth Tobacco Act, Youth Justice Act, Common Law legislation) What are the impacts?

## **Deliverables**

1. A report that clearly articulates the current situation and trends for Red Deer through the analysis of the current data and comparison with the data collected in 2003 - 2004.
2. A review of leading practices from other communities.
3. Develop guiding principles for crime prevention and policing in Red Deer, in keeping with the City of Red Deer Strategic Plan, Vision and Direction.
4. Develop an inclusive, creative and thorough communication plan that outlines a process for public education in conjunction with The City's Communications and Strategic Planning Department.
5. Report presented to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.
6. Report presented to City Council.

## **PART 2: Community Perceptions and Strategy Development**

### **Purpose**

1. To identify clearly, how the community and other stakeholders view the issues as identified in the research from Part 1 and seek ideas on solutions to addressing those issues and crimes, including consideration of how citizens, the community agencies, The City, provincial and federal justice and police should respond.
2. To draw conclusions from Part 1 and the stakeholder feedback in Part 2 and subsequently recommend how the issues should be addressed and by whom, based on the research and leading practices.

### **Objectives**

1. Gather public data that replicates the benchmark data collected in 2003 – 2004 through a public survey. (e.g. telephone survey)
2. Undertake significant dialogue with citizens in the community, presenting the facts as found in the research and requesting comments on the research and to seek a reading of community perceptions related to crime and policing and to seek community suggestion and feed back on proposed solution/collaborations that address the issues

- a) the consultant will execute effective facilitated processes that ensures discussion is fact/solution focused rather than emotionally motivated
  - b) some of the questions to be addressed through public consultation may include, but are not limited to:
    - i. What role, if any, does/can the community have in crime prevention?
    - ii. What are the community's perceptions regarding policing priorities and appropriate police response? Other proposed solutions?
    - iii. to what extent would the public support proposed/possible solutions or recommendations?
3. Undertake dialogue with the RCMP, at all levels, to request comment on the research and analysis conducted in Part 1 and to seek suggestions and feedback on proposed solutions.
4. Undertake dialogue with Alberta and Federal Justice, crime prevention agencies and other agencies in the community to request comment on the research and to seek feedback on proposed solutions.
  - a) The consultant will execute effective facilitated processes that ensure discussion is fact/solution focused rather than emotionally motivated. Some of the question to be address through public consultation may include, but are not limited to:
    - i. what role, if any, do/can community agencies have in crime prevention?
    - ii. what are the community agency's perceptions regarding policing priorities and appropriate police response?
    - iii. To what extent would community agencies support proposed/possible solutions or recommendations?
5. Conduct research/visit other communities in Alberta who have municipal police forces and request their feedback on proposed solutions and approaches.
  - a) collect and understand "leading practices" from other communities
  - b) seek information on approaches that have not been successful
6. Complete any further areas of research that need to be undertaken, as identified through the consultation process.
7. Based on data and analysis, undertaken in Part 1, analyze and compare the data with the perceptions and understanding the community has of the crime prevention and policing situation.
8. Document all consultation responses, draw conclusions and make recommendations on at least the following:
  - a) all dialogue conducted with the previously identified individuals, groups, agencies and municipalities, specifically in the areas of:
    - i. perceived prioritization of current Crime and Policing issues
    - ii. expectations/realities regarding service levels with support strategies recommendation and resource requirement (human and financial)
    - iii. leading practices and related feedback and research (i.e. education, prevention, enforcement policies and approaches)
    - iv. roles of individuals, groups, agencies, The City, the police and any other stakeholders identified in research for Part 2. This will include a plan for the provision of policing in the short term and longer term.

## **Deliverables**

1. A significant community consultation process, including a survey, that identifies the perceptions of citizens and stakeholders of crime prevention and policing in Red Deer.
2. Develop an inclusive, creative and thorough communication plan that outlines a process for public consultation, engagement and education in conjunction with The City's Communications and Strategic Planning Department.
3. Provide a comparison with the benchmark data identified in the 2003 – 2004 study.
4. A report that draws conclusions from Part 1 and the citizen and stakeholder feedback in Part 2 and subsequently recommends clear strategies of how the issues should be addressed and by whom, based on the research and best practices including a community plan and a policing plan.
5. A report that clearly articulates the current situation and trends for Red Deer through the analysis of the current data and comparison with the data collected in 2003- 2004.
6. Report presented to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.
7. Report presented to City Council.

## **PART 3: Policing Model Review**

### **Purpose**

1. To provide a comparative costing of policing services currently by the RCMP with other policing models.
2. To identify the pros and cons of various policing models in municipal environments (i.e. RCMP, municipal, other)
3. Recommend service levels.

### **Objectives**

1. Identify the current policing issues, from the perspective of The City (including Council, the community and the police.
2. Identify and explain leading municipal police service practices, including those that are innovative and successful.
3. Assess the current service levels in comparison to other policing services and models.

4. Review the spectrum of services and make recommendations on possible changes and alignment needed to best serve the citizens of Red Deer (i.e. ambassadors, commissionaires, bylaw/peace officers, community police officers, police members, sheriffs).
5. Clarify the roles of the Federal, Provincial and municipal governments relative to the provision of policing services.
6. Identify the Province of Alberta's future direction for policing and its implications for a Red Deer police service.
7. Identify the pros and cons of the various policing models (i.e. RCMP, municipal, or other). The areas to be addressed but not limited to include the following:
  - a) Human resource management (i.e. recruitment, training, uniforms, equipment, discipline, police association, etc.)
  - b) Handling of public complaints
  - c) Research and development (policy, policing practices, equipment)
  - d) Flexibility of allocation of resources
  - e) Commission versus advisory committee
  - f) Legal support
  - g) Organizational structure
  - h) Dispatch
  - i) Service delivery to meet community expectations
8. Compare the costs of providing a police service by the various policing service models available (i.e. RCMP, municipal or other) The areas to be addressed but not limited to including the following:
  - a) Policing infrastructure (i.e. information systems, dispatch, vehicles, technology, specialized services/units, etc.)
  - b) Human resource management (i.e. recruitment, training, uniforms, equipment, discipline, union relations, payroll administration, etc.)
  - c) Insurance
  - d) Commission versus Advisory Committee
  - e) Financial administration
  - f) Legal support
  - g) Contractual obligations
9. Identify the costs associated with the following:
  - a) Costs to implement a police service model from the current policing delivery (RCMP) to a municipal service including the transition and ongoing costs both capital and operating costs.
  - b) Projected annual operating costs of alternative police service models compared to the RCMP providing policing services
10. Explore local oversight and control and how this relates to each model.
11. Explore and recommend a complaint handling system that meets community need (e.g. differential call response etc.)
12. Identify the pros and cons of aligning of the policing service with the Community Services Division or Emergency Services within the City of Red Deer organizational structure.

13. This part of the project can be undertaken concurrently with Parts 1 and 2 but final recommendations should take into consideration the data and strategies recommended in Parts 1 and 2.

### **Deliverables**

1. Prepare a final report that clearly articulates options and recommends a policing service model based on the costs, benefits and comparisons of various policing service models.
2. Develop an inclusive, creative and thorough communication plan that outlines a process for public consultation, engagement and education in conjunction with The City's Communications and Strategic Planning Department.
3. Report presented to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.
4. Report presented to City Council.

### **D. GENERAL PROCESS GUIDELINES:**

1. Consultant Responsibility:
  - a) Undertake the research and analysis as outlined in Section C, Project Components:
    - Objectives for each of Part 1, 2 & 3.
  - b) The Consultant is to outline, in the proposal, the necessary Steering Committee meetings, presentations to the Crime Prevention Advisory Committee (CPAC), Corporate Leadership Team and other milestone dates, in order to meet the timelines. Allowance will need to be made for the presentation of the draft final report to City Council.
  - c) Parts 1, 2, and 3 will proceed as separate parts of the overall study. The successful consulting team will need to be a multi disciplinary team composed of individuals with varying skills. Part 1 requires individuals with strong research, statistical analysis and interpretive skills for the data collection; Part 2 requires very strong facilitation and analytical skills; and Part 3 a full understanding of the policing environment and elements that constitute an effective and efficient policing service. Therefore, the consulting team will need to be, at a minimum, a selection of different team members. The consultant must be mindful of the links between the three parts.
  - d) Establish an initial meeting with the Steering Committee to discuss terms of reference, including work guidelines, timelines, expected outcomes and available resources.
  - e) Gather relevant input and report findings and proposed recommendation to the Steering Committee, as necessary, at strategic point through the process as outlined in Section C, Project Components.

- f) All costs for research, consultations, analysis, reporting, printing and presentations required to complete the three parts of the Crime Prevention and Policing Study and the third part Municipal Police Service Model Review are the responsibility of the consultant. This will include such other things, but not be limited to, telephone calls, meeting rooms, travel etc.
2. Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review Steering Committee Responsibility:
- a) To guide and monitor all stages of Part 1, 2 and 3 of the Study, ensuring that the City's identified needs are achieved. This includes such things as selection of consultant, reviewing and commenting on draft documents and reports.
  - b) Meet with the consultant at milestones depending on the proposed work plan, and guide the process and timelines.
  - c) To assist in arranging any meeting locations and other resources as required during Study process.
  - d) Review drafts, reports, plans and recommendations.
  - e) To recommend final Study Draft to the Crime Prevention Advisory Committee for recommendation for approval by City Council.

**E. SUGGESTED PROJECT TIMELINES:**

March 24, 2010:	Take Terms of Reference to Crime Prevention Advisory Committee
April 6, 2010:	Take Terms of Reference to City Council
April 13, 2010:	Call for proposal for Study
April 19, 2010:	Steering Committee appointed by City Council
May 18, 2010:	Deadline for submissions in response to Call for Proposal
June 1, 2010:	Shortlist completed
June 15, 2010:	Interviews and selection completed
June 28, 2010:	Begin Part 1: Research and Statistical Analysis
August 1, 2010:	Begin Part 3: Municipal Policing Service Model Review
October 15, 2010:	Complete Part 1: Research and Statistical Analysis
October 16, 2010:	Begin Part 2: Community Perception and Strategy Development
November, 2010 – March 30, 2011:	Conduct community stakeholder meetings
February 28, 2011:	Complete Part 3: Municipal Policing Service Model Review
April 30, 2011:	Complete Part 2: Community Perception and Strategy Development
May, 2011:	Draft report shared with Crime Prevention Advisory Committee, Corporate Leadership Team and City Council
June, 2011:	Take report to Council

Note: These timelines may vary depending on the selected consultant timeline.

**F. PROJECT BUDGET:**

The complete project budget is \$142,000 for all of Parts 1, 2 and 3. All costs related to secretarial services, public meetings, surveys, consultations, reports and copying, are the responsibility of the consultant as noted above.

If The City has overlooked any aspect that the successful Proponent feels creates a constraint on the proposed processes and operation, please provide comments and justification. Establish and document the basis for any subsequent work, public consultation and meetings.

**G. DRAFT AND FINAL REPORTS REQUIRED:**

1. A series of draft working reports and intended processes for review and feedback by the Steering Committee and the Crime Prevention Advisory Committee.
2. Twenty (20) draft copies of the final report including an Executive Summary, an outline of the consultation that occurred, a summary of the data collected and information gathered from stakeholder groups, crime prevention and policing strategies and recommended policing service model.
3. Thirty (30) copies of the Final **Detailed Draft** Report as approved by the Steering Committee, for presentation to the Crime Prevention Advisory Committee, Corporate Leadership Team and Red Deer City Council.
4. Thirty-five (35) copies of an Executive Summary Report.
5. Ten (10) hard copies and an electronic copy (using Microsoft Office and PDF) of the Final reports from Parts 1, 2 & 3 to the Director of Community Services.
6. Ten (10) hard copies and an electronic copy (using Microsoft Office and PDF) of any companion documents with the detailed data collection and analysis.
7. All information collected and reported for this Study is the property of The City of Red Deer.

**H. REPORT FORMAT EXPECTED:**

1. The Final report and Executive Summary of all three parts are to be high quality reports with graphics where appropriate, reflecting findings and analysis of the information as outlined in the Objectives.
2. The Executive Summary Reports are to include a listing in tables indicating comparison data for crime issues, policing issues, community response priority issues and comparative costs of a municipal or RCMP policing service model, relative to the respective Parts.

**Note:** Copies of the 2005 Crime Prevention and Policing Study, Strategies and Status Update will be made available upon request.

**I. QUESTIONS/APPLICATIONS MAY BE DIRECTED TO:**

Purchasing  
The City of Red Deer  
Box 5008  
4914 – 48 Avenue  
Red Deer, AB  
T4N 3T4  
Telephone: (403) 342-8273  
Fax: (403) 341-6960  
email: [purchasing@reddeer.ca](mailto:purchasing@reddeer.ca)

**PROPOSAL DEADLINE:                      MAY 18, 2010 4:00 P.M**

*Comments:*

The Steering Committee proposed for the Crime Prevention and Policing Study/Strategy and Policing Model Review represents a broad spectrum of the community. This terms of reference and request for proposal will allow for a comprehensive analysis of the current crime situation in Red Deer, an analysis of community perceptions and strategy development and for a service delivery model review which embraces the vision of policing established by Council. The Crime Prevention Advisory Committee will play a key role in ensuring the linkages with this new Committee.

We support the terms of reference as amended by the Crime Prevention Advisory Committee.

“Morris Flewwelling”  
Mayor

“Craig Curtis”  
City Manager



## Request: Report for Inclusion on a Council Agenda

Requests to include a report on a Council Agenda must be received by 4:30pm on Monday (5 business days) prior to the scheduled meeting.

**PLEASE NOTE:** If reports are not received by Monday (5 business days) prior to the scheduled meeting/hearing the report may be moved to the next Agenda.

CONTACT INFORMATION			
Name of Report Writer:	Christina Lust on behalf of Colleen Jensen		
Department & Telephone Number:	Community Services Division 403-309-8500		
REPORT INFORMATION			
Preferred Date of Agenda:	April 6, 2010		
Subject of the Report (provide a brief description)	Crime Prevention and Policing Study/Strategy and Policing Service Model Review Terms of Reference  Steering Committee Terms of Reference		
Is this Time Sensitive? Why?	Yes, there is a desire to initiate the project as soon as possible.		
What is the Decision/Action required from Council?	Approval of the Terms of Reference for both the Study and the Steering Committee.		
Please describe Internal/ External Consultation, if any.	February 18 <sup>th</sup> City Council discussed the project at a workshop. On March 24 <sup>th</sup> the Crime Prevention Advisor Committee reviewed the documents and are recommending approval by City Council with some suggested changes as outlined in the covering memo.		
Is this a Committee of the Whole item?	No		
How does the Report link to the Strategic Plan? DC2: Increase the sense of safety and security for citizen, businesses, and visitors. This study has been added to the Areas of Emphasis.			
Has Legal Counsel been consulted? Are there any outstanding issues? Please describe. N/A			
Has Financial Services been consulted? Are there any financial implications? Please describe. This item was approved in the 2010 operating budget.			
Presentation: (10 Min Max.)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Presenter Name and Contact Information: Colleen Jensen 342-8323
COMMUNITY IMPACT			
Should External Stakeholder(s) be advised of the Agenda item? (e.i. Community Groups, Businesses, Community Associations) If Yes, please provide the Contact Information for the External Stakeholder(s)		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO
External Stakeholder(s) Contact Information: (please provide, name, mailing address, telephone number and e-mail address) CPAC members were advised at its March 24 <sup>th</sup> meeting that administration would be bringing this forward to the April 6 <sup>th</sup> Council meeting.			
FOR LEGISLATIVE & ADMINISTRATIVE SERVICES USE ONLY			
Has this been to SMT / Topics/ Committees: MPC, EAC, CPAC (Please circle those that apply)			
<b>SMT</b>	<b>Topics</b>	<b>Board(s) / Committee(s)</b>	
When/describe: _____	When/Describe: _____	When/Describe: _____	

Do we need Communications Support?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
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Please return completed form, along with report and any additional information to Legislative & Administrative Services.

## CRIME PREVENTION ADVISORY COMMITTEE

Date: March 29, 2010

To: City Council

From: Crime Prevention Advisory Committee

Subject: Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference

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At the March 24, 2010 Crime Prevention Advisory Committee meeting, C. Lust, Divisional Strategist presented the Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference. Crime Prevention Advisory Committee passed the following motion:

**“Resolved** that Crime Prevention Advisory Committee having heard and considered the presentation by the Divisional Strategist regarding Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference as presented at the March 24, 2010 Crime Prevention Advisory Committee meeting hereby supports the Crime Prevention and Policing Study/Strategy Update and Policing Model Review Steering Committee Terms of Reference and recommends the following changes be made:

### **2010 Crime Prevention and Policing Strategy Update**

#### **Part I: Research and Statistical Analysis**

##### **I. Objectives: Section 5 state the following:**

Examine roles and responsibilities of various stakeholders in addressing crime prevention and policing:

- a) Review and analyze what research shows about the role of
  - i. The police and identify key issues related to the police’s ability to respond to crime issues.
  - ii: Citizens/effectiveness of citizens in preventing and reducing crime. This will include youth, adults etc. Cite examples from other communities.

- iii. Crime agencies, other community agencies, The City etc. in preventing and reducing crime. Cite examples from other communities. (i.e. community agency education programs).
  - iv. Schools/ School Boards/Teachers/ Youth (including student bodies) within Schools, in crime prevention in both our and other communities.
- b) Evaluate other resources available to assist the police in the community (e.g. Citizens on Patrol, Neighborhood Watch, etc) Analyze the need for and impacts of levels of Police involvement in community initiatives.

## **Part 2: Community Perceptions and Strategy Development**

- 1. Objective: Section 2 state the following:
  - 2. Undertake significant dialogue with citizens in the community, presenting the facts as found in the research and requesting comments on the research and to seek a reading of community perceptions related to crime and policing and to seek community suggestion and feed back on proposed solution/collaborations that address the issues. In consultation with the Steering Committee identify citizens and groups to be involved in the process that is reflective of a cross section of the community.
- 2. Objective: Section 9 to be added and state the following:
  - 9. Review and analyze the strategies from the 2005 Red Deer Crime Prevention and Policing Strategy Report and identify what have been the successes and what needs to improve.

## **Part 3: Policing Model Review**

- 1. Purpose: Section 2 state the following:
  - 2. To identify the pros and cons of various policing models in municipal environments (i.e. RCMP or other models).
- 2. Objective: Section 7 state the following:

7. Identify the pros and cons of the various policing models (i.e. RCMP or other models).
3. Objective: Section 8 state the following:
  8. Compare the costs of providing a police service by the various policing service models available (i.e. RCMP or other models).

#### **Part E. Suggested Project Timeline**

1. Crime Prevention Advisory Committee be included in the Timeline prior to Final report going to Council. (Estimated date May, 2011).

#### **Policing Service Model Review Steering Committee Terms of Reference**

Item 1. under Committee Roles and Responsibilities states the following:

1. To guide and monitor all stages of Parts 1, 2 and 3 of the Study/Strategy/Review, ensuring that the purpose, objectives and deliverables outlined in the Terms of Reference are achieved. This includes such things as input into the selection of the consultant, reviewing and commenting on draft documents and reports.
2. Steering Committee Composition be changed to the following:  
  
Two (2) members of Council;  
Two (2) members of the Crime Prevention Advisory Committee;  
Two (2) members from community agencies;  
Two (2) members from a community associations; and  
Two (2) members from the public at large.
3. Chair selected from the committee by the members.
4. The one (1) representative from either the Provincial or Federal Justice Department, Community Service Director and RCMP Superintendent be moved to resource personnel rather than being a part of the Steering Committee.

5. A staff liaison be appointed to the Policing Service Model Review Steering Committee."

MOTION CARRIED

The above is submitted for Council's consideration.

Sincerely,

A handwritten signature in black ink, reading "TerryLee Ropchan". The signature is fluid and cursive, with a period at the end.

Mrs. TerryLee Ropchan  
Chair, Crime Prevention Advisory Committee

/sm

cc: D. Scott, Crime Prevention Coordinator  
B. Simpson, RCMP Superintendent  
C. Lust, Divisional Strategist  
Crime Prevention Advisory Committee

**Christine Kenzie**

BACKUP  
NOT SURE  
ACTION  
COUNCIL

**From:** Christina Lust  
**Sent:** March 29, 2010 12:33 PM  
**To:** Christine Kenzie  
**Subject:** Council Item: Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review

**Attachments:** DMPROD-#972777-v2-Mar\_25\_2010\_Memo\_to\_Council\_-\_Terms\_of\_Reference.DOC;  
969874 - Mar 11 2010 Steering Committee Terms of Reference - 1.DOC; DMPROD-#969701-  
v5-Mar\_11\_2010  
\_Draft\_-\_Crime\_Prevention\_and\_Policing\_Service\_Model\_Terms\_of\_Reference.DOC



DMPROD-#972777- 969874 - Mar 11 DMPROD-#969701-  
v2-Mar\_25\_2010\_... 2010 Steering ... v5-Mar\_11\_2010\_...

Christine:

Here is the second one for the Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review

1. Request form
2. Covering memo
3. Steering Committee Terms of Reference
4. Study – Terms of Reference

\*\*\*\*\*

Christina Lust  
Divisional Strategist  
Community Services  
City of Red Deer  
Phone: 403-309-8500  
Fax: 403-342-8222  
Email: christina.lust@reddeer.ca  
Website: www.reddeer.ca

**Sanja Milinovic**

**From:** Christina Lust  
**Sent:** March 29, 2010 10:57 AM  
**To:** Sanja Milinovic  
**Subject:** RE: CPAC Meeting

**Attachments:** 972777 - Mar 25 2010 Memo to Council - Terms of Reference - 2.DOC

I made a slight change to the document I sent on Friday.....moved Colleen and Brian to staff liaison.

In my discussion with Colleen this morning she wants to take the Terms of reference forward as they were presented to CPAC and let Council decide and I have changed the wording of the memo to reflect this.

Give me a call if you have any questions.



972777 - Mar 25  
2010 Memo to C...

Chris

---

**From:** Sanja Milinovic  
**Sent:** March 29, 2010 8:46 AM  
**To:** Christina Lust  
**Subject:** RE: CPAC Meeting

Hi Chris,

I have a Municipal Planning Commission meeting this morning, I can get you that information as soon as the meeting is over. I will let Christine.

Thanks.

**Sanja Milinovic | Committees Coordinator**

The City of Red Deer

Legislative & Administrative Services

D 403.342.8357 | F 403.346.6195 | [sanja.milinovic@reddeer.ca](mailto:sanja.milinovic@reddeer.ca)



Please consider the environment before printing this e-mail and/or attachments.

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**From:** Christina Lust  
**Sent:** March 29, 2010 8:28 AM  
**To:** Sanja Milinovic  
**Subject:** CPAC Meeting

Hi Sanja

Here is the beginning of the memo for you to draft the motion. Is it possible to have the motion by 10 as I will be finishing off the memo to Council at that time?

Chris << File: 972777 - Mar 25 2010 Memo to Council - Terms of Reference - 1.DOC >>

## Christine Kenzie

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**From:** Sanja Milinovic  
**Sent:** March 29, 2010 12:29 PM  
**To:** 'TerryLee Ropchan (ttrapchan@telus.net)'  
**Cc:** Christina Lust; Dean Scott; Christine Kenzie  
**Subject:** March 24, 2010 - CPAC Meeting

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

**Attachments:** March 24 2010 - CPAC.pdf

TerryLee,

C. Lust will include the recommendation to Council, as Dean was/still may be away, I have drafted a letter from the Committee also stating the resolution showing the Committee's recommendation/support. The report has to be submitted today by 4:30 p.m.

There is a tiny bit of leeway with the Committee's letter I can submit an unsigned copy with Christine today and provide her with a final copy no later than tomorrow afternoon. I have attached a copy of the letter for your review.



March 24 2010 -  
CPAC.pdf (70 K...

### **Sanja Milinovic | Committees Coordinator**

The City of Red Deer

Legislative & Administrative Services

D 403.342.8357 | F 403.346.6195 | [sanja.milinovic@reddeer.ca](mailto:sanja.milinovic@reddeer.ca)



**Please consider the environment before printing this e-mail and/or attachments.**

**Council Decision – April 6, 2010**

**DATE:** April 7, 2010  
**TO:** Colleen Jensen, Community Services Director  
**FROM:** Elaine Vincent, Legislative and Administrative Services Manager  
**SUBJECT:** Crime Prevention and Policing Study/Strategy and Policing Model Review

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*Reference Report:*

Community Services Director, dated March 29, 2010

*Resolution:*

*"Resolved* that Council of the City of Red Deer having considered the report from the Community Services Director, dated March 29, 2010, and the letter from the Crime Prevention Advisory Committee, dated March 29, 2010 re: Crime Prevention and Policing Study/Strategy and Policing Model Review Steering Committee, hereby agrees that:

1. An Ad Hoc Crime Prevention and Policing Study/Strategy and Policing Model Review Steering Committee be established with the following membership:
  - (a) Two City Councillors
  - (b) Two Members of the Crime Prevention Advisory Committee
  - (c) Two Members from a Community Agency
  - (d) Two Members from a Community Association
  - (e) Two Members from the public at large
2. Resource Personnel to include the Community Services Director, RCMP Superintendent, Divisional Strategist and a Policing Municipal Employee and representative from within the Provincial or Federal Justice Department.
3. Project administration will be coordinated by the Director of Community Services.
4. The Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review Steering Committee Terms of Reference, Appendix "A" as attached, be approved.
5. Assessment criteria for the determination of the successful bid in the Request for Proposal is to be the responsibility of the Steering Committee. Based on these criteria, the Steering Committee will recommend the preferred vendor back to City Council."

*"Resolved* that Council of the City of Red Deer having considered the report from the Community Services Director, dated March 29, 2010, and the letter from the Crime Prevention Advisory Committee, dated March 29, 2010, re: Crime Prevention and Policing Study/Strategy and Policing Service Model Review Terms of Reference, dated March, 2010, Appendix "B", attached, be approved."

*Report Back to Council: Yes*

*Comments/Further Actions:*

This office will advertise for the members of the Committee and request that The Mayor appoint two councilors to this Committee at an upcoming Council Meeting.



Elaine Vincent  
Legislative & Administrative Services Manager

c: Divisional Strategist, Community Services  
Crime Prevention Advisory Committee Chair  
RCMP Superintendent  
LAS File

**Crime Prevention and Policing Study/Strategy Update  
and  
Policing Service Model Review Steering Committee  
Terms of Reference**

**Introduction**

In 2003 – 2004 The City of Red Deer undertook the Crime Prevention and Policing Study which resulted in strategy development. Based on extensive study and analysis the study evaluated community crime prevention initiatives and needs, policing services, service level demands, roles of various stakeholders and provided recommendations for specific strategies to address issues in Red Deer. The study included three phases 1) research of the current situation, 2) community and stakeholder response to the data collected, including a reading of perceptions, and 3) strategies for moving forward.

Since the report was prepared it has served as a road map for the RCMP and direction for various community initiatives by the RCMP and Crime Prevention Coordinator. It is now time to update the benchmark research in the original study, identify current issues and concerns and develop strategies for the next five years to address current concerns. In addition, City Council has directed that a review be undertaken of the service provided by the RCMP compared to The City having its own municipal police force or another model of service. This study will combine a repeat of the work completed in 2003 - 2004 plus a costing and critical analysis of pros and cons of the RCMP providing a police service compared to a other models for policing service.

**Purpose**

To guide the process for the Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review

**Authority**

Through the strategic planning and budget process, City Council has provided \$150,000 toward the project and directed administration to proceed with the study, strategy development and review. Funds allocated to consultant services will be \$142,000 leaving some funds for other expenses associated with the project (i.e. committee meetings, additional printing costs, contingencies, etc.)

**Committee Roles and Responsibilities**

1. To guide and monitor all stages of Parts 1, 2 and 3 of the Study/Strategy/Review, ensuring that the purpose, objectives and deliverables outlined in the Terms of Reference are achieved. This includes such things as recommendation of preferred vendor, reviewing, commenting on draft documents and reports.
2. To assist in arranging any meeting locations and other resources as required during the Study process.
3. To attend meetings as required. (committee meetings, community consultations, presentations, etc.)
4. To recommend a final Study Draft for review by the Corporate Leadership Team, Crime Prevention Advisory Committee and approval by City Council

**Steering Committee Composition**

- Two (2) members of City Council
- Two (2) members of the Crime Prevention Advisory Committee
- Two (2) members from a community agency
- Two (2) members from a community association
- Two (2) members from the public at large

Chair selected from the committee by the members.

**Resource Personnel**

- Colleen Jensen, Community Services Director
- Brian Simpson, Superintendent, RCMP
- Christina Lust, Community Services Divisional Strategist
- Policing Municipal Employee to facilitate access to statistics etc.
- One (1) representative from either the Provincial or Federal Justice Department

**Administrative Roles and Responsibilities**

- Project administration will be coordinated by the Director of Community Services
- Staff liaison to be determined

**Committee Member Expectations**

- Attend and make time for meetings as required including committee meetings and community meetings
- Review reports and provide comment and feedback on the information and process

**Terms of Appointment**

Committee member's term will begin upon appointment by Council. Committee member's term to the project will end when the final draft report is presented and accepted by Council. The proposed timeframe is approximately one year.

**Meetings**

Meetings will be held at such time and place as determined by the committee and in conjunction with the consultant. Meeting dates may vary depending on reporting requirements of the consultant, community consultations and Council meetings.

**Project Deliverables**

As per attached Terms of Reference.

**APPENDIX "B"**

**CITY OF RED DEER  
CRIME PREVENTION AND POLICING STUDY/STRATEGY UPDATE  
and  
POLICING SERVICE MODEL REVIEW**

**Terms of Reference  
March 2010**

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**A. INTRODUCTION**

The City of Red Deer requires a team of individuals to undertake an extensive study and analysis to evaluate statistics, community perceptions, crime prevention initiatives, and policing services and to determine service level demands, roles of various stakeholders and recommendations for specific strategies to address crime prevention and policing issues in Red Deer.

The City of Red Deer sees the study in three parts:

Part 1: Research and Statistical Analysis

Part 2: Community Perception and Strategy Development

Part 3: Policing Service Model Review

The City is seeking an experienced interdisciplinary consulting team with expertise in the areas of statistical analysis, community consultation, crime prevention, policing issues and policing service models to undertake Parts 1, 2 and 3 of this study during 2010 and 2011. It is important that the intent of the study be realized in order to determine future roles and responsibilities for citizens, the community, The City, community agencies and the police as well as establish a common understanding of crime prevention and policing needs in Red Deer. The result of the study will be recommended crime prevention and policing strategies and the most effective policing service model for Red Deer. This will assist Council in understanding trends and needs, and will provide a basis for their decision making process.

Part 1 of the study will be completed before Part 2. It is acknowledged that data collected in any one of the three parts of the project may be relevant to the analysis and recommendations in Parts 2 and 3.

**B. BACKGROUND INFORMATION**

The City of Red Deer has been experiencing increasing demands and pressures concerning crime which is impacting policing service delivery and the need for crime prevention strategies. Red Deer is the third largest city in Alberta and serves as Central Alberta's economic, cultural and social activity hub. The population of Red Deer has grown from 72,671 in 2003 to 89,891 in 2009, a growth rate of over 24% in 6 years. The growth rate has been very rapid for a period of time and, more recently, slowed somewhat as a result of the economic downturn.

In 2009 The City annexed 47 quarter sections which increased the city land mass by 40%. The annexed area is primarily rural. Red Deer's central location between Calgary and Edmonton

has seen crimes gravitated to this area that have not been seen to the same extent as in the past.

Calls for the police service peaked in 2008 at 44,350 calls per year (55,820 offences) and have seen a decline to 40,280 (47,940 offences) in 2009. Despite this call reduction the average number of investigation per member is above the national average. It is acknowledged that statistics will fluctuate depending on the reporting processes (what and how reporting is done.)

Secondary influences, stemming from changes in legislation and government policy, court decisions, technology, occupational health and safety, media influence and societal expectations are also driving forces behind the increased pressure on crime prevention and policing services in Red Deer.

There is also increasing complexity in our crime patterns, combined with the wider diversity and changing social environment of our community. The internet has brought the world to our doorstep bringing criminal activity from outside municipal, provincial and even federal boundaries. These issues, along with others noted, directly impact perceptions, the type of crime in the community and the ability and need for all stakeholders to respond.

Across the province, similar environmental dynamics led to the Alberta Urban Municipalities Association (AUMA) establishing a task force to look at policing, in particular the RCMP, which resulted in several recommendations. The City of Red Deer provided input to this review.

The City utilizes an integrated service delivery model. Enforcement is provided by the RCMP and municipal bylaw (Peace Officers) component. These services are supported by administrative staff that are municipal employees. Special units such as the dog unit and Ident have RCMP members that are funded by both The City and the province. Also provincial/ local agencies fund staff such as one of the two social workers that are involved in the Domestic Relationship Violence Initiative Committee (DRVIC) program. The Canadian Corp of Commissionaires provides supplemental security functions for various City departments.

In 2003 – 2004 The City undertook the Crime Prevention and Policing Study and resulting Strategy. Phase I of the study provided statistical information of the crime prevention and policing situation of the day. Phase 2 assessed the community and stakeholder views of safety and security in the community and evaluated it against the research findings in Phase I. The end result was a comprehensive strategy and implementation plan for future direction for the RCMP and crime prevention initiatives for the community. Over the last five years, work has been undertaken to implement the various strategies in the implementation plan. This has provided a road map for the RCMP as well as crime prevention initiatives that have been coordinated by the Crime Prevention Coordinator, an employee of the Community Services Directorate.

Within an environment of increasing accountability and fiscal restraint Council has determined a need to evaluate the existing police service provided by the RCMP in comparison to establishing its own municipal police service or other alternative models. Service delivery expectations, cost comparisons and best practices must be considered.

Responding to the factors as noted above, Council for The City of Red Deer has provided direction for immediate undertaking of the Crime Prevention and Policing Study/Strategy Update and a review of policing service models to best meet Red Deer's needs.

## **C. PROJECT COMPONENTS**

### **PART 1: Research and Statistical Analysis**

#### **Purpose**

1. 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 and a comparison with the benchmark data identified in the first strategy document from 2003 - 2004. It will be further identified and articulated as to how crime is being responded to in the community by stakeholders including the police, Alberta and Federal Justice, crime prevention agencies and other community agencies (e.g. John Howard Society, Safe Harbour etc.).
2. To provide a literature review of leading crime prevention and policing practices from other communities.
3. The Phase 1 Crime Prevention and Policing in Red Deer document will be used as benchmark data for comparison purposes.

#### **Objectives**

1. Conduct a workshop with City Council members that will provide a foundation for the development of guiding principles for crime prevention and policing in Red Deer for now and into the future, in keeping with the City of Red Deer Strategic Plan, Vision and Direction.
2. Review Previous Work, Related Studies and Documents:

Review the following documents and publications to develop an understanding of the issues surrounding policing services:

- Phase 1: Crime Prevention and Policing in Red Deer
- The Red Deer Crime Prevention and Policing Strategy: Building a Safer Community Together (2005)
- The Red Deer Crime Prevention and Policing Strategy: Implementation Plan (2005)
- Phase II: Crime Prevention and Policing in Red Deer: Community Consultation Outputs
- The Red Deer Crime Prevention and Policing Strategy Implementation Plan Review and Update (February, 2010)
- Safety and Security Report to Red Deer City Council, March 22, 2010.
- Dispatch for the City of Red Deer RCMP: Current Practice, Outcomes and Options, March 2008
- Red Deer City Council Workshop Notes, February 18, 2010
- The City of Red Deer Strategic Plan, 2009 – 2011
- Community Services Division, Services Action Plan (March, 2008)
- City of Red Deer Community Services Directorate 2010 Service Plan
- City of Red Deer RCMP 2010 Service Plan
- Red Deer Detachment 2009 and 2010 Annual Performance Plan (APP)
- City of Red Deer contract agreement with the RCMP
- City of Red Population Projections 2007 – 2031 (August 2006)

- Safe and Strong Communities – Law Enforcement in Alberta, Government of Alberta, Solicitor General and Public Security, 2009
  - Population and employment data (various sources)
  - Police Resources in Canada, Stats Canada
  - Web related research for e.g., links from <http://www.criminaljusticestudies.com>
  - Policing model studies from other communities (e.g. Surrey, Richmond, Moncton, Halifax, Calgary)
  - IPSO Reid Survey
  - Vital Signs
  - Any other current literature or documents that are relevant to the nature of the study that may be identified throughout the consulting process
3. Review Red Deer and areas demographic information and draw any correlations to Red Deer's crime statistics and approaches taken to address the issues.
- Demographic information will include but not be limited to:
- Age (seniors, youth)
  - Population (aboriginal, transient, immigrant, urban/rural etc.)
  - Trade area/income relationships
  - Location (proximity to resorts, reserves, significance of being situated between Edmonton and Calgary)
4. Review and analyze existing crime data and policing services in Red Deer and other communities and relate this to other research:
- a) Review and analyze crime and crime rates (for all kinds of offenses)
    - In Red Deer – current trends
    - In Red Deer in comparison to 2005 Crime Prevention and Policing Study
    - In other similar sized communities in Alberta
    - In other similar sized communities in Canada
    - In other similar sized communities outside of Canada
    - Consideration of criminal code offenses vs. other offenses including enforcement of local bylaws
    - Consideration of determinants of criminal behaviour such as bullying, education/literacy levels etc.
    - Consideration of characteristics of crime perpetrators (e.g. age, education, place of residence etc.).
    - Consideration of how demographic variables might affect how crime occurs and how it is reported, compared and viewed
  - b) Review and analyze the relationship between crime rates (i.e. drug activities) in Red Deer as it relates to gangs or organized criminal activity/perceived concerns.
  - c) Review and analyze the impact of social agencies and services on the community.
  - d) Review and analyze clearance rates<sup>1</sup> (for all kinds of offenses) in Red Deer, compared to other similar sized communities in Alberta and Canada.

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<sup>1</sup> The Clearance rate is defined as the number of cases that are solved to the point of an individual being charged for the crime.

- e) Review and analyze levels of policing
    - In Red Deer compared to other similar sized communities in Alberta and Canada. This might include such things as caseload/officer, the number of officers/capita etc.
    - Current policing capabilities (services, investigations, programs), and what needs might be into the future. This might include the resource ability of the Police to respond in a timely manner. Note: This information will also relate to Part 3.
    - Identify services provided by the RCMP as an organization, that are not provided by the local detachment but through other units. Note: This information will also relate to Part 3.
  - f) Examine what research shows about crime rates in communities as they grow and determine if there is a difference between communities that have a strong economic growth and those that do not.
  - g) Based on the statistics specific to Red Deer, identify the key crime areas that need attention. Suggest reasons why these problems seem to be occurring in Red Deer.
5. Examine roles and responsibilities of various stakeholders in addressing crime prevention and policing:
- a) Review and analyze what research shows about the role of
    - (i) The police and identify key issues related to the police's ability to respond to crime issues.
    - (ii) Citizens/effectiveness of citizens in preventing and reducing crime. This will include youth, adults, etc. Cite examples from other communities.
    - (iii) Crime agencies, other community agencies, The City, etc. in preventing and reducing crime. Cite examples from other communities (e.g. community agency education programs)
    - (iv) Schools/School Boards/Teachers/Youth (including student bodies) within Schools, in crime prevention in both our and other communities.
  - (b) Evaluate other resources available to assist the police in the community (e.g. Citizens on Patrol, Neighbourhood Watch, etc.) Analyze the need for and impacts of levels of Police involvement in community initiatives.
6. Review and analyze leading practices in other communities:
- a) Review and analyze how other communities are addressing similar situations, looking at things such as:
    - What are their community approaches related to education, prevention etc.?
    - What are their crime prevention agency/initiative approaches related to education, prevention etc.?
    - What are their other community agency approaches related to education, prevention and programming etc.?
    - What has been the role of citizens, including youth, based on what has happened in their respective communities?

- b) Identify and explain leading practices for the above, including those that are innovative and successful.
7. Review and analyze changes that have happened to provincial, federal and municipal legislation that impact on the provision of police services? (e.g. Community Standards Bylaw, Sitting Justice of the Peace decentralization, Youth Tobacco Act, Youth Justice Act, Common Law legislation) What are the impacts?

### **Deliverables**

1. A report that clearly articulates the current situation and trends for Red Deer through the analysis of the current data and comparison with the data collected in 2003 - 2004.
2. A review of leading practices from other communities.
3. Develop guiding principles for crime prevention and policing in Red Deer, in keeping with the City of Red Deer Strategic Plan, Vision and Direction.
4. Develop an inclusive, creative and thorough communication plan that outlines a process for public education in conjunction with The City's Communications and Strategic Planning Department.
5. Report presented to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.
6. Report presented to City Council.

## **PART 2: Community Perceptions and Strategy Development**

### **Purpose**

1. To identify clearly, how the community and other stakeholders view the issues as identified in the research from Part 1 and seek ideas on solutions to addressing those issues and crimes, including consideration of how citizens, the community agencies, The City, provincial and federal justice and police should respond.
2. To draw conclusions from Part 1 and the stakeholder feedback in Part 2 and subsequently recommend how the issues should be addressed and by whom, based on the research and leading practices.

### **Objectives**

1. Gather public data that replicates the benchmark data collected in 2003 – 2004 through a public survey. (i.e. telephone survey)
2. Undertake significant dialogue with citizens in the community, presenting the facts as found in the research and requesting comments on the research and to seek a reading of community perceptions related to crime and policing and to seek community suggestion and feed back on proposed solution/collaborations that address the issues. In consultation with

the Steering Committee identify citizens and groups to be involved in the process that is reflective of a cross section of the community.

- a) the consultant will execute effective facilitated processes that ensures discussion is fact/solution focused
  - b) some of the questions to be addressed through public consultation may include, but are not limited to:
    - i. What role, if any, does/can the community have in crime prevention?
    - ii. What are the community's perceptions regarding policing priorities and appropriate police response? Other proposed solutions?
    - iii. to what extent would the public support proposed/possible solutions or recommendations?
3. Undertake dialogue with the RCMP, at all levels, to request comment on the research and analysis conducted in Part 1 and to seek suggestions and feedback on proposed solutions.
4. Undertake dialogue with Alberta and Federal Justice, crime prevention agencies and other agencies in the community to request comment on the research and to seek feedback on proposed solutions.
  - a) The consultant will execute effective facilitated processes that ensure discussion is fact/solution focused. Some of the question to be address through public consultation may include, but are not limited to:
    - i. what role, if any, do/can community agencies have in crime prevention?
    - ii. what are the community agency's perceptions regarding policing priorities and appropriate police response?
    - iii. To what extent would community agencies support proposed/possible solutions or recommendations?
5. Conduct research/visit other communities in Alberta who have municipal police forces and request their feedback on proposed solutions and approaches.
  - a) collect and understand "leading practices" from other communities
  - b) seek information on approaches that have not been successful
6. Complete any further areas of research that need to be undertaken, as identified through the consultation process.
7. Based on data and analysis, undertaken in Part 1, analyze and compare the data with the perceptions and understanding the community has of the crime prevention and policing situation.
8. Document all consultation responses, draw conclusions and make recommendations on at least the following:
  - a) all dialogue conducted with the previously identified individuals, groups, agencies and municipalities, specifically in the areas of:
    - i. perceived prioritization of current Crime and Policing issues
    - ii. expectations/realities regarding service levels with support strategies recommendation and resource requirement (human and financial)
    - iii. leading practices and related feedback and research (e.g. education, prevention, enforcement policies and approaches)

- iv. roles of individuals, groups, agencies, The City, the police and any other stakeholders identified in research for Part 2. This will include a plan for the provision of policing in the short term and longer term.
9. Review and analyze the strategies from the 2005 Red Deer Crime Prevention and Policing Strategy Report and identify what have been the successes and what needs to improve.

### **Deliverables**

1. A significant community consultation process, including a survey, that identifies the perceptions of citizens and stakeholders of crime prevention and policing in Red Deer.
2. Develop an inclusive, creative and thorough communication plan that outlines a process for public consultation, engagement and education in conjunction with The City's Communications and Strategic Planning Department.
3. Provide a comparison with the benchmark data identified in the 2003 – 2004 study.
4. A report that draws conclusions from Part 1 and the citizen and stakeholder feedback in Part 2 and subsequently recommends clear strategies of how the issues should be addressed and by whom, based on the research and best practices including a community plan and a policing plan.
5. A report that clearly articulates the current situation and trends for Red Deer through the analysis of the current data and comparison with the data collected in 2003- 2004.
6. Report presented to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.
7. Report presented to City Council.

## **PART 3: Policing Model Review**

### **Purpose**

1. To provide a comparative costing of policing services currently by the RCMP with other policing models.
2. To identify the pros and cons and effectiveness of various policing models in municipal environments (e.g. RCMP, or other models)
3. Recommend service levels and performance measures.

### **Objectives**

1. Identify the current policing issues, from the perspective of The City (including Council, the community and the police.

2. Identify and explain leading municipal police service practices, including those that are innovative and successful.
3. Assess the current service levels in comparison to other policing services and models.
4. Review the spectrum of services and the scope of responsibility and make recommendations on possible changes and alignment needed to best serve the citizens of Red Deer (e.g. ambassadors, commissionaires, bylaw/peace officers, community police officers, police members, sheriffs).
5. Clarify the roles of the Federal, Provincial and municipal governments relative to the provision of policing services.
6. Identify the Province of Alberta's future direction for policing and its implications for a Red Deer police service.
7. Identify the pros and cons of the various policing models (e.g. RCMP, or other models). The areas to be addressed but not limited to include the following:
  - a) Human resource management (e.g. recruitment, training, uniforms, equipment, discipline, police association, etc.)
  - b) Handling of public complaints
  - c) Research and development (policy, policing practices, equipment)
  - d) Flexibility of allocation of resources
  - e) Commission, Advisory Committee, Police Committee, or other
  - f) Legal support
  - g) Organizational structure
  - h) Dispatch
  - i) Service delivery to meet community expectations including active bylaw enforcement
8. Compare the costs of providing a police service by the various policing service models available (e.g. RCMP or other models) The areas to be addressed but not limited to including the following:
  - a) Policing infrastructure (e.g. information systems, dispatch, vehicles, technology, specialized services/units, etc.)
  - b) Human resource management (e.g. recruitment, training, uniforms, equipment, discipline, union relations, payroll administration, etc.)
  - c) Insurance
  - d) Commission, Advisory Committee, Police Committee, or other
  - e) Financial administration
  - f) Legal support
  - g) Contractual obligations
9. Identify the costs associated with the following:
  - a) Costs to implement a police service model from the current policing delivery (RCMP) to a municipal service including the transition and ongoing costs both capital and operating costs.
  - b) Projected annual operating costs of alternative police service models compared to the RCMP providing policing services
10. Explore local oversight and control and how this relates to each model.

11. Explore and recommend a complaint handling system that meets community need (e.g. differential call response etc.)
12. Identify the pros and cons of aligning of the policing service with the Community Services Division or the Protective Services Division.
13. This part of the project can be undertaken concurrently with Parts 1 and 2 but final recommendations should take into consideration the data and strategies recommended in Parts 1 and 2.

### **Deliverables**

1. Prepare a final report that clearly articulates options and recommends a policing service model based on the costs, benefits and comparisons of various policing service models.
2. Develop an inclusive, creative and thorough communication plan that outlines a process for public consultation, engagement and education in conjunction with The City's Communications and Strategic Planning Department.
3. Report presented to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.
4. Report presented to City Council.

### **D. GENERAL PROCESS GUIDELINES:**

1. Consultant Responsibility:
  - a) Undertake the research and analysis as outlined in Section C, Project Components:
    - Objectives for each of Part 1, 2 & 3.
  - b) The Consultant is to outline, in the proposal, the necessary Steering Committee meetings, presentations to the Crime Prevention Advisory Committee (CPAC), Corporate Leadership Team and other milestone dates, in order to meet the timelines. Allowance will need to be made for the presentation of the draft final report to City Council.
  - c) Parts 1, 2, and 3 will proceed as separate parts of the overall study. The successful consulting team will need to be a multi disciplinary team composed of individuals with varying skills. Part 1 requires individuals with strong research, statistical analysis and interpretive skills for the data collection; Part 2 requires very strong facilitation and analytical skills; and Part 3 a full understanding of the policing environment and elements that constitute an effective and efficient policing service. Therefore, the consulting team will need to be, at a minimum, a selection of different team members. The consultant must be mindful of the links between the three parts.
  - d) Establish an initial meeting with the Steering Committee to discuss terms of reference, including work guidelines, timelines, expected outcomes and available resources.

- e) Gather relevant input and report findings and proposed recommendation to the Steering Committee, as necessary, at strategic point through the process as outlined in Section C, Project Components.
  - f) All costs for research, consultations, analysis, reporting, printing and presentations required to complete the three parts of the Crime Prevention and Policing Study and the third part Municipal Police Service Model Review are the responsibility of the consultant. This will include such other things, but not be limited to, telephone calls, meeting rooms, travel etc.
2. Crime Prevention and Policing Study/Strategy Update and Policing Service Model Review Steering Committee Responsibility:
- a) To guide and monitor all stages of Part 1, 2 and 3 of the Study, ensuring that the City's identified needs are achieved. This includes such things as selection of consultant, reviewing and commenting on draft documents and reports.
  - b) Meet with the consultant at milestones depending on the proposed work plan, and guide the process and timelines.
  - c) To assist in arranging any meeting locations and other resources as required during Study process.
  - d) Review drafts, reports, plans and recommendations.
  - e) To recommend final Study Draft to the Crime Prevention Advisory Committee for recommendation for approval by City Council.

## **E. SUGGESTED PROJECT TIMELINES:**

March 24, 2010:	Take Terms of Reference to Crime Prevention Advisory Committee
April 6, 2010:	Take Terms of Reference to City Council
April 13, 2010:	Call for proposal for Study
April 19, 2010:	Steering Committee appointed by City Council
May 18, 2010:	Deadline for submissions in response to Call for Proposal
June 1, 2010:	Shortlist completed
June 15, 2010:	Interviews and selection completed
June 28, 2010:	Begin Part 1: Research and Statistical Analysis
August 1, 2010	Begin Part 3: Municipal Policing Service Model Review
October 15, 2010:	Complete Part 1: Research and Statistical Analysis
October 16, 2010:	Begin Part 2: Community Perception and Strategy Development
November, 2010 –	Conduct community stakeholder meetings
March 30, 2011:	
February 28, 2011:	Complete Part 3: Municipal Policing Service Model Review
April 30, 2011:	Complete Part 2: Community Perception and Strategy Development

May, 2011: Draft report shared with Crime Prevention Advisory Committee,  
Corporate Leadership Team and City Council  
June, 2011: Take report to Council

Note: These timelines may vary depending on the selected consultant timeline.

#### **F. PROJECT BUDGET:**

The complete project budget is \$142,000 for all of Parts 1, 2 and 3. All costs related to secretarial services, public meetings, surveys, consultations, reports and copying, are the responsibility of the consultant as noted above.

If The City has overlooked any aspect that the successful Proponent feels creates a constraint on the proposed processes and operation, please provide comments and justification. Establish and document the basis for any subsequent work, public consultation and meetings.

#### **G. DRAFT AND FINAL REPORTS REQUIRED:**

1. A series of draft working reports and intended processes for review and feedback by the Steering Committee and the Crime Prevention Advisory Committee.
2. Twenty (20) draft copies of the final report including an Executive Summary, an outline of the consultation that occurred, a summary of the data collected and information gathered from stakeholder groups, crime prevention and policing strategies and recommended policing service model.
3. Thirty (30) copies of the Final **Detailed Draft** Report as approved by the Steering Committee, for presentation to the Crime Prevention Advisory Committee, Corporate Leadership Team and Red Deer City Council.
4. Thirty-five (35) copies of an Executive Summary Report.
5. Ten (10) hard copies and an electronic copy (using Microsoft Office and PDF) of the Final reports from Parts 1, 2 & 3 to the Director of Community Services.
6. Ten (10) hard copies and an electronic copy (using Microsoft Office and PDF) of any companion documents with the detailed data collection and analysis.
7. All information collected and reported for this Study is the property of The City of Red Deer.

#### **H. REPORT FORMAT EXPECTED:**

1. The Final report and Executive Summary of all three parts are to be high quality reports with graphics where appropriate, reflecting findings and analysis of the information as outlined in the Objectives.
2. The Executive Summary Reports are to include a listing in tables indicating comparison data for crime issues, policing issues, community response priority issues and comparative costs of a municipal or RCMP policing service model, relative to the respective Parts.

**Note:** Copies of the 2005 Crime Prevention and Policing Study, Strategies and Status Update will be made available upon request.

**I. QUESTIONS/APPLICATIONS MAY BE DIRECTED TO:**

Purchasing  
The City of Red Deer  
Box 5008  
4914 – 48 Avenue  
Red Deer, AB  
T4N 3T4  
Telephone: (403) 342-8273  
Fax: (403) 341-6960  
email: [purchasing@reddeer.ca](mailto:purchasing@reddeer.ca)

**PROPOSAL DEADLINE:**

**MAY 18, 2010 4:00 P.M**

**Reports Item No. 5****EMERGENCY SERVICES**

**Date:** March 29, 2010  
**To:** Legislative & Administrative Services Manager  
**From:** Emergency Services Manager  
**Subject:** EMS Transition

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**Background**

On May 29, 2008 Health and Wellness Minister Ron Liepert announced that ground ambulance services would be governed and funded by the province instead of municipalities. The new single Alberta Health Services (AHS) health region was charged with running the transition process. The overriding goal of AHS for the transition was to maintain current levels of ground ambulance service delivery while enhancing province-wide medical oversight, coordination and operational performance. The transition occurred on April 1, 2009.

On the April 1st transition date, The City of Red Deer entered into a two year contract for the provision of five front line ambulance units and crews. Staffing levels were increased to ensure compliance with the contract and to minimize impact on other Emergency Services operations. Discussions were also undertaken for funding of The City's additional ambulances (units 6 – 9). The City continued to provide the additional units, as needed, while the matter was being addressed. In late 2009, AHS reinforced that the contracted total of five front line units was sufficient to meet the requirements of their model of regional service provision, and The City's pursuit of funding for additional units was effectively ended.

Concurrent with the ambulance service changes, AHS chose to consolidate dispatch services from across the province to ultimately three locations. The Provincial EMS Transition team's goal was to achieve a coordinated, province-wide approach to delivering EMS in Alberta while realizing improvements in resource, incident, records and performance management. The City of Red Deer was not chosen as one of the three locations, but was awarded a contract for EMS dispatch service until the end of September 2010.

The long term impact of current Health Minister Gene Zwozdesky's recent move to put dispatch consolidation efforts on hold is unknown. The Minister's comments indicate that this is for review purposes and that he is not looking at reversing changes already made. It is important to note that regardless of Red Deer's status as a dispatch provider, our contract for provision of ambulance service remains unchanged.

**Discussion**

Based on analysis of 2009 data, the AHS model of using five ambulances for delivery of EMS in Red Deer appears to cover approximately 97% of all ambulance requirements with the



## EMERGENCY SERVICES

remaining 3% to be covered by other AHS resources. AHS's model is regional in nature and we can expect to see ambulances and crews from other areas working in Red Deer to help meet demand. Under this model, it is also likely that City of Red Deer units will be required in other areas as circumstances dictate.

The City of Red Deer has been sending our additional ambulances on an as needed basis without compensation since the contracts with AHS began. Being able to dispatch our own units has helped to make this possible. Working with AHS to determine the effectiveness and sustainability of their ambulance service model will be most effective while we remain a dispatch provider. With dispatch, The City will be able to monitor, manage, and report issues and efficiencies as they occur – essential feedback for both AHS and our community.

The Emergency Services department has given considerable time, attention and thought to this matter and has explored several scenarios for transitioning to the new reality of regional ambulance service provision. Scenarios were considered with particular attention to the following:

1. AHS is responsible for governance, funding, and administration of ambulance service in the province.
2. 97% of all ambulance movements are currently handled by using 5 ambulances. The remaining 3% is what is being handled by our 6 – 9 units.
3. We need to ensure AHS has the opportunity to test and understand their model.
4. When dispatch leaves Red Deer, control of our additional ambulances will also leave.

Scenarios ranging from maintaining the “status quo” to strict adherence to the contract with AHS have been explored. While each of the scenarios have various issues and benefits, it is the recommendation of the Emergency Services department and the Director of Development Services that a three phase transition be implemented to help move The City from the “status quo” (provision of 9 ambulances) to something more closely resembling the contracted 5 ambulances.

With this in mind, we feel we must be proactive. We have an opportunity to transition in a controlled manner from our current practice to using only units required by contract.

### **Recommendation**

We respectfully recommend that City Council approve Emergency Services' plan for transition from the current practice of using 9 ambulance units to using 5 ambulance units as per our contract with AHS as follows.

1. Phase I (now through end of May 2010)  
Maintain current operations using units 6 – 9 while working with stakeholders (staff, union, AHS and others) to establish procedures and measurement criteria for future phases. Pump co-response to be maintained.



EMERGENCY SERVICES

2. Phase II (Start of June 2010 through end of July 2010)  
Reduce operational ambulance units to seven. Pump co-response to be maintained.  
Based on 2009 volume, seven ambulances will cover over 99% of demand and less than 1% will be covered by other AHS resources.
3. Phase III (Start of August 2010 with no end date set)  
Reduce operational ambulance units to five. Pump co-response to be maintained.  
Based on 2009 volume, five ambulances will cover 97% of demand and 3% will be covered by other AHS resources.

Please note that timing shown for each phase is tentative and will be dependent upon circumstances as we work through the transition. Council will be kept informed of any challenges that develop during the process.

  
\_\_\_\_\_  
Jack MacDonald  
Emergency Services Manager  
\_\_\_\_\_  
Paul Goranson  
Director of Development Services

JJ / jj


- c. Charity Dyke, Communications Coordinator  
Jim Jorgensen, Division Strategist

*Comments:*

We support the recommendation of Administration.

“Morris Flewwelling”  
Mayor

“Craig Curtis”  
City Manager

 <b>THE CITY OF Red Deer</b>	<p style="text-align: center;">Request: Report for Inclusion on a Council Agenda</p>
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Requests to include a report on a Council Agenda must be received by 4:30pm on Monday (5 business days) prior to the scheduled meeting.

**PLEASE NOTE:** If reports are not received by Monday (5 business days) prior to the scheduled meeting/hearing the report may be moved to the next Agenda.

CONTACT INFORMATION			
Name of Report Writer:		Jim Jorgensen	
Department & Telephone Number:		DSD 8943	
REPORT INFORMATION			
Preferred Date of Agenda:		6-Apr-10	
Subject of the Report (provide a brief description)		EMS Transition	
Is this Time Sensitive? Why?		Yes. With limited time as an EMS dispatch provider, Council approval of transition plan is required.	
What is the Decision/Action required from Council?		Approval of Emergency Services' transition plan.	
Please describe Internal/ External Consultation, if any.			
Is this a Committee of the Whole item?		No	
How does the Report link to the Strategic Plan? DC 5.4: Explore regional opportunities for service delivery and projects and an understanding of The City's role.			
Has Legal Counsel been consulted? Are there any outstanding issues? Please describe. Yes, regarding possible increased risk exposure – no issues noted. No outstanding issues.			
Has Financial Services been consulted? Are there any financial implications? Please describe. Yes. No changes to revenues – AHS contract remains the same.			
Presentation: (10 Min Max.)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Presenter Name and Contact Information: Jack MacDonald 403-356-2455
COMMUNITY IMPACT			
Should External Stakeholder(s) be advised of the Agenda item? (e.i. Community Groups, Businesses, Community Associations) If Yes, please provide the Contact Information for the External Stakeholder(s)		<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO
External Stakeholder(s) Contact Information: (please provide, name, mailing address, telephone number and e-mail address) Communications department has been consulted and a plan developed.			
FOR LEGISLATIVE & ADMINISTRATIVE SERVICES USE ONLY			
Has this been to SMT / Topics/ Committees: MPC, EAC, CPAC		(Please circle those that apply)	
<b>SMT</b>	<b>Topics</b>	<b>Board(s) / Committee(s)</b>	
When/describe: _____	When/Describe: _____	When/Describe: _____	
Do we need Communications Support?		<input type="checkbox"/> YES	<input type="checkbox"/> NO

Please return completed form, along with report and any additional information to Legislative & Administrative Services.



ORIGINAL

## EMERGENCY SERVICES

**Date:** March 29, 2010  
**To:** Legislative & Administrative Services Manager  
**From:** Emergency Services Manager  
**Subject:** EMS Transition

---

### Background

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Concurrent with the ambulance service changes, AHS chose to consolidate dispatch services from across the province to ultimately three locations. The Provincial EMS Transition team's goal was to achieve a coordinated, province-wide approach to delivering EMS in Alberta while realizing improvements in resource, incident, records and performance management. The City of Red Deer was not chosen as one of the three locations, but was awarded a contract for EMS dispatch service until the end of September 2010.

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### Discussion

Based on analysis of 2009 data, the AHS model of using five ambulances for delivery of EMS in Red Deer appears to cover approximately 97% of all ambulance requirements with the



## EMERGENCY SERVICES

remaining 3% to be covered by other AHS resources. AHS's model is regional in nature and we can expect to see ambulances and crews from other areas working in Red Deer to help meet demand. Under this model, it is also likely that City of Red Deer units will be required in other areas as circumstances dictate.

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The Emergency Services department has given considerable time, attention and thought to this matter and has explored several scenarios for transitioning to the new reality of regional ambulance service provision. Scenarios were considered with particular attention to the following:

1. AHS is responsible for governance, funding, and administration of ambulance service in the province.
2. 97% of all ambulance movements are currently handled by using 5 ambulances. The remaining 3% is what is being handled by our 6 – 9 units.
3. We need to ensure AHS has the opportunity to test and understand their model.
4. When dispatch leaves Red Deer, control of our additional ambulances will also leave.

Scenarios ranging from maintaining the “status quo” to strict adherence to the contract with AHS have been explored. While each of the scenarios have various issues and benefits, it is the recommendation of the Emergency Services department and the Director of Development Services that a three phase transition be implemented to help move The City from the “status quo” (provision of 9 ambulances) to something more closely resembling the contracted 5 ambulances.

With this in mind, we feel we must be proactive. We have an opportunity to transition in a controlled manner from our current practice to using only units required by contract.

### **Recommendation**

We respectfully recommend that City Council approve Emergency Services' plan for transition from the current practice of using 9 ambulance units to using 5 ambulance units as per our contract with AHS as follows.


1. Phase I (now through end of May 2010)  
Maintain current operations using units 6 – 9 while working with stakeholders (staff, union, AHS and others) to establish procedures and measurement criteria for future phases. Pump co-response to be maintained.



## EMERGENCY SERVICES

2. Phase II (Start of June 2010 through end of July 2010)  
Reduce operational ambulance units to seven. Pump co-response to be maintained.  
Based on 2009 volume, seven ambulances will cover over 99% of demand and less than 1% will be covered by other AHS resources.
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Based on 2009 volume, five ambulances will cover 97% of demand and 3% will be covered by other AHS resources.

Please note that timing shown for each phase is tentative and will be dependent upon circumstances as we work through the transition. Council will be kept informed of any challenges that develop during the process.

  
\_\_\_\_\_  
Jack MacDonald  
Emergency Services Manager  
\_\_\_\_\_  
Paul Goranson  
Director of Development Services

JJ / jj

- c. Charity Dyke, Communications Coordinator  
Jim Jorgensen, Division Strategist

**Council Decision – April 6, 2010**

**DATE:** April 7, 2010

**TO:** Jack MacDonald, Emergency Services Manager  
Paul Goranson, Director of Development Services

**FROM:** Elaine Vincent, Legislative and Administrative Services Manager

**SUBJECT:** EMS Transition

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*Reference Report:*

Emergency Services Manager, dated March 29, 2010

*Resolution:*

*"Resolved* that Council of the City of Red Deer having considered the report from the Emergency Services Manager, dated March 29, 2010, re: EMS Transition, hereby approves Emergency Services' plan for transition from the current practice of using 9 ambulance units to using 5 ambulance units as per our contract with Alberta Health Services (AHS) as follows:

1. Phase 1 (now through end of May 2010)  
Maintain current operations using units 6 – 9 while working with stakeholders (staff, union, AHS and others) to establish procedures and measurement criteria for future phases. Pump co-response to be maintained.
2. Phase II (Start of June 2010 through end of July 2010)  
Reduce operational ambulance units to seven. Pump co-response to be maintained. Based on 2009 volume, seven ambulances will cover over 99% of demand and less than 1% will be covered by other AHS resources.
3. Phase III (Start of August 2010 with no end date set)  
Reduce operational ambulance units to five. Pump co-response to be maintained. Based on 2009 volume, five ambulances will cover 97% of demand and 3% will be covered by other AHS resources."

***Report Back to Council: No***

A handwritten signature in purple ink that reads "Elaine Vincent". The signature is written in a cursive, flowing style.

Elaine Vincent  
Legislative & Administrative Services Manager

c: Divisional Strategist, Development Services  
Communications Coordinator  
LAS File

**DATE:** March 24, 2010

**TO:** Elaine Vincent, Legislative and Administrative Services Manager

**FROM:** Martin Kvapil, Planning Assistant

**RE:** Land Use Bylaw Amendment No. 3357/F-2010  
Clearview North Neighbourhood – Phase 3C  
Melcor Developments Ltd.

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### Proposal

Melcor Developments Ltd. is proposing to develop a portion of Phase 3C of the Clearview North neighbourhood. Rezoning is being sought for approximately 3.40 ha (8.40 ac.) of land from A1 Future Urban Development District to R2 Residential (Medium Density) District and P1 Parks & Recreation District in order to create 1 multi-unit residential lot and 1 public utility lot (PUL). The affected subdivision was approved in August 5, 2008, but remained zoned as A1 until the developer determined the final configuration of the proposed R2 site.

The proposed PUL is to be zoned to P1, as the proposed PUL forms part of the neighbourhood open space and trail concept as a pedestrian linkage.

All of the proposed land use districts of Land Use Bylaw Amendment No. 3357/F-2010 conform to the *Clearview North Neighbourhood Area Structure Plan*.

### Staff Recommendation

That City Council proceed with first reading of Land Use Bylaw Amendment No. 3357/F-2010.



Martin Kvapil  
PLANNING ASSISTANT

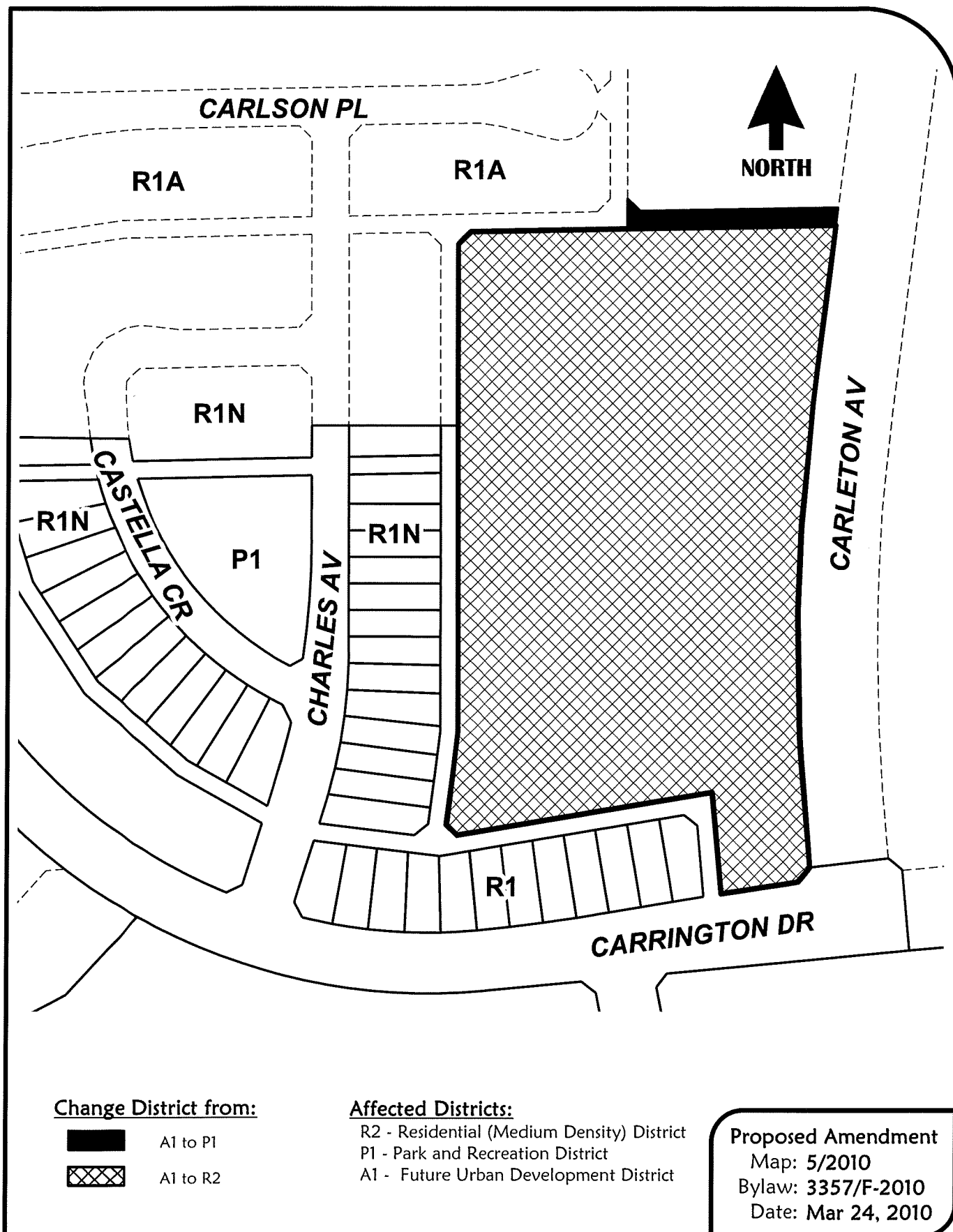


Nancy Hackett, MCIP, ACP  
CITY PLANNING MANAGER

Attachments



*Proposed Amendment to Land Use Bylaw 3357/2006*



***Comments:***

We support the recommendation of Administration that Council proceed with first reading of Land Use Bylaw Amendment 3357/F-2010 - Rezoning of Clearview North Phase 3C. A Public Hearing would be held on Monday, May 3, 2010 at 6:00 p.m. during Council's regular meeting.

"Morris Flewwelling"  
Mayor

"Craig Curtis"  
City Manager



## Request: Report for Inclusion on a Council Agenda

Requests to include a report on a Council Agenda must be received by 4:30pm on Monday (5 business days) prior to the scheduled meeting.

**PLEASE NOTE:** If reports are not received by Monday (5 business days) prior to the scheduled meeting/hearing the report may be moved to the next Agenda.

CONTACT INFORMATION			
Name of Report Writer:	<i>Martin Kvapil</i>		
Department & Telephone Number:	<i>PCPS 403.343.3394</i>		
REPORT INFORMATION			
Preferred Date of Agenda:	<i>April 6, 2010</i>		
Subject of the Report (provide a brief description)	<i>3357/F-2010: Rezoning of Clearview North Phase 3C</i>		
Is this Time Sensitive? Why?	<i>No</i>		
What is the Decision/Action required from Council?	<i>First reading</i>		
Please describe Internal/ External Consultation, if any.	<i>Completed through prior NASP process</i>		
Is this a Committee of the Whole item?	<i>No</i>		
How does the Report link to the Strategic Plan? <i>Be Strategic</i>			
Has Legal Counsel been consulted? Are there any outstanding issues? Please describe. <i>No. None.</i>			
Has Financial Services been consulted? Are there any budget implications? Please describe. <i>N/A</i>			
Presentation: (10 Min Max.)	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Presenter Name and Contact Information: <i>Nancy Hackett 403.343.3394</i>
COMMUNITY IMPACT			
Should External Stakeholder(s) be advised of the Agenda item? (e.i. Community Groups, Businesses, Community Associations) If Yes, please provide the Contact Information for the External Stakeholder(s)		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO
External Stakeholder(s) Contact Information: (please provide, name, mailing address, telephone number and e-mail address)			
LEGISLATIVE & ADMINISTRATIVE USE ONLY			
Has this been to SMT / Topics/ Committees: MPC, EAC, CPAC (Please circle those that apply)			
<b>SMT</b> When/describe: _____	<b>Topics</b> When/Describe: _____	<b>Board(s) / Committee(s)</b> When/Describe: _____	
Do we need a Media Release?		<input type="checkbox"/> YES	<input type="checkbox"/> NO

Please return completed form, along with report and any additional information to Legislative & Administrative Services.

**DATE:** March 24, 2010

**TO:** Elaine Vincent, Legislative and Administrative Services Manager

**FROM:** Martin Kvapil, Planning Assistant

**RE:** Land Use Bylaw Amendment No. 3357/F-2010  
Clearview North Neighbourhood – Phase 3C  
Melcor Developments Ltd.

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### **Proposal**

Melcor Developments Ltd. is proposing to develop a portion of Phase 3C of the Clearview North neighbourhood. Rezoning is being sought for approximately 3.40 ha (8.40 ac.) of land from A1 Future Urban Development District to R2 Residential (Medium Density) District and P1 Parks & Recreation District in order to create 1 multi-unit residential lot and 1 public utility lot (PUL). The affected subdivision was approved in August 5, 2008, but remained zoned as A1 until the developer determined the final configuration of the proposed R2 site.

The proposed PUL is to be zoned to P1, as the proposed PUL forms part of the neighbourhood open space and trail concept as a pedestrian linkage.

All of the proposed land use districts of Land Use Bylaw Amendment No. 3357/F-2010 conform to the *Clearview North Neighbourhood Area Structure Plan*.

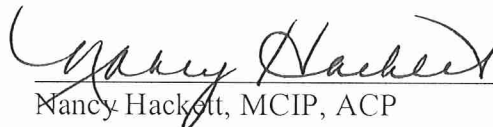
### **Staff Recommendation**

That City Council proceed with first reading of Land Use Bylaw Amendment No. 3357/F-2010.



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Martin Kvapil  
PLANNING ASSISTANT



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Nancy Hackett, MCIP, ACP  
CITY PLANNING MANAGER

Attachments

FILE COPY

April 7, 2010

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

Dear Mr. Pelletier:

**Re:    *Land Use Bylaw Amendment 3357/F-2010***  
          *Clearview North Neighbourhood – Phase 3C*

Red Deer City Council gave first reading to *Land Use Bylaw Amendment 3357/F-2010* at the City of Red Deer's Council Meeting held Monday, April 6, 2010. A copy of the bylaw is attached.

Land Use Bylaw Amendment 3357/F-2010 proposes to develop a portion of Phase 3C of the Clearview North neighbourhood. Approximately 3.40 ha (8.40 ac) of land is proposed to be rezoned from A1 Future Urban Development District to R2 Residential (Medium Density) District and P1 Parks & Recreation District in order to create 1 multi-unit residential lot and 1 public utility lot (PUL). The proposed PUL is to be zoned to P1, as the proposed PUL forms part of the neighbourhood open space and trail concept as a pedestrian linkage.

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, May 3, 2010 at 6:00 p.m in Council Chambers, during Council's regular meeting.

You are responsible for the advertising costs and will be invoiced for this cost which we estimate to be approximately \$800. If you are not in agreement with paying this cost, please notify me by 11:00 A.M. on Tuesday, April 13, 2010. If you have any questions or require additional information, please contact me at 403.356.8978.

Sincerely,

Christine Kenzie  
Council Services Coordinator  
/attach.

c.       Parkland Community Planning Services

**Council Decision – April 6, 2010**

**DATE:** April 7, 2010  
**TO:** Martin Kvapil, Parkland Community Planning Services  
**FROM:** Elaine Vincent, Legislative and Administrative Services Manager  
**SUBJECT:** Land Use Bylaw Amendment 3357/F-2010  
Clearview North Neighbourhood – Phase 3C  
Melcor Developments Ltd.

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*Reference Report:*

Parkland Community Planning Services, dated March 24, 2010

*Bylaw Readings:*

Land Use Bylaw Amendment 3357/F-2010 was given first reading. A copy of the bylaw is attached.

*Report Back to Council:* Yes – Monday, May 3, 2010

*Comments/Further Action:*

A Public Hearing will be held on Monday, May 3, 2010 at 6:00 p.m. in Council Chambers during Council's regular meeting for Land Use Bylaw Amendment 3357/F-2010. Land Use Bylaw Amendment 3357/F-2010 provides for the rezoning of approximately 3.40ha (8.40 ac) of land from A1 Future Urban Development District to R2 Residential (Medium Density) District and P1 Parks & Recreation District in order to create 1 multi-unit residential lot and 1 public utility lot in a portion of Phase 3C of the Clearview North Neighbourhood. This office will now proceed with the advertising for the Public Hearing.



Elaine Vincent  
Legislative & Administrative Services Manager

/attach.

c: Development Services Director  
Corporate Services Director  
Community Services Director  
Planning Director  
Engineering Services Manager  
Financial Services Manager  
Assessment and Taxation Manager

Inspections & Licensing Manager  
Inspections & Licensing Supervisor  
Land & Economic Development Manager  
LAS File

**Reports Item No. 8****Legislative & Administrative Services**

**DATE:** March 30, 2010

**TO:** City Council

**FROM:** Legislative & Administrative Services Manager

**SUBJECT:** Bylaw 3449/2010 - Campaign Contribution and Expense Disclosure Bylaw

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**History**

Council first adopted a Campaign Contribution and Expense Disclosure Bylaw on November 20, 2006. This bylaw was the culmination of a Notice of Motion submitted by Councillor Pimm and the work of an ad hoc committee established to develop a bylaw in support of transparency and accountability. Consultation was undertaken with the two school jurisdictions for which The City conducts elections and received support from both boards. Following the 2007 general election all candidates submitted reports as required and campaign contributions and expenses became a matter of public record for the first time.

**Legislation**

The Local Authorities Election Act, section 118, allows for a municipality to establish a bylaw relative to campaign contributions and expenses. It is under this enabling legislation that bylaw 3367/2006 was passed.

In March 2009, Bill 203, an amendment to the *Local Authorities Election Act* (LAEA) was introduced mandating that campaign contributions and expenses be tracked and reported, in contrast to being implemented at the discretion of the local municipality. In addition, rules regarding surplus campaign funds, anonymous contributions, and contribution limits were also introduced. This new legislation was further amended by Bill 9 proclaimed March 22, 2010.

**Discussion**

Much of what the legislation imposes was previously already contemplated and was addressed under our local bylaw. Following is a summary of some of the more significant changes:

**Campaign Period**

- For a general election, the campaign period is set out to be from January 1 following a general election to December 31 immediately following the next general election. This was not implicitly stated in the past and indicates that a campaign can commence immediately following one election and continue for the three years until the next election.

March 30, 2010

Campaign Contribution and Expense Disclosure Bylaw

Page 2

### **Campaign Contribution Limits**

- A maximum contribution limit has been imposed which requires that a candidate can not contribute in excess of \$10,000 to his or her campaign. There were previously no contribution limits.
- Campaign contributions from any person, corporation, etc., cannot exceed \$5000 in any year. It is important to note however that a campaign period has now been defined (above); this potentially gives each candidate 3 years within which to receive contributions.

### **Surplus Campaign Contributions**

Section 147.5(1) requires surplus campaign funds exceeding \$500 to be paid to the municipality who is then required to hold the funds until the next general election at which it must be paid back to the candidate with interest. The province has deferred implementation of this clause until December 1, 2011 to allow for further consultation with stakeholders.

The original City of Red Deer Bylaw 3367/2006 required that surplus campaign contributions be declared and used for the next general election or by-election or if the candidate chooses to not run for office again, to donate those surplus funds to a registered charity. This provision is being maintained within the proposed bylaw and will be amended if/when the province implements the requirements shown above.

### **Retroactive Surplus Campaign Contributions**

Section 147.6(1) sets a requirement for candidates to file a declaration with a municipality within three months of this legislation coming into effect. This clause has also been deferred for further consultation; however, following the 2007 general election there were no candidates with campaign surpluses so it is expected that this clause will have little impact on The City of Red Deer.

### **Anonymous Contributions**

Section 147.3(1)(j) requires anonymous contributions be turned over to the local jurisdiction. This will require that if a candidate receives an anonymous contribution and cannot determine from who the contribution was received, they must pay those funds to The City.

### **Establishment of Campaign Account**

A campaign account in the name of the candidate must be opened at a financial institution as soon as the total amount of campaign contributions exceeds \$5000.

### **Audits**

The one item that was introduced in Bill 203 and then subsequently repealed in Bill 9 was the requirement that campaigns in excess of \$10000 be audited. This requirement continues to be at the discretion of the local jurisdiction. Based on the recommendations of the 2006 ad hoc committee reviewing this bylaw, and the recommendations of both school jurisdictions, The City of Red Deer has chosen not to require audits of the campaign contributions and expenses.

March 30, 2010

Campaign Contribution and Expense Disclosure Bylaw

Page 3

The City of Red Deer does not usually adopt legislation by bylaw that has already been established by another order of government; however, campaign contribution and expense disclosure requirements are embedded within a larger piece of legislation, the *Local Authorities Election Act*. For the purposes of candidate understanding and clarity a bylaw setting out the requirements is still appropriate. Bylaw 3449/2010, Campaign Contribution and Expense Disclosure Bylaw, repeals Bylaw 3367/2006 and sets out the responsibilities of candidates as established by the province but also retains local content such as the rationale for the bylaw and the requirements regarding surplus contributions.

**Recommendation**

That Council consider giving three readings to Bylaw 3449/2010, the Campaign Contribution and Expense Disclosure Bylaw.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent', written in dark ink.

Elaine Vincent, Manager  
Legislative & Administrative Services

*Comments:*

We support the recommendation of Administration that Council proceed with three readings of Bylaw 3449/2010 – Campaign Contribution and Expense Disclosure Bylaw.

“Morris Flewwelling”  
Mayor

“Craig Curtis”  
City Manager

## Christine Kenzie

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**From:** Nick Riebeek [nriebeek@chapmanriebeek.com]  
**Sent:** March 29, 2010 6:43 PM  
**To:** Frieda McDougall; Nick Riebeek  
**Cc:** Christine Kenzie; Elaine Vincent; Chayla VanKoughnett  
**Subject:** RE: Campaign Contribution & Expense Disclosure Bylaw

Hello All,

I did have a fairly close look at this. It appears fine to me, at least I see no obvious concerns. I will look at it more carefully before the meeting on Tuesday and if I think changes need to be made I will discuss with you. I am out tomorrow but in on Wednesday and Thursday so if you would like to discuss just indicated.

thank you

nick

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**From:** Frieda McDougall [mailto:Frieda.McDougall@reddeer.ca]  
**Sent:** Mon 3/29/2010 3:03 PM  
**To:** Nick Riebeek  
**Cc:** Christine Kenzie; Elaine Vincent; Chayla VanKoughnett  
**Subject:** Campaign Contribution & Expense Disclosure Bylaw

Hi Nick. As you are aware, a private members bill, Bill 203 relating to the Local Authorities Election Act, was introduced to the legislature in March 2009 and was subsequently proclaimed. Since that time we've been watching to see what changes would be made by the new Minister before implementing amendments to our local bylaw. We actually anticipated some changes to the required time lines (6 months before the election) for the passage of the bylaw. While the recently (March 22) adopted Bill 9 did make some changes, the extension in timelines did not occur except with respect to a couple of the changes proposed relating to surplus funds. As a result, for us to adopt a bylaw within the legislated timelines, it must be considered by Council at the Tuesday, April 7 Council Meeting.

I've reflected much of the legislation within our own bylaw for the purposes of clarity and administration and ensured (I think) that any local requirements are in accordance with the provincial legislation. However, I am hoping you can give it at least a cursory review before it goes to Council. Elaine is meeting with the Mayor & City Manager tomorrow morning and any changes would have to be made prior to Wednesday at 4:30.

Attached for your review are Bill 203 (proclaimed in 2009), Bill 9 (March 22, 2010), a cover report to Council, and the proposed new bylaw. Could you please provide your comments a.s.a.p. I'm sorry for the urgency of this but I've only just finished incorporating the Bill 9 changes. Thanks so much.

Frieda McDougall, Deputy City Clerk  
Legislative and Administrative Services  
The City of Red Deer  
Phone: 403-342-8136  
frieda.mcdougall@reddeer.ca



## **Legislative & Administrative Services**

**DATE:** March 30, 2010

**TO:** City Council

**FROM:** Legislative & Administrative Services Manager

**SUBJECT:** Bylaw 3449/2010 - Campaign Contribution and Expense Disclosure Bylaw

---

### **History**

Council first adopted a Campaign Contribution and Expense Disclosure Bylaw on November 20, 2006. This bylaw was the culmination of a Notice of Motion submitted by Councillor Pimm and the work of an ad hoc committee established to develop a bylaw in support of transparency and accountability. Consultation was undertaken with the two school jurisdictions for which The City conducts elections and received support from both boards. Following the 2007 general election all candidates submitted reports as required and campaign contributions and expenses became a matter of public record for the first time.

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### **Discussion**

Much of what the legislation imposes was previously already contemplated and was addressed under our local bylaw. Following is a summary of some of the more significant changes:

#### **Campaign Period**

- For a general election, the campaign period is set out to be from January 1 following a general election to December 31 immediately following the next general election. This was not implicitly stated in the past and indicates that a campaign can commence immediately following one election and continue for the three years until the next election.

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- Campaign contributions from any person, corporation, etc., cannot exceed \$5000 in any year. It is important to note however that a campaign period has now been defined (above); this potentially gives each candidate 3 years within which to receive contributions.

### **Surplus Campaign Contributions**

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### **Retroactive Surplus Campaign Contributions**

Section 147.6(1) sets a requirement for candidates to file a declaration with a municipality within three months of this legislation coming into effect. This clause has also been deferred for further consultation; however, following the 2007 general election there were no candidates with campaign surpluses so it is expected that this clause will have little impact on The City of Red Deer.

### **Anonymous Contributions**

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### **Establishment of Campaign Account**

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The one item that was introduced in Bill 203 and then subsequently repealed in Bill 9 was the requirement that campaigns in excess of \$10000 be audited. This requirement continues to be at the discretion of the local jurisdiction. Based on the recommendations of the 2006 ad hoc committee reviewing this bylaw, and the recommendations of both school jurisdictions, The City of Red Deer has chosen not to require audits of the campaign contributions and expenses.

March 30, 2010

Campaign Contribution and Expense Disclosure Bylaw

Page 3

The City of Red Deer does not usually adopt legislation by bylaw that has already been established by another order of government; however, campaign contribution and expense disclosure requirements are embedded within a larger piece of legislation, the *Local Authorities Election Act*. For the purposes of candidate understanding and clarity a bylaw setting out the requirements is still appropriate. Bylaw 3449/2010, Campaign Contribution and Expense Disclosure Bylaw, repeals Bylaw 3367/2006 and sets out the responsibilities of candidates as established by the province but also retains local content such as the rationale for the bylaw and the requirements regarding surplus contributions.

**Recommendation**

That Council consider giving three readings to Bylaw 3449/2010, the Campaign Contribution and Expense Disclosure Bylaw.

A handwritten signature in cursive script, appearing to read 'Elaine Vincent'.

Elaine Vincent, Manager  
Legislative & Administrative Services

2010 Bill 9

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Third Session, 27th Legislature, 59 Elizabeth II

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THE LEGISLATIVE ASSEMBLY OF ALBERTA

## **BILL 9**

**LOCAL AUTHORITIES ELECTION  
STATUTES AMENDMENT ACT, 2010**

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MR. JOHNSON

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First Reading . . . . .

Second Reading . . . . .

Committee of the Whole . . . . .

Third Reading . . . . .

Royal Assent . . . . .

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*Bill 9*  
*Mr. Johnson*

## **BILL 9**

2010

### **LOCAL AUTHORITIES ELECTION STATUTES AMENDMENT ACT, 2010**

*(Assented to , 2010)*

HER MAJESTY, by and with the advice and consent of the  
Legislative Assembly of Alberta, enacts as follows:

#### **Local Authorities Election Act**

**Amends RSA 2000 cL-21**

**1(1) The *Local Authorities Election Act* is amended by this section.**

**(2) Section 22(4)(j) is amended by striking out “a co-operative association under the *Co-operative Associations Act* or” and substituting “an association under”.**

**(3) Section 48 is amended**

**(a) by repealing subsection (1)(a) and substituting the following:**

(a) a person may be a resident of only one place at a time for the purposes of voting under this Act;

(a.1) if a person has more than one residence in Alberta, that person shall, in accordance with subsection (1.1), designate one place of residence as the person's place of residence for the purposes of this Act;

## Explanatory Notes

### Local Authorities Election Act

1(1) Amends chapter L-21 of the Revised Statutes of Alberta 2000.

(2) Section 22(4) presently reads in part:

*(4) Subsection (1) does not apply to a person by reason only*

*(j) that the person is a member of a co-operative association under the Co-operative Associations Act or the Rural Utilities Act or is a member of a cooperative under the Cooperatives Act;*

(3) Section 48(1) presently reads:

*48(1) For the purposes of this Act, the place of residence is governed by the following rules:*

*(a) a person may have only one place of residence for the purposes of this Act;*

*(b) the residence of a person is the place where the person lives and sleeps and to which, when the person is absent, the person intends to return;*

**(b) by adding the following after subsection (1):**

**(1.1)** For the purposes of subsection (1)(a.1), a person shall designate the person's place of residence in accordance with the following factors in the following order of priority:

- (a) the address shown on the person's driver's licence or motor vehicle operator's licence issued by or on behalf of the Government of Alberta or an identification card issued by or on behalf of the Government of Alberta;
- (b) the address to which the person's income tax correspondence is addressed and delivered;
- (c) the address to which the person's mail is addressed and delivered.

**(4) Section 147.1(1) is amended**

- (a) **in clause (a) by adding** "but does not include services provided by a volunteer who voluntarily performs the services and receives no compensation, directly or indirectly, in relation to the services or time spent providing the services" **after** "from that candidate".
- (b) **in clause (d)**
  - (i) **by striking out** "means a person" **and substituting** "means an individual";
  - (ii) **by striking out** "or a person" **and substituting** "or an individual";
- (c) **in clause (f) by striking out** "includes a candidate, any other individual and an organization" **and substituting** "includes any individual other than a candidate, and any organization".

- (c) *a person does not lose the person's residence by leaving the person's home for a temporary purpose;*
- (d) *subject to clause (e), a student who*
  - (i) *attends an educational institution within or outside Alberta,*
  - (ii) *temporarily rents accommodation for the purpose of attending an educational institution, and*
  - (iii) *has family members who are resident in Alberta and with whom the student ordinarily resides when not attending an educational institution**is deemed to reside with those family members;*
- (e) *if a person leaves the area with the intention of making the person's residence elsewhere, the person loses the person's residence within the area.*

(4) Section 147.1(1) presently reads in part:

*147.1(1) In this Part,*

- (a) *"campaign contribution" means any money, personal property, real property or service that is provided to or for the benefit of a candidate or the candidate's election campaign without fair market value compensation from that candidate;*
- (d) *"candidate" means a person nominated as a candidate for election as a councillor of a municipality under this Act or a person who intends to be nominated as a candidate for such an election and accepts campaign contributions or incurs campaign expenses;*
- (f) *"person" includes a candidate, any other individual and an organization other than a corporation, employee organization or trade union;*

**(5) The following is added after section 147.1:**

**Candidate self-funded election campaign**

**147.11(1)** Any money up to and including \$10 000 paid by a candidate out of the candidate's own funds for the purposes of the candidate's election campaign is not a campaign contribution for the purposes of this Part.

**(2)** If a candidate's entire election campaign is funded exclusively out of the candidate's own funds, the candidate is not required to

- (a)** open and deposit the funds in a campaign account at a financial institution in the name of the candidate's election campaign,
- (b)** file a disclosure statement with the municipality setting out the total amount contributed by the candidate to the candidate's own election campaign, or
- (c)** file a disclosure statement with the municipality listing the campaign expenses incurred during the candidate's election campaign.

**(3)** This section does not apply if the candidate receives or accepts any campaign contribution from any other person, corporation, trade union or employee organization.

**(6) Section 147.2 is amended**

**(a)** in subsection (1) by striking out "campaign period" and substituting "year";

**(b)** by adding the following after subsection (1):

**(1.1)** Money paid by a candidate out of the candidate's own funds to the candidate's election campaign shall not exceed \$10 000 in any campaign period.

**(c)** in subsection (5) by adding "or a candidate" after "A person".

(5) Candidate self-funded election campaign.

(6) Section 147.2 presently reads in part:

*147.2(1) Campaign contributions by any person, corporation, trade union or employee organization to a candidate shall not exceed \$5000 in any campaign period.*

*(5) A person who contravenes this section is guilty of an offence and liable to a fine of up to \$5000.*

**(7) Section 147.4 is amended**

- (a) by repealing subsection (1) and substituting the following:**

**Campaign disclosure statements**

**147.4(1)** If a candidate's election campaign is funded exclusively from campaign contributions from any person, corporation, trade union or employee organization or is funded from a combination of money paid by the candidate out of the candidate's own funds and campaign contributions from any person, corporation, trade union or employee organization, then, on or before March 1 immediately following a general election or, in the case of a by-election, within 120 days after the by-election, a candidate shall file with the municipality a disclosure statement in the prescribed form, which must include

- (a) the total amount of all campaign contributions received during the campaign period that did not exceed \$100 in the aggregate from any single contributor,
- (b) the total amount contributed, together with the contributor's name and address, for each contributor whose contributions during the campaign period exceeded \$100 in the aggregate,
- (c) the total amount of money paid by the candidate out of the candidate's own funds,
- (d) the total amount of any campaign surplus exceeding \$500, including any surplus from previous campaigns, and
- (e) a financial statement setting out the total amount of revenue and expenses.

**(1.1)** If a candidate does not file nomination papers before the next general election, the candidate shall, within 6 months after the date of the next general election, donate the amount of money disclosed under subsection (1)(d) to a registered charitable organization as defined in the *Income Tax Act* (Canada) or to the municipality where the candidate was declared elected in a previous general election.

- (b) by repealing subsections (4) and (5).**

(7) Section 147.4 presently reads in part:

*147.4(1) On or before March 1 immediately following a general election or, in the case of a by-election, on or before 120 days following the by-election, a candidate shall file with the municipality a disclosure statement in the prescribed form, which sets out*

- (a) the total amount of all campaign contributions received during the campaign period that did not exceed \$100 in the aggregate from any single contributor,*
- (b) the total amount contributed, together with the contributor's name and address, when the contribution of that contributor during the campaign period exceeded an aggregate of \$100, and*
- (c) a list of campaign expenses.*

*(4) If a candidate's total amount of campaign contributions or campaign expenses exceeds \$10 000 for a campaign period, the candidate's disclosure statements required under this section must be audited in accordance with generally accepted auditing standards.*

*(5) A municipality may, by a bylaw passed prior to April 15 of a year in which a general election is held, require that the disclosure statements required under this section for a candidate whose total campaign contributions or campaign expenses for a campaign period are \$10 000 or less be audited in accordance with generally accepted auditing standards.*

**(8) Section 147.5 is amended**

- (a) by repealing subsection (1) and substituting the following:**

**Campaign surplus**

**147.5(1)** On or before March 1 immediately following a general election or, in the case of a by-election, within 120 days after the by-election, if a candidate's disclosure statement shows a surplus exceeding \$500, the candidate shall pay the excess amount to the municipality.

- (b) in subsection (3) by striking out "person" and substituting "candidate";**

**(c) in subsection (4)**

- (i) by striking out "person" wherever it occurs and substituting "candidate";**

- (ii) by striking out "fails to file" and substituting "does not file".**

**(9) Section 147.8(4) is repealed and the following is substituted:**

- (4)** A candidate may apply to the Court under this section and name the municipality as the respondent.

**(10) The following is added after section 147.91:**

**Application**

**147.92(1)** Sections 147.5, 147.6, 147.7(2) and (3) and 147.91(b) apply to campaign funds on or after December 1, 2011.

**(2)** Subsection (1) is deemed to have come into force on February 3, 2010.

(8) Section 147.5 presently reads in part:

*147.5(1) On or before March 1 immediately following a general election or, in the case of a by-election, on or before 120 days following the by-election, if a candidate's disclosure statement shows a surplus exceeding \$500, the candidate shall pay the excess amount to the municipality.*

*(2) The municipality shall hold any money received under subsection (1) in trust for the candidate at a financial institution.*

*(3) If the person in respect of whom the money is held under subsection (2) files nomination papers to be a candidate in the next general election or in a by-election called before that time, the municipality shall pay the money and interest calculated at the rate prescribed by the Lieutenant Governor in Council to the candidate for use in that election.*

*(4) If the person in respect of whom money is held in trust under subsection (2) fails to file nomination papers before the next general election, the person shall, within 6 months of the date of the election, direct the municipality to donate the money and interest on that money calculated at the rate prescribed by the Lieutenant Governor in Council to a registered charitable organization as defined in the Income Tax Act (Canada).*

(9) Section 147.8(4) presently reads:

*(4) An application to the Court under this section is to be made by originating notice naming the municipality as the respondent.*

(10) Application.

**Local Authorities Election (Finance  
and Contribution Disclosure)  
Amendment Act, 2009**

**Amends SA 2009 c10**

**2(1) The *Local Authorities Election (Finance and Contribution Disclosure) Amendment Act, 2009* is amended by this section.**

**(2) Section 3 is amended**

**(a) by repealing the new section 147.2(2);**

**(b) in the new section 147.3(1)**

**(i) by repealing clause (a) and substituting the following:**

**(a) a campaign account in the name of the candidate's election campaign is opened at a financial institution for the purposes of the election campaign as soon as possible after**

**(i) the total amount of campaign contributions from any person, corporation, trade union or employee organization first exceeds \$5000 in the aggregate, or**

**(ii) the total amount of campaign contributions from any person, corporation, trade union or employee organization in combination with any money paid by the candidate out of the candidate's own funds first exceeds \$5000 in the aggregate;**

**(ii) in clause (b) by adding "if a campaign account has been opened in accordance with clause (a)," before "all contributions";**

**(c) by repealing the new section 147.9.**

**Local Authorities Election (Finance  
and Contribution Disclosure)  
Amendment Act, 2009**

2(1) Amends chapter 10 of the Statutes of Alberta, 2009.

(2) The new sections 147.2(2), 147.3(1) and 147.9 presently read in part:

*147.2(2) Any money paid by a candidate out of the candidate's own funds for the purposes of the candidate's campaign is a campaign contribution for the purposes of this Part.*

*147.3(1) A candidate shall ensure that*

- (a) a campaign account is opened at a financial institution for the purposes of the election campaign and in the name of the candidate's election campaign;*
- (b) all contributions of money are deposited into the campaign account;*

*147.9 In addition to any other penalty under this Act, if a person who is declared elected as a councillor*

- (a) fails to file a disclosure statement required under section 147.4 before the end of the late filing period provided under section 147.7, and*
- (b) has not been relieved from this obligation by a court order under section 147.8,*

*then the person ceases to hold office as a councillor, and the seat is deemed to be vacant.*

**(3) The following is added after section 3:**

**Amends RSA 2000 cM-26**

**3.1(1) The *Municipal Government Act* is amended by this section.**

**(2) Section 174(1) is amended by adding the following after clause (b):**

**(b.1) the councillor**

**(i) fails to file a disclosure statement as required under section 147.4 of the *Local Authorities Election Act* before the end of the late filing period provided under section 147.7 of the *Local Authorities Election Act*, and**

**(ii) has not been relieved from the obligation to file a disclosure statement by a court order under section 147.8 of the *Local Authorities Election Act*;**

(3) Amends chapter M-26 of the Revised Statutes of Alberta 2000. Section 174(1) presently reads in part:

*174(1) A councillor is disqualified from council if*

- (a) when the councillor was nominated, the councillor was not eligible for nomination as a candidate under the Local Authorities Election Act;*
- (b) the councillor ceases to be eligible for nomination as a candidate under the Local Authorities Election Act;*

2009 Bill 203

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Second Session, 27th Legislature, 58 Elizabeth II

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THE LEGISLATIVE ASSEMBLY OF ALBERTA

# **BILL 203**

**LOCAL AUTHORITIES ELECTION  
(FINANCE AND CONTRIBUTION DISCLOSURE)  
AMENDMENT ACT, 2009**

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MR. JOHNSON

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First Reading . . . . .

Second Reading . . . . .

Committee of the Whole . . . . .

Third Reading . . . . .

Royal Assent . . . . .

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*Bill 203*  
*Mr. Johnson*

## **BILL 203**

2009

### **LOCAL AUTHORITIES ELECTION (FINANCE AND CONTRIBUTION DISCLOSURE) AMENDMENT ACT, 2009**

*(Assented to , 2009)*

HER MAJESTY, by and with the advice and consent of the  
Legislative Assembly of Alberta, enacts as follows:

**Amends RSA 2000 cL-21**

**1 The *Local Authorities Election Act* is amended by this Act.**

**2 Section 118 is amended**

- (a) in subsection (1) by striking out “The following expenses” and substituting “In any election under this Act, the following expenses”;**
- (b) in subsection (2) by striking out “An elected authority” and substituting “With respect to an election of a school board trustee under this Act, an elected authority”.**

## Explanatory Notes

1 Amends chapter L-21 of the Revised Statutes of Alberta 2000.

2 Section 118 presently reads:

*118(1) The following expenses shall be held to be lawfully incurred and the payment of them is not a contravention of this Act:*

- (a) the actual personal expenses of the candidate;*
- (b) the cost of acquiring premises, accommodation, goods or services used for proper election campaign purposes;*
- (c) bona fide payments for the fair cost of printing and advertising;*
- (d) reasonable and ordinary payment to any person for the hire of transportation used*
  - (i) by a candidate or speakers in travelling to and from public meetings, or*
  - (ii) by any person in connection with and for the proper purposes of an election.*

*(2) An elected authority may, by a bylaw passed prior to April 15 of a year in which a general election is held require that candidates prepare*

**3 The following is added after section 147:**

**Part 5.1  
Municipal Election Finance and  
Contribution Disclosure**

**Definitions**

**147.01** In this Part,

- (a) "campaign contribution" means any money, personal property, real property or service that is provided to or for the benefit of a candidate or the candidate's election campaign without fair market value compensation from that candidate;
- (b) "campaign expense" means any expense referred to in section 118(1);
- (c) "campaign period" means

*and disclose to the public statements of all their campaign contributions and campaign expenses and may prescribe how campaign contributions not used for campaign expenses must be used.*

*(2.1) If a bylaw is passed under subsection (2), the elected authority may require that the statements of campaign contributions and campaign expenses be audited in accordance with generally accepted auditing standards.*

*(2.2) If a bylaw is passed under subsection (2), a person eligible to vote in the election may request to examine the statements of campaign contributions and campaign expenses during regular business hours and in the presence of the returning officer, deputy or secretary.*

*(3) A bylaw passed under subsection (2)*

*(a) shall define "campaign contributions" and "campaign expenses", and*

*(b) may prescribe forms*

*for purposes of the bylaw.*

*(4) A person who contravenes a bylaw passed under this section is guilty of an offence and liable to a penalty of not more than \$1000, and on conviction the penalty enures to the benefit of the local jurisdiction in respect of which the election was conducted.*

**3** New Part addressing contribution limits and disclosure of campaign expenses and contributions.

- (i) for a candidate in a general election, the period of time from January 1 immediately following a general election to December 31 immediately following the next general election;
- (ii) for a candidate in a by-election, the period of time from January 1 immediately following a general election to 60 days immediately following the by-election;
- (d) "candidate" means a person nominated as a candidate for election as a councillor of a municipality under this Act or a person who intends to be nominated as a candidate for such an election and accepts campaign contributions or incurs campaign expenses;
- (e) "employee organization" means any organization other than a trade union that bargains collectively for any employees in Alberta, and for the purposes of this Part all branches in Alberta of an employee organization are deemed to be one organization;
- (f) "person" includes a candidate, any other individual and an organization other than a corporation, employee organization or trade union;
- (g) "prohibited organization" means
  - (i) a municipality,
  - (ii) a corporation that is controlled by a municipality and meets the test set out in section 1(2) of the *Municipal Government Act*,
  - (iii) a non-profit organization that has received since the last general election any of the following from the municipality in which the election will be held:
    - (A) grants,
    - (B) real property, or
    - (C) personal property,
  - (iv) a Provincial corporation as defined in the *Financial Administration Act*, and includes a management body within the meaning of the *Alberta Housing Act*,
  - (v) a Metis settlement,

- (vi) a school board under the *School Act*,
- (vii) a public post-secondary institution under the *Post-secondary Learning Act*,
- (viii) any corporation that does not carry on business in Alberta, or
- (ix) any organization designated by the Lieutenant Governor in Council as a prohibited organization;
- (h) "trade union" means a trade union as defined by the *Labour Relations Code*, the *Public Service Employee Relations Act* or the *Canada Labour Code* (Canada) and that holds bargaining rights for employees in Alberta, and for the purposes of this Part all locals in Alberta of a trade union are deemed to be one trade union.

#### **Limitations on contributions**

**147.02(1)** Campaign contributions by any person, corporation, trade union or employee organization to a candidate shall not exceed \$5000 in any campaign period.

(2) Any money paid by a candidate out of the candidate's own funds for the purposes of the candidate's campaign is a campaign contribution for the purposes of this Part.

(3) No prohibited organization, person normally resident outside Alberta or trade union or employee organization other than a trade union or employee organization as defined in this Part shall make any campaign contributions to a candidate.

(4) A corporation, trade union or employee organization that contravenes this section is guilty of an offence and liable to a fine of not more than \$10 000.

(5) A person who contravenes this section is guilty of an offence and liable to a fine of up to \$5000.

#### **Duties of candidate**

**147.03(1)** A candidate shall ensure that

- (a) a campaign account is opened at a financial institution for the purposes of the election campaign and in the name of the candidate's election campaign;
- (b) all contributions of money are deposited into the campaign account;

- (c) money in the campaign account shall only be used for the payment of campaign expenses;
- (d) contributions of real property, personal property and services are valued;
- (e) receipts are issued for every contribution and obtained for every expense;
- (f) disclosure statements are filed in accordance with section 147.04;
- (g) records are kept of campaign contributions and campaign expenses and are retained by the candidate for a period of 2 years following the date on which disclosure statements were required to be filed under section 147.04;
- (h) proper direction is given to the candidate's official agent and any other person who is authorized to incur campaign expenses and accept or solicit campaign contributions on behalf of the candidate;
- (i) a campaign contribution received in contravention of this Act is returned to the contributor as soon as possible after the candidate becomes aware of the contravention;
- (j) an anonymous campaign contribution or a campaign contribution not returned to the contributor under clause (i) is paid to the secretary for the municipality in which the election is held.

(2) A candidate who contravenes any of the provisions of this section is guilty of an offence and liable to a fine of not more than \$1000.

#### **Campaign disclosure statements**

**147.04(1)** On or before March 1 immediately following a general election or, in the case of a by-election, on or before 120 days following the by-election, a candidate shall file with the municipality a disclosure statement in the prescribed form, which sets out

- (a) the total amount of all campaign contributions received during the campaign period that did not exceed \$100 in the aggregate from any single contributor,
- (b) the total amount contributed, together with the contributor's name and address, when the contribution of

that contributor during the campaign period exceeded an aggregate of \$100, and

(c) a list of campaign expenses.

(2) If a candidate becomes aware that any of the information reported in the disclosure statement required under subsection (1) has changed or has not been completely or accurately disclosed, the candidate shall, within 30 days, submit a supplementary statement in the prescribed form to the municipality.

(3) The municipality must ensure that all documents filed under this section are available to the public during regular business hours.

(4) If a candidate's total amount of campaign contributions or campaign expenses exceeds \$10 000 for a campaign period, the candidate's disclosure statements required under this section must be audited in accordance with generally accepted auditing standards.

(5) A municipality may, by a bylaw passed prior to April 15 of a year in which a general election is held, require that the disclosure statements required under this section for a candidate whose total campaign contributions or campaign expenses for a campaign period are \$10 000 or less be audited in accordance with generally accepted auditing standards.

#### **Campaign surplus**

**147.05(1)** On or before March 1 immediately following a general election or, in the case of a by-election, on or before 120 days following the by-election, if a candidate's disclosure statement shows a surplus exceeding \$500, the candidate shall pay the excess amount to the municipality.

(2) The municipality shall hold any money received under subsection (1) in trust for the candidate at a financial institution.

(3) If the person in respect of whom the money is held under subsection (2) files nomination papers to be a candidate in the next general election or in a by-election called before that time, the municipality shall pay the money and interest calculated at the rate prescribed by the Lieutenant Governor in Council to the candidate for use in that election.

(4) If the person in respect of whom money is held in trust under subsection (2) fails to file nomination papers before the next general election, the person shall, within 6 months of the date of the election, direct the municipality to donate the money and interest on that money calculated at the rate prescribed by the Lieutenant Governor in Council to a registered charitable organization as defined in the *Income Tax Act* (Canada).

(5) If the municipality does not receive a direction under subsection (4), the money and interest on that money calculated at the rate prescribed by the Lieutenant Governor in Council become the property of the municipality.

**Candidate declaration re campaign funds**

**147.06(1)** Within 3 months following the coming into force of the *Local Authorities Election (Finance and Contribution Disclosure) Amendment Act, 2009*, a candidate shall

- (a) file with the municipality a declaration in the prescribed form outlining the total amount of campaign contributions held by the candidate, which shall include any surplus money from previous campaigns, and
- (b) if this amount exceeds \$500, pay the amount in excess of \$500 to the municipality.

(2) Section 147.05(2) to (5) applies to money held by a municipality under this section.

**Late filing period/penalties**

**147.07(1)** A candidate who contravenes section 147.04, 147.05 or 147.06 and who fails to

- (a) comply with that section within 30 days after the time period provided for in that section, and
- (b) pay the municipality a late filing fee of \$500,

is guilty of an offence and liable to a fine of not more than \$5000.

(2) If a candidate is found guilty of contravening section 147.05 or 147.06, the Court may, in addition to the penalty provided for in subsection (1), order the candidate to pay any surplus money in excess of \$500 to the municipality as soon as possible.

(3) Section 147.05(2) to (5) applies to money paid to a municipality pursuant to a court order under this section.

**Effect of non-compliance in relation to disclosure statements**

**147.08(1)** If a candidate fails to file a disclosure statement as required by section 147.04 before the end of the late filing period provided under section 147.07, the secretary shall transmit a report to that effect to council, which shall on its receipt make the report public.

(2) A candidate under subsection (1) may, within the 60-day period following the date on which the report under subsection (1) is made public, apply to the Court for relief.

(3) On hearing the application, the Court may

- (a) dispense with compliance with section 147.04, or any provision of it, if it considers that the non-compliance is due to circumstances beyond the control of the candidate and that it is not reasonably possible to comply with the section,
- (b) extend the time for compliance with section 147.04, or any provision of it, if it finds mitigating reasons for non-compliance with the section,
- (c) make any order that it considers appropriate to secure compliance with as much of section 147.04 as it considers reasonable in the circumstances, or
- (d) refuse the application.

(4) An application to the Court under this section is to be made by originating notice naming the municipality as the respondent.

(5) The decision of the Court is final and not subject to appeal.

**Disqualification in relation to disclosure statements**

**147.09** In addition to any other penalty under this Act, if a person who is declared elected as a councillor

- (a) fails to file a disclosure statement required under section 147.04 before the end of the late filing period provided under section 147.07, and
- (b) has not been relieved from this obligation by a court order under section 147.08,

then the person ceases to hold office as a councilor, and the seat is deemed to be vacant.

**Regulations**

**147.10** The Lieutenant Governor in Council may make regulations

- (a) designating organizations to be prohibited organizations for the purposes of this Part;
- (b) prescribing the interest rate for the purposes of section 147.05.

**4 This Act comes into force on Proclamation.**

BACKUP INFORMATION  
NOT SUBMITTED TO COUNCIL

BACKUP  
BYLAW  
3449/2010

**Christine Kenzie**

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**From:** Elaine Vincent  
**Sent:** April 01, 2010 7:17 PM  
**To:** Frieda McDougall; Christine Kenzie  
**Subject:** FW: Bylaw in Council agenda

Can you look at this and let me know. thanks

-----Original Message-----

**From:** Lorraine Poth <Lorraine.Poth@reddeer.ca>  
**Sent:** April 1, 2010 6:59 PM  
**To:** Elaine Vincent <Elaine.Vincent@reddeer.ca>  
**Subject:** Bylaw in Council agenda

Hi Elaine

I was having a quick look at the agenda online tonight and noticed that in the bylaw regarding campaign contributions section 6 (2) states that for anonymous contributions

*"If the contributor's identity cannot be established or the funds returned to the contributor, a candidate must pay the amount of the contribution to the City Clerk"*

For internal control purposes this must read The City of Red Deer instead of the City Clerk. I think this is the only place it is worded this way in the bylaw but will have a second look on Tuesday morning.

Have a great Easter!

Lorraine

FILE COPY



## Council Decision – April 6, 2010

**DATE:** April 7, 2010  
**TO:** Frieda McDougall, Deputy City Clerk  
**FROM:** Elaine Vincent, Legislative and Administrative Services Manager  
**SUBJECT:** Bylaw 3449/2010 – Campaign Contribution and Expense Disclosure Bylaw

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*Reference Report:*

Legislative & Administrative Services Manager, dated March 30, 2010

*Bylaw Readings:*

Bylaw 3449/2010 – Campaign Contribution and Expense Disclosure Bylaw was given three readings. A copy of the bylaw is attached.

*Report Back to Council:* No

A handwritten signature in purple ink, appearing to read 'Elaine Vincent'.

Elaine Vincent  
Legislative & Administrative Services Manager

/attach.

c: C. Van Koughnett, Client Services Support  
LAS File

## Christine Kenzie

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**From:** Vanessa Connors on behalf of Elaine Vincent  
**Sent:** March 25, 2010 10:03 AM  
**To:** Christine Kenzie  
**Subject:** FW: Holiday

FYI - V

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**From:** Larry & Diane Pimm [mailto:ldpimm@shaw.ca]  
**Sent:** Thursday, March 25, 2010 9:38 AM  
**To:** Elaine Vincent  
**Subject:** Holiday

Good morning Elaine,

We will be on holiday, leaving on April 1 and returning on April 16. If you could arrange to hold my mail for that period of time, I will pick it up on Friday, the 16th. When we get settled in Maui :- ) I will get some contact info for you in case some calamitous thing happens...that will assure that nothing calamitous does actually happen, I think!

Thanks very much.

Larry Pimm  
[ldpimm@shaw.ca](mailto:ldpimm@shaw.ca)

## Christine Kenzie

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**From:** Amber Senuk  
**Sent:** March 19, 2010 9:41 AM  
**To:** Sanja Milinovic; Christine Kenzie  
**Subject:** Councillor Buchanan....

Good Morning.

Councillor Buchanan will be away from March 29, 2010 to April 11, 2010. He will be absent from the April 6, 2010 MPC Meeting (which I believe is cancelled), as well as the Council meeting that day.

### **Amber Senuk | Client Services Support**

The City of Red Deer

Legislative & Administrative Services

D 403.342.8728 | F 403.346.6195 | [amber.senuk@reddeer.ca](mailto:amber.senuk@reddeer.ca)

**Bylaws Item No. 1**

**BYLAW NO. 3357/F-2010**

Being a bylaw to amend Bylaw No. 3357/2006, 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 P17" contained within "Schedule A" of the Land Use Bylaw is hereby amended in accordance with Land Use District Map No. 5 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this                      day of                      2010.

READ A SECOND TIME IN OPEN COUNCIL this                      day of                      2010.

READ A THIRD TIME IN OPEN COUNCIL this                      day of                      2010.

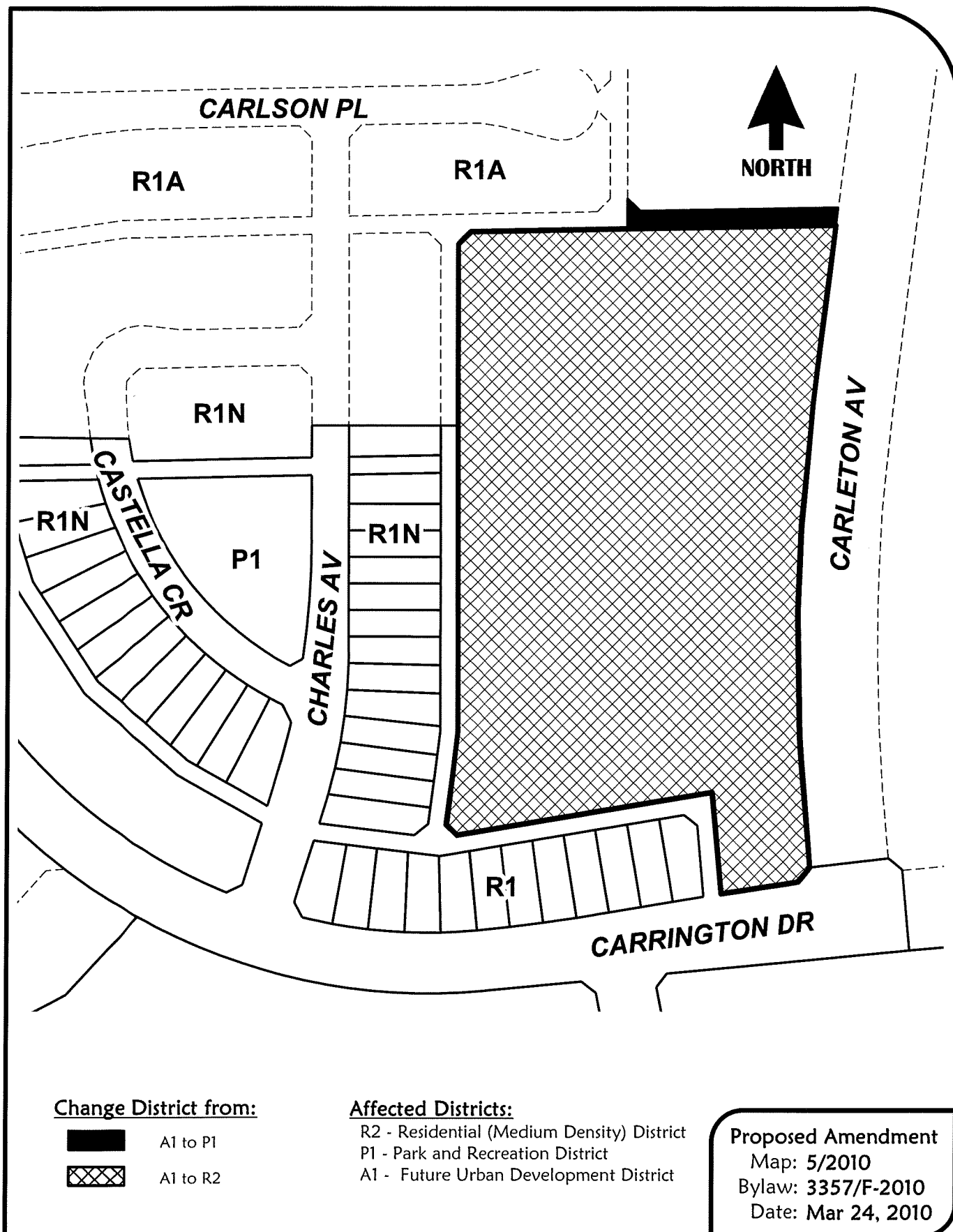
AND SIGNED BY THE MAYOR AND CITY CLERK this                      day of                      2010.

\_\_\_\_\_  
MAYOR

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



*Proposed Amendment to Land Use Bylaw 3357/2006*



**Bylaws Item No. 2**

**BYLAW NO. 3449/2010**

Being a bylaw of The City of Red Deer to require the public disclosure of Campaign Contributions and Campaign Expenses.

Whereas Red Deer City Council desires to function in a manner consistent with the concept of open government; and

Whereas members of the public may wish to know the source of contributions as well as the amounts and nature of disbursements in campaigns for public office; and

Whereas Red Deer City Council believes that candidates should be responsible and accountable to the people of Red Deer; and

Whereas the *Local Authorities Election Act*, S.A. 2000, Chapter L-21 requires that candidates prepare and disclose to the public their campaign contributions and expenses;

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

**Title**

- 1 This Bylaw may be cited as the “Campaign Contribution and Expense Disclosure Bylaw”.

**Definitions**

- 2 In this Bylaw unless otherwise specified:

“Anonymous Contribution” means a contribution for which the contributor’s identity cannot be established but does not include anonymous contributions acquired by means of a fundraising function;

“Campaign” means events or activities in, by, or on behalf of, a candidate for the purpose of promoting the election of the candidate;

“Campaign Contribution” means any money, personal property, real property or service that is provided to or for the benefit of a candidate or the candidate’s election campaign without fair market value compensation from that candidate; but does not include services provided by a volunteer, who voluntarily performs the services and receives no compensation, directly or indirectly, in relation to the services or time spent providing the services.

“Campaign Expense” means:

- (a) the actual personal expenses of the candidate;
- (b) the cost of acquiring premises, accommodation, goods or services for election campaign purposes;
- (c) payments for the fair cost of printing and advertising;
- (d) reasonable and ordinary payment to any person for the hire of transportation used
  - i. by a candidate or speakers in travelling to and from public meetings, or
  - ii. by any person in connection with and for the purposes of an election.

“Campaign Period” means:

- (a) for a candidate in a general election, the period of time from January 1 immediately following a general election to December 31 immediately following the next general election;
- (b) for a candidate in a by-election, the period of time from January 1 immediately following a general election to 60 days immediately following the by-election;

“Candidate” means an individual nominated as a candidate for mayor or councillor of The City of Red Deer, or for trustee of the Red Deer Public School District No.104, or the Red Deer Catholic Regional Division #39, or an individual who intends to be nominated as a candidate for such an election and accepts campaign contributions or incurs campaign expenses.

“Contributor” means an individual, organization, or corporation providing a campaign contribution;

“Donation in kind” means the fair market value of goods and services donated or provided by or on behalf of a candidate during a campaign for the purpose of an election but does not include volunteer labour;

“Fundraising Function” means events held for the purposes of raising funds for an election campaign of the person by whom or on whose behalf the function is held;

“Gift” means a payment, advance, forbearance, loan, or deposit of money, or any thing of value received, unless something of equal or greater value is received by the donor

but does not include services provided without compensation by individuals volunteering their time;

“Person” means any individual other than a candidate, and any organization other than a corporation, employee organization or trade union.

“Statement” means any statement required under this Bylaw.

### **Duties of Candidates**

3 A candidate shall ensure that

- (1) A campaign account in the name of the candidate's election campaign is opened at a financial institution for the purposes of the election campaign as soon as possible after.
  - (a) the total amount of campaign contributions from any person, corporation, trade union or employee organization first exceeds \$5000 in the aggregate, or
  - (b) the total amount of campaign contributions from any person, corporation, trade union or employee organization with any money paid by the candidate out of the candidate's own funds first exceeds \$5000 in the aggregate.
- (2) If a campaign account has been opened in accordance with clause (a), all contributions of money are deposited in the campaign account;
- (3) Money in the campaign account shall only be used for the payment of campaign expenses.
- (4) Contributions of real property, personal property and services are valued;
- (5) Receipts are issued for every contribution and obtained for every expense;
- (6) Disclosure statements are filed;
- (7) Records are kept of campaign contributions and campaign expenses and are retained by the candidate for a period of 2 years following the date on which the disclosure statements were required to be filed; and
- (8) Proper direction is given to the candidate's official agent and any other person who is authorized to incur campaign expense and accept or solicit campaign contributions on behalf of the candidate.

### **Candidate Self Funded Election Campaign**

- 4
- (1) Any money up to and including \$10 000 paid by a candidate out of the candidate's own funds for the purposes of the candidate's election campaign is not a campaign contribution.
  - (2) If a candidate's entire election campaign is funded exclusively out of the candidate's own funds, the candidate is not required to:
    - (a) open and deposit the funds in a campaign account at a financial institution in the name of the candidate's election campaign,
    - (b) file a disclosure statement with the The City of Red Deer setting out the total amount contributed by the candidate to the candidate's own election campaign, or
    - (c) file a disclosure statement with The City of Red Deer listing the campaign expenses incurred during the candidate's election campaign, except to declare that it was a self funded campaign.
  - (3) This section does not apply if the candidate receives or accepts any campaign contribution from any other person, corporation, trade union or employee organization.

### **Limitations on Contributions**

- 5 Campaign contributions by any person, corporation, trade union or employee organization to a candidate shall not exceed \$5000 in any year.

### **Anonymous Contributions**

- 6 Receipt of anonymous contributions by candidates is not permitted. Upon becoming aware of an anonymous contribution a candidate:
- (1) Must return the contribution to the contributor if the contributor's identity can be established; or
  - (2) If the contributor's identity cannot be established or the funds returned to the contributor, a candidate must pay the amount of the contribution to the City Clerk.

**Surplus Contributions**

- 7
- (1) On or before March 1 immediately following a general election, or in the case of a by-elections, within 120 days after the by-election, if a candidate's disclosure statement show a surplus the candidate must file a Surplus Statement with the Returning Officer indicating the amount of the surplus.
  - (2) Any surplus of total campaign contributions over campaign expenses must be spent on the candidate's expenses in the next general election or by-election.
  - (3) If the candidate does not file nomination papers for the next general election or by-election, the candidate must:
    - (a) within sixty days after that election the candidate pay the surplus amount to a registered Canadian charitable organization(s) as defined in the Income Tax Act (Canada); and
    - (b) on or before the last working day in December in that election year the candidate must file a Declaration of Campaign Surplus Donation with the Returning Officer indicating the recipient(s) of the surplus.

**Campaign Disclosure**

- 8
- (1) If a candidate's election campaign is funded exclusively from campaign contributions from any person, corporation, trade union or employee organization or is funded from a combination of money paid by the candidate out of the candidate's own funds and campaign contributions from any person, corporation, trade union or employee organization, then, on or before March 1 immediately following a general election or, in the case of a by-election, within 120 days after the by-election, a candidate shall file with The City of Red Deer a disclosure statement in a prescribed form, which must include:
    - (a) the total amount of all campaign contributions received during the campaign period that did not exceed \$100 in aggregate from any single contributor,
    - (b) the total amount contributed, together with an the contributor's name and address, for each contributor whose contributions during the campaign period exceeded \$100 in the aggregate,
    - (c) the total amount of money paid by the candidate out of the candidate's own funds,
    - (d) the total amount of any campaign surplus exceeding \$500, including the surplus from previous campaigns, and

- (e) a financial statement setting out the total amount of revenue and expenses.
- (2) If a candidate does not file nomination papers before the next general election, the candidate shall, within 6 months after the date of the next general election, donate the amount of money disclosed under subsection 5(1)(d) to a registered charitable organization as defined in the *Income Tax Act* (Canada) or to The City of Red Deer where the candidate was declared elected in a previous general election.
- (3) If a candidate becomes aware that any of the information reported in the disclosure statement required under subsection (1) has changed or has not been completely or accurately disclosed, the candidate shall, within 30 days, submit a supplementary statement in the prescribed form to The City of Red Deer.
- (4) The City of Red Deer will ensure that all documents filed under this section are available to the public during regular office hours.

### **Late Filing**

- 9 (1) A candidate that contravenes section 8 and who fails to:
- (a) comply with that section within 30 days after the time period provided for, and
  - (b) pay The City of Red Deer a late filing fee of \$500,
- is guilty of an offense and liable to a fine as established by the courts.
- (2) A candidate under subsection (1) may, within the 60 day period following the date on which the report under subsection (1) is made public, apply to the court for relief
  - (3) A candidate who fails to file a disclosure statement as required before the end of the late filing period and applies to the court for relief has not been relieved from the obligation to file a disclosure statement.

### **Public Documents**

- 10 Except as protected by the provisions of the *Freedom of Information and Protection of Privacy (FOIP) Act*, the municipality will ensure that all documents including disclosure statements, surplus contributions, and a report relating to failure to file, shall be made

available to the public by the end of March in the year following an election and within 180 days after a by-election.

### **Penalties**

- 11 Penalties under this bylaw are set in accordance with the Local Authorities Election Act.

### **Miscellaneous**

- 12 If a deadline for filing a statement(s) under this bylaw occurs on a Saturday, Sunday or a City holiday then the deadline will be the next City working day.
- 13 Bylaw 3367/2006 is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this	day of	2010
READ A SECOND TIME IN OPEN COUNCIL this	day of	2010
READ A THIRD TIME IN OPEN COUNCIL this	day of	2010
AND SIGNED BY THE MAYOR AND CITY CLERK this	day of	2010

---

MAYOR

---

CITY CLERK

## ELECTION STATEMENT DECLARATION FORM

**Office:**

Mayor

☐

Councillor

☐

Catholic School Trustee

☐

Public School Trustee

☐

**Candidate's Name:**

First

Middle  
Initial

Surname

### SUMMARY OF CAMPAIGN CONTRIBUTIONS

Revenue from:

Cash Donations

\$ \_\_\_\_\_

Donations in kind

\$ \_\_\_\_\_

Fundraising Functions

\$ \_\_\_\_\_

Gifts

\$ \_\_\_\_\_

Other (please describe) \_\_\_\_\_

\$ \_\_\_\_\_

Interest & self contribution

\$ \_\_\_\_\_

Other income (e.g. surplus from previous campaign, attach details)

\$ \_\_\_\_\_

**REVENUE SUBTOTAL**

\$ \_\_\_\_\_

Less:

Anonymous contributions over \$100 returned (contributor's identity established)

\$ \_\_\_\_\_

Other contributions returned to contributors

\$ \_\_\_\_\_

Anonymous contributions paid to Registered Charitable Organization (attached summary)

\$ \_\_\_\_\_

**NET REVENUES**

\$ \_\_\_\_\_

### SUMMARY OF CAMPAIGN EXPENSES

Advertising

\$ \_\_\_\_\_

Food/Beverage/Entertainment

\$ \_\_\_\_\_

Insurance

\$ \_\_\_\_\_

Office/Facility/Space Rental

\$ \_\_\_\_\_

Office Supplies/Equipment

\$ \_\_\_\_\_

Printing

\$ \_\_\_\_\_

Salaries

\$ \_\_\_\_\_

Signage

\$ \_\_\_\_\_

Transportation

\$ \_\_\_\_\_

Other (please describe) \_\_\_\_\_

\$ \_\_\_\_\_

**TOTAL CAMPAIGN EXPENSES**

\$ \_\_\_\_\_

### CAMPAIGN PERIOD SURPLUS OR DEFICIT

**TOTAL CAMPAIGN CONTRIBUTIONS**

\$ \_\_\_\_\_

**TOTAL CAMPAIGN EXPENSES**

\$ \_\_\_\_\_

**CAMPAIGN SUPPLUS (DEFICIT)**

\$ \_\_\_\_\_

### CERTIFICATE of the CANDIDATE or CAMPAIGN MANAGER

This is to certify that to the best of my knowledge, this Election Statement and the Attachments accurately reflect the financial transactions of the above named candidate. I make this solemn declaration conscientiously, believing it to be true and knowing that it is of the same force and effect as if made under oath.

**DECLARED** Before me at \_\_\_\_\_ Alberta  
this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

\_\_\_\_\_  
Commissioner For Oaths  
in and for The Province of Alberta

\_\_\_\_\_  
Signature of Candidate

TO BE FILED WITH THE RETURNING OFFICER ON OR BEFORE THE LAST WORKING DAY IN DECEMBER AFTER A GENERAL ELECTION YEAR OR 120 DAYS AFTER A BY-ELECTION. The personal information requested on this form is being collected under the authority of s. 118 of the Local Authorities Election Act. The information will be used only to fulfill the requirements of Bylaw 3449/2010, the Campaign Contribution and Expense Disclosure Bylaw. Contact the Legislative & Administrative Services Manager, 2<sup>nd</sup> Floor, City Hall, 4914 - 48 Avenue, Box 5008, Red Deer, AB T4N 3T4 if you have questions about the use of information collected on this form.

**LISTING OF CUMULATIVE CAMPAIGN CONTRIBUTIONS  
EXCEEDING \$100 including anonymous contributions**

**Office:**

Mayor

Councillor

## Catholic School Trustee

11

Public School Trustee

□

**Candidate's Name:**

First

Middle  
Initial

Surname

[illegible]

**STATUTORY DECLARATION  
SURPLUS CAMPAIGN CONTRIBUTIONS**

CANADA  
PROVINCE OF ALBERTA  
TO WIT:

IN THE MATTER OF  
SURPLUS ELECTION CAMPAIGN CONTRIBUTIONS

I, \_\_\_\_\_ of \_\_\_\_\_ Alberta so solemnly declare that:

My campaign contributions total is \_\_\_\_\_ dollars

My campaign surplus is \_\_\_\_\_ dollars

I make this Solemn Declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

**DECLARED** Before me \_\_\_\_\_ Alberta  
at \_\_\_\_\_  
this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

\_\_\_\_\_  
Commissioner For Oaths  
in and for The Province of Alberta

\_\_\_\_\_  
Signature of Candidate

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TO BE FILED WITH THE RETURNING OFFICER ON OR BEFORE THE LAST WORKING DAY IN DECEMBER AFTER A GENERAL ELECTION YEAR OR 120 DAYS AFTER A BY-ELECTION. The personal information requested on this form is being collected under the authority of s. 118 of the Local Authorities Election Act. The information will be used only to fulfill the requirements of Bylaw 3449/2010, the Campaign Contribution and Expense Disclosure Bylaw. Contact the Legislative & Administrative Services Manager, 2<sup>nd</sup> Floor, City Hall, 4914 – 48 Avenue, Box 5008, Red Deer, AB T4N 3T4 if you have questions about the use of information collected on this form.

**STATUTORY DECLARATION  
DONATION OF SURPLUS CAMPAIGN CONTRIBUTIONS**

CANADA  
PROVINCE OF ALBERTA  
TO WIT:

IN THE MATTER OF  
DONATING SURPLUS  
ELECTION CAMPAIGN CONTRIBUTIONS

I, \_\_\_\_\_ of \_\_\_\_\_ Alberta so solemnly declare that:

That of my campaign surplus of \_\_\_\_\_ dollars:

the amount of \_\_\_\_\_ has be donated to \_\_\_\_\_  
and the amount of \_\_\_\_\_ has be donated to \_\_\_\_\_  
and the amount of \_\_\_\_\_ has be donated to \_\_\_\_\_

I make this Solemn Declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

**DECLARED** Before me \_\_\_\_\_ Alberta  
at \_\_\_\_\_  
this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

\_\_\_\_\_  
Commissioner For Oaths  
in and for The Province of Alberta

\_\_\_\_\_  
Signature of Candidate

TO BE FILED WITH THE RETURNING OFFICER ON OR BEFORE THE LAST WORKING DAY IN DECEMBER  
OF THE ELECTION YEAR PROCEEDING THE DECLARATION OF CAMPAIGN SURPLUS.

The personal information requested on this form is being collected under the authority of s. 118 of the Local Authorities Election Act. The information will be used only to fulfill the requirements of Bylaw 3449/2010, the Campaign Contribution and Expense Disclosure Bylaw. Contact the Legislative & Administrative Services Manager, 2<sup>nd</sup> Floor, City Hall, 4914 – 48 Avenue, Box 5008, Red Deer, AB T4N 3T4 if you have questions about the use of information collected on this form.