

CITY COUNCIL

AGENDA

Monday, January 19, 2015 – 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. IN CAMERA MEETING

- I.1. Motion to In Camera
- I.2. Personnel Matter (FOIP - Section 17 (4))
- I.3. Motion to Revert to an Open Meeting

2. MINUTES

- 2.1. Confirmation of the Minutes of the January 05, 2015 Regular Council Meeting

(Agenda Pages 1 – 18)

3. POINTS OF INTEREST

4. UNFINISHED BUSINESS

- 4.1. Citizen Representative Appointments to Red Deer Community Safety Ad-Hoc Committee

(Agenda Pages 19 – 20)

4.1.a. Motion to Lift from the Table

4.1.b. Motion to Approve

4.2. Citizen Representative Appointments to Red Deer Regional Airport Authority

4.2.a. Motion to Approve

5. REPORTS

5.1. Dialogue Charter - Draft Red Deer Public Participation Toolbox
(See Attachment 'A' for copy of the Draft Red Deer Public Participation
Toolbox)

(Agenda Pages 21 – 27)

5.2. Use of City Owned Lands - Council policy EL-D-2.2

(Agenda Pages 28 – 31)

6. BYLAWS

6.1. Business Revitalization Zone Business Taxation Bylaw Amendment 3196/A-2015
Consideration of First Reading of the Bylaw

(Agenda Pages 32 – 35)

6.2. Annual Supplementary Assessment Bylaw 3542/2015
Consideration of First Reading of the Bylaw

(Agenda Pages 36 – 38)

6.3. Proposed 2015 Utility Bylaw Changes
Utility Bylaw 3543/2015
Consideration of First Reading of the Bylaw

(Agenda Pages 39 – 202)

- 6.4. Land Use Bylaw Amendment 3357/A-2015
Proposed Redistricting from PS Public Service (Institutional or Government) to
R I G Residential (Small Lot) District
Laredo Phase I, 354 and 358 Viscount Drive
Consideration of First Reading of the Bylaw
(Agenda Pages 203 – 207)

- 6.5. East Hill Major Area Structure Plan Bylaw Amendment 3499/A-2015 - Proposed
Fire Station
Lancaster Meadows Outline Plan Amendment Resolution
Consideration of First Reading of the Bylaw
(Agenda Pages 208 – 240)

- 6.6. Borrowing Bylaw 3521/2014
Canada Winter Games 2019 Project
Consideration of Second and Third Reading of The Bylaw
(Agenda Pages 241 – 248)

- 6.6.a. Consideration of Second Reading of the Bylaw

- 6.6.b. Consideration of Third Reading of the Bylaw

- 6.7. Borrowing Bylaw 3522/2014
Building Projects
Consideration of Second and Third Reading of The Bylaw
(Agenda Pages 249 – 255)

- 6.7.a. Consideration of Second Reading of the Bylaw

- 6.7.b. Consideration of Third Reading of the Bylaw

- 6.8. Borrowing Bylaw 3523/2014

Road Improvement Projects

Consideration of Second and Third Reading of The Bylaw

(Agenda Pages 256 – 261)

6.8.a. Consideration of Second Reading of the Bylaw

6.8.b. Consideration of Third Reading of the Bylaw

6.9. Borrowing Bylaw 3524/2014

Road Off-Site Projects

Consideration of Second and Third Reading of The Bylaw

(Agenda Pages 262 – 267)

6.9.a. Consideration of Second Reading of the Bylaw

6.9.b. Consideration of Third Reading of the Bylaw

6.10. Borrowing Bylaw 3525/2014

Storm Off-Site Projects

Consideration of Second and Third Reading of The Bylaw

(Agenda Pages 268 – 273)

6.10.a. Consideration of Second Reading of the Bylaw

6.10.b. Consideration of Third Reading of the Bylaw

6.11. Borrowing Bylaw 3526/2014

Emergency Services Relocation of Stations #3 and #4

Consideration of Second and Third Reading of The Bylaw

(Agenda Pages 274 – 279)

6.11.a. Consideration of Second Reading of the Bylaw

6.11.b. Consideration of Third Reading of the Bylaw

6.12. Borrowing Bylaw 3528/2014
Information Management
Consideration of Second and Third Reading of The Bylaw
(Agenda Pages 280 – 285)

6.12.a. Consideration of Second Reading of the Bylaw

6.12.b. Consideration of Third Reading of the Bylaw

6.13. Borrowing Bylaw 3529/2014
Riverview Park Bank Stabilization
Consideration of Second and Third Reading of The Bylaw
(Agenda Pages 286 – 291)

6.13.a. Consideration of Second Reading of the Bylaw

6.13.b. Consideration of Third Reading of the Bylaw

7. NOTICE OF MOTION

7.1. Notice of Motion Submitted by Councillor Buck Buchanan - Re: Crime
Mapping
(Agenda Pages 292 – 313)

8. ADJOURNMENT

9. ATTACHMENTS

9.1. Attachment 'A'
Background Information - Dialogue Charter - Draft Red Deer Public

Participation Toolbox

(Agenda Pages 314 – 437)



U N A P P R O V E D - M I N U T E S

of The Red Deer City Council Regular Meeting held on Monday, January 5, 2015 commenced at 2:39 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
Director of Corporate Transformation, Lisa Perkins
Acting Director of Communications & Strategic Planning, Tara Shand
Director of Corporate Services, Paul Goranson
Director of Community Services, Sarah Cockerill
Director of Development Services, Elaine Vincent
Director of Human Resources, Kristy Svoboda
Director of Planning Services, Kim Fowler
City Clerk, Frieda McDougall
Deputy City Clerk, Angie Keibel
Client Services Support, Katie Newton
Project Coordinator, Christine Kenzie
Planner, Christi Fidek
Planner, Jolene Tejkl

**I. IN CAMERA MEETING**

Moved by Councillor Tanya Handley, seconded by Councillor Lynne Mulder

Resolved that Council of the City of Red Deer agrees to enter into an In Camera Meeting on January 5, 2015 at 2:39 p.m. and hereby agrees to exclude the following:
All members of the Media; and
All members of the Public
to discuss human resource matters as protected under the Freedom of Information & Protection of Privacy Act, Section 24 (1).

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 Ken Johnston, seconded by Councillor Lynne Mulder

Resolved that Council of the City of Red Deer agrees to revert to an open meeting of Council on Monday, January 5, 2015 at 3:12 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

Council recessed at 3:14 p.m. and reconvened at 3:18 p.m.



2. MINUTES

2.1. Confirmation of the Minutes of the November 10, 2014 Regular Council Meeting and November 24, 2014 Regular Council Meeting

Moved by Councillor Lawrence Lee, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of the November 10, 2014 Regular Council Meeting Minutes and the November 24, 2014 Regular Council Meeting Minutes.

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

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 November 10, 2014 Regular 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

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer hereby approves the Minutes of the November 24, 2014 Regular 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

2.2. Confirmation of the Minutes of November 25, 2014 Capital Budget Meeting

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby approves the Minutes of the November 25, 2014 Capital Budget Meeting with the following amendments:

Pgs. 13 & 14 correct the spelling error for the word "Maintenance"

Pg. 17 replace 3 Ave with 53 Ave

Pg. 19 replace 67 St with 55 St

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

2.3. Confirmation of the Minutes of the December 8, 2014 Regular Council Meeting

Moved by Councillor Dianne Wyntjes, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer hereby approves the Minutes of the December 8, 2014 Regular 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. UNFINISHED BUSINESS

3.1. Governance Policies - Request for Approval

Moved by Councillor Buck Buchanan, seconded by Councillor Ken Johnston

Resolved that Council of the City of Red Deer hereby agrees to lift from the table consideration of the Governance Policies – Request for Approval Report.

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

Moved by Councillor Ken Johnston, seconded by Councillor Dianne Wyntjes

Resolved that Council of The City of Red Deer, having considered the report of the Legislative Services Manager dated November 20, 2014, hereby agrees as follows:

- I. That the following Governance policies and procedures be adopted as presented, and with amendments as outlined:
 - a. EL-D-2.6 Public Art
 - b. GP-C-2.4 Council Expenses
 - Delete the notes section at the bottom of the last page
 - c. GP-D-2.1/01 Nomination Committee
 - Section 3.4, remove the reference to section 3.2.5
 - d. GP-C-2.3 Council Compensation & Benefits



2. That the following Council policies be repealed:
 - a. Public Art Policy 3106-C
 - b. Council Remuneration Policy 7002-C
 - c. City Manager Compensation Policy 1020-C

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

3.2. Committees Bylaw 3520/2014
Consideration of Second and Third Readings of the Bylaw

Moved by Councillor Lynne Mulder, seconded by Councillor Tanya Handley

Resolved that Council of The City of Red Deer, hereby agrees to lift from the table consideration of The Committees Bylaw 3520/2014.

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

Moved by Councillor Dianne Wyntjes, seconded by Councillor Lynne Mulder

SECOND READING: That Committees Bylaw 3520/2014 (a bylaw to establish Council Committees) be read a second 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 Dianne Wyntjes, seconded by Councillor Lynne Mulder

THIRD READING: That Bylaw 3520/2014 be read a third 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. REPORTS

4.1 Strategies for Traffic Safety Plan Request to Table

Moved by Councillor Paul Harris, seconded by Councillor Dianne Wyntjes

Resolved that Council of the City of Red Deer, having considered the report from Development Services, dated December 3, 2014, re: Strategies for Traffic Safety Plan – Request to Table, hereby agrees to table consideration of the report from the Traffic Safety Committee documenting the recommended strategies for a Traffic Safety Plan to the March 30, 2015 Council meeting to allow Administration more time to prepare the report.

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 TABLE CARRIED

**4.2. CUPE Negotiations Mandate**

Moved by Councillor Paul Harris, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer having considered the report from the Human Resources Department, dated January 5, 2015, re: CUPE Negotiations Mandate, hereby endorses the recommendation as submitted to the In-Camera Meeting on January 5, 2015 and agrees that the contents of the report will remain confidential as protected by the Freedom of Information and Protection of Privacy Act Section 24 (1).

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

5. BYLAWS**5.1. Short Term Borrowing Bylaw 3527/2014
Consideration of Second and Third Readings of the Bylaw**

Moved by Councillor Lawrence Lee, seconded by Councillor Lynne Mulder

SECOND READING: That Short Term Borrowing Bylaw 3527/2014 (a bylaw to provide for a bank overdraft when actual cash flows do not occur as estimated) be read a second 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 Lawrence Lee, seconded by Councillor Lynne Mulder

THIRD READING: That Bylaw 3527/2014 be read a third 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

**5.2. Loan Bylaw 3539/2015 - 2019 Canada Winter Games
Interim Operating Expenditures
Consideration of First Reading of the Bylaw**

Moved by Councillor Ken Johnston, seconded by Councillor Tanya Handley

FIRST READING: That Loan Bylaw 3539/2015 (2019 Canada Winter Games Interim Operating Expenditures up to \$2 million) 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

6. ADDITION TO THE AGENDA

Moved by Councillor Lawrence Lee, seconded by Councillor Paul Harris

Resolved that Council of The City of Red Deer hereby agrees to add consideration of the IBEW – Ratification of Memorandum of Agreement to the Monday, January 5, 2015 Council Meeting.



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

Consideration of the IBEW Ratification of Memorandum of Agreement was then on the floor

Moved by Councillor Lawrence Lee, seconded by Councillor Ken Johnston

Resolved that Council of The City of Red Deer having considered the report from the Human Resources Department, dated January 5, 2015, re: IBEW – Ratification of Memorandum of Agreement, hereby ratifies the Memorandum of Agreement between The City of Red Deer and IBEW, effective January 1, 2015, for new wage adjustments of 3.5 percent in 2015 and 3.5 percent in 2016.

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. NOTICE OF MOTION

7.1 Notice of Motion to Reconsider a Motion: Wood Fire Boilers

Moved by Councillor Lynne Mulder, seconded by Councillor Dianne Wyntjes

WHEREAS, Council of The City of Red Deer, adopted a motion as presented at the December 8, 2014 City Council meeting directing administration to put into place the mechanisms necessary to prevent wood fire boilers from being allowed within city limits; and



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WHEREAS, the intent of Council's resolution was to protect air quality; and

WHEREAS, subsequent to the adoption of this resolution Council has been made aware that there are new technologies on the market that control the particulates and other harmful substances that are emitted from wood burners; and

WHEREAS, if wood fire boilers can be operated without harmful emissions that contribute to poor air quality, they should not be prevented from operating within city limits but should be regulated to ensure air quality standards are met; and

WHEREAS, The City of Red Deer Procedure Bylaw allows for the Reconsideration of Motions when Council can articulate the special or exceptional conditions which allow for a decision to be reconsidered again provided the motion has not yet been acted upon;

NOW THEREFORE IT BE RESOLVED THAT Council of The City of Red Deer consider the preceding as special and exceptional circumstances requiring the reconsideration of the December 8, 2014 decision preventing wood fire boilers from operating within city limits.

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

OPPOSED: Councillor Lawrence Lee

MOTION CARRIED

The original motion from the December 8, 2014 Regular Council Meeting was then on the floor.

Moved by Councillor Paul Harris, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer, having considered the report from



Environmental Services dated November 25, 2014, re: Wood Fire Boilers, hereby directs administration to put into place the mechanisms necessary to prevent such appliances from being allowed within city limits.

Prior to voting on the motion above, Councillors Harris and Buchanan agreed to withdraw the motion.

MOTION WITHDRAWN

A subsequent motion was then introduced

Moved by Councillor Paul Harris, seconded by Councillor Buck Buchanan

Resolved that Council of The City of Red Deer having considered the report from Legislative Services re: Notice of Motion to Reconsider a Motion: Wood Fire Boilers, dated December 20, 2014, hereby directs Administration:

1. To identify options to develop a regulatory framework to restrict boilers that emit a certain threshold of particulate matter; and
2. That once the options are developed they be shared with the Environmental Advisory Committee (EAC) for their assessment of impact and priority of the options considering planned annual work in support of the Environmental Master Plan; and
3. That these options and the EAC's assessment be presented back to Council for consideration by June 30, 2015

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



7.2 Notice of Motion Submitted by Councillor Buck Buchanan

Re: Crime Mapping

The following Notice of Motion was introduced by Councillor Buck Buchanan:
Whereas crime mapping was first established in 1829 in Iowa when two individuals created maps to reflect the relationship between violent property crimes and educational levels. (Iowa State University Graduate Thesis, 2013).

Whereas the Neighbourhood Watch Organization have conducted Police and Fire log reports to the public dating back to 2001.

Whereas by providing information to the public, this will help citizens become more aware of what is happening in the community and even ultimately reduce the number of crimes that occur, or assist police in solving crimes, and engage residents in how to reduce and prevent crimes from taking place.

Whereas it was stated in the Ipsos Reid Surveys for The City of Red Deer that crime is within the top 4 important priorities that need to be addressed by the City out of a list of 11.

Whereas crime mapping is a technology that combines geographical data with police report data with intentions to display the information on a map to analyze where, how and why crime occurs. There is no cost for set up, assistance, and maintenance for just the crime mapping program.

Whereas crime maps do not pin point the exact location that a crime took place. The crimes that are plotted are located in a general area, and are not associated with any specific civic address so as to protect the privacy of victims.

Whereas various sizes of cities across Canada such as Toronto, Kelowna, Saskatoon, Regina, St. Albert, Waterloo, Owen Sound, Fredericton, Medicine Hat, Victoria, and Lethbridge have been successful with crime mapping in their communities.

Therefore be it resolved that Council of The City of Red Deer collaborate with RCMP detachments within Red Deer and the Central Alberta Crime Prevention Centre to



develop a crime mapping system for the community.

Council recessed at 4:56 p.m. and reconvened at 6:00 p.m.

8. PUBLIC HEARINGS

8.1 Land Use Bylaw Amendment 3357/X-2014 Omnibus Amendments Consideration of Second and Third Readings of the Bylaw

Mayor Veer declared open the Public Hearing for Land Use Bylaw Amendment 3357/X-2014, a bylaw to improve and streamline the Development Permit application process, eliminate redundant and difficult to monitor Land Use Bylaw procedures, reword sections to follow current internal procedures and practices as well as minor changes to provide improved consistency to the Bylaw. As no one was present to speak for or against the Land Use Bylaw Amendment, Mayor Tara Veer declared the Public Hearing closed.

Moved by Councillor Ken Johnston, seconded by Councillor Tanya Handley

SECOND READING: That Land Use Bylaw Amendment 3357/X-2014 (An Omnibus Amendment to improve and streamline the Development Permit application process, eliminate redundant and difficult to monitor Land Use Bylaw procedures, reword sections to follow current internal procedures and practices as well as minor changes to provide improved consistency to the Bylaw) be read a second 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 Ken Johnston, seconded by Councillor Tanya Handley

THIRD READING: That Bylaw 3357/X-2014 be read a third 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

**8.2 Land Use Bylaw Amendment 3357/AA-2014
To Define and Add Microbreweries as a Discretionary Use in DC21
and DC 28
Consideration of Second and Third Readings of the Bylaw**

Mayor Veer declared open the Public Hearing for Land Use Bylaw Amendment 3357/AA-2014, a bylaw to define and add microbreweries as a discretionary use in the Riverlands (DC21) and Railyards (DC28) Direct Control Districts. Kevin Wood from Drummond Brewery and Charlie Bredo, a potential developer, were present and spoke in favour of the bylaw amendment. As no one else was present to speak for or against the Land Use Bylaw Amendment, Mayor Tara Veer declared the Public Hearing closed.

Moved by Councillor Tanya Handley, seconded by Councillor Ken Johnston

SECOND READING: That Land Use Bylaw Amendment 3357/AA-2014 (An amendment to define and add microbreweries as a discretionary use in DC21 and DC28) be read a second time.

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



OPPOSED: Councillor Tanya Handley

MOTION CARRIED

Moved by Councillor Tanya Handley, seconded by Councillor Ken Johnston

THIRD READING: That Bylaw 3357/AA-2014 be read a third time.

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

OPPOSED: Councillor Tanya Handley

MOTION CARRIED

**8.3. Land Use Bylaw Amendment 3357/Y-2014
Proposed Redistricting from DC(4) Direct Control District No. 4 to
C4 Commercial (Major Arterial) District
3731 - Gaetz Avenue
Consideration of Second and Third Readings of the Bylaw**

Mayor Veer declared open the Public Hearing for Land Use Bylaw Amendment 3357/Y-2014, a bylaw amendment to redistrict 3731 – 50 Avenue from DC(4) Direct Control District No.4 to C4 Commercial (Major Arterial) District. As no one was present to speak for or against the Land Use Bylaw Amendment, Mayor Tara Veer declared the Public Hearing closed.

Moved by Councillor Ken Johnston, seconded by Councillor Tanya Handley

SECOND READING: That Bylaw 3357/Y-2014 (Land Use Bylaw Amendment to redistrict 3731 – 50 Avenue from DC (4) Direct Control District No. 4 to C4 Commercial (Major Arterial) District) be read a second 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 Ken Johnston, seconded by Councillor Tanya Handley

THIRD READING: That Bylaw 3357/Y-2014 be read a third 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

9. ADJOURNMENT

Moved by Councillor Buck Buchanan, seconded by Councillor Lynne Mulder

Resolved that Council of The City of Red Deer hereby agrees to adjourn the Monday, January 5, 2015 Regular Council Meeting of Red Deer City Council at 7:26 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

CITY CLERK



December 15, 2014

Citizen Representative Appointments to Committees

Legislative Services

Report Summary & Recommendation:

At the Monday December 8, 2014 Council Meeting, Council passed a motion to table consideration of citizen representative appointments to the following committees to the Monday, January 19, 2015 Council meeting:

Red Deer Community Safety Ad Hoc Committee
Red Deer Regional Airport Authority.

The names of the persons nominated are submitted to members of Council in confidence

City Manager Comments:

Council's direction is requested.

Craig Curtis
City Manager

Proposed Resolutions:

Resolved that Council of The City of Red Deer hereby agrees to lift from the table consideration of Citizen Representative Appointments to the Red Deer Community Safety Ad Hoc Committee and the Red Deer Regional Airport Authority.

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Citizen Representative

(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Citizen Representative

(1 – 2 year term to expire at the
Organizational Meeting of 2016)



Citizen Representative

(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Citizen Representative

(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Citizen Representative

(1 – 2 year term to expire at the
Organizational meeting of 2016)

Citizen Representative

(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Citizen Representative

(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Regional Airport Authority* for a term to expire as follows:

Citizen Representative

(1 – 2 year term to fill unexpired term to
expire December 31, 2016)



January 5, 2015

Dialogue Charter – Draft Red Deer Public Participation Toolbox

Development Services Directorate

Report Summary & Recommendation:

This report identifies the process, development and highlights of the Red Deer Public Participation Toolbox.

Taking its direction from the Dialogue Charter, the Toolbox is anchored to the IAP2 spectrum of public participation and its principles, as well as the principles for engagement developed with Council and administration. These principles, along with the public participation spectrum, and new process for developing strategies and a host of tools inform a new way for The City of Red Deer to invite the public to participate in the decision making process.

The Toolbox represents both the roles of Council and administration. There are four areas in the report that require Council's approval:

1. The Principles for Engagement
2. The IAP2 Spectrum of Public Participation and its core values
3. The input and engagement zones
4. The roles and responsibilities in developing public participation strategies

Together, these four areas will form governance process policy GP-D-2.2. This policy, titled Public Engagement, has been on hold pending the completion of this phase of the Dialogue Charter.

The balance of the report highlights the tools and strategies that administration will use to implement this direction.

Recommendation:

Administration recommends that the Council of The City of Red Deer approves these four items as the basis for the Public Engagement Governance Process Policy.



City Manager Comments:

I strongly support the recommendations of Administration. Administration will need to develop a process by which the themes can be implemented.

Craig Curtis
City Manager

Proposed Resolution

Resolved that Council of The City of Red Deer having considered the report from Development Services Directorate dated January 5, 2015 re: Dialogue Charter – Draft Red Deer Public Participation Toolbox, hereby approves the following four areas as the basis for the Public Engagement Governance Process Policy GP-D-2.2:

1. The Principles of Engagement,
2. The IAP2 Spectrum of Public Participation and its core values,
3. The input and engagement zones,
4. The roles and responsibilities in developing public participation strategies.

Report Details

Background:

The 2011-2014 Council Strategic Plan identified engaging our community and enhancing our relationships as its goal in the Dialogue Charter. The Dialogue Charter has two key areas – public engagement and government relations. Strategy 2A in the charter says to develop a project framework and management structure for public engagement.

Modus Planning, Design and Engagement Inc. was hired by The City of Red Deer to develop the framework for inviting citizens and stakeholders to participate in the decision making processes of Council. The resulting Public Participation Toolbox represents a major step toward changing the way The City gains greater community participation in Council and administration's decision making and public input processes.

Discussion:

The Red Deer Public Participation Toolbox serves seven key purposes:

- Summarize the context for and objectives of the Dialogue Charter.
- Provide a clear and consistent set of terms, concepts and desired outcomes under the heading of public participation.



- Situate engagement as a rewarding but more demanding subset of public participation, one that can support dialogue between different perspectives.
- Provide a consistent design process for the organization to follow when developing a specific public participation initiative.
- Ensure the appropriate level of participation is selected for each initiative, reflecting the seriousness and impact of the issue and/or the choice to be made, and respecting both organizational and community capacity.
- Clarify and distinguish between the roles of municipal staff and councillors in designing and delivering public participation initiatives.
- Provide easy-to-use checklists and diverse tools/formats for the design of, execution of, reporting from, and evaluation of a public participation initiative.

The completion of the Toolbox required the review of Amplify Red Deer – the public's opportunity to provide input into public participation; workshops with the Operational Leadership team, City Council, and input from the Corporate Leadership team. It also considered many of The City's previous public participation campaigns.

I. THE PRINCIPLES FOR ENGAGEMENT

The Council workshop held on October 29th solidified the principles for public engagement, which is a key outcome from the Dialogue Charter. The principles are:

1. Participation is **meaningful** (the questions used are genuine and the input gathered impacts the policy, plan, program, design, or service in question)
2. Participation is **scoped and scaled** appropriately to the issue's importance (or potential impacts), degree of conflict possible, and the diversity of opinion it may engender
3. Participation is **informed** (framing of the issues and sharing of research, facts and options supports thoughtful contributions by all concerned)
4. Participation starts **early and continues** throughout the process (input opportunities are integrated into all stages)
5. **Active outreach** is undertaken to reach those most likely to be interested in or impacted by the initiative (awareness raising and "go-to-them" approaches are key)
6. **Diverse voices** are heard and conflict is reduced (a range of tools helps to access a wide range of information, ideas and opinions and is not restricted to the "usual suspects")
7. The process is **transparent and communication-rich** (sharing of information/options, documenting of input received, communicating of resulting decisions/action)
8. The process is **sufficiently resourced** by the organization (human and financial assets are assigned, while capacity limits are respected)



9. Ensure **proper roles** for individual citizens, stakeholder/community groups, municipal staff, and Council members in designing processes, gathering input, making decisions, and taking action.
10. The process helps **build organizational and community capacity** for participation, dialogue and collaboration (supports cross-learning and learning-by-doing, takes a long-term view).

The Toolbox is anchored to these principles, as well as those of the IAP2 spectrum.

2. THE INTERNATIONAL ASSOCIATION OF PUBLIC PARTICIPATION SPECTRUM AND CORE VALUES

The International Association for Public Participation developed the following spectrum of public participation and core values for participation:

Core Values for the Practice of Public Participation

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision



Source: IAP2; Auditor General of BC

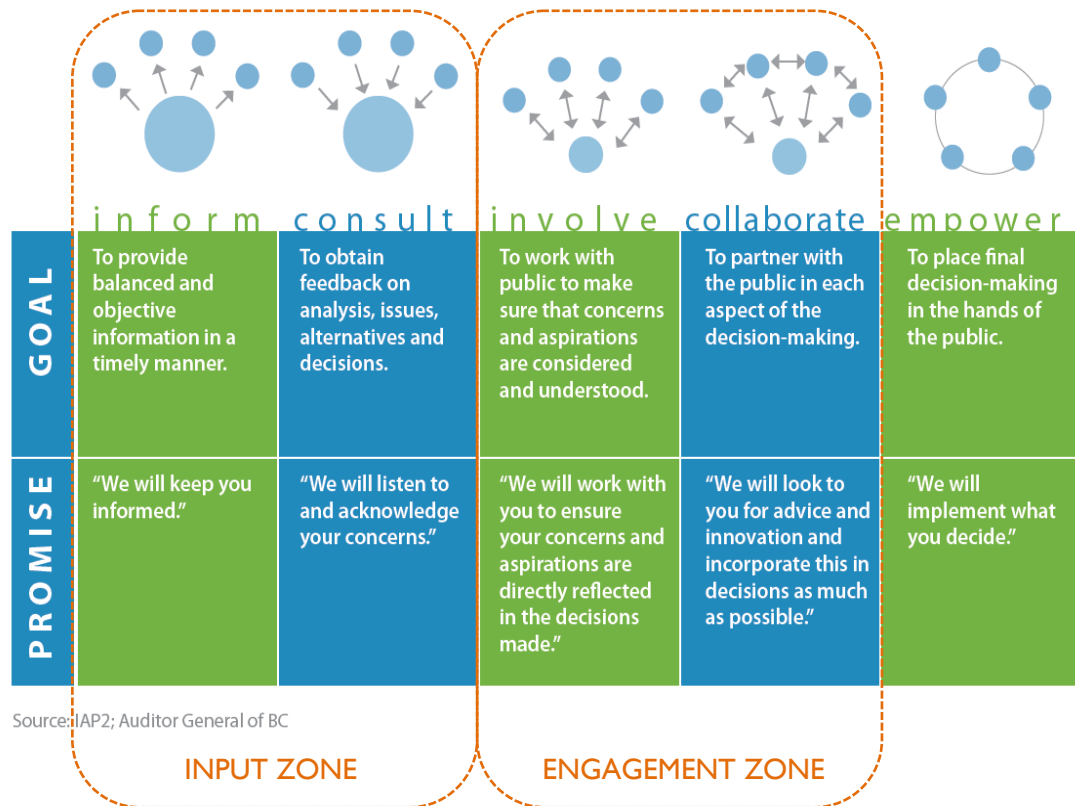
3. INPUT AND ENGAGEMENT ZONES

Our work with Modus has taken this a step further, and articulated two key zones for participation – Input (inform and consult) and Engagement (involve and collaborate). The two are distinguished for very important reasons.

The Toolbox describes the Input Zone as “appropriate for many topics and issues, as it seeks to ensure that high quality information on a given service review, policy development, or governance adjustment is provided to appropriate audiences in a timely manner”. It is used typically when The City has clarity on what it is trying to achieve and how it will get there.

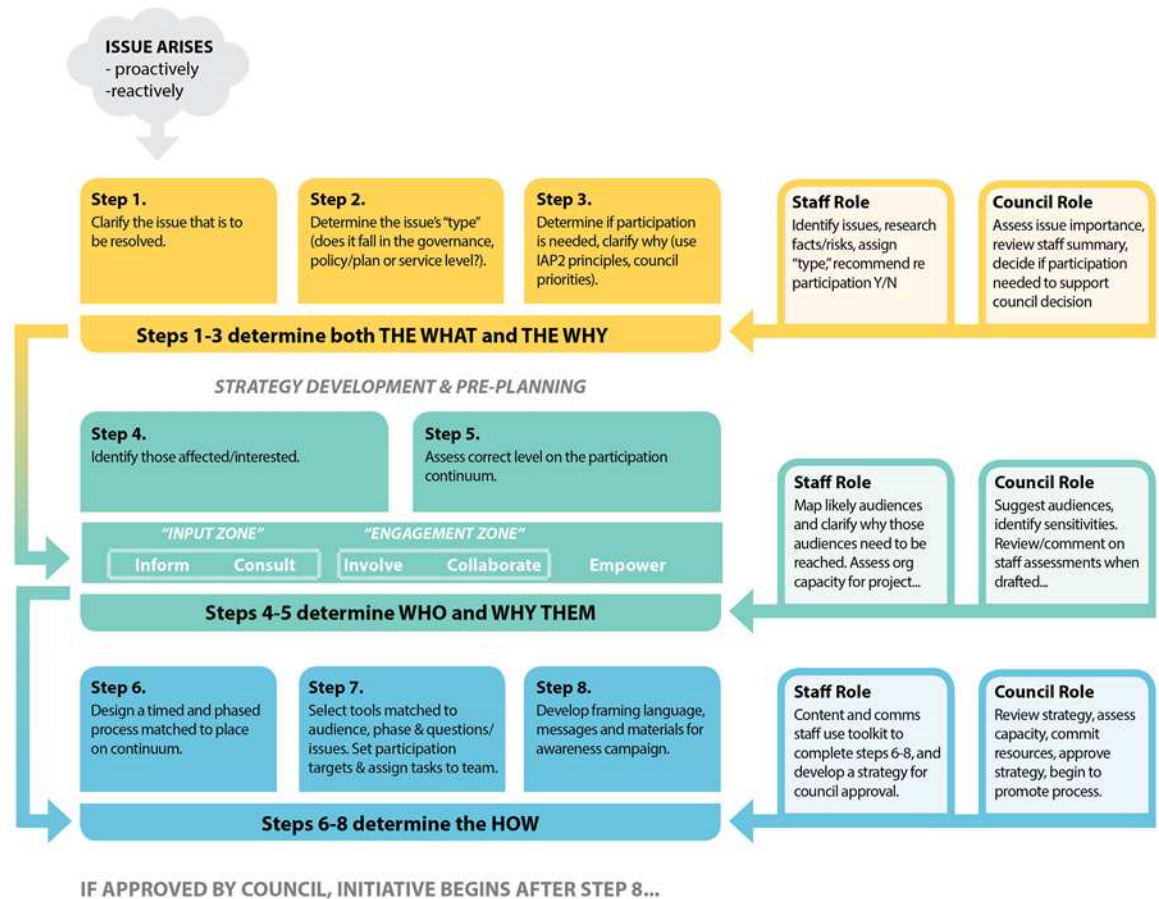
The Toolbox describes the Engagement Zone being used for “more contentious, complex, and potentially more impactful issues or decisions. In these cases the municipality does not yet have a draft policy or proposal and needs more substantive input to get there.” It is to be used when The City seeks to “figure things out together” with citizens and stakeholders.

The intentions, activities and audiences are clearly different in these two zones, and are thus resourced at different capacities.



4. THE ROLES AND RESPONSIBILITIES IN DEVELOPING PUBLIC PARTICIPATION STRATEGIES

The Red Deer Public Participation Toolbox also introduces a new process to ensure role clarification, strategic alignment, and the appropriate selection of the level of participation and associated tools.



Conclusion:

The Red Deer Public Participation Toolbox is a key document developed under the Governance Framework and Dialogue Charter. Adoption of the Toolbox is the first step in changing our process and will require broad and thorough implementation across the organization to ensure consistency in application, and to contribute to increased transparency and confidence in decision-making processes.

Administration recommends that the Council of The City of Red Deer approves these four items as the basis for the Public Engagement Governance Process Policy.

DATE: January 26, 2015
TO: Elaine Vincent, Director of Development Services
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Dialogue Charter – Draft Red Deer Public
Participation Toolbox

Reference Report:

Development Services, dated January 5, 2015.

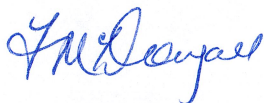
Resolution:

At the Monday, January 19, 2015 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from the Development Services Directorate dated January 5, 2015 re: Dialogue Charter – Draft Red Deer Public Participation Toolbox, hereby approves the following four areas as the basis for the Public Engagement Governance Process Policy GP-D-2.2:

1. The Principles of Engagement,
2. The IAP2 Spectrum of Public Participation and its core values,
3. The input and engagement zones,
4. The roles and responsibilities in developing public participation strategies.

Report back to Council: No



Frieda McDougall
Manager

- c. J. Bouw, Divisional Strategist
R. Lewis, Policy Analyst



January 5, 2015

Use of City Owned Lands - Council Policy EL-D-2.2 (Guide and Information Signs)

Development Services Directorate

Report Summary & Recommendation:

In June 2014 the Governance and Policy Committee considered a report from Development Services, Engineering Services and Legislative Services requesting endorsement of the revised Use of City Owned Land EL-D-2.2; a Council policy outlining guidelines for the use of City owned land. The report recommended two additional sections that set out parameters for additional signage within Red Deer, taking into consideration the civic pride perspective while maintaining Council's priorities.

Administration requests that Council consider adopting the revised Use of City Owned Land, Council Policy EL-D-2.2 as presented.

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 Development Services Directorate dated January 5, 2015 re: Use of City Owned Lands – Council Policy EL-D-2.2 (Guide and Information Signs) hereby approves the revised Use of City Owned Land Council Policy EL-D-2.2 as presented to the Monday, January 19, 2015 Council Meeting.



Report Details

Background:

The Guide and Information Signs report has been before Council as far back as 2011. At that time Council directed a policy review be undertaken to give consideration to public requests for signage of a different nature besides that of traffic signage.

The report was presented at the July 8, 2013 Council meeting and the following resolution was passed:

Resolved that Council of The City of Red Deer, having considered the report from the Engineering Services department dated June 24, 2013 re: Guide and Information Signs, hereby forwards this report the Governance and Policy Committee to consider the twenty principles presented; following which a revised policy will be developed and brought back for Council's consideration.

The item was then forwarded to the Governance and Policy Committee. Administration was tasked with updating the current policy to incorporate unique signage requests within the city of Red Deer.

At the June 17, 2014 Governance and Policy Committee meeting, the following resolution was passed:

"Resolved that the Governance & Policy Committee, having considered the Guide and Information Signs report dated June 1, 2014 and presented by Administration, hereby endorses the proposed addition of the following clauses to Council Policy EL-D-2.2 :

4. Allow guide and information signage:
 - 4.1 That is not primarily intended to provide destination and directional information for the purpose of way finding for motorists except when:
 - 4.1.1 Signs will contribute to an increase in Civic Pride, and
 - 4.1.2 Signs will support a strategic priority of Council.
 - 4.2 That is contrary to City or other applicable regulatory major planning and technical documents.
 - 4.3 Unless it is appropriate for eligible operations as defined by Administration.
5. Apply this policy to guide and information signage currently in place on land annexed by The City for a period of five years from the annexation date.;

and directs that the revised policy be brought to open Council for adoption.

**Discussion:**

As the Governance and Policy Committee has reviewed and accepted administration's report presented at the June 17, 2014 meeting, administration now recommends that revised Use of City Owned Land Executive Limitations Policy EL-D-2.2 incorporating the recommendations from that meeting, be accepted as presented.

	Council Policy	
	Use of City Owned Land	
	Policy Type: EXECUTIVE LIMITATION	EL-D-2.2

The City Manager shall not allow City owned land to be improperly used, unprotected, or undervalued.

Further, without limiting the scope of the above statement by the following, the City Manager shall not:

1. Enter into a lease agreement on behalf of The City below the appraised rental value, unless it can be shown that for a variety of reasons (e.g. shape, size, location, etc.) the offer reflects rental value.
2. Allow City owned property to be leased for the placement of billboard signs except as otherwise permitted under prior policy.
3. Allow inappropriate use of City property, rights of way, or utility lots.
4. Allow guide and information signage:
 - 4.1. That is not primarily intended to provide destination and directional information for the purpose of way finding for motorists except when:
 - 4.1.1. Signs will contribute to an increase in Civic Pride, and
 - 4.1.2. Signs will support a strategic priority of Council.
 - 4.2. That is contrary to City or other applicable regulatory major planning and technical documents;
 - 4.3. That do not have an appropriate funding arrangement with the owner/operator;
 - 4.4. Unless it is appropriate for eligible operations as defined by Administration.
5. Apply this policy to guide and information signage currently in place on land annexed by The City for a period of five years from the annexation date.

Document History

Policy Adopted	September 3, 2013
Policy Revised and Adopted	

FILE COPY

DATE: January 26, 2015
TO: Elaine Vincent, Director of Development Services
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Use of City Owned Lands – Council Policy EL – D – 2.2
(Guide and Information Signs)

Reference Report:

Development Services, dated January 5, 2015.

Resolution:

At the Monday, January 19, 2015 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer having considered the report from Development Services Directorate dated January 5, 2015 re: Use of City Owned Lands – Council Policy EL-D-2.2 (Guide and Information Signs) hereby approves the revised Use of City Owned Land Council Policy EL-D-2.2 as presented to the Monday, January 19, 2015 Council Meeting and that Council Policy 4307-C be repealed.

Report back to Council: No



Frieda McDougall
Manager

c. J. Bouw, Divisional Strategist
R. Lewis, Policy Analyst



December 31, 2014

Business Revitalization Zone Bylaw Supporting Letter and Information from City Assessor

Business Revitalization Zone Bylaw Amendment 3196/A-2015

Revenue and Assessment Services

Report Summary & Recommendation:

That City Council give first reading to the attached amendment of the Business Revitalization Zone Business Tax bylaw which establishes the BRZ rate at 1.07290%

City Manager Comments:

I support the recommendation of Administration and recommend that Council consider first reading of Business Revitalization Zone Amendment 3196/A-2015. If first reading is approved this bylaw will be brought for consideration of second and third readings at the February 02, 2015 meeting of City Council.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of Business Revitalization Zone Bylaw Amendment 3196/A-2015 at this time.



Report Details

Background:

Alberta Regulation 377/94 allows a municipal council to establish a Business Revitalization Zone (BRZ), which the City of Red Deer did in 1983. Annually, the Downtown Business Association (DBA) presents and requires the budget be approved by City Council. On December 8, 2014, Council approved the Downtown Business Association's budget.

Contained in the budget was the requirement for \$348,005 in revenue to be generated from the taxation of businesses operating within the boundaries of the BRZ zone. To generate the revenue as approved in the budget, the BRZ tax rate required is 1.07290%.

The past year's BRZ assessment base decreased from \$31,542,000 with 501 businesses to \$30,946,200 with 490 businesses. The increase in this year's BRZ tax rate is a twofold result of the DBA's initial 5% increase in their overall budget plus the BRZ assessment roll decreasing by approximately 2%.

The tax rate and resulting tax impact to a specific business fluctuates from year to year due to a change in either the BRZ tax revenue requirement and/or the amount of total business assessment. Illustrated below is the BRZ tax impact on two sample properties.

Tax Year	Tax Rate %	BRZ Tax for Sample Property #1 2167 sq. ft. Retail	BRZ Tax for Sample Property #2 5,121 sq. ft. Bank
2015	1.07290	\$232	\$1,099
2014	0.99518	\$215	\$1,019
2013	0.99451	\$214	\$1,018
2012	1.0087	\$ 217	\$ 929
2011	0.86	\$ 186	\$ 968
2010	0.89	\$ 193	\$ 911

Discussion:

The approved Downtown Business Association budget is \$348,005 to be collected by the 2014 BRZ levy. To raise this amount based on the current total assessed value of \$30,946,200 the new rate for the BRZ tax is set at 1.07290%.



Business Revitalization Zone Summary Jan 1 2015

Current number of businesses on the roll.....490

Number of accounts with the minimum levy of \$155.....185

Number of businesses per tax range;

\$156 to \$200.....42

\$201 to \$300.....83

\$301 to \$400.....37

\$401 to \$500.....32

\$501 to \$1000.....50

\$1001 to \$2000.....35

Over \$2000.....26

Current Top Ten Commercial Contributing Businesses

Real Canadian Superstore

Stantec Consulting Ltd.

Red Deer Lodge

Nova Chemicals Corp

Canada Safeway

Servus Credit Union Ltd

Telus Communication Ltd

BDO Dunwoody LLP

ATB Financial

Jackpot Casino

Total Contributions..... \$ 83,686

BYLAW NO. 3196/A-2015

Being a bylaw of The City of Red Deer in the Province of Alberta, to amend Bylaw No. 3196/98 the City of Red Deer's Business Revitalization Zone Business Tax Bylaw.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

That Bylaw No. 3196/A is hereby amended as follows:

- 1 By deleting Section 5 in its entirety and replacing it with the following new Section 5:

Each Person carrying on Business within the boundaries of the Business Revitalization Zone established under Business Revitalization Zone Bylaw 2827/83 shall pay annually as a Business Tax a sum equal to 1.07290% of the Business Assessment of that Business or the sum of \$155.00, whichever is the greater sum.

READ A FIRST TIME IN OPEN COUNCIL this day of 2015.

READ A SECOND TIME IN OPEN COUNCIL this day of 2015.

READ A THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

FILE COPY

DATE: January 26, 2015

TO: Joanne Parkin, Revenue & Assessment Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Business Revitalization Zone Bylaw Supporting Letter and
Information from City Assessor
Business Revitalization Zone Bylaw Amendment 3196/A-2015
Consideration of First Reading of the Bylaw

Reference Report:

Revenue and Assessment Services, dated December 31, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave first reading to Business Revitalization Zone Bylaw Amendment 3196/A-2015 – a bylaw which establishes the BRZ rate at 1.07290% and amends the City of Red Deer's Business Revitalization Zone Business Tax Bylaw.

Report back to Council: Yes

Comments/Further Action:

This Bylaw will come back to the February 2, 2015 Regular Council Meeting for consideration of Second and Third Readings.



Frieda McDougall
Manager

- c. D. Krejci, Chief Financial Officer
P. Goranson, Director of Corporate Services
B. Lutz, City Assessor
Corporate Meeting Coordinator



December 22, 2014

Annual Supplementary Assessment Bylaw 3542/2015

Revenue and Assessment Services

Report Summary & Recommendation:

That City Council give first reading to the annual Supplementary Assessment Bylaw 3542/2015 which authorizes the preparation of supplementary assessments within the City of Red Deer for 2015. Second and third readings of the bylaw would then be considered at the February 2nd Council Meeting.

City Manager Comments:

I support the recommendation of Administration and recommend that Council consider first reading of Annual Supplementary Assessment Bylaw 3542/2015. If first reading is approved this bylaw will be brought for consideration of second and third reading at the February 02, 2015 meeting of City Council.

Craig Curtis
City Manager

Proposed Resolution:

That Council consider first reading of Annual Supplementary Assessment Bylaw 3542/2015 at this time.



Report Details

Background:

Section 313 of the Municipal Government Act, provides the opportunity for a municipality to implement supplementary assessments and taxation. To authorize the supplementary process, every year City Council must pass a supplementary assessment bylaw prior to May 1. City Council has authorized supplementary assessments since 2002.

The supplementary assessment is the assessment of newly constructed buildings, additions, and renovations that are occupied or completed during the 2015 year, but were not assessed at 100% of completion on the regular assessment notice mailed on January 16, 2015. The resulting supplementary tax is prorated, based on the number of months the improvement has been completed or occupied.

Supplementary assessment and tax provides for equity among property owners. At the time the owners occupy the new premise and receive municipal benefits, they pay their share toward the tax base to pay for those benefits.

Discussion:

The 2015 proposed budget includes estimated revenue of \$375,000 that will be generated from supplementary taxation

BYLAW NO. 3542/2015

Being a bylaw to authorize the preparation of supplementary assessments within The City of Red Deer for 2015.

WHEREAS, The City of Red Deer wishes to require the preparation of supplementary assessments for improvements for the purpose of imposing a tax;

AND WHEREAS, the Municipal Government Act provides that this Bylaw must be passed before May 1 of the year that the Bylaw applies;

NOW THEREFORE Council enacts:

- 1 That a supplementary assessment shall be prepared for all improvements in 2015.

READ A FIRST TIME IN OPEN COUNCIL this	day of	2015.
READ A SECOND TIME IN OPEN COUNCIL this	day of	2015.
READ A THIRD TIME IN OPEN COUNCIL this	day of	2015.
AND SIGNED BY THE MAYOR AND CLERK this	day of	2015.

MAYOR

CITY CLERK



January 5, 2015

Proposed 2015 Utility Bylaw Changes

ENVIRONMENTAL SERVICES

Report Summary & Recommendation:

The purpose of this report is to provide information to City Council in support of proposed changes to the current Utility Bylaw. Several changes are proposed within the Bylaw to add clarity and improve language. Rate changes are also identified.

As indicated in the 2015 Budget Funding Adjustment Recommendations (FAR's) for the Water, Wastewater and Waste Management Utilities modest rate increases are generally required to provide the needed services. Cost increases for all three utilities are primarily related to cost of capital and asset depreciation. In accordance with the Utility Policy, the proposed water and wastewater utility rates are in transition towards a better balance between fixed and usage rates. Overall, a typical household utility bill is expected to increase by approximately 1.7%.

The proposed rate changes to the Utility Bylaw are identified in Schedules B through E and fall into four different categories: Water Rates, Wastewater Rates, Billing Service and Fees, and Solid Waste Collection Rates.

Because the proposed changes are extensive, we are proposing to repeal the current bylaw and replace it with a new one. Three readings to the new Bylaw will be required and are proposed to come into effect on March 1, 2015.

We recommend that City Council repeal Utility Bylaw No. 3514/2014 and pass the attached Utility Bylaw No. 3543/2015, including Schedules A, B, C, D and E; with the repeal of the old bylaw and passing of the new bylaw to come into effect on March 1, 2015.



City Manager Comments:

I support the recommendation of administration and recommend the regional rates as proposed in the bylaw amendment and recommend that Council consider first reading. If first reading is approved, this bylaw will be brought for consideration of second and third reading at the February 02, 2015 City Council meeting.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of Utility Bylaw 3543/2015.



Report Details

Background:

The Utility Bylaw and rates are reviewed annually following budget approval. Rate changes are made to reflect changing revenue requirements as determined by the 2015 budget, projected utility loads (e.g. number of sites serviced, volume of commodity used) and changes in various services provided. Changes are often made to the bylaw at this time to clarify or improve the wording of sections based on experience gained over the prior year.

Discussion:

Attached is a copy of the current Utility Bylaw 3514/2014, including Schedules A through E, showing proposed changes in **colored** text. Proposed additions to the Bylaw are illustrated in **bold** or underlined text. Items proposed to be removed are illustrated in ~~strikethrough~~ text.

The current bylaw is proposed to be repealed and replaced with Utility Bylaw No. 3543/2015, also attached. All changes are proposed to come into effect on March 1, 2015.

Bylaw Language

Comments and rationale related to proposed language changes in the bylaw are described below. Wording changes made to improve clarity, spelling or grammar (i.e. no significant change in meaning) are identified in the marked-up version of the Bylaw, but not described below. Minor changes (e.g. section numbering) may not be shown on the marked-up version.

- Section 37(1)(f)(i) – a new penalty tier has been added to allow for a lower penalty (\$250) for first offences.
- Section 77 – changes to improve clarity with respect to process and responsibility for sewer blockages.
- Section 78 and 96 – changes to define responsibility for clearing roots within sewers relative to the section of sewer affected by the roots rather than the location of the tree. Tree roots encroach into sewer lines because of pipe cracks or poor joints. This is considered to be a problem with the condition of the sewer, regardless of who owns the tree.
- Schedules B through E – Rates modified to meet 2015 revenue requirements. Regional rates added. Some descriptions modified.



Water Rates

With the changes to the Utility Policy adopted by City Council in October 2012, the Utility Bylaw was also amended to initiate a transition in water rate structures to develop a better balance between fixed and variable charges. In general, greater emphasis will be placed on usage charges and less on the fixed portion of the charge.

As indicated in the 2015 Budget Funding Adjustment Recommendation for the Water Utility an overall 2% rate increase will be required, primarily to cover increased cost of capital and asset depreciation. However, changes to individual rates will vary somewhat depending on allocation of costs to the various rate classes.

Schedule B attached includes all of the recommended changes to the Water Rates. Table I below illustrates the historic trends in residential water rates since 2012.

Table I
Residential Rate Changes in Water Utility

	March 2012	March 2013	March 2014 Current	March 2015 Proposed
Fee per Cubic Metre	\$0.81	\$1.01	\$1.12	\$1.30
Fixed Monthly Fee (16 mm meter)	\$21.36	\$19.65	\$19.30	\$17.20
Typical Bill Monthly (based on 17m ³ /household)	\$35.13	\$36.82	\$38.34	\$39.30
Increase over prior year for typical usage (17 m ³)	9.0%	4.8%	4.1%	2.5%

Water rates for bulk users (e.g. contractors drawing water from hydrants) and regional customers have been added to the Bylaw for 2015. The bulk water rate is new. Regional rates have increased by about 3% over the 2014 rates.

Wastewater Rates

With the changes to the Utility Policy adopted by City Council in October 2012, the Utility Bylaw was also amended to initiate a transition in wastewater rate structures to develop a better balance between fixed and variable charges. For residential rates, a usage charge was introduced in 2013; which will be gradually increased over a five year (more or less) period. Over the same period, the fixed rate will be reduced.



For non-residential rates, a fixed charge was introduced in 2013; which will gradually be increased over a five year (more or less) period. Over the same period, the usage rate will be reduced.

As indicated in the 2015 Budget Funding Adjustment Recommendation for the Wastewater Utility an overall 1% rate increase will be required, primarily to cover increased cost of capital and asset depreciation. However, changes to individual rates will vary somewhat depending on allocation of costs to the various rate classes.

Schedule C attached includes all of the recommended changes to the Wastewater Rates. Table 2 below indicates the historic trends in residential wastewater rates since 2012.

Table 2
Residential Rate Changes in Wastewater Utility

	March 2012	March 2013	March 2014 Current	March 2015 Proposed
Fee per Cubic Metre	\$0	\$0.43	\$0.70	\$1.00
Fixed Monthly Fee (residential)	41.32	\$36.65	\$31.85	\$27.30
Typical Bill Monthly (based on 15.3m ³ /household*)	41.32	\$43.23	\$42.56	\$42.60
Increase over prior year for typical usage	9.0%	4.8%	-1.6%	0.1%

* Wastewater usage is based on 90% of water usage

Wastewater rates for regional customers have been added to the Bylaw for 2015. During our recent rate review, we determined, with the assistance of our consultant, that a change should be made to the Wastewater Rate Model to more equitably distribute costs across wastewater functions (e.g. treatment vs. collection vs. sites). While this has no effect on the total amount of revenue required, it does affect the amount collected from each class of customer. This change has a minor effect on in-city customers, but has a significant impact on the South Region. For this reason, we are proposing to transition the rate change to the Region over the next 3 to 5 years to keep annual rate changes below 15%. The 2014 South Region rate is \$0.70/m³; which is proposed to increase to \$0.80/m³ in 2015. This option (Option A) is presented in the Bylaw.



If Council wishes to explore alternate transitions, two other options are provided below. A resolution of Council would be required to modify the Bylaw as presented if an alternative rate is chosen.

Option B: If Council wished to transition the Regional rate more rapidly; say over the next 2 to 4 years, a 2015 rate of \$0.85/m³ (21% increase) could be adopted for the South Region. This would reduce the residential fixed rate to \$26.85/month (i.e. from \$27.30 as noted in Table 2 above) and reduce the typical monthly wastewater bill to \$42.15; a 1% reduction from the typical 2014 bill.

Option C: Similarly, if Council wished to transition the Regional rate more rapidly still; say over the next 2 to 3 years, a 2015 rate of \$0.90/m³ (29% increase) could be adopted for the South Region. This would reduce the residential fixed rate to \$26.40/month (i.e. from \$27.30 as noted in Table 2 above) and reduce the typical monthly wastewater bill to \$41.70; a 2% reduction from the typical 2014 bill.

Table 2a
South Region Wastewater Rate Changes

	March 2012	March 2013	March 2014 Current	March 2015 Proposed
Fee per Cubic Metre	\$0.67	\$0.64	\$0.70	\$0.80
Increase over prior year	-8.2%	-4.5%	9.4%	14.3%

Billing and Service Fees

Billing and Service fees include utility billing fees, new service connections and miscellaneous service fees. Changes are recommended to these items based on an assessment of actual costs from prior years and to account for projected increases in labour, material and equipment costs. Schedule D shows the current rates. Where the rates are proposed to be changed, the current rates are shown in ~~strikethrough text~~ and the proposed rates are shown in **bold, italicized text**.

Table 3 provides an example of the impact of the rate changes from Schedule D for a typical installation of water and wastewater services, including road, sidewalk and boulevard repairs. The recommended changes would result in an increase of approximately 6.8%.



Table 3
25mm Water & 150mm Wastewater Service Installation

	2013	2014	2015	Change
Service Connection	\$7,965	\$8,495	\$8,740	3%
Asphalt repair	\$2,581	\$2,690	\$3,250	21% *
Concrete repair	\$2,685	\$2,685	\$2,820	5%
Turf repair	\$212	\$220	\$231	5%
Totals	\$13,443	\$14,090	\$15,041	6.8%

* The actual cost of asphalt repairs has been higher than the approved rate for the past 2 or 3 years. The proposed rate will provide full cost recovery.

Solid Waste Collection Rates

As indicated in the 2015 Budget Funding Adjustment Recommendation for the Waste Management Utility, rate increases are required for solid waste collection primarily to cover increased contract costs, cost of capital and asset depreciation. The attached Schedule E shows the recommended rate changes for residential and commercial solid waste collection.

As indicated in Table 4, a rate increase of 2.9% is recommended for residential garbage and yard waste collection. For commercial and multi-family garbage collection, a 3.3% increase is proposed.

Table 4
Changes in Solid Waste Collection and Disposal Fees

	2013	2014	2015
Monthly Residential Fee	\$11.85	\$12.05	\$12.40
Percent change from prior year	1.3%	1.7%	2.9%

Recyclable Materials Collection

As indicated in the 2015 Budget Funding Adjustment Recommendation for the Waste Management Utility, a rate increase of 4.9% is recommended for single family recyclable materials collection and a rate reduction of 5.9% is recommended for multi family recyclable materials collection, primarily to cover increased cost of capital and asset depreciation. The rate increase for single-family residents is higher



than for multi-family residents to reflect changes in contractor pricing. The proposed rate changes are illustrated in Schedule E and Table 5 below.

Table 5
Changes in Recycling Fees

	2013	2014	2015
Single family dwelling monthly fee	\$5.80	\$6.10	\$6.40
• % increase	2.7%	5.2%	4.9%
Multi-family dwelling monthly fee	\$4.25	\$4.25	\$4.00
• % increase	6.3%	0.0%	-5.9%

Waste Management Facility

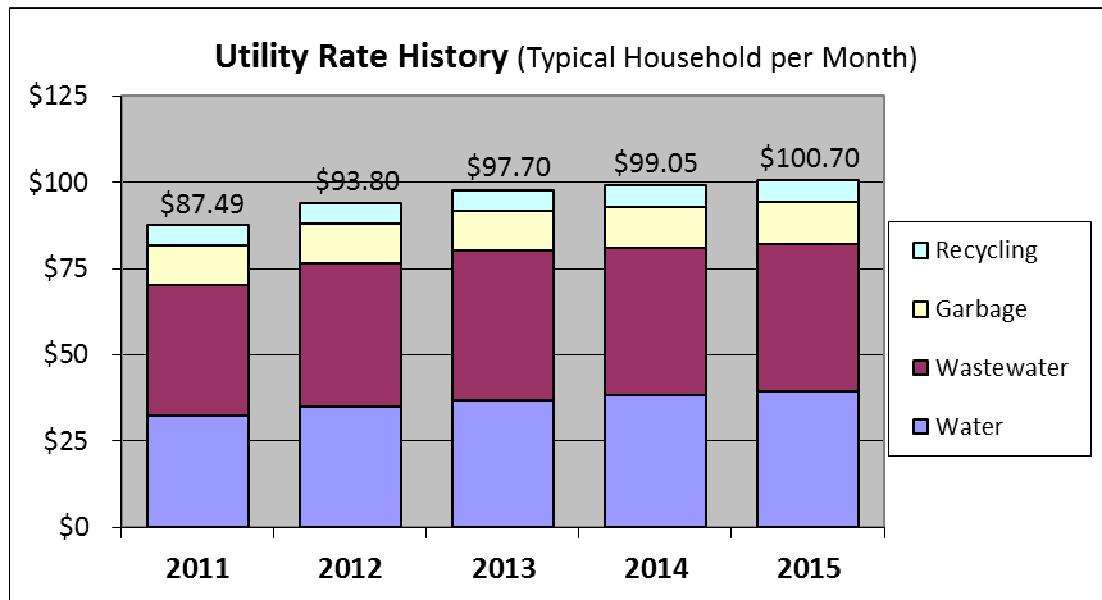
As indicated in the 2015 Budget Funding Adjustment Recommendation for the Waste Management Utility, a rate increase of \$2/tonne (2% to 4%) is recommended for the landfill operation primarily to cover increased cost of capital and asset depreciation.

Table 6
Changes in Landfill Tipping Fees

	2013	2014	2015
Landfill Tipping Fee per tonne	\$64	\$65	\$67
• % increase	3.2%	1.6%	3.1%
Divertible Tipping Fee / tonne	\$64	\$55	\$57
• % increase	3.2%	-14.1%	3.6%
Special Waste Fee per tonne	\$84	\$85	\$87
• % increase	2.4%	1.2%	2.4%

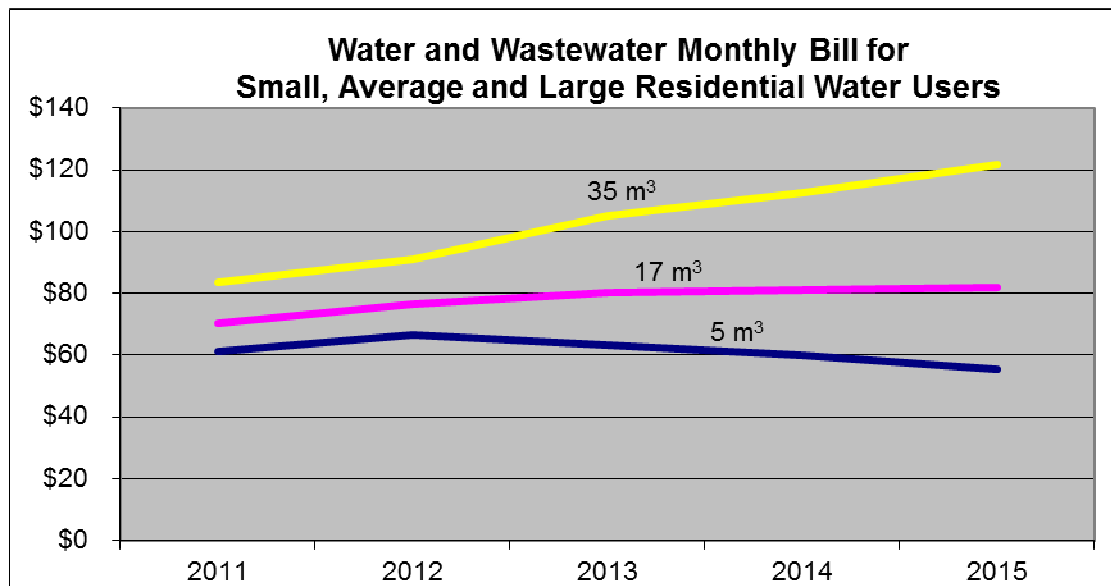
Overall Residential Rate Change

The following chart illustrates a 5 year history of overall utility costs for a typical household using 17 m³ (17,000 litres) of water per month. The proposed 2015 rates will increase the overall utility charge by approximately 1.7% for the typical household. This provides continuous potable water delivery, wastewater collection, water and wastewater treatment as well as weekly garbage, yard waste and recycling collection and disposal. The proposed fees are equivalent to \$3.31 per day.



Variation in Residential Water and Wastewater Charges based on Usage

For water and wastewater, residential usage rates have been increased but the fixed charges have reduced. The average residential household will see their monthly bill for water and wastewater increase by approximately 1.2%. The bill for a small water user will reduce by approximately 7.3% and for a large water user it will increase by 8.1% (see chart below). As you can see, the price incentive to conserve water is much greater now than it was in 2012.

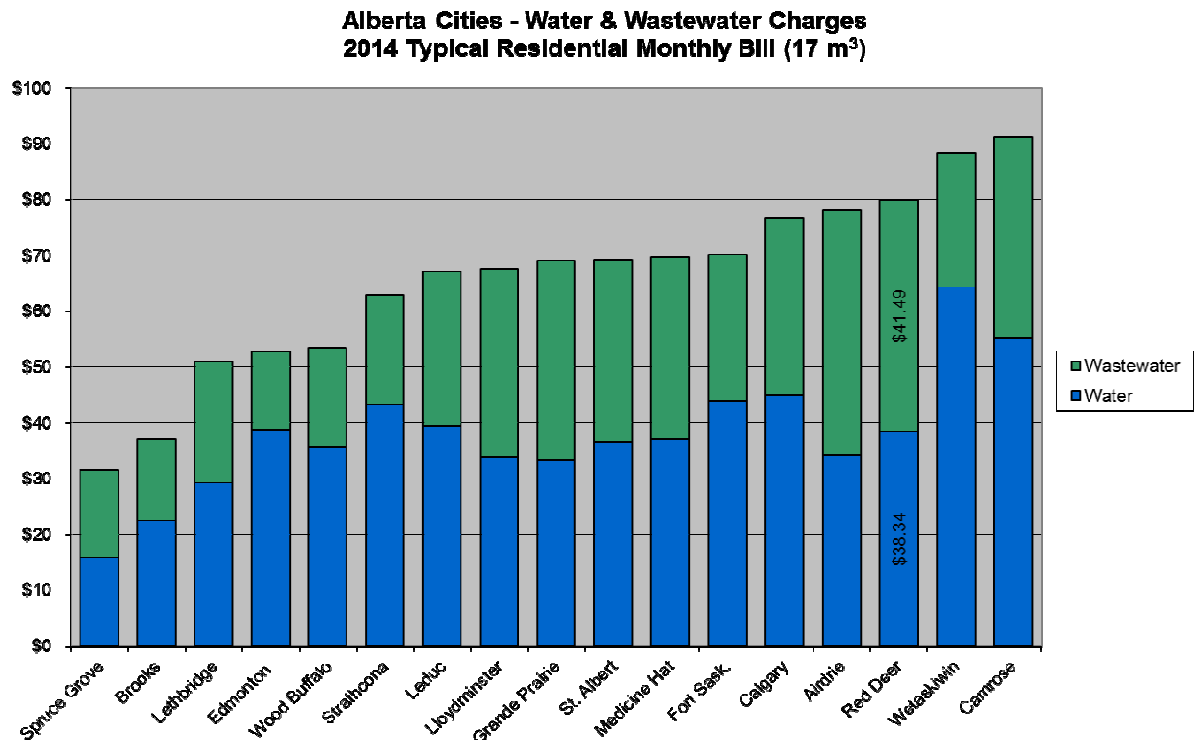




Non-residential customers will generally experience similar changes in their water and wastewater bill.

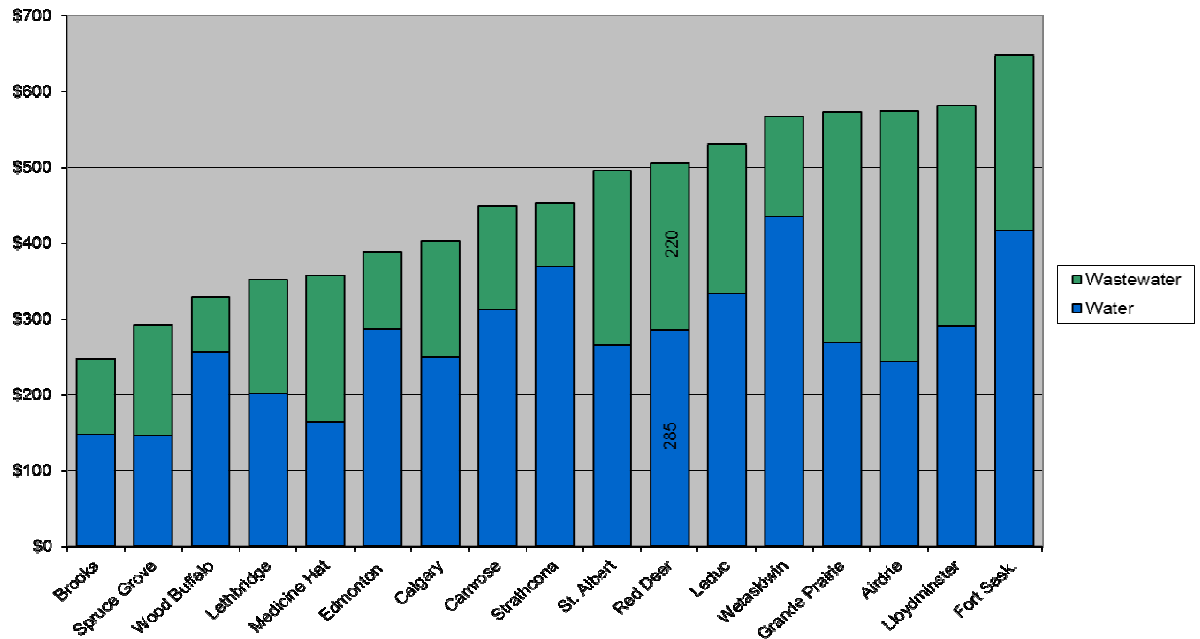
Alberta Cities Comparison of Water and Wastewater Charges

The following charts illustrate water and wastewater charges assessed for typical residential and non-residential customers in other Alberta Cities. Red Deer's rates are somewhat higher than the median for residential customers, but very close to the median for non-residential customers.





**Alberta Cities - Water & Wastewater Charges
2014 Typical Non-Residential Monthly Bill (160 m³)**



BYLAW NO. 3543/2015 ~~3514/2014~~

Being a Bylaw of The City of Red Deer to provide for the supply and use of the Water, Wastewater, Storm Water and Solid Waste utilities of The City of Red Deer.

Background

A Council has authority under the Municipal Government Act, to pass bylaws respecting the safety, health and welfare of people. Council of the City of Red Deer has deemed it appropriate to provide for the establishment and operation of certain public Utility Services, including provision for the terms and conditions under which such utilities will be provided.

COUNCIL HEREBY ENACTS AS FOLLOWS:

PART 1 – SHORT TITLE**SHORT TITLE AND ESTABLISHMENT OF UTILITIES**

- 1 (1) This Bylaw may be called "The Utility Bylaw".
- (2) The City of Red Deer hereby establishes the following municipal utilities: Water, Wastewater, Storm Water and Waste Management (including Recycling).

PART 2 – GENERAL PROVISIONS**DEFINITIONS**

- 2 Words and phrases in this Bylaw shall have the meanings set out in Schedule A.

DELEGATION

- 3 City Council hereby delegates to the City Manager all those powers stipulated by this Bylaw to be exercised by the City and all necessary authority to carry out those powers, except those powers which are reserved exclusively for Council under the Municipal Government Act, or reserved for other Persons pursuant to the provisions of this Bylaw. The City Manager may delegate any powers, duties or functions granted under this Bylaw to another employee of the City.

SUPPLY AND OWNERSHIP OF FACILITIES AND EQUIPMENT

- 4 (1) All meters and metering equipment shall be supplied, owned and maintained by The City unless otherwise provided in this Bylaw.

- (2) Notwithstanding the payment by a Customer of any costs incurred by The City, The City shall retain full title to all lines, equipment and apparatus on its side of the point of delivery, and to all meters and metering equipment provided by it.

ASSIGNMENT OF CONTRACT

- 5 A contract for a Utility Service is not transferable and shall remain in full force and effect until terminated by the Customer or The City as provided herein.

CITY RESPONSIBILITY AND LIABILITY

- 6 (1) The City does not guarantee the continuous uninterrupted supply of any Utility Service but reserves the right to suspend the supply of a Utility Service at any time without notice where required in the maintenance or operation of the Utility Service.
- (2) The City and its officers, employees and agents shall not be liable for any damages of any kind due to or arising out of:
- (a) a failure to provide a Utility Service;
 - (b) the interruption of service due to maintenance or operational requirements, or due to reasons beyond The City's control; or
 - (c) the disconnection or removal of a Utility Service in accordance with this Bylaw.

APPLICATION FOR SERVICE

- 7 (1) A Person requesting a Utility Service shall apply to The City for a Utility Service account by completing an application form and providing such information as The City may require, including credit references, confirmation of the identity and legal authority of the applicant, and information respecting load and the manner in which the services will be utilized.
- (2) The Customer shall pay an application fee as set forth in Schedule D.
- (3) The City may establish procedures for the creation of a contract for Utility Services by telephone, fax, internet or other electronic means, or may require the applicant to sign a contract for service.

3

Bylaw No ~~3543/2015~~ ~~3514/2014~~

- (4) The Utility Service account shall be set up:
- (a) in the name of the Property Owner; or
 - (b) in the name of the Occupant(s) of a Property where the Utilities are requested by an Occupant of the Property. Where the Occupants are Tenants, all of the Persons named as Tenants in the landlord-Tenant agreement or any other rental agreement shall be jointly and severally liable for the Utility account, regardless of which Tenant's name the account is opened in. At the discretion of The City, a copy of the rental agreement may be required with the application for service; or
 - (c) in the name of the general contractor in the case of a new building under construction, where the Utilities are requested by the general contractor.
- (5) Notwithstanding subsection (2), The City may waive the application fee in the case of a mortgage lender which acquires title to a Property as part of the process of foreclosure.
- (6) The establishment of a Utility Service account creates an agreement between the Customer and The City, of which the provisions of the application form and the terms of this Bylaw shall form a part.

CONDITIONS OF SERVICE

- 8 (1) Upon receipt of all required information and fees, verification of the Customer's identity and the accuracy of the information, the City will advise the Customer whether and on what terms the City is prepared to supply Utility Services to the Customer, the type and character of the connections it is prepared to approve for the Customer, and any conditions (including without limitation, payments by the Customer) that must be satisfied as a condition of the supply of the Utility Services.
- (2) The City is not obliged to supply Utility Services until the Customer has provided The City with access to the premises to which the Utilities are to be provided, so to enable The City to inspect the physical connections for such Utility and to obtain an initial meter reading for each metered Utility Service.
- (3) No new Utility account will be opened for anyone who is already indebted to The City for Utility Services unless satisfactory arrangements for payment of the outstanding amount have been made.

DEPOSITS

9 (1) ~~No deposits~~ Deposits are required to establish a Utility account, ~~except in for~~ the following cases:

- (a) Customers who are unable to establish or maintain creditworthiness satisfactory to The City; or
- (b) where payment of a Utility account in the name of the applicant is in arrears; or
- (c) where a Utility Service to a Property owned or occupied by the applicant has been shut off for non-payment of the account; or
- (d) where a cheque received for payment of a Utility account in the name of the applicant has been returned marked "Not Sufficient Funds" or "Payment Stopped", or with other words indicating that the cheque has not been honoured; or
- (e) where the applicant's Utility account has been written off as a bad debt; or
- (f) where collection proceedings, including legal action or referral to a collection agency, have been commenced in respect of the applicant's previous Utility account; or
- (g) where the applicant has not maintained an existing or previous Utility account in good standing; or
- (h) ~~in other similar situations~~, at the discretion of The City.

(2) Before a new Utility account is opened, the Customer shall provide a guarantee of payment in ~~the a form of a cash deposit, money order, or certified cheque in the amount set forth in~~ acceptable to The City, in the amount set forth in Schedule D. ~~Alternately, In the case of large industrial Customers, The City may accept an irrevocable letter of credit or guarantee from a financial Institution.~~

(3) Customers opening a new account due to a change of residence within the City shall, if a deposit was required for the applicant's previous account, be charged a deposit on the new account.

(4) The City may waive the requirement for a deposit if The City is satisfied as to the creditworthiness of the applicant.

- (5) The City may apply a deposit to any amount owed to The City whatsoever by the Customer whether in relation to the Customer's Utility account or otherwise, as determined by The City in its sole discretion.

INTEREST ON DEPOSITS

- 10 Interest on each Customer's cash security deposit shall be calculated annually and credited, not in advance, at the rate specified to be paid on security deposits under the *Residential Tenancy Act*, RSA ~~2000~~, 2004 Ch. R-~~47~~17.1.

REFUND OF DEPOSIT

- 11 When a Customer has established and maintained creditworthiness satisfactory to The City, or upon termination of the Utility Service agreement, the deposit shall be refunded, together with accrued interest, after deducting any amount owed to The City whatsoever by the Customer whether in relation to the Customer's Utility account, including the cost of shutting off or discontinuing any Utility Service for non-payment, or otherwise, as determined by The City in its sole discretion. The deposit will be applied against any active Utility account in the Customer's name or refunded within 3 months of the final bill due date to the address on the account, or such other address provided by the Customer.

SERVICE CHARGE

- 12 When a Customer requests that The City attend at the Property to which the Utility Service is being supplied with respect to any matter relating to the supply of Utility Services or the servicing of the same, and if for any reason whatsoever The City is unable to enter the said premises, or if the call is for failure of service not attributable to The City, the Customer shall pay a service charge fee as set forth in Schedule D.

AFTER HOURS CALLS

- 13 The Customer shall pay the applicable after hours fee as set forth in Schedule D for service calls after 4:00 p.m. or before 7:30 a.m., Monday through Friday, or on a Saturday, Sunday, or statutory or civic holiday. The after hours fee shall also apply if a meter is required to be installed or connected, or should a Utility Service be required to be disconnected or reconnected during such times.

DISCONNECTION

- 14 The Customer shall pay a disconnection service charge as set forth in Schedule D where a Utility Service is disconnected.

RECONNECTION

- 15 Before the City reconnects or restores Utilities Services, the Customer shall:
- (a) pay any amount owed by the Customer to the City for Utility Services or , at The City's discretion, make arrangements for payment satisfactory to the City;
 - (b) pay the applicable deposit as set forth in Schedule D;
 - (c) Pay the applicable reconnection service charge as set forth in Schedule D.

WINTER INSTALLATION

- 16 The cost payable by the Customer for installing a service between November 1st of any year and May 15th of the following year shall be increased by the amount set forth in Schedule D.

UTILITY CHARGES AND PAYMENT OF UTILITY ACCOUNTS

- 17 (1) The rates and charges for Utility Services shall be those set out in the Schedules to this Bylaw or as otherwise established by resolution of Council from time to time.
- (2) All rates and charges shall be paid to The City within the time prescribed by this Bylaw.
- (3) The whole amount owing in a Utility account is due and payable on the due date stated on the Utility bill and the account will be deemed to be in arrears if payment is not made on or before the due date. A Customer is responsible to pay the amounts owing in a Utility bill whether or not the Customer has received it.
- (4) Any charge on a Customer's account remaining unpaid after the due date will be in arrears and constitute a debt owing to the City recoverable by any or all of the following methods:

7

Bylaw No 3543/2015 ~~3514/2014~~

- (a) The City may discontinue the supply of all or any Utility Services;
- (b) The City may draw on the deposit held by the City;
- (c) The City may terminate the Customer's account;
- (d) The City may add the outstanding account balance to the tax roll of an Owner of a Property, if the account is in the Owner's name;
- (e) By action in any Court of competent jurisdiction; or
- (f) By distress and the sale of the goods and chattels of the Customer wherever they may be found in the City.

BILLING ERRORS

- 18 Where a Customer has been charged less or more than they should have been charged for Utility Services provided, The City will review the account and make corrections for the billing errors for up to a maximum of 12 months prior to the date the error is discovered. Corrections will not be made for billing errors in respect of Utility Services provided more than one year prior to the date the billing error is discovered.

LATE PAYMENT PENALTY

- 19 When the Customer pays the Utility account after the due date stated in the account (or after such other due date as may be approved by The City, whether the payment is made at a financial Institution or directly to The City, the Customer shall pay a penalty on the overdue balance as set forth in Schedule D.

NOVELTY PAYMENT METHODS

- 20 The City may refuse to accept a payment by way of a cheque drawn on a form other than a bank cheque form (a Novelty Cheque), but where The City does so, the Customer shall be liable for and pay to The City all charges and costs incurred to process the Novelty Cheque. The City will follow the Bank of Canada rules and regulations of currency acceptance limitations in respect of payment by cash.

INTERIM UTILITY BILL

- 21 (1) Where The City has not measured the amount of a metered Utility

Service, it may issue an interim Utility bill based on estimated consumption and shall credit Utility accounts for all payments made by a Customer against such interim bill.

- (2) Where any service rate or charge is designated by reference to a time certain, the charge for a lesser period of time shall be calculated on a proportionate basis.

ENFORCEMENT

- 22 The City is authorized to collect all accounts owing to The City under this Bylaw, and may take any of the measures a municipality is authorized to take under the *Municipal Government Act, RSA 2000, Chap M-26*.

APPEALS

- 23 (1) A Customer who uses, receives, or pays for Utility Services may appeal a service charge, rate or toll charged under this Bylaw on the grounds that such service charge, rate or toll does not conform to the established public Utility rate structure, has been improperly imposed, or is discriminatory, to the Alberta Utilities Commission.
- (2) A Customer may appeal decisions made by the City Manager or his/her delegate pursuant to the following sections of this Bylaw:
- (a) Section 18 – Billing Errors
 - (b) Section 28 – Requirement for an Account; and
 - (c) Section 31 – Connection to Utility Service

to the Red Deer Appeal and Review Board by filing a Notice of Appeal with the Clerk of the Board and paying the applicable filing fee within 14 days of receiving the aforementioned decision, in accordance with the provisions set out in The Appeals Board Bylaw. When hearing an appeal, the Board may confirm, revoke or vary the decision.

REASONABLE NOTICE

- 24 The City shall provide written notice to a Customer of any breach of this Bylaw which may result in The City discontinuing Utility Services. Such notice shall be delivered at least 10 days prior to discontinuance of Utility Services and shall be sent to the Customer as follows:
- (a) in the case of a Customer who is known to be a Tenant at the premises, the notice shall be sent to the address of the premises;

and

- (b) in the case of a Customer who owns the Property, the notice shall be sent to the address of the premises and the address provided in the application for service, if different.

TERMINATION OF ACCOUNT BY CUSTOMER

- 25 (1) A Customer is responsible for all charges accruing to the Customer's account until such time as the account is closed.
- (2) When a Customer gives notice to The City that the Customer's account is to be closed, The City shall obtain a final reading of any meter as soon as reasonably practical and the Customer shall be liable for and pay for all service supplied prior to such reading. The City may base the final charge for service on an estimated meter reading which will be prorated from the time of an actual meter reading.

TERMINATION BY THE CITY UPON NOTICE

- 26 The City may discontinue the supply of any Utility Service for any of the following reasons, after notice has been given pursuant to Section 24:
- (a) non-payment of any Utility accounts;
 - (b) inability of The City to obtain access to premises to read, service or inspect any meter;
 - (c) failure or refusal of a Customer to comply with any provision of this Bylaw;
 - (d) failure or refusal of a Customer to comply with the provisions of any statute or regulation, including the Alberta Building Code; or
 - (e) in any other case provided for in this Bylaw.

TERMINATION WITHOUT NOTICE

- 27 (1) The City may discontinue the supply of a Utility Service without prior notice in the event of any threatened or actual danger to life or Property, or in any other similar circumstances that the City determines, in its sole discretion, acting reasonably, require such action

- (2) The City may discontinue the supply of the Water Utility Service without prior notice for any of the reasons listed above or for any of the following reasons:
- (a) if the Customer has caused, permitted or allowed any piping, fixture, fitting, container or other appliance to be or remain connected to the water supply system which allows or has the potential to allow water from a source other than the Water Utility or any other harmful or Deleterious liquid or substance to enter the Water Utility;
 - (b) failure by a Customer to notify The City within 24 hours after the seal on a bypass is broken;
 - (c) failure by a Customer to repair or replace a Backflow Preventer within ninety-six (96) hours of being so directed by The City;
 - (d) in the event of an emergency or water shortage as The City deems necessary; or
 - (e) in any other case provided for in this Bylaw.

REQUIREMENT FOR ACCOUNT

28 When the premises to which Utility Services is provided become vacant and no new application for service has been made, The City may terminate the contract and:

- (a) disconnect the Utility Service; or
- (b) in lieu of disconnecting the service, open a new utility account in the name of the owner and charge the fee set forth in Schedule D to open the account as well as other ongoing charges under Schedules B & C.

Nothing herein shall prevent the Property Owner from requesting that The City discontinue such Utility Service provided the Property Owner pays the service charge prescribed herein.

AUTHORIZATION TO ENTER PREMISES

- 29 (1) In accordance with the Municipal Government Act, The City may, after giving reasonable notice to the Property Owner or occupier of the Property, enter any Property upon which a meter or shut-off valve is

situated for the purpose of providing, maintaining or terminating the supply of a Utility Service to that Property.

- (2) The Customer and the Property Owner are responsible to provide The City reasonable access to the meter, shut-off valve and other City infrastructure for the purpose of providing, maintaining or terminating the supply of a Utility Service.
- (3) The City may remove obstructions that are interfering with the performance of providing, maintaining or terminating the supply of a Utility Service and may charge the Customer or the Property Owner the costs associated with such removal. The City will use reasonable care to avoid damaging the obstruction during removal.
- (4) If The City cannot access the meter or shut off valve for any reason, The City may charge a no access fee to the Customer or Property Owner as set forth in Schedule D.

SERVICE REMOVAL AND BUILDING DEMOLITION

- 30
- (1) No Person shall cause, permit or allow a building to be demolished or removed until Utility Services to the Property are removed and any fee for such removal has been paid. Notwithstanding the foregoing, The City may, in circumstances which The City considers appropriate, permit the service to remain connected to the Utility Service line or main.
 - (2) Utility charges will continue in accordance with the rates identified in this Bylaw until all occupiable buildings located on the Property have been demolished.

CONNECTION TO UTILITY SERVICE

- 31
- (1) Within one year after a Utility Service becomes available, the owner of every building situated on land abutting on any street in which there is a Water Main or a Wastewater Sewer, shall at the owner's expense connect such building to the water system and install sanitation Facilities, where available, and connect the building to the Wastewater Sewer systems in accordance with the requirements and standards set out in the Alberta Building Code and elsewhere in this Bylaw.
 - (2) The Property Owner shall provide The City with a completed application in the form approved by The City for a permit to make such connection. The application shall include any plans, or specifications as may be required by the City's Engineering Design Guidelines, or other information required

by The City.

- (3) The owner of a parcel of land in respect of which no Offsite Levy for Water or Wastewater has been paid to The City, shall, in addition to the fees otherwise specified in this Bylaw, pay a connection fee as follows:
 - (a) in the case of a single-family parcel, a fee in an amount equal to the current per hectare Offsite Levy charge for the Water and Wastewater services provided, multiplied by the actual area of the parcel or 0.12 ha, whichever is less.
 - (b) where such a single-family parcel is subsequently subdivided and a new Water or Wastewater Service Connection is required for the subdivided parcel, the Property Owner shall pay a separate connection fee for each subdivided parcel, in an amount equal to the current per hectare Offsite Levy charge for the Water and Wastewater services provided, multiplied by the actual area of the un-subdivided parcel less the area set out in subsection (a) above;
 - (c) in the case of a multi-family or non-residential parcel, a fee in an amount equal to the current per hectare Offsite Levy charge for the Water and Wastewater services provided, calculated on the area of the parcel in question.
- (4) The connection fee specified in subsection (3) above shall not apply to any parcel in respect of which The City has otherwise received or made arrangements to receive payment of an equivalent amount.
- (5) Notwithstanding subsection (1), The City shall have the discretion to extend the period of time within which the connection to the Water Main, or Wastewater Sewer must be made for such period of time as The City considers is reasonable and subject to review every 5 years or less, provided that such extension of time is consistent with City policies and Council direction, and also provided that the failure to connect:
 - (a) will not jeopardize the health or safety of the Occupants of the building or of other City residents;
 - (b) will not adversely affect the integrity or operation of those utilities; and
 - (c) will not present an undue risk of damage to Property or the environment.
- (6) A Person who has been directed to connect their building to a Utility

Service may appeal the direction pursuant to Section 23, Appeals.

- (7) At such time as the Property Owner connects to a Utility Service, the Property Owner shall also open a Utility account and make payment of all application fees and deposits that may be required under this Bylaw.
- (8) No Person may connect to a Utility Service until such time as payment has been made to The City by the Property Owner or prior owner in respect of the cost of construction of the Utility Service (including carrying charges) to serve the land owned or occupied by that Person, or until such Person has made other arrangements satisfactory to The City to pay that Person's proportionate share of those costs.
- (9) No Person shall uncover, make any connections with or opening into, use, alter, or disturb any Water Mains, City Service Connections, Wastewater Sewer, Storm Water Sewer or appurtenances thereof, unless authorized by The City.
- (10) All Water Mains, Wastewater Sewers, and Storm Water Sewers located within The City's Property, right-of-way, or easement shall be constructed by The City's forces or its contractors and shall be maintained by The City.
- (11) All Private Service Connections, Wastewater Sewers, and Storm Water infrastructure and Facilities on private Property shall be constructed and maintained by the owner's forces at his expense in accordance with the requirements of this Bylaw and the Alberta Building Code.

UTILITY CONNECTION EXCEPTIONS

- 32 (1) All owners of Property fronting on 65 Avenue between 67 Street and Taylor Drive shall, prior to the hook-up of water, Storm Water, or Wastewater Sewer services, and as a condition of such services, pay of the following sums of money to The City, namely:
- (a) a sum equal to the off-site water charges, Storm Water, or Wastewater Sewer levy based on the rate in force as of the date of the water, Storm Water or Wastewater Sewer connections established under The City's Off-Site Levy Bylaw; and
 - (b) the estimated cost of the construction of small diameter Water Main and hydrants, Storm Water, or Wastewater Sewers and manholes and all appurtenances thereto, constructed along and in 65 Avenue between 67 Street and Taylor Drive, distributed on the

assessable frontage along 65 Avenue and pro-rated to the owner based on the frontage of the owner's land as it relates to the total assessable frontage aforesaid. All such costs shall be calculated as at the current City costs in force as of the date of hooking up the water, Storm Water, or Sewer service to the owner's Property.

ABANDONED BUILDING SEWER CONNECTIONS

- 33 When any Wastewater or Storm Water Private Sewer Connection is abandoned, the Property Owner shall effectively block up the connection at a suitable location within their Property to prevent Wastewater or Storm Water from backing up into the soil or from dirt being washed into the City Sewer Connection.

SAMPLING AND MONITORING

- 34 (1) Where sampling is required for the purposes of determining the concentration of constituents in the Wastewater or Storm Water, the sample may:
- (a) be collected manually or by using an automatic sampling device; and
 - (b) contain additives for its preservation.
- (2) For the purpose of determining compliance with this Bylaw, discrete Wastewater or Storm Water streams within premises may be sampled, at the discretion of the Inspector.
- (3) The owner or operator of any industrial, commercial or Institutional premises or multi-storey residential building shall at all times ensure that every Monitoring Access Point as required by this Bylaw is accessible to the Inspector for the purposes of observing, sampling and flow measurement.
- (4) Any single Grab Sample may be used to determine compliance with any provision of this Bylaw.
- (5) All tests, measurements, analyses and examinations of Wastewater or Storm Water, its characteristics or contents pursuant to this Bylaw shall be carried out in accordance with Standard Methods and be performed by a laboratory accredited for analysis of the particular substance(s) using a method which is within the laboratory's scope of accreditation or to the satisfaction of the Inspector as agreed in writing prior to sample analysis.

- (6) The following businesses require Sampling Ports when it is not possible to install a Monitoring Access Point:
- (a) dental offices;
 - (b) businesses using photographic processing equipment; or
 - (c) any other businesses deemed necessary by the Inspector.

SPILLS

- 35 (1) In the event of a Spill on the ground or to a Wastewater and/or Storm Water Sewers, the Person responsible for the Spill or the Person having the charge, management and control of the Spill shall immediately notify and provide any requested information with regard to the Spill to:
- (a) 911 emergency if there is any immediate danger to human health and/or safety; or
 - (b) if there is no immediate danger:
 - (i) The City by contacting the Environmental Services Source Control 24 Hour # 403-342-8750;
 - (ii) the owner of the ~~premises~~ Property where the release occurred; and
 - (iii) any other Person whom the Person reporting knows or ought to know may be directly affected by the release.
- (2) Thereafter, that Person shall provide a detailed report on the Spill to The City, within five working days after the Spill, containing the following information to the best of their knowledge:
- (a) name and telephone number of the Person who reported the Spill and the location and time where they can be contacted;
 - (b) location where Spill occurred; date and time of Spill; material spilled; characteristics and composition of material spilled; volume of material spilled; duration of Spill event;
 - (c) work completed and any work still in progress in the mitigation of the Spill;
 - (d) preventive actions being taken to ensure a similar Spill does not occur again; and copies of completed Spill prevention and Spill response plan.

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- (3) The Person responsible for the Spill, ~~and~~ the Person having the charge, management and control of the Spill and the owner of the Property where the Spill occurred shall do everything reasonably possible to contain the Spill, protect the health and safety of citizens, minimize damage to Property, protect the environment, clean up the Spill and contaminated residue, and restore the affected area to its condition prior to the Spill.
- (4) Nothing in this Bylaw relieves any Persons from complying with any notification or reporting provisions of:
 - (a) other government agencies, including federal and provincial agencies, as required and appropriate for the material and circumstances of the Spill; or
 - (b) any other Bylaw of The City.
- (5) The City may invoice the Person responsible for the Spill, the Person having the charge, management and control of the Spill and/or the owner of the Property where the Spill occurred to recover all costs arising as a result of the Spill and such Person(s) shall pay the costs invoiced.
- (6) The City may require the Person responsible for the Spill, the Person having the charge, management and control of the Spill and/or the owner of the Property where the Spill occurred to prepare and submit a Spill contingency plan to indicate how risk of future incidents will be reduced and how future incidents will be addressed.

POWER AND AUTHORITY OF INSPECTORS

- 36 (1) An Inspector or other designated officer of The City may in accordance with this Bylaw and the Municipal Government Act:
- (a) enter upon all properties for the purpose of inspection, observation, measurement, sampling and testing in accordance with the provisions of this Bylaw.
 - (b) take samples of Wastewater, Storm Water, clear-water Waste and Subsurface Water being released from the premises or flowing within a private drainage system;
 - (c) perform on-site testing of the Wastewater, Storm Water, clear-water Waste and Subsurface Water within or being released from private drainage systems, Pre-treatment Facilities and Storm Water management Facilities;

- (d) make inspections of the types and quantities of chemicals being handled or used on the premises in relation to possible release to a drainage system or watercourse;
 - (e) require information from any Person, inspect and copy documents or remove documents from premises to make copies, concerning any potential violation of this bylaw;
 - (f) inspect chemical storage areas and Spill containment Facilities and request Material Safety Data Sheets (MSDS) for materials stored or used on site;
 - (g) inspect the premises where a release of prohibited or restricted Wastes or of water containing prohibited or restricted Wastes has been made or is suspected of having been made, and to sample any or all matter that in their opinion could have been part of the release.
- (2) Where an inspection discloses any failure, omission, or neglect respecting any Utility Service upon the Customer's premises, or discloses any defect in the location, construction, design or maintenance of any facility or any connection there from to the Utility Service, the Person making such inspection shall, in writing, notify the Customer, Property Owner, proprietor or occupier to rectify the cause of complaint within a reasonable time as determined by The City. Such notified Person shall within the time limited rectify such cause of complaint stated in the notice.
- (3) No Person shall hinder or prevent the Inspector or designated officer of The City from carrying out any of their powers or duties.
- (4) The City may serve any Person who is in violation of any provision of this Bylaw with written notice stating the nature of the violation and requiring the satisfactory correction thereof within 48 hours, or within such additional time as required by this Bylaw or as determined by The City. Such Person shall, within the time stated in such notice, permanently cease all violations.

OFFENCES AND PENALTIES

37 (1) Any Person who:

- (a) breaches any of the following sections of this Bylaw:
 - (i) Section 31, Connection to Utility Service;

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- (ii) Section 35, Spills;
- (iii) Section 74, Prohibited Disposal of Wastewater;
- (iv) Section 80, Storm Water / Ground Water Discharge to Wastewater Sewer;
- (v) Section 81, Prohibited Substances in Wastewater;
- (vi) Section 83 (3), Overstrength Surcharge;
- (vii) Section 85, Dental Waste Amalgam Separator;
- (viii) Section 86, Grease, Oil, & Solids Interception;
- (ix) Section 87 (2), Customer Self-Monitoring;
- (x) Section 91, Hauled Wastewater;
- (xi) Section 98, Prohibited Storm Water Sewer Use;
- (xii) Section 99 (1), Discharge of Prohibited Substances; or
- (xiii) Section 114, Hazardous Waste, Dangerous Goods, Special Waste;

- (b) fails to act in compliance and accordance with any notice given under this Bylaw;
- (c) obstructs an Inspector;
- (d) releases Wastewater improperly;
- (e) discharges water, without a permit, to the Wastewater or Storm Water Sewer systems that was not provided by The City; or
- (f) knowingly makes false statements, records, reports, plans or other documents filed or required to be maintained pursuant to this Bylaw, or falsifies, tampers with or knowingly renders inaccurate any monitoring device or method required under this Bylaw

shall be guilty of an offence and upon summary conviction shall be liable to pay court costs plus a penalty of:

- (i) ~~\$2501,000~~ for the first occurrence of such offence;
- (ii) \$1,000 for the second occurrence of such offence;
- ~~(ii)(iii)~~ (iii) \$2,500 per occurrence for any subsequent occurrence; and
- ~~(iii)(iv)~~ (iv) in default of payment of the penalty, to imprisonment for up to 6 months.

- (2) Any Person who breaches any other provision of this Bylaw shall be guilty of an offence and upon summary conviction shall be liable to pay court costs plus a penalty of:

- (a) \$100 for the first occurrence of such offence;
 - (b) \$500 per occurrence for any subsequent occurrence of the offence;
and
 - (c) in default of payment of the penalty, imprisonment for up to 30 days.
- (3) In the case of an offence that is of a continuing nature, a contravention constitutes a separate offence in respect of each day, or part of a day, on which it continues and a Person guilty of such an offence is liable to a fine in an amount of not less than that established by this Bylaw for each such day.
- (4) A Peace Officer or Bylaw Enforcement Officer who has reasonable grounds to believe that a Person has contravened any provision of this Bylaw, may serve upon such Person an offence ticket allowing the payment of the specified penalty to The City which payment will constitute a guilty plea and shall be accepted by The City in lieu of prosecution for the offence.

PART 3 - WATER UTILITY

WATER SERVICE BILLING RATES

- 38 (1) A Water Utility Customer shall pay the amounts specified in this Bylaw and in Schedules B and D for all water supplied and Water Utility Services provided.
- (2) The City shall determine which rate in Schedule B and D shall apply to any particular Customer.
- (3) The rate payable by a Customer as set out in Schedule B of this Bylaw for all water supplied shall be determined by reference to the size and the reading of the water meter supplied to each Customer.
- (4) Where a Remote Reading Device is installed in addition to the water meter, the water meter shall be used to determine the official reading.

CONNECTION TO CITY WATER SUPPLY

- 39 In the case of a new Private Service Connection to a City Service Connection that is 38 mm or larger in diameter, the Customer shall

provide, at the Customer's expense, proof of satisfactory bacteriological test results (as per ANSI/AWWA C651-05) for the service, from a laboratory accredited to perform such tests by the Province of Alberta.

CONTINUOUS WATER SUPPLY NOT GUARANTEED

- 40 (1) The City does not guarantee the pressure nor the continuous supply of water and The City reserves the right at any and all times without notice to change operating water pressures and to shut off water. The City and its officers, employees and agents shall not be liable for any damages of any kind due to changes in water pressure, the shutting off of water, or by reason of the water containing sediments, deposits or other foreign matter.
- (2) Customers depending upon a continuous and uninterrupted supply or pressure of water or having processes or equipment that require particularly clear or pure water shall provide such Facilities as they consider necessary to ensure a continuous and uninterrupted supply or pressure or quality of water required for their use.

INSPECTION OF PREMISES

- 41 (1) The City may inspect the premises of a Customer who applies to The City for the supply of water in order to determine if it is advisable to supply water to such Customer.
- (2) The City may, with the permission of the Customer, inspect the premises of the Customer in order to do any tests on water piping or fixtures belonging to such Customer so as to determine if this Bylaw is being complied with and in the event that such Customer fails or refuses to give such permission, the supply of water to that Customer may be shut off.

WATER USE RESTRICTIONS

- 42 (1) The City may, at such times and for such lengths of time as The City considers necessary or advisable, regulate, restrict or prohibit the use of water for use other than human consumption. The City may cause the water supply to any Customer who causes, permits or allows irrigation, wastage, exterior washing, or other non-human consumption in contravention of any such regulation, restriction or prohibition to be shut off until the Customer undertakes to abide by and comply with such regulation, restriction or prohibition.
- (2) No Customer shall operate, use, interfere with, obstruct or impede access

to the Water Utility Service or any portion thereof in any manner not expressly permitted by this Bylaw, in default of which The City may cause the water being supplied to such Customer to be shut off until such Customer complies with all of the provisions of this Bylaw.

WASTAGE

- 43 (1) No Customer shall cause, permit or allow the discharge of water so that it runs Waste or useless, whether by reason of leakage from Private Service Connection, a faulty plumbing system or otherwise.
- (2) Notwithstanding the foregoing, The City may under such condition as The City may consider reasonable allow water discharge for the purposes of:
- (a) the installation and maintenance of infrastructure, including the flushing of Water Mains, hydrant leads and City Service Connections to prevent stagnation and/or to remove Deleterious materials;
 - (b) preventing the freezing of Water Mains, hydrants leads, irrigation systems and services connections;
 - (c) conducting water flow tests;
 - (d) fire fighting and associated training programs; or
 - (e) other purposes as deemed necessary by The City.

REQUIREMENT TO USE LOW-FLOW PLUMBING FIXTURES

- 44 (1) Any Person installing plumbing fixtures for any new construction or renovation project that requires a plumbing permit for a residential, commercial, industrial, or Institutional structure shall install only Low-flow Plumbing Fixtures.
- (2) The requirements of subsection (1) shall not apply to plumbing Facilities installed for safety or emergency purposes including emergency safety showers and face / eye wash stations.

UNAUTHORIZED USE OF WATER

- 45 (1) No Customer shall:

- (a) sell water supplied hereunder;
- (b) use or apply any water to the use or benefit of others or to any other than the Customer's own use and benefit;
- (c) increase the usage of water beyond that agreed upon with The City; or
- (d) extract or remove any water from any hydrant within the City;

without first obtaining written permission from The City and subject to such reasonable conditions as The City may impose with respect to the quantity, price and times of withdrawal of the water so used.

- (2) During such periods as the City Manager may designate by notice published in a newspaper in the City,
 - (a) no Customer shall use, permit, or allow to be used, any water supplied to any premises, the numerical address of which (excluding street name) ends in odd number, for vehicle washing, lawn watering or other irrigation purposes on any day of the month which is an even number;
 - (b) no Customer shall use, permit, or allow to be used any water supplied to any premises, the numerical address of which (excluding street name) ends in an even number for vehicle washing, lawn watering, or other irrigation purposes, on any day of the month which is an odd number;
- (3) During such period as The City by notice published in a newspaper may designate, no Customer shall use, permit, or allow to be used, any water supplied to any premises for vehicle washing, lawn watering or other irrigation purposes.
- (4) If the City finds an unauthorized use of water including use resulting from any tampering with a meter or other Facilities, the City may make such changes in its meters or other Facilities, or take such other corrective action, as may be appropriate to ensure only authorized use. The Customer shall pay all costs of such action necessary to remedy any violation of the law caused by the Customer.
- (5) Upon finding an unauthorized use of water, the City may disconnect the service connection immediately, without notice, and shall charge the Customer all costs incurred in correcting the condition, in addition to any other rights and remedies which may be available to the City.

INVESTIGATION INTO WATER SUPPLY SERVICE FAILURE

- 46 (1) Any Customer that notifies The City of a failure or interruption of water supply, the investigation of which necessitates the excavating of a street shall, prior to excavating, deposit with The City the costs thereof as estimated by The City, or sign a work order, agreeing to pay such costs, at the discretion of The City.
- (2) If such failure or interruption was caused by the City Service Connection the Customer shall not be liable for such costs and any deposit paid shall be refunded.
- (3) If such failure or interruption was caused by the Private Service, the actual cost of such work shall be paid by the Customer and the deposit shall be applied thereto; any excess shall be refunded to the Customer and any deficiency shall be collected in the same manner as water rates.

PRESSURE SURGES

- 47 No Customer shall cause, permit or allow any apparatus fitting or fixture to be or remain connected to the Customer's water supply or to be operated which causes pressure surges or other disturbances which may in the opinion of The City, result in damage to other Customers or to the Water Utility Service.

CONTAMINATION

- 48 No Customer shall cause, permit or allow to be or remain connected to the Customer's water supply system any piping, fixture, fitting, container or other appliance which may cause water from a source other than the Water Utility Service or any liquid or substance to enter the Water Utility Service. The City may cause the water supply to any Customer contravening the provisions of this section to be shut off provided that The City shall, if The City considers it practicable so to do, give notice to such Customer prior to such water supply being shut off. The water supply to such Customer shall not be restored until such Customer has paid to The City all costs associated with the shutting off of the water supply, the cleanup of contamination and the remedying of the Customer's default under this section.

MEASUREMENT BY METER

- 49 All water supplied by The City to a Customer shall be measured by a

meter unless otherwise provided for in this Bylaw.

METER INSTALLATION AND MAINTENANCE

- 50 (1) Customers who require the installation of more than one meter shall pay a fee as set forth in Schedule D for each additional meter.
- (2) The City may change a Customer's meter(s) with notice given pursuant to Section 24.

INSTALLATION RESPONSIBILITY

- 51 (1) Water meters supplied by The City which are 50 millimetres in size or smaller shall be installed by The City with no direct charge to the Customer.
- (2) Water meters supplied by The City which are larger than 50 millimetres in size shall be installed at the expense of the Customer.
- (3) The Customer shall provide for the installation of a water meter to the satisfaction of The City and when required shall install a properly valved bypass.
- (4) For water meter installation within a building, the Customer shall provide a suitable site for such installation near a main shut off, to the satisfaction of The City and in accordance with the City of Red Deer Design Guidelines.
- (5) The Customer shall ensure that employees or agents of The City have clear access to meter areas and water meters for meter testing and reading purposes.
- (6) Unless The City otherwise approves, The City shall not be obligated to supply more than one water meter for any one building. If additional water meters are approved, a separate curb stop will be required for each additional water meter.
- (7) A separate water meter shall be installed for each of the two dwelling units contained within a duplex residential building and a separate curb stop will be required for each water meter.
- (8) Any Customer whose water is not metered, or whose meter is not positioned to the satisfaction of The City, shall make proper provision for a meter to be installed or the meter to be moved as the case may be, all costs of which shall be paid by the Customer.

METER CHAMBER

- 52 When in the opinion of The City, the premises to be supplied with water are too far from the City Service Connection to conveniently install a meter in the premises, or if a number of buildings are to be so supplied or for any other reason in the opinion of The City, then the Customer shall, at the Customer's sole cost, construct and maintain a container for a meter and such container shall in all respects including location, construction size, access and otherwise howsoever be satisfactory to The City.

METER SIZE

- 53 The size of the meters shall be determined as follows:
- (a) if the internal diameter of the Private Service is 25 millimetres or less, a 16 millimetre meter shall be used; or
 - (b) if the internal diameter of the Private Service exceeds 25 millimetres, the size of the meter shall be one size smaller than the size of the Private Service; or
 - (c) if the Private Service is a Combined Service, the internal diameter of the Private Service branch to be used for purposes other than fire protection shall determine the meter size as set out in subsections (a) and (b) of this section.

BYPASSES

- 54 Any Customer having a water meter 50 millimetres in size or larger shall at the Customer's own expense construct and maintain a properly valved bypass satisfactory to The City which bypass shall be sealed by The City and shall be opened by the Customer only in case of emergency. The Customer shall notify The City within 24 hours after the seal on the bypass is broken, failing which The City may cause the water supply to such Customer to be shut off until satisfactory arrangements have been made for the calculation of and payment for water supplied and not recorded on the meter.

METER VALVING

- 55 Any Customer having a meter smaller than 50 millimetres in size shall, at the Customer's sole cost and expense, supply and maintain valves on

both sides of and within 300 millimetres of the meter.

PROTECTION OF METER

- 56 (1) The Customer shall provide adequate protection for the meter supplied by The City and any associated valves or pipes against freezing, heat or any other internal or external damage of any kind which may affect the operation of the water meter or meters, failing which the Customer shall pay to The City all costs associated with the repair of such meter or associated valves & pipes which amount shall be recoverable in the same manner as all other costs and charges provided for under this Bylaw.
- (2) No Person other than an authorized City employee shall install, test, repair, remove, disconnect, reconnect a meter unless specifically authorized to do so in writing by The City.
- (3) No Person shall break, tamper or interfere with any meter or facility.
- (4) The Customer shall notify The City immediately whenever a water meter is not operating or if any part of a meter becomes damaged or broken.
- (5) The Customer is responsible for the safe keeping of any water meter and any Remote Reading Device that is installed on the Customer's premises.
- (6) The Customer shall pay the cost of repairing or replacing any water meter or metering accessories supplied and installed by The City that may be damaged from any causes or any other cause within the control of the Customer.
- (7) The Customer shall notify The City within 24 hours if the seal on the bypass valve or a water meter is broken for emergency purposes or any other purpose.

NON-REGISTERING METER

- 57 (1) If, upon the reading of a meter, it is determined that the meter has failed to accurately record the consumption of the Utility Service supplied then the consumption will be estimated upon such basis that The City considers to be fair and equitable and the account rendered pursuant to Section 18.
- (2) Where it has been determined by The City that the meter is not accurately recording the consumption of a Utility Service, The City may enter the

premises to replace the meter, on notice to the Customer pursuant to Section 24.

TESTING OR CALIBRATION OF DISPUTED METERS

- 58 (1) A Customer who disputes a meter reading shall give written notice to The City.
- (2) Following receipt of written notice; the water meter situated on the Customer's premises shall be tested or calibrated by a qualified Person designated by The City. If the meter is found to be accurate within 98.5% to 101.5% of the water passing through it, the expense of such test or calibration shall be borne by the Customer in the amount designated in Schedule D.
- (3) If the meter is found not accurate within the above limits it shall forthwith be repaired or be replaced by one that is accurate and the expense thereof shall be borne by The City.
- (4) If a meter is found not to be accurate within the aforesaid limits then any meter handling and testing fees paid by the Customer shall be refunded, and the billings adjusted.
- (5) Where an examination of past meter readings or other information does not disclose the time at which the meter error commenced, then the meter error shall be deemed to have commenced twelve months prior to the date the meter was tested or from the date upon which the meter was installed, whichever is less.

METER READING

- 59 (1) A Customer shall permit The City to perform meter reading using automated monitoring equipment. Additional fees may apply for on-site meter reading and manual account adjustment, as set out in Schedule D if a Customer does not allow automated metering infrastructure to be installed within their premises.
- (2) The City shall endeavour to read the meters once every month, or at such other intervals as are reasonable and practicable under the circumstances. If The City cannot gain access safely to read the meter as aforesaid, the consumption of the Utility Service shall be estimated upon such basis as The City considers to be fair and equitable and the account rendered in accordance with such estimate. Each meter shall be read at least once per year and if such reading cannot be obtained, The City may

discontinue any or all Utility Services supplied to the premises, until such time as The City is able to obtain an actual meter reading.

- (3) The City may shut off the water supply to a Customer who refuses to provide a water meter reading or access to perform a water meter reading after notice has been given pursuant to Section 24.
- (4) The Customer shall ensure that access to the meter is safe, well lit, and free of hazards to the Person reading the meter.
- (5) The City may require a water meter to be either tested on site or removed for testing by a Person authorized by The City at any time. The City may discontinue any or all Utility Services supplied to the premises until such time as a Person authorized by The City is able to obtain access to test the meter or remove it for testing.

ADDITIONAL METER READS

- 60 When a Customer requests a meter reading at a time other than the regular scheduled time for meter reading, the Customer may be assessed a fee as set forth in Schedule D for such reading. Provided, however, if upon such reading, it is determined that the previous billed meter reading is incorrect, no fee shall be required.

PRIVATE SERVICES

- 61 All Persons doing any work or service upon a Private Service or the plumbing system attached to it shall comply with the provisions of the Alberta Building Code and any applicable bylaws. A Private Service shall be buried to a depth of at least 2.7 metres to prevent freezing.

USE OF GROUNDWATER WELLS

- 62 Once a parcel of land is connected to City Water Service, any groundwater wells within such Property must be abandoned unless otherwise approved in writing by The City. Such approval would be subject to cross-connection control, flow measurement and periodic inspection, as stipulated by The City.

FIRE PROTECTION SERVICE

- 63 (1) A Fire Line shall be used only for fire protection purposes and a water line which provides combined domestic service and Fire Line service shall not be installed without the prior approval of the Fire Chief.

- (2) The City shall determine whether or not a meter shall be affixed to a Fire Line. If required, the meter shall be supplied and installed in a manner satisfactory to The City at the Customer's expense.

FIRE HYDRANTS

- 64 (1) Unless authorized by The City, no Person shall:
- (a) open or close any fire hydrant or valve;
 - (b) connect any device of any kind to a fire hydrant, including a pipe, hose, fixture, or appliance; or
 - (c) use water from a fire hydrant, regardless of whether that hydrant is located on private or public Property, for any purpose other than fire protection.
- (2) All fire hydrants are to be numbered and painted to The City's standard. The City may provide this service upon request, as per the rates in Schedule D. This information can be provided upon request to the Environmental Services Department.
- (3) No Property Owner or Occupant of a parcel or premises shall allow the access to a fire hydrant located on or adjacent to that parcel or premises to be obstructed in any manner, whether by the building or erection of any structure or the accumulation of any building material, rubbish or other obstruction.
- (4) No Property Owner or Occupant of a parcel or premises shall allow anything on the parcel or premises to interfere with the operation of a fire hydrant located on or adjacent to that parcel or premises.
- (5) All Persons who own Property on which a fire hydrant is located or own Property which is adjacent to City owned Property on which a fire hydrant is located shall:
- (a) maintain a one (1) metre clearance on each side of a fire hydrant;
 - (b) not permit anything to be constructed, erected, or placed within the clearance area;
 - (c) not permit anything except grass to be planted within the clearance area; and

- (d) maintain visibility of hydrants from the nearest access road.

PERMIT TO USE WATER FROM A FIRE HYDRANT

- 65 (1) The City may authorize the use of a fire hydrant and the use of water from a fire hydrant on a temporary basis where no other supply of water can reasonably be obtained.
- (2) The City will, as a condition for the use of a fire hydrant and the use of water from a fire hydrant, require that the water pass through a water meter and backflow prevention device prior to use.
- (3) Any Person authorized to use a fire hydrant shall obtain a hydrant connection permit from The City and ensure that a copy of such permit is kept with the Persons utilizing the hydrant and they must produce the hydrant connection permit to an employee or agent of The City immediately upon demand.

TEMPORARY WATER SERVICE

- 66 Any Persons requiring a temporary water supply during the course of construction shall apply to The City and shall pay the sums required in Schedule B and D, which may include installation and removal of service water meter and Backflow Preventer and water consumption charges.

THAWING SERVICES

- 67 (1) The cost of thawing a frozen service shall be borne as follows:
- (a) by the Customer if the Private Service or the plumbing system connected thereto is frozen, as determined by The City;
- (b) by the Customer if the City Service Connection is frozen as a result of the negligence of the Customer, as determined by The City;
- (c) by The City if the City Service Connection is frozen for any other reason, as determined by The City.
- (2) If The City is of the opinion that a Private Service or plumbing system has frozen without any negligence on the part of the Customer or any other Person for whose negligence the Customer is responsible, The City may waive the cost of one thawing during any one winter season which shall be deemed to run from November 1st to May 15th.

- (3) The City shall not thaw a Private Service or plumbing system unless the Customer shall first have signed an acknowledgement recognizing that thawing may be inherently dangerous to Property including Private Service or plumbing system and may cause damage to electrical systems or the outbreak of fire and waiving any claim against The City for any such damage whatsoever except damage caused by the negligence of The City.

SERVICE SIZE

- 68 The size of the service required for residential purposes shall be determined in accordance with the Alberta Building Code, provided that The City shall not install a service having a size smaller than 25 mm.

BOILERS

- 69 In any case where a steam boiler or equipment of a nature similar to that of a steam boiler is supplied directly from a service, such boiler or other equipment shall be equipped with at least one safety valve, vacuum valve or other device sufficient to prevent the collapse or explosion thereof in the event the water supply thereto is shut off.

REQUESTED WATER SHUT OFF

- 70 (1) No Person shall turn a water Service Valve on or off except as authorized by the Director.
- (2) No Property Owner of a parcel or premises shall allow a water Service Valve to be turned on or off except as authorized by The City.
- (3) If a Customer requires the supply of water to be shut off for their own purposes, the Customer shall submit a request to The City and pay The City the amount specified in Schedule D.

BACKFLOW PREVENTER

- 71 (1) Where in the opinion of The City, the configuration of any water connection creates a high risk for contamination to the water system, the Customer, upon being given notice by The City, shall install on their water service an approved Backflow Preventer at the Customer's sole cost.
- (2) No Customer or other Person shall connect, cause to be connected, or allow to remain connected to the water system any piping, fixture, fittings, container or appliance, in a manner which under any circumstances, may

allow contaminated or Polluted Water, Wastewater, or any other liquid, chemical or substance to enter the domestic water system.

- (3) If a condition is found to exist which is contrary to subsection (2), The City may issue such order or orders to the Customer as may be required to obtain compliance with subsection (2).
- (4) Where in the opinion of The City, the configuration of any water connection creates a high risk of contamination to the water system, the Customer, upon being given notice by The City, shall install an approved Backflow Preventer at all identified sources of potential contamination.
- (5) All Backflow Preventers shall be inspected and tested at the expense of the Customer, upon installation, and thereafter annually, or more often if required by The City; by Personnel approved by The City to carry out such tests, to demonstrate that the device is in good working condition. The Customer shall submit a report in a form approved by The City for all tests performed on a Backflow Preventer within thirty (30) days of a test and a record card issued by The City shall be displayed on or adjacent to the Backflow Preventer. The tester shall record thereon the name and address of the owner of the device; the location, type, manufacturer, serial number and size of the device; and the test date, the tester's initials, the tester's name (if self employed) or the name of the testers employer and the tester's license number.
- (6) When the results of a test referred to in subsection (5) show that a Backflow Preventer is not in good working condition, the Customer shall, when so directed by The City, repair or replace the device within ninety-six (96) hours. If the Customer fails to comply with the direction given, The City may shut off the water service or water services.
- (7) If a Customer fails to have a Backflow Preventer tested, The City may notify the Customer that the Backflow Preventer must be tested within ninety-six (96) hours of the Customer receiving the notice.
 - (a) if a Customer fails to have a Backflow Preventer tested within the time provided in subsection (5), The City may cause the water service or water services to be terminated until the Backflow Preventer has been tested and approved as required by Section 71 of this Bylaw.
- (8) No Person shall turn on a water Service Valve to provide water to the Occupants of any newly renovated, constructed, or reconstructed premises until the plumbing system in such premises has been inspected for Cross Connections and approved by the Inspections and Licensing

Manager.

- (9) No Persons other than those who have achieved journeyman or "Certificate of Competency" in an accredited program of Alberta may conduct the tests on Backflow Preventers.

PART 4 - WASTEWATER UTILITY

WASTEWATER UTILITY SERVICE LEVY AND BILLING RATES

- 72 The City hereby levies on all Persons owning or occupying Property connected with The City's Wastewater Sewer system a fixed Wastewater charge plus a variable charge based on the volume of Wastewater contributed by the Customer, to be paid monthly as determined by The City calculated using the rates set forth in Schedule C.

WASTEWATER CONNECTION EXCEPTIONS

- 73 Notwithstanding Section 72, The City shall have the right to make special agreements on terms fixed by The City with certain industries or others to whom large quantities of water are sold but whose uses of such water do not involve the return of comparable amounts of Wastewater to The City's Wastewater Sewer system.

PROHIBITED DISPOSAL OF WASTEWATER

- 74 (1) No Person shall place, deposit, dump or permit Wastewater, Dangerous Goods, or any other Waste, to be deposited in any manner upon public or private Property within the City or in any area under the jurisdiction of The City.
- (2) No Person shall discharge to any watercourse within the City or to any area under the jurisdiction of The City, any Wastewater, Industrial Waste, Dangerous Goods, or Polluted Waters, except where suitable pre-treatment is provided.
- (3) Except as permitted by this Bylaw or the Alberta Building Code, no Person shall construct or maintain in the City any privy or pit toilet, septic tank, cesspool, or other facility intended or used for the collection or disposal of Wastewater.

CLEANOUTS

- 75 A Building Sewer that is connected to a Wastewater Sewer shall be

equipped with a main Cleanout with a minimum diameter of 100 mm located not more than 25 m from Property line. The main Cleanout shall be located as close as practical to the point where the Wastewater Sewer leaves the building and in such a manner that the opening is readily accessible and has sufficient clearance (2 metres) for effective rodding and cleaning. The building Wastewater Sewer from Cleanout to Property line is to be as straight as possible. A maximum of one 45° bend is permitted for the Cleanout and a maximum of one additional 45° bend may be used between the Cleanout and Property line. Total angle of all bends shall not exceed 90°.

BACKFLOW VALVES

- 76 All Wastewater plumbing fixtures and floor drains set below the highest level of the ground surface adjacent to the premises shall be protected from backflow by an approved Wastewater Backflow Valve.

PLUGGED WASTEWATER SEWERS

- 77 (1) When a Sewer ~~blockage-backup~~ occurs, a Customer shall first contact a private plumbing firm to ~~determine-assess~~ whether the ~~blockage-backup~~ is predominantly caused by a restriction or blockage within in the Private portion of the Sewer Connection or within the City portion of the Sewer Connection.
- (2) Customers may bill The City for actual costs incurred to clear blockages within The City's portion of the Sewer Connection, up to three (3) hours at the rates identified in Schedule D ~~if blockages occur on The City's Property~~.
- (3) The Customer shall notify The City ~~within three hours when-if the plumber is~~ unable to clear a blockage ~~on City Property~~ within the City's portion of the Service Connection.

TREES AND ROOTS

- 78 (1) Deep rooting trees ~~shall such as willow, poplar or elm should~~ not be planted within 6 metres of Wastewater Sewer mains or services.
- (2) If it is determined that a root blockage is predominantly located within at the Private portion of a Sewer Connection, ~~is caused by a tree located on private Property~~ then the Customer shall be responsible to clear the blockage at his or her own expense. The City shall have no obligation to clear the blockage.

(3) If it is determined that a root blockage is predominantly located within the City portion of the Sewer Connection or within any other part of the City's wastewater sewer system, then the City shall clear the blockage and perform rehabilitation or remove the tree(s) at the City's expense.

~~(3) If it is determined that a blockage in a Private Sewer Connection is caused by a tree located on City Property, The City will clear the blockage and either place the Sewer on a root-cutting maintenance program to ensure that the roots are kept clear, re-line or repair the Sewer pipe, or remove the tree at The City's expense.~~

~~(4) If it is determined that a blockage in the City Sewer Connection or any other part of The City's Wastewater Sewer system is caused by tree roots extending from trees located on private Property, The City will, at the Property Owner's expense, clear the blockage and either place the Sewer on a root-cutting maintenance program, re-line or repair the Sewer pipe, or remove the tree(s).~~

CONNECTION TO WASTEWATER SEWER

79 No weeping tile, Sump pump or eavestrough downspout system shall be connected to any Wastewater Sewer unless approved in writing by The City.

STORM WATER / GROUND WATER DISCHARGE TO WASTEWATER SEWER

80 No Person shall discharge, or cause to be discharged, Storm Water, surface water, ground water, roof run-off, subsurface drainage, or Cooling Water to any Wastewater Sewer, unless:

- (a) upon the application of the Customer The City determines that exceptional conditions prevent compliance with the foregoing provisions and authorizes such discharge; and
- (b) the discharge is in accordance with a validated Wastewater Discharge Dewatering Permit.

PROHIBITED SUBSTANCES IN WASTEWATER

81 No Person shall discharge or permit to be discharged into any Wastewater Sewer:

- (a) any solid or viscous substance capable of causing obstruction, or other interference with the operation of the Wastewater system, including Dangerous Goods, Hazardous Waste, Biological Waste, Combustible Waste, Biomedical Waste, Reactive Waste, elemental mercury, prescription or illegal drugs, soil, PCBs, Pesticides, Radioactive Materials, hair, grease, oil, cigarettes, ashes, cinders, sand, potters clay, resin, mud, straw, metal, glass, rags, feathers, tar, plastics, wood, grass clippings, insoluble shavings, asphalt, creosote, bone, hide, eggshells, meat and fat trimmings or Waste, baking dough, chemical residues, spent grain and hops, whole food, garbage, paint residues, cat box litter, animal tissues, manure, blood, or Sharps;
- (b) Wastewater having a pH lower than 6.0 or higher than 10.5, or having any other corrosive Property capable of causing damage or hazard to structures, equipment, and Wastewater treatment processes;
- (c) Wastewater containing substances in concentrations exceeding the following:

(i)	Antimony	1.0 mg/L
(ii)	Arsenic	1.0 mg/L
(iii)	Barium	3.0 mg/L
(iv)	Boron	1.0 mg/L
(v)	Cadmium	0.05 mg/L
(vi)	Chromium	1.0 mg/L
(vii)	Chlorinated Hydrocarbons	0.02 mg/L
(viii)	Copper	0.5 mg/L
(ix)	Cyanide	1.0 mg/L
(x)	Lead	1.0 mg/L
(xi)	Manganese	1.0 mg/L
(xii)	Mercury	0.1 mg/L
(xiii)	Nickel	0.5 mg/L
(xiv)	Phenolic Compounds	0.1 mg/L
(xv)	Selenium	1.0 mg/L
(xvi)	Silver	1.0 mg/L
(xvii)	Sulphide	1.0 mg/L
(xviii)	Zinc	1.0 mg/L
(xix)	Total Suspended Solids (TSS)	4,800 mg/L
(xx)	Biochemical Oxygen Demand (BOD)	4,800 mg/L
(xxi)	Chemical Oxygen Demand (COD)	9,600 mg/L
(xxii)	Total Phosphorus	150 mg/L
(xxiii)	Total Kjeldahl Nitrogen	400 mg/L
(xxiv)	Oil and Grease - animal, vegetable	500 mg/L

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(xxv) Oil and Grease - synthetic hydrocarbon	50 mg/L
(xxvi) Phosphates	100 mg/L

- (d) Wastewater containing hydrogen sulphide, carbon disulphide, reduced sulphur compounds, amines or ammonia;
- (e) Wastewater containing dyes or colouring materials which may or could pass through a Wastewater treatment plant and discolour the Wastewater effluent;
- (f) Wastewater above 75 degrees Celsius;
- (g) any substance which:
 - (i) is or may become harmful to any recipient water course or collection system or part thereof or will cause a violation or noncompliance event in the Operating Approval for the Wastewater Treatment Plant;
 - (ii) may interfere with the proper operation or maintenance of the Wastewater system, disposal of biosolids, or any Wastewater treatment process or cause damage to the Wastewater Works or Wastewater treatment plant;
 - (iii) grit removed from commercial or industrial premises including but not limited to grit removed from car washing establishments, automobile garages and restaurant Sumps or from Interceptors;
 - (iv) will be discharged in layers or will form layers upon interaction with other Wastewater;

DISCHARGE OF PROHIBITED SUBSTANCES

- 82 (1) Any Person responsible for or aware of the discharge of prohibited substances in the Wastewater system shall immediately report to The City in order that the necessary precautions can be taken to minimize the Deleterious effects of the discharge. Such Person must also make other required reports to Alberta Environment and any other governing body.
- (2) If testing of Wastewater shows that it is noncompliant with this Bylaw, The City may direct the Customer to comply with the Bylaw and may, in addition, direct the Customer at its expense to install such monitoring and recording equipment as The City deems necessary and to provide to The City the results of said monitoring as required.

- (3) Any Person who contravenes any of the provisions of Section 81, 82, 83 or 85 shall, in addition to any penalty for infraction of this Bylaw, be liable to and shall on demand pay to The City all costs of monitoring, sampling, testing, and removing any contamination resulting from the discharging of any such substances into a Wastewater Sewer, and for any other amount for which The City may be held liable because of such contamination.

OVERSTRENGTH SURCHARGE

- 83 (1) A Person who has discharged, caused, or permitted Wastewater to be discharged into any Wastewater Sewer containing constituents exceeding the concentrations outlined in Schedule C, shall pay the volume and treatment charges set forth in Schedule C.
- (2) Should testing of the Wastewater being discharged into the Wastewater collection system be required for the purpose of determining the Wastewater surcharge rate, such sampling and testing shall be conducted by the Inspector, or by the Customer to the satisfaction of the Inspector, using automated sampling devices or in accordance with the following manual sampling protocol:
- (a) samples from the effluent produced at a location will be collected for a minimum of any two days within a seven day period;
 - (b) a minimum of four Grab Samples of equal volume shall be taken each day, such samples to be taken at least one hour apart;
 - (c) the analysis shall be conducted on a Composite Sample made of each day's Grab Samples; and
- (3) The results of the foregoing tests shall be averaged to determine the characteristics and concentration of the effluent being discharged into the City Wastewater collection system.
- (4) No Person shall, for the purpose of meeting any concentration limits set out in this Bylaw, dilute any Wastewater intended to be deposited in the Wastewater collection system.

COST OF SAMPLING

- 84 When the Customer's discharged Wastewater contains constituents exceeding the discharge limits in Section 81, 82, or 83, the cost of all sampling and analysis shall be at the Customer's expense.

DENTAL WASTE AMALGAM SEPARATOR

85 Every owner or operator of premises from which Dental Amalgam may be discharged, which Waste may directly or indirectly enter a Sewer, shall:

- (a) install in any piping system at its premises that connects directly or indirectly to a Sewer, Dental Amalgam Separators with at least 95% removal efficiency in amalgam weight and which are certified as compliant with *ISO 11143 – “Dental Equipment: Amalgam Separators”*;
- (b) operate and maintain all Dental Amalgam Separators in good working order and according to the manufacturer's recommendations;
- (c) provide an approved monitoring point which is readily and easily accessible at all times for inspection; and
- (d) provide to the Inspector on request a maintenance schedule and record of maintenance for each installed Dental Amalgam Separator.

GREASE, OIL, & SOLIDS INTERCEPTION

86 (1) Every owner or operator of premises containing a restaurant, vehicle repair or auto body shop, petroleum service station, or vehicle and equipment washing establishment, ~~when in the opinion of The City it is necessary to do so~~, shall:

- (a) install an Interceptor or filter for the removal from Wastewater of grease, oil, solids or other harmful substance;
 - (b) make available to the Inspector upon request a maintenance schedule and record of maintenance for the Interceptor or filter; and
 - (c) shall keep and make available to the Inspector upon request a two-year record of documentary proof of Interceptor clean-out and the disposal of oil, grease, solids and sediments.
- (2) All Interceptors shall be of a type and capacity approved by The City and shall be located so as to be readily and easily accessible for cleaning and inspection and shall be maintained by the Customer at the Customer's expense in continuously efficient operation at all times. The Interceptors

shall be installed in compliance with the most current requirements of the Alberta Building Code and the Canadian Standards Association.

- (3) No Person shall:
- (a) discharge emulsifiers into the Sewer system ahead of an Interceptor; or
 - (b) use enzymes, bacteria, solvents, hot water or other agents to facilitate the passage of Oil and Grease through a Grease Interceptor.
- (4) Should any blockage of the Wastewater Sewer system be caused by reason of failure, omission, or neglect of a Customer, to comply strictly with the provisions of this Bylaw, the Customer shall, in addition to any penalty for infraction of this Bylaw, be liable to and shall on demand pay The City for all costs of clearing such blockage and for any other amount for which The City may be held liable because of such blockage.

CUSTOMER SELF-MONITORING

- 87 (1) The Customer shall, at its own expense, complete any monitoring, sampling, and testing of any discharge to a Wastewater system as required by The City, and shall provide the results to The City in a form specified by The City.
- (2) Any Customer who exceeds the discharge limits in this Bylaw shall submit an environmental plan to the satisfaction of The City, at the Customer's expense, which will detail the steps necessary to change their discharge characteristics to the standards required under the provisions of this Bylaw.

MANHOLES

- 88 (1) Manhole(s) are required to be constructed in accordance with City Standards in locations that are accessible to The City, on all Wastewater Service Connections to premises such as:
- (a) Industrial - Oil related industries, dairies, breweries, packing plants, processing plants, feed mills, manufacturing plants, fabricating plants, painting shops;
 - (b) Commercial - Shopping centres, strip malls, warehouses, grocery stores, heavy machine repair, welding shops, automobile repair, service stations, car washes, restaurants, paint stores, hotels, motels, dry cleaners, laundries; and

- (c) Other - residential dwellings over 6 units, apartment over 6 units, nursing homes, senior complexes, Institutions, hospitals, dental labs, funeral homes, churches, schools.
- (2) Such manholes may be constructed by the Customer, or by The City at the Customer's cost, and shall be maintained by the Customer so as to be safe and accessible at all times.

DISCONNECTION OF SEWER

89 (1) Where Wastewater which:

- (a) is hazardous or creates an immediate danger to any Person;
- (b) endangers or interferes with the operation of the Wastewater collection system; or
- (c) causes or is capable of causing an adverse effect;

is discharged to the Wastewater collection system, the Inspector may, in addition to any other remedy available, remove, disconnect, plug or shut off the Sewer line discharging the unacceptable Wastewater into the Wastewater collection system or take such other action as is necessary to prevent such Wastewater from entering the Wastewater collection system.

- (2) The Wastewater may be prevented from being discharged into the Wastewater collection system until evidence satisfactory to the Inspector has been produced to ensure that no further discharge of Hazardous Wastewater will be made to the Wastewater collection system.
- (3) Where The City takes action pursuant to subsection (1), the Inspector may by notice in writing advise the owner or occupier of the premises from which the Wastewater was being discharged, of the cost of taking such action and the owner or occupier, as the case may be, shall forthwith reimburse The City for all such costs which were incurred.

PRIVATE WASTEWATER DISPOSAL

90 (1) Where a Wastewater Sewer is not available for connection as required under the provisions of Section 31(1), the building Wastewater Sewer shall be connected to a private Wastewater disposal system complying with the provisions of this Bylaw, the Alberta Building Code, Alberta

Environment & Public Health Regulations, and such additional requirements as may be imposed by The City. The owner shall operate and maintain the private Wastewater disposal Facilities in a Wastewater manner at all times at no expense to The City.

- (2) After the Property Owner has connected to the Wastewater Sewer system as required by Section 31(1), the Property Owner shall, within 60 days of the date of connection to the Wastewater Sewer system, dispose of all Waste appropriately and remove any septic tanks, cesspools and similar private Wastewater disposal Facilities and reclaim the site with clean native soil.

HAULED WASTEWATER

- 91
- (1) No Person shall discharge or permit the discharge of Hauled Wastewater at any location other than a Hauled Wastewater discharge location approved by The City. Manifests to discharge Hauled Wastewater are available at The City's Wastewater Treatment Plant.
 - (2) Any Person or company that proposes to discharge Hauled Wastewater at The City Wastewater Treatment Plant must:
 - (a) apply for and receive a Hauled Wastewater Manifest issued by The City; and
 - (b) enter into and comply with the requirements of the Hauled Wastewater agreement established by The City.

BEST MANAGEMENT PRACTICE

- 92
- (1) As a condition of discharging Wastewater into the Wastewater Sewer, Customers in industrial, commercial, and Institutional sectors shall submit to The City a completed Notice of Wastewater Discharge form and a Best Management Practice:
 - (a) in the case of new premises, within 30 days of commencing the discharge of Wastewater in the Wastewater Sewer; and
 - (b) In the case of existing premises, within 90 days of the date that this Bylaw is adopted.
 - (2) A Best Management Practice is not required for the discharge of Waste produced from residential premises, or for sanitary Waste and Wastewater from showers and restroom washbasins produced from a non-residential Property.

- (3) A Customer must report any change in the discharging operation registered under the Notice of Wastewater Discharge form (such as a change in the discharge characteristics, ownership, name, location, contact Person, telephone number, or fax number) to the Inspector within 30 days of the change by submitting a completed Notice of Wastewater Discharge form showing the changes.
- (4) Nothing in a Best Management Practice or a Notice of Wastewater Discharge form relieves a Person discharging Waste from complying with this Bylaw or any other applicable enactment.

PART 5 - STORM WATER UTILITY

CONNECTION TO STORM WATER SEWER

- 93 Where the seasonally adjusted groundwater table is within 2m of the top of the footing of any residence constructed after the passage of this Bylaw, such residence must have a weeping tile system connected to a Storm Water Sewer where a Storm Water Sewer is available, or with the permission of The City, connected to the Wastewater Sewer.

CLEANOUTS

- 94 A building Storm Water Sewer that is connected to The City's Storm Water Sewer shall be equipped with a main Cleanout with a minimum diameter of 75mm, located not more than 25m from Property line. The main Cleanout shall be located as close as practical to the point where the Storm Water Sewer leaves the building and in such a manner that the opening is readily accessible and has sufficient clearance (2m) for effective rodding and cleaning. The building Storm Water Sewer from Cleanout to Property line is to be as straight as possible. A maximum of one 45° bend is permitted for the Cleanout and a maximum of one additional 45° bend may be used between the Cleanout and Property line. The total of the angles of all bends shall not exceed 90°.

BACKFLOW VALVES

- 95 All weeping tile and Storm Water fixtures set below the level of the highest ground surface adjacent to the premises shall be protected from backflow by an approved Storm Water Backflow Valve.

TREES AND ROOTS

- 96 (1) Deep rooting trees ~~shall such as willow, poplar or elm should~~ not be planted within 6 metres of Storm Water Sewer mains or services.
- (2) If it is determined that a ~~root~~ blockage is predominantly located within a the private portion of a Storm Water Sewer connection is caused by a tree located on private Property, then the Customer shall be responsible to clear the blockage at his or her own expense. The City shall have no obligation to clear the blockage.
- (3) If it is determined that a root blockage is predominantly located within the City portion of the Sewer Connection or within any other part of the City's Stormwater sewer system, then the City shall clear the blockage and perform rehabilitation or remove the tree(s) at the City's expense.
- ~~(3) If it is determined that a blockage in a private Storm Water Sewer connection is caused by a tree located on City Property, The City will clear the blockage and either place the Sewer on a root-cutting maintenance program, re-line or repair the Sewer pipe, or remove the tree at The City's expense.~~
- ~~(4) If it is determined that a blockage in The City's Storm Water Sewer connection or any other part of the City Storm Water Sewer system is caused by tree roots extending from trees located on private Property, The City will, at the Property Owner's expense, clear the blockage and either place the Sewer on a root-cutting maintenance program, re-line or repair the Sewer pipe, or remove the trees.~~

PRIVATE STORM WATER SEWER SYSTEMS

- 97 Storm Water Sewers installed on industrial, commercial or Institutional Property for the purposes of collecting Storm Water and carrying it into the Storm Water Sewers shall be equipped with an Interceptor. The installation of catch basins and Interceptors on private Property shall comply with The City's Design Guidelines, as they may be amended from time to time.

PROHIBITED STORM WATER SEWER USE

- 98 (1) No Person shall discharge, or cause to be discharged, groundwater, roof run-off, subsurface drainage, or Cooling Water from any industrial

process, to any Storm Water Sewer, unless;

- (a) upon the application of the Customer, The City determines that exceptional conditions prevent compliance with the foregoing provisions and authorizes such discharge; and
 - (b) the discharge is in accordance with a validated Storm Water Discharge Dewatering Permit;
- (2) No Person shall discharge, deposit or permit any of the following into any pipe, main conduit, manhole, street inlet, gutter or aperture draining into the Storm Water system:
 - (a) any Deleterious substance; Industrial Waste; domestic Waste; non-domestic Waste; Wastewater; trucked liquid Waste; pool or hot tub water; mud, sand, silt, or grit; any flammable liquid or explosive material; solvent or petroleum derivative including but not limited to gasoline, naphtha or fuel oil; any pesticides, insecticide or fungicides; Radioactive Material; septage, soil, dead animals or parts, cooking oils and greases, transmission fluids, battery acids and antifreeze, paint, cement or concrete wastes, sawdust, wood, fibre board or construction material, yard waste, herbicides or fertilizers, soaps or detergents, hazardous substances or animal Wastes.
 - (b) any corrosive, noxious or malodorous gas, liquid or substance which either singly or by interaction with other Wastes, is capable of:
 - (i) creating a public nuisance or hazard to life;
 - (ii) preventing human entry into a Storm Water Sewer or pump station; or
 - (iii) causing damage to the Storm Water system.
 - (c) any other substance which may cause impairment of or damage to the environment, human health, safety, Property, or City infrastructure.
- (3) No Person shall obstruct or restrict a Storm Water Sewer or the flow therein.
- (4) No Person shall discharge water to any Storm Water Sewer or to a watercourse, containing any substance which, in the opinion of The City:
 - (a) is or may become harmful to any recipient watercourse or Storm Water system or part thereof;

- (b) may interfere with the proper operation or maintenance of the Storm Water system;
- (c) may become a health or safety hazard to Persons, Property, animals, vegetation and the environment.

DISCHARGE OF PROHIBITED SUBSTANCES IN STORM WATER

- 99 (1) Any Person responsible for or aware of the discharge of prohibited substances in the Storm Water system shall immediately report that event to The City in order that the necessary precautions can be taken to minimize the Deleterious effects of the discharge. Such Person must also make other required reports to Alberta Environment and any other governing body.
- (2) Should any testing of Storm Water show that it is noncompliant with this Bylaw, The City may direct the Customer to comply with the Bylaw and may, in addition, direct the Customer at its expense to install such monitoring and recording equipment as The City deems necessary and supply the results of said monitoring as required. The cost of all sampling and analysis shall be at the Customer's expense.
- (3) Any Person who contravenes any of the provisions of Section 98 shall, in addition to any penalty for infraction of this Bylaw, be liable to and shall on demand pay to The City all costs of monitoring, sampling, testing, and removing any contamination resulting from the discharging of any such materials into a Storm Water Sewer, and for any other amount for which The City may be held liable because of such contamination.

CITY STORM WATER SEWER USE

- 100 City forces may discharge water into a Storm Water Sewer or watercourse resulting from non-domestic activities such as:
- (a) hydrant & Water Main flushing (dechlorination required); and
 - (b) fire fighting activities.

DISCONNECTION OF STORM WATER SEWER

- 101 (1) Where Storm Water which:

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- (a) is hazardous or creates an immediate danger to any Person or the environment;
- (b) endangers or interferes with the operation of the Storm Water system; or
- (c) causes or is capable of causing an adverse effect;

is discharged to the Storm Water system, The City may, in addition to any other remedy available, remove, disconnect, plug or seal off the Storm Water Sewer line discharging the unacceptable water into the Storm Water system or take such other action as is necessary to prevent such water from entering the Storm Water system.

- (2) The water may be prevented from being discharged into the Storm Water system until evidence satisfactory to The City has been produced to assure that no further discharge of hazardous water will be made to the Storm Water system.
- (3) Where The City takes action pursuant to subsection (1), The City may by notice in writing advise the Property Owner or occupier of the premises from which the water was being discharged, of the cost of taking such action and the Property Owner or occupier, as the case may be, shall forthwith reimburse The City for all such costs.

PART 6 - WASTE MANAGEMENT UTILITY

SCOPE OF WASTE MANAGEMENT UTILITY

- 102 (1) The City Waste Management Utility shall provide for the collection, removal and disposal of Solid Waste, Recyclables, Yard Waste and Special Waste within the City as specified in this Bylaw.
- (2) As Waste Management Utility Services are not a metered service, the provisions of Part 2 of this Bylaw dealing with the creation and administration of Utility accounts apply to the Waste Management Utility subject to all necessary modifications to reflect the provisions of this Part.

EXCLUSIVE CONTRACTS FOR WASTE MANAGEMENT SERVICES

- 103 (1) City Administration is authorized to enter into exclusive contracts for the collection, removal and disposal of Solid Waste, Yard Waste, Special Waste and Recyclables within the City.
- (2) The Solid Waste Contractor shall not have exclusive rights to collect the following types of Waste:
- (a) large household goods such as furniture;
 - (b) Solid Waste in on-site mechanical compactors, roll-off bins, or Containers of a capacity greater than 6 cubic yards;
 - (c) Waste produced in the process of constructing, altering or repairing a building;
 - (d) Waste not accepted at the Disposal Grounds;
 - (e) those items suitable for recycling or reuse; or
 - (f) Waste of any kind generated from the Michener Centre.
- (3) Where The City has entered into such exclusive contracts, no Person other than the contractor may provide the same or similar type of service within the City. Notwithstanding that, the Property Owner or Occupant of premises may remove or dispose of Solid Waste, Recyclables or Yard Waste from those premises.
- (4) Any Person who breaches the provisions of subsection (3) hereof, in addition being liable to prosecution for an offence under this Bylaw, shall be liable for and make payment to The City of the amount of revenue which would have been generated had The City been able to collect the Recyclables, Solid Waste or Yard Waste.

RESIDENTIAL WASTE - DETACHED AND SEMI-DETACHED DWELLING UNITS

- 104 Solid Waste, Recyclables and Yard Waste shall be collected by The City on a weekly basis from all detached and semi-detached Dwelling Units and secondary suites.

RESIDENTIAL WASTE - MULTI-FAMILY AND MULTI-ATTACHED BUILDINGS

- 105 (1) The City shall provide weekly collection of Recyclables for all Multi-Family and Multi-Attached Buildings.

- (2) The City shall provide weekly collection of Solid Waste for all Multi-Family and Multi-Attached Buildings except, where the building owner has made provisions for others to collect such Solid Waste; in which case, Solid Waste must be collected at least once per week.

COMMERCIAL WASTE

- 106 (1) In this section, Non-residential Premises includes premises of a commercial or industrial nature, as well as Institutions and Places of Worship.
- (2) Subject to the provisions of Section 103, the owner or Occupant of Non-residential Premises may choose to have Solid Waste from the premises collected by The City or by a private contractor.
- (3) The City does not provide Yard Waste collection or Recyclable collection services to Non-residential Premises.

CHARGES AND FEES

- 107 (1) The Property Owner or Occupant of premises receiving Waste collection services from The City, shall pay to The City a monthly charge at the rates established in Schedule E.
- (2) The monthly charge for Waste collection services (Solid Waste and Recyclables) will apply even where no material is set out for collection. In the case of detached and semi-detached Dwelling Units, the monthly charge shall be a debt due to The City whether the Property is occupied or not. The Property Owner shall be liable to pay the monthly charge where the Utility account with the Occupant has been terminated for any reason.
- (3) Where service is provided for part of a billing period, the rates shown under Schedule E for such service shall be prorated and charged for the portion of the period the service is provided.
- (4) No charges shall be levied in respect of unimproved residential lands.

ADMINISTRATION OF SOLID WASTE SERVICE

- 108 The City shall have the following authorities with respect to the administration of the Waste Management Utility:

- (a) ensure the safe and efficient collection, removal and disposal or recycling of Solid Waste, Yard Waste, and Recyclables under this Bylaw and under any contract entered into by The City;
- (b) require the Property Owner to install a lid on a garbage Container when, in The City's opinion, there is a problem with the containment of Solid Waste which could be resolved by the installation of a lid;
- (c) decide what does or does not constitute Solid Waste, Yard Waste, Recyclables or Special Waste under this Bylaw;
- (d) determine which of the rates set out in Schedule E applies to a particular Customer for any load of Waste delivered to the Disposal Grounds, based on the quantity, volume or type of Solid Waste produced by that Customer or contained in that load of Waste;
- (e) establish the months of the year during which Yard Waste shall be collected;
- (f) establish the number of Units of Solid Waste permitted per weekly collection; and
- (g) establish such other reasonable policies or regulations as may be necessary for the safe, orderly and efficient collection and disposal of Waste within the City.

USE OF THE SOLID WASTE UTILITY SERVICE AND DISPOSAL GROUNDS

- 109 (1) The City is not responsible to collect Solid Waste that is not stored in a Container or Receptacle and placed out for collection.
- (2) Customers shall place Solid Waste Receptacles as near as practicable to the lane abutting the lands from which the Solid Waste is produced so as to be easily accessible to the Solid Waste Contractor.
- (3) If a building is constructed such that it abuts directly on the lane, the Property Owner shall provide to the reasonable satisfaction of The City a space within the building of sufficient area to contain all Solid Waste between periods of collection.

- (4) In the case of premises for which Solid Waste Services are not provided by a lane, Customers shall place Solid Waste Receptacles in such manner as The City directs.
- (5) A Receptacle for containing Solid Waste shall be sufficiently strong to hold the weight of Solid Waste contained therein without breaking and shall not exceed 1.2m in length or 100 litres in volume.
- (6) A Receptacle when loaded with Solid Waste shall not weigh more than 25 kg and The City is not required to handle or collect the contents of a Receptacle which exceeds that weight.
- (7) All Solid Waste shall be removed to and disposed of in the Disposal Grounds subject to the regulations established by The City and no Person shall deposit or dispose of Solid Waste at any location in the City except the Disposal Grounds.
- (8) A Person shall not use or permit to be used any vehicle or trailer for the conveyance or storage of Waste unless it is fitted with a cover capable of preventing the scattering or dispersal of Waste while it is being stored or transported by the vehicle. Any Person conveying an unsecured load to the Disposal Grounds, in addition to being liable for prosecution for an offence under this Bylaw, will be charged a surcharge at the Disposal Grounds as outlined in Schedule E.

CONTAINMENT OF SOLID WASTE

- 110 (1) No owner or Occupant of land shall permit Solid Waste to accumulate loosely on such land.
- (2) An owner or Occupant of land shall ensure that any Solid Waste produced from such land is held in Receptacles or Containers in good condition and which are adequate to contain the accumulation of Solid Waste originating from such lands between collection times.
- (3) A Person shall not put out or permit to be put out animal feces or any other excrement unless packaged separately from other Solid Waste in a securely tied plastic bag free of punctures, tears and leaks.

DISPOSAL OF SOLID WASTE

- 111 (1) All owners or Occupants of land shall remove and dispose of all Solid Waste originating on their lands or premises which are not collected, removed and disposed of pursuant to this Bylaw, and in default of their so

doing, The City may remove and dispose of such Solid Waste at the expense of such owners or Occupants, who shall pay such expenses to The City on demand.

- (2) No Person shall dispose of any Waste in a Receptacle or Container owned or leased by another Person without the express written consent of the owner or lessee of the Receptacle or Container.
- (3) Public Receptacles shall only be used for the disposal of incidental Solid Waste and shall not be used for the disposal of Solid Waste generated by residences, businesses or other commercial activities.

RESIDENTIAL SOLID WASTE COLLECTION

- 112 (1) Basic residential Solid Waste collection service shall consist of the weekly collection of a maximum of 5 Units of Solid Waste per residential Customer unless otherwise directed by The City. Units of Solid Waste in excess of the basic residential Solid Waste collection service will be picked up if an Extra Waste Tag, purchased from The City, is attached to the garbage bag for disposal.
- (2) The owner or Occupant of residential lands or premises may remove or cause to be removed Solid Waste from their Property at their own expense, but must still pay to The City the rate levied under this Bylaw for Solid Waste and Recyclable Collection.
 - (3) The owner or Occupant of multi-family residential lands or premises must ensure that Solid Waste is collected from the Property at least once per week. Unless Containers are used, the Property Owner must ensure that all Solid Waste is neatly contained in Receptacles between collection times. The joint use or sharing of Containers or Receptacles between multi-family residential lands or premises, for the collection and disposal of Solid Waste, shall not be permitted except with the prior written permission of The City.
 - (4) Subsections (2) & (3) do not apply to removal of Solid Waste from the Michener Centre.

NON-RESIDENTIAL SOLID WASTE

- 113 (1) The owner or Occupant of non-residential lands or premises may remove their own Solid Waste at their own cost and expense by employing the services of their own workers or employees, but such owner or Occupant shall not contract such work out to any party other than the Solid Waste

Contractor. This prohibition does not apply to the removal of the types of Solid Waste which are listed as exceptions in Section 103(2).

- (2) Any Person who breaches the provisions of subsection (1), in addition to their liability to be prosecuted for an offence under this Bylaw, shall be liable for and make payment to The City of the fees and charges for removal and disposal of Solid Waste which such Person would have had to pay had such Person used the services of the Solid Waste Contractor for such purpose.
- (3) This section does not apply to removal of Solid Waste from the Michener Centre.

HAZARDOUS WASTE, DANGEROUS GOODS, SPECIAL SOLID WASTE

- 114
- (1) The owner or Occupant of land which produces or possesses any Dangerous Goods, Hazardous Waste or Special Solid Waste shall remove and dispose of such goods in accordance with this Bylaw and any regulations of the Governments of Alberta and Canada.
 - (2) The owner or Occupant of any lands from which any Dangerous Goods, Hazardous Waste or Special Solid Waste is removed shall properly identify such Waste or goods and shall be responsible for obtaining approvals for the safe transport and disposal thereof.
 - (3) No Person shall deposit or mix with any Solid Waste for collection in the Solid Waste service or delivery to the Disposal Grounds any Dangerous Goods or Hazardous Waste.
 - (4) No Person shall place, or cause to be placed, any Special Solid Waste into the Solid Waste service or Disposal Grounds without obtaining permission from The City and making payment of the disposal charge specified in Schedule E.
 - (5) Any Person breaching any part of this section shall be responsible for all costs incurred in eliminating any pollution or contamination of the Disposal Grounds or any other site in the City and shall make payment of the same to The City on demand.

BURNING

- 115
- Except as provided in The City's Fire Permit Bylaw no Person shall burn or attempt to burn any Solid Waste in the City.

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Bylaw No ~~3543/2015~~ 3514/2014**SOLID WASTE FROM OUTSIDE THE CITY**

- 116 No Person shall deposit any Solid Waste at the Disposal Grounds which does not originate from within the boundaries of the City except with the prior written permission of The City or under the authority of a contract with The City.

PART 7 - GENERAL**REMAINDER ENFORCEABLE**

- 117 Should any portion of this Bylaw be found by any court to be void or unenforceable, then it is the intention of Council that the remainder of this Bylaw shall remain in full force and effect, notwithstanding such ruling.

EFFECTIVE DATE

- 118 This bylaw shall come into effect on March 1, ~~2014~~2015.

REPEAL OF PREVIOUS BYLAW

- 119 Bylaw No. ~~3464/2011~~3514/2014 is hereby repealed effective March 1, ~~2014~~2015.

READ A FIRST TIME IN OPEN COUNCIL this ~~3rd~~— day of ~~February~~20142015.

READ A SECOND TIME IN OPEN COUNCIL this ~~18th~~—day of ~~February~~20142015.

READ A THIRD TIME IN OPEN COUNCIL this ~~18th~~—day of ~~February~~20142015.

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Bylaw No ~~3543/2015~~ 3514/2014

AND SIGNED BY THE MAYOR AND CITY CLERK this ~~18th~~ day of ~~February~~ 2014 2015.

~~"Tara Veer"~~

MAYOR

~~"Frieda McDougall"~~

CITY CLERK

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Bylaw No 3543/2015 ~~3514/2014~~

SCHEDULE A – DEFINITIONS

SCHEDULE B – WATER RATES

SCHEDULE C – WASTEWATER RATES

SCHEDULE D – BILLING AND SERVICE FEES

SCHEDULE E – SOLID WASTE COLLECTION RATES

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE B**Effective for all consumption, estimated or actual, on or after **March 1 2015****WATER RATES**

1 Every **in-city** Customer shall pay for water supplied to him, the aggregate of amount determined as follows:

- (a) A usage charge of \$1.12 **\$1.30** for each cubic metre of water supplied.
- (b) A fixed monthly charge shall be determined by the size of the meter supplied to each Customer as follows:

<u>WATER METER SIZE</u>	<u>2014 FIXED MONTHLY CHARGE</u>
16 mm	\$ 19.30
19 mm	\$ 28.20
25 mm	\$ 47.80
38 mm	\$ 106.00
50 mm	\$ 248.00
75 mm	\$ 430.00
100 mm	\$ 1,010.00
150 mm	\$ 2,020.00
200 mm	\$ 3,600.00

<u>2015 FIXED MONTHLY CHARGE</u>
\$ 17.20
\$ 23.05
\$ 36.70
\$ 76.00
\$ 175.00
\$ 310.00
\$ 670.00
\$ 1,380.00
\$ 2,500.00

2 **Regional Customers shall pay for water supplied to them at the following rates:
(for each cubic meter of water supplied)**

- (a) **Red Deer County** **\$1.26**
- (b) **North Red Deer River Water Services Commission** **\$1.25**

3 **Bulk Water (for each cubic metre of water supplied)** **\$2.00**

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE C**Effective for all consumption, estimated or actual, on or after **March 1, 2015****WASTEWATER RATES**

- 1 **In-city** Wastewater Utility Customers in residential premises containing up to two Dwelling Units shall pay the following amounts:

- (a) a usage charge of ~~\$0.70~~ **\$1.00** for each cubic metre of Wastewater volume, (calculated as described in paragraph 4 below), and
- (b) a fixed monthly charge determined by the size of the water meter supplied to that Customer as follows:

<u>WATER METER SIZE</u>	<u>2014 FIXED MONTHLY CHARGE</u>	<u>2015 FIXED MONTHLY CHARGE</u>
16 mm	\$ 31.85	\$ 27.30
19 mm	\$ 31.85	\$ 27.30
25 mm	\$ 31.85	\$ 27.30
38 mm	\$ 31.85	\$ 27.30

- 2 **In-city** Wastewater Utility Customers in non-residential premises and in residential premises containing three or more Dwelling Units shall pay the following amounts:

- (a) a usage charge of ~~\$1.45~~ **\$1.50** for each cubic metre of Wastewater volume, (calculated as described in paragraph 4 below), and
- (b) a fixed monthly charge determined by the size of the water meter supplied to that Customer as follows:

<u>WATER METER SIZE</u>	<u>2014 FIXED MONTHLY CHARGE</u>	<u>2015 FIXED MONTHLY CHARGE</u>
16 mm	\$ 10.40	\$ 11.90
19 mm	\$ 15.10	\$ 16.90
25 mm	\$ 21.90	\$ 22.70
38 mm	\$ 32.40	\$ 33.80
50 mm	\$ 48.20	\$ 50.80
75 mm	\$ 82.00	\$ 86.00
100 mm	\$ 148.00	\$ 159.00
150 mm	\$ 227.00	\$ 259.00
200 mm	\$ 400.00	\$ 460.00

- (c) The minimum charge for any Wastewater Customer shall be ~~\$31.85~~ **\$27.30** per month.

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE C**

3 Where The City has tested the discharge of Wastewater into the sewerage system pursuant to Section 83 of this Bylaw, Overstrength Surcharge and found that the Wastewater exceeds the limits of Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS) or fats, Oil and Grease (FOG) set out therein, then that Customer shall pay for Wastewater service at the following rates:

- (a) a sampling and testing charge of ~~\$105~~ **\$110** per month during the period within which the Wastewater continues to be overstrength based on the results of testing
- (b) a usage charge at the rate identified in Article 2 of this Schedule,
- (c) a fixed monthly charge at the rate identified in Article 2 of this Schedule, and
- (d) an Overstrength Surcharge based on the amount of BOD, TSS and FOG at the following rates:

Tier 1				Surcharge		Surcharge
	Concentration above	Concentration below		2014 Rates		2015 Rates
BOD	300	2,400	mg/L	\$0.92	/kg	\$1.01
TSS	300	2,400	mg/L	\$0.88	/kg	\$0.96
FOG	100	250	mg/L	\$0.72	/kg	\$0.78
Tier 2				Surcharge		Surcharge
	Concentration above	Concentration below		2014 Rates		2015 Rates
BOD	2,400	4,800	mg/L	\$1.22	/kg	\$1.34
TSS	2,400	4,800	mg/L	\$1.17	/kg	\$1.28
FOG	250	500	mg/L	\$0.96	/kg	\$1.04
Maximum Allowable Limits				Surcharge		Surcharge
	Concentration above			2014 Rates		2015 Rates
BOD	4,800		mg/L	\$1.84	/kg	\$2.02
TSS	4,800		mg/L	\$1.76	/kg	\$1.92
FOG	500		mg/L	\$1.44	/kg	\$1.56

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE C**

Example calculation for Wastewater containing a BOD concentration of 5,000 mg/L (5 kg/m³):

				2014	2015
				Surcharge Rate	Surcharge Rate
● On the first 0.3 kg/m ³	0.3	x	\$ _____	\$ -	\$ -
● On the next 2.1 kg/m ³	2.1	x	\$ 0.92	\$ 1.93	\$ 1.01
● On the next 2.4 kg/m ³	2.4	x	\$ 1.22	\$ 2.93	\$ 1.34
● On the last 0.2 kg/m ³	0.2	x	\$ 1.84	\$ 0.37	\$ 2.02
Total BOD Surcharge Rate:				\$ 5.23	\$ 5.74

- 4 For the purpose of calculating the Wastewater usage charge payable by **an in-city** Customer, the volume of Wastewater contributed by the Customer to the Wastewater Sewer shall be deemed to be equal to 90% of the water delivered to the Customer's premises, whether the water was received from The City or from sources other than The City. Where no meter or other exact means exist to determine the quantity of water consumed by any Person, The City shall make an estimate thereof for the purpose of determining the Wastewater Utility charges. The Customer may, at his or her own expense, install and maintain a meter subject to approval by The City upon which the service charge shall thereafter be determined.

- 5 The Fee for disposal of Wastewater at the Liquid Waste Station and FOG Station (Fats, Oils and Grease) is ~~\$8.30~~ **\$10.00** /cubic meter.
 - (a) charges will be based on an estimate of the load volume, as determined by The City.
 - (b) there is a minimum ~~\$8.30~~ **\$10.00** charge per load.
 - (c) there is no charge for recreational vehicles.

- 6 Wastewater Treatment Plant Laboratory Testing - The Fees for testing of Wastewater for determining the content of the following constituents are as follows, per test:

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	2014 Rates	2015 Rates
Ammonia	\$ 12.52	\$ 12.70
U-Ammonia	\$ 6.28	\$ 8.50
BOD	\$ 28.10	\$ 28.90
TSS	\$ 15.00	\$ 15.40
COD	\$ 15.45	\$ 16.10
pH	\$ 4.41	\$ 7.10
Oil and Grease	\$ 26.25	\$ 26.70
TP	\$ 21.52	\$ 22.00
E.coli	\$ 35.08	\$ 36.30
<i>VSS - Volatile Suspended Solids</i>		\$ 5.80
<i>TS - Total Solids</i>		\$ 5.30
<i>VS - Volatile Solids</i>		\$ 5.60

7 Lagoon Dumping Rate

The fee for disposal of digested sludge at the WWTP sludge lagoons is
~~\$25.00~~ **\$26.00** per cubic metre.

8 *Regional Customers shall pay for wastewater supplied to the Wastewater Treatment Plant at the following rates (for each cubic meter of wastewater supplied):*

(a) *South Red Deer Regional Wastewater Commission* \$ 0.80

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE D**Effective for all consumption, estimated or actual, on or after **March 1, 2015****BILLING AND SERVICE FEES**

1	UTILITY BILLING FEES	2014 Rates	2015 Rates
(1)	Application fee for Utility Billing	\$ 15.00	\$ 15.00
	Non-application fee		
(2)	(open a new account in owner's name)	\$ 30.00	\$ 30.00
(3)	Deposit to obtain a residential Utility account	\$ 325.00	\$ 325.00
(4)	As determined by the City, non-residential deposits, where applicable, will be estimated based on 30% of the Customer's typical annual charges or based on the following amounts, relative to water meter size:		

WATER METER SIZE

16 mm	\$ 325.00	\$ 325.00
19 mm	\$ 500.00	\$ 500.00
25 mm	\$ 800.00	\$ 800.00
38 mm	\$ 1,600.00	\$ 1,600.00
50 mm	\$ 3,500.00	\$ 3,500.00
75 mm	\$ 6,500.00	\$ 6,500.00
100 mm	\$ 18,000.00	\$ 18,000.00
150 mm	\$ 25,000.00	\$ 25,000.00
200 mm	\$ 25,000.00	\$ 25,000.00
(5) Late Payment penalty	1.5% 1.50% per month of the outstanding balance	
(6) Reprint fee for invoice or receipts ¹	\$ 10.00	\$ 10.00
(7) Account transfer fee ²	\$ 10.00	\$ 10.00
(8) Hang tag fee ³	\$ 25.00	\$ 25.00
(9) No access fee ⁴	\$ 75.00	\$ 75.00

[1] Fee per reprint on request of account holder for a copy of Utility invoice or landfill receipt.

[2] May charge for payments made to wrong account within The City.

[3] For notice posted at premises of service.

[4] In circumstances where site visit is made, but access is not provided by owner or Tenant.

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2	NEW SERVICE CONNECTION	2014 Rates			2015 Rates		
		From Main In Street	From Main In Lane	Rural Road Cross Section	From Main In Street	From Main In Lane	Rural Road Cross Section
(1)	Basic charge for 25 mm Water and 150 mm Wastewater service [1]	\$8,495	\$6,800		\$8,740	\$6,960	
(2)	Basic charge for 25 mm Water service [1]	\$7,525	\$6,020		\$7,595	\$6,075	
(3)	Basic charge for 150 mm Wastewater service [1]	\$7,525	\$6,020		\$7,595	\$6,075	
(4)	Basic charge for 100 mm Storm Water service [1]	\$7,525	\$6,020		\$7,595	\$6,075	
(5)	Basic charge for 25 mm Water, 150 mm Wastewater and 100 mm Stormwater service [1]	\$8,735	\$6,980		\$8,900	\$7,120	
(6)	Dual service upon approval	\$11,570	N/A		\$11,805	N/A	
(7)	Water service renewal—25 mm, upon approval	\$7,540					
7(8)	Rural 25 mm Water and 150 mm Wastewater service, trench wider than 20 m			\$11,540	\$11,750		
8(9)	Extra charge for larger water service:						
	38 mm		\$400			\$405	
	50 mm		\$715			\$720	
	100 mm		\$3,350			\$3,425	
	150 mm		\$4,095			\$4,180	
	200 mm		\$5,310			\$5,490	
	250 mm		\$6,955			\$7,140	
	300 mm		\$8,355			\$8,560	
	Additional charge for 4m to 5m depth		\$3,480			\$3,500	
	Additional charge for 5m to 6m depth		\$5,860			\$5,900	
	Additional charge for 6m to 7m depth		\$8,160			\$8,200	

[1] A 50% discount of one of these charges may be applied by The City where a property is redeveloping and an existing service is replaced with the same or larger sized service and the existing service is at least 30 years old. The discount is to recognize the shared value to The City and the developer of renewing the service.

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- 9(10)** Extra charge for larger Wastewater or Storm Water Sewer:
2014 Rates

<u>Size</u>	<u>Ribbed</u>	<u>DR35</u>
200 mm	\$245	\$305
250 mm	\$340	\$465
300 mm	\$490	\$685
375 mm	\$675	\$960
400 mm	\$1,055	\$1,475
600 mm	\$1,845	\$2,475

2015 Rates

<u>Ribbed</u>	<u>DR35</u>
\$255	\$315
\$350	\$480
\$505	\$710
\$695	\$995
\$1,085	\$1,525
\$1,900	\$2,500

- 10(11)** Water Service Removal (water kill)

- up to 50mm in size \$3,200
- up to 50mm in size; removal done at same time as new service construction \$1,220
- over 50mm in size \$5,795

\$3,250**\$1,230****\$5,885**

- 11(12)** Additional fee for winter construction of service (Nov. 1 - May 15)

- (a) Lane \$1,855
- (b) Street \$2,850
- (c) Arterial \$4,595

\$1,890**\$2,910****\$4,665**

- 12(13)** Other Charges:

- (a) Construction of manhole to 3.1 metres in depth at time of service

\$4,295

\$4,470

- (i) additional cost per vertical metre in excess of 3.1 metres in depth

\$660

\$695

- (b) Fire Hydrant and Valve Installation at time of service

\$6,800

\$6,910

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE D**

	2014 Rates	2015 Rates
(c) Cutting and replacing pavement:		
(i) single or double service 75 mm and under	\$2,690	\$3,250
(ii) single or double service over 75 mm	\$3,725	\$3,900
(iii) triple service 75 mm and under	\$4,059	\$4,750
(iv) triple service over 75 mm	\$5,545	\$5,820
(v) for service kill 75 mm and under	\$2,100	\$2,200
(vi) for service kill over 75 mm	\$2,306	\$2,420
(vii) for water service renewal	\$1,599	\$1,675
(viii) additional asphalt repair costs for excavations in excess of 4 metres deep	\$1,025	\$1,080
	(per additional metre)	
(d) Replacing sidewalks:		
(i) single or double service residential	\$2,685	\$2,820
(ii) single or double service commercial	\$4,756	\$4,990
(iii) triple service residential	\$3,552	\$3,730
(iv) triple service commercial	\$4,971	\$5,220
(v) additional sidewalk repair costs for excavations in excess of 4 metres deep (per location)	\$665	\$700
(e) Replacing curb only:		
(i) single or double service	\$2,175	\$2,300
(ii) triple or dual service	\$2,162	\$2,270
(iii) additional curb repair costs for excavations in excess of 4 metres deep (per location)	\$460	\$480
(f) Landscaping Repairs (boulevard area)	\$220	\$231
(g) Landscaping Repairs (Utility lot/reserve)	\$626	\$657

3 MISCELLANEOUS SERVICE FEES

	2014 Rates	2015 Rates
(1) Installation of more than one meter (per meter)	\$23	\$24
(2) Requesting meter reading / Manual meter read	\$60	\$60

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(3) Service call during regular hours	\$60	\$60
(4) Service call after regular hours	\$210	\$220
(5) Disconnection (valve off) service charge	\$75	\$75
(6) Reconnection (valve on) service charge	\$75	\$75
(7) Turn water off or on for repairs or line testing		
(a) During regular working hours	\$75	\$75
(b) After regular working hours	\$210	\$220
(8) Temporary water supply		
(a) For construction purposes, includes 16 mm water meter	\$90	\$90
	plus monthly meter and usage charges	
(9) Meter Test	\$130	\$130
(10) Private fire hydrant maintenance (per hydrant)		
(a) Damage evaluation	\$70	\$75
(b) Paint	\$80	\$80
(11) Bulk Water		
(a) Use of designated fire hydrant to obtain water for watering, cleaning, flushing (per permit plus water consumption) plus water usage charges at Bulk Water rate)	\$80	\$80
(12) Manual account adjustment fee		\$25

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE D**

		2014 Rates	2015 Rates
13 (12)	Sewer Services — inspection and cleaning Service Calls (service vehicle and 2 one operators)		
	(a) During regular working hours (per hour) (1 hour minimum)	\$120	\$60.00
	(b) After regular working hours (per hour) (2 hour minimum)	\$220	\$110.00
14 (13)	Sewer Mains –cleaning, clearing (vacuum truck and 2 operators)		
	(a) During regular working hours (per hour) (1 hour minimum)	\$215	\$200.00
	(b) During regular working hours with pilot truck (per hour) (1 hour minimum)	\$235	\$210.00
	(c) After regular working hours (per hour) (2 hour minimum)	\$305	\$300.00
	(d) After regular working hours with pilot truck (per hour) (2 hour minimum)	\$325	\$310.00
15 (14)	Sewer Mains and services – televise (CCTV vehicle and 2 operators)		
	(a) During regular working hours (per hour) (1 hour minimum)	\$220	\$150.00
	(b) During regular working hours with pilot truck (per hour) (1 hour minimum)	\$240	\$160.00
	(c) After regular working hours (per hour) (2 hour minimum)	\$320	\$250.00
	(d) After regular working hours with pilot truck (per hour) (2 hour minimum)	\$340	\$260.00
16 (15)	Other services (e.g. meter and standpipe repairs, miscellaneous construction) that are not identified within the above noted tables may be provided from time to time at the request of Customers. These services are typically not provided frequently or may have a variable scope depending on individual circumstances. In these cases, the services will be provided at cost, including materials, equipment and labour.		

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE E***Effective for all rates, on or after **March 1, 2015*****SOLID WASTE COLLECTION RATES****FOR COMMERCIAL FRONT-
END CONTAINERS**

1 (a) Rates to be applicable for premises when supplied with a Container by the Solid Waste Contractor engaged by the City. Scheduled Service includes Contractor-provided Container.

2014 Rates

2015 Rates

Type of Service	Monthly Rate (\$)				Monthly Rate (\$)			
	1.5 m ³ (2 yd ³)	2.3 m ³ (3 yd ³)	3.1 m ³ (4 yd ³)	4.6 m ³ (6 yd ³)	1.5 m ³ (2 yd ³)	2.3 m ³ (3 yd ³)	3.1 m ³ (4 yd ³)	4.6 m ³ (6 yd ³)
Service on Demand:								
Container Rental	11.39	14.24	17.08	19.93	11.76	14.71	17.64	20.58
Lift Charge	12.61	18.92	25.23	37.84	13.02	19.54	26.06	39.08
Scheduled Service:								
1 lift per month	12.61	18.92	25.23	37.84	13.02	19.54	26.06	39.08
1 lift every 2 weeks	27.25	40.87	54.50	81.73	28.14	42.21	56.29	84.41
1 lift per week	54.61	81.93	109.24	163.85	56.40	84.62	112.82	169.22
2 lifts per week	109.24	163.85	218.48	327.70	112.82	169.22	225.65	338.45
3 lifts per week	163.85	245.78	327.70	491.55	169.22	253.84	338.45	507.67
4 lifts per week	218.48	327.70	436.94	655.42	225.65	338.45	451.27	676.92
5 lifts per week	273.09	409.63	546.18	819.27	282.05	423.07	564.09	846.14
6 lifts per week	327.70	491.55	655.42	983.12	338.45	507.67	676.92	1,015.37
Extra lift for scheduled service	12.61	18.92	25.23	37.84	13.02	19.54	26.06	39.08

1 (b) Charges for special Container services in addition to the above rates will be as follows.

Standard Lid	\$ -	\$ -
Castors on Containers per month per container	\$ 19.93	\$ 20.58
Lock one time charge per container	\$ 20.00	\$ 20.00

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE E**

2

Rates to be applicable for premises where the owner or agent is charged and such owner or agent provides Receptacles for hand pickup of Solid Waste.

2014 Rates								<i>2015 Rates</i>							
MONTHLY SOLID WASTE COLLECTION RATES FOR COMMERCIAL HAND PICK-UP (\$)															
Volume per Pick-Up	Frequency of Pick-Up per Week						Cost per Extra Pick- up	Frequency of Pick-Up per Week						Cost per Extra Pick- up	
	1	2	3	4	5	6		1	2	3	4	5	6		
≤ 0.4 m ³	26.08	52.15	78.23	104.31	130.39	156.46	6.02	<i>26.94</i>	<i>53.86</i>	<i>80.80</i>	<i>107.73</i>	<i>134.67</i>	<i>161.59</i>	<i>6.22</i>	
> 0.4 m ³ - 0.8 m ³	26.08	52.15	78.23	104.31	130.39	156.46	6.02	<i>26.94</i>	<i>53.86</i>	<i>80.80</i>	<i>107.73</i>	<i>134.67</i>	<i>161.59</i>	<i>6.22</i>	
> 0.8 m ³ - 1.5 m ³	52.15	104.31	156.46	208.62	260.77	312.92	12.05	<i>53.86</i>	<i>107.73</i>	<i>161.59</i>	<i>215.46</i>	<i>269.32</i>	<i>323.18</i>	<i>12.45</i>	
≥ 1.5 m ³ - 2.3 m ³	78.24	156.49	234.73	312.98	391.22	469.47	18.07	<i>80.81</i>	<i>161.62</i>	<i>242.43</i>	<i>323.25</i>	<i>404.05</i>	<i>484.87</i>	<i>18.66</i>	
> 2.3 m ³ - 3.1 m ³	104.32	208.64	312.96	417.29	521.61	625.93	24.09	<i>107.74</i>	<i>215.48</i>	<i>323.23</i>	<i>430.98</i>	<i>538.72</i>	<i>646.46</i>	<i>24.88</i>	
> 3.1 m ³ - 3.8 m ³	130.40	260.80	391.20	521.59	651.99	782.39	30.12	<i>134.68</i>	<i>269.35</i>	<i>404.03</i>	<i>538.70</i>	<i>673.38</i>	<i>808.05</i>	<i>31.11</i>	
> 3.8 m ³ - 4.6 m ³	156.48	312.95	469.43	625.90	782.38	938.85	36.14	<i>161.61</i>	<i>323.21</i>	<i>484.83</i>	<i>646.43</i>	<i>808.04</i>	<i>969.64</i>	<i>37.33</i>	
> 4.6 m ³ - 5.3 m ³	182.55	365.11	547.66	730.21	912.76	1,095.32	42.16	<i>188.54</i>	<i>377.09</i>	<i>565.62</i>	<i>754.16</i>	<i>942.70</i>	<i>1,131.25</i>	<i>43.54</i>	

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE E**

3

For a single family Dwelling Unit, a semi-detached residential Unit, a single family Dwelling Unit with a basement Dwelling Unit situated therein, or a Dwelling Unit in a Multi-Family Building or multiple family development, the charge for basic residential collection shall be ~~\$12.05~~ **\$12.40** per month per Dwelling Unit for the collection of a maximum of 5 Units of Solid Waste per week per Dwelling Unit year round, and once a week collection of Yard Waste for approximately seven months per year. The charge for Solid Waste tags for Units in excess of the basic residential collection service shall be ~~\$1.00~~ **\$1.00** per Extra Waste Tag.

4 (a)

All Dwelling Units which require individual blue box collection services shall be charged ~~\$6.10~~ **\$6.40** per month for weekly pick up.

(b)

Any Dwelling Unit which requires The City's communal recycling collection service shall be charged ~~\$4.25~~ **\$4.00** per month per Dwelling Unit.

5

Disposal Grounds Rates for Acceptance of Solid Waste

Description		2014 Rates	2015 Rates
(a)	Mixed Solid Waste	\$ 65.00	\$ 67.00
(b)	Construction and Demolition Waste	\$ 65.00	\$ 67.00
(c)	Special Solid Waste	\$ 85.00	\$ 87.00
(d)	Asbestos	\$ 85.00	\$ 87.00
(e)	Clean, segregated Yard Waste	\$ 55.00	\$ 57.00
(f)	Clean, segregated branches	\$ 55.00	\$ 57.00
(g)	Clean, segregated, unpainted gypsum drywall	\$ 55.00	\$ 57.00
(h)	Clean, segregated asphalt shingles	\$ 55.00	\$ 57.00
(i)	Clean, segregated pallets	\$ 55.00	\$ 57.00
(j)	Clean, segregated scrap metal (including Freon appliances and propane tanks)	\$ 55.00	\$ 57.00
	Clean, segregated, reusable furniture	\$ 55.00	\$ 57.00

Bylaw No. ~~3514/2014~~ **3543/2015****SCHEDULE E**

(k)

(l) Household Hazardous Waste

No Charge

(m) Residential Paint Products

No Charge

(n) Electronic Waste

No Charge

(o) Tires

No Charge

(p) Cover Material as defined in The City of Red Deer Waste Management Facility Disposal Guidelines.

No Charge

(q) A surcharge of ~~\$20~~ **\$20.00** per load will be applied to unsecured loads as outlined Clause 109(8) Use of the Solid Waste Utility Service and Disposal Grounds.(r) When fractional metric tonnes are delivered, the rate charged for the same shall be determined by pro-rating the above rates per tonne in the same ratio as the weight of such Solid Waste delivered bears to a metric tonne. In any event, a minimum charge of ~~\$7.00~~ **\$7.00** shall apply for items 5(a-b), 5(e-k) and a minimum charge of ~~\$85~~ **\$87** shall apply for items 5(c) and 5(d).

(s) Where loads delivered contain multiple types of waste, the rate applied shall be based on the type of waste with the highest applicable rate.

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BYLAW NO. 3543/2015

Being a Bylaw of The City of Red Deer to provide for the supply and use of the Water, Wastewater, Storm Water and Solid Waste utilities of The City of Red Deer.

Background

A Council has authority under the Municipal Government Act, to pass bylaws respecting the safety, health and welfare of people. Council of the City of Red Deer has deemed it appropriate to provide for the establishment and operation of certain public Utility Services, including provision for the terms and conditions under which such utilities will be provided.

COUNCIL HEREBY ENACTS AS FOLLOWS:

PART 1 – SHORT TITLE**SHORT TITLE AND ESTABLISHMENT OF UTILITIES**

- 1 (1) This Bylaw may be called "The Utility Bylaw".
- (2) The City of Red Deer hereby establishes the following municipal utilities: Water, Wastewater, Storm Water and Waste Management (including Recycling).

PART 2 – GENERAL PROVISIONS**DEFINITIONS**

- 2 Words and phrases in this Bylaw shall have the meanings set out in Schedule A.

DELEGATION

- 3 City Council hereby delegates to the City Manager all those powers stipulated by this Bylaw to be exercised by the City and all necessary authority to carry out those powers, except those powers which are reserved exclusively for Council under the Municipal Government Act, or reserved for other Persons pursuant to the provisions of this Bylaw. The City Manager may delegate any powers, duties or functions granted under this Bylaw to another employee of the City.

SUPPLY AND OWNERSHIP OF FACILITIES AND EQUIPMENT

- 4 (1) All meters and metering equipment shall be supplied, owned and maintained by The City unless otherwise provided in this Bylaw.

- (2) Notwithstanding the payment by a Customer of any costs incurred by The City, The City shall retain full title to all lines, equipment and apparatus on its side of the point of delivery, and to all meters and metering equipment provided by it.

ASSIGNMENT OF CONTRACT

- 5 A contract for a Utility Service is not transferable and shall remain in full force and effect until terminated by the Customer or The City as provided herein.

CITY RESPONSIBILITY AND LIABILITY

- 6 (1) The City does not guarantee the continuous uninterrupted supply of any Utility Service but reserves the right to suspend the supply of a Utility Service at any time without notice where required in the maintenance or operation of the Utility Service.
- (2) The City and its officers, employees and agents shall not be liable for any damages of any kind due to or arising out of:
 - (a) a failure to provide a Utility Service;
 - (b) the interruption of service due to maintenance or operational requirements, or due to reasons beyond The City's control; or
 - (c) the disconnection or removal of a Utility Service in accordance with this Bylaw.

APPLICATION FOR SERVICE

- 7 (1) A Person requesting a Utility Service shall apply to The City for a Utility Service account by completing an application form and providing such information as The City may require, including credit references, confirmation of the identity and legal authority of the applicant, and information respecting load and the manner in which the services will be utilized.
- (2) The Customer shall pay an application fee as set forth in Schedule D.
- (3) The City may establish procedures for the creation of a contract for Utility Services by telephone, fax, internet or other electronic means, or may require the applicant to sign a contract for service.

- (4) The Utility Service account shall be set up:
- (a) in the name of the Property Owner; or
 - (b) in the name of the Occupant(s) of a Property where the Utilities are requested by an Occupant of the Property. Where the Occupants are Tenants, all of the Persons named as Tenants in the landlord-Tenant agreement or any other rental agreement shall be jointly and severally liable for the Utility account, regardless of which Tenant's name the account is opened in. At the discretion of The City, a copy of the rental agreement may be required with the application for service; or
 - (c) in the name of the general contractor in the case of a new building under construction, where the Utilities are requested by the general contractor.
- (5) Notwithstanding subsection (2), The City may waive the application fee in the case of a mortgage lender which acquires title to a Property as part of the process of foreclosure.
- (6) The establishment of a Utility Service account creates an agreement between the Customer and The City, of which the provisions of the application form and the terms of this Bylaw shall form a part.

CONDITIONS OF SERVICE

- 8 (1) Upon receipt of all required information and fees, verification of the Customer's identity and the accuracy of the information, the City will advise the Customer whether and on what terms the City is prepared to supply Utility Services to the Customer, the type and character of the connections it is prepared to approve for the Customer, and any conditions (including without limitation, payments by the Customer) that must be satisfied as a condition of the supply of the Utility Services.
- (2) The City is not obliged to supply Utility Services until the Customer has provided The City with access to the premises to which the Utilities are to be provided, so to enable The City to inspect the physical connections for such Utility and to obtain an initial meter reading for each metered Utility Service.
- (3) No new Utility account will be opened for anyone who is already indebted to The City for Utility Services unless satisfactory arrangements for payment of the outstanding amount have been made.

DEPOSITS

- 9 (1) Deposits are required to establish a Utility account, for the following cases:
- (a) Customers who are unable to establish or maintain creditworthiness satisfactory to The City; or
 - (b) where payment of a Utility account in the name of the applicant is in arrears; or
 - (c) where a Utility Service to a Property owned or occupied by the applicant has been shut off for non-payment of the account; or
 - (d) where a cheque received for payment of a Utility account in the name of the applicant has been returned marked "Not Sufficient Funds" or "Payment Stopped", or with other words indicating that the cheque has not been honoured; or
 - (e) where the applicant's Utility account has been written off as a bad debt; or
 - (f) where collection proceedings, including legal action or referral to a collection agency, have been commenced in respect of the applicant's previous Utility account; or
 - (g) where the applicant has not maintained an existing or previous Utility account in good standing; or
 - (h) at the discretion of The City.
- (2) Before a new Utility account is opened, the Customer shall provide a guarantee of payment in a form acceptable to The City, in the amount set forth in Schedule D.
- (3) Customers opening a new account due to a change of residence within the City shall, if a deposit was required for the applicant's previous account, be charged a deposit on the new account.
- (4) The City may waive the requirement for a deposit if The City is satisfied as to the creditworthiness of the applicant.
- (5) The City may apply a deposit to any amount owed to The City whatsoever by the Customer whether in relation to the Customer's Utility account or

otherwise, as determined by The City in its sole discretion.

INTEREST ON DEPOSITS

- 10 Interest on each Customer's cash security deposit shall be calculated annually and credited, not in advance, at the rate specified to be paid on security deposits under the *Residential Tenancy Act*, RSA 2004 Ch. R-17.1.

REFUND OF DEPOSIT

- 11 When a Customer has established and maintained creditworthiness satisfactory to The City, or upon termination of the Utility Service agreement, the deposit shall be refunded, together with accrued interest, after deducting any amount owed to The City whatsoever by the Customer whether in relation to the Customer's Utility account, including the cost of shutting off or discontinuing any Utility Service for non-payment, or otherwise, as determined by The City in its sole discretion. The deposit will be applied against any active Utility account in the Customer's name or refunded within 3 months of the final bill due date to the address on the account, or such other address provided by the Customer.

SERVICE CHARGE

- 12 When a Customer requests that The City attend at the Property to which the Utility Service is being supplied with respect to any matter relating to the supply of Utility Services or the servicing of the same, and if for any reason whatsoever The City is unable to enter the said premises, or if the call is for failure of service not attributable to The City, the Customer shall pay a service charge fee as set forth in Schedule D.

AFTER HOURS CALLS

- 13 The Customer shall pay the applicable after hours fee as set forth in Schedule D for service calls after 4:00 p.m. or before 7:30 a.m., Monday through Friday, or on a Saturday, Sunday, or statutory or civic holiday. The after hours fee shall also apply if a meter is required to be installed or connected, or should a Utility Service be required to be disconnected or reconnected during such times.

DISCONNECTION

- 14 The Customer shall pay a disconnection service charge as set forth in Schedule D where a Utility Service is disconnected.

RECONNECTION

- 15 Before the City reconnects or restores Utilities Services, the Customer shall:
- (a) pay any amount owed by the Customer to the City for Utility Services or , at The City's discretion, make arrangements for payment satisfactory to the City;
 - (b) pay the applicable deposit as set forth in Schedule D;
 - (c) Pay the applicable reconnection service charge as set forth in Schedule D.

WINTER INSTALLATION

- 16 The cost payable by the Customer for installing a service between November 1st of any year and May 15th of the following year shall be increased by the amount set forth in Schedule D.

UTILITY CHARGES AND PAYMENT OF UTILITY ACCOUNTS

- 17 (1) The rates and charges for Utility Services shall be those set out in the Schedules to this Bylaw or as otherwise established by resolution of Council from time to time.
- (2) All rates and charges shall be paid to The City within the time prescribed by this Bylaw.
- (3) The whole amount owing in a Utility account is due and payable on the due date stated on the Utility bill and the account will be deemed to be in arrears if payment is not made on or before the due date. A Customer is responsible to pay the amounts owing in a Utility bill whether or not the Customer has received it.
- (4) Any charge on a Customer's account remaining unpaid after the due date will be in arrears and constitute a debt owing to the City recoverable by any or all of the following methods:

- (a) The City may discontinue the supply of all or any Utility Services;
- (b) The City may draw on the deposit held by the City;
- (c) The City may terminate the Customer's account;
- (d) The City may add the outstanding account balance to the tax roll of an Owner of a Property, if the account is in the Owner's name;
- (e) By action in any Court of competent jurisdiction; or
- (f) By distress and the sale of the goods and chattels of the Customer wherever they may be found in the City.

BILLING ERRORS

- 18 Where a Customer has been charged less or more than they should have been charged for Utility Services provided, The City will review the account and make corrections for the billing errors for up to a maximum of 12 months prior to the date the error is discovered. Corrections will not be made for billing errors in respect of Utility Services provided more than one year prior to the date the billing error is discovered.

LATE PAYMENT PENALTY

- 19 When the Customer pays the Utility account after the due date stated in the account (or after such other due date as may be approved by The City, whether the payment is made at a financial Institution or directly to The City, the Customer shall pay a penalty on the overdue balance as set forth in Schedule D.

NOVELTY PAYMENT METHODS

- 20 The City may refuse to accept a payment by way of a cheque drawn on a form other than a bank cheque form (a Novelty Cheque), but where The City does so, the Customer shall be liable for and pay to The City all charges and costs incurred to process the Novelty Cheque. The City will follow the Bank of Canada rules and regulations of currency acceptance limitations in respect of payment by cash.

INTERIM UTILITY BILL

- 21 (1) Where The City has not measured the amount of a metered Utility Service, it may issue an interim Utility bill based on estimated

consumption and shall credit Utility accounts for all payments made by a Customer against such interim bill.

- (2) Where any service rate or charge is designated by reference to a time certain, the charge for a lesser period of time shall be calculated on a proportionate basis.

ENFORCEMENT

- 22 The City is authorized to collect all accounts owing to The City under this Bylaw, and may take any of the measures a municipality is authorized to take under the *Municipal Government Act, RSA 2000, Chap M-26*.

APPEALS

- 23 (1) A Customer who uses, receives, or pays for Utility Services may appeal a service charge, rate or toll charged under this Bylaw on the grounds that such service charge, rate or toll does not conform to the established public Utility rate structure, has been improperly imposed, or is discriminatory, to the Alberta Utilities Commission.

- (2) A Customer may appeal decisions made by the City Manager or his/her delegate pursuant to the following sections of this Bylaw:

- (a) Section 18 – Billing Errors
- (b) Section 28 – Requirement for an Account; and
- (c) Section 31 – Connection to Utility Service

to the Red Deer Appeal and Review Board by filing a Notice of Appeal with the Clerk of the Board and paying the applicable filing fee within 14 days of receiving the aforementioned decision, in accordance with the provisions set out in The Appeals Board Bylaw. When hearing an appeal, the Board may confirm, revoke or vary the decision.

REASONABLE NOTICE

- 24 The City shall provide written notice to a Customer of any breach of this Bylaw which may result in The City discontinuing Utility Services. Such notice shall be delivered at least 10 days prior to discontinuance of Utility Services and shall be sent to the Customer as follows:

- (a) in the case of a Customer who is known to be a Tenant at the premises, the notice shall be sent to the address of the premises; and

- (b) in the case of a Customer who owns the Property, the notice shall be sent to the address of the premises and the address provided in the application for service, if different.

TERMINATION OF ACCOUNT BY CUSTOMER

- 25 (1) A Customer is responsible for all charges accruing to the Customer's account until such time as the account is closed.
- (2) When a Customer gives notice to The City that the Customer's account is to be closed, The City shall obtain a final reading of any meter as soon as reasonably practical and the Customer shall be liable for and pay for all service supplied prior to such reading. The City may base the final charge for service on an estimated meter reading which will be prorated from the time of an actual meter reading.

TERMINATION BY THE CITY UPON NOTICE

- 26 The City may discontinue the supply of any Utility Service for any of the following reasons, after notice has been given pursuant to Section 24:
- (a) non-payment of any Utility accounts;
 - (b) inability of The City to obtain access to premises to read, service or inspect any meter;
 - (c) failure or refusal of a Customer to comply with any provision of this Bylaw;
 - (d) failure or refusal of a Customer to comply with the provisions of any statute or regulation, including the Alberta Building Code; or
 - (e) in any other case provided for in this Bylaw.

TERMINATION WITHOUT NOTICE

- 27 (1) The City may discontinue the supply of a Utility Service without prior notice in the event of any threatened or actual danger to life or Property, or in any other similar circumstances that the City determines, in its sole discretion, acting reasonably, require such action

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Bylaw No 3543/2015

- (2) The City may discontinue the supply of the Water Utility Service without prior notice for any of the reasons listed above or for any of the following reasons:
- (a) if the Customer has caused, permitted or allowed any piping, fixture, fitting, container or other appliance to be or remain connected to the water supply system which allows or has the potential to allow water from a source other than the Water Utility or any other harmful or Deleterious liquid or substance to enter the Water Utility;
 - (b) failure by a Customer to notify The City within 24 hours after the seal on a bypass is broken;
 - (c) failure by a Customer to repair or replace a Backflow Preventer within ninety-six (96) hours of being so directed by The City;
 - (d) in the event of an emergency or water shortage as The City deems necessary; or
 - (e) in any other case provided for in this Bylaw.

REQUIREMENT FOR ACCOUNT

28 When the premises to which Utility Services is provided become vacant and no new application for service has been made, The City may terminate the contract and:

- (a) disconnect the Utility Service; or
- (b) in lieu of disconnecting the service, open a new utility account in the name of the owner and charge the fee set forth in Schedule D to open the account as well as other ongoing charges under Schedules B & C.

Nothing herein shall prevent the Property Owner from requesting that The City discontinue such Utility Service provided the Property Owner pays the service charge prescribed herein.

AUTHORIZATION TO ENTER PREMISES

- 29 (1) In accordance with the Municipal Government Act, The City may, after giving reasonable notice to the Property Owner or occupier of the Property, enter any Property upon which a meter or shut-off valve is situated for the purpose of providing, maintaining or terminating the supply

of a Utility Service to that Property.

- (2) The Customer and the Property Owner are responsible to provide The City reasonable access to the meter, shut-off valve and other City infrastructure for the purpose of providing, maintaining or terminating the supply of a Utility Service.
- (3) The City may remove obstructions that are interfering with the performance of providing, maintaining or terminating the supply of a Utility Service and may charge the Customer or the Property Owner the costs associated with such removal. The City will use reasonable care to avoid damaging the obstruction during removal.
- (4) If The City cannot access the meter or shut off valve for any reason, The City may charge a no access fee to the Customer or Property Owner as set forth in Schedule D.

SERVICE REMOVAL AND BUILDING DEMOLITION

- 30 (1) No Person shall cause, permit or allow a building to be demolished or removed until Utility Services to the Property are removed and any fee for such removal has been paid. Notwithstanding the foregoing, The City may, in circumstances which The City considers appropriate, permit the service to remain connected to the Utility Service line or main.
- (2) Utility charges will continue in accordance with the rates identified in this Bylaw until all occupiable buildings located on the Property have been demolished.

CONNECTION TO UTILITY SERVICE

- 31 (1) Within one year after a Utility Service becomes available, the owner of every building situated on land abutting on any street in which there is a Water Main or a Wastewater Sewer, shall at the owner's expense connect such building to the water system and install sanitation Facilities, where available, and connect the building to the Wastewater Sewer systems in accordance with the requirements and standards set out in the Alberta Building Code and elsewhere in this Bylaw.
- (2) The Property Owner shall provide The City with a completed application in the form approved by The City for a permit to make such connection. The application shall include any plans, or specifications as may be required by the City's Engineering Design Guidelines, or other information required by The City.

- (3) The owner of a parcel of land in respect of which no Offsite Levy for Water or Wastewater has been paid to The City, shall, in addition to the fees otherwise specified in this Bylaw, pay a connection fee as follows:
- (a) in the case of a single-family parcel, a fee in an amount equal to the current per hectare Offsite Levy charge for the Water and Wastewater services provided, multiplied by the actual area of the parcel or 0.12 ha, whichever is less.
 - (b) where such a single-family parcel is subsequently subdivided and a new Water or Wastewater Service Connection is required for the subdivided parcel, the Property Owner shall pay a separate connection fee for each subdivided parcel, in an amount equal to the current per hectare Offsite Levy charge for the Water and Wastewater services provided, multiplied by the actual area of the un-subdivided parcel less the area set out in subsection (a) above;
 - (c) in the case of a multi-family or non-residential parcel, a fee in an amount equal to the current per hectare Offsite Levy charge for the Water and Wastewater services provided, calculated on the area of the parcel in question.
- (4) The connection fee specified in subsection (3) above shall not apply to any parcel in respect of which The City has otherwise received or made arrangements to receive payment of an equivalent amount.
- (5) Notwithstanding subsection (1), The City shall have the discretion to extend the period of time within which the connection to the Water Main, or Wastewater Sewer must be made for such period of time as The City considers is reasonable and subject to review every 5 years or less, provided that such extension of time is consistent with City policies and Council direction, and also provided that the failure to connect:
- (a) will not jeopardize the health or safety of the Occupants of the building or of other City residents;
 - (b) will not adversely affect the integrity or operation of those utilities; and
 - (c) will not present an undue risk of damage to Property or the environment.
- (6) A Person who has been directed to connect their building to a Utility Service may appeal the direction pursuant to Section 23, Appeals.

- (7) At such time as the Property Owner connects to a Utility Service, the Property Owner shall also open a Utility account and make payment of all application fees and deposits that may be required under this Bylaw.
- (8) No Person may connect to a Utility Service until such time as payment has been made to The City by the Property Owner or prior owner in respect of the cost of construction of the Utility Service (including carrying charges) to serve the land owned or occupied by that Person, or until such Person has made other arrangements satisfactory to The City to pay that Person's proportionate share of those costs.
- (9) No Person shall uncover, make any connections with or opening into, use, alter, or disturb any Water Mains, City Service Connections, Wastewater Sewer, Storm Water Sewer or appurtenances thereof, unless authorized by The City.
- (10) All Water Mains, Wastewater Sewers, and Storm Water Sewers located within The City's Property, right-of-way, or easement shall be constructed by The City's forces or its contractors and shall be maintained by The City.
- (11) All Private Service Connections, Wastewater Sewers, and Storm Water infrastructure and Facilities on private Property shall be constructed and maintained by the owner's forces at his expense in accordance with the requirements of this Bylaw and the Alberta Building Code.

UTILITY CONNECTION EXCEPTIONS

- 32 (1) All owners of Property fronting on 65 Avenue between 67 Street and Taylor Drive shall, prior to the hook-up of water, Storm Water, or Wastewater Sewer services, and as a condition of such services, pay of the following sums of money to The City, namely:
- (a) a sum equal to the off-site water charges, Storm Water, or Wastewater Sewer levy based on the rate in force as of the date of the water, Storm Water or Wastewater Sewer connections established under The City's Off-Site Levy Bylaw; and
 - (b) the estimated cost of the construction of small diameter Water Main and hydrants, Storm Water, or Wastewater Sewers and manholes and all appurtenances thereto, constructed along and in 65 Avenue between 67 Street and Taylor Drive, distributed on the assessable frontage along 65 Avenue and pro-rated to the owner

based on the frontage of the owner's land as it relates to the total assessable frontage aforesaid. All such costs shall be calculated as at the current City costs in force as of the date of hooking up the water, Storm Water, or Sewer service to the owner's Property.

ABANDONED BUILDING SEWER CONNECTIONS

- 33 When any Wastewater or Storm Water Private Sewer Connection is abandoned, the Property Owner shall effectively block up the connection at a suitable location within their Property to prevent Wastewater or Storm Water from backing up into the soil or from dirt being washed into the City Sewer Connection.

SAMPLING AND MONITORING

- 34 (1) Where sampling is required for the purposes of determining the concentration of constituents in the Wastewater or Storm Water, the sample may:
- (a) be collected manually or by using an automatic sampling device; and
 - (b) contain additives for its preservation.
- (2) For the purpose of determining compliance with this Bylaw, discrete Wastewater or Storm Water streams within premises may be sampled, at the discretion of the Inspector.
- (3) The owner or operator of any industrial, commercial or Institutional premises or multi-storey residential building shall at all times ensure that every Monitoring Access Point as required by this Bylaw is accessible to the Inspector for the purposes of observing, sampling and flow measurement.
- (4) Any single Grab Sample may be used to determine compliance with any provision of this Bylaw.
- (5) All tests, measurements, analyses and examinations of Wastewater or Storm Water, its characteristics or contents pursuant to this Bylaw shall be carried out in accordance with Standard Methods and be performed by a laboratory accredited for analysis of the particular substance(s) using a method which is within the laboratory's scope of accreditation or to the satisfaction of the Inspector as agreed in writing prior to sample analysis.

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- (6) The following businesses require Sampling Ports when it is not possible to install a Monitoring Access Point:
- (a) dental offices;
 - (b) businesses using photographic processing equipment; or
 - (c) any other businesses deemed necessary by the Inspector.

SPILLS

- 35 (1) In the event of a Spill on the ground or to a Wastewater and/or Storm Water Sewers, the Person responsible for the Spill or the Person having the charge, management and control of the Spill shall immediately notify and provide any requested information with regard to the Spill to:
- (a) 911 emergency if there is any immediate danger to human health and/or safety; or
 - (b) if there is no immediate danger:
 - (i) The City by contacting the Environmental Services Source Control 24 Hour # 403-342-8750;
 - (ii) the owner of the Property where the release occurred; and
 - (iii) any other Person whom the Person reporting knows or ought to know may be directly affected by the release.
- (2) Thereafter, that Person shall provide a detailed report on the Spill to The City, within five working days after the Spill, containing the following information to the best of their knowledge:
- (a) name and telephone number of the Person who reported the Spill and the location and time where they can be contacted;
 - (b) location where Spill occurred; date and time of Spill; material spilled; characteristics and composition of material spilled; volume of material spilled; duration of Spill event;
 - (c) work completed and any work still in progress in the mitigation of the Spill;
 - (d) preventive actions being taken to ensure a similar Spill does not occur again; and copies of completed Spill prevention and Spill response plan.

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- (3) The Person responsible for the Spill, the Person having the charge, management and control of the Spill and the owner of the Property where the Spill occurred shall do everything reasonably possible to contain the Spill, protect the health and safety of citizens, minimize damage to Property, protect the environment, clean up the Spill and contaminated residue, and restore the affected area to its condition prior to the Spill.
- (4) Nothing in this Bylaw relieves any Persons from complying with any notification or reporting provisions of:
 - (a) other government agencies, including federal and provincial agencies, as required and appropriate for the material and circumstances of the Spill; or
 - (b) any other Bylaw of The City.
- (5) The City may invoice the Person responsible for the Spill, the Person having the charge, management and control of the Spill and/or the owner of the Property where the Spill occurred to recover all costs arising as a result of the Spill and such Person(s) shall pay the costs invoiced.
- (6) The City may require the Person responsible for the Spill, the Person having the charge, management and control of the Spill and/or the owner of the Property where the Spill occurred to prepare and submit a Spill contingency plan to indicate how risk of future incidents will be reduced and how future incidents will be addressed.

POWER AND AUTHORITY OF INSPECTORS

- 36 (1) An Inspector or other designated officer of The City may in accordance with this Bylaw and the Municipal Government Act:
- (a) enter upon all properties for the purpose of inspection, observation, measurement, sampling and testing in accordance with the provisions of this Bylaw.
 - (b) take samples of Wastewater, Storm Water, clear-water Waste and Subsurface Water being released from the premises or flowing within a private drainage system;
 - (c) perform on-site testing of the Wastewater, Storm Water, clear-water Waste and Subsurface Water within or being released from private drainage systems, Pre-treatment Facilities and Storm Water management Facilities;

- (d) make inspections of the types and quantities of chemicals being handled or used on the premises in relation to possible release to a drainage system or watercourse;
 - (e) require information from any Person, inspect and copy documents or remove documents from premises to make copies, concerning any potential violation of this bylaw;
 - (f) inspect chemical storage areas and Spill containment Facilities and request Material Safety Data Sheets (MSDS) for materials stored or used on site;
 - (g) inspect the premises where a release of prohibited or restricted Wastes or of water containing prohibited or restricted Wastes has been made or is suspected of having been made, and to sample any or all matter that in their opinion could have been part of the release.
- (2) Where an inspection discloses any failure, omission, or neglect respecting any Utility Service upon the Customer's premises, or discloses any defect in the location, construction, design or maintenance of any facility or any connection there from to the Utility Service, the Person making such inspection shall, in writing, notify the Customer, Property Owner, proprietor or occupier to rectify the cause of complaint within a reasonable time as determined by The City. Such notified Person shall within the time limited rectify such cause of complaint stated in the notice.
- (3) No Person shall hinder or prevent the Inspector or designated officer of The City from carrying out any of their powers or duties.
- (4) The City may serve any Person who is in violation of any provision of this Bylaw with written notice stating the nature of the violation and requiring the satisfactory correction thereof within 48 hours, or within such additional time as required by this Bylaw or as determined by The City. Such Person shall, within the time stated in such notice, permanently cease all violations.

OFFENCES AND PENALTIES

37 (1) Any Person who:

- (a) breaches any of the following sections of this Bylaw:
 - (i) Section 31, Connection to Utility Service;
 - (ii) Section 35, Spills;
 - (iii) Section 74, Prohibited Disposal of Wastewater;
 - (iv) Section 80, Storm Water / Ground Water Discharge to Wastewater Sewer;
 - (v) Section 81, Prohibited Substances in Wastewater;
 - (vi) Section 83 (3), Overstrength Surcharge;
 - (vii) Section 85, Dental Waste Amalgam Separator;
 - (viii) Section 86, Grease, Oil, & Solids Interception;
 - (ix) Section 87 (2), Customer Self-Monitoring;
 - (x) Section 91, Hauled Wastewater;
 - (xi) Section 98, Prohibited Storm Water Sewer Use;
 - (xii) Section 99 (1), Discharge of Prohibited Substances; or
 - (xiii) Section 114, Hazardous Waste, Dangerous Goods, Special Waste;
- (b) fails to act in compliance and accordance with any notice given under this Bylaw;
- (c) obstructs an Inspector;
- (d) releases Wastewater improperly;
- (e) discharges water, without a permit, to the Wastewater or Storm Water Sewer systems that was not provided by The City; or
- (f) knowingly makes false statements, records, reports, plans or other documents filed or required to be maintained pursuant to this Bylaw, or falsifies, tampers with or knowingly renders inaccurate any monitoring device or method required under this Bylaw

shall be guilty of an offence and upon summary conviction shall be liable to pay court costs plus a penalty of:

- (i) \$250 for the first occurrence of such offence;
- (ii) \$1,000 for the second occurrence of such offence;
- (iii) \$2,500 per occurrence for any subsequent occurrence; and

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- (iv) in default of payment of the penalty, to imprisonment for up to 6 months.
- (2) Any Person who breaches any other provision of this Bylaw shall be guilty of an offence and upon summary conviction shall be liable to pay court costs plus a penalty of:
 - (a) \$100 for the first occurrence of such offence;
 - (b) \$500 per occurrence for any subsequent occurrence of the offence; and
 - (c) in default of payment of the penalty, imprisonment for up to 30 days.
- (3) In the case of an offence that is of a continuing nature, a contravention constitutes a separate offence in respect of each day, or part of a day, on which it continues and a Person guilty of such an offence is liable to a fine in an amount of not less than that established by this Bylaw for each such day.
- (4) A Peace Officer or Bylaw Enforcement Officer who has reasonable grounds to believe that a Person has contravened any provision of this Bylaw, may serve upon such Person an offence ticket allowing the payment of the specified penalty to The City which payment will constitute a guilty plea and shall be accepted by The City in lieu of prosecution for the offence.

PART 3 - WATER UTILITY

WATER SERVICE BILLING RATES

- 38
- (1) A Water Utility Customer shall pay the amounts specified in this Bylaw and in Schedules B and D for all water supplied and Water Utility Services provided.
 - (2) The City shall determine which rate in Schedule B and D shall apply to any particular Customer.
 - (3) The rate payable by a Customer as set out in Schedule B of this Bylaw for all water supplied shall be determined by reference to the size and the reading of the water meter supplied to each Customer.
 - (4) Where a Remote Reading Device is installed in addition to the water

meter, the water meter shall be used to determine the official reading.

CONNECTION TO CITY WATER SUPPLY

- 39 In the case of a new Private Service Connection to a City Service Connection that is 38 mm or larger in diameter, the Customer shall provide, at the Customer's expense, proof of satisfactory bacteriological test results (as per ANSI/AWWA C651-05) for the service, from a laboratory accredited to perform such tests by the Province of Alberta.

CONTINUOUS WATER SUPPLY NOT GUARANTEED

- 40 (1) The City does not guarantee the pressure nor the continuous supply of water and The City reserves the right at any and all times without notice to change operating water pressures and to shut off water. The City and its officers, employees and agents shall not be liable for any damages of any kind due to changes in water pressure, the shutting off of water, or by reason of the water containing sediments, deposits or other foreign matter.
- (2) Customers depending upon a continuous and uninterrupted supply or pressure of water or having processes or equipment that require particularly clear or pure water shall provide such Facilities as they consider necessary to ensure a continuous and uninterrupted supply or pressure or quality of water required for their use.

INSPECTION OF PREMISES

- 41 (1) The City may inspect the premises of a Customer who applies to The City for the supply of water in order to determine if it is advisable to supply water to such Customer.
- (2) The City may, with the permission of the Customer, inspect the premises of the Customer in order to do any tests on water piping or fixtures belonging to such Customer so as to determine if this Bylaw is being complied with and in the event that such Customer fails or refuses to give such permission, the supply of water to that Customer may be shut off.

WATER USE RESTRICTIONS

- 42 (1) The City may, at such times and for such lengths of time as The City considers necessary or advisable, regulate, restrict or prohibit the use of water for use other than human consumption. The City may cause the water supply to any Customer who causes, permits or allows irrigation,

wastage, exterior washing, or other non-human consumption in contravention of any such regulation, restriction or prohibition to be shut off until the Customer undertakes to abide by and comply with such regulation, restriction or prohibition.

- (2) No Customer shall operate, use, interfere with, obstruct or impede access to the Water Utility Service or any portion thereof in any manner not expressly permitted by this Bylaw, in default of which The City may cause the water being supplied to such Customer to be shut off until such Customer complies with all of the provisions of this Bylaw.

WASTAGE

- 43 (1) No Customer shall cause, permit or allow the discharge of water so that it runs Waste or useless, whether by reason of leakage from Private Service Connection, a faulty plumbing system or otherwise.
- (2) Notwithstanding the foregoing, The City may under such condition as The City may consider reasonable allow water discharge for the purposes of:
- (a) the installation and maintenance of infrastructure, including the flushing of Water Mains, hydrant leads and City Service Connections to prevent stagnation and/or to remove Deleterious materials;
 - (b) preventing the freezing of Water Mains, hydrants leads, irrigation systems and services connections;
 - (c) conducting water flow tests;
 - (d) fire fighting and associated training programs; or
 - (e) other purposes as deemed necessary by The City.

REQUIREMENT TO USE LOW-FLOW PLUMBING FIXTURES

- 44 (1) Any Person installing plumbing fixtures for any new construction or renovation project that requires a plumbing permit for a residential, commercial, industrial, or Institutional structure shall install only Low-flow Plumbing Fixtures.
- (2) The requirements of subsection (1) shall not apply to plumbing Facilities installed for safety or emergency purposes including emergency safety showers and face / eye wash stations.

UNAUTHORIZED USE OF WATER

45 (1) No Customer shall:

- (a) sell water supplied hereunder;
- (b) use or apply any water to the use or benefit of others or to any other than the Customer's own use and benefit;
- (c) increase the usage of water beyond that agreed upon with The City; or
- (d) extract or remove any water from any hydrant within the City;

without first obtaining written permission from The City and subject to such reasonable conditions as The City may impose with respect to the quantity, price and times of withdrawal of the water so used.

- (2) During such periods as the City Manager may designate by notice published in a newspaper in the City,
 - (a) no Customer shall use, permit, or allow to be used, any water supplied to any premises, the numerical address of which (excluding street name) ends in odd number, for vehicle washing, lawn watering or other irrigation purposes on any day of the month which is an even number;
 - (b) no Customer shall use, permit, or allow to be used any water supplied to any premises, the numerical address of which (excluding street name) ends in an even number for vehicle washing, lawn watering, or other irrigation purposes, on any day of the month which is an odd number;
- (3) During such period as The City by notice published in a newspaper may designate, no Customer shall use, permit, or allow to be used, any water supplied to any premises for vehicle washing, lawn watering or other irrigation purposes.
- (4) If the City finds an unauthorized use of water including use resulting from any tampering with a meter or other Facilities, the City may make such changes in its meters or other Facilities, or take such other corrective action, as may be appropriate to ensure only authorized use. The Customer shall pay all costs of such action necessary to remedy any violation of the law caused by the Customer.

- (5) Upon finding an unauthorized use of water, the City may disconnect the service connection immediately, without notice, and shall charge the Customer all costs incurred in correcting the condition, in addition to any other rights and remedies which may be available to the City.

INVESTIGATION INTO WATER SUPPLY SERVICE FAILURE

- 46 (1) Any Customer that notifies The City of a failure or interruption of water supply, the investigation of which necessitates the excavating of a street shall, prior to excavating, deposit with The City the costs thereof as estimated by The City, or sign a work order, agreeing to pay such costs, at the discretion of The City.
- (2) If such failure or interruption was caused by the City Service Connection the Customer shall not be liable for such costs and any deposit paid shall be refunded.
- (3) If such failure or interruption was caused by the Private Service, the actual cost of such work shall be paid by the Customer and the deposit shall be applied thereto; any excess shall be refunded to the Customer and any deficiency shall be collected in the same manner as water rates.

PRESSURE SURGES

- 47 No Customer shall cause, permit or allow any apparatus fitting or fixture to be or remain connected to the Customer's water supply or to be operated which causes pressure surges or other disturbances which may in the opinion of The City, result in damage to other Customers or to the Water Utility Service.

CONTAMINATION

- 48 No Customer shall cause, permit or allow to be or remain connected to the Customer's water supply system any piping, fixture, fitting, container or other appliance which may cause water from a source other than the Water Utility Service or any liquid or substance to enter the Water Utility Service. The City may cause the water supply to any Customer contravening the provisions of this section to be shut off provided that The City shall, if The City considers it practicable so to do, give notice to such Customer prior to such water supply being shut off. The water supply to such Customer shall not be restored until such Customer has paid to The City all costs associated with the shutting off of the water supply, the cleanup of contamination and the remedying of the Customer's default

under this section.

MEASUREMENT BY METER

- 49 All water supplied by The City to a Customer shall be measured by a meter unless otherwise provided for in this Bylaw.

METER INSTALLATION AND MAINTENANCE

- 50 (1) Customers who require the installation of more than one meter shall pay a fee as set forth in Schedule D for each additional meter.
- (2) The City may change a Customer's meter(s) with notice given pursuant to Section 24.

INSTALLATION RESPONSIBILITY

- 51 (1) Water meters supplied by The City which are 50 millimetres in size or smaller shall be installed by The City with no direct charge to the Customer.
- (2) Water meters supplied by The City which are larger than 50 millimetres in size shall be installed at the expense of the Customer.
- (3) The Customer shall provide for the installation of a water meter to the satisfaction of The City and when required shall install a properly valved bypass.
- (4) For water meter installation within a building, the Customer shall provide a suitable site for such installation near a main shut off, to the satisfaction of The City and in accordance with the City of Red Deer Design Guidelines.
- (5) The Customer shall ensure that employees or agents of The City have clear access to meter areas and water meters for meter testing and reading purposes.
- (6) Unless The City otherwise approves, The City shall not be obligated to supply more than one water meter for any one building. If additional water meters are approved, a separate curb stop will be required for each additional water meter.
- (7) A separate water meter shall be installed for each of the two dwelling units contained within a duplex residential building and a separate curb stop will be required for each water meter.

- (8) Any Customer whose water is not metered, or whose meter is not positioned to the satisfaction of The City, shall make proper provision for a meter to be installed or the meter to be moved as the case may be, all costs of which shall be paid by the Customer.

METER CHAMBER

- 52 When in the opinion of The City, the premises to be supplied with water are too far from the City Service Connection to conveniently install a meter in the premises, or if a number of buildings are to be so supplied or for any other reason in the opinion of The City, then the Customer shall, at the Customer's sole cost, construct and maintain a container for a meter and such container shall in all respects including location, construction size, access and otherwise howsoever be satisfactory to The City.

METER SIZE

- 53 The size of the meters shall be determined as follows:
- (a) if the internal diameter of the Private Service is 25 millimetres or less, a 16 millimetre meter shall be used; or
 - (b) if the internal diameter of the Private Service exceeds 25 millimetres, the size of the meter shall be one size smaller than the size of the Private Service; or
 - (c) if the Private Service is a Combined Service, the internal diameter of the Private Service branch to be used for purposes other than fire protection shall determine the meter size as set out in subsections (a) and (b) of this section.

BYPASSES

- 54 Any Customer having a water meter 50 millimetres in size or larger shall at the Customer's own expense construct and maintain a properly valved bypass satisfactory to The City which bypass shall be sealed by The City and shall be opened by the Customer only in case of emergency. The Customer shall notify The City within 24 hours after the seal on the bypass is broken, failing which The City may cause the water supply to such Customer to be shut off until satisfactory arrangements have been made for the calculation of and payment for water supplied and not recorded on the meter.

METER VALVING

- 55 Any Customer having a meter smaller than 50 millimetres in size shall, at the Customer's sole cost and expense, supply and maintain valves on both sides of and within 300 millimetres of the meter.

PROTECTION OF METER

- 56 (1) The Customer shall provide adequate protection for the meter supplied by The City and any associated valves or pipes against freezing, heat or any other internal or external damage of any kind which may affect the operation of the water meter or meters, failing which the Customer shall pay to The City all costs associated with the repair of such meter or associated valves & pipes which amount shall be recoverable in the same manner as all other costs and charges provided for under this Bylaw.
- (2) No Person other than an authorized City employee shall install, test, repair, remove, disconnect, reconnect a meter unless specifically authorized to do so in writing by The City.
- (3) No Person shall break, tamper or interfere with any meter or facility.
- (4) The Customer shall notify The City immediately whenever a water meter is not operating or if any part of a meter becomes damaged or broken.
- (5) The Customer is responsible for the safe keeping of any water meter and any Remote Reading Device that is installed on the Customer's premises.
- (6) The Customer shall pay the cost of repairing or replacing any water meter or metering accessories supplied and installed by The City that may be damaged from any causes or any other cause within the control of the Customer.
- (7) The Customer shall notify The City within 24 hours if the seal on the bypass valve or a water meter is broken for emergency purposes or any other purpose.

NON-REGISTERING METER

- 57 (1) If, upon the reading of a meter, it is determined that the meter has failed to accurately record the consumption of the Utility Service supplied then the consumption will be estimated upon such basis that The City

considers to be fair and equitable and the account rendered pursuant to Section 18.

- (2) Where it has been determined by The City that the meter is not accurately recording the consumption of a Utility Service, The City may enter the premises to replace the meter, on notice to the Customer pursuant to Section 24.

TESTING OR CALIBRATION OF DISPUTED METERS

- 58
- (1) A Customer who disputes a meter reading shall give written notice to The City.
 - (2) Following receipt of written notice; the water meter situated on the Customer's premises shall be tested or calibrated by a qualified Person designated by The City. If the meter is found to be accurate within 98.5% to 101.5% of the water passing through it, the expense of such test or calibration shall be borne by the Customer in the amount designated in Schedule D.
 - (3) If the meter is found not accurate within the above limits it shall forthwith be repaired or be replaced by one that is accurate and the expense thereof shall be borne by The City.
 - (4) If a meter is found not to be accurate within the aforesaid limits then any meter handling and testing fees paid by the Customer shall be refunded, and the billings adjusted.
 - (5) Where an examination of past meter readings or other information does not disclose the time at which the meter error commenced, then the meter error shall be deemed to have commenced twelve months prior to the date the meter was tested or from the date upon which the meter was installed, whichever is less.

METER READING

- 59
- (1) A Customer shall permit The City to perform meter reading using automated monitoring equipment. Additional fees may apply for on-site meter reading and manual account adjustment, as set out in Schedule D if a Customer does not allow automated metering infrastructure to be installed within their premises.
 - (2) The City shall endeavour to read the meters once every month, or at such other intervals as are reasonable and practicable under the

circumstances. If The City cannot gain access safely to read the meter as aforesaid, the consumption of the Utility Service shall be estimated upon such basis as The City considers to be fair and equitable and the account rendered in accordance with such estimate. Each meter shall be read at least once per year and if such reading cannot be obtained, The City may discontinue any or all Utility Services supplied to the premises, until such time as The City is able to obtain an actual meter reading.

- (3) The City may shut off the water supply to a Customer who refuses to provide a water meter reading or access to perform a water meter reading after notice has been given pursuant to Section 24.
- (4) The Customer shall ensure that access to the meter is safe, well lit, and free of hazards to the Person reading the meter.
- (5) The City may require a water meter to be either tested on site or removed for testing by a Person authorized by The City at any time. The City may discontinue any or all Utility Services supplied to the premises until such time as a Person authorized by The City is able to obtain access to test the meter or remove it for testing.

ADDITIONAL METER READS

- 60 When a Customer requests a meter reading at a time other than the regular scheduled time for meter reading, the Customer may be assessed a fee as set forth in Schedule D for such reading. Provided, however, if upon such reading, it is determined that the previous billed meter reading is incorrect, no fee shall be required.

PRIVATE SERVICES

- 61 All Persons doing any work or service upon a Private Service or the plumbing system attached to it shall comply with the provisions of the Alberta Building Code and any applicable bylaws. A Private Service shall be buried to a depth of at least 2.7 metres to prevent freezing.

USE OF GROUNDWATER WELLS

- 62 Once a parcel of land is connected to City Water Service, any groundwater wells within such Property must be abandoned unless otherwise approved in writing by The City. Such approval would be subject to cross-connection control, flow measurement and periodic inspection, as stipulated by The City.

FIRE PROTECTION SERVICE

- 63 (1) A Fire Line shall be used only for fire protection purposes and a water line which provides combined domestic service and Fire Line service shall not be installed without the prior approval of the Fire Chief.
- (2) The City shall determine whether or not a meter shall be affixed to a Fire Line. If required, the meter shall be supplied and installed in a manner satisfactory to The City at the Customer's expense.

FIRE HYDRANTS

- 64 (1) Unless authorized by The City, no Person shall:
- (a) open or close any fire hydrant or valve;
 - (b) connect any device of any kind to a fire hydrant, including a pipe, hose, fixture, or appliance; or
 - (c) use water from a fire hydrant, regardless of whether that hydrant is located on private or public Property, for any purpose other than fire protection.
- (2) All fire hydrants are to be numbered and painted to The City's standard. The City may provide this service upon request, as per the rates in Schedule D. This information can be provided upon request to the Environmental Services Department.
- (3) No Property Owner or Occupant of a parcel or premises shall allow the access to a fire hydrant located on or adjacent to that parcel or premises to be obstructed in any manner, whether by the building or erection of any structure or the accumulation of any building material, rubbish or other obstruction.
- (4) No Property Owner or Occupant of a parcel or premises shall allow anything on the parcel or premises to interfere with the operation of a fire hydrant located on or adjacent to that parcel or premises.
- (5) All Persons who own Property on which a fire hydrant is located or own Property which is adjacent to City owned Property on which a fire hydrant is located shall:
- (a) maintain a one (1) metre clearance on each side of a fire hydrant;
 - (b) not permit anything to be constructed, erected, or placed within the

clearance area;

- (c) not permit anything except grass to be planted within the clearance area; and
- (d) maintain visibility of hydrants from the nearest access road.

PERMIT TO USE WATER FROM A FIRE HYDRANT

- 65
- (1) The City may authorize the use of a fire hydrant and the use of water from a fire hydrant on a temporary basis where no other supply of water can reasonably be obtained.
 - (2) The City will, as a condition for the use of a fire hydrant and the use of water from a fire hydrant, require that the water pass through a water meter and backflow prevention device prior to use.
 - (3) Any Person authorized to use a fire hydrant shall obtain a hydrant connection permit from The City and ensure that a copy of such permit is kept with the Persons utilizing the hydrant and they must produce the hydrant connection permit to an employee or agent of The City immediately upon demand.

TEMPORARY WATER SERVICE

- 66
- Any Persons requiring a temporary water supply during the course of construction shall apply to The City and shall pay the sums required in Schedule B and D, which may include installation and removal of service water meter and Backflow Preventer and water consumption charges.

THAWING SERVICES

- 67
- (1) The cost of thawing a frozen service shall be borne as follows:
 - (a) by the Customer if the Private Service or the plumbing system connected thereto is frozen, as determined by The City;
 - (b) by the Customer if the City Service Connection is frozen as a result of the negligence of the Customer, as determined by The City;
 - (c) by The City if the City Service Connection is frozen for any other reason, as determined by The City.
 - (2) If The City is of the opinion that a Private Service or plumbing system has

frozen without any negligence on the part of the Customer or any other Person for whose negligence the Customer is responsible, The City may waive the cost of one thawing during any one winter season which shall be deemed to run from November 1st to May 15th.

- (3) The City shall not thaw a Private Service or plumbing system unless the Customer shall first have signed an acknowledgement recognizing that thawing may be inherently dangerous to Property including Private Service or plumbing system and may cause damage to electrical systems or the outbreak of fire and waiving any claim against The City for any such damage whatsoever except damage caused by the negligence of The City.

SERVICE SIZE

- 68 The size of the service required for residential purposes shall be determined in accordance with the Alberta Building Code, provided that The City shall not install a service having a size smaller than 25 mm.

BOILERS

- 69 In any case where a steam boiler or equipment of a nature similar to that of a steam boiler is supplied directly from a service, such boiler or other equipment shall be equipped with at least one safety valve, vacuum valve or other device sufficient to prevent the collapse or explosion thereof in the event the water supply thereto is shut off.

REQUESTED WATER SHUT OFF

- 70 (1) No Person shall turn a water Service Valve on or off except as authorized by the Director.
- (2) No Property Owner of a parcel or premises shall allow a water Service Valve to be turned on or off except as authorized by The City.
- (3) If a Customer requires the supply of water to be shut off for their own purposes, the Customer shall submit a request to The City and pay The City the amount specified in Schedule D.

BACKFLOW PREVENTER

- 71 (1) Where in the opinion of The City, the configuration of any water connection creates a high risk for contamination to the water system, the Customer, upon being given notice by The City, shall install on their water

service an approved Backflow Preventer at the Customer's sole cost.

- (2) No Customer or other Person shall connect, cause to be connected, or allow to remain connected to the water system any piping, fixture, fittings, container or appliance, in a manner which under any circumstances, may allow contaminated or Polluted Water, Wastewater, or any other liquid, chemical or substance to enter the domestic water system.
- (3) If a condition is found to exist which is contrary to subsection (2), The City may issue such order or orders to the Customer as may be required to obtain compliance with subsection (2).
- (4) Where in the opinion of The City, the configuration of any water connection creates a high risk of contamination to the water system, the Customer, upon being given notice by The City, shall install an approved Backflow Preventer at all identified sources of potential contamination.
- (5) All Backflow Preventers shall be inspected and tested at the expense of the Customer, upon installation, and thereafter annually, or more often if required by The City; by Personnel approved by The City to carry out such tests, to demonstrate that the device is in good working condition. The Customer shall submit a report in a form approved by The City for all tests performed on a Backflow Preventer within thirty (30) days of a test and a record card issued by The City shall be displayed on or adjacent to the Backflow Preventer. The tester shall record thereon the name and address of the owner of the device; the location, type, manufacturer, serial number and size of the device; and the test date, the tester's initials, the tester's name (if self employed) or the name of the testers employer and the tester's license number.
- (6) When the results of a test referred to in subsection (5) show that a Backflow Preventer is not in good working condition, the Customer shall, when so directed by The City, repair or replace the device within ninety-six (96) hours. If the Customer fails to comply with the direction given, The City may shut off the water service or water services.
- (7) If a Customer fails to have a Backflow Preventer tested, The City may notify the Customer that the Backflow Preventer must be tested within ninety-six (96) hours of the Customer receiving the notice.
 - (a) if a Customer fails to have a Backflow Preventer tested within the time provided in subsection (5), The City may cause the water service or water services to be terminated until the Backflow Preventer has been tested and approved as required by Section 71 of this Bylaw.

- (8) No Person shall turn on a water Service Valve to provide water to the Occupants of any newly renovated, constructed, or reconstructed premises until the plumbing system in such premises has been inspected for Cross Connections and approved by the Inspections and Licensing Manager.
- (9) No Persons other than those who have achieved journeyman or "Certificate of Competency" in an accredited program of Alberta may conduct the tests on Backflow Preventers.

PART 4 - WASTEWATER UTILITY

WASTEWATER UTILITY SERVICE LEVY AND BILLING RATES

- 72 The City hereby levies on all Persons owning or occupying Property connected with The City's Wastewater Sewer system a fixed Wastewater charge plus a variable charge based on the volume of Wastewater contributed by the Customer, to be paid monthly as determined by The City calculated using the rates set forth in Schedule C.

WASTEWATER CONNECTION EXCEPTIONS

- 73 Notwithstanding Section 72, The City shall have the right to make special agreements on terms fixed by The City with certain industries or others to whom large quantities of water are sold but whose uses of such water do not involve the return of comparable amounts of Wastewater to The City's Wastewater Sewer system.

PROHIBITED DISPOSAL OF WASTEWATER

- 74 (1) No Person shall place, deposit, dump or permit Wastewater, Dangerous Goods, or any other Waste, to be deposited in any manner upon public or private Property within the City or in any area under the jurisdiction of The City.
- (2) No Person shall discharge to any watercourse within the City or to any area under the jurisdiction of The City, any Wastewater, Industrial Waste, Dangerous Goods, or Polluted Waters, except where suitable pre-treatment is provided.
- (3) Except as permitted by this Bylaw or the Alberta Building Code, no Person shall construct or maintain in the City any privy or pit toilet, septic tank,

cesspool, or other facility intended or used for the collection or disposal of Wastewater.

CLEANOUTS

- 75 A Building Sewer that is connected to a Wastewater Sewer shall be equipped with a main Cleanout with a minimum diameter of 100 mm located not more than 25 m from Property line. The main Cleanout shall be located as close as practical to the point where the Wastewater Sewer leaves the building and in such a manner that the opening is readily accessible and has sufficient clearance (2 metres) for effective rodding and cleaning. The building Wastewater Sewer from Cleanout to Property line is to be as straight as possible. A maximum of one 45° bend is permitted for the Cleanout and a maximum of one additional 45° bend may be used between the Cleanout and Property line. Total angle of all bends shall not exceed 90°.

BACKFLOW VALVES

- 76 All Wastewater plumbing fixtures and floor drains set below the highest level of the ground surface adjacent to the premises shall be protected from backflow by an approved Wastewater Backflow Valve.

PLUGGED WASTEWATER SEWERS

- 77 (1) When a Sewer backup occurs, a Customer shall first contact a private plumbing firm to assess whether the backup is predominantly caused by a restriction or blockage within the Private portion of the Sewer Connection or within the City portion of the Sewer Connection.
- (2) Customers may bill The City for actual costs incurred to clear blockages within The City's portion of the Sewer Connection, up to three (3) hours at the rates identified in Schedule D .
- (3) The Customer shall notify The City if the plumber is unable to clear a blockage within the City's portion of the Service Connection.

TREES AND ROOTS

- 78 (1) Deep rooting trees shall not be planted within 6 metres of Wastewater Sewer mains or services.
- (2) If it is determined that a root blockage is predominantly located within the Private portion of a Sewer Connection, then the Customer shall be

responsible to clear the blockage at his or her own expense. The City shall have no obligation to clear the blockage.

- (3) If it is determined that a root blockage is predominantly located within the City portion of the Sewer Connection or within any other part of the City's wastewater sewer system, then the City shall clear the blockage and perform rehabilitation or remove the tree(s) at the City's expense.

CONNECTION TO WASTEWATER SEWER

79 No weeping tile, Sump pump or eavestrough downspout system shall be connected to any Wastewater Sewer unless approved in writing by The City.

STORM WATER / GROUND WATER DISCHARGE TO WASTEWATER SEWER

80 No Person shall discharge, or cause to be discharged, Storm Water, surface water, ground water, roof run-off, subsurface drainage, or Cooling Water to any Wastewater Sewer, unless:

- (a) upon the application of the Customer The City determines that exceptional conditions prevent compliance with the foregoing provisions and authorizes such discharge; and
- (b) the discharge is in accordance with a validated Wastewater Discharge Dewatering Permit.

PROHIBITED SUBSTANCES IN WASTEWATER

81 No Person shall discharge or permit to be discharged into any Wastewater Sewer:

- (a) any solid or viscous substance capable of causing obstruction, or other interference with the operation of the Wastewater system, including Dangerous Goods, Hazardous Waste, Biological Waste, Combustible Waste, Biomedical Waste, Reactive Waste, elemental mercury, prescription or illegal drugs, soil, PCBs, Pesticides, Radioactive Materials, hair, grease, oil, cigarettes, ashes, cinders, sand, potters clay, resin, mud, straw, metal, glass, rags, feathers, tar, plastics, wood, grass clippings, insoluble shavings, asphalt, creosote, bone, hide, eggshells, meat and fat trimmings or Waste, baking dough, chemical residues, spent grain and hops, whole food, garbage, paint residues, cat box litter, animal tissues, manure, blood, or Sharps;

- (b) Wastewater having a pH lower than 6.0 or higher than 10.5, or having any other corrosive Property capable of causing damage or hazard to structures, equipment, and Wastewater treatment processes;
- (c) Wastewater containing substances in concentrations exceeding the following:

(i)	Antimony	1.0 mg/L
(ii)	Arsenic	1.0 mg/L
(iii)	Barium	3.0 mg/L
(iv)	Boron	1.0 mg/L
(v)	Cadmium	0.05 mg/L
(vi)	Chromium	1.0 mg/L
(vii)	Chlorinated Hydrocarbons	0.02 mg/L
(viii)	Copper	0.5 mg/L
(ix)	Cyanide	1.0 mg/L
(x)	Lead	1.0 mg/L
(xi)	Manganese	1.0 mg/L
(xii)	Mercury	0.1 mg/L
(xiii)	Nickel	0.5 mg/L
(xiv)	Phenolic Compounds	0.1 mg/L
(xv)	Selenium	1.0 mg/L
(xvi)	Silver	1.0 mg/L
(xvii)	Sulphide	1.0 mg/L
(xviii)	Zinc	1.0 mg/L
(xix)	Total Suspended Solids (TSS)	4,800 mg/L
(xx)	Biochemical Oxygen Demand (BOD)	4,800 mg/L
(xxi)	Chemical Oxygen Demand (COD)	9,600 mg/L
(xxii)	Total Phosphorus	150 mg/L
(xxiii)	Total Kjeldahl Nitrogen	400 mg/L
(xxiv)	Oil and Grease - animal, vegetable	500 mg/L
(xxv)	Oil and Grease - synthetic hydrocarbon	50 mg/L
(xxvi)	Phosphates	100 mg/L
- (d) Wastewater containing hydrogen sulphide, carbon disulphide, reduced sulphur compounds, amines or ammonia;
- (e) Wastewater containing dyes or colouring materials which may or could pass through a Wastewater treatment plant and discolour the Wastewater effluent;
- (f) Wastewater above 75 degrees Celsius;

- (g) any substance which:
- (i) is or may become harmful to any recipient water course or collection system or part thereof or will cause a violation or noncompliance event in the Operating Approval for the Wastewater Treatment Plant;
 - (ii) may interfere with the proper operation or maintenance of the Wastewater system, disposal of biosolids, or any Wastewater treatment process or cause damage to the Wastewater Works or Wastewater treatment plant;
 - (iii) grit removed from commercial or industrial premises including but not limited to grit removed from car washing establishments, automobile garages and restaurant Sumps or from Interceptors;
 - (iv) will be discharged in layers or will form layers upon interaction with other Wastewater;

DISCHARGE OF PROHIBITED SUBSTANCES

- 82 (1) Any Person responsible for or aware of the discharge of prohibited substances in the Wastewater system shall immediately report to The City in order that the necessary precautions can be taken to minimize the Deleterious effects of the discharge. Such Person must also make other required reports to Alberta Environment and any other governing body.
- (2) If testing of Wastewater shows that it is noncompliant with this Bylaw, The City may direct the Customer to comply with the Bylaw and may, in addition, direct the Customer at its expense to install such monitoring and recording equipment as The City deems necessary and to provide to The City the results of said monitoring as required.
- (3) Any Person who contravenes any of the provisions of Section 81, 82, 83 or 85 shall, in addition to any penalty for infraction of this Bylaw, be liable to and shall on demand pay to The City all costs of monitoring, sampling, testing, and removing any contamination resulting from the discharging of any such substances into a Wastewater Sewer, and for any other amount for which The City may be held liable because of such contamination.

OVERSTRENGTH SURCHARGE

- 83 (1) A Person who has discharged, caused, or permitted Wastewater to be discharged into any Wastewater Sewer containing constituents exceeding the concentrations outlined in Schedule C, shall pay the volume and treatment charges set forth in Schedule C.
- (2) Should testing of the Wastewater being discharged into the Wastewater collection system be required for the purpose of determining the Wastewater surcharge rate, such sampling and testing shall be conducted by the Inspector, or by the Customer to the satisfaction of the Inspector, using automated sampling devices or in accordance with the following manual sampling protocol:
- (a) samples from the effluent produced at a location will be collected for a minimum of any two days within a seven day period;
 - (b) a minimum of four Grab Samples of equal volume shall be taken each day, such samples to be taken at least one hour apart;
 - (c) the analysis shall be conducted on a Composite Sample made of each day's Grab Samples; and
- (3) The results of the foregoing tests shall be averaged to determine the characteristics and concentration of the effluent being discharged into the City Wastewater collection system.
- (4) No Person shall, for the purpose of meeting any concentration limits set out in this Bylaw, dilute any Wastewater intended to be deposited in the Wastewater collection system.

COST OF SAMPLING

- 84 When the Customer's discharged Wastewater contains constituents exceeding the discharge limits in Section 81, 82, or 83, the cost of all sampling and analysis shall be at the Customer's expense.

DENTAL WASTE AMALGAM SEPARATOR

- 85 Every owner or operator of premises from which Dental Amalgam may be discharged, which Waste may directly or indirectly enter a Sewer, shall:
- (a) install in any piping system at its premises that connects directly or indirectly to a Sewer, Dental Amalgam Separators with at least 95% removal efficiency in amalgam weight and which are certified as

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compliant with ISO 11143 – “Dental Equipment: Amalgam Separators”;

- (b) operate and maintain all Dental Amalgam Separators in good working order and according to the manufacturer's recommendations;
- (c) provide an approved monitoring point which is readily and easily accessible at all times for inspection; and
- (d) provide to the Inspector on request a maintenance schedule and record of maintenance for each installed Dental Amalgam Separator.

GREASE, OIL, & SOLIDS INTERCEPTION

- 86 (1) Every owner or operator of premises containing a restaurant, vehicle repair or auto body shop, petroleum service station, or vehicle and equipment washing establishment, shall:
- (a) install an Interceptor or filter for the removal from Wastewater of grease, oil, solids or other harmful substance;
 - (b) make available to the Inspector upon request a maintenance schedule and record of maintenance for the Interceptor or filter; and
 - (c) shall keep and make available to the Inspector upon request a two-year record of documentary proof of Interceptor clean-out and the disposal of oil, grease, solids and sediments.
- (2) All Interceptors shall be of a type and capacity approved by The City and shall be located so as to be readily and easily accessible for cleaning and inspection and shall be maintained by the Customer at the Customer's expense in continuously efficient operation at all times. The Interceptors shall be installed in compliance with the most current requirements of the Alberta Building Code.
- (3) No Person shall:
- (a) discharge emulsifiers into the Sewer system ahead of an Interceptor; or
 - (b) use enzymes, bacteria, solvents, hot water or other agents to facilitate the passage of Oil and Grease through a Grease Interceptor.

- (4) Should any blockage of the Wastewater Sewer system be caused by reason of failure, omission, or neglect of a Customer, to comply strictly with the provisions of this Bylaw, the Customer shall, in addition to any penalty for infraction of this Bylaw, be liable to and shall on demand pay The City for all costs of clearing such blockage and for any other amount for which The City may be held liable because of such blockage.

CUSTOMER SELF-MONITORING

- 87 (1) The Customer shall, at its own expense, complete any monitoring, sampling, and testing of any discharge to a Wastewater system as required by The City, and shall provide the results to The City in a form specified by The City.
- (2) Any Customer who exceeds the discharge limits in this Bylaw shall submit an environmental plan to the satisfaction of The City, at the Customer's expense, which will detail the steps necessary to change their discharge characteristics to the standards required under the provisions of this Bylaw.

MANHOLES

- 88 (1) Manhole(s) are required to be constructed in accordance with City Standards in locations that are accessible to The City, on all Wastewater Service Connections to premises such as:
- (a) Industrial - Oil related industries, dairies, breweries, packing plants, processing plants, feed mills, manufacturing plants, fabricating plants, painting shops;
 - (b) Commercial - Shopping centres, strip malls, warehouses, grocery stores, heavy machine repair, welding shops, automobile repair, service stations, car washes, restaurants, paint stores, hotels, motels, dry cleaners, laundries; and
 - (c) Other - residential dwellings over 6 units, apartment over 6 units, nursing homes, senior complexes, Institutions, hospitals, dental labs, funeral homes, churches, schools.
- (2) Such manholes may be constructed by the Customer, or by The City at the Customer's cost, and shall be maintained by the Customer so as to be safe and accessible at all times.

DISCONNECTION OF SEWER

89 (1) Where Wastewater which:

- (a) is hazardous or creates an immediate danger to any Person;
- (b) endangers or interferes with the operation of the Wastewater collection system; or
- (c) causes or is capable of causing an adverse effect;

is discharged to the Wastewater collection system, the Inspector may, in addition to any other remedy available, remove, disconnect, plug or shut off the Sewer line discharging the unacceptable Wastewater into the Wastewater collection system or take such other action as is necessary to prevent such Wastewater from entering the Wastewater collection system.

- (2) The Wastewater may be prevented from being discharged into the Wastewater collection system until evidence satisfactory to the Inspector has been produced to ensure that no further discharge of Hazardous Wastewater will be made to the Wastewater collection system.
- (3) Where The City takes action pursuant to subsection (1), the Inspector may by notice in writing advise the owner or occupier of the premises from which the Wastewater was being discharged, of the cost of taking such action and the owner or occupier, as the case may be, shall forthwith reimburse The City for all such costs which were incurred.

PRIVATE WASTEWATER DISPOSAL

90 (1) Where a Wastewater Sewer is not available for connection as required under the provisions of Section 31(1), the building Wastewater Sewer shall be connected to a private Wastewater disposal system complying with the provisions of this Bylaw, the Alberta Building Code, Alberta Environment & Public Health Regulations, and such additional requirements as may be imposed by The City. The owner shall operate and maintain the private Wastewater disposal Facilities in a Wastewater manner at all times at no expense to The City.

- (2) After the Property Owner has connected to the Wastewater Sewer system as required by Section 31(1), the Property Owner shall, within 60 days of the date of connection to the Wastewater Sewer system, dispose of all Waste appropriately and remove any septic tanks, cesspools and similar private Wastewater disposal Facilities and reclaim the site with clean native soil.

HAULED WASTEWATER

- 91 (1) No Person shall discharge or permit the discharge of Hauled Wastewater at any location other than a Hauled Wastewater discharge location approved by The City. Manifests to discharge Hauled Wastewater are available at The City's Wastewater Treatment Plant.
- (2) Any Person or company that proposes to discharge Hauled Wastewater at The City Wastewater Treatment Plant must:
- (a) apply for and receive a Hauled Wastewater Manifest issued by The City; and
 - (b) enter into and comply with the requirements of the Hauled Wastewater agreement established by The City.

BEST MANAGEMENT PRACTICE

- 92 (1) As a condition of discharging Wastewater into the Wastewater Sewer, Customers in industrial, commercial, and Institutional sectors shall submit to The City a completed Notice of Wastewater Discharge form and a Best Management Practice:
- (a) in the case of new premises, within 30 days of commencing the discharge of Wastewater in the Wastewater Sewer; and
 - (b) In the case of existing premises, within 90 days of the date that this Bylaw is adopted.
- (2) A Best Management Practice is not required for the discharge of Waste produced from residential premises, or for sanitary Waste and Wastewater from showers and restroom washbasins produced from a non-residential Property.
- (3) A Customer must report any change in the discharging operation registered under the Notice of Wastewater Discharge form (such as a change in the discharge characteristics, ownership, name, location, contact Person, telephone number, or fax number) to the Inspector within 30 days of the change by submitting a completed Notice of Wastewater Discharge form showing the changes.
- (4) Nothing in a Best Management Practice or a Notice of Wastewater Discharge form relieves a Person discharging Waste from complying with this Bylaw or any other applicable enactment.

PART 5 - STORM WATER UTILITY

CONNECTION TO STORM WATER SEWER

- 93 Where the seasonally adjusted groundwater table is within 2m of the top of the footing of any residence constructed after the passage of this Bylaw, such residence must have a weeping tile system connected to a Storm Water Sewer where a Storm Water Sewer is available, or with the permission of The City, connected to the Wastewater Sewer.

CLEANOUTS

- 94 A building Storm Water Sewer that is connected to The City's Storm Water Sewer shall be equipped with a main Cleanout with a minimum diameter of 75mm, located not more than 25m from Property line. The main Cleanout shall be located as close as practical to the point where the Storm Water Sewer leaves the building and in such a manner that the opening is readily accessible and has sufficient clearance (2m) for effective rodding and cleaning. The building Storm Water Sewer from Cleanout to Property line is to be as straight as possible. A maximum of one 45° bend is permitted for the Cleanout and a maximum of one additional 45° bend may be used between the Cleanout and Property line. The total of the angles of all bends shall not exceed 90°.

BACKFLOW VALVES

- 95 All weeping tile and Storm Water fixtures set below the level of the highest ground surface adjacent to the premises shall be protected from backflow by an approved Storm Water Backflow Valve.

TREES AND ROOTS

- 96 (1) Deep rooting trees shall not be planted within 6 metres of Storm Water Sewer mains or services.
- (2) If it is determined that a root blockage is predominantly located within the private portion of a Storm Water Sewer connection then the Customer shall be responsible to clear the blockage at his or her own expense. The City shall have no obligation to clear the blockage.
- (3) If it is determined that a root blockage is predominantly located within the City portion of the Sewer Connection or within any other part of the City's Stormwater sewer system, then the City shall clear the blockage and

perform rehabilitation or remove the tree(s) at the City's expense.

PRIVATE STORM WATER SEWER SYSTEMS

- 97 Storm Water Sewers installed on industrial, commercial or Institutional Property for the purposes of collecting Storm Water and carrying it into the Storm Water Sewers shall be equipped with an Interceptor. The installation of catch basins and Interceptors on private Property shall comply with The City's Design Guidelines, as they may be amended from time to time.

PROHIBITED STORM WATER SEWER USE

- 98 (1) No Person shall discharge, or cause to be discharged, groundwater, roof run-off, subsurface drainage, or Cooling Water from any industrial process, to any Storm Water Sewer, unless;
- (a) upon the application of the Customer, The City determines that exceptional conditions prevent compliance with the foregoing provisions and authorizes such discharge; and
 - (b) the discharge is in accordance with a validated Storm Water Discharge Dewatering Permit;
- (2) No Person shall discharge, deposit or permit any of the following into any pipe, main conduit, manhole, street inlet, gutter or aperture draining into the Storm Water system:
- (a) any Deleterious substance; Industrial Waste; domestic Waste; non-domestic Waste; Wastewater; trucked liquid Waste; pool or hot tub water; mud, sand, silt, or grit; any flammable liquid or explosive material; solvent or petroleum derivative including but not limited to gasoline, naphtha or fuel oil; any pesticides, insecticide or fungicides; Radioactive Material; septage, soil, dead animals or parts, cooking oils and greases, transmission fluids, battery acids and antifreeze, paint, cement or concrete wastes, sawdust, wood, fibre board or construction material, yard waste, herbicides or fertilizers, soaps or detergents, hazardous substances or animal wastes.
 - (b) any corrosive, noxious or malodorous gas, liquid or substance which either singly or by interaction with other Wastes, is capable of:
 - (i) creating a public nuisance or hazard to life;
 - (ii) preventing human entry into a Storm Water Sewer or pump

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- station; or
 - (iii) causing damage to the Storm Water system.
 - (c) any other substance which may cause impairment of or damage to the environment, human health, safety, Property, or City infrastructure.
- (3) No Person shall obstruct or restrict a Storm Water Sewer or the flow therein.
- (4) No Person shall discharge water to any Storm Water Sewer or to a watercourse, containing any substance which, in the opinion of The City:
 - (a) is or may become harmful to any recipient watercourse or Storm Water system or part thereof;
 - (b) may interfere with the proper operation or maintenance of the Storm Water system;
 - (c) may become a health or safety hazard to Persons, Property, animals, vegetation and the environment.

DISCHARGE OF PROHIBITED SUBSTANCES IN STORM WATER

- 99 (1) Any Person responsible for or aware of the discharge of prohibited substances in the Storm Water system shall immediately report that event to The City in order that the necessary precautions can be taken to minimize the Deleterious effects of the discharge. Such Person must also make other required reports to Alberta Environment and any other governing body.
- (2) Should any testing of Storm Water show that it is noncompliant with this Bylaw, The City may direct the Customer to comply with the Bylaw and may, in addition, direct the Customer at its expense to install such monitoring and recording equipment as The City deems necessary and supply the results of said monitoring as required. The cost of all sampling and analysis shall be at the Customer's expense.
- (3) Any Person who contravenes any of the provisions of Section 98 shall, in addition to any penalty for infraction of this Bylaw, be liable to and shall on demand pay to The City all costs of monitoring, sampling, testing, and removing any contamination resulting from the discharging of any such materials into a Storm Water Sewer, and for any other amount for which The City may be held liable because of such contamination.

CITY STORM WATER SEWER USE

100 City forces may discharge water into a Storm Water Sewer or watercourse resulting from non-domestic activities such as:

- (a) hydrant & Water Main flushing (dechlorination required); and
- (b) fire fighting activities.

DISCONNECTION OF STORM WATER SEWER

101 (1) Where Storm Water which:

- (a) is hazardous or creates an immediate danger to any Person or the environment;
- (b) endangers or interferes with the operation of the Storm Water system; or
- (c) causes or is capable of causing an adverse effect;

is discharged to the Storm Water system, The City may, in addition to any other remedy available, remove, disconnect, plug or seal off the Storm Water Sewer line discharging the unacceptable water into the Storm Water system or take such other action as is necessary to prevent such water from entering the Storm Water system.

- (2) The water may be prevented from being discharged into the Storm Water system until evidence satisfactory to The City has been produced to assure that no further discharge of hazardous water will be made to the Storm Water system.
- (3) Where The City takes action pursuant to subsection (1), The City may by notice in writing advise the Property Owner or occupier of the premises from which the water was being discharged, of the cost of taking such action and the Property Owner or occupier, as the case may be, shall forthwith reimburse The City for all such costs.

PART 6 - WASTE MANAGEMENT UTILITY**SCOPE OF WASTE MANAGEMENT UTILITY**

- 102 (1) The City Waste Management Utility shall provide for the collection, removal and disposal of Solid Waste, Recyclables, Yard Waste and Special Waste within the City as specified in this Bylaw.
- (2) As Waste Management Utility Services are not a metered service, the provisions of Part 2 of this Bylaw dealing with the creation and administration of Utility accounts apply to the Waste Management Utility subject to all necessary modifications to reflect the provisions of this Part.

EXCLUSIVE CONTRACTS FOR WASTE MANAGEMENT SERVICES

- 103 (1) City Administration is authorized to enter into exclusive contracts for the collection, removal and disposal of Solid Waste, Yard Waste, Special Waste and Recyclables within the City.
- (2) The Solid Waste Contractor shall not have exclusive rights to collect the following types of Waste:
- (a) large household goods such as furniture;
 - (b) Solid Waste in on-site mechanical compactors, roll-off bins, or Containers of a capacity greater than 6 cubic yards;
 - (c) Waste produced in the process of constructing, altering or repairing a building;
 - (d) Waste not accepted at the Disposal Grounds;
 - (e) those items suitable for recycling or reuse; or
 - (f) Waste of any kind generated from the Michener Centre.
- (3) Where The City has entered into such exclusive contracts, no Person other than the contractor may provide the same or similar type of service within the City. Notwithstanding that, the Property Owner or Occupant of premises may remove or dispose of Solid Waste, Recyclables or Yard Waste from those premises.
- (4) Any Person who breaches the provisions of subsection (3) hereof, in addition being liable to prosecution for an offence under this Bylaw, shall be liable for and make payment to The City of the amount of revenue

which would have been generated had The City been able to collect the Recyclables, Solid Waste or Yard Waste.

RESIDENTIAL WASTE - DETACHED AND SEMI-DETACHED DWELLING UNITS

- 104 Solid Waste, Recyclables and Yard Waste shall be collected by The City on a weekly basis from all detached and semi-detached Dwelling Units and secondary suites.

RESIDENTIAL WASTE - MULTI-FAMILY AND MULTI-ATTACHED BUILDINGS

- 105 (1) The City shall provide weekly collection of Recyclables for all Multi-Family and Multi-Attached Buildings.
- (2) The City shall provide weekly collection of Solid Waste for all Multi-Family and Multi-Attached Buildings except, where the building owner has made provisions for others to collect such Solid Waste; in which case, Solid Waste must be collected at least once per week.

COMMERCIAL WASTE

- 106 (1) In this section, Non-residential Premises includes premises of a commercial or industrial nature, as well as Institutions and Places of Worship.
- (2) Subject to the provisions of Section 103, the owner or Occupant of Non-residential Premises may choose to have Solid Waste from the premises collected by The City or by a private contractor.
- (3) The City does not provide Yard Waste collection or Recyclable collection services to Non-residential Premises.

CHARGES AND FEES

- 107 (1) The Property Owner or Occupant of premises receiving Waste collection services from The City, shall pay to The City a monthly charge at the rates established in Schedule E.
- (2) The monthly charge for Waste collection services (Solid Waste and Recyclables) will apply even where no material is set out for collection. In the case of detached and semi-detached Dwelling Units, the monthly charge shall be a debt due to The City whether the Property is occupied or not. The Property Owner shall be liable to pay the monthly charge

where the Utility account with the Occupant has been terminated for any reason.

- (3) Where service is provided for part of a billing period, the rates shown under Schedule E for such service shall be prorated and charged for the portion of the period the service is provided.
- (4) No charges shall be levied in respect of unimproved residential lands.

ADMINISTRATION OF SOLID WASTE SERVICE

108 The City shall have the following authorities with respect to the administration of the Waste Management Utility:

- (a) ensure the safe and efficient collection, removal and disposal or recycling of Solid Waste, Yard Waste, and Recyclables under this Bylaw and under any contract entered into by The City;
- (b) require the Property Owner to install a lid on a garbage Container when, in The City's opinion, there is a problem with the containment of Solid Waste which could be resolved by the installation of a lid;
- (c) decide what does or does not constitute Solid Waste, Yard Waste, Recyclables or Special Waste under this Bylaw;
- (d) determine which of the rates set out in Schedule E applies to a particular Customer for any load of Waste delivered to the Disposal Grounds, based on the quantity, volume or type of Solid Waste produced by that Customer or contained in that load of Waste;
- (e) establish the months of the year during which Yard Waste shall be collected;
- (f) establish the number of Units of Solid Waste permitted per weekly collection; and
- (g) establish such other reasonable policies or regulations as may be necessary for the safe, orderly and efficient collection and disposal of Waste within the City.

USE OF THE SOLID WASTE UTILITY SERVICE AND DISPOSAL GROUNDS

- 109 (1) The City is not responsible to collect Solid Waste that is not stored in a Container or Receptacle and placed out for collection.
- (2) Customers shall place Solid Waste Receptacles as near as practicable to the lane abutting the lands from which the Solid Waste is produced so as to be easily accessible to the Solid Waste Contractor.
- (3) If a building is constructed such that it abuts directly on the lane, the Property Owner shall provide to the reasonable satisfaction of The City a space within the building of sufficient area to contain all Solid Waste between periods of collection.
- (4) In the case of premises for which Solid Waste Services are not provided by a lane, Customers shall place Solid Waste Receptacles in such manner as The City directs.
- (5) A Receptacle for containing Solid Waste shall be sufficiently strong to hold the weight of Solid Waste contained therein without breaking and shall not exceed 1.2m in length or 100 litres in volume.
- (6) A Receptacle when loaded with Solid Waste shall not weigh more than 25 kg and The City is not required to handle or collect the contents of a Receptacle which exceeds that weight.
- (7) All Solid Waste shall be removed to and disposed of in the Disposal Grounds subject to the regulations established by The City and no Person shall deposit or dispose of Solid Waste at any location in the City except the Disposal Grounds.
- (8) A Person shall not use or permit to be used any vehicle or trailer for the conveyance or storage of Waste unless it is fitted with a cover capable of preventing the scattering or dispersal of Waste while it is being stored or transported by the vehicle. Any Person conveying an unsecured load to the Disposal Grounds, in addition to being liable for prosecution for an offence under this Bylaw, will be charged a surcharge at the Disposal Grounds as outlined in Schedule E.

CONTAINMENT OF SOLID WASTE

- 110 (1) No owner or Occupant of land shall permit Solid Waste to accumulate loosely on such land.
- (2) An owner or Occupant of land shall ensure that any Solid Waste produced from such land is held in Receptacles or Containers in good condition and which are adequate to contain the accumulation of Solid Waste originating from such lands between collection times.
- (3) A Person shall not put out or permit to be put out animal feces or any other excrement unless packaged separately from other Solid Waste in a securely tied plastic bag free of punctures, tears and leaks.

DISPOSAL OF SOLID WASTE

- 111 (1) All owners or Occupants of land shall remove and dispose of all Solid Waste originating on their lands or premises which are not collected, removed and disposed of pursuant to this Bylaw, and in default of their so doing, The City may remove and dispose of such Solid Waste at the expense of such owners or Occupants, who shall pay such expenses to The City on demand.
- (2) No Person shall dispose of any Waste in a Receptacle or Container owned or leased by another Person without the express written consent of the owner or lessee of the Receptacle or Container.
- (3) Public Receptacles shall only be used for the disposal of incidental Solid Waste and shall not be used for the disposal of Solid Waste generated by residences, businesses or other commercial activities.

RESIDENTIAL SOLID WASTE COLLECTION

- 112 (1) Basic residential Solid Waste collection service shall consist of the weekly collection of a maximum of 5 Units of Solid Waste per residential Customer unless otherwise directed by The City. Units of Solid Waste in excess of the basic residential Solid Waste collection service will be picked up if an Extra Waste Tag, purchased from The City, is attached to the garbage bag for disposal.
- (2) The owner or Occupant of residential lands or premises may remove or cause to be removed Solid Waste from their Property at their own expense, but must still pay to The City the rate levied under this Bylaw for Solid Waste and Recyclable Collection.

- (3) The owner or Occupant of multi-family residential lands or premises must ensure that Solid Waste is collected from the Property at least once per week. Unless Containers are used, the Property Owner must ensure that all Solid Waste is neatly contained in Receptacles between collection times. The joint use or sharing of Containers or Receptacles between multi-family residential lands or premises, for the collection and disposal of Solid Waste, shall not be permitted except with the prior written permission of The City.
- (4) Subsections (2) & (3) do not apply to removal of Solid Waste from the Michener Centre.

NON-RESIDENTIAL SOLID WASTE

- 113
- (1) The owner or Occupant of non-residential lands or premises may remove their own Solid Waste at their own cost and expense by employing the services of their own workers or employees, but such owner or Occupant shall not contract such work out to any party other than the Solid Waste Contractor. This prohibition does not apply to the removal of the types of Solid Waste which are listed as exceptions in Section 103(2).
 - (2) Any Person who breaches the provisions of subsection (1), in addition to their liability to be prosecuted for an offence under this Bylaw, shall be liable for and make payment to The City of the fees and charges for removal and disposal of Solid Waste which such Person would have had to pay had such Person used the services of the Solid Waste Contractor for such purpose.
 - (3) This section does not apply to removal of Solid Waste from the Michener Centre.

HAZARDOUS WASTE, DANGEROUS GOODS, SPECIAL SOLID WASTE

- 114
- (1) The owner or Occupant of land which produces or possesses any Dangerous Goods, Hazardous Waste or Special Solid Waste shall remove and dispose of such goods in accordance with this Bylaw and any regulations of the Governments of Alberta and Canada.
 - (2) The owner or Occupant of any lands from which any Dangerous Goods, Hazardous Waste or Special Solid Waste is removed shall properly identify such Waste or goods and shall be responsible for obtaining approvals for the safe transport and disposal thereof.

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- (3) No Person shall deposit or mix with any Solid Waste for collection in the Solid Waste service or delivery to the Disposal Grounds any Dangerous Goods or Hazardous Waste.
- (4) No Person shall place, or cause to be placed, any Special Solid Waste into the Solid Waste service or Disposal Grounds without obtaining permission from The City and making payment of the disposal charge specified in Schedule E.
- (5) Any Person breaching any part of this section shall be responsible for all costs incurred in eliminating any pollution or contamination of the Disposal Grounds or any other site in the City and shall make payment of the same to The City on demand.

BURNING

- 115 Except as provided in The City's Fire Permit Bylaw no Person shall burn or attempt to burn any Solid Waste in the City.

SOLID WASTE FROM OUTSIDE THE CITY

- 116 No Person shall deposit any Solid Waste at the Disposal Grounds which does not originate from within the boundaries of the City except with the prior written permission of The City or under the authority of a contract with The City.

PART 7 - GENERAL**REMAINDER ENFORCEABLE**

- 117 Should any portion of this Bylaw be found by any court to be void or unenforceable, then it is the intention of Council that the remainder of this Bylaw shall remain in full force and effect, notwithstanding such ruling.

EFFECTIVE DATE

- 118 This bylaw shall come into effect on March 1, 2015.

REPEAL OF PREVIOUS BYLAW

- 119 Bylaw No. 3514/2014 is hereby repealed effective March 1, 2015.

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Bylaw No 3543/2015

READ A FIRST TIME IN OPEN COUNCIL this day of 2015.

READ A SECOND TIME IN OPEN COUNCIL this day of 2015.

READ A THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK

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Bylaw No 3543/2015

SCHEDULE A – DEFINITIONS

SCHEDULE B – WATER RATES

SCHEDULE C – WASTEWATER RATES

SCHEDULE D – BILLING AND SERVICE FEES

SCHEDULE E – SOLID WASTE COLLECTION RATES

SCHEDULE A

DEFINITIONS

In this Bylaw, words and phrases shall mean and be interpreted in accordance with the definitions set out in this Schedule.

- (1) **Backflow Preventer**, also referred to as a cross connection control device, means a device that prevents flow of water or other liquids, mixtures, or substances into the potable water system from any source or sources other than the intended source.
- (2) **Backflow Valve** means a device to prevent flow reversal in a Storm Water or Wastewater Sewer connection.
- (3) **Best Management Practice** means a set of procedures, equipment, training, or other provisions applicable to operations to assist in compliance with this Bylaw.
- (4) **Biological Waste** means waste from a hospital, medical clinic, health care facility, mortuary or biological research laboratory which contains or may contain:
 - a. pathogenic agents that cannot be effectively mitigated by Wastewater treatment; and
 - b. experimental biological matter that may be hazardous to human health or detrimental to the environment.
- (5) **Biomedical Waste** means:
 - a. any human anatomical waste, animal waste, untreated microbiological waste, waste Sharps and untreated human blood and body fluids known to contain viruses and agents listed in "Risk Group 4" as defined in "Laboratory Biosafety Guidelines" published by Health Canada, date, 2004, as amended; or
 - b. waste that is generated by human health care facilities, medical research and teaching establishments, clinical testing or research laboratories, and facilities involved in the production or testing of vaccines, and contains or may contain pathogenic agents that may cause disease in humans exposed to the waste.
- (6) **BOD or Biochemical Oxygen Demand** means the five-day BOD which is the determination of the molecular oxygen utilized during a five-day incubation period for the biochemical degradation of organic

material (carbonaceous demand), and the oxygen used to oxidize inorganic material such as sulphides and ferrous iron, and the amount of oxygen used to oxidize reduced forms of nitrogen (nitrogenous demand) as determined by the appropriate procedure in Standard Methods.

- (7) **Building Sewer** means that part of a Wastewater drainage system outside a building commencing at a point 1 metre from the outer face of the wall of the building and connecting the building drain to the Wastewater sewer or place of disposal of Wastewater;
- (8) **COD or Chemical Oxygen Demand** means a measure of the capacity of water to consume oxygen as a result of oxidation of inorganic chemicals and decomposition of organic matter.
- (9) **City Service Connection** means that portion of a pipe used or intended to be used for the supply of water which extends from the water main to the service valve.
- (10) **City Sewer Connection** means that part of the Wastewater or Storm Water sewer pipe located within the limits of The City's road allowance, lands, right of ways, or easements and is connected to a private sewer system and The City's sewer main.
- (11) **Cleanout** means a pipe fitting that has a removable cap or plug and is so constructed that it will permit access to a sewer pipe for the purpose of cleaning.
- (12) **Combined Service** means the City Service Connection used or intended to be used to supply water for fire protection as well as water for purposes other than fire protection.
- (13) **Combustible Waste** means a substance that is able to catch fire and burn easily.
- (14) **Composite Sample** means a volume of Wastewater, Storm Water, uncontaminated water, clear water or effluent made up of three or more grab samples that have been combined automatically or manually and taken at intervals during the sampling periods.
- (15) **Container** means a container for Solid Waste which is designed to be emptied by a front loading Solid Waste vehicle.
- (16) **Cooling Water** means water that is used in a process for the purpose of removing heat and that has not, by design, come into contact with

any raw material, intermediate product, waste product or finished product, but does not include blowdown water.

- (17) **Cross Connection** means an existing connection or a potential connection between any part of a potable water system and any other environment containing other substances in a manner, which, under any circumstances, would allow such substance to enter the potable water system.
- (18) **Customer** means any Person who receives Utility Services, and where the context or circumstances require, includes any Person who makes or has made an application for a Utility Services account, and also includes any Person acting as an agent or representative of a Customer.
- (19) **Dangerous Goods** has the meaning set out from time to time in the *Dangerous Goods Transportation and Handling Act*, RSA 2000, Ch D-4 as amended, and the regulations thereunder.
- (20) **Deleterious** means:
 - a. any substance that, if added to any water, would degrade or alter or form part of a process of degradation or alteration of the quality of that water so that it is rendered or is likely to be rendered deleterious to fish or fish habitat or unsuitable for the purposes intended;
 - b. any water that contains a substance in such quantity or concentration, or that has been so treated, processed or changed, by heat or other means, from a natural state that it would, if added to any other water, degrade or alter or form part of a process of degradation or alteration of the quality of the water so that it is rendered or is likely to be rendered deleterious to fish or fish habitat or unsuitable for the purposes intended.
- (21) **Dental Amalgam** means a dental filling material consisting of an amalgam of mercury, silver and other materials such as copper, tin or zinc.
- (22) **Dental Amalgam Separator** means any technology, or combination of technologies, designed to separate dental amalgam particles from dental operation Wastewater.
- (23) **Disposal Grounds** means the landfill site operated by The City.

- (24) **Dwelling Unit** means one or more rooms useable as a residence operated as a single housekeeping unit and having its own sleeping, cooking, and toilet facilities.
- (25) **Extra Waste Tag** means a sticker purchased from The City to be used to identify Units of Solid Waste in excess of the basic residential Solid Waste collection service.
- (26) **Facilities** means all infrastructure forming part of the Utility Service, including mains, lines, pipes, service connection points, pump stations, hydrants, valves and meters
- (27) **Fire Line** means a pipe intended solely for the purpose of providing a supply of water for fire protection purposes.
- (28) **Grab Sample** means a volume of Wastewater, Storm Water, potable water or effluent which is collected over a period not exceeding 15 minutes.
- (29) **Hauled Wastewater** means waste removed from a Wastewater system, including a cesspool, a septic tank system, a privy vault or privy pit, a chemical toilet, a portable toilet or a Wastewater holding tank or any industrial waste which is transported to and deposited into any location in the Wastewater works.
- (30) **Hazardous Waste** means:
 - c. any substance or mixture of substances that exhibits characteristics of flammability, corrosivity, radioactivity, reactivity or toxicity; and
 - d. has the meaning set out from time to time in the *Environmental Protection and Enhancement Act*, R.S.A. 2000, Ch. E 12 as amended, and the regulations thereunder and the *Alberta Waste Control Regulation* (AR129/93) and any successor to this Acts or Regulations.
- (31) **Hydrocarbons** mean solvent extractable matter as set forth in Standard Methods.
- (32) **Industrial Waste** means any waste from industrial processes, such as dairies, breweries, packing plants and similar processes.
- (33) **Inspector** means a person or employee authorized by The City to enforce the provisions of this Bylaw such as a Bylaw Enforcement Officer or a Designated Sewer Officer.

- (34) **Institution or Institutional Facility** means a facility, usually owned by a government, operated for public purposes, such as a school, university, medical facility (hospital, nursing station, nursing home), museum, prison, government office, military base. Some of these facilities produce non-residential discharges to sewers from, for example, laboratories, chemical use, and industrial processes.
- (35) **Interceptor** means a device designed to prevent oil, grease, sand or other solid matter from passing from the source thereof into the Wastewater or Storm Water Sewer systems.
- (36) **Low-flow Plumbing Fixtures** means toilets with a usage not exceeding 6.0 litres per flush; single flush urinals with a usage not exceeding 3.8 litres per flush; shower head fixtures with a flow rate not exceeding 9.5 litres per minute; and lavatory basin faucets and kitchen sink faucets with a flow rate not exceeding 8.3 litres per minute.
- (37) **Monitoring Access Point** means an access point, such as a chamber, in a Private Sewer Connection to allow for observation, sampling and flow measurement of the Wastewater, potable water or Storm Water therein.
- (38) **Multi-Family Building** and **Multi-Attached Building** means a building containing three or more dwelling units.
- (39) **Occupant** or **Tenant** means the Person that leases or occupies a Property to which Utility Services are provided.
- (40) **Oil and Grease** means n-Hexane extractable matter as described in Standard Methods.
- (41) **Overstrength Surcharge** means the rate per m³ of water consumed and charged to a user who releases Wastewater to the Sewer that exceeds one or more constituent concentrations.
- (42) **PCBs** means any mono-chlorinated or polychlorinated biphenyl or any mixture of them or mixture that contains one or more of them.
- (43) **Person** means any individual, firm, partnership, association, corporation, trustee, executor, administrator or legal representative to whom the context applies according to law.
- (44) **pH** means the measure of the intensity of the acid or alkaline condition of a solution determined by the hydrogen ion concentration of the solution as set forth in Standard Methods.

- (45) **Phosphates** means a chemical salt classified as orthophosphates, condensed phosphates and poly-phosphates.
- (46) **Polluted Water** means materials or water that contain deleterious substances in excess of that permitted in this Bylaw.
- (47) **Potable Water** means water with a level of quality which is typical of uncontaminated water normally supplied by The City;
- (48) **Pretreatment** means the reduction, elimination or alteration of pollutants in Wastewater prior to discharge into the Sewer, whether by physical, chemical or biological processes, through pollution prevention, or by other means, except by diluting the concentration of the pollutants.
- (49) **Private Sewer Connection** means the part of any sewer system lying within the limits of private lands and connecting to The City's Wastewater or Storm Water Sewer system.
- (50) **Private Service** or **Private Service Connection** means that portion of a pipe used or intended to be used for the supply of water which extends from the Service Valve to a meter.
- (51) **Property:**
 - a. in the case of land, means a parcel of land and includes premises located upon the land where the context requires; or
 - b. in other cases, means personal property.
- (52) **Property Owner** means the Person who is registered under the Land Titles Act, as the owner of the fee simple estate in the land to which Utility Services are provided.
- (53) **Radioactive Materials** means prescribed substances as defined in the *Atomic Energy Control Act* and Regulations (RSC 1985, c. A-16) as amended from time to time or as defined in the *Nuclear Safety and Control Act* and Regulations or amended versions thereof.
- (54) **Reactive Waste** means a substance that:
 - a. is normally unstable and readily undergoes violent changes without detonating;
 - b. reacts violently with water;
 - c. forms potentially explosive mixtures with water;

- d. when mixed with water, generates toxic gases, vapours or fumes in a quantity sufficient to present danger to human health or the environment;
 - e. is a cyanide or sulphide bearing waste which, when exposed to pH conditions between 2 and 12.5, can generate toxic gases, vapours or fumes in a quantity sufficient to present danger to human health or the environment;
 - f. is capable of detonation or explosive reaction if it is subjected to a strong initiating source or if heated under confinement;
 - g. is readily capable of detonation or explosive decomposition or reaction at standard temperature and pressure; or
 - h. is an explosive (Class 1) as defined in the regulations under the [federal, provincial or territorial Statute or Regulation as appropriate for the municipality], as amended.
- (55) **Receptacle** means a receptacle for Solid Waste other than a container as defined herein and includes a garbage can and garbage bags.
- (56) **Recyclable** means any materials designated as recyclable under The City's Residential Recycling Collection Contract.
- (57) **Recycling Contractor** means the person who is under contract with The City to collect Recyclable material from residential properties in the City of Red Deer.
- (58) **Remote Reading Device** means a device which is connected to a water meter by The City and provides a duplicate reading of the water consumed, which may be monitored from the exterior of a building.
- (59) **Sampling Port** means a valve, tap, or similar device on equipment, a drain pipe or at another suitable location, to allow for sampling, consistent with technical guidelines that The City may establish from time to time.
- (60) **Service Valve** means the water valve on a City Service Connection.
- (61) **Sewer** means a pipe, conduit, drain, open channel or ditch for the collection and transmission of Wastewater or Storm Water and to which Private or City Sewer Connections may be attached.

- (62) **Sharps** means hypodermic needles, syringes, blades, broken glass and any devices, instruments or other objects which have acute rigid corners, edges or protuberances.
- (63) **Solid Waste Contractor** means the person who or the Corporation which is under contract with The City to collect and haul Solid Waste to the City's Disposal Grounds.
- (64) **Solid Waste** means discarded material or Waste or any kind which is permitted to be disposed of at the Disposal Grounds.
- (65) **Special Solid Waste** means waste which requires special disposal treatment at the Disposal Grounds but does not include Solid Waste, Hazardous Waste or Dangerous Goods.
- (66) **Spill** means a direct or indirect discharge into the Wastewater or Storm Water sewer or the natural environment which is abnormal in quantity or quality in light of all the circumstances of the discharge.
- (67) **Standard Methods** means a procedure or method set out in Standard Methods for the Examination of Water and Wastewater published jointly by the American Public Health Association, American Water Works Association and the Water Environment Federation, recent or latest edition or approved in writing by the Inspector.
- (68) **Storm Water Sewer** means a sewer for the collection and transmission of uncontaminated water, Storm Water, drainage from land or from a watercourse or any combination thereof but excluding any Wastewater.
- (69) **Storm Water** means the water running off the surface of a drainage area during and immediately after a period of rain or snow melt.
- (70) **Subsurface Water** means groundwater including foundation drain water.
- (71) **Sump** means a facility on the connection to the Wastewater collection system for trapping large, heavy solids before discharge into these systems.
- (72) **Total Kjeldahl Nitrogen** means the sum of organic nitrogen and ammonia nitrogen as set forth in Standard Methods.
- (73) **Total Phosphorus** means an essential chemical element and nutrient for all life forms as set forth in Standard Methods.

- (74) **Total Suspended Solids** (TSS) means insoluble matter in liquid that is removable by filtration, as determined by the appropriate procedure described in Standard Methods.
- (75) **Unit of Solid Waste** means a garbage bag up to 660 mm by 915 mm or a garbage can up to 100 litres in volume.
- (76) **Utility** and **Utility Service** means, as the context may require, the City's Water Utility, Wastewater Utility, Storm Water Utility and Waste Management Utility.
- (77) **Water Main** means those pipes installed by The City in streets for the conveyance of water throughout the City to which City Service Connections may be attached.
- (78) **Water Utility** means the system of water works owned and operated by The City and all accessories and appurtenances thereto.
- (79) **Waste** means any solid or liquid material or product or combination of them that is intended to be treated or disposed of or that is intended to be stored and then treated or disposed of.
- (80) **Wastewater** means the composite of water and water-carried wastes from residential, commercial, industrial or institutional premises or any other source.
- (81) **Wastewater Sewer** means a sewer for the collection and transmission of domestic or industrial Wastewater or any combination thereof.
- (82) **Wastewater Sludge** means Wastewater containing more than 0.5% total solids or solid material recovered from the Wastewater treatment process.
- (83) **Wastewater Works** means any works for the collection, transmission, treatment and disposal of Wastewater, Storm Water or uncontaminated water, including a combined sewer, Wastewater Sewer or Storm Water Sewer, or any part of such works, but does not include plumbing or other works to which the applicable Building Code applies.
- (84) **Yard Waste** means any materials designated as Yard Waste under The City's Solid Waste & Yard Waste Collection Contract.

Bylaw No. 3543/2015

SCHEDULE B

Effective for all consumption, estimated or actual, on or after March 1 2015

WATER RATES

1 Every in-city Customer shall pay water supplied to him the aggregate of amount determined as follows:

- (a) A usage charge of \$1.30 for each cubic metre of water supplied.
- (b) A fixed monthly charge shall be determined by the size of the meter supplied to each Customer as follows:

<u>WATER METER SIZE</u>	<u>FIXED MONTHLY CHARGE</u>
16 mm	\$ 17.20
19 mm	\$ 23.05
25 mm	\$ 36.70
38 mm	\$ 76.00
50 mm	\$ 175.00
75 mm	\$ 310.00
100 mm	\$ 670.00
150 mm	\$ 1,380.00
200 mm	\$ 2,500.00

2 Regional Customers shall pay for water supplied to them at the following rates:
(for each cubic meter of water supplied)

- (a) Red Deer County \$ 1.26
- (b) North Red Deer River Water Services \$ 1.25
Commission

3 Bulk Water (for each cubic metre of water supplied) \$ 2.00

Bylaw No. 3543/2015

SCHEDULE C**Effective for all consumption, estimated or actual, on or after March 1, 2015****WASTEWATER RATES**

- 1 In-city Wastewater Utility Customers in residential premises containing up to two Dwelling Units shall pay the following amounts:

- (a) a usage charge of \$1.00 for each cubic metre of Wastewater volume, (calculated as described in paragraph 4 below), and
- (b) a fixed monthly charge determined by the size of the water meter supplied to that Customer as follows:

<u>WATER METER SIZE</u>	<u>FIXED MONTHLY CHARGE</u>
16 mm	\$ 27.30
19 mm	\$ 27.30
25 mm	\$ 27.30
38 mm	\$ 27.30

- 2 In-city Wastewater Utility Customers in non-residential premises and in residential premises containing three or more Dwelling Units shall pay the following amounts:

- (a) a usage charge of \$1.50 for each cubic metre of Wastewater volume, (calculated as described in paragraph 4 below), and
- (b) a fixed monthly charge determined by the size of the water meter supplied to that Customer as follows:

<u>WATER METER SIZE</u>	<u>FIXED MONTHLY CHARGE</u>
16 mm	\$ 11.90
19 mm	\$ 16.90
25 mm	\$ 22.70
38 mm	\$ 33.80
50 mm	\$ 50.80
75 mm	\$ 86.00
100 mm	\$ 159.00
150 mm	\$ 259.00
200 mm	\$ 460.00

- (c) The minimum charge for any Wastewater Customer shall be \$27.30 per month.

Bylaw No. 3543/2015

SCHEDULE C

3 Where The City has tested the discharge of Wastewater into the sewerage system pursuant to Section 83 of this Bylaw, Overstrength Surcharge and found that the Wastewater exceeds the limits of Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS) or fats, Oil and Grease (FOG) set out therein, then that Customer shall pay for Wastewater service at the following rates:

- (a) a sampling and testing charge of \$110 per month during the period within which the Wastewater continues to be overstrength based on the results of testing
- (b) a usage charge at the rate identified in Article 2 of this Schedule,
- (c) a fixed monthly charge at the rate identified in Article 2 of this Schedule, and an Overstrength Surcharge based on the amount of BOD, TSS and FOG at the
- (d) following rates:

Tier 1				Surcharge	
	Concentration above	Concentration below			
BOD	300	2,400	mg/L	\$1.01	/kg
TSS	300	2,400	mg/L	\$0.96	/kg
FOG	100	250	mg/L	\$0.78	/kg
Tier 2				Surcharge	
	Concentration above	Concentration below			
BOD	2,400	4,800	mg/L	\$1.34	/kg
TSS	2,400	4,800	mg/L	\$1.28	/kg
FOG	250	500	mg/L	\$1.04	/kg
Maximum Allowable Limits				Surcharge	
	Concentration above				
BOD	4,800		mg/L	\$2.02	/kg
TSS	4,800		mg/L	\$1.92	/kg
FOG	500		mg/L	\$1.56	/kg

Bylaw No. 3543/2015

SCHEDULE C

Example calculation for Wastewater containing a BOD concentration of 5,000 mg/L (5 kg/m³):

				<u>Surcharge Rate</u>
● On the first 0.3 kg/m ³	0.3	x	\$ -	\$ -
● On the next 2.1 kg/m ³	2.1	x	\$ 1.01	\$ 2.12
● On the next 2.4 kg/m ³	2.4	x	\$ 1.34	\$ 3.22
● On the last 0.2 kg/m ³	0.2	x	\$ 2.02	<u>\$ 0.40</u>
Total BOD Surcharge Rate per m ³ :				\$ 5.74

- 4 For the purpose of calculating the Wastewater usage charge payable by an in-city Customer, the volume of Wastewater contributed by the Customer to the Wastewater Sewer shall be deemed to be equal to 90% of the water delivered to the Customer's premises, whether the water was received from The City or from sources other than The City. Where no meter or other exact means exist to determine the quantity of water consumed by any Person, The City shall make an estimate thereof for the purpose of determining the Wastewater Utility charges. The Customer may, at his or her own expense, install and maintain a meter subject to approval by The City upon which the service charge shall thereafter be determined.
- 5 The Fee for disposal of Wastewater at the Liquid Waste Station and FOG Station (Fats, Oils and Grease) is \$10.00/cubic meter.
- (a) charges will be based on an estimate of the load volume, as determined by The City.
- (b) there is a minimum \$10.00 charge per load.
- (c) there is no charge for recreational vehicles.
- 6 Wastewater Treatment Plant Laboratory Testing - The Fees for testing of Wastewater for determining the content of the following constituents are as follows, per test:
- | | |
|---------------------------------|----------|
| Ammonia | \$ 12.70 |
| U-Ammonia | \$ 8.50 |
| BOD | \$ 28.90 |
| TSS | \$ 15.40 |
| COD | \$ 16.10 |
| pH | \$ 7.10 |
| Oil and Grease | \$ 26.70 |
| TP | \$ 22.00 |
| E.coli | \$ 36.30 |
| VSS - Volatile Suspended Solids | \$ 5.80 |
| TS - Total Solids | \$ 5.30 |
| VS - Volatile Solids | \$ 5.60 |

Bylaw No. 3543/2015

SCHEDULE C**7 Lagoon Dumping Rate**

The fee for disposal of digested sludge at the WWTP sludge lagoons is \$26.00 per cubic metre.

8 Regional Customers shall pay for wastewater supplied to the Wastewater Treatment Plant at the following rates (for each cubic meter of wastewater supplied):

(a) South Red Deer Regional Wastewater Commission \$ 0.80

Bylaw No. 3543/2015

SCHEDULE D**Effective for all consumption, estimated or actual, on or after March 1, 2015****BILLING AND SERVICE FEES****1 UTILITY BILLING FEES**

- | | | | |
|-----|---|----|--------|
| (1) | Application fee for Utility Billing | \$ | 15.00 |
| (2) | Non-application fee
(open a new account in owner's name) | \$ | 30.00 |
| (3) | Deposit to obtain a residential Utility
account | \$ | 325.00 |
| (4) | As determined by the City, non-residential deposits, where applicable, will be estimated based on 30% of the Customer's typical annual charges or based on the following amounts, relative to water meter size: | | |

WATER METER SIZE

- | | | | |
|-----|--|-------|----------------------------------|
| | 16 mm | \$ | 325.00 |
| | 19 mm | \$ | 500.00 |
| | 25 mm | \$ | 800.00 |
| | 38 mm | \$ | 1,600.00 |
| | 50 mm | \$ | 3,500.00 |
| | 75 mm | \$ | 6,500.00 |
| | 100 mm | \$ | 18,000.00 |
| | 150 mm | \$ | 25,000.00 |
| | 200 mm | \$ | 25,000.00 |
| (5) | Late Payment penalty | 1.50% | per month of outstanding balance |
| (6) | Reprint fee for invoice or receipts ¹ | \$ | 10.00 |
| (7) | Account transfer fee ² | \$ | 10.00 |
| (8) | Hang tag fee ³ | \$ | 25.00 |
| (9) | No access fee ⁴ | \$ | 75.00 |

[1] Fee per reprint on request of account holder for a copy of Utility invoice or landfill receipt.

[2] May charge for payments made to wrong account within The City.

[3] For notice posted at premises of service.

[4] In circumstances where site visit is made, but access is not provided by owner or Tenant.

Bylaw No. 3543/2015

SCHEDULE D**2 NEW SERVICE CONNECTION**

	From Main In Street	From Main In Lane
(1) Basic charge for 25 mm Water and 150 mm Wastewater service ^[1]	\$8,740	\$6,960
(2) Basic charge for 25 mm Water service ^[1]	\$7,595	\$6,075
(3) Basic charge for 150 mm Wastewater service ^[1]	\$7,595	\$6,075
(4) Basic charge for 100 mm Storm Water service ^[1]	\$7,595	\$6,075
(5) Basic charge for 25 mm Water, 150 mm Wastewater and 100 mm Stormwater service ^[1]	\$8,900	\$7,120
(6) Dual service upon approval	\$11,805	N/A
(7) 25 mm Water and 150 mm Wastewater service, trench wider than 20 m	\$11,750	
(8) Extra charge for larger water service:		
38 mm	\$ 405	
50 mm	\$ 720	
100 mm	\$3,425	
150 mm	\$4,180	
200 mm	\$5,490	
250 mm	\$7,140	
300 mm	\$8,560	
Additional charge for 4m to 5m depth	\$3,500	
Additional charge for 5m to 6m depth	\$5,900	
Additional charge for 6m to 7m depth	\$8,200	
(9) Extra charge for larger Wastewater or Storm Water Sewer:		
<u>Size</u>	<u>Ribbed</u>	<u>DR35</u>
200 mm	\$ 255	\$ 315
250 mm	\$ 350	\$ 480
300 mm	\$ 505	\$ 710
375 mm	\$ 695	\$ 995
400 mm	\$1,085	\$1,525
600 mm	\$1,900	\$2,500

[1] A 50% discount of one of these charges may be applied by The City where a property is redeveloping and an existing service is replaced with the same or larger sized service and the existing service is at least 30 years old. The discount is to recognize the shared value to The City and the developer of renewing the service.

Bylaw No. 3543/2015

SCHEDULE D

(10)	Water Service Removal (water kill)	
	(a) up to 50mm in size	\$3,250
	(b) up to 50mm in size; removal done at same time as new service construction	\$1,230
	(c) over 50mm in size	\$5,885
(11)	Additional fee for winter construction of service (Nov. 1 - May 15)	
	(a) Lane	\$1,890
	(b) Street	\$2,910
	(c) Arterial	\$4,665
(12)	Other Charges:	
	(a) Construction of manhole to 3.1 metres in depth at time of service	\$4,470
	(i) additional cost per vertical metre in excess of 3.1 metres in depth	\$695
	(b) Fire Hydrant and Valve Installation at time of service	\$6,910
	(c) Cutting and replacing pavement:	
	(i) single or double service 75 mm and under	\$3,250
	(ii) single or double service over 75 mm	\$3,900
	(iii) triple service 75 mm and under	\$4,750
	(iv) triple service over 75 mm	\$5,820
	(v) for service kill 75 mm and under	\$2,200
	(vi) for service kill over 75 mm	\$2,420
	(vii) for water service renewal	\$1,675
	(viii) Additional asphalt repair costs for excavations in excess of 4 metres deep	\$1,080
		(per additional metre)

Bylaw No. 3543/2015

SCHEDULE D

(d) Replacing sidewalks:	
(i) single or double service residential	\$2,820
(ii) single or double service commercial	\$4,990
(iii) triple service residential	\$3,730
(iv) triple service commercial	\$5,220
(v) additional sidewalk repair costs for excavations in excess of 4 metres deep (per location)	\$700
(e) Replacing curb only:	
(i) single or double service	\$2,300
(ii) triple or dual service	\$2,270
(iii) additional curb repair costs for excavations in excess of 4 metres deep (per location)	\$480
(f) Landscaping Repairs (boulevard area)	\$231
(g) Landscaping Repairs (Utility lot/reserve)	\$657

3 MISCELLANEOUS SERVICE FEES

(1) Installation of more than one meter (per meter)	\$24
(2) Requesting meter reading / Manual meter read	\$60
(3) Service call during regular hours	\$60
(4) Service call after regular hours	\$220
(5) Disconnection (valve off) service charge	\$75
(6) Reconnection (valve on) service charge	\$75
(7) Turn water off or on for repairs or line testing	
(a) During regular working hours	\$75
(b) After regular working hours	\$220

Bylaw No. 3543/2015

SCHEDULE D

(8) Temporary water supply	\$90 plus monthly meter and usage charges
(a) For construction purposes, includes 16 mm water meter	
(9) Meter Test	\$130
(10) Private fire hydrant maintenance (per hydrant)	
(a) Damage evaluation	\$75
(b) Paint	\$80
(11) Bulk Water	
(a) Use of designated fire hydrant to obtain water for watering, cleaning, flushing (per permit) plus water usage charges at bulk water rate	\$80
(12) Manual account adjustment fee	\$25
(13) Service Calls (service vehicle and one operators)	
(a) During regular working hours (per hour) (1 hour minimum)	\$60.00
(b) After regular working hours (per hour) (2 hour minimum)	\$110.00
(14) Sewer Mains –cleaning, clearing (vacuum truck and 2 operators)	
(a) During regular working hours (per hour) (1 hour minimum)	\$200.00
(b) During regular working hours with pilot truck (per hour) (1 hour minimum)	\$210.00
(c) After regular working hours (per hour) (2 hour minimum)	\$300.00
(d) After regular working hours with pilot truck (per hour) (2 hour minimum)	\$310.00

Bylaw No. 3543/2015

SCHEDULE D

- (15) Sewer Mains and Services – televise
(CCTV vehicle and 2 operators)
- | | |
|--|----------|
| (a) During regular working hours (per hour)
(1 hour minimum) | \$150.00 |
| (b) During regular working hours with pilot truck (per hour)
(1 hour minimum) | \$160.00 |
| (c) After regular working hours (per hour)
(2 hour minimum) | \$250.00 |
| (d) After regular working hours with pilot truck (per hour)
(2 hour minimum) | \$260.00 |
- (16) Other services (e.g. meter and standpipe repairs, miscellaneous construction) that are not identified within the above noted tables may be provided from time to time at the request of Customers. These services are typically not provided frequently or may have a variable scope depending on individual circumstances. In these cases, the services will be provided at cost, including materials, equipment and labour.

Bylaw No. 3543/2015

SCHEDULE E**Effective for all rates, on or after March 1, 2015****SOLID WASTE COLLECTION RATES****FOR COMMERCIAL FRONT-END CONTAINERS**

- 1 (a) Rates to be applicable for premises when supplied with a Container by the Solid Waste Contractor engaged by the City. Scheduled Service includes Contractor-provided Container.

Type of Service	Monthly Rate (\$)			
	1.5 m ³ (2 yd ³)	2.3 m ³ (3 yd ³)	3.1 m ³ (4 yd ³)	4.6 m ³ (6 yd ³)
Service on Demand:				
Container Rental	11.76	14.71	17.64	20.58
Lift Charge	13.02	19.54	26.06	39.08
Scheduled Service:				
1 lift per month	13.02	19.54	26.06	39.08
1 lift every 2 weeks	28.14	42.21	56.29	84.41
1 lift per week	56.40	84.62	112.82	169.22
2 lifts per week	112.82	169.22	225.65	338.45
3 lifts per week	169.22	253.84	338.45	507.67
4 lifts per week	225.65	338.45	451.27	676.92
5 lifts per week	282.05	423.07	564.09	846.14
6 lifts per week	338.45	507.67	676.92	1,015.37
Extra lift for scheduled service	13.02	19.54	26.06	39.08

- 1 (b) Charges for special Container services in addition to the above rates will be as follows.

Standard Lid	\$	-
Castors on Containers per month per container	\$	20.58
Lock one time charge per container	\$	20.00

- 2 Rates to be applicable for premises where the owner or agent is charged and such owner or agent provides Receptacles for hand pickup of Solid Waste.

Bylaw No. 3543/2015

SCHEDULE E**MONTHLY SOLD WASTE COLLECTION RATES FOR COMMERCIAL HAND PICK-UP (\$)**

Volume per Pick-Up	Frequency of Pick-Up per Week						Cost per Extra Pick-up
	1	2	3	4	5	6	
≤ 0.4 m ³	26.94	53.86	80.80	107.73	134.67	161.59	6.22
> 0.4 m ³ - 0.8 m ³	26.94	53.86	80.80	107.73	134.67	161.59	6.22
> 0.8 m ³ - 1.5 m ³	53.86	107.73	161.59	215.46	269.32	323.18	12.45
≥ 1.5 m ³ - 2.3 m ³	80.81	161.62	242.43	323.25	404.05	484.87	18.66
> 2.3 m ³ - 3.1 m ³	107.74	215.48	323.23	430.98	538.72	646.46	24.88
> 3.1 m ³ - 3.8 m ³	134.68	269.35	404.03	538.70	673.38	808.05	31.11
> 3.8 m ³ - 4.6 m ³	161.61	323.21	484.83	646.43	808.04	969.64	37.33
> 4.6 m ³ - 5.3 m ³	188.54	377.09	565.62	754.16	942.70	1,131.25	43.54

3 For a single family Dwelling Unit, a semi-detached residential Unit, a single family Dwelling Unit with a basement Dwelling Unit situated therein, or a Dwelling Unit in a Multi-Family Building or multiple family development, the charge for basic residential collection shall be \$12.40 per month per Dwelling Unit for the collection of a maximum of 5 Units of Solid Waste per week per Dwelling Unit year round, and once a week collection of Yard Waste for approximately seven months per year. The charge for Solid Waste tags for Units in excess of the basic residential collection service shall be \$1.00 per Extra Waste Tag.

- 4 (a) All Dwelling Units which require individual blue box collection services shall be charged \$6.40 per month for weekly pick up.
- (b) Any Dwelling Unit which requires The City's communal recycling collection service shall be charged \$4.00 per month per Dwelling Unit.

5 Disposal Grounds Rates for Acceptance of Solid Waste

(a) Mixed Solid Waste	\$ 67.00
(b) Construction and Demolition Waste	\$ 67.00
(c) Special Solid Waste	\$ 87.00
(d) Asbestos	\$ 87.00
(e) Clean, segregated Yard Waste	\$ 57.00

Bylaw No. 3543/2015

SCHEDULE E

(f) Clean, segregated branches	\$ 57.00
(g) Clean, segregated, unpainted gypsum drywall	\$ 57.00
(h) Clean, segregated asphalt shingles	\$ 57.00
(i) Clean, segregated pallets	\$ 57.00
(j) Clean, segregated scrap metal (including Freon appliances and propane tanks)	\$ 57.00
(k) Clean, segregated, reusable furniture	\$ 57.00
(l) Household Hazardous Waste	No Charge
m) Residential Paint Products	No Charge
(n) Electronic Waste	No Charge
(o) Tires	No Charge
(p) Cover Material as defined in The City of Red Deer Waste Management Facility Disposal Guidelines.	No Charge
(q) A surcharge of \$20 per load will be applied to unsecured loads as outlined Clause 109(8) Use of the Solid Waste Utility Service and Disposal Grounds.	
(r) When fractional metric tonnes are delivered, the rate charged for the same shall be determined by pro-rating the above rates per tonne in the same ratio as the weight of such Solid Waste delivered bears to a metric tonne. In any event, a minimum charge of \$7.00 shall apply for items 5(a-b), 5(e-k) and a minimum charge of \$87 shall apply for items 5(c) and 5(d).	
(s) Where loads delivered contain multiple types of waste, the rate applied shall be based on the type of waste with the highest applicable rate.	

FILE COPY

DATE: January 26, 2015
TO: Tom Warder, Environmental Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Proposed 2015 Utility Bylaw Changes Bylaw No. 3543/2015

Reference Report:

Environmental Services, dated January 5, 2015.

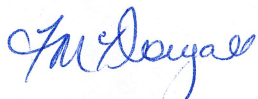
Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave first reading to the Proposed 2015 Utility Bylaw Changes - a bylaw to provide changes to the current utility bylaw that provides for the supply and use of the Water, Wastewater, Storm Water and Solid Waste utilities of The City of Red Deer.

Report back to Council: Yes

Comments/Further Action:

This Bylaw will come back to the February 2, 2015 Regular Council Meeting for consideration of Second and Third Readings.



Frieda McDougall
Manager

- c. E. Vincent, Director of Development Services
- D. Krejci, Chief Financial Officer
- P. Goranson, Director of Corporate Services
- Corporate Meeting Coordinator



January 2, 2015

Land Use Bylaw Amendment 3357/A-2015

Proposed Redistricting from PS Public Service
(Institutional or Government) to RIG Residential (Small
Lot) District

Laredo Phase I, 354 and 358 Viscount Drive
(Lots 1 and 2, Block 1 Plan 132 4102)

Planning Department

Report Summary & Recommendation:

The Planning Department has received an application for a Land Use Bylaw (LUB) amendment to redistrict 354 and 358 Viscount Drive in the Laredo neighbourhood from PS Public Service (Institutional or Government) to RIG Residential (Small Lot) District.

Planning staff are supportive of the proposed redistricting as the application complies with the governing Lancaster/Vanier East Neighbourhood Area Structure Plan (NASP).

Planning staff recommend that Council give first reading to Land Use Bylaw Amendment No. 3357/A-2015 to:

- I. Redistrict 354 and 358 Viscount Drive from PS Public Service (Institutional or Government) to RIG Residential (Small Lot) District

City Manager Comments:

I support the recommendation of Administration and recommend that Council consider first reading of Land Use Bylaw Amendment 3357/A-2015. If first reading is approved this bylaw will be brought for consideration of second and third reading at the February 23, 2015 meeting of City Council.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of Land Use Bylaw Amendment 3357/A-2015 at this time.



Report Details

Background:

Council adopted the Lancaster/Vanier East NASP in June 2011 to guide the future subdivision and development of the E ½ 2-38-27-W4M. The NASP identifies a social care site in each quarter section and if, following an advertising period, they are not developed for social care uses, the NASP allows them to revert to RIG residential uses.

The advertising requirement for the subject parcels was fulfilled on December 13, 2013. The developer is now applying to have the two parcels redistricted to facilitate residential development.



Discussion:

The redistricting application applies to two registered parcels; both exceed the minimum lot depth, lot area and lot frontage of the RIG District. Across Viscount Drive is a townhouse development (R3 District) and the parcels to the south are all districted RIG. The two parcels are currently districted PS Public Service (Institutional or Government).



Analysis:

The proposed redistricting of 354 and 358 Viscount Drive conform to the adopted NASP and no objections were received from City departments or adjacent landowners.

Being a Bylaw to amend Bylaw No. 3357/2006, the Land Use Bylaw of The City of Red Deer as described herein.

Bylaw No. 3357/2006 is hereby amended as follows:

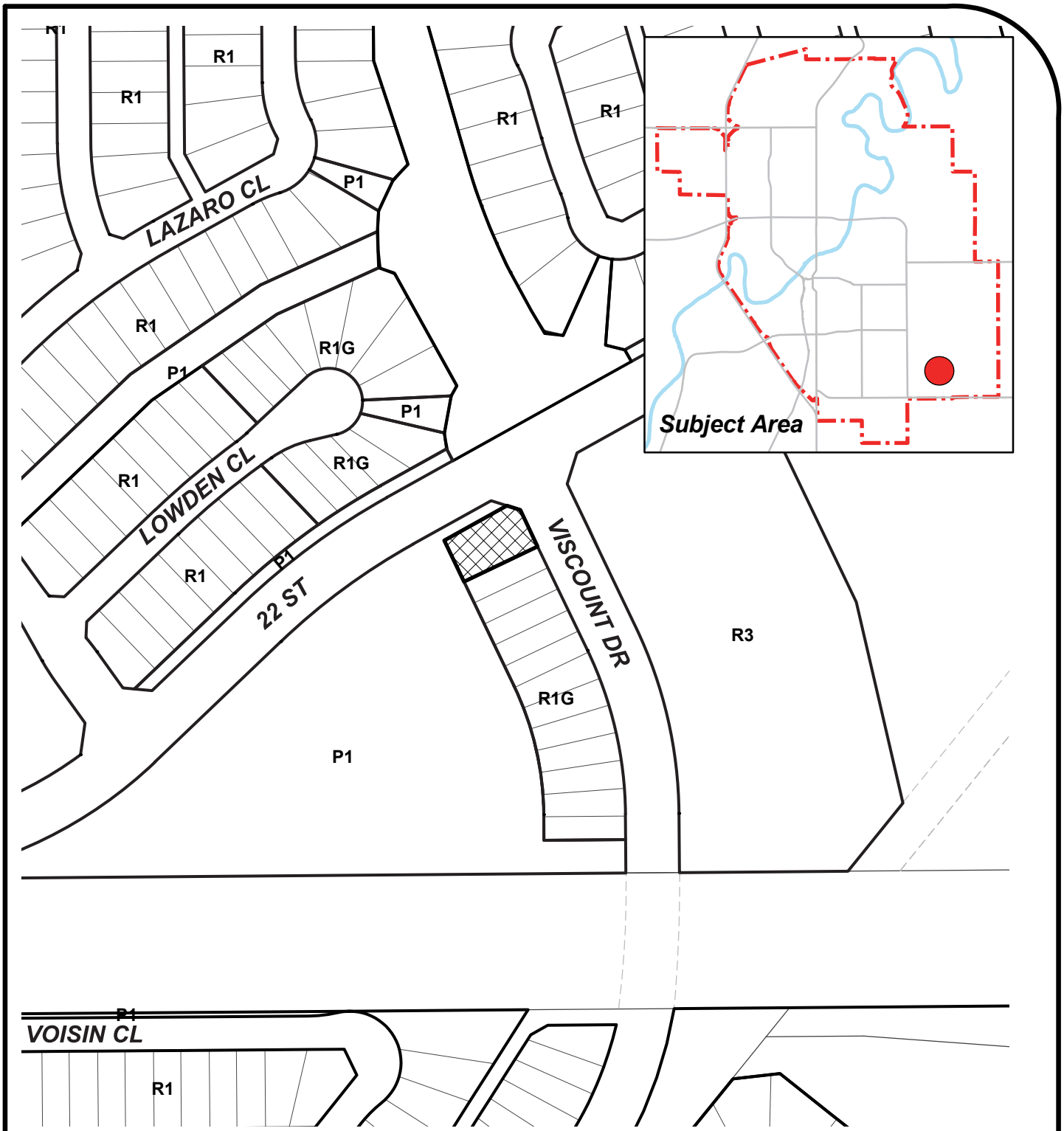
1. The land shown cross-hatched in the sketch attached as Schedule A to this bylaw is redistricted from PS Public Service (Institutional or Government) District to R1G Residential (Small Lot) District.
2. The "Land Use District Map R11" contained in "Schedule A" of the Land Use Bylaw is hereby amended in accordance with the Land Use District Map 1/2015 attached hereto and forming part of the bylaw.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

CITY CLERK



Proposed Amendment to Land Use Bylaw 3357/2006



Change District from:



PS to R1G - Residential (Small Lot) District

Affected District:

PS - Public Service (Institutional of Government) District

Proposed Amendment

Map: **1 / 2015**

Bylaw: **3357 / A-2015**

Date: **Dec. 9, 2014**

DATE: January 26, 2015

TO: Tara Lodewyk, Planning Services Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Land Use Bylaw Amendment 3357/A-2015
Proposed Redistricting from PS Public Service
(Institutional or Government) to RIG Residential (Small Lot)
District Laredo Phase I, 354 and 358 Viscount Drive (Lots 1
and 2, Block Plan 132 4102)
Consideration of First Reading of the Bylaw

Reference Report:

Planning Services, dated January 2, 2015.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave first reading to Land Use Bylaw Amendment 3357/A-2015 - a bylaw to Redistrict 354 and 358 Viscount Drive from PS Public Service (Institutional or Government) to RIG Residential (Small Lot) District.

Report back to Council: Yes

Comments/Further Action:

This Bylaw will come back to the February 23, 2015 Regular Council Meeting for consideration of Second and Third Readings.



Frieda McDougall
Manager

- c. K. Fowler, Director of Planning Services
J. Tejkl, Senior Planner
Corporate Meeting Coordinator



January 5, 2015

East Hill Major Area Structure Plan Amendment

Bylaw 3499/A-2015

Lancaster Meadows Outline Plan Amendment Resolution

Planning Department

Report Summary & Recommendation:

Bylaw 3499/A-2015 proposes to amend the East Hill Major Area Structure Plan (MASP) and under separate resolution amend the Lancaster Meadows Outline Plan (OP) to include the identification of an Emergency Services site to accommodate City of Red Deer new growth areas and optimize emergency services delivery. The proposed site is anticipated to be the relocation site of Fire Station Three.

The Planning department recommends Council proceed with first reading of Bylaw 3499/A-2015.

City Manager Comments:

I support the location of the new Fire Hall to best service the southern portion of the East Hill and recommend that Council consider first reading of the East Hill Major Area Structure Plan Bylaw Amendment 3499/A-2015. If first reading is approved, this bylaw will be brought forward for consideration of second and third reading at the February 23, 2015 Council Meeting.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of East Hill Major Area Structure Plan Bylaw Amendment 3499/A-2015 – Proposed Fire Station at this time.

Following third reading of the East Hill Major Area Structure Plan Bylaw, Council will be asked to consider the following resolution adopting the Lancaster Meadows Outline Plan.

Resolved that Council of The City of Red Deer, having considered the report from the Planning Department dated January 05, 2015 regarding East Hill Major Area Structure Plan



Bylaw Amendment 3499/A-2015 and Lancaster Meadows Outline Plan Amendment, hereby approves the Lancaster Meadows Outline Plan as submitted to Council on February 23, 2015.

Report Details

Background:

In 2014, Dillon Consulting was contracted to conduct a review of The City of Red Deer Emergency Services response times and service areas taking into consideration city growth. In 2014, a number of the uncertainties in the governance of Emergency Medical Services and Alberta Health Services were resolved resulting in the need for The City to examine growth trends to determine the future location of stations.

The consultant was asked to develop options that would optimize service delivery for the entire community. The considerations in developing options for the relocation of Fire Station Three were:

- 1 – The location shall meet High Intensity Residential Fire (HIRF) standards,
- 2 – The location will serve the majority of the population,
- 3 – The land use zoning of the location,
- 4 – Cost of land,
- 5 – Impact on community and existing infrastructure, and
- 6 – Operational Impact.

Based on the criteria, the optimal location for Station Three relocation was determined to be the NE corner of 30 Avenue and Lees Street. At the November 23, 2014 Council Meeting, Council supported initiating the planning process to amend the East Hill MASP and Lancaster Meadows OP based on the proposed optimal location of Station Three relocation being 30 Avenue and Lees Street.

Discussion:

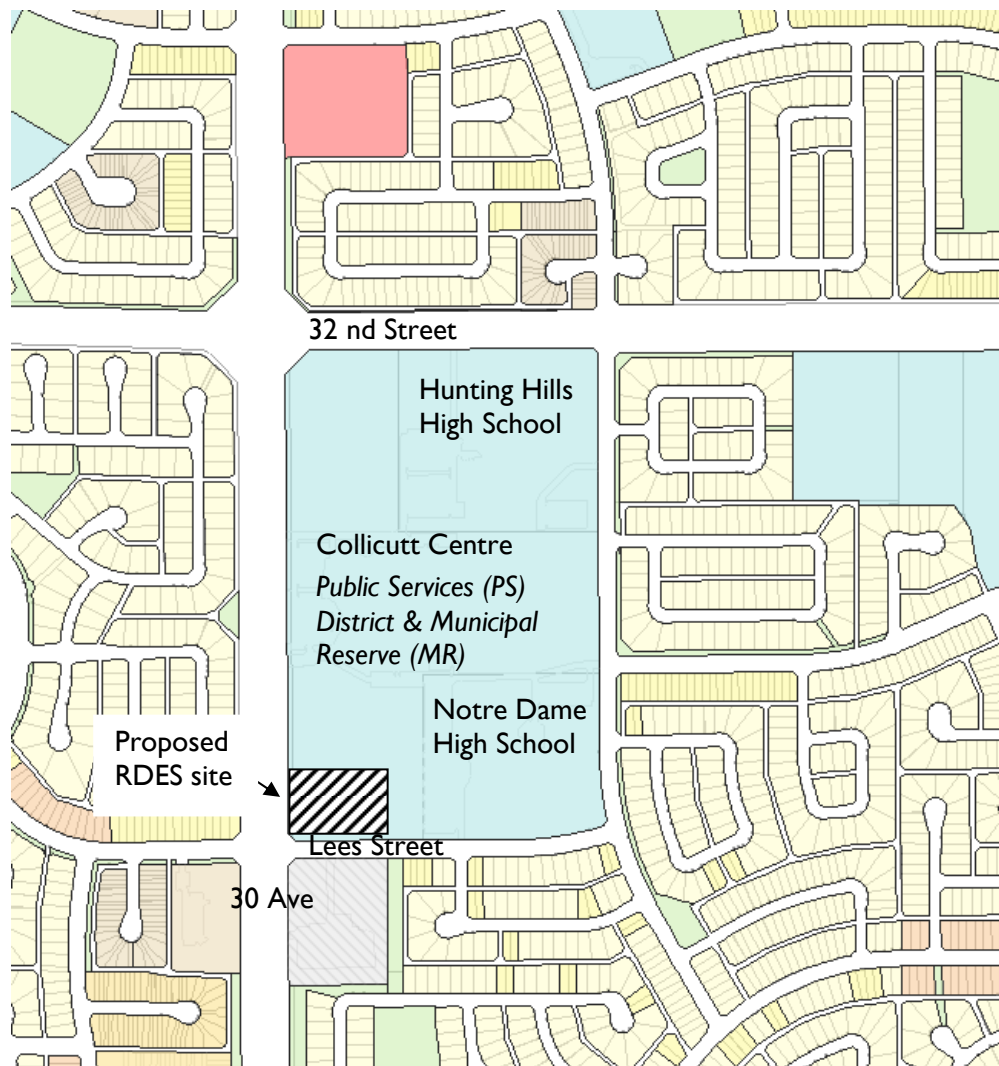
The proposed amendment to the East Hill MASP will provide for an additional proposed Red Deer Emergency Services Site (RDES), accommodating the optimal relocation of Fire Station Three. The existing Station Three location on 32nd Street will remain as a dispatch centre and administrative offices.

The East Hill MASP is a statutory plan which provides a framework for subsequent Neighbourhood Area Structure Plans, rezoning, subdivision and development of an area of land. The East Hill MASP planning framework includes proposed future locations of new RDES sites. Four sites are identified, however the proposed RDES site, Station Three relocation at 30 Avenue and Lees Street, is not contemplated as one of the four options; therefore the proposed site requires an amendment to the East Hill MASP.



The corresponding NASP or Outline Plan must conform to the East Hill MASP, therefore an amendment to the Lancaster Meadows Outline Plan is required to identify the proposed RDES site. The Lancaster Meadows Outline Plan was passed by resolution in 1992. In 1992, a NASP was not required by City policy and an alternative non-statutory outline plan planning tool was used to provide a neighbourhood planning framework. An amendment is proposed by resolution to reflect, and be consistent with the proposed East Hill MASP amendment for the relocation of Station Three.

The proposed site is a Municipal Reserve (MR) parcel containing ball diamonds, storm pond and the Collicutt Centre. The parcel is zoned Public Service District (PS) and a fire station is a discretionary use within the PS district. Adjacent uses include two high schools, residential uses.

**Figure I – Proposed RDES Site**

The results and recommendations of Dillon Consulting provide initial planning rationale for the optimal location and proposed placement of an RDES site at 30 Avenue and Lees Street. (See Attachment I November 20, 2014 Optimizing Emergency Services Delivery: Fire Hall Relocation report).

Planning, RDES, Recreation and Engineering administration met to discuss the mitigation of potential concerns related to the proposed development and existing conditions. This was used to develop Communication's Public Question and Answer (Q & A) Backgrounder. RDES stations are located throughout the City in residential areas similar to the proposed site. RDES has many current practices in place to minimize their impact on residential neighbourhoods, while ensuring rapid response time to health and safety situations for all citizens of Red Deer.

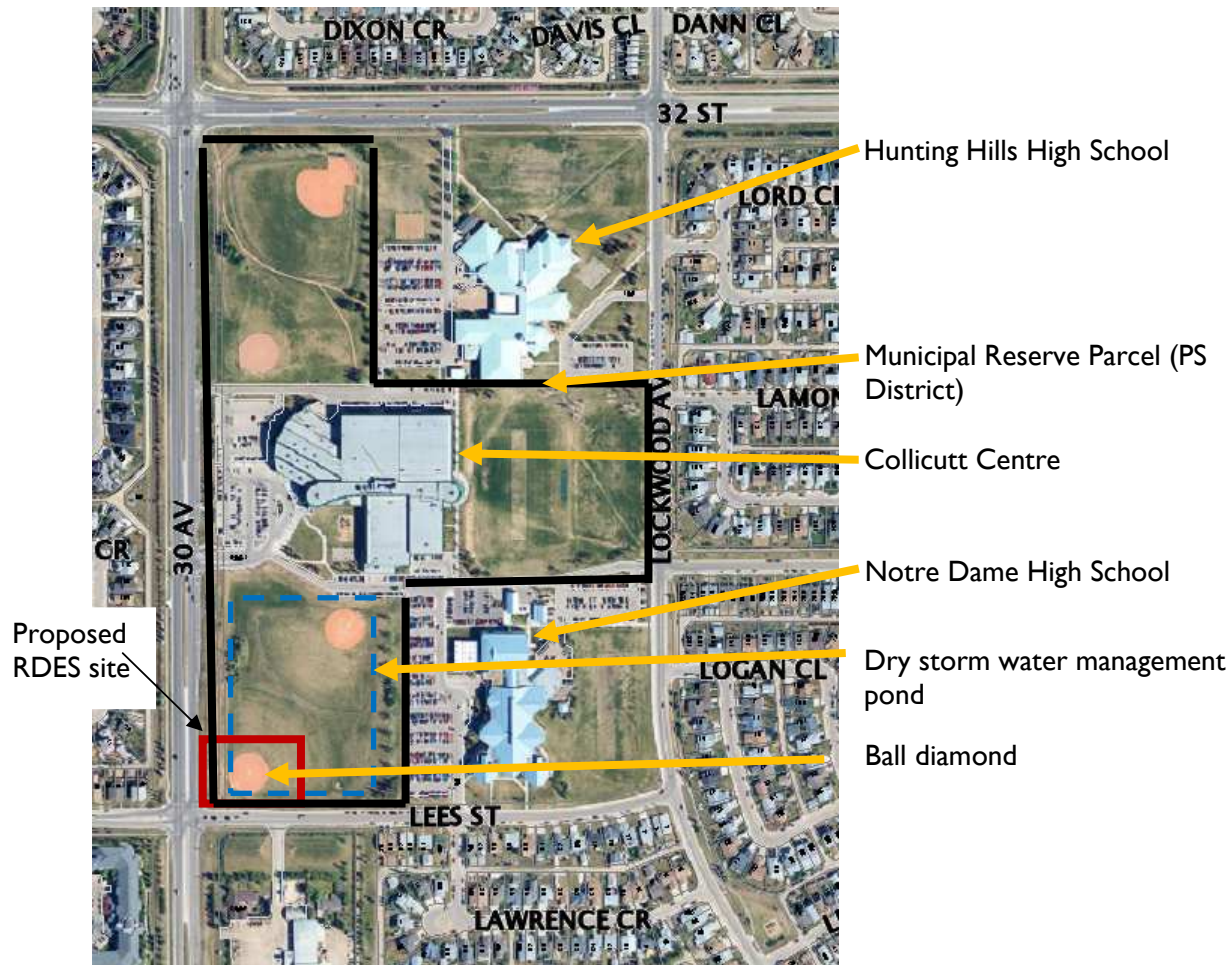


Figure 2 – Existing Conditions

Table 1: Potential Concerns & Mitigation Measures

Concern	Mitigation Measure
Noise from sirens, brightness of lights.	<p>Sirens will be used only if required to alert traffic. Lights will be used in lieu of sirens, if traffic allows, to minimize noise.</p> <p>Proposed location is adjacent to 30 Avenue, a major arterial road designed for major traffic flows. RDES currently and frequently travels along 30 Avenue and 32nd Street to respond to calls.</p> <p>Residential noise reduction berms are in place along 30 Avenue to address anticipated noise from arterial road traffic.</p>



Concern	Mitigation Measure
Existing traffic congestion in area due to High Schools and Collicutt Centre, concern that Fire Truck will be stuck in traffic jam	<p>Future relocated Station Three could be equipped with traffic light controls for Lees Street and 30 Avenue intersection to assist with traffic control at the time of an RDES Emergency vehicle response incident.</p> <p>RDES is will provide public consultation with Schools related to how drivers should respond to approaching emergency vehicles.</p> <p>Engineering receives few comments regarding traffic congestion in the area, as the public are aware of the before and after school traffic congestion that is an expected implication of High Schools. As the traffic congestion does not conflict with typical employment commuter times, the current road configuration satisfies traffic flows.</p>
Reduction of on Street Parking	Fire Station will have onsite parking for staff and Emergency Vehicles. Proposed station is within an existing no parking area on Lees Street.
Revisions to dry storm pond water management	The storm pond will be revised by increasing the depth of the pond to accommodate the reduction in size. Engineering will ensure the storm pond will continue to manage storm water to the same extent as prior to the new Fire Station development.
Loss of Municipal Reserve (MR) and Ball Diamond	<p>The new Station Three site will require a subdivision from the current MR lot, zoned PS. The MR will be disposed due to a Fire Station not being a use for MR designation. A Fire Station is a discretionary use within PS District. A market value payment will be made to the Parks Department for compensation of lost MR.</p> <p>The existing ball diamond will be replaced in 2015 to an equal classification of ball diamond at an alternate location. This location will be determined in coordination with major ball diamond user groups in 2015. Construction of the Fire Station will likely be late in 2015, allowing user groups the spring and summer season use, and fall use at the new location.</p> <p>Parks Department no longer recommends ball diamonds in dry storm ponds due to the nature of storm ponds being to collect excess water to prevent flooding in a neighbourhood. When the ponds contain water the ball diamonds are washed away and require replacement of shale and line painting following each wet period. The relocation of this ball diamond will save future operational costs incurred at the current location.</p>



Concern	Mitigation Measure
Public proposing fire station be located at a different site other than Lees Street and 30 Ave.	The site selection was done through a criteria evaluation, as described in the background of this report, seven sites were considered, site selected is optimal for response time and other planning criteria.

If amendment if approved, additional planning processes will include:

1. Disposal of Municipal Reserve (MR) for the RDES parcel within the larger MR storm pond and Collicutt recreational site, Figure 2
2. Subdivision of the proposed parcel (details yet to be determine)
3. Development Permit process – discretionary use in existing Public Service District, Institutional Use, Figure 1

Consultation:

Communications in consultation with Planning, Engineering and Emergency Services administration provided a “Backgrounder Question and Answer (Q & A)” (see Attachment 3) for adjacent landowners, stakeholders and City Administration reference.

The proposed amendment and Q & A was circulated to City Departments, external stakeholders (ball diamond major user groups, school boards) and adjacent landowners (see Attachment 2).

City Departments had no objections and will collaborate interdepartmentally to coordinate the replacement of the ball diamond, storm water management revisions, subdivision, disposal of municipal reserve, and the development permit process.

User groups met with Planning and Recreation Administration on December 1, 2014 regarding potential locations for the replacement of the ball diamond. User groups were satisfied that the ball diamond will be replaced in 2015 and the 2015 season will not be affected.

Seven responses were received from the 170 adjacent landowners circulation. The majority, 163, of households provided no comments on the proposed RDES site. Two landowners objected and five landowners provided feedback.

Landowner comments included those evaluated by City Administration as part of the East Hill MASP amendment planning process of identifying issues and mitigation measures (Table 1):



- Effect on storm pond
- Loss of MR and Ball Diamond
- Consideration of alternate sites
- Noise
- Traffic congestion

Land owner comments also included comments that better reflect their feelings on current situations regarding traffic collisions, and pedestrian safety in the area. As these are issues that are more closely related to arterial road traffic implications, than the proposed RDES site, they have been forwarded to Engineering who will review collision statistics and bring forward recommendations if required for improvements.

One landowner was concerned the proposed fire station would affect their house value. In consultation with City Assessment Administration, there is insufficient data to support the proposed fire station positively or negatively affecting house values.

Analysis:

The proposed amendment to the East Hill MASP, and amendment to the Lancaster Meadows OP is to identify an additional potential Emergency Services Site for the future relocation of Fire Station Three is supported based on the following:

- Optimal location based on city growth and response times, HIRF standards;
- Conforms with existing Public Services (PS) District;
- Storm pond will be revised to retain infrastructure requirements of area;
- Ball diamond will be replaced in 2015 in alternate location in consultation with ball diamond user groups;
- 168 out of 170 households had no objections;
- No objections were received from City Departments;

The Lancaster Meadows Outline Plan is non-statutory and does not require a bylaw amendment or three readings, but will be amended by resolution. The Planning department recommends tabling the Lancaster Meadows Outline Plan amending resolution until third reading is considered for the East Hill MASP amendment to ensure coordinated timing of planning document amendments.

Attachment 1

November 20, 2014

Optimizing Emergency Services Delivery: Fire Hall Relocation

Development Services

Report Summary & Recommendation:

In 2014, Dillon Consulting was contracted to conduct a review of the City of Red Deer Emergency Services response times and service areas taking into consideration future development. Dillon was tasked with 2 scenarios:

- 1- Relocate Station Four to meet the High Intensity Residential Fire (HIRF) requirements in the northeast part of the City.
- 2- If relocating Station Four creates poor coverage areas in the southeast part of the City then analyze relocating Station Three to provide the required coverage.

The review was completed and the findings indicated relocating Station Four, to meet the HIRF requirements, resulted in inadequate emergency response times in the southeast corner of the city. As a result, Dillon then proceeded to analyze the relocation of Station Three to provide the required response times for all RedDeerians.

Background:

In 2002 a report entitled Emergency Services Review, Station Location Assessment was completed by Dillon Consulting. It recommended:

- 1) The building of Station Five,
- 2) The hiring of 5 firemedics per year,
- 3) An examination of trends including annexation, growth rates, oil and gas setback issues,
- 4) A review of Red Deer County developments to inform the move of station 4 and the setting aside of land for a new Station Three, and
- 5) It further recommended examining the usefulness of Station Three for its Administrative, Communication and Fire Prevention Branch functions.

In 2006 an update to the study was completed. It recommended to not relocate Station Three at this time but to reexamine the move of Station Four, once the growth rates and patterns were further understood. It recommended that when clearer growth patterns were understood that The City consider relocations of Station Three and Station Four and/or adding a Station Six.

Between 2006 and 2014, many factors contributed to a period of uncertainty in the delivery of Emergency services for The City of Red Deer. On April 1, 2009 governance and funding for the provision of EMS and Dispatch transitioned to Alberta Health Services. Contracts were for temporary periods while AHS determined its long term strategies. In 2014, a number of these uncertainties were resolved resulting in the need for the The City to examine growth trends to

determine the future location of stations. Dillon Consulting was contracted to do a review of the City's response times and service areas with a specific focus on planned current and future growth. This was considered as a priority as new development applications had been received for areas in the City which were outside of HIRF guidelines meaning development could not proceed unless changes were made to response times of Emergency Services. Based on planned development, at midyear budget presentations, Council endorsed advancing the design phase for both Station Three and Station Four to 2014.

The HIRF standards are legislated by the Province as part of its commitment to address high intensity fire and help make homes safer in order to provide occupants time to escape and for emergency response crews to respond to incidents. A task group was convened to deliver strategies and code changes to prevent and reduce the losses due to fire. The group looked at 86 HIRF fires that involved 65 occupied buildings and 21 buildings under construction. The report recommendations were reviewed and adopted into the Alberta Building Code (ABC) and Alberta Fire Code (AFC) in March, 2009. HIRF response times are defined from the time the 911 call received by dispatch until a fire apparatus, with a minimum of 4 personnel, is on scene extinguishing the fire. The total time must not exceed 10 minutes, 90% of the time.

Discussions:

Dillon Consulting conducted an analysis of service basins in alignment with HIRF guidelines considering planned and future development.

The Dillon analysis indicates the Station Four relocation would occur on the land currently designated in the East Hills Major Area Structure Plan located in the Timberlands neighborhood.

Once the Timberlands location was mapped, and service delivery for the balance of the City was analyzed it became very clear that leaving Station Three in its current location resulted in an inadequate service level for the balance of the community as shown in Appendix A.

Based on this scenario, Dillon was asked to develop options that would optimize service delivery for the entire community. The considerations in developing options for the location of Station Three that Dillon utilized were:

- 1- The location shall meet HIRF standards,
- 2- The location will serve the majority of the population,
- 3- The land use zoning of the location,
- 4- Cost of land,
- 5- Impact on community and existing infrastructure, and
- 6- Operational Impact.

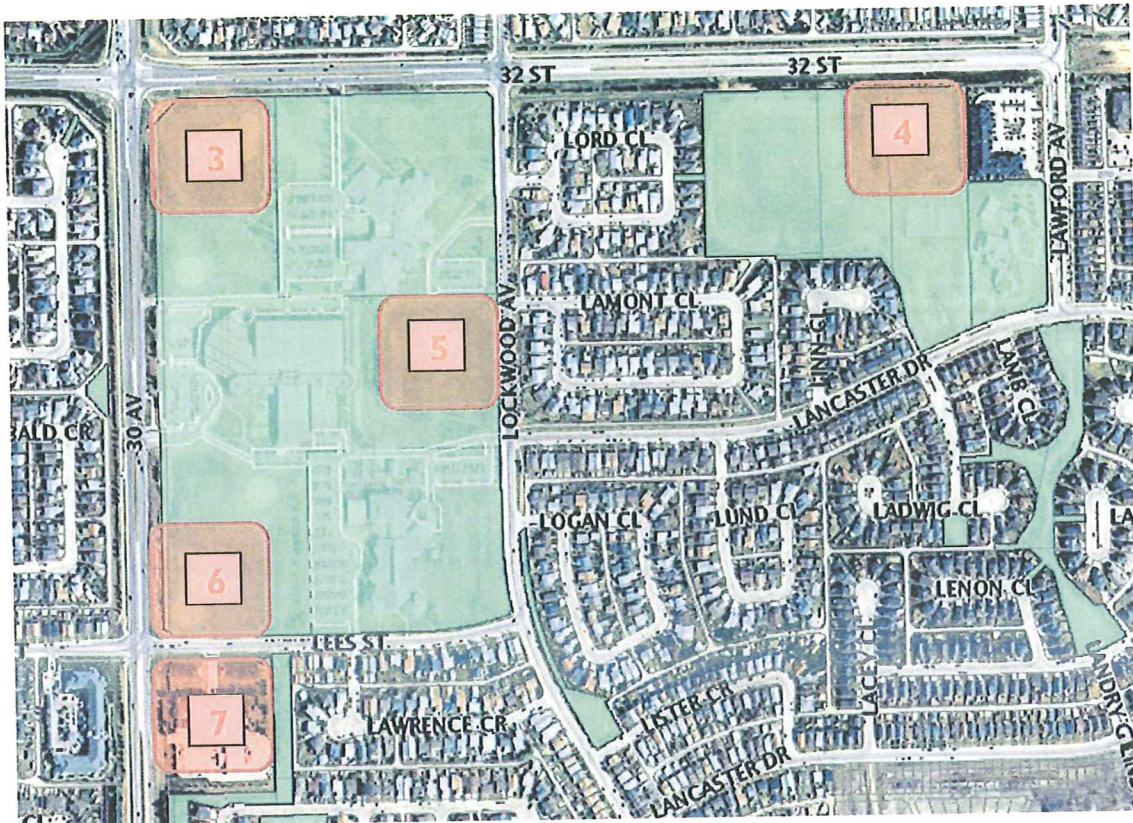
Based on these criteria, 7 possible locations were considered for the relocation of station Three.

These locations were:

- 1) Aspen Ridge Location (where current land is set aside for a new fire hall)
- 2) 40th Avenue and 32 Street
- 3) 5 locations in the vicinity of 30th Avenue and 32nd Street Intersection

Options 1 and 2 were removed as they resulted in inadequate emergency service results for the City as a whole.

The five remaining options were:

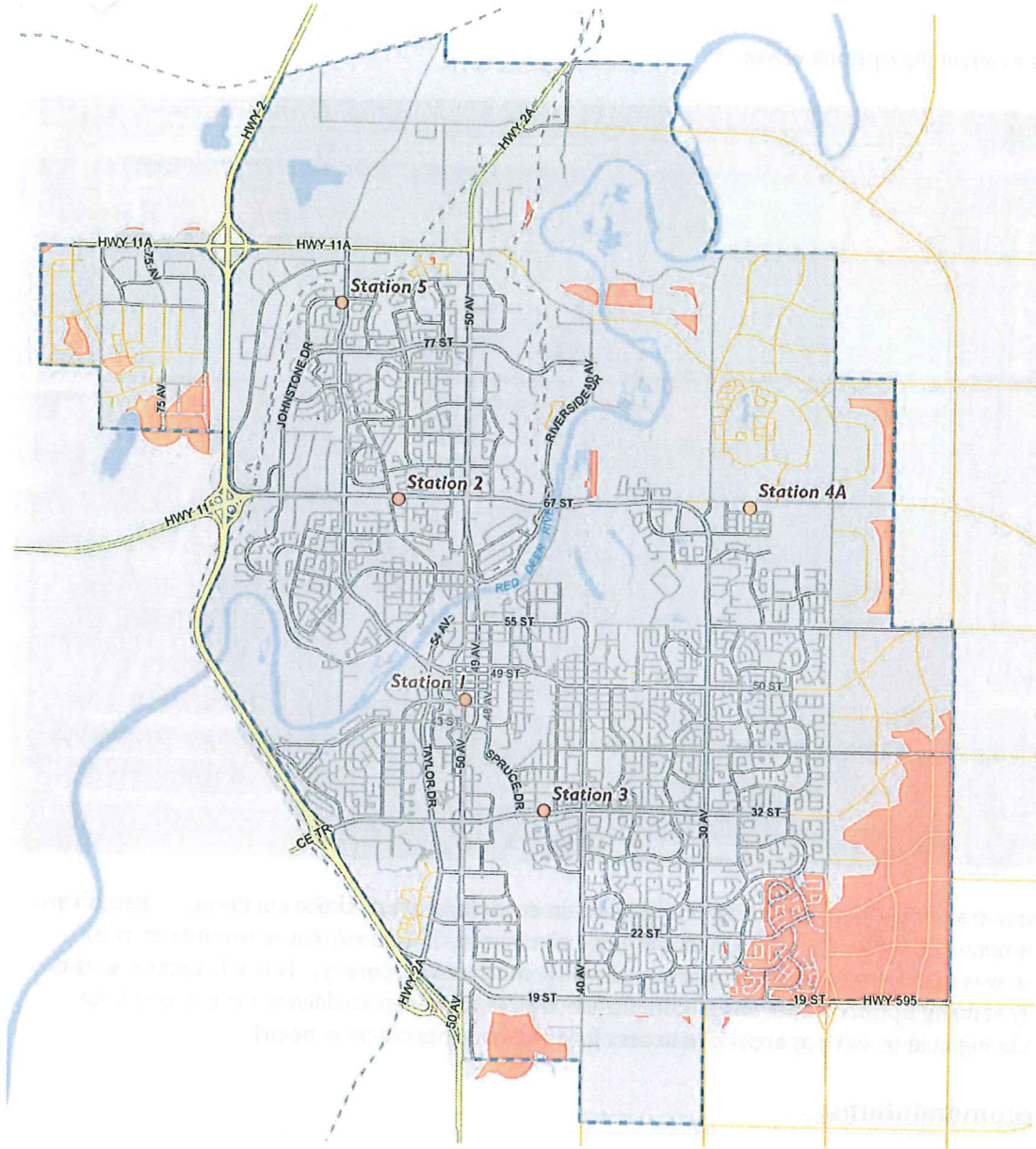


These five sites then went through assessment in consideration of the six criteria. Based on an assessment of criteria options 3, 4 and 5 were eliminated. Option 7 was eliminated as the owner was exploring land sale opportunities with other developers. This left Option 6 as the only remaining option that ensured compliance with legislated guidelines for the entire City while being able to have appropriate access into the transportation network.

Recommendations:

In order to meet HIRF response standards and provide effective firefighting capabilities, the relocation of Stations Three and Four will be required. The Station Four location is aligned with the Current MDP, MASP, NASP and Land use bylaw so no changes are required. The move of Station Three to the northeast corner of the Lees Street/32nd Street intersection is compliant with the current land use bylaw however, will require changes to the East Hills MASP and NASP. Council direction is requested to begin the process of MASP and NASP amendments as quickly as possible to ensure the continued excellent level of fire protection is maintained while construction of the new fire halls is completed.

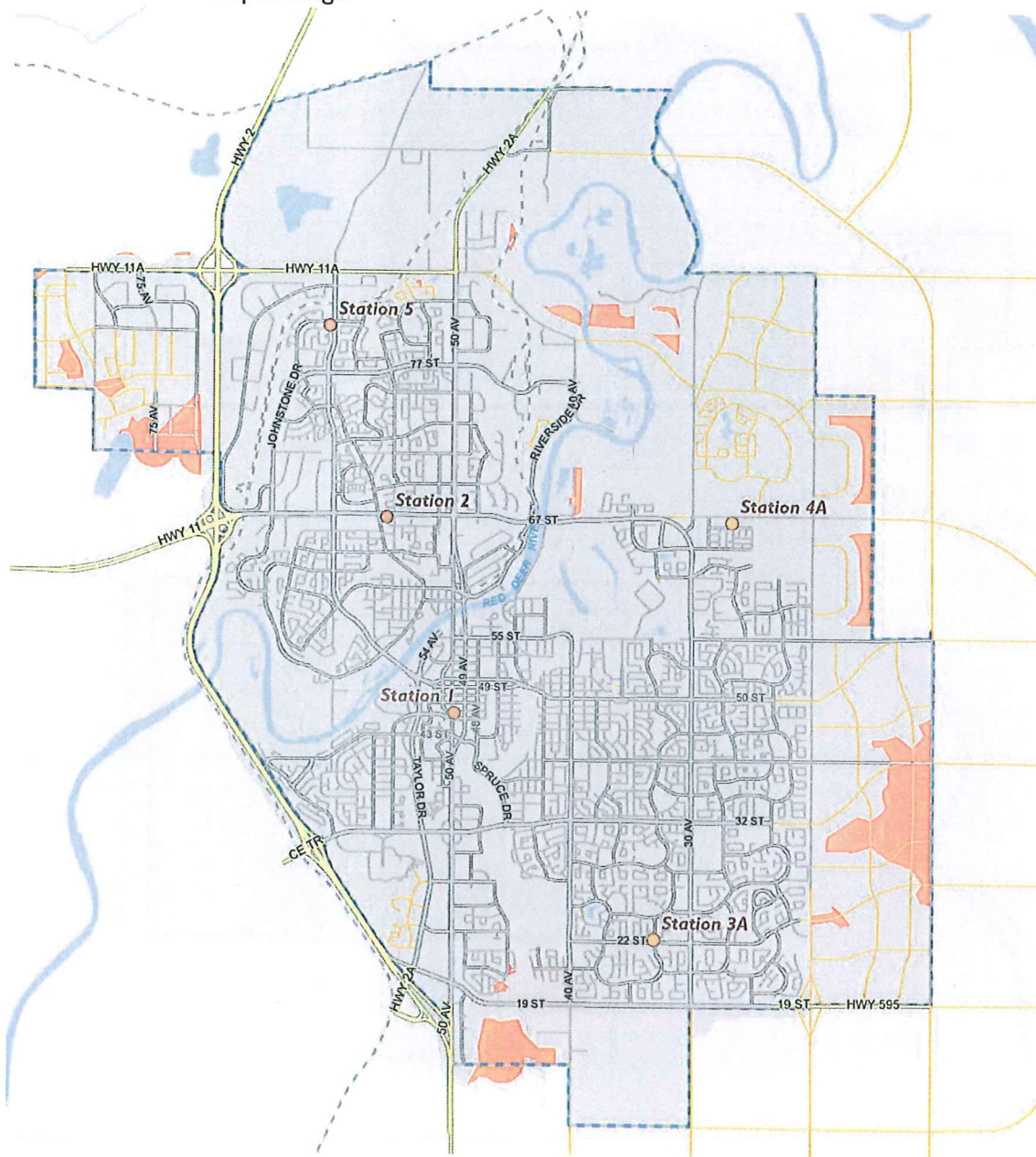
Fire Station 4 Moves to Timberlands No Change in Station 3 Location



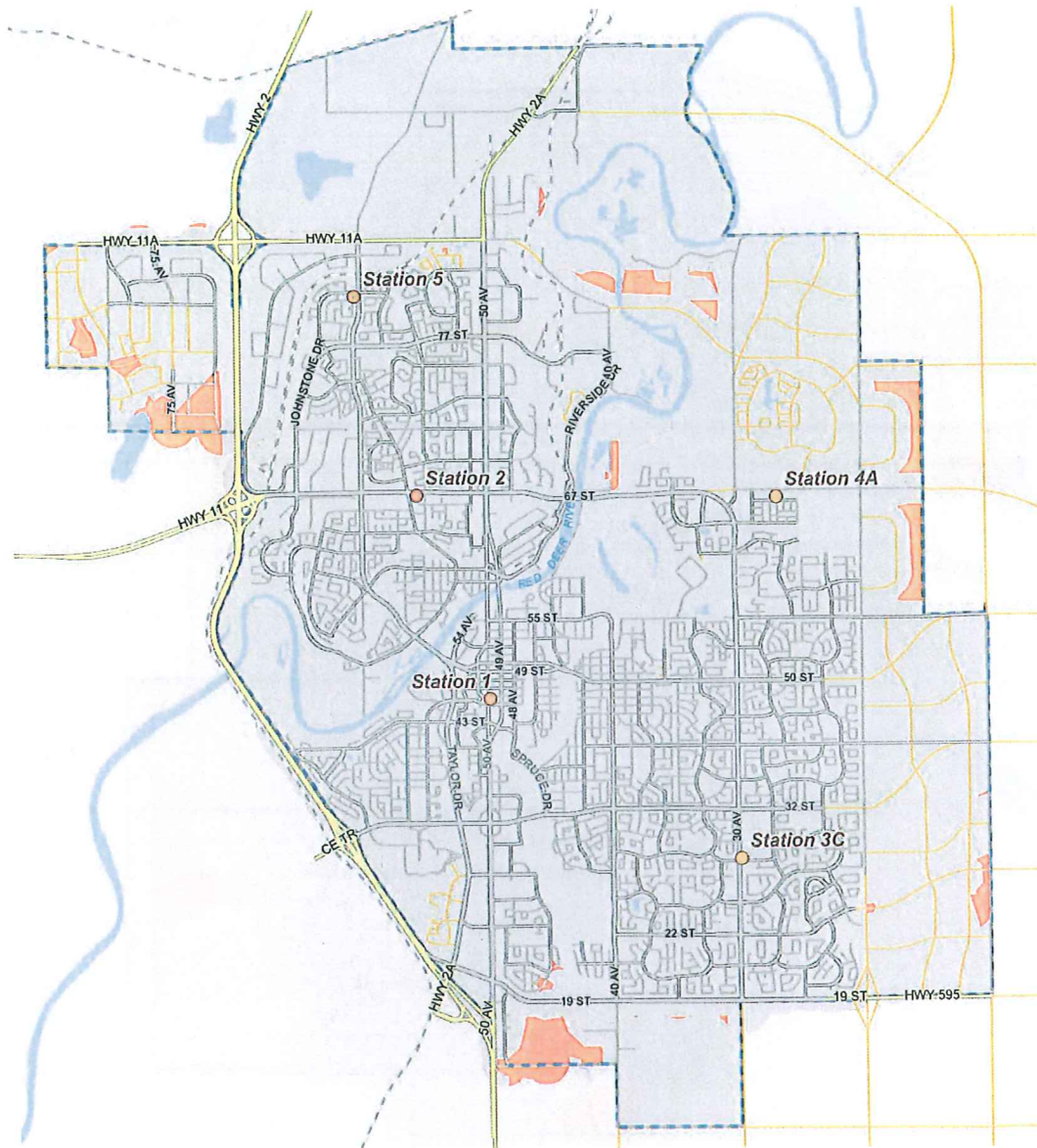
Appendix B

Station 4 move to Timberlands

Station 3 move to Aspen Ridge



Appendix C
Optimized Site Location





Attachment 2

Date: November 25, 2014**To: Landowners** within 100 metres of 3031 30 Ave (Collicutt Centre and surrounding park sites), 50 Lees Street (Notre Dame High School), and 150 Lockwood Ave (Hunting Hills High School)**Re: Proposed new City of Red Deer Emergency Services (Fire Station) at the north east corner of Lees Street and 30th Avenue**

Proposed Bylaw 3499/B-2014 East Hill Major Area Structure Plan Amendment, Proposed Municipal Reserve Disposal, Proposed Subdivision, Proposed Lancaster Meadows Outline Plan Resolution

Comment Deadline December 16, 2014

The City of Red Deer Development Services is proposing a new Emergency Services site (Fire Station) to serve Red Deer as the city continues to grow. The northeast corner of Lees Street and 30th Avenue is the most suitable site location with respect to city growth areas and emergency services response times. A map, information and comment sheet is included in this package.

As part of the City's overall evaluation process, landowners within the attached map area, are provided with an opportunity to review and comment on the proposed Emergency Services Site amendments. Please provide your comments via the enclosed comment sheet. Comments may be mailed, e-mailed, or faxed to the City of Red Deer Planning Department via the contact information provided on the comment sheet. Please submit your comments by **December 16, 2014**.

Following December 16, 2014, planning staff will review comments received and incorporate them into a planning report that will be forwarded to City Council when it considers First Reading of the proposed Emergency Services site bylaw amendment. If Council gives First Reading to the proposed bylaw, Council must hold a Public Hearing prior to considering Second and Third Reading (adoption) of the proposed bylaw. Public Hearings are advertised in the Friday edition of the Red Deer Advocate you will also receive written notification of the Public Hearing, which is an opportunity for the public to speak directly to Council about any concerns they may have with a proposed bylaw.

Thank you for taking the time to consider this material. Please contact me if you need any further information or clarification.

Sincerely,

A handwritten signature in black ink, appearing to read 'Emily Damberger', written over a horizontal line.

Emily Damberger

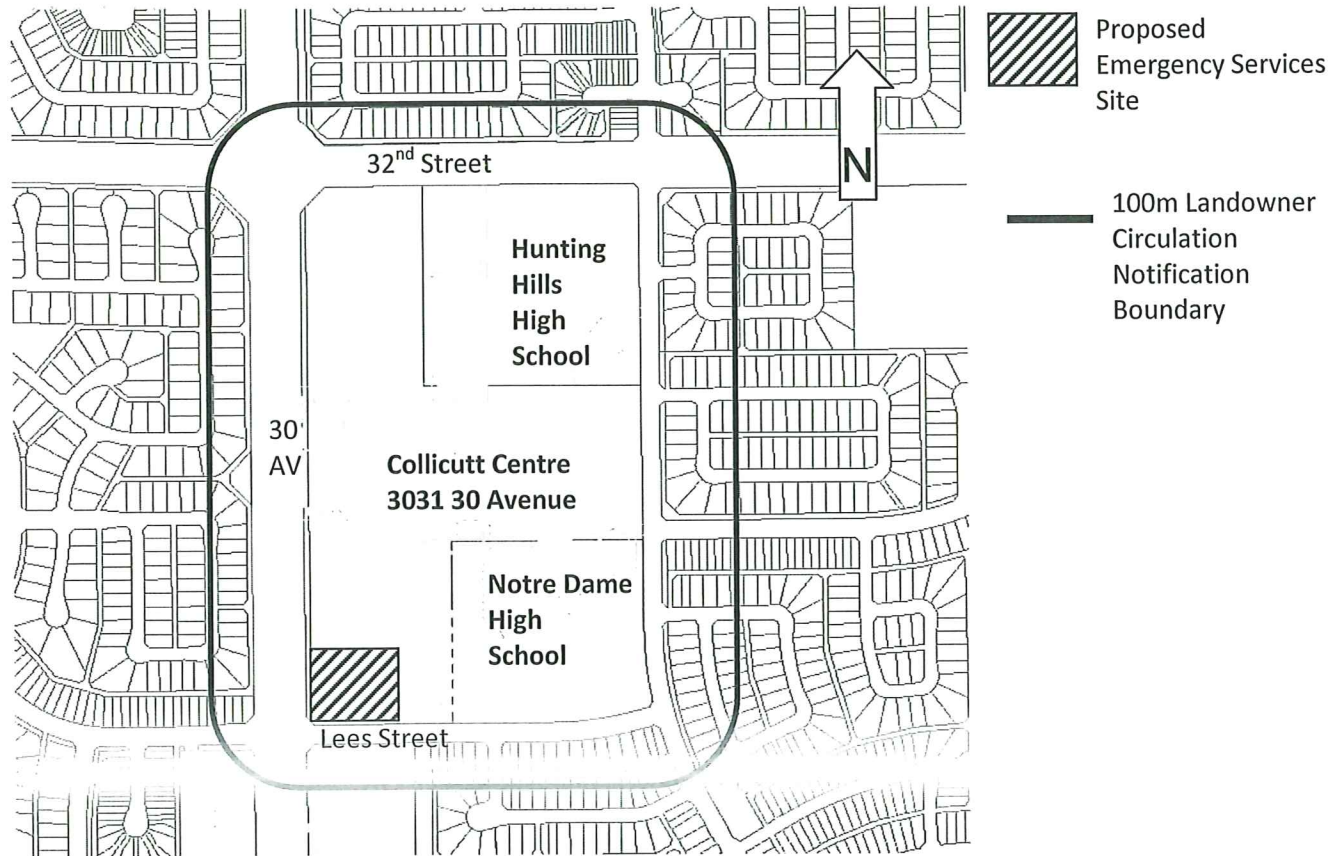
Senior Planner

Phone: 403.406.8707

Email: emily.damberger@reddeer.ca

November 12, 2014

Map: Location of the Proposed City of Red Deer Emergency Services (Fire Station) and 100m Notification Boundary



Area Landowner Comment Sheet

Proposed Bylaw 3499/B-2014 East Hill Major Area Structure Plan Amendment, Proposed Municipal Reserve Disposal, Proposed Subdivision, Proposed Lancaster Meadows Outline Plan Resolution

Your Mailing address (if different from above)*: _____

Comments:

* required

Any personal information on this form is collected under authority of section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act for the purpose of reviewing and analyzing the proposed East Hill Major Area Structure Plan amendment, the Municipal Reserve disposal, the subdivision, the Lancaster Meadows Outline Plan resolution. Your comments may be used anonymously and collectively in publications or reports related to the proposed bylaw amendment. If you have any questions regarding the collection, use and protection of this information, please contact the Planning Services Division located on the third floor of City Hall, 4914 – 48 Avenue, Red Deer, Alberta, ph. 403-406-8700.

Please return this comment sheet no later than **December 16, 2014**.

Mail: The City of Red Deer, Planning Department, Box 5008, Red Deer, Alberta, T4P 3T4
Drop off: Planning Department, 25th St., Red Deer, Alberta, T4N 1N1

Drop off: Planning Department, 3rd Floor, City Hall

Email: emily.damberger@reddeer.ca

Fax: 403.342.8200



BACKGROUNDER Q&A

November 24, 2014

Attachment 3

Fire Hall Relocation**1. Why is The City considering relocating two fire halls?**

In 2014 The City of Red Deer's Emergency Services response times and service areas were reviewed in the context of future development areas. The review found that in order to meet the High Intensity Residential Fire (HIRF) standards, two fire halls need to be relocated in order to maintain coverage in the southeast, but also to ensure coverage in the rapidly growing northeast.

2. Which fire halls will relocate and where will they go?

Station 3 currently at 4340 32 Street and Station 4 at 30 Davison Drive will be relocated. The proposed site for Station 3 is on the northeast corner of 30 Avenue and Lees Street. Station 4 will be relocated to the Timberlands neighbourhood.

3. How were the new locations determined?

Station Four will relocate to Timberlands to service the northeast, where future growth patterns indicate further Emergency Services coverage is required.

With Station 4 moving to Timberlands, Station 3 relocation must ensure adequate coverage in the southeast. The following was considered for the proposed relocation of Station 3:

- Meet HIRF standards;
- Location will serve majority of the population;
- The land use zoning of the location;
- Cost of the land;
- Impact on the community and existing infrastructure; and
- Operational impact.

The northeast corner of 30 Avenue at Lees Street was chosen based on the above criteria.

4. How can Emergency Services maintain response time standards while the hall is being relocated?

Amendments to the Major Area Structure Plan (MASP) and Neighbourhood Area Structure Plan (NASP) are already underway will ensure the current level of fire protection is maintained while construction the new fire halls is completed.



BACKGROUNDER Q&A**5. Are traffic impacts being considered for the proposed Station 3 site?**

The proposed site at 30 Avenue and Lees Street is an ideal location for emergency response times in the southeast quadrant of Red Deer as access will be direct to 30 Avenue from the fire hall.

Traffic in the area of the fire station will increase during peak drop off and pick up times at the adjacent schools; however, access to and from the fire hall will always be maintained with appropriate fire lanes, and signalized intersections activated when trucks are deployed.

6. Why are the new fire halls being relocated to residential areas?

In order to meet HIRF requirements for coverage and timely response, these proposed locations were carefully determined based on servicing the highest number of people possible.

7. What is High Intensity Residential Fire (HIRF) and their standards?

The HIRF standards are legislated by the Government of Alberta to reduce the incidence and impact of major residential fires. HIRF response times are defined from the time the 911 call is received by dispatch until a fire apparatus, with a minimum of four personnel, is on scene extinguishing the fire. The total time must not exceed 10 minutes, 90% of the time.

8. Instead of relocating existing fire halls, why doesn't The City build additional fire halls?

Building a sixth fire hall was considered; however, this option is not preferred as an additional seventh station would still be needed in order to meet HIRF guidelines.

9. Will there be a public consultation period?

Yes, The City will consult with landowners located within 100 metres of 3031 30 Avenue (Collicutt Centre and surrounding park sites), 50 Lees Street (Notre Dame High School), and 150 Lockwood Avenue (Hunting Hills High School), as the proposed Emergency Services Site requires an amendment to the East Hill Major Area Structure Plan Bylaw 3499/B-2014, outline plan resolution, municipal reserve disposal and subdivision.

Landowner feedback will be accepted up until December 16, 2014. Planning staff will review comments and incorporate them in a planning report, and if Council gives First Reading to the proposed bylaw, Council must hold a Public Hearing prior to considering Second and Third Reading (adoption) of the proposed bylaw.

Attachment 4

**COMMENTS RECEIVED
FROM THE PUBLIC
REGARDING

EAST HILL MAJOR AREA
STRUCTURE PLAN BYLAW
AMENDMENT 3499/A-2015

-

PROPOSED FIRE STATION**

Emily Damberger

From:
Sent: December 12, 2014 3:06 PM
To: Emily Damberger
Subject: Lancaster Fire Hall

Hi Emily:

I would like to express some of my thoughts on the proposed fire hall on Lees St.
We reside at 79 Lawrence Cr and have lived there since 1997.

I'm sure upon planning this location some thought was given to the fact that this is a storm water overflow pond and that this is important for flooding potential. This location is also a ball diamond that is used almost daily in the warmer months by ball leagues as well as both high schools.

Can I suggest a different site? The McKee manufacturing site has been in the wrong location since Lancaster was developed. When Mr. McKee was alive he suggested a land swap with the City but was turned down. I'm sure that with some effort the City could make a land swap with them for a location in Queens. This location would be ideal for the fire hall and that would maintain the ball diamond site for what it as it was originally designed. The buildings on the site could be repurposed for a new fire hall or be used as a satellite shop for public works or parks and rec.

At the very least you could have a conversation with the McKee people to see what their intentions are.

Thank you

Area Landowner Comment Sheet

Proposed Emergency Services Site (Fire Station) – 3031 30 Ave.

Proposed Bylaw 3499/B-2014 East Hill Major Area Structure Plan Amendment, Proposed Municipal Reserve Disposal, Proposed Subdivision, Proposed Lancaster Meadows Outline Plan Resolution

Your Name*: _____

Your Property address*: _____

Your Mailing address (if different from above)*: _____

Comments:

IT IS A BUSY STREET AND GETS NOISY.
NOW WITH THE PROPOSED PLAN, ITS GOING TO
GET MORE NOISY - THATS MY ONLY CONCERN.

* required

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Please return this comment sheet no later than December 16, 2014.

Mail: The City of Red Deer, Planning Department, Box 5008, Red Deer, Alberta, T4P 3T4

Drop off: Planning Department, 3rd Floor, City Hall

Email: emily.damberger@reddeer.ca

Fax: 403.342.8200

Area Landowner Comment Sheet

Proposed Emergency Services Site (Fire Station) – 3031 30 Ave.

Proposed Bylaw 3499/B-2014 East Hill Major Area Structure Plan Amendment, Proposed Municipal Reserve Disposal, Proposed Subdivision, Proposed Lancaster Meadows Outline Plan Resolution

Your Name*: _____

Your Property address*: _____

Your Mailing address (if different from above)*: Same as above

Comments: _____

no comments

* required

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Mail: The City of Red Deer, Planning Department, Box 5008, Red Deer, Alberta, T4P 3T4

Drop off: Planning Department, 3rd Floor, City Hall

Email: emily.damberger@reddeer.ca

Fax: 403.342.8200

Emily Damberger

From:
Sent: December 07, 2014 8:52 PM
To: Emily Damberger
Subject: Proposed Emergency Service Station Location

Dear Ms. Damberger;

The following letter was written by my husband. I would like to add my name to the objection to the proposed Emergency Services Station to 30th Ave and Lees St. In addition to the concerns my husband has written to you about, I would also like to mention my concern over the noise from alarms this will add to our neighborhood. I encourage you to take all of this into account and consider NOT locating the Emergency Services Station at 30th Ave and Lees St.

Respectfully submitted,

Ms. Damberger;

I wish to voice my opposition to the proposed relocation of the Emergency Service Station to 30th Avenue and Lees Street. My opposition is based on my concerns over traffic and parking, the loss of both a storm water site and a recreation area, the overall congestion of the location, and the short term vision in selecting this location.

While the City may feel that "access to the fire hall will always be maintained with appropriate fire lanes, and signalized intersections activated when trucks are deployed" this is a simplistic view of the traffic congestion that occurs around the this area - not only during peak school times but when there are tournaments and other events on at The Collicut Centre as well. At these times, traffic is bumper to bumper and often far from legal and organized. It is a design for potential chaos. Plans for fire lanes and lights may look good on paper but they will not work as well in the real, messy world of the streets around this area with its frequent periods of high congestion.

This neighborhood is already struggling with the congestion resulting from the schools and Collicut Centre. Student and patrons' cars regularly fill the streets and cause great inconvenience for those who live hear. Relocating the fire hall will result in even less on-street parking along Lees and further increase the congestion in the community.

Building the fire hall here also will result in the loss of the storm water overflow area. How will this need be met in the case of future flooding? And how will the City account for the loss of another sports field? Such fields are positive aspects of a family community and its loss will be significant.

If the City is concerned about the need to decrease response times to the South East area of the City, the plan should be made with the view towards the years ahead and the continued expansion to the south-east. Why not consider a location in the new subdivisions to the south-east? Why not consider a cooperative location on the southeast corner of 30th and 19th where the County currently has a station? Or near the City Landfill. These last two locations would allow immediate access to 19th and from there through less congested routes into the south-east neighbourhoods.

Sincerely,

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

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

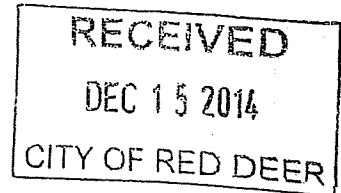
Area Landowner Comment Sheet**Proposed Emergency Services Site (Fire Station) – 3031 30 Ave.****Proposed Bylaw 3499/B-2014 East Hill Major Area Structure Plan Amendment, Proposed Municipal Reserve Disposal, Proposed Subdivision, Proposed Lancaster Meadows Outline Plan Resolution****Your Name*:** _____**Your Property address*:** _____**Your Mailing address (if different from above)*:** _____

Comments: *So will the exit be onto Lees St.? Since is very busy. Most of the cars go to Victoria Park & Symphony Street. 30th Ave is very noisy with motor bikes rearing up & down & ambulances & Fire trucks & police sirens. morning noon & night. then Calicut does all its snow clearing all night long. We walk daily & have been ~~struck~~ by cars many times when in the crosswalks & lifes in our favour. It is already a dangerous street & lots of kids getting on buses from the schools. So it is already a very congested area. Hope you have thought it all through properly.*

* required

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Please return this comment sheet no later than December 16, 2014.**Mail:** The City of Red Deer, Planning Department, Box 5008, Red Deer, Alberta, T4P 3T4**Drop off:** Planning Department, 3rd Floor, City Hall**Email:** emily.damberger@reddeer.ca**Fax:** 403.342.8200*people texting, not paying attention to walk life.*



Area Landowner Comment Sheet

Proposed Emergency Services Site (Fire Station) – 3031 30 Ave.

Proposed Bylaw 3499/B-2014 East Hill Major Area Structure Plan Amendment, Proposed Municipal Reserve Disposal, Proposed Subdivision, Proposed Lancaster Meadows Outline Plan Resolution

Your Name*: _____

Your Property address*: _____

Your Mailing address (if different from above)*: _____

Comments:

The proposed location will make meeting the four minute response mandate difficult to maintain as traffic flow in and around the high schools in the morning, noon hour and afternoon is extremely congested. From my residence I have seen 30 Ave in both lanes and both directions of travel backed up solid between 32 St and Lees St.

* required

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Drop off: Planning Department, 3rd Floor, City Hall

Email: emily.damberger@reddeer.ca

Fax: 403.342.8200

Area Landowner Comment Sheet

Proposed Emergency Services Site (Fire Station) – 3031 30 Ave.

Proposed Bylaw 3499/B-2014 East Hill Major Area Structure Plan Amendment, Proposed Municipal Reserve Disposal, Proposed Subdivision, Proposed Lancaster Meadows Outline Plan Resolution

Your Name*: _____

Your Property address*: _____

Your Mailing address (if different from above)*: _____

Comments: 1) busy area with many young children in area due to Collicutt Rec Center (emergency vehicles pose danger to them)
 2) Very close to a dangerous intersection (30th Ave & 32nd St); already lots of collisions & fatalities; there would be an increase in left turns (to go West on 32nd) causing more danger
 3) Fire Station would be in an area with a high concentration of new drivers (500+ from High Schools)
 4) ^{Opposite the} reduction of green space in neighborhood
 5) increase in noise from sirens
 6) bought house with no plan of fire station in vicinity, & could affect house price

* required

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Drop off: Planning Department, 3rd Floor, City Hall

Email: emily.damberger@reddeer.ca

Fax: 403.342.8200

Lancaster Meadows Outline Plan Amendment

Consideration was given to the administration report regarding proposed amendments to the Lancaster Meadows Outline Plan regarding a future Emergency Services site at the NE corner of Lees Street and 30 Avenue. Following discussion, the motion was set out hereunder was introduced and passed.

Moved by Councilor _____, seconded by
Councilor _____

“RESOLVED that Council of The City of Red Deer, having considered report from Planning Administration dated _____ re: East Hill Major Area Structure Plan Amendment Bylaw 3499/A-2015 and Lancaster Meadows Outline Plan Resolution Amendment, hereby approves said Outline Plan as submitted to Council _____(approving Council date).

LANCASTER MEADOWS OUTLINE PLAN

Adopted by Council: August 3, 1993
 September 26, 1994
 March 27, 1995
 May 21, 1996
 June 29, 1998

DEVELOPABLE AREA	Saleable Frontage	Units
<input type="checkbox"/> Single Family (laned)	3500m (15m)	240
<input type="checkbox"/> Single Family (laneless)	885m (17m)	52
<input type="checkbox"/> Semi-detached	415m (9m)	46
<input type="checkbox"/> Day Care/Social Care	98m	3
<input type="checkbox"/> Multiple Family	120m (7m)	17
<input type="checkbox"/> Church or Multiple Family 2 ha (5 ac.)		60

Total Units 418

RESERVE DEDICATION

<input type="checkbox"/> High School/Recreation	2.02 ha
<input type="checkbox"/> Detention Pond/School	1.10 ha
<input type="checkbox"/> Walkways/Utilities	0.98 ha
<input type="checkbox"/> Tot Lot	0.21 ha

Total - 4.31 ha (10.65 ac)

[4] PHASING

Attachment 5

Prepared by: Portland Community Planning Services

DATE: June 10, 1992

REVISED: June 24, 1992

October 5, 1992

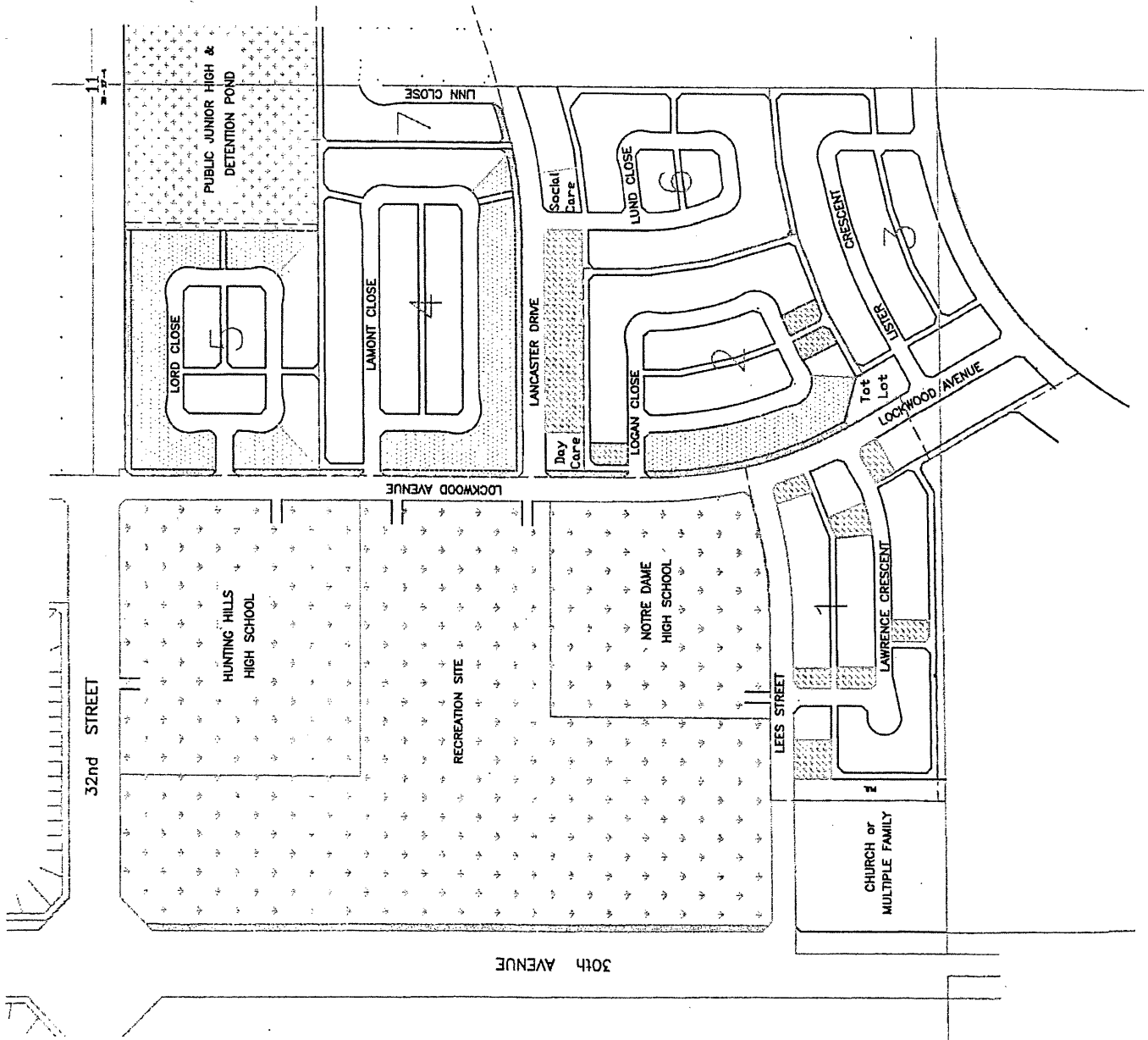
August 10, 1994

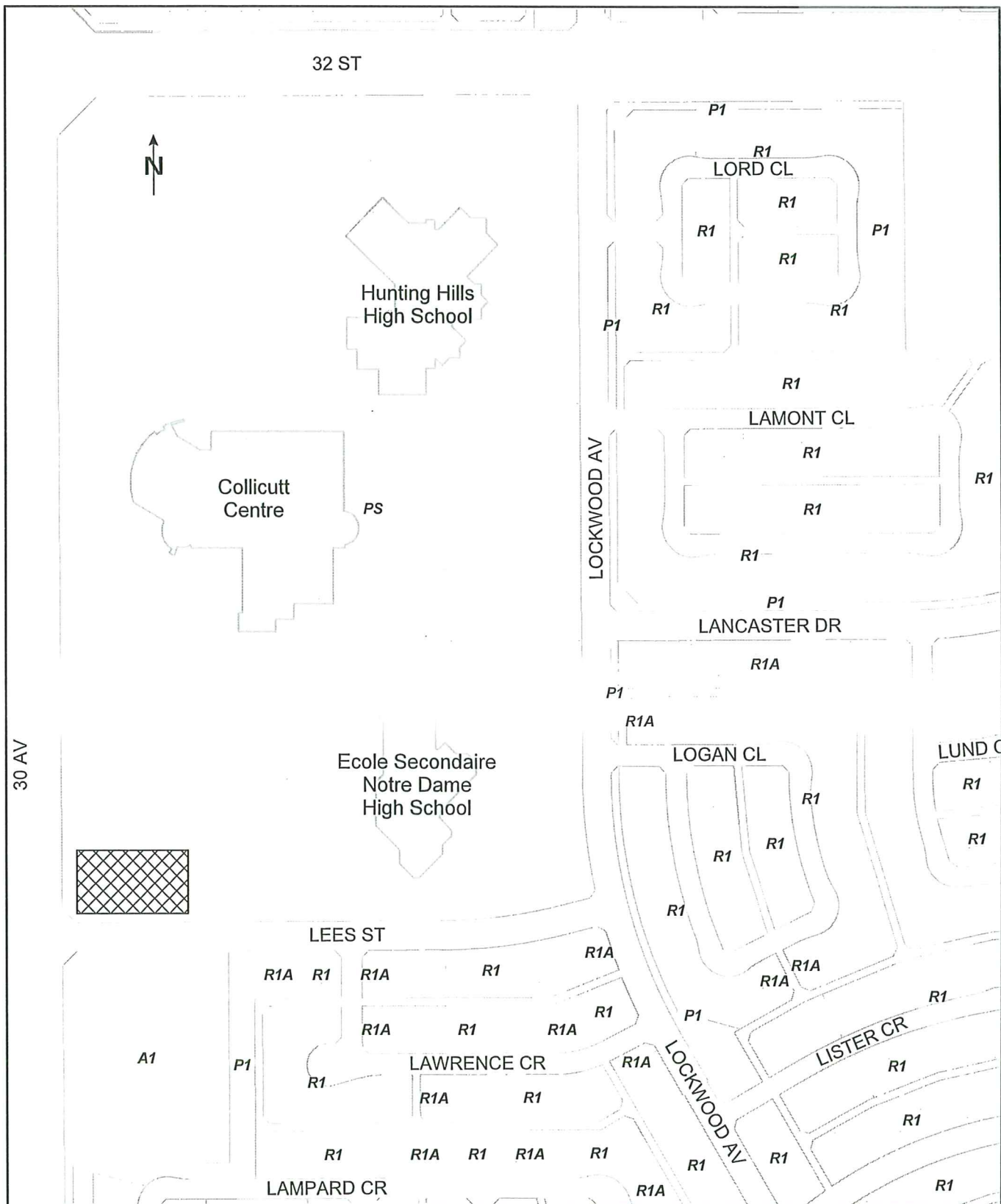
March 6, 1995

April 1, 1996



Scale In Metres





Proposed Amendment to Lancaster Meadows Outline Plan

Addition to Plan:



Proposed EMS Site

BYLAW NO. 3499/A-2015

Being a Bylaw to amend Bylaw No. 3499/2013, the East Hill Major Area Structure Plan of The City of Red Deer as described herein.

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

Bylaw No. 3499/2013 is hereby amended as follows:

1. Delete section 4.7 and replace with:

Figure 5 identifies the following five potential new locations for future emergency services facilities that could accommodate fire, ambulance and/or other community services:

1. Adamson Avenue at the corner of 22 Street.
 2. On the west side of 40 Avenue near the intersection of 22 Street within the NE ¼ Section 4 -38-27-W4.
 3. On the west side of 30 Avenue at the intersection of 55 Street within the SE1/4 Section 22-38-27-W4.
 4. Within Timberlands North NASP as determined by that Plan.
 5. On the east side of 30 Avenue near the intersection of the north side of Lees Street and 30 Avenue within the SE ¼ Section 11-38-27-W4.
2. Delete Figure 5 Generalized Land Use Concept – East Hill and replace with attached amended Figure 5.

READ A FIRST TIME IN OPEN COUNCIL this day of 2015.

READ A SECOND TIME IN OPEN COUNCIL this day of 2015.

READ A THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK

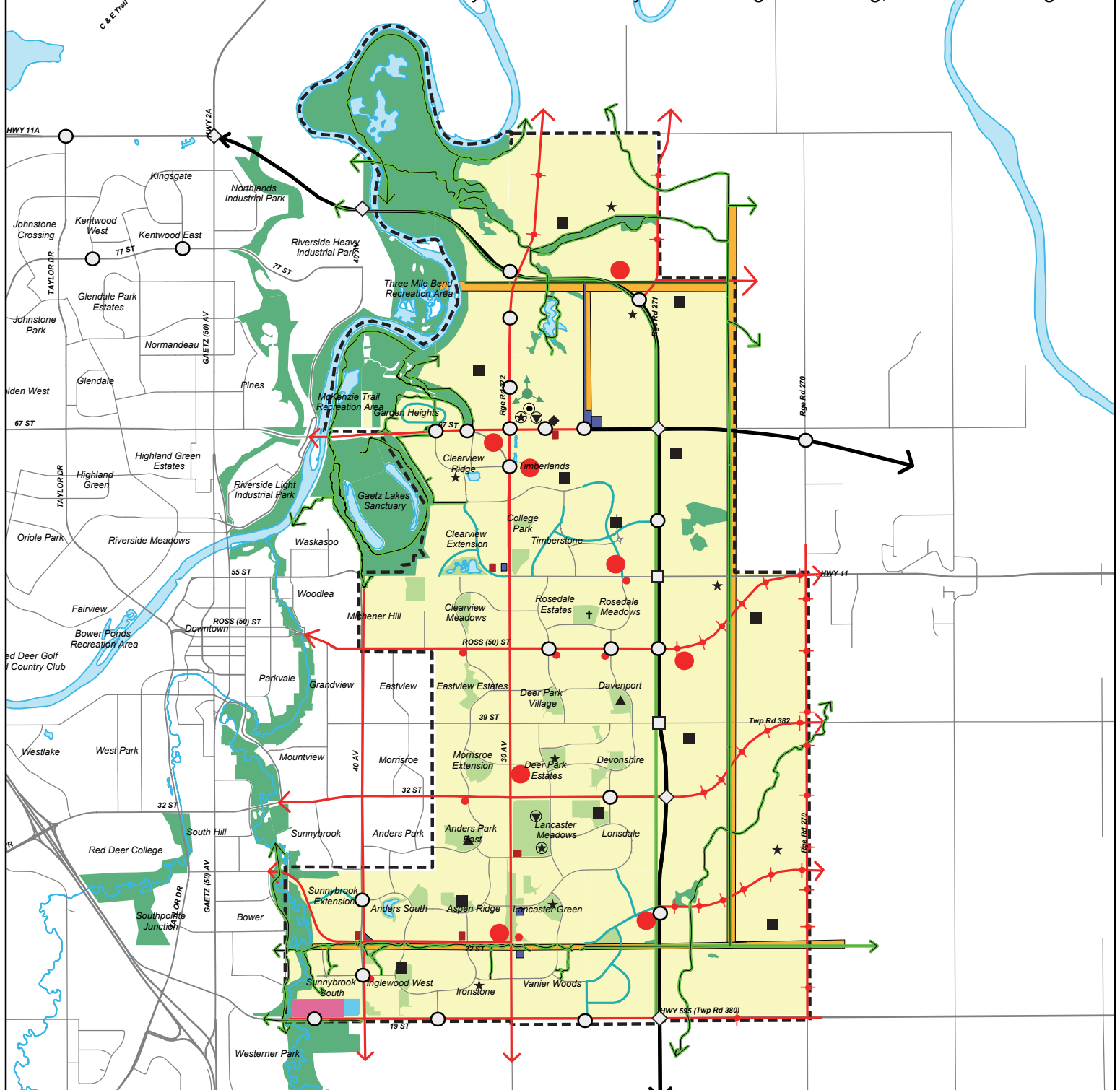
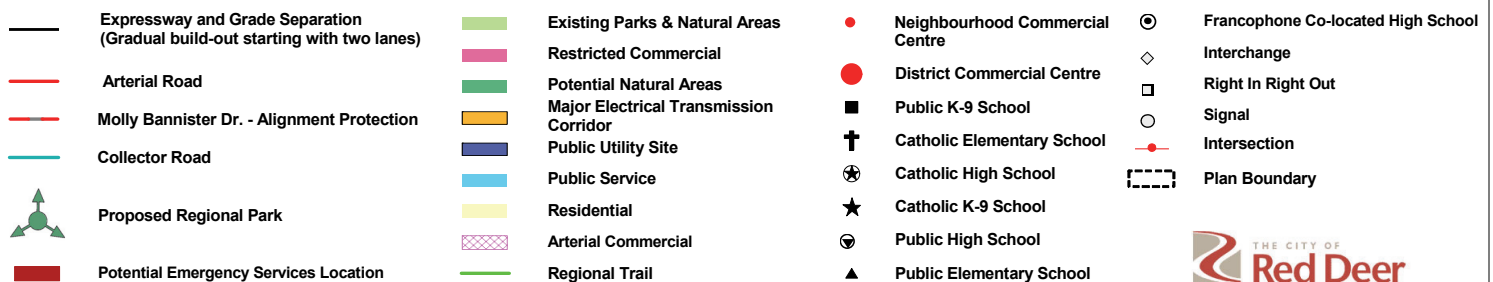


Figure 5: Generalized Land Use Concept - East Hill



* Locations shown are conceptual

DATE: January 26, 2015

TO: Tara Lodewyk, Planning Services Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: East Hill Major Area Structure Plan Amendment Bylaw
3499/A-2015
Lancaster Meadows Outline Plan Amendment Resolution
Consideration of First Reading of the Bylaw

Reference Report:

Planning Services, dated January 5, 2015.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave first reading to Bylaw 3499/A-2015 - a bylaw to amend the Lancaster Meadows Outline Plan (OP) to include the identification of an Emergency Services site to accommodate City of Red Deer new growth areas and optimize emergency services delivery.

Report back to Council: Yes

Comments/Further Action:

This Bylaw will come back to the February 23, 2015 Regular Council Meeting for consideration of Second and Third Readings.



Frieda McDougall
Legislative Services Manager

- c. K. Fowler, Director of Planning Services
E. Damberger, Senior Planner
Corporate Meeting Coordinator



Date: January 14, 2015
To: Red Deer City Council
From: Municipal Planning Commission
Subject: Proposed East Hill Major Area Structure Plan Amendment

At the January 14 meeting of the Municipal Planning Commission, the Commission discussed the proposed East Hill Major Area Structure Plan Amendment. The motion as set out below was introduced and passed:

"Resolved that the Municipal Planning Commission hereby endorses Bylaw 3499/A-2015 which proposes to amend the East Hill Major Area Structure Plan (MASP) proceed to Council for consideration."

The above is submitted for Council's consideration.

Respectfully submitted,

Dianne Wyntjes, Chair
Municipal Planning Commission

c: Kim Fowler, Director of Planning Services
Angus Schaffenburg, Major Projects Planner
Dayna Facca, Planner



December 03, 2014

Borrowing Bylaw 3521/2014

Canada Winter Games 2019 Project

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3521/2014, a bylaw in the amount of \$20,009,000 for the purpose of construction or enhancement to various facilities to support the 2019 Canada Winter Games.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3521/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3521/2014 – Canada Winter Games 2019 Project.

Borrowing Bylaw 3521/2014 provides for funding of \$20,009,000 for the purpose of construction and enhancement of various facilities to support the 2019 Canada Winter Games.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.



Report Originally Submitted to
the November 25, 2014 Capital
Budget Council Meeting

Nov 25, 2014

Borrowing Bylaw 3521/2014

Canada Winter Games

Consideration of First Reading of the Bylaw

Recreation, Parks & Culture

Report Summary & Recommendation:

A new Borrowing Bylaw is required for the above noted project.

We request that Council approve the borrowing Bylaw no. 3521/2014 for the 2019 Canada Winter Games for a total of \$20,009,000.

On June 9, 2014 Council approved a \$26,009,000 capital budget for the 2019 Canada Winter Games, acknowledging funding of \$6,000,000 to be provided by the Provincial and Federal Governments and the balance of funding in debentures.

Please note that this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw Amendment 3521/2014. The bylaw would come back for consideration of second and third readings at the Monday, January 19, 2015 Council Meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3521/2014 at this time.



Report Details

Background:

Beginning in early 2012, administration along with community members began exploring the feasibility of Red Deer submitting a bid to host the 2019 Canada Winter Games.

Council Reports:

- May 23, 2012, Council provided approval to conduct a basic assessment of Red Deer's capacity to host the Games based on the facility requirements.
- November 13, 2012, Council provided approval to conduct a detailed facility analysis including projected order of magnitude of capital budget impacts for the necessary facility enhancements, upgrades or constructions.
- August 9, 2013, Council provided approval to submit a Bid for the 2019 Canada Winter Games.
- December 20, 2013, Council was provided information related to the Bid Submission Phase I Technical Review.
- June 9, 2014, Council provided approval of the 2019 Canada Winter Games Capital Budget of \$26,009,000.

It was noted in the June 9, 2014 Report to Council that if Red Deer was announced as the successful host City, administration would come back to council with the necessary borrowing bylaw.

The Capital and Operating Budgets developed during Phase II of the Bid process accurately reflect the orders of magnitude for the revenues and expenditures required to host the Games while also investing in new and improved recreational facilities within Red Deer.

The 2019 Canada Winter Games Capital budget allows for construction, venue upgrades, and facility enhancements at various venues. Most notably, the construction, upgrades and enhancements funded by the Capital budget will allow for:

- Biathlon and Cross Country Skiing to be hosted at River Bend Golf and Recreation Area
- Freestyle Ski and Snowboarding to be hosted at Canyon Ski Resort
- Short Track Speed Skating to be hosted at Great Chief Park
- Long Track Speed Skating and Squash to be hosted at Red Deer College Centre for Health, Wellness and Sport
- Cultural Events and Community Activities to be hosted at a Downtown Games Plaza or other Canada Games Legacies

The operating impact of the City's capital budget construction projects are limited to the increased operating costs at Great Chief Park with the long track speed skating oval, estimated to be at \$175,000 per year.

The Canada Games is a celebration of youth, sport, culture and community. They are the product of ongoing collaboration between the federal government, provincial / territorial governments, host municipalities, the private sector and the Canada Games Council. Since 1967, nearly 50,000 athletes have participated in the games with hundreds of thousands



having engaged in try-outs and qualifying events. More than 90,000 coaches, officials, and volunteers have been directly involved in the planning and staging of the Games.

While the primary reason for hosting the Games is to contribute to sport and athlete development, they are also about community development and pride. The Canada Games create economic, social and cultural benefits that impact participants, volunteers and spectators, not just within the municipality, but also the region, province and the country.

Successful hosting of the 2019 Canada Winter Games will contribute to Red Deer's reputation as a globally competitive, creative community and a premiere events hosting destination in Canada. The Games have become the icon of active living. They are the launching pad to inspire residents towards a culture of physical activity, healthy lifestyles and community engagement.

BYLAW NO. 3521/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$20,009,000 for the purpose of construction or enhancement of various facilities to support the 2019 Canada Winter Games.

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the following projects:
 - River Bend Golf & Recreation Area facility enhancements
 - Canyon Ski facility enhancements
 - Red Deer College Centre for Health, Wellness and Sport (construction of an Olympic sized ice arena and four international-sized squash courts)
 - Downtown Games Plaza
 - Great Chief Park facility improvements
- C. The total cost of the project is estimated to be \$26,009,000 and the Municipality estimates the following funding sources will be applied to the projects:

Grants	\$6,000,000
Debenture(s)	<u>\$20,009,000</u>
Total Cost	\$26,009,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$20,009,000, for a period not to exceed 20 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law is equal to, or in excess of 40 years.

- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.
- G. All required approvals for the projects have been or will be obtained, and the projects are and will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Canada Winter Games 2019 Projects, the sum of TWENTY MILLION NINE THOUSAND DOLLARS (\$20,009,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Canada Winter Games 2019 Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed TWENTY (20) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.063%.
4. The indebtedness is to be repaid by way of revenue raised through Municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK

FILE COPY

DATE: January 26, 2015
TO: Shelley Gagnon, Recreation, Parks & Culture Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Borrowing Bylaw 3521/2014
Canada Winter Games 2019 Project
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2015 and Recreation, Parks & Culture, dated November 25, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3521/2014 – a borrowing bylaw for the purpose of construction or enhancement of various facilities to support the 2019 Canada Winter Games.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.



Frieda McDougall
Legislative Services Manager
/ attach.

- c. S. Cockerill, Director of Community Services
P. Goranson, Director of Corporate Services
T. Mckinnon, Division Controller
D. Krejci, Chief Financial Officer
Corporate Meeting Coordinator
Client Services Support



December 03, 2014

Borrowing Bylaw 3522/2014

Building Projects

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3522/2014, a bylaw in the amount of \$31,068,000 for the purpose of financing the following building projects: Red Deer Arena Reconstruction, North Red Deer Regional Community Centre Construction, RCMP Downtown 2nd Floor Development.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3522/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3522/2014 – Building Projects.

Borrowing Bylaw 3522/2014 provides for funding of \$31,068,000 for the purpose of financing the following building projects: Red Deer Arena Reconstruction, North Red Deer Regional Community Centre Construction, RCMP Downtown 2nd Floor Development.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.

DATE: January 26, 2015

TO: Shelley Gagnon, Recreation, Parks & Culture Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Borrowing Bylaw 3522/2014
Building Projects
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2014 and Recreation, Parks & Culture, dated October 22, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3522/2014 – a borrowing bylaw for the purpose of constructing a North Red Deer Regional Community Centre, reconstructing the Red Deer Arena, and developing the RCMP Downtown Detachment, 2nd floor.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.



Frieda McDougall
Legislative Services Manager
/ attach.

- c. S. Cockerill, Director of Community Services
P. Goranson, Director of Corporate Services
D. Krejci, Chief Financial Officer
T. Mckinnon, Division Controller
S. Tod, RCMP Superintendent
Corporate Meeting Coordinator
Client Services Support



Report Originally Submitted to the
November 25, 2014 Capital Budget
Council Meeting

Oct 22, 2014

Borrowing Bylaw 3522/2014

Building Projects

Consideration of First Reading of the Bylaw

Recreation, Parks & Culture

Report Summary & Recommendation:

A new Borrowing Bylaw is required for the above noted Building Projects.

The 2015 Capital budget is being considered by approval by Council on November 25, 2014. The Recreation, Parks & Culture department has submitted budget items for the purpose of constructing a North Red Deer Regional Community Center, reconstructing the Red Deer Arena and developing the RCMP Downtown Detachment 2nd floor. The recommended funding sources are the Recreation Amenity Fund for \$450,000 and Tax Supported long term debt for \$31,068,000.

We request that Council approve the borrowing Bylaw no. 3522/ 2014 for the Building Projects for a total of \$31,068,000.

Please note that this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw 3522/2014. This bylaw would come back for consideration of second and third readings at the January 19, 2015 Council meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3522/2014 at this time.



Report Details

Background:

The three projects covered by this borrowing bylaw are:

1. NORTH RED DEER REGIONAL COMMUNITY CENTER

In the 2011 Capital Budget \$334,000 was approved for the Normandeau/ North Red Deer Regional Community Center for Concept Design and Site preparation.

The 2015 Capital budget requests an additional \$8,843,000 for the detailed design and construction of the center.

The RPC Community Assets Needs Assessment Study (CANAS) recommended that future community centres developed in Red Deer serve multiple quarter sections and create a distinctively positive gathering space for the community to address their recreation, social and belonging needs.

Given the lack of community activity centres in the northwest quadrant of The City (only one skate shelter exists at 49 Noble Ave), the construction of a north side Community Centre is recommended on the corner of 77 St and Taylor Dr. at the Glendale School site, adjacent to the Centennial Glendale Skate Park. This facility may include an indoor playground.

This facility would specifically serve the neighbourhoods of Normandeau, Aspen Heights and Glendale plus Kentwood, Kingsgate, Johnstone Park and Johnstone Crossing but also be open for use by all Red Deerians. In the 2014 Community Amenities prioritization process, this project was identified as a priority.

The scope and vision of the centre has evolved from the project's inception in an effort to effectively address the needs of the community with anticipated amenities such as multi-purpose spaces, meeting/programming rooms, small kitchen areas, and the possibility of an indoor playground. A detailed design, traffic impact assessment and business plan, including a detailed operational model will be developed in 2015. NOTE: There is up to \$500K in regional recreation amenity funds that could be applied to this project.

2. RED DEER ARENA

The 2015 Capital Budget requests \$21,593,000 for the replacement of the Red Deer Arena.

The Red Deer Arena was built in 1952 and renovations in 1995 extended the facility's useful life for another 10 to 20 years. Recent engineering assessment of the roof structure and beams has identified significant repair is required if the building is to remain in service. An



interim monitoring system was approved during the 2014 mid-year budget to monitor the existing truss system and structural integrity of the facility.

Review of the WSP Engineering report and assessment of infrastructure upgrades required over the next 10 years has indicated that replacement is the most cost effective option.

As part of this capital project, the combined parking lots for the Red Deer Arena, Kinex, Parks Amenities Shop, Pidherney Centre Curling Rink and Skate Board Park will need to be resurfaced in 2018. It has been 30 years since these parking lots were last replaced and annual maintenance undertaken for necessary repairs.

3. RCMP DOWNTOWN DETACHMENT 2ND FLOOR DEVELOPMENT

The 2015 Capital Budget requests \$1,082,000 for the development of the RCMP downtown detachment 2nd floor.

The Downtown RCMP Detachment moved into the new building in the fall of 2010. In anticipation of future growth, the second floor was shelled as part of the construction project. The City and Alberta Law Enforcement Response Team (ALERT) jointly developed a section of the second floor for ALERT. Over the last 4 years there have been over 30 additional officers and municipal employees (MEs) hired which have been housed on the main floor. The space on the main floor has reached capacity and is no longer able to accommodate all the officers and MEs.

This capital request is to develop a portion of the remaining unused space on the second floor. The General Investigation Section (GIS – plain clothes unit) would be relocated to the second floor to allow more effective use of the main floor and provide adequate space for the GIS section. Currently there is no additional space for any new members assigned to these units.

BYLAW NO. 3522/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$31,068,000 for the purpose of financing the following Building Projects:

- **Red Deer Arena Reconstruction**
- **North Red Deer Regional Community Centre Construction**
- **RCMP Downtown 2nd Floor Development**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Building Projects.
- C. The total cost of the projects are estimated to be \$31,852,000 and the Municipality estimates the following funding sources will be applied to the projects:

Capital Project Reserve	\$ 334,000
Rec Amenity Fund	\$ 450,000
Debenture(s)	<u>\$31,068,000</u>
Total Cost	\$31,852,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$31,068,000, for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law is equal to, or in excess of 50 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.

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

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Building Projects, the sum of THIRTY-ONE MILLION SIXTY-EIGHT THOUSAND DOLLARS (\$31,068,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Building Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.325%.
4. The indebtedness is to be repaid by way of revenue raised through Municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK



December 03, 2014

Borrowing Bylaw 3523/2014

Road Improvement Projects

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3523/2014, a bylaw in the amount of \$16,183,000 for the purpose of financing the following road improvement projects: Taylor Drive Linkage, South East Sector Transportation Improvements.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3523/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3523/2014 – Road Improvement Projects.

Borrowing Bylaw 3523/2014 provides for funding of \$16,183,000 for the purpose of financing the following road improvements projects: Taylor Drive Linkage, South East Sector Transportation Improvements.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.

FILE COPY

DATE: January 26, 2015
TO: Frank Colosimo, Engineering Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Borrowing Bylaw 3523/2014
Road Improvements Projects
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2014 and Engineering Services, dated November 25, 2014.

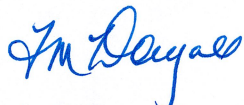
Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3523/2014 – a borrowing bylaw for the Taylor Drive Linkage project – construction of key collector roadway connectors (West of Alexander Way and 54 Ave) to the newly improved section of Taylor Drive and South East Sector Transportation Improvement project – to support the expansion of the east-west transportation system south of 32 Street.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.



Frieda McDougall
Legislative Services Manager
/ attach.

- c. E. Vincent, Director of Development Services
- P. Goranson, Director of Corporate Services
- D. Krejci, Chief Financial Officer
- K. Yetter, Division Controller
- Corporate Meeting Coordinator
- Client Services Support



Report Originally Submitted to
the November 25, 2014 Capital
Budget Council Meeting

November 25, 2014

Borrowing Bylaw 3523/2014
Road Improvement Projects
Consideration of First Reading
Engineering

Report Summary & Recommendation:

The 2015 Capital budget is being considered for approval by Council on November 25, 2014 and the Engineering department has submitted budget items for Road Improvement Projects. The first project, Taylor Drive Linkage, is for the construction of key collector roadway connectors (west of Alexander Way and 54 Avenue) to the newly improved section of Taylor Drive for \$5,362,000 in 2015. The second project, South East Sector Transportation Improvements, is to support the expansion of the east-west transportation system south of 32 Street. Improvements along 19 Street from 40 Avenue to Gaetz Avenue will be undertaken in 2015/2016. This project is for \$10,821,000 for 2015 and 2016. The recommended funding source is Tax Supported long term debt.

As a new borrowing bylaw is required for the above noted projects, we request that Council approve borrowing Bylaw 3523/2014 for the road improvement projects for a total of \$16,183,000 for 2015 and 2016.

As required by the MGA, Section 251, this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw 3523/2014. This bylaw would come back for consideration of second and third readings at the January 19, 2015 Council meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3523/2014 at this time.



Report Details

Background:

The Engineering department submitted a budget item for the construction of key collector roadway connectors and the rebuild of the intersection of Alexander Way and 54th Avenue. This design is based on the Riverlands ARP and Taylor Drive Concept Plan (43 Street to Ross Street).

Additionally, a budget item to support the expansion of the east-west transportation system south of 32 Street has been submitted. Improvements along 19th Street from 40th Avenue to Gaetz Avenue, as well as intersection improvements at 40th Avenue and 19th Street will be undertaken in 2015/2016.

BYLAW NO. 3523/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$16,183,000 for the purpose of financing the following Road Improvements Projects:

- **Taylor Drive Linkage**
- **South East Sector Transportation Improvements**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Road Improvements Projects.
- C. The total cost of the project is estimated to be \$16,183,000 and the Municipality estimates the following funding sources will be applied to the projects:

Debentures	<u>\$16,183,000</u>
Total Cost	\$16,183,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$16,183,000, for a period not to exceed 20 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law is equal to, or in excess of 20 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.
- G. All required approvals for the projects have been or will be obtained, and the projects are and will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Road Improvements Projects, the sum of SIXTEEN MILLION ONE HUNDRED EIGHTY-THREE THOUSAND DOLLARS (\$16,183,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Road Improvements Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed TWENTY (20) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.063%.
4. The indebtedness is to be repaid by way of revenue raised through Municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK



December 03, 2014

Borrowing Bylaw 3524/2014

Road Off-Site Projects

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3524/2014, a bylaw in the amount of \$23,037,000 for the purpose of financing the following road off-sites projects: West QEII Business Park (NE25) Phase 3, Development of 20 Avenue Berm.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3524/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3524/2014 – Road Off-Sites Projects.

Borrowing Bylaw 3524/2014 provides for funding of \$23,037,000 for the purpose of financing the following road off-sites projects: West QEII Business Park (NE25) Phase 3, Development of 20 Avenue Berm.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.

FILE COPY

DATE: January 26, 2015
TO: Frank Colosimo, Engineering Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Borrowing Bylaw 3524/2014
Road Off-Site Projects
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2014 and Engineering Services, dated November 25, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3524/2014 – a borrowing bylaw for the purpose of Development of 20 Ave Berm and West QEII Business Park (NE 25) Phase 3.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.



Frieda McDougall
Legislative Services Manager
/ attach.

- c. E. Vincent, Director of Development Services
P. Goranson, Director of Corporate Services
D. Krejci, Chief Financial Officer
K. Yetter, Division Controller
Corporate Meeting Coordinator
Client Services Support



Report Originally Submitted to
the November 25, 2014 Capital
Budget Council meeting

November 25, 2014

Borrowing Bylaw 3524/2014

Road Offsite Projects

Consideration of First Reading

Engineering

Report Summary & Recommendation:

The 2015 Capital budget is being considered for approval by Council on November 25, 2014. The Engineering department has submitted a capital project called Development of 20 Avenue Berm, for the development of 20 Avenue from 19 Street to 55 Street in the amount of \$4,784,000. The second project, West QEII Business Park (NE25) Phase 3, is for the construction of a divided arterial roadway (N to S). This project also includes Hwy 11A roadway and intersection improvements at 80 Avenue for a total of \$18,253,000. The two projects total \$23,532,000 with the prior approved amounts of \$263,000 in 2013 and \$232,000 in 2014 plus an additional \$9,464,000 in 2015, \$5,977,000 in 2016, and \$7,596,000 in 2018. The recommended funding source is Roads Offsite long term debt.

As a new borrowing bylaw is required for the above noted project, we request that Council approve Borrowing Bylaw 3524/2014 for the development of 20 Avenue Berm from 19 Street to 55 Street and for the construction of a divided arterial roadway (N to S) that also includes Hwy 11A roadway and intersection improvements at 80 Avenue. The total is \$23,037,000 in 2015, 2016, and 2018.

As required by the MGA, Section 251, this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw 3524/2014. This bylaw would come back for consideration of second and third readings at the January 19, 2015 Council meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3524/2014 at this time.



Report Details

Background:

Engineering has submitted a budget item for the development of 20 Avenue Berm from 19 Street to 55 Street. Construction will include grading, topsoil, berm construction, landscaping and construction of an arterial trail on the west side only. This budget item is in addition to the \$263,000 that was approved in 2013, funded by offsite levy.

The Engineering department has also submitted a budget item for the construction of a divided arterial roadway (80 Avenue) from Highway 11A south in 2015. Future components of the project include the construction of the intersection at Highway 11A and 80 Avenue and twinning of Highway 11A from 75 to 80 Avenue. This budget item is in addition to the \$232,000 that was approved in 2014, funded by offsite levy.

BYLAW NO. 3524/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$23,037,000 for the purpose of financing the following Road Offsites Projects:

- **West QEII Business Park (NE25) Phase 3**
- **Development of 20 Avenue Berm**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Road Offsites Projects.
- C. The total cost of the project is estimated to be \$23,532,000 and the Municipality estimates the following funding sources will be applied to the projects:

Offsite Levy	\$ 495,000
Debenture(s)	<u>\$23,037,000</u>
Total Cost	\$23,532,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$23,037,000, for a period not to exceed 10 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law is equal to, or in excess of 10 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.

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

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Road Offsites Projects, the sum of TWENTY-THREE MILLION THIRTY-SEVEN THOUSAND DOLLARS (\$23,037,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Road Offsites Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed TEN (10) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 5.383%.
4. The indebtedness is to be repaid by way of revenue raised through Roads Offsite levies and the Municipality shall levy and raise in each year offsite levies sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK



December 03, 2014

Borrowing Bylaw 3525/2014

Storm Off-Site Projects

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3525/2014, a bylaw in the amount of \$3,570,000 for the purpose of financing the following storm off-sites projects: EHN (NW26) Northlands Drive Trunks Project, Queens Business Park (NE35) Pond I3 Project.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3525/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3525/2014 – Storm Off-Site Projects.

Borrowing Bylaw 3525/2014 provides for funding of \$3,570,000 for the purpose of financing the following storm off-sites projects EHN (NW26) Northlands Drive Trunks Project, Queens Business Park (NE35) Pond I3 Project.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.

DATE: January 26, 2015
TO: Frank Colosimo, Engineering Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Borrowing Bylaw 3525/2014
Storm Off-Site Projects
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2014 and Engineering Services, dated November 25, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3525/2014 – a borrowing bylaw for the construction of a storm pond in Queen's Business Park Phase 3 and for the construction of Storm trunks to service the future Evergreen subdivision.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.



Frieda McDougall
Legislative Services Manager
/ attach.

- c. E. Vincent, Director of Development Services
P. Goranson, Director of Corporate Services
D. Krejci, Chief Financial Officer
K. Yetter, Division Controller
Corporate Meeting Coordinator
Client Services Support



Report Originally Submitted to
the November 25, 2014 Capital
Budget Council Meeting

November 25, 2014

Borrowing Bylaw 3525/2014

Storm Offsite Projects

Consideration of First Reading

Engineering

Report Summary & Recommendation:

The 2015 Capital budget is being considered for approval by Council on November 25, 2014. The Engineering department has submitted budget items for the construction of a storm pond in Queen's Business Park Phase 3 which will be built out in 2015 for a total of \$2,567,000 and for the construction of Storm trunks to service the future Evergreen subdivision to start development for 2015 in the amount of \$1,208,000. The Storm Offsite projects total \$3,775,000 in 2015. The projects are proposed to be funded by \$205,000 of Customer Contribution and by \$3,570,000 of Storm Offsite long term debt.

As a new borrowing bylaw is required for the above noted project, we request that Council approve Borrowing Bylaw 3525/2014 for the construction of Queens Business Park (NE35) Pond I3 and the construction of EHN (NW26) Northland Drive Trunks (81a-83a) to service the future Evergreen subdivision for the total of \$3,570,000 in 2015.

As required by the MGA, Section 251, this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw 3525/2014. This bylaw would come back for consideration of second and third readings at the January 19, 2015 Council meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3525/2014 at this time.



Report Details

Background:

The Engineering department has submitted a budget item for the construction of a storm pond in Queen's Business Park Phase 3 which will be built out in 2015.

Additionally, the Engineering department has submitted a budget item for the construction of Storm trunks to service the future Evergreen subdivision to start development for 2015 and future development of the Dojahn quarter.

BYLAW NO. 3525/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$3,570,000 for the purpose of financing the following Storm Offsite Projects:

- **EHN (NW26) Northlands Drive Trunks Project**
- **Queens Business Park (NE35) Pond I3 Project**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Storm Offsite Projects.
- C. The total cost of the project is estimated to be \$3,775,000 and the Municipality estimates the following funding sources will be applied to the projects:

Customer Contribution	\$ 205,000
Debenture(s)	<u>\$3,570,000</u>
Total Cost	\$3,775,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$3,570,000, for a period not to exceed 10 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law is equal to, or in excess of 75 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.

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

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Storm Offsite Projects, the sum of THREE MILLION FIVE HUNDRED SEVENTY THOUSAND DOLLARS (\$3,570,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Storm Offsite Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed TEN (10) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 5.383%.
4. The indebtedness is to be repaid by way of revenue raised through Storm Offsite levies and the Municipality shall levy and raise in each year offsite levies sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK



December 03, 2014

Borrowing Bylaw 3526/2014

Emergency Services Relocation of Stations #3 and #4

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3526/2014, a bylaw in the amount of \$8,800,000 for the purpose of financing the following station relocation projects: Station 3 Relocation and Station 4 Relocation.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3526/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3526/2014 – Emergency Services Relocation of Station 3 and Station 4.

Borrowing Bylaw 3526/2014 provides for funding of \$8,800,000 for the purpose of financing the following station relocation projects: Station 3 Relocation and Station 4 Relocation.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.

DATE: January 26, 2015
TO: Brian Makey, Emergency Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Borrowing Bylaw 3526/2014
Emergency Services Relocation of Stations #3 and #4
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2014 and Engineering Services, dated November 25, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3526/2014 – a borrowing bylaw for the purpose of relocating Fire Stations #3 and #4.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.



Frieda McDougall
Legislative Services Manager
/ attach.

- c. P. Goranson, Director of Corporate Services
E. Vincent, Director of Development Services
G. Adair, Deputy Fire Chief
D. Krejci, Chief Financial Officer
K. Yetter, Division Controller
Corporate Meeting Coordinator
Client Services Support



Report Originally Submitted to
the November 25, 2014 Capital
Budget Council Meeting

November 25, 2014

Borrowing Bylaw 3526/2014 Emergency Services Relocation of Stations #3 and #4

Consideration of First Reading

Emergency Services

Report Summary & Recommendation:

A new Borrowing Bylaw is required for the above noted project.

The 2015 Capital budget is being considered for approval by Council on November 25, 2014. The Emergency Services department has submitted budget items for the purpose of relocating Fire Stations #3 and #4. The total cost of this project will be \$15,378,000 with the recommended funding sources as follows:

1. Capital Project Reserve (CPR) for \$755,000,
2. Grants for \$5,823,000, and
3. Tax Supported long term debt for \$8,800,000.

We request that Council approve the Borrowing Bylaw 3526/2014 for the relocation of Fire Stations #3 and #4 for the total amount to be borrowed of \$8,800,000 in 2015.

As required by the MGA, Section 251, this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw 3526/2014. This bylaw would come back for consideration of second and third readings at the January 5, 2014 Council meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3526/2014 at this time.



Report Details

Background:

At Mid-Year Budget Review, Council considered the impacts of growth in the northeast section of Red Deer. To ensure compliance with HIRF (High Intensity Residential Fire) response guidelines, and to meet the proposed northeast development, it was recognized that Station #4 needed to be moved. The required relocation of Station #4 then resulted in inadequate emergency response times in the southeast corner of the City. Therefore, to provide the required response times to residents in southeast Red Deer, it is recommended to relocate Station #3.

Relocation of Stations #3 and #4 would occur in the same timeframe to achieve competitive pricing and operational efficiencies.

The capital request includes land purchase, site services, construction, equipment and project oversight. Land has been set aside for the proposed stations. The design phase of the project was previously approved in the mid 2014 Capital Budget.

BYLAW NO. 3526/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$8,800,000 for the purpose of financing the following Station Relocation Projects:

- **Station 3 Relocation**
- **Station 4 Relocation**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Station Relocation Projects.
- C. The total cost of the projects are estimated to be \$15,378,000 and the Municipality estimates the following funding sources will be applied to the projects:

Capital Project Reserve	\$ 755,000
Grants	\$ 5,823,000
Debenture(s)	<u>\$ 8,800,000</u>
Total Cost	\$15,378,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$8,800,000, for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law is equal to, or in excess of 50 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.

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

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Station Relocation Projects, the sum of EIGHT MILLION EIGHT HUNDRED THOUSAND DOLLARS (\$8,800,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Station Relocation Projects.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.325%.
4. The indebtedness is to be repaid by way of revenue raised through Municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK



December 03, 2014

Borrowing Bylaw 3528/2014

Information Management

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3528/2014, a bylaw in the amount of \$1,816,000 for the purpose of financing the following 2015 Information Management Upgrades Project: Purchase of an Enterprise Content Management System, Implementation of digital preservation systems.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3528/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3528/2014 – Information Management.

Borrowing Bylaw 3528/2014 provides for funding of \$1,816,000 for the purpose of financing the following 2015 Information Management Upgrades Project: Purchase of an Enterprise Content Management System, Implementation of digital preservation systems.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.

DATE: January 26, 2015

TO: Dan Newton, Information Technology Services Manager

FROM: Frieda McDougall, Legislative Services Manager

SUBJECT: Borrowing Bylaw 3528/2014
Information Management (IM) Upgrades Project
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2014 and Information Technology Services, dated November 25, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3528/2014 – a borrowing bylaw for the purpose of Information Management Upgrades.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.



Frieda McDougall
Legislative Services Manager
/ attach.

- c. P. Goranson, Director of Corporate Services
- D. Krejci, Chief Financial Officer
- T. Mckinnon, Division Controller
- Corporate Meeting Coordinator
- Client Services Support



Report Originally Submitted
to the November 25, 2014
Capital Budget Council
Meeting

November 25, 2014

Borrowing Bylaw 3528/2014

Information Management (IM) Upgrades Project

Consideration of First Reading of the Bylaw

Information Technology Services

Report Summary & Recommendation:

A new Borrowing Bylaw is required for the above noted project.

The 2015 Capital budget is being considered for approval by Council on November 25, 2014. The Information Technology Services department has submitted a budget item for Information Management Upgrades for a total of \$1,816,000. The recommended funding source is tax supported long term debt.

We request that Council approve the borrowing Bylaw no. 3528/2014 for the Information Management Upgrades Project.

Please note that this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw 3528/2014. This bylaw would come back for consideration of second and third readings at the January 19, 2015 Council meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3528/2014 at this time.



Report Details

Background:

The City's internal Information Management Committee was established and given the responsibility for creating a framework that would advance the City's information management practices. The key outcome of the Information Program is to provide the systems, tools, processes, and technologies that deliver effective information management throughout the organization and provide for the efficient access and retrieval of information and allow more direct access to the public for non-personal information. Essentially the goal is to have the right information to the right people at the right time.

This capital budget request will fund the implementation of an Information Management Program. The process of developing the framework has identified four key IM projects to implement the program.

- Establishing IM governance that will help identify the policies, procedures and standards needed.
- Developing information architecture for Enterprise Content Management (ECM) and choosing an Electronic Records Management System (ERMS).
- Implementing a digital preservation system to ensure that digital information of continuing and enduring value remains accessible and usable.
- Purchasing and implementing the chosen Electronic Records Management System.

BYLAW NO. 3528/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$1,816,000 for the purpose of financing the following 2015 Information Management Upgrades Project:

- **Purchase of an Enterprise Content Management System**
- **Implementation of digital preservation systems**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the 2015 Information Management Upgrades Project.
- C. The total cost of the project is estimated to be \$1,816,000 and the Municipality estimates the following funding sources will be applied to the projects:

Debenture(s)	<u>\$1,816,000</u>
Total Cost	\$1,816,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$1,816,000, for a period not to exceed 10 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law is equal to, or in excess of 10 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.
- G. All required approvals for the projects have been or will be obtained, and the projects are and will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Information Management Project, the sum of ONE MILLION EIGHT HUNDRED SIXTEEN THOUSAND DOLLARS (\$1,816,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Information Management Project.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed TEN (10) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 5.383%.
4. The indebtedness is to be repaid by way of revenue raised through Municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK



December 03, 2014

Borrowing Bylaw 3529/2014

Riverview Park Bank Stabilization

Consideration of Second & Third Reading

Legislative Services

Report Summary & Recommendation:

Summary:

The attached report is being brought forward from the Tuesday, November 25, 2014 Capital Budget Council meeting.

Recommendation:

The Council consider giving second and third readings to Borrowing Bylaw 3529/2014, a bylaw in the amount of \$6,315,000 for the purpose of financing the following Riverview Park Stabilization Project: Stabilization of the toe of the Red Deer River upstream of the Riverview Park Neighbourhood.

City Manager Comments:

I support the recommendation of Administration to proceed with second and third reading of Borrowing Bylaw 3529/2014.

Craig Curtis
City Manager

Report Details

Background:

At the Tuesday, November 25, 2014 Capital Budget Council Meeting, Council gave first reading to Borrowing Bylaw 3529/2014 – Riverview Park Bank Stabilization.

Borrowing Bylaw 3529/2014 provides for funding of \$6,315,000 for the purpose of financing the following Riverview Park Stabilization Project: Stabilization of the toe of the Red Deer River upstream of the Riverview Park Neighbourhood.



Public Consultation Process

In accordance with Sections 221-226, 231, 251 and 606 of the Municipal Government Act, this bylaw is required to be advertised for two consecutive weeks and allow for a 15 day petition period. Advertisements were placed in the Red Deer Advocate on December 5 and December 12, 2014 with no comments being received.

FILE COPY



Council Decision – January 19, 2015

DATE: January 26, 2015
TO: Frank Colosimo, Engineering Services Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Borrowing Bylaw 3529/2014
Riverview Park Bank Stabilization
Consideration of Second & Third Readings

Reference Report:

Legislative Services, dated December 3, 2014 and Engineering Services, dated November 25, 2014.

Bylaw Reading:

At the Monday, January 19, 2015 Regular Council Meeting, Council gave second and third readings to Borrowing Bylaw 3529/2014 – a borrowing bylaw for the placement of a stabilizing gravel and riprap berm at the toe of the slope of the Red Deer River adjacent to the Riverview Park neighbourhood.

Report back to Council: No

Comments/Further Action:

The Borrowing Bylaw is attached for your information.

A handwritten signature in blue ink, appearing to read 'F. McDougall'.

Frieda McDougall
Legislative Services Manager
/ attach.

- c. E. Vincent, Director of Development Services
- P. Goranson, Director of Corporate Services
- D. Krejci, Chief Financial Officer
- K. Yetter, Division Controller
- Corporate Meeting Coordinator
- Client Services Support



Report Originally Submitted
to the November 25, 2014
Capital Budget Council
Meeting

November 25, 2014

Borrowing Bylaw 3529/2014

Riverview Park Bank Stabilization

Consideration of First Reading

Engineering

Report Summary & Recommendation:

The 2015 Capital budget is being considered for approval by Council on November 25, 2014. The Engineering department has submitted a budget item for the placement of a stabilizing gravel and riprap berm at the toe of the slope of the Red Deer River adjacent to the Riverview Park neighborhood. The recommended funding source is Tax Supported long term debt.

As a new borrowing bylaw is required for the above noted project, we request that Council approve borrowing Bylaw 3529/2014 for the stabilization of the toe of the Red Deer River upstream of the Riverview Park Neighborhood for a total of \$6,315,000 in 2015.

As required by the MGA, Section 251, this bylaw will require advertisement.

City Manager Comments:

I support the recommendation of Administration that Council consider first reading of Borrowing Bylaw 3529/2014. This bylaw would come back for consideration of second and third readings at the January 19, 2015 Council meeting to allow time for advertising.

Craig Curtis
City Manager

Proposed Resolution

That Council consider first reading of the Borrowing Bylaw 3529/2014 at this time.



Report Details

Background:

The Engineering department has submitted a budget item for the placement of a stabilizing gravel and riprap berm at the toe of the slope of the Red Deer River adjacent to the Riverview Park neighborhood. The planned remediating measures have been recommended as a result of the Red Deer Riverbank Slope Review. Undertaking the recommendations to stop regression of the toe will allow the slopes along this section of the river to start a natural top of bank regression, vegetation and stabilization process.

BYLAW NO. 3529/2014
OF THE CITY OF RED DEER
IN THE PROVINCE OF ALBERTA

(the "Municipality")

This bylaw authorizes the Council of the Municipality to borrow monies by the issuance of debenture(s) in the amount of \$6,315,000 for the purpose of financing the following Riverview Park Bank Stabilization Project:

- **Stabilization of the toe of the Red Deer River upstream of the Riverview Park Neighborhood**

WHEREAS:

- A. Section 251 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, (the 'MGA') provides that a municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.
- B. The Council of the Municipality has decided to issue a by-law pursuant to Section 258 of the *MGA* to authorize the financing, undertaking and completion of the Riverview Park Bank Stabilization Project.
- C. The total cost of the project is estimated to be \$6,315,000 and the Municipality estimates the following funding sources will be applied to the projects:

Debenture(s)	<u>\$6,315,000</u>
Total Cost	\$6,315,000

- D. In order to complete the projects it will be necessary for the Municipality to borrow the sum of \$6,315,000, for a period not to exceed 30 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw.
- E. The estimated lifetime of the projects financed under this by-law may be equal to, or in excess of 100 years.
- F. The principal amount of the outstanding debt of the Municipality as at the date of the borrowing is \$209,663,454.29 and no part of the principal or interest is in arrears.
- G. All required approvals for the projects have been or will be obtained, and the projects are and will be in compliance with all *Acts* and *Regulations* of the Province of Alberta.

COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

1. That for the purpose of the Riverview Park Bank Stabilization Project, the sum of SIX MILLION THREE HUNDRED FIFTEEN THOUSAND DOLLARS (\$6,315,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large.
2. The proper officers of the Municipality are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely the Riverview Park Bank Stabilization Project.
3. The Municipality shall repay the indebtedness according to the repayment structure negotiated with the lender which shall be equal semi-annual or annual payments of combined principal and interest installments not to exceed THIRTY (30) years calculated at the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing and not to exceed 6.325%.
4. The indebtedness is to be repaid by way of revenue raised through Municipal property tax and the Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Municipality.
6. The net amount borrowed under the bylaw shall be applied only to the projects specified by this bylaw. The amount borrowed under this bylaw shall not exceed the amount approved in a capital budget for the project.
7. This bylaw comes into force on the date it is passed.

READ FIRST TIME IN OPEN COUNCIL this 25th day of November 2014.

READ SECOND TIME IN OPEN COUNCIL this day of 2015.

READ THIRD TIME IN OPEN COUNCIL this day of 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2015.

MAYOR

CITY CLERK



January 08, 2015

Notice of Motion Submitted by Councillor Buck Buchanan re: Crime Mapping

Legislative Services

Report Summary & Recommendation:

This Notice of Motion was submitted by Councillor Buck Buchanan at the Monday, January 05, 2015 Council meeting.

This item is now being presented for Council's consideration.

City Manager Comments:

The issue of crime mapping is one that has been considered by many municipalities and was very popular in the 1980s, with many police and community agencies discontinuing their use in the late 1990s. When first introduced, crime maps allowed law enforcement to identify trouble areas so they might schedule additional patrols and focus resources. In modern day policing, Crime Analysts now use an increasingly large and credible data pool that acknowledges the size and complexity of the information encompassed within it, to study patterns and probabilities in crime to focus on immediate problems in the community.

Crime mapping should be taken with careful consideration and the attached articles outline some pros and cons of proceeding. Essentially the major benefit is to increase public awareness and community knowledge of where crime is occurring. On the negative side, the mapping of a spike of crime in a neighbourhood can lead to spatial labelling, resulting in insurance rates and property values affected. (refer to attached article: "Crime Mapping and the Real World", pages 220-222)

In relation to the Notice of Motion (paragraph 5), the RCMP disagrees that there is no cost with gathering the data and determining an appropriate mapping process. Further, the advice from the RCMP is that crime mapping is one of many tools which can be deployed in crime prevention, and one that needs to be contextualized and used judiciously.

City administration supports the concept of crime mapping but believes that it must be considered as part of the overall safety charter and as part of the new Ad Hoc Safety Committee's initiatives. Therefore, the real question facing the City is: what priority should be given to crime mapping and how does it fit with an overall safety strategy?



With this in mind, it is proposed that the final portion of the Notice of Motion be amended as follows:

“Therefore be it resolved that the City of Red Deer collaborate with RCMP Detachment to explore the concept of crime mapping as an element of the overall Safety Strategy.”

Craig Curtis
City Manager

Proposed Resolution:

Whereas crime mapping was first established in 1829 in Iowa when two individuals created maps to reflect the relationship between violent property crimes and educational levels. (Iowa State University Graduate Thesis, 2013).

Whereas the Neighbourhood Watch Organization have conducted Police and Fire log reports to the public dating back to 2001.

Whereas by providing information to the public, this will help citizens become more aware of what is happening in the community and even ultimately reduce the number of crimes that occur, or assist police in solving crimes, and engage residents in how to reduce and prevent crimes from taking place.

Whereas it was stated in the Ipsos Reid Surveys for The City of Red Deer that crime is within the top 4 important priorities that need to be addressed by the City out of a list of 11.

Whereas crime mapping is a technology that combines geographical data with police report data with intentions to display the information on a map to analyze where, how and why crime occurs. There is no cost for set up, assistance, and maintenance for just the crime mapping program.

Whereas crime maps do not pin point the exact location that a crime took place. The crimes that are plotted are located in a general area, and are not associated with any specific civic address so as to protect the privacy of victims.

Whereas various sizes of cities across Canada such as Toronto, Kelowna, Saskatoon, Regina, St. Albert, Waterloo, Owen Sound, Fredericton, Medicine Hat, Victoria, and Lethbridge have been successful with crime mapping in their communities.

Therefore be it resolved that the City of Red Deer collaborate with the RCMP Detachment to explore the concept of crime mapping as an element of the overall Safety Strategy.

Policing and Society, 2002, Vol. 12, No. 3, pp. 211–225



DAMNED IF YOU DON'T, DAMNED IF YOU DO: CRIME MAPPING AND ITS IMPLICATIONS IN THE REAL WORLD

JERRY H. RATCLIFFE*

*School of Policing Studies, Charles Sturt University, Australia and
CAPPE (Centre for Applied Philosophy and Public Ethics)*

(Received 15 February 2001; In final form 5 October 2001)

A small but growing North American trend is the publication of maps of crime on the Internet. A number of web sites allow observers to view the spatial distribution of crime in various American cities, often to a considerable resolution, and increasingly in an interactive format. The use of Geographical Information Systems (GIS) technology to map crime is a rapidly expanding field that is, as this paper will explain, still in a developmental stage, and a number of technical and ethical issues remain to be resolved.

The public right to information about local crime has to be balanced by a respect for the privacy of crime victims. Various techniques are being developed to assist crime mappers to aggregate spatial data, both to make their product easier to comprehend and to protect identification of the addresses of crime victims. These data aggregation techniques, while preventing identification of individuals, may also be inadvertently producing maps with the appearance of 'greater risk' in low crime areas. When some types of crime mapping have the potential to cause falling house prices, increasing insurance premiums or business abandonment, conflicts may exist between providing a public service and protecting the individual, leaving the cartographer vulnerable to litigation.

Keywords: Crime mapping; Spatial labelling; Geocoding; Ethics

INTRODUCTION

When members of the public are asked to list their main areas of concern, crime is usually at (or very near) the top. A BBC poll reported in the *Economist* (1995) found that people were more worried about violent crime than unemployment, inflation, the state of the health service or education. The public seems to have an insatiable appetite for news on criminal activity, as witnessed by the proclivity of crime-oriented television programmes and newspaper articles. Fiction and fact seem to be almost indistinguishable, such that a number of studies of the fear of crime have shown that the public in general are not good at evaluating their realistic likelihood of victimisation (Economist, 1995; Grabosky, 1995; Borooah and Carcach, 1997; Kemshall, 1997).

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Police services are now attempting to counter not just the level of criminal activity, but also the public perception of crime victimisation. A number of police services have the reduction of public fear of crime built into their mission statements.

Fortunately, the police are ideally placed to reassure and inform the public. Most sectors of society have a higher-than-realistic fear of crime, particularly the elderly. In the current 'risk society', the police are positioned as the 'gatekeepers' to information about crime (Ericson and Haggerty, 1997) with the attendant responsibility of informing the public and the outside world. Indeed as Ericson and Haggerty note; "Most of the crime-related knowledge produced by the police is disseminated to other institutions" (1997, p. 5). A 1997 US Bureau of Justice Statistics report found that 35% of local police departments provided the public with access to crime statistics or maps, and in departments with a catchment population over 100,000, this figure increased to 80% (Wartell and McEwen, 2001). This public and institutional (both internal and external) thirst for information, however, imposes a drain on police resources and assets that might be better used elsewhere. As a result, the Internet offers what seems to appear to be an ideal medium for dissemination of information that, once automated in some fashion, might provide savings in time and human resources. Information can also be controlled by the police to ensure that a less dramatic slant is placed on the data and information.

Maps can be an ideal way to convey crime-risk information and have been used within some police services for a few years. A number of US police agencies are now using crime maps on the Internet to inform the public about relative risk. The maps are used because they are easy to understand and are able to convey data, that used to be shown in tabular format, in a more informative way.

Although there are currently no agencies in the UK or Australia mapping crime for public access over the Internet, a number of law enforcement agencies are examining the possibility of developing an online mapping capability. This would therefore seem an ideal time to examine some of the technical and ethical issues surrounding crime mapping.

There are a number of factors to consider in this area, including the respect of individual privacy, and the accuracy of the subsequent mapped information. This article will examine sources of error in the creation of maps of crime, and begins with a discussion of personal privacy and the errors inherent in crime map production. It continues by examining the problems associated with the use of the Internet for crime mapping before concluding with the proposition that there is the potential for both progress and for problems in this area, highlighting that further work is required.

PERSONAL PRIVACY

One point with which few people disagree is the notion that personal privacy should be protected. Few victims of crime would be happy to report details of their victimisation to the police knowing that they would be identifiable moments later via the Internet. For example, victims of a burglary would not want their address to be in the public domain, advertising that their property was vulnerable to burglary. Even when an actual address is not available, it may be possible to extrapolate the address of the victim from a dot on a map. The privacy of crime victims is not in dispute. Various

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countries and states have created, or are in the process of creating, legislation to protect the privacy of people who report crime to the authorities. In many cases this legislation, which places severe restraints on criminologists and those seeking to assist the police with strategic research, can dictate that the information can only be used for the purpose for which it was given. There is currently some debate as to whether the crime victims who supply information are in fact doing so to catch a specific criminal (the offender of their specific incident) or to help catch criminals in general (leaving open the criminological research potential of crime data).

The corollary of this legislative condition is that crime data must be masked or aggregated in some fashion prior to being disseminated beyond the criminal justice system. The many processes of aggregation can result in the production of a number of errors in crime data that are, in turn, replicated in crime maps. The errors resulting from aggregation must be understood to fully appreciate the potential and disadvantages of these maps. This paper is intended to be interpreted constructively. The author is a firm supporter of this technology for both policing intelligence and strategic criminological research, however appreciates that this technology is not yet perfected for crime mapping. As Peter Grabosky has said, just because we might wish to analyse engineering failures does not mean we should forsake the use of bridges and buildings, hence just because problems are identified with some types of crime prevention, it does not mean that we should dismiss the whole area of research and policy (1996). The conclusions drawn here promote a realistic appraisal of the current 'State of the Union' of geocoding in the areas of law enforcement, Internet protocol and Geographical Information Systems (GIS), which can not only serve as a warning in research and policy areas that have not received sufficient attention, but also as a research agenda for the future. The discussion might also be timely for policy considerations in countries such as the United Kingdom and Australia which have high levels of Internet access, but have yet to foray into the area of public crime mapping. The following sections seek to provide a brief overview of the existing potential for error in crime mapping.

MAPPING CRIME

In most countries, the police are the main body responsible for the collation of recorded crime information. Attitudes and legislation differ from country to country but in general, aggregated and summarised information of this nature is considered to be public property and can be viewed by the population. In the US, unlike Europe or Australia, much crime information collected by public agencies is deemed to be public records. A number of US law enforcement agencies are taking a lead by disseminating this information, not in tabular statistical form, but visually, showing the distribution of crime in an area over a period of time (see www.ojp.usdoj/cmrc). Wartell and McEwen (2001) report that in May 2000, the Crime Mapping Research Center was aware of 38 agencies that had maps of crime available for viewing on the Internet. The quality of the information varies from site to site; some show a static map with preselected dates and specific types of crime, while others are interactive and permit the viewer to select dates and types of crime. A more up-to-date list of law-enforcement crime-map sites is available from the Crime Mapping Research Center (www.ojp.usdoj/cmrc). Wartell and McEwen (2001, pp. 5-6) list a number of

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benefits for law enforcement that develop Internet crime mapping projects. These are summarised below:

1. Providing crime maps on the Internet may provide a saving in police workload,
2. Increased community knowledge about crime may increase community co-operation,
3. Maps can assist in community policing and problem solving,
4. Maps can increase public awareness of neighbourhood problems,
5. Maps can facilitate partnerships with researchers and other agencies,
6. Data provision by the police service can help prevent its figures from being misinterpreted,
7. Maps and data increase police department accountability.

Thirty-eight sites showing crime maps may not seem numerous given that the US is a mosaic of about 19,000 relatively autonomous law enforcement agencies, but given the attendance at crime mapping conferences and the level of activity of the Crime Mapping Research Center this number is set to increase. It is worth noting that, irrespective of the generally agreed need for confidentiality, the majority of these sites actually display the exact crime location as a point on a map. With the current paradigm of community policing there is a clear appeal for a technological solution that both informs and engages the public. However the publishing of maps on the Internet relies on a technology that is not yet firmly established, and on which development is still taking place. Automated maps of crime require human and computer processing through a number of stages, each of which can introduce a degree of error. While it might be stimulating to work in an innovative area of criminal justice and information technology, representing the gatekeeper of this knowledge also confers responsibility and a need to recognise the limitations of this emerging science.

LIES, DAMNED LIES AND WEB PAGES

Crime is always a matter of public interest, and it is frequently an emotive issue. This was highlighted most noticeably in the UK in 2000 when a tabloid newspaper, the News of the World, began to publish the personal details (including addresses) of convicted sex offenders. Although the paper did publish warnings advising against public action, the vigilante mobs were soon out in force. Warning pages are frequently ignored, if they are even read at all. One doctor in Wales had her property daubed with threatening graffiti when an apparently illiterate individual could not tell the difference between 'paedophile' and 'paediatrician'. Similar problems exist on the Internet where caveats can be ignored, and pages containing disclaimers regarding limitations or data accuracy can be avoided in direct links or immediately clicked past, unread. Few people read the licence agreements with new software packages once they have loaded more than a couple of new programs, and the situation regarding caveat and warning pages on the Internet is similar.

Much of the debate about the suitability of criminal justice information available via the Internet has already taken place due to the requirements placed on US law enforcement by 'Megan's Law'. Seven year old Megan Kanka was killed in 1994 by a sex offender who lived across the road from her house. Subsequently the 'Jacob

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Wetterling Crimes Against Children and Sexually Violent Offender Registration Act¹ was amended by President Clinton to require US states to make available to the public the details and locations of all sex offenders. A number of agencies, such as the Virginia State Police¹, make this information available over the Internet. Debate is still ongoing as to the accuracy of these databases, and their impact on the criminal justice administration. Police in the UK reported losing contact with a number of registered sex offenders once the News of the World began their campaign against paedophiles.

Disseminating information about crime to the public is different from passing information to criminal justice professionals. The latter group is generally aware of the limitations of recorded crime data, both in terms of the accuracy of individual records, and the veracity of total numbers.

Giving information to the public is a different matter, and while some people are highly educated and knowledgeable about criminal justice, this does not hold for the majority. As Herbert Dreyfus has recognised, "...no one assumes responsibility for the accuracy of the information on the Web. The information has become so anonymous that no one knows or cares where it came from. Of course, in so far as one does not take action on the information, no one really cares if it is reliable." (Dreyfus, 1999, p. 16). With maps of crime on the Internet however, there is a very real possibility that policy makers, local community groups, vigilante mobs (especially with the case of maps displaying the residences of sex offenders) or any number of interested parties might convert information into action. Accuracy and accountability become issues at this point, however, fewer web pages are now carrying information that indicates who actually created the page, and by implication, who is prepared to testify to the accuracy thereof. You might find a link to a webmaster, but lack of personal details makes it harder to contact an individual if the webmaster fails to reply to a query. It is also harder to attribute blame. Beyond static information sites that do not frequently change much information, there are web sites that constantly and automatically update themselves by referring to databases maintained on automated servers. Pages that retrieve information from databases seem to have an implied acceptance that they automatically portray truth: it would almost be heretical to suggest that an error could have occurred or that the information is out of date. Examples can be easily found in the web sites of airlines that offer on-line ticketing. Many sites offer the ability to select from a number of flight times and destinations, but how often do you see a sentence along the lines of "If you think any of this information is wrong, e-mail Bob.Smith@airline.com"? There is an assumption that the database is infallible and will always return the requested data, that the information it contains is devoid of error, and if 'facts' are disgorged from a computer, then they must be true.

Crime Recording and Geocoding

If we now go on to examine the possible sources of error in a geographical database of crime, it will be seen that the information available to generate a web page might deviate considerably from the actual spatial distribution and volume of crime. Before

¹Virginia State Police Sex Offender and Crimes Against Minors Registry Home Page: <http://sex-offender.vsp.state.va.us/cool-ICE/> (accessed 24 Sept 2001).

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a crime can be mapped, it must go through a complex process capable of introducing error at every point. Research on the 'dark figure' of crime (that portion of the total crime in a community that is never reported to authorities) immediately tells us that some types of crime are considerably under-reported (Coleman and Moynihan, 1996) suggesting that any eventual map will underestimate the actual instances of criminal activity. An easy solution to this trail of error potential is to add the caveat that a map shows only those locations of crimes reported to and recorded by the police, but as mentioned earlier, caveats and warning pages are not necessarily heeded. Spatial accuracy is also a major concern in crime mapping. Once a crime is reported to a police officer, accurate recording relies on the victim knowing the correct incident location, conveying this to the police officer, and that officer dutifully recording the correct location. An additional source of error springs from the necessity to geocode crime locations to generate a point on a map. The science of geocoding is still under development and data quality varies from state to state, and across international boundaries (Harries, 1999). Arguably, for geocoding purposes, the British AddressPoint data is one of the most accurate in the world. AddressPoint is a database that contains *x* and *y* coordinates for every address in the UK. Unfortunately, it is also expensive, and the prohibitive cost can limit its widespread use. In other countries, the use of centre-line geocoding can limit the accuracy of a geocoded point, placing a dot, tens (or occasionally, hundreds) of metres from the actual crime location. Centre-line geocoding uses collections of street segments (generally a single line purporting to represent the centre of the road) containing address ranges as attributes. A software geocoding 'engine' estimates the location of an address based on the address range attributes and the street segment direction and length.

Different agencies can achieve different success rates of geocoding, with some able to geocode nearly 100% of their data. Others have published maps with little more than 70% of the available data mapped. Geocoding crime locations that do not occur at or near premises creates an additional problem. Some crime sites, such as robberies in the street or crimes in rural locations, are difficult to geocode with any degree of reasonable accuracy. Ratcliffe (2001), expanding on the work of Harries (1999), provides a 10-point summary of geocoding errors that gives some flavour of the multitude of possible errors in the geocoding process:

1. Out-of-date street directories that do not recognise new addresses or roads.
2. Abbreviations of street and road names (for example, 'gdns.' in place of 'gardens') that cannot be recognised by geocoding software.
3. Local name variations that do not match database entries.
4. Address duplication problems that are caused by dozens of streets with the same name across a city.
5. Non-existent addresses caused by typographical errors (for example, '3700 Chestnut Street' that should read '370 Chestnut Street').
6. Line simplification that does not reflect the true curves of a street and places geocoded points in the wrong place. Line simplification is the process of using sections of small, straight lines to represent curved and winding roads. It is commonly done with GIS to reduce file sizes and to simplify the visualisation of bending roads and shapes.
7. Noise in the address file that causes geocoding software to skip records. Additional terms in addresses such as 'outside 12 Smith Street' or 'near 12 Smith Street' can be unreadable to many geocoding programs.

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8. The inability to geocode non-address locations, such as 50 m along a street, or in a rural location a few miles from a town.
9. General geocoding imprecision that places a point some distance from the actual address.
10. Ambiguous or vague addresses that make it impossible to identify an actual address.

The trauma of geocoding might be thought to be the last challenge prior to map generation, but of course these individual points must be masked or aggregated in some fashion prior to being viewed by the general public, if the privacy of the individual is to be truly protected. There are a number of different aggregation processes. Some generate a smoothed surface of event density, while others aggregate crime distribution to fixed boundaries such as census tracts. The former can be undertaken by a variety of means that produce different outputs from the same data, while the latter is vulnerable to the Modifiable Areal Unit Problem (MAUP), identified as a serious problem by a number of authors (Openshaw, 1984; Bailey and Gatrell, 1995; Unwin, 1996). The MAUP can occur when a change in the position of boundaries can generate different maps with the same data, inviting different interpretations. To demonstrate the potential for discord, this paper will now review two methods that seek to go beyond many current smoothing processes by generating definite hotspot areas.

COMPARISON OF TWO HOTSPOT METHODS

The software package for the Spatial and Temporal Analysis of Crime (STAC) has been in existence for many years now, and is probably the most widely used software for delineating crime hotspot areas in use by American police agencies. It is available free of charge from the Illinois Criminal Justice Information Authority. STAC uses a combination of statistical routines to show hotspot areas as standard deviational ellipses (ICJIA, 1996). The limitations of this software have been discussed elsewhere (Ratcliffe and McCullagh, 2001), but it has undoubtedly been a significant innovation in the past, and remains a popular product. The Getis and Ord G_i^* statistic is one of a newer range of techniques termed Local Indicators of Spatial Association, or LISA statistics (Anselin, 1995). LISA statistics have already been used in the study of crime (Chakravorty, 1995; Ratcliffe and McCullagh, 1999), and in the following example the methodology for the LISA statistic uses the process described in Ratcliffe and McCullagh (1999). Although this methodology has not yet been made easily available for crime mappers and still requires programming skill on their part, the technique has been favourably reviewed at more than one Crime Mapping Research Center International Annual Conference.

The data for this study are taken from the Eastern Suburbs of Sydney (Australia) and draw on six months of burglary data containing 783 incidents (two separate periods of April to July 1998 and November 1998 to March 1999 have been combined). Figure 1 shows the Eastern Beaches Local Area Command, a basic command unit of the New South Wales Police Service. It is a generally affluent area with compact housing just East of the Sydney CBD. Figure 1a depicts the 783 incidents where the size of the circle indicates the number of incidents that have occurred at the same location (the largest circle has a value of 11). This is useful as a way to show the distribution of

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all incidents in the dataset, but has its limitations. As the number of incidents increases, the functionality of the map to accurately convey the areas of higher crime intensity diminishes as the viewer is swamped with too much information. Secondly, the larger dots can either obscure smaller dots, or can themselves be obscured by lots of smaller symbols placed over them. If the road network is shown, the location of individual premises could be calculated with enough effort. Figure 1(b) shows the same set of 783 data points displayed as STAC hotspots (grey ellipses) and Gi* hotspot regions (black bordered regions). Both of these techniques employed the same parameters where possible².

As can be seen from Fig. 1b, there are seven STAC hotspot regions marked, each indicated by a standard deviational ellipse. There are many more hotspot regions indicated by the Getis Ord Gi* statistical analysis, varying greatly in area and shape. The relative merits of each system could be discussed in relation to the underlying geography of the crime distribution or the application to police operational intelligence. For example, one quantitative method to decide the most appropriate hotspot detection method might count how many actual crime locations are contained within the hotspots, with the argument that an ideal system will identify those regions with the highest density of points within the smallest area, aiming for the highest number of points per square kilometre. This approach would be suited to police operational use as, even with high density/high rise housing areas, police can still derive value in

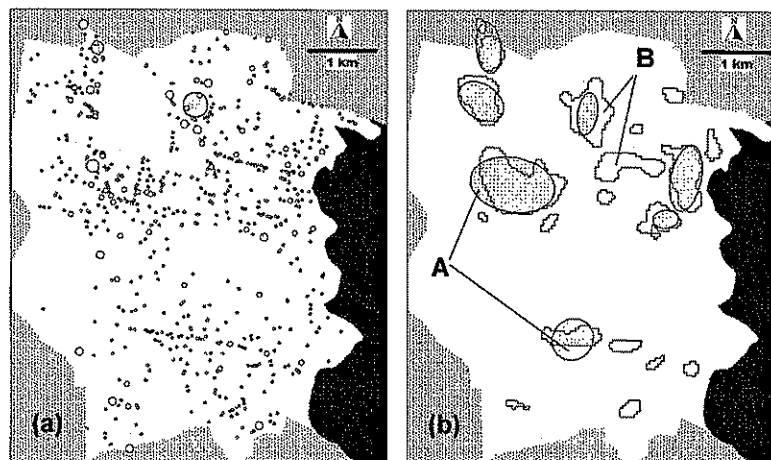


FIGURE 1 (a) shows the location of all 783 burglary incidents in the Eastern Beaches Local Area. Command of the New South Wales Police Service (Sydney, Australia) with circle size weighted to reflect the number of repeat incidents at each location, (b) shows hotspot regions defined for the same data as (a) by both STAC (grey ellipses) and the Ratcliffe and McCullagh method employing a Gi* algorithm (solid black outlined areas). In figure (b) areas marked 'A' show example areas that are within STAC hotspots and not Gi* regions, while 'B' areas show examples of the reverse.

²For the technically-minded, the STAC hotspots were generated by choosing a 200m search over a rectangular pattern with a minimum number of 5 points per hotspot. Further methodological details are available in ICJIA (1996). The Getis Ord Gi* method used a resolution of 40m, a bandwidth of 200m, and Gi* fixed radius of 120m, a quartic kernel algorithm for the surface interpolation, and a *p* value of less than 0.01 for the Bonferroni test. Details of the full methodology are available in Ratcliffe and McCullagh (1999).

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identifying those areas with the highest level of crime irrespective of population density. If this rule was applied, then Table I shows that the highest density of points is found here by using the Getis Ord G_i^* statistical approach. Although the G_i^* regions cover a larger part of the study area, they have a higher density of points within the regions. A converse operational policing argument might argue that there are too many hotspot regions generated using the G_i^* approach, and what operational commanders need is something simpler. With fewer hotspots, even if they are slightly less accurate, the STAC regions are easier to prioritise for resource allocation and to explain to patrolling officers.

The main point from this is that while many areas are overlapping, there are also regions that are only hotspots according to STAC (example areas are indicated 'A'), and others are only hotspots according to the G_i^* analysis (example areas marked 'B'). This lack of correlation across significant areas of the map indicates that living and working in a crime hotspot is not only a function of the location of surrounding crime, but also of the analytical process applied to that crime data. Choice of hotspot detection algorithm will influence the map display and subsequent interpretation, giving the choice of computer program a political inclination. Ignoring this dimension of the software is to believe in what Corbett and Marx have termed the fallacy of technical neutrality (Corbett and Marx, 1991). Different analytical processes can be applied to different problems, and a number of different equitable techniques could be applied to the same data, in the same way as has been done here. The problem is that in the absence of an unambiguous 'right' answer, different techniques can arguably be applied to the same data generating different answers that could be interpreted as equally right, or equally wrong.

This example is used here to demonstrate the capacity for discord in analytical processes that could be translated into error and imprecision when mapping solutions are used. At the time of writing this article, the author is unaware of any site that currently shows hotspot maps using STAC or G_i^* to the public, though they are used as internal dissemination tools within the police and criminal justice system. Maps that show hotspot surfaces are available publicly on the Internet³, as are maps that shade crime amount by census tract⁴, arguably an even more questionable technique

TABLE I Comparison of hotspot methods from Fig. 1(b). Although the Getis Ord G_i^* approach generates hotspots that cover a larger area, these regions are more tailored to the spatial pattern of the crime points, and contains a far higher number of points, resulting in a more dense pattern of points per km²

	<i>Total area of hotspot regions (% of study area)</i>	<i>Points contained in regions (% of all points)</i>	<i>Density of points (points/km²)</i>
STAC ellipses	2.02 km ² (8.7%)	240 (31%)	119
Getis Ord G_i^*	2.81 km ² (12.1%)	399 (51%)	142

³Internet links are notorious for going dead prior to the publication of an article, but one example was available at the time of writing at www.ci.mesa.az.us/police/crime_analysis, and others through the links page of the Crime Mapping Research Center (www.ojp.usdoj.gov/cmrc). Accessed 24 September 2001.

⁴Same caveat as the previous footnote should apply, but try Tempe, Arizona Part 1 crimes map at www.tempe.gov/cau/, or again through the Crime Mapping Research Center (www.ojp.usdoj.gov/cmrc). Both pages accessed 24 September 2001.

due to the difficulties with the modifiable areal unit problem. Space does not permit here, but a number of articles demonstrate the limitations and problems of mapping in this way (Openshaw, 1984; Bailey and Gatrell, 1995; Unwin, 1996).

CONSEQUENCES OF MAPPING ERROR

The geographer and GIS expert Stan Openshaw recognised the potential pitfalls that face GIS users when deciding to use the technology for potential public benefit, and he could have been easily talking about law enforcement. He noted the potential for well-meaning decisions based on GIS having a detrimental effect. "To put it more bluntly, when GISs are used, there is a danger of some GIS-inspired decisions killing people, ruining businesses, and wasting public resources" (Openshaw, 1993, p. 451). He went on to list four types of GIS sin⁵:

1. Type 1 – When a GIS application fails completely,
2. Type 2 – When a GIS application causes measurable harm,
3. Type 3 – When GIS is not used and the lack of use results in a poorer decision, and
4. Type 4 – When vendors make GIS so complex that it is impossible for users to improve the system.

Given the recent commercialisation that has taken place in the GIS industry, and the number of associated programming languages that are available for modern GIS, it is to be hoped that type 1 and type 4 GIS sins are now few and far between. The quandary that can occur with the current picture of crime mapping is the conflict between the potential to commit either a type 2 or type 3 GIS sin. A type 3 incident can occur if maps are not employed when their use would educate the public, inform police officers and criminal justice officials responsible for resource allocation and policy making, and assist detectives in case investigation. Certainly the first reason is a primary rationale for going to the effort of putting crime maps on the web at all, and other reasons were discussed earlier in this paper.

But if an area is labelled a crime hotspot by mistake, or a geocoding error places a dot indicating a sex offender's house in the wrong place, what are the possible consequences? Before identifying areas of concern it should be pointed out that there are some positive consequences of residing in an erroneously labelled high crime area. With the current paradigm of targeted policing, residents of a region accidentally perceived to have a crime problem are likely to receive prioritised policing and possible greater access to scarce crime prevention resources. This is of course to the detriment of more needy areas, but there can be little dispute that the residents would be unlikely to complain about additional policing and safer streets as a result!

The reality is that there are potentially a greater number of negative factors associated with the label of 'high crime area'. Public access to maps that show high crime regions may affect insurance premiums and even the accessibility of insurance, residential and commercial property prices may suffer as a result, and good employees may be unwilling to work in high crime regions. This last factor might therefore impact on the quality of education available to schoolchildren in the region, the skill level of workers

⁵Openshaw actually lists four types of GIS 'crime'. To avoid confusion the term 'sin' is used here.

available to local businesses and the quality and experience of the local police service. In the place of a resident who owns a business in an area labelled as 'high crime' in error, whom might they blame? They might see their children receive a worsening standard of education as all the good teachers get jobs elsewhere, their business unable to fill available positions, and the value of their home depreciating. This could certainly be in Openshaw's area of causing measurable harm; a type 2 GIS sin, and in an information-rich society it would be a relatively simple process to generate some measure of loss or harm.

The paradox is the possibility of being too reticent in publication and inadvertently causing a type 3 event, where crime continues to be a problem because the spatial analysis that identified the problem was not publicly available for fear of litigation. Megan's Law, mentioned earlier in this paper, was legislation born from a desire to prevent further serious crimes being the result of insufficient public access to information. A similar desire to protect agencies from future litigation is no doubt behind the collection of US legislation loosely termed 'Clery's Law'. The 1990 legislation requires universities and colleges in the US to show their campus crime statistics on a centralised web site. Six thousand seven hundred colleges are eligible with a maximum fine of US\$25,000 possible for each unreported crime. The law⁶ was named for 19-year-old Jeanne Clery who was killed in 1986 in a dormitory room at Lehigh University in Bethlehem, Pennsylvania. Unbeknown to Jeanne Clery or her parents, there had been 38 violent crimes on campus in the preceding three years⁷.

Spatial Labelling

The type of neighbourhood problems discussed in the previous section (such as falling property prices and deteriorating educational standards) could be seen as the result of spatial labelling. Labelling theory relates to the possibility that stigmatisation can generate the formation of criminal subcultures (Braithwaite, 1989; Williams, 1994), though empirical work has questioned its validity in certain circumstances (Weatherburn and Coumarelos, 1994). Spatial labelling is the notion that negative impressions and stigmas can be attached to an area, with a knock-on effect on the tolerance to crime of the residents and people passing through the region.

The mere identification of a place as dangerous or rowdy sends a signal. Persons who are risk-averse and who value tranquillity will be inclined to avoid such a location, while those who would be producers and consumers of risk would be attracted to such a place. Where signals of danger do not initially reflect empirical reality, they may operate as self-fulfilling prophecies, transforming the image and reality of a place (Grabosky, 1996).

Crime mappers run the risk of starting a downward trend by labelling an area as 'high crime'. Large-scale public dissemination of maps highlighting high crime areas is certainly likely to have an adverse affect on a number of socio-economic indicators such as real estate value. Given that some of the areas may not actually experience a great deal of crime, flawed publicly-available crime maps might provide the first

⁶Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 USC 1092 (f) as a part of the Higher Education Act of 1965.

⁷More information is available at <http://www.campusafety.org/> (accessed 24 September 2001).

'broken window' to initiate the spiral of decay described by 'Broken-Windows' theory (Wilson and Kelling, 1982), a crime generation scenario that the police can ironically play an important part in preventing at an early stage (Weatherburn and Grabosky, 1999). This self-fulfilling prophecy of secondary deviance might be perceived by a litigation-oriented community as the fault of the cartographer, blamed for a case of 'erroneous spatial labelling'.

ETHICS

To summarise the dilemma, the crime mapper is left with the situation that maps of crime published on the Internet can provide a public good, by informing and educating the public as to their realistic level of risk in different locations, but the necessity to aggregate the data to protect the individual privacy of crime victims introduces an element of inaccuracy. The result of this necessary blurring of data integrity can generate the cartographic appearance of greater risk in low crime areas and vice versa.

Is there a role for utilitarianism here? The principle of act utilitarianism has been applied previously in a law-enforcement situation in the area of recruiting informants (Cooper and Murphy, 1997), and there is some overlap in general arguments. Act utilitarianism suggests a course of action that produces the best results with regard to satisfaction for society as a whole. It is also possible to derive rules, based on utilitarian principles as a more constructive guide (Boylan, 2000, p. 85). Act utilitarian theory might therefore suggest that the general benefit of a more enlightened and crime-aware broad public far outweighs the problems that might occur from public interpretation of less accurate areas of the map. A rule utilitarian approach might, however, draw up a rule that if sufficient portions of the map are inaccurate, then the cartographic image should not go on public display. This type of rule would be specific enough to be useful and not broad enough to simply be a restatement of an act utilitarian principle. However, this rule is open to interpretation. What constitutes a significantly large portion of the map? How much is considered to be too much error? In this case, consider Fig. 1(b). Are the discrepancies between the STAC hotspots and the Gi* hotspots insignificant enough to warrant publication on the web of a STAC hotspot map?

It is possible to take an alternative view, which is the view from well beneath the parapet of a police service legal department. Protection from litigation is undoubtedly a high concern in such arenas (the only concern?) and a more restrictive rule of 'any map that might leave the department vulnerable to litigation must not be published' would seem sensible to such an organisation. If so, then could we publish any map of crime, given the sources of error outlined earlier in this paper? And if that is the case, where does public good lie in such a discussion?

Professional ethics is another area that can contribute to a discussion on the value of data integrity. The field of professional ethics is certainly a broad one and it could be easily argued that ethics does apply to mappers of crime data. Those involved have varying ethical and legal obligations to others (colleagues and public) and these obligations may change depending on the audience for their work. Weckert and Adeney quote the Australian Computer Society Code of Ethics when they explain that members should "endeavour to preserve the integrity and security of others' information" (Weckert and Adeney, 1997). The term 'preserve' is open to interpretation, but still

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brings us back to the core of the dilemma: given that you have to aggregate data to produce an acceptable output, and aggregation introduces error, how do you produce maps of crime and still maintain data integrity?

CONCLUDING COMMENTS

As an indication of the complexity of the issue, consider the case of the police department in Redding, California. They have responded to Megan's Law by showing on their web site, maps of registered sex offenders living near a number of schools. The following disclaimer accompanies the maps:

PLEASE NOTE: The symbols identifying the street location DO NOT represent the exact location of where the offender lives. The symbols have been enlarged and offset to keep an exact location from being determined.⁸

The problem that they have tried to address is the confidentiality issue and to avoid an exact location being determined. The advantage for parents of children at the school may be clear, but some local residents may be upset to have a symbol showing the location of a sex offender offset so that it sits right on their house, and then enlarged. It is hardly likely to improve the resale value of their property. The value of this 'offset and enlarge' approach may be questionable, but the caveat is a sensible attempt to deal with some of the issues. It remains to be seen (possibly in some future litigation) if it is sufficient to protect the police department. Litigation is a growth industry in many developed world countries and the public service cartographer might be vulnerable. Once the map is in the public domain, it is beyond the control of the mapmaker, and a caveat can be easily separated from the original image. One suggestion to make is to improve the technology and analytical techniques, but many of the errors inherent in the geocoding process are human and occur before the cartographer even sees the data. As knowledge about the spatial and temporal dimensions of crime increases it is becoming apparent that crime hotspots also vary over time (Ratcliffe, 2000). A crime hotspot during the afternoon could easily become one of the safest neighbourhoods after nightfall increasing the complexity of crime distribution that must be conveyed to the public.

The whole area of crime maps on the Internet seems to require further discussion. The US approach indicates that the information is important enough to publish on the Internet, but this medium does not reach the whole community. Only those with access to the Internet will be able to make informed decisions regarding crime around suburbs and schools and be better educated. It is a sad reality that the least fortunate in society are the most victimised and it could be argued that their need to information is the most pressing. Is the Internet therefore the most effective method of sharing information?

Misinterpretation, or worse, accurate interpretation of erroneous information is always a possibility. "We know that if we do not establish a legal regime that constrains citizens' access to weapons, the likelihood that innocent people will be shot increases. In information societies, information is comparable to guns and ammunition"

⁸Capitalisation in original. Source: http://ci.redding.ca.us/rpd/rpdmap_enterprise.html (accessed 24 September 2001).

(Hoven, 1999, p. 34–35). There is a real responsibility placed on crime mappers to maintain the highest levels of data integrity and to convey to their new Internet audience the limitations of that data and the limitations of the methods they have used to preserve the identity of victims.

Maps of crime are an effective method of communicating crime hotspots to law enforcement agencies, especially when there is often discord between the perceptions of police officers and the actual distribution of crime (Ratcliffe and McCullagh, 2001). The mapping of crime for public consumption would also appear to have real potential to engage the public with local community problems, but it would appear that further work is necessary to improve some of the technical issues, and as the number of web sites increases, a wary eye should be kept on the socio-economic and ethical situation.

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Crime maps, policing and fear

Daniel Bear and Murray Lee discuss the pros and cons of the Home Office's new crime mapping website

Daniel Bear and Murray Lee

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Crime maps: 'Knowledge is a good thing, and the community should hold police accountable'. Photograph: Alamy

Daniel Bear: Sometimes a crime map is just a crime map



6,500 anti-social incidents a day across England, 34,463 anti-social incidents across London in December, and 44 violent offences last month on Glovers Court in Preston. These are stark numbers indeed. The new crime mapping initiative put forward yesterday by the Home Office creates transparency about the amount of crime in our neighbourhoods. It's also apparently quite popular, receiving a reported 18 million hits per hour yesterday, causing the site to crash for most of the day. But the government putting local criminal behaviour on your computer screen is only the first step towards better accountability and community policing.

While undoubtedly a powerful tool, the primary debate surrounding the new map has been whether it is helpful or harmful. In particular, critics have focused on the potential of the map to decimate home values in areas labelled as problematic. This is a legitimate concern for homeowners. However, less detailed ward-based mapping has been available from the Met for some time now without any reported harm, and with the added ability to see trends in crime; a feature the new system currently lacks.

Will it be a helpful tool, as the policing minister, Nick Herbert, believes when he says, "... we are giving people the information and power to hold their local forces to account and ensure that crime in their neighbourhood is driven down"? Possibly, but only if it's paired with real accountability measures. The home secretary wants people to, "challenge [police] about how issues are being dealt with". If the goal is truly accountability, the map fails to provide any useful information on actual police responses to crime. For example, it gives no insight to citizens concerned about the disproportionate use of stop-and-search powers on some communities. To live up to the quoted aspirations, the map needs to be built into a more robust tool showing solutions, not just tips on protecting your belongings.

Questions of the map's helpfulness versus harmfulness fail to dig down to a bigger issue that Herbert and Theresa May are overlooking. They want to show you the scary crime numbers and give you the contact information for your local Safer Neighbourhood Team (SNT). However, crime occurrences aren't always about police inadequacy. By slashing the education and benefits packages that help have been shown to deter young people from criminal behaviour, the government risks a reversal in the decade-long decrease in crime. You need to combine your policing strategy with the social services and opportunities necessary to foster a strong community. Herbert has implicitly pointed the finger at police, when in fact, it's a much larger set of issues.

So yes, knowledge is a good thing, and the community should hold police accountable. But this map doesn't do much beyond provide a facade of empowerment, implicitly blame the police for crime arising often from structural inadequacies, and prevent meaningful measures of accountability. Nobody really benefits from the map in its current state ... and yet I stayed on the site for an hour and a half.

- Daniel Bear is a PhD candidate at LSE, studying street level policing in London

Murray Lee: Fear of crime bears little relation to statistics on the ground



If criminologists and crime prevention specialists wanted increased access to data they got it – and so did everybody else, with the launch of the Home Office's new interactive website. In many ways this is not surprising. Data about crime – and a whole range of social indicators – has become increasingly democratised since the 1960s when many western governments began to suspect that statistics might have more utility beyond the walls of their own agencies. Since this time the public has become ever more cognisant (and sometimes cynical) of official statistics. Numbers are powerful.

Crime statistics are complex numbers and their generation is the result of a range of policing practices, the public's willingness to report a broad range of offences, and a plethora of legal categories and political and policy strategies. Moreover, much, if not

most, crime is not reported. That means that crime statistics are inherently imperfect. Of course, that doesn't make them useless, it just means they need to be scrutinised with due care. Crime maps based on such statistics are equally complex and equally imperfect. The question then is whether this imperfect data is really useful to local communities and to what use is it likely to be put?

We often see the police as the solution to crime problems and so it goes for the rationale of this new initiative. The assumption articulated by Nick Herbert seems to be that a well informed public will consult their local crime map and hold local police "to account" for crime. Assuming this is what occurs, this may have some interesting effects on policing strategies, perhaps leading to reactive rather than proactive intelligence-led practices. One irony might also be that detections could be pushed up as a result of intensive reactive policing practices resulting in the statistical perception that crime is actually rising in a locality.

If this measure is aimed at reducing fear of crime and increasing public confidence in policing it's unlikely to have the desired effect. Research into fear of crime has constantly indicated that the link between crime fear and recorded levels of crime is spurious. Even when recorded crime rates fall a significant percentage of the public assume crime is on the increase. Indeed, the release of such data may have the unintended consequence of increasing fear of crime as more attention is drawn to crime in the neighbourhood. People almost always believe crime is worse "elsewhere" than their own neighbourhood. There is a chance this initiative might bring the crime problem back home in the public imagination.

Criminologist David Garland has argued that the public is increasingly being asked manage their own risk of becoming a victim of crime – in criminological speak this is termed "responsibilisation". One only has to look at the expanding plethora of crime and safety instruction manuals produced by numerous agencies and organisation to find evidence of this. In many ways the public release of these crime maps is an extension of this individual or community responsibilisation. If crime is occurring in your street you'll be empowered (or responsibilised) to take the necessary steps to address it. That might be OK for well-heeled organised communities but is likely to fail in communities that might be less homogeneous or organised.

Crime maps are wonderfully seductive. They reduce complex social phenomena to a limited number of dots or shading on a cartographic representation of space. They are not however representations of reality but sociopolitical artefacts. Democratising information about crime may well be desirable, but these maps are unlikely to be a

magic bullet in the fight against crime. If there is a lesson to be drawn from a history of fear-of-crime research, it is that the more we attempted to measure and analyse fear of crime in attempts to allay fear, the more fearful the public became.

- Murray Lee is a director of the Sydney Institute of Criminology



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DATE: January 26, 2015
TO: Angie Keibel, Deputy City Clerk
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Notice of Motion submitted by Councillor Buck Buchanan
Re: Crime Mapping

Reference Report:

Legislative Services, dated January 8, 2015.

Resolution:

At the Monday, January 19, 2015 Regular Council Meeting, Council considered the following Resolution:

Resolved that Council of The City of Red Deer, having considered the report from Legislative Services, dated January 8, 2015 re: Age Friendly Red Deer hereby agrees to support the following:

Whereas crime mapping was first established in 1829 in Iowa when two individuals created maps to reflect the relationship between violent property crimes and educational levels. (Iowa State University Graduate Thesis, 2013).

Whereas the Neighbourhood Watch Organization have conducted Police and Fire log reports to the public dating back to 2001.

Whereas by providing information to the public, this will help citizens become more aware of what is happening in the community and even ultimately reduce the number of crimes that occur, or assist police in solving crimes, and engage residents in how to reduce and prevent crimes from taking place.

Whereas it was stated in the Ipsos Reid Surveys for The City of Red Deer that crime is within the top 4 important priorities that need to be addressed by the City out of a list of 11.

Whereas crime mapping is a technology that combines geographical data with police report data with intentions to display the information on a map to analyze where, how and why crime occurs. There is no cost for set up, assistance, and maintenance for just the crime mapping program.

FILE COPY

January 19, 2015

Page 2

Notice of Motion submitted by Councillor Buchanan:
Age Friendly Red Deer

Whereas crime maps do not pin point the exact location that a crime took place. The crimes that are plotted are located in a general area, and are not associated with any specific civic address so as to protect the privacy of victims.

Whereas various sizes of cities across Canada such as Toronto, Kelowna, Saskatoon, Regina, St. Albert, Waterloo, Owen Sound, Fredericton, Medicine Hat, Victoria, and Lethbridge have been successful with crime mapping in their communities.

Therefore be it resolved that the City of Red Deer collaborate with the RCMP Detachment to explore the concept of crime mapping as an element of the overall Safety Strategy.

Report back to Council: No

Comments/Further Action: As there was no seconder to the motion, it died on the floor.



Frieda McDougall
Manager

- c. S. Cockerill, Director of Community Services
S. Tod, RCMP Superintendent
Councillor B. Buchanan



Council Meeting of January 19, 2015

ATTACHMENT "A"

DOCUMENT STATUS: Open

REFERS TO: Background Information – Dialogue Charter – Draft
Red Deer Public Participation Toolbox



PUBLIC PARTICIPATION TOOLBOX

FOR LOCAL GOVERNMENT STAFF

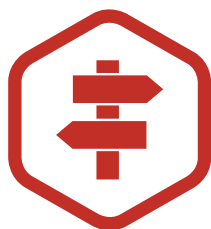


This Toolbox was developed by Modus Planning, Design & Engagement Inc. in partnership with the City of Red Deer.

The purpose of this document is to:

- Summarize the context for and objectives of the Red Deer Strategic Implementation Charter known as the “Dialogue Charter.”
- Provide a clear and consistent set of terms, concepts and desired outcomes under the heading of public participation.
- Situate engagement as a rewarding but more demanding subset of public participation, one that can support dialogue between different perspectives.
- Provide a consistent design process for the organization to follow when developing a specific public participation initiative.
- Ensure the appropriate degree or “level” of participation is selected for each initiative, reflecting the seriousness and impact of the issue and/or the choice to be made, and respecting both organizational and community capacity.
- Clarify and distinguish between the roles of municipal staff and councilors in designing and delivering public participation initiatives.
- Provide easy-to-use checklists and diverse tools/formats for the design of, execution of, reporting from, and evaluation of a public participation initiative.

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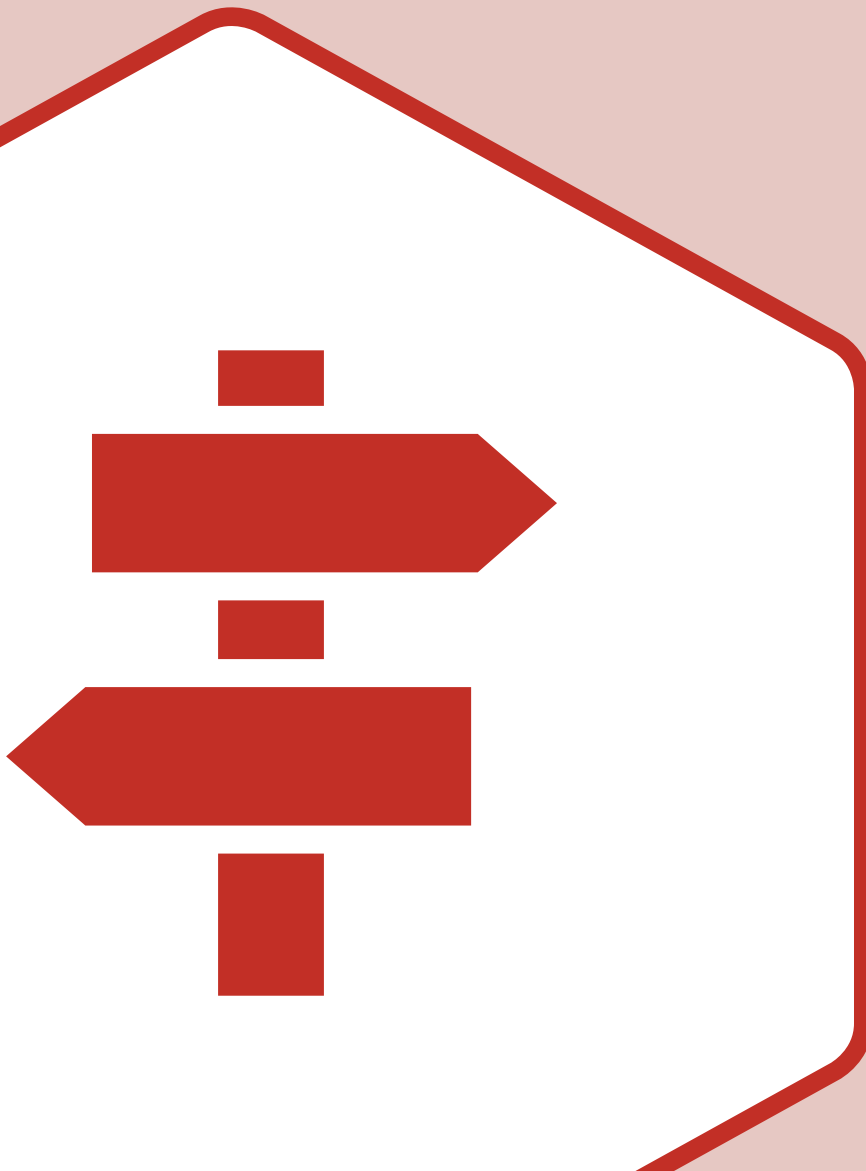
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1. INTRODUCTION.....A2



PART 1: The Context for Effective Public Participation in Red Deer

1. INTRODUCTION

In mid-2011, City of Red Deer's Council established greater dialogue and engagement with community members as one of its key strategic areas for 2012-2014. The City then issued the Dialogue Charter – a document providing the following overall direction:

Dialogue: Engage our community and enhance our relationships.

The City and Council's willingness to listen and have ongoing community dialogue has given us a clear understanding of our community's diversity, priorities and values, has created collaborative relationships, has enabled advocacy success with other orders of government, other municipalities, and educational and health organizations, and has allowed us to understand the expectations of the community and work toward its vision.

Some of the outcomes sought when the Dialogue Charter was issued included:

- Greater understanding of the strength and diversity of public opinion.
- Enhanced ability to involve a broader range of and more people in Council and administration's decision-making and public input processes.
- Community confidence that Council is providing meaningful and appropriate representation.
- Increased trust and confidence of citizens in decision-makers.
- Movement of citizens from being passive consumers of services to seeing themselves as active participants in governance.
- Staff comfort using public input approaches and to identify expected outcomes.
- Improved government relations.

At the same time, The City committed to the following seven principles set out by the International Association for Public Participation (IAP2):

1. Those affected by a decision have a right to be involved in the decision-making process
2. Promise that the public’s contribution will influence the decision.
3. Promote sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Seek out and facilitate the involvement of those potentially affected by or interested in a decision.
5. Seek input from participants in designing how they participate.
6. Provide participants with the information they need to participate in a meaningful way.
7. Communicate to participants how their input affected decisions.

The City’s decisions and IAP2 principles reflect a growing trend across North America, where local government is increasing its efforts in public participation as one way to enhance its responsiveness, effectiveness, and transparency. They also reflect increasing citizen demands for transparency, openness, responsiveness, and efficiency from government.

Legal Requirements

Existing legislation recognizes that public input can improve municipal decisions. The Municipal Government Act (MGA) establishes a minimum legal requirement for notifying the public about certain kinds of decisions.

Alberta’s Municipal Affairs’ Public Input Toolkit describes many MGA sections that require public input. Be sure to double-check the MGA for your project.

A key part of this movement involves changing part of the “machinery” of government. Citizens, staff, and elected leaders are improving government’s practices and policies, especially in decision-making, to allow for more input from more diverse perspectives on critical issues facing the organization and



the community. Recognizing this, Council and staff dedicated their time, energy, ideas, and financial resources to the creation of this “Public Participation Toolbox” to enhance the City’s capacity for and consistency in designing and executing public participation processes.

Responsive Governance

Red Deer’s establishment of its governance framework reflecting the need for public engagement and the establishment of the dialogue charter recognize that The City of Red Deer is responding to these external drivers for change. These reflect the desire to reposition the relationship of The City of Red Deer within the community and respond to citizen demands for transparency, openness, responsiveness, and efficiency in government.

Through research, the hiring of an outside consultant, extensive input from Council, and several workshops with staff, this “toolbox” was produced in late 2014. It is organized such that a councilor, staff, or citizen can quickly understand six core concepts in the practice of public participation, the benefits of participation, the risks to manage, and how to manage them. It also describes the proper roles to be played by citizens, staff, and Council, and lays out a consistent design process.

Finally, it includes a range of tools and formats to support effective public participation and encourages ongoing organizational learning about this practice.

This toolbox is primarily a resource for municipal staff who are responsible for following Council’s direction, and who are the lead designers and implementers of public participation by the City. With consistent use, this toolbox will contribute to increased capacity by the City of Red Deer in designing, resourcing, executing, reporting from, and using the results of effective public participation activities in effective decision-making and service delivery now and in the future.

2. CORE CONCEPTS IN THE PRACTICE OF PUBLIC PARTICIPATION

Local governments impact the daily lives of residents in important and highly visible ways. They deliver services, make decisions and choices, and operate in ways that are closer to the daily lives of citizens than other levels of government. As a result, it is critical that staff and Council be open to and capable of working effectively with citizens and stakeholders from all parts of the community.

While this does not mean that every activity or decision of local government must be the subject of a community-wide conversation, there are some areas where public participation particularly strengthens decision-making and operational efficiency.

This section carefully introduces and explains six core concepts, which are foundational for the rest of this public participation toolbox. **Please take the time to read and absorb these concepts before moving on.**

Who is “the public”?

In this toolbox, we break down the “public” into two main groups, namely citizens and stakeholders.

We use the term “citizens” to denote members of the general public who live and work in Red Deer (while recognizing that there are business owners and landowners who may not reside in the City but also deserve opportunities for input).

The term “stakeholders” denotes anyone who represents a group or association with shared interests. While these two groups unavoidably overlap, it is important to think about both when designing, executing, and reporting from public participation initiatives.

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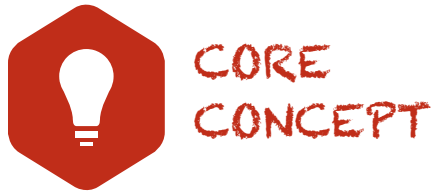
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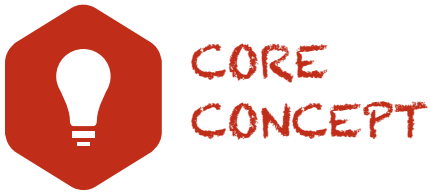


CORE CONCEPT 1: WHAT DOES LOCAL GOVERNMENT DO?

As a general rule, local governments can build public participation capacity through three types of activities. These broadly defined types are:

- 1. Governance:** Governments show accountability and transparency by providing good information on municipal decision-making and governance functions, encouraging input on how the organization makes decisions, sets priorities (e.g. funding), and measures success.
- 2. Policy Development & Delivery:** By providing good information on existing policies and programs, and by inviting input to the development of new or current policies (including how policies are implemented), governments can be more accountable and responsive.
- 3. Service Responsiveness & Efficacy:** Local governments also share information and invite feedback on how to make service provision and their programs more effective and responsive to the needs of the public.

Different processes, tools, and formats can support public participation in any of these three activity types. Each local government will have to decide which type(s) it wants to emphasize and resource for public input.



CORE CONCEPT 2: WHAT IS PUBLIC PARTICIPATION?

In terms of how local government interacts with the public (beyond regular election cycles), we use “public participation” as the overarching term.

Public participation means that an organization reaches outside itself to seek the involvement of others in its decision-making processes. It has also been defined as “a deliberate commitment that government makes to its public and stakeholder groups to listen and to be influenced within expressed limits” (IAP2).

Fundamentally, public participation means that the local government, its staff, and its elected officials, are consciously making additional efforts to:

- Come out from behind closed doors,
- Gather input from citizens and stakeholders, and to
- Use this input to enhance their work.

Later in this chapter we detail two categories of public participation, distinguishing between “input-focused” processes and “engagement-focused” processes. Both are valid and needed, but an “engagement” focus requires more careful preparation and more robust resourcing.

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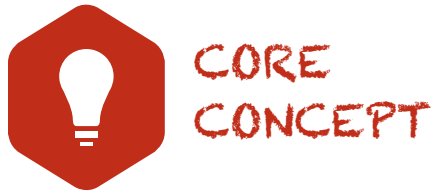
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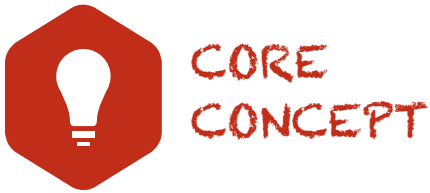


CORE CONCEPT 3: WHY IS IT IMPORTANT FOR LOCAL GOVERNMENT TO SUPPORT PUBLIC PARTICIPATION?

It is obvious that citizens and stakeholders pay taxes and elect local officials to maintain a good quality of life in their community. The public expects to see their tax dollars at work providing important services, such as good roads, public safety, parks, recreational programs, and garbage pick-up.

Local communities are also where people live, play, shop, socialize, raise their families, work, and study; so, people care deeply about their communities. This level of caring, combined with the direct impacts of many local government decisions, makes citizens and stakeholders more than just taxpayers or service consumers.

The public also expects and needs government to make wise decisions around potentially competing priorities, issues, needs, or opportunities. To make these decisions well, Council and staff need to hear from different viewpoints as they grapple with facts, data, options, and trade-offs. Informed and thoughtful discussion between and among different sectors and viewpoints of the community enhances the ability of local government to make these decisions well.



CORE CONCEPT 4: WHAT ARE THE BENEFITS OF PUBLIC PARTICIPATION?

Because local governments use public resources to conduct public participation, we need to clearly explain participation's various benefits to local government.

Local government is more responsive and respected when it consistently seeks out and listens to input from citizens and stakeholders about:

- Services and programs,
- How to address changing needs in the community,
- Whether it is doing a good job of meeting needs, and
- What policy issues should be addressed, and how to address them.

Specifically, effective public participation provides the following benefits:

- **Raises awareness** of local government and its actions/decisions/services.
- Keeps the organization **in touch with public opinion** on key issues and service satisfaction.
- **Broadens input “beyond the usual suspects,”** bringing new ideas and energy from a wider range of citizens and stakeholders to a challenge, opportunity, or decision.
- Allows staff and Council to **field-test options and solutions** with a subset of constituents, improving chances of success.
- **Taps into community resources**, allowing government to coordinate with outside networks and assets (helping leverage scarce resources so projects and policies have greater impact).
- Can **generate consensus** around the direction to take, leading to more understanding of decisions, policies and services, and more support for their effective implementation.
- **Increases trust** in local government, which increases the ability of the local government to take effective action.

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In addition, there are benefits for the broader community when public participation is done well and consistently. For example:

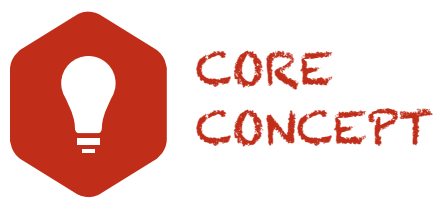
- It **supports cross-learning** among participants from the community, allowing them to broaden their perspectives on a given issue or challenge, and building shared understanding.
- It **reduces conflict** between various citizens and/or interest groups
- It can lead to **greater levels of volunteerism and activism** on community issues
- It **reduces isolation** and increases a sense of engagement for individuals, which are social determinants of health
- It offers a sense of empowerment and **creates new leadership capacity** in the community.

Public Participation Supports Citizen Leadership

The community benefits of public participation are not just theoretical. Recently, Lisa Helps was elected Mayor of Victoria after spending 2 years working on a citizen advisory committee and then serving 3 years as a councilor.

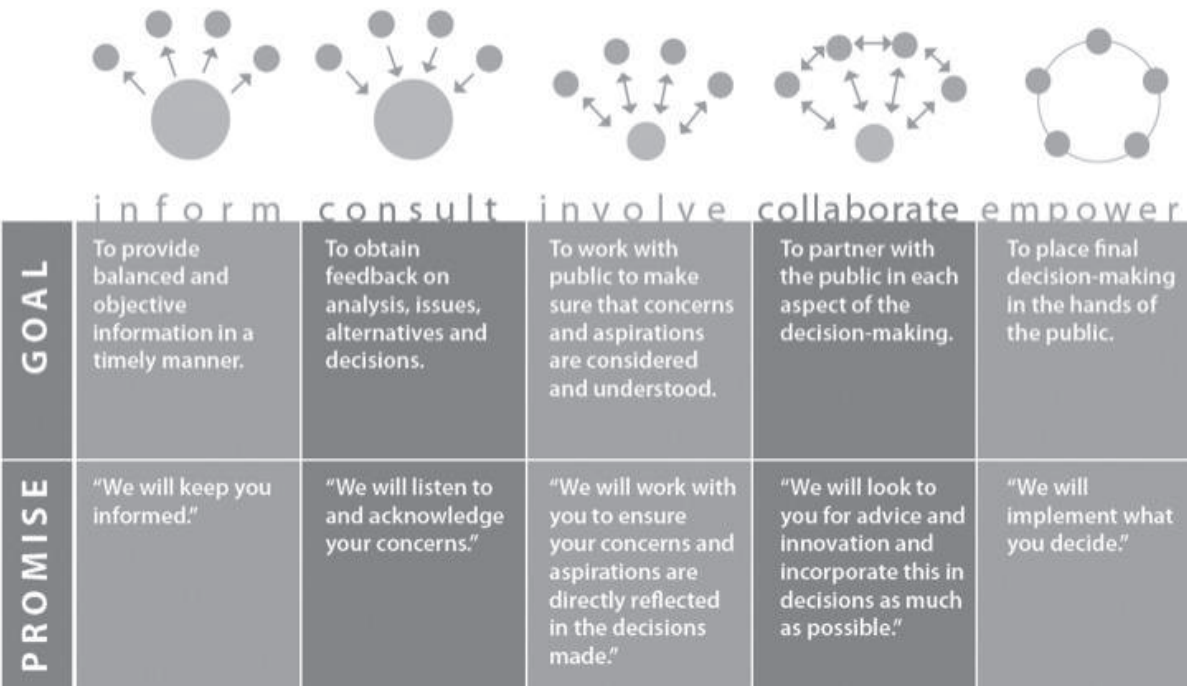
The Tamarack Institute for Community Engagement in Waterloo has developed the following image to show how people can move from passive to engaged citizens, and the City of Red Deer has seen this happen before.





CORE CONCEPT 5: THE SPECTRUM OF PUBLIC PARTICIPATION

The image below is known as the “Spectrum of Public Participation,” produced by the International Association for Public Participation (IAP2).

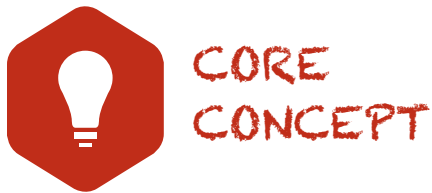


Source: IAP2; Auditor General of BC

Understanding this image is essential for two reasons:

1. The spectrum shows that the relationship between the local government and the public can be organized in a process in five different ways. The spectrum begins with a somewhat limited level of participation on the left side (where the emphasis is on two-way communications, and the agency has more control over the content and the outcomes) to more robust levels of participation as you move rightward (with more sharing of control, greater influence of citizens and stakeholders on the outcomes, and an emphasis on multi-directional communication and learning).
2. Some issues are more contentious, have greater impacts, or affect a wider variety of people. The spectrum reminds us that not every policy issue, program design, or service adjustment deserves the same amount of public participation. Local governments use the spectrum to have internal discussions about what level of public participation is needed for a given issue, and to properly communicate “the promise to the public” both internally and externally.

Each level of participation, from “inform” to “empower,” is legitimate. Many factors determine the level of public participation required in a process, like Council priorities, history of and context for the issue, and potential financial, quality of life, and health and safety, environmental, and lifestyle impacts.



CORE CONCEPT 6: THE “INPUT ZONE” VERSUS THE “ENGAGEMENT ZONE”

For this toolbox, the Spectrum is simplified into two zones that will assist in your process design and tool selection activities. The “Input Zone” includes the “inform” and “consult” levels of participation. The “involve” and “collaborate” levels are included in the “engagement zone.”

The far-right column, “empower,” is not included in either of the zones, because it is used so rarely in Canada and requires different tools, processes, and resources. Examples for this column are referendums, citizen juries and citizen assemblies (we provide one tool to explain this item in the last part of this toolbox).

	INPUT ZONE		ENGAGEMENT ZONE		
	inform consult		involve collaborate		empower
GOAL	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place final decision-making in the hands of the public.
PROMISE	“We will keep you informed.”	“We will listen to and acknowledge your concerns.”	“We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made.”	“We will look to you for advice and innovation and incorporate this in decisions as much as possible.”	“We will implement what you decide.”
	INPUT ZONE		ENGAGEMENT ZONE		Source: IAP2; Auditor General of BC

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PART 1

Can an Inform initiative really allow input?

You might think that a one-way “inform” only initiative (and local government does many of these) is not properly placed in the Input Zone. However, local governments should always be ready to hear back from a few of their constituents even when a decision has been firmly taken or the information being shared is more of an update or report out. Acknowledging letters, emails and comments received from citizens even when no further input is needed for the decision is essential to avoid being perceived as aloof.

THE INPUT ZONE

The “Input Zone” is appropriate for many topics and issues, as it seeks to ensure that high quality information on a given service review, policy development, or governance adjustment is provided to appropriate audiences in a timely manner.

This ensures a high level of transparency, and allows for any feedback on the initiative to be received with the promise that concerns will at least be listened to and acknowledged.

The Input Zone is typically used when the local government has clarity on what it is trying to achieve and how it will get there. For example, the Input Zone would be used when a municipality has developed a draft proposal, policy, or service adjustment and is seeking feedback from citizens and stakeholder. The questions involved are usually:

- “What do you think of this proposal or decision?”
- “Did we get it right?”
- “Have we missed anything?”

Timely, thorough, and diverse communications are essential to success in this zone, where the goal is to ensure that potentially concerned audiences are informed and given a chance to weigh in. Input should be treated as valuable, even if you are fairly certain that you have done the bulk of the groundwork to make the decision, draft the policy, etc. This is not a “hoop-jumping” exercise, and later sections of the toolbox will help you do it effectively.

THE ENGAGEMENT ZONE

The “Engagement Zone” is used for more contentious, complex, and potentially more impactful issues or decisions. In these cases, the municipality does not yet have a draft policy or proposal and needs more substantive input to get there. The local government thus:

- Asks more fundamental or broader questions,
- Invites early and robust input from diverse perspectives to better understand the issue,
- Needs to develop set of viable options for discussion as part of the process,
- Wants to generate a consensus about how best to proceed, and
- Commits to using input gathered to set clear direction and align actions taken.

In the Engagement Zone, the local government seeks to “figure things out together” with citizens and stakeholders. This is more of a partnership approach.

The Input Zone versus the Engagement Zone

The Engagement Zone builds upon the intention and activities of the Input Zone, but goes beyond that to a deeper level of participation.

The rest of this toolbox explains how to choose between the “Input Zone” and the “Engagement Zone” for your process, and offers resources to support you. Because the “Engagement Zone” requires more (and more complex) input opportunities, this toolbox primarily includes resources to support Engagement Zone activities.

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PART 1

Dialogue is different

When engagement processes go well, they offer participants opportunities to move from providing input (making a statement of their needs, wishes or thoughts) to participating in a more thoughtful dialogue with others (where deep listening and powerful learning can happen). Input processes often centre on different people individually providing different answers to a question, whereas dialogue processes ask a group to think together to create an answer that none of them have at the start.

The following quotes help us understand and define dialogue and its benefits:

“

Dialogue is an inquiry that surfaces ideas, perceptions and understandings that people do not already have. In dialogue you are exploring the uncertainties and questions that no one has answers to. In this way you begin to think together – not simply report out old thoughts. In dialogue people learn to use the energy of their differences to enhance their collective wisdom.

”

- William Isaacs, Dialogic Leadership, The Systems Thinker, Vol 1, Pegasus Communications.

“

Dialogue is an approach to and a quality of purposeful talk that involves openness, listening, making meaning and learning together. The focus of dialogue is collaboration and inquiry rather than advocacy and debate. The key component that differentiates dialogue is the intention of mutual education and understanding.”

”

- Joanna Ashworth, Associate, SFU Centre for Dialogue

3. SUCCESS FACTORS WITHIN THE ENGAGEMENT ZONE

This section explores success factors to support effective public participation in Red Deer, especially when working in the Engagement Zone.

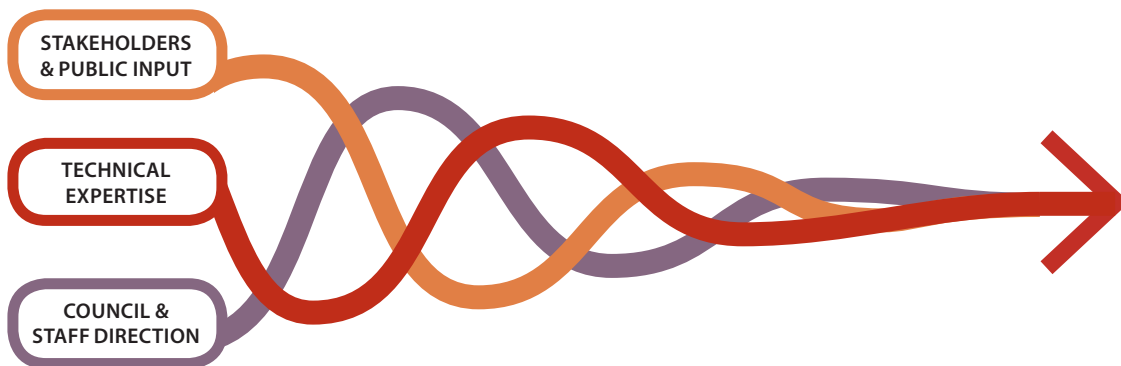


SUCCESS FACTOR

SUCCESS FACTOR 1: PUBLIC INPUT IS JUST ONE TYPE OF INPUT TO A DECISION

Robust public participation can bring powerful benefits and insights to the agency and the community. However, it is just one important stream of information and ideas that Council and staff use to inform their discussions and make decisions. Public input complements, informs, and enhances processes. But it does not replace research into best practices, staff knowledge, consultant expertise, and/or Council direction.

The “weave” diagram below explains success factor 1 by showing how public input should interact with technical expertise (studies, research, etc.) and Council and staff contributions to develop clarity and direction around a given process or decision.



Information and ideas from all of these streams should interact, leading to learning, shared insights and the emergence of new ideas during a project or process. No single input, comment, submission, decision, or activity determines the ultimate outcome, and Council (as the elected decision-makers) reserve the right to decide as they see fit.

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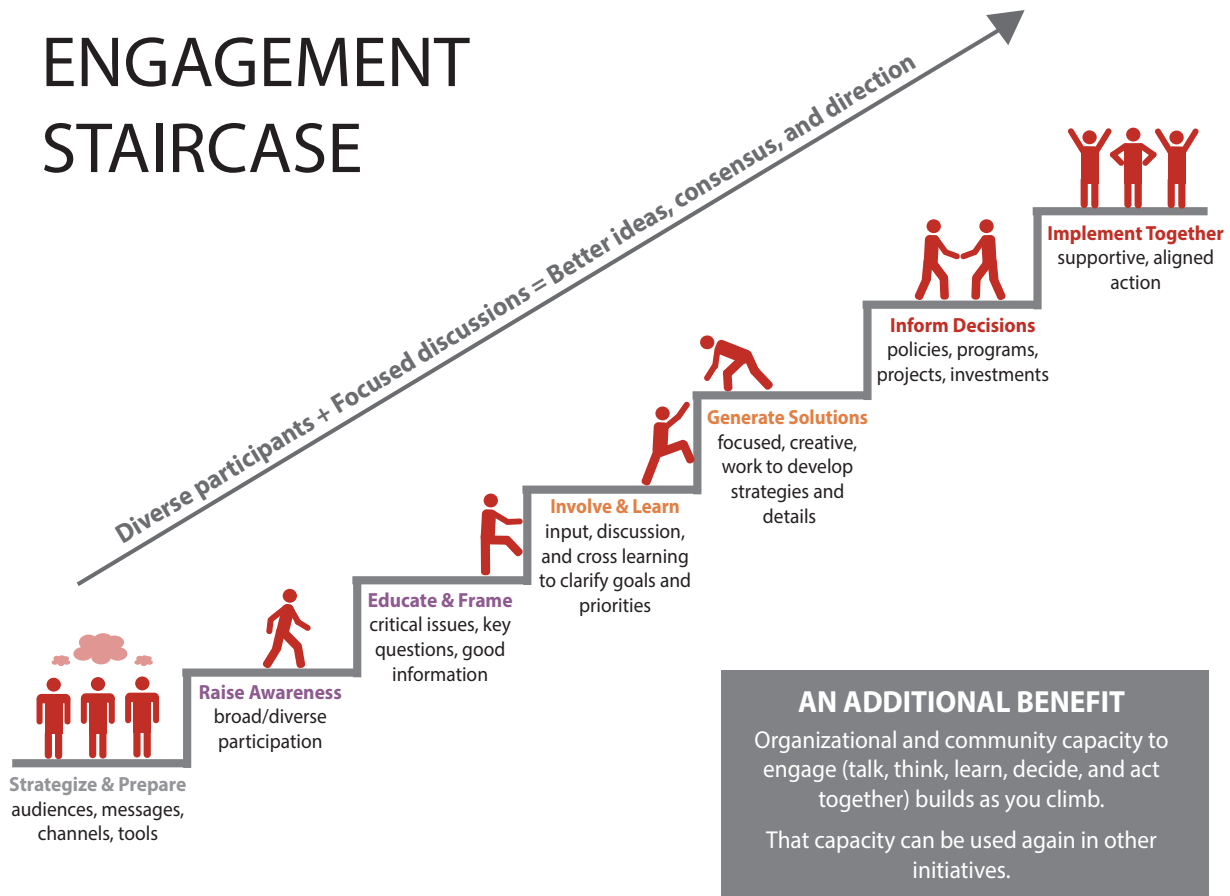
SUCCESS FACTOR 2: “ENGAGEMENT ZONE” PROCESSES LEAD TO DIALOGUE, LEARNING AND BETTER SOLUTIONS

The engagement staircase shows the steps required to do “Engagement Zone” processes well. Successful completion of each step is a pre-requisite for the next. For example, the “raise awareness” step is a prerequisite for getting your desired audiences involved, and cannot be undervalued or skipped over. Similarly the “educate and frame” step ensures understanding.

The “involve and learn” and “generate solutions” steps are the heart of the staircase. If these steps are done well, genuine dialogue between different perspectives (rather than argument) is possible. This creates momentum for the “make decisions” and “implement together” steps.

Additional information and tips on each of these steps can be found in Part 3.

ENGAGEMENT STAIRCASE



1. **Strategize and prepare** – The first step towards success is the development of a Public Participation Strategy. This strategy clearly identifies WHAT is to be engaged on (and why it needs engagement), along with WHO you wish to engage (and why them), and HOW you will engage. Preparing a strategy can be challenging, but the worksheets in Part 2 of this toolbox will help you.
2. **Raise awareness** – Successful processes take the time to make people aware that the initiative exists, that participation is worthwhile, and that they have various opportunities to participate. Effective, clear, targeted, and consistent communications are core to this step, which is necessary but does not guarantee participation.
3. **Educate and frame** – Providing information and key facts to interested citizens and stakeholders with different levels of knowledge is essential to ensuring informed and worthwhile input. Your process must make an effort to educate participants so they can move to the next step. Framing is how the input opportunity is explained and provides critical context. The language used tells a story to the participants about why this issue is important and how the process will lead to a useful outcome.
4. **Involve and learn** – Once the public has been identified, invited, and educated, the core of the participation process is to involve them in substantive discussions about the issues, options, and trade-offs involved. Many different formats and tools can be used to do this (panel discussions, workbooks, “circle-format” conversations, role-playing, etc.). This step succeeds when participants learn from and with each other during engagement. Parts 3 and 4 can help you use varying formats and tools.
5. **Generate solutions** – At a certain point, the discussions and input gathered start to generate ideas for how to move ahead. Clarity and consensus on likely solutions begin to emerge. This step is successful when emerging ideas are fleshed out more fully. Part 3: Facilitation Strategies and the Data Analysis and Reporting Back tips will help you identify these emerging ideas.
6. **Make decisions** – Near the end of the process, the results of your engagement activities should help the decision-makers move ahead with a clear and well-rationalized path of action. Part 3: Data Analysis and Reporting contains information on reporting findings with graphics and “closing the loop” with participants to support decision-makers.
7. **Implement together** – By this step, your engagement initiative should have built enough consensus and momentum to generate excitement. Some participants will be anxious to begin implementing and taking action themselves. This is the ultimate payoff of effective engagement.

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SUCCESS FACTOR 3: ORGANIZATIONAL CREDIBILITY IS CRITICAL FOR PUBLIC INPUT SUCCESS

Local governments must take action in four areas to build and maintain credibility:

- 1. Assess Organizational Capacity** – Local governments are expected to manage existing services and programs, even while being challenged by emerging opportunities, issues, and needs. Organizational capacity must be kept in mind when Council and staff consider whether and how to undertake public participation. There are only so many resources to design, execute, and report back from public input processes. Simply put, if too many initiatives are launched, other organizational functions will suffer from lack of attention and resources, and some of the participation initiatives themselves will be under-resourced and thus poorly delivered.
- 2. Support Process Consistency** – As described in success factor 2, several steps will help you design a consistent process that lives up to “the promise to the public” and uses input received. To design a consistent process, create a Public Participation Strategy with logical, time-bound phases. Process consistency will enhance credibility, even if the specific activities, tools, or formats used or issues explored differ widely.
- 3. Ensure Ongoing Communications** – Effective and ongoing communications in participation processes make local government more transparent and responsive. Follow the established RACE model to communicate on:
 - a. Research and Analysis (strategy development & outcomes) helps establish the rationale for public input, as well as the audiences, what to engage on, when and how to engage.
 - b. Communication efforts (to support implementation) help raise awareness of and launch the project, promote participation and document activities.
 - c. Evaluation and monitoring efforts focus on reporting out the results of the input, encouraging further comment, and showing the impact of input gathered.

- 4. Address Role Clarity** – Confusing the role of staff and Council confuses the public and undermines the efficiency and credibility of the participation process. This is very unnecessary, especially given that roles are clear. Council members are elected decision-makers representing community (and are responsible for setting direction and overseeing progress towards goals). Staff implement those decisions, bringing technical skills and institutional knowledge. Citizens must also understand that they are involved so as to inform and improve decisions, but they do not get to decide what happens or direct staff in their work.

Council members can and should promote, attend, and observe engagement activities, **but should not act as a participant nor try to influence the input being gathered.**

Clarifying Roles in Red Deer

The existing Public Advisory Committees (PACs) of the City of Red Deer are being reviewed for their relevance, utility and impact. They are seen as an important part of the “evolving machinery of local government” and can/will play a critical role in enhancing public participation practices in Red Deer.

A detailed review will be undertaken in early 2015 as part of the Dialogue Charter and will be aligned with the guidelines for effective process in this Toolbox.



Learn more about Advisory Committees as a tool for engagement in Part 4.

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PART 1

The Role of Council

Council directs and oversees staff, primarily through their oversight of the City Manager. This is how Council ensures that staff address the priorities Council establishes as representatives of the community.

In the realm of public participation, Council is responsible for:

- Helping to identify issues that may need participation.
- Reviewing staff recommendations on issues requiring public participation and then assessing the importance of various issues relative to the capacity of the organization.
- Identifying audiences to engage with, while thoughtfully considering the need to engage “harder-to-reach” audiences for some initiatives.
- Reviewing, commenting on, and approving Public Participation Strategies. Resourcing these strategies properly both financially and with human resources.
- Respecting and supporting the role of advisory committees in providing public participation opportunities and using the input from these committees.
- Promoting public participation opportunities to members of the community and encouraging participation of identified audiences.
- Attending and observing public participation events. Communicating positively to citizens, stakeholders, and media about the importance of such events and activities to The City.
- Carefully reviewing the findings of participation initiatives, as presented and summarized by staff.
- Using these inputs as an essential part of Council discussions and decision-making.
- Respecting and supporting the role of staff in designing, executing, and reporting from public participation activities.
- Supporting the increasing capacity of the organization in designing and executing useful, efficient, and innovative public participation activities over time.

The Role of Staff

For public input processes, staff are responsible for:

- Identifying issues that may need participation. For example, respecting Council direction and priorities, and drawing from their own interactions with citizens.
- Assessing whether The City needs to execute a public participation initiative that falls into the “Input Zone” versus the “Engagement Zone”, considering whether the issue is linked to corporate/council directed initiatives, and make recommendations accordingly.
- Assessing and recommending whether advisory committees can function sufficiently as a public participation structure, or whether broader outreach efforts are needed.
- Assessing both The City’s capacity for running these initiatives, and community capacity for participation, making clear the rationale for which initiatives to proceed with.
- Developing a “Public Participation Strategy” that lays out the WHAT of the issue to be discussed, the WHO to engage (and why them), and the HOW to engage effectively (using a time-limited and phased process to ensure completion).
- Reviewing this strategy with Council before proceeding, making modifications as needed to ensure a diversity of opinion and ideas is gathered. Confirming both the importance of the issue/question and the resources needed to make participation valuable and successful.
- Executing the participation initiative as effectively and transparently as possible, using Communications staff and this toolbox as key resources in doing so.
- Documenting and reporting from the activities at several stages, keeping participants up to date on activities and results, and encouraging further and broader participation over time.
- Using the findings of the participation activities to influence the evolving policy, plan, or decision. Communicating how the input gathered has influenced progress to date.
- Continuously building skills and tools for effective participation that suit the needs and capacities of the local government and the broader community.

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PART 1

4. GUIDING PRINCIPLES FOR ENGAGEMENT

A principle is a general law or truth that can effectively guide your planning and action. The following principles can guide Red Deer staff in the design and execution of a public participation initiative that falls into the “Engagement Zone.” The rest of the Toolbox will help Red Deer live up to these principles.

10 GUIDING PRINCIPLES FOR ENGAGEMENT:

1. Participation is **meaningful** (the questions used are genuine and the input gathered impacts the policy, plan, program, design, or service in question).
2. Participation is **scoped and scaled** appropriately to the issue’s importance (or potential impacts), degree of potential conflict, and diversity of opinion it may engender.
3. Participation is **informed** (framing of the issues and sharing of research, facts and options supports thoughtful contributions by all concerned).
4. Participation starts **early and continues** throughout the process (input opportunities are integrated into all stages).
5. **Active outreach** is undertaken to reach those most likely to be interested in or impacted by the initiative (awareness raising and “go-to-them” approaches are key).
6. **Diverse voices** are heard and conflict is reduced (a range of tools helps to access a broad range of ideas and opinions and is not restricted to the “usual suspects”).
7. The process is **transparent and communication-rich** (sharing information/ options, documenting input received, communicating resulting decisions/ action).
8. The process is **sufficiently resourced** by the organization (human and financial assets are assigned, while capacity limits are respected).
9. Ensure **proper roles** for individual citizens, stakeholder/community groups, municipal staff, and Council members in designing processes, gathering input, making decisions, and taking action.
10. The process helps **build organizational and community capacity** for participation, dialogue and collaboration (supports cross-learning and learning-by-doing, takes a long-term view).

5. CREATING CONSISTENT PUBLIC PARTICIPATION PROCESSES

A simple, clearly structured process is needed to guide staff and Council when a given issue arises in the community and needs to be addressed by the City. This will address the success factors noted above, reduce role confusion, and help The City lived up to the 10 guiding principles.

Part 2, which follows, presents and walks you through this simple process. By following the worksheets and guidance in Part 2, you will develop the necessary information for a strong Public Participation Strategy that, when implemented, will help you achieve success. You will also see that the image shown in Part 2 describes the evolving roles of staff and Council through Strategy development.





RED DEER CASE STUDIES

Community Amenities

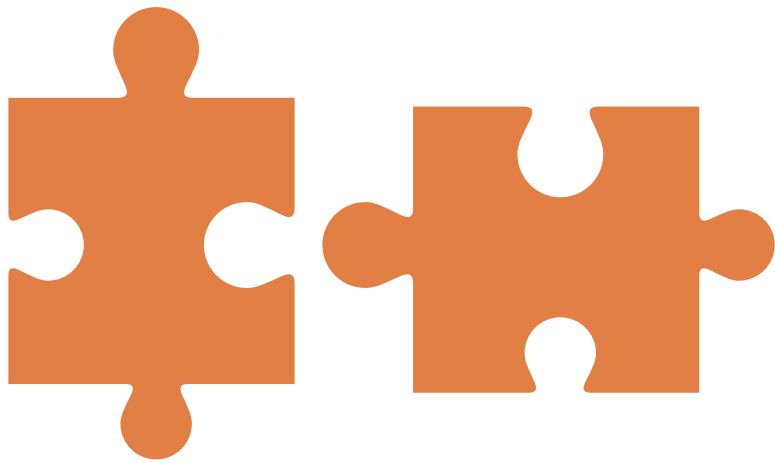
City Council set out to understand what the community would prioritize as the most important amenities to invest in. The filter approach was used to go from an exhaustive list down to 20 top priorities. The multi-faceted process yielded 1600 responses from citizens and user groups. The public played a key role in classifying the selection criteria and will inform future capital budgets.

Plebiscite: Ward vs. At-Large

The question of how Council represents its community was brought forward in a Council Notice of Motion to consider ward representation instead of the current at-large system. Panel discussions were held – and well attended - and surveys were made available to the public. This all led up to a non-binding plebiscite question on the 2013 election ballot. The votes cast were overwhelmingly in favour of the at-large system.

Mobility Playbook

Administration was tasked with taking Council's strategic vision for integrated transportation planning out to the community for input. Thousands of citizens, stakeholders, and transportation user groups were able to hear international experts speak on key topics, participate in facilitated activities, fill out surveys, and contribute to key aspects of the resulting Mobility Playbook. Council adopted the Mobility Playbook as its key planning tool that will shift future transportation planning toward an integrated approach.



PART 2: Getting Ready for Engagement

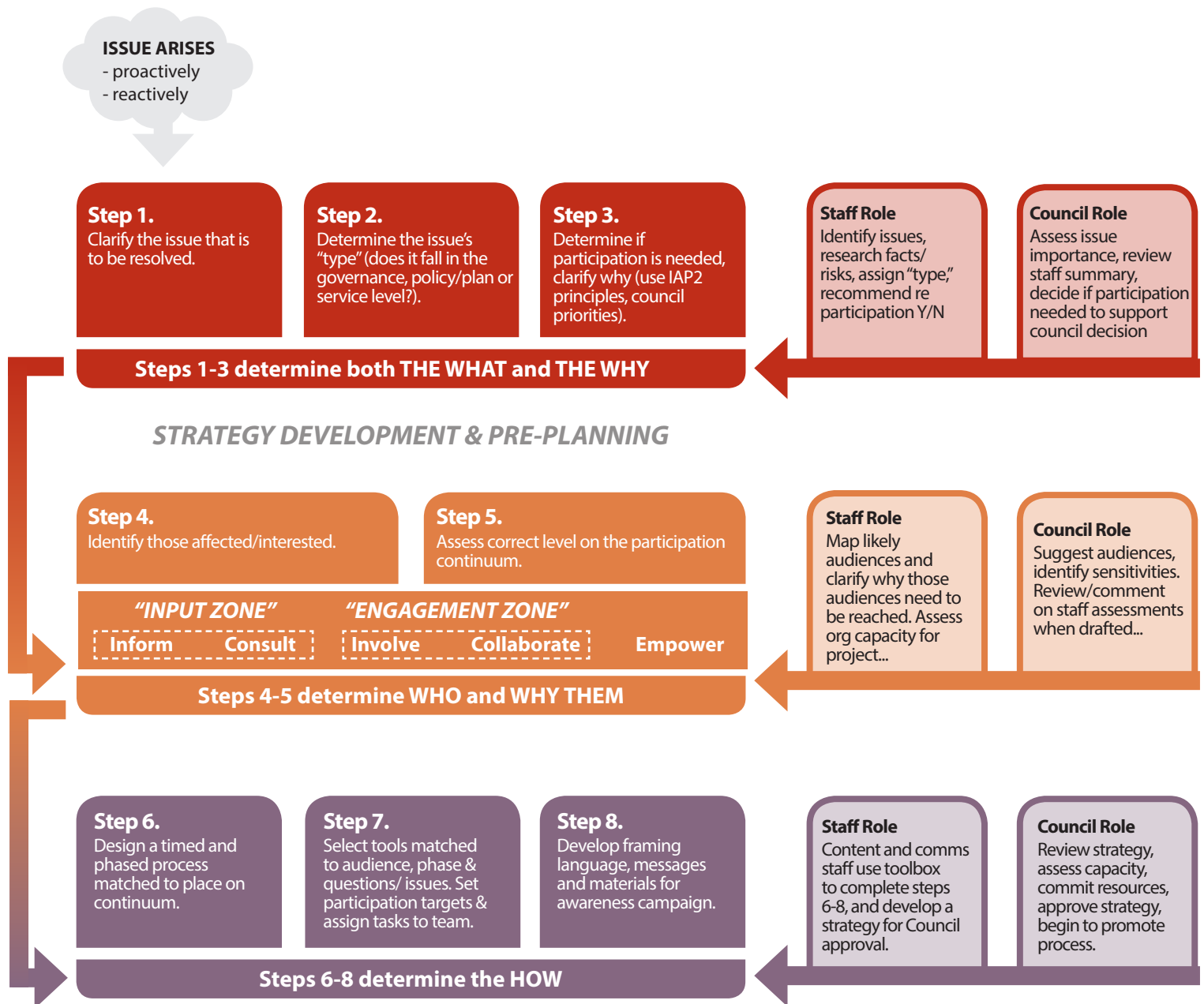
1. STEP-BY-STEP GUIDE TO PUBLIC PARTICIPATION IN RED DEER

Part 2 provides an interactive way of applying the core concepts, principles, and success factors from Part 1. This section walks you through an 8-step process to guide the design and approval of a distinct public participation process.

The 8-step process, summarized in the graphic on the following page, will help you to:

- Clarify the decision being made,
- Determine if you need public input,
- Identify who should participate,
- Decide whether to focus on the “Input Zone” or the “Engagement Zone,”
- Design the process phases and timing,
- Select tools that will reach your audiences and suit the topic, and
- Prepare initial communications materials prior to project launch.

We recommend working through all these steps in order as you build your Public Participation Strategy. But, feel free to skip to the sections most helpful to you.



IF APPROVED BY COUNCIL, INITIATIVE BEGINS AFTER STEP 8...

WORKSHEET 1.

WHAT ISSUE NEEDS RESOLVING?

Use the questions in this chapter to clearly define which issue you are trying to resolve. Most issues involve a decision that needs to be made, after having explored research, options, or ideas.

Q1. What decision is being made?

Please be as specific as possible. Examples include: “Choosing the location of a new park”, “developing a homelessness reduction initiative,” or “updating the hours in the recreation centre.”

Q2. What context is this decision being made in?

Describe the history of this project. What are the main issues and opportunities? What other past or planned relevant activities could affect this project?

WORKSHEET 2.

WHAT IS THE ISSUE TYPE?

Local governments impact the daily lives of residents in important and highly visible ways. As a result, it is crucial that staff are comfortable with and capable of communicating and working effectively with members of the public from all parts of the community.

Core Concept 1 describes how public input processes can focus on one or more types of local government issues:

- 1. Governance:** Governments show accountability and transparency by providing good information on municipal decision-making and governance, encouraging input on how the organization makes decisions, sets priorities (funding), and measures success.
- 2. Policy Development & Delivery:** By providing good information on existing policies and programs, and inviting input on an organization's new or current policies (including how policies were developed and implemented), governments can show that they are accountable and responsive.
- 3. Service Responsiveness & Efficacy:** Local governments share information and invite feedback on how to make service provision and programs more effective and responsive to the needs of the public.

Q1. Which issue type best matches the decision being made?

WORKSHEET 3.**DO YOU NEED PARTICIPATION?**

Public participation assumes that public input will be listened to and that participants will be able to find out how input affected the decision being made.

Effective processes have a clear purpose, because understanding the topic and why we need participation helps us to identify key audiences, highlight important issues, and design an appropriate process.

Q1. Do you need public participation? Why?

Describe how public input will impact the final decision being made. Do you want to:

- *Raise awareness for and generate understanding of a project?*
- *Build support for a project?*
- *Provide open and transparent governance?*
- *Gain local knowledge and insight?*
- *Obtain feedback from residents on certain issues or options?*
- *Evaluate a program or service?*
- *See innovative or creative ideas?*
- *Develop ideas collaboratively and generate ownership for implementation?*
- *Something else?*

CONTINUED ON FOLLOWING PAGE...

DO YOU NEED PARTICIPATION?

Q2. What do we want to achieve with public participation?

When we go “above and beyond” in our participation efforts, the reason to gather input shifts from “because we have to” to something more – an outcome. Outcomes are the intangible results of a process:

- *Improved personal and/or working relationships*
- *Changed perceptions (for the better)*
- *Improved communication channels*
- *Promotion of a wider circle of responsibility for decisions and actions - active citizenship*
- *Agreement on purpose and direction (i.e. buy-in) of a project or program*
- *Early identification of potential issues, conflicts and benefits*
- *Generation of new ideas*
- *Formation of new formal partnerships*
- *Diffusion of conflict situations before these impede progress*
- *Enhancement of social capital and/or improved services for people*
- *Policy change*
- *Cost savings in the medium to long-term*
- *Promotion of local capacity building and learning (individual and organizational)*
- *Local support and goodwill fostered for a new idea or initiative*
- *Increased community cohesion and strengthened shared identity.*

Describe which “participation outcomes” you hope to achieve by the end of the process.

Q3. Ultimately, what is the purpose of your public participation?

Summarize your answers to the previous questions in a succinct purpose statement that describes the decision being made, the role of public input, and the desired outcomes.

WORKSHEET 4.

WHO SHOULD PARTICIPATE?

After determining the purpose of the participation process, we can identify target audiences - people and organizations who are interested in the issue and/or those who would be impacted by the decision being made. When exploring key audiences, we can also identify “messengers” or “key influencers,” who will help raise awareness about your process and encourage participation.

Refer to **Part 3: Strategize & Prepare** for example target audiences and messengers. The participation target sets out how much participation from each audience to strive for.

Answer the following questions to identify your key audiences and messengers.

Target audiences are groups of people who you want your participation efforts to reach; these will vary by the kind of decision being made, geography, and key issues.

Messengers are individuals and organizations who help extend the reach of your communications.

“*Know who your allies and opponents are, how much power and interest they have in the process, and how they can support the participation process.*”

Q1. Who do you need to involve in your process to meet statutory or regulatory requirements?

Which First Nations, other levels of government, or partner organizations need to be involved?

Q2. Which individuals/groups are most interested in and affected by the process?

Identify the individuals and groups most interested in and most affected by the process. Who has the most influence over this project? Who is most affected by this project? Who is not likely to participate, but would add value if they did and what would it take to get them to participate? Don't forget to think about people within and outside your organization!

CONTINUED ON FOLLOWING PAGE...

WHO SHOULD PARTICIPATE?

Q3. What organized groups/networks must be engaged to ensure your project is considered legitimate and that your outcomes/outputs are accepted?

Please describe specific geographic, age, gender, ethnic religious, economic, or other groups who need to be represented. What relationships between participants could help or hurt the process?



Learn more about issue and stakeholder mapping tools in Part 4.

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WHO SHOULD PARTICIPATE?

Q4. How many people should be involved?

Use the table below to list your target audiences. What are their preferred methods of being contacted? What is your participation target with each audience?

TARGET AUDIENCE	PREFERRED CONTACT METHOD	PARTICIPATION TARGET
Ex. Landowners	Ex. Direct mail, phone calls, personal visits, informal chats, road signs, site signage, newspaper ads, etc.	All adjacent landowners

Q5. How can you encourage participation from your target audiences?

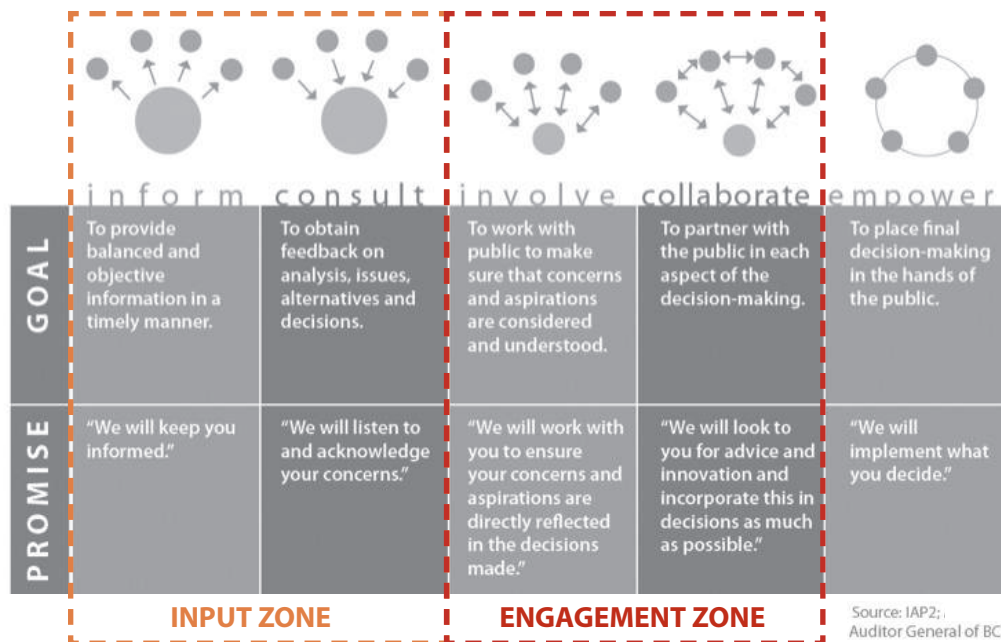
Please describe specific considerations like event timing, location, communications methods, language, childcare, transportation, event design, catering, and staffing requirements that could encourage more participation. What power, language, or cultural issues need to be considered in the process?

WORKSHEET 5.

WHAT LEVEL OF PARTICIPATION?

Many factors determine the level of public participation required in a process, like Council priorities, history and context, and potential financial, quality of life, and health and safety, environmental, and lifestyle impacts. By completing the previous worksheets, you will have started thinking about the level of participation you need.

To simplify this critical step, this Toolbox first focuses on public participation falling in either the "Input Zone" and the "Engagement Zone." As it is rare to conduct empowerment-related processes, this Toolbox focuses on the other levels of participation.



Answer the following questions with regard to your issue/decision. Then tally your results to see which level is most appropriate for your process.

- 1) **Is your process a Council priority?**
 - a. No (0 points)
 - b. Yes (10 points)
- 2) **Does this issue have a controversial or unpopular history?**
 - a. No (0 points)
 - b. Yes, but a long time ago (2 points)
 - c. Yes and recently (5 points)
 - d. Yes and the controversy is ongoing (10 points)

CONTINUED ON FOLLOWING PAGE...

WHAT LEVEL OF PARTICIPATION?

- 3) **Does the decision being made potentially affect tax rates?**
 - a. No (0 points)
 - b. Some indirect impacts (2 points)
 - c. Some direct impacts (5 points)
 - d. Significant direct impacts (10 points)
- 4) **Does the decision being made have a large moral and/or emotional component?**
 - a. No (0 points)
 - b. Moral or emotional issue for a specific group (2 points)
 - c. Moral or emotional issue for some of the population (5 points)
 - d. Moral or emotional issue for much of the population (10 points)
- 5) **Is the decision likely to create winners and/or losers?**
 - a. No (0 points)
 - b. Some perception of winners and losers (2 points)
 - c. Widespread perception of winners and losers (5 points)
 - d. Decision really creates winners and losers (10 points)
- 6) **Does the decision being made relate to governance?**
 - a. Yes
 - b. No (skip to question 9)
- 7) **Does the decision impact the transparency of decision-making?**
 - a. No change (0 points)
 - b. More transparent (2 points)
 - c. Exploring the level of transparency (5 points)
 - d. Less transparent (10 points)
- 8) **Is the decision being made related to Council reporting structures?**
 - a. No (0 points)
 - b. Opportunity to join an existing governance body (like an advisory committee) (2 points)
 - c. Opportunity to shape the structure of Council reporting structures (5 points)
- 9) **What is the decision's likelihood to negatively affect property values?**
 - a. Not likely (0 points)
 - b. Somewhat likely, but with a lower potential impact (2 points)
 - c. Very likely, but with a lower potential impact (5 points)
 - d. Very likely and with a high potential impact (10 points)

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WHAT LEVEL OF PARTICIPATION?

10) What is the decision's likelihood of negatively affecting health and safety?

- a. Not likely (0 points)
- b. Somewhat likely, but with a lower potential impact (2 points)
- c. Very likely, but with a lower potential impact (5 points)
- d. Very likely and with a high potential impact (10 points)

11) What is the decision's likelihood of negatively affecting the environment?

- a. Not likely (0 points)
- b. Somewhat likely, but with a lower potential impact (2 points)
- c. Very likely, but with a lower potential impact (5 points)
- d. Very likely and with a high potential impact (10 points)

12) What is the decision's potential to affect quality of life, like noise, odour, dust, views, dark sky, etc.?

- a. No impact (0 points)
- b. Low, temporary impact (2 points)
- c. High, temporary impact (5 points)
- d. Permanent impact (10 points)

13) What is the decision's potential to affect lifestyles, like congestion, loss of access, etc.?

- a. No impact (0 points)
- b. Low, temporary impact (2 points)
- c. High, temporary impact (5 points)
- d. Permanent impact (10 points)

14) Is this process a policy or plan review?

- a. Yes
- b. No (Skip to question 16)

15) Is this a major or minor plan review?

- a. No (0 points)
- b. Minor plan update (2 points)
- c. Major plan update (5 points)
- d. New plan (10 points)

16) Is this decision related to government services or programs?

- a. Yes
- b. No (Finish the quiz)

CONTINUED ON FOLLOWING PAGE...

WHAT LEVEL OF PARTICIPATION?

- 17) Will the decision impact the level of servicing?**
 - a. Increase level of current services (0 points)
 - b. Add a new service (0 points)
 - c. Maintain level of servicing with some adjustments (2 points)
 - d. Explore potential changes in the level of servicing (5 points)
 - e. Reduce level of servicing (10 points)
- 18) Does the decision relate to emergency notification?**
 - a. No (0 points)
 - b. Doing emergency notifications (2 points)
 - c. Deciding what to notify on (5 points)
 - d. Reducing current notification levels (10 points)

To determine the approach that is most appropriate for your project, add up the number of points you received for each answer and mark your total in the area below.

Total Points _____

If you received 35 or more points, your issue/decision is significant likely falls in the Engagement Zone. If it received less than 35 points, your issue/decision likely falls into the Input Zone. If you received less than 20 points, your process may not require much public input, and you will likely focus on informing.

INPUT ZONE		ENGAGEMENT ZONE	
INFORM	CONSULT	INVOLVE	COLLABORATE
less than 20 points	20 - 34 points	35 - 49 points	50 or more points

WORKSHEET 6.

PROCESS DESIGN - FOR THE INPUT ZONE

Public participation processes benefit from a logical, phased approach. Many participation projects follow a “funnel” process: the process begins by asking broad questions and then narrows down to more specific questions.

A. PROCESS DESIGN FOR THE INPUT ZONE

For Input Zone processes, your promise to the public is to keep people informed, listen to feedback, and show how input affected the decision being made. Your process may simply involve sharing communications and educational materials, creating one or more input opportunities, and a report back about what you heard and how that information was used.

If Worksheet 5 indicated that your process best fits the Input Zone, answer the questions below and then skip to Worksheet 7.

Q1: Are there multiple steps to the decision being made? If so, explain.

Think about your answers to Worksheet 3. Do you need just one round of input or more than one? How can you design your process into orderly phases? Examples could include “Research, Outreach, Gathering Input, Reporting Back.”

Q2: What questions do you need to ask to support the decision being made?

Typical questions for the “Input Zone” include, “What do you think?” “Did we get this right?” and “Have we missed anything?”

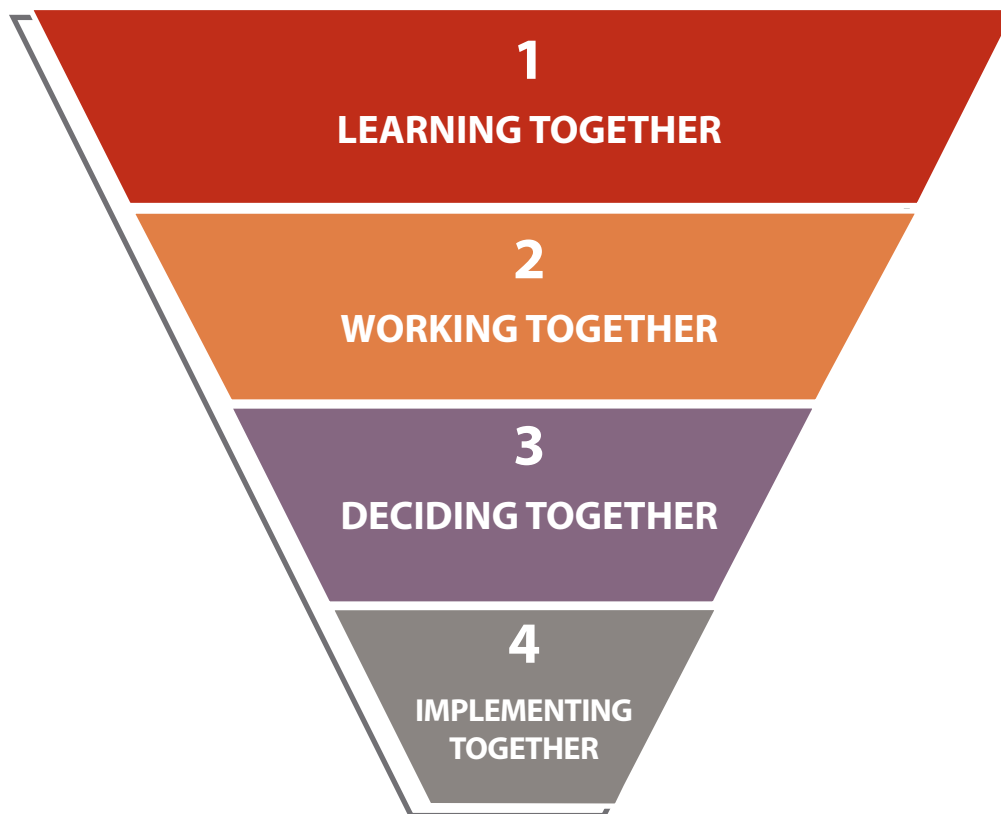
Worksheet 7 will assist you with selecting tools. Details about how to use the tools are included in Part 4.

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PROCESS DESIGN - FOR THE ENGAGEMENT ZONE

B. PROCESS DESIGN FOR THE ENGAGEMENT ZONE

For more complex issues, organizing your process according to the “funnel” communicates that your process is open, transparent, well-organized, and logical. Moving from broad questions to narrow ones, with report-backs to participants at the end of each phase, builds trust, clarity, and momentum, growing the numbers of people involved over time.



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PROCESS DESIGN - FOR THE ENGAGEMENT ZONE

PHASE 1: LEARNING TOGETHER

Generally the first phase of a process announces that an initiative exists, it's worthwhile, there's an opportunity to get involved, and we're just getting started so all ideas (within the frame) are welcome.

Q1: What are your Phase 1 objectives?

Typical Phase 1 objectives can be to:

- *Identify and prioritize issues*
- *Raise awareness and generate understanding about the process and the issues*
- *Generate a shared vision for the future*
- *Generate a shared vision of current trends and anticipated challenges*

Q2: What questions do you want to ask in Phase 1 to meet your objectives?

For Engagement Zone processes, the questions are typically deeper and more complex. Examples include:

- *What do you like about the current situation? What would you improve?*
- *What is most important to you as we move forward and why do you care about it?*
- *What does your ideal/dream future look like? How are we doing today compared to that ideal?*
- *How much change are you most comfortable with? What/which areas should change first? How fast should they change?*
- *Who else should be asked about this issue/initiative?*
- *Can you help get the word out and will you participate in future?*

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PROCESS DESIGN - FOR THE ENGAGEMENT ZONE

PHASE 2: WORKING TOGETHER

Phase 2 is a good opportunity to share a vision based on feedback heard in Phase 1, develop goals and directions through participation for achieving this vision, and to begin generating options. At this point, the scope of what we're engaging on begins to narrow, like the funnel diagram.

Q3: What are your Phase 2 objectives?

Typical Phase 2 objectives can be to:

- *Raise awareness about feedback received in Phase 1 and Phase 2 activities*
- *Set goals and directions for achieving the vision*
- *Generate options, or alternative ways for achieving the goals and directions*
- *Gather feedback on which options have more consensus and which have more conflict*

Q4: What questions do you want to ask in Phase 2 to meet your objectives?

For Engagement Zone processes, the questions are typically deeper and more complex. Examples include:

- *What would it take to achieve our desired vision?*
- *What are the barriers? What are the breakthrough strategies?*
- *If success was guaranteed, what bold steps could we take?*
- *Where do we see opportunities for synergy? For conflict?*
- *What big ideas are emerging for you? What connections are you making?*
- *What are the gaps in our thinking, research, and approach? How can we fill those gaps together?*
- *What resources are needed to move ahead? Who can contribute?*
- *Who is critical to bring onside as these ideas evolve?*
- *What other data or information do we need?*

CONTINUED ON FOLLOWING PAGE...

PROCESS DESIGN - FOR THE ENGAGEMENT ZONE

PHASE 3: DECIDING TOGETHER

Once we reach Phase 3, we have a clear direction, but some of the details are not yet worked out. In Phase 3, typical activities are to discuss unresolved issues and select preferred options or alternatives. We can also begin generating ideas for implementation. Input gathered during this phase will likely be quite detailed.

Q5: What are your Phase 3 objectives?

Typical Phase 3 objectives can be to:

- *Raise awareness about feedback received in Phase 2 and Phase 3 activities*
- *Explore unresolved/contentious issues and trade-offs between options*
- *Evaluate options for moving toward our goals*
- *Select the preferred option(s)*
- *Gather initial ideas for implementation*

Q6: What questions do you want to ask in Phase 3 to meet your objectives?

For Engagement Zone processes, the questions are typically deeper and more complex. Examples include:

- *Are the ideas and strategies on track? Did we miss anything?*
- *Does this pass the “smell test” of adoptability?*
- *What would someone who had a very different set of beliefs and values think in this situation?*
- *What surprises you? What challenges you?*
- *What is missing from the picture? What do we need more clarity on?*
- *What would it take to achieve positive change on this issue?*

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PROCESS DESIGN - FOR THE ENGAGEMENT ZONE

PHASE 4: IMPLEMENTING TOGETHER

In Phase 4 we have a draft policy, plan, or recommendation to present to Council for approval. In Phase 4, it is useful to check in with participants – “did we get this right?” – so that Council has a clearer indication of support.

Q7: What are your Phase 3 objectives?

Typical Phase 3 objectives can be to:

- *Share a draft of your work so far and see if there are any outstanding issues or missing information*
- *Obtain a final decision on your work*
- *Begin implementing your work*
- *Monitor the implementation of your work*

Q8: What questions do you want to ask in Phase 3 to meet your objectives?

For Engagement Zone processes, the questions are typically deeper and more complex. Examples include:

- *What is missing from the picture? What do we need more clarity on?*
- *How can we support each other in taking the next steps?*
- *Who is best suited for taking responsibility on the next steps?*
- *What challenges can we expect to face? How can we overcome them?*
- *What does success look like in the future? How can we measure whether we have achieved it?*

WORKSHEET 7.**TOOL SELECTION**

At this point, you can begin drafting your public participation strategy. Review:

- What's the purpose of your participation process and why are you collecting input?
- What do you hope to achieve through this process?
- Which participation principles do we want this process to incorporate?
- How much participation is appropriate for this process?
- Who are you inviting to participate? Who are your messengers?
- What are your process phases and key questions?

Q1: Broadly speaking, what kinds of activities do you need to do in each phase?

Brainstorm all activities you will need to do in each phase. Examples include, awareness raising, public meeting, meeting invitation, project notifications/updates, research, analysis, reporting, and evaluating. Don't worry yet about specific tools or tactics. We will explore those in the next chapter.

PHASE 1: _____

PHASE 2: _____

PHASE 3: _____

PHASE 4: _____

CONTINUED ON FOLLOWING PAGE...

TOOL SELECTION

Q2: Which tools are best suited for your project?

Review the table below to see tools organized by the level of participation identified in Worksheet 5 and by typical uses. More information on how to apply tools are included in Part 3 (③) and Part 4 (④).

	INPUT ZONE	ENGAGEMENT ZONE
Strategize & Prepare	<ul style="list-style-type: none"> • Key Informant Interviews ④ 	<ul style="list-style-type: none"> • Advisory Groups/Committees ④
Raise Awareness	<ul style="list-style-type: none"> • Media & Advertising ③ • Person on the Street Interviews ④ • Art/Photo/Video Contest ④ 	<ul style="list-style-type: none"> • Invitations ③ • Information Hub / Storefront ④
Educate & Frame	<ul style="list-style-type: none"> • Newsletter ④ 	<ul style="list-style-type: none"> • In-Depth Backgrounder ④
Involve & Learn, Generate Solutions	<ul style="list-style-type: none"> • Self-Directed Workbook ④ • Hopes & Fears ④ • Mailbox to the Future ④ • Fill in the Blank Visioning Wall ④ • SMS Fill in the Blank Campaign ④ • Graffiti Wall ④ • Superheroes ④ • Sustain-a-Bucks ④ • Dotmocracy ④ 	<ul style="list-style-type: none"> • Day in the Life ④ • Walk in my Shoes ④ • Community Mapping ④ • Community Field-Asset Mapping ④ • Global Issues, Local Challenges ④ • World's Easiest Facilitation Method ④ • Now, Wow, How ④ • Interview Matrix ④ • World Cafe ④ • Community Circles / Kitchen Table Conversations ④
Inform Decisions	<ul style="list-style-type: none"> • Event Feedback Form ④ 	<ul style="list-style-type: none"> • Graphic Facilitation ④

If the results of your Worksheet 5 indicated that your process requires an "Empowerment Zone" level of input, Part 4 includes the description of one delegated decision-making tool:

- Citizen Jury/Panel/Assembly ④

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TOOL SELECTION

Q3: How long will those activities take? What budget should we allocate to these activities? Who is responsible for each activity?

List each phase's main activities and tools. Then estimate the duration, budget, and responsible staff.

ACTIVITY	DURATION (WEEKS)	BUDGET (\$, \$\$, OR \$\$\$)	RESPONSIBLE PERSON(S)

WORKSHEET 8.

FRAMING & KEY MESSAGES

The final component to your Public Participation Strategy is to organize your communications strategy. This includes:

- ☐ **Framing language:** What issue needs resolving? What is the context? What is the sandbox that public participation will occur in? Look back at your process purpose statement to write a few sentences for each phase that you can use on posters, postcards, your website, and even invitations to give people enough information to encourage them to participate.
- ☐ **Key messages:** Key messages are 3 to 5 points that summarize the most important things you want to say about your process. Be sure to write positive messages that match your audiences and the issues they care about the most. Write about the process and the content that you're seeking input on. Finally keep them simple, concise, and don't invite tough questions!
- ☐ **Communications Protocols:** Communications protocols establish branding (logo, wordmark, graphics, colours) and communications roles and reporting channels. Useful responsibilities include: someone available to answer questions by phone or email (maybe this is a script for a 311 department), someone who is listening to media stories and online for "chatter" about your process, and a media spokesperson.
- ☐ **Background and promotional materials for an awareness-raising campaign:** To launch your project quickly and with impact, develop promotional materials ahead of your first event or questionnaire. This can include postcards, posters, videos, ads, flyers, buttons, swag, prizes, and more. Use these products to raise awareness about the process and invite participation. Be sure to use a variety of communications channels, such as mail-outs, newspapers, social media, items in community hot spots, and other visible tactics.

Use your communications strategy to identify ongoing communications and consistent messages. Early and ongoing communication is critical to the success of your public participation process. Community members should know where to look for more information, and all project communications should have a similar look so they are easily recognizable.

Part 3: Educate & Frame has more information on writing key messages and framing language.

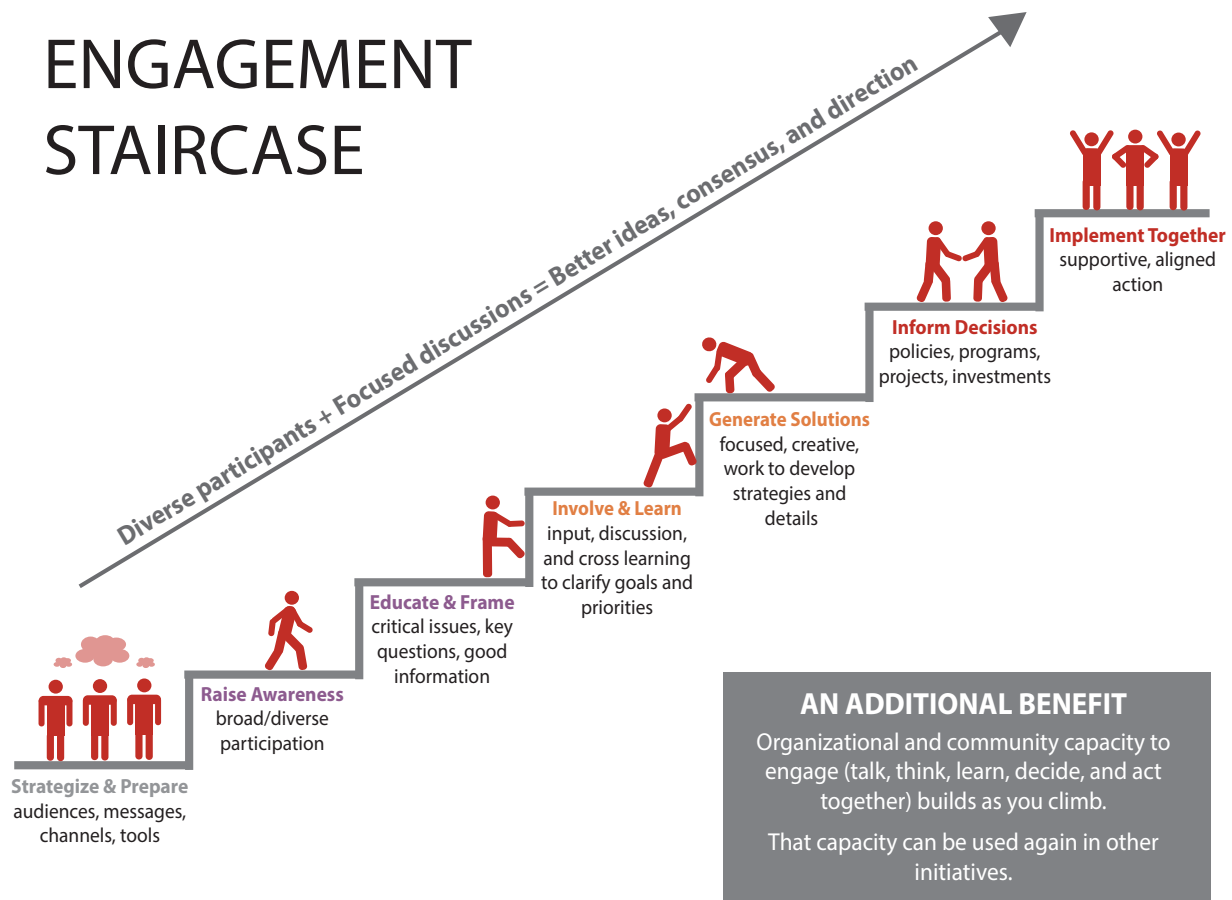


PART 3: Core Practices

1. IMPLEMENTING YOUR PUBLIC PARTICIPATION STRATEGY

This section builds on Part 2 to give you the tools to implement your Public Participation Strategy. Part 3 is organized around the engagement staircase. This section is designed to be a reference, rather than sequential, so feel free to find the section most useful to you.

ENGAGEMENT STAIRCASE



2. STRATEGIZE & PREPARE

The worksheets in Part 2 walk you through selecting audiences, channels, and tools to prepare a Public Participation Strategy.

EXAMPLE TARGET AUDIENCES & MESSENGERS

Worksheet 4 in Part 2 helps you identify key audiences and messengers. The table below lists some examples for inspiration.

TARGET AUDIENCE	DESCRIPTION	PARTICIPATION TARGET
Landowners	Individuals and organizations that own land in your study area.	All potentially-affected or adjacent parcels.
Area Residents	Homeowners and renters, community associations, seniors, students, community advocates, and other groups in your study area who may be interested in your issue.	6-10% of study area population.
Businesses & Institutions	Commercial and institutional organizations and business associations located within the study area or who have an interest in your issue.	All relevant businesses and institutions.
Special Interest Groups	Associations, informal networks, not-for-profit organizations, and advocacy groups who focus on your issue.	All interested special interest groups and their members. Use caution to ensure that special interest groups are involved, but that their influence does not overwhelm feedback received from other audiences.
Developers	Individuals/organizations with active development proposals in study area.	80% of number from municipal records.
School Boards	School board(s) in your study area.	All school boards. All interested parties.
Inter-municipal Neighbours	Regional districts and municipalities who are adjacent to your area or have an interest in the decision being made.	All relevant parties.
Public Utilities	Power, water, and telecommunications organizations.	All relevant departments and staff.
Other departments in your organization	Administrators, managers, and staff with technical knowledge relevant to the process.	All interested special interest groups and their members. Use caution to ensure that special interest groups are involved, but that their influence does not overwhelm feedback received from other audiences.

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The previous table described groups and organizations that your participation process aims to reach, also known as audiences. The following table describes messengers; meaning groups who help you reach target audiences.

MESSENGERS	HOW TO WORK WITH THESE MESSENGERS	HOW THEY SPREAD THE WORD
Elected Officials	<ul style="list-style-type: none"> Keep Mayor and Council informed throughout the process, keep them updated on progress, community support (for project and process), etc. Define their role in the process clearly, including key points for their involvement and project milestone updates. 	Act as visible “spokesperson” for the initiative and spread awareness of the process with constituents.
Media	<ul style="list-style-type: none"> Communication and project staff to give media a briefing and regular updates on the project. 	Raise awareness about the project and identify ways to get involved.
Community Champions	<ul style="list-style-type: none"> Provide regular, informal meetings, project communications/ promotion materials, and training on key messages/ speaking points. 	Act as visible spokespeople for the project, spreading awareness and inviting participation within their social and professional networks.

The following checklist may be helpful as you finalize your Public Participation Strategy.

Public Participation Strategy Checklist

- ☐ **Budget.** An adequate budget is essential, including setting aside time for staff who need to be involved
- ☐ **Timeline.** Be realistic about how long things take and always allow more rather than less time for planning and for people to get involved. Remember that time is needed between events to evaluate input and conduct analysis.
- ☐ **Key dates and actions** including when final decisions need to be taken, and by whom, are all part of the planning process and should be part of the participation plan.
- ☐ **Methods.** There are many different participatory techniques that can be adopted, and indeed a range of methods is useful at different stages of the participation process. For further information on the different methodologies and techniques available a useful publication to refer to would be “The Community Planning Handbook” by Nick Wates, published by Earthscan Publications Ltd (2000). Careful planning is required to ensure that the various methodologies adopted are complementary and work together to make the overall process successful.
- ☐ **Organizational Logistics.** Participatory processes require a lot of practical arrangements, especially in terms of user-friendly briefing materials and suitable venues. In addition to logistical practicalities, consideration should be given to the choice of venue with respect to the positive and negative potential effects that this may have on the process and its consequent outcomes.

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Public Participation Strategy Checklist (Continued)

- ☐ **Communication Strategy.** Communication is important throughout the participation process. It is needed at the outset to get people interested, during the process so they are kept abreast of what is happening, at the end and by way of follow-up, to ensure that people are aware of what difference the process has made.
- ☐ **Follow up.** Initial planning needs to consider follow up right from the start: How the results will be used, how it will feed into decision-making systems, and how the final outcomes will be reported back to the participants and others. How you will know whether the process has been a success? Success criteria can be reformulated from the original objectives of the process. Appropriate follow up should be carried out as soon as reasonably possible after the event takes place.
- ☐ **Defining Outputs.** Outputs are the tangible products of any process. Outputs include such things as reports, meetings or workshops, exhibitions and leaflets: useful in themselves, but alone will not meet the purpose of the participation process. Defining the desired outputs of the participation process is a crucial part of the Public Participation Strategy as it helps the process designer to select the most appropriate methodology (different participatory techniques are designed to produce different types of outputs); forces people to think through how the outputs will achieve the desired outcomes ("how will this meeting help achieve our overall outcomes?") and ensures that the right outputs are produced at the right time.
- ☐ **Additional considerations.** Every participatory process has to operate within practical and political constraints including money, time, skills shortages, accessibility and characteristics of participants. It will help to identify which constraints are genuinely fixed, and those that could be potentially overcome. "Ground rules" should also be set to establish a clear ethical framework in which the participation process will take place (e.g. non-attribution or confidentiality; being aware of child protection, minority and disability issues).

3. RAISE AWARENESS

To draw residents and stakeholders into your process, you will need to raise awareness by communicating that the process is happening. You will have to state the purpose clearly and actively invite participation.

- Consider **creative ways** to spread the word about your project, and to show that this process is inclusive.
- Make advance plans for reporting back and “closing the loop” with participants as you go.
- Use multiple communications channels to help grow your list of project contacts and to document and track participation over time (but be aware of privacy laws for collecting contact information, such as Alberta’s Freedom of Information and Protection of Privacy Act (FOIPPA), the Health Information Act (HIA), and Personal Information Protection Act (PIPA), as well as Canada’s new Anti-Spam Legislation (CASL)).

Canada’s Anti-Spam Legislation (CASL)

New legislation came into effect on July 1, 2014 that impacts the ways in which organizations reach out to people electronically. While intended to reduce unwanted commercial spam, the legislation also applies to municipal governments for anything related to commercial activity. Under the new law, organizations must meet three key requirements to send any commercial electronic message (including social media): (1) obtain consent, (2) provide identification information, and (3) provide an unsubscribe mechanism.

As with other privacy laws, the term “commercial activity” can be confusing for municipalities. The Privacy Commissioner of Canada issued a statement noting that while municipalities “...occasionally provide services on a fee basis, they are not, on the whole, engaged in trade and commerce as contemplated by the Canadian Constitution.” However, municipalities should familiarize themselves with the new legislation to ensure specific projects are not classified as commercial activity before undertaking public participation processes.

Further information on the new law is available at <http://www.crtc.gc.ca/eng/casl-lcap.htm>.

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AWARENESS RAISING CHECKLIST

✓	INFORMATION HUBS
	City website –all project/process information in one place on your website
	Social media:
	<input type="checkbox"/> Facebook
	<input type="checkbox"/> Twitter
	<input type="checkbox"/> Instagram
	<input type="checkbox"/> Tumblr
	<input type="checkbox"/> Other: _____
	Project information centre/storefront – a physical space people can go to find out more about the project/process
✓	RESIDENT ANNOUNCEMENTS
	Community calendar
	Posters/banners in community hotspots such as recreation centres, coffee shops, grocery stores, etc.
	Inserts/ads in Parks and Rec guide or other government publications that are already being printed/distributed
	Bill stuffers – some municipalities have a spot for announcements on their bills
	Road signs – a good way to remind people of upcoming events
✓	PAID ADVERTISING
	Local newspaper/magazine ads
	Newspaper insert – some organizations run annual or quarterly special inserts to update the community
	Local radio ads
	Facebook ads – you can set a budget and choose the people you would like to reach (by age, location, gender)
	Local TV ads
	Transportation-related ads – transit vehicles, transit stations, bus shelters/benches, billboards, etc.
	Addressed and unaddressed ad-mailout – postcard, newsletter, etc.
	Flyer drop (door to door flyer)
✓	PRINTED AND ONLINE INFORMATION HANDOUTS
	Flyer – short, highly visual, no more than 1 page
	Fact Sheet/FAQ – 1-2 page handout with frequently asked questions and answers
	Brochure – a multi-page, highly visual handout
	Postcard – a 1 or 2-sided handout on cardstock
	Giveaway – fun and interesting giveaways (magnets, buttons, stickers)
	Discussion Guide – a fun and visually-engaging 1-3 page brief that provides context
	Backgrounder/Issue Paper – a more in-depth and technical review of information to provide context
✓	EVENTS INTENDED TO INFORM/RAISE AWARENESS
	Community event booth/kiosk – at an existing popular community event like a festival or farmers market
	Youth ambassadors/project champions – to share information at key locations and events
	Site visit/walking tour – for site-specific projects
	Expert panel/guest speaker
	Pecha Kucha – short presentation with 20 slides shown for 20 seconds each, highly visual, engaging and succinct
	Webinar – an online presentation to share information
	Livestreaming meetings – streaming video online, live-Tweeting, etc.

INVITING PARTICIPATION

To draw people into your process, inspire participation by writing “an invitation” that speaks to their values and compels them to get involved. Successful invitations have a clear and a powerful frame that:

- Defines the challenge both you and the community face together;
- Makes case for action by explaining how participation can create a better future;
- Inspires possibility by expressing that new ideas and thinking is welcomed;
- Invites participation by making participants feel that their thoughts count; and,
- Shares responsibility by communicating that the outcomes of the event will impact the final decision.

Why do you want people to come to your event? Consider framing your meeting’s purpose as a burning challenge that you can’t solve alone, such as “We’ve outgrown our community centre. We need your help to design a welcoming, safe, and comfortable place for our friends and families to stay fit and healthy.” You can also frame your purpose as a big question, like “What steps can we take as a community to support our seniors?”

What will you do at your event? Examples include: communicating important information, visioning the future, prioritizing issues or options, brainstorming actions, developing strategies, resolving conflict, and gathering ideas.

Why would people want to come to your event? Describe why they should care about the issues (how the decision being made will impact people’s lifestyles, properties, taxes, etc.), why their input matters, and what you will provide to make it easy to participate.

When and where is your event? Include the location, date, and time of the event.

How does your event relate to a larger process? Explain how this event is related to a larger process, including how participants’ inputs and ideas will be used and what the next steps are.

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What is your event format? Will it be a workshop where someone needs to attend for the whole time? Or, is it a drop-in format? Will there be any scheduled activities, like a presentation?

Where can people find out more information? Include information about where to find more information (including meeting materials and a summary after your event) and who to contact for more information.

WORKING WITH MEDIA, SCHOOLS, AND OTHER CHANNELS

Plan early to work with other organizations and partners, such as local schools, businesses, non-profits, community groups, other municipalities (i.e. neighbouring municipalities with similar issues), and senior levels of government. These stakeholders can provide important knowledge of local conditions and identify key issues and solutions within their own fields and the community as a whole. Buy-in from these stakeholders, and support in getting the word out to potential participants, may also be crucial to the success of your project.

Don't forget to work with your colleagues in other departments, too! Departments such as Planning, Engineering, and Parks tend to deal with many of the same issues, but lack the opportunities to collaborate. Solutions emerge by working together and raising awareness of the challenges, opportunities, and abilities of each department.

4. EDUCATE & FRAME

FRAMING THE ISSUES: BASE THE PROCESS ON PRINCIPLES

Refer to your worksheets and think about the “why,” the “what,” and the “who.” Also refresh your memory on the public participation principles most important to you in this process and what outcomes you’d like to see.

Develop your key messages using plain, simple language. They should be persuasive, easy to remember, and focused on a single broad idea. Your key messages will be the foundation of your project communications and will help you build awareness and understanding. By using clear and consistent messages, you will ensure the public, stakeholders and the media are receiving accurate information about your project or process.

How to develop key messages:

- Identify what you are trying to communicate
- Summarize the main points
- Develop supportive statements (statistics, facts, examples) that explain and reinforce your key messages
- Customize your supportive statements to different audiences

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Principles Checklist

What public participation principles are most important to you in this process?

- ☐ 1. Participation is **meaningful** (the questions used are genuine and the input gathered impacts the policy, plan, program, design, or service in question).
- ☐ 2. Participation is **scoped and scaled** appropriately to the issue's importance (or potential impacts), degree of conflict possible, and the diversity of opinion it may engender.
- ☐ 3. Participation is **informed** (framing of the issues and sharing of research, facts and options supports thoughtful contributions by all concerned).
- ☐ 4. Participation starts **early and continues** throughout the process (input opportunities are integrated into all stages).
- ☐ 5. **Active outreach** is undertaken to reach those most likely to be interested in or impacted by the initiative (awareness raising and "go-to-them" approaches are key).
- ☐ 6. **Diverse voices** are heard and conflict is reduced (a range of tools helps to access a wide range of information, ideas and opinions and is not restricted to the "usual suspects").
- ☐ 7. The process is **transparent and communication-rich** (sharing of information/options, documenting of input received, communicating of resulting decisions/action).
- ☐ 8. The process is **sufficiently resourced** by the organization (human and financial assets are assigned, while capacity limits are respected).
- ☐ 9. Ensure **proper roles** for individual citizens, stakeholder/ community groups, municipal staff, and Council members in designing processes, gathering input, making decisions, and taking action.
- ☐ 10. The process helps **build organizational and community capacity** for participation, dialogue and collaboration (supports cross-learning and learning-by-doing, takes a long-term view).

FRAMING THE PROCESS

In your Public Participation Strategy determine an appropriate and realistic timeline to complete your participation process and identify what you will do in each phase. Communicate this timeline to residents and stakeholders so they understand where each event fits into the process, when opportunities to participate will occur, and when final decisions will be made. Depending on the size and scope of your public participation process, stagger events on a variety of times and days to ensure a range of opportunities for people to attend. Weekends and weekday evenings are generally the best bet for in-person events.

Be sure these days do not conflict with other major events (i.e. school summer and winter holidays, major sporting events, and community events) unless you have planned to coordinate with other events in the community. Be sure to let Communications and Strategic Planning know when your events are, so that The City can manage communications around the events and prevent double-booking. "Piggybacking" your participation activities with community events, for example setting up a booth at a festival, can increase awareness of and participation in your process.

Process diagrams (process maps) summarize the timing of your phases and activities succinctly. The process diagram helps your team stay on-track, quickly shows which activities will happen when, and clearly communicates to participants how far along the process is and how they can get involved.



Powerful Questions

Throughout your process it is important to ask “powerful” questions. Powerful questions inspire people to think critically, creatively, and positively to generate better solutions. Ask yourself the following questions to craft better, more powerful questions:

- Is this a genuine question—a question which I/we really don’t know the answer?
- Is this question relevant to the people who will be exploring it? Will they understand the language used? Will they find the question compelling to think about and answer?
- What do I want this question to accomplish? What kind of conversations and feelings do I want the people answering it to experience?
- Is this question likely to invite fresh thinking and energize people? Is it familiar enough to be recognizable and relevant—and different enough to call forward a new response?
- Is this question likely to generate hope, imagination, engagement, creative action, and new possibilities? How can I write the question to avoid focusing on past problems?
- Does this question inspire new and different questions that can deepen our understanding of the topic?

What assumptions or beliefs are embedded in the way this question is constructed? How can I write the question to be more clear and neutral? Adapted From: Vogt, E.E. Brown, J., and Isaacs, D. 2003. The Art of Powerful Questions. Whole Systems Associates.

5. FACILITATION STRATEGIES

Preparation is the key to having successful events and processes. This section will help you prepare both in-person events and online formats and help you determine the types of skills to look for in a facilitator, helpful facilitator tips, and some common meeting ground rules. For more information on how to design an event with a specific format, please see the Appendix for a detailed list of tools and techniques.

PREPARING A FACILITATOR'S GUIDE

A facilitator's guide includes the detailed agenda, which is a "Cole's Notes" for the event lead. The guide describes:

- Layout of the room,
- Materials checklist,
- Roles & responsibilities,
- Sequence and timing of activities with key questions to answer in each activity,
- Person leading each activity,
- Instructions for participants for how to complete each activity,
- Description of the output of the session, and
- Preparation steps that need to happen between activities (e.g. handing out materials or collecting completed work).

The facilitator's guide can help your event run more smoothly by clearly identifying who is responsible for what and when. Even preparing the guide is helpful, because thinking through the event in enough detail to identify time required and participant instructions for activities can identify when too much is crammed into too short an amount of time or when something crucial is missing. It can also help you make sure that you're asking the right questions at the right stage of your process.

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When preparing a facilitator's guide, consider:

- **Environment:** What sort of time, place, and room design will help the participants interact with each other and focus on the topic of the event?
- **Purpose:** What is the purpose of the session? What do we want participants to learn and act on? Does the purpose relate to what participants have expressed as needs, or that we have identified as needs?
- **Feelings:** How strongly do participants feel about what they want? How are participants likely to feel when they arrive? How do you hope them to feel when they leave?
- **Experiences:** Does the event have a mix of experiences/activities to facilitate and stimulate exploration and learning, address the purpose of the session, and meet the needs of participants? Are we facilitating the right sort of openings in the session for people to work together to explore and express these?
- **Changes:** Do we want participants to change during this event? Do participants want to change (and if so how)? Will the event allow for people to change?
- **Timing:** Have we allocated the right amount of time for the different learning experiences and activities?

HOW TO ORGANIZE STAFF AT EVENTS

Assign roles and responsibilities before your event. Be sure to meet a day or two beforehand to go over the event agenda together, make sure people feel comfortable with their role, and answer any questions. Develop a facilitator's guide and distribute to all staff who will be attending the event, so they have a clear understanding of the purpose of the event/engagement, key issues for participants, the layout of the room, who to contact for what, and key speaking points or tips for diffusing conflict or inviting participation.

Typical staff roles include:

- **Greeters:** Welcome participants and explain the layout of the room (circulation of display boards, when presentations will occur, who to contact for questions). Depending on the size of your event you may require several greeters or several staff at a welcome table in addition to your greeters.
- **Logistics:** Arrange event logistics including facility rental, catering, signage, and advertising. Some facilities will require a key contact person to arrange keys, clean up, etc. Assigning this role to someone who is not involved in facilitation or technical aspects of the event can reduce stress for everyone involved. Often this person also staffs the registration desk at an event, signing people up for updates and handing out materials.
- **Agenda Planner:** Designs the event plan, acts as a neutral person to introduce technical experts, answers process-related questions, assists facilitators with timing, and adjusts event design in unforeseen circumstances.
- **Facilitators:** Coordinate and facilitate presentations, small group discussions, or other big picture activities. It is helpful to have one facilitator for every 6 to 8 people if you are organizing small group discussions. Effective facilitators are neutral third-parties who offer insights, balance participation, uncover important issues, and make sure everyone who wants to have a say is heard. This role is hard to play if facilitators are also technical experts, because the facilitator should not “take sides.”
- **Technical Experts:** Present on technical details or support facilitation staff at key display areas to answer specific questions related to their discipline (i.e. transportation, environment, etc.).
- **Note takers:** Sometimes facilitators can lead small group activities and take notes. However, during some events, it can be helpful to separate the roles. Assigning someone to take notes during small group or plenary discussions is also helpful for recording the event.

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TYPICAL EVENT CHECKLIST

With so many details to look after, it is helpful to arrange your event checklist by various themes to help you identify what you will need, where it will go, and who is in charge. The following is an example of an event checklist for a public open house (items will differ depending on the type of event and facility):

✓	Item	Responsibility - to organize in advance	Responsibility - at the event
FACILITY ITEMS			
	Room/facility booking		
	Catering: specify the # and type, will food be provided for staff as well? <input type="checkbox"/> Water <input type="checkbox"/> Coffee/tea <input type="checkbox"/> Juice <input type="checkbox"/> Cookies/pastries <input type="checkbox"/> Fruit/vegetable tray <input type="checkbox"/> Sandwiches <input type="checkbox"/> Other: _____ <input type="checkbox"/> Other: _____ <input type="checkbox"/> Food sensitivities: _____		
	Floor plan, tables and chairs, coordinate room setup with facility/staff		
	Presentations: consider the size and layout of the room <input type="checkbox"/> Microphone/speakers <input type="checkbox"/> Podium <input type="checkbox"/> Projector/screen <input type="checkbox"/> Laptop loaded with presentation		
	Internet access, or mobile phones for personal hot spots		
	Directional signage to guide participants to the correct room		
	Camera (for event photos)		
	Transportation for materials and staff		
REGISTRATION TABLE			
	Welcome sign		
	Sign-in sheets or click counter to keep track of the # of participants		
	Mailing list sign up sheet		
	Pens		
	Name tags for staff		
	Notice of event photography and brightly coloured stickers – a sign to let people know you will be taking photos to promote the project or event. Have people wear a sticker if they don't want to be in photos (crop or blur their faces from any event photos)		
	Large sign/poster with the purpose of the event and information about the project		
	Information packages/handouts		

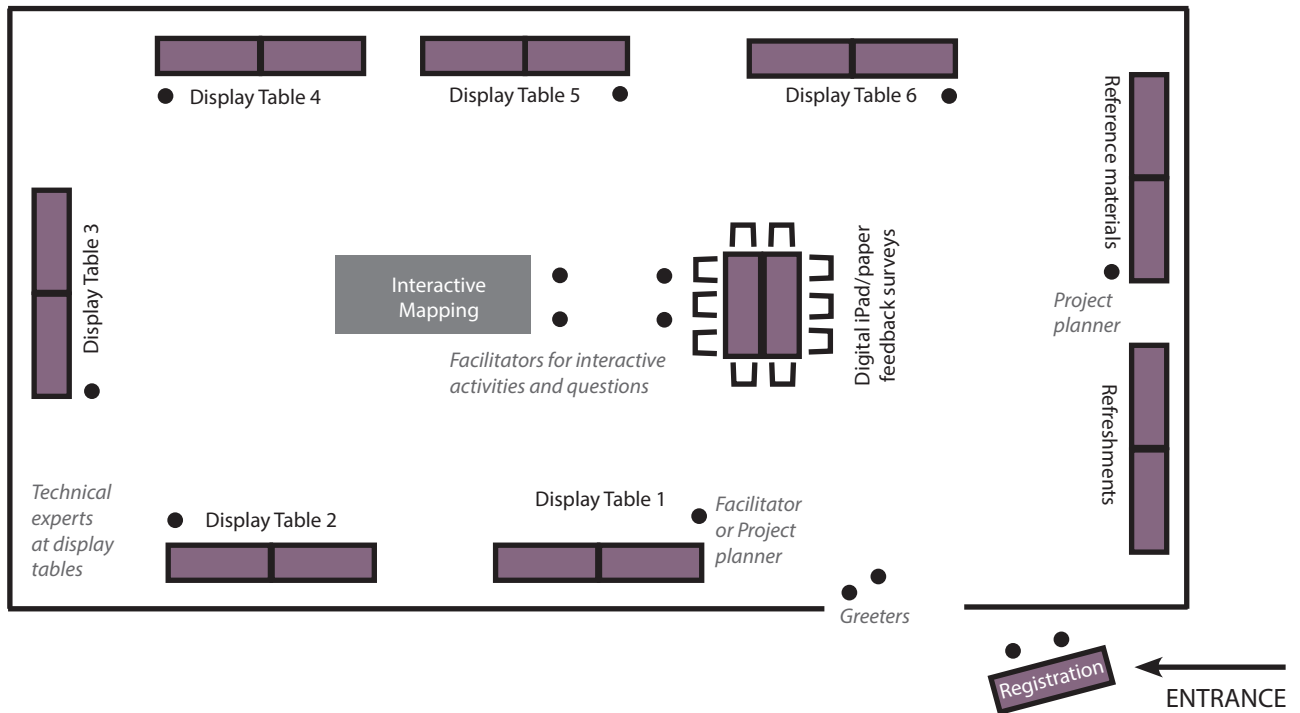
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TYPICAL EVENT CHECKLIST (CONTINUED)

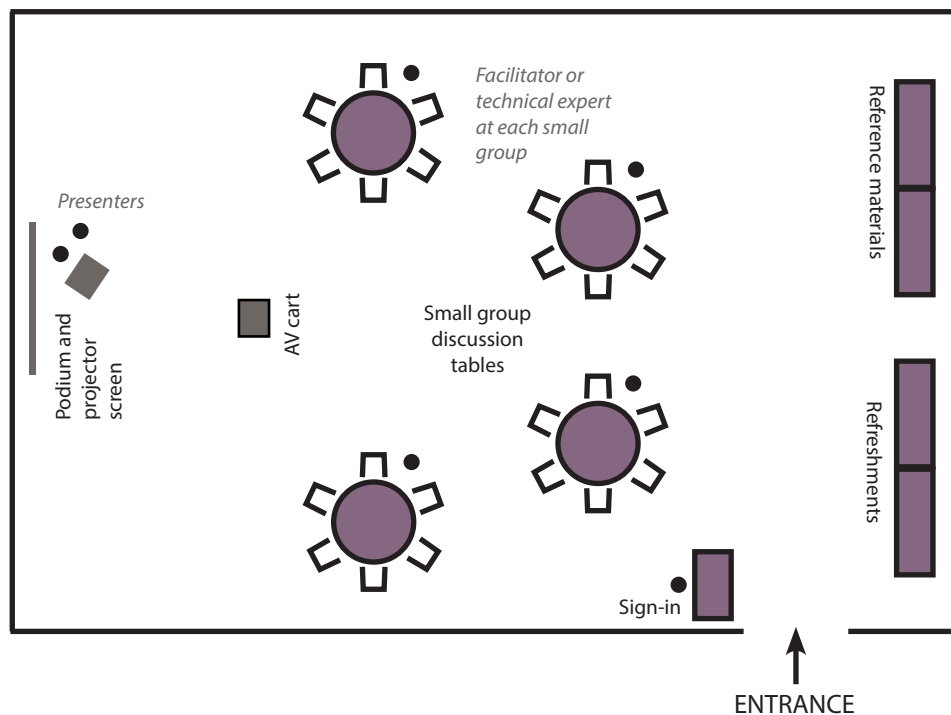
✓	Item	Responsibility - to organize in advance	Responsibility - at the event
DISPLAY BOARDS			
	Display boards mounted on foam core		
	Easels or stands to hold display boards		
	Materials for interactive activities: <input type="checkbox"/> Pens <input type="checkbox"/> Markers <input type="checkbox"/> Sticky notes <input type="checkbox"/> Voting stickers <input type="checkbox"/> Other: _____		
FEEDBACK FORM TABLE			
	Pens		
	Instruction cards for how to provide feedback		
	Paper feedback forms		
	Drop box for completed paper forms		
	Fully charged iPads (with locks) for digital feedback forms		
REFERENCE TABLE			
	Background documents and plans marked "display only, please do not remove": <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____		
	Reference maps		
OTHER ITEMS			
	Extra materials: <input type="checkbox"/> Pens <input type="checkbox"/> Markers <input type="checkbox"/> Sticky notes <input type="checkbox"/> Paper <input type="checkbox"/> Other: _____		
	Useful items: <input type="checkbox"/> Scissors <input type="checkbox"/> Stapler <input type="checkbox"/> Binder clips <input type="checkbox"/> Extension cord <input type="checkbox"/> Power bar <input type="checkbox"/> Chargers for laptops, phones, iPads <input type="checkbox"/> Contact list for staff and facility personnel <input type="checkbox"/> Other: _____		
	Various kinds of tape, sticky tack, etc. (check the facility agreement's rules for attaching materials to walls)		

TYPICAL EVENT FLOOR PLANS

For an open house with no presentation:



For a small group workshop with a presentation:



TYPICAL GROUND RULES FOR MEETINGS

Before starting a meeting it is important to establish some ground rules to ensure the meeting stays on topic, respect is shown for all participants and facilitators, and time is used wisely. Ground rules can be set beforehand or developed with the group at the beginning of a session. Some common ground rules for meetings include:

- Minimize distractions. Turn off cell phones and avoid unnecessary talking.
- Actively participate and listen.
- Be respectful and considerate of others.
- Come informed, having read any pertinent background materials beforehand (depending on the type of meeting).
- Make productive comments and use a positive tone (depending on the type of meeting – this may not be suitable if the purpose of the meeting is to identify issues or problems).
- The facilitator or appointed note taker will record ideas and comments.
- Stay on topic and keep questions and comments brief so everyone has a chance to participate.
- The meeting will end on time.

KEY SKILLS FOR GOOD FACILITATION

Events are often most successful when facilitators/staff avoid getting defensive or trying to win by talking about facts! Often, participants just want someone to listen to them. After participants have expressed their concerns, they may be open to hearing a different point of view. The best you can do is invite participation in the process, let people know how to find out more information, and let them know that their thoughts are important.

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PART 3

Summarize & Reflect Back

- **To summarize and reflect back:** “What I think I am hearing is...”
- **To get info and issues:** paraphrase comment “It sounds to me like you’re saying...” and then ask, “Did I hear/get that right?”
- **Show active listening:** Maintain eye contact, show body language cues that you’re listening (such as nods, un-crossed arms, perhaps even talking notes), prompt for more detail with “Tell me more about that...” or “Could you explain that?”
- **For quiet people:** “Thank you for visiting our display. Do you live in the area/when did you come to area? What do you think?”

Move from positions to issues and values

- **To go deeper to get past positions to issues and values:** “Tell me why this is important to you.”
- **For dismissives (“that’s a stupid idea!”):** “We’re interested in hearing everyone’s perspective. What would you add? Why does this matter to you?”

Move from values to action

- **To find common ground:** “I’m hearing that X values (safety, peace and quiet, sense of community, etc.) are important to you. How can I help you on your concern?”
- **To increase understanding:** “You mentioned earlier that you are interested in X. What information can I share with you about that?”
- **To reduce conflict at an initial meeting:** “The good news is we don’t have to decide this today, as we are just raising awareness and learning what matters. Did you know that we are holding open houses on X dates? At these events we will... After that, ...” (give person poster/handout with event dates and locations)
- **For those who cannot be facilitated:** “This is an important issue. Here’s my card....call me next week. I’d love to come meet with your group and talk about this issue further!”

Besides learning from experience, many professional development opportunities exist for improving facilitation skills:

- **International Association for Public Participation (IAP2):** IAP2 promotes and improves the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in Canada and around the world. The IAP2 website lists an events calendar of training opportunities in Canada. IAP2 training focuses on process design, event design, and facilitation skills. www.iap2canada.ca
- **International Association of Facilitators (IAF):** The IAF is a professional organization for facilitators to provide support, professional development, research, and networking. The organization offers a rigorous certification program for facilitators. www.iaf-world.org
- **Canadian Community for Dialogue and Deliberation (C2D2):** C2D2 promotes collaborative decision-making and collaborative action to improve relationships, generate insight and knowledge, and to strengthen democracy. It's a good resource for news, research, and networking. www.c2d2.ca

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PART 3

6. DATA ANALYSIS & REPORTING BACK

WHY “CLOSING THE LOOP” MATTERS

Analysis and reporting is an essential aspect of engagement. It is important that the community see the results of their participation, so that they feel:

- Their time was well-spent and that their ideas were appreciated,
- Participation was worthwhile, because their input affected the decision, and
- Their local government is listening.

Reporting after key events/workshops also helps to keep the momentum of the project going and maintains interest and excitement throughout the process. The following guidelines can be used to structure your reporting process:

- Throughout the process, public input will be analyzed, summarized, and reported back to the public.
- Reports will be transparent about how input will inform subsequent stages. This information will be known and made available prior to going out to the public for input.
- Reporting will follow a consistent look and feel.

While specific reporting requirements will vary depending on the type of project, a **public participation report** should generally describe the activities before, during, and after the participation process, identify how the process contributed to the project, and provide a summary of key ideas and priorities.

USING GRAPHICS, VIDEOS, AND PLAIN LANGUAGE

Using plain and accessible language is important. Keep in mind that your audience may include people with disabilities, children/youth, and those with limited English. Use large, easy to read fonts with simple language. Leave lots of white space and organize your information logically using step-by-step instructions, clear headings, and numbered or bulleted lists. Avoid technical jargon and use interesting visuals and graphics to illustrate more complex ideas.

DATA INTEGRITY

Data integrity and reporting is critical to ensure a transparent and accountable public participation process. For changes to bylaws or significant community documents such as a Municipal Development Plan, a minimum amount of public consultation and reporting is required by law (see Municipal Government Act for details). For other projects, a data and reporting strategy should be developed at the beginning of a public participation process to identify what data is needed, how it will be obtained, and how it will be displayed or reported on.

Data integrity should consider:

- **How to integrate input from multiple channels** (i.e. open house feedback forms, online survey, letters to Council, and social media comments) as part of efforts to reach a broad and diverse group of stakeholders and or community members.
- **Whether to collect personal information** (i.e. postal code and name) to avoid anonymous and duplicate entries.
- **How to efficiently analyze data.** Questions should be clear so that responses are on-topic and focused. Where possible avoid asking open-ended questions, except where it important to understand why participants feel a certain way.
- **How to protect participants' privacy.** Feedback options should clearly state the purpose and use of collected data.

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Best practices for reporting include:

- Compiling all raw feedback received (removing personal details if this information will be released publicly);
- Responding to any specific questions or requests for information that arose from processes or feedback;
- Documenting any lessons learned for future processes;
- Analyzing and summarizing feedback received. Ideally, analysis should be done by a single person to ensure all comments are interpreted and analyzed in a similar manner. If multiple staff will be analyzing feedback, ensure mechanisms are in place to avoid discrepancies;
- Reporting out to staff, Council, and related departments regarding the process and feedback received;
- Reporting back to those who participated to thank them for their participation, let them know how their input was used and considered, and what decisions have been made (via email, newsletter, public report, or social media updates);
- Drafting and reviewing reports with appropriate parties (this may include staff, stakeholders, or the public) to ensure feedback was properly interpreted and analyzed;
- Explaining why certain ideas were or were not reflected in the final decision, particularly if these ideas were the majority preference; and,
- Updating participants on the progress and status of the project, including opportunities for future input.

7. EVALUATION STRATEGIES

This chapter explores how you can measure the impact of your process, to determine how successful it has been and to learn ways to improve for next time.

MEASURING IMPACT

An effective evaluation process is necessary to track and measure the progress of your process, find out what is working well or not, and provide a basis for adjustments to the program. While there is no “silver bullet” for measuring effectiveness, there are a number of techniques and criteria that can help you better understand how successful your participation process was.

- **Plan for evaluation upfront:** Planning for evaluation at the beginning of the process is the best way to ensure you have a clear definition of what success means and how it will be evaluated as you move through the process. This also allows you to shape the kinds of data you will collect and plan your participation process and activities accordingly.
- **Statistically-valid surveys:** Before your process begins, conduct a random-sample survey in the study area to measure a baseline of residents’ awareness of and feelings towards an issue. At key milestones in your process, conduct follow-up surveys to see how awareness and feelings have shifted over time. An increase in awareness and more positive feelings can indicate that your process was successful. This method is best used for a long-term and contentious process, as statistically-valid surveys can be expensive and miss populations that only use cell phones, like young people and new residents. Note: unless your organization has staff who are experienced with statistically valid surveys, it is best to use a professional survey company to ensure the results are accurate.
- **Participant questionnaires:** Each time you host an event, tack a few questions onto your feedback form to ask how the process is going. This way, you can track how effective venues, times, materials, and event formats are.
- **Media analysis:** Ask your communications staff for help tracking media stories and opinion pieces about your project. This helps you find the most vocal supporters and opponents (who you may want to meet for coffee to talk about their issues). It also helps you see how opinions change over time.
- **Project Evaluation Checklist:** The criteria on the following page can be assessed qualitatively using a High, Medium or Low scale. These criteria reflect a broad scope of participation and should be adjusted for specific processes.

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CRITERION	H / M / L
PROCESS DESIGN CRITERIA	
The choice of approach and techniques reflects organizational and planning goals.	
Timing of participation is congruent with stages in the decision-making process	
Goals are established and process and decision constraints are identified at the beginning of the process.	
The process design responds to resource limitations, the nature of the community at hand, local circumstances, the type of decision and issue-specific concern.	
PROCESS CRITERIA	
Representation	
Participants are representative of the entire community across an array of characteristics such as demographic, cultural, political and geographic characteristics. <i>(obtained through the collection of demographic statistics in public input materials and cross-referenced with community profile)</i>	
Access to events is assured through elimination of barriers, including provision of resources to the public.	
Selection of participants is fair and legitimate.	
Information	
Information is easy for participants to understand and access, is available in a timely manner, and unbiased.	
Information is complete and expert.	
Procedural Rules	
Goals, constraints on the process, and constraints on the decision are clearly communicated to all those involved in the process.	
The process is honest, incorporating two-way communication with respectful relationships.	
Decisions are transparent; the ways in which public input was interpreted and in which it informed decisions are communicated clearly to all those involved in the process.	
Adequate resources are made available for the process.	
Decision-makers are accountable; they are directly involved in the decision-making and participation process, not indirectly via bureaucrats.	
The process is flexible within a framework that can adapt to changing context and lessons learned.	
OUTCOME CRITERIA	
The decision is broadly accepted, and conflict within the community is reduced.	
Public input and values are reflected in the decision.	
The process is cost-effective.	
Participants are educated and informed.	
The substantive quality of the decisions is improved.	
Trust of the sponsoring institution is enhanced.	
The process provides tangible benefits; closer relationships and an enhanced sense of community.	

RECOMMENDED DEMOGRAPHIC COLLECTION

Not all public participation activities will enable the collection of demographic information; however, it is strongly advised to collect this when possible. Demographic information includes participants' ages, genders, and other personal information that may affect how they feel about specific issues. Surveys and questionnaires are the best way to collect demographic information. However, you can also collect it at events and workshops, either through sign-in forms, feedback forms, or staff estimation.

The most useful information to collect is participants' name, email address, age and postal code in order to track outreach efforts. Be sure to communicate that you will not disclose or connect personal names with the feedback provided and will adhere to Freedom of Information and Protection of Privacy Requirements (FOIPP).

BECOMING A LEARNING ORGANIZATION

Evaluating your processes is an important part of improving public participation activities and coordination throughout your organization. By comparing your own processes over time, you can see which tools, types of questions, event days, venues, times of year, and other factors engaged the most and most diverse participants. By comparing your finding with your colleagues on other projects or in other departments, you can learn quicker which techniques will be most effective.

The following tips can help you in creating a "learning organization" for public participation:

- **Organize a cross-departmental public participation team** that meets monthly to share resources, successes, tools, and techniques. Formalizing a process to share across departments will contribute to "organizational learning" and improve public participation across the organization.
- **Always evaluate your process** and share your lessons learned with the cross-departmental participation team.

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- **Develop a central tool library.** Rather than each department purchasing easels, projectors, flipchart paper, markers, hot dots, foamcore, and other participation materials, pool resources between departments and share them. To coordinate sharing, you may need to develop a “check out” calendar, so staff can reserve tools ahead of time and notify each other that the materials will be in use.
- **Develop a shared costing tool.** There’s no point reinventing the wheel every time you begin a public participation process. As you plan interactive open houses and workshops, record the materials cost, staff requirements, and facilitation requirements into a shared costing tool, so your colleagues can reference it when they plan similar events.



APPENDIX: Tools & Techniques

1. INTRODUCTION

Part 4 contains brief descriptions of a variety of tools. Each tool sheet indicates whether it's more appropriate for the Input Zone, Engagement Zone, or empowerment level of engagement. The tools also say where on the engagement staircase they will be most useful.

Use the worksheets in Part 2 to figure out which level of public participation is most suitable for your participation process. Part 3 includes more information and details about specific areas of the engagement staircase.

This chapter describes some commonly-used tools, including:

- | | |
|--------------------------------------|---|
| 1. Key Informant Interviews | 17. Walk in my Shoes |
| 2. Advisory Groups/Committees | 18. Dotmocracy |
| 3. Person on the Street Interviews | 19. Community Mapping |
| 4. Art/Photo/Video Contest | 20. Community Field-Asset Mapping |
| 5. Information Hub/Storefront | 21. Now, Wow, How |
| 6. Newsletter | 22. Global Issues, Local Challenges |
| 7. In-depth Backgrounder | 23. World's Easiest Facilitation Method |
| 8. Self-directed Workbook | 24. Interview Matrix |
| 9. Hopes and Fears | 25. Community Circles / Kitchen Table Conversations |
| 10. Day in the Life | 26. World Cafe |
| 11. Mailbox to the Future | 27. Questionnaire |
| 12. Fill in the Blank Visioning Wall | 28. Event Feedback Form |
| 13. SMS Fill in the Blank Campaign | 29. Graphic Facilitation Citizen Jury/ Panel/Assembly |
| 14. Graffiti Wall | |
| 15. Superheroes | |
| 16. Sustain-a-bucks | |

KEY INFORMANT INTERVIEWS

What:

Reach out to key stakeholders at the beginning of the engagement process to identify important issues and opportunities, identify which individuals and groups to involve, and to test appropriate tools and methods for the engagement process. Key informant interviews also show respect to community leaders by involving them in the process at an early stage, before even the engagement process has been decided.

Why:

- Diffuses opponents by involving them early on in the process and asking for their input on the process itself.
- Builds trust.
- Identifies key audiences to involve.
- Identifies key tools and methods.

How:

1. Develop an initial list of key stakeholders and local knowledge experts to interview (ensure the list is representative of various interests and perspectives). Ask different departments and staff if they have any recommendations and ask key stakeholders if they know of anyone else who should be interviewed at this initial stage.
2. Identify what you need to know from the key informants and develop a list of interview questions. Design a 15 minute interview, but be prepared to talk for as much as an hour, depending on how much time someone can give you.
3. Contact the list of key informants, arrange interview times and locations (if not performed over the phone), and perform the interviews. It can be helpful to bring along someone to take notes.

Where/When:

This activity should occur at the beginning of the process (in the planning stage!) to gain a better understanding of issues and opportunities from key stakeholders.



Requirements:

- List of key informants/ stakeholders
- Interview questions

Digital Suitability:



This activity is best completed in person or on the phone, though an email or survey could be a substitute.

INPUT ZONE

Strategize & Prepare

ADVISORY GROUPS/COMMITTEES



Requirements:

- Call for membership
- Terms of Reference
- Scheduled meeting times and locations

Digital Suitability:



This activity is not suitable for digital engagement.

ENGAGEMENT ZONE

Strategize & Prepare

What:

Advisory committees represent a broad range of stakeholders/interests and provide advice or guidance to Council.

Considerations:

- Not a decision-making body but advisory to City staff.
- No votes will be taken. The goal is to reach consensus.
- City staff will consider input when preparing options.
- City will provide administrative support as needed.
- Membership is unpaid, voluntary

Why:

- Represent the interests of the community/neighbourhood and participate in discussions concerning the committee's mandate.
- Bring local knowledge to City planning processes.
- Act as a liaison between citizens and City staff/Council.
- Help prioritize or implement strategies/initiatives.

How:

1. Clearly define the committee's purpose and level of authority up front in the call for membership, the terms of reference, and during the process.
2. Use a consistently credible process to set them up, run them, and close. When selecting members:
 - » Encourage a cross-section of representation.
 - » Establish committee through a formal Council motion.
 - » Depending on the type of Advisory Committee, Council may specify that committee member have certain expertise.
 - » Members should not have any conflict of interest..
 - » Guidelines for membership can include the following: must be a resident, eligible to vote, a Canadian citizen, not employed by the municipality, over the age of 18, etc.
 - » Member applications should ask about previous experience, applicant's reason for participating, and could ask for references or a resume.

Where/When:

Advisory Committees should be set up at the beginning of the process. Generally, Advisory Committees last for the project or a 1-3 year term (with the option to renew and/or accept new members).

PERSON ON THE STREET INTERVIEWS

What:

A team of interviewers or engagement champions intercepts people on streets or in public places to obtain feedback and input.

Why:

- Engages those who may not normally attend engagement events.
- Obtains feedback from a broad range of participants.
- Raises public awareness about the project and engagement process.

How:

1. Identify and train a team of staff members or volunteers to interview people on the street.
2. Identify key locations with lots of foot traffic to perform the street interviews (i.e. mall, busy cross streets).
3. Make the interviewers stand out with signage or t-shirts.
4. Interviewers ask people on the street to fill out a brief survey (either on paper or iPad) to help provide feedback on your project. Be sure to let them know why their input is important and what it will be used for.

Where/When:

This activity can be performed at the beginning of the engagement process to identify key issues and opportunities, or can be performed in the middle of the process to evaluate initial ideas and options.



Requirements:

- Outgoing interviewers wearing apparel (t-shirts, buttons, etc.) branded by your organization or process
- Survey questions (paper or digital format)

Digital Suitability:



This activity can be performed with digital tools such as iPads to quickly obtain and compile feedback.

INPUT ZONE

Raise Awareness



ART/PHOTO/VIDEO CONTEST

What:

Art-based contests can be used to inspire participants to develop creative solutions or ideas related to your project. This type of feedback can stimulate unique ideas that would otherwise not be included in your engagement process. Art, photos or videos can also be used for marketing or branding your project.

Considerations:

- Consider prizes for different age categories.
- Use local products/services for prizes.
- Display entries within the community or consider creating a community calendar from the submissions.
- Using social media such as Facebook, Instagram, Tumblr, and Twitter for submissions can help spread word about your project.

Why:

- Engages participants in a fun and interactive way.
- Encourages creative responses.
- Suitable for all ages.

How:

1. Develop your key question(s) or topic for the contest (i.e. "what do you love most about _____").
2. Decide whether it will be an art, photo, or video contest, or be open to any type of creative input.
3. Determine how the contest will be judged (i.e. staff or community voting).
4. Decide on some fabulous prizes.
5. Advertise within the community and raise awareness about the contest and prizes. Let people know what it is for, what is required, and when/where to submit entries.
6. Receive entries and post them in the community (physically and or digitally). Decide on the winners and award the prizes! Report out to the community on the winners and the process.

Where/When:

This activity can be done at the beginning of the process to raise awareness and excitement about the project and engagement process and to identify key ideas and opportunities.

Requirements:

- Question/topic for the contest
- Resources to advertise the contest
- Fabulous prizes!

Digital Suitability:



This activity is suitable for digital engagement. Ask participants to submit their entries digitally and post them on your website for the community to vote on their favourite.

INPUT ZONE

Raise Awareness

INFORMATION HUB/STOREFRONT

What:

Storefronts bring an input opportunity into popular public space, such as a main street or shopping centre. They allow people to drop in, explore display materials, and ask staff questions. Storefronts are relaxed, semi-permanent meeting places.

Considerations:

- Community members sometimes do not consider this a legitimate way to provide input.
- The shopfronts can be easily targeted by activists.
- Can be expensive to rent in a busy commercial area.

Why:

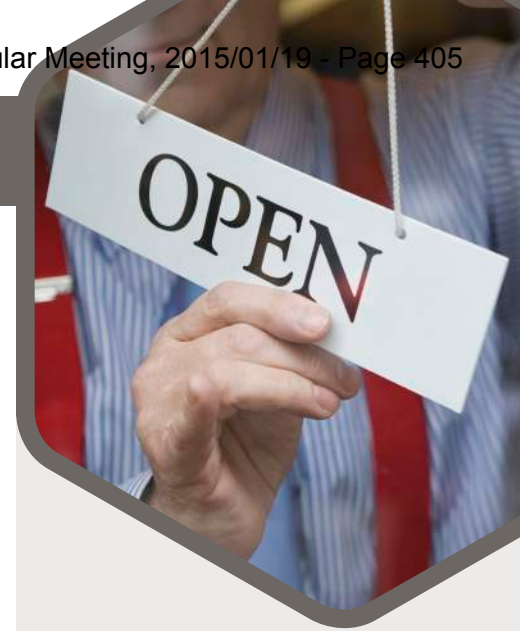
- Improves access to participants who are not generally interested in formal participation programs.
- Improves public relations.
- Convenient.
- Encourages informal participation.

How:

1. Select a popular venue with plenty of foot traffic. Usually owners of vacant storefronts are happy to lease for short periods of time.
2. Select staff/volunteers with strong public relations skills and knowledge of the project.
3. Provide display materials, printed public information materials, technical reports, maps, photographs etc.
4. Advertise the variety of opportunities for public participation throughout the participation program.
5. Provide a variety of opportunities for feedback, including speaking person-to-person, filling in feedback forms, and contacting email/website addresses.
6. Make the venue comfortable (e.g. refreshments, childcare, accessibility).
7. Staff should record visits, document issues, concerns, and suggestions, and report these to the organization/organizers.

Where/When:

Storefronts usually run for the duration of a participation program.



Requirements:

- Suitable location in a popular area.
- Display materials
- Knowledgeable staff
- Refreshments
- Publicity
- Feedback forms
- Sign in sheets
- Materials for children

Digital Suitability:



A website with live assistance or a toll free hotline can function like an information centre.

ENGAGEMENT ZONE

Raise Awareness



NEWSLETTER

What:

A newsletter is a 1, 2, or 4-page document that provides project updates. Often, they are mailed and emailed to participants to introduce a process and keep them updated.

Considerations:

- Consider the date you want the newsletter to arrive and work backwards. It can take some time to print and mail them.
- Consider using an email marketing tool, like MailChimp, for a mobile-friendly and more trackable experience when sending newsletters online.

Why:

- Introduce a project or provide succinct updates.
- Keep people informed, even if they do not have email.
- Announce events or other project milestones.
- “Close the loop” on outreach and input gathering efforts.

How:

1. Using graphics and succinct chunks of text, describe where we are in the process, what’s new since the last update, and what’s coming next.
2. Use clear headings and a graphic design that shows the most important information first. For example, use a call-out area for event details.
3. Don’t forget to include your project website and any relevant contact information for key staff.

Where/When:

Plan for one newsletter at the beginning of each phase in your project.

Requirements:

- Graphic Design
- Bulk Mail

Digital Suitability:



This activity is suitable for digital engagement, as newsletters can be easily mailed as an attachment.

INPUT ZONE

Educate & Frame

IN-DEPTH BACKGROUNDER

What:

In-depth backgrounders are useful for sharing topic-based information in an engaging way. This tool is useful for processes involving policy development or the exploration of more complex issues.

Considerations:

- Try to pick topics that will be consistent throughout the process. Perhaps the topics will end up as chapters in your policy document.
- Stick to fewer than 8 topics.
- Use graphic design and colour to make the backgrounders feel like part of a set, yet individually interesting.
- Include graphics, interesting statistics or facts, and keep it short!

Why:

- Helps participants understand more context, history, and why the issues matter.
- Shows the breadth of issues being explored in the process.

How:

1. Identify 8 or fewer topics.
2. Research those topics, identifying what the topic is, why the topic matters, and what current trends are in this topic in your community. Try to keep text to no more than 1 page, so that each topic can be an individual handout.
3. Find quotes, graphics, and charts to illustrate key points.
4. Identify one or two reflection questions related to the “why it matters” and “future trends” information.
5. Use an attractive layout to turn these backgrounders into a visually interesting product.
6. Ask a colleague in communications to review the backgrounders for plain language.

Where/When:

Backgrounders can be shared at events, online, or at information booths. They tend to be more helpful at the beginning of a process.

Requirements:

- Research
- Graphic Design

Digital Suitability:



This activity is very suitable for digital engagement – the individual or packaged backgrounders are a useful addition to your project website.

ENGAGEMENT ZONE

Educate & Frame



Requirements:

- Workbook (paper and or digital versions)

Digital Suitability:



This activity is very suitable for digital engagement – the format would be like an extended online survey with more background information and images.

INPUT ZONE

Educate & Frame
Involve & Learn

SELF-DIRECTED WORKBOOKS

What:

This tool enables participants to brainstorm and think through ideas on their own time. Without careful design, in-person events can lack enough time for reflection. Designing workbooks can provide participants with additional quiet time to reflect on and answer questions.

Considerations:

- Process is more time consuming than basic surveys and may result in fewer responses.
- Can be used to begin uncovering priorities, assets, issues, challenges, and to elicit input on goals or options.
- Can be time-consuming to analyze results.
- Consider offering prizes to encourage participation.

Why:

- Creates flexibility for participants.
- Feedback will be very informative.
- Not everyone can attend or feel comfortable participating in public meetings – this activity allows everyone to have a voice.
- Offers more time to dig deeper into issues.

How:

1. Establish outcomes and develop background materials .
2. Create workbooks with questions and space for comments.
3. Distribute workbooks in person at engagement events, distribute to key stakeholders/groups, and or raise awareness about online workbooks.
4. Gather feedback.

Where/When:

This activity can be performed at home (either on paper or online). Workbooks can be used to inform participants about important background information and to dive deeper into issues that are identified in earlier stages of the process. Allowing a month for feedback is usually sufficient.

HOPES & FEARS

What:

Hopes and fears is an exercise that allows participants to express their concerns and excitement about the upcoming project at the very beginning of the process. Participants write down their top hopes and fears about the future of the community to share with others.

Why:

- Provides a sense of openness and listening right from the start.
- Reduces tension.
- Participants learn from each other.
- Key themes emerge.
- Builds trust.

How:

1. On a large board, write: "Please reflect for a moment on the [insert project title here] as a whole". Have one section devoted to people's "hopes" and another for their "fears."
2. Ask the participants to use sticky notes to share 1 hope and 1 fear and place on the board. Depending on group size, participants can write down more than one hope and fear. This will give a broader view of the issues.
3. Let the participants know that the comments will be used to make the project as responsive to their input as possible.

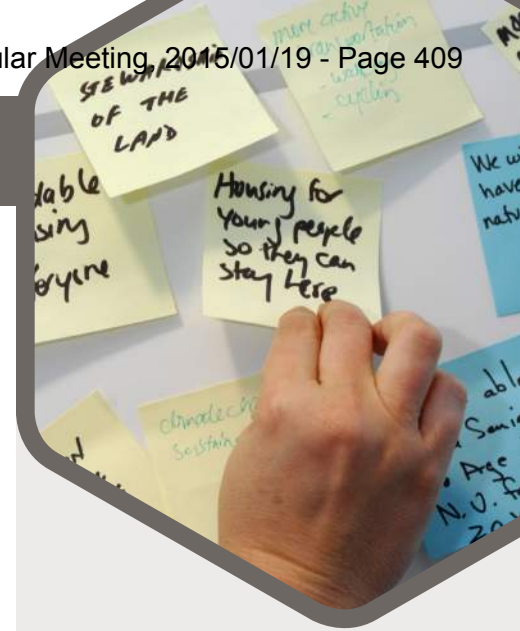


Variation:

What do you LOVE and what would you CHANGE about ____?

Where/When:

This activity can be used at initial public open houses or stakeholder workshops and provides a good starting point to identify opportunities and issues at the beginning of the process. This activity works best when this is the first activity participants are likely to complete. This will allow participants to get their rant (if any) off their chest right at the start allowing for the discussion to move forward in a more positive manner. If an event feels especially contentious because participants feel a lack of trust or skepticism about the process, it is better to ask about their hopes and fears for the event rather than the process or issue.



Requirements:

- Large poster or flip chart paper
- Markers
- Sticky notes/post-its

Digital Suitability:



This activity is suitable for digital engagement, but a "fill in the blank visioning wall" would be a better alternative.

INPUT ZONE

Educate & Frame
Involve & Learn



DAY IN THE LIFE

What:

Day in the Life is a simple exercise that asks participants to comment on how they use their neighbourhood in their daily routines. It provides insights into neighbourhood use, what participants value, their lifestyles, etc. The result is a giant timeline with details on how the area is used at various times of the day.

Considerations:

- Participants may feel the exercise is too personal. It is important to clarify that the intention (i.e. to better understand the neighbourhood).
- The timeline can take a while to draw and should be done ahead of time.
- Exercise can be tedious and drag on: keep on time, don't draw in every hour, and have 1-2 volunteers write the responses on the banner while you facilitate.

Why:

- Participants feel they are being listened to.
- All participants have something to contribute.
- Powerful visualization tool.
- Insight into local use and knowledge of the area.

How:

1. On a large banner draw a timeline that highlights key times such as 6am, 9am, noon, 3pm, 6pm, 9pm, and midnight (may want to comment on midnight-6am as well).
2. The facilitator begins by announcing the time of day and asking participants to describe what they are typically doing/ experiencing at that time. The facilitator continues through the day and records people's ideas on the giant timeline.

Where/When:

This activity can be used at ideas fair or an interactive workshop. It is best used after an icebreaker with all participants present, though could be modified to function as a station at an ideas fair. The activity can be used with 20 to 200 people – just add more note takers as participation increases (and feel free to ask the audience for volunteers!).

Requirements:

- Large banner with pre-drawn timeline or times of day
- Markers

Digital Suitability:



This activity would require the creation of a custom tool to be done well online.

ENGAGEMENT ZONE

Educate & Frame
Involve & Learn

MAILBOX TO THE FUTURE

What:

Mailbox to the Future is an exercise that allows participants to express, in a positive way, what they want to see happen in the future. Participants write their hope for the future on a postcard and “send” them to the future.

Considerations:

- Can write as many Postcards as a person wants to express all of their ideas.
- Get them to do this when they first walk in the door. This will allow them to start thinking about the future in a positive light.

Why:

- Identify key themes.
- Start to build trust.
- Fun way to start the event.

How:

1. Bring pre-made postcards that represent the issues being addressed. (For example: In 2025, Rocky View will have incredible _____ helping make it one of the best places to live in the country.)
2. After the participants have filled in their postcard have them put the postcards in a handmade “mailbox”.
3. Let the participants know that the comments will be used to make the project as responsive to their input as possible.

Where/When:

This activity can be done at events near the beginning of the engagement process at an interactive workshop or an ideas fair to identify big ideas, key priorities, and visions for the future. This tool is a good option to use when participants may want to share privately.



Requirements:

- Postcards (can be made in house)
- “Mailbox” or container for postcards
- Pens

Digital Suitability:



This activity is suitable for digital engagement, like a comment box on a website or a question in an online survey.

INPUT ZONE

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Place a sticker below to fill in the blank.

**In 2035, I want
place where**



Requirements:

- Large poster or flip chart paper
- Sticky notes/post-its

Digital Suitability:



This activity is suitable for digital engagement, particularly as a Twitter and SMS (text message) campaign, a Tumblr, or on a Facebook wall.

INPUT ZONE

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FILL IN THE BLANK VISIONING WALL

What:

A fill in the blank visioning wall allows participants to dream big and describe their ideal future for the community.

Why:

- Participants create a vision without worrying about details.
- Participants learn from each other.
- Key themes emerge to form a community vision.
- Opens space for some creative thinking.

How:

1. On a large board, write: "In the future I would like my community to be _____".
2. Ask the participants to use sticky notes to share their desires for the future.



Variation for kids:

Provide paper and crayons/markers and ask them to draw a picture of what they'd like to see in their community or what they would like it to look like in the future. This variation is also great to use with adults if you would like to unleash some creative thinking.



Variation for a specific building or site:

Provide a suitable space for comments (i.e. poster board, chalkboard, stickers) and write: "In the future I would like this to be a _____." This variation is a great way to stimulate informal community dialogue and receive input from people walking past the site who might not normally attend public events or provide feedback.

Where/When:

This activity can be used at public open houses or stakeholder workshops and provides a good starting point to identify key priorities. This activity also travels well, and can be used in an information centre or a community events booth.

SMS FILL IN THE BLANK

What:

A fill in the blank campaign allows participants to dream big and describe their ideal future. Using SMS (text messages) rather than a poster or social media means that the participant cannot see how other people responded. This method works best when used in conjunction with social media and other ways of “filling in the blank.”

Why:

- Allows participants to create a vision without worrying about details
- Key themes emerge to form a community vision

How:

1. Identify the key question you will ask (i.e. “In the future I would like my community to be _____.”)
2. Arrange a phone number to receive feedback
3. Advertise your SMS campaign throughout the community to encourage participation

Where/When:

This activity can be done at the beginning of the engagement process to identify key priorities and develop a vision for moving forward.



Requirements:

- Phone number capable of receiving a large number of text messages
- System that texts participants back to say that feedback has been received. PollEverywhere is one software option that supports this.

Digital Suitability:



This activity is suitable for Twitter and as a Facebook Wall activity.

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GRAFFITI WALL

What:

A large and highly visible blank poster will be mounted on a wall for people to write/draw and sketch down any ideas or feedback they may have. This can be “seeded” with graffiti to give it an interesting, urban look. A prompting question will be provided to direct the responses. There will also be an assortment of markers, pens, and other drawing tools to use to make this a colourful, dynamic exercise.

Why:

- Accessible for everyone, including youth and children.
- Participants can see each other’s ideas.
- Fun!

How:

1. Post a large banner on the wall that is low enough for children or adults to write on. Consider “seeding” the poster with a few ideas or pictures to give people an idea of what to do.
2. Write a prompting question on the poster for participants to comment on.

Where/When:

This activity is most suitable at the beginning of a process to develop the group’s vision for the future of the project, and identify key issues and opportunities.



Variation:

Use a graffiti wall near the end of a process to ask for feedback on the engagement process - what people enjoyed and what could be done better next time.

Requirements:

- A large banner
- Colourful pens and markers

Digital Suitability:



This activity is not suitable for digital engagement.

INPUT ZONE

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Generate Solutions

SUPERHEROES

What:

A fun exercise where participants dress up like a superhero, post for a picture, and then write down why they are a superhero in a particular area, like saving energy, recycling, taking the bus, or another sustainable/desirable behavior.

Why:

- Celebrates residents commitments to a cause you are promoting.
- Key component of Community-Based Social Marketing, which creates a visible critical mass of people behaving in a positive way.
- Identifies assets and positive actions in the community.
- Fun and delivers a good news story.

How:

1. Prepare a “photo booth” with a single-colour back drop, a camera with tripod, masks/capes/wigs and other superhero attire, a photo printer, and a postcard-sized handout that says “I am a superhero because...” with space for the person’s name.
2. When participants are lining up, ask them to think about why they are superheroes and fill out the handout.
3. Let participants dress up as they get closer to the photo booth.
4. Ask participants to strike a superhero pose and take a picture.
5. Print the picture, stick it to the handout, and paste it up on a photo wall. You may also want to print an extra photo for the person to take home.



Low-tech Variation:

While it is nice to print a photo, this format still works if you share just the “I am a superhero because...” on the photo wall. Just be sure to number the written submissions with the photos, so you can use the photos on your website.

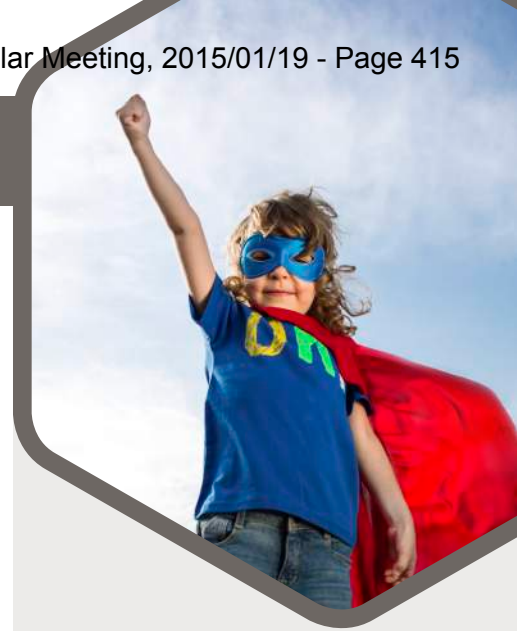


High-tech Variation:

Consider taking a video instead!

Where/When:

This activity can be used at ideas fairs and interactive workshops. This activity also travels well, and can be used in an information centre or a community events booth.



Requirements:

- Photo backdrop
- Camera, tripod, and photo printer (with paper!)
- Costume elements
- “I am a superhero because...” form
- Photo/video consent form
- Pens

Digital Suitability:



This activity is suitable for including on your project website.

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SUSTAIN-A-BUCKS

What:

Sustain-a-bucks is a voting tool where participants spend their sustainability dollars or “sustain-a-bucks” according to their priorities. Participants are given a limited number of sustain-a-bucks (e.g. poker chips), and drop them in labeled buckets to vote on where they want to see planning efforts focused. Participants indicate their top priorities and come to understand that not everything can be “fixed” all at once.

Considerations:

- No description of why participants voted the way they did. Provide sticky notes for participants to write down comments or questions.
- Tool captures overall or average top priorities for all participants, not the top priorities for each participant.
- Can be renamed if topic is not related to sustainability.
- Informed staff member should stand by to clarify any questions.

Why:

- Easy to learn and contribute.
- No heavy data collection or processing.
- Educational tool to generate further thinking.

How:

1. Develop a display board that explains the exercise and the role of the participant (i.e. “Imagine - you are in charge of community spending. You have only 10 Sustaina-Bucks to spend on your community, but many different needs and priorities. How would you spend your funding? Use your Sustaina-Bucks to decide.”).
2. Give each participant 10 marbles (“bucks”) to drop into the jars which represent various topics relating to infrastructure, social, economic, environmental, and livability. Generally, no more than 10 topics should be chosen (i.e. jars labeled renewable energy, affordable housing, alternative transportation, parks, etc.).



Variation:

Pose the question in survey/workbook form where participants have X dollars to allocate to community needs. List the topics and have them write in how much \$ they would spend on each topic.

Where/When:

This activity is most suitable at ideas fairs, community events, or other broad public feedback events.

Requirements:

- Banner/display boards
- Table
- 10 clear jars with labels
- Marbles/Poker chips

Note: do not use marbles if you are using glass containers as they can break!

Digital Suitability:



This activity is suitable for on online questionnaire or survey. Many “participatory budgeting” tools exist that can be used.

INPUT ZONE

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Generate Solutions

WALK IN MY SHOES

What:

Best used as an interactive station at an ideas fair or at a community event, the 'Walk in My Shoes' tool encourages individuals to step outside their "me" box and think about others' challenges and potential solutions. Participants select a card, read the profile of a fictional person and their challenges, and then respond to fictional person's situation.

Considerations:

- How will this information be recorded most efficiently? It can be useful to provide this station as a place of reflection, rather than a place for input. But, you can also collect answers by letting people answer a reflection question on the card.
- Cards should refer to fictional individuals, not stereotypes.

Why:

- Evokes empathy and understanding.
- Fun way to teach people about the various groups or issues in their community.

How:

1. Look at the demographic profile of the neighbourhood (immigrants, seniors, low income, single mother, angry NIMBY) and create cards of fictional residents describing their challenges. Think of one reflection question that can encourage someone else to place themselves in the fictional person's situation.
2. Encourage participants to select a card, read it, and think about what it would be like to be that person.
3. To collect responses, use the blank side of the card to record people's answers to the reflection question. The answers could be submitted anonymously to a box or posted on a wall. Or, use the cards to start a small group dialogue.

Where/When:

This activity can be done at ideas fairs, community event booths, or as an interactive workshop activity near the beginning of the engagement process to develop an awareness and understanding of the various perspectives in the community and to identify big ideas, challenges, and opportunities.

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Requirements:

- Cards with 8 to 12 fictional characters and a reflection question.

Idea: use an interesting shoe or boot as the container for people to draw cards from.

Digital Suitability:



With a custom tool that randomizes the fictional characters, this tool could work online.

ENGAGEMENT ZONE

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WALK IN MY SHOES (Continued)

Sample 'Walk in My Shoes' Cards:

Mark and Tanya are newlyweds and are expecting twins. They know their one-bedroom apartment will be too small, but they aren't in a position to buy a house and want to keep renting. They currently live in _____ neighbourhood and want to stay for the schools and child-friendly parks. How could the future of _____ (project/site) address their challenge?

Mrs. Franklin has been living in _____ neighbourhood for 40 years. Her adult children moved away many years ago and her husband recently passed away. She wants to stay in the neighbourhood but she is finding it increasingly difficult to maintain her home and yard. How could the future of _____ (project/site) address Mrs. Franklin's challenge?

Arjun, a mechanical engineer, recently immigrated to Canada and chose Red Deer for his home. He is getting settled into a job and a home before bringing over his wife and 3 children to build a life here. He is ready to purchase a new home, but finds the new areas of town unaffordable. How could the future of _____ (project/site) address Arjun's challenge?

Tommy is six years old and lives with his Mom and older brother in a nearby neighbourhood. Tommy is in a wheelchair and loves visiting _____ because it's designed to be accessible for kids like him. He is getting bigger and becoming more independent, and doesn't want to rely on his Mom to help him get around. For example, his wheelchair doesn't fit in the bathroom of their apartment, and his Mom has to lift him over the first couple of steps into the lobby of their building. How could the future of _____ (project/site) address Tommy's challenge?

Roy and Claire have lived in the neighbourhood for 20 years. Claire works part time as a nurse, and Roy runs a small electrician business. Their kids recently moved away for school, and they've decided that it's time to move into a nicer but smaller place, possibly a condo. Both volunteer in the community and want to stay, but they've found most of the homes in the area are larger houses. How could the future of _____ (project/site) address their challenge?

Marilyn recently moved to Red Deer from Winnipeg. She is a single professional in her early 30s who loves vibrant neighbourhoods. She is attracted to _____ neighbourhood because it is walkable, with convenient shops and services which she can get to on foot or bike. She's been looking to buy a home in the neighbourhood but has found mostly single family houses, which are too large for her. How could the future of _____ (project/site) address her challenge?

DOTMOCRACY / LIKERT SCALES

What:

Dotmocracy and Likert scale exercises are similar – they both involve asking participants to “vote” for a preferred option using stickers. A Likert scale asks participants to respond according to a 5-point scale - strongly agree, agree, neutral, disagree, or strongly disagree. Dotmocracy is more flexible, because participants can just “vote” on statements or images they support, for example.

Why:

- Quick method to “vote” or find top issues or levels of support.
- Shows respondents how other people feel.
- Dotmocracy captures overall or average top priorities for all participants, not the top priorities for each participant.
- Likert scales show areas of strong agreement/disagreement.

How:

1. Select statements or images that you would like feedback on and decide whether you are designing an ideas fair activity (interactive display boards) or an interactive workshop.
2. For the workshop, pick one statement for every 20 minutes. Print the statement in large type on paper approximately 36” wide, and draw a 5-point scale below the statement. Ask participants to read the statement and take a moment to think about it. Then, have participants place a sticker on the scale that best matches their response. Finally, ask participants to write down why they voted this way on a sticky note, taking turns to share their response and add their comments near their vote on the scale. It’s OK if participants want to “move” their original vote.
3. For the interactive display boards, you can pick more statements/ images but try to choose fewer than 20 and no more than 5 per board. On each board, list the statements/images with voting instructions. You can ask participants to vote for their top 3 statements/images, or simply record if they agree or disagree. Or, you can include Likert (5-point) scales.
4. An easy way to show the results is to show a total of how many people responded, and the percentage of them that agree.

Where/When:

This activity works best at ideas fairs and interactive workshops. It is best suited for testing policy options or choosing a preferred direction.



Requirements:

- Display board or group activity sheet with voting areas and instructions
- Voting stickers
- Sticky notes
- Pens

Digital Suitability:



This activity is suitable for including on an online survey or questionnaire. Online tools can more easily capture participants’ priorities in order of preference.

INPUT ZONE

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COMMUNITY MAPPING



Requirements:

- Markers / pens
- Post-it notes / sticky dots
- Tables
- Display boards
- Tape, glue, scissors
- Base maps

Digital Suitability:



This activity can be done online with specialized tools, like MetroQuest or Engagement HQ.

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What:

Community mapping asks participants to record important places directly on a map. This lets people participate without having to have strong language, spelling or other literacy skills.

Considerations:

- Limited by printers.
- Impact of exercise may not be initially seen by participants.

Why:

- Visual tool that is easily accessible.
- Taps directly into local knowledge.
- Easily communicates local knowledge to participants and staff.

How:

1. Get a high-resolution, high quality base map (e.g. Google Maps, GIS, Bing Maps). If none are available, use a hand drawn map.
2. Post maps on display boards or tables for groups to work on .
3. Ask people to describe the area by recording their views and opinions on post-it notes and sticking them on the map.
4. Typical questions asked include, "What do you love about where you live/work/play?" or "What needs improvement in this area?" You can also ask more specific questions (and perhaps use icon-based stickers to capture them), such as, "Which are the best cycle routes? Where's the best view in town? Where would you go to see wildlife? Which intersections feel unsafe?"
5. The facilitator's role is important, because s/he asks participants why they selected this location and helps to record notes.
6. After the event, maps can be scanned, digitized, photographed and/or replicated into an electronic format, GIS, or Google Maps.



Variation:

Walkable Map is a variation in which a large map is printed and placed in the floor in order for citizens to be able to "walk" their community (generally 10x17 feet with at least a scale of 1:7000).

Where/When:

This activity can be used at an ideas fair or interactive workshop. It provides a good starting point to identify opportunities and issues at the beginning of the process.

COMMUNITY FIELD-ASSET MAPPING

What:

Community asset mapping involves asking community members to identify key sites and community assets on maps.

Considerations:

- Impact of exercise may not be initially seen by participants.

Why:

- A simple exercise that engages people in an active and fun way.
- Taps directly into local knowledge.
- Communicates local knowledge to participants and city staff.

How:

1. Determine how you will collect information (i.e. digital map or paper versions given to participants to carry with them as they walk through the neighbourhood).
2. Ask participants to identify key assets and important sites in the community/project area and identify these on the map. Consider using some prompts to identify certain aspects. (For example: Where do you like to cycle? Where are some nice views? Where is there wildlife? Where does a crosswalk need to be? What sports facilities do you use?).
3. Make sure all points are referenced to the map and provide a brief description.
4. For paper surveys: once you have enabled people to record their views and ideas onto their maps they can be scanned, digitized, photographed and/or replicated into an electronic format, GIS, or Google maps. If you ask people to write information on printed maps, Field Papers is a good, free online tool to use for gathering those notes electronically.

Where/When:

This activity can be done at the beginning of the process to raise awareness and excitement about the project and to identify important sites and community assets.



Requirements:

- Map of community/project area (either digital or paper)

Digital Suitability:



This activity is suitable for digital engagement. There are several options:

- Make iPads available for people to record information in the field.
- Digitize paper maps that were created in the field.
- Ask people to map areas online (i.e., in a survey).

ENGAGEMENT ZONE

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NOW, WOW, HOW

What:

This exercise encourages groups to think about present assets, set goals for the future, and identify means of achieving those goals. The result leads to a strategic conversation for the group.

Small groups of 5-10 people are given an overview of the exercise, how it works, and what the desired outcomes are. Each group is given a large sheet with 3 concentric rings labeled Now, Wow and How. Participants discuss the table topic, answering the following questions: where are we now? where do we want to be? and how do we get there?

Considerations:

- Discussion circles will largely be self-facilitated, but assigned 'floaters' will be on hand to help.
- Activity needs an hour to be done well, but can be done in 45 minutes. To save time, you can provide pre-written ideas that participants can decide to use and/or improve on.

Why:

- Positive.
- Constructive and action-oriented.
- Encourages to imagine future.

How:

1. What works well NOW? (10 min)
 - Reflect, then write 3 sticky notes
 - Each person explains to the group
 - Host clusters, names, checks and places in the NOW ring
2. What would "WOW" look like? (10 min). Repeat step 1 for the WOW ring
3. We get there HOW?(10 min). Repeat step 1 for the HOW ring
4. Group discussion about what this means. (10 min)
 - Ask participants to "vote" with dot stickers their top 3 HOW actions

Where/When:

This activity is most suitable for small group workshops and is a good exercise to identify issues and opportunities at the beginning of a process, or to identify actions from broad directions later on in a process.

Requirements:

- Tables and chairs (for 5-10)
- Large paper with 3 concentric rings labeled Now, How and Wow
- Sticky notes
- Pens
- Dot-stickers

Digital Suitability:



This activity is not suitable for online engagement, because group discussion is so important. **However, the Now, Wow, How questions can be asked in an online survey.**

ENGAGEMENT ZONE

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GLOBAL ISSUES, LOCAL CHALLENGES

What:

This activity creates an educational discussion about global trends and how they impact regional and local communities. Gathering information on how local communities are experiencing and responding to global and local trends is an important part of a long-range plan or strategy. The activity works by inviting people to pick a topic that interests them. A facilitator leads participants through a structured brainstorming of top issues, community assets, and potential actions. The activity ends with participants voting for the top two issues, assets, and actions.

Considerations:

- Process may not always feel applicable to community.
- Requires skilled moderator for inclusion of all participants.
- A worksheet should be provided to each participant prior to joining the station.
- Each step may require giving participations more clarification or direction.
- Best to outline entire process at outset of session.

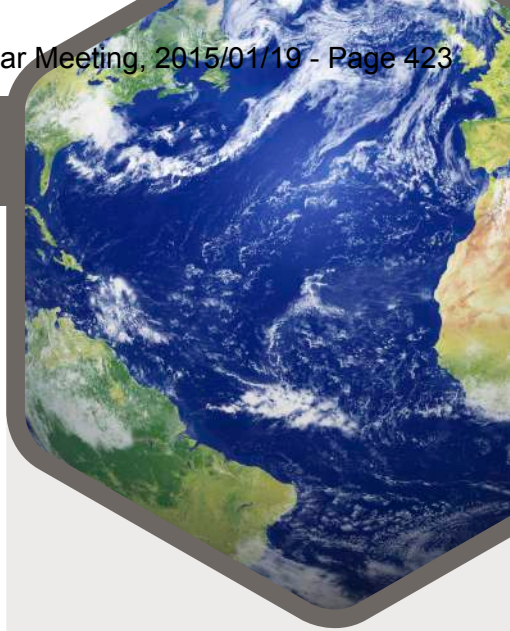
Why:

- Builds community cohesion.
- Provides more in depth information than some other activities.
- Tool is scalable - only limited by room size.
- Can be organized as a table discussion with multiple 'stations'.

Where/When:

This activity is best suited for an interactive workshop in the first phase of the project to educate, connect local to global, draw on local knowledge and inform why a new plan is needed.

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Requirements:

- 3 comment sheets: issues, assets, actions
- 3 coloured markers (red, green, blue)
- Dot-stickers (red, green, blue)

Digital Suitability:



This activity is not suitable for digital engagement as it is based on group discussion.

ENGAGEMENT ZONE

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GLOBAL ISSUES, LOCAL CHALLENGES (Continued)

How:

1. Pick 3 to 5 “global trends” that apply to your area, and create a station for each one.
2. At each station (a table), display the title of the ‘Global Trend’ in large text, so participants can choose the one station that most interests them.
3. Each station will need a facilitator to record notes, encourage participation, and gently guide the discussion when it stalls.
4. Each station should have 3 areas to capture ideas – issues, assets, and actions. The facilitator will move through these in order.
5. For issues the facilitator asks, “What are the most important [global trend] issues that are affecting our community?” The facilitator asks participants to think silently, jot down some notes, and then write their top 3 ideas down, each on a separate sticky note. Participants share the ideas with the facilitator, who clusters them on the issues board. The facilitator then leads a short discussion on what this means.
6. For assets the facilitator asks, “What works in our community to combat [global trend]?” Or, “What do we do well already despite the [global trend]?” If no one has any ideas, the facilitator could ask for ideas about what the community needs more of. The facilitator then repeats the same actions as the last activity – time for silent reflection, writing top 3 ideas, sharing and clustering ideas, and then a discussion about what this means.
7. For actions the facilitator asks, “What actions can we take to use our assets to address the issues?” The same instructions are given as previously for collecting ideas.
8. Once these three steps are completed, the facilitator asks participants to “vote” for the top 2 ideas (most important) on each sheet using dots..
9. Once completed, discuss the chosen items and capture any additional thoughts.

WORLD'S EASIEST FACILITATION

What:

World's Easiest is a facilitation method that gives participants time to reflect on their answers and is designed to make space for all participants to share their ideas.

Considerations:

- Works best in groups sized 4 to 8. The larger the group, the more time required for each round of discussion. It takes about 30 minutes per round with a group of 5.
- Groups can self-facilitate. However, if a group has participants of quite different ages, ethnicities, or social status, a facilitator can help balance participation.
- With a multiple-round discussion, groups may finish the discussion at different times, which is okay.
- Can be labour-intensive to collect, transcribe, and analyze notes.

Why:

- Easy to learn and contribute.
- Balances participation between quiet and talkative members.
- Allows time for reflection

Where/When:

This activity is most suitable at workshops and meetings.

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Requirements:

- Sticky notes
- Markers
- Table with chairs for 4-8 people
- Hot dots for voting
- 1 sheet of flip chart paper per round with the question written across the top

Digital Suitability:



This activity is not suitable for online engagement, as group interaction is important.

ENGAGEMENT ZONE

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WORLD'S EASIEST FACILITATION (Continued)

How:

1. First 10 minutes
 - Identify a “table host” who will keep you on time
 - Table host reads out the “question”
 - Everyone takes 2 minutes time to silently reflect on that question
 - Everyone takes 2 more minutes to review their own list and pick the best 2
 - Refine these by writing them clearly on the large yellow stickies (1 idea per sticky please)
 - Place these in front of you and wait until everyone is done
2. Middle 10 minutes
 - Table host asks the person to their right to read out (but not explain) their stickies
 - Keep going around the table. Each person reads their stickies to the group
 - Table host identifies any overlapping items and “clusters” those stickies with help of all attendees
 - Group agrees on a name for each cluster and identifies outliers
 - Open discussion to increase understanding, go a bit deeper
3. Next 5 minutes
 - Table host directs the group to start focusing on their two remaining tasks: identifying top 2 issues
 - Each person indicates to table host which 2 issues are most important to them
 - Table host keeps a tally of which clusters and issues get most votes and identifies top 2
4. Last 5 minutes
 - Group discussion on why these 2 are most important
 - Write 4 points explaining why
5. Close
 - Thank everyone for participating
6. Repeat for each round of discussion

INTERVIEW MATRIX

What:

Interview matrix is a small group dialogue format that quickly brings a group to consensus, without everyone making mini-speeches.

Considerations:

- Requires a number of people divisible by four (i.e., 16 or 20 people).

Why:

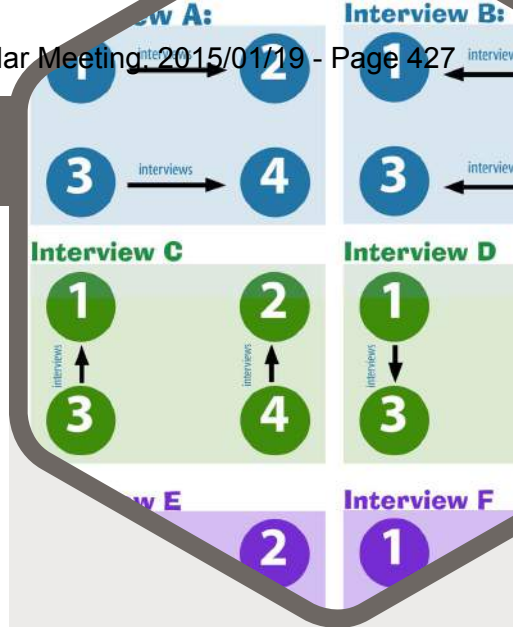
- Represent the interests of the community/neighbourhood and participate in discussions concerning the committee's mandate.
- Bring local knowledge to City planning processes.
- Act as a liaison between citizens and City staff/Council.
- Help prioritize or implement strategies/initiatives.

How:

- Begin from a circle of the whole. No tables. One flip chart in each corner of room.
- Determine with the group four best questions. One question goes on each flip chart.
- Break large group into smaller groups of four (each person is assigned a number 1 to 4 and thus owns one of the four questions). Each participant has a template with their number, the question, and space for taking notes during three upcoming interviews.
- There are three rounds of one-on-one interviews. The point is to ask the question then let the other person talk without interruption. There is no a dialogue; you are getting as much input as possible on the questions asked from everyone in the room. Everyone has two to four minutes for each interview, so the exercise takes about 45 minutes including switching between interviews.
- For the next hour, the 1s, 2s, 3s, and 4s meet to discuss their findings and summarize the key points on a flip chart. They can also add their own ideas and insights.
- Each group presents their findings.

Where/When:

Interview matrix can be used during any meeting to gather feedback and encourage dialogue. This process takes about 2 hours.



Requirements:

- Interview matrix instructions
- Interview handout
- Pens
- Flipchart and markers
- Timer

Digital Suitability:



This activity is not suitable for digital engagement.

ENGAGEMENT ZONE

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COMMUNITY CIRCLES/ KITCHEN TABLE CONVERSATIONS

What:

This discussion tool enables participants to engage in conversation in the comfort of a casual environment. In a free and open environment, participants are meant to feel welcome and comfortable, while workbooks encourage and stimulate conversation. Open houses and basic surveys may lack depth and capacity while Community Circles draw the public into an in-depth discussion on key issues.

Considerations:

- May not be appropriate for site-specific projects.
- Process can be time consuming (up to 2 hours or more).
- Planning with the end in mind will ensure the quality and direction of response is in line with your desired data.
- Make staff or volunteer team members available where appropriate to facilitate discussions.
- Offer a voucher for free dinner or some incentive (i.e., prize draw) to help people host these events improve participation.

Why:

- Flexibility for participants
- Great for communities where attending events is challenging.
- Not everyone is comfortable sharing at large public events.
- Feedback is very informative and in-depth.
- Offers time to really dig into issues for deeper engagement.

How:

1. Establish desired activity outcomes and develop background materials.
2. Assemble workbooks that contain questions and space for comments.
3. Invite participants to an event where there is a comfortable and informal atmosphere in which participants can talk openly and freely about the issues.
4. Distribute workbooks and facilitate an open conversation.
5. Gather feedback and analyze.

Where/When:

Performed in casual small group settings and coordinated by community members. These conversations can be used to begin uncovering priorities, assets, and issues or to dive deeper into issues identified in earlier stages.

Requirements:

- Meeting place
- Workbooks
- Background Materials
- Pens
- Table/chairs
- Props to facilitate a comfortable atmosphere

Digital Suitability:



Group discussions are an important part of this activity, so **online questionnaire or survey tools are more suitable for recording each group's input.**

ENGAGEMENT ZONE

**Involve & Learn
Generate Solutions**

WORLD CAFE

What:

World Café is a simple way to host conversations about questions that matter. These conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into the questions or issues that are most important.

Considerations:

- Requires skilled moderator to stay on task.
- Important to create a comfortable and welcoming Cafe environment.
- Make sure key ideas are recorded visually.
- Let people know in a gentle way when it's time to move and begin a new round of conversation.
- Play, doodle, draw - writing on tablecloths is encouraged.
- When people feel comfortable to be themselves, they do their most creative thinking, speaking, and listening.
- May only explore a single question, or several questions may be developed.
- In many cases, Café conversations are as much about discovering and exploring powerful questions as they are about finding effective solutions.

Why:

- Small, comfortable groups.
- Power in collaboration.
- Access to many citizens, participation only limited by room size.
- Patterns can be identified, collective knowledge grows, and possibilities for action emerge.

Where/When:

This activity is best suited to small group workshops and can be used to dive deeper into issues that are identified in earlier stages of the process.

CONTINUED ON FOLLOWING PAGE...

Requirements:

- Tables and chairs
- Craft materials, markers
- Paper tablecloths (to doodle/write on)

Digital Suitability:



This activity is not suitable for online engagement, as it is based on group discussion.

ENGAGEMENT ZONE

**Involve & Learn
Generate Solutions**

WORLD CAFE (Continued)

How:

1. Seat four or five people at small Cafe-style tables or in conversation clusters.
2. Set up progressive (usually three) rounds of conversation of approximately 20-30 minutes each.
3. Questions should relate to issues that genuinely matter to your life, work or community. Tables can all focus on the same or different questions.
4. Encourage both table hosts and members to write, doodle, and draw key ideas on their tablecloths.
5. Upon completing the initial round of conversation, ask one person to remain at the table as the “host” while the others serve as travelers or “ambassadors of meaning” to other tables. The travelers carry key ideas, themes, and questions into their new conversations.
6. Ask the table host to welcome the new guests and briefly share the main ideas, themes and questions of the initial conversation. Encourage guests to link and connect ideas coming from their previous table conversations—listening carefully and building on each other’s contributions.
7. By providing opportunities for people to move in several rounds of conversation, ideas, questions, and themes begin to link and connect. At the end of the second round, all of the tables or conversation clusters in the room will be cross-pollinated with insights from prior conversations.
8. In the third round of conversation, people can return to their home (original) tables to synthesize their discoveries, or they may continue traveling to new tables, leaving the same or a new host at the table. Sometimes a new question that helps deepen the exploration is posed for the third round of conversation.
9. After several rounds of conversation, initiate a period of sharing discoveries and insights in a whole group conversation.

QUESTIONNAIRE

What:

Opt-in surveys are useful tools to collect data, gather opinions on options, and gauge support for the process. They can also provide a snapshot of opinions, across a wide range of demographic groups. It is important to note that they may not be statistically-valid. But, if enough people participate and demographic information is captured, the results can be weighted to be a representative sample.

Considerations:

- Be sure your questions are clear, your survey is short, and that you clearly communicate what you will do with input received. Try to aim for a survey that can be completed in 5 to 10 minutes.
- Surveys will get more uptake if you make them available in a variety of formats: online, at events, by mail, electronic kiosks, etc.
- Use questionnaires when you have definitive questions to ask - i.e. multiple choice as opposed to open ended.
- Consider the type of input you will get and how you plan to analyze it when you are selecting the questions to your survey. Keep in mind that qualitative questions (i.e. open ended comments) take longer to analyze but can provide important information. You may want to use a word limit for open-ended questions.

Note: take care to review requirements for protection of privacy when using survey tools. Ensure they store people's personal information on a Canadian server.

Why:

- Surveys are useful when wanting to reach the broad population and to help decide areas to focus on in project, understand key issues, develop key themes (exploratory – early on in process).
- Elicit feedback on/review of a discreet set of information (e.g. with key group such as steering committee).
- Sparks dialogue.

Where/When:

Surveys can be used at essentially any point during the engagement process. They are useful at the beginning of the process to identify initial issues and opportunities, in the middle of the process to assess options or, near the end of the process to help with final decisions and to ask for feedback on the engagement process.

CONTINUED ON FOLLOWING PAGE...



Requirements:

- Survey questions
- Medium (online survey tool or paper surveys)

Digital Suitability:



This activity is very suitable for online engagement. A wide variety of custom tools (such as FluidSurveys, SurveyMonkey) are available to help you design your survey and gather/analyze input.

INPUT ZONE

Inform Decisions

QUESTIONNAIRE

How:

1. Know what information you want to obtain from the survey and how you will use the information you obtain (be clear with respondents).
2. Help ensure sound question design by having whomever will be responsible for analysis review questions.
3. Avoid leading and yes/no questions. Try to ask why or how questions instead.
4. Keep surveys short (20 questions or less)
5. Need diversity of questions, e.g.: open-ended (include one-word-answer, open-ended); True/False; choose top 5; ranking; general/motherhood (e.g. to show support); questions that incorporate trade-offs/ framing questions (energy efficiency vs. cost – to get at values); pairing questions (e.g. choose between police and public library).



Variations:

Can be used at meetings to make group decisions. If you have the technology, you could set up a live feedback tool, or you could simply use voting cards (agree/disagree) to allow participants to see the results immediately.

Best practices for online surveys:

- [How to develop online surveys that work. Author: InsightExpress](#)
- [Survey Design \(numerous articles from Qualtrics\)](#)
- [Smart Survey Design - Best Practices Document. Author: SurveyMonkey Inc.](#)
- [Journal of the American Association for Public Opinion Research](#)
- ["How statistically valid are your survey results?"](#)
- [Ipsos Public Affairs "Credibility Intervals for Online Polling"](#)
- [Center for Advances in Public Engagement \(CAPE\) "Promising Practices in Online Engagement"](#)

EVENT FEEDBACK FORMS

What:

Feedback forms are useful tools to collect data, gather opinions on options, and gauge support for the process. They are a good way of getting a snapshot of opinions from the community or key stakeholders.

Considerations:

- Be sure your questions are clear and succinct. Clearly explain how input will be used.
- You will get more results from feedback forms if you make them available in a variety of formats: paper versions that can be filled out in-person at an event or taken home and submitted later, and online versions.
- Include a couple of questions about the event itself so you can learn lessons for the future (i.e. was this facility appropriate for this event? Were facilitation staff helpful and informative?)
- For online feedback forms on tablets/iPads at events:
 - » Use locks to secure the tablets to a table.
 - » Ensure your location has wireless internet access, or use a mobile phone to set up a personal hot spot.

Why:

- Useful for receiving informed feedback on key project issues, opportunities, and options.
- Provides an opportunity for two-way communication: participants can provide input after receiving information at the event.

Where/When:

This activity should be coordinated with engagement events to solicit input from participants about key topics or issues. Feedback forms can be used to follow up with participants at public open houses or interactive stakeholder workshops.

This activity can be done at any point throughout the engagement process to identify initial issues and opportunities, to provide feedback on specific options, and to help with final decisions or ask for feedback on the engagement process.

CONTINUED ON FOLLOWING PAGE...



Requirements:

- Feedback form questions
- Medium (online survey tool or paper surveys)

Digital Suitability:



This activity is suitable for online engagement. Use an online survey or bring tablets or a digital kiosk to an event to provide options for people to share their ideas.

ENGAGEMENT ZONE

Inform Decisions

EVENT FEEDBACK FORMS (Continued)

How:

1. Know what information you want to obtain from the feedback form and how you will use the information you obtain (be clear with respondents).
2. Help ensure sound question design by asking the person responsible for analysis to review questions.
3. Avoid leading and yes/no questions. Try asking how or why questions instead.
4. Keep feedback forms relatively short – aim for it to take 5 to 10 minutes.
5. Diversify question types, e.g.: open-ended (include one-word-answer, open-ended); True/False; choose top 5; ranking; general/motherhood (e.g. to show support); questions that incorporate trade-offs/framing questions (energy efficiency vs. cost – to get at values); pairing questions (e.g. choose between police and public library).

GRAPHIC FACILITATION

What:

A graphic facilitator sits with participants and draws their ideas on a chosen topic as they watch. The facilitator will ask questions and sketch bring the participants' ideas to life. All audience outputs are different - capturing the unique essence of each event.

Considerations:

- Requires a professional graphic facilitator.

Why:

- A visual representation of ideas that is accessible to everyone, including children.
- Develops a unique shared vision among participants that includes everyone's ideas.
- Can be used as a visual to promote the project.
- Fun!

How:

1. Participants (4-8 at a time) sit with a graphic facilitator who will ask questions on the chosen topic of the event.
2. As participants provide their answers and ideas, the graphic facilitator will draw their ideas in real time, bringing them to life on the page, while being watched by the participants. Participants are asked to build off of each other ideas, creating a visual representation of the group's ideas, hopes, and dreams.

Where/When:

This activity is most suitable at the beginning of a process to develop the group's vision for the future of the project. It can also be used to visualize the design of a site-specific project or detail what buildings, streets, or open spaces could look like.



Requirements:

- Professional graphic facilitator
- Larger banner or poster
- Coloured markers/pens

Digital Suitability:



This activity is not suitable for digital engagement.

ENGAGEMENT ZONE

Inform Decisions



CITIZEN JURY/PANEL/ASSEMBLY

What:

The Citizens' Jury method is a means for obtaining informed citizen input into policy decisions. The jury is composed of randomly selected citizens, who are informed by several perspectives, often by expert witnesses. Jurors deliberate the issue. After a series of focused discussions, jurors produce a decision or provide recommendations in a report.

Considerations:

- Process requires significant resources and time commitment for participants and organizers.
- Decision-making responsibility is delegated to the jury.
- Jury members need to be representative of the community.

Why:

- Small size of group and their non-intimidating nature allows for innovative ideas and active participation.
- Brings legitimacy and democracy to non-elected public bodies.

How:

1. Select a randomly-selected and representative group of approximately 8-16 people. Determine a question important to the issue being considered or develop a series of options for the jury to consider.
2. Brief jurors on the rules of the proceedings, and allow them 2-5 days to come to a recommendation.
3. Provide expert witnesses to brief the jury. Jury can spend time discussing the issue with the witnesses.
4. Engage independent moderator(s) to assist the process of deliberation.
5. At the agreed time, arrange a presentation from the panel and/or collect the jury's report of recommendations.
6. Publish the report and recommendations.
7. If the recommendations of the citizen jury are not followed up, publish the reasons for not following up.

Requirements:

- Venue with areas for breakout groups and plenary sessions
- Flip charts
- Markers
- Administrative support for reporting
- May require moderators
- Catering
- Expert witnesses

Digital Suitability:



This activity is not suitable for digital engagement.

EMPOWERMENT ZONE

Inform Decisions

Where/When:

This activity can be performed at any time, normally within a 6 week to 6 month period.

PUBLIC PARTICIPATION TOOLBOX

FOR LOCAL GOVERNMENT STAFF

January 29, 2015

Zef Ordman
5308 43 Ave.
Red Deer, AB T4N 3E4

Dear Zef,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Regional Airport Authority Board*, we greatly appreciate your membership on the SDAB, Red Deer Appeal & Review Board, and interest in the community and willingness to serve on a committee.

It is our goal to create flexible, meaningful, responsive and coordinated public engagement and participation to City decision making processes. When making appointments to the Community Safety Ad Hoc Committee, Council looked broadly at the sectors identified in the enclosed briefing note. Additionally, you can see a wide variety of community groups and agencies have been identified, whose partnerships and contribution to this committee will be invaluable in an advisory role. We look forward to the opportunity for broad based involvement and encourage you to consider future involvement either through this group or by considering other committee opportunities that become available.

Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

January 29, 2015

Brian McLoughlin
25 Selkirk Blvd
Red Deer, AB T4N 0G3

Dear Brian,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Regional Airport Authority Board*, we greatly appreciate your membership on the Public Art Jury Committee and interest in the community and willingness to serve on a committee.

It is our goal to create flexible, meaningful, responsive and coordinated public engagement and participation to City decision making processes. When making appointments to the Community Safety Ad Hoc Committee, Council looked broadly at the sectors identified in the enclosed briefing note. Additionally, you can see a wide variety of community groups and agencies have been identified, whose partnerships and contribution to this committee will be invaluable in an advisory role. We look forward to the opportunity for broad based involvement and encourage you to consider future involvement either through this group or by considering other committee opportunities that become available.

Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

FILE COPY
mailed out Jan 29 2015

FILE COPY

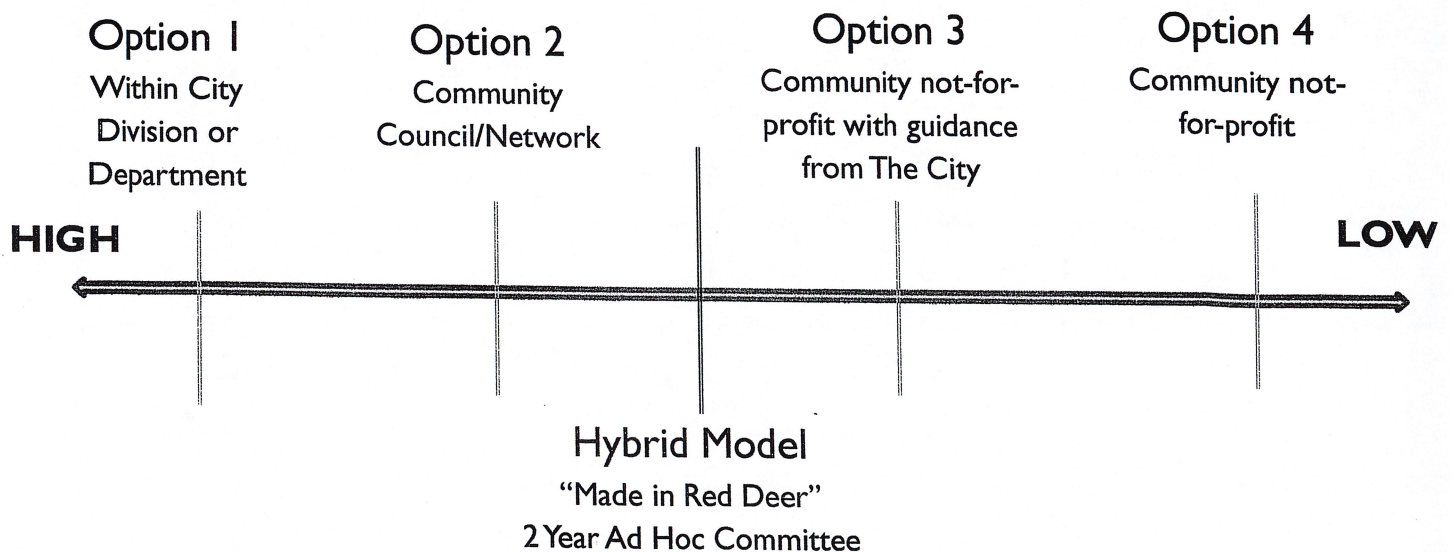
Community Safety Ad Hoc Committee

Background

An outcome of the Safety Charter is the development of a community safety model that will work toward increased community safety. Administration and Council have reviewed best practices, governance models and how other jurisdictions across Canada approach crime prevention and community safety. A conceptual model for Red Deer was presented to and adopted by Council on July 8, 2013.

Two subsequent Council workshops have been held to address this community safety model to develop a Made in Red Deer approach. Council provided further input on the principles, and direction was given to pursue a hybrid model to be brought forward to the Governance and Policy Committee (GPC). Council subsequently adopted this model at GPC and at Council in October 2014, fulfilling Council's strategic direction and the initiative in the Safety Charter.

Crime Prevention and Community Safety Models



Purpose

The purpose of the Ad Hoc Community Safety Committee is to develop a strategic plan and a funding model, then make a recommendation to Council on the future governance structure. Specifically, in 2015 the Committee will focus on developing a strategic plan and a funding model that would work to engage the community to contribute to the accomplishment of the plan. The Committee will develop the criteria and mechanism for organizations to apply for funding opportunities that align with the

established vision, principles and goals. 2016 would mark the start of this new high level, strategic leadership approach that would focus on providing support to program based, community driven organizations that have the ability to implement programs and services that align with the strategic direction. After one year of implementation and evaluation the Committee will be in a position to make a recommendation to City Council on the future governance model for this function and that this work happen in alignment with the Social Policy Framework.

Membership of the Ad Hoc Committee:

By interpreting the direction of Council as per the approved terms of reference, the Nomination Committee reviewed applications for the Committee, keeping in mind they were looking multi-sectorial generalists in the areas of Education, Not for Profit, Business, Justice, Health and Youth.

Application of the Overall Model: (Refer to diagram on page 3 & 4)

As mentioned above, City Council has tasked the Ad Hoc Committee with three outcomes in their two year term: Creation of a broad based Safety Strategy, recommendation on a proposed Funding Model, and a recommendation on the future proposed structure for ongoing governance appropriate for Red Deer.

This Ad Hoc Committee is in place to help build capacity and transition the municipality and the community to a permanent Safety Committee model. This body will work together, as well as with community, program-based organizations and related stakeholders throughout their term to understand, develop, and recommend the most appropriate strategies and next steps to City Council. They will do this through various dialogue opportunities and/or tools, while integrating their own expertise and experience for a robust final product.

They will also develop and test a funding model on behalf of the City, so as to ensure that all safety related programs that the municipality might consider having a role in (ie: funding, leading, facilitating, etc.) are aligned with the overall safety strategy. Throughout the funding pilot, they will continually monitor the strengths and weaknesses of the program to recommend a model to Council for future implementation.

The Ad Hoc Safety Committee term ends in Q4 of 2016.

GOVERNANCE

City Council

SAFETY GOVERNANCE FRAMEWORK

Community Safety Ad Hoc Committee

Justice Education Health Youth Business Community Not-for-Profit

Outcomes: Safety Strategy, Funding Model, Future Governance Recommendation

Ongoing Community Dialogue, Monitoring, & Evaluation

COMMUNITY NETWORK, PROGRAMMING, & FRONTLINE SERVICES

Groups already providing valuable programs to our community will be able to continue their work in partnership with the City's Community Safety Ad Hoc Committee.

**list is not exhaustive*

Prevention/Education	Education/Intervention	Education/Enforcement
<p>Alberta Health</p> <p>Alberta Health and Wellness - Addictions and Mental Health</p> <p>Alberta Health Services extended services</p> <p>Athletic Organizations - Organized Sport</p> <p>Central Alberta Crime Prevention Centre</p> <p>Central Alberta Poverty Reduction Alliance (CAPRA)</p> <p>Chinook's Edge School Division</p> <p>Church Groups</p> <p>Community Associations (14 Neighbourhoods)</p> <p>Employment Placement and Support Services (EPSS)</p> <p>Family School Wellness programs X 2</p> <p>Family Services of Central Alberta</p> <p>Group Homes</p> <p>Habitat for Humanity</p> <p>Red Deer Native Friendship Society</p>	<p>Alberta Health</p> <p>Alberta Health and Wellness - Addictions and Mental Health</p> <p>Alberta Health Services extended services</p> <p>Catholic Social Services</p> <p>Central Alberta Addictions Consortium</p> <p>Central Alberta AIDS Network Society</p> <p>Central Alberta Immigrant Women's Association</p> <p>Central Alberta Pregnancy Care Centre</p> <p>Central Alberta Refugee Effort</p> <p>Central Alberta Safe Harbour Society</p> <p>Central Alberta Sexual Assault Centre (Crisis Centre)</p> <p>Central Alberta Women's</p>	<p>Bylaw Services</p> <p>Private contracted service</p> <p>RCMP</p> <p>Courts – Justice – Law</p>

<p>Primary Care Network</p> <p>Public School Board</p> <p>Red Deer Aboriginal Employment Services</p> <p>Canadian Mental Health Association</p> <p>Downtown Business Association</p> <p>Red Deer Catholic Regional Schools</p> <p>Red Deer Safety City</p> <p>Red Deer Housing Authority</p> <p>MADD</p> <p>General Citizens</p> <p>Others...</p>	<p>Emergency Shelter</p> <p>Central Alberta Women's Outreach Society</p> <p>Loaves and Fishes</p> <p>Potter's Hands Ministries</p> <p>Emergency Services</p> <p>Salvation Army</p> <p>Shining Mountains Community Living Services</p> <p>Heritage Family Services</p> <p>Red Deer Food Bank</p> <p>General Citizens</p> <p>Others...</p>	
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DATE: January 26, 2015
TO: Angie Keibel, Deputy City Clerk
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Citizen Representative Appointments to Committees

Reference Report:

Legislative Services, dated December 15, 2014.

Resolution:

At the Monday, January 19, 2015 Regular Council Meeting, Council passed the following Resolution:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Bettylyn Baker

Citizen Representative
(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Karyn Barber

Citizen Representative
(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Serge Gingras

Citizen Representative
(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Tyler Heppell

Citizen Representative
(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Dawn-Rai Kitt

Citizen Representative
(1 – 2 year term to expire at the
Organizational meeting of 2016)

January 19, 2015

Page 2

Citizen Representative Appointments to Committees

FILE COPY

Walt McKay

Citizen Representative
(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Donna Stinson

Citizen Representative
(1 – 2 year term to expire at the
Organizational Meeting of 2016)

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Regional Airport Authority* for a term to expire as follows:

Carol Mah

Citizen Representative
(1 – 2 year term to fill unexpired term
to expire December 31, 2016)

Report back to Council: No



Frieda McDougall
Manager

c. Committees Coordinator

January 26, 2015

Terry Balgobin
79 Anquetel Street
Red Deer, AB T4R 2K7

Dear Terry,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Regional Airport Authority Board*, we greatly appreciate your membership on the Municipal Planning Commission and interest in the community and willingness to serve on a committee.

It is our goal to create flexible, meaningful, responsive and coordinated public engagement and participation to City decision making processes. When making appointments to the Community Safety Ad Hoc Committee, Council looked broadly at the sectors identified in the enclosed briefing note. Additionally, you can see a wide variety of community groups and agencies have been identified, whose partnerships and contribution to this committee will be invaluable in an advisory role. We look forward to the opportunity for broad based involvement and encourage you to consider future involvement either through this group or by considering other committee opportunities that become available.

Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

mailed out
Jan 28 2015
FILE COPY

January 26, 2015

Dawn-Rai Kitt
3716A – 44 A Ave.
Red Deer, AB T4N 3K6

Dear Dawn-Rai:

Re: Citizen Representative Appointments to Committees

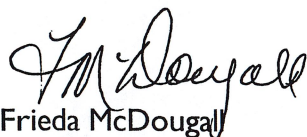
At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Dawn-Rai Kitt Citizen Representative
(1 – 2 year term to expire at the Organizational Meeting of 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
 Corporate Meeting Coordinator

FILE COPY

Mailed out
Jan 28th
2015

January 26, 2015

Eric Colberg
5518 49 A Ave.
Red Deer, AB T4N 3X7

Dear Eric,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

It is our goal to create flexible, meaningful, responsive and coordinated public engagement and participation to City decision making processes. When making appointments to the Community Safety Ad Hoc Committee, Council looked broadly at the sectors identified in the enclosed briefing note. Additionally, you can see a wide variety of community groups and agencies have been identified, whose partnerships and contribution to this committee will be invaluable in an advisory role. We look forward to the opportunity for broad based involvement and encourage you to consider future involvement either through this group or by considering other committee opportunities that become available.

Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

FILE COPY
mailed out Jan 28
2015

January 26, 2015

Tina Colberg
5518 49 A Ave.
Red Deer, AB T4N 3X7

Dear Tina,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

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Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

mailed out Jan 28 2015
FILE COPY



LEGISLATIVE SERVICES

January 26, 2015

Rosanna Decore
#410 4707 – 50 Street
Red Deer, AB T4N 1X3

Dear Rosanna,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

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Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,

Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

mailed out Jan 28 2015
FILE COPY

mailed out Jan 28 2015
FILE COPY

January 26, 2015

Amanda Gould
32 Violet Place
Red Deer, AB T4R 0H6

Dear Amanda,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

It is our goal to create flexible, meaningful, responsive and coordinated public engagement and participation to City decision making processes. When making appointments to the Community Safety Ad Hoc Committee, Council looked broadly at the sectors identified in the enclosed briefing note. Additionally, you can see a wide variety of community groups and agencies have been identified, whose partnerships and contribution to this committee will be invaluable in an advisory role. We look forward to the opportunity for broad based involvement and encourage you to consider future involvement either through this group or by considering other committee opportunities that become available.

Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

January 26, 2015

Petra Kitteringham
153 Welton Crescent
Red Deer, AB T4N 6B2

Dear Petra,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your membership on the SDAB, Red Deer Appeal and Review Board and interest in the community and willingness to serve on a committee.

It is our goal to create flexible, meaningful, responsive and coordinated public engagement and participation to City decision making processes. When making appointments to the Community Safety Ad Hoc Committee, Council looked broadly at the sectors identified in the enclosed briefing note. Additionally, you can see a wide variety of community groups and agencies have been identified, whose partnerships and contribution to this committee will be invaluable in an advisory role. We look forward to the opportunity for broad based involvement and encourage you to consider future involvement either through this group or by considering other committee opportunities that become available.

Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

mailed out Jan 28 2015
FILE COPY



LEGISLATIVE SERVICES

January 26, 2015

David Lustgarten
43 Dentoome Close
Red Deer, AB T4R 3H6

Dear David,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

It is our goal to create flexible, meaningful, responsive and coordinated public engagement and participation to City decision making processes. When making appointments to the Community Safety Ad Hoc Committee, Council looked broadly at the sectors identified in the enclosed briefing note. Additionally, you can see a wide variety of community groups and agencies have been identified, whose partnerships and contribution to this committee will be invaluable in an advisory role. We look forward to the opportunity for broad based involvement and encourage you to consider future involvement either through this group or by considering other committee opportunities that become available.

Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,

Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

FILE COPY
mailed out Jan 26 2015

FILE COPY

mailed out Jan 28 2015

January 26, 2015

Glen Manyluk
RRI LCDI
Red Deer, AB T4N 5E1

Dear Glen,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

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Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

mailed out Jan 28 2015
FILE COPY

January 26, 2015

Kathleen Raines
40 6519 67 Street
Red Deer, AB T4P 1A3

Dear Kathleen,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

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Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

FILE COPY

Mailed out Jan 28 2015

January 26, 2015

Jonathan Wieler
21 Charles Ave.
Red Deer, AB T4P 0L8

Dear Jonathan,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

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Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

January 26, 2015

Jennifer Vanderschaeghe
5711-56 Ave.
Red Deer, AB T4N 4P7

Dear Jennifer,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

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Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

FILE COPY
mailed out Jan 28 2015

FILE COPY

mailed out
Jan 28 2015

January 26, 2015

Brian Urlacher
42 College Park Drive
Red Deer, AB T4P 0M7

Dear Brian,

Re: Citizen Representative Appointments to Committees

At the City of Red Deer's Regular Meeting of Council held on Monday, January 19, 2015 consideration was given to membership on Council Committees.

We appreciate the skill set/competencies that you have, and although you were not appointed to the *Red Deer Community Safety Ad Hoc Committee*, we greatly appreciate your interest in the community and willingness to serve on a committee.

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Please do not hesitate to contact our office should you require any further information or clarification regarding the above.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator

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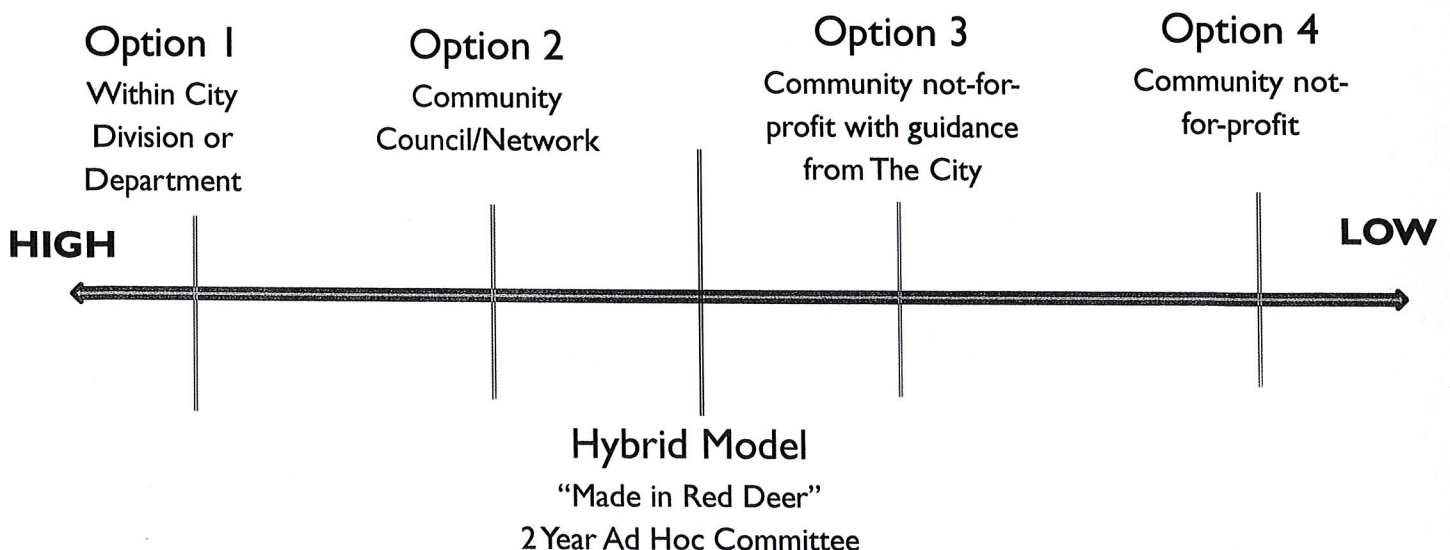
Community Safety Ad Hoc Committee

Background

An outcome of the Safety Charter is the development of a community safety model that will work toward increased community safety. Administration and Council have reviewed best practices, governance models and how other jurisdictions across Canada approach crime prevention and community safety. A conceptual model for Red Deer was presented to and adopted by Council on July 8, 2013.

Two subsequent Council workshops have been held to address this community safety model to develop a Made in Red Deer approach. Council provided further input on the principles, and direction was given to pursue a hybrid model to be brought forward to the Governance and Policy Committee (GPC). Council subsequently adopted this model at GPC and at Council in October 2014, fulfilling Council's strategic direction and the initiative in the Safety Charter.

Crime Prevention and Community Safety Models



Purpose

The purpose of the Ad Hoc Community Safety Committee is to develop a strategic plan and a funding model, then make a recommendation to Council on the future governance structure. Specifically, in 2015 the Committee will focus on developing a strategic plan and a funding model that would work to engage the community to contribute to the accomplishment of the plan. The Committee will develop the criteria and mechanism for organizations to apply for funding opportunities that align with the

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established vision, principles and goals. 2016 would mark the start of this new high level, strategic leadership approach that would focus on providing support to program based, community driven organizations that have the ability to implement programs and services that align with the strategic direction. After one year of implementation and evaluation the Committee will be in a position to make a recommendation to City Council on the future governance model for this function and that this work happen in alignment with the Social Policy Framework.

Membership of the Ad Hoc Committee:

By interpreting the direction of Council as per the approved terms of reference, the Nomination Committee reviewed applications for the Committee, keeping in mind they were looking multi-sectorial generalists in the areas of Education, Not for Profit, Business, Justice, Health and Youth.

Application of the Overall Model: (Refer to diagram on page 3 & 4)

As mentioned above, City Council has tasked the Ad Hoc Committee with three outcomes in their two year term: Creation of a broad based Safety Strategy, recommendation on a proposed Funding Model, and a recommendation on the future proposed structure for ongoing governance appropriate for Red Deer.

This Ad Hoc Committee is in place to help build capacity and transition the municipality and the community to a permanent Safety Committee model. This body will work together, as well as with community, program-based organizations and related stakeholders throughout their term to understand, develop, and recommend the most appropriate strategies and next steps to City Council. They will do this through various dialogue opportunities and/or tools, while integrating their own expertise and experience for a robust final product.

They will also develop and test a funding model on behalf of the City, so as to ensure that all safety related programs that the municipality might consider having a role in (ie: funding, leading, facilitating, etc.) are aligned with the overall safety strategy. Throughout the funding pilot, they will continually monitor the strengths and weaknesses of the program to recommend a model to Council for future implementation.

The Ad Hoc Safety Committee term ends in Q4 of 2016.

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GOVERNANCE

City Council

SAFETY GOVERNANCE FRAMEWORK

Community Safety Ad Hoc Committee

Justice Education Health Youth Business Community Not-for-Profit

Outcomes: Safety Strategy, Funding Model, Future Governance Recommendation

Ongoing Community Dialogue, Monitoring, & Evaluation

COMMUNITY NETWORK, PROGRAMMING, & FRONTLINE SERVICES

Groups already providing valuable programs to our community will be able to continue their work in partnership with the City's Community Safety Ad Hoc Committee.

**list is not exhaustive*

Prevention/Education

Alberta Health

Alberta Health and Wellness - Addictions and Mental Health

Alberta Health Services extended services

Athletic Organizations - Organized Sport

Central Alberta Crime Prevention Centre

Central Alberta Poverty Reduction Alliance (CAPRA)

Chinook's Edge School Division

Church Groups

Community Associations (14 Neighbourhoods)

Employment Placement and Support Services (EPSS)

Family School Wellness programs X 2

Family Services of Central Alberta

Group Homes

Habitat for Humanity

Red Deer Native Friendship Society

Education/Intervention

Alberta Health

Alberta Health and Wellness - Addictions and Mental Health

Alberta Health Services extended services

Catholic Social Services

Central Alberta Addictions Consortium

Central Alberta AIDS Network Society

Central Alberta Immigrant Women's Association

Central Alberta Pregnancy Care Centre

Central Alberta Refugee Effort

Central Alberta Safe Harbour Society

Central Alberta Sexual Assault Centre (Crisis Centre)

Central Alberta Women's

Education/Enforcement

Bylaw Services

Private contracted service

RCMP

Courts – Justice – Law

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<p>Primary Care Network</p> <p>Public School Board</p> <p>Red Deer Aboriginal Employment Services</p> <p>Canadian Mental Health Association</p> <p>Downtown Business Association</p> <p>Red Deer Catholic Regional Schools</p> <p>Red Deer Safety City</p> <p>Red Deer Housing Authority</p> <p>MADD</p> <p>General Citizens</p> <p>Others...</p>	<p>Emergency Shelter</p> <p>Central Alberta Women's Outreach Society</p> <p>Loaves and Fishes</p> <p>Potter's Hands Ministries</p> <p>Emergency Services</p> <p>Salvation Army</p> <p>Shining Mountains Community Living Services</p> <p>Heritage Family Services</p> <p>Red Deer Food Bank</p> <p>General Citizens</p> <p>Others...</p>	
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mailed out Jan 28 2015
FILE COPY

January 26, 2015

Donna Stinson
208-5330-47th Ave.
Red Deer, AB T4N 3R2

Dear Donna:

Re: Citizen Representative Appointments to Committees

At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Donna Stinson Citizen Representative
(1 – 2 year term to expire at the Organizational Meeting of 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
Corporate Meeting Coordinator

FILE COPY

mailed out
Jan 28 2015

January 26, 2015

Bettylyn Baker
108 5110 – 36 Street
Red Deer, AB T4N 0T2

Dear Bettylyn:

Re: Citizen Representative Appointments to Committees

At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Bettylyn Baker Citizen Representative
(1 – 2 year term to expire at the Organizational Meeting of 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
Corporate Meeting Coordinator

January 26, 2015

Karyn Barber
64 Lacey Close
Red Deer, AB T4R 3R7

Dear Karyn:

Re: Citizen Representative Appointments to Committees

At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Karyn Barber Citizen Representative
(1 – 2 year term to expire at the Organizational Meeting of 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
 Corporate Meeting Coordinator

mailed out
Jan 28 2015
FILE COPY

mailed out Jan 28 2015
FILE COPY

January 26, 2015

Serge Gingras
89 Wilson Crescent
Red Deer, AB T4N 5V6

Dear Serge:

Re: Citizen Representative Appointments to Committees

At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Serge Gingras Citizen Representative
(1 – 2 year term to expire at the Organizational Meeting of 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
Corporate Meeting Coordinator

mailed out
Jan 26 2015
FILE COPY

January 26, 2015

Tyler Heppell
306 2950A 22 Street
Red Deer, AB T4R 0P6

Dear Tyler:

Re: Citizen Representative Appointments to Committees

At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Tyler Heppell Citizen Representative
(1 – 2 year term to expire at the Organizational Meeting of 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
Corporate Meeting Coordinator

mailed out Jan 28 2015
FILE COPY

January 26, 2015

Walt McKay
58-369 Inglewood Drive
Red Deer, AB T4R 3R2

Dear Walt:

Re: Citizen Representative Appointments to Committees

At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Community Safety Ad Hoc Committee* for a term to expire as follows:

Walt McKay Citizen Representative
(1 – 2 year term to expire at the Organizational Meeting of 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
Corporate Meeting Coordinator

FILE COPY
mailed out Jan 28 2015

January 26, 2015

Carol Mah
6285 Cronquist Drive
Red Deer, AB T4N 1E2

Dear Carol:

Re: Citizen Representative Appointments to Committees

At The City of Red Deer's Regular Council Meeting held on Monday, January 19, 2015 the following resolutions were passed:

Resolved that Council of The City of Red Deer hereby appoints the following to serve as citizen representatives on the *Red Deer Airport Authority Board* for a term to expire as follows:

Carol Mah Citizen Representative
(1 – 2 year term to fill unexpired term to expire December 31, 2016)

If you require any further information, please contact me.

Sincerely,



Frieda McDougall
Legislative Services Manager

c: Committees Coordinator
Corporate Meeting Coordinator