

# ***CITY COUNCIL***

## ***AGENDA***

Monday, June 12, 2017 – Council Chambers, City Hall

Call to Order:	2:30 PM
Recess:	5:00 PM to 6:00 PM
Public Hearing(s):	6:00 PM

### **I. MINUTES**

- I.1. Confirmation of the Minutes of the May 29, 2017 Regular Council Meeting  
(Agenda Pages 1 – 8)

### **2. PRESENTATION**

- 2.1. Canada 150 Update

### **3. POINTS OF INTEREST**

### **4. REPORTS**

- 4.1. Growth - Executive Limitation Policy  
(Agenda Pages 9 – 16)
- 4.2. Emergency Services Operational Review  
(Agenda Pages 17 – 25)
- 4.3. Financial Leadership Framework  
(Agenda Pages 26 – 33)

**5. BYLAWS**

5.1. Firearms Bylaw Amendment No. 3409/A-2017

(Agenda Pages 34 – 45)

5.1.a. Consideration of First Reading of the Bylaw

5.2. Land Use Bylaw Amendment 3357/X-2017  
Rezoning of 4718 19 Street

(Agenda Pages 46 – 57)

5.2.a. Consideration of First Reading of the Bylaw

**6. PUBLIC HEARINGS**

6.1. Bylaw 3357/Y-2017  
Site Exception - Bare Land Condominium Parking Stalls  
Lots 77 & 78, Block 7, Plan 132 3870 (155 Vanier Drive)

(Agenda Pages 58 – 66)

6.1.a. Consideration of Second Reading of the Bylaw

6.1.b. Consideration of Third Reading of the Bylaw

**7. ADJOURNMENT**



## **UNAPPROVED - M I N U T E S**

**of the Red Deer City Council Regular Meeting  
held on Monday, May 29, 2017  
commenced at 2:45 P.M.**

**PRESENT:** Mayor Tara Veer  
Councillor Buck Buchanan  
Councillor Tanya Handley  
Councillor Paul Harris  
Councillor Ken Johnston  
Councillor Lawrence Lee  
Councillor Lynne Mulder  
Councillor Frank Wong  
Councillor Dianne Wyntjes

City Manager, Craig Curtis  
Acting Director of Communications & Strategic Planning, Tara Shand  
Director of Community Services, Sarah Cockerill  
Director of Corporate Services, Paul Goranson  
Director of Development Services, Kelly Kloss  
Director of Human Resources, Kristy Svoboda  
Director of Planning Services, Tara Lodewyk  
City Clerk, Frieda McDougall  
Deputy City Clerk, Samantha Rodwell  
Corporate Meeting Support, Jackie Kurylo  
Inspections & Licensing Manager, Erin Stuart  
Senior Planner, Orlando Toews  
Senior Planner, Christi Fidek

**I. IN CAMERA MEETING****I.1. Motion to enter into an In Camera Meeting- Land Matters FOIP  
24(1)(a) and FOIP 23(1)(a)**

Moved by Councillor Paul Harris, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer agrees to enter into an In-Camera meeting of Council on Monday, May 29, 2017 at 2:45 p.m. and hereby agrees to exclude the following:

- All members of the media; and
- All members of the public

to discuss Land Matters as protected under the Freedom of Information & Protection of Privacy Act, Section 24(1)(a) and 23(1)(a).

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

**MOTION CARRIED**

**I.2. Motion to Revert to Open Meeting**

Moved by Councillor Buck Buchanan, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer agrees to enter into an Open meeting of Council on Monday, May 29, 2017 at 4:20 p.m.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

**MOTION CARRIED**





## 2. MINUTES

### 2.1. Confirmation of the Minutes of the May 15, 2017 Regular Council Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby approves the Minutes of the May 15, 2017 Council Meeting as transcribed.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

## 3. REPORTS

### 3.1. 2017 Capital Request for Demolition of Old RCMP Detachment and Installation of Parking Lot - Motion to Lift from the Table

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of 2017 Capital Request for Demolition of Old RCMP Detachment and Installation of Parking Lot.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION TO LIFT FROM THE TABLE CARRIED



#### **4. BYLAWS**

##### **4.1. Proposed Road Closure Bylaw 3587/2017 and Land Use Bylaw Amendment 3357/P-2017 - Road and Lots 1 & 2, Plan 892 3245 in NE 1/4 Sec. 22; 38-27-W4M**

Moved by Councillor Dianne Wyntjes, seconded by Councillor Ken Johnston

**FIRST READING:** That Bylaw 3587/2017 (a proposed Road Closure for a City-owned area southwest of the intersection of 30 Avenue and 67 Street adjacent to Clearview Market) be read a first time.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

**MOTION CARRIED**

Moved by Councillor Buck Buchanan, seconded by Councillor Tanya Handley

**FIRST READING:** That Bylaw 3357/P-2017 (an amendment to the Land Use Bylaw to redesignate 4.26 hectares from road and AI – Future Urban Development District to Direct Control District (DCD) No. 27) be read a first time.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

**MOTION CARRIED**

##### **4.2. Land Use Bylaw Amendment 3357/U-2017 Carriage Home on 5334-43 Avenue (Woodlea)**

Moved by Councillor Tanya Handley, seconded by Councillor Buck Buchanan



**FIRST READING:** That Bylaw 3357/U-2017, an amendment to the Land Use Bylaw for a site exception for 5334-43 Avenue in the Woodlea Neighbourhood be read a first time.

Prior to voting on first reading of Bylaw 3357/U-2017, the subsequent motion to amend was introduced:

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of the City of Red Deer hereby agrees to amend Bylaw 3357/U-2017 by adding:

(2) The development of a Carriage Home on this site shall be included in the Secondary Suite calculation for the Woodlea neighbourhood, as illustrated on Figure 3A.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

**MOTION TO AMEND CARRIED**

Consideration of first reading of Bylaw 3357/U-2017, as amended, was then on the floor:

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Dianne Wyntjes

**OPPOSED:** Councillor Frank Wong

**MOTION CARRIED**

## **5. ADDITION TO AGENDA**

### **5.1. Land Matter Protected under the Freedom of Information and Protection of Privacy Act, Sections 24(1)(a) and 23(1)(a)**



Councillor Dianne Wyntjes left chambers at 5:41 p.m.

Moved by Councillor Lynne Mulder, seconded by Councillor Paul Harris

Resolved that Council of The City of Red Deer hereby agrees to add consideration of a Land Matter to the Monday, May 29, 2017 City Council Agenda.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder

**OPPOSED:** Councillor Frank Wong

**ABSENT:** Councillor Dianne Wyntjes

MOTION CARRIED

Moved by Councillor Lynne Mulder, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report re: Land Matter hereby endorses Option I as submitted to the In-Camera meeting on May 29, 2017 and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act Section 23(1)(a).

**IN FAVOUR:** Mayor Tara Veer, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lynne Mulder, Councillor Dianne Wyntjes

**OPPOSED:** Councillor Buck Buchanan, Councillor Lawrence Lee, Councillor Frank Wong

**ABSENT:** Councillor Dianne Wyntjes

MOTION CARRIED

Councillor Dianne Wyntjes returned to chambers at 5:43 p.m.



## 6. NOTICE OF MOTION

### 6.1. Notice of Motion Submitted by Councillor Buck Buchanan Re: Policing Across the Country - Undertaking an Efficiency Review

Moved by Councillor Buck Buchanan, seconded by Councillor Lawrence Lee

Whereas across the country policing service providers indicate escalating policing costs and requests for increases in resourcing; and

Whereas it is widely recognized by those familiar with policing services that policing work and the multiplicity of tasks associated to policing, and costs, have increased dramatically over the years; and

Whereas the patterns and requirements of police work are defined by law and are continually redefined by new judicial decisions, new legislation, and new government policy initiatives; and

Whereas policing services lack consistent methodology and systems, creating issues in cross-jurisdictional policing and information sharing and impacting policing effectiveness (the RCMP use PROS, British Columbia uses PRIME, the Edmonton Police Services uses EPROS, and the Calgary Police Services uses Sentry); and

Whereas every hour spent to complete procedural steps, including data entry, required to handle a case is time spent where police are not providing active police services if that time is in service to systems versus service to process;

Therefore be it resolved that Council of The City of Red Deer request that the Federation of Canadian Municipalities, as the voice of municipalities across the country, advocate to the RCMP and the Ministry of Public Safety Canada to undertake a process/efficiency audit to determine those areas in which processes may be impeding efficiencies and to identify opportunities for improvements in processes and systems to support policing; and

Further Be It Resolved that Red Deer City Council, through our discussions with K-Division RCMP, encourage them to seek and explore improvements for more effective



and timely processes, procedures and systems for data entry and police information sharing among the Alberta Municipal Police services and the RCMP in Alberta; and

Further Be It Resolved this resolution be shared with the AUMA and Safe and Healthy Communities to advocate for efficiencies of data entry processes and procedures along with information sharing among the Alberta Municipal Police services and the RCMP in Alberta.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

## 7. ADJOURNMENT

Moved by Councillor Buck Buchanan, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, May 29, 2017 Regular Council Meeting of Red Deer City Council at 6:00 p.m.

**IN FAVOUR:** Mayor Tara Veer, Councillor Buck Buchanan, Councillor Tanya Handley, Councillor Paul Harris, Councillor Ken Johnston, Councillor Lawrence Lee, Councillor Lynne Mulder, Councillor Frank Wong, Councillor Dianne Wyntjes

MOTION CARRIED

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MAYOR

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CITY CLERK





June 12, 2017

## Resolution in Support of Canada 150

### Background:

The Federation of Canadian Municipalities has invited all municipalities to pass community resolutions recognizing and celebrating Canada's 150. Council will be provided an overview of the local Canada 150 activities at today's meeting following which it is proposed that Council consider the following resolution:

Whereas Canada 150 celebrations marking the 150th anniversary of Confederation are an historic moment for communities across the country; and

Whereas through the leadership of the Red Deer Museum & Art Gallery, Red Deer is commemorating this 150th anniversary through a variety of community celebrations; and

Whereas The City of Red Deer is partner and participant in these events to celebrate our history including participation in Canada Day celebrations on July 1, 2017, Red Deer Lights the Night in November, and through the grand reopening of Discovery Canyon which is Red Deer's official Canada 150 Legacy project in July;

Therefore be it Resolved that the Council of The City of Red Deer join other Federation of Canadian Municipalities communities in encouraging citizen participation in Canada 150 activities throughout our community and joins all Canadians in celebrating 150 years of confederation.

### City Manager Comments:

I support the recommendation as presented.

Craig Curtis  
City Manager

### Proposed Resolution:

Whereas Canada 150 celebrations marking the 150th anniversary of Confederation are a historic moment for communities across the country; and

Whereas through the leadership of the Red Deer Museum & Art Gallery, Red Deer is commemorating this 150th anniversary through a variety of community celebrations; and

Whereas The City of Red Deer is partner and participant in these events to celebrate our history including participation in Canada Day celebrations on July 1, 2017, Red Deer Lights the Night in November, and through the grand reopening of Discovery Canyon which is Red Deer's official Canada 150 Legacy project in July;



Therefore be it Resolved that the Council of The City of Red Deer join other Federation of Canadian Municipalities communities in encouraging citizen participation in Canada 150 activities throughout our community and joins all Canadians in celebrating 150 years of confederation.



**Council Decision:** June 12, 2017

**DATE:** June 15, 2017  
**TO:** Tara O'Donnell, Culture Superintendent  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Canada 150 Update

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**Reference Report:** None.

**Resolution:**

At the Monday, June 12, 2017 Regular Council Meeting, Council passed the following resolution:

Whereas Canada 150 celebrations marking the 150th anniversary of Confederation are a historic moment for communities across the country; and

Whereas through the leadership of the Red Deer Museum & Art Gallery, Red Deer is commemorating this 150th anniversary through a variety of community celebrations; and

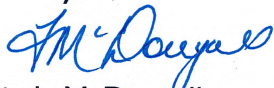
Whereas The City of Red Deer is partner and participant in these events to celebrate our history including participation in Canada Day celebrations on July 1, 2017, Red Deer Lights the Night in November, and through the grand reopening of Discovery Canyon which is Red Deer's official Canada 150 Legacy project in July;

Therefore be it Resolved that the Council of The City of Red Deer join other Federation of Canadian Municipalities communities in encouraging citizen participation in Canada 150 activities throughout our community and joins all Canadians in celebrating 150 years of confederation.

**Report back to Council:** No.

**Comments/Further Action:** None.

Thank you,



Frieda McDougall  
Manager

- c. Director of Community Services  
Manager of Recreation, Parks & Culture  
Director of Communications & Strategic Planning



May 2, 2017

## Growth - Executive Limitation Policy

Planning Services Division

### **Report Summary**

Historically, our understanding of municipal growth has focused largely on annexation and greenfield development. However, city growth is much more than new development alone. Sustainable growth takes a more holistic approach. Sustainable growth is about continually working to achieve our community vision and goals through the ongoing maintenance and continued improvement of our existing built areas of our city.

In support of sustainable growth City Council endorsed the Principles of Integrated Decision Making in April, 2015 (report attached). Council also directed that these principles be articulated in an Executive Limitation Policy. This report fulfills that direction.

### **Administrative Recommendation:**

That Governance and Policy Committee recommend Council approval of the draft Growth - Executive Limitation Policy presented here today.

At its meeting of May 2, 2017, the Governance & Policy Committee passed the following resolution:

**“Resolved** that the Governance & Policy Committee, having considered the report dated May 2, 2017 presented by the Planning Directorate re: Growth – Executive Limitation Policy, hereby endorses the Policy as amended, and forwards this to Council for consideration.”

### **City Manager Comments**

I support the recommendation of Administration.

Craig Curtis  
City Manager

### **Proposed Resolution**

Resolved that Council of The City of Red Deer having considered the report from the Planning Services Division, dated May 2, 2017 re: Growth & Annexation Executive Limitation Policy, hereby adopts the Growth – Executive Limitation Policy (EL-B-2.4).



## **Background**

Historically, our understanding of municipal growth has focused largely on annexation and greenfield development. However, city growth is much more than new development alone. Sustainable growth takes a more holistic approach. Sustainable growth is about continually working to achieve our community vision and goals through the ongoing maintenance and continued improvement of our existing built areas of our city.

In early 2014, Administration was asked to develop a corporate framework for growth management based on growth principles, indicators and strategies that would assist Council and Administration in making decisions about how the city grows in the future.

Six principles for Integrated Decision Making were presented to Council for review at a workshop on April 24th, 2014.

In April 2015, Council endorsed the Principles of Integrated Decision Making, and provided direction at that time for city growth to continue concurrently in each of The City's remaining Future Growth Areas, based on demand (report attached). Council also directed that the 6 Principles of Integrated Decision Making be articulated in an Executive Limitation policy.

Administration has furthered this work in 2016 and early 2017 by basing budget recommendations on the concurrent growth based on development demand. These principles are also being used to guide the decision on whether to annex or defer annexation.

The Planning Division's annual growth monitoring report to City Council also reports on the progress of these principles. Administration will continue to build out the principles in an operational corporate policy framework for transparent and consistent interpretation and reporting.

## **Analysis**

### **Reasons for Administrative Recommendation:**

- Establishing the Principles of Integrated Decision Making in an Executive Limitation Policy will provide high-level policy direction affirming a comprehensive and integrated understanding of city growth factors, and will guide efforts to ensure that City of Red Deer growth decisions are integrated, sustainable, consistent, and transparent.
- This Executive Limitation policy will lay the foundation for subsequent corporate policies and procedures to guide Administration's implementation of Integrated Decision Making through development of indicators and strategies.
- Administration's progress in achieving the goals set out in this policy will be captured through Annual Growth Monitoring reports.

	<b>Council Policy</b>	
	<b>Growth</b>	
	Policy Type: EXECUTIVE LIMITATION	EL-B-2.4

Sustainable Growth is about achieving our community vision and goals through the ongoing maintenance and improvement of both new and existing built areas of our city. Integrated decision making provides a holistic view of city growth factors to support informed city growth planning.

In recommending future growth opportunities, the City Manager will not proceed without taking into account:

- 1 Budgeting: The coordination of capital and operating budgets with planning decisions to align budgets across City departments.
- 2 Financing & Funding: Fair, appropriate, and strategic funding mechanisms that share the costs and risks of growth equitably amongst the public and all stakeholders.
- 3 Land Supply: A balanced land supply in developing and redeveloping areas that ensures capacity for growth, consumer choice, and competitive markets while also ensuring that The City can provide services to support the development of Red Deer.
- 4 Service Delivery - Existing and Anticipated:
  - (1) Levels of service standards;
  - (2) The resources necessary to achieve these levels of service; and
  - (3) The overall impact the levels of service have on The City.
- 5 Prioritizing and Sequencing: Prioritize growth for redeveloping and developing community areas according to criteria that takes into account The City's strategic interests, the logical, efficient and economical provision of services, the ability to accommodate change over time, and both community and landowner interests.
- 6 Monitoring & Analysis: Make strategic growth decisions which include the monitoring and analysis of growth trends, costs, and benefits.

### Document History

Policy Adopted	
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## LEGISLATIVE SERVICES

**Council Decision:** June 12, 2017

**DATE:** June 14, 2017  
**TO:** Tara Lodewyk, Director of Planning Services  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Growth – Executive Limitation Policy

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**Reference Report:**

Planning Services Division dated May 2, 2017

**Resolution:**

At the Monday, June 12, 2017 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the report from the Planning Services Division, dated May 2, 2017 re: Growth Executive Limitation Policy, hereby adopts the Growth – Executive Limitation Policy (EL-B-2.4).

**Report back to Council:**

No.

**Comments/Further Action:**

None.

Thank you,



Frieda McDougall  
Manager

c. Policy Analyst





April 23, 2015

Originally submitted to the April 27, 2015  
Council meeting.

## Future Growth Strategy

Development Services

Planning Services

### Report Summary & Recommendation:

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This report identifies the Principles for Integrated Decision Making, and administration's reasonable interpretation of those principles as it relates to future growth.

#### Recommendation:

Administration recommends that the Council of The City of Red Deer approves:

- 1) The development of an Executive Limitation Policy based on the principles for integrated decision-making in relation to the Future Growth Strategy and;
- 2) Administration's reasonable interpretation of the principles as it relates to growth to inform the development of future Capital Budgets.

### City Manager Comments:

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I support the recommendation of Administration.

Craig Curtis  
City Manager

### Proposed Resolution

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Resolved that Council of The City of Red Deer having considered the report from Development Services dated April 23, 2015 re: Future Growth Strategy, hereby endorses the following recommendations:

- 1) The development of an Executive Limitation Policy based on the principles for integrated decision-making in relation to the Future Growth Strategy and;
- 2) Administration's reasonable interpretation of the principles as it relates to growth to inform the development of future Capital Budgets.



## Report Details

### Background:

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Where the city grows next is typically decided during the Capital Budget debate. Growth sequencing maps are produced by the Engineering Services Department and submitted as part of its Capital Plan, determining the 'when' of growth. Planning Services has the primary function of recommending land uses in our Major Area Structure Plans and Neighbourhood Area Structure Plans, determining the 'what' of growth; additionally, they are responsible for recommending when to annex additional land into the city.

In early 2014, administration was asked to bring the Future Growth Strategy before Council to establish a corporate framework for growth management through the establishment of growth principles, indicators and implementation strategies that will assist Council and administration in making decisions about how the city will grow in the future.

Based on the Economic Development Strategy, adopted by Council in 2013, The City currently has a five year land supply. It takes approximately two years to service land in advance development; in order to begin servicing the next growth area, administration requires direction for the 2016 and 2017 capital budgets to ensure land is ready for development in 2019.

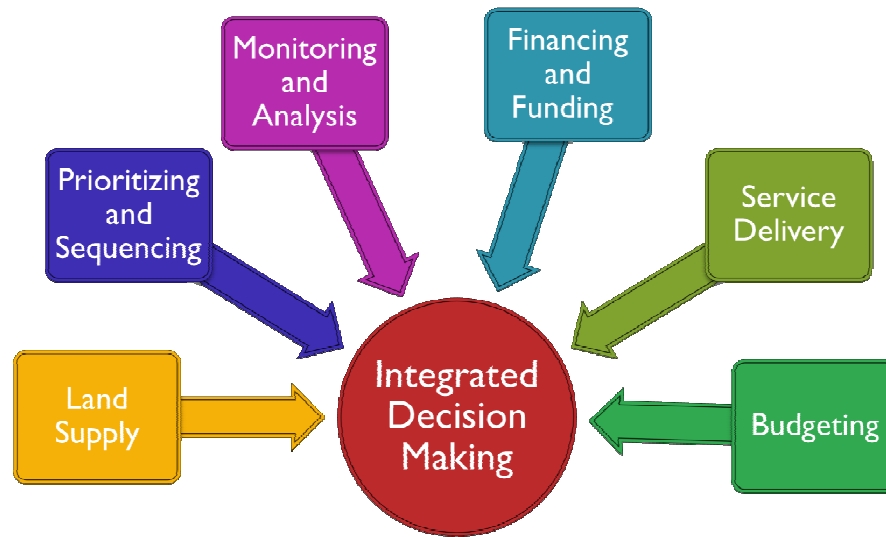
The budget guidelines for these years should include a direction for growth servicing and sequencing. Administration will use these guidelines to prepare capital and operating budgets that account for growth.

### Discussion:

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#### PRINCIPLES FOR INTEGRATED DECISION-MAKING FOR GROWTH

Six principles were presented to Council at the April 24<sup>th</sup>, 2014 workshop for review and amendment. Integrated decision-making compels transparent and accountable processes within Administration and Council to make decisions affecting growth, based on strong relationships with municipal neighbours, regional partners, key stakeholders, and the public. The following are the principles Council gave input into and work together to inform decision-making related to how The City grows.



**Land Supply** – Maintain an optimally balanced land supply in redeveloping and developing areas that ensures capacity for growth, consumer choice and competitive markets while also ensuring that The City can provide services to support the development of Red Deer.

**Prioritizing and Sequencing** – Prioritize growth for redeveloping and developing community areas according to criteria that take into account The City's strategic interests, the logical, efficient and economical provision of services, the ability to accommodate change over time, and both community and landowner interests.

**Monitoring & Analysis** – Make strategic growth decisions through the monitoring and analysis of growth trends, costs and benefits.

**Financing & Funding** – Establish fair, appropriate and strategic funding mechanisms that share the costs and risks of growth equitably amongst the public and all stakeholders.

**Service Delivery** – Clearly define level of service standards, the resources necessary to achieve these standards, and the overall impact that provision of services has on The City of Red Deer.

**Budgeting** – Ensure the coordination of capital and operating budgets with planning decisions to align budgets across City departments for informed, transparent decision making.

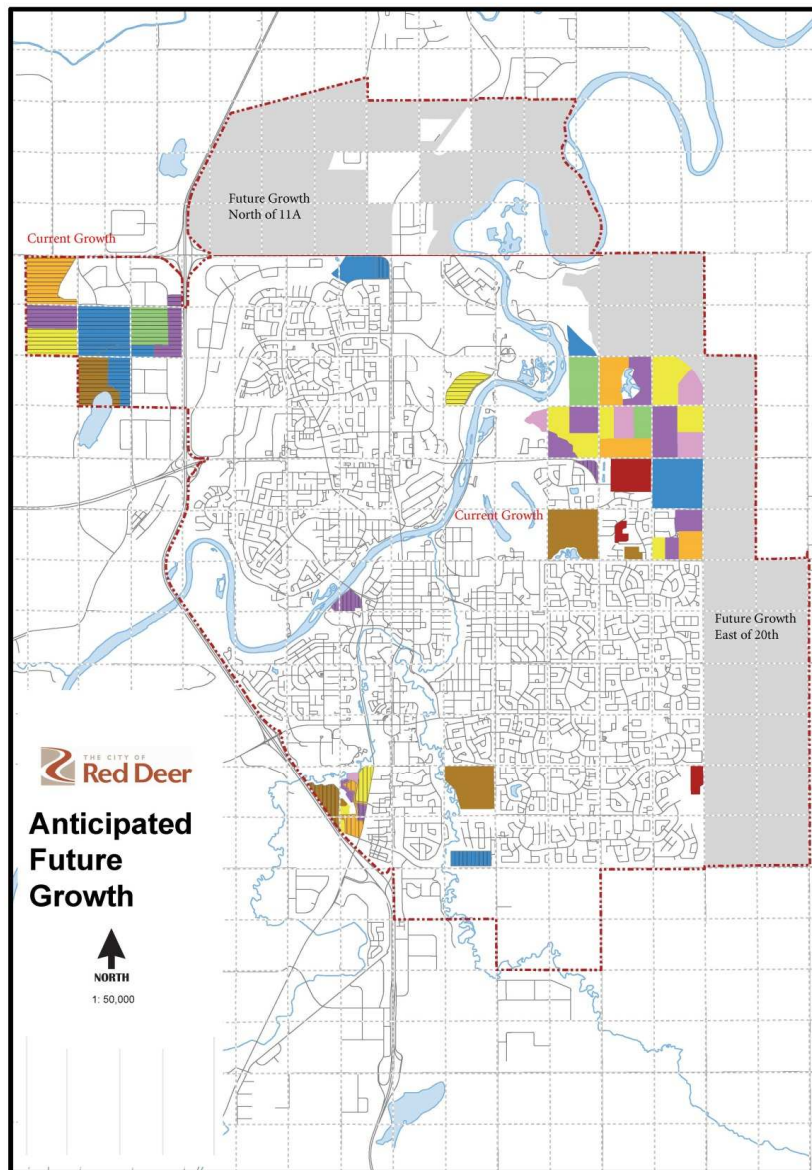




### ADMINISTRATION'S REASONABLE INTERPRETATION

Given the growth principles for integrated decision-making, in conjunction with the current projections for land supply, The City requires serviced land by 2019 in both of the remaining areas of future growth within the City boundaries, and recommends for this servicing to occur concurrently.

Work will continue to occur in current growth areas, indicated by the coloured areas on the map below.



Servicing to the future growth areas will happen concurrently, in line with demand.



### **Conclusion:**

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Administration recommends that the Council of The City of Red Deer approves:

- 1) The development of an Executive Limitation Policy based on the principles for integrated decision-making in relation to the Future Growth Strategy and;
- 2) Administration's reasonable interpretation of the principles as it relates to growth to inform the development of future Capital Budgets.



May 31, 2017

## Emergency Services Operational Review

Emergency Services

### Report Summary:

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The City regularly reviews the Emergency Services Department to ensure:

- 1) Risks and demands on core services in the short and long term are identified
- 2) A safe and secure community
- 3) A well-trained, safe and healthy workforce
- 4) Effective working relationship with partners, especially with the Department's role in ambulance and regional 9-1-1 dispatch
- 5) Performance measurement and accountability

In mid-2015 The City embarked on another Operational Review (Review) for provision of fire suppression, rescue, training, fire prevention, fire dispatch and public safety for Red Deer. The Review alludes to but does not specifically address EMS Ambulance or 9-1-1 Emergency Communication Center. Alberta Health Services (AHS) establishes the vision for EMS delivery for the Province of Alberta. AHS provides funding, governance, and jurisdiction through negotiated agreements with numerous public and private ambulance services within the Province. The EMS dispatch service is provided under the same business model.

In summary, the Operational Review reinforces that Emergency Services is a well-functioning service and is meeting the needs of the community. The Review sets out 19 recommendations for the Department. Some of the recommendations can or have been already acted upon, however a number require further exploration.

### City Manager Comments:

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I support the recommendation of Administration.

Craig Curtis  
City Manager

### Proposed Resolution

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Resolved that Council of The City of Red Deer having considered the report from Emergency Services, dated May 31, 2017 re: Emergency Services Operational Review hereby adopts the High Intensity Residential Fires (HIRF) standards for Emergency Services response times and receives the 2017 Emergency Services Operational Recommendations as information.



## **Background:**

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Reviews of Emergency Services have occurred in 1998, 2002, 2006, and 2014 with the latter two focusing on staffing and fire stations. This current review provides an operational overview primarily of the fire portion of the Emergency Services Department. Conducting reviews is recognized as an industry best practice as well as a condition of re-accreditation with the Commission on Fire Accreditation International (CFAI). This review is meant to identify areas where efficiencies can be achieved and where more discussion and analysis is needed based on risk, corporate priorities, community needs, and future budget considerations. The AHS and EMS Dispatch contracts were signed off in 2014 and 2015 respectively and although alluded to in this Review, no in-depth analysis was conducted.

## **Discussion:**

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The outcome of the Emergency Services Operational Review is 19 recommendations. Of the 19 recommendations, 18 are operational and in some cases steps have been taken to proceed with implementation. A number of the recommendations require further analysis and in some cases have budget impacts associated with them. One of the recommendations relates to the establishment of response standards, which are normally adopted by Council.

Following is an overview of the recommendations broken down between governance and operational.

### **Governance**

In 2002, Council adopted a planning guideline for the years of 2003 to 2007 as a response criteria for a travel time of “4/6/8 Minutes – 90/75/75% of the time”. Part of the adoption included a need for further analysis to be undertaken to determine if the guideline was achievable.

The objective of the 2002 planning guideline was to set standards for response times when travelling to fire and rescue emergencies. The goal is to respond with technically competent personnel and resources within staggered travel time benchmarks of 4, 6, and 8 minutes, 90% of the time. Further analysis was done in 2006 and in order to continue to meet response standards; it was recommended that Fire Stations 3 and 4 should be relocated in the future to more optimal locations as the community grows. In 2014, the 2006 analysis was revisited resulting in two primary recommendations:

- 1) Proceed with the relocation of Fire Stations 3 and 4 based on the High Intensity Residential Fires (HIRF) standards. This will reduce the number of future stations required without compromising public safety, and
- 2) Replace the 2002 response criteria to the High Intensity Residential Fires (HIRF) standards to comply with the Alberta Building Code, which specifies a ten minute total response time that must be achieved for 90 percent of the incidents responded to. Total response time is defined from when 9-1-1 Dispatch receives an emergency call to the time a fire engine arrives on scene and applies water to flame.



As Council is aware, the above recommendations were acted upon with budget being allocated for the new Fire Stations. However, although Emergency Services began following the HIRF standards, a formal resolution was not passed by Council to rescind the 2002 response criteria. The current Review identified this gap and as such Council is being requested to correct this oversight and pass a resolution officially adopting the HIRF standards in place of the 2002 response criteria.

### **Operational**

The Review identified 18 operational recommendations (Attachment 1) of what can be done administratively, to be more effective and efficient in serving Red Deer.

For each administrative recommendation, supporting service level target standards and principles have been identified for effective and efficient service levels. The recommendations will be used to guide the long- term direction of Emergency Services through the development of strategic and business plans, long range operating and capital plans and budget direction. This does not mean each recommendation will be implemented as in some cases more analysis is required.

A number of the recommendations are currently underway or completed within the current budget including:

1. Creation of an Officer Development Program
2. Mental Health program to address PTSD by implementing the Road to Mental Readiness Program
3. Re-accredited as a CFAI recognized agency for 2017 to 2022
4. Revised current deployment model
5. Formalizing a collaborative inspection process with Inspections and Licensing.
6. Aligned Emergency Services with Corporate Asset Management Program.

The recommendations will be assessed through a performance measurement framework with progress tracked. Future reviews will be conducted as required to ensure service levels continue to be met.

### **Budget**

The majority of recommendations in the Review are achievable with existing staff and budget and will therefore no pose additional cost to the City. Recommendations that have a financial component will be addressed through the Operating and Capital Budget process.

Currently, the Capital Budget has placeholders for a new Fire Training Facility and 9-1-1 Emergency Communications Center. Capital funding for any further projects such as fire stations, apparatus or staffing will be driven by growth and based on HIRF standards.

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**Analysis:**

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Conducting an organizational review provides the opportunity for an external resource to evaluate our service. It provides transparency and a framework for continued adjustments and improvements.

**Recommendation:**

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It is recommended that:

1. Council adopt the High Intensity Residential Fires (HIRF) standards for Emergency Services response times, and
2. Receive the 2017 Emergency Services Operational Recommendations as information.

## **Emergency Services Operational Review Recommendations**

### **Attachment #1**

#### **Recommendation #1: Conduct an internal in-depth review of support requirements**

**(0-12 months)**

We recommend that RDES conduct an internal in-depth study to analyze the support staff requirements in order to be progressive and effective on a day-to-day basis. The analysis should pay close attention to business and performance monitoring, and reporting across these areas:

- Office Administration and Support
- Emergency Management
- Information Technology
- Business Analyst

#### **Recommendation #2: Change RDES 9-1-1 Emergency Communications Centre Shift Schedule**

**(0-12 months)**

We recommend that RDES Administration to change the 9-1-1 Emergency Communications Centre shift schedule considering operational effectiveness, financial implications and the health and wellness of the 9-1-1 ECC staff. Scheduling based on peak time, Staff Health and Wellness and other operational needs should be considered in a revised schedule.

#### **Recommendation #3: Create a formalized process for officer development**

**(0-36 months)**

We recommend that RDES implement an Officer Development Program that follows IAFC guidelines in collaboration with the City of Red Deer Human Resources. Promotional processes should include job performance requirements and professional qualifications outlined in NFPA 1021. This approach will enhance in-house training and promote understanding of Red Deer SOGs and operational directives. The training and mentorship process will also support promotional opportunities for senior staff/trainers.

#### **Recommendation #4: Establish a formal Succession Plan**

**(0-36 months)**

We recommend that RDES establish a formal succession plan that will allow for the necessary training and development of existing staff thereby ensuring a smooth transition when changes to key positions and personnel in the leadership team occur.

#### **Recommendation #5: Adopt the R2MR (Road to Mental Readiness) Mental Health Program to address PTSD and TMS for Emergency personnel**

**(0-12 months)**

We recommend that RDES develop and implement a unique Health and Wellness Program to include components specifically relating to the emergency responders' mental health awareness. The issue of occupational stress injury, including both post-traumatic stress disorder (PTSD) and traumatic mental stress (TMS) are very real issues in emergency services.

One such program is the Mental Health Commission of Canada's (MHCC) 'Road to Mental Readiness (R2MR)' Program for Emergency Personnel (associated but not limited to Firefighter/Paramedics, Dispatch, Emergency Medical Services and Peace Officers). The R2MR program was originally developed by Canada's Department of National Defense, addresses stigmas, and identifies the signs and symptoms of occupational stress injury, based on a comprehensive mental health continuum model. The introduction of a program similar to the R2MR program will allow RDES to take a definitive and proactive step to educate, prevent, and support those impacted by occupational stress injury.

#### **Recommendation #6: Maintain CFAI Accreditation**

##### **(0-12 months)**

We recommend RDES maintain its CFAI accreditation to provide important opportunities for networking and collaboration, external peer review, and a well-established direction for continuous improvement.

- CFAI accreditation offers the ability to measure performance against industry standards.
- Benchmarking performance is one of the key success criteria to demonstrate progress, and using CFAI accreditation in addition to performance benchmarks offers the best use of department resources.
- RDES is already an accredited department and the cost for re-accreditation is relatively inexpensive to maintain compared to the initial cost.

#### **Recommendation #7: Invest in Predictive Modeling Software**

##### **(0-36 months)**

We recommend RDES invest in evidence-based predictive modeling and dynamic deployment system software that considers historical response data and anticipates the need to reassign resources for effective response times. This software provides timely and accurate mission critical information to improve the delivery of services and enhance citizen safety and firefighter safety. The delivery of effective information also means efficient use of resources.

The ultimate cost for an implementation of this software would include set-up fees, annual licensing and support fees, as well as any incremental RDES staff costs for training or adding new staff with specialized skillsets. Standard pricing from software vendors is not available because the variables depend on RDES' decisions regarding how they would implement the software. As a point of reference, the City of Kelowna is proceeding with an implementation with a cost of \$225,000 over 5 years.

#### **Recommendation #8: Revise current Deployment Model Policy Decision**

##### **(0-60 months)**

We recommend Council adopt the Alberta HIRF (High Intensity Residential Fire) standard as the emergency response deployment performance standard as the policy decision. This is based on all the considerations and analysis conducted in this study, which includes:

- community risks
- demographic and community profile
- historical trends
- community expectations



- industry leading practices
- legislated standards
- fiscal tolerance

The Alberta Building Code specifies the HIRF standard for fire services. Although the RDES has been using the HIRF standard we believe it should be formally adopted by Council.

**Recommendation #10: Evaluate and upgrade the current use of FDM software to sufficiently meet the requirements of RDES**

**(0-12 months)**

We recommend that RDES evaluate and upgrade the current use of FDM software to sufficiently meet the requirements of RDES. It is important to optimize the tools and investment currently in place for RDES. RDES currently uses FDM for a number of data management applications and is offered in a module format. Additional modules available that could prove beneficial for RDES are Training, Asset Management (See Section 7.7.1) and Preventative Maintenance.

FDM offers on-site training and assistance in customizing their product, which may enhance the overall usage and outcomes of the overall software package. This service is available to information technologists as support and advice as well as training for frontline users.

**Recommendation #11: Enhance the use of on-line delivery of educational material to all staff**

**(0-12 months)**

We recommend RDES continue to take advantage of the on-line learning environment to enhance the delivery of important educational information and relevant communications to all staff.

**Recommendation #12: Formalize and standardize the Licensing and Inspection Process**

**(0-12 months)**

We recommend the Fire Prevention Bureau and the City of Red Deer Licensing and Inspection Department should formalize their processes so they proactively meet the needs of their customers while ensuring their responsibilities under the Safety Codes Act are not impinged. The process requires standardized timelines that ensure efficiency and streamlining of the processes and acts as a standard of measure for performance and product delivery to customers. The formalizing of the process includes:

- Addressing recommendations, process for reviewing and commenting expeditiously
- Timelines to return comments from recommendations, setting a standard for turnaround time
- Submitting variances; identification of a variance, process to create, review, and submittal (timeline standard)
- Addressing appeals, possible development of an appeals board (internal recommended)

**Recommendation #13: Maintain the use of response crews for residential inspections**

**(0-12 months)**

We recommend that RDES maintain its use of fire suppression crews to conduct residential inspections and complete hazard audits that familiarize themselves with the structures at the same time ensuring fire and life safety systems are sustained.

Firefighter/Paramedic are visible ambassadors of the department and highlighting their presence through the promotion of residential fire prevention and public safety information messages has a profound impact on reducing fire related deaths and injuries.

**Recommendation #14: Strengthen interagency partnerships to minimize risk**

**(0-36 months)**

We recommend that RDES strengthen its interagency partnerships and continue the work with Social Planning by developing a collaborative approach for managing growing social problems and minimizing risk for people at risk. It is important RDES continues working with Social Planning and the Interagency partnerships be strengthened to get in front of growing problems and to 'minimize risk to people at risk'. As there is no funding for capital assists or operational costs, it would be a benefit to explore funding models between inter-agency partnerships

**Recommendation #15: Integrate Red Deer ESS (Emergency Social Services) within Emergency Management**

**(0 – 12 months)**

In communities such as Lethbridge, Kelowna, Vernon and Regina, ESS has become an integral component of Emergency Management. In most cases, clients of ESS' services are big users of police, ambulance and fire services. Having synergies and coordinated efforts for ESS within EM on preventive programs serves to reduce the need for emergency response. This coordinated and strengthened relationship will pay significant dividends providing a high level of improved services and response to those in need and ultimately improving the quality of life for the citizens of Red Deer.

**Recommendation #16: Plan to move co-locating both the 9-1-1 Emergency Communications Centre (ECC) and the primary Emergency Operations Centre (EOC) into one purpose-built multi-use facility**

**(48 – 60 months)**

We recommend the City plan to move co-locating both entities into one stand-alone multi-use facility consisting of two separate purpose-built spaces. This progressive approach to utilizing multi-use facilities allows for expansion and cohesion between corporate services that will provide the citizens of Red Deer value for tax dollars. This move would also free up much needed space for current and future support and administrative staff in the current 9-1-1 ECC at Station 3 located at 434 - 32<sup>nd</sup> Street.

When planning for each space, we also recommend conducting a functional needs assessment using design requirements consistent with industry-leading practices and benchmarks from comparable multi-use facilities for increased efficiencies and growth potential.

In the case of the 9-1-1 ECC, using NFPA 1221 (Standard for the Installation, Maintenance, and Use of Emergency Services Commutation) and design inquiries from other 9-1-1 Emergency Communications Centres and consultation with the 9-1-1 ECC staff as a minimum. This standard was established to assist agencies in providing the necessary infrastructure, processes and technology to fulfill their mandate. In the case of the EOC, using the ASTM<sup>1</sup> Guide for EOC Development should also be considered as a minimum.

This purpose-built facility could also provide an effective Command Centre for all of Red Deer's corporate multi-agency emergencies and events, emergency related training, and municipal-wide events such as the upcoming 2019 Canada Winter Games.

**Recommendation #17: Establish a committee to make recommendations for the design of the 'new' RDES training facility**

**(0-24 months)**

We recommend that RDES establish a working committee with select members from RDES Administration, Training Officers, Firefighter-Paramedics, City Engineers and Planners should be tasked with making decisions on design and use of the new training facility. The goal of the committee is to address budgeting, training requirements environmental considerations, stakeholder input, possible community concerns, expansion, regionalization and potential use of outside parties.

The purpose of the committee will be to develop RFP preparations, environmental considerations, stakeholder input and possible community concerns. The committee should also consider growth when planning the new training site. With the increased growth in population and industry, we recommend that the new facility allow for expansion as the demand or need for services increases or changes.

**Recommendation #18: Align to the City's Asset Management Program**

**(0-24 months)**

We recommend RDES improve its Asset Management Program by aligning with and using the City's current system to better track, care for, and extend the life expectancy of equipment and apparatus. Focusing on RDES' specific needs, would also ensure that preventative maintenance of equipment is more diligently tracked, and that equipment/apparatus from high use stations are rotated to low-use stations to avoid early retirement or replacement.

This, combined with more rigorous/documented asset management practices and other information provided by the FDM software, as mentioned in Recommendation #11, will ensure that RDES maintains optimal use of all its equipment.

**Recommendation #19: Create an additional support position for Asset Management**

**(0-12 months)**

We recommend having additional support that could handle the day-to-day management and administration of equipment movement and inventory control. Currently, any assets under \$100,000 are handled by the head of equipment maintenance department, who is also the head Emergency Apparatus Technician that includes everything from receiving equipment, distribution, repair and tracking equipment. This has been the case for over 10 years in a department that has had significant growth.

## LEGISLATIVE SERVICES

**Council Decision:** June 12, 2017

**DATE:** June 14, 2017

**TO:** Kelly Kloss, Director of Development Services

**FROM:** Frieda McDougall, Legislative Services Manager

**SUBJECT:** Emergency Services Operational Review

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**Reference Report:**

Emergency Services dated May 31, 2017.

**Resolution:**

At the Monday, June 12, 2017 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the report from Emergency Services, dated May 31, 2017 re: Emergency Services Operational Review hereby adopts the High Intensity Residential Fires (HIRF) standards for Emergency Services response times and receives the 2017 Emergency Services Operational Recommendations as information.

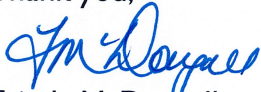
**Report back to Council:**

No.

**Comments/Further Action:**

None.

Thank you,

Frieda McDougall  
Manager

c. Emergency Services Manager



June 1, 2017

## Financial Leadership Framework

Financial Leadership Charter Team

### Report Summary & Recommendation:

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One of the three key themes identified in the 2015-2018 Strategic Plan Council was Financial Leadership. The goal was to create a sustainable financial foundation by developing and implementing a leading municipal financial framework for current services and future community investment.

At its May 30, 2017 meeting the Governance and Policy Committee (GPC) unanimously passed the following resolution:

*“Resolved that the Governance and Policy Committee, having considered the report dated May 29, 2017 presented by the Financial Leadership Charter Team re: Financial Leadership Framework, hereby endorses the two new policies: PS-A-2.8 Financial Sustainability, and EL-D-2.0 Financial Sustainability, and forwards to Council for consideration.”*

### Administrative Recommendation:

That Council approve the Financial Sustainability Purpose Statement and the Financial Sustainability Executive Limitation policies.

### City Manager Comments:

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I support the recommendation of Administration.

Craig Curtis  
City Manager

### Proposed Resolution

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Resolved that Council of The City of Red Deer having considered the report from the Financial Leadership Charter Team, dated June 1, 2017 re: Financial Leadership Framework, hereby approves the following policies:

1. PS-A-2.8 Financial Sustainability; and
2. EL-D-2.0 Financial Sustainability.



## Report Details

### **Background:**

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Council identified Financial Leadership as a key theme in the 2015-2018 Strategic Plan.

In August, 2016 the Governance and Policy Committee endorsed the Financial Leadership Charter as a reasonable interpretation of Council's strategic direction. The key strategy identified in the Charter was the development of a Financial Leadership Framework.

Administration has had a number of touchpoints with the Audit Committee, GPC and Council over the past two years. The information gleaned from these engagements along with best practice informed the development of the Financial Leadership Framework.

### **Discussion:**

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On May 30, 2017 GPC was presented a draft Financial Leadership Framework which consists of:

- Draft Financial Sustainability Purpose Statement
- Draft Financial Sustainability Executive Limitation
- Companion document

The Financial Leadership Framework will:

1. Put the policy direction at the highest level that Council has,
2. Provide clarity to the organization and Council on what is desired to be achieved (Purpose Statement),
3. Document expectations to communicate with the community (future policy for Ownership Linkage),
4. Provide comprehensive direction on what administratively is expected (Executive Limitations), and
5. Include a document that enables clear communication with the public on what Financial Leadership means for the City of Red Deer (Companion Document).

The Framework is also closely linked to the existing Governance Process Policy GP-E-2.0 Planning Monitoring & Evaluation which identifies Council's responsibility to the public to regularly monitor and report on our progress toward achieving our goals. The future Ownership Linkage policy under consideration as part of Dialogue 2.0 will also be important for the Financial Leadership Framework because it identifies the need for citizen involvement in Council's policy driven decision making.

The following documents are attached:



- Financial Leadership Framework graphic
- PS-A-2.8 Financial Sustainability,
- EL-D-2.0 Financial Sustainability, and
- Companion document

## **Analysis:**

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### **Reasons for Administrative Recommendation:**

- The Financial Leadership Framework utilizes the Policy Governance Framework to identify Council's goals and principles related to the Financial Leadership Framework.
- The Policy Governance Framework enables Council to govern in an efficient and accountable manner by allowing Council to:
  - focus on the larger issues:
    - § delegate with clarity,
    - § control management's job without meddling,
  - rigorously evaluate the accomplishments of the organization;
  - and truly lead the organization.
- Purpose Statements provide a description of the goals and directions of Council for the City.
  - Draft policy PS-A-2.8 Financial Sustainability sets the goal for The City to operate in a financially sustainable manner, ensuring fiscal health now and in the future.
- Executive Limitation Policies define the limitations within which the City Manager works to accomplish Council directives.
  - Draft policy EL-D-2.0 Financial Sustainability directs the City Manager to ensure a sound decision making process that enables financial sustainability.
- The Financial Leadership Framework will set the stage for a robust review of both Council and Administrative finance policies through implementation.

# FINANCIAL LEADERSHIP FRAMEWORK



## PURPOSE STATEMENTS

Financial Sustainability

## GOVERNANCE PROCESS POLICIES

Ownership Linkage

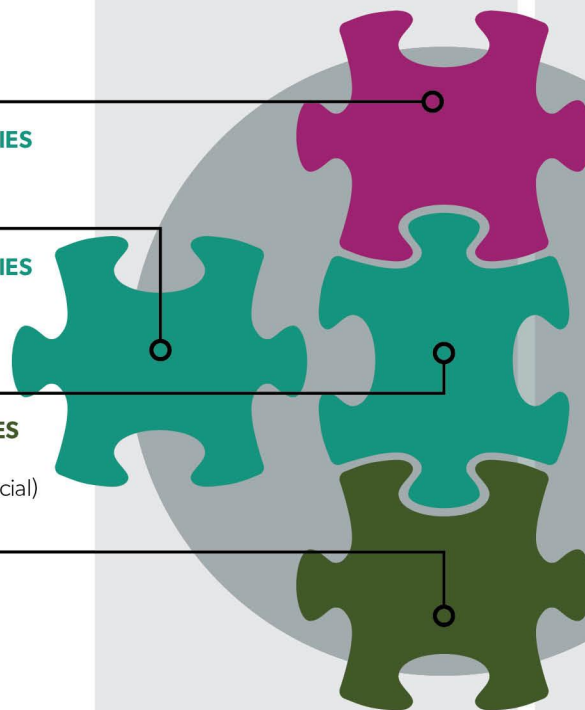
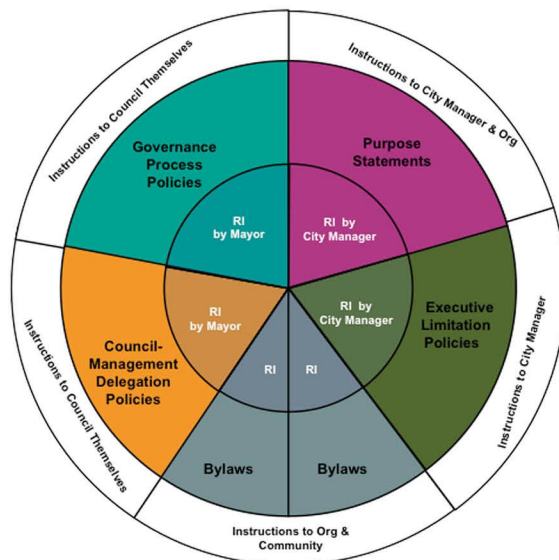
Planning, Monitoring & Evaluation

## GOVERNANCE PROCESS POLICIES (FINANCIAL)

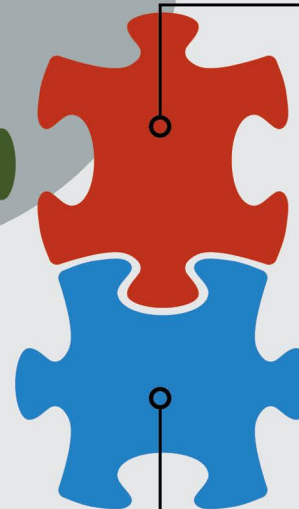
Recommend moving to  
Executive Limitations

## EXECUTIVE LIMITATION POLICIES (FINANCIAL)

Governance Process Policies (Financial)  
Financial Sustainability



**CORPORATE POLICIES,  
PROCEDURES &  
RELATED TOOLS**



**DEPARTMENT  
POLICIES, PROCEDURES  
& RELATED TOOLS**

COUNCIL'S POLICY GOVERNANCE

ADMINISTRATIVE IMPLEMENTATION



	<b>Council Policy</b>	
	<b>Financial Sustainability</b>	
	Policy Type: PURPOSE STATEMENT	PS-A-2.8

The City operates in a financially sustainable manner, ensuring fiscal health now and in the future.

- 1 Acting as good stewards, The City manages financial resources effectively, efficiently, ethically, and with integrity, always seeking to increase the value experienced by citizens.
- 2 The City considers a full range of options, with the citizens' interests in mind, when making financial decisions.
- 3 In a flexible and balanced manner, The City retains a forward looking perspective in financial decision making.
- 4 Citizens are confident in the present and future financial position of The City.
  - (I) Intergenerational equity is created as citizens benefit now and into the future from the value created through decision made from a financially sustainability perspective.
- 5 Citizens experience and understand the value of services The City provides.
  - (I) Citizens easily access The City's financial information, presented in a clear and understandable format, enabling dialogue between them and The City, further enabling Council to provide strong leadership through prudent and balanced decision making.
    - (a) Citizens are able to see where The City's revenue originates.
    - (b) Citizens are able to see the expenses incurred by The City.

**Document History:**

Policy Adopted	
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	<b>Council Policy</b>	
	<b>Financial Sustainability</b>	
	Policy Type: EXECUTIVE LIMITATION	EL-D-2.0

The City Manager will not allow The City to operate without a sound decision making process which enables financial sustainability, reflects Council Purpose Statement policies, and anticipates potential internal and external drivers.

Without limiting the scope of the above statement, the City Manager will not allow:

- I Financial decisions and activities to take place:
  - (1) in the absence of effective scrutiny;
  - (2) without understanding the full range of financial options available to him/her; and
  - (3) without ensuring that financial decisions and activities are nimble enough to respond to risk and a rapidly changing environment.
  
- 2 Administration to operate in the absence of:
  - (1) a holistic, cross-organizational information sharing environment, enabling the development of shared tools and resources with which to make prudent financial decisions and perform effective and efficient financial activities. This includes:
    - (a) a shared understanding of Council's financial vision;
    - (b) a shared language and an understanding of the relationship between, and the use of, established metrics by Administration to assess risk and opportunity;
    - (c) a consistent set of criteria for financial decision making across the organization;
    - (d) effective risk mitigation; and
    - (e) a clear understanding of required financial reporting which speaks to Council articulated financial outcomes, taking into consideration the relationship between financial sustainability and growth.
  
- 3 Administration to operate in the absence of an approved operating budget and 10 year capital plan.

#### **Document History:**

Policy Adopted	
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# FINANCIAL LEADERSHIP



## PURPOSE

The City of Red Deer is committed to developing and implementing a leading municipal financial framework for current services and future community investment. The City's role as financial leaders is to continually increase the value experienced by citizens through informed decision making. In order to make sound financial decisions, The City will consider all factors such as current and future needs, internal and external drivers and the Pillars of Sustainability (Economic, Social, Culture, Environmental, Governance).



## GOAL

To create a sustainable financial foundation for The City of Red Deer



## PRINCIPLES

When making all financial decisions, The City is committed to a set of guiding principles. The principles are in addition to The City's set of Cornerstone Values and Guiding Principles that inform the strategic direction. These values and guiding principles are known as "RISE" – Respect, Integrity, Service and Excellence. The guiding principles specific to Financial Leadership are:

### **We are TRANSPARENT**

We provide citizens access to complete, accurate, timely and understandable information on financial decisions and actions.

### **We are STEWARDS**

We manage resources effectively, efficiently, ethically and with integrity while seeking to continuously improve capacity to serve the public interest and provide value.

### **We are held ACCOUNTABLE**

We submit our financial decisions and activities to scrutiny.

### **We are BALANCED AND FORWARD THINKING**

We plan, manage risk and make decisions in consideration of a full range of financial options and with the interest of future generations of tax-payers and service users.

### **We are FLEXIBLE**

Knowing that our environment is rapidly changing, we ensure policies, procedures and tools are in place to allow administration to conduct financial decision making and financial activities in a responsive and nimble fashion.



## WORKING TOGETHER

Success in financial sustainability integrates many pieces, and our citizens are a part of the whole puzzle. Here's what we can all do to achieve a sustainable financial foundation.



### CITIZENS

- Participate in public consultation opportunities provided by The City (Let's Talk, Budget Open House, Budget Survey, etc.)
- Seek to understand the financial process and provide feedback when information cannot be accessed or understood
- Provide feedback on expectations and priorities about how tax dollars should be spent
- Keep up with City information through communications options provided (email, website, advertising, social media, etc.)

### COUNCIL

- Listen to Citizens to determine long term community interests and report back on progress.
- Set guidelines through policies and procedures
- Ensure administration has the flexibility to access tools and staff required to disseminate information to citizens
- Approve tax dollar spending by balancing needs and expectations of community with economy
- Advocate on behalf of The City with provincial and federal governments for funding

### ADMINISTRATION

- Obtain skilled professionals who can disseminate clear, consistent financial information that is easily accessible to citizens
- Provide Council financial options based on strategic direction, policies and community need
- Build budget based on Council guidance, citizen feedback and short and long-term community need
- Monitor and analyze all aspects affecting budget

### WHEN WE HAVE A SOUND FINANCIAL APPROACH AND SUSTAINABILITY WE HAVE:

1. Explored innovative service delivery options for The City that improve service;
2. Citizens that understand the value of services provided;
3. Made financial information accessible and understandable; and
4. Financial decisions that are made with an understanding of the full range of financial options.

### MONITORING AND REPORTING

Our achievements in relation to strategic goals and outcomes are based on three categories of performance indicators.

**FINANCIAL  
PERFORMANCE**

**ORGANIZATIONAL  
EXCELLENCE**



**COMMUNICATION**

## LEGISLATIVE SERVICES

**Council Decision:** June 12, 2017

**DATE:** June 14, 2017  
**TO:** Paul Goranson, Director of Corporate Services  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Financial Leadership Framework

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**Reference Report:**

Financial Leadership Charter Team dated June 1, 2017.

**Resolution:**

At the Monday, June 12, 2017 Regular Council Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the report from the Financial Leadership Charter Team, dated June 1, 2017 re: Financial Leadership Framework, hereby approves the following policies:

1. PS-A-2.8 Financial Sustainability; and
2. EL-D-2.0 Financial Sustainability.

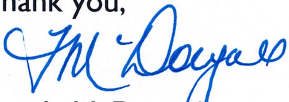
**Report back to Council:**

No.

**Comments/Further Action:**

None.

Thank you,



Frieda McDougall  
Manager

c. Policy Analyst



May 22, 2017

## Firearms Bylaw Amendment No. 3409/A-2017

Inspections and Licensing

### **Report Summary & Recommendation:**

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Administration has prepared a bylaw amendment to the existing *Firearms Bylaw* for Council's consideration. This amendment is administrative in nature, and includes the transfer of authority from the Inspections & Licensing Manager and Department to the Municipal Policing Services Department and Manager.

Administration recommends that Council give first reading to Bylaw No. 3409/A-2017, a Bylaw to amend the *Firearms Bylaw* to transfer the responsibility for administering and enforcing the bylaw from the Inspections & Licensing Department to the Municipal Policing Services Department.

### **City Manager Comments:**

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I support the recommendation of Administration. If first reading is approved this bylaw will be brought back for consideration of second and third reading to the June 26, 2017 meeting of City Council.

Craig Curtis  
City Manager

### **Proposed Resolution**

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That Council consider first reading of Firearms Bylaw Amendment 3409/A-2017.



## Report Details

### Background:

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The *Firearms Bylaw* (Bylaw No. 3409/2008) was adopted by City Council on July 28, 2008 replacing the repealed Bylaw No. 3254/2000. At that time, responsibility and authority to administer and enforce the bylaw was granted to the Inspections & Licensing Manager.

Following the bylaw adoption, Administration created a permit application and permit process, which has proven to be effective in the issuance of Firearms permits.

One previous amendment was considered and approved by City Council in 2009 to include the proper appeal mechanism should a Firearms permit be denied.

### Discussion:

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The amendment requested is administrative in nature, and includes the transfer of authority from the Inspections & Licensing Manager and Department to the Municipal Policing Services Department and Manager.

All other sections of the bylaw remain unchanged.

### Analysis:

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Administration has had several discussions related to transferring the authority of the bylaw from Inspections & Licensing Department to the Municipal Policing Services Department over the past two years.

The original concept of having Inspections & Licensing responsible for the bylaw was due to the department's familiarity with accepting permit applications and the issuance of permits. Since 2008, the Municipal Policing Services Department has been created and works very closely with both Inspections & Licensing, as well as the RCMP.

Part of the process of evaluating a Firearms permit includes circulation of the application to the RCMP for consideration and recommendation. As such, Administration sees efficiencies in removing Inspections & Licensing from the process and having the permits be issued by the Municipal Policing Services Manager.

There are approximately 1-5 Firearms permits issued on an annual basis, and an existing process and application in place. As such, there will be very little impact to the Municipal Policing Services Department with the transfer of the bylaw. There are also benefits related to enforcement of the bylaw, given the close relationship with the RCMP.



In summary, Administration recommends that Council adopt the revised *Firearms Bylaw*, transferring responsibility for the administration and enforcement of the bylaw to the Municipal Policing Services Department.



**BYLAW NO. 3409/A-2017**

Being a Bylaw to amend Bylaw No. 3409/2008, the Land Use Bylaw of The City of Red Deer as described herein.

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

Bylaw No. 3409/2008 is hereby amended as follows:

1. All references to the 'Inspections & Licensing Manager' are removed and replaced with 'Municipal Policing Services Manager'.
2. Section 7 is removed and replaced as follows:
  7. A request for authorization to discharge firearms must be made in writing to the Municipal Policing Services Department and must indicate the nature of the event, the location, dates, times and the name(s) of the group and individuals who will be using the firearms.

READ A FIRST TIME IN OPEN COUNCIL this                      day of                      2017.

READ A SECOND TIME IN OPEN COUNCIL this                      day of                      2017.

READ A THIRD TIME IN OPEN COUNCIL this                      day of                      2017.

AND SIGNED BY THE MAYOR AND CITY CLERK this                      day of 2                      2017.

---

MAYOR

---

CITY CLERK

**BYLAW NO. 3409/2008****Strikethrough Version**

Being a bylaw of the City of Red Deer, in the Province of Alberta, to prohibit the discharge of any firearms or weapons within the boundaries of the City of Red Deer.

**COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:**

1. This Bylaw shall be called the "Firearms Bylaw".

**Definitions**

2. In this Bylaw, the following definitions shall apply:

**"Firearms"** means any weapon from which any shot, bullet or other projectile capable of causing bodily injury or death can be discharged and includes air guns, air rifles, air pistols, B.B. guns, sling shots, all types of archery equipment, and gas powered guns.

**"Municipal Policing Services Manager"** ~~**"Inspections & Licensing Manager"**~~ means the person acting in the position of **Municipal Policing Services Manager** ~~**Inspections & Licensing Manager**~~ for the City of Red Deer or a person designated to act on the Manager's behalf.

**Use of Firearms**

3. No person shall discharge any firearm within the boundaries of the City.
4. No person shall transport any loaded firearm within the boundaries of the City.

**Exceptions**

5. This Bylaw shall not apply to a Peace Officer or other class of persons who require the use of firearms to carry out the responsibilities of their lawful occupations.
6. Section 3 shall not apply to the following:

- a) to persons using the Biathlon Range at River Bend while engaged in duly authorized biathlon training in accordance with the rules governing the use of the Biathlon Range;
  - b) to any person using a firearm for a generally accepted agricultural practice, as defined in the Agricultural Operation Practices Act, as part of an agricultural operation, as defined in same;
  - c) where the ~~Municipal Policing Services Manager-Inspections and Licensing Manager~~ authorizes in writing the use of firearms for pest control, scientific research, archery and firearm practice, historic events or other similar activities, on such reasonable conditions as the ~~Municipal Policing Services Manager-Inspections and Licensing Manager~~ deems necessary in order to ensure public safety. The ~~Municipal Policing Services Manager-Inspections and Licensing Manager~~ shall notify the Chief of Police or his designate of any authorization given by the ~~Municipal Policing Services Manager-Inspections and Licensing Manager~~ for the use of firearms; and
  - d) any accredited educational institution for indoor training in the use of firearms.
7. A request for authorization to discharge firearms must be made in writing to the ~~Municipal Policing Services Inspection and Licensing~~ Department and must indicate the nature of the event, the location, dates, times and the name(s) of the group and individuals who will be using the firearms.
8. (a) The ~~Municipal Policing Services Manager-Inspections and Licensing Manager~~ may refuse to issue a permit if, in the opinion of the ~~Municipal Policing Services Manager-Inspections and Licensing Manager~~, acting reasonably, insufficient provision for public safety has been made or no adequate provision for public safety can be made.
- (b)<sup>1</sup> The applicant may appeal a refusal to issue a permit, to the Red Deer Appeal & Review Board within 14 days of the refusal, in accordance with the relevant procedures as outlined in the City of Red Deer Committees Bylaw.

## Penalties

---

<sup>1</sup> 3409/A-2009

9. Any person who breaches any section of this Bylaw is guilty of an offence and liable to a fine of not less than \$250.00 and not more than \$2,500.00.

**Authorization to Issue Tickets**

10. A Peace Officer may issue a violation ticket where there are reasonable grounds to believe that an offence under this Bylaw has been committed.

**Severability**

11. The invalidity of any provision of this Bylaw shall not affect the validity of the remainder.
12. Bylaw No. 3254/2000, the Firearms Bylaw is hereby repealed.

READ A FIRST TIME IN OPEN COUNCIL this 14<sup>th</sup> day of July 2008.

READ A SECOND TIME IN OPEN COUNCIL this 14<sup>th</sup> day of July 2008.

READ A THIRD TIME IN OPEN COUNCIL this 28<sup>th</sup> day of July 2008.

AND SIGNED BY THE MAYOR AND CITY CLERK this 28<sup>th</sup> day of July 2008.

“Morris Flewwelling “

---

MAYOR

“Kelly Kloss “

---

CITY CLERK

**BYLAW NO. 3409/2008****Amended Version of the Bylaw**

Being a bylaw of the City of Red Deer, in the Province of Alberta, to prohibit the discharge of any firearms or weapons within the boundaries of the City of Red Deer.

**COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:**

1. This Bylaw shall be called the "Firearms Bylaw".

**Definitions**

2. In this Bylaw, the following definitions shall apply:

**"Firearms"** means any weapon from which any shot, bullet or other projectile capable of causing bodily injury or death can be discharged and includes air guns, air rifles, air pistols, B.B. guns, sling shots, all types of archery equipment, and gas powered guns.

<sup>1</sup>"Municipal Policing Services Manager" means the person acting in the position of Municipal Policing Services Manager for the City of Red Deer or a person designated to act on the Manager's behalf.

**Use of Firearms**

3. No person shall discharge any firearm within the boundaries of the City.
4. No person shall transport any loaded firearm within the boundaries of the City.

**Exceptions**

5. This Bylaw shall not apply to a Peace Officer or other class of persons who require the use of firearms to carry out the responsibilities of their lawful occupations.
6. Section 3 shall not apply to the following:

---

<sup>1</sup> 3409/A-2017

- a) to persons using the Biathlon Range at River Bend while engaged in duly authorized biathlon training in accordance with the rules governing the use of the Biathlon Range;
  - b) to any person using a firearm for a generally accepted agricultural practice, as defined in the Agricultural Operation Practices Act, as part of an agricultural operation, as defined in same;
  - c) <sup>2</sup>where the Municipal Policing Services Manager authorizes in writing the use of firearms for pest control, scientific research, archery and firearm practice, historic events or other similar activities, on such reasonable conditions as the Municipal Policing Services Manager deems necessary in order to ensure public safety. The Municipal Policing Services Manager shall notify the Chief of Police or his designate of any authorization given by the Municipal Policing Services Manager for the use of firearms; and
  - d) any accredited educational institution for indoor training in the use of firearms.
7. <sup>3</sup>A request for authorization to discharge firearms must be made in writing to the Municipal Policing Services Department and must indicate the nature of the event, the location, dates, times and the name(s) of the group and individuals who will be using the firearms.
8. (a) <sup>4</sup>The Municipal Policing Services Manager may refuse to issue a permit if, in the opinion of the Municipal Policing Services Manager, acting reasonably, insufficient provision for public safety has been made or no adequate provision for public safety can be made.
- (b)<sup>5</sup> The applicant may appeal a refusal to issue a permit, to the Red Deer Appeal & Review Board within 14 days of the refusal, in accordance with the relevant procedures as outlined in the City of Red Deer Committees Bylaw.

## Penalties

---

<sup>2</sup> 3409/A-2017

<sup>3</sup> 3409/A-2017

<sup>4</sup> 3409/A-2017

<sup>5</sup> 3409/A-2009



9. Any person who breaches any section of this Bylaw is guilty of an offence and liable to a fine of not less than \$250.00 and not more than \$2,500.00.

**Authorization to Issue Tickets**

10. A Peace Officer may issue a violation ticket where there are reasonable grounds to believe that an offence under this Bylaw has been committed.

**Severability**

11. The invalidity of any provision of this Bylaw shall not affect the validity of the remainder.
12. Bylaw No. 3254/2000, the Firearms Bylaw is hereby repealed.

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AND SIGNED BY THE MAYOR AND CITY CLERK this 28<sup>th</sup> day of July 2008.

“Morris Flewwelling “

---

MAYOR

“Kelly Kloss “

---

CITY CLERK

LEGISLATIVE SERVICES

**Council Decision:** June 12, 2017

**DATE:** June 14, 2017  
**TO:** Erin Stuart, Inspections & Licensing Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Bylaw 3409/A-2017 - Firearms Bylaw Amendment

---

**Reference Report:**

Inspections & Licensing dated May 22, 2017

**Bylaw Reading:**

At the Monday, June 12, 2017 Regular Council Meeting, Council gave first reading to Bylaw 3409/A-2017, a Bylaw to amend the Firearms Bylaw.

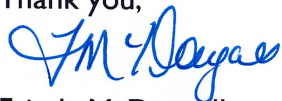
**Report back to Council:**

No.

**Comments/Further Action:**

This item will be brought back for second and third reading at the Monday, June 26, 2016 Regular Meeting of Council.

Thank you,



Frieda McDougall  
Manager

- c. Director of Planning Services  
Municipal Policing Services Manager  
Corporate Meeting Administrator



May 26, 2017

## Proposed Amendment of the Land Use Bylaw

Bylaw 3357 / X – 2017

4718 19 Street

Planning Department

### **Report Summary & Recommendation:**

---

An application has been received to redesignate a  $\pm 3.95$  hectare ( $\pm 9.76$  acre) parcel at 4718 19 Street.

From: A1 – Future Urban Development District  
To: C4 – Commercial (Major Arterial) District, &  
A2 – Environmental Preservation District

The proposed land use districts are consistent with the approved Sunnybrook South Neighbourhood Area Structure Plan (NASP) and the East Hill Major Area Structure Plan (MASP).

The Planning Department recommends Council give First Reading to proposed Bylaw 3357 / X – 2017.

### **City Manager Comments:**

---

I support the recommendation of Administration. If first reading of Bylaw 3357/X-2017 is given, a Public Hearing would then be advertised for two consecutive weeks to be held on July 10, 2017 at 6:00 p.m. during Council's regular meeting.

Craig Curtis  
City Manager

### **Proposed Resolution:**

---

That Council consider first reading of Bylaw 3357/X-2017 at this time.

## Report Details

### Background:

The ±3.95 hectare parcel is situated in the Southbrook Neighbourhood on the north side of 19 Street on the east side of Piper Creek (See Figure 1). To the immediate north and east is future developable land that is still being used for agricultural purposes.

**Figure 1 - 4718 19 Street.**



The Sunnybrook South NASP identifies this area for Commercial (C2A or C4 type), Municipal Reserve, and Environmental Reserve. (See Appendices)

### Discussion:

The applicant has applied to redesignate this property with the purpose of commercial development. Through a phased approach they intend to establish 6-7 separate commercial use buildings upon the lands over the next 3-5 years. They anticipate the initial development to be a 3-story retail/commercial facility.

The property is located within the 300 metre setback of a non-operating landfill. The provincial Subdivision and Development Regulations' landfill setback prevents the establishment of a school, hospital, food establishment, or residential land use in the area. The applicant is aware of the constraints. Additionally, the applicant has submitted a Phase I Environmental Site Assessment (ESA), and is in the process of completing a Phase II ESA, and a Risk Management Plan (RMP). These documents will be

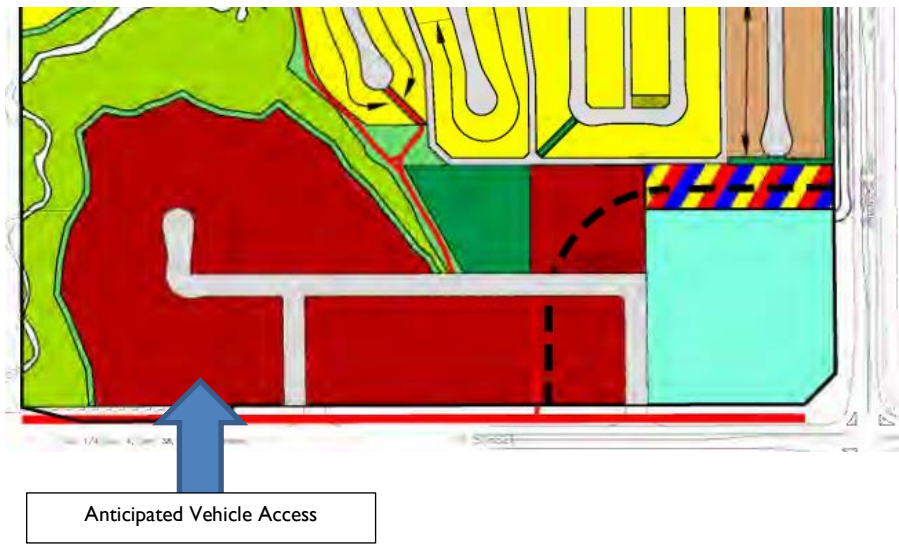


complete prior to second and third reading. They will appropriately explore the environmental hazards and propose mitigation measures for developing adjacent to a non-operating landfill.

The subject property is adjacent to the Piper Creek escarpment area. The applicant has submitted a geotechnical report to delineate the escarpment line. The escarpment area is proposed to be A2 Environmental Preservation District.

The Sunnybrook South NASP shows an area to be designated as Municipal Reserve (MR). The Municipal Reserve for this parcel had been deferred to the adjacent parcel in a previous subdivision and therefore MR is not owed. Nonetheless, the geotechnical recommendation requires a similar setback from the top of bank and conforms to the intent of the NASP. If the parcel is subdivided in the future, the entire A2 Environmental Preservation District will be acquired by The City as Environmental Reserve.

The NASP permitted the access to the commercial area to be relocated without a NASP amendment. The applicant is in the process of working with the Engineering Department on the proposed access. It is anticipated to be an all-turns intersection onto the property directly from 19<sup>th</sup> Street. There will not be a direct link between the commercial and residential area. Additionally, a Traffic Impact Assessment (TIA) study is in development and will be a requirement of a development permit.



The property is partially serviced at this time with water and stormwater servicing. Sanitary servicing will need to be further reviewed at the development permit stage.

The following table provides context for the two proposed land use districts.

C4 – Commercial (Major Arterial) District	A2 – Environmental Preservation District
General Purpose The general purpose of the C4 District is to facilitate the development of the primary location for trade and service related to automotive transportation and the	General Purpose The general purpose of this District is to protect environmentally sensitive land by restricting development to minimal and environmentally

automobile traveler, and other commercial land uses which are built at low densities, in planned centres, generally, to serve the city and the region, as a whole.	compatible uses.
<p>Uses:</p> <p>Examples include: commercial recreation facility, commercial service facility, merchandise sales, restaurant, drinking establishments, health and medical services, facilities, hotels, motels, etc.</p> <p><u>N.B.</u> The subject land is located within 300m of a non-operating landfill prohibits the following uses: school, hospital, food establishment, or residential use</p>	<p>Uses:</p> <p>Examples include: Natural vegetation, Parks, Cemetery, Recreational and sports activities, Utilities, etc.</p> <p>Special Provisions:</p> <ul style="list-style-type: none"> <li>(a) All regulations of this district are subject to Commission approval.</li> <li>(b) After the passing of this Bylaw, no permanent building shall be erected on any site in this district.</li> <li>(c) Trees shall not be cut, felled or removed without prior approval of the Commission.</li> <li>(d) No aggregate extraction will be allowed.</li> </ul>

### **Dialogue**

The applications is consistent with the approve Neighbourhood Area Structure Plan and therefore was not circulated to adjacent landowners.

The proposed bylaw was referred to relevant City departments and external agencies. There weren't any objection to the proposed bylaw, but it was noted that several matters will have to be addressed at the development permit (DP) stage, including the provision of an acceptable Traffic Impact Assessment (TIA) and a Development Agreement (DA).

### **Analysis:**

The proposed Land Use Bylaw amendment to redesignate the subject land to C4 – Commercial (Major Arterial) District and A2 – Environmental Preservation District is consistent with the Municipal Development Plan, The Easthill MASP, and the Sunnybrook South NASP. The proposed amendment will facilitate future redevelopment of the C4 area and preservation of the A2 area of the subject land.

Attachments:

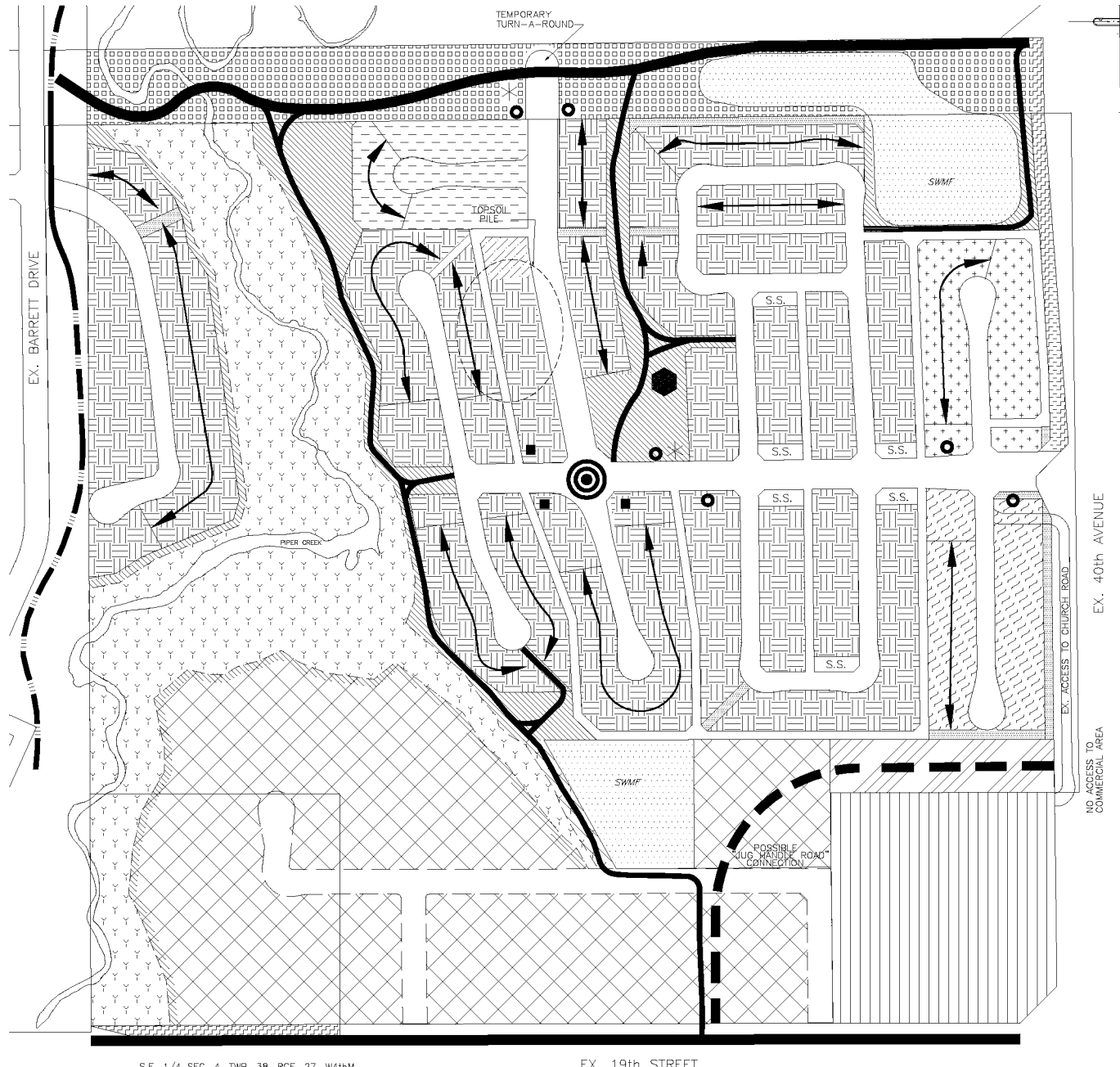
- Sunnybrook South NASP Land Use Figures.
- LUB Map of proposed rezoning
- Bylaw



# SUNNYBROOK SOUTH NASP

LAND USE CONCEPT  
&  
OPEN SPACES PLAN

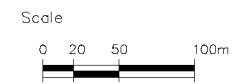
# MELCOR DEVELOPMENTS LTD. NEIGHBOURHOOD AREA STRUCTURE PLAN



## LEGEND:

- SINGLE FAMILY DETACHED - R1
- DUPLEX - R1-A
- MULTI-FAMILY - R2
- MULTI-FAMILY - R3
- MUNICIPAL RESERVE (M.R.)
- ENVIRONMENTAL RESERVE
- PUBLIC UTILITY LOTS
- ROADS AND LANES
- COMMERCIAL (C2A OR C4 TYPE)
- COMMERCIAL ROADWAY
- LIVING STONES CHURCH
- DAYCARE
- SECONDARY SUITES
- ALTA LINK R.O.W.
- ROAD RIGHT OF WAY EXTENSION
- TWO STOREY HOMES WITH WALKOUT BASEMENTS
- POSSIBLE COMMERCIAL, RESIDENTIAL OR PUBLIC USE
- ROUNDABOUT
- CHILDREN'S PLAYGROUND
- GATHERING PLACE
- BUS STOP
- REAR ACCESS ONLY
- 2.5m PATHWAY
- 3.0m PATHWAY
- EX. PATHWAY

**FIGURE 3  
LAND USE CONCEPT**



S.E. 1/4 SEC. 4, TWP. 38, RGE. 27, W4thM.

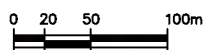
EX. 19th STREET

DATE DRAWN: November 21, 2000  
DATE REVISED: June 28, 2013  
DRAWN BY: WLT  
SCALE: 1:5000  
LOCATION: \PROJECTS\262\2012 NASP REVISIONS-JUNE\FIGURE 3 - LAND USE-black&white.dwg

# MELCOR DEVELOPMENTS LTD. NEIGHBOURHOOD AREA STRUCTURE PLAN



Scale

**LEGEND:**

P.U.L.



ALTA LINK R.O.W.



MUNICIPAL RESERVE



2.5m PATHWAY



ENVIRONMENTAL RESERVE



3.0m PATHWAY



ROAD R.O.W.



Ex. PATHWAY

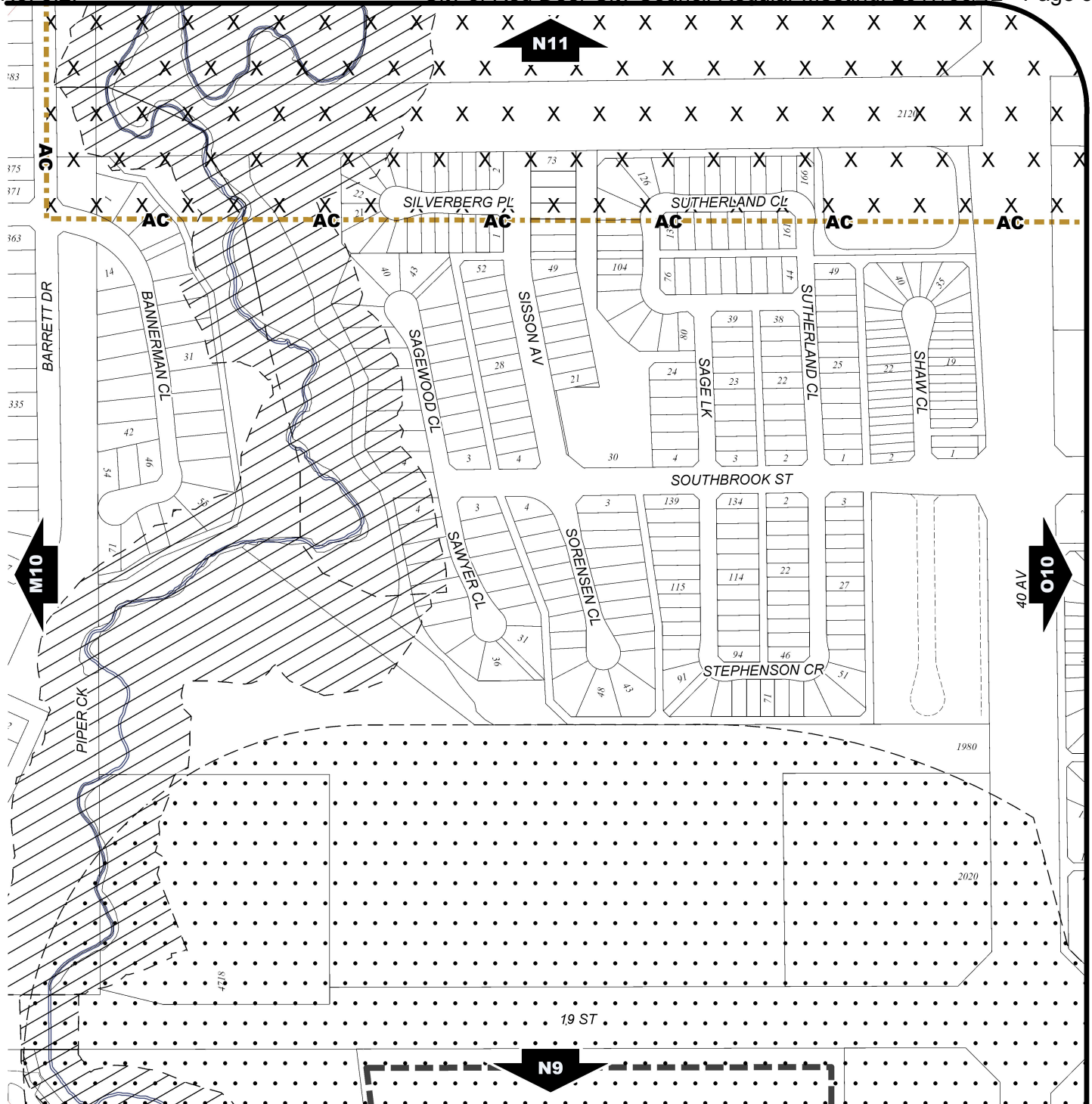


DATE DRAWN: December 4, 2006  
 DATE REVISED: June 28, 2012  
 DRAWN BY: WLT  
 SCALE: 1:5,000  
 LOCATION: \PROJECTS\262\2012 NASP REVISIONS-JUNE\  
 FIGURE 4 - OPEN SPACES.dwg

**FIGURE 4  
OPEN SPACES  
PLAN**

# LAND USE BYLAW

## LAND USE CONSTRAINTS



## Land Use Bylaw 3357/2006



North

Scale 1:5,000

© The City of Red Deer



- |  |  |  |                                |
|--|--|--|--------------------------------|
|  | Escarpment Area                                  |  | Gaetz - Ross Heritage Area     |
|  | Flood Fringe                                     |  | Business Revitalization Zone   |
|  | Floodway   |  | Historical Preservation Sites  |
|  | Landfill Site (approximate)                      |  | Historically Significant Sites |
|  | Landfill Setback                                 |  | Historical Site Number         |
|  | Major Entry Area                                 |  | City Boundary                  |
|  | TransCanada Pipeline Setback                     |  | Civic Address                  |
|  | AltaLink Consultation/Potential Constraints Area |  | Railway                        |
|  | Overlay District                                 |  | Proposed Lots                  |

Printed on Jun 18, 2013

Land Use Constraints

**N10**

SE¼ Sec4 38-27-W4

# SCHEDULE A

# &

# Bylaw 3357/X-2017

Proposed Bylaw Amendment

## CITY CLERK



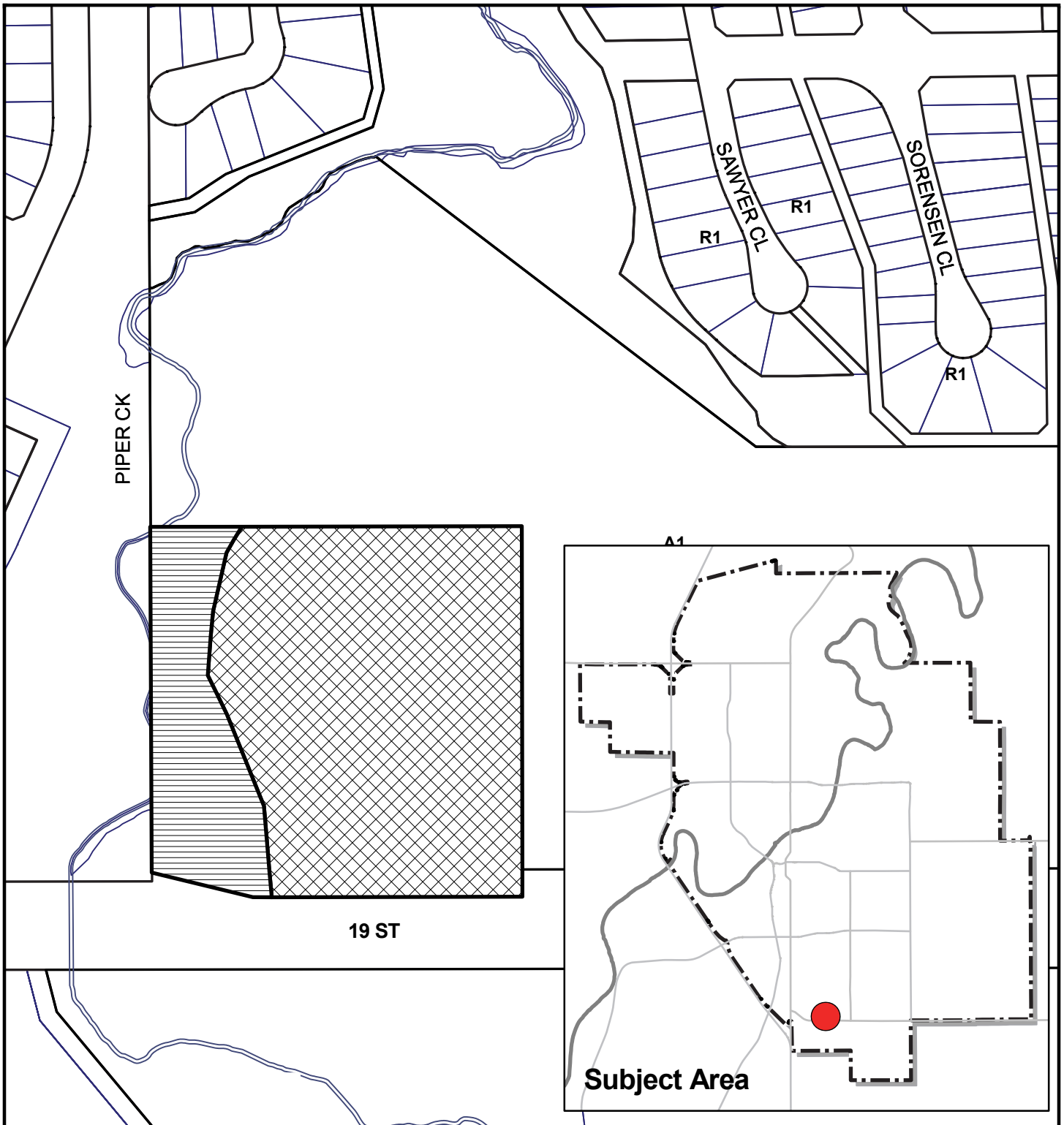


THE CITY OF

**Red Deer**

*Proposed Amendment to Land Use Bylaw 3357/2006*

*Schedule A*



**Change District from:**



A1 to C4 - Commercial (Major Arterial) District



A1 to A2 - Environmental Preservation District

**Proposed Amendment**

Map: **19 / 2017**

Bylaw: **3357 / X-2017**

Date: **Apr. 28, 2017**

## LEGISLATIVE SERVICES

**Council Decision:** June 12, 2017

**DATE:** June 14, 2017

**TO:** David Girardin, Senior Planner

**FROM:** Frieda McDougall, Legislative Services Manager

**SUBJECT:** Land Use Bylaw Amendment 3357/X-2017  
Rezoning of 4718-19 Street

---

**Reference Report:**

Planning Department dated May 26, 2017

**Bylaw Reading:**

At the Monday, June 12, 2017 Regular Council Meeting, Council gave first reading to Bylaw 3357/X-2017 – a bylaw to rezone 4718 – 19 Street from A1 (Future Urban Development District) to C4 (Commercial Major Arterial District) and A2 (Environmental Preservation District).

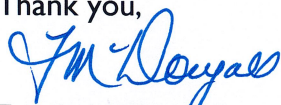
**Report back to Council:**

Yes. July 10, 2017.

**Comments/Further Action:**

This office will arrange for the advertising and scheduling of a public hearing for this bylaw on July 10, 2017.

Thank you,



Frieda McDougall  
Manager

- c. Director of Planning Services  
Manager of Planning



May 30, 2017

## Land Use Bylaw Amendment 3357/Y-2017

### 155 Vanier Drive – Bare Land Condominium Parking Stalls

### Consideration of Second and Third Reading

Legislative Services

#### **Report Summary & Recommendation:**

---

##### **Summary:**

The attached report is being brought forward from the Monday, May 15, 2017 City Council meeting.

##### **Recommendation:**

That Council consider second and third reading to Land Use Bylaw Amendment 3357/Y-2017.

##### **Background:**

---

At the Monday, May 15, 2017 Regular Council Meeting, Council gave first reading to Bylaw 3357/Y-2017, an amendment to the Land Use Bylaw to allow for the creation of bare land condominium parking stalls on a site designated R3 – Residential (Multiple Family) District in Vanier Woods.

In accordance with Section 606 of the Municipal Government Act, Bylaw 3357/Y-2017 was required to be advertised for two consecutive weeks. Advertisements were placed in the Red Deer Advocate on May 19, 2017 and May 26, 2017. A Public Hearing will be held on Monday, June 12, 2017 at 6:00 p.m. during Council's regular meeting.

##### **Proposed Resolution:**

---

That Bylaw 3357/Y-2017 (an amendment to the Land Use Bylaw to allow for the creation of bare land condominium parking stalls on a site designated R3 – Residential (Multiple Family) District in Vanier Woods) be read a second time.

That Bylaw 3357/Y-2017 be read a third time.

# **Land Use Bylaw 3357/Y-2017**

## **Comments Received**



~~Municipal Planning Commission~~

~~City of Red Deer~~

~~C/O Inspections & licensing department~~

~~PO Box 5008~~

~~3<sup>rd</sup> Floor, 4914 – 48<sup>th</sup> Ave~~

~~Red Deer, AB T4N 3T4~~

*To: City Council.*

In regards to revised proposed 111 – unit Multi-Family/Multi-Attached Development 151 & 155 Vanier Drive (Lots 73 & 74, Block 7) Land Use Bylaw Amendment 3357/Y-2017

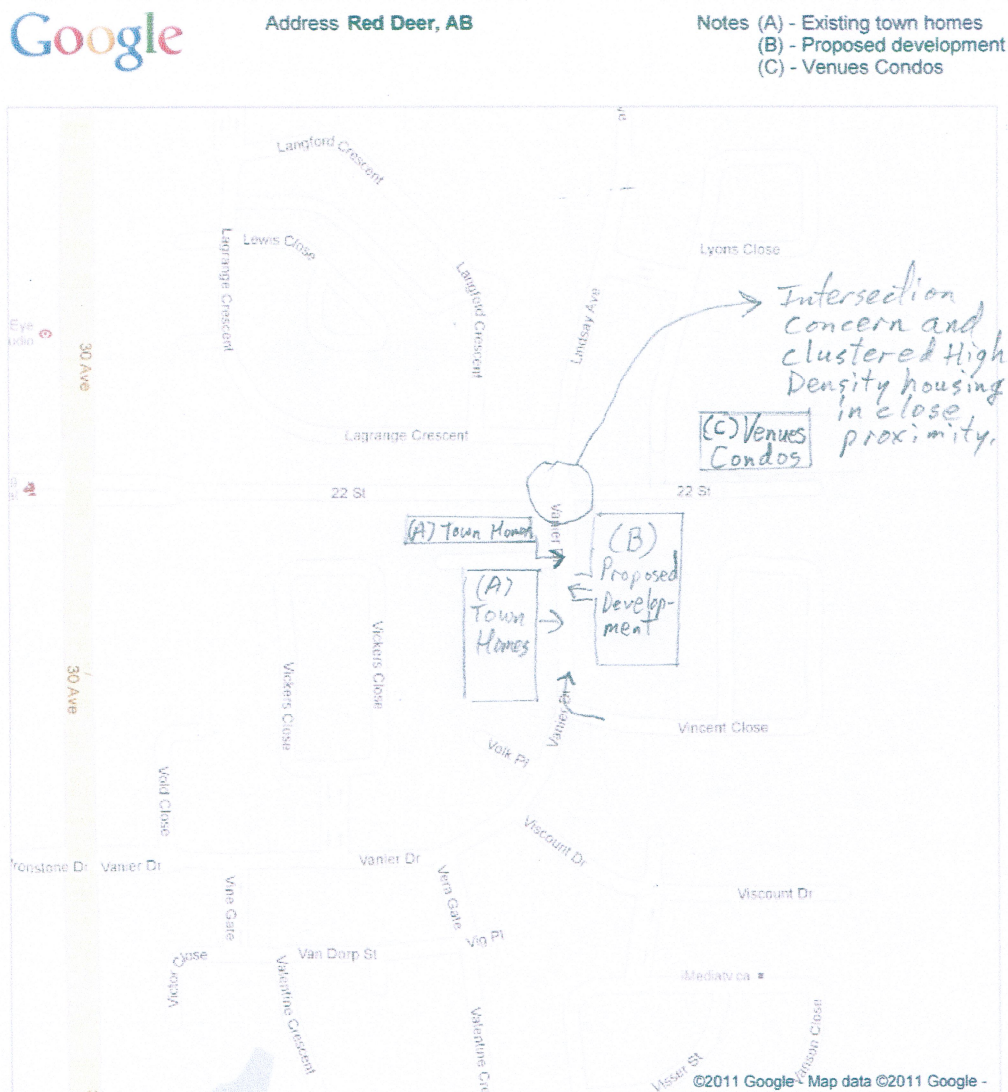
We are opposed to the development for the following reasons;

- One of the major considerations to purchasing our home in Vincent close was based on the development proposals for this area. At the time it was being considered for a church. Apparently no church was interested in the purchase so the second consideration was for single attached homes, duplexes and town houses. This is what we anticipated was coming and made our purchase accordingly.
- We have grave concerns about traffic flow in the area. Vincent close exits onto Vanier Drive which takes you to 22<sup>nd</sup> street or 30<sup>th</sup> Ave. The majority of commuters will opt to take 22<sup>nd</sup> street to avoid two playground zones that exist on Vanier drive and the majority of those commuters will be heading West bound on 22<sup>nd</sup> street. Presently this intersection has a stop sign and is already very busy during peak periods. Even if a light was placed at this intersection during peak periods when residents of Vincent close are trying to enter Vanier Drive N/B they will be competing with all the traffic trying to exit the new proposed site which only has access to Vanier Drive. This does not take into account other users of Vanier Drive from the rest of the development including town houses on the North side of Vanier Drive.
- I understand that the newer city developments have always taken into consideration spreading high density housing throughout new developments. In this case we already have a large number of town homes on the West side of this proposed development, we also have large scale condo complex (The Venues) across 22<sup>nd</sup> street on the north side of Vincent Close. Although the Venues Condo is in the Lancaster development as the crow fly's it is right across the street from Vincent close and the proposed development. So if this development goes ahead we have high density / multifamily dwellings almost back to back with each other.
- I also understand that the new developing area just east of this proposal is zoned for a school; if and when this school is built it will further add to the congestion and traffic.

In conclusion we feel at best that that 151 & 155 Vanier Drive would be best suited for single family and attached duplex or town homes. This would greatly cut down on the number of commuters and vehicle traffic in an area that is already busy. Also this would be more aligned with the city's intention to spread out high density housing. In addition with additional development to the East the traffic in this area will be extremely busy as is.

Thanks for your time and consideration.

Page 1 of 1





Originally submitted to the May 15,  
2017 Council Meeting.

April 27, 2017

## Bylaw 3357/Y-2017 – Land Use Bylaw Amendment

Site Exception - Bare Land Condominium Parking Stalls

Lots 77 & 78, Block 7, Plan 132 3870 (155 Vanier Drive)

PLANNING DEPARTMENT

### Report Summary & Recommendation:

---

An application has been received to amend the Land Use Bylaw (LUB) by site exception to allow for the creation of bare land condominium parking stalls on a site designated *R3 – Residential (Multiple Family) District* in Vanier Woods.

Currently the LUB does not list “parking” as a primary use in residential districts; parking is an accessory use to a primary use, such as housing. Therefore an amendment is required to allow for subdivisions to create bare land condominium units that will have parking as their primary use.

The Planning department recommends Council give First Reading to proposed Land Use Bylaw Amendment No. 3357/Y-2017.

### City Manager Comments:

---

I support the recommendation of Administration. If first reading of Bylaw 3357/Y-2017 is given, a Public Hearing would then be advertised for two consecutive weeks to be held on June 12, 2017 at 6:00 p.m. during Council’s regular meeting.

Craig Curtis  
City Manager

### Proposed Resolution:

---

That Council consider first reading of Bylaw 3357/Y-2017 at this time.





## **Background:**

---

The subject site is designated R3 – Residential (Multiple Family) District. The R3 district does not currently accommodate this type of subdivision since “parking” is not listed as a primary use in the R3 district.

## **Discussion:**

---

The applicant intends to apply for a development permit (DP) to construct two apartment buildings and has also applied to amend the LUB to allow for the subdivision of some of the surface parking stalls into bare land condominium units which can be sold separately to purchasers of the residential units in the development.

The proposed amendment does not change the amount of parking that a residential development on this site must provide; rather it allows for some of that parking to have individual titles and to be sold to purchasers of the residential units.

Through the DP process the LUB requires that a development provides a sufficient number of off-street parking stalls. However, a DP does not dictate which stalls are to be used by which tenants/owners. The distribution and use of those stalls is managed by the landlord or condominium board. Currently, landlords may include parking stalls in the rent or they may rent/lease parking stalls separately. Similarly, condominiums may assign parking or lease parking to condominium dwelling unit owners. The proposed amendment is another way for the developer to manage parking within the condominium.

The proposed amendment was circulated to applicable City departments for review and comment; there were no objection to the amendment. The proposed amendment was not circulated to area residents as there is no change in the overall parking standard that is required for a given development; it is just a site specific exception to allow for a different form of ownership of that parking.

On April 26, 2017 the Municipal Planning Commission reviewed and endorsed the proposed bylaw.

## **Analysis:**

---

- The proposed amendment does not vary or reduce the number of off-street parking stalls that a development must provide, it simply allows for separate ownership of some of those parking stalls.
- The proposed wording of the amendment limits the bare land condo parking stalls to use by the residents of the apartment buildings on site. Selling or renting the parking stalls to non-residents would be a violation of the development permit. As well, a subdivision approval for the creation of bare land condominium parking stalls could possibly include a condition that a caveat be registered on each of the titled bare land units to inform purchasers of the limitation of their use.
- “parking accessory to an approved principle use on the same site” is a discretionary use provided each bare land condominium unit that is created for parking meets the requirements of Section 3.2 (size, access, maneuvering space, etc.) to the satisfaction of the Development and Subdivision Authorities.





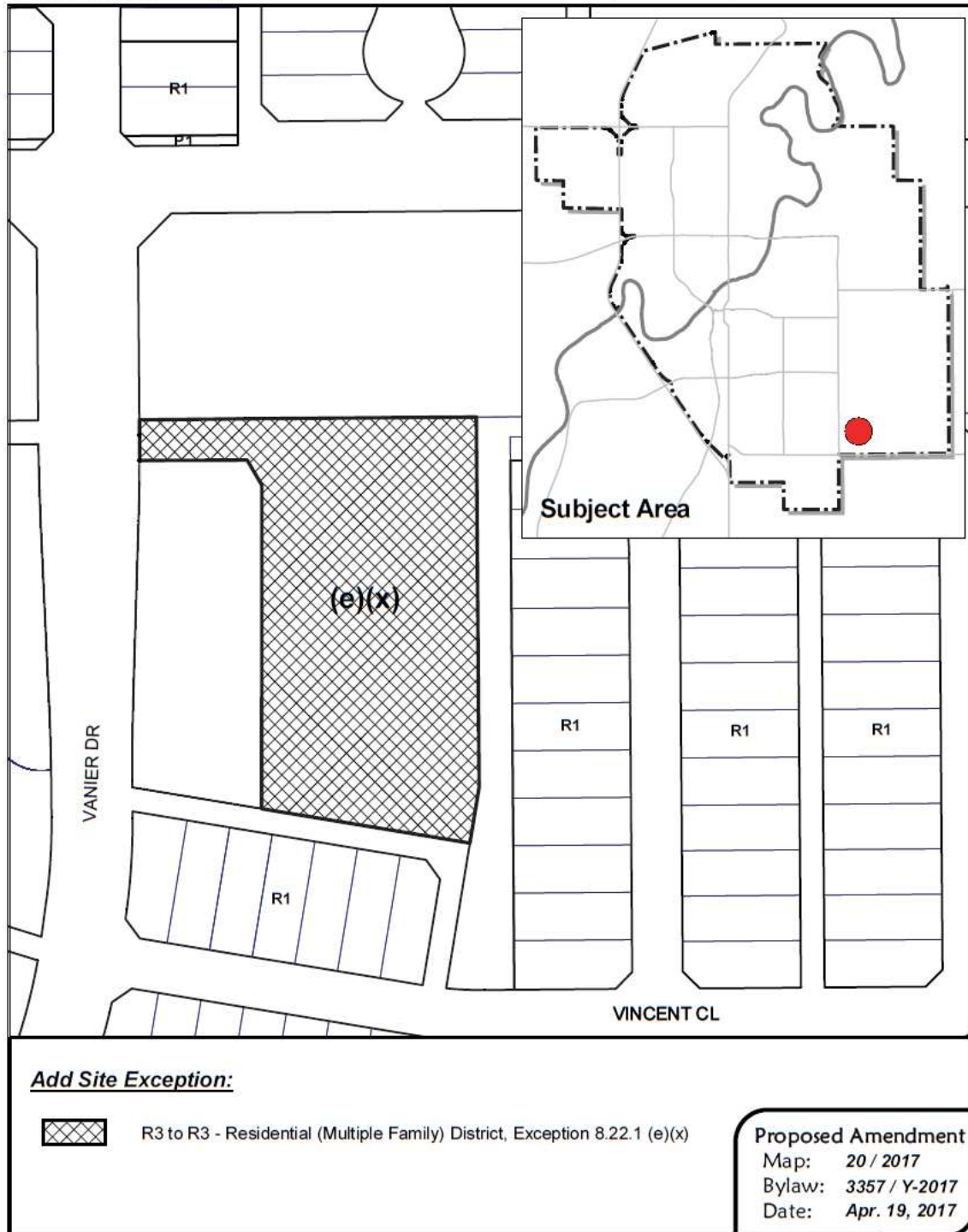
- The proposed amendment may assist in affordability of housing for owners that do not own a vehicle.
- As a site exception the proposed amendment is limited to one site (155 Vanier Drive) and addresses a specific request. Administration will look at expanding the use of “parking” as a primary use as part of the comprehensive Land Use Bylaw Update.

CITY CLERK

*Schedule "A"*



*Proposed Amendment to Land Use Bylaw 3357/2006*



**LEGISLATIVE SERVICES****Council Decision:** June 12, 2017

**DATE:** June 14, 2017

**TO:** Orlando Toews, Senior Planner

**FROM:** Frieda McDougall, Legislative Services Manager

**SUBJECT:** Land Use Bylaw Amendment 3357/Y-2017  
Creation of Bare Land Condominium Parking Stalls in Vanier Woods

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**Reference Report:**

Legislative Services dated May 30, 2017

**Resolution:**

At the Monday, June 12, 2017 Regular Council Meeting, Council gave second and third reading to Bylaw 3357/Y-2017 – a bylaw to allow for the creation of bare land condominium parking stalls on a site designated R3-Residential (Multiple Family) District in Vanier Woods.

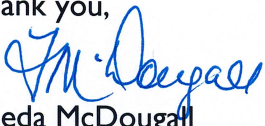
**Report back to Council:**

No.

**Comments/Further Action:**

This office will formally notify the successful applicant under separate cover. The Land Use Bylaw will be updated in due course.

Thank you,



Frieda McDougall  
Manager

- c. Director of Planning Services  
Manager of Planning