



# **CITY COUNCIL OPERATING BUDGET AGENDA**

Tuesday, January 08, 2019 – Council Chambers, City Hall

Call to Order: 12:00 PM  
Recess: 5:00 PM to 6:00 PM

**1. 2019 INTERIM OPERATING BUDGET AS CONTINUOUS MEETING**

**2. OPERATING BUDGET OVERVIEW**

2.1. City Manager

**3. FINANCIAL OVERVIEW**

3.1. Chief Financial Officer

**4. 2019 INNOVATIONS & EFFICIENCIES**

4.1. Director of Corporate Services

(Agenda Pages 1 – 18)

**5. PUBLIC COMMENTS**

5.1. Comments Received

(Agenda Pages 19 – 46)

**6. IN CAMERA MEETING**

6.1. Motion to In Camera - Financial Matters FOIP 24(1)(a)

6.2. Motion to Revert to Open

**7. REPORTS - to be considered during debate**

- 7.1. RPC Inherited Projects (Agenda Pages 47 – 49)
- 7.2. Tourism & Economic Development Vision (Agenda Pages 50 – 52)
- 7.3. Environmental Services - Customer Satisfaction Survey (Agenda Pages 53 – 56)

**8. BYLAWS - to be considered during debate**

- 8.1. Borrowing for River Bend Golf & Recreation Society Operations (Agenda Pages 57 – 59)
  - 8.1.a. Consideration of First Reading of Bylaw 3620/2019
- 8.2. Amendments to the Safety Codes Permit Bylaw and Development Permit Fee Bylaw (Agenda Pages 60 – 194)
  - 8.2.a. Consideration of Third Reading of Bylaw 3551/B-2018
  - 8.2.b. Consideration of Third Reading of Bylaw 3555/B-2018
- 8.3. Permit Revenue Adjustment  
Safety Codes Permit Bylaw 3551/A-2019  
Development Permit Fee Bylaw 3555/A-2019 (Agenda Pages 195 – 247)
  - 8.3.a. Consideration of First Reading of Bylaw 3551/A-2019
  - 8.3.b. Consideration of Second Reading of Bylaw 3551/A-2019
  - 8.3.c. Motion for Permission to go to Third Reading
  - 8.3.d. Consideration of Third Reading of Bylaw 3551/A-2019
  - 8.3.e. Consideration of First Reading of Bylaw 3555/A-2019

8.3.f. Consideration of Second Reading of Bylaw 3555/A-2019

8.3.g. Motion for Permission to go to Third Reading

8.3.h. Consideration of Third Reading of Bylaw 3555/A-2019

**9. ADJOURNMENT**



January 7, 2018

## 2019 Innovations & Efficiencies

Corporate Services

### Report Summary:

This report identifies innovations and efficiencies realized from January to December, 2018, and highlights some of the work The City of Red Deer is doing as an organization to support a culture of innovative thinking and continuous improvement.

Starting in the 2018 report, administration connected the organization’s innovations and efficiencies to The City’s Value Framework, which explores the concept of “value” in the context of The City of Red Deer’s programs and services, informed by City Council and the Corporate Leadership Team. Within the framework, “value” is described as the relationship between the satisfaction of needs and expectations, and the resources required to do so. The 2018 *Citizen Satisfaction Survey* indicated that 85% of citizens think they receive either very good or fairly good value for their tax dollars.

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

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



## Report Details

### Background:

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

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

### Discussion:

#### INNOVATIONS AND EFFICIENCIES:

##### People & Structure:

Department	Description	Result
Human Resources	Coalitions Creating Equity Program Grant: provided funding for a 2 year part-time Coordinator to help build capacity of community individuals and organizations in addressing equity, racism, and human rights issues.	<ul style="list-style-type: none"> <li>Human rights training and resources will be developed and made available to the public. Response strategies, action plans and protocols will be developed to address equity, racism, hate and human rights incidents.</li> <li>Incidents will be monitored and responded to as they arise. Integration with a network of similar Coordinators working in other areas of the province will build synergy.</li> </ul>
Recreation, Parks & Culture	Have intentionally focused on the amount of time spent in meetings: trying to decrease the number of meetings, finding alternative ways to 'attend' meetings without having to drive between sites (i.e.	Results in an increase in productivity and less time driving.



Department	Description	Result
	Conference call, Skype, etc), bundling meetings together in one location, etc.	
Recreation, Parks & Culture	Significant work was done this year to develop and implement consistent Facility Operations Job Descriptions across all recreation and culture facilities.	Improves ability to cross-train and relocate operations staff to address facility requirements and vacancies.
Recreation, Parks & Culture	Increased cross-training in various areas across the department and use of Recreation Staff to accommodate staff vacancies, increased hiring timelines, and operational demands (i.e. facility operations, program assistants)	Ability to maintain service levels during staff vacancies.
Recreation, Parks & Culture	Recreation utilized Public Work emission test kits for Olympia (ice plants) emission testing	Ability to complete the work in-house as opposed to contracted services
Information Technology Services	Review of our Corporate Tempest Operating Group Structure enabled improvements to the structure and processes used by CTOG.	Reduction in Staff time attending meetings  200 hours
Engineering Services	<ul style="list-style-type: none"> <li>Last year, Engineering highlighted the use of doing more work in-house as an efficiency; over the course of this year, Engineering staff have done a review of external consultants and internal City staff for 6 projects that were conducted in-house.</li> <li>Doing the work in-house allowed for project design and project management to be done for less than what it would have cost to hire a consultant to do the same work</li> </ul>	<ul style="list-style-type: none"> <li>40% efficiency for in-house Functional Engineers (i.e. Utility Engineer, Transportation Engineer, Traffic Engineer etc.)</li> <li>35% efficiency for in-house designer</li> <li>51% efficiency for in-house Project Managers</li> <li>36% efficiency for in-house Construction Inspector</li> <li>These efficiencies result in less of a draw on approved funding sources in Capital jobs</li> </ul>
Environmental Services	Replaced Reverse Osmosis water unit in laboratory in August 2017	Operational savings due to significant reduction in consumables; reduction in cost of consumables due to the ability to now use generic consumables



Department	Description	Result
		\$5,000 savings
Environmental Services	Having Canadian Association for Laboratory Accreditation (CALA) provide training to lab staff virtually as a group for "Advanced Control Charting".	Training specific to our laboratory making it more valuable, applicable and more easily understood.  \$800 savings
Public Works	Public Works Engineering Planning Section SMEs managed a guardrail replacement program for Parks.	This will increase the attention to these structures and will extend their lifecycles.
Planning	Legal practicum student - small special projects.	\$.3000, or 150 hours
Planning Services Directorate	Employee Shadowing Program - Staff throughout the Division are shadowing processes in other departments within the division to support improvements in process efficiency and customer service experience.	Anticipated to result in process efficiency improvements, once 2018 findings are analysed
Municipal Policing	Integration of the RCMP Communication Specialist into the Strategic Communication Department	Increased support and synergy between the RCMP and the City Communication Department. Increased capacity of the RCMP Communications without need to increase resources.
Municipal Policing	Integration of the RCMP IT Analyst into City IT Department	Increased IT support and synergy between the RCMP IT and City IT Department. Increased capacity of RCMP IT without the need to increase resources.
Municipal Policing	Cross training of Front Counter Staff for the North and South locations	Better use of staff resources
Emergency Services	Blood Collection: The blood collection process has changed so that trained staff members rotate to each station to conduct the blood draws,	Less time lost for staff.
Inspections & Licensing	Redesign of City Hall Park entrance: Installation of new plaza in front of City Hall with flood lighting whose colours can be changed, flags to	Less complaints from public re: state of sidewalk, increase in # of special events at that location.



Department	Description	Result
	represent all levels of gov't plus the two treaties and metis, creating a place to gather, for special events, and to represent our community.	

### Process & Delivery:

Department	Description	Result
Human Resources	<p>First Responder Employee Assistance Program (EAP) enhancements:</p> <p>To help address mental health issues more prevalent in First Responders as a result of their exposure to critical incidents, HR is working with the Protective Services Division and our EAP provider Aspira to enhance resources available to First Responder staff. A combination of education/awareness (e.g. PTSD signs and symptoms), access to short term counseling from counselors familiar with First Responder work, and potential treatment avenues are being explored.</p>	<p>First Responders and their supervisors will be able to better recognize the early signs of mental health issues and get earlier and appropriate short term counseling assistance which can help prevent longer term issues (e.g. development of PTSD) and keep staff healthy and productive.</p> <p>Fewer WCB claims.</p>
Transit	Accommodated a new high school's overload buses through collaboration with school board with no increase to operating cost.	No increased operating cost.
Transit	Added fixed route service to Timberlands North and St. Joseph HS by re-routing an existing route.	No increased operating cost.
Transit	Purchased reusable Action Bus daily deposit bags	Reduction of printing costs once the investment for reusable envelopes has been absorbed.
Transit	Route 51 - improved service and re-routing	Improved community service with no increased operating costs.



Department	Description	Result
Transit	Greening the Fleet	Reduced fuel costs as well as reducing green house gas emissions.  \$160,000 and approximately 160 tonnes of CO <sub>2</sub> emissions
Recreation, Parks & Culture	Culture and Recreation have worked together over the past year to access the Collicutt fleet, which has assisted in logistic challenges with special events and equipment.	Fewer trips being made with personal vehicles  \$200
Recreation, Parks & Culture	Culture and Recreation worked together in the delivery of summer camp programs to leverage opportunities for more seamless cross-over of staff.	\$1,555
Recreation, Parks & Culture	Marketing materials for Culture summer camps were created that have no date attached and use imagery that will be relevant for several years.	Save on design and production costs for posters, flyers and digital use  \$250/year + a minimum of 6 hours/year of Program Facilitator's wage.
Recreation, Parks & Culture	Ongoing regular meetings to discuss major capital projects with other Departments. This allows for the early identification of potential efficiencies and/or identification of conflicts.	Elimination of miscommunications between multiple departments that are working on the same capital project
Recreation, Parks & Culture	During construction of our new facilities over the past year, Interior Sign Guidelines were developed. This increases consistency between all facilities but also helps to identify the facility as a "city owned" facility.	Staff spend less time on development of interior signs because standards have been developed that all facilities follow. Also increases consistency among facilities.
Recreation, Parks & Culture	Recreation and Parks worked together to develop mapping of areas where the two sections shared responsibilities (i.e. Bower Ponds).	The maps clearly defined which area would be responsible for which tasks, assisted in streamlining work and delineate risk/responsibility.



Department	Description	Result
Recreation, Parks & Culture	RPC partnered with IT on the Recreation Software (CLASS) replacement project. Having multiple subject matter experts (SME) on the project team enabled the project to move forward and stay on budget and schedule. The larger team was advantageous as the team was able to make quick decisions. Each SME was responsible for collaborating with their respective colleagues outside of the project team if questions or issues came up.	This led to a decreased impact on the users of this new software when it was launched in Summer 2018. As each project team member was responsible for their specific area, it allowed for a quicker response time to our staff and escalation of tickets. Onsite support was available at all facilities for the first week of implementation, resulting in less anxiety for our users. Staff felt better supported throughout the project.
Recreation, Parks & Culture	Recreation marketing strategy to attract more Seniors to the facilities. Seniors attending the Red Deer Senior's Community Fair in October received a 20% discount on any Senior's pass from October to December, 2018.	125 customers redeemed the discount during the campaign.  15% increase in the # of passes sold October to December 2018 over 2017  \$5,000 additional revenue
Recreation, Parks & Culture	Recreation has increased its shift to online purchasing to reduce staff time and expenses connected to picking up facility supplies and equipment	Reduced staff time, fuel costs and fleet wear.
Information Technology Services	Telephone Cost Savings: reviewed phone bill and line use and cancelled additional lines and services. Also re-engineered Internet connections to run over RedNet and leverage our central Internet entrance.	\$50,000 (cost savings submitted)
Information Technology Services	Streamlined Major Software Procurement Process: reduction in hours spent by an individual to evaluate an RFP response by breaking the task into multiple streams	100 hours of staff time
Information	Replaced Vipre Anti-Virus with Vipre	Improves security and replaces



Department	Description	Result
Technology Services	Endpoint Security. The new end-point protection software has several new features, one the most impressive features is the ability for Vipre to patch 3rd party software easily. This feature alone replaces Secunia which was performing a similar function.	older software resulting in better performance.  \$5,000 and 50 hours of staff time
Revenue & Assessment Services	Utility bills: Increased uptake in e-Bill accounts has reduced printing and postage costs.	Reduced paper usage and offers a 24/7 available access to bill.  \$33,000 (cost savings submitted)
Revenue & Assessment Services	Redesigned the online tax rate calculator to improve citizens' experience and connect tax dollars with operating budget.	Improved citizen service. Individualizes and connects operating budget and requisitions to the tax notice for better understanding by the tax payer. Reduced City's risk in estimating taxes.
Revenue & Assessment Services	Adopted a corporate procedure to effectively handle and respond to tax cancellation requests in a timely manner.	Improved citizen service in providing a timely response and clear process. Improved efficiency for RAS, LS and Council.
Revenue & Assessment Services	Integration of Real Estate Information with Assessment System provides Instant access to MLS information.	Improved access to information for decision making and improved accuracy in property valuation.  20 hours savings
Revenue & Assessment Services	BIA Taxation: Replaced failing database by leveraging existing system to produce tax notice for BIA.	Reduced write off absorbed by The City by \$5,000 per year.  Citizen service improvement. Centralized tax payer service and enabled online access to BIA tax account information. Saved capital cost to replace failing system.



Department	Description	Result
Corporate Services Directorate	<p>Cloud Computing Stakeholder Group: Collaborative effort of CSD directorate, Information Technology Services and Legislative Services to develop a framework and toolbox to support assessment of cloud solutions.</p> <p>Collaborative approach to identifying and assessing cloud solutions.</p>	<p>Streamlined the process for deciding the risk for all the Cloud Computing within the City.</p> <p>Gives an understanding of the information being stored in the Cloud</p>
Financial Services	<p>Phase 1 eProcurement: Phase 1 of the eProcurement work includes 'bids&amp;tenders', which allows all City of Red Deer procurement opportunities to be accessed from a single source, creating efficiencies for vendors.</p>	<p>Anticipated future savings in staff time</p>
Financial Services	<p>Phase 2 eProcurement - Electronic Vendor Submission: Phase 2 of the eProcurement work includes vendors uploading proposals to 'bids&amp;tenders'. Previously, all proposals were required to be hand delivered in hard copy.</p> <p>Phase 2 of the eProcurement work also includes electronic evaluation of proposals. Past practice has been to disseminate evaluation documents to team members in MS Excel.</p>	<p>Anticipated future savings in staff time</p>
Environmental Services	<p>During Biochemical Oxygen Demand analysis, the practice was modified so that 1 ampoule is used each day rather than 2 for analysis</p>	<p>Reduction in waste generated through packaging, reduced emissions from shipping, reduced chemical costs.</p> <p>\$1,000 savings</p>
Environmental Services	<p>Sewer Line Rapid Assessment Test – SL RAT (Active Acoustic Transmission). The SL-RAT is a highly portable onsite assessment tool that provides a sewer line blockage</p>	<p>This will prevent Waste Water Collections from cleaning Sanitary &amp; Storm Mains that do not require cleaning. For example, when ENV5 goes into</p>



Department	Description	Result
	<p>assessment in less than 3 minutes. The SL-RAT is composed of two components – the Transmitter (or TX unit) and the Receiver (or RX unit). Each SL-RAT device is sold or leased as a uniquely configured “pair” – with the TX providing the active acoustic transmission through the pipe (think of the TX as “yelling” down the pipe) and the RX providing the microphone and signal processing capabilities to listen and interpret the received acoustic signal (think of the RX as the brain “listening” for the blockage and processing the blockage assessment result). Additionally, each SL-RAT component is equipped with GPS and the ability to communicate between the TX and RX via RF – thus providing world class data labeling, data registration, and test validation capabilities.</p>	<p>a subdivision to inspect sewer mains - prior to having this technology – crews would have just flushed every main. With this technology, crews can assess the mains and determine which ones actually need to be cleared. In a subdivision that had approximately 250 sewer lines, only 30% had to be cleared. This led to large savings of water and increasing the ability to move on to the next subdivision more quickly. This efficient process will allow crews to then address a list of problematic mains (grease traps, etc...) more quickly.</p>
Environmental Services	<p>Vactor Truck Upgrades to High Efficiency Nozzle (Tier 3): WWC has purchased and will continue to expand our knowledge by researching new High Efficiency Nozzles in 2019 and years to come.</p>	<p>This has and will continue to save on both Water &amp; Fuel consumption which in turn saves money.</p>
Public Works	<p>Sand Recycling: Reduced cost for sanding material. Diverting material from landfill site reduces tipping fee costs for disposal at landfill. Last year Public Works diverted 8,900 tonnes of sanding material from the landfill, this is equivalent to 4,000 to 4,500 cubic meters of landfill space.</p>	<p>With all the Public Works and Environmental Services waste diversion processes in place to date, for every three years of diversion, we are extending the landfill operational capacity by one year.</p>
Public Works	<p>Piper / Waskasoo Creek, channel ice obstruction &amp; spring flood mitigation.</p>	<p>Prevented flooding of downtown area and loss of city infrastructure and private property.</p>
Public Works	<p>Cross Divisional Technical Support: Public Works is taking on Bridge</p>	<p>This will increase the attention to these structures and will</p>



Department	Description	Result
	Maintenance programming for six RPC bridge structures.	extend their lifecycles.
Public Works	Harmonized heaved catch basin repairs via Public Works and Environmental Services. Repairing underground assets prior to completing repaving works.	Time savings will be realized in the medium to long term.
Planning Services Division	External stakeholder education sessions	Enhanced communication with high-frequency stakeholders to enhance understanding of city processes which ensures more efficient use of staff resources
Planning	Dialogue policy: Planning department created an internal Dialogue policy to gain efficiencies and consistency when working with applicants.	Consistent approach, template efficiencies.  50 hours of staff time
Land & Economic Development	Timberlands Landscaping Credit: Innovation in land sales practices to encourage pleasant neighbourhood aesthetics and to promote lot sales.	Improved the aesthetics
Planning Services Directorate	Neighbourhood Life Project: Bylaw, policy and process, and customer service improvements that respond to community needs.	Alleviates inefficient method of going through public consultation for each bylaw update and responds to citizens' true concerns. This is resulting in greater process efficiencies with less staff time spent both in the consultation process or devising solutions that don't address underlying community issues
Planning Services Directorate	Growth Monitoring Reporting: Establishing and reporting on key data sets for city growth indicators.	Well-informed and efficient growth-related decision making
Planning Services Directorate	Division Performance Measures: PSD has developed performance measures based on the Value Framework that will help ensure that the mandates of the areas within the division are linked to the	Process and customer service efficiencies



Department	Description	Result
	value framework and that performance is measured against value objectives	
Inspections & Licensing	Web (reddeer.ca) content changes: Content and formatting changes to INL webpages to improve searchability, navigation and content (mobile cooking operation, parking, cannabis)	Improved customer service, reduction in inquiries.
Inspections & Licensing	Referral tasks on Development Permits: Added referral task to Customer Service from Development when Development Permit conditions are satisfied.	Streamlined process to gain efficiencies.  120 hours per year
Inspections & Licensing	Monthly parking passes in City owned lots: Offering monthly parking passes for stalls in City owned parking lots, based on utilization rates and customer needs. Part of the implementation of the Parking Management Strategy.	Increase utilization rates in parking lots; increase turnover for on-street stalls; customer satisfaction; increase in revenue.
Inspections & Licensing	Residential Parking Permit Program: Creation of a policy for Residential Parking Permit Program, identifying application requirements, the requirements to be met to have a zone installed, cost, etc. Implements Parking Management Strategy.	Creates consistency, awareness and clarity for public and staff. Improved customer satisfaction. Cost neutral.
Inspections & Licensing	Installation of Solar Panels on Sorensen Station: The project includes the removal of the no longer living portion of the roof on the Soren Station (one environmental component) and replaces it with solar panels (another environmental component) using the existing roof structure.	Pays for \$17,000 + electrical costs/year.
Municipal Policing	Municipal Call Takers are dispatching priority 3 calls directly: Call takers are dispatching Priority 3 calls directly to RCMP officers. (Previously the Call Takers received	Better, more accurate and faster transfer of information for the RCMP response



Department	Description	Result
	the call, sent the computer assisted dispatch report to the OCC at which point the OCC dispatched the call to the RCMP officer.)	
Emergency Services	Station Check: We have implemented a web based apparatus check system.	The expected result is to expedite the communication of missing equipment and any needed repairs.

### Information Technology:

Department	Description	Result
Human Resources	SIMS - Safety/Security Incident Management System: A collaborative effort between Municipal Policing, HR, Corporate Security and IT resulted in HR's ability to provide a system for reporting safety incidents ensuring stakeholders are notified and recording details for future preventative learnings. SIMS is being rolled out department by department beginning in areas of greatest need.	Better and more timely notification of stakeholders, increased accountability for dealing with incidents, better compliance for reporting issues, more accessible database of incidents to be reviewed for trends and preventative measures.
Recreation, Parks & Culture	The department has benefited from the AutoCAD maps of city facilities that were developed for the CWG. These maps have helped with facility operations and special event/bookings	Improved customer service.  Ability to have reliable maps of facilities and facility areas to enhance set up notes and equipment locations.
Recreation, Parks & Culture	Various lighting upgrades at facilities including: <ul style="list-style-type: none"> <li>Outdoor lighting at Kinsmen Community Arenas, GH Dawe, Recreation Centre and Collicutt</li> <li>Emergency lighting at Kinsmen Community Arenas, Great Chief Park and Kinex</li> </ul>	Improved customer service  Improved lighting and operating efficiencies should be realized over the next year.



Department	Description	Result
Recreation, Parks & Culture	RPC and IT partnered together to construct a database for maintaining and monitoring contracts. All of RPC contracts were added to this dashboard. The contracts can be easily searched, with dates flagged to alert contract managers of upcoming expired contracts and reporting items.	The result is one location for all contracts through an easily searchable database. This has significantly improved monitoring and tracking of contracts. It also allows read only access for others in the RPC department and outside of the department (i.e. Legal).
Information Technology Services	Print Smart campaign: Bringing awareness to staff about their volume of print and help to identify and changes habits so as to reduce departmental printing.	Reduction in Print Costs  \$20,000 cost savings submitted (2018)
Information Technology Services	Smart Phone app (TerraFlex) for collecting spacial data. Used for needle collection, potholes, and trees blown over in windstorm	Allows city staff the ability to collect spacial data in the field.  250 hours of staff time
Information Technology Services	Enhancement of the Physical Security Systems: Collaboration with Emergency Services to centralize and standardize the physical security technology components including servers & networks, which will allow for much easier management.	Improved physical security management  200 hours of staff time
Information Technology Services	Water Hydrant views in GIS: <ul style="list-style-type: none"> <li>Created a view in WMS of water hydrants not working.</li> <li>Created a view in WMS of water hydrants with meters and overland connections</li> <li>Each of these views are displayed in GIS and used by Emergency Services to improve their service delivery instead of developing a spreadsheet and emailing it.</li> </ul>	Improved workflow which resulted in decreased time and effort to complete work.  120 hours of staff time
Financial Services	Hyperion Budgeting Software Implementation. In collaboration with EBA staff.	This work, while still in its first year, has created efficiencies by maintaining one source of



Department	Description	Result
		budget data for the entire organization, with appropriate controls over budget data. Additional efficiencies anticipated in future years.
Electric Light & Power	Over the past 3 years, we have been slowly rolling out tablets and smart phones to our field crews to replace paper, reduce printing / plotting, provide better (and more) information to our crews faster, and to gain efficiencies for our inside staff in the management and administration of document updates. 2018 marked what is essentially our full roll out	Eliminated the need to generate and replace roughly 40 D-size drawings and maps each week as changes are made to our system that must be made available to crews / staff.  1,000 hours / year
Land & Economic Development	Economic Development Microsite: The City of Red Deer economic development microsite will provide businesses and investors with the data, tools and education they need to make smarter, faster, more informed decisions.	The microsite will make it easier for businesses to quickly access and visualize a wide variety of local data and perform analytics to uncover patterns and trends that impact their business. The microsite will also enable businesses to create maps and reports to share key data with decision makers or include in business plans.
Inspections & Licensing	Licensing eApply: An external web application that will allow business owners to apply for their Business License online	Improved customer service
Inspections & Licensing	RDC ticket electronic transfer	An internal application that allows RDC to transfer tickets electronically to the City
Inspections & Licensing	Mobile dashboard enhancements: An enhancement to the mobile dashboard application in Tempest to allow users (currently inspectors) to schedule, add or delete inspections in the field from their handhelds	<ul style="list-style-type: none"> <li>• Convenience for SCO staff - this functionality is now available in the field</li> <li>• Time savings for Admin and SCO staff (SCO can do this without having admin involvement)</li> <li>• Increased customer</li> </ul>



Department	Description	Result
		<p>service as scheduling can be done on the spot in the field</p> <p>24 hours / year in staff time</p>
Inspections & Licensing	Tempest Licensing redesign: A system re-design to mirror the changes in the new <i>Licence Bylaw</i>	<ul style="list-style-type: none"> <li>• Significantly cut processing time and data entry for staff by approx. 25 hrs/month in staff time</li> <li>• Simplification of Tempest licensing system</li> </ul>
Municipal Policing	Implementation of Key Tracer Software into RCMP Exhibit Process	<ul style="list-style-type: none"> <li>• Improve continuity of exhibit handling</li> <li>• Reduce human resources expended determining which officer is responsible for exhibits left in unmarked exhibit lockers.</li> </ul>
Emergency Services	ePCRs: RDES Invoicing team is now utilizing an interface constructed by IT services so that billing information can be migrated from the AHS Patient Care Record database (SIREN) resulting in invoicing through JD Edwards.	<ul style="list-style-type: none"> <li>• Electronic system allows for next day processing.</li> <li>• Minimal data duplication as information is electronically created.</li> <li>• All auditing is done electronically.</li> <li>• Billing rates are built into the system and automatically calculated.</li> <li>• No longer required to complete AAIMS.</li> <li>• Requests for copies of EPCR's now handled by AHS.</li> <li>• All corrections or adjustments (ie. Mileage, times) are send back electronically resulting in faster turnaround.</li> <li>• No longer having to decipher individual hand writing.</li> <li>• No longer having to</li> </ul>



Department	Description	Result
		manage/sort large volumes of paper PCR's.
Emergency Services & Information Technology Services	Fire Permit Module: The 9-1-1 Emergency Communications Centre inputs fire permits for all departments we provide dispatch services to. This has been a manual process which has required about 10 minutes per fire permit to process and we receive over 9300 permits per year. A web based interface has been developed that allows each external municipality to enter their own permits into our system therefore removing our manual process time.	The interface was developed by Corporate IT and ES IT resources. The interface will allow for greater staff efficiency when and time available to manage 9-1-1 calls and dispatched agencies. More efficient use for both the municipality issuing the fire permit and the 9-1-1 ECC staff.  1,550 hours

#### Regulation & Policy:

Department	Description	Result
Inspections & Licensing	Re-write of existing <i>Licence Bylaw</i>	<ul style="list-style-type: none"> <li>Increased revenue as we are now licensing all business owners operating within the City of Red Deer</li> <li>Improved internal processes by eliminating unnecessary procedures and streamlining application requirements</li> </ul>
Transit	On-Board cameras in Action Buses enables the City to determine and settle claims/complaints conclusively.	Savings based on ONE incident of recovery of insurance deductible  \$10,000
Environmental Services	Implementation of <i>Improvement Corrective Action Request (ICAR) Process</i> : (This program is based on an existing process that operates within the WWTP Laboratory.) <ul style="list-style-type: none"> <li>Process to track non-safety (HR processes manage safety) non-conformance, potential non-conformance,</li> </ul>	This process will significantly impact the recurrence of similar or identical events. The process will save time and will provide a "lessons learned" to new staff and other sections.



	<p>opportunities for improvement and feedback (internal and external).</p> <ul style="list-style-type: none"> <li>• Process is supported by the following: department procedure including definitions, training flowchart, and an electronic form. Employees document and are assigned to complete root cause.</li> <li>• Non-safety Incidents and opportunities to improve are formally documented and we save money and time by not repeating non-conformance and formally documenting opportunities and acting on them. The Utility training program is enhanced from the learnings offered from root cause and follow up with regard to 'opportunities to improve'.</li> </ul>	
<p>Environmental Services</p>	<p>Over-strength Surcharge Program: Identifying over-strength dischargers and placing on The City's over-strength surcharge program generating revenue.</p>	<p>Cost recovery for high strength WW, and reducing the negative impact on the collection system.</p>
<p>Inspections &amp; Licensing</p>	<p>Bylaw Building Blocks for Cannabis Retail Stores Amendment in Land Use Bylaw: Due to the complexity of the potential amendments, they were packaged in 3 separate "Bylaw Building Blocks", each building upon the last, depending on Council's appetite.</p>	<ul style="list-style-type: none"> <li>• Presented to Council as 3 separate bylaws, ensuring that the basic bylaw amendment was adopted, and then building upon that foundation.</li> <li>• Able to present clear options for consideration, easy to understand.</li> </ul>

**Recommendation:**

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It is recommended that Council receive this report for information.

# **January 8-18, 2019 Operating Budget**

## **Public Comments Received**



December 19, 2018

Dear Mr. Curtis,

RE: City of Red Deer's 2019 Operating Budget

The Policy Committee of the Central Alberta Poverty Reduction Alliance (CAPRA) has reviewed City of Red Deer's 2019 Operating Budget. We respectfully request that you consider the following items when deliberating the budget in the new year:

### **Parks and Recreation**

The link between poverty and health outcomes is indisputable. One area in which the City of Red Deer makes a positive impact on wellbeing is with its park system. Discovery Canyon, Bower Ponds, playgrounds, outdoor gyms, skate parks and the extensive walking trails are all amenities that are free and accessible. The park system in Red Deer allows all citizens opportunity to engage in outdoor activities for low or no cost all year round.

We noted that recreation fees are due to go up 3% in 2019. We are concerned about the capacity of the fee assistance program for several reasons:

- The slow projected economic growth in the city,
- The largest industry in Red Deer is retail trade,
- Wages are lowest in sales and service occupations, and
- The living wage for Red Deer is more than two dollars above the minimum wage for both a single parent family and a two-parent family.

The operating budget reports that there was a 10% increase in usage of the fee assistance program in 2017. With 1 in 10 people living in poverty, we anticipate further increases. The accessibility of the fee assistance program is pending available funding. What has the City done to ensure assistance is available to all eligible citizens?

Please consider adjusting the fee assistance program to meet the rising cost of living, the general increase in fees, and the challenging economy.

### **Transportation**

We recognize that there have been no new investments from the provincial government for transportation in the past two years, which is essential to improve accessibility. The unrestricted bus passes for youth who need transportation outside of regular school hours is a benefit to all families who require these services. The fee of \$94 may be prohibitive for low-income families particularly those with more than one child. While \$94 for a year may appear manageable, it is not, if the amount must be paid at one point in time. Families living on a low or limited budget struggle daily to meet their basic



needs and many parents find September to be a particularly challenging month, with so many school-related costs. As such, we ask that this fee be included in the City's fee assistance program or eliminated.

Fee increases this fall have a direct impact on low-income individuals and families. We are confident that CAPRA's needs assessment will demonstrate that transportation hinders low-income citizens from gainful employment, leads to social isolation, and can be a barrier to low-income families and individuals in accessing health, education, government and other services. Please consider increasing subsidies for low-income families and individuals to offset the \$2.00/month increase for students and seniors, as well as the \$3.00 increase for the unlimited pass.

We have heard from partners outside of Red Deer that transportation to the city for employment or services can be a challenge. The expansion of transit services to other municipalities, such as Sylvan Lake, would create an affordable transportation system in the region that supports citizens and contributes to the economy.

### **Housing and Homelessness**

The current plan to End Homelessness ended earlier this year and to date there has been selective community engagement to review the current plan. We recommend that the next long-term plan involve a broad section of the community in the development and implementation stages.

We support the proposed plan to have a new entity to govern and lead the Integrated Housing Supports in Red Deer. This will change the City's involvement in housing and may allow for a greater leadership role in advocating for affordable housing and reimagining City resources in order to leverage an increased supply of affordable housing.

The recommended 2.5 percent tax increase will directly affect renters and homeowners. The recently published Poverty Snapshot reports more than 4,680 households at risk of becoming homeless and a sizeable numbers of renters and homeowners are spending more than 30% of their income on housing. Increasing taxes will put more people at risk of being homelessness.

We recommend that the City explore measures to offset tax increases on low-income households. This might include a property tax deferral program and referral to financial supports for renters. Furthermore, we recommend that part of the revenue be invested into local poverty reduction initiatives.

### **Living Wage**

We appreciate the City's Social Planning department published the latest living wage report for Red Deer. As an employer of more than 400 individuals, does the City intend to be a living wage champion? By ensuring all City employees receive a living wage, you show leadership in the community and align yourselves with a stated community goal:

*We believe in inspiring action. Together we can make a difference and reduce poverty.*

*A broad range of employment and related opportunities exist to support upward economic mobility and provide sufficient wages in an equitable manner, so that individuals and families can afford a dignified standard of living and have opportunities to contribute to the well-being of others.*

*City of Red Deer Social Policy Framework, Jobs and Wages goal*

Furthermore, we would recommend reviewing the City's procurement practices to ensure that contracted services are also living wage employers. The use of a social procurement model will ensure that tax dollars and investments support community goals outlined in the Social Policy Framework.

Through the City's leadership, individuals, businesses and organizations will recognize that everyone plays a role in ensuring Red Deer is a vibrant community is one where all citizens are able meet their needs and maintain a good quality of life.

### **Social Impact**

With the one-time funding from the City of Red Deer, CAPRA has contracted Social Innovations to complete a community needs assessment. This investment is the first step towards Red Deer developing a poverty reduction strategy. As we explore and determine the root causes of poverty in our community, we look forward to working together on a made in Red Deer response. We look forward to sharing the results of the needs assessment after its completion in December 2019.

If you would like to speak further on any of the items, you can contact me at email or phone number listed below.

Sincerely,



Lori Jack, M.S.  
Community Impact Development Officer  
United Way Central Alberta  
& Chairperson for CAPRA's Policy Committee  
lori.jack@caunitedway.ca  
Ph. 403-343-3900 Ext. 122

On behalf of



cc: Mayor Veer and City Councillors

*We believe in inspiring action. Together we can make a difference and reduce poverty.*

**Amber Senuk**

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**Subject:** FW: 2019 Operating Budget - feedback

**From:** Frieda McDougall

**Sent:** December 27, 2018 8:57 AM

**To:** \_\_\_\_\_

**Subject:** FW: 2019 Operating Budget - feedback

Good morning Larry. This will acknowledge receipt of your email. Your comments have been provided to members of Council and will be considered in conjunction with the Operating Budget debate that will commence on January 8.

Thank you for taking the time to share your thoughts.

**Frieda McDougall** | Manager

Legislative Services

The City of Red Deer

T: 403-342-8136

F: 403-346-6195

**From:** Larry Key \_\_\_\_\_

**Sent:** December 20, 2018 11:57 AM

**To:** Feedback <[Feedback@reddeer.ca](mailto:Feedback@reddeer.ca)>

**Subject:** 2019 Operating Budget - feedback

Good day all:

I wanted to take a minute to respond to your 2019 budget. The newspaper article I read on the subject, invited residents to provide feedback before it is considered.

First off, increasing the tax rates by 2.5% during a time when Albertans are weathering a recession does not seem reasonable.

The impression some of us taxpayers get is that there is a lack of concern about the recession.

Personally, I do not see any evidence of municipal **fiscal restraint** during Alberta's downturn.

I note that the city continues to spend money as if the proverbial "boom" is in effect.

The examples I refer to are:

- a) increasing the elected official's remuneration because of the federal government tax changes. (I had read that 92% of those surveyed objected)
- b) increasing, retroactively, non union city employees' wages by 1%.

c) building a capital? reserve for the future, according to the media report, if memory serves me correctly. (I looked on your budget website but couldn't see any reference). If this is the case, then it should not even be considered during rough economic times.

I have a sense that that the city, 'just doesn't get it".

As I've expressed both in writing and face to face in last summer's budget gathering at the local high school, I still see large, empty busses constantly running around the streets, PLUS, I am still waiting to see if there will be an improvement in snow removal for residential streets.

I cannot believe such inefficiencies exist, yet the city is looking for yet another increase?

In addition, I note the responses I received from my email recently sent to elected city officials, regarding the vote on increasing their own remuneration, was extremely disappointing.

Of the 9 people I emailed, only 4 people bothered to respond.

Two males responded in a 'huff' which reminded me of the Central Alberta sense of entitlement that I've witnessed so often. Neither offered any concrete arguments with facts, figures, or background to support their views. Simply stating that they deserve it and that other municipalities are doing it, isn't a convincing argument. Remember when your mother said " if everyone jumped off the bridge, would you do it too?"

Two ladies responded and quite frankly, their response was extremely professional, polite and convincing, I was impressed with their responses.

I know that I will NOT vote for the 5 who voted in favour of the increase.

This email address is entitled "feedback", now you have my feedback.

Regards

Larry Key

**Amber Senuk**

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**Subject:** FW: Send data from MFP07757196  
**Attachments:** DOC122718.pdf

**From:** Frieda McDougall  
**Sent:** December 27, 2018 3:33 PM  
**To:** 'info@volunteercentral.ca' <[info@volunteercentral.ca](mailto:info@volunteercentral.ca)>  
**Subject:** FW: Send data from MFP07757196

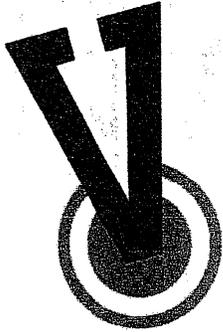
Good afternoon Kay. On behalf of Council, thank you for your letter received on December 13th, with respect to Volunteer Central.

Your letter has been shared with members of Council and will be considered in conjunction with the Operating Budget debate that will commence on January 8th.

Thank you for taking the time to write.

Frieda McDougall | Manager  
Legislative Services  
The City of Red Deer

T: 403-342-8136  
F: 403-346-6195



## 2019 Operating Budget Request

Dear Mayor Veer and City Council Members,

**RE: Volunteer Central ... the Heart of the Community**

If the community is the body, Volunteer Central is its heart ... beating, advocating and supporting the lifeblood of 80 volunteer-based organizations. Each is an extremity ... an arm, a foot, a finger, a toe that contributes to the physical appearance, the emotional health, the interactions within, the life sustaining activities, the very essence of "community" in Red Deer and central Alberta. The heart is about to receive its greatest blood donation through the injection of 5,000 volunteers into its blood bank to share, revitalize, refresh its 80 member organizations, support more of the 576 regional non-profit agencies, and give new birth to upcoming events in arts, culture, rodeo, environmental sustainability, sport tourism ... an enervated future for all.

Current heart health shows the community is failing in its commitment in spite of 72% support from its residents for the City to support its volunteers as shown in the 2017 Ipsos Reid Survey. A Volunteer Central revenue check shows annual member fees of \$6,000 from its 80 member organizations, ALCB casino proceeds of \$7,000 annually, Lifelong Learning grants for volunteer training programs of \$5,000, a 100,000 bottle Cosmos donation worth \$1,000, and the assorted other donations of \$1,000 do not meet the annual "heart" budget of \$140,000. A shortfall of \$120,000 is evident.

And soon, the 1.6 staff with their network of blood vessels reaching far into the community will cease to deliver the life-giving blood that recruits hundreds of volunteers for its 80 recipient extremities from the local network/data base, trains their staff and volunteers in essential leadership skills, promotes their events, recognizes their achievements, and provides quality of life for every Red Deerian.

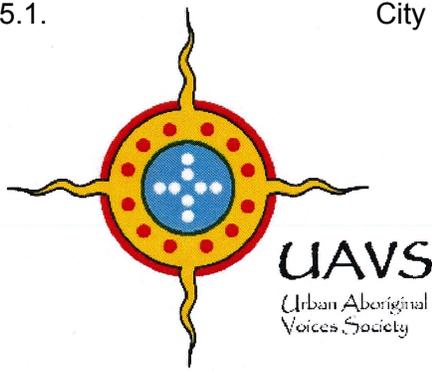
According to Statistics Canada data, Alberta volunteers gave an average of 161 hours to non-profit volunteer service organizations in 2013. Based on the 2015 Alberta Wage and Salary Survey, and the average non-skilled labor rate of \$20 per hour, this equates to \$3,220 of donated time per year. With a volunteer base of 5,000 from the Canada Winter Games alone, this amounts to \$16.1 million in donated volunteer time ... what an incredible legacy left to the community of Red Deer and central Alberta.

But without the "heart", or Volunteer Central, the "body", or community, will struggle to find alternate life-sustaining blood for its "extremities". Will City staff move into a delivery mode at double or triple the cost? Try to rebuild years of connections and collaboration that, in the words of the 80 member organizations, is currently "top notch" and everything they require for their volunteer based support?

Without an injection of \$120,000 ... a very small percentage of the \$16.1 million potential in annual donated labor ... the heart will stop beating. Please don't let this happen in our amazing volunteer-based community of Red Deer! Our community tax payers are counting on each of you for your support.

Kay Kenny, Chairperson





Urban Aboriginal Voices Society  
Unit 158, 4819C 48 Ave  
Red Deer, AB

E: [urbanaboriginalvoices@gmail.com](mailto:urbanaboriginalvoices@gmail.com)  
Web: [www.aboriginalvoices.ca](http://www.aboriginalvoices.ca)

December 21, 2018

REF: Urban Aboriginal Voices Request for Operational funding

Dear Respected Members of Red Deer City Council:

The Red Deer Urban Aboriginal Voices Society would like to thank you for your commitment to the Truth and Reconciliation Calls to Action. Our society members have been participating on the Protocol Steering Committee for a number of years to assist The City of Red Deer in developing an Advisory mechanism that will ensure that the ongoing work, both in governance and operations, of The City of Red Deer continues to follow the principles of the United Nations Declaration on the Rights of Indigenous People to ensure a welcoming and inclusive community for all.

UAVS has recently made a request to The City of Red Deer to consider ongoing operational funding for UAVS to serve in an advisory role on Indigenous perspectives to Red Deer City Council. This could be accomplished through match funding from the Alberta Government Indigenous Relations. I have taken the liberty of including the funding proposal to Alberta Government Indigenous Relations. This proposal outlines the scope of the work we do in Red Deer and Central Alberta. The budget outline shows the possibility of matching funding by the City of Red Deer. The matching component of the City of Red Deer portion could take the form of ongoing funding for administration costs not funded by the FCSS funding that we are currently receiving. The request may take the form of funding alone or funding plus and in-kind contribution of space that would provide access to space for UAVS operations, and access to cultural space for activities open to the Indigenous and non-Indigenous communities.

We thank you for your commitment to the TRC Calls to Action according to the UNDRP principles and thank you for your consideration of our request. Please do not hesitate to contact me if you have any further questions.

Respectfully,

Lynn Jonasson- Co-Chairperson  
Urban Aboriginal Voices  
Red Deer, AB

Stephanie Glen-Co-Chair UAVS; Yvonne Peebles- Speaker Housing Domain UAVS;  
Maggie Loney- Elder, Speaker Health Domain; LeeAnne Shinski- Speaker Education  
Domain; Norma Gauthier-Employment Domain; Julie Bladder-Youth Counsel Support;  
Dwight Mandrusiak-Cultural Domain, Tanya Ward-Schur-UAVS Community Facilitator;

# GRANT APPLICATION

This grant application is intended for applicants, applying for a grant through Indigenous Relations (IR), to carry out a project/initiative which is consistent with the mandate of IR. The following conditions apply:

- A grant application must be completed, with the relevant documentation attached, and submitted to IR at the address below. Response to a grant application will be delayed if insufficient information is provided.
- Any corporation or society requesting a grant must be currently registered, and provide proof of corporate status with the grant application.
- If a grant is made and a grant recipient does not use all the money for the purpose for which the grant was provided, the recipient shall refund the money to the Minister of Treasury Board and Finance. However, if authorized by the Minister, the recipient may retain and use surplus money in accordance with conditions prescribed by the Minister.
- The grant recipient shall retain all invoices and receipts in relation to an approved grant for two (2) years after the termination or conclusion of the grant term.
- Upon completion of the project/initiative for which a grant was provided, the recipient will be required to provide a financial statement that lists all revenues and expenditures and may be required to submit a report summarizing and evaluating the project/initiative. IR may, at any time, conduct an evaluation of the project/initiative or conduct an audit of the recipient's books, accounts and records related to the project/initiative.
- The Minister may vary the original application for a grant and may establish further terms and conditions as a basis for providing a grant.
- The grant applicant acknowledges that the information provided is subject to the Freedom of Information and Protection of Privacy Act.
- The Minister, or the Minister's representatives, may make or issue public statements regarding this grant.

If you require clarification or assistance in completing this application, please contact:

Urban Initiatives Program  
 Alberta Indigenous Relations  
 19<sup>th</sup> Floor, Commerce Place  
 10155 – 102 Street  
 Edmonton, AB T5J 4G8  
 Phone Number: (780) 427-8407

## A. Grant Applicant Information

Name of applicant (e.g. organization) Attach a list of current Board of Directors and their positions if applicable, and your organization's mandate <b>Urban Aboriginal Voices Society</b>		
Address: #158, 4819C 48 Ave, Red Deer, AB		Phone Number 4 0 3   5 0 5 4 0 4 9
Email Address urbanaboriginalvoices@gmail.com	Postal Code T 4 N 3 T 2	Fax Number
If the organization is incorporated, indicate the following:  <input checked="" type="checkbox"/> Provincially incorporated <input type="checkbox"/> Extra-provincially incorporated <input type="checkbox"/> Federally incorporated	Which Act(s) is the organization regulated by:  <input checked="" type="checkbox"/> Societies Act <input type="checkbox"/> Companies Act <input type="checkbox"/> Other (explain)	If not incorporated, please check one of the following:  <input type="checkbox"/> First Nation <input type="checkbox"/> Other (explain)

**A. Grant Applicant Information (continued)**

Purpose of organization or applicant's role in project/initiative.  
 Please see attached.

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**B. Project Information**

Title of project/initiative Urban Aboriginal Voices Society Supporting the community to Improve opportunities for Urban Indigenous People	Start Date January 1, 2019	End Date December 2019
Contact person and title Tanya Schur- Community Facilitator	Phone Number 4   0   3   5   0   5   4   0   4   9	
1. Briefly describe the project / initiative (including: activities planned, expected participants/target groups, etc.). Relevant documents must be attached. Please see attached.		
2. Describe the objectives of the project/initiative. Please see attached.		
3. Describe the community support for the project/initiative, including a list of other organizations involved. Attach relevant documents (e.g. Board motions, Band Council Resolutions, letters of support). Please see attached.		



**C. Budget (Continued)**

3. Which items in your budget do you plan to use Indigenous Relations funds for?	<b>Amount of grant requested</b>
	\$ 50,000

**D. Declaration**

<p><b><i>This application must be signed by an individual with full legal authority (example: Chairperson, Chief, President)</i></b></p> <ul style="list-style-type: none"> <li>• I certify that the information presented in this application is accurate.</li> <li>• The project is endorsed by the organization which I represent.</li> </ul>		
Signature	Name (please print) Lynn Jonasson	Date y            m            d 1   8       1   2       0   1
Position Title Co-Chair	Phone Number 4 0 3   5 0 5 4 0 4 9	Fax Number

#### A. UAVS Grant Application Information

Purpose of organization or applicant's role in project/initiative.

Urban Aboriginal Voices Society is a coalition of individuals and organizations committed to working together in a good way to improve the lives of urban Indigenous people in Red Deer. Our work is community led using cultural principles and values. The united voices of the urban Aboriginal communities will come together to work collaboratively amongst ourselves, with governments and other organizations to create culturally appropriate initiatives and services that address issues and priorities affecting our community in Red Deer in order to improve the social and economic wellbeing of urban Aboriginal peoples.

#### Project Information

1. Briefly describe the project/initiative (including: activities planned, expected participants/target groups, etc.) Relevant documents must be attached.

Under the direction of the Leadership Circle the UAVS Coordinator will bring together Indigenous community members, domain group members, respected guests, municipal, Provincial and Federal Governments representatives at the Annual Community Gathering to identify community issues and prioritize actions to address the community conditions that need to change. This annual gathering occurs in March each year.

2. The development of the Annual Community Report will provide the basis for the stakeholder table "respected guests." The UAVS Coordinator will develop the Terms of Reference for the respected guests and develop and implement an engagement strategy to bring together stakeholders at a strategic leadership level to create strategies that will ensure the success of the action plans developed by domain groups to address community identified issues and bring about the ultimate outcome of improving the socio-economic well-being of urban Indigenous people.
3. Urban Aboriginal Voices is currently engaging with The City of Red Deer to improve conditions for Urban Indigenous people by beginning discussions to develop a strategy to include UAVS in municipal planning and policy development. This project will focus on expanding this conversation to include multi-stakeholder coordination, identified as "Respected guests" that will examine identify areas that need to change and work collaboratively to create plans to make these changes happen. The Leadership Circle will concentrate their efforts to expanding their stakeholder engagement to include the neighbouring First Nations at Maskwacis and funders of urban Indigenous initiatives.
4. Using the UIP Performance Outcome Measurement tools UAVS will develop an evaluation plan to measure the progress Urban Aboriginal Voices Society has made toward creating change in community conditions at the individual and community levels .

5. Stakeholder Engagement Sessions- 2 days. Day 1- 9:00-12:00 opening ceremony with Elder. Indigenous Governance and traditional leadership with subject matter expert. Presentation from Lethbridge Indigenous Network 12:00-1:00 Lunch. 1:00-4:00 Facilitation- to introduce the UAVS model of community led community development, governance structure and domain group initiatives underway. Conversation cafés to engage stakeholders in ongoing work of domain groups.
6. Protocol Agreements with the 4 First Nations at Maskwacis, Blackfoot Confederacy and Metis Local. Discussions and meetings to develop a protocol agreement that is respectful and meets both parties initiatives.

Describe the objectives of the project/initiative.

- Facilitate community dialogue and information gathering processes to establish community needs and priorities,
- Form a strategic collaborative of Municipal, Provincial, Federal, and Indigenous Governments and organizations that will meet regularly to create coordinated culturally relevant community planning and policy development,
- Build formal relationship agreements that will ensure that collaboration on initiatives to improve conditions for urban Indigenous peoples continues
- Ensure that voices of youth, women, Elders and diverse Indigenous voices are included on issues and concerns affecting our communities,
- Build and foster positive relationships amongst and between urban Indigenous peoples in Red Deer, governments, and other agencies by strengthening the connections between sectors,
- Build capacity, instill pride and self-sufficiency in Indigenous peoples through community led Indigenous community development and cultural teachings and,
- Provide consistent information and notice to the broader community on opportunities, activities, and events that are relevant to Aboriginal peoples.

Describe the community support for the project/initiative, including a list of organizations involved. Attach relevant documents. (e.g. Board motions, Band Council Resolutions, letters of support).

The following groups currently participate in Urban Aboriginal Voices Society at the domain level or are members of "Respected Guests"

City of Red Deer

Red Deer and Community District Foundation

Red Deer Native Friendship Society  
Shining Mountains Living community Supports  
John Howard Society  
Turning Point  
Red Deer Native Counselling Services  
Bredin Employment Services  
Red Deer Regional Hospital  
Central Alberta Women's Emergency Services  
Helping Me Grow Playschool  
Elizabeth Frye Society  
Red Deer Public School District  
Red Deer Catholic School Division  
Alberta Provincial Court  
Central Alberta Refugee Effort

7. Describe the direct benefits of the project/initiative to Albertans in your community and/or in Alberta.

The direct benefits of the project to Albertans in our community is to model healthy cultural relationships between Aboriginal and non-Aboriginal peoples. This project will help reduce barriers Aboriginal people face on a daily basis that live in an urban setting.

In order to create sustainability for the UAVS we must target and engage a larger number of stakeholders and create formal partnerships with a broader stakeholder base to ensure that the objectives set by UAVS are accomplished.

Red Deer Urban Aboriginal Voices Society  
 Program: Community Development -Program Coordinator  
 Program Location: Red Deer and surrounding areas

Community Development Category	Strategy	Inputs	Activities	Outputs	Outcomes
UAVS Sustainability	Hire Program Coordinator to implement strategic plan and ensure that outcomes in all categories are attained	Staff: .5FTE Program Coordinator  Volunteers: Leadership Circle members, Elders counsel members, youth counsel members, Strategic Leadership members, practicum student September 2018-April 2019  Funding: AIR- \$50,000	Provide office administrative support including, information distribution to community members, stakeholders, and funders, domain minutes, records management, document preparation  Scheduling of Leadership Circle meetings and Respected Guests(SLN)  Maintain website, newsletter And email distribution list  Maintain statistics for community events, domain meetings,  Coordination of Annual General Gathering and community consultation.	Number of Leadership meetings, number of members in attendance (approx. 36/yr)  Communications activities take place, website is current, public awareness campaign materials developed and distributed. Listing of public communications activities.  Society bylaws, policy manual, annual filings and funding reporting completed on time	UAVS is recognized as the backbone organization in urban indigenous community development in Central Alberta through community member engagement and stakeholder collaboration.  Communities identify areas where community conditions need to change and participate with agencies and stakeholders to create plans for change  Change in community conditions are measured and evaluated by the UAVS and SLN "respected guests"

Public Policy	Develop "Respected Guest Table" (SLN)strategic Leadership Network and provide administrative support for their activities to improve opportunities for Indigenous people to improve their well-being.	Develop Terms of Reference for Strategic Leadership Network "Respected Guests" Leadership Meetings Strategic Leadership Meetings	Protocol agreements with First Nations, Metis local and SLN members Number of meetings Number of members Community Plan developed	Public policy is supportive with respect to the needs and aspirations of urban Indigenous people. Generally is proactive and systemic in identifying and eliminating barriers to socio economic social issues.		
Indigenous Awareness	Protocol Steering Committee with City of Red Deer	Implementation plan to Protocol Agreement Advancement of identified 6 goals: Regular monthly meetings with City of Red Deer council members, City Administration staff, elders, and community member representatives	Review of TRC Calls to Action and identification of areas for CORDD to address. # Task Force Meetings # meetings between Mayor and Elders Counsel Celebration of committee work together to complete the implementation plan Permanent role of UAVS defined within City of Red Deer	Knowledge and understanding of the culture and customs of urban Indigenous people are common throughout the community. That knowledge has bred an understanding that differing customs and values can coexist and a sensitivity to and appropriate accommodation of those varied customs and values. Affirmation of the rights and values of others, despite differences, is the norm.		
Civic Capital	Indigenous people are in Leadership roles within UAVS and community at large.	Cultural Leadership training for Women's Counsel, Youth counsel, Elders Counsel	# trainings planned # persons attending training # persons involved in domain work of UAVS	Urban Indigenous people play significant roles within the larger community. Opportunities for social		

			<p>Indigenous Governance model for UAVS recognized</p> <p>Leadership Mentorship of youth</p>	<p># persons serving on community advisory committees</p> <p>#Community Gatherings</p> <p># Community Consultations</p>	<p>interaction are such that they support development of a sense of community. Those active in many social and policy-making activities have a strong sense of contributing to the social and civic health of the community. Level of involvement is high.</p>
<p>Service and Support Systems</p>	<p>Improve Service Delivery through domain strategy development</p>	<p>Matching funding from City of Red Deer</p> <p>.5 FTE Project Coordinator</p> <p>Volunteer Domain Members</p>	<p>Annual community gathering</p> <p>Domain action plans</p> <p>Agency Development Matrix Evaluations</p>	<p># voting members in UAVS</p> <p>#MOU agreements between agencies and UAVS</p> <p>#domain members</p> <p>#domain meetings</p> <p>#service and program improvements</p>	<p>Service and support programs have a strong preventative orientation. Most essential community and social services are available to urban Indigenous people. Service providers are committed to collaboration and are in the process of developing an integrated approach to provision of community services.</p>



3017 Gaetz Avenue  
Red Deer, Alberta  
Canada T4N 5Y6

December 21, 2018

Mayor Tara Veer  
Box 5008  
Red Deer, AB T4N 3T4

Dear Mayor Veer,

On behalf of our 850 members I would like to take this opportunity to urge Council to exercise the utmost fiscal restraint through the operating budget deliberations with the goal of increasing the competitiveness of our City's tax rates and promoting growth.

As you are aware our City is struggling with development and growth, the effects of which are rippling through our economy and resulting in significant job losses in our most productive industries.

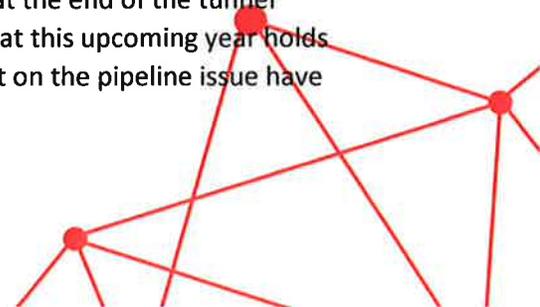
Declining home affordability from increased costs levied upon developers has contributed to the collapse of the homebuilding sector and significant job losses in the construction industry. This cost differential makes it difficult for the City to attract new residents and grow the tax base. You only need to look at permit activity in surrounding towns to see the housing starts far exceed the activity in Red Deer, on a per capita basis.

On its own a 'modest' increases to property taxes may seem trivial but combined with the array of other cost increases levied upon business, a tax increase can be the proverbial straw that breaks the camel's back.

It is a regular and unpleasant occurrence to hear our members discuss their struggles in this economy. Most do not expect to grow and will be happy to maintain the status quo. Many businesses are dealing with layoffs, reduced staff hours, and unsustainable losses.

It was with this in mind we were especially disappointed to read about exempt City of Red Deer staff getting a raise under the guise of "remaining competitive with other municipalities and organizations to be able to attract required management skills." As you are no doubt aware, the provincial government chose to freeze exempt staff wages at AHS and other government agencies. While we don't discount the important role and skills of City staff, we do regularly hear of skilled workers leaving the private sector for the higher wages and benefits provided by government.

Given the economic outlook and increasing costs business faces, the light at the end of the tunnel appears to be a train. We at the Chamber share serious concerns about what this upcoming year holds for our economy. Weak energy prices combined with little to no movement on the pipeline issue have



resulted in energy companies slashing their capital expenditures and even less oil and gas activity in 2019 than there was in 2018. Likewise, poor weather resulted in a tough year for our other major economic driver, agriculture. The direct and ripple effect will be felt through our City's economy as fewer dollars flow through to our residents and businesses.

As no increase to taxes will be of benefit to our existing businesses, it will be of great advantage to our City's competitiveness and ability to attract business. Unquestionably, the de facto competition with the County and the inherent benefits of locating a business there is having an impact on the City's ability to not only attract investment but retain the businesses we have. You don't have to look further than the number of major accounting firms that have found enough benefit to warrant moving and building in the County. We at the Chamber represent business in both municipalities and believe healthy competition will be of benefit to all involved. Unfortunately, at this point, we do not believe the City is competitive with the County when it comes to the factors that attract and retain business.

Through reading the December 12 press release on the Proposed 2019 Operating Budget we understand administration's worthwhile goals of community safety and sustainability. However, the proposed budget makes no mention of reducing spending or increasing efficiency within the City's operations. It is our belief based on observations and the successes found in other municipalities throughout our province there are significant efficiencies to be found in how the City provides its services including increasing the utilization of private sector contract services, additional wage freezes and a potential hiring freeze for non-essential personnel. As our businesses and citizens have had no choice but to adapt to this economic climate, so should the City of Red Deer.

Other mid-sized such as Chestermere and Grande Prairie have found ways to make meaningful reductions to the tax burden on their resident's and business through 2019. We are confident that there are significant efficiencies and reductions that can be made within the City's \$350 million Operating Budget to do the same without having a major impact on front-line services.

Lastly, through conversations with City staff we understand that steps are being taken to streamline the regulatory process. However, based on recent conversations with business members dealings with the City remain far more difficult, costly, and lengthy in contrast to other municipalities.

Please understand we make these recommendations based on our devotion to our City and sincere concerns about the future prospect of our City's ability to manage with increasing competition from other municipalities and a weak economy. We appreciate the opportunity to work with you to advance these very important concerns.

**RECOMMENDATIONS:**

- **We would like the City of Red Deer to examine and reprioritize current and future spending so that it may pursue both operating and capital budgets that allow it to develop and eventually boast a competitive tax advantage over other municipalities in Alberta by aiming for a 0% tax increase this upcoming fiscal year**
- **Actively explore additional opportunities to contract out services with the goal of reducing the staff and equipment under City management and ownership**

- **In consultation with the private sector and other municipalities, continue the review of the current regulatory system with the goal of improving the cost, efficiency and timing of development permitting and licencing processes and approvals.**
- **Pursue modest cuts in spending in areas identified as being of “low priority” or having a high level of “satisfaction” according to the 2018 Citizen Satisfaction Survey**

Sincerely yours,



Rick More  
Interim-CEO  
Red Deer & District Chamber of Commerce

Cc: Councillor Buck Buchanan  
Councillor Michael Dawe  
Councillor Tanya Handley  
Councillor Vesna Higham  
Councillor Ken Johnston  
Councillor Lawrence Lee  
Councillor Frank Wong  
Councillor Dianne Wyntjes  
City Manager Craig Curtis

**Amber Senuk**

---

**Subject:** FW: Red Deer Symphony Orchestra

**From:** Frieda McDougall

**Sent:** January 03, 2019 8:42 AM

**To:**

**Subject:** FW: Red Deer Symphony Orchestra

Good morning Lois. Thank you for your email to Red Deer City Council. Council will consider your comments in conjunction with the Operating Budget debate that will commence on January 8.

We appreciate you taking the time to write.

Frieda McDougall | Manager  
Legislative Services  
The City of Red Deer

T: 403-342-8136

F: 403-346-6195

**From:** Lois Tallas

**Sent:** January 02, 2019 8:51 AM

**To:** Michael Dawe <Michael.Dawe@reddeer.ca>; MayorMailbox <Mayor@reddeer.ca>; Ken Johnston <Ken.Johnston@reddeer.ca>; Buck Buchanan <Buck.Buchanan@reddeer.ca>; Lawrence Lee <Lawrence.Lee@reddeer.ca>; Frank Wong <Frank.Wong@reddeer.ca>; Tanya Handley <Tanya.Handley@reddeer.ca>; Dianne Wyntjes <Dianne.Wyntjes@reddeer.ca>; vesna.higham@redder.ca

**Subject:** Red Deer Symphony Orchestra

Good morning Mayor and Councillors,

I am writing this email in support of the Red Deer Symphony Orchestra in hopes that you will support the Symphony in your budget decisions.

I live in Red Deer and throughout many years have enjoyed the offerings of the symphony to our community of Red Deer and Central Alberta. The Symphony is part of the culture of our community and it is essential that we maintain this culture that connects us all. The Symphony is more than playing concerts in the Arts Centre. It provides opportunities for our children and youth to experience the joy of music. The Choir Kids is a great example of this. If funding is provided by the City of Red Deer, more opportunities will become available for our community to experience and participate in the joy of orchestral music.

The Symphony music not only connects us; it takes us to a place of tranquility and peace. It calms us and provides an opportunity to be lifted from the stresses in our lives. Music provides health and well being to those who have opportunities to experience what the Symphony has to share. RDSO supports and inspires music students, both young and old, to pursue their goals.

There are so many talented musicians in the Symphony who need to be supported so that they can share their talents with us. Knowing that the music program at the Red Deer College has been eliminated, we need to more

than ever support the culture of music in our community. What would Red Deer be like without music? We need to support the culture of music in Red Deer.

Here is what others have said about music:

"Music gives soul to the universe, wings to the mind, flight to the imagination, and life to everything."...Plato

"I think that music in itself is healing,  
It's an explosive expression of humanity  
It's something we are all touched by,  
No matter what culture we are from,  
Everyone loves music"... Billy Joel

"Music in the soul can be heard by the universe"....Lao Tzu

"Music is the first place of Art,  
Brings us Peace, Beauty and Love"....Alice Sommer.

I encourage the Mayor and Councillors to provide funding to this valuable resource in Red Deer - Our Red Deer Symphony Orchestra. Thank you for taking time to read this email.

Sincerely,

Lois Tallas

--

*Lois Tallas*

*Red Deer, AB*

December 20, 2018

Dear City Council:

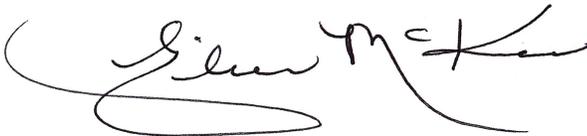
I am sending this letter in the hopes that City Council will invest in our Red Deer Symphony Orchestra. We are so fortunate to have this wonderful cultural asset in Red Deer. Personally I enjoy many of the other amenities our community has to offer but the arts aspect of Red Deer could use some much needed funding.

With the Gary Harris Center supporting the athletic community it would balance the scales for Red Deer to invest in sustaining our cultural community by providing stable annual funding to the arts.

Music certainly touches all our lives from singing Christmas carols, hymns, O Canada and pop music with the radio, to movies, commercials and documentaries which all benefit from the music industry. Our entire world would be so colourless without music and art.

During budget discussions please consider providing an annual operating fund for the Red Deer Symphony.

Sincerely,



Eileen McKee

THE CITY OF RED DEER  
Legislative Services

<b>RECEIVED</b>	
DATE:	Dec. 20/18
BY:	<i>[Signature]</i>



January 3, 2019

Red Deer City Council  
The City of Red Deer  
PO Box 5008 Stn Main  
Red Deer AB T4N 3T4

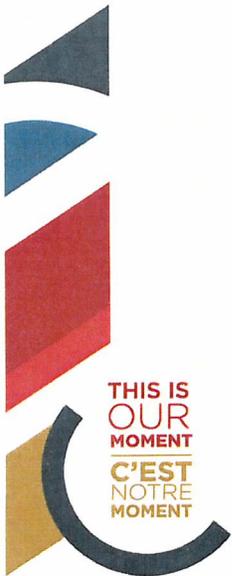
Dear Council,

We are writing this letter in support of a funding request by Volunteer Central for the 2019 calendar year.

As we approach the largest volunteer delivered event held in Red Deer, the 2019 Canada Winter Games, we believe the time to invest in volunteer leadership, development and resources is now more than ever. Our support for the Volunteer Central application to continue their important work is based on three key needs:

1. Volunteer Central plays a critical role in the support of critical volunteer led organizations in the community with recruitment and resourcing and is the only organization that is dedicated to do so.
2. Red Deer's emerging position as a major Sport and Cultural event hosting hub in Canada will require a robust and dynamic volunteer core that will continually need to be trained and supported in the years to come. Volunteer Central will be integral in this role.
3. One of the most enduring legacies of the 2019 Canada Winter Games will be over 5,000 volunteers who are trained and engaged through the excitement of volunteering in a major event. Volunteer Central will be an important organization to carry forward this momentum and ensure that this legacy is built upon for Red Deer's future hosting of other majors events and organizations.

We believe strongly that Volunteer Central can and should have a sustainable business plan moving forward and we are willing to support them in this work to in alignment with other Legacy Projects of the 2019 Games. This support will take some time as we wrap up the Games and confirm the leadership legacies



that will endure.. We believe that there is a collaboration that can happen to minimize the impact on City of Red Deer taxpayers. We can see a pathway to this collaborative approach starting in the 2020 budget year.

Thank you for your consideration and we are available for further discussion or questions should this be required.

Sincerely,



Lyn Radford, Chair  
2019 Canada Games Host Society



Scott Robinson, CEO  
2019 Canada Games Host Society

/eg

cc. Volunteer Central Board of Directors



**RE: LAND & ECONOMIC DEVELOPMENT – PROPOSED SERVICE PLAN 2019-2027**

CAEP

Provide Geographical Information Services (GIS) to local businesses. This can be done by subscribing to environics or other service providers. Local economic/demographic information is critical to retail entrepreneurs assessing the feasibility of opening new retail services in Red Deer. I own unbranded franchises and commercial real estate, required GIS information and must source elsewhere.

Shyllo Kofoeey

Shyllo @ TempestRealEstate.com

**WHY DID CITY COUNCIL INCREASE THEIR PAY?**

Shame.



December 10, 2018

## RPC Inherited Projects – 2019 Capital Budget

Financial Services

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

---

For the 2019 Capital Budget there was an oversight that the following two lines (noted below) were not highlighted blue and thus were missed in the 2019 Capital Budget approval. These items were however debated by Council and approval was acknowledged via the adoption in the Plan.

The two capital budget lines missed are:

- Page 10 – Item 143 - Piper Creek Reclamation and Agriculture Project – Barn Building - \$0 capital expenditure for 2019
- Page 11 – Item 150 - Waskasoo Community Association Project - \$0 capital expenditure for 2019

It is recommended that Council approve the following for the 2019 Capital Budget:

1. Item 143 Piper Creek Reclamation and Agriculture Project – Barn Building , and
2. Item 150 Waskasoo Community Association Project

### **City Manager Comments:**

---

I support the recommendation of Administration as this is a housekeeping matter.

Craig Curtis  
City Manager





## Report Details

### **Background:**

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Council previously considered the 2019 Capital Budget and the 2020 – 2028 Capital Plan. There were two projects that were approved in principle as part of the Capital Plan but should have been included as part of the 2019 Capital Budget.

The capital construction of the Piper Creek Reclamation and Agricultural Project – Barn Building will be funded by Rethink Red Deer through donations, grant contribution, crowd sourcing and use of reclaimed products from the barn that was demolished on the site. Once construction has been completed, Rethink has identified that they would be responsible for regular maintenance but that the ownership of the shelter would be transferred to The City.

The Recreation, Parks and Culture department has received a request from the Waskasoo Community Association to construct a replacement playground at 4409 58 St. The proposed structure is larger than the existing one. The capital funding for this project will come from the Community Association with in-kind site preparation services provided by The City of Red Deer. The intent of the group is for the ownership of the capital asset and ongoing operational costs to be transferred to The City once the project is complete. The ongoing cost includes incremental operating costs allocated to the larger structure.

### **Discussion:**

---

Both the Piper Creek Reclamation and Agriculture Project – Barn Building and Waskasoo Community Association Project are capital projects that are being built by third parties. These capital projects have zero dollar capital impact for The City, however ownership for both structures will be transferred to The City, and therefore require ongoing operational costs.

### **Analysis:**

---

Because the Piper Creek Reclamation and Agriculture Project – Barn Building and Waskasoo Community Association Project are built by third parties there is zero dollar capital expenditure by The City. These capital projects require approval by Council as part of the 2019 Capital Budget in order to include the operating costs in the 2019 Operating Budget and future operating costs.



December 17, 2018

## Tourism and Economic Development Vision

Land and Economic Development

### **Summary and Recommendation**

---

The City of Red Deer supports a vision of a strengthened role for the municipality in regional and local tourism and economic development. This report supports actions to further key strategic direction. Steps have already been taken to implement this vision.

The City has solidified its membership with Central Alberta Economic Partnership (CAEP) to play an active role in regional economic development.

Administration is beginning to facilitate discussions with Tourism Red Deer and other stakeholders in 2019 on how to play a similar role in regional tourism.

The vision also includes a formal Bid Committee to consider major bidding opportunities in the city and make recommendations to City Council. This would include a range of opportunities from large conferences to sporting events, tournaments and cultural festivals. Administration is recommending formal direction from Council to establish the Bid Committee.

Administration recommends Council establish a Bid Committee with the terms of reference to be approved by Council in Q1.

### **City Manager Comments**

---

I support the concept as presented which will evolve over the next year. Now that membership in CAEP has been confirmed it is proposed that Council direct administration to proceed with the development of the Bid Committee with Terms of Reference to be approved by Council.

Craig Curtis  
City Manager

### **Proposed resolution**

---

Resolved that Council of The City of Red Deer having considered the report from Land and Economic Development, dated December 17, 2018 re: Tourism and Economic Development Vision hereby approves the establishment of a Bid Committee with the terms of reference to be approved by Council in Q1, 2019.

## **Background and Analysis**

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The City is working towards solidifying its role in economic development and tourism and to play an active role to strengthen the region. The attached diagram conceptually shows the vision of The City's role in regional and local economic development and tourism moving forward.

Steps have been taken to implement this vision. The City has solidified its membership with Central Alberta Economic Partnership (CAEP) to play an active role in regional economic development.

In November 2019, City administration met with the Tourism Red Deer Board to discuss a regional approach for tourism.

Tourism Red Deer knows the tourism industry and The City recognizes that the region will continue to need a separate tourism body. The City will begin facilitating conversations with Tourism Red Deer in January to move toward this goal of a regional model. This will also involve key partners and stakeholders in the region. This process will take over a year to complete and The City is committed to funding Tourism Red Deer while working through the transition. There are no preconceived notions as to the final structure although it is intended that The City will itself undertake elements of local tourism and promotion.

The diagram also shows the establishment of a formal Bid Committee that would consider major bidding opportunities in the city and make recommendations to City Council. This would include a range of opportunities from large conferences to sporting events, tournaments and cultural festivals. The Bid Committee would prepare a major event strategy that outlines elements such as Red Deer's competitive advantages, identifies events to host, and a decision making methodology for evaluating bids.

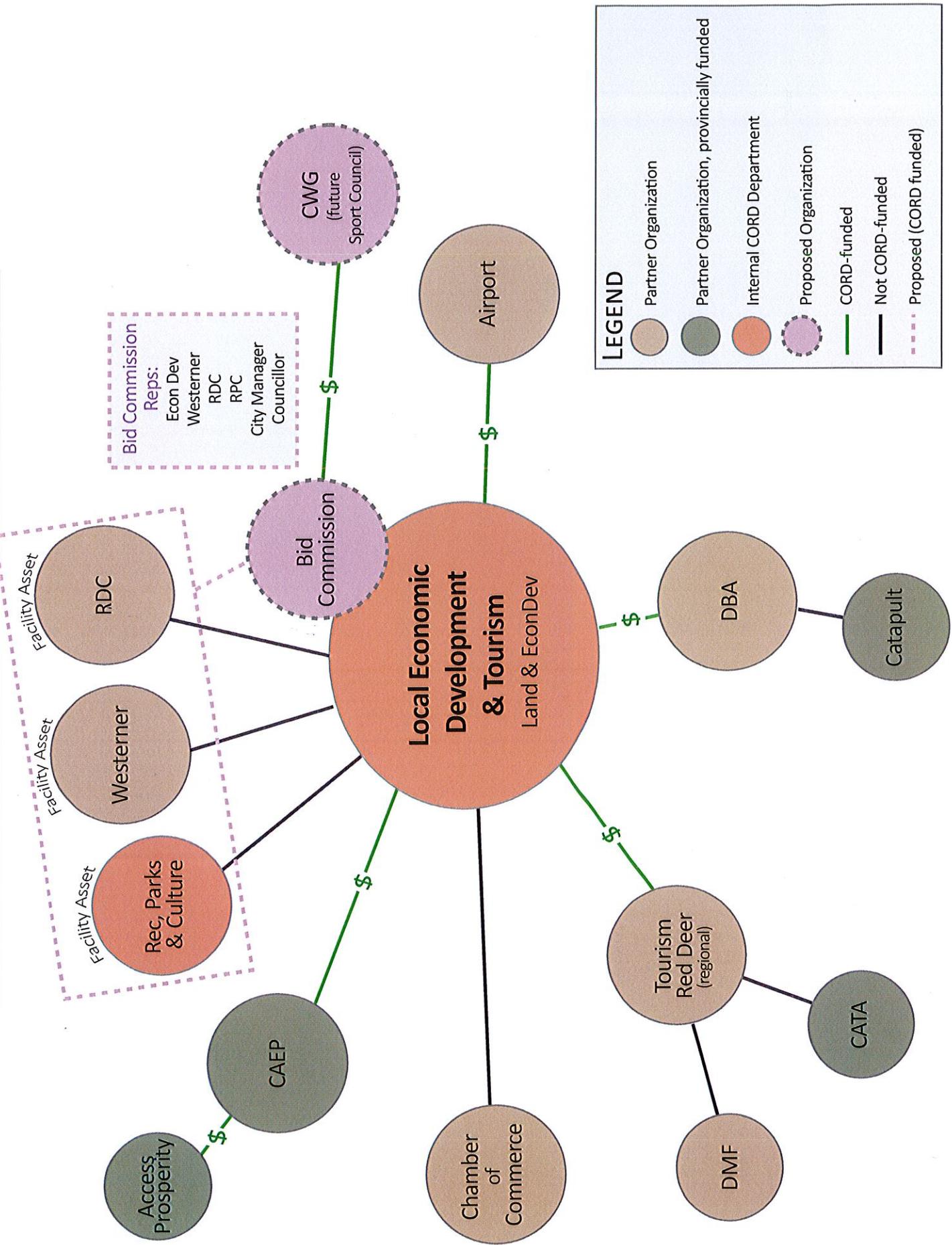
The committee representatives outlined in the diagram are only suggestions at this point. Administration is seeking direction to set up a Bid Committee. The first steps in the process would be reaching out to organizations to explain the concept and request their participation. The committee would come together to begin drafting a terms of reference for Council approval.

## **Appendices**

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Appendix A: Tourism and Economic Development Vision

# Sports & Event Tourism in Red Deer





August 20, 2018

## Environmental Services - Customer Satisfaction Survey Report

Environmental Services

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

---

During the 2018 Budget Deliberations, it was agreed that the conducting of an Environmental Services Survey not take place in 2018. It was further agreed that a report be presented back to Council as to the future of the survey.

Environmental Services recommends that Council approve the conducting of an Environmental Services survey commencing in 2020 on a bi-annual basis.

### **City Manager Comments:**

---

I support the recommendation of Administration that the survey be undertaken on a bi-annual basis. A cost savings of \$18,750 would be recognized in the alternate years.

Craig Curtis  
City Manager

### **Proposed Resolution**

---

Resolved that Council of The City of Red Deer having considered the report from Environmental Services, dated August 20, 2018 re: Customer Satisfaction Survey Report hereby approves the conducting of an Environmental Services survey, commencing in 2020 on a bi-annual basis.



## Report Details

### **Background:**

---

Receiving input from the public provides Environmental Services with valuable feedback on what is going well and what can be done better. Prior to 2001, feedback was primarily gathered from the public by way of complaints received through verbal or email contact. This collection method represented a very small percentage of the customer base and focused on very specific issues. It did not provide the level of information for the City to evaluate the overall effectiveness of services to the community as a whole.

In order to enhance the input from the community, in 2001, an annual customer satisfaction survey was initiated for Environmental Services as a means of acquiring statistically accurate, unbiased customer data.

The survey initially focused on The City of Red Deer's waste management contractor performance in the area of household waste services. However, in 2011 the survey expanded to include questions on the other services provided to residents/customers by Environmental Services and to focus on overall environmental issues and initiatives. The survey was expanded to include questions related to water delivery, wastewater and storm water collection, customer service administration, and environmental programs and initiatives. With the exception of 2015, the survey was conducted annually and has reflected a high level of satisfaction with the services provided.

As there has been consistency in the annual survey results, Environmental Services considered moving away from an annual survey. As a result, during the 2018 budget discussions, Council agreed to not to conduct a survey in 2018 and bring back a recommendation as to future surveys.

The following presents Administration's recommendation as to the use of surveys in evaluating Environmental Services programs and services.

### **Discussion:**

---

#### **How are the Results of the Survey Used?**

Environmental Services uses the data in three primary ways:

1. To help determine where improvements can be made in delivering waste, wastewater, water, and environmental initiatives,
2. To address areas of residents concern, improve services, and understand where to target program resources in future years, and
3. As a contract management tool as to the performance of the Waste Management Collection Contractor.



Generally, customers only contact The City about Waste Management services if they have a concern or an issue with the service. Relying only on phone calls or emails could skew the view of the overall contractor performance. However, the broader view allowed by conducting the survey has indicated over the years that residents have a very high level of satisfaction with their waste collection services – between 96%-98% in 2017, and surveys have shown that satisfaction levels remain relatively consistent. Meaning that even in a year where The City received more calls about the services provided, a corresponding decline in overall satisfaction levels was not observed. It has been important to receive information in both ways, to ensure The City can evaluate the contractor's performance in a balanced, fair manner, and best prioritize potential program changes.

As the results of the survey have been consistent over the years, there is merit in conducting the survey every two years as opposed to annually (e.g 2020, 2022, 2024, etc). This will allow the Environmental Services to continue to track trends, public interest on issues, and shifts in customer and resident expectations/ satisfaction/ views.

### **How the Survey fits with other surveys conducted by The City**

The Environmental survey is unique in that it is the only comprehensive data collected covering the full range of Environmental Services' work.

The survey takes, on average, approximately 20 minutes in length to administer which makes it less than ideal to add it to other surveys/ processes such as the IPSO Reid survey or City of Red Deer census.

The Survey is conducted by a professional marketing research company, selected through a competitive bid process.

In the last two surveys, an online version has also been available for Red Deer residents to participate in (although the online version is through self-selection/not random or statistically accurate).

### **How the Survey has benefitted the City**

The survey allows for the collection of resident opinions of potential changes Environmental Services is considering implementing. This information helps design better programs by identifying potential barriers to successful implementation and by gauging resident interest for a new program or the continuation of an existing program.

Since the survey was first initiated a number of enhancements to Waste Management and Environmental Services have occurred such as:

1. Expansion of the materials accepted in blue boxes,
2. The launch of the organics cart program; and
3. Expansion and refinement of environmental education programs offered.

Combined with other public engagement opportunities, the survey is a good tool that provides and tracks residents' opinions and views of the services offered.



In 2017 the cost of the survey was \$18,750 which was funded 10% from taxation and 90% from utilities.

### **Analysis:**

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The decision in 2011 to broaden the scope of the survey coincided with the adoption of the Environmental Master Plan (EMP) and the focus on measuring and monitoring environmental performance across the key focus areas of the EMP. Many environmental initiatives are occurring over the next two years including the EMP refresh and the completion of the Cart Program rollout. Once these initiatives are in place, there will be value in collecting the broad views of residents'. As such, waiting until 2020 to conduct the next survey would be optimal and then every two years thereafter.



December 14, 2018

## Borrowing for River Bend Golf & Recreation Society Operations

Financial Services

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

---

The River Bend Golf & Recreation Society is requesting a loan in the amount of \$100,000 to assist with operations for the period January to April, 2019. A loan bylaw has been prepared in accordance with Municipal Government Act requirements to authorize the loan. The loan will be repaid over the next 3 years in equal installments at an interest rate of 3.3% with funding to be provided from the Operating Reserve – Tax Supported.

It is recommended that Council provide first reading to the loan bylaw.

### **City Manager Comments:**

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I support the recommendation of Administration. If first reading of Bylaw 3620/2019 is given, this bylaw will be advertised and brought back to Council for second and third reading at the Monday, March 4, 2019 City Council Meeting.

Craig Curtis  
City Manager

### **Proposed Resolution**

---

That Bylaw 3620/2019 be read a first time.



## Report Details

### **Background:**

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River Bend requires additional borrowing to assist with operations for the period January to April, 2019. As per Municipal Government Act requirements funds can only be loaned to a non-profit organization and if the loan is authorized by way of bylaw.

River Bend Golf and Recreation Society currently has two outstanding loans with the City. The Clubhouse Loan has an outstanding balance of \$1,544,519. As per agreement with the Society no payments are required until 2021. The Revolving Loan has an outstanding balance of \$150,000. There are no set terms of repayment for this loan. The agreement with the Society currently limits borrowing in excess of \$150,000 without the prior written consent of the City.

### **Discussion:**

---

River Bend Golf & Recreation Society is a non-profit organization. A loan bylaw is requested to authorize lending the funds to the Society. In accordance with Council's resolution the proposed terms are for a loan of \$100,000 to be repaid over a term of 3 years with 2 payments of \$33,333 and one payment of \$33,334. The proposed interest rate of 3.3% is equal to the current return on long term investments to compensate for the loss of interest revenue that would otherwise be earned on the funds. The source of the funds is the Operating Reserve – Tax Supported.

Approval of the loan bylaw will be considered to provide written consent by the City for purposes of the agreement.

### **Analysis:**

---

The financial risk is minimal. The current balance in the Operating Reserve – Tax Supported is \$28 M as of November 30, 2018. There is a risk of non-payment depending on how successful the operations of the golf course are over the next three years. Should the loan not be repaid there would be no significant impact on City operations.





October 15, 2018

Originally Submitted to the  
January 7, 2019 Council Meeting

## Amendments to the Safety Codes Permit Bylaw and Development Permit Fee Bylaw

Administrative Report

### Report Summary

---

The proposed amendments to the *Development Permit Fee Bylaw* and *Safety Codes Permit Fee Bylaw* are to address three areas:

1. Addition of fees for services not currently charged for.
2. Addition of specified penalties for Safety Codes related infractions.
3. Removal of references to Occupancy Permits.

Firstly, Administration has conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review (Appendix F). The recommended addition of fees for services not currently charged for is brought forward for Council's endorsement.

Second, the addition of specified penalties for certain contraventions allows Administration to issue municipal tickets without an individual having to attend Court.

And finally, there were consequential amendments required to remove references to Occupancy Permits, based on Council's recent adoption of the new *Business Licence Bylaw*.

Safety Codes Permit Bylaw 3551/B-2018 and Development Permit Fee Bylaw 3555/B-2018 were brought to the December 10, 2018 Regular Council Meeting. At this time Council resolved to table consideration of these bylaws.

Administration recommends Council lift from the table and give 1<sup>st</sup> and 2<sup>nd</sup> readings to *Development Permit Fee Bylaw* and *Safety Codes Permit Fee Bylaw* to adopt the amendments (Appendices A & C), with 3<sup>rd</sup> reading to be considered during Operating Budget.

### City Manager Comments

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I support the recommendation of Administration. If first and second readings of Bylaw 3551/B-2018 and Bylaw 3555/B-2018 are given, these bylaws will come back for third reading at the January 8-18, 2019 Operating Budget.

Craig Curtis  
City Manager

## Proposed Resolutions

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That Safety Codes Permit Bylaw No. 3551/B-2018 (a bylaw amendment to add new fees for services and remove references to occupancy permits) be given first reading.

That Development Permit Fee Bylaw No. 3555/B-2018 (a bylaw amendment to add new fees for services) be given first reading.

## Rationale for Recommendations

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- 1) **The recommendations were identified in the 2016 Value for Money Review.**
- 2) **The introduction of fees for services provided to customers but not currently charged for ensures that those services are not substantially being subsidized by the tax base.** These additional fees would only be applied to customers who are not prepared or who would be acquiring the individualized service.
- 3) **Adding specified penalties for certain infractions prevents all contraventions from having to go to Court.** The current bylaw allows only limited abilities to issue municipal tickets.
- 4) **The requirement for Occupancy Permits no longer exists.** With the recent adoption of *Business Licence Bylaw* No. 3609/2018, the requirement for an annual business licence replaces the need for Occupancy Permits.

## Discussion

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The *Safety Codes Permit Bylaw* and *Development Permit Fee Bylaw* were both adopted in 2015, following a complete review of processes within the Inspections & Licensing Department.

Proposed are additional fees for services for currently charged for, additional specified penalties for Safety Codes related infractions, and minor changes to remove requirements for Occupancy Permits.

### Value for Money Review

A Value for Money (VFM) Review was conducted by KPMG in 2016 for the development and building services of City operations. The review included examining existing processes, procedures, fees and delivery structures in The City, comparing practices with other municipalities of similar size. The final review provided a number of recommendations for implementation, including several specific to The City's permit fees.

The final report from KPMG included a number of recommendations specific to The City's permit fees. The document identifies that fees for The City's services are not cost recovered and that fees do not reflect the effort provided by staff in service delivery.

Further, a comprehensive review of fees was considered as a high value, high complexity option for consideration, identifying the need as high priority. Related options included adding

additional fees for permits/services that The City does not currently charge for and differentiating fee levels for homeowners.

### **Safety Codes Permit Bylaw Amendments**

There are three components making up the amendments to the *Safety Codes Permit Bylaw* (Appendix B):

1. Recommended additional fees
2. Additional specified penalties
3. Removal of occupancy permits

#### Recommended Additional Fees

There are a number of Safety Codes services or processes that The City does not currently have a fee for, but that other municipalities are charging for. These include items such as an applicant revising their application following issuance, or for situations where reinspections are required and previously identified deficiencies are left outstanding.

The table below identifies the new fees proposed by Administration for Safety Codes related permits.

<b>Service Provided</b>	<b>Fee</b>
Non-residential and apartment plan re-submission for review – If a Building Permit has been submitted and the Safety Codes Officer (SCO) already completed the plan review; the applicant modifies their plan, requiring another plan review.	\$100.00/hour to a max. of \$1,000.00
Alternative solution review – A non-prescriptive solution/design to provide equal life safety to the applicable code, requiring additional SCO time to review. These require registration with Alberta Municipal Affairs.	\$100.00/hour to a max. of \$1,000.00
Environmental remediation (grow-op/derelict building) – This fee would apply for applications where additional sensitivity is required due to hazardous materials, and typically include additional specialized reports and inspections by the SCO.	\$100/hour to a max. of \$5,000.00
Homeowner permit premium – To compensate for the significantly more time involved in the administration and inspections side of a permit when a homeowner applies for their own permit and completes the work.	Additional 25% of permit fee
Inspection of occupied space – If a space has been occupied or has furniture/belongings moved into it, prior to an inspection. This requires more time from the SCO, requires arrangements to have the applicant at the inspection due to increased risk of liability to The City.	\$250.00
Reinstate a permit within 30 days of permit expiry	\$125.00
Permit extension request prior to permit expiry	½ permit fee; max of \$100.00

#### Specified Penalties

A bylaw may include either specified penalties or unspecified penalties in relation to contraventions to specific sections of that bylaw. Unspecified penalties typically are used in

situations where there are a number of variables involved and the severity of the contravention will vary depending on the nature of those variables. Specified penalties, on the other hand, are used for contraventions that do not typically vary much in nature.

The key difference between the two is the process that would follow; if unspecified, there is an automatic court appearance for the individual receiving the ticket, with the judge determining the amount imposed for the contravention. This takes considerable more time and resources than if a penalty is specified. If a specified penalty exists, the individual can pay their ticket directly at City Hall.

The additional recommended specified penalties have been identified by Administration as being standard, and reducing the time and resources required enforcing those sections of the bylaw.

#### Occupancy Permits

In 2017, Council adopted amendments to the *Safety Codes Permit Bylaw*, implementing the newly identified Completion Report. This was step one in a process to separate Safety Codes from land use from business licensing, where historically processes had been intermingled. The Completion Report is the mechanism that ensures all Safety Codes permits have been inspected and closed, prior to the building being used or occupied.

The second and final step in the process included City Council adopting the new *Business Licence Bylaw* in September 2018, requiring all Businesses operating in the city to obtain an annual business licence. The intent of this was to remove the requirement of an Occupancy Permit and replace it with the business licence.

As such, minor amendments are required to the *Safety Codes Permit Bylaw* to remove any references to Occupancy Permits.

#### **Recommended Development Permit Bylaw Amendments**

In addition to those related to Safety Codes, Administration is also proposing to amend the *Development Permit Fee Bylaw* to add a similar fee to Development Permits (Appendix D). Should an applicant revise their submission following review, they will be charged a fee equal to 50% of their original application fee.

#### **Process**

##### Consultation

Administration has worked with BILD Central Alberta and Red Deer Construction Association over the last few years, and fees have been a topic of discussion. Both groups were included in consultation with the proposed new fees within the bylaw amendments (Appendix E).

The Red Deer Construction Association did not identify any concerns related to the new fees proposed. At a meeting with BILD Central Alberta's builder counsel group, a number of concerns were identified and feedback gathered. Based on the feedback provided, modifications were made to the fees themselves, as well as the structure. The proposed homeowner premium was highly supported by the group.

##### Next Steps

With the completion of the fees and charges review by Administration, the full recommendations will be brought forward as part of the Operating Budget for 2019 for Council's consideration.

## Appendices

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- Appendix A: *Safety Codes Permit Bylaw* Amendment No. 3551/B-2018
- Appendix B: *Safety Codes Permit Bylaw* No. 3551/B-2018, Strikethrough Version
- Appendix C: *Development Permit Fee Bylaw* Amendment No. 3555/B-2018
- Appendix D: *Development Permit Fee Bylaw* No. 3555/B-2018, Strikethrough Version
- Appendix E: Consultation with BILD Alberta and Red Deer Construction Assoc.
- Appendix F: Planning and Development Services Value for Money Review, November 2016

Appendix A:

*Safety Codes Permit Bylaw* Amendment No. 3551/B-2018

**BYLAW NO. 3551/B-2018**

Being a Bylaw to amend Bylaw No. 3551/2015 The Safety Codes Permit Bylaw of the City of Red Deer.

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

Bylaw No. 3551/2015 is hereby amended as follows:

1. By deleting section 15(d) in its entirety and replacing it with:
 

(d) ensure that all approved plans and specifications are available at the construction site at all reasonable times for inspection by a Safety Codes Officer;
2. By deleting "Occupancy" from the section heading preceding section 19.
3. By deleting section 19 in its entirety and replacing it with:
 

19. No person shall occupy, or allow the occupancy of, or use of, any building or portion thereof until a final inspection has occurred in all applicable Safety Code Act disciplines and the Safety Codes Officers have deemed the building or portion thereof ready to use or occupy and the Permit Issuer has issued a completion report.
4. By deleting section 20 in its entirety and replacing it with:
 

20. No person shall allow a change in use, tenancy or the occupancy classification (as determined by the Safety Codes Officer) of an existing building until approved by a Safety Codes Officer in writing or other form of approval by the City Manager has been granted.
5. By deleting section 24 in its entirety and replacing it with:
 

24. A Safety Codes Officer shall have the right to inspect any site at any reasonable time.
6. By deleting Schedule "A" and replacing it with the attached Schedule "A".
7. By deleting Schedule "B" and replacing it with the attached Schedule "B".

READ A FIRST TIME IN OPEN COUNCIL                      this                      day of                      2018.

READ A SECOND TIME IN OPEN COUNCIL                      this                      day of                      2018.

READ A THIRD TIME IN OPEN COUNCIL                      this                      day of                      2018.

AND SIGNED BY THE MAYOR AND CITY CLERK                      this                      day of                      2018.

\_\_\_\_\_  
MAYOR

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

**SCHEDULE "A"**  
**FEEES FOR PERMITS AND SERVICES UNDER SAFETY CODES ACT**

<b>Plumbing Permits</b>	<b>Fee</b>
Minimum fee	\$70.60
For each fixture, discharge device, or weeping tile	\$10.00
Installation of backflow device/lawn sprinkler	\$70.60
Ditch permit to service site – residential and commercial	\$70.60
Private sewage disposal	\$116.25
<b>Gas Permits</b>	<b>Fee</b>
Minimum fee	\$70.60
All major occupancies other than single family and two family residences (to be determined by the total B.T.U rating for all gas fixtures, furnaces, or other devices installed):	\$70.60
<ul style="list-style-type: none"> <li>• 65,000 B.T.U./HR input or less</li> </ul>	\$85.25
<ul style="list-style-type: none"> <li>• 65,001 – 400,000 B.T.U./HR input or less</li> </ul>	\$120.80
<ul style="list-style-type: none"> <li>• 400,001 – 500,000 B.T.U./HR input or less</li> </ul>	\$156.20
<ul style="list-style-type: none"> <li>• 500,001 – 1,000,000 B.T.U./HR input or less</li> </ul>	\$284.05
<ul style="list-style-type: none"> <li>• 1,000,001 – 5,000,000 B.T.U./HR input or less</li> </ul>	\$390.50
<ul style="list-style-type: none"> <li>• 5,000,001 B.T.U./HR input or more</li> </ul>	\$70.60
Temporary gas line	\$70.60
Gas fireplace installation	\$70.60
Alterations	\$70.60
<b>Building Permits</b>	<b>Fee</b>
Minimum fee	\$77.50

Fireplace installation – solid fuel appliance	\$70.20
For each \$1,000.00 or part of that of construction costs – commercial buildings	\$8.55
For each \$1,000.00 or part of that of construction costs – industrial and public buildings	\$7.95
New residential buildings:	\$0.61/ft <sup>2</sup>
• main floor	(\$ 6.50/m <sup>2</sup> .)
• any additional above-grade levels	\$ 0.41/ft <sup>2</sup> . (\$ 4.40/m <sup>2</sup> .)
• basement development	\$ 0.22/ft <sup>2</sup> . (\$ 2.35/m <sup>2</sup> .)
• garages and carports	\$ 0.16/ft <sup>2</sup> . (\$ 1.75/m <sup>2</sup> .)
• apartments, townhouses, and row housing	\$ 0.61/ft <sup>2</sup> . \$6.40m <sup>2</sup> )
• decks	\$ 77.50
Completion report – Residential (incl. Apartments)	\$ 12,75/unit (minimum \$76.70; maximum \$ 351.50)
Completion report - Commercial/Industrial/Public buildings	\$ 76.70/100 m <sup>2</sup> or portion of it (minimum \$ 76.70; maximum \$ 351.50)
Each heating unit or system – residential	\$ 70.60
Each heating unit or system – non-residential	
• 65,001 – 400,000 B.T.U./HR input or less	\$ 85.25
• 400,001 – 500,000 B.T.U./HR input or less	\$ 120.75
• 500,001 – 1,000,000 B.T.U./HR input or less	\$ 156.20
• 1,000,001 – 5,000,000 B.T.U./HR input or less	\$ 284.05

• 5,000,001 B.T.U./HR input or more	\$ 389.70
<b>Electrical Permits – Contractors</b>	<b>Fee</b>
Minimum fee	\$ 70.60
Installation cost (including labour):	
• \$1,000 - \$1,999	\$ 85.25
• \$2,000 - \$2,999	\$ 106.60
• \$3,000 - \$3,999	\$ 127.85
• \$4,000 - \$4,999	\$ 149.25
• \$5,000 - \$5,999	\$ 163.35
• \$6,000 - \$6,999	\$ 177.55
• \$7,000 - \$7,999	\$ 191.80
• \$8,000 - \$8,999	\$ 206.00
• \$9,000 - \$10,000	\$ 220.10
• Over \$10,000	\$ 220.10 plus 1.20% of the installation cost over \$ 10,000
<b>Electrical Permits – Annual</b>	<b>Fee</b>
Rating of installation kV.A:	
• 100 or less	\$ 181.15
• 101 to 2,500	\$ 181.15 plus \$15.00 per 100 kV.A or any fraction over 100
• 2,501 to 5,000	\$ 615.70 plus \$ 11.25 per 100 kV.A or any fraction over 2,500
• 5,001 to 10,000	\$ 953.00 plus \$ 7.70 per 100 kV.A or any fraction over 5,000

• 10,001 to 20,000		\$ 1414.50 plus \$ 3.85 per 100 kV.A or any fraction over 10,000	
• Over 20,000		\$ 1876.05 plus \$ 1.00 per 100 kV.A over 20,000	
<b>Electrical Permits – Homeowner</b>			
<b>Value of Material</b>	<b>Fee</b>	<b>Value of Material</b>	<b>Fee</b>
\$0.00 - \$450.00	\$ 70.60	\$1,700.01 - \$1,750.00	\$ 125.65
\$450.01 - \$500.00	\$ 72.40	\$1,750.01 - \$1,800.00	\$ 127.85
\$500.01 - \$550.00	\$ 74.50	\$1,800.01 - \$1,850.00	\$ 130.10
\$550.01 - \$600.00	\$ 76.85	\$1,850.01 - \$1,900.00	\$ 132.15
\$600.01 - \$650.00	\$ 78.90	\$1,900.01 - \$1,950.00	\$ 134.10
\$650.01 - \$700.00	\$ 81.05	\$1,950.01 - \$2,000.00	\$ 136.40
\$700.01 - \$750.00	\$ 83.15	\$2,000.01 - \$2,050.00	\$ 138.50
\$750.01 - \$800.00	\$ 85.25	\$2,050.01 - \$2,100.00	\$ 140.70
\$800.01 - \$850.00	\$ 87.45	\$2,100.01 - \$2,150.00	\$ 142.65
\$850.01 - \$900.00	\$ 89.50	\$2,150.01 - \$2,200.00	\$ 144.80
\$900.01 - \$950.00	\$ 91.65	\$2,200.01 - \$2,250.00	\$ 147.05
\$950.01 - \$1,000.00	\$ 93.90	\$2,250.01 - \$2,300.00	\$ 149.25
\$1,000.01 - \$1,050.00	\$ 95.95	\$2,300.01 - \$2,350.00	\$ 151.30
\$1,050.01 - \$1,100.00	\$ 98.10	\$2,350.01 - \$2,400.00	\$ 153.45
\$1,100.01 - \$1,150.00	\$ 100.15	\$2,400.01 - \$2,450.00	\$ 155.60
\$1,150.01 - \$1,200.00	\$ 102.35	\$2,450.01 - \$2,500.00	\$ 157.70

\$1,200.01 - \$1,250.00	\$ 104.40	\$2,500.01 - \$2,550.00	\$ 159.05
\$1,250.01 - \$1,300.00	\$ 106.65	\$2,550.01 - \$2,600.00	\$ 160.55
\$1,300.01 - \$1,350.00	\$ 108.75	\$2,600.01 - \$2,650.00	\$ 161.85
\$1,350.01 - \$1,400.00	\$ 110.85	\$2,650.01 - \$2,700.00	\$ 163.40
\$1,400.01 - \$1,450.00	\$ 113.00	\$2,700.01 - \$2,750.00	\$ 164.85
\$1,450.01 - \$1,500.00	\$ 115.15	\$2,750.01 - \$2,800.00	\$ 166.25
\$1,500.01 - \$1,550.00	\$ 117.25	\$2,800.01 - \$2,850.00	\$ 167.65
\$1,550.01 - \$1,600.00	\$ 119.25	\$2,850.01 - \$2,900.00	\$ 169.05
\$1,600.01 - \$1,650.00	\$ 121.45	\$2,900.01 - \$2,950.00	\$ 170.45
\$1,650.01 - \$1,700.00	\$ 123.60	\$2,950.01 - \$3,000.00	\$ 171.90
<b>General Fees</b>			<b>Fee</b>
Requested additional inspection			\$ 100.00
Re-inspection fee			\$ 142.10
Homeowner permit premium			Additional 25% of permit value
Non-residential and apartments plan re-submission for review			\$100.00/hour to a max. of
Alternative solution review			\$100.00/hour to a max. of
Permit extension request prior to permit expiry			½ permit fee; max. of \$100.00
Reinstate a permit within 30 days of permit expiry			\$125.00
Environmental remediation - for example, but not limited to, grow-op/derelict buildings			\$100/hour to a max of \$5,000.00
Inspection request of occupied space, per permit			\$250.00

**SCHEDULE "B" PENALTIES**

		<b>FIRST OFFENCE</b>	<b>SECOND OFFENCE</b>	<b>THIRD OFFENCE</b>
15 (d)	Failure to ensure all approved plans and specifications are available at construction site	\$100	\$200	\$300
15(e)	Failure to post or otherwise identify the Building Permit at construction site	\$100	\$200	\$300
19	Failing to obtain a completion report for closure of all safety codes permits for the use or occupancy of a building	\$250	\$500	\$1000
20	Failing to obtain an approval for a change in occupancy classification	\$250	\$500	\$1,000
23	Failure to display Completion Report	\$100	\$200	\$300
38	Re-inspection – Deficiencies not corrected	\$200	\$400	\$600

Appendix B:

*Safety Codes Permit Bylaw No. 3551/B-2018, Strikethrough Version*

**BYLAW NO. 3551/2015**

WHEREAS, pursuant to section 66 of the *Safety Codes Act*, RSA 2000, c S-1, an accredited municipality may pass bylaws respecting fees for anything issued or any material or service provided pursuant to the *Safety Codes Act*, and the carrying out of the powers and duties of an accredited municipality;

AND WHEREAS, pursuant to section 7 of the *Municipal Government Act*, RSA 2000, c M-26, a council may pass bylaws for municipal purposes respecting the following matters the safety, health and welfare of people and the protection of people and property and for any services provided by or on behalf of the municipality and services provided by or on behalf of the municipality;

AND WHEREAS, pursuant to section 8 of the *Municipal Government Act*, a council may pass bylaws to deal with any development, activity, industry, business or thing in different ways, divide each of them into classes and deal with each class in different ways to provide for a system of licences, permits or approvals.

NOW THEREFORE COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

**PART I – TITLE, PURPOSE AND DEFINITIONS****Title**

1. This bylaw may be referred to as the “Safety Codes Permit Bylaw.”

**Purpose**

2. The purpose of this bylaw is to establish the application procedure and fees for permits issued or any other material or service provided pursuant to the *Safety Codes Act*, the Regulations and this bylaw.

**Definitions**

3. In this bylaw, the following definitions shall apply:
  - (a) **“B.T.U.”** refers to a unit of energy;
  - (b) **“kV.A”** refers to a unit of power;
  - (c) **“Municipal Tag”** means a document alleging an offence issued pursuant to the authority of a bylaw of the City;
  - (d) **“Owner”** means a person who has care and control of an Undertaking and includes a lessee, a person in charge, and a person who holds out that the person has the powers and authority of ownership or who at the time being exercises the powers and authority of ownership;

- (e) **“Permit Issuer”** means a Safety Codes Officer or a person designated to issue permits pursuant to the *Safety Codes Act*;
- (f) **“Person”** means an individual, partnership, association, corporation, organization, business, cooperative, trustee, executor, administrator or legal representative;
- (g) **“Quality Management Plan”** means the City’s quality management plan registered with the Alberta Safety Codes Council;
- (h) **“Regulations”** means any regulations passed pursuant to the *Safety Codes Act* including any codes adopted in such Regulations;
- (i) **“Safety Codes Act”** means the *Safety Codes Act*, RSA 2000, c S-1, as amended;
- (j) **“Safety Codes Officer”** means an individual designated as a Safety Codes Officer pursuant to the *Safety Codes Act*;
- (k) **“Undertaking”** means the construction of a thing or the control or operation of a thing, process or activity to which the *Safety Codes Act* or the Regulations applies;
- (l) **“Violation Ticket”** has the same meaning as in the *Provincial Offences Procedure Act*, RSA 2000, c P-34, as amended; and
- (m) Unless otherwise defined herein, the definitions contained in the *Safety Codes Act* and Regulations shall have a similar meaning in this bylaw.

## **PART II – PERMITS**

### **Scope**

- 4. This bylaw applies to the issuance of permits respecting:
  - (a) the construction, demolition, installation, alteration, repair and removal, occupancy or change in occupancy of any building regulated by the *Safety Codes Act* and Regulations within the City of Red Deer; and
  - (b) the installation, alteration or repair of electrical, plumbing and gas equipment and systems regulated by the *Safety Codes Act* and Regulations within the City of Red Deer.

**Permits required**

5. Subject to section 6, a person shall not start any Undertaking for which a permit is required pursuant to the *Safety Codes Act*, the Regulations, or this bylaw unless a valid and subsisting permit has been issued.
6. If there is imminent serious danger to persons or property because of any thing, process or activity to which the *Safety Codes Act* applies or because of a fire hazard or risk of an explosion, a person may, without a permit, start an Undertaking for which a permit is required pursuant to this bylaw but that person must apply for a permit as soon as the danger, fire hazard or risk of explosion has been remedied.

**Permit Application**

7. In addition to any other requirement, every person applying for a permit pursuant to the *Safety Codes Act*, the Regulations, or this bylaw must provide to the Permit Issuer:
  - (a) an application in a form approved by the Permit Issuer;
  - (b) plans and specifications as required by the Permit Issuer;
  - (c) the value of the proposed Undertaking;
  - (d) any fees required pursuant to this bylaw; and
  - (e) any additional information required by the Permit Issuer.

**Issuance of Permit**

8. A Permit Issuer shall issue a permit pursuant to the *Safety Codes Act*, the Regulations, or this bylaw, only when:
  - (a) the Undertaking described in the application for the permit meets the requirements of the *Safety Codes Act*, the Regulations and this bylaw;
  - (b) the plans and specifications submitted in the application meet the requirements of the *Safety Codes Act*, the Regulations and this bylaw; and
  - (c) the fees payable pursuant to this bylaw, any fees payable pursuant to the *Safety Codes Act* and any applicable taxes have been paid in full.
9. The Permit Issuer may impose any terms and conditions on any permit issued under this bylaw as are deemed necessary to ensure compliance with the purpose and intent of the *Safety Codes Act*, the Regulations, this bylaw and any other legal requirements.

**Revisions and Re-examination**

10. The Safety Codes Officer may accept a revision to the construction for which a permit has been issued and determine the appropriate fee to be charged for the service as set out in Schedule "A."
11. If the documents submitted with an application for a permit contain substantial errors or omissions, the application may be rejected by the Safety Codes Officer. The documents may be re-submitted for further re-examinations, and a fee in accordance with Schedule "A" may be charged for each and every re-examination.
12. Any documents submitted which are incomplete and do not form the basis of the permit issued may be destroyed by the Permit Issuer.

**Transfer**

13. A person shall not transfer a permit to any other person unless the transfer has been authorized in writing by the Permit Issuer.

**Refusal to Issue, Suspension or Cancellation**

14. In addition to any powers pursuant to the *Safety Codes Act* or the Regulations, the Permit Issuer may refuse to issue a permit, and the Safety Codes Officer may suspend or cancel a permit that has been issued, if:
  - (a) in the case of an addition or alteration, the existing Undertaking is unsafe or will reduce the level of safety of the Undertaking governed by the permit to below that which is intended by the *Safety Codes Act*, the Regulations or this bylaw;
  - (b) incorrect or insufficient information is submitted with respect to the permit or the Undertaking to be governed by the permit;
  - (c) in the opinion of the Permit Issuer, the Undertaking for which the permit would be or has been issued would or does contravene the *Safety Codes Act*, the Regulations or this bylaw;
  - (d) the fees payable for the permit have not been paid;
  - (e) there is a contravention of any condition under which the permit was issued; or
  - (f) the permit was issued in error.

### Permit Holder Obligations

15. A person to which a permit has been issued must:
- (a) comply with the terms and conditions of the permit;
  - (b) undertake the construction, process or activity in accordance with the *Safety Codes Act*, the Regulations, and this bylaw;
  - (c) notify the Permit Issuer:
    - i. if the permit holder does not intend to complete the Undertaking, or
    - ii. if there is a change in ownership from the Owner as stated on the permit application;
  - (d) ensure that all **approved** plans and specifications **required to apply for the permit** are available at the construction site at all reasonable times for inspection by a Safety Codes Officer;
  - (e) ensure that a permit for the building discipline is posted, or otherwise identified at the construction site; and
  - (f) ensure that the civic address of the property for which the permit was issued is clearly visible from the roadway to which the property is addressed.

### Permit Term and Extensions

16. A permit issued under this bylaw, other than a permit for the occupancy or use of a building, shall expire:
- (a) if work authorized by the permit has not commenced within 90 days of the date of issue of the permit; or
  - (b) if the work authorized by the permit is commenced but is later suspended or abandoned for a continuous period of more than 120 days; or
  - (c) if the work authorized by the permit is commenced but is not completed within 18 months of the date of issue of the permit;

unless the terms and condition of the permit provide otherwise, in which case the terms and conditions of the permit shall take precedence over this section.

17. The Permit Issuer may, from time to time, extend a permit for an additional period when:
- (a) a written application has been received specifying a completion date; and
  - (b) a permit fee for extension as set out in Schedule "A" has been paid
- except when the permit has expired or been revoked.
18. A permit that has expired may be reinstated by the Permit Issuer at the written request of an applicant within 30 days of expiry provided that:
- (a) no changes are made in the documents submitted with the original application; and
  - (b) a fee equivalent to half of the original permit fee has been paid.

### ~~Occupancy~~ Completion Report

19. No person shall occupy, or allow the occupancy of, or use of, any building or portion thereof until a final inspection has occurred in all applicable *Safety Code Act* disciplines and the Safety Codes Officers have deemed the building or portion thereof ready to use or occupy and the Permit Issuer has issued ~~an occupancy permit and/or~~ a completion report.
20. No person shall allow a change in ~~use, tenancy or~~ the occupancy classification (as determined by the Safety Codes Officer) of an existing building until ~~approved by a Safety Codes Officer in writing or other form of approval by the City Manager has been granted an occupancy permit has been issued.~~
21. A completion report shall be issued on request if the building does not contravene the provisions of the *Safety Codes Act*, the Regulations and this bylaw.
22. A completion report is not required for the following residential construction uses:
- (a) an accessory structure serving a detached dwelling;
  - (b) basement development;
  - (c) hot tubs; and
  - (d) a deck or a deck covering.
23. The Owner of building must permanently display the completion report in a conspicuous location inside the building near the main entrance, except for single family

residential buildings where it may be placed near the electrical panel serving the building.

24. A Safety Codes Officer shall have the right to inspect ~~the occupancy permit~~ any site at any reasonable time.
25. The issuance of a completion report shall not be construed to be permission for, or approval of, a contravention of any provision of any other act, regulation or bylaw.

### **Heating, Ventilating and Air-Conditioning Permit**

26. No person shall build, repair, or alter any heating, ventilating, or air-conditioning Undertaking unless the person obtains a permit allowing that person to build, repair, or alter that heating, ventilating, or air-conditioning Undertaking.
27. This section does not apply to repairs or alterations to a heating, ventilating, or air-conditioning Undertaking that in the opinion of the Safety Codes Officer:
  - (a) are minor in nature;
  - (b) do not hinder the satisfactory operation of the Undertaking; and
  - (c) do not impact the health or safety of occupants of the building containing the Undertaking.
28. A permit issued pursuant to this section may only be issued to:
  - (a) a journeyman sheet metal worker who is regularly employed for the installation, alteration, repair or addition to the heating, ventilation and air-conditioning systems by industrial institutions or similar establishments, provided the work is performed on the property of the industrial institution or similar establishment;
  - (b) a sheet metal mechanic; or
  - (c) an Owner who resides in a single family residential dwelling where the heating, ventilating, or an air-conditioning system serves that dwelling.

## **PART III – INSPECTIONS**

### **Notification of Inspection**

29. When an Undertaking for which a permit has been issued is ready to be inspected for compliance with the *Safety Code Act* and Regulations, the person holding the permit shall notify the Safety Codes Officer.

## **Inspections**

30. Any inspections conducted by or on behalf of the Safety Codes Officer shall be conducted in accordance with the governing Quality Management Plan.

## **PART IV – FEES**

### **Fees**

31. The fees payable for any permit issued pursuant to this bylaw are set out in Schedule “A”.
32. The fees payable for any search, certificate, document, or other service related to the administration of this bylaw are set out in Schedule “A.”
33. The City Manager may adjust the fees set out in Schedule “A.” on April 30 of each year by the change in the Alberta average consumer price index, with the exception of those fees marked with an asterisk (\*) which shall not be adjusted each year, and shall update Schedule “A” accordingly.
34. The permit fees set out in Schedule “A” are subject to an additional Safety Codes Levy, as set by the Safety Codes Council.
35. The Safety Codes Officer may place a valuation on any work for the purpose of calculating fees for a permit.
36. If any Undertaking is commenced prior to a permit being issued pursuant to this bylaw, the fees payable for the permit are double the permit fees set out in Schedule “A”.

### **Inspection Fees**

37. Unless otherwise specified, the fees payable pursuant to Schedule “A” include all mandatory inspections.
38. The additional inspection fee set out in Schedule “A” is payable for every inspection where:
- (a) the municipal address of the parcel for which the permit was issued is not displayed; or
  - (b) when an inspection has been previously arranged, and:
    - i. the Safety Codes Officer is unable to access the building;

- ii. the Undertaking is not ready for an inspection; or
- iii. a previously identified deficiency has not been corrected.

### **Refunds**

- 39. A person who has paid a permit fee in accordance with Schedule “A” may cancel, withdraw or surrender the permit to the Permit Issuer and make application in writing for a refund in accordance with the provisions of this bylaw.
- 40. The Safety Codes Levy is non-refundable.
- 41. No refund shall be made if:
  - (a) the permit has been revoked or has expired;
  - (b) the occupancy, relocation, construction or demolition of the building or the installation of the mechanical equipment or systems has commenced; or
  - (c) an extension of the permit has been granted.

## **PART V – OFFENCES AND PENALTIES**

### **Offence**

- 42. A person who contravenes this bylaw, or authorizes or directs another person to contravene this bylaw, is guilty of an offence.

### **Vicarious Liability**

- 43. For the purposes of this bylaw, an act or omission by an employee or agent of a person is deemed also to be an act or omission of the person if the act or omission occurred in the course of the employee’s employment with the person, or in the course of the agent’s exercising the powers or performing the duties on behalf of the person.

### **Corporations**

- 44. When a corporation commits an offence under this bylaw, every principal, director of the corporation who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence whether or not the corporation has been prosecuted for

the offence.

### **Fines and Penalties**

45. Any person who contravenes any provision of this bylaw is guilty of an offence and is liable, on summary conviction, to the specified penalty as set out in Schedule "B," and in default of payment of the specified penalty, to imprisonment for up to six months.
46. Any person who contravenes the same provision of this bylaw twice is guilty of a second offence and is liable, on summary conviction, to a specified penalty for a second offence as set out in Schedule "B" and in default of payment of the specified penalty, to imprisonment for up to six months.
47. Any person who contravenes the same provision of this bylaw three or more times is guilty of a third or subsequent offence and is liable, on summary conviction, to a specified penalty for a third or subsequent offence as set out in Schedule "B" and in default of payment of the specified penalty, to imprisonment for up to six months.
48. When a penalty is not specified under this bylaw, a person who is guilty of an offence is liable to a fine not exceeding \$10,000.00, and in default of payment of the fine, to imprisonment for up to six months.

### **Continuing Offence**

49. In the case of an offence that is of a continuing nature, a contravention constitutes an 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 of \$100 for each day that the offence continues.

### **Municipal Tag**

50. A Municipal Tag may be issued to any person where there are reasonable and probable grounds to believe the person has contravened any provision of this bylaw.
51. If a Municipal Tag is issued in respect of an offence the Municipal Tag must specify:
  - (a) the name of the person;
  - (b) the offence;
  - (c) the fine amount;
  - (d) that the fine amount shall be paid within 14 days of the issuance of the Municipal Tag; and
  - (e) any other information as may be required.

52. A Municipal Tag may be issued to such person :
- (a) either personally; or
  - (b) by mailing a copy to such person at his or her last known post office address;

### **Payment in Lieu of Prosecution**

53. Where a Municipal Tag is issued in respect of an offence, the person to whom the Municipal Tag is issued may, in lieu of being prosecuted for the offence, pay the penalty specified within the time period indicated on the Municipal Tag.

### **Violation Ticket**

54. If a Municipal Tag has been issued and if the specified penalty has not been paid within the prescribed time, a Violation Ticket may be issued pursuant to the *Provincial Offences Procedure Act*.
55. Despite section 50, a Violation Ticket may be immediately issued to any person where there are reasonable and probable grounds to believe that person has contravened any provision of this bylaw.
56. If a Violation Ticket is issued in respect of an offence, the Violation Ticket may:
- (a) impose the specified penalty established by this bylaw for the offence and permit a person to make a voluntary payment; or
  - (b) require a person to appear in court without the alternative of making a voluntary payment.

### **Voluntary Payment**

57. A person who commits an offence and who wishes to plead guilty may:
- (a) if a Violation Ticket has issued in respect of the offence; and
  - (b) if the Violation Ticket includes a specified penalty as established by this bylaw for the offence;
- plead guilty to the offence by making a voluntary payment by submitting to a Clerk of the Provincial Court, on or before the initial appearance date indicated on the Violation Ticket, the specified penalty set out on the Violation Ticket.

**Obstruction**

58. A person shall not obstruct or hinder any person in the exercise or performance of the person's powers pursuant to this bylaw.

**PART VI – GENERAL****Proof of Permit**

59. The onus of proving that the Permit Issuer has issued a permit in relation to any activity otherwise regulated, restricted or prohibited by this bylaw is on the person alleging the existence of such a permit.

**Proof of Exemption**

60. The onus of proving that a person is exempt from the provisions of this bylaw requiring a permit is on the person alleging the exemption.

**Legal Duty**

61. Nothing in this bylaw, including the issuance of a permit, any approval, and any inspections conducted pursuant to this bylaw, relieves any person of their legal duty to comply with the *Safety Codes Act*, the Regulations and this bylaw.

**Effective Date**

62. This bylaw takes effect beginning on November 23, 2015.

READ A FIRST TIME IN OPEN COUNCIL this 13<sup>th</sup> day of October 2015.

READ A SECOND TIME IN OPEN COUNCIL this 26<sup>th</sup> day of October 2015.

READ A THIRD TIME IN OPEN COUNCIL this 26<sup>th</sup> day of October 2015.

AND SIGNED BY THE MAYOR AND CITY CLERK this 26<sup>th</sup> day of October 2015.

'Tara Veer'  
MAYOR

'Frieda McDougall'  
CITY CLERK

**SCHEDULE "A"**  
**FEES FOR PERMITS AND SERVICES UNDER**  
**SAFETY CODES ACT**

<b>Plumbing Permits</b>	<b>Fee</b>
Minimum fee	\$70.60
For each fixture, discharge device, or weeping tile	\$10.00
Installation of backflow device/lawn sprinkler	\$70.60
Ditch permit to service site – residential and commercial	\$70.60
Private sewage disposal	\$116.25
<b>Gas Permits</b>	<b>Fee</b>
Minimum fee	\$70.60
All major occupancies other than single family and two family residences (to be determined by the total B.T.U rating for all gas fixtures, furnaces, or other devices installed):	
• 65,000 B.T.U./HR input or less	\$70.60
• 65,001 – 400,000 B.T.U./HR input or less	\$85.25
• 400,001 – 500,000 B.T.U./HR input or less	\$120.80
• 500,001 – 1,000,000 B.T.U./HR input or less	\$156.20
• 1,000,001 – 5,000,000 B.T.U./HR input or less	\$284.05
• 5,000,001 B.T.U./HR input or more	\$390.50
Temporary gas line	\$70.60
Gas fireplace installation	\$70.60
Alterations	\$70.60
<b>Building Permits</b>	<b>Fee</b>
Minimum fee	\$77.50

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<sup>10</sup> 3551/A-2018

Fireplace installation – solid fuel appliance	\$70.20
For each \$1,000.00 or part of that of construction costs –commercial buildings	\$8.55
For each \$1,000.00 or part of that of construction costs – industrial and public buildings	\$7.95
New residential buildings:	\$0.61/ft <sup>2</sup>
• main floor	(\$ 6.50/m <sup>2</sup> .)
• any additional above-grade levels	\$ 0.41/ft <sup>2</sup> . (\$ 4.40/m <sup>2</sup> .)
• basement development	\$ 0.22/ft <sup>2</sup> . (\$ 2.35/m <sup>2</sup> .)
• garages and carports	\$ 0.16/ft <sup>2</sup> . (\$ 1.75/m <sup>2</sup> .)
• apartments, townhouses, and row housing	\$ 0.61/ft <sup>2</sup> . (\$6.40m <sup>2</sup> )
• decks	\$ 77.50
Completion report – Residential (incl. Apartments)	\$ 12,75/unit (minimum \$76.70; maximum \$ 351.50)
Completion report - Commercial/Industrial/Public buildings	\$ 76.70/100 m <sup>2</sup> or portion of it  (minimum \$ 76.70; maximum \$ 351.50)
Each heating unit or system – residential	\$ 70.60
Each heating unit or system – non-residential	
• 65,001 – 400,000 B.T.U./HR input or less	\$ 85.25
• 400,001 – 500,000 B.T.U./HR input or less	\$ 120.75
• 500,001 – 1,000,000 B.T.U./HR input or less	\$ 156.20
• 1,000,001 – 5,000,000 B.T.U./HR input or less	\$ 284.05

<ul style="list-style-type: none"> <li>• 5,000,001 B.T.U./HR input or more</li> </ul>	\$ 389.70
<b>Electrical Permits – Contractors</b>	<b>Fee</b>
Minimum fee	\$70.60
Installation cost (including labour):	
<ul style="list-style-type: none"> <li>• \$1,000 - \$1,999</li> </ul>	\$ 85.25
<ul style="list-style-type: none"> <li>• \$2,000 - \$2,999</li> </ul>	\$ 106.60
<ul style="list-style-type: none"> <li>• \$3,000 - \$3,999</li> </ul>	\$ 127.85
<ul style="list-style-type: none"> <li>• \$4,000 - \$4,999</li> </ul>	\$ 149.25
<ul style="list-style-type: none"> <li>• \$5,000 - \$5,999</li> </ul>	\$ 163.35
<ul style="list-style-type: none"> <li>• \$6,000 - \$6,999</li> </ul>	\$ 177.55
<ul style="list-style-type: none"> <li>• \$7,000 - \$7,999</li> </ul>	\$ 191.80
<ul style="list-style-type: none"> <li>• \$8,000 - \$8,999</li> </ul>	\$ 206.00
<ul style="list-style-type: none"> <li>• \$9,000 - \$10,000</li> </ul>	\$ 220.10
<ul style="list-style-type: none"> <li>• Over \$10,000</li> </ul>	\$ 220.10 plus 1.20% of the installation cost over \$ 10,000
<b>Electrical Permits – Annual</b>	<b>Fee</b>
Rating of installation kV.A:	
<ul style="list-style-type: none"> <li>• 100 or less</li> </ul>	\$ 181.15
<ul style="list-style-type: none"> <li>• 101 to 2,500</li> </ul>	\$ 181.15 plus \$ 15.00 per 100 kV.A or any fraction over 100
<ul style="list-style-type: none"> <li>• 2,501 to 5,000</li> </ul>	\$ 615.70 plus \$ 11.25 per 100 kV.A or any fraction over 2,500
<ul style="list-style-type: none"> <li>• 5,001 to 10,000</li> </ul>	\$ 953.00 plus \$ 7.70 per 100 kV.A or any fraction over 5,000

• 10,001 to 20,000		\$ 1414.50 plus \$ 3.85 per 100 kV.A or any fraction over 10,000	
• Over 20,000		\$ 1876.05 plus \$ 1.00 per 100 kV.A over 20,000	
<b>Occupancy Permits</b>			
<b>Occupancy Permit</b>		<b>\$ 77.55</b>	
<b>Electrical Permits – Homeowner</b>			
<b>Value of Material</b>	<b>Fee</b>	<b>Value of Material</b>	<b>Fee</b>
\$0.00 - \$450.00	\$ 70.60	\$1,700.01 - \$1,750.00	\$ 125.65
\$450.01 - \$500.00	\$ 72.40	\$1,750.01 - \$1,800.00	\$ 127.85
\$500.01 - \$550.00	\$ 74.50	\$1,800.01 - \$1,850.00	\$ 130.10
\$550.01 - \$600.00	\$ 76.85	\$1,850.01 - \$1,900.00	\$ 132.15
\$600.01 - \$650.00	\$ 78.90	\$1,900.01 - \$1,950.00	\$ 134.10
\$650.01 - \$700.00	\$ 81.05	\$1,950.01 - \$2,000.00	\$ 136.40
\$700.01 - \$750.00	\$ 83.15	\$2,000.01 - \$2,050.00	\$ 138.50
\$750.01 - \$800.00	\$ 85.25	\$2,050.01 - \$2,100.00	\$ 140.70
\$800.01 - \$850.00	\$ 87.45	\$2,100.01 - \$2,150.00	\$ 142.65
\$850.01 - \$900.00	\$ 89.50	\$2,150.01 - \$2,200.00	\$ 144.80
\$900.01 - \$950.00	\$ 91.65	\$2,200.01 - \$2,250.00	\$ 147.05
\$950.01 - \$1,000.00	\$ 93.90	\$2,250.01 - \$2,300.00	\$ 149.25
\$1,000.01 - \$1,050.00	\$ 95.95	\$2,300.01 - \$2,350.00	\$ 151.30
\$1,050.01 - \$1,100.00	\$ 98.10	\$2,350.01 - \$2,400.00	\$ 153.45
\$1,100.01 - \$1,150.00	\$ 100.15	\$2,400.01 - \$2,450.00	\$ 155.60
\$1,150.01 - \$1,200.00	\$ 102.35	\$2,450.01 - \$2,500.00	\$ 157.70

\$1,200.01 - \$1,250.00	\$ 104.40	\$2,500.01 - \$2,550.00	\$ 159.05
\$1,250.01 - \$1,300.00	\$ 106.65	\$2,550.01 - \$2,600.00	\$ 160.55
\$1,300.01 - \$1,350.00	\$ 108.75	\$2,600.01 - \$2,650.00	\$ 161.85
\$1,350.01 - \$1,400.00	\$ 110.85	\$2,650.01 - \$2,700.00	\$ 163.40
\$1,400.01 - \$1,450.00	\$ 113.00	\$2,700.01 - \$2,750.00	\$ 164.85
\$1,450.01 - \$1,500.00	\$ 115.15	\$2,750.01 - \$2,800.00	\$ 166.25
\$1,500.01 - \$1,550.00	\$ 117.25	\$2,800.01 - \$2,850.00	\$ 167.65
\$1,550.01 - \$1,600.00	\$ 119.25	\$2,850.01 - \$2,900.00	\$ 169.05
\$1,600.01 - \$1,650.00	\$ 121.45	\$2,900.01 - \$2,950.00	\$ 170.45
\$1,650.01 - \$1,700.00	\$ 123.60	\$2,950.01 - \$3,000.00	\$ 171.90
<b>General Fees</b>			<b>Fee</b>
Requested additional inspection			\$ 100.00
Re-inspection fee			\$ 142.10
Homeowner permit premium			Additional 25% of
Non-residential and apartments plan re-submission for review			\$100.00/hour to a max. of
Alternative solution review			\$100.00/hour to a max. of
Permit extension request prior to permit expiry			½ permit fee; max. of
Reinstate a permit within 30 days of permit expiry			\$125.00
Environmental remediation - for example, but not limited to, grow-op/derelict buildings			\$100/hour to a max of
Inspection request of occupied space, per permit			\$250.00

**SCHEDULE "B"  
PENALTIES**

		<b>FIRST OFFENCE</b>	<b>SECOND OFFENCE</b>	<b>THIRD OFFENCE</b>
15 (d)	Failure to ensure all approved plans and specifications are available at construction site	\$100	\$200	\$300
15(e)	Failure to post or otherwise identify the Building Permit at construction site	\$100	\$200	\$300
19	Failing to obtain <del>an occupancy permit and/or</del> a completion report for closure of all safety codes permits for the use or occupancy of a building	\$250	\$500	\$1000
20	Failing to obtain an <del>occupancy permit</del> approval for a change in occupancy classification	\$250	\$500	\$1,000
23	Failure to display Completion Report	\$100	\$200	\$300
38	Re-inspection – Deficiencies not corrected	\$200	\$400	\$600

Appendix C:

*Development Permit Fee Bylaw Amendment No 3555/B-2018*



**SCHEDULE "A"**  
**FEEES FOR PERMITS AND SERVICES**

<b>Development Services</b>	<b>Fee</b>
Real Property Reports – Residential	\$ 95.80
Real Property Reports – Non–Residential	\$127.70
Condominium Plan Review	\$ 51.20/Unit
Conformance letters	\$ 76.70/site
Caveat	\$ 95.80
Grade Certificate	\$ 31.20
<b>Development Permit Applications and Related Services</b>	
Permitted and Discretionary Use – Minimum Base Fee	\$ 95.80
Cannabis Retail Sales	\$539.45
Change of Use Permitted	\$95.80
Change of Use Discretionary	\$159.65
Variance to the Land Use Bylaw	\$255.20
Multiple Family and Multi-Attached Buildings:	
• 4 – 10 Units	\$255.20 plus \$18.95/unit
• 11 – 20 Units	\$447.00 plus \$18.95/unit
• 21 – 50 Units	\$638.55 plus \$18.95/unit
• 50 or More Units	\$766.25 plus \$18.95/unit
Commercial/Industrial/Institutional and Places of Assembly	\$319.30 plus \$44.75/100 m <sup>2</sup>
Signs	
• General	\$12.75/m <sup>2</sup> (\$69.85 minimum)
• Portable Signs	\$109.20
• Seasonal Signs	\$ 31.95
• Supergraphics	\$ 38.30
Information Distribution, where neighbouring properties provided notification	\$127.70
Advertising	\$ 76.70
Permit Revision	50% of original fee



Appendix D:

*Development Permit Fee Bylaw No 3555/B-2018, Strikethrough Version*

**BYLAW NO. 3555/2015**

WHEREAS, pursuant to section 7 of the *Municipal Government Act*, RSA 2000, c M-26, a council may pass bylaws for municipal purposes respecting the safety, health and welfare of people and the protection of people and property and services provided by or on behalf of the municipality;

AND WHEREAS, pursuant to section 8 of the *Municipal Government Act*, a council may pass bylaws to deal with any development, activity, industry, business or thing in different ways, divide each of them into classes and deal with each class in different ways, and to provide for a system of licences, permits or approvals, including establishing fees for licences, permits and approvals, including fees for licences, permits and approvals that may be in the nature of a reasonable tax for the activity authorized or for the purpose of raising revenue;

AND WHEREAS, pursuant to section 630.1 of the *Municipal Government Act*, a council may establish and charge fees for planning and development matters.

NOW THEREFORE COUNCIL OF THE CITY OF RED DEER ENACTS AS FOLLOWS:

**PART I – TITLE, PURPOSE AND DEFINITIONS****Title**

1. This Bylaw may be referred to as the “Development Permit Fees Bylaw”.

**Purpose**

2. The purpose of this bylaw is to establish fees for permits issued, or any other material or service provided, pursuant to the *Land Use Bylaw* of The City of Red Deer or the *Municipal Government Act*.

**Definitions**

3. The definitions contained in the *Land Use Bylaw*, as may be amended, shall have a similar meaning in this bylaw.

**PART I – FEES**

**Fees**

- 4. The fees set out in Schedule “A” are established with respect to the fees for permits issued, or any other material or service provided, pursuant to the *Land Use Bylaw* or the *Municipal Government Act*.

**PART II – GENERAL**

**Repeal**

- 5. The City of Red Deer, Bylaw No. 3149/95, Permit Fee Bylaw, is hereby repealed.

**Effective Date**

- 6. The bylaw takes effect on November 23, 2015.

READ A FIRST TIME IN OPEN COUNCIL this 13<sup>th</sup> day of October 2015  
 READ A SECOND TIME IN OPEN COUNCIL this 26<sup>th</sup> day of October 2015  
 READ A THIRD TIME IN OPEN COUNCIL this 26<sup>th</sup> day of October 2015  
 AND SIGNED BY THE MAYOR AND CITY CLERK this 26<sup>th</sup> day of October 2015

‘Tara Veer’  
 \_\_\_\_\_  
 MAYOR

‘Frieda McDougall’  
 \_\_\_\_\_  
 CITY CLERK

**'SCHEDULE "A"  
FEES FOR PERMITS AND SERVICES**

<b>Development Services</b>	<b>Fee</b>
Real Property Reports – Residential	\$ 95.80
Real Property Reports – Non-Residential	\$127.70
Condominium Plan Review	\$ 51.20/Unit
Conformance letters	\$ 76.70/site
Caveat	\$ 95.80
Grade Certificate	\$ 31.20
<b>Development Permit Applications and Related Services</b>	
Permitted and Discretionary Use – Minimum Base Fee	\$ 95.80
Cannabis Retail Sales	\$539.45
Change of Use Permitted	<del>\$159.65</del> \$95.80
Change of Use Discretionary	<del>\$ 95.80</del> \$159.65
Variance to the Land Use Bylaw	\$255.20
Multiple Family and Multi-Attached Buildings:	
• 4 – 10 Units	\$255.20 plus \$18.95/unit
• 11 – 20 Units	\$447.00 plus \$18.95/unit
• 21 – 50 Units	\$638.55 plus \$18.95/unit
• 50 or More Units	\$766.25 plus \$18.95/unit
Commercial/Industrial/Institutional and Places of Assembly	\$319.30 plus \$44.75/100 m <sup>2</sup>
Signs	
• General	\$12.75/m <sup>2</sup> (\$69.85 minimum)
• Portable Signs	\$109.20
• Seasonal Signs	\$ 31.95
• Supergraphics	\$ 38.30
Information Distribution, where neighbouring properties provided notification	\$127.70
Advertising	\$ 76.70
<b>Permit Revision</b>	<b>50% of original fee</b>

Appendix E:

Consultation with BILD Alberta and Red Deer Construction Association

**Erin Stuart**

**From:** Erin Stuart  
**Sent:** November 30, 2018 12:17 PM  
**To:** 'ceo@bildcentralalberta.ca'  
**Cc:** Darin Sceviour  
**Subject:** November 30, 2018 - RE: Amended Additional Fees

**Importance:** High

Hi Denie,

The following are the amended additional fees that we will be proposing. Based on the feedback from your group on Tuesday, we made several modifications to them. I think we've ended up with a much better result and I appreciate the feedback received.

To summarize some of the significant changes:

1. Plan resubmission will apply to non-residential projects and apartments. Single family and semi-detached dwellings are not included within this, as most modifications that take any significant amount of time will be non-residential. We also understand that there are often changes made to the trusses following submission, and don't want to penalize the builder for providing the drawings prior to us arriving on site for inspections.
2. We've placed a maximum amount on several of the fees, including the permit extension request prior to expiry.
3. Changed the amount of the permit reinstatement following expiry to accommodate for the additional admin. time required.

<b>Service Provided</b>	<b>Fee</b>
Non-residential and apartment plan re-submission for review – If a Building Permit has been submitted and the Safety Codes Officer (SCO) already completed the plan review; the applicant modifies their plan, requiring another plan review.	\$100.00/hour to a max. of \$1,000.00
Alternative solution review – A non-prescriptive solution/design to provide equal life safety to the applicable code, requiring additional SCO time to review. These require registration with Alberta Municipal Affairs.	\$100.00/hour to a max. of \$1,000.00
Environmental remediation (grow-op/derelict building) – This fee would apply for applications where additional sensitivity is required due to hazardous materials, and typically include additional specialized reports and inspections by the SCO.	\$100/hour to a max. of \$5,000.00
Homeowner permit premium – To compensate for the significantly more time involved in the administration and inspections side of a permit when a homeowner applies for their own permit and completes the work.	Additional 25% of permit fee value
Inspection of occupied space – If a space has been occupied or has furniture/belongings moved into it, prior to an inspection. This requires more time from the SCO, requires arrangements to have the applicant at the inspection due to increased risk of liability to The City.	\$250.00
Reinstate a permit within 30 days of permit expiry	\$125.00
Permit extension request prior to permit expiry	½ permit fee; max of \$100.00

Please forward this on to the builder counsel group, and let me know if you have any further comments or feedback.

Thank you,

**Erin Stuart**

**From:** Erin Stuart  
**Sent:** November 12, 2018 12:16 PM  
**To:** 'Denie Olmstead'  
**Cc:** Darin Sceviour  
**Subject:** November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For - to Denie Olmstead

Hi Denie,

You may recall that we had conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review. The recommended addition of fees for services not currently charged for was a recommendation identified in the review, and we are planning on bringing those forward for Council's consideration at the November 26 City Council meeting.

The following are the new fees that we are proposing to introduce to the Safety Codes permits:

<b>Service Provided</b>	<b>Fee</b>
Plan re-submission for review	\$100.00 + \$100.00/hour
Alternative solution review	\$200.00 + \$100.00/hour
Permit extension request	Min \$100.00 or 1/2 of permit value
Environmental remediation (grow-op/derelict building)	\$5,000.00
Homeowner permit premium	25% of permit fee value
Inspection of occupied space	\$250.00
Reinstate an expired permit (s. 18(b))	1/2 permit fee
Permit Extension (s. 17)	Min \$100.00 or 1/2 of permit value

We are also proposing a fee for Development Permit plan resubmission, which would be 50% of the original Development Permit fee.

These fees would only impact those requiring the services and are intended to ensure that those services are not substantially being subsidized by the tax base, as they currently are.

In addition, there were consequential amendments required to remove references to Occupancy Permits, based on Council's recent adoption of the new Business Licence Bylaw. The bylaw will be submitted for Council's consideration, removing any references to Occupancy Permits and the requirement to obtain them, as well as the fee associated.

I am hoping you can please forward this out to your team to review and provide feedback on, as we would like to include that as part of the Council presentation on the 26<sup>th</sup>.

Please contact Darin or I if there are questions.

Thank you,  
Erin

Erin Stuart  
Inspections & Licensing Manager

**Erin Stuart**

---

**From:** Red Deer Construction Association <info@rdca.ca>  
**Sent:** November 27, 2018 12:50 PM  
**To:** Erin Stuart  
**Cc:** Darin Sceviour  
**Subject:** November 27, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For - from RDCA Gary Gies

Hello Erin.

At this time we don't have any further comments regarding the proposed new fees.

Thank you again for keeping us updated.

**Gary Gies**  
**Executive Director**  
**Red Deer Construction Association**  
Bay 3, 7471 Edgar Industrial Bend  
Red Deer, AB  
(403) 346-4846  
[www.rdca.ca](http://www.rdca.ca)  
[info@rdca.ca](mailto:info@rdca.ca)



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**From:** Erin Stuart <Erin.Stuart@reddeer.ca>  
**Sent:** November 27, 2018 11:36 AM  
**To:** Red Deer Construction Association <info@rdca.ca>  
**Cc:** Darin Sceviour <Darin.Sceviour@reddeer.ca>  
**Subject:** RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For  
**Importance:** High

Hi Gary,

I'm just wondering whether you have any comments in relation to the proposed new fees? The item did not end up going to Council last night, but I would like to be able to update my report for submission.

Thanks,

Erin Stuart  
 Inspections & Licensing Manager  
 Inspections & Licensing Department

Phone: (403) 342-8192

Fax: (403) 342-8200

[erin.stuart@reddeer.ca](mailto:erin.stuart@reddeer.ca)

[www.reddeer.ca](http://www.reddeer.ca)

**From:** Erin Stuart

**Sent:** November 22, 2018 1:40 PM

**To:** 'Red Deer Construction Association' <[info@rdca.ca](mailto:info@rdca.ca)>

**Cc:** Darin Sceviour <[Darin.Sceviour@reddeer.ca](mailto:Darin.Sceviour@reddeer.ca)>

**Subject:** RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Hi Gary,

Thanks for your questions. Here is some additional information:

1. Permit extensions are addressed under our existing *Safety Codes Permit Bylaw*, which states the following:

16. A permit issued under this bylaw, other than a permit for the occupancy or use of a building, shall expire:
- (a) if work authorized by the permit has not commenced within 90 days of the date of issue of the permit; or
  - (b) if the work authorized by the permit is commenced but is later suspended or abandoned for a continuous period of more than 120 days; or
  - (c) if the work authorized by the permit is commenced but is not completed within 18 months of the date of issue of the permit;

unless the terms and condition of the permit provide otherwise, in which case the terms and conditions of the permit shall take precedence over this section.

17. The Permit Issuer may, from time to time, extend a permit for an additional period when:

- (a) a written application has been received specifying a completion date; and
- (b) a permit fee for extension as set out in Schedule "A" has been paid

except when the permit has expired or been revoked.

- 2. Environmental remediation is required for buildings that have been used as grow op facilities or are derelict, because these buildings typically involve hazardous materials and potentially additional reports, etc.
- 3. Should someone have a space that is occupied, this fee would be applied.

Thank you,  
 Erin

Erin Stuart  
Inspections & Licensing Manager  
Inspections & Licensing Department

Phone: (403) 342-8192

Fax: (403) 342-8200

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[www.reddeer.ca](http://www.reddeer.ca)

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**From:** Red Deer Construction Association <[info@rdca.ca](mailto:info@rdca.ca)>  
**Sent:** November 22, 2018 7:30 AM  
**To:** Erin Stuart <[Erin.Stuart@reddeer.ca](mailto:Erin.Stuart@reddeer.ca)>  
**Cc:** Darin Sceviour <[Darin.Sceviour@reddeer.ca](mailto:Darin.Sceviour@reddeer.ca)>  
**Subject:** RE: November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Good day Erin.

We had a chance to review the information you provided below and just had a couple of points that we were looking for a bit more clarity.

Would you be able to provide a detailed blurb for the Permit Extension Request, Environmental Remediation and the Inspection of Occupied Space? I believe we have an understanding of where you are going with these, but we wanted to ensure we knew what these areas completely covered.

Thank you again Erin for sharing this with our association.

**Gary Gies**  
**Executive Director**  
**Red Deer Construction Association**  
Bay 3, 7471 Edgar Industrial Bend  
Red Deer, AB  
(403) 346-4846  
[www.rdca.ca](http://www.rdca.ca)  
[info@rdca.ca](mailto:info@rdca.ca)



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**From:** Erin Stuart <[Erin.Stuart@reddeer.ca](mailto:Erin.Stuart@reddeer.ca)>  
**Sent:** November 12, 2018 12:16 PM  
**To:** Red Deer Construction Association <[info@rdca.ca](mailto:info@rdca.ca)>  
**Cc:** Darin Sceviour <[Darin.Sceviour@reddeer.ca](mailto:Darin.Sceviour@reddeer.ca)>  
**Subject:** November 12, 2018 - RE: Additional Fees Proposed for Services Not Previously Charged For

Hi Gary,

You may recall that we had conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review. The recommended addition of fees for services not currently charged for was a recommendation identified in the review, and we are planning on bringing those forward for Council's consideration at the November 26 City Council meeting.

The following are the new fees that we are proposing to introduce to the Safety Codes permits:

<b>Service Provided</b>	<b>Fee</b>
Plan re-submission for review	\$100.00 + \$100.00/hour
Alternative solution review	\$200.00 + \$100.00/hour
Permit extension request	Min \$100.00 or 1/2 of permit value
Environmental remediation (grow-op/derelect building)	\$5,000.00
Homeowner permit premium	25% of permit fee value
Inspection of occupied space	\$250.00
Reinstate an expired permit (s. 18(b))	1/2 permit fee
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We are also proposing a fee for Development Permit plan resubmission, which would be 50% of the original Development Permit fee.

These fees would only impact those requiring the services and are intended to ensure that those services are not substantially being subsidized by the tax base, as they currently are.

In addition, there were consequential amendments required to remove references to Occupancy Permits, based on Council's recent adoption of the new Business Licence Bylaw. The bylaw will be submitted for Council's consideration, removing any references to Occupancy Permits and the requirement to obtain them, as well as the fee associated.

I am hoping you can please forward this out to your team to review and provide feedback on, as we would like to include that as part of the Council presentation on the 26<sup>th</sup>.

Please contact Darin or I if there are questions.

Thank you,  
Erin

Erin Stuart  
Inspections & Licensing Manager  
Inspections & Licensing Department

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Appendix F:

Planning and Development Services Value for Money Review

November 2016



# Planning and Development Services Value for Money Review

City of Red Deer

Final Report

November 2016



## Glossary & Abbreviations

**Economy:** the extent to which ongoing costs of acquiring service inputs are optimized to deliver the desired outputs.

**Effectiveness:** the degree to which services are delivered and contribute to the achievement of the City's long-term goals and other key measures, and create value for the organization. This also includes the ability of a service (or set of services) to meet defined targets or service levels.

**Efficiency:** the degree to which services are being delivered in a way that optimizes the resources (e.g. budget, people, etc.) used to deliver them. This also includes understanding whether process improvement opportunities exist.

**ES:** Emergency Services, a department in the Development Division.

**I&L:** Inspections & Licensing, a department in the Planning Services Division.

**Value:** the relationship between satisfying needs and expectations, and the resources required to achieve them. It is the worth of a service provided by the City as determined by the preferences of constituents and services users and the trade-offs given scarce resources.

**Value for Money (VFM) Review:** an independent, objective and systematic review of a program, activity or function designed to assess the extent to which the pre-determined goals of the program, activity or function are being achieved and the economy, efficiency, and effectiveness of the processes and activities through which the organization attempts to achieve these goals.

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## DISCLAIMER

This report has been prepared by KPMG LLP (“KPMG”) for the City of Red Deer (“Client”) pursuant to the terms of our engagement agreement with Client dated December 23, 2015 (the “Engagement Agreement”). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

# 1 Executive Summary

## Introduction

As part of an ongoing process of continuous improvement, the City of Red Deer (the City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized municipalities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

The scope of the VFM review, which was undertaken from January to July 2016, included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, a set of specific services related to Planning and Development were reviewed.

This VFM Review identifies recommendations specific to the scope agreed upon with the City; it is the responsibility of the City to balance these recommendations with priorities throughout the organization. In addition, it is important to note that the review was conducted at a point in time. As such, some of the recommendations may already have been addressed by the City; known progress on these, as of July 2016, has been noted.

## Key Findings

Overall, based on the analysis of data and documentation provided by the City, engagement of internal and external stakeholders, and comparison to other jurisdictions, **the City is receiving value for money in its delivery of Building and Development Services**. However, there are several areas where the City could realize additional value.

The VFM review was guided by eight evaluation questions that were developed (see Appendix 5). A high level summary of the findings and opportunities for improvement identified for each question is captured below.

**Evaluation Question:** Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

**Findings:** Overall, the City appears to be providing services effectively; processes are designed to achieve the desired results, and are consistent with processes utilized by similar municipalities. Stated service delivery timelines also appear to be similar to other municipalities.

The City has made some progress in providing online services for customers, which can redirect volumes normally processed by front-desk staff. However, there are several areas where processes could be improved to provide greater value, specifically in regards to efficiency, these include: use of performance indicators, removal of unnecessary steps in processing, enhanced quality control mechanisms, and improved use of technology.

### Detailed Findings:

**Performance Management:** There is insufficient tracking of performance indicators, and as such limited information available to verify that goals and / or service levels are being met. Information and data from performance management is not currently being utilized widely in decision making due to a lack of available information.

**Customer Centric Service Delivery:** The City has not fully integrated the concept of 'customer centered delivery' and gains in effectiveness could be obtained by adopting processes that elevate the customer's experience.

**Service Bundling:** Service bundling is the process of combining multiple services or applications into one single, consolidated application where possible. Other municipalities, such as Edmonton, Calgary, and Lethbridge consolidate permits so that an applicant can make a single application for all the required development and safety code permits. While the City has made progress in bundling some services, this is not yet a widely utilized approach.

**Streamline Process / Remove Unnecessary Steps:** Several processes were identified where efficiency could be increased through the streamlining of process steps and the reduction of activities which are not essential to the process.

**Quality Control Mechanisms:** The City may not be utilizing the most appropriate controls at critical points to assist in managing the processing of applications. For example, the completeness and quality of applications from customers is an ongoing issue that the City faces.

**Information Technology / Management:** The implementation of the EBA system has improved the functionality of the information systems utilized at the City. However, there are several areas where further exploration of the use of technology could be undertaken to provide real time, updated data and to increase process efficiencies.

### Evaluation Question: Who needs to be involved in each process, and when?

**Findings:** Generally the City has the appropriate staff involved in the delivery of the planning and development services reviewed. Staff are skilled in their roles and able to provide the desired service level to customers. However, there are opportunities to increase value by increasing the clarity of roles, responsibilities, and accountabilities and enhancing training opportunities for staff to allow for better customer service and more effective service delivery.

### Detailed Findings:

**Roles, Responsibilities and Accountabilities:** There is a lack of clarity by internal and external stakeholders who should be involved in each process, and who the appropriate contact is.

**Training Procedures:** While informal training processes occurs, there are few formalized training processes at the City. There is also limited cross-functional training.

**Customer Service:** While external stakeholders were generally satisfied with the City's services, they did note several areas for improvement, specifically around the customer service abilities of staff.

**Evaluation Question:** How should The City determine the resources necessary to do the work?

**Findings:** The City has not adjusted its staffing levels according to population growth over the past five years. While this may not be a direct indicator of the way the City determines its required staffing levels, there may be opportunities to better understand the required staffing levels to assist with future planning and decision making.

**Detailed Findings:**

**Resource Levels:** The City's resourcing for Planning Services and Development Services does not address the rate of growth it has experienced. It appears that the City's growth, and corresponding demand for planning and development services, has had a minimal to moderate impact on staffing levels.

**Support Staff:** There is a lack of administrative support in Planning Services.

**Evaluation Question:** How should The City be organized effectively to do the work?

**Findings:** Generally, the organization and structure of Planning and Development provides value. The City uses the same organizational functions as other municipalities; however, there are some differences in the way these are organized in the City, as compared to other municipalities. Confusion exists regarding the authority and responsibilities and there are opportunities to improve value by providing clarity, both internally and externally.

**Detailed Findings:**

**Organization structure:** Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Departments within the City tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants, and increased confusion.

**Evaluation Question:** How do fees relate to the services provided?

**Findings:** The fees for services generally appear to be consistent with other municipalities (exact comparisons are unable to be determined due to cost structure differences and economic factors). However, there were several areas where the jurisdictional review identified opportunities, e.g. charging for services without fees.

**Detailed Findings:**

**Fee Review:** Fees for similar services vary across comparator municipalities. It was generally noted that fees for the City's services were not cost-recovered and that fees did not reflect the effort provided by staff in service delivery.

## Options

As indicated in the key findings section above, there are a number of areas where the City can make improvements to improve the value from its planning and development services.

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4. Detailed value framework assessments for each are included in Section 5.3.1.

Lever	Recommendation	Value Assessment					Overall Value Improvement
		Economy	Efficiency	Effectiveness	Fairness	Environment	
Process	<b>Enhance Quality Control Mechanisms</b> Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	+	+	+	+		High
	<b>Streamline Engineering Referrals</b> Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.		+	+			Medium
	<b>Bundle Permits / Services</b> Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.		+	+	+		High
	<b>Shift to Risk Based Inspections</b> Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	+	+	+	+	+	High
People	<b>Dedicated Business Analyst Resources</b> Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	+	+	+	+		High

Lever	Recommendation	Value Assessment					Overall Value Improvement
		Economy	Efficiency	Effectiveness	Fairness	Environment	
	<b>Conduct Customer Focused Training</b> Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.		+	+	+		High
	<b>Addition of a Dedicated Administrative Assistant to the Planning Department</b> The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	+	+	+	+		High
Information Technology	<b>Enable Mobile Engineering Inspections</b> Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	+	+	+			High
Policy	<b>Implement Performance Management</b> Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	+	+	+	+		High
	<b>Build / Utilize an Activity Model</b> Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	+	+	+			High

## 2 Introduction

### 2.1 Background

As part of an ongoing process of continuous improvement, the City of Red Deer (City) engaged KPMG to conduct an end-to-end value for money (VFM) review of its building and development services, currently provided through four (4) departments and two (2) divisions.

Planning Services and Development Services departments deliver and manage the City's permits, and deliver processes related to a range of activities from developing raw land to the eventual habitation of buildings on property. These departments deal with a range of other City departments and play a key role in dealing with residents and customers across the City.

Several key statistics provide additional context as to opportunities and challenges for the City's building and development services:

- In 2015, the number of Building Permits issued by the City declined by 14%, following a growth of approximately 10% per year in the three years prior.
- The number of Development Permits issued in 2015 decreased 21% from the year prior, resulting in reduced revenue of approximately \$51,000.
- In 2014, there was a 73% reduction in the revenue obtained from development agreement administrative fees, associated with a reduction in the number of approved Development Agreements. In 2015, administrative revenues decreased 7% from the year prior.
- Subdivision revenues decreased by 52% in 2014 from the year prior, with a 59% reduction in approved subdivision lots since Q3 2013. The number of residential subdivision lots approved decreased by 2.3% in 2015 as compared to 2014 numbers.
- The number of reviews performed for statutory plans (NASP, MASP, IASP, etc.) increased from 2 in 2014 to 5 in 2015.

The review examined existing processes, procedures, fees and delivery structures in the City, compared practices with other similar sized cities; identified leading practices and recommendations for service delivery, and established appropriate baselines to enable the City to create performance indicators for use on an ongoing basis.

### 2.2 Scope

The scope of KPMG's VFM Review, undertaken from January to July 2016 included the review of two divisions (Planning Services and Development Services) and four departments (Planning, Engineering, Inspections & Licensing and Emergency Services). Within each of these departments, specific services / permits related to Planning and Development processes were reviewed; Section 3 includes a detailed listing of the services examined during the review.

As part of the review a series of stakeholder engagement activities were conducted to obtain an understanding of the varying perspectives of industry groups, customers, residents, staff and Council. Internal stakeholders were engaged through a series of workshops and interviews while external stakeholders were engaged through a public survey, an online engagement session, and a focus session.

The scope of the review also included the comparison of the City's existing services and processes to the following jurisdictions: Town of Blackfalds, County of Red Deer, Town of Sylvan Lake, Mountain View

County, City of Lethbridge, City of Medicine Hat, City of Grand Prairie, City of Calgary, and the City of Edmonton.

## 2.3 Approach

To conduct the review, eight evaluation questions were agreed upon by the City to assess the efficiency and effectiveness of the City's building and development services.



These eight questions were used to create an evaluation framework, which identified which information, data, and analysis utilized in the review. Appendix 5 includes the detailed framework. Question #2 is answered in Section 5 and question #8 is answered throughout the report with a summary provided in Appendix 3.

To answer the review questions, a four phased approach, as depicted below was undertaken:



### 2.3.1 Value Framework

One of the key outputs from the review was the development of a framework that the City could use to continuously assess value across all of its departments and services.

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents, customers and service users and the trade-offs given scarce resources such as time or taxes.

Value was defined for the City as informed by the definitions and descriptions of 'value' from the Value Management Institute, feedback provided through engagement of external stakeholders and staff, and engagement of Council, the Corporate Leadership Team, and the Mayor.

Opportunities to generate value must be assessed through a number of contextual lenses in order to select those that best align with the City's vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly related to the inputs, outputs, and outcomes of a program or service, and Equity and Environment are broader lenses through which to consider.

The Value Framework that was developed as part of this review and was applied to the potential options identified by the review is included in Appendix 4.

# 3 Overview of Planning and Development

## 3.1 Key Divisions

The following provides an overview of the work completed by the two divisions which were reviewed through the VFM – Planning Services and Development Services.

### 3.1.1 Planning Services

The Planning Services division includes the following departments:

- The Inspections & Licensing department ensures the proper construction of residential and non-residential buildings through permits and building inspections, issues business (and other) licenses, and enforces the Land Use and Community Standards Bylaw.
- The Planning department utilizes Council’s approved policy documents and Provincial and Federal regulations to provide leadership for developing Red Deer as a safe, vibrant, and attractive community.

Services reviewed during the VFM for this division included:

Category	Services
Inspections and Licensing	<ul style="list-style-type: none"> <li>— Development Permits</li> <li>— Safety Code Permits</li> <li>— Enforcement (Land Use Bylaw, etc.)</li> <li>— Demolition Permits</li> <li>— Occupancy Permits</li> <li>— Quality Management Plan</li> <li>— Enforcement of Development Permits</li> <li>— Review of Statutory Plans, Land Use Bylaw proposals</li> </ul>
Planning Services	<ul style="list-style-type: none"> <li>— Land Use Bylaw Amendment</li> <li>— Statutory and non-statutory Plans</li> <li>— Studies</li> <li>— Subdivision</li> <li>— Heritage Plans</li> <li>— Oil and Gas Proposals/Proposals near oil and gas sites</li> <li>— Review of Development Permits</li> </ul>

### 3.1.2 Development Services

The Development Services division includes the following departments:

- The Engineering department performs the administration of customer requests for City services related to property access, sanitary, storm and water connections, easement agreements, building grade certificates, encroachment agreements, development agreements, and use of streets to ensure services delivered are socially and environmentally responsible and meet the long-term need of the growing community.
- The Emergency Services department provides services relative to inspections and verifications that building and development conditions and requirements related to fire and occupation safety have been met and continually adhered to.

Services reviewed during the VFM for this division included:

Category	Services
Emergency Services	<ul style="list-style-type: none"> <li>— Review of Development Permits</li> <li>— Review of Safety Code Permits</li> <li>— Enforcement (Land Use Bylaw, etc.)</li> <li>— Review of Demolition Permits</li> <li>— Inspection for Occupancy Permits</li> <li>— Enforcement of Development Permits</li> <li>— Review of Land Use Bylaw proposals</li> </ul>
Engineering	<ul style="list-style-type: none"> <li>— Development Agreements</li> <li>— Determine need for and acceptability of special studies such as Traffic Impact Assessments, Escarpment Studies, Servicing Studies</li> <li>— Lot grading permits</li> <li>— Review of Statutory Plans, Land Use Bylaw proposals, Development Permits</li> <li>— Infrastructure Inspections and acceptance</li> <li>— Use of Streets Permits</li> </ul>

## 4 Key Findings

Overall, it appears that the City is receiving value for money from its delivery of building and development services. However, there are several areas of opportunity that were identified, which can further increase the value the City receives.

Over the course of the VFM review, eight evaluation questions were developed to guide the assessment of VFM (please see Appendix 5). The following section describes the key findings for each of the review questions.

### 4.1 Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?

From the perspective of external stakeholders, effectiveness is achieved when the desired outcome is delivered to the satisfaction of all parties involved. Efficiency is described as being achieved when the task consumes the least amount of resources possible to achieve the desired outcome.

The City's strategic direction is informed by its Vision, Mission and RISE guiding principles. The RISE principles reflect each staff's promise to each other and to citizens, and are fundamental pillars supporting each department's approach to service delivery. A description of RISE principles is included Appendix 4.

With these principles in mind, based on the analysis undertaken and comparison to relative municipalities, it appears that the City is effective and efficient in their service delivery.

The City acts as stewards on behalf of its citizens to undertake sustainable development, work to provide a quality service, and balance the needs of varying stakeholders. However, stakeholder feedback and analysis completed indicates that there are several areas where effectiveness and efficiency could be improved to assist the City to better meet its strategic direction.

#### 4.1.1 Performance Management

To analyze whether the City is effective and efficient, performance metrics can be utilized to ensure that service levels are being adhered to, and that processes are optimized to deliver a service.

Based on the analysis completed, it appears that there is insufficient tracking of performance metrics, with limited information available to verify that defined goals and /or service levels are being met.

Other comparable municipalities are increasing their transparency around process timelines by tracking the target versus actual completion times.

##### 4.1.1.1 Data & Information Analysis

The table in Appendix 1 summarizes the current service levels provided by the City for various activities. However, the City does not track metrics to validate whether the City is meeting its defined service levels.

While departments are able to provide approximate processing timelines (e.g. Building Permits take approximately three weeks), metrics on the actual processing timelines (versus the target or defined timelines) for most services are not currently tracked.

The Engineering department has begun to monitor / track staff time by activity type to measure the cost of development agreements and whether or not fees are set at cost recovery.

#### 4.1.1.2 Feedback from Internal and External stakeholders

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Some service levels are defined, but they are not consistently met or reported upon, which can make it difficult to communicate adherence of service levels both internally and to customers.
- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- The lack of available data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Referral / circulation timelines may be too long, but given they are not tracked it is difficult to determine what an appropriate timeline is

External Stakeholders provided the following feedback:

- Turnaround times are too long, which may be the result of defined / quoted service levels not being adhered to.
- There is a need for increased transparency in processes; if defined / quoted timelines cannot be adhered to, it would be helpful for applicants to receive this information as soon as possible.

#### 4.1.1.3 Jurisdictional Review

Under the Municipal Government Act (MGA), municipalities are required to process Development Permits and Subdivision Approvals within 40 and 60 days, respectively.

While most municipalities have similar defined service levels for permits / applications defined, some municipalities have identified additional specific service levels; further details are included in Appendix 3. For example the City of Edmonton provides detailed estimates of approval timelines, as well as target and actual processing times. The City of Edmonton releases a quarterly report to the public, which informs residents of the target versus actual timelines for that period, as well as permit volumes.

### 4.1.2 Customer Centered Service Delivery

The City's RISE principles reflect the need to incorporate customer centered approaches further into its operations and processes. Based on the feedback received from internal and external stakeholders, it appears that the City has not fully integrated the concept of customer centered service delivery and work is needed to elevate the overall experience from the customer's perspective.

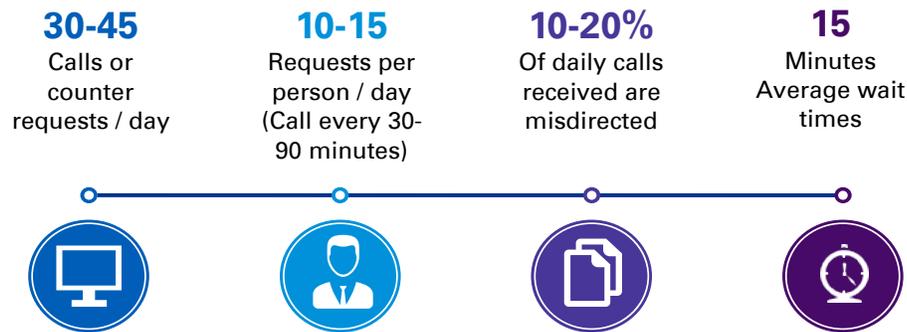
#### 4.1.2.1 Data & Information Analysis

##### Inquiries

Misdirected calls are a critical pain-point identified by internal stakeholders that can impair the ability of staff to focus on core service delivery. Misdirected calls appeared to be a present issue across all departments within the scope of this review. In addition, it was noted that misdirected inquiries have the potential to negatively influence customer service levels and create confusion for applicants.

The point of passing an applicant to another source to assist with their complaint / inquiry is the point where customer centered service has the potential to significantly improve the customer experience as well as indirectly impact the efficiency for staff.

This step is where the potential for inefficiencies to occur, such as applicants to be passed from department to department before they finally are transferred to the appropriate contact.



In addition, customer inquiries are not tracked by or between departments, which can result in inconsistencies between inquiries and potential 'shopping for answers' by applicants. The data above was obtained from the Engineering department. Other departments within the scope of this review could not provide metrics due to a lack of available information; this was noted as a common problem across all departments.

### Push Notifications

Currently, the City does not utilize automatic 'push' notifications to proactively manage applications and communicate case progress, status, and delays to customers. As a result, departments can receive a high volume of phone inquiries requesting updates on their project's status. The City's Tempest system could be configured to provide automatic notifications to better manage processes, both internally and externally.

#### 4.1.2.2 Feedback from Internal and External Stakeholders

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at the operational and leadership levels identified that there is a culture at the City of strict adherence to rules; a culture that supports flexibility in thinking and problem solving may provide a higher level of customer service.
- High volumes of questions are received from applicants inquiring about the status of their project and the required next steps. Following up on numerous inquiries distracts staff from the processing of applications and further strains the ability of the City's resources to meet service levels.

External stakeholders provided the following feedback:

- Customers view the City as a barrier to their aims rather than a partner with whom to collaborate towards a solution.
- External stakeholders cited an "inflexible adherence to the City's rules and regulations regardless of practicality" in recent years and noted that a shift to a more practical approach was needed.
- It was indicated that adopting a 'team' mentality would help to build relationships with developers; attempting to understand the implications that decisions, delays, additional study requests etc. have on projects and overall costs is vital.

- There are limited self-service options available; improvements could include the ability to apply for permits and inspections online, to attach all required documentation directly to the file, to increase tracking capabilities for the status of applications, and to view outstanding conditions.
- Process requirements are often not identified or communicated to applicants early enough in the process, including outstanding information.
- There is limited clarity around process timelines and no proactive notifications around process status or delay.
- 58% of survey participants indicated that they were either dissatisfied or very dissatisfied with the status communications they received during their project.

**Progress Note:** Due to the point in time nature of this VFM review, it is important to note that substantial progress has been made regarding the self service capabilities of the City. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.

#### 4.1.2.3 Jurisdictional Review

While most municipalities utilize phone calls or email to communicate next steps to the customer, the City of Lethbridge has systems that utilize digital workflow and automated notifications, allowing for proactive, push based notifications.

Additionally, the City of Calgary's VISTA (View Information Specific To My Application) allows applicants to log on, assess project status, and view any outstanding items that need to be completed / provided.

#### 4.1.3 Service Bundling

Service bundling is the process of consolidating several applications into one, which reduces the number of separate applications that applicants must submit, as well as the number of applicants received / processed / tracked within the system.

External stakeholders believe that the application process should be streamlined and made easier / more efficient. The greatest benefit from service bundling is the enhanced customer service that is provided and the ease of the experience for the applicant; some internal processing efficiencies may be realized as well.

##### 4.1.3.1 Data and Information Analysis

Many applicants are requesting that services / permits be consolidated for ease of application, whether it be through application channels, payment channels, or through a development coordinator.

Other municipalities consolidate high volume, low complexity permits such as accessory structure, uncovered decks, signs, and single detached houses. If these permits were bundled at the City, 42% of building permit applications could be converted into 'bundled applications', which include the corresponding development and sub-trade permits. This could improve the customer experience for just under half of all building permit applications submitted.

##### 4.1.3.2 Feedback from Internal and External Stakeholders

Internal stakeholders (from the Inspections & Licensing and Planning departments) provided the following feedback:

- There are potential opportunities to bundle applications / services; for example, the processing of the Development Permit and the rezoning application together where possible.

- There have been steps taken to move towards bundling certain permits; for example, it was identified that there is a ‘project permit’ that now includes a building permit and the required subsidiary permits. In addition, the foundation permit and occupancy permits are being removed from the process.

External stakeholders provided the following feedback:

- Having a ‘one-stop shop’ for building and development processes would increase the ease of applications, including a single point of contact across departments and / or consolidated channels for submitting and paying for permits and services.
- Reducing the complexity of the application process, including increased clarity around requirements, increased channels for application, and ease of application, will further improve the customer experience.

#### 4.1.3.3 Jurisdictional Review

The cities of Edmonton, Calgary and Lethbridge consolidate permits so that an applicant can make a single application for all the required development, building and safety code permits.

In the City of Edmonton, combination permits are used for accessory structures, uncovered decks, signs, and single detached houses. Due in part to consolidated, streamlined permit applications, the City of Edmonton is able to issue 30% of all permits instantly at the front counter.

The City of Calgary also bundles sub-trade permits into their development and building permits; and once a partial permit is issued, with the foundation permit, it expedites the approval of the building permit.

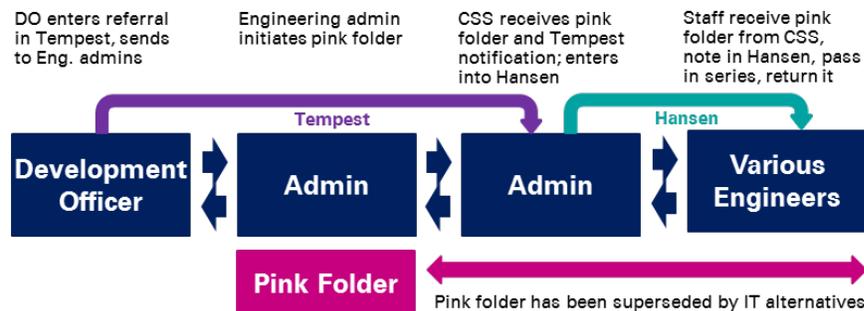
**Progress Note:** Since the completion of the VFM review, it was indicated that steps to bundle certain processes have been undertaken such as the building permit and the required subsidiary permits. For ease of application the foundation and occupancy permits are being removed from the application process as well.

#### 4.1.4 Streamline Processes / Remove Unnecessary Steps

To improve efficiency, the City should look to optimize resources utilized to provide services by assessing which steps are value-add and those that may not be necessary. Several processes were identified during the review where efficiency can be increased by streamlining process steps and reducing non-essential activities.

##### 4.1.4.1 Data & Information Analysis

Currently, the Engineering department utilizes three mechanisms of tracking referrals: “the pink folder”, which is a manual folder with a tracking sheet and the application to be reviewed, a notification in Hansen, and a notification in Tempest (for Development Permits).



The pink folder’s purpose is undermined by the City’s technology, and could be eliminated by leveraging the tracking capability of Tempest. Eliminating the pink folder could also remove the need for reviews to be done sequentially. Instead, copies could be distributed in parallel; any staff could log onto Tempest at any time and perform their review instead of waiting for the pink folder.

Staff reported that reviewing sequentially can result in applications sitting on one desk and having to be reviewed by multiple staff on its due date. Approximately 100 development permits are referred to the Engineering department each year; a significant volume that could be streamlined. The use of Hansen could also be eliminated and referrals managed entirely through Tempest.

**4.1.4.2 Feedback from Internal and External Stakeholders**

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Highly manual referral processes reduces visibility for staff and customers and contributes to process delays (e.g. Tempest only reaches the “gates” of departments). Although departments are making progress in utilizing Tempest for different types of applications, some departments are still utilizing manual tracking mechanisms for referrals.
- Multiple tracking systems are used within departments for referral follow-ups.
- There is a perception that there are too many referrals / reviews for some processes (e.g. development permits).
- There are backlogs when it comes to inspections and / or responding to complaints and inquiries.

**4.1.4.3 Jurisdictional Review**

Inspections are another area where process efficiencies could be addressed. Leading practice suggests that an inspection level of approximately 20% is required for qualified contractors / professionals and 100% for unqualified contractors / professionals.

Other municipalities and safety authorities only go physically to a site to do 10 to 20% of inspections. These municipalities found that they are able to reduce more hazards this way than they were in the past because they are able to spend more time on higher risk sites.

The diagram below estimates the potential City staff that could be freed up and redirected to higher priority tasks by shifting to a risk-based inspections model.



Assumptions to develop this estimate include:

- It is assumed that 70% would be high risk work based on KPMG’s work with safety authorities.
- Current FTE’s for Inspections was calculated utilizing information from the City’s job descriptions. Safety Code Officers from I&L were estimated to utilize 60% of their role conducting inspections, while ES Safety Code Officers were estimated at 50%. The number of Safety Code Officers were approximated using these figures.

## 4.1.5 Quality Control Mechanisms

Utilizing the appropriate controls at critical points of a process can assist in managing applications in a way that allows service levels to be more easily adhered to. When discussing the largest problems related to the timely processing of applications across municipalities, one of the largest influencing factors is the completeness and quality of applications. Controls that directly impact the reduction in the acceptance of incomplete applications will reduce rework or workarounds later in the process.

### 4.1.5.1 Data & Information Analysis

There are several critical points where the potential for incomplete / low quality applications could occur; these are points where process controls should be implemented to prevent additional work by City staff or process delays due to the requesting of additional information.



The appropriate controls at each stage of the process could reduce the number of incomplete applications received.

Currently, pre-consultation processes are utilized, but they are not formalized, meaning there are no requirements that pre-consultations are performed for complex projects, or fees associated with the pre-consultations.

Triage reviews are another informal step used by Engineering, but could be formalized across other departments as well. Triage reviews involve the review of an applicant by a specialized / qualified staff with expertise to identify whether or not the application is complete; this is in addition to the review of the application by front desk staff.

Often, requests for additional information, particularly when a project's scope is changed by an applicant, can result in significant delays. An example is in infill development. When detailed drawings are required for a development permit, a back and forth process can occur if the applicant does not provide the drawings to the required specifications. If the applicant does not understand what detail is required and

does not provide the required information, Engineering cannot proceed with the processing of the application.

#### 4.1.5.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Incomplete / piecemeal applications add complexity and workarounds to the processing of applications, adding to overall process timelines. Large numbers of incomplete applications are received.
- Additional comprehensive training programs for front desk staff and staff receiving applications is needed to increase general knowledge on all bylaws, processes, etc.
- Resource heavy pre-application consultations are not formalized (there is no fee attached); customers do not perform due diligence in preparation for pre-consultation meetings which utilizes staff time inefficiently.
- There is a lack of clarity around process requirements for customers; application requirement information may not be clear or easily accessible, and further educational tactics are required.
- Customers often change the nature of their project throughout the lifespan, which requires additional processing and work but they do not understand that this adds to processing timelines.

External stakeholders noted:

- Project conditions and requirements are not effectively defined or communicated by the City for distinct processes and are not understood by applicants, or are not identified early enough in the application process.
- Requirements identified by staff are not always consistent with those identified by other staff.
- Pre-consultations would be more beneficial to applicants if staff exercised authority in decisions and the information communicated was binding and relevant.
- There is a general trend in increasing requirements for detail, which incur significant costs and add to timelines for developers, and the reasoning behind these requirements are unclear.
- Increased opportunities for applicants to clarify process requirements, particularly with things like engineering drawings and other technical requirements, could better help applicants to understand deficiencies and provide high quality and complete applications.

#### 4.1.5.3 Jurisdictional Review

While other municipalities conduct informal pre-consultation meetings some have begun to formalize their processes.

The City of Calgary has formalized a pre-application fee for those applications that are performed at \$631. Pre-applications are attended by a Planner and representatives from Parks, Transportation and Development Engineering.

The City of Edmonton also has a formalized pre-application meeting. The current planning provides a pre-application meeting for development proposals that require a major development permit. These development proposals relate only to commercial, industrial, and multi-dwelling residential projects. Applicants pay a pre-application fee (set at \$306) prior to the meeting occurring. A 'meeting record' is provided to the applicant as well as filed internally, so that the City can review all comments / notes when the development permit application is submitted for approval and ensure all relevant considerations have been undertaken.

### 4.1.6 Information Technology / Management

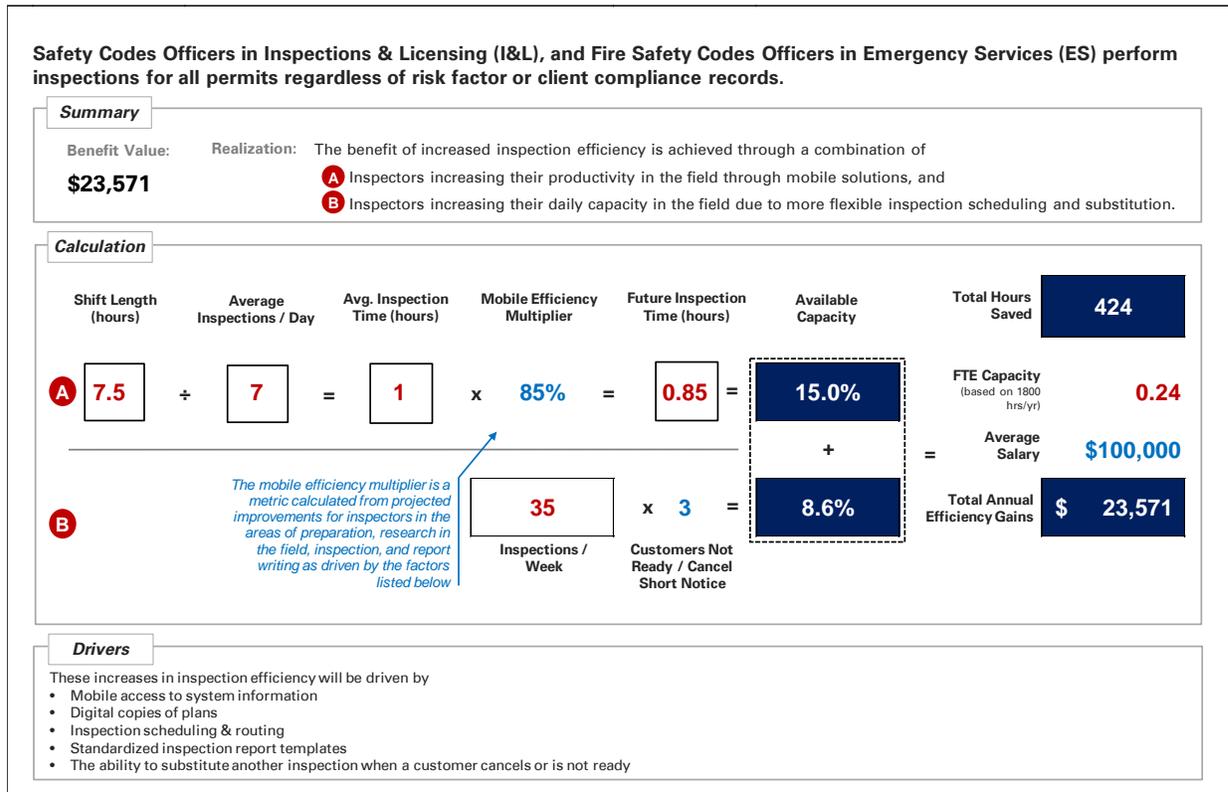
The implementation of the EBA system has greatly increased the functionality of the information systems utilized at the City. The system is enabling the move towards digitized processes, increased collaboration and the use of real time information. However, while noting that some of the stakeholder feedback was obtained prior / during the transition to EBA, there are still opportunities for improvement that the City can undertake to improve its use of technology.

#### 4.1.6.1 Data & Information Analysis

##### Mobile Inspections

Engineering does not have the access to the same technology that other departments are currently using. Mobile technology is cheap and a major efficiency lever; Engineering should follow the lead of I&L and acquire mobile technology to assist in inspection process efficiency.

Below is an estimate of a Development Inspector’s annual time saved by using mobile tech has been created; key assumptions are noted in blue text.



In addition to the estimated savings due to increased efficiency as noted above, leveraging mobile technology also provides the following benefits:

- Real time information: On-site Inspectors can view updated information on projects, and the system is updated in real time as Inspectors make comments / note deficiencies or approvals.
- Searchable files: all information stored digitally makes retrieval of information easy and accessible for future use

- Increased productivity: less time is spent filling out forms / entering into a system when back at the office
- Integration with existing systems: if relayed to Tempest, all information on projects can be stored and leveraged by other staff (cross-functionally) who have access.

### Tempest

During a workshop with staff it was noted that the City is making strides toward implementing Tempest in referrals. The goal is that all comments will be captured in Tempest and can be viewed / retrieved in the system. However, it appears that there is still work to be done to fully integrate Tempest; departments are still utilizing multiple methods of tracking referrals and Tempest has not been fully optimized to be utilized for aspects such as push notifications or activity tracking / modelling.

Tempest could be utilized for tracking referrals in parallel within departments. This would eliminate manual tracking and reviewing applications sequentially. It was reported that the Planning and Engineering departments should be brought onboard in 1 to 2 years. Presently the Planning and Engineering departments only interact with Tempest to comment on development permits.

### Business License Renewal

During the EBA transition, the licensing bylaw was rewritten to require business licenses all to expire at the end of the year, requiring staff to process all renewals at one period of time. Staff noted that this requirement could cause inefficiencies in processing the renewals, as renewals would need to occur once a year (as opposed to the anniversary of the license) within Tempest.

With approximately 2,500 business licenses in the City, this could create a large volume of renewal work that was previously spread throughout the year, and could result in processing backlogs and overtime expenses.

#### 4.1.6.2 Internal and External Stakeholder Feedback:

Internal stakeholders provided the following feedback:

- IT systems exist in siloes between departments, and there is limited enterprise wide IT integration which would allow departments to see the 'global picture' of a customer / project / site, and reduce the duplication of activities. It was noted that once Tempest is fully integrated by all departments and services, this should be alleviated.
- IT is not effectively integrated into processes; there is a lack of capacity for full-digital capability and a continued reliance on paper / manual processes, which are not easy to track or to use for future reference.
- Tempest referrals only reach the "gate" of a Department, and are then disseminated into a variety of formats. The integration of Tempest into existing processes is limited.
- There is a lack of centralized, accessible information management within departments. Information is hard to find within the system, and naming conventions are not formalized to easily identify different types of files.
- For inspections, following up on unpermitted work is a highly manual process and there is no official process or system for recording and tracking unpermitted work.
- There is limited education for customers on the need to book inspections and no automated follow-up mechanisms.

- There is insufficient hardware / software to drive efficiency in the Engineering department. IT hardware in Engineering does not support the complex activities that are performed by the department. For example, it was reported that dated computers with limited memory impact staff's ability to use software effectively. At the same time, Engineering does not utilize mobile technology for inspections.
- Presently, the renewal process for business licenses is set up such that they are set to expire all at the same time, once a year.

#### 4.1.6.3 Jurisdictional Review

While the majority of municipalities assessed indicated that they are still utilizing manual processes and are only in the beginning stages of moving to full digitization, some municipalities have made great strides.

In the City of Lethbridge, residential building permits are all completed online, and document routing and plan reviews are performed digitally. The City of Lethbridge also uses Tempest, which allows each application to be stored in its own 'folder' and is attached to the project address, enabling access by anyone with the appropriate permissions. This allows users to view the full history of the full by searching the address.

The City of Grande Prairie utilizes 'CityView' which gives the capability of marking up the plot plans online and emailing these documents to the customer along with the permit.

The City of Calgary is transitioning to full digitization. They have provided applicants with a voluntary option to provide their applications 'digitally'.

The City of Edmonton uses 'Posse' as a centralized tracking system, which allows all relevant staff to log in and see the complete history of a file.

In terms of mobile technology, smaller municipalities are not utilizing mobile technology for their inspectors, but the cities of Edmonton, Lethbridge, and Calgary are utilizing either phones or iPads to conduct inspections.

## 4.2 Who needs to be involved in each process, and when?

In order to assess who should be involved in which processes, and at what stage, it is important to first assess who is currently involved in each process and identify any conflicting or overlapping responsibilities or accountabilities. In addition, it is important that staff involved in the process also have the appropriate skills or resources to perform the role.

### 4.2.1 Roles, Responsibilities, and Accountabilities

Based on the assessment of the involvement of departments and staff across a variety of building and development processes identified a lack of clarity by both internal and external stakeholders as to who should be involved in each process, and who the appropriate contact was. While there are numerous staff that applicants or residents can contact to provide services, there may be improvements required in how applicants determine who to contact.

#### 4.2.1.1 Data & Information Analysis

A RACI matrix assists in the identification of roles and assigning cross-functional responsibilities to an activity. RACI charts utilize four classifications:

- Responsible = person or role responsible for ensuring that an activity is completed.
- Accountable = person or role responsible for actually doing or completing an activity.

- Consulted = person or role whose subject matter expertise is required in order to complete an activity.
- Informed = person or role that needs to be kept informed of the status of an activity’s completion.

Stakeholder Group  Project Deliverable (or Activity)	In-Scope Departments				Other Internal Stakeholders						External Stakeholders				
	Inspections and Licensing	Planning	Engineering	Emergency Services	MPC	Council	City Manager	Legal	Communications	Others: Public Works, EL&P, Parks, etc.	Applicant	Public	Various Stakeholder Groups		
<b>Building Permits</b>	A/R			C							R				
Development Permits	A/R	C/R	C/R	C/R	C	I	I	I	R	C	R	C	C		
Licensing	A/R			A/R							R				
Inspections	A/R		A/R	A/R							R				
Enforcement / Compliance	A/R	I		A/R				I		I/R	I	I			
Statutory / Non-Statutory Plans	C	A/R	C	C		C/R				C	R	C			
Land Use Bylaw Amendments / Rezoning	C	A/R	C	C		C/R		C		C	R				
Subdivision	C	A/R	C	C	C/R					C	R				
Development Agreements		C	A/R							C	R				
Engineering Permits		C	A/R		C						R				
Engineering Studies / Reviews	I		A/C/R							C	R				

As indicated above, there are several overlapping areas of responsibility and accountability between departments. For example, for development permits the Inspections and Licensing, Engineering, Planning, and Emergency Services departments are each responsible for the delivery of the service. This can create confusion both internally and externally as to whom is responsible for which portions of the process.

**4.2.1.2 Internal and External Stakeholder Feedback:**

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Roles and responsibilities are not always clear, both internally and for customers. Staff may not understand where authority is delegated from certain bylaws / policies and customers may not understand who the appropriate source to contact is.
- Complaints and inquiries are often incorrectly routed, either by customers who contact the incorrect staff with their complaints / inquiries, or those that are incorrectly routed by staff.
- There are numerous bodies of enforcement throughout the City; it can be difficult for residents / applicants to understand who to contact, specifically for development related complaints.
- Staff are constrained with regard to workload capacity, increasing process timelines.
- Some permits / applications may not require circulation to all of the departments that are currently sent referrals to review.

External stakeholders provided the following feedback:

- There is no single point of contact to guide applicants through the building and development process. Having a single staff who is accountable to a project and can answer inquiries could increase process transparency and the ease of obtaining information.
- Requirements identified by multiple staff may be inconsistent.

#### 4.2.1.3 Jurisdictional Review

Both internal and external stakeholders indicated that they felt that Development Officers were experiencing high volumes of applications, and that without additional resources, backlogs would occur. In particular, Development Officers have capacity constraints and are unable to properly address enforcement.

Some municipalities, such as Mountain View County and the City of Grande Prairie, have Enforcement Officers in addition to Development Officers, whose primary role is to conduct enforcement related activities. The cities of Edmonton and Calgary have designated functional areas that primarily deal with enforcement. The City of Edmonton has 20 to 30 individuals in their Development and Zoning Section that perform enforcements.

Regarding the number of stakeholders that are included in referral processes, other municipalities tend to circulate less application reviews for referral; the cities of Edmonton, Calgary, and Grande Prairie only circulate complex commercial, and discretionary use Development Permits. Typically, smaller applications are only circulated if public consultation is required.

#### 4.2.2 Training Procedures

While informal training occurs within various departments and across roles, there are few formalized training opportunities at the City. As such, there are:

- Limited cross-functional training session undertaken to facilitate shared knowledge
- Limited comprehensive training regarding varying bylaws, policies, etc. for customer facing staff, and
- A lack of development of skills that promote flexible problem solving to provide better customer service.

##### 4.2.2.1 Internal and External Stakeholder Feedback

The following feedback provided was provided by internal stakeholders across all departments within the scope of this review:

- Staff at operational and leadership levels identified that there are opportunities to create a culture that emphasizes flexible, proactive thinking, to encourage problem solving capabilities and improve customer service.
- To better assist an applicant in identifying what deficiencies might exist within an application, there are opportunities to formalize training which includes cross-functional training, classroom learning, and job-shadowing.
- The transition of knowledge for specialized services, such as Heritage Planning, is minimal. Currently, there is one individual who performs the Heritage Planning procedures, with no one to perform these activities if the single staff members is away / unavailable.

External stakeholders provided the following feedback:

- Additional training for staff to obtain further knowledge on bylaws, policies, and services provided by other departments, etc. would result in better service, with regards to timeliness, overall knowledge, and understanding customer needs.
- Requirements are often not identified or communicated to applicants early enough in the process.
- 57% of respondents were dissatisfied or very dissatisfied in their interactions with staff.

**4.2.2.2 Jurisdictional Review**

Formalized training is often provided by municipalities to support front counter staff assess quality and completeness of applications. Alternatively (or in addition to training), front desk staff are also supported by those who have specialized knowledge, i.e. rotating shifts for Safety Code Officers at the front desk. In addition to providing higher levels of customer service, municipalities reported that these approaches have resulted in higher quality applications and faster processing / approval timelines.

The City of Calgary has a rigorous 3 month training program with 7 weeks spent in classroom style training, which includes assignments, projects, and exams, and the remaining 5 weeks spent in job shadowing.

The City of Edmonton utilizes rotating Safety Codes Officers to provide assistance in inquiries as well as assist in reviewing / approving permits at its front counters. This has contributed to its ability to instantly approve 30% of permits at the front counter.

**4.3 What are the current perspectives of our customers on our services, against which improvements can be measured?**

To determine a baseline of customer satisfaction for building and development services, external stakeholder engagement was undertaken. This included a focus session and an online engagement session with industry participants, and a public survey.

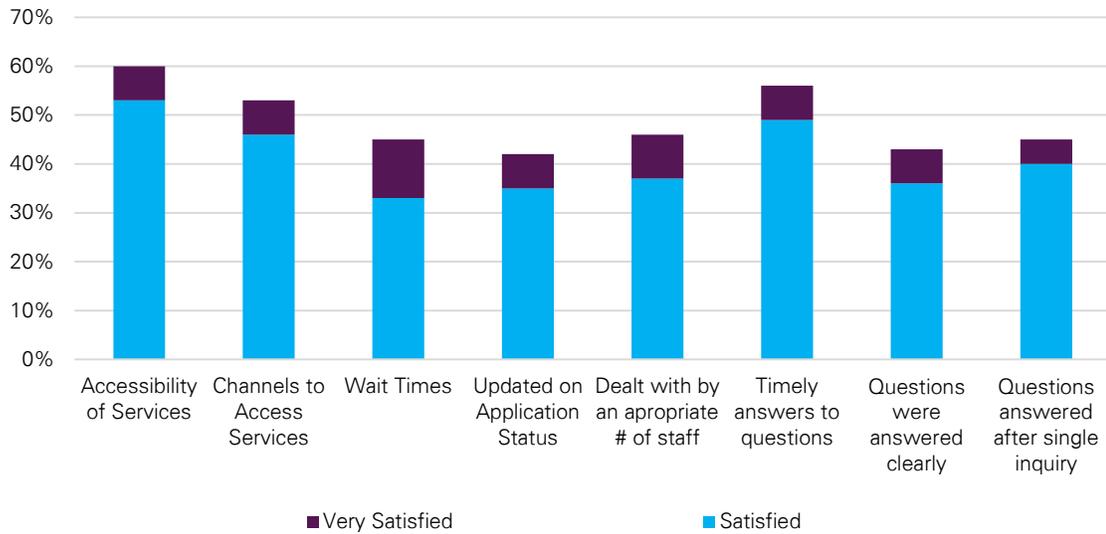
The survey provided quantifiable satisfaction levels from which the City can measure improvements made as a result of this review. Overall, satisfaction levels appeared to demonstrate general satisfaction with services, however, there is room for improvement in several areas.

**4.3.1.1 External Stakeholder Feedback**

A web-based survey was conducted to obtain feedback from residents, industry representatives and prior customers of building and development services. Responses from 94 participants were received. A summary of the key satisfaction ratings is outlined in the graphs below. A detailed summary of the public survey is included in Appendix 2.



### Satisfaction Rankings



#### 4.3.1.2 Jurisdictional Review

The City of Calgary conducts a satisfaction survey for their Planning and Development departments every two years. The summary below reflects the most recent survey results from June 2015.

Question	Ranking
Overall Satisfaction with the level and quality of services	83%
Overall Satisfaction with the level and quality of customer service	85%
Overall Satisfaction with the level and quality of services provided online	77%
Satisfaction with experience at the P&D front counter	92%
Satisfaction with experience contacting P&D over the phone	92%

### 4.4 How should the City determine the resources necessary to do the work?

To properly identify the optimal number of staff that should be performing the work, the City would need to identify whether the current staffing levels enable departments to meet its objectives and defined service levels. The challenge encountered during the review was that the City does not capture and / or track specific metrics and service levels that would help to inform this assessment.

Additionally, feedback from internal and external stakeholders suggests that the departments are currently constrained in regards to their staff capacity; this may create challenges with providing customer service and / or meeting service levels.

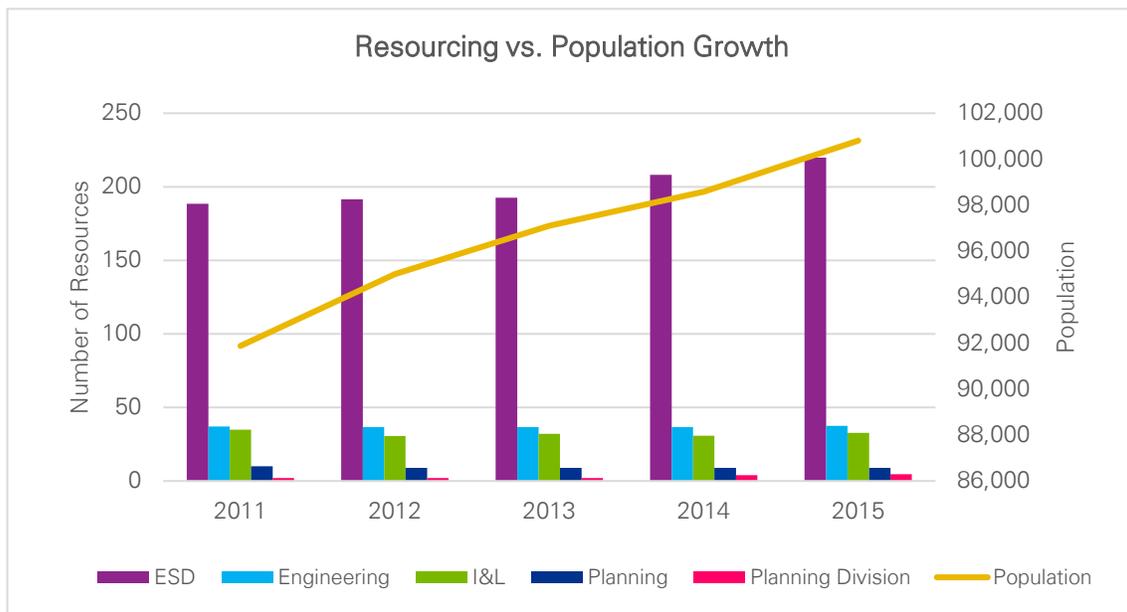
Although the City’s population has grown by approximately 27,000 over the past ten years (or 11%), it has not significantly adjusted its staffing levels for its building and development services.

**4.4.1 Resourcing Adjustments Influenced by Growth**

In recent years, the City has seen significant growth in its population and the number of developments. However, it appears that this growth has had a minimal to moderate impact on staffing decisions for building and development services.

**4.4.1.1 Data Analysis**

The overall change in the level of resourcing over the past five years has been low or remained the same in most in-scope departments, although the City’s population continues to climb.



The above graph compares the increases of staffing resources by department to the overall population growth rate over the past five years.

The population of the City has steadily increased over the past five years; however, with the exception of the Emergency services department, the headcount at the City has not increased to reflect this municipal growth. In fact, Planning and Inspections & Licensing have reduced headcount.

**4.4.1.2 Internal and External Stakeholder Feedback**

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Staff resources are constrained regarding their workload and this contributes to the inability to adhere to defined service levels or provide high levels of customer service.
- The City has not increased the number of staff to support the increase in its growth in previous years.

#### 4.4.2 Administrative Support in Planning

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of administrative assistants.

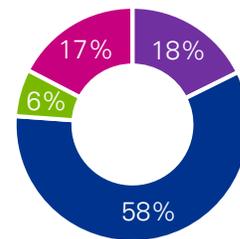
##### 4.4.2.1 Data & Information Analysis

Currently, the Planning department relies on a Divisional Administrative Assistant to provide support to approximately 13.5 staff, with 9.5 staff in planning and 4 staff at the divisional level.

Recognizing the limitations of the available data, it was determined through the review of trial timesheets that were collected by the department in 2014 and 2015. Based on timesheets that were analyzed, up to 21% of staff time was spent on administrative activities in 2014, and up to 23% in 2015. It is important to note that activities such as data entry were not captured in the administrative time breakdown.

In addition, the Planning department indicated that they perform their own communications and public consultation work, whereas other departments utilize the City's Communications department for these activities. It was estimated that these activities may make up approximately 10% of the work for a project, although there was no data available to validate this estimate.

**Allocation of Planning Staff Time  
(Average)**



■ Admin ■ Projects ■ Communications ■ Other

Consistent tracking of the time spent on various building and development activities would help to identify where time is spent on core tasks, and where time is spent on administrative activities that could be resourced differently.

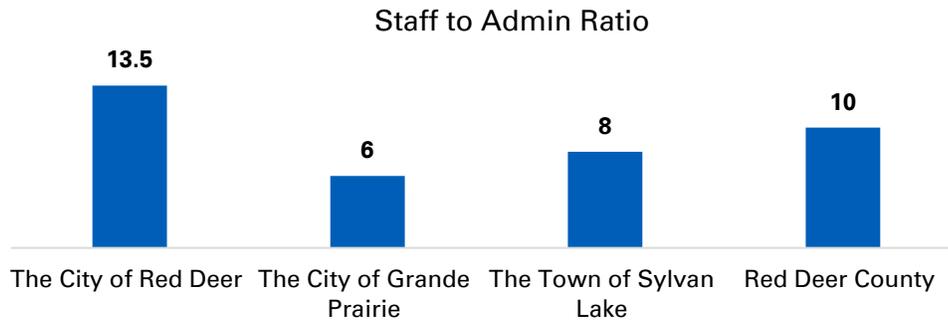
##### 4.4.2.2 Internal and External Stakeholder Feedback:

Staff from the Planning department provided the following feedback:

- Processes are impacted by the lack of an administrative assistant supporting the Planning department in a full-time capacity; as an example a staff member spent 2 weeks filing documents after the completion of a project approval.
- Significant time is spent on non-value added activities by specialized staff, which limits their ability to focus on core service delivery.
- Activities related to communications and public consultation can take up to 10% of overall time spent on projects. It was also noted that the City's Communications department plays a more active role for other departments than it does for the Planning department.

##### 4.4.2.3 Jurisdictional Review

Out of the six comparable jurisdictions, the City's administrative staff are expected to support a larger proportion of staff than all but one other municipality that was reviewed.



\*Note: the City of Red Deer's and the City of Grande Prairie's ratios are for the Planning departments only; whereas smaller municipalities are structured to include both Planning and Development staff.

#### 4.4.3 Development Officer Capacity

Based on the analysis completed, the City's building and development services do not appear to be appropriately resourced in terms of Development Officers.

##### 4.4.3.1 Internal and External Stakeholder Feedback

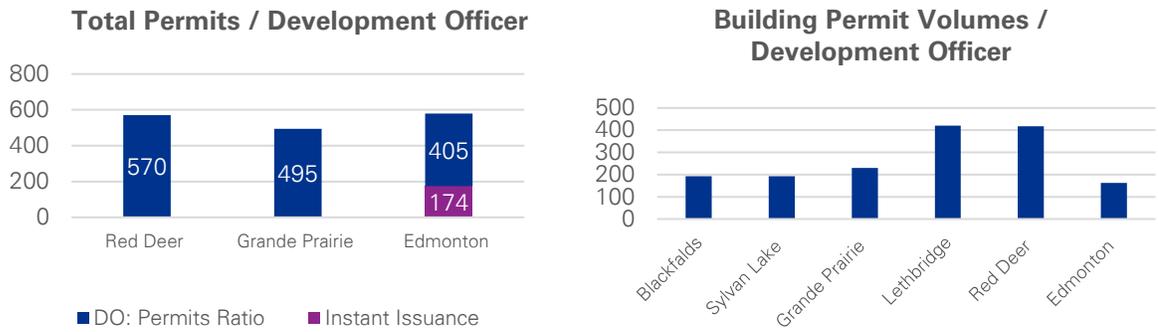
Staff from the Inspections & Licensing department provided the following feedback:

- Staff resources are constrained with regard to workload capacity, increasing process timelines.
- Staff capacity is not available to focus on new priorities.
- Development Officer resourcing for enforcement is not sufficient; Development Officers cannot maintain their traditional roles with the increased mandate from management regarding the prioritization of enforcement.
- External Stakeholders noted:
  - Staff may not have sufficient experience and technical understanding that is required to provide a high level of customer service; the relationships that existed with previous Development Officers no longer exist.
  - Inspections & Licensing is under staffed, which can contribute to process delays and lower quality of customer service.

##### 4.4.3.2 Jurisdictional Review

The City of Red Deer issues a higher number of building permits per Development Officer than all but one of the six comparable municipalities.

While total permits (i.e. development, building, and combination) per Development Officer appears to be comparable for the cities of Red Deer and Edmonton, it is important to note that 30% of the City of Edmonton's permits are issued instantly at the front counter (as noted in blue) and do not require Development Officer review.



**Progress Note:** Staff indicated that prior to Tempest when KPMG was conducting stakeholder interviews Development Officers were operating at a higher capacity. However since the implementation of Tempest it has been noted that this issue of constrained capacity has been reduced.

As part of the feedback received, it was noted that in addition to not having enough time / resources to conduct enforcement activities, staff may not have felt comfortable conducting these activities. To mitigate this, enforcement training is being conducted regularly to provide staff with the appropriate skills.

#### 4.4.4 Dedicated Business Analyst Resource

Due to the lack of performance management / metrics utilized at the City, and the opportunity to leverage current technology fully to optimize processes, the City could consider dedicating resources to business analysis.

##### 4.4.4.1 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- Few process metrics are utilized, tracked, or reported upon; there are limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.
- Inconsistent availability of data puts major limitations on the ability of the City to make evidence-based resourcing decisions.
- Technology is available at the City, but a dedicated resource is needed to proactively monitor and review systems to identify / assess how it functions, or can better function.
- Staff are knowledgeable and familiar with business and operational aspects but there are gaps in IT knowledge.

##### 4.4.4.2 Jurisdictional Review

Other jurisdictions have begun to prioritize dedicated resources for business analysis. The City of Edmonton’s development area has an analytics team who look at various process metrics to provide insight around processing times, permit volumes, customer wait times, etc. This information is published and available publicly on a quarterly basis. Additionally, the City of Lethbridge has a resource who is dedicated to optimizing the use of the Tempest system.

**Progress Note:** In discussing potential options / opportunities with IT it was identified that the City does have Business Analyst resources that are designated for this purpose. However they are not specific to any one function and can be utilized by numerous departments / groups.

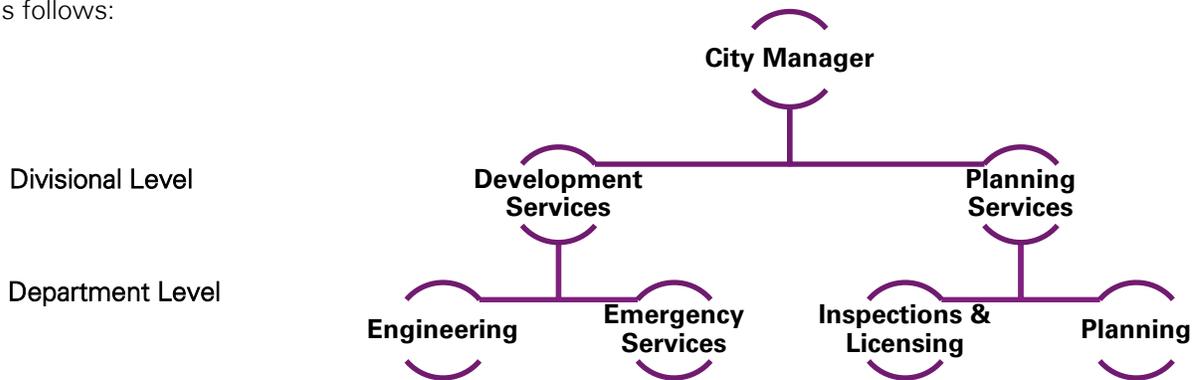
It was noted that there are BA/BRM (business analyst / business relationship management) in the form of business consultants. It was also noted that there is a Tempest Systems Coordinator working at the City as well.

## 4.5 How should the City be organized to effectively do the work?

Confusion exists both internally and externally regarding building and development services, resulting in incorrectly routed complaints, inquiries, applications, etc. Additionally, stakeholders noted that departments tend to operate in silos, resulting in delayed timelines, inconsistent messaging to applicants / residents, and increased confusion in overall processing.

### 4.5.1.1 Data & Information Analysis

Currently, the organizational structure of the areas that carry out building and development activities are as follows:



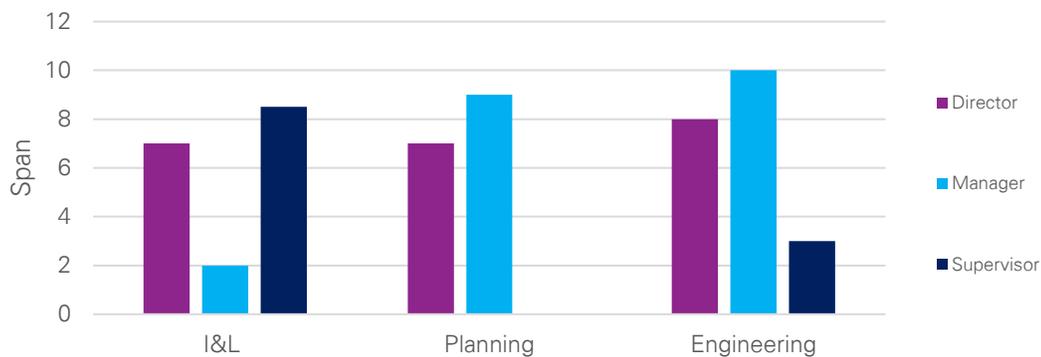
The above visual depicts how external customers / residents may become confused as to whom they should be calling with their inquiries and questions. While 'Development Services' suggests that this may be the appropriate division to contact with development related questions, most development activities that applicants are calling in regards to (i.e. building permits, development permits, etc.) are provided by the Inspections & Licensing department, which exists in the Planning Services division.

In addition, having the I&L and Engineering departments in different divisions may be influencing the perception that staff have, where departments are said to operate in silos, and that collaboration across departments is necessary.

When assessing the layers and spans of control within a department, it is important to assess the appropriate spans of control for the specific function of the organization. Some considerations are outlined in the table on the following page.

Larger Span of Control is Useful When:	Narrow Span of Control is Useful When:
— Less day to day involvement, allows easier decision making, less chiefs, clearer identification of responsibilities	— When the manager wants (or needs) to have close direct and regular contact with the team members,
— Work is stable and routine, process are clearly defined	— Where we need close attention paid to what is happening day to day
— Expectations are clear, fewer 'unexpected events'	— Complex work and high variety within the work
— Processes may be relatively simple	— Less skilled or experienced front line people
— People are highly trained and autonomous	— Harder to communicate – poor reporting, visual management
— Management are good at delegating	— Lack of trust or higher risk inherent in the work
— Good reporting, visual management and tracking	

**Spans of Control by Layer**



*Note:* the 'Director' level for I&L and Planning are the same individuals.

Given the current span of control by level, the City may wish to further assess whether these are appropriate within each of its departments.

**4.5.1.2 Internal and External Stakeholder Feedback**

The following feedback was provided by internal stakeholders across all departments within the scope of this review.

- In addition, feedback from management levels indicated that there may be opportunities to improve the organizational structure of the departments in scope. Roles and responsibilities are not always clear; both internally and for customers (e.g. with regard to enforcement). This may be due to the concept that departments may not be organized in a way that supports consistency
- Complaints / inquiries may be incorrectly rerouted both internally and externally because people do not understand who should be addressing the issue; there is confusion around which department performs which function.

- Inspections & Licensing is where many of the development services / processes occur; however, they are located in the Planning Services division. When customers call with inquiries / looking for further information on development, they often call the Development Services division instead.

External stakeholders provided the following feedback:

- Requirements identified by staff are not always consistent with those identified by other staff
- There is a lack of coordination between departments in the plan review process, resulting in conflicting comments and delays.
- There is no integration across different services (in terms of applications, paying fees, separate folders, etc).

#### 4.5.1.3 Jurisdictional Review

Available organizational structure and staffing information from comparable municipalities is summarized in the jurisdictional review in Appendix 3.

Smaller municipality's structure planning and development within the same department, and some contract out specific services, such as planning, safety code related activities, or inspections. However, several municipalities were noted to have moved away from contracted services, similar to what the City did with its Planning Services several years ago.

Larger municipalities may also structure planning and development within the same 'division' or 'department', and then creating functional and sub-functional units based on the activities provided. For example, the City of Edmonton's Sustainable Development department includes planning services, a planning service center, and development and zoning services branches. Within development and zoning, there is an engineering group, a development permit approvals group, a safety codes group, business licensing, customer service advisors, and an analytics team.

## 4.6 How do fees relate to the service provided?

The comparisons of fees for in-scope services identified that variation in the fees for similar services across comparable municipalities. While some municipalities have kept their fees more broad for ease of application, some have gone into further detail, to allow municipalities to better reflect the time and effort put into service delivery.

### 4.6.1.1 Data & Information Analysis

In reviewing the financial information for each of the in-scope departments, it was identified that none of the departments are cost-recovering for the services provided. The Emergency Services department has not been included, as most of the activities in the financial information are outside of the scope of this review.

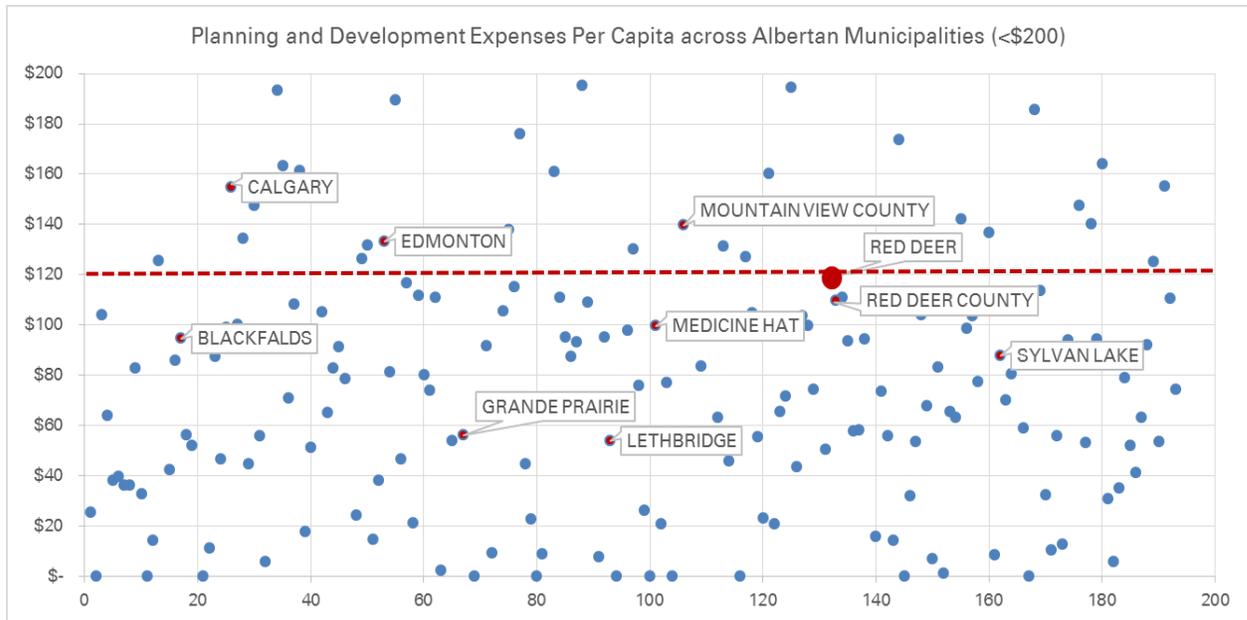
In addition, Emergency Services does not charge for the services provided related to Building and Development processes. The financial information for the Inspections & Licensing, Planning, and Engineering departments have been included, although this may include information on out of scope services as this information could not be separated from the in-scope information.

The table on the following page depicts the financial information for the department generally; however, the Planning department financial information has excluded the retail land sales / rent revenues, as this activity is within the Land and Economic Development group.

Inspections & Licensing					
	2010	2011	2012	2013	2014
Revenues	\$2,349,687	\$2,647,196	\$3,324,112	\$3,541,951	\$3,690,014
Expenses	\$9,956,956	\$10,816,455	\$10,501,006	\$11,215,572	\$12,326,372
Net	\$(7,607,269)	\$(8,169,259)	\$(7,176,894)	\$(7,673,621)	\$(8,636,358)
Planning					
	2010	2011	2012	2013	2014
Revenues	\$51,952	\$145,174	\$198,915	\$285,035	\$162,100
Expenses	\$1,352,101	\$1,616,445	\$1,558,784	\$1,661,773	\$1,663,675
Net	\$(1,300,149)	\$(1,471,271)	\$(1,359,869)	\$(1,376,738)	\$(1,501,575)
Engineering					
	2010	2011	2012	2013	2014
Revenues	\$23,061	\$75,491	\$83,587	\$95,104	\$69,680
Expenses	\$4,675,211	\$7,144,404	\$6,161,827	\$9,734,309	\$6,642,414
Net	\$(4,652,150)	\$(7,068,913)	\$(6,078,240)	\$(9,639,205)	\$(6,572,734)

The graph below compares the planning and development per capita expenditures for Alberta's municipalities, with each dot representing a different municipality. The City and Red Deer County have similar expenditures per capita, likely due to their close geographic vicinity and similar business costs.

The majority of other municipalities assessed in this review were below the City's per capita expenditures; however, the City of Edmonton is slightly above, while the City of Calgary has the highest of all comparable municipalities. It is interesting to note that while Mountain View County has a small population, they have a higher per capita expenditure than most other municipalities, following only Calgary.



Based on the above assessment, the expenditures per capita spent are generally higher than other comparable municipalities.

#### 4.6.1.2 Internal and External Stakeholder Feedback

The following feedback was provided by internal stakeholders across all departments within the scope of this review:

- The fees attached to services are outdated, disproportionate to service value, and / or perceived by staff as being too low.
- Lack of enforcement / proportionate penalty fees in various service areas does not encourage due diligence from customers.
- There is confusion on how fees and charges are determined, both internally and externally. There may also be a lack of consistency in fee application for some services.

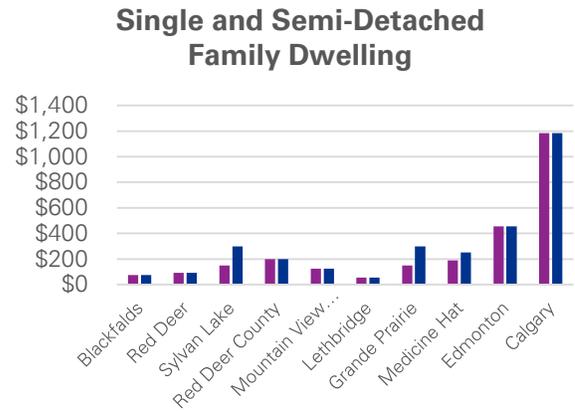
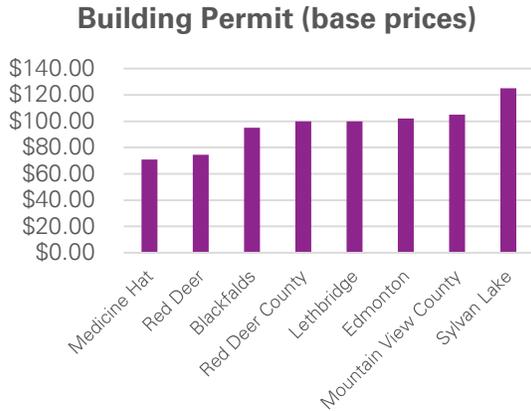
External stakeholders provided the following feedback:

- The 'cost' of doing business (including fees) in the City is higher than surrounding municipalities and the processes are more difficult to navigate.
- 33% of survey participants indicated that they were dissatisfied with the current fee structures.

#### 4.6.1.3 Jurisdictional Analysis

A review of the fees by comparable municipalities identified several areas that the City may wish to adjust or add fees to. While comparisons were not always available due to differences in policies, structure, and granularity, the following observations were identified from those fees that were able to be compared:

Inspections & Licensing

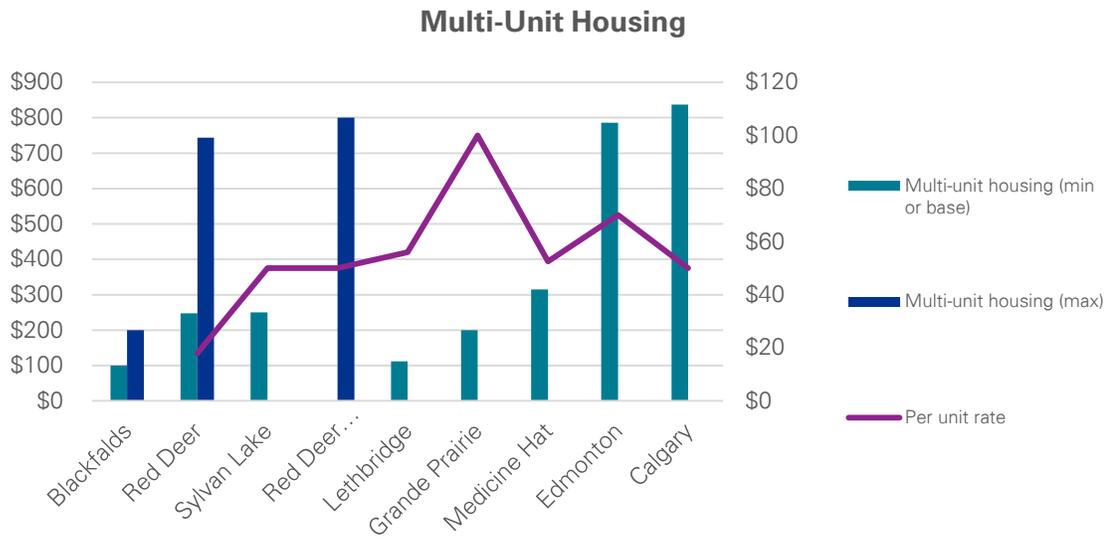


The City appears to have relatively low fees relative to comparable municipalities assessed; the base building permit fee is the second lowest across all municipalities that were assessed.

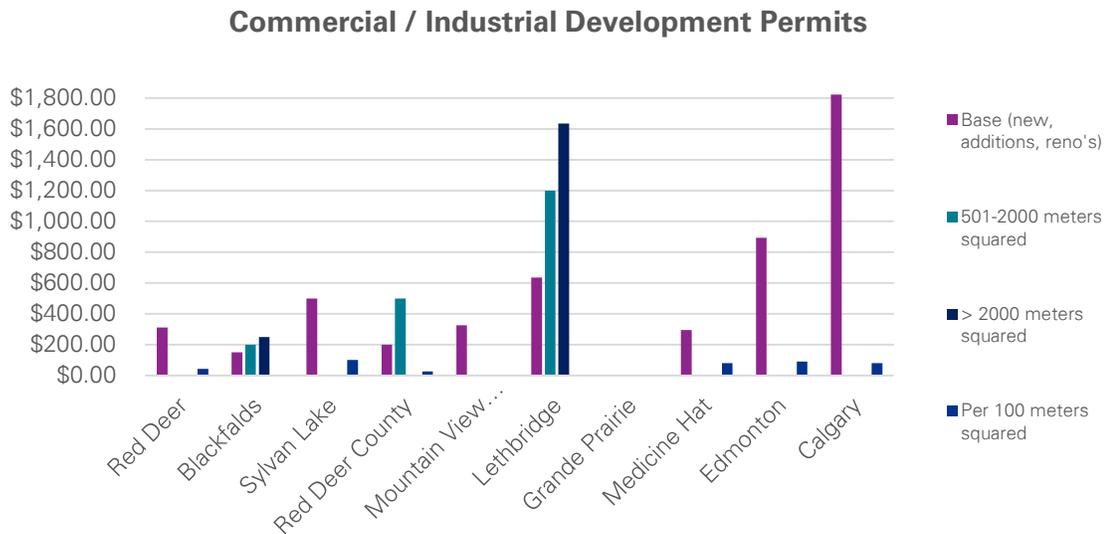
Differences in fees across various other categories of building permits are difficult to compare; some municipalities (i.e. City of Medicine Hat, Red Deer County, and Mountain View County) tend to rank pricing based on square foot for residential building permits, whereas the Town of Sylvan Lake, City of Lethbridge, and cities of Calgary and Edmonton charge based on construction value. For commercial building permits, most municipalities charge based on construction value at a formula of \$X / \$1000 of construction value. Aside from the cities of Edmonton / Calgary, Red Deer had the highest commercial Building Permit per \$1000 construction value fees.

The City does not have the same classifications for development permits that other municipalities do. Other municipalities break their residential development permits into categories such as single detached dwellings, semi-detached dwellings, multi-unit apartments, accessory buildings, accessory dwellings, and additions or renovations.

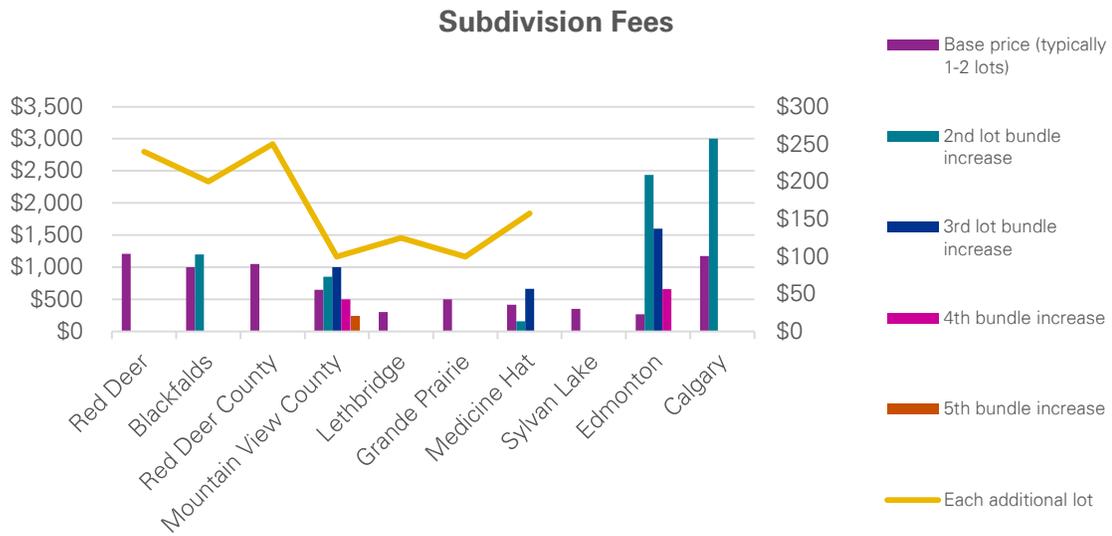
As a result, since the City has a 'basic' development permit fee that is given to residential development applications, as depicted in the graph above, the fees are relatively low when compared to other municipalities.



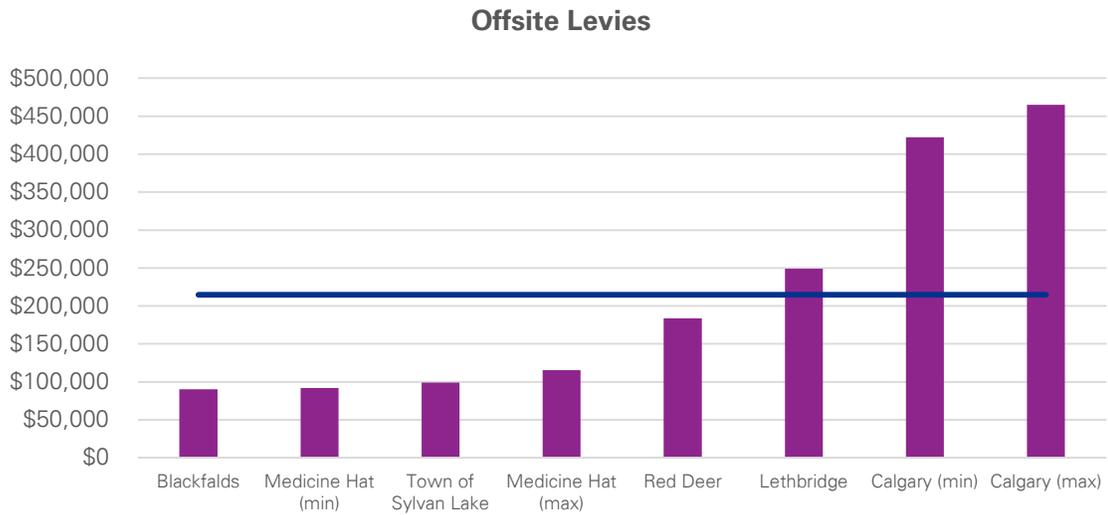
As depicted above, multi-unit fees are similar to other municipalities, but the per unit rate is lower than comparator municipalities.



Generally speaking, the City's fees for development permits for commercial / industrial appear to be lower than other municipalities, some of which use increasing rates based on square footage. The per 100 m<sup>3</sup> rates used by other municipalities is higher than the City's (with the exception of Red Deer County at \$25 per 100 m<sup>3</sup>). The City charges approximately \$43 per 100 m<sup>3</sup>, while other municipalities range from \$79 to \$100 per 100 m<sup>3</sup>.



Relative to other municipalities, the City appears to be comparatively priced for subdivisions, excluding the cities of Edmonton and Calgary, who have escalating fees based on the number of lots. One observation from reviewing the subdivision fees is that the City also used to have escalating fees with lot increases, but in 2012 the fees were changed to their current single rate form. Relative to municipal areas in closer proximity (e.g. Town of Blackfalds, Red Deer County), the City is either comparable or slightly lower in pricing when adjusting for prices by additional lot.



Relative to surrounding municipalities like the Town of Blackfalds, the City has a higher rate for offsite levies. However, for comparable cities and larger ones, like the City of Lethbridge, Red Deer has lower offsite levies.

The City charges Development Agreements on a per hectare basis (at \$3,300 in 2015). These fees rely largely on assumptions, and require developments to be built out in six or more phases to recover the upfront costs of staff investment / time, including Servicing Study reviews, TIA's, Noise Studies, etc.

A recent review of Development Agreement fees has indicated that the relative size of the development does not significantly affect the amount of staff time spent processing the application, which means that a smaller Development Agreement requires the same effort as a larger one. However, the fee charged is significantly less and reduces the ability to recover costs.

Other municipalities have different structures for charging fees relative to Development Agreements / Servicing studies and associated reviews. The below table summarizes fees that are related to the Development Agreement process.

Municipality	Fees
<b>Red Deer County</b>	Preparation of commercial, industrial, residential or multi-lot unit - \$1000 Additional Fees Associated with the agreement - \$4000 minimum Rural Development: \$500 / acre, \$2000 max Urban Development:\$1000 / acre (no max)
<b>Sylvan Lake</b>	Development Agreement Administration Type 'A' – major/subdivision - \$3000 minimum or \$350 per gross hectare Development Agreement Administration Type 'B' – minor/development - \$2500
<b>Mountain View County</b>	Development Agreements, Engineering Review (applies to high density developments where no subdivision is proposed) \$25.00/gross acre Minimum Fee \$1500.00
<b>Medicine Hat</b>	Service Agreement – City Standard Agreement \$1,879.50 Service Agreement – Use of Non-City Standard Agreement \$6,090.00 Development Agreement – City Standard Agreement \$131.25 Development Agreement – Use of a Non-City Standard Agreement \$2,835.00 Development Agreement Final Fee \$215.25
<b>Edmonton</b>	The current rate for residential developments is \$4,344/hectare (2015) with a minimum value of 3.0 hectares.

While the City includes associated services / reviews in its Development Agreement administration fee, other municipalities may not necessary have fees structured the same way. Other municipalities may break out their fees into 'service agreements', 'engineering reviews', 'servicing inspection' fees, etc.

Additionally, Legal has expressed concerns to Engineering regarding the size of their development deposit. Currently, the deposit required is only 25%, which is not enough to cover the risk in case the developer defaults. Other municipalities, such as the cities of Calgary, Lethbridge, and Grande Prairie, and Mountain View County, require higher deposits from their developers in order to manage risk, ranging from 50% to 150% as outlined below:

— Grande Prairie: 50%

- Lethbridge: 50% (minimum of \$5,000 to a maximum of 50%)
- Mountain View County: 100%
- Calgary: 150% (of outstanding deficiencies – minimum of \$3,000)

The Town of Blackfalds utilizes a base rate, with a deposit of \$1,000 for each unit to be developed.

Based on these comparisons, it is evident that the City could increase its security deposit fee to vet some of the risk in case a developer defaults.

There are also several processes that the City does not charge a formal fee for that other municipalities are charging for. An example is redesign / revision fees, which are for those applications that have a change in use throughout the project lifespan, or require significant revision likely due to incompleteness of the application. While the City of Grande Prairie only charges 50% of the regular application rate for these revisions, the City of Medicine Hat considers this a 're-application' and charges the standard fee plus 100% to review the application again. The City of Calgary charges \$234 for 'plans re-examination', and 10% of the permit fee or \$125 / hour staff time (\$120 minimum) for revisions.

Some municipalities also charge when applications require recirculation to departments, as a result of changes by the applicant throughout the process.

- The City of Medicine Hat charges 25% of the regular permit fee.
- The City of Edmonton charges \$1,020 for development permits, and 50% for residential permits.
- The City Calgary charges \$1,203 to re-circulate applications.

In addition, pre-consultations are a process that is currently utilized by the City to assist applicants in identifying what information and requirements their project will entail. However, this process is not currently formalized, and does not have a fee attached.

Other municipalities, like the cities of Edmonton and Calgary, have formalized these processes for complex and discretionary developments, with fees of \$306 and \$631 respectively.

The City may wish to charge a fee for consultations for those applications that are complex and require significant staff time for review. This fee charged does not have to cover the cost of providing the services, however, it should be substantial enough to incent applicants to undertake due diligence in preparing for the meeting. In addition, if the City charges a fee, this will encourage staff to prepare for the meeting, and ensure that the appropriate individuals with authority are present that can make decisions.

Feedback from internal stakeholders suggested that the penalty fees for certain services are not high enough to act as a deterrent for non-compliance. While the towns of Blackfalds and Sylvan Lake, Red Deer County, and the cities of Lethbridge and Medicine Hat have defined penalties for commencing development without the appropriate permits (i.e. double the original permit fee). The following municipalities have identified various fees for enforcement:

	First Offense	Second Offense	Third Offense
Red Deer	\$500	\$1,000	\$5,000
Red Deer County	\$2,500	N/A	N/A
Mountain View County	\$1,000	N/A	N/A
Edmonton	\$1,000	\$2,500	N/A
Calgary	\$1,500	\$3,000	N/A

## 5 Options for Improvement

### 5.1 Overview

More than 40 options were developed based on the findings and opportunities for improvement outlined in the previous section.

It should be noted that the City has made **significant progress** in making improvements to its building and development services in recent years. In particular, various self-service options have been – and are in the process of being – introduced for high volume, low complexity permits issued by the Inspections & Licensing permit. The department has also transitioned to using mobile technology for inspections. The City's recent EBA implementation has facilitated the development of these efficiencies, with intentions to bring the Engineering and Planning departments on board in the future.

Given the ongoing changes associated with the EBA implementation, the upcoming rewrites of the Licensing Bylaw and Land Use Bylaw, and anticipated changes to the MGA that will impact the way business is done in the departments, it should be noted that these are point-in-time options and some may change over time.

As many opportunities impact multiple departments, the following table identifies how the opportunities identified align with each of the in-scope departments that was reviewed by theme.

Option Theme		Inspections & Licensing	Engineering Services	Planning Services	Emergency Services
A	Empower Staff	5	4	4	3
B	Adjust Fees	4	4	3	0
C	Streamline Application Processing Controls	2	3	4	1
E	Bundle Services & Rationalize Inspections	5	1	1	2
F	Enhance Approach to Customer Centric Service Delivery	9	9	8	6
G	Refine Information Technology / Management	4	5	2	2
H	Performance Management	2	2	2	2
<b>Total Opportunities (out of 40) Relevant to Each Department:</b>		<b>31</b>	<b>28</b>	<b>24</b>	<b>16</b>

### 5.2 Prioritization

To provide the City with context as to which options should be prioritized for implementation immediately, each option was ranked in terms of value, as defined by the Value Framework, and the complexity of the option's implementation.

#### 5.2.1 Value

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City's delivery of services, it is the worth of a service provided by the City as determined by the preferences of its residents and customers and the trade-offs given scarce resources such as time or taxes.

The expected value is summarized in terms of the impact the change has on any of the following areas:

- Improved economy (reduced costs to deliver the desired outputs)

- Improved efficiency (optimizing the use of resources to deliver services in a timely and high quality manner)
- Improved effectiveness (ability to meet organizational goals and stakeholder expectations)
- Improved equity (increased fairness of outcomes)
- Improved environment (increased sustainability and consideration to long-term decision making for the community)

To provide a ranking for each option based on the above lenses, the following was identified as high, medium, and low value:

<b>High</b>	The recommendation is expected to generate value in several of the areas listed above significantly.
<b>Medium</b>	The recommendation is expected to generate a significant to moderate amount of value in at least one of the areas listed above.
<b>Low</b>	The recommendation is expected to generate only a small to moderate amount of value in at least one of the areas listed above.

### 5.2.2 Complexity

The level of complexity required is summarized in terms of the people, cost and time to implement the described option. The level defined for each option on the following pages is an aggregate of these three assessments:

#### People:

<b>High</b>	The estimated impact on processes, policy, training, and role adjustment is significant.
<b>Medium</b>	The estimated impact on processes, policy, training, and role adjustment is moderate.
<b>Low</b>	The estimated impact on processes, policy, training, and role adjustment is low.

#### Cost:

<b>High</b>	The estimated cost to implement the recommendation is significant.
<b>Medium</b>	The estimated cost to implement the recommendation is moderate.
<b>Low</b>	The estimated cost to implement the recommendation is low.

#### Time:

<b>High</b>	The estimated duration to implement the recommendation is significant (> 1 year).
<b>Medium</b>	The estimated duration to implement the recommendation is moderate (within 1 year).
<b>Low</b>	The estimated cost to implement the recommendation is low (immediately).

### 5.2.3 Value vs. Complexity Matrix

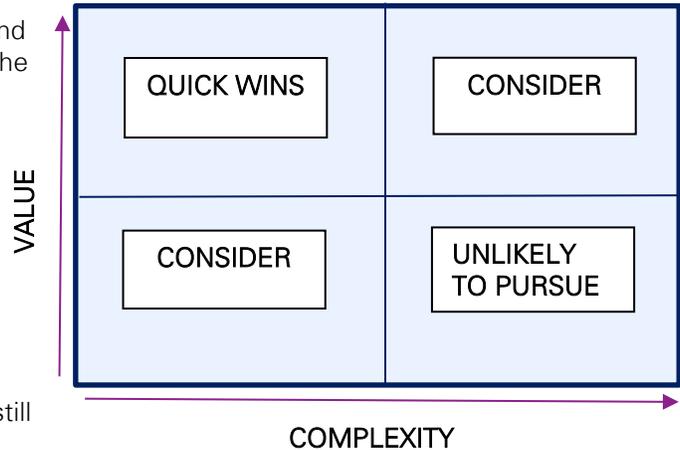
After scoring options were assembled into a matrix comparing the value and complexity of each. The City will need to take a different approach for the implementation of each options based on where they fall on the matrix, which is described below.

**Quick Wins:** Options that fall into this quadrant should be prioritized for implementation first as they will generate the highest perceived benefits for stakeholders with the lowest effort in implementation.

**Consider:** Options that are high value, but high complexity (landing in the top right quadrant) and options that are low complexity, low value (in the bottom left quadrant) should be considered for implementation next.

Options that are high value but higher complexity may require longer-term implementation effort, but since the perceived benefits received will be high, this could be a worthy investment regarding value for the City.

Additionally, if options are relatively easy to implement, even if they are lower value, they still may be considered for implementation as the associated costs are fairly low and there may be marginal benefits to value.



**Unlikely to Pursue:** Options that are low in value, but high in complexity, will land in the bottom right quadrant. These options are not recommended for implementation, as the benefits received and perceived by stakeholders will be low, and the efforts associated with implementation will be high.

### 5.3 Recommendations

Based on the prioritization, recommendations arising from this VFM review are described below:

Recommendation	Description	Drivers
<p><b>1. Enhance Quality Control Mechanisms</b></p> <p>Formalize pre-consultation sessions and triage reviews to increase the quality of applications.</p>	<p>Formalize pre-application consultations, and introduce triage reviews for complex applications (Engineering’s Development section performs a triage for Development Agreements) to assess their completeness and quality, and align with applicants on conditions and expectations.</p> <p>Attach a fee to encourage due diligence in application preparation, which can be taken off of the back-end once an application is approved; although mainly to encourage quality, these fees also attach revenues to the staff time spent in informal consultations with applicants.</p>	<p><i>Increased application quality will be driven by:</i></p> <p>Formalize pre-application consultations for complex applications to Planning, Engineering, and Inspections &amp; Licensing</p> <p>Capture the critical content of pre-consultations for later reference</p> <p>Introduce a triage review for complex Planning applications</p>

Recommendation	Description	Drivers
		Enforce “no acceptance” policy for incomplete / piecemeal applications;
<p><b>2. Streamline Engineering Referrals</b></p> <p>Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.</p>	<p>Send out Engineering referrals in parallel (through Tempest) instead of sequentially from staff to staff to reduce issues caused by applications sitting on one person’s desk for long periods of time, and to increase transparency into the referral process.</p> <p>This would involve eliminating the ‘pink-folder’ tracking process in Engineering and utilize Tempest for all referrals (between and within departments).</p>	<p><i>These increased referral efficiencies will be driven by:</i></p> <p>Granting all Engineers who do referrals access to Tempest</p> <p>Distributing applications to be reviewed in parallel alongside Tempest notifications sent directly to reviewers</p> <p>Phasing out the pink folder and Hansen notifications</p>
<p><b>3. Bundle Permits / Services</b></p> <p>Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.</p>	<p>Bundle services and permits where possible to improve the service levels associated with simple residential permits.</p> <p>Even when reducing the overall number of externally-facing applications does not contribute to efficiency gains, it simplifies the customer-facing experience by reducing the repetition associated with multiple applications and the inconvenience of dealing with various contacts.</p> <p>Permit bundling also can contribute to faster processing times where a reduced numbers of applications streamlines the handling of permit applications.</p>	<p><i>Permit / Service Bundling will be driven by:</i></p> <p>Reducing the amount of time an application sits idle waiting for reviews by identifying sources of queues and backlogs</p> <p>Triaging applications at intake</p> <p>De-streaming and prioritizing simple residential permits (1+2 Family Dwellings, accessory structures, and decks) from more complex projects</p>
<p><b>4. Shift to Risk Based Inspections</b></p> <p>Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.</p>	<p>Reduce inspections for high-performing contractors (perform random audits instead) to redirect resources from low risk items to high risk items.</p> <p>By deploying a risk based approach to inspections, the City can use its current inspection resources better and focus on areas of high concern rather than try and inspect everything.</p> <p>For additional efficiencies, replace site visits with “desk inspections” based on</p>	<p><i>Increased safety outcomes will be driven by:</i></p> <p>Risk scoring the services offered by the City following an analysis of the probability and consequences of failure</p> <p>Leveraging existing models used by other safety authorities</p> <p>Redirecting resources from low risk items to high risk items</p> <p>Educating the public using freed up resources to increase</p>

Recommendation	Description	Drivers
	evidence / declarations (e.g. regarding re-inspections for minor deficiencies)	compliance with existing regulations with the benefit of reducing work without permit and increasing revenue
<p><b>5. Dedicated Business Analyst Resources</b></p> <p>Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.</p>	<p>Few process metrics are utilized, tracked, or reported upon; limited ad-hoc and standard reporting abilities for management to utilize in strategic decision making.</p> <p>The addition of dedicated business analysts will assist in bridging the gap between operations and optimizing the IT systems to increase effectiveness and efficiency.</p> <p>The increased availability of reports, data and metrics will enable management to make strategic, quantitatively driven decisions.</p>	<p><i>Prioritization of analysis functions will be driven by:</i></p> <p>The dedication of business analysts to optimizing Tempest</p> <p>Generation of performance management reports and metrics</p> <p>Making this information accessible to internal and external stakeholders</p>
<p><b>6. Conduct Customer Focused Training</b></p> <p>Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.</p>	<p>Deliver training to staff that will allow them to balance the policies, processes, and guidelines put in place by the City with the need to provide an exceptional customer experience that is outcomes-driven rather than tactics-driven.</p> <p>Staff must understand which decisions are flexible and which are not through a comprehensive understanding of applicable bylaws and policies, but also be empowered to assess risks and exercise judgment to drive customer-oriented outcomes.</p> <p>Support from management such that staff feel safe exercising judgment is essential to driving this outcome.</p>	<p><i>Implement customer-focused training</i></p> <p>Hiring and training individuals with strong judgment capabilities</p> <p>Developing and training staff in the use of a risk assessment tool to navigate reviews in a way that offers flexibility within rules</p> <p>Driving support and encouragement from management to promote a culture of empowered, customer-oriented staff</p> <p>Pursuing training opportunities with industry so that staff understand not just the City's business, but the business of customers as well.</p>

Recommendation	Description	Drivers
<p><b>7. Addition of a Dedicated Administrative Assistant to the Planning Department</b></p> <p>The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.</p>	<p>Add an administrative resource to the Planning Department to free up staff capacity by allowing them to focus on core services mandated by leadership and by council, instead of non-value added activity. The increased capacity of Planning staff will contribute to a focus on core activities, meeting service levels, and provide more time to better understand customer needs. Currently, the department relies on the divisional administrative assistant to provide support in administrative activities. Activity modelling would add to the business case for this resource.</p>	<p><i>Increased focus on core service delivery will be driven by:</i></p> <p>Increasing alignment with management / Council as to what the core activities delivered by the Planning department are</p> <p>Using an activity model to identify time spent on activities outside of staff's current job description and re-allocating tasks to administrative resource(s) where possible.</p>
<p><b>8. Enable Mobile Engineering Inspections</b></p> <p>Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.</p>	<p>Acquire mobile technology for Engineering inspections, which has the capability for automatic report generation and deficiency notifications sent directly to customers. This will reduce manual inputs by inspectors.</p> <p>The benefit of increased inspection efficiency is achieved through a combination of:</p> <ul style="list-style-type: none"> <li>— Inspectors increasing their productivity in the field through mobile solutions, and</li> <li>— Inspectors increasing their daily capacity in the field due to more flexible inspection scheduling and substitution.</li> </ul>	<p><i>These increases in inspection efficiencies will be driven by</i></p> <p>Mobile access to system information</p> <p>Digital copies of plans</p> <p>Inspection scheduling &amp; routing</p> <p>Standardized report templates for inspections</p> <p>The ability to substitute another inspection when a customer cancels or is not ready</p>
<p><b>9. Implement Performance Management</b></p> <p>Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.</p>	<p>Define and implement process metrics and develop reporting abilities to enable performance management.</p> <p>Data analytics on service delivery should be used to assess whether targets are being met across different time periods, track customer wait times and complaints, and identify areas for improvement.</p> <p>Metrics underlying performance management will empower managers with the business intelligence to</p>	<p>Increased business efficiencies will be driven by:</p> <p>Designing metrics that support business outcomes</p> <p>Collecting data to support performance measures and analysis</p> <p>Generating timely reports to inform decision-makers</p> <p>Utilizing performance management metrics to find bottlenecks</p>

Recommendation	Description	Drivers
	<p>identify gaps and make data-driven decisions.</p> <p>Reducing the number of unlinked data sources and moving towards a single tracking system will increase the effectiveness of these efforts.</p>	<p>Prioritizing areas where adjustments can be made to generate efficiencies</p>
<p><b>10. Build / Utilize an Activity Model</b></p> <p>Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.</p>	<p>Build an Activity Model that links detailed employee hours to activities to develop an understanding of core activities and how much time is spent on them relative to other tasks.</p> <p>This model will generate significant insights into how efficiently and effectively the City applies its resources and inform future decision-making to close gaps or alter resourcing / job descriptions to align with work being done.</p> <p>The model can also capture time on individual applications to track the costs of those applications in terms of staff time, where referrals to certain parties may be unnecessary, etc.</p>	<p><i>Improved resourcing abilities will be driven by:</i></p> <p>Developing a model of activities and processes that is accessible to staff for filling out their time on each work task.</p> <p>Tracking of data that links staff time to activities at four levels: stream, process, activity, and tasks.</p> <p>Using the data to analyze staff time required per unit of work volume for the various activities (by level) they are involved in</p> <p>Utilizing the data on an ongoing basis to evaluate the best use of resources and how changes in demand may impact allocation</p>

**Other Options**

Options that were ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City could consider for implementation after the quick wins have been implemented. These are described in further detail in Appendix 6.

### 5.3.1 Value Assessment of Recommendations

Each of the recommended improvements is highlighted below in terms of how they will help to improve value for the City, based on the Value Framework defined in Appendix 4.

Recommendation	Lever:	Process
<b>1. Enhance Quality Control Mechanisms</b>  Formalize pre-consultation sessions and triage reviews to increase the quality of applications.	Overall Value Improvement:	<b>High</b>
	<i>Value Framework Assessment</i>	
	Economy:	Fees attached to the triage and pre-consultation processes not only encourage due diligence in preparation from applicants, but also assist in cost recovery.
	Efficiency:	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	Effectiveness:	Efficient processing of applications results in an increased ability to meet pre-defined service levels.
	Fairness:	High quality and complete applications result in efficient processing (i.e. less requests for requirements, waiting for additional drawings, modifications etc.).
	Environment:	Likely will have a minimal impact on environment.

Recommendation	Lever:	Process
<b>2. Streamline Engineering Referrals</b>  Eliminate the passing of folders in sequence in Engineering and redundant processes that run alongside them to increase efficiencies in referral timelines.	Overall Value Improvement:	<b>Medium</b>
	<i>Value Framework Assessment</i>	
	Economy:	Likely will have a minimal impact on economy.
	Efficiency:	Optimizing the use of systems to track referrals and reducing unnecessary referral processes will eliminate non-essential steps, reducing the non-value added intermediate manual step.
	Effectiveness:	Increased use of systems to track referrals / applications will allow for greater transparency of application status, both internally and external and contribute to the adherence to service levels.
	Fairness:	Likely will have a minimal impact on fairness.
	Environment:	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Process
<b>3. Bundle Permits / Services</b>  Bundle services / permits together to reduce the number of distinct applications and increase customer centric service delivery.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Likely will have a minimal impact on economy.
	<b>Efficiency:</b>	Impacts on efficiency may be realized (i.e. all information is collected at once and reduction of the 'points of contact' needed with applicants at submission)
	<b>Effectiveness:</b>	Bundling services is a mechanism to increase the customer experience and aim to meet stakeholder expectations regarding the ease of application.
	<b>Fairness:</b>	Bundling services greatly reduces the complexity and number of submissions required for simple residential permits; this increases the service level to those developers / homeowners who do not require detailed review of applications and desire faster processing.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Process
<b>4. Shift to Risk Based Inspections</b>  Alter the inspections model to free up staff time that can be redirected toward high priority work, and simplify the high experience for high-performing customers.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Cost aversion in the sense that resources that were previously being utilized for other inspections can now be re-allocated to other activities.
	<b>Efficiency:</b>	Utilizing a risk based inspection process will allow the City to utilize resources for high-risk inspection sites and reduce the number of staff required to conduct overall inspections, allowing them to focus on other activities. This will also reduce the current backlog in inspections.
	<b>Effectiveness:</b>	Will allow the City to conduct necessary inspections in a timelier manner, and focus on high risk sites to increase overall safety and meet identified safety outcomes.
	<b>Fairness:</b>	The reduction of non-essential inspections will increase the overall timelines for all processes (i.e. low risk can proceed with 'desk inspections' instead, high risk get inspected sooner so safety concerns can be addressed and the project can proceed etc.) Developers are obtaining the inspections when they need them, as the current backlog is mitigated and the greater community benefits as a result.
	<b>Environment:</b>	Focus on high risk sites will help to identify those safety concerns and contribute to overall levels of increased safety for the greater community.

<b>Recommendation</b>	<b>Lever:</b>	People
<b>5. Dedicated Business Analyst Resources</b>  Dedicate resources to the analysis and optimization of current and future IT systems to bridge the gap between operations and IT systems / functions.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Relevant and timely information can lead to greater understanding of operations, including costs and could possibly lead to cost-avoidance or cost-aversion.
	<b>Efficiency:</b>	An additional resources will not add to the capacity limitations that staff currently have in taking additional work like this on.
	<b>Effectiveness:</b>	Understanding and communicating the information and data retrieved is paramount to the sustained use of data in a decision-making capacity.
	<b>Fairness:</b>	From an internal perspective, departments should have access to data and metrics that are meaningful and allow them to make informed decisions.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	People
<b>6. Conduct Customer Focused Training</b>  Implement training that empowers staff to utilize judgment in service delivery to provide outcome based solutions.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Likely will have a minimal impact on economy.
	<b>Efficiency:</b>	Effectively communicating with clients could result in increased ability to communicate requirements and reduce inefficiencies in the processing stages later on.
	<b>Effectiveness:</b>	The focus on outcomes based thinking has a high potential for the increased perception of value from both the perspective of stakeholders and citizens.
	<b>Fairness:</b>	Increasing the ability of staff solve the unique problems / needs of varying stakeholder groups will increase their perception of value.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	People
<b>7. Addition of a Dedicated Administrative Assistant to the Planning Department</b>  The addition of a dedicated administrative resource will allow specialized staff to direct attention to core service delivery and increase capacity to meet service levels.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	It is more cost-effective to have an administrative professional handling admin activities rather than highly specialized staff.
	<b>Efficiency:</b>	Optimizing resources to focus on value-added activities reduces the time spent on other activities and increases the ability to provide services according to timelines.
	<b>Effectiveness:</b>	Increased focus on value-added activities increases the ability of staff to meet pre-defined service levels.
	<b>Fairness:</b>	From an internal perspective, departments should have access to similar levels of support as other departments so they can focus on value-added work.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Information Technology
<b>8. Enable Mobile Engineering Inspections</b>  Introduce mobile technology to the Engineering Services Development Section to support efficiencies in inspections.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Mobile technology can reduce the amount of time spent preparing, researching in the field, inspection, report writer, substituting inspections for clients not ready etc.
	<b>Efficiency:</b>	Automatic update from mobile technology into systems and sent to client's reduces the manual inputs by operators, with less time spent filling out forms or entering data into a system, which increases productivity.
	<b>Effectiveness:</b>	Information is easy and accessible for use and can be retrieved at a future date; consistency of quality in service delivery and in inspections meets overall outcomes defined by the City.
	<b>Fairness:</b>	Likely will have a minimal impact on fairness.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Policy
<b>9. Implement Performance Management</b>  Define and implement metrics to build performance management capabilities that will drive improvements to efficiency and effectiveness.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Process metrics and other reliable performance data will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	<b>Efficiency:</b>	To optimize the various inputs utilized to deliver services, the City must understand what inputs are utilized, what outputs are delivered, and how does this compare against desired outcomes, which is done through the use of process metrics, reports on target vs. actual turnaround times, etc.
	<b>Effectiveness:</b>	Effectiveness can be easily monitored, evaluated, and improved upon when process metrics are actively tracked. Assessment or targets vs. actual processing times can directly improve effectiveness.
	<b>Fairness:</b>	Increased transparency and communication of process metrics can increase the perception of value from stakeholder's perspective; clarity of processes, timelines, requirements, etc. were all indicated as high priority by stakeholders.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

<b>Recommendation</b>	<b>Lever:</b>	Policy
<b>10. Build / Utilize an Activity Model</b>  Build an Activity Model in conjunction with the data collection in implementing performance management to identify resources required by activity and inform resourcing decisions.	<b>Overall Value Improvement:</b>	High
	<i>Value Framework Assessment</i>	
	<b>Economy:</b>	Activity models will provide more accurate and comprehensive understanding to the current costs of delivering services and may assist with identifying cost aversion / cost cutting opportunities.
	<b>Efficiency:</b>	Information on the actual inputs required for service delivery will allow the City to more efficiently provide services utilizing the least amount of inputs.
	<b>Effectiveness:</b>	Increased effectiveness through the ability of the City to appropriately understand processes and resources involved in service delivery, making informed and conscious choices about trade-offs and overall implications to value.
	<b>Fairness:</b>	Likely will have a minimal impact on fairness.
	<b>Environment:</b>	Likely will have a minimal impact on environment.

# 6 Implementation Roadmap

A high level road map has been created for the City based on the recommended options for implementation. This roadmap indicates the relative timelines for each option. Please note that the timeline below depicts relative priority, but does not suggest that any option should be implemented in that order or that the steps are sequential. The City will need to determine the actual timelines for implementation due to capacity and available resources for implementation.

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
Quick Wins High Value, Low Complexity	Activity Modelling		
	Implement Performance Mgmt.		
	Customer Focused Training		
	Streamline Eng. Referrals		
	Dedicated Business Analyst		
	Mobile Eng. Inspections		
	Enhance Quality Control		
	Bundle Permits / Services		
	Shift to Risk Based Inspections		
	Pro-Active Case Management		
	Add Administrative Assistant		

<p>Considerations Low Value, Low Complexity</p>	<p>Immediate Very High Priority</p>	<p>Short Term High Priority (&gt; 1 Year)</p>	<p>Long Term Low Priority (&lt;1 Year)</p>
			<ul style="list-style-type: none"> <li>▶ Discounted Online Submission</li> <li>▶ Standardized Checklists</li> <li>▶ Involve Stakeholders Earlier</li> <li>▶ Process DP and Rezoning Together</li> <li>▶ Formalize "Warm Transfers"</li> <li>▶ Document Archiving Training</li> <li>▶ Add Eng. Permits in Prospero</li> <li>▶ Cross Functional Training</li> <li>▶ Front Staff Training</li> <li>▶ Reduce # of Referrals</li> <li>▶ Risk / Severity Prioritization</li> <li>▶ Utilize Online Wizards</li> <li>▶ Utilize Application Streams</li> <li>▶ Communications Materials</li> <li>▶ Update Eng. Hardware</li> <li>▶ Auto License Renewal</li> <li>▶ Review Fee Simplicity</li> <li>▶ Adjust Use of Streets Fees</li> <li>▶ Differentiate Fee Levels</li> </ul>

	Immediate Very High Priority	Short Term High Priority (> 1 Year)	Long Term Low Priority (<1 Year)
		<ul style="list-style-type: none"> <li>Charge for Permits w/o Fees</li> <li>Adjust Security Deposit</li> </ul>	
Considerations High Value, High Complexity		<ul style="list-style-type: none"> <li>Comprehensive Fee Review</li> </ul>	<ul style="list-style-type: none"> <li>One-Stop Online Portal</li> <li>Expire Licenses on Anniversary</li> <li>Utilize Case Managers</li> <li>Implement CRM System</li> <li>Full Digitization</li> <li>BGC before Building Permit</li> <li>Homeowner Center</li> <li>Review Org Structure</li> </ul>

## Appendix 1 In-Scope Service Levels

Department	Service	Service Level
Inspections & Licensing	Development Permit	40 days
	Building Permit	3 weeks (approximate)
Planning	Subdivision	60 days
Engineering	Servicing Study	6 weeks, 4 weeks per re-submission
	Construction Drawing Review	4 weeks, 4 weeks per re-submission. 2 weeks for final drawing review and approval
	Development Agreement	3 weeks for Draft Development Agreement preparation; 3 weeks for Final Development Agreement preparation  1 week for the review of developer's insurance and security documents  1 week for the Development Agreement to be signed by the City
	TIA	2 weeks to provide comments on proposed scope, 6 weeks after receiving final TIA to review.
	Use of Streets	Typical processing time 20 minutes (1-3 days for complicated traffic plan review)
	Escarpment Studies	2 weeks
	Building Grade Certificate	2 weeks
	CCC/FAC Certificates	3 weeks

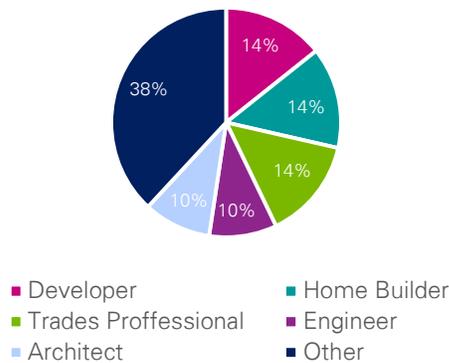
## Appendix 2 Stakeholder Engagement Summary – Public Survey

### Public Survey

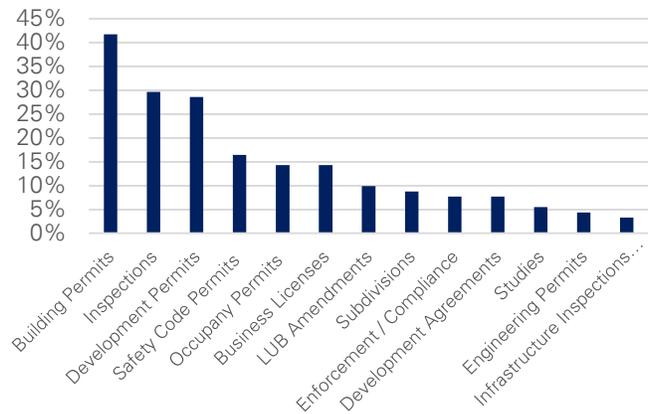
The City of Red Deer’s Public Survey had 94 participants, consisting mainly of developers, home builders, and trades professionals. Other individuals participating identified as taxpayers, business owners, and realtors, among others. 26% of respondents have been residents of the City of Red Deer for greater than 10 years, 15% for 5-10 years, 2% for 1-5 years, and 57% chose not to disclose this information.

The core services in the City’s building and development processes that participants identified as the most frequently utilized are building permits (42%), inspections (30%), and development permits (29%).

Classification of Participant



Percentage of Respondents Utilizing Key Services



The table below summarizes the satisfaction rankings obtained regarding the Building and Development processes. On a scale of 1 (very dissatisfied) to 5 (very satisfied), most people indicated that they were neither satisfied nor dissatisfied with services. While most rankings had the second highest percentage of scores given as ‘satisfied’ following the ‘neither satisfied or dissatisfied’ ranking, the ‘fees’ category has a dissatisfaction rating of 20%, following the highest ranking of ‘neither satisfied or dissatisfied’ at 44%, indicating that there may be room for improvement in the fees.

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
The way to access services	3.2	11%	11%	35%	33%	11%
Availability of Information	3	17%	11%	33%	30%	9%
The City Staff that were Interacted with:	3.3	7%	20%	27%	23%	23%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Fees	<b>2.8</b>	13%	20%	44%	16%	7%
Service Level Received	<b>2.9</b>	15%	22%	28%	24%	11%
Service Quality Received	<b>3</b>	17%	17%	30%	20%	15%
Overall Value	<b>2.9</b>	15%	22%	33%	20%	11%

	Weighted Average Ranking	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
Accessibility of Services	<b>3.4</b>	7%	12%	21%	53%	7%
Channels to Access Services	<b>3.3</b>	2%	27%	17%	46%	7%
Wait Times	<b>3.1</b>	14%	19%	23%	33%	12%
Updated on Application Status	<b>3</b>	12%	21%	26%	35%	7%
Dealt with by an appropriate # of staff	<b>3.1</b>	9%	23%	21%	37%	9%
Timely answers to questions	<b>3.3</b>	5%	23%	16%	49%	7%
Questions were answered clearly	<b>3</b>	7%	31%	19%	36%	7%
Questions answered after single inquiry	<b>3.1</b>	10%	21%	24%	40%	5%

## Appendix 3 Jurisdictional Review Results

### Organizational Structure and Staffing Information:

Municipality	Departments	Staffing Information
Red Deer County	Planning & Development: Current Planning, Long-Range Planning, and Safety Codes.	Total department is 20 people, 5 Development Officers.
Blackfalds	Planning & Development Department. Inspections are contracted out.	N/A
Mountain View County	Planning and Development Services: Planning Services, Development and Permitting Services.	2015 Budget indicates a staff of 16; 1 Director, 2 Managers, 4 admin, 2.5 DO's, 0.5 Safety Codes, 1 Bylaw Enforcement Officer, 3 Planners, 1 GIS Spatial Analyst, 1 Subdivision and Development Technologist.
Sylvan Lake	Planning and Development department: Building Services and Planning are currently contracted out.	The Development Manager oversees the DO, Assistant DO, Development Clerk, Licensing Inspector, and 2 Planners
Grande Prairie	Planning & Development Services	1 Planning and Development Manager, 4 Planners, 1 Planning tech, 1 admin, 5 Development Officers, 1 Permitting Supervisor, 1 Compliance Authority, 2 admin
Medicine Hat	Planning & Development Services department: Planning Services, Safety Codes and Development Engineering.	
Lethbridge	Planning and Development Services department: The Planning and Development Services department includes the Inter-municipal Planning, Community Planning, Downtown Revitalization, Development Services, and Building Inspection groups. .	
Edmonton	Sustainable Development Department: Incudes City Wide	Service areas within the Development and Zoning

Municipality	Departments	Staffing Information
	Planning Services, Current Planning Service Center, Development and Zoning Services branches	Services Branch: Engineering (18-20), Development Permit Approvals (80) (about 20-30 people are for enforcement), Safety Codes (100), Business Licensing, Customer Service: Service Advisors, and Analytics team (20).
Calgary	Planning & Development Department: Calgary Approvals Coordination, Calgary Building Services, Calgary Growth Strategies, and Community Planning service areas.	Calgary Approvals: centralized customer center (40), applications passed to file managers (20 in residential), passed to Development Authority for approval then Development Officers (8?) conduct the field work.

**Service Levels – Other Municipalities (where information was available)**

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
Red Deer	Development Permit: 40 days Building Permit: 21 days	N/A
Medicine Hat	Development Permit — Discretionary: 30 days — Permitted: 20 days Building Permit — Major: 14 days — Minor: 7 days	Development Permit: — Discretionary: 16 days — Permitted: 8 days Building Permit — Major: 7 days — Minor: 6 days
Calgary	Development Permit — 6-8 weeks Building Permit; — 21 days	Development Permit — 6-8 weeks — Instant for Combo Permits Building Permit; — 14 days — Instant for Combo Permits
Edmonton	Development Permits: — Class A - 75% permits issued within 6 business days;	Development Permits: — Class A - 56% permits issued within 6 business days;

Municipality	Performance Targets / Defined Service Levels	Performance Actuals
	<ul style="list-style-type: none"> <li>— Class B - 75% permits issued within 15 business days;</li> <li>— Complex - 75% permits issued within 55 business days.</li> <li>— House Combo permits: 75% issued within 10 days</li> </ul> <p>Combination Permits</p> <ul style="list-style-type: none"> <li>— If a house combo application qualifies for an expedited review, the development permit can be issued within one day (or instant), and the complete combo permit (development and building) can be issued within 10 business days</li> <li>— Expedited - 75% issued within 10 business days;</li> <li>— Non-Expedited - 75% issued within 30 business days;</li> <li>— Complex - 75% issued within 85 business days.</li> </ul> <p>Building Permits</p> <ul style="list-style-type: none"> <li>— Row-housing and Semi-detached Permits: 25 business days</li> <li>— Minor Interior Alterations (residential): 24 hours</li> </ul>	<ul style="list-style-type: none"> <li>— Class B - 68% permits issued within 15 business days;</li> <li>— Complex - 75% permits issued within 55 business days.</li> </ul> <p>Combination Permits</p> <ul style="list-style-type: none"> <li>— Expedited - 20% issued within 10 business days;</li> <li>— Non-Expedited - 40% issued within 30 business days;</li> <li>— Complex - 41% issued within 85 business days.</li> </ul> <p>Building Permits:</p> <ul style="list-style-type: none"> <li>— Row-housing and Semi-detached: median processing 20 days</li> <li>— Projects up to 2 dwelling units: 72% within 25 days</li> <li>— Minor Residential Building Permit: median processing 10.5 days</li> <li>— Interior alterations: 71% within 24 hours</li> </ul>

#### Development Officer Information

	Blackfalds	Sylvan Lake	Grande Prairie	Lethbridge	Red Deer	Edmonton
Building Permit Volumes	361	385	1149	1684	1254	8,088
BP's / DO	193	193	230	421	418	162

	Red Deer (2015)	Grande Prairie (2015)	Edmonton (2015)
Development Permit	339	1226	10,080
DP's / DO	113	245	202
Building Permit	1254	1149	8,088
BP's / DO	418	229.8	162
Combination Permits (DP and BP)	N/A	N/A	8,127
Sign Permits	118	93	2657
Total	1,711	2,468	28,952
DO: Permits Ratio	570	495	579

### Self-Service Options

Red Deer	Blackfalds	Sylvan Lake	Mountain View County	Red Deer County
MyCity- track permit, book inspections, pay fees and share permit information with other contractors on a project	Building Permit Calculator: input type of construction (i.e. residential), construction cost, square meters, # of units. Cost by DP, BP, Safety Codes, etc.	BizPal helps business owners in Sylvan Lake determine which Business Permits and Licenses are required.	No self-service options available	Online maps that allow you to view property; limited interactive capability. Implementing online payment options within a year (anticipated timeline).
Medicine Hat	Lethbridge	Grande Prairie	Edmonton	Calgary
ePermits: depicts which DP's have been approved in a given timeframe. City iMap: interactive Map	eApply: Apply and pay for permits anytime with the secure online digital application system. MyCity: monitor the status of Permits and Applications, and	Inspections can be requested though an online form.	Pay online for Business Licenses, renewal of business licenses, home based business fees. Registered contractors / builders can	(Continued below)

	schedule inspections 24 hours a day, 7 days a week.		apply and pay for plumbing, gas, electrical, HVAC permits, book inspections, view inspection reports.	
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**Calgary**

**eServices:** Current services online include business registration, city qualified trades, counter wait times for development, building and licensing and development permit public notice. eServices also includes:

- *eAppointment:* allows applicant to book an appointment with a Planning Services Technician to obtain information for DP, BP, BL or Certificate of Compliance applications
- *eHouse:* allows applicants to find permit information on common home renovation projects using interactive house,
- *Land Use Amendment map:* view all Land Use Bylaw amendments in the City
- *My Property:* Applicant can view all information specific to their property.
- *Residential ePermit:* Registered business can apply for single family detached, semi-detached, detached garages and uncovered decks online.

**VISTA:** View Information Specific to your Application- online tool that allows you to track and monitor the status of applications, view deficiencies and book inspections.

**Home Improvement Hub:** This page includes bylaw and permit info, property and land designation, drawing examples and forms you need to complete any home renovation; available in project packages.

**Permit Calculators:** There is a series of forms for the different types of building permits that allow applicants to calculate their costs, as well as a Trade Permit Estimator.

**Calgary Planning Overview:** Interactive Planning Overview, complete with timelines, steps, etc. from start to finish.

**Referrals**

**Timelines**

3 Week Circulation Timeline (DP's) :

- Calgary, Red Deer, Sylvan Lake

2 Week Circulation Timeline (DP), 30 Day Subdivision:

- Mountain View County, Red Deer County, Lethbridge

Not defined:

- Edmonton has stated that most of their circulation timelines are not well defined

## Tracking / Management

Manual Tracking, by Excel Spreadsheet and Email Circulation:

– Sylvan Lake, Mountain View County, Red Deer County, Town of Blackfalds, Grande Prairie System Managed:

- Edmonton: 'Posse' Document and File Management System: Official tool to track all applications
- Calgary: 'Posse' is also used to track the referral status, but referrals are not digitized. Applicants have the option to submit a digital referral, noting that this will expedite the review process.
- Lethbridge: a 'call for service' issued in the municipal software, sometimes manual contact.

## Service Bundling

### Combination Permits

A combination permit is used by Edmonton and Calgary for those applications that require multiple types of development related permits. Instead of applying for these permits separately, the applicant can submit one application for the Development, Building, and Safety Codes permits.

Combination permits are used for (in Edmonton):

- Accessory structures
- Uncovered decks
- Signs (if a building permit is required)
- Single detached houses.

In Calgary, in new development areas applicants need only apply for Building Permits as Development Permits are rolled in for:

- Single and Semi-Detached dwellings

Calgary also utilizes Partial Permits for Commercial Building Permit processes:

- Excavation, foundation, interior none load bearing wall removal, construction of a particular portion of the project, etc.
- A Partial Permit is intended to allow a portion of the work to progress in advance of the full Building Permit.

For certain permitted Building Permits, if you apply online and have a Partial Permit issued, building may commence immediately

## Appendix 4 Value Framework

This section explores the concept of “value” in the context of the City of Red Deer’s delivery of programs and services, as informed by Value Discussions with the Mayor, Council, and Corporate Leadership Team. It offers a Value Framework with which opportunities to drive to a given Value Objective can be a) assessed through five Value Lenses, and b) linked to the four Levers of Change that can be pulled to impact service delivery and outcomes.

### Contents

#### Key Concepts

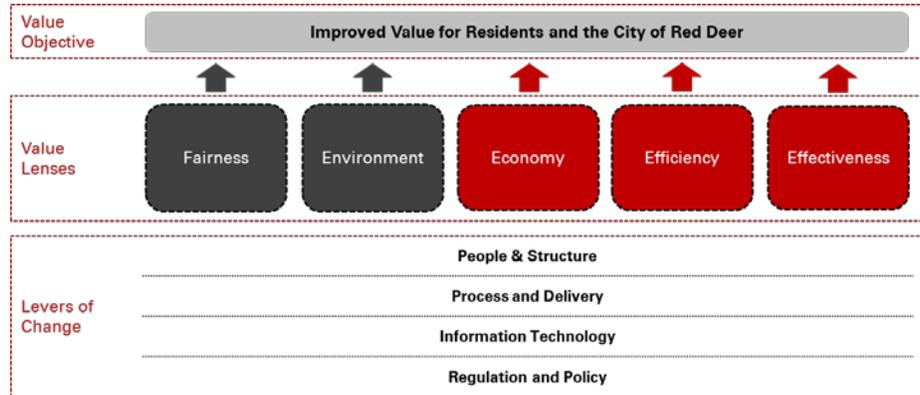
1. Definition of Value
2. Value Lenses
3. Levers of Change

#### The Framework

4. The Framework
5. Contextual View

#### Appendices

7. RISE Principles
8. Value to Stakeholders
9. Indicators of Value



#### Value Framework – The Definition of Value

In the broadest sense, value can be described as follows:

$$\text{Value} = \frac{\text{Satisfaction of a Need}}{\text{Resources}}$$

Value is the relationship between satisfying needs and expectations and the resources required to achieve them. In the context of the City of Red Deer’s delivery of services, it is the worth of a service provided by the City as determined by the preferences of constituents and services users and the tradeoffs given scarce resources such as time or taxes. In order to generate the most value, stakeholders must be engaged to determine which tradeoffs maximize desired outcomes for customers, constituents, and the City as an organization. As indicated by the Mayor, Council, and Corporate Leadership Team, the City delivers value best when expectations are developed together with the community and support is then structured to deliver on those expectations.

Value can be further broken down across two dimensions:

- Financial and Economic Value: The blending of financial and economic sense with quality and service levels to achieve optimal qualitative and quantitative outcomes relative to the dollars spent.

— Perceived Value: The worth of services in the minds of customers, which is as important as financial and economic in the creation of value. Since the recipients of services are generally not aware of the delivery costs of services, value to them may have little to do with specific outcomes tied to dollars and more to do with how well the City has communicated the services to them, what they observe in the community, and how they perceive the results of services relative to others.

\*Value for Money, by extension, is about maximizing desired outcomes for each unit of resources (money) applied. Value for Money drives continuous improvement in the business, contributing to the satisfaction of internal and external stakeholders as well as sustained financial viability. It also frees up resources that can be used to further organizational goals in the future

**Value Framework – Value Lenses**

Opportunities to generate value must be assessed through a number of contextual Value Lenses in order to select those that best align with the City’s vision and that result in optimal value creation. When decision-makers choose which levers to pull, the following five lenses are connected to contextual factors and impacts that merit consideration. Economy, Efficiency, and Effectiveness are directly linked to the inputs, outputs, and outcomes of a program or service, and Fairness and Environment are broader lenses through which to consider.

<b>Economy</b>	The cost of acquiring the service inputs that are used to generate desired outputs. This refers not just to the initial cost of procurement but the cost of inputs for the duration of their contribution to the generation of value in the system. For example, if an IT system is implemented that drastically reduces the cost of processing payments, it generates a positive Economy effect. <b>Will the decision decrease or increase costs? Will benefits outweigh a cost increase?</b>
<b>Efficiency</b>	The delivery of service outputs in a timely manner and to the level of quality desired with minimum waste. Efficiency is about using each resource optimally, delivering services in a timely manner, and “doing things right”. For example, if a building & planning department removes unnecessary steps from its permit review process to meet the same service levels with less resources, it creates Efficiency gains. <b>Will the decision make the organization more or less efficient? Will it free up resources that can be re-deployed to enhance other aspects of service delivery?</b>
<b>Effectiveness</b>	The achievement of outcomes in alignment with the City’s Strategic Plan, department objectives, and “RISE” principles (see Appendix A). Effectiveness is about achieving organizational goals, meeting stakeholder expectations, and “doing the right things”. For example, a new social outreach program intended to improve quality of life for the disadvantaged sharply reduces homelessness and improves job access for vulnerable populations, its Effectiveness creates value. <b>Will the decision improve our ability to meet service levels? Will it support our strategic outcomes?</b>
<b>Fairness</b>	The fairness of outcomes. Fairness is not about everyone having the same things – it is about everyone having what they need, when they need it. This takes into account how services are funded, acquired and distributed across the City’s geographies and demographics. For example, if a small business incentive program fails to engage vulnerable or isolated parts of the community, it is an inequitable initiative. <b>Does the decision prioritize the unique experiences of users? Does it minimize barriers to targeted groups? Have impacted stakeholders been consulted?</b>
<b>Environment</b>	The impact on the context in which the City operates – on the local community, natural surroundings, social system, economic development, etc. in terms of the short-to-medium term effects as well as long-term sustainability. For example, if a decision to lower development fees drives greater economic investment in the City and increases the tax base, it may be a positive Environment impact. <b>Will the decision support our long-term vision for the community? How will it impact economic development? Does it improve quality of life and make the City a place we want to live?</b>

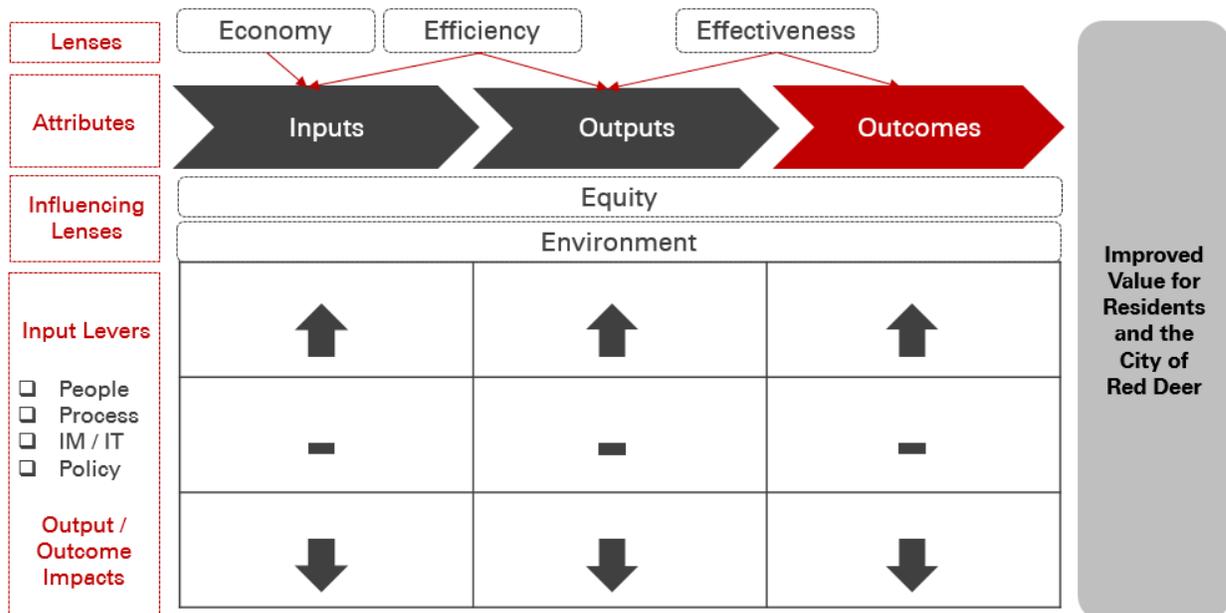
### Value Framework – Levers of Change

There are various levers with which decision-makers can effect a change in the outcomes that are assessed through the Five Value lenses. The individual mechanisms that are manipulated to impact outcomes are housed within four major Levers of Change: People & Structure, Process & Delivery, Information Technology, and Regulation and Policy. The alterations to service and program structures that are to be considered within the Value Framework are driven by the decision-maker’s interactions with these levers.

<b>Levers of Change</b>	People & Structure	The resourcing of The City as related to staffing, organizational design and structure, as well as workload capacity, training processes, and other facets of the organization’s workforce.
	Process & Delivery	The operational processes and service delivery mechanisms that facilitate the achievement of the City’s identified service delivery levels.
	Information Technology	All systems that The City utilizes to manage workloads, store and track data and information, and perform operations.
	Regulation & Policy	Formalized documentation or procedures that guide the people, processes, and technology underlying The City’s services.

### Value Framework – Contextual View

This view illustrates how the Lenses are linked to the three stages of service delivery (Inputs, Outputs, Outcomes) so that decision-makers can determine which Levers to pull at which stage to contribute to the creation of value.

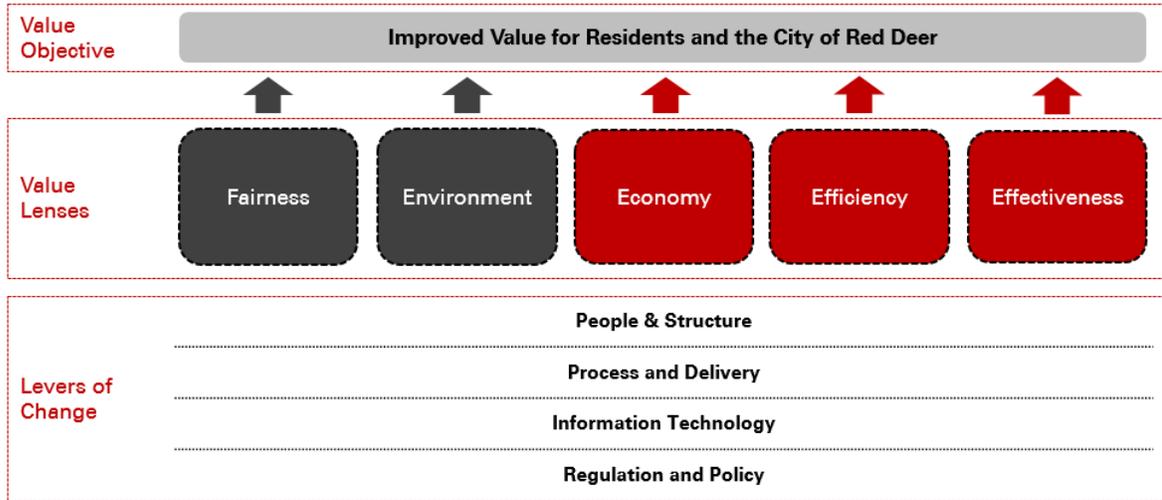


\*See Appendix B for an application of the value framework

Legend Increase: ↑ Stay the same / indeterminate effect: ■ Decrease: ↓

**Value Framework – The Framework**

By utilizing the proposed framework, decision-makers can make changes to the way that the City’s program and services are designed and delivered to create Value across five different Lenses. Ultimately this will lead to improved value for resident and the City.



**Appendices:**

**Value Framework – Value to Stakeholders**

The table below captures value from the perspectives of the City as an organization, residents, and customers, as Informed by the Value Discussions with the Mayor, Council, and Corporate Leadership Team.

	Fairness	Environment	Economy	Efficiency	Effectiveness
The City	<ul style="list-style-type: none"> <li>Staff are empowered and satisfied in their job roles</li> <li>Staff feel that they are providing value to the organization and the community</li> </ul>	<ul style="list-style-type: none"> <li>Work environment is safe and comfortable</li> <li>The right things are being done for the community</li> <li>Policies drive economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Tax dollars are used prudently</li> <li>Inputs are procured that generate the most value possible compared to other available inputs</li> </ul>	<ul style="list-style-type: none"> <li>Staff are used efficiently</li> <li>Customers understand the services</li> <li>Rules allow for staff flexibility / judgment</li> </ul>	<ul style="list-style-type: none"> <li>Council and administration are aligned on services</li> <li>High quality, timely information is available for decision making</li> </ul>
Residents	<ul style="list-style-type: none"> <li>Services are competitive with those in other cities</li> <li>City commitments to citizens are kept</li> <li>Benefits are tailored to demographics</li> </ul>	<ul style="list-style-type: none"> <li>Good facilities are available to citizens</li> <li>A community lens is applied to important decisions</li> </ul>	<ul style="list-style-type: none"> <li>Value delivered is proportionate to the taxes paid</li> <li>Fiscal accountability drives effective decision-making on behalf of taxpayers</li> </ul>	<ul style="list-style-type: none"> <li>Services / staff are responsive</li> <li>Services are delivered in a timely manner</li> <li>Applications are approved</li> </ul>	<ul style="list-style-type: none"> <li>Use of services is a positive experience</li> <li>Communicated service levels are met</li> <li>Services delivered enhance residents’ quality of life</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Staff make customers aware of relevant opportunities (grants, partnerships, etc.)</li> <li>The City understands client’s businesses</li> <li>Enforcement is fair and consistent</li> </ul>	<ul style="list-style-type: none"> <li>The City acts with an understanding of the economic and political implications that would impact customers</li> </ul>	<ul style="list-style-type: none"> <li>Value delivered is proportionate to the user fees paid</li> <li>Costs of services are communicated clearly upfront and applied consistently</li> </ul>	<ul style="list-style-type: none"> <li>Staff are experts in their field and can lead the process</li> <li>Service timelines are reasonable and predictable</li> <li>Cost savings are made where possible</li> </ul>	<ul style="list-style-type: none"> <li>Services are available when needed</li> <li>Services deliver what is needed</li> <li>Requirements are effectively communicated</li> <li>Quality time given to customers by staff</li> </ul>

Value Framework – Indicators of Value

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

Appendix A: The City of Red Deer “RISE” Principles

The City’s Strategic Direction is informed by its Vision, Mission, and “RISE” – a set of Cornerstone Values and Guiding Principles that were developed by City staff in the mid-nineties and remain relevant today. The RISE principles reflect City staff’s promises to each other and to citizens, and are fundamental pillars supporting each department’s approach to service delivery.

Respect	Integrity	Service	Excellence
<p>Because we <b>respect</b>...</p> <ul style="list-style-type: none"> <li>We treat others as we want to be treated.</li> <li>We value ideas and contributions.</li> <li>We are good stewards of our environmental, financial, human, and community resources.</li> <li>We meet present needs without compromising the ability of future generations to meet their needs.</li> <li>We work together to ensure our safety and well-being.</li> </ul>	<p>Because <b>integrity</b> is fundamental...</p> <ul style="list-style-type: none"> <li>We earn trust.</li> <li>We behave ethically.</li> <li>We are honest in all our dealings.</li> <li>We take responsibility for our own actions.</li> <li>We follow through on our promises.</li> </ul>	<p>Because we take pride in our <b>service</b>...</p> <ul style="list-style-type: none"> <li>We strive to serve all in the community equitably.</li> <li>We have a positive outlook and work enthusiastically.</li> <li>We commit to deliver quality service.</li> <li>We communicate timely, relevant information with clarity and accuracy.</li> <li>We strive to overcome citizens’ barriers to service and participation.</li> <li>We volunteer and support volunteerism to enhance our community</li> </ul>	<p>Because we strive for <b>excellence</b>...</p> <ul style="list-style-type: none"> <li>We plan effectively for the future.</li> <li>We build on our strengths.</li> <li>We are prepared to lead.</li> <li>We explore the potential of partnerships and collaboration.</li> <li>We carefully manage risk.</li> <li>We learn continuously from our experiences and development, training and educational opportunities</li> </ul>

Source: City of Red Deer 2009-2011 Strategic Plan

## Appendix 5 VFM Evaluation Framework

Review Question	Sub-Questions	Evaluation Approach	Data Source
<p><b>Does the existing process achieve the highest level of efficiency and effectiveness in meeting the City's objectives, service delivery model and the strategic direction of Council?</b></p>	<p>What are the key services delivered by Planning and Development?</p>	<ul style="list-style-type: none"> <li>— Define and categorize the key services provided using the Municipal Reference Model</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews and workshop with City Department staff</li> </ul>
	<p>What is 'effectiveness'? How effective are the City's services in meeting its objectives, service delivery model and the strategic direction of Council?</p>	<ul style="list-style-type: none"> <li>— Define effectiveness</li> <li>— Define the City's objectives for the services, the City's service delivery model, and the strategic direction of Council</li> <li>— Determine service levels and historical performance against these levels</li> <li>— Assess ability of City to meet specified service level targets</li> <li>— Analyze level of maturity of:                             <ul style="list-style-type: none"> <li>– Organization and people</li> <li>– Systems and technology</li> <li>– Processes</li> <li>– Information</li> </ul> </li> <li>— Compare the City's performance to comparable municipalities, where information is available</li> <li>— Assess effectiveness of services against objectives, service delivery model and strategic direction of Council</li> <li>— Assess overall effectiveness of services and potential improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Workshop with City leadership</li> <li>— Workshop with Department heads</li> <li>— Interviews with Department staff</li> <li>— City of Red Deer Strategic Plan</li> <li>— Council minutes</li> <li>— Service level standards</li> <li>— Historical (i.e. 5 years) service level metrics (e.g. number of transactions per 1,000 residents, average processing times, etc.)</li> <li>— Service / process walkthroughs</li> <li>— Organizational charts</li> <li>— Technology walkthroughs</li> <li>— Example reporting</li> <li>— Cross jurisdictional review</li> </ul>
	<p>What is 'efficiency'? How efficient are the City's services in</p>	<ul style="list-style-type: none"> <li>— Define efficiency</li> <li>— Define the City's objectives for the services, the City's service delivery</li> </ul>	<ul style="list-style-type: none"> <li>— Workshop with City leadership</li> <li>— Workshop with Department heads</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
	meeting its objectives, service delivery model and the strategic direction of Council?	<ul style="list-style-type: none"> <li>— model, and the strategic direction of Council</li> <li>— Determine historical costs (people vs. non-people) of service</li> <li>— Analyze efficiency of:                             <ul style="list-style-type: none"> <li>– Organization and people</li> <li>– Systems and technology</li> <li>– Processes</li> <li>– Information</li> </ul> </li> <li>— Compare the City’s performance to comparable municipalities, where information is available</li> <li>— Assess efficiency of services against objectives, service delivery model and strategic direction of Council</li> <li>— Assess overall efficiency of services and potential improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews with Department staff</li> <li>— City of Red Deer Strategic Plan</li> <li>— Council minutes</li> <li>— Historical (i.e. 5 years) service costing / financial data for department and / or division</li> <li>— Service / process walkthroughs</li> <li>— Organizational charts</li> <li>— Technology walkthroughs</li> <li>— Example reporting</li> <li>— Cross jurisdictional review</li> </ul>
<b>What process improvement is desirable?</b>	Where are the ‘pain points’ in the current services delivered?	<ul style="list-style-type: none"> <li>— Review findings from assessment of effectiveness and efficiency to determine ‘pain points’</li> <li>— Solicit feedback from industry and residents on the current challenges with services</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews / workshops with Department staff</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> </ul>
	What improvements could be made? Which improvements are desirable?	<ul style="list-style-type: none"> <li>— Determine what improvements could be made based on ‘pain points’ identified</li> <li>— Assess and refine list of improvements based on leading practices and information on comparable municipalities</li> <li>— Solicit feedback from industry and residents on potential improvements to services</li> <li>— Create short list of improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Interviews / workshops with Department staff and heads</li> <li>— Cross jurisdictional review</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> <li>— Define benefit and complexity criteria</li> <li>— Assess each improvement against criteria to prioritize</li> </ul>	
<b>Who needs to be involved in each process and when?</b>	What are the current roles, responsibilities and accountabilities for the City's services?	<ul style="list-style-type: none"> <li>— Review and analyses job descriptions to identify key skills required and activities performed</li> <li>— Define a RACI Matrix (Responsible, Accountable, Consulted, Informed) for each of the services</li> </ul>	<ul style="list-style-type: none"> <li>— Department job descriptions</li> <li>— Interviews / workshops with Department staff and heads</li> </ul>
	<p>Are the roles, responsibilities and accountabilities for the City's services clear and understood?</p> <p>Are the roles, responsibilities and accountabilities for the City's services optimal?</p>	<ul style="list-style-type: none"> <li>— Review findings from assessment of effectiveness and efficiency to determine roles / responsibility issues</li> <li>— Solicit feedback from industry and residents on understanding of City's roles and responsibilities</li> <li>— Compare roles / responsibilities to leading practices and comparable municipalities, where information is available</li> <li>— Assess whether roles / responsibilities are clear and understood</li> <li>— Assess whether roles / responsibilities are optimal</li> <li>— Identify roles / responsibility improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> <li>— Cross jurisdictional review</li> <li>— Interviews / workshops with Department staff and heads</li> </ul>
<b>What are the current perspectives of our customers on our services, against which improvements can be measured?</b>	What is the current level of satisfaction with the City's services?	<ul style="list-style-type: none"> <li>— Solicit feedback from industry and residents on their satisfaction with: <ul style="list-style-type: none"> <li>– Services provided</li> <li>– Service fees</li> <li>– Service levels</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>— Interviews / workshops with Department staff and heads</li> </ul>
	What is the current level of satisfaction with the City's service fees?	<ul style="list-style-type: none"> <li>— Review complaints received and develop key themes</li> <li>— Define the current satisfaction baseline for services</li> </ul>	<ul style="list-style-type: none"> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> </ul>
	What is the current level of satisfaction with the City's service levels?	<ul style="list-style-type: none"> <li>— Compare the City's satisfaction rates to comparable municipalities, where information is available</li> </ul>	<ul style="list-style-type: none"> <li>— Complaint tracking</li> <li>— Cross jurisdictional review</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
<b>How should the City determine the resources necessary to do the work?</b>	How were the current staffing levels in the Departments determined?	<ul style="list-style-type: none"> <li>— Compare historical headcount data with service level information</li> <li>— Determine past / current staffing strategy for Departments</li> <li>— Determine staffing decision making process</li> </ul>	<ul style="list-style-type: none"> <li>— Headcount data</li> <li>— Service level volumes (i.e. number of transactions)</li> <li>— Interviews with Department heads</li> </ul>
	Are the current staffing levels in the Departments appropriate?	<ul style="list-style-type: none"> <li>— Develop activity model to quantify required supply (i.e. current staff levels) based on current and future demand (i.e. units of service)</li> <li>— Solicit feedback from industry and residents on service expectations (e.g. waiting periods, etc.)</li> <li>— Compare staffing levels to comparable municipalities, where information is available</li> <li>— Assess whether current staffing levels are appropriate given the demands and customer expectations</li> <li>— Identify staffing level improvements</li> </ul>	<ul style="list-style-type: none"> <li>— Headcount data</li> <li>— Service level volumes (i.e. number of transactions)</li> <li>— Interviews / workshops with Department staff and heads</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> <li>— Cross jurisdictional review</li> </ul>
<b>How should the City be organized to effectively do the work?</b>	How are Departments organized to deliver services?	<ul style="list-style-type: none"> <li>— Determine how each of the City's Departments are structured to deliver services consider: <ul style="list-style-type: none"> <li>– Layers and spans of control</li> <li>– Reporting relationships</li> <li>– Organizational approach (e.g. matrix, function, etc.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>— Organizational charts</li> <li>— Interviews / workshops with Department heads</li> </ul>
	Is the organization 'fit for purpose'?	<ul style="list-style-type: none"> <li>— Determine how the City's organizational structure compares to other municipalities for similar services</li> <li>— Define the design principles / criteria for the organization</li> <li>— Assess the degree to which the current structure aligns with these design principles / criteria</li> </ul>	<ul style="list-style-type: none"> <li>— Cross jurisdictional review</li> <li>— Interviews / workshops with Department heads</li> </ul>

Review Question	Sub-Questions	Evaluation Approach	Data Source
		<ul style="list-style-type: none"> <li>— Identify organizational structure improvements to be made</li> </ul>	
<p><b>How do the fees relate to the service provided?</b></p>	<p>What fee does the City charge for each service?</p>	<ul style="list-style-type: none"> <li>— Review the fees charged for each City service and historical changes (i.e. past 5 years)</li> <li>— Determine how fees were set and are adjusted, based on the City’s Fees &amp; Charges Policy</li> </ul>	<ul style="list-style-type: none"> <li>— Service / fee list</li> <li>— Interviews / workshops with Department heads</li> </ul>
	<p>Are fees appropriate to the service delivered?</p>	<ul style="list-style-type: none"> <li>— Assess whether the fees are sufficient to cover the base costs of delivering the service, and whether the fee structure supports revenue expectations for the Department</li> <li>— Solicit feedback from industry and residents on the fees charged in terms of:                             <ul style="list-style-type: none"> <li>– Value received</li> <li>– Appropriateness of fee relative to the service provided</li> </ul> </li> <li>— Compare fees to comparable municipalities, where information is available</li> </ul>	<ul style="list-style-type: none"> <li>— Service costing studies undertaken and / or financial data for Department</li> <li>— Consultation with industry representatives</li> <li>— Consultation with residents</li> <li>— Cross jurisdictional review</li> </ul>
<p><b>How do the City’s processes, procedures, fees, and delivery structure compare to similar sized cities?</b></p>	<p>See previous questions</p>	<ul style="list-style-type: none"> <li>— See above</li> </ul>	<ul style="list-style-type: none"> <li>— Cross jurisdictional review</li> </ul>

## Appendix 6 Additional Options for Consideration

### High Value, High Complexity Options

Options that have been either ranked as low in value, low in complexity or high in value, high in complexity are located in the 'consider' quadrants. These are options that the City should consider for implementation after the Quick Wins have been implemented / assessed for implementation. The High Value, High Complexity Options are described below:

#	Option	Rationale	Department
11	<p><b>Review roles / functions / org structure</b></p> <ul style="list-style-type: none"> <li>— Further examine internal roles and responsibilities (not all staff are properly oriented to their jobs).</li> <li>— Review departmental names / organization to ensure that the structure makes sense from a service delivery perspective as well as a customer perspective</li> <li>— Revise job descriptions to include the roles of staff as connectors and advocates of economic development</li> </ul>	<p>Issues such as the lack of enforcement by Development Officers and the time spent on admin activities by Planning staff suggest that not all staff are oriented to their roles. Along with activity modelling to identify where time is spent, further examination of roles and responsibilities will help to optimize the application of resources to tasks. Also, the organization of the division itself is confusing to customers (e.g. I&amp;L is in Planning Services but the public calls Development Services with development permit questions).</p>	<p>I&amp;L PLN ENG ES</p>
12	<p><b>Engage in a Comprehensive Fee Review</b></p> <ul style="list-style-type: none"> <li>— Further examine the current fee structure the City utilizes to assess cost recovery, value, and comparability to other municipalities</li> <li>— Assess trade-offs of changes in fees for development / growth purposes, vs. the internal costs of providing these services</li> </ul>	<p>The options discussed further in the "Low Value, Low Complexity" section discuss the need for a comprehensive fee review. While each fee adjustment itself may rank lower on the priority scale, the need for a review of fees overall is considered a high priority option. For further detail, please refer to options B1-B6 in the next section.</p>	<p>I&amp;L PLN ENG</p>
13	<p><b>Introduce a Building Grade Certificate inspection before building permits are issued</b></p>	<p>Engineering has expressed the need for a formalized Building Grade Certificate inspection to be put in place before a Building Permit is issued, as there have been many instances where Development Permit conditions are not met, causing issues that affect neighboring properties. The lack of an inspection negatively affects the City, the homeowner, and residents neighboring the property.</p>	<p>I&amp;L ENG</p>

<p>14</p>	<p><b>Incorporate the range of services into a one-stop online self-service portal (in progress for Inspections &amp; Licensing)</b></p> <ul style="list-style-type: none"> <li>— Enable customers to make full submissions, payments, and track the status of their applications / permits / licenses online (in progress for Inspections &amp; Licensing; not started for Engineering or Planning services)</li> <li>— Accept all applications and submissions electronically (including engineering drawings)</li> </ul>	<p>While the City is currently moving towards a more robust set of self-service options – in particular in the I&amp;L department – staff acknowledged the desire to firm up plans to bring Engineering, Planning, and Emergency Services online with self-service options. This would further reduce manual processing of applications while increasing transparency and consistency. External stakeholders commented that the functionality of self-service options should include the ability to apply for all permits and inspections online, to attach all required documentation directly to the online application package, and to increase tracking capabilities for the status of applications as well as enable the viewing of outstanding conditions. Considerable dissatisfaction was expressed with the current MyCity set-up and it was requested that consultation with users be a priority for future updates.</p> <p><b>Progress Note:</b> Due to the point-in-time nature of this Money for Value Review, it is important to note that substantial progress has been made regarding this option. The T4 testing sessions have been completed and significant improvements in MyCity and self-service options have been noted.</p>	<p>I&amp;L PLN ENG ES</p>
<p>15</p>	<p><b>Implement a Customer Relationship Management (CRM) system that effectively captures customer interactions.</b></p> <ul style="list-style-type: none"> <li>— Enter all customer inquiries and interactions into a system to manage information on customer interactions</li> </ul>	<p>There is presently no Customer Relationship Management (CRM) system / processes in place to consistently track and manage inquiries, questions, etc. from applicants. Utilizing a CRM system would increase the consistency of responses to inquiries, as well as inform staff of the nature and contents of prior interactions with customers. While a cheap solution could be achieved via spreadsheets, proper CRM systems can be relatively inexpensive to implement and easy to utilize.</p>	<p>I&amp;L PLN ENG ES</p>

16	<p><b>Assign Case Managers to guide customers through project stages as a single point of contact</b></p> <ul style="list-style-type: none"> <li>— Assign Case Managers (CM) to guide applicants through each stage of a project as a single point of contact, with a formalized 'hand-off' of the project from one CM to the next</li> <li>— Leverage the role of Case Managers to create more accountability between and within departments for reviews and referrals</li> </ul>	<p>Consulted members of industry reported that it would streamline the customer experience to have a Case Manager to shepherd projects through the system. These shepherds would be experienced in project management, understand the customer's obligations, and keep departments accountable to timelines. Staff noted that it would be valuable to have conversations with developers to identify steps and milestones that would contribute to structuring appropriate hand-off points and accountabilities.</p>	I&L PLN ENG ES
17	<p><b>Create a distinct "homeowner center" to address specific inquiries for inexperienced applicants</b></p>	<p>Vancouver has a separate "homeowner center" where service provisions are targeted directly at homeowners. This is a way of managing different levels of service and effort that are required to provide support to these applicants without contributing to delays for knowledgeable, experienced developers.</p>	I&L PLN ENG
18	<p><b>Move towards full digitalization of processes by enforcing the use of digital copies</b></p> <ul style="list-style-type: none"> <li>— Discard paper copies after they have been scanned into the system.</li> <li>— Store a single, electronic master copy of all plans in a centralized location that is able to be viewed / updated cross-functionally.</li> </ul>	<p>Staff have identified that the majority of processes are performed manually, rather than through a standardized, "global" information system. While full digitization has been identified as a desired future state, this process has been slow and uneven across departments, mainly due to budget differences. Also, many staff prefer paper and resist these changes.</p>	I&L PLN ENG ES
19	<p><b>Have all City-issued licenses expire on their anniversary date instead of all at the same time of year</b></p>	<p>Many large municipalities do this, including Edmonton, Calgary, Medicine Hat, and Grande Prairie. The City also did this prior to the Tempest implementation, when the system was altered such that all licenses will expire on January 1<sup>st</sup>. Staggering the expiration dates prevents large spikes of work at a single point in the year.</p>	I&L

### Low Value, Low Complexity Options

The Low Value, Low Complexity Options are described below:

#	Option	Rationale	Department
20	<p><b>Development Officer Resource Adjustment</b></p> <ul style="list-style-type: none"> <li>Adjust resourcing regarding Development Officers to increase capacity to focus on core service delivery and enforcement to increase service quality and adherence to service levels.</li> </ul>	<p>Add a Development Officer (DO), hire a dedicated Enforcement Officer or contractor to take over the enforcement component of the DO role that they do not have capacity to perform, or re-allocate enforcement duties from DOs to other staff with available capacity. Activity modelling will grant further insight into this issue and potential pockets of capacity among other staff.</p> <p><b>Progress Note:</b> After the implementation of T4, it was noted that the capacity of Development Officers has increased. This option has been decreased in value as a result and should be considered in the future, depending on the state of the economy and city growth.</p>	I&L
21	<p><b>Formalize Cross-Functional Training</b></p> <ul style="list-style-type: none"> <li>Implement cross-functional training across departments for increased process efficiency and less risk of knowledge loss due to turnover.</li> <li>Formalize process documentation to facilitate cross-functional training (e.g. Heritage Manual)</li> </ul>	<p>One theme that arose throughout internal stakeholder engagement was that the departments operate in silos. Cross-functional training / sharing of knowledge will empower staff, diffuse specialized knowledge across multiple people, and build end-to-end understanding of processes as they move through departments.</p>	I&L PLN ENG ES
22	<p><b>Formalize Training for Front-Desk Staff</b></p> <ul style="list-style-type: none"> <li>Develop a comprehensive training sequence that utilizes a combination of classroom learning, job shadowing and field experience</li> <li>Supplement front desk staff with specialized staff (e.g. rotating SCOs).</li> </ul>	<p>Customers reported that while front-desk staff are friendly and courteous, they often do not have the knowledge to answer inquiries. By comparison, Calgary has a rigorous 3 month training program with 7 weeks in school, and 5 weeks doing job shadowing.</p>	I&L ENG
23	<p><b>Charge for Permits / Services Without Fees</b></p> <p>Such permits / services include:</p> <ul style="list-style-type: none"> <li>Excavation Permits</li> </ul>	<p>Other municipalities include excavation permit fees in the development permit or have a separate fee (e.g. Grande Prairie charges \$100, while Calgary ties it with stripping and grading for about \$1200). Municipalities such as Grande</p>	I&L PLN ENG

#	Option	Rationale	Department
	<ul style="list-style-type: none"> <li>— Redesign / Revision Fees: for applications that require significant revisions to the original.</li> <li>— Re-circulation Fees: for applications that require re-circulation to stakeholders</li> </ul>	Prairie, Calgary, and Medicine Hat charge fees (typically 50% of the application fee) for applications that change substantially or require significant revisions Other municipalities also charge for applications that require re-circulation to stakeholders; Medicine Hat charges 25% of the regular permit fee; Edmonton charges \$1020 for development permits and 50% for residential permits, and Calgary charges \$1203 for re-circulating applications.	
24	<p><b>Adjust Security Deposits for Developments</b></p> <ul style="list-style-type: none"> <li>— Adjust security deposit levels to better reflect the level of risk The City takes on with regard to the possibility of a developer defaulting</li> </ul>	Legal has expressed concerns regarding the size of Engineering's development deposit (currently just 25%), which places considerable liability on the City if a developer defaults. Other municipalities such as Calgary, Lethbridge, Grande Prairie, and Mountain View County, require higher deposits (50-150%).	ENG
25	<p><b>Adjust Use of Streets Permit Fees</b></p> <ul style="list-style-type: none"> <li>— Review the rationale behind the application of the one-day base fee (\$50) versus the long term fee (\$7.50 or \$15 per unit month)</li> </ul>	Staff indicated that what is happening with the Use of Streets permit is that instead of paying the daily rate, applicants are paying the 'long-term' use per unit rate for longer periods at a lower cost	ENG
26	<p><b>Differentiate Fee Levels for Homeowners vs. Developers (Level of Sophistication)</b></p> <ul style="list-style-type: none"> <li>— Charge fees that reflect the level of time / effort required by staff for applicants based on experience / sophistication of knowledge (or at least track time spent with each segment to understand cost drivers)</li> </ul>	Staff have identified that large amounts of time are spent with customers who have limited experience / knowledge (i.e. homeowners). Charging a fee to reflect higher levels of service that are required may assist in providing further services to educate / inform these applicants, such as educational or communications materials.	I&L PLN ENG
27	<p><b>Assess Whether Simplicity of Fee Structure Appropriately Reflects the Tiers of Service Delivery</b></p> <ul style="list-style-type: none"> <li>— Review the granularity of Development Permit and Subdivision Fees</li> <li>— Review Residential Development Permit fees</li> </ul>	Red Deer does not differentiate fees for residential development permits by single detached, semi-detached, multi-unit apartments, accessory buildings, additions, etc. Other municipalities do. Also, Subdivision fees have a flat base rate with additional charges per lot (note: this was simplified a few years ago) compared to other municipalities which have base fees that increase incrementally as well as additional	I&L PLN

#	Option	Rationale	Department
		charges per lot. Generally speaking, Development Permit fees in Red Deer appeared to be lower than comparators.	
28	<b>Offer Fee Discount for Online Applications to Encourage Channel Use</b>	To increase the utilization of online channels for application submissions (and thereby incentivize the provision of digital documents, facilitating the transition to digitization), The City can provide a small fee reduction for applicants who submit their applications electronically.	I&L
29	<b>Use Standardized Checklists to Assess Application Completeness</b>	All municipalities compared are utilizing standardized checklists for applications to ensure completeness, either attached to the form or through their IT system.	I&L PLN ENG
30	<b>Reduce the Number of Referrals</b> — Remove unnecessary referral circulation steps (i.e. small, permitted use applications). — Only send referrals to necessary stakeholders. — Activity modelling (Option G2) will assist in identifying who provides value added comments on which applications, which referrals do not log time and may not be needed for certain types of applications or certain customer segments, etc.	Currently, there is no effective tracking of referral timelines to assess the efficiency of these processes. Some municipalities, such as Edmonton, only circulate complex commercial, discretionary use Development Permits; pieces that require public consultation and engineering drawings. External stakeholders indicated that issues with large numbers of referrals are compounded by a lack of coordination between departments in the review process resulting in conflicting comments and delays, that staff / departments are not held accountable to project timelines, and that there are insufficient staffing levels to meet process demands.	I&L PLN ENG ES
31	<b>Involve Legal and City Manager earlier in complex application reviews to align expectations</b>	Planning staff indicated that the Legal department and the City Manager often provide comments on applications late in the review process that trigger significant re-work on the part of Planners. Involve these stakeholders earlier in the process to align expectations and decrease chances of late-in-process barriers.  <b>Progress Note:</b> Due to the point-in-time nature of this Money for Value Review, this option has been completed in July of 2016.	PLN

#	Option	Rationale	Department
32	<b>Formalize the Processing of Development Permits and Re-Zoning Permits in Parallel</b>	There is an opportunity to generate some efficiencies by pushing the processing of Development Permits and Re-zoning applications in parallel where possible, since the information required overlaps significantly. This another bundling opportunity where wherein applicants requiring both services could submit a single application, cutting down the number of documents to be processed and moving from multiple points of contact to a single point of contact.	I&L PLN
33	<b>Formalize prioritization of requests for service or complaints based on emergency and severity</b>	Similar to the risk based approach to inspections (Option D3), those service requests that are deemed to be the highest priority in terms of safety and risk should be identified and tended to through the use of a formalized risk matrix – both moving forward and with respect to backlogs.	I&L ES
34	<b>Introduce online “wizards” which provide direction to the right bylaw / requirements and other self-service tools to customers</b>	Other municipalities have a variety of unique and value-adding self-service tools: interactive permit application fee calculators, interactive plans / guides demonstrating process flow and the associated timelines, online payment and / or status tracking of permits, etc.	I&L PLN ENG
35	<b>Formalize “warm transfers” for inquiries to that staff understand customer needs before transfers</b>	Staff have identified that large numbers of inquiries / complaints are incorrectly routed; if staff take the time to understand a customer’s needs before passing the call to another department it would reduce the number of these calls that consume significant portions of staff time (particularly in I&L). A formalized policy for staff to pinpoint the nature of the inquiry, and decision criteria for where a call should be routed would contribute to the effectiveness of warm transfers.	I&L PLN ENG ES
36	<b>Provide Pro-Active Case Management</b>	Feedback from external stakeholders suggests that The City could improve processes by increasing transparency. ThinkTank participants identified that process requirements are often not identified or communicated to applicants early enough in the process, including	

#	Option	Rationale	Department
		outstanding information. In addition, participants reported that there is limited clarity around process timelines and no proactive notifications around process status or delay.	
37	<p><b>For more complicated applications, push applications through a different service stream</b></p> <p>Utilize self-service kiosks to mitigate the volume of work that reaches the front desk</p> <p>Create a separate customer service line for less experienced individuals who will require more staff time than frequent customers</p>	Best practices include differentiated service for customers with varying levels of experience; this could include 'self-service' kiosks targeted at homeowners, contractors, etc. A 'banking model', with a separate line at the front counter for homeowners (or expedited service for permits that can be approved instantly) would help staff to provide appropriate levels of assistance to different customers.	I&L ENG
38	<p><b>Enhance available communications materials / campaigns and direct customers towards them</b></p>	Noting that many homebuilders may only use the system once, it is likely that finding ways to channel homeowners to utilize information resources (the website, information packets, etc.) is a more effective means of education than acute alternatives such as targeted home owner, contractor / consultant, realtor, etc. campaigns. Many current materials are out-of-date or inconsistent, with different versions of applications causing confusing for customers. The development of professionally-made, consistent materials such as quick-start manuals may reduce inquiries. I&L is now working with Communications to improve some of the website material.	I&L PLN ENG ES
39	<p><b>Evaluate hardware in Engineering that inhibits staff productivity and update that which will generate the largest efficiency gains</b></p>	Engineering staff indicated that the archaic hardware they are currently using has a negative impact on efficiency and effectiveness.	ENG
40	<p><b>Provide additional staff training on saving and categorizing documents electronically in eDocs</b></p> <p>— Formalize a policy outlining document naming conventions, archiving and disposal improve the ease of finding information.</p>	Staff reported that information on the data management system is difficult to access. Implementing formalized protocol will create consistency in how documents are archived and will allow for the easy identification and accessibility of documentation.	I&L PLN ENG ES

#	Option	Rationale	Department
41	<b>Add excavation and stripping &amp; grading etc. permits into Prospero so that I&amp;L can assist in compliance activities</b>	Excavation permits, delivered through Engineering, are not always obtained and un-permitted work occurs as a result. While in the field, Inspections & Licensing inspectors could flag this – and other –unpermitted work to Engineering via Prospero to close the loop on these instances and support enforcement.	I&L ENG
42	<b>Automatically initiate the expiration, renewal and extension processes for licenses</b>	Automation will reduce the need for staff to initiate these processes, saving time and increasing consistency.	I&L

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December 27, 2018

## Permit Revenue Adjustment

Administrative Report

### Report Summary

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Administration has conducted a full fee and charges review of the development and building service areas, as recommended by the 2016 Value for Money Review. The recommended adjustments to existing permit fees is brought forward for Council's consideration as Funding Adjustment Recommendation BRO-271005, Permit Revenue Adjustment (Appendix A).

The results of the fee review completed by Administration identified that:

- a. Fees are significantly below what other municipalities are charging.
- b. The full cost of the service is on average substantially higher than the current fees; fees do not reflect the time and resources required for the service.
- c. On average, more time and resources are required for permits and inspections for homeowners than contractors.
- d. Additional time and resources required for services such as plan resubmission or recirculation are not accounted for, and other municipalities do charge for similar services.

Without the adjustment to permit fees, the total revenue decrease required would be \$165,524 to account for reduced revenue. Administration's proposed recommendations increases permit revenue by \$186,874, resulting in a net financial impact of (\$21,350) overall revenue increase.

The recommendations result in fees closer to market averages for comparable permits, more cost recovery for services delivered, and provide for more clarity and consistency.

Administration recommends Council endorse the permit fee adjustments, and give 3 readings to *Development Permit Fee Bylaw No. 3555/A-2019* and *Safety Codes Permit Fee Bylaw No. 3555/A-2019* to adopt the amendments (Appendices B & C).

### City Manager Comments

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I support the recommendations of Administration, as they follow the direction outlined in the Value for Money Review and Council's Fees and Charges Policy. If these proposals are not adopted, the proposed budget will need to be adjusted to reflect a shortfall of \$186,874.

Craig Curtis  
City Manager

## Proposed Resolutions

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That Bylaw 3551/A-2019 and Bylaw 3555/A-2019 be read a first and second time.

Resolved that with the unanimous consent of Council members present, Bylaw 3551/A-2019 be presented for third reading.

Resolved that with the unanimous consent of Council members present, Bylaw 3555/A-2019 be presented for third reading.

That Bylaw 3551/A-2019 and Bylaw 3555/A-2019 be read a third time.

## Rationale for Recommendations

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- 1) **The proposed fees are as a result of recommendations identified in the 2016 Value for Money Review.**
- 2) **The adjusted fees ensure that permit and inspection services are not substantially being subsidized by the tax base.** Fees are charged to the customer receiving direct benefit from the service.
- 3) **The proposed fees are the result of the Fees and Charges Review.** The fee review was conducted in alignment with Council Policy GP-F-2.5.

## Discussion

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The *Safety Codes Permit Bylaw* and *Development Permit Fee Bylaw* were both adopted in 2015, following a complete review of processes within the Inspections & Licensing Department. The bylaws are the source of permit fees related to Development and Safety Codes areas.

Administration has brought forward recommendations related to fees due to the results of the 2016 Value for Money Review, and Council's direction to review all fees and charges in alignment with the Council Policy adopted in 2015.

### Value for Money Review

A Value for Money (VFM) Review was conducted by KPMG in 2016 for the development and building services of City operations (Appendix I). The review included examining existing processes, procedures, fees and delivery structures in The City, comparing practices with other municipalities of similar size. The final review provided a number of recommendations for implementation, including several specific to The City's permit fees.

A comprehensive review of fees was considered as a high value, high complexity option for consideration, identifying the need as high priority. The document identifies that fees for The City's services are not cost recovered and that fees do not reflect the effort provided by staff in service delivery.

Consideration of fees has been divided into two categories: 1) new fees not currently charged for, and 2) adjustments to existing fees. A report related to new fees was brought forward for Council consideration at the December 10, 2018 City Council meeting, and was tabled until the January 7, 2019 meeting. Adjustments to existing fees has been included within the Operating Budget and is the subject of this report.

#### Fees and Charges

The fees and charges review of Development and Safety Codes related fees was conducted in alignment with Council Policy GP-F-2.5 (Appendix D). The proposed fees create fair, defensible fees for citizens and customers, ensuring those who benefit from consumption of a good or service, contribute to some or all of the cost recovery of the benefit, and help support long-term financial sustainability for The City.

There are three specific items considered when establishing fees and charges for City services:

- **Community Benefit:** Is representative of the benefit to society at large, derived from an individual's consumption of a good or service as a way of assessing application of potential subsidization.

Using the standardized tool developed to assist in evaluating this concept, the resulting recommended subsidization rate was 0% for Safety Codes Permits, and 0-25% for Development Permits.

- **Full Cost Accounting:** Uses the total cost of providing the good or service as the starting point for the fee calculation.

This includes both the direct costs of providing the service, as well as those indirect costs for the permitting and inspections area of the Inspections & Licensing Department.

- **Market and Consumer Analysis:** Takes into account the dynamics of comparable markets with similar products or services.

Municipalities included in the review were Calgary, Edmonton, Medicine Hat, Airdrie, Lethbridge and Saskatoon. These municipalities were chosen for a number of reasons: they are similar mid-sized cities, they are cities we strive to be, or they have similar processes related to permitting.

In addition to those identified above, Administration also conducted a review of regional municipalities. The City's existing fees were lower than County of Red Deer fees, and with the proposed adjustments, will be minimally higher.

The full result of the fees and charges review is provided in Appendix E and includes the information related to the above.

#### **Recommended Fees**

Proposed adjustments are to fees already existing for Development and Safety Codes related permits (Appendix F & G). Recommendations fall into two general categories:

- Increases/decreases to fees to account for the full cost of The City to provide the service.

- Changes to the fee structure for electrical, heating and other subsidiary permits.

Alignment of Fee with Full Cost

Generally, the cost to provide the service exceeds the fee charged to the customer. This becomes significantly apparent in regards to the minimum permit fees.

For Safety Codes Permits, the work completed requires two inspections by a Safety Codes Officer, in addition to the administrative costs associated with the permit. The table below summarizes information related to minimum permit fees.

The full cost of providing these services ranges from \$239.04 for a residential Gas Permit to \$424.70 for a commercial Building Permit. With the current fees for those permits at \$70.60 and \$77.50, respectively, the current subsidization rates range from 70.47% to 81.75%.

FEE NAME	Current Fee	Full Cost	Market Avg	Current Volume	Current Subsidy	New Fee \$ And Subsidy %
Plumbing Permit Residential Minimum Fee	\$ 70.60	\$ 240.52	\$ 90.13	365	\$ 169.92 70.65%	\$ 100.00 58.42%
Plumbing Permit Commercial Minimum Fee	\$ 70.60	\$ 259.76	\$ 111.38	131	\$ 189.16 72.82%	\$ 100.00 61.50%
Gas Permit Residential Minimum Fee	\$ 70.60	\$ 239.04	\$ 118.04	818	\$ 168.44 70.47%	\$ 100.00 58.17%
Gas Permit Commercial Minimum Fee	\$ 70.60	\$ 277.31	\$ 146.58	209	\$ 206.71 74.54%	\$ 100.00 63.94%
Building Permit Residential Minimum Fee	\$ 77.50	\$ 367.24	\$ 101.05	761	\$ 289.74 78.90%	\$ 100.00 72.77%
Building Permit Commercial Minimum Fee	\$ 77.50	\$ 424.70	\$ 165.95	65	\$ 347.20 81.75%	\$ 100.00 76.45%
Heating Permit Residential (Min fee)	\$ 70.60	\$ 257.89	\$ 103.56	448	\$ 187.29 72.62%	\$ 100.00 61.22%
Heating Permit Commercial (Min fee)	\$ 85.25	\$ 280.73	\$ 125.70	132	\$ 195.48 69.63%	\$ 100.00 64.38%

To charge the full cost of the permit would mean a substantial increase for customers. Balancing the need to lessen the discrepancy between the current fee and the full cost, while recognizing the impact to the construction industry, Administration is recommending an overall increase of minimum fees to \$100.00.

These permits account for a large volume of the total volume of permits issued in a given year and with this adjustment, will have a positive effect on permit revenue and reduce the amount subsidized by the tax base.

#### Change to Fee Structure

The other proposed adjustment to fees is through changes to the fee structure and how the fee is determined. The intent is to simplify the system and ensure consistency between permits.

The following summarize the proposed changes:

Permit Type	Change Proposed
Gas permits	Residential – BTU volume to base fee Non-res – BTU volume to per appliance
Heating permits	Residential – BTU volume to base fee Non-res – BTU volume to per appliance
Plumbing permits	Residential – # of fixtures to base fee Non-res – # of fixtures to construction cost
Electrical permits	Residential – Construction cost to base fee

#### **Consultation**

Administration has informed both BILD Central Alberta and Red Deer Construction Association of the proposed adjustments to fees and of the consideration as part of the Operating Budget. Information provided included a Q&A and comparison tables, illustrating the difference in fees between current and proposed for a variety of residential and non-residential projects (Appendix H).

#### **Recommendation**

Administration recommends Council adopt the amendments to the *Development Permit Fee Bylaw* and *Safety Codes Permit Fee Bylaw*, thereby approving the adjustments to the permit fees for Development and Safety Codes related permits.

The results of the fee review completed by Administration identified that:

- a. Fees are significantly below what other municipalities are charging.
- b. The full cost of the service is on average substantially higher than the current fees; fees do not reflect the time and resources required for the service.
- c. On average, more time and resources are required for permits and inspections for homeowners than contractors.
- d. Additional time and resources required for services such as plan resubmission or recirculation are not accounted for, and other municipalities do charge for similar services.

Without approval of the adjustments, there is an anticipated revenue shortfall of \$186,874, resulting in a net financial impact of \$165,524.

The recommendations result in fees closer to market averages for comparable permits, more cost recovery for services delivered, and provide for more clarity and consistency.

Administration has recommended an effective date of April 1, 2019 for the changes to be implemented. Any permits applied for prior to that date will be charged the existing fees.

## Appendices

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- Appendix A: Funding Adjustment Recommendation BRO-271005, Permit Revenue Adjustment
- Appendix B: *Development Permit Fee Bylaw No. 3555/A-2019*
- Appendix C: *Safety Codes Permit Fee Bylaw No. 3555/A-2019*
- Appendix D: Fees and Charges Council Policy GP-F-2.5
- Appendix E: Fees and charges results for Development and Safety Codes Permits
- Appendix F: *Safety Codes Permit Fee Bylaw Schedule A – Strikethrough Version*
- Appendix G: *Development Permit Fee Bylaw Schedule A – Strikethrough Version*
- Appendix H: Q&A and Comparisons provided to BILD Central AB and RDCA
- Appendix I: Planning and Development Services Value for Money Review excerpts, November 2016

Appendix A:

Funding Adjustment Recommendation BRO-271005

Permit Revenue Adjustment



**For a revenue FAR please answer the following:**  
**How you are increasing the revenue - increase in rates, increases in volumes, other mechanisms, or a combination.**

There will be an increase to existing rates, change to fee structure and how fees are determined and the addition of new fees for services not previously charged for.

**If you are assuming a related expenditure please describe that briefly below.**  
 No additional expenditures.

**What other options did you consider to raise revenue without a related expenditure?**

<b>E. Financial impact detail:</b>	2019	2020	2021	2022
Revenue Funding	21,350	-	-	-
Reserve Funding - New Ongoing	-	-	-	-
Reserve Funding - New One time	-	-	-	-
<b>Request Funding</b>	<b>21,350</b>	-	-	-
Revenue Subtotal	(21,350)	-	-	-
Total Labour Costs	-	-	-	-
FTE One-time	-	-	-	-
FTE Ongoing	-	-	-	-
Fees, Maintenance and Services	-	-	-	-
Materials & Supplies	-	-	-	-
Other	-	-	-	-
Internal Charges	-	-	-	-
Internal Transfers	-	-	-	-
<b>Financial Impact</b>	<b>(21,350)</b>	-	-	-
Ongoing	(21,350)	-	-	-
One-Time	-	-	-	-

**F. City Manager Comments**

Recommend support. This FAR reflects adjustment to Development and Safety Code Service Fees offset by an ongoing decrease in ongoing revenues. The adjustments follow the recommendations in the 2016 Value for Money Review and the City's Fees and Charges Evaluation Process.

Appendix B:

*Development Permit Fee Bylaw No. 3555/A-2019*

**BYLAW NO. 3555/A-2019**

Being a Bylaw to amend Bylaw No. 3555/2015 The Development Permit Fee Bylaw of the City of Red Deer.

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

Bylaw No. 3555/2015 is hereby amended as follows:

1. By deleting Schedule "A" and replacing it with the attached Schedule "A".
2. This bylaw will take effect on April 1, 2019.

READ A FIRST TIME IN OPEN COUNCIL	this	day of	2019.
READ A SECOND TIME IN OPEN COUNCIL	this	day of	2019.
READ A THIRD TIME IN OPEN COUNCIL	this	day of	2019.
AND SIGNED BY THE MAYOR AND CITY CLERK	this	day of	2019.

\_\_\_\_\_  
MAYOR

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

**SCHEDULE "A"**  
**FEEES FOR PERMITS AND SERVICES**

Development Services	Fee
Real Property Reports – Residential	\$125.00
Real Property Reports – Non-Residential	\$215.00
Condominium Plan Review	\$ 49.70/Unit
Conformance letters	\$ 88.00
Caveat	\$ 93.00
Grade Certificate	\$ 50.00
Development Permit/Applications and Related Services	Fee
Permitted and Discretionary Use – Minimum Base Fee	\$160.00
Change of Use Permitted	\$160.00
Change of Use Discretionary	\$220.00
Variance to the Land Use Bylaw	\$120.00
Multiple Family and Multi-Attached Buildings:	
• 4 – 10 Units	\$582.92 plus \$ 43.42 /unit
• 11 – 20 Units	\$1024.24 plus \$ 42.42/unit
• 21 – 50 Units	\$1460.84 plus \$ 43.42/unit
• 50 or More Units	\$1755.72 plus \$ 43.42/unit
Commercial/Industrial/Institutional and Places of Assembly	\$ 310.00 plus \$ 43.45/100 m <sup>2</sup>
Signs	
• All signs	\$20.00/m <sup>2</sup> (\$160.00 minimum/ \$500.00 maximum)
Information Distribution, where neighbouring properties provided notification	\$ 150.00
Advertising	\$ 74.75
Development Permit Revisions	50% of original application fee

Appendix C:

*Safety Codes Permit Fee Bylaw No. 3555/A-2019*

**BYLAW NO. 3551/A-2019**

Being a Bylaw to amend Bylaw No. 3551/2015 The Safety Codes Permit Bylaw of the City of Red Deer.

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

Bylaw No. 3551/2015 is hereby amended as follows:

1. By deleting Schedule "A" and replacing it with the attached Schedule "A".
2. This bylaw will take effect on April 1, 2019.

READ A FIRST TIME IN OPEN COUNCIL	this	day of	2019.
READ A SECOND TIME IN OPEN COUNCIL	this	day of	2019.
READ A THIRD TIME IN OPEN COUNCIL	this	day of	2019.
AND SIGNED BY THE MAYOR AND CITY CLERK	this	day of	2019.

\_\_\_\_\_  
MAYOR

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

**SCHEDULE "A"**  
**FEEES FOR PERMITS AND SERVICES UNDER SAFETY**  
**CODES ACT**

Building Permits	Fee
Minimum fee	\$100.00
Non-residential - For each \$1,000.00, or part of, construction costs	\$8.55
Residential Buildings – main and upper floor areas	\$6.50/m <sup>2</sup>
- Basement Development	\$2.69/m <sup>2</sup>
- Garages & Carports	\$2.58/m <sup>2</sup>
- Decks	\$100.00
- Apartments	\$6.50/m <sup>2</sup>
Completion report – residential per living unit	\$100.00
Completion report – Non-residential	\$ 76.70/100m <sup>2</sup> or portion of it  (min. \$76.70; max. \$351.50)
- Apartments	\$12.75/unit (min. \$76.70; max. \$351.50)
Demolition/Relocation, without Building Permit	Fee
Residential (all floors including basement)	
- Up to 200m <sup>2</sup>	\$200.00
- Over 200m <sup>2</sup>	\$300.00
Non-residential removal of building, and internal demolition	
- Up to 200m <sup>2</sup>	\$300.00
- Over 200m <sup>2</sup>	\$450.00

Electrical Permits	Fee
Minimum fee	\$100.00
Residential	
New Build (including an addition)- m <sup>2</sup> of all floors including basement	
- Up to 200m <sup>2</sup>	\$200.00
- Over 200m <sup>2</sup>	\$300.00
Renovations	\$100.00
Non-residential – construction cost including materials & labour	
- \$0.00 - \$500.00	\$100.00
- \$500.01 - \$5,000.99	\$150.00
- \$5,001.00 - \$10,000.99	\$250.00
- \$10,001.00 & over	\$250.00 plus 1.20% of the installation cost over \$10,000.00
- Includes apartments	
Fireplace – Solid Fuel Appliance	\$100.00
Gas Permits	Fee
Minimum fee – includes fireplace & temporary heat	\$100.00
Residential, excludes apartments	
- New Build – per living unit	\$100.00
- Renovations	\$100.00
Non-residential	
- Minimum plus per installed appliance	\$100.00
- Includes apartments	+ \$75.00 per appliance
Heating	Fee
Minimum fee	\$100.00
Residential	
- New Build – per living unit	\$100.00
- Renovations	\$100.00
Non-residential	
- Minimum plus per installed appliance	\$100.00
- Includes apartments	+ \$75.00 per appliance

Plumbing Permits	Fee
Minimum fee	\$100.00
Residential	
New Build (including an addition)- m <sup>2</sup> of all floors including basement	\$150.00
- Up to 200m <sup>2</sup>	\$250.00
- Over 200m <sup>2</sup>	\$100.00
Renovations	
Non-residential – construction cost, including materials & labour	
- \$0.00 - \$500.00	\$100.00
- \$500.01 - \$5,000.99	\$150.00
- \$5,001.00 - \$10,000.99	\$250.00
- \$10,001.00 & over	\$250.00 plus 1.2% of every \$1,000.00
Apartment construction	\$80.00 per unit
Private sewage disposal	\$200.00
Backflow device	\$100.00/device
General Fees	Fee
Homeowner permit premium	Additional 25% of permit value
Service connection	\$100.00
Requested additional inspection	\$100.00
Re-inspection fee	\$140.00
Non-residential and apartments plan re-submission for review	\$100.00/hour to a max. of \$1,000.00
Alternative solution review	\$100.00/hour to a max. of \$1,000.00
Permit extension request prior to permit expiry	½ permit fee; max. of \$100.00
Reinstate a permit within 30 days of permit expiry	\$125.00
Environmental remediation - for example, but not limited to, grow- op/derelict buildings	\$100/hour to a max of \$5,000.00
Inspection request of occupied space, per permit	\$250.00

Appendix D:

Fees and Charges Council Policy GP-F-2.5

	<b>Council Policy</b>	
	<b>Fees &amp; Charges</b>	
	Policy Type: GOVERNANCE PROCESS	GP-F-2.5

Council will establish fees and charges to enable accessibility and to create equity for citizens, and to support long-term financial sustainability, ensuring the protection of The City's financial interests.

- 1 Fees and Charges are:
  - (1) Fair and equitable, ensuring those who benefit from consumption of a good or service, contribute to some or all of the cost recovery of the benefit;
  - (2) Defensible in that data is available to support the fee or charge;
  - (3) Clear, understandable, transparent and standardized;
  - (4) In alignment with regulatory and/or legislated requirements;
  - (5) Presented for approval on a regular cyclical basis; and
  - (6) Able to be phased-in to minimize impact to customers.
  
- 2 The following are considered when establishing fees and charges for City services:
  - (1) Community Benefit:
    - (a) Is representative of the benefit to society at large, derived from an individual's consumption of a good or service as a way of assessing application of potential subsidization.
  - (2) Full Cost Accounting:
    - (a) Uses the estimated total cost of providing the good or service as the starting point for the fee calculation.
  - (3) Market and Consumer Analysis:
    - (a) Takes into account the dynamics of comparable markets with similar products or services.
  
- 3 In addition to the preceding considerations, utility consumer rates will also:
  - (1) Adhere to regulated and/or legislated requirements; and
  - (2) Adhere to generally accepted rate making standards

#### Document History:

Policy Adopted	March 16, 2015
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#### Administrative Revisions:

Date:	Description:
October 19, 2017	Updated to current format.

Appendix E:

Fees and charges results for Development and Safety Codes Permits

**FAR Supporting Documentation - Fees and Charges Evaluation**

Date Reviewed 2017/2018

**\*\*All Black Font Cells must be entered manually, All White Fonts Cells will auto-calculate\*\***

FEE NAME	Data Collection Components						Subsidization Range Details						Recommendation			
	Current Fee	Full Cost	Market Analysis Price Range		Market Avg	Subsidization Range %		Current Volume	Current Subsidy	Subsidy Value and % Per "Charge"					New Fee \$ And Subsidy %	Forecast Subsidy Value
Development Permit Real Property Report Residential	\$ 93.00	\$ 209.39	Low \$ 50.00	High \$ 169.00	\$ 125.35	0%	25%	608	\$ 116.39 55.59%	\$ 0.02 0.01%	\$ 13.10 6.2550%	\$ 26.17 12.50%	\$ 39.25 18.75%	\$ 52.33 24.99%	\$ 125.00 40.30%	\$ 51,309.12
Development Permit Real Property Report Non-Res	\$ 124.00	\$ 209.39	Low \$ 50.00	High \$ 300.00	\$ 215.68	0%	25%	38	\$ 85.39 40.78%	\$ 0.02 0.01%	\$ 13.10 6.26%	\$ 26.17 12.50%	\$ 39.25 18.75%	\$ 52.33 24.99%	\$ 215.00 -2.68%	\$ (213.18)
Development Permit Condominium Plan Review 5 Units	\$ 248.50	\$ 209.39	Low \$ 50.00	High \$ 266.00	\$ 181.58	0%	25%	1	\$ (39.11) -18.68%	\$ 0.02 0.01%	\$ 13.10 6.26%	\$ 26.17 12.50%	\$ 39.25 18.75%	\$ 52.33 24.99%	\$ 248.50 -18.68%	\$ (39.11)
Development Permit Conformance Letter	\$ 74.45	\$ 209.39	Low \$ 35.00	High \$ 210.00	\$ 88.17	0%	25%	14	\$ 134.94 64.44%	\$ 0.02 0.01%	\$ 13.10 6.2550%	\$ 26.17 12.50%	\$ 39.25 18.75%	\$ 52.33 24.99%	\$ 88.00 57.97%	\$ 1,699.46
Development Permit Caveat	\$ 93.00	\$ 193.27	Low \$ -	High \$ -	\$ -	0%	25%	32	\$ 100.27 51.88%	\$ 0.02 0.01%	\$ 12.09 6.2550%	\$ 24.16 12.50%	\$ 36.23 18.75%	\$ 48.30 24.99%	\$ 93.00 51.88%	\$ 3,208.64
Development Permit Grade Certificate	\$ 30.30	\$ 219.74	Low \$ 40.00	High \$ 291.00	\$ 166.70	0%	25%	280	\$ 189.44 86.21%	\$ 0.02 0.01%	\$ 13.74 6.2550%	\$ 27.47 12.50%	\$ 41.19 18.75%	\$ 54.91 24.99%	\$ 50.00 77.25%	\$ 47,527.20
Development Permit Perm/Disc Use DO	\$ 93.00	\$ 221.09	Low \$ 56.00	High \$ 690.00	\$ 302.72	0%	25%	470	\$ 128.09 57.94%	\$ 0.02 0.01%	\$ 13.83 6.26%	\$ 27.64 12.50%	\$ 41.44 18.75%	\$ 55.25 24.99%	\$ 160.00 27.63%	\$ 28,712.30
Development Permit Perm/Disc Use MPC	\$ 353.45	\$ 565.49	Low \$ 410.00	High \$ 1,183.00	\$ 692.20	0%	25%	20	\$ 212.04 37.50%	\$ 0.06 0.01%	\$ 35.37 6.2550%	\$ 70.69 12.50%	\$ 106.00 18.75%	\$ 141.32 24.99%	\$ 384.75 31.96%	\$ 3,614.80
Development Permit Variance to the LUB	\$ 93.00	\$ 221.09	Low \$ 135.00	High \$ 460.00	\$ 302.00	0%	25%	118	\$ 128.09 57.94%	\$ 0.02 0.01%	\$ 13.83 6.26%	\$ 27.64 12.50%	\$ 41.44 18.75%	\$ 55.25 24.99%	\$ 120.00 45.72%	\$ 11,928.62
Development Permit Secondary Suite	\$ 247.75	\$ 265.16	Low \$ 157.50	High \$ 460.00	\$ 287.19	0%	25%	25	\$ 17.41 6.57%	\$ 0.03 0.01%	\$ 16.59 6.2550%	\$ 33.15 12.50%	\$ 49.70 18.75%	\$ 66.26 24.99%	\$ 384.75 -45.10%	\$ (2,989.75)
Development Permit Multi Family/Multi Attached 6 Unit Apartment	\$ 451.15	\$ 843.48	Low \$ 410.00	High \$ 2,500.00	\$ 1,068.73	0%	25%	8	\$ 392.33 46.51%	\$ 0.08 0.01%	\$ 52.76 6.26%	\$ 105.44 12.50%	\$ 158.11 18.75%	\$ 210.79 24.99%	\$ 843.44 0.00%	\$ 0.32
Development Permit Commercial/Ind/Public 2000m2	\$ 1,573.00	\$ 787.15	Low \$ 410.00	High \$ 2,339.00	\$ 1,558.45	0%	25%	16	\$ (785.85) -99.83%	\$ 0.08 0.01%	\$ 49.24 6.2550%	\$ 98.39 12.50%	\$ 147.55 18.75%	\$ 196.71 24.99%	\$ 1,179.00 -49.78%	\$ (6,269.60)
Development Permit Sign General	\$ 67.80	\$ 246.54	Low \$ 91.00	High \$ 400.00	\$ 187.67	0%	25%	78	\$ 178.74 72.50%	\$ 0.02 0.01%	\$ 15.42 6.26%	\$ 30.82 12.50%	\$ 46.21 18.75%	\$ 61.61 24.99%	\$ 160.00 35.10%	\$ 6,750.12
Development Permit Portable Sign	\$ 106.00	\$ 246.54	Low \$ 65.00	High \$ 295.00	\$ 131.83	0%	25%	48	\$ 140.54 57.00%	\$ 0.02 0.01%	\$ 15.42 6.2550%	\$ 30.82 12.50%	\$ 46.21 18.75%	\$ 61.61 24.99%	\$ - 100.00%	\$ 11,833.92
Development Permit Seasonal Sign	\$ 31.00	\$ 246.54	Low \$ 65.00	High \$ 295.00	\$ 131.83	0%	25%	2	\$ 215.54 87.43%	\$ 0.02 0.01%	\$ 15.42 6.26%	\$ 30.82 12.50%	\$ 46.21 18.75%	\$ 61.61 24.99%	\$ - 100.00%	\$ 493.08

## FAR Supporting Documentation - Fees and Charges Evaluation

Date Reviewed 2017/2018

**\*\*All Black Font Cells must be entered manually, All White Fonts Cells will auto-calculate\*\***

Data Collection Components									Subsidization Range Details						Recommendation		
FEE NAME	Current Fee	Full Cost	Market Analysis Price Range		Market Avg	Subsidization Range %		Current Volume	Current Subsidy	Subsidy Value and % Per "Charge"						New Fee \$ And Subsidy %	Forecast Subsidy Value
			Low	High													
Building Permit Residential Minimum Fee	\$ 77.50	\$ 367.24	\$ 89.29	\$ 112.00	\$ 101.05	0%	0%	761	\$ 289.74 78.90%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 72.77%	\$ 203,369.64	
Building Permit Commercial Minimum Fee	\$ 77.50	\$ 424.70	\$ 100.00	\$ 308.70	\$ 165.95	0%	0%	65	\$ 347.20 81.75%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 76.45%	\$ 21,105.50	
Building Permit Commercial \$500,000 Const Value	\$ 4,275.00	\$ 537.93	\$ 1,832.00	\$ 5,555.00	\$ 3,821.17	0%	0%	68	-\$ 3,737.07 -694.71%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 4,275.00 -694.71%	-\$ 254,120.76	
Building Permit Residential Uncovered Deck	\$77.50	\$ 367.24	\$ 89.29	\$ 112.00	\$ 101.05	0%	0%	35	\$ 289.74 78.90%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 72.77%	\$ 9,353.40	
Building Permit Residential Detached Garage 576 sq ft	\$90.53	\$ 367.24	\$ 105.00	\$ 192.06	\$ 136.64	0%	0%	55	\$ 276.71 75.35%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 138.06 62.41%	\$ 12,604.90	
Building Permit Residential Basement Dev 750 sq ft	\$ 171.65	\$ 367.24	\$ 136.55	\$ 298.76	\$ 198.99	0%	0%	233	\$ 195.59 53.26%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 187.43 48.96%	\$ 41,895.73	
Building Permit Residential SFD 950 sq ft	\$ 655.93	\$ 439.20	\$ 387.00	\$ 1,525.81	\$ 912.11	0%	0%	44	-\$ 216.73 -49.35%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 573.68 -30.62%	-\$ 5,917.12	
Building Permit Residential SFD 950 sq ft & 576 sq ft att garage	\$ 741.88	\$ 439.20	\$ 642.39	\$ 1,824.57	\$ 1,107.52	0%	0%	134	-\$ 302.68 -68.92%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 711.74 -62.05%	-\$ 36,520.36	
Building Permit Residential SFD 2 Storey 750 sq ft & att garage 576 sq ft	\$ 981.55	\$ 439.20	\$ 841.00	\$ 2,859.56	\$ 1,598.88	0%	0%	89	-\$ 542.35 -123.49%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 1,043.86 -137.67%	-\$ 53,814.74	

# FAR Supporting Documentation - Fees and Charges Evaluation

Date Reviewed 2017/2018

**\*\*All Black Font Cells must be entered manually, All White Fonts Cells will auto-calculate\*\***

Data Collection Components									Subsidization Range Details						Recommendation	
FEE NAME	Current Fee	Full Cost	Market Analysis Price Range		Market Avg	Subsidization Range %		Current Volume	Current Subsidy	Subsidy Value and % Per "Charge"					New Fee \$ And Subsidy %	Forecast Subsidy Value
			Low	High												
Heating Permit Residential (Min fee)	\$ 70.60	\$ 257.89	\$ 89.25	\$ 120.00	\$ 103.56	0%	0%	448	\$ 187.29 72.62%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 61.22%	\$ 70,734.72
Heating Permit Commercial (Min fee)	\$ 85.25	\$ 280.73	\$ 70.00	\$ 160.10	\$ 125.70	0%	0%	132	\$ 195.48 69.63%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 64.38%	\$ 23,856.36

# FAR Supporting Documentation - Fees and Charges Evaluation

Date Reviewed 2017/2018

**\*\*All Black Font Cells must be entered manually, All White Fonts Cells will auto-calculate\*\***

Data Collection Components									Subsidization Range Details						Recommendation		
FEE NAME	Current Fee	Full Cost	Market Analysis Price Range		Market Avg	Subsidization Range %		Current Volume	Current Subsidy	Subsidy Value and % Per "Charge"						New Fee \$ And Subsidy %	Forecast Subsidy Value
Electrical Permit Residential Detached Dwelling	\$ 220.40	\$ 243.27	Low \$ 174.00	High \$ 322.00	\$ 231.67	0%	0%	366	\$ 22.87 9.40%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 300.00 -23.32%	\$ 20,763.18	
Electrical Permit Residential Basement Development	\$ 127.70	\$ 243.27	Low \$ 90.00	High \$ 190.00	\$ 141.00	0%	0%	137	\$ 115.57 47.51%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 200.00 17.79%	\$ 5,927.99	
Electrical Permit Residential Detached Garage	\$ 106.60	\$ 243.27	Low \$ 67.00	High \$ 190.00	\$ 141.11	0%	0%	47	\$ 136.67 56.18%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 200.00 17.79%	\$ 2,033.69	
Electrical Permit Commercial \$10,000 Const Value	\$ 220.10	\$ 294.87	Low \$ 175.00	High \$ 817.00	\$ 413.72	0%	0%	163	\$ 74.77 25.36%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 250.00 15.22%	\$ 7,313.81	
Electrical Permit Commercial \$30,000 Const Value	\$ 460.10	\$ 294.87	Low \$ 375.00	High \$ 1,537.00	\$ 733.40	0%	0%	57	\$ 165.23 -56.03%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 490.00 -66.17%	-\$ 11,122.41	
Electrical Permit Commercial Annual	\$ 181.15	\$ 294.87	Low \$ 164.00	High \$ 500.00	\$ 273.78	0%	0%	25	\$ 113.72 38.57%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 100.00%	\$ 7,371.75	

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FEE NAME	Data Collection Components						Subsidization Range Details						Recommendation			
	Current Fee	Full Cost	Market Analysis Price Range		Market Avg	Subsidization Range %		Current Volume	Current Subsidy	Subsidy Value and % Per "Charge"					New Fee \$ And Subsidy %	Forecast Subsidy Value
Gas Permit Residential Minimum Fee	\$ 70.60	\$ 239.04	Low \$ 60.00	High \$ 185.00	\$ 118.04	0%	0%	818	\$ 168.44 70.47%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 58.17%	\$ 113,734.72
Gas Permit Residential 5 Outlets	\$ 70.60	\$ 239.04	Low \$ 60.00	High \$ 305.00	\$ 175.35	0%	0%	818	\$ 168.44 70.47%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 58.17%	\$ 113,734.72
Gas Permit Commercial Minimum Fee	\$ 70.60	\$ 277.31	Low \$ 70.00	High \$ 325.00	\$ 146.58	0%	0%	209	\$ 206.71 74.54%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 63.94%	\$ 37,057.79
Gas Permit Commercial \$15,000 Const Value	\$ 120.80	\$ 277.31	Low \$ 70.00	High \$ 325.00	\$ 153.69	0%	0%	80	\$ 156.51 56.44%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 250.00 9.85%	\$ 2,184.80
Gas Permit Commercial 400,001 BTUs	\$ 120.80	\$ 277.31	Low \$ 80.00	High \$ 645.00	\$ 238.54	0%	0%	80	\$ 156.51 56.44%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 250.00 9.85%	\$ 2,184.80
Gas Permit Temp Gasline	\$ 70.60	\$ 239.04	Low \$ 60.00	High \$ 105.00	\$ 82.85	0%	0%	68	\$ 168.44 70.47%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 58.17%	\$ 9,454.72
Gas Fireplace Installation	\$ 70.60	\$ 239.04	Low \$ 60.00	High \$ 105.00	\$ 82.85	0%	0%	202	\$ 168.44 70.47%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 58.17%	\$ 28,086.08
Gas Line Alterations	\$ 70.60	\$ 239.04	Low \$ 60.00	High \$ 105.00	\$ 82.85	0%	0%	15	\$ 168.44 70.47%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 58.17%	\$ 2,085.60

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FEE NAME	Data Collection Components						Subsidization Range Details						Recommendation			
	Current Fee	Full Cost	Market Analysis Price Range		Market Avg	Subsidization Range %		Current Volume	Current Subsidy	Subsidy Value and % Per "Charge"					New Fee \$ And Subsidy %	Forecast Subsidy Value
Plumbing Permit Residential Minimum Fee	\$ 70.60	\$ 240.52	Low \$ 55.00	High \$ 112.00	\$ 90.13	0%	0%	365	\$ 169.92 70.65%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 58.42%	\$ 51,289.80
Plumbing Permit Residential \$1.00 / m2	\$ 130.00	\$ 240.52	Low \$ 221.00	High \$ 245.00	\$ 236.58	0%	0%	365	\$ 110.52 45.95%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 150.00 37.64%	\$ 33,039.80
Plumbing Permit Commercial Minimum Fee	\$ 70.60	\$ 259.76	Low \$ 55.00	High \$ 162.00	\$ 111.38	0%	0%	131	\$ 189.16 72.82%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 61.50%	\$ 20,928.56
Plumbing Permit Commercial 3 Fixtures	?	\$ 259.76	Low \$ 85.00	High \$ 201.00	\$ 139.25	0%	0%	131	#VALUE! #VALUE!	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 150.00 42.25%	\$ 14,378.56
Plumbing Permit Commercial \$15,000 Const. Value	?	\$ 259.76	Low \$ 55.00	High \$ 162.00	\$ 118.48	0%	0%	131	#VALUE! #VALUE!	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 310.00 -19.34%	-\$ 6,581.44
Plumbing Permit Backflow Device	\$ 70.60	\$ 240.52	Low \$ 35.00	High \$ 100.00	\$ 74.81	0%	0%	6	\$ 169.92 70.65%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 58.42%	\$ 843.12
Plumbing Permit Ditch	\$ 70.60	\$ 234.61	Low \$ 60.00	High \$ 120.00	\$ 93.56	0%	0%	207	\$ 164.01 69.91%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 100.00 57.38%	\$ 27,864.27
Plumbing Permit Private Sewage Disposal	\$ 116.25	\$ 240.52	Low \$ 110.00	High \$ 222.75	\$ 178.69	0%	0%	1	\$ 124.27 51.67%	\$ - 0.00%	\$ - 0.0000%	\$ - 0.00%	\$ - 0.00%	\$ - 0.00%	\$ 200.00 16.85%	\$ 40.52

Appendix F:

*Safety Codes Permit Fee Bylaw Schedule A – Strikethrough Version*

<sup>10</sup>SCHEDULE "A"  
FEES FOR PERMITS AND SERVICES UNDER SAFETY CODES ACT

Plumbing Permits	Fee
Minimum fee	<del>\$70.60</del> \$100.00
Non-residential – construction cost, including materials & labour	
- \$0.00 - \$500.00	\$100.00
- \$500.01 - \$5,000.99	\$150.00
- \$5,001.00 - \$10,000.99	\$250.00
- \$10,001.00 & over	\$250.00 plus 1.2% of every \$1,000.00
Apartment construction	\$80.00 per unit
<del>For each fixture, discharge device, or weeping tile</del>	<del>\$10.00</del>
Installation of backflow device/lawn sprinkler	<del>\$70.60</del> \$100.00/device
<del>Ditch permit to service site— residential and commercial Service connection</del>	<del>\$70.60</del> \$100.00
Private sewage disposal	<del>\$116.25</del> \$200.00
Gas Permits	Fee
Minimum fee – includes temporary heat and fireplace	<del>\$70.60</del> \$100.00
<del>All major occupancies other than single family and two family residences (to be determined by the total B.T.U. rating for all gas fixtures, furnaces, or other devices installed):</del>	
<del>• 65,000 B.T.U./HR input or less</del>	<del>\$70.60</del>
<del>• 65,001 – 400,000 B.T.U./HR input or less</del>	<del>\$85.25</del>
<del>• 400,001 – 500,000 B.T.U./HR input or less</del>	<del>\$120.80</del>
<del>• 500,001 – 1,000,000 B.T.U./HR input or less</del>	<del>\$156.20</del>
<del>• 1,000,001 – 5,000,000 B.T.U./HR input or less</del>	<del>\$284.05</del>
<del>• 5,000,001 B.T.U./HR input or more</del>	<del>\$390.50</del>
Temporary gas line	\$70.60
Gas fireplace installation	\$70.60
Alterations	\$70.60
Building Permits	Fee

Minimum fee	\$77.50 \$100.00
Fireplace installation—solid fuel appliance	\$70.20
Non-residential For each \$1,000.00 or part of that of construction costs —commercial buildings	\$8.55
For each \$1,000.00 or part of that of construction costs—industrial and public buildings	\$7.95
New residential buildings:	\$0.61/ft <sup>2</sup>
• main floor & upper floor areas	(\$ 6.50/m <sup>2</sup> )
• any additional above-grade levels	\$ 0.41/ft <sup>2</sup> . (\$ 4.40/m <sup>2</sup> )
• basement development	\$ 0.22 0.25/ft <sup>2</sup> . (\$ 2.35 2.69/m <sup>2</sup> )
• garages and carports	\$ 0.16 0.24/ft <sup>2</sup> (\$ 1.75 2.58/m <sup>2</sup> )
• apartments, townhouses, and row housing	\$ 0.61/ft <sup>2</sup> \$6.40 6.50/m <sup>2</sup> )
• decks	\$ 77.50 \$100.00
Completion report – residential per living unit	\$100.00
Completion report – Residential (incl. Apartments)	\$ 12.75/unit (minimum \$76.70; maximum \$351.50)
Completion report - Commercial/Industrial/Public buildings Non- residential	\$ 76.70/100 m <sup>2</sup> or portion of it  (minimum \$ 76.70; maximum \$ 351.50)
Each heating unit or system – residential	\$ 70.60 \$100.00
Each heating unit or system – non-residential and apartments	\$100.00 + \$75.00 per appliance
• 65,001—400,000 B.T.U./HR input or less	\$ 85.25
• 400,001—500,000 B.T.U./HR input or less	\$ 120.75
• 500,001—1,000,000 B.T.U./HR input or less	\$ 156.20

• <del>1,000,001 – 5,000,000 B.T.U./HR input or less</del>	<del>\$ 284.05</del>
• <del>5,000,001 B.T.U./HR input or more</del>	<del>\$ 389.70</del>
<b>Electrical Permits – Contractors</b>	<b>Fee</b>
Minimum fee	<del>\$70.60</del> 100.00
Residential New Build (including an addition)- m <sup>2</sup> of all floors including basement Up to 200m <sup>2</sup> Over 200m <sup>2</sup>	  \$200.00 \$300.00
Renovations	\$100.00
Non-residential (includes apartments) Installation cost (including labour):	
- \$0.00 - \$500.00	\$100.00
- \$500.01 - \$5,000.99	\$150.00
- \$5,001.00 - \$10,000.99	\$250.00
• <del>\$1,000 – \$1,999</del>	<del>\$ 85.25</del>
• <del>\$2,000 – \$2,999</del>	<del>\$ 106.60</del>
• <del>\$3,000 – \$3,999</del>	<del>\$ 127.85</del>
• <del>\$4,000 – \$4,999</del>	<del>\$ 149.25</del>
• <del>\$5,000 – \$5,999</del>	<del>\$ 163.35</del>
• <del>\$6,000 – \$6,999</del>	<del>\$ 177.55</del>
• <del>\$7,000 – \$7,999</del>	<del>\$ 191.80</del>
• <del>\$8,000 – \$8,999</del>	<del>\$ 206.00</del>
• <del>\$9,000 – \$10,000</del>	<del>\$ 220.10</del>
• <del>Over \$10,001.00 &amp; over</del>	<del>\$ 220.10</del> 250.00 plus 1.20% of the installation cost over \$10,000
<b>Electrical Permits – Annual</b>	<b>Fee</b>
Rating of installation kV.A:	
• <del>100 or less</del>	<del>\$ 181.15</del>
• <del>101 to 2,500</del>	<del>\$ 181.15 plus \$ 15.00 per 100 kV.A or any fraction over 100</del>

• <del>2,501 to 5,000</del>	<del>\$ 615.70 plus \$ 11.25 per 100 kV.A or any fraction over 2,500</del>
• <del>5,001 to 10,000</del>	<del>\$ 953.00 plus \$ 7.70 per 100 kV.A or any fraction over 5,000</del>
• <del>10,001 to 20,000</del>	<del>\$ 1414.50 plus \$ 3.85 per 100 kV.A or any fraction over 10,000</del>
• <del>Over 20,000</del>	<del>\$ 1876.05 plus \$ 1.00 per 100 kV.A over 20,000</del>

**Electrical Permits – Homeowner**

<b>Value of Material</b>	<b>Fee</b>	<b>Value of Material</b>	<b>Fee</b>
<del>\$0.00 – \$450.00</del>	<del>\$ 70.60</del>	<del>\$1,700.01 – \$1,750.00</del>	<del>\$ 125.65</del>
<del>\$450.01 – \$500.00</del>	<del>\$ 72.40</del>	<del>\$1,750.01 – \$1,800.00</del>	<del>\$ 127.85</del>
<del>\$500.01 – \$550.00</del>	<del>\$ 74.50</del>	<del>\$1,800.01 – \$1,850.00</del>	<del>\$ 130.10</del>
<del>\$550.01 – \$600.00</del>	<del>\$ 76.85</del>	<del>\$1,850.01 – \$1,900.00</del>	<del>\$ 132.15</del>
<del>\$600.01 – \$650.00</del>	<del>\$ 78.90</del>	<del>\$1,900.01 – \$1,950.00</del>	<del>\$ 134.10</del>
<del>\$650.01 – \$700.00</del>	<del>\$ 81.05</del>	<del>\$1,950.01 – \$2,000.00</del>	<del>\$ 136.40</del>
<del>\$700.01 – \$750.00</del>	<del>\$ 83.15</del>	<del>\$2,000.01 – \$2,050.00</del>	<del>\$ 138.50</del>
<del>\$750.01 – \$800.00</del>	<del>\$ 85.25</del>	<del>\$2,050.01 – \$2,100.00</del>	<del>\$ 140.70</del>
<del>\$800.01 – \$850.00</del>	<del>\$ 87.45</del>	<del>\$2,100.01 – \$2,150.00</del>	<del>\$ 142.65</del>
<del>\$850.01 – \$900.00</del>	<del>\$ 89.50</del>	<del>\$2,150.01 – \$2,200.00</del>	<del>\$ 144.80</del>
<del>\$900.01 – \$950.00</del>	<del>\$ 91.65</del>	<del>\$2,200.01 – \$2,250.00</del>	<del>\$ 147.05</del>
<del>\$950.01 – \$1,000.00</del>	<del>\$ 93.90</del>	<del>\$2,250.01 – \$2,300.00</del>	<del>\$ 149.25</del>
<del>\$1,000.01 – \$1,050.00</del>	<del>\$ 95.95</del>	<del>\$2,300.01 – \$2,350.00</del>	<del>\$ 151.30</del>
<del>\$1,050.01 – \$1,100.00</del>	<del>\$ 98.10</del>	<del>\$2,350.01 – \$2,400.00</del>	<del>\$ 153.45</del>
<del>\$1,100.01 – \$1,150.00</del>	<del>\$ 100.15</del>	<del>\$2,400.01 – \$2,450.00</del>	<del>\$ 155.60</del>
<del>\$1,150.01 – \$1,200.00</del>	<del>\$ 102.35</del>	<del>\$2,450.01 – \$2,500.00</del>	<del>\$ 157.70</del>

<del>\$1,200.01 – \$1,250.00</del>	<del>\$ 104.40</del>	<del>\$2,500.01 – \$2,550.00</del>	<del>\$ 159.05</del>
<del>\$1,250.01 – \$1,300.00</del>	<del>\$ 106.65</del>	<del>\$2,550.01 – \$2,600.00</del>	<del>\$ 160.55</del>
<del>\$1,300.01 – \$1,350.00</del>	<del>\$ 108.75</del>	<del>\$2,600.01 – \$2,650.00</del>	<del>\$ 161.85</del>
<del>\$1,350.01 – \$1,400.00</del>	<del>\$ 110.85</del>	<del>\$2,650.01 – \$2,700.00</del>	<del>\$ 163.40</del>
<del>\$1,400.01 – \$1,450.00</del>	<del>\$ 113.00</del>	<del>\$2,700.01 – \$2,750.00</del>	<del>\$ 164.85</del>
<del>\$1,450.01 – \$1,500.00</del>	<del>\$ 115.15</del>	<del>\$2,750.01 – \$2,800.00</del>	<del>\$ 166.25</del>
<del>\$1,500.01 – \$1,550.00</del>	<del>\$ 117.25</del>	<del>\$2,800.01 – \$2,850.00</del>	<del>\$ 167.65</del>
<del>\$1,550.01 – \$1,600.00</del>	<del>\$ 119.25</del>	<del>\$2,850.01 – \$2,900.00</del>	<del>\$ 169.05</del>
<del>\$1,600.01 – \$1,650.00</del>	<del>\$ 121.45</del>	<del>\$2,900.01 – \$2,950.00</del>	<del>\$ 170.45</del>
<del>\$1,650.01 – \$1,700.00</del>	<del>\$ 123.60</del>	<del>\$2,950.01 – \$3,000.00</del>	<del>\$ 171.90</del>
<b>General Fees</b>			<b>Fee</b>
Requested additional inspection			\$ 100.00
Re-inspection fee			\$ 142.10
Homeowner permit premium			Additional 25% of permit value
Non-residential and apartments plan re-submission for review			\$100.00/hour to a max. of \$1,000.00
Alternative solution review			\$100.00/hour to a max. of \$1,000.00
Permit extension request prior to permit expiry			½ permit fee; max. of \$100.00
Reinstate a permit within 30 days of permit expiry			\$125.00
Environmental remediation - for example, but not limited to, grow- op/derelict buildings			\$100/hour to a max of \$5,000.00
Inspection request of occupied space, per permit			\$250.00

**SCHEDULE "B"  
PENALTIES**

		First Offence	Second Offence	Third Offence
15 (d)	Failure to ensure all approved plans and specifications are available at construction site	\$100	\$200	\$300
15(e)	Failure to post or otherwise identify the Building Permit at construction site	\$100	\$200	\$300
19	Failing to obtain a completion report for closure of all safety codes permits for the use or occupancy of a building	\$250	\$500	\$1000
20	Failing to obtain an approval for a change in occupancy classification	\$250	\$500	\$1,000
23	Failure to display Completion Report	\$100	\$200	\$300
38	Re-inspection – Deficiencies not corrected	\$200	\$400	\$600

Appendix G:

*Development Permit Fee Bylaw Schedule A – Strikethrough Version*

**'SCHEDULE "A"  
FEES FOR PERMITS AND SERVICES**

Development Services	Fee
Real Property Reports – Residential	<del>\$95.80</del> \$125.00
Real Property Reports – Non-Residential	<del>\$127.70</del> \$215.00
Condominium Plan Review	<del>\$51.20/Unit</del> \$49.70/unit
Conformance letters	<del>\$76.70/site</del> \$88.00
Caveat	<del>\$95.80</del> \$93.00
Grade Certificate	<del>\$31.20</del> \$50.00
Development Permit Applications and Related Services	
Permitted and Discretionary Use – Minimum Base Fee	<del>\$95.80</del> \$160.00
Cannabis Retail Sales	\$539.45
Change of Use Permitted	<del>\$95.80</del> \$160.00
Change of Use Discretionary	<del>\$159.65</del> \$220.00
Variance to the Land Use Bylaw	<del>\$255.20</del> \$120.00
Multiple Family and Multi-Attached Buildings:	
<ul style="list-style-type: none"> <li>• 4 – 10 Units</li> </ul>	<del>\$255.20 plus \$18.95/unit</del> \$582.92 plus \$43.42/unit
<ul style="list-style-type: none"> <li>• 11 – 20 Units</li> </ul>	<del>\$447.00 plus \$18.95/unit</del> \$1024.24 plus \$43.42/unit
<ul style="list-style-type: none"> <li>• 21 – 50 Units</li> </ul>	<del>\$638.55 plus \$18.95/unit</del> \$1460.84 plus \$43.42/unit
<ul style="list-style-type: none"> <li>• 50 or More Units</li> </ul>	<del>\$766.25 plus \$18.95/unit</del> \$1755.72 plus \$43.42/unit
Commercial/Industrial/Institutional and Places of Assembly	<del>\$319.30 plus \$44.75/100-m<sup>2</sup></del> \$310.00 plus \$43.45/100m <sup>2</sup>
Signs <del>General</del>	<del>\$12.75/m<sup>2</sup> (\$69.85- minimum)</del> \$20.00/m <sup>2</sup> (\$160.00 min. /\$500.00 max.)
<ul style="list-style-type: none"> <li>• <del>Portable Signs</del></li> </ul>	<del>\$109.20</del>
<ul style="list-style-type: none"> <li>• <del>Seasonal Signs</del></li> </ul>	<del>\$31.95</del>
<ul style="list-style-type: none"> <li>• <del>Supergraphics</del></li> </ul>	<del>\$38.30</del>
Information Distribution, where neighbouring properties provided notification	<del>\$127.70</del> \$150.00

Advertising	<del>\$76.70</del> \$74.75
Permit Revision	50% of original fee

<sup>1</sup> 3555/A-2018

Appendix H:

Q&A and Comparisons provided to BILD Central AB and RDCA



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## Q&A BACKGROUNDER

December 17, 2018

### Permit Fee Adjustments

Adjustments to the fees for Safety Codes permits and Development permits will be considered by City Council as part of the 2019 Operating Budget in January 2019. The following information provides additional information related to those proposed adjustments.

#### **1. What are the adjustments that will be considered by Council?**

The *Safety Codes Permit Bylaw* and *Development Permit Fee Bylaw* are proposed to be amended to reflect the results of the fees and charges review conducted by Administration. Proposed adjustments to the fees are summarized as follows:

- Increases to the minimum permit fees for Safety Codes permits
- Changes to the fee structure for electrical, heating and other subsidiary permits
- Alignment of building permit fees for upper level and main level construction
- Increases to fees to account for the full cost of The City to provide the service

#### **2. Why has The City recommended changes to the *Development Permit Fee Bylaw* and the *Safety Codes Permit Fee Bylaw*?**

Administration has brought forward their recommendations related to fees due to the results of the 2016 Value for Money Review, and Council's direction to review all fees and charges in alignment with the Council Policy adopted in 2015.

#### **3. What does the fees and charges review include?**

The fees and charges review of safety codes and development related fees was conducted in alignment with Council Policy GP-F-2.5. The proposed fees create fair, defensible fees for citizens and customers, ensuring those who benefit from consumption of a good or service, contribute to some or all of the cost recovery of the benefit, and help support long-term financial sustainability for The City.

There are three specific items considered when establishing fees and charges for City services:

- **Community Benefit:** Is representative of the benefit to society at large, derived from an individual's consumption of a good or service as a way of assessing application of potential subsidization. A standardized tool was developed to assist in evaluating this concept.
- **Full Cost Accounting:** Uses the total cost of providing the good or service as the starting point for the fee calculation. This includes both the direct costs of providing the service, as well as those indirect costs for the permitting and inspections area of the Inspections & Licensing Department.
- **Market and Consumer Analysis:** Takes into account the dynamics of comparable markets with similar products or services.

#### **4. Which municipalities were included within the Market Analysis?**

Municipalities included Calgary, Edmonton, Medicine Hat, Airdrie, Lethbridge and Saskatoon.

#### **5. What were the recommendations within the Value for Money Review?**

The Value for Money (VFM) review was conducted in 2016 for the development and building services of The City by KPMG. The review included examining existing processes, procedures, fees and delivery structures in



## Q&A BACKGROUNDER

The City, comparing practices with other municipalities of similar size. The final review provided a number of recommendations for implementation, including several specific to The City's permit fees.

The document identifies that fees for The City's services are not cost recovered and that fees do not reflect the effort provided by staff in service delivery. Recommendations specific to The City's permit fees included:

- A comprehensive fee review was considered as a high value, high complexity option for consideration, identifying the need as high priority.
- Additional fees for permits/services that The City does not currently charge for.
- Differentiating fee levels for homeowners.

### 6. What are the next steps in the process?

The proposed changes will be considered by City Council as part of the Operating Budget for 2019, which runs from January 8 – 18, 2019. Council has the authority to approve, alter, or not approve the recommended changes.

### 7. If approved, when would the changes be effective?

Administration has recommended an effective date of April 1, 2019 for the changes to be implemented. Any permits applied for prior to that date will be charged the existing fees.

### 8. How does this relate to the new fees added in to incent process compliance?

Administration is bringing a series of new fees forward that do not currently exist and intend to encourage people to be prepared and organized. They also require consideration and adoption by City Council, but are in a separate process given they are completely new. These will be considered at the regularly scheduled Council meeting on January 7, 2019.

There are a number of Safety Codes services or processes that The City does not currently have a fee for, but that other municipalities are charging for; these include items such as an applicant revising their application following issuance, or permit expirations. The other item to be considered includes a 25% premium on homeowner's permits.

### 9. What other changes has Inspections & Licensing made to increase efficiency and effectiveness for customers?

A number of innovations and improvements have happened within Inspections & Licensing to increase efficiency, and the department continues to review processes to provide value to customers. A few of those specific items that have taken place include:

- The e-Apply online application for subsidiary permits, and inspection scheduling abilities for all permits
- Real time inspections through mobile system capabilities
- Updated and consolidated Quality Management Plan, and streamlined processes with Emergency Services
- Clarified occupancy vs completion by implementing completion reports and business licences
- The e-Apply online business licence application system
- Meeting quarterly with BILD Central Alberta and Red Deer Construction Association
- Worked with Engineering to streamline review processes
- Hired a dedicated business analyst

68 unit Apartment

Current Safety Codes Fees

Unit	208.20m <sup>2</sup>	Cost
<b>Building Permit</b>		
BP-apartment/multi att (sqm)	7020	\$ 44,226.00
Completion Report -Com Fee (sqm)	7020	\$ 341.25
Provincial Service Fee	4% of Permit fee	\$ 560.00
		<b>\$ 45,127.25</b>

Proposed Safety Codes Fees

Unit	208.20m <sup>2</sup>	Cost
<b>Building Permit</b>		
BP-apartment/multi att (sqm)	7020	\$ 45,630.00
Completion Report -Com Fee (sqm)	7020	\$ 341.25
Provincial Service Fee	4% of Permit fee	\$ 560.00
		<b>\$ 46,531.25</b>

3%

Electrical Permit

EP-contractor install cost	\$ 495,000.00	\$ 5,791.21
Provincial Service Fee	4% of Permit fee	\$ 231.65
		<b>\$ 6,022.86</b>

Electrical Permit

EP-contractor install cost	\$ 495,000.00	\$ 6,070.00
Provincial Service Fee	4% of Permit fee	\$ 242.80
		<b>\$ 6,312.80</b>

5%

Gas Permit

FEE - GP-BTU Gas Fit	3,450,000	\$ 275.80
Provincial Service Fee	4% of Permit fee	\$ 11.03
		<b>\$ 286.83</b>

Gas Permit

Minimum Fee		\$ 100.00
Per Appliance	7	\$ 525.00
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 629.50</b>

54%

Gas Permit - Temporary Heat

FEE - GP-BTU Gas Fit	350,000	\$ 275.80
Provincial Service Fee	4% of Permit fee	\$ 11.03
		<b>\$ 286.83</b>

Gas Permit - Temporary Heat

Minimum Fee		\$ 100.00
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 104.50</b>

-174%

Heating Permit

FEE - HP - Residential (min fee)		\$ 68.55
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 73.05</b>

Heating Permit

Minimum Fee		\$ 100.00
Per appliance	3	\$ 225.00
Provincial Service Fee	4% of Permit fee	\$ 13.00
		<b>\$ 338.00</b>

78%

Plumbing Permit

Bath Tubs	131	\$ 1,310.00
Floor Drains	71	\$ 710.00

Plumbing Permit




Commercial Base Building

Current Safety Codes Fees

Unit	208.20m <sup>2</sup>	Cost
<b>Building Permit</b>		
BP-commercial	3,200,000.00	\$ 27,360.00
Completion Report -Com Fee (sqm)	1236	\$ 351.50
Provincial Service Fee	4% of Permit fee	\$ 560.00
		<b>\$ 28,271.50</b>

Proposed Safety Codes Fees

Unit	208.20m <sup>2</sup>	Cost
<b>Building Permit</b>		
BP-commercial	3,200,000.00	\$ 27,360.00
Completion Report -Com Fee (sqm)	1236	\$ 351.50
Provincial Service Fee	4% of Permit fee	\$ 560.00
		<b>\$ 28,271.50</b>

0%

Electrical Permit

EP-contractor install cost	\$ 122,000.00	\$ 1,508.11
Provincial Service Fee	4% of Permit fee	\$ 60.32
		<b>\$ 1,568.43</b>

Electrical Permit

EP-contractor install cost	\$ 122,000.00	\$ 1,594.00
Provincial Service Fee	4% of Permit fee	\$ 63.76
		<b>\$ 1,657.76</b>

5%

Gas Permit

FEE - GP-BTU Gas Fit	2465000	\$ 284.05
Provincial Service Fee	4% of Permit fee	\$ 11.36
		<b>\$ 295.41</b>

Gas Permit

Minimum fee		\$ 100.00
Per appliance	14	\$ 1,050.00
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 1,154.50</b>

74%

Gas Permit - Temporary Heat

FEE - GP-BTU Gas Fit	350000	\$ 85.25
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 89.75</b>

Gas Permit - Temporary Heat

Minimum Fee		\$ 100.00
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 104.50</b>

14%

Heating Permit

FEE - GP-BTU Gas Fit	264000	\$ 85.25
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 89.75</b>

Heating Permit

Minimum Fee		\$ 100.00
Per appliance	8	\$ 600.00
Provincial Service Fee		\$ 28.00
		<b>\$ 728.00</b>

87%

Plumbing Permit

Deep Building Drains	7	\$ 70.00
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Plumbing Permit

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Floor Drains	5	\$	50.00
Mop Sink	1	\$	10.00
Other	1	\$	10.00
Urinals	4	\$	40.00
Wash Basin	8	\$	80.00
Water Closet	8	\$	80.00
Provincial Service Fee	4% of Permit fee	\$	13.60
<b>Total Permit Fees</b>		\$	<b>353.60</b>

Minimum Fee		\$	100.00
Provincial Service Fee	4% of Permit fee	\$	-
<b>Total Permit Fees</b>		\$	<b>31,988.26</b>

Service Connection Permit		\$	100.00
Minimum Fee		\$	100.00
<b>Total Permit Fees</b>		\$	<b>31,988.26</b>

Difference in Cost \$ 1,249.21  
 Percent increase 4%

#DIV/0!  
 29.40%

**208.20m2 Detached Two Storey - Revised  
Including uncovered deck & attached garage**

**Current Safety Codes Fees**

Building Permit	208.20m <sup>2</sup>	Unit	Cost
Addl above Grade Level (sqm)	73.39		\$ 322.92
Deck/unit	1		\$ 77.50
Garage & Carports (sqm)	58.91		\$ 103.08
Main Floor (sqm)	75.9		\$ 493.35
Completion Report Residential	1		\$ 76.70
Provincial Service Fee		4% of Permit fee	\$ 39.87
			<b>\$ 1,113.42</b>

**Proposed Safety Codes Fees**

Building Permit	208.20m <sup>2</sup>	Unit	Cost
Addl above Grade Level (sqm)	73.39		\$ 477.04
Deck/unit	1		\$ 100.00
Garage & Carports (sqm)	58.91		\$ 158.47
Main Floor (sqm)	75.9		\$ 493.35
Completion Report Residential	1		\$ 100.00
Provincial Service Fee		4% of Permit fee	\$ 53.15
			<b>\$ 1,382.01</b>

19%

**Electrical Permit**

Construction Cost	\$ 7,000.00		\$ 191.80
Provincial Service Fee		4% of Permit fee	\$ 7.67
			<b>\$ 199.47</b>

**Electrical Permit**

Residential over 200m <sup>2</sup>			\$ 300.00
Provincial Service Fee		4% of Permit fee	\$ 12.00
			<b>\$ 312.00</b>

36%

**Gas Permit**

Minimum Fee			\$ 70.60
BBO	1		
Furnace	1		
Fireplace	1		
Range	1		
Unit Heater	1		
Water Heater	1		
Provincial Service Fee		4% of Permit fee	\$ 4.50
			<b>\$ 75.10</b>

**Gas Permit**

Residential			\$ 100.00
BBO	1		
Furnace	1		
Fireplace	1		
Range	1		
Unit Heater	1		
Water Heater	1		
Provincial Service Fee		4% of Permit fee	\$ 4.50
			<b>\$ 104.50</b>

28%

**Gas Permit - Temporary Heat**

Minimum Fee			\$ 70.60
Provincial Service Fee		4% of Permit fee	\$ 4.50
			<b>\$ 75.10</b>

**Gas Permit - Temporary Heat**

Minimum Fee			\$ 100.00
Provincial Service Fee		4% of Permit fee	\$ 4.50
			<b>\$ 104.50</b>

28%

Heating Permit		
Minimum Fee		\$ 70.60
Furnace	1	
HRV	1	
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 75.10</b>

Heating Permit		
Minimum Fee		\$ 100.00
Furnace	1	
HRV	1	
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 104.50</b>

28%

Plumbing Permit		
Bath Tub	1	\$ 10.00
Floor Drains	3	\$ 30.00
Kitchen Sink	1	\$ 10.00
Laundry Stand Pipe	1	\$ 10.00
Shower	1	\$ 10.00
Wash Basins	4	\$ 40.00
Water Closets	3	\$ 30.00
Provincial Service Fee	4% of Permit fee	\$ 5.60
		<b>\$ 145.60</b>

Plumbing Permit		
Residential over 200m <sup>2</sup>		\$ 250.00
Provincial Service Fee	4% of Permit fee	\$ 10.00
		<b>\$ 260.00</b>

44.00%

Service Connection Permit		
Minimum Fee		\$ 70.60

Service Connection Permit		
Minimum Fee		\$ 100.00

29.40%

<b>Total Permit Fees</b>	<b>\$ 1,754.39</b>
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<b>Total Permit Fees</b>	<b>\$ 2,367.51</b>
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Difference in Cost  
Percent Increase

\$ 613.12  
26%

**126.06 m2 Detached Bungalow - Revised**  
**Including uncovered deck**

**Current Safety Codes Fees**

	Unit	Cost
<b>Building Permit</b>	<b>208.20m<sup>2</sup></b>	
Deck/unit	1	\$ 77.50
Main Floor (sqm)	126.06	\$ 819.39
Completion Report Residential	1	\$ 76.70
Provincial Service Fee	4% of Permit fee	\$ 35.88
		<b>\$ 1,009.47</b>

**Proposed Safety Codes Fees**

	Unit	Cost
<b>Building Permit</b>	<b>208.20m<sup>2</sup></b>	
Deck/unit	1	\$ 100.00
Main Floor (sqm)	126.06	\$ 819.39
Completion Report Residential	1	\$ 100.00
Provincial Service Fee	4% of Permit fee	\$ 40.78
		<b>\$ 1,060.17</b>

5%

**Electrical Permit**

Construction Cost	\$ 7,500.00	\$ 191.80
Provincial Service Fee	4% of Permit fee	\$ 7.67
		<b>\$ 199.47</b>

**Electrical Permit**

Residential up to 200m <sup>2</sup>	\$ 200.00	
Provincial Service Fee	4% of Permit fee	\$ 8.00
	<b>\$ 208.00</b>	

4%

**Gas Permit**

Minimum Fee	\$ 70.60	
BBQ	1	
Furnace	1	
Fireplace	1	
Water Heater	1	
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 75.10</b>

**Gas Permit**

Residential	\$ 100.00	
BBQ	1	
Furnace	1	
Fireplace	1	
Water Heater	1	
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 104.50</b>

28%

**Gas Permit - Temporary Heat**

Minimum Fee	\$ 70.60	
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 75.10</b>

**Gas Permit - Temporary Heat**

Minimum Fee	\$ 100.00	
Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 104.50</b>

28%

**Heating Permit**

Minimum Fee	\$ 70.60	
Furnace	1	
HRV	1	

**Heating Permit**

Minimum Fee	\$ 100.00	
Furnace	1	
HRV	1	

Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 75.10</b>

Provincial Service Fee	4% of Permit fee	\$ 4.50
		<b>\$ 104.50</b>

28%

Plumbing Permit		
Bath Tub	3	\$ 30.00
Floor Drains	1	\$ 10.00
Kitchen Sink	1	\$ 10.00
Laundry Stand Pipe	1	\$ 10.00
Wash Basins	3	\$ 30.00
Water Closets	3	\$ 30.00
Provincial Service Fee	4% of Permit fee	\$ 4.80
		<b>\$ 124.80</b>

Plumbing Permit		
Residential up to 200m <sup>2</sup>		\$ 150.00
Provincial Service Fee	4% of Permit fee	\$ 6.00
		<b>\$ 156.00</b>

20.00%

Service Connection Permit		
Minimum Fee		<b>\$ 70.60</b>

Service Connection Permit		
Minimum Fee		<b>\$ 100.00</b>

29.40%

<b>Total Permit Fees</b>		<b>\$ 1,629.64</b>
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<b>Total Permit Fees</b>		<b>\$ 1,837.67</b>
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Difference in Cost  
Percent Increase

\$ 208.03  
11%

Appendix I:

Planning and Development Services Value for Money Review excerpts

November 2016

**Excerpts from Planning and Development Services Value for Money Review**

**November 2016**

**4.6 How do fees relate to the service provided?**

The comparisons of fees for in-scope services identified that variation in the fees for similar services across comparable municipalities. While some municipalities have kept their fees more broad for ease of application, some have gone into further detail, to allow municipalities to better reflect the time and effort put into service delivery.

**4.6.1.1 Data & Information Analysis**

In reviewing the financial information for each of the in-scope departments, it was identified that none of the departments are cost-recovering for the services provided. The Emergency Services department has not been included, as most of the activities in the financial information are outside of the scope of this review.

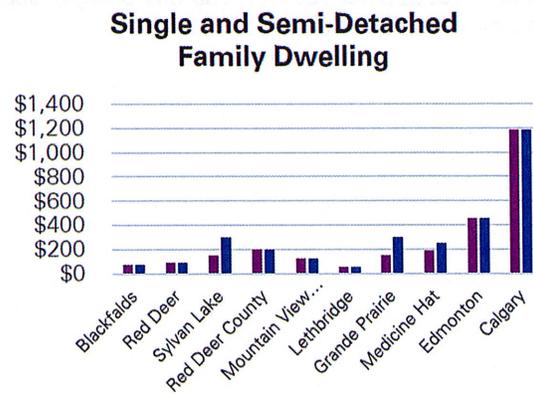
In addition, Emergency Services does not charge for the services provided related to Building and Development processes. The financial information for the Inspections & Licensing, Planning, and Engineering departments have been included, although this may include information on out of scope services as this information could not be separated from the in-scope information.

The table on the following page depicts the financial information for the department generally; however, the Planning department financial information has excluded the retail land sales / rent revenues, as this activity is within the Land and Economic Development group.

**4.6.1.3 Jurisdictional Analysis**

A review of the fees by comparable municipalities identified several areas that the City may wish to adjust or add fees to. While comparisons were not always available due to differences in policies, structure, and granularity, the following observations were identified from those fees that were able to be compared:

**Inspections & Licensing**



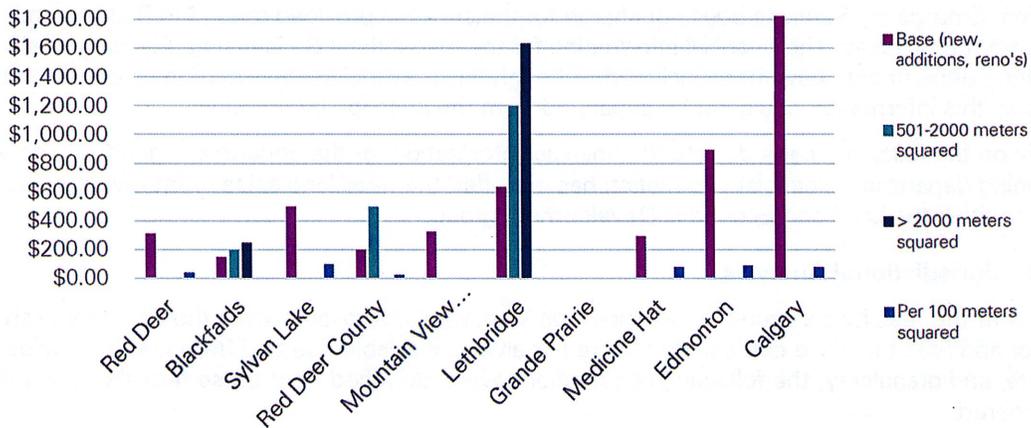
The City appears to have relatively low fees relative to comparable municipalities assessed; the base building permit fee is the second lowest across all municipalities that were assessed.

Differences in fees across various other categories of building permits are difficult to compare; some municipalities (i.e. City of Medicine Hat, Red Deer County, and Mountain View County) tend to rank pricing based on square foot for residential building permits, whereas the Town of Sylvan Lake, City of Lethbridge, and cities of Calgary and Edmonton charge based on construction value. For commercial building permits, most municipalities charge based on construction value at a formula of \$X / \$1000 of construction value. Aside from the cities of Edmonton / Calgary, Red Deer had the highest commercial Building Permit per \$1000 construction value fees.

The City does not have the same classifications for development permits that other municipalities do. Other municipalities break their residential development permits into categories such as single detached dwellings, semi-detached dwellings, multi-unit apartments, accessory buildings, accessory dwellings, and additions or renovations.

As a result, since the City has a 'basic' development permit fee that is given to residential development applications, as depicted in the graph above, the fees are relatively low when compared to other municipalities.

### Commercial / Industrial Development Permits



Generally speaking, the City's fees for development permits for commercial / industrial appear to be lower than other municipalities, some of which use increasing rates based on square footage. The per 100 m<sup>3</sup> rates used by other municipalities is higher than the City's (with the exception of Red Deer County at \$25 per 100 m<sup>3</sup>). The City charges approximately \$43 per 100 m<sup>3</sup>, while other municipalities range from \$79 to \$100 per 100 m<sup>3</sup>.

There are also several processes that the City does not charge a formal fee for that other municipalities are charging for. An example is redesign / revision fees, which are for those applications that have a change in use throughout the project lifespan, or require significant revision likely due to incompleteness of the application. While the City of Grande Prairie only charges 50% of the regular application rate for these revisions, the City of Medicine Hat considers this a 're-application' and charges the standard fee plus 100% to review the application again. The City of Calgary charges \$234 for 'plans re-examination', and 10% of the permit fee or \$125 / hour staff time (\$120 minimum) for revisions.

Some municipalities also charge when applications require recirculation to departments, as a result of changes by the applicant throughout the process.

- The City of Medicine Hat charges 25% of the regular permit fee.
- The City of Edmonton charges \$1,020 for development permits, and 50% for residential permits.
- The City Calgary charges \$1,203 to re-circulate applications.

In addition, pre-consultations are a process that is currently utilized by the City to assist applicants in identifying what information and requirements their project will entail. However, this process is not currently formalized, and does not have a fee attached.

Other municipalities, like the cities of Edmonton and Calgary, have formalized these processes for complex and discretionary developments, with fees of \$306 and \$631 respectively.

The City may wish to charge a fee for consultations for those applications that are complex and require significant staff time for review. This fee charged does not have to cover the cost of providing the services, however, it should be substantial enough to incent applicants to undertake due diligence in preparing for the meeting. In addition, if the City charges a fee, this will encourage staff to prepare for the meeting, and ensure that the appropriate individuals with authority are present that can make decisions.

Feedback from internal stakeholders suggested that the penalty fees for certain services are not high enough to act as a deterrent for non-compliance. While the towns of Blackfalds and Sylvan Lake, Red Deer County, and the cities of Lethbridge and Medicine Hat have defined penalties for commencing development without the appropriate permits (i.e. double the original permit fee). The following municipalities have identified various fees for enforcement:

	First Offense	Second Offense	Third Offense
Red Deer	\$500	\$1,000	\$5,000
Red Deer County	\$2,500	N/A	N/A
Mountain View County	\$1,000	N/A	N/A
Edmonton	\$1,000	\$2,500	N/A
Calgary	\$1,500	\$3,000	N/A

<p>12</p>	<p><b>Engage in a Comprehensive Fee Review</b></p> <ul style="list-style-type: none"> <li>— Further examine the current fee structure the City utilizes to assess cost recovery, value, and comparability to other municipalities</li> <li>— Assess trade-offs of changes in fees for development / growth purposes, vs. the internal costs of providing these services</li> </ul>	<p>The options discussed further in the “Low Value, Low Complexity” section discuss the need for a comprehensive fee review. While each fee adjustment itself may rank lower on the priority scale, the need for a review of fees overall is considered a high priority option. For further detail, please refer to options B1-B6 in the next section.</p>	<p>I&amp;L PLN ENG</p>
<p>23</p>	<p><b>Charge for Permits / Services Without Fees</b></p> <p>Such permits / services include:</p> <ul style="list-style-type: none"> <li>— Excavation Permits</li> </ul>	<p>Other municipalities include excavation permit fees in the development permit or have a separate fee (e.g. Grande Prairie charges \$100, while Calgary ties it with stripping and grading for about \$1200). Municipalities such as Grande</p>	<p>I&amp;L PLN ENG</p>
	<ul style="list-style-type: none"> <li>— Redesign / Revision Fees: for applications that require significant revisions to the original.</li> <li>— Re-circulation Fees: for applications that require re-circulation to stakeholders</li> </ul>	<p>Prairie, Calgary, and Medicine Hat charge fees (typically 50% of the application fee) for applications that change substantially or require significant revisions Other municipalities also charge for applications that require re-circulation to stakeholders; Medicine Hat charges 25% of the regular permit fee; Edmonton charges \$1020 for development permits and 50% for residential permits, and Calgary charges \$1203 for re-circulating applications.</p>	
<p>26</p>	<p><b>Differentiate Fee Levels for Homeowners vs. Developers (Level of Sophistication)</b></p> <ul style="list-style-type: none"> <li>— Charge fees that reflect the level of time / effort required by staff for applicants based on experience / sophistication of knowledge (or at least track time spent with each segment to understand cost drivers)</li> </ul>	<p>Staff have identified that large amounts of time are spent with customers who have limited experience / knowledge (i.e. homeowners). Charging a fee to reflect higher levels of service that are required may assist in providing further services to educate / inform these applicants, such as educational or communications materials.</p>	<p>I&amp;L PLN ENG</p>

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Tim Ainscough, Environmental Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Environmental Services Customer Satisfaction Survey Report

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**Reference Report:**

Environmental Services Report, August 20, 2018

**Resolution:**

At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the report from Environmental Services, dated August 20, 2018 re: Customer Satisfaction Survey Report, hereby eliminates the conducting of an Environmental Services survey resulting in the following cost savings:

- Tax Supported Ongoing \$1,880
- Self Supported Ongoing \$16,920

**Report back to Council:**

No.

**Comments/Further Action:**

None.



Frieda McDougall  
Manager

- c. Director of Corporate Services  
Director of Development Services

**Legislative Services**

**DATE:** January 16, 2019

**TO:** Director of Corporate Services  
Director of Community Services  
Director of Development Services  
Director of Planning Services  
Director of Protective Services

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

**SUBJECT:** Intermunicipal Collaboration Framework

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**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**

At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, based on Council's deliberations during the operating budget 2019, hereby directs Administration to add the following items in the Intermunicipal Collaboration Framework discussions:

- Police resourcing for the Central Alberta Child Advocacy Centre
- Support of the Red Deer and District Archives
- Support for Museum and Art Gallery (MAG)
- Support of Community Groups and agencies that serve Central Alberta such as, but not limited to, Volunteer Central and the Central Alberta Crime Prevention Centre.

**Report back to Council:**

No.

**Comments/Further Action:**

None.



Frieda McDougall  
Manager



**DATE:** January 14, 2019  
**TO:** Scott Tod, Municipal Policing Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Police Resourcing for Central Alberta Child Advocacy Centre and Police Member and/or Municipal Employee Resourcing 2020

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**

At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the 2019 Interim Operating Budget, hereby approves the following Tax Supported Funding Adjustment Recommendations as part of the 2019 Interim Operating Budget:

Item	Dept	Initiative Title	2019 Total	2019 Salary INC.	2019 Ongoing INC.	2019 One Time REQ'D	2020 Ongoing INC.	2020 One Time REQ'D	2021 Ongoing REQ'D	2021 One Time REQ'D	2022 Ongoing REQ'D	2022 One Time REQ'D
66.0	POL	Police Resourcing for Central Alberta Child Advocacy Centre	0		0							





Legislative Services

**DATE:** January 14, 2019  
**TO:** Dean Krejci, Chief Financial Officer  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Financial Leadership Framework Implementation

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the 2019 Interim Operating Budget, hereby approves the following Tax Supported Funding Adjustment Recommendations as part of the 2019 Interim Operating Budget:

Item	Dept	Initiative Title	2019 Total	2019 Salary INC.	2019 Ongoing INC.	2019 One Time REQ'D	2020 Ongoing INC.	2020 One Time REQ'D	2021 Ongoing REQ'D	2021 One Time REQ'D	2022 Ongoing REQ'D	2022 One Time REQ'D
79.0	FIN	Financial Leadership Framework Implementation	50,000			50,000						

with the work plan to be discussed at Audit Committee.

**Report back to Council:**

No.

**Comments/Further Action:**

The work plan to be discussed at Audit Committee.



Frieda McDougall  
Manager

- c. Director of Corporate Services  
Michelle Andrew, Corporate Controller  
Committees Coordinator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Kelly Kloss, Director of Development Services  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Municipal Consent and Access Fee

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**  
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby directs Administration to bring a report back a report on the Utility Policy for amendment/recommendation with respect to the Municipal Consent and Access Fee (MCAF) for Council's consideration, with consideration of the budget impacts.

**Report back to Council:**  
Yes.

**Comments/Further Action:**  
A report to be brought back to Council.



Frieda McDougall  
Manager

- c. Director of Corporate Services  
Corporate Meeting Administrator

Operating Budget Decision – January 8-16, 2019

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Director of Protective Services  
Director of Community Services  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Community Safety Strategy

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**  
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, based on Council's deliberations during the operating budget 2019, having considered the Community Safety Strategy hereby directs Administration to explore opportunities with community partners to provide funding for participation in this initiative from 2020 with a report to Council for Mid-Year Budget.

**Report back to Council:**  
Yes.

**Comments/Further Action:**  
A report to be brought back to Council at Mid-Year Budget.



Frieda McDougall  
Manager

c. Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Craig Curtis, City Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Staffing Levels

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**  
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer recognizing that The City has a practice of reviewing all positions as they become vacant, approves a hiring cap that freezes operational staffing at 2019 levels and directs the City Manager to continue the review process with the objective of identifying savings for 2020 at which time staffing levels will be reviewed.

**Report back to Council:**  
Yes.

**Comments/Further Action:**  
A report to be brought back to Council.



Frieda McDougall  
Manager

- c. Director of Human Resources  
Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Dean Krejci, Chief Financial Officer  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Operating Budget Processes

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**

At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having concluded it's 2019 Operating Budget debate, hereby directs Administration to examine other operating budget processes and bring a preliminary report back to Council in conjunction with Budget Guidelines with options on other debate process that will assist Council in identifying efficiencies and improved effectiveness to the current nine day process.

**Report back to Council:**

Yes.

**Comments/Further Action:**

A report to be brought back to Council.



Frieda McDougall  
Manager

- c. Director of Corporate Services  
Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 14, 2019  
**TO:** John Sennema, Land & Economic Development Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** In Camera Report 1.1

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered In Camera Report Item 1.1 as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the recommendation in principle as presented In Camera and approves the following budget item subject to a report on the details to be brought back to Council at a future meeting:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
3.0	65,000	30,000		

**Report back to Council:**  
 Yes.

**Comments/Further Action:**  
 Budget will prepare a report on the details as discussed in-camera, to be brought back to Council at a future meeting.



Frieda McDougall  
 Manager

- c. Director of Corporate Services  
 Director of Planning Services  
 Corporate Meeting Administrator

Operating Budget Decision – January 8-16, 2019

**DATE:** January 14, 2019  
**TO:** Dan Newton, Information Technology Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** In Camera Report 1.2

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**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**

At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered revised In Camera Report 1.2 as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby endorses the revised recommendation with a report on the details to be brought back to Council at a future meeting.

**Report back to Council:**

Yes.

**Comments/Further Action:**

Administration to prepare a report on the details as discussed in-camera, to be brought back to Council at a future meeting.



Frieda McDougall  
Manager

- c. Director of Corporate Services  
Corporate Meeting Administrator

Operating Budget Decision – January 8-16, 2019

**DATE:** January 14, 2019  
**TO:** John Sennema, Land and Economic Development Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Tourism and Economic Development Vision

---

**Reference Report:**

Land and Economic Development Report, December 17, 2018

**Resolution:**

At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the report from Land and Economic Development, dated December 17, 2018 re: Tourism and Economic Development Vision hereby approves the establishment of a Bid Committee with the terms of reference to be approved by Council before the end of Q2.

**Report back to Council:**

Yes.

**Comments/Further Action:**

Terms of Reference to be brought back to Council before the end of Q2.



Frieda McDougall  
Manager

- c. Director of Planning Services  
Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Scott Tod, Municipal Policing Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Service Level Changes

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**  
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered In Camera Financial Matters as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the following Service Level Change with a report on the details to be brought back to Council at a future meeting:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
1.0	(179,459)	44,865		

**Report back to Council:**  
Yes.

**Comments/Further Action:**  
A report on the Service Level Change to be brought back to Council at a future meeting.



Frieda McDougall  
Manager

- c. Director of Protective Services
- Director of Corporate Services
- Corporate Meeting Administrator

**DATE:** January 16, 2019  
**TO:** Erin Stuart, Inspections & Licensing Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Confidential Cost Savings

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**  
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered In Camera Financial Matters as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the following Cost Savings/Service Level Change with a report on the details to be brought back to Council at a future meeting:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
2.0	(190,466)			

**Report back to Council:**  
Yes.

**Comments/Further Action:**  
A report on the Service Level Change to be brought back to Council at a future meeting.



Frieda McDougall  
Manager

- c. Director of Planning Services
- Director of Corporate Services
- Corporate Meeting Administrator

**DATE:** January 16, 2019  
**TO:** Samantha Rodwell, Deputy City Clerk  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Advertising Costs

---

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby agrees to table consideration of this matter to be added to Council's work plan with proposed options/amendments being brought to Mid-Year Budget.

tem	Dept	Description	Tax Supported		Self Supported	
			Ongoing	One Time	Ongoing	One Time
305.0	LGS	Advertising Costs	(30,000)			

**Report back to Council:**  
 Yes.

**Comments/Further Action:**  
 This item is to be added to Council's work plan with a report on proposed options/amendments being brought to Mid-Year Budget.



Frieda McDougall  
 Manager

- c. Director of Corporate Services  
 Corporate Meeting Administrator

**DATE:** January 16, 2019  
**TO:** Shelley Gagnon, Recreation Parks & Culture Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Youth Strategy Fund

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby agrees that the Youth Strategy Fund be retained and the funding initiatives be approved by Council, upon recommendation of Administration.

Item	Dept	Description	Tax Supported		Self Supported	
			Ongoing	One Time	Ongoing	One Time
318.0	SOC	Youth Strategy Fund	-			

**Report back to Council:**  
 Yes.

**Comments/Further Action:**  
 Funding initiatives on this item to be approved by Council, upon recommendation of Administration.



Frieda McDougall  
 Manager

- c. Director of Community Services  
 Corporate Meeting Administrator



Legislative Services

Operating Budget Decision – January 8-16, 2019

**DATE:** January 16, 2019  
**TO:** Julia Harvie-Shemko, Director of Communications & Strategic Planning  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Confidential Cost Savings

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered In Camera Financial Matters, as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the following recommendation related to the Cost Savings/Service Level Changes:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
4.0	-	-	-	-

With a report to be brought back on this service at Mid-Year Budget.

**Report back to Council:**  
 Yes.

**Comments/Further Action:**  
 A report on the Cost Savings/Service Level Changes to be brought back to Council at Mid-Year Budget.

Frieda McDougall  
 Manager

- c. Director of Corporate Services  
 Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Dan Newton, Information Technology Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Confidential Cost Savings

---

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered Financial Matters In Camera, as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the following Cost Savings/Service Level Change with a report on the details to be brought back to Council at a future meeting:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
7.0	-	-		

**Report back to Council:**  
 Yes.

**Comments/Further Action:**  
 A report on the Cost Savings/Service Level Changes to be brought back to Council at a future meeting.



Frieda McDougall  
 Manager

- c. Director of Corporate Services  
 Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Scott Tod, Municipal Policing Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Confidential Cost Savings

---

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered In Camera Financial Matters as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the following Cost Savings/Service Level Change with a report on the details to be brought back to Council at a future meeting:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
13.0	(105,539)	26,385		

**Report back to Council:**  
 Yes.

**Comments/Further Action:**  
 A report on the details on the Cost Savings/Service Level Changes to be brought back to Council at a future meeting.



Frieda McDougall  
 Manager

- c. Director of Corporate Services  
 Director of Protective Services  
 Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Ken McMullen, Emergency Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Confidential Cost Savings

---

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**

At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered Financial Matters In Camera, as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the following Cost Savings/Service Level Change:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
14.0		(114,965)		

With a report to be brought back prior to 2020 Operating Budget considerations.

**Report back to Council:**

Yes.

**Comments/Further Action:**

A report to be brought back prior to 2020 Operating Budget considerations.



Frieda McDougall  
 Manager

- c. Director of Corporate Services  
 Director of Protective Services  
 Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Shelley Gagnon, Recreation, Parks & Culture Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Confidential Cost Savings

---

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered In Camera Financial Matters as protected by the Freedom of Information and Protection of Privacy Act, Section 24(1)(a), hereby approves the following Cost Savings/Service Level Change with a report on the details to be brought back to Council at a future meeting:

Item	Tax Supported		Self Supported	
	Ongoing	One Time	Ongoing	One Time
15.0	(39,080)	9,770		

On the understanding that a report will be brought back to Council if it's deemed the cost savings are not achievable.

**Report back to Council:**  
 Yes.

**Comments/Further Action:**  
 A report to be brought back to a future meeting of Council if it is deemed the cost savings are not achievable.



Frieda McDougall  
 Manager

- c. Director of Community Services  
 Director of Corporate Services  
 Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Konrad Dunbar, Engineering Services Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Special Event Permits

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**  
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby directs Administration to bring a report to Council on the Special Event Permits with options for the charging for road closures that impact to community groups, considering economic development objectives, downtown revitalization partners and The City's budget, to be scheduled and considered in conjunction with Council's workplan.

**Report back to Council:**  
Yes.

**Comments/Further Action:**  
A report to be brought back to a future meeting of Council to be scheduled and considered in conjunction with Council's work plan.



Frieda McDougall  
Manager

- c. Director of Development Services  
Director of Planning Services  
Erin Stuart, Inspections & Licensing Manager  
Corporate Meeting Administrator

**Legislative Services**

**DATE:** January 16, 2019  
**TO:** Michelle Baer, City Solicitor  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Legal Services

---

**Reference Report:**  
2019 Interim Operating Budget

**Resolution:**  
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer hereby directs Administration to bring a report to Council at mid-year budget on the Legal Services that provides an update on the processes and initiatives being undertaken in the department to achieve efficient use of legal services, and an impact on how the budget approved during the 2019 Operating Budget is being used.

**Report back to Council:**  
Yes.

**Comments/Further Action:**  
A report to be brought back to Council at Mid-Year Budget.



Frieda McDougall  
Manager

- c. Director of Corporate Services  
Corporate Meeting Administrator



Legislative Services

**DATE:** January 14, 2019  
**TO:** Shelley Gagnon, Recreation, Parks & Culture Manager  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Reduce Operating Hours at the Collicutt Centre and G.H. Dawe Community Centre

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the 2019 Interim Operating Budget, hereby approves the following Tax Supported Funding Adjustment Recommendations as part of the 2019 Interim Operating Budget:

Item	Dept	Initiative Title	2019 Total	2019 Salary INC.	2019 Ongoing INC.	2019 One Time REQ'D	2020 Ongoing INC.	2020 One Time REQ'D	2021 Ongoing REQ'D	2021 One Time REQ'D	2022 Ongoing REQ'D	2022 One Time REQ'D
71.0	RPC	Reduce Operating Hours at Collicutt Centre & G.H. Dawe Community Centre – Monday to Saturday	(112,828)	(150,439)		37,611						

And directs Administration to explore options to replace any lane swim that may be affected.

**Report back to Council:**

Yes.

**Comments/Further Action:**

Administration to explore options to replace any lane swim affected.



Frieda McDougall  
Manager

- c. Director of Community Services  
Chief Financial Officer  
Corporate Meeting Administrator

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Operating Budget Decision – January 8-16, 2019



DATE: January 14, 2019
TO: Shelley Gagnon, Recreation, Parks & Culture Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Community Culture Development Fund (CCDF)

Reference Report:
2019 Interim Operating Budget

Resolution:
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the 2019 Interim Operating Budget, hereby approves the following Tax Supported Funding Adjustment Recommendations as part of the 2019 Interim Operating Budget:

Table with 11 columns: Item, Dept, Initiative Title, 2019 Total, 2019 Salary INC., 2019 Ongoing INC., 2019 One Time REQ'D, 2020 Ongoing INC., 2020 One Time REQ'D, 2021 Ongoing REQ'D, 2021 One Time REQ'D, 2022 Ongoing REQ'D, 2022 One Time REQ'D. Row 87.0 shows RPC Dept, Community Culture Development Fund (CCDF) Initiative, and 130,000 values for 2019 and 2020 One Time REQ'D.

and hereby agrees to:

1. Allow organizations currently receiving funding and experiencing challenges with financial sustainability the opportunity to apply within this additional fund. This will include varying the current cap of \$30,000 to groups to enable their access to this funding; and
2. Direct Administration to review the CCDF in terms of its objectives and the appropriate level of funding including the reconsideration of the \$30,000 cap with a recommendation to be brought to Council prior to Council consideration of budget 2020.

**Report back to Council:**

Yes.

**Comments/Further Action:**

A report is to be brought back to Council prior to Council consideration of budget 2020.



Frieda McDougall  
Manager

- c. Director of Community Services  
Chief Financial Officer  
Corporate Meeting Administrator

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Operating Budget Decision – January 8-16, 2019



DATE: January 14, 2019
TO: Greg Sikora, Public Works Manager
FROM: Frieda McDougall, Legislative Services Manager
SUBJECT: Corporate Fleet

Reference Report:
2019 Interim Operating Budget

Resolution:
At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer having considered the 2019 Interim Operating Budget, hereby approves the following Tax Supported Funding Adjustment Recommendations as part of the 2019 Interim Operating Budget:

Table with 11 columns: Item, Dept, Initiative Title, 2019 Total, 2019 Salary INC., 2019 Ongoing INC., 2019 One Time REQ'D, 2020 Ongoing INC., 2020 One Time REQ'D, 2021 Ongoing REQ'D, 2021 One Time REQ'D, 2022 Ongoing REQ'D, 2022 One Time REQ'D. Row 1: 42.0, PWS, Corporate Fleet, 400,000, 300,000, 100,000, 130,000.

With a report to be provided to Mid-Year Budget to outline the variables of tariffs on costing.

**Report back to Council:**

Yes.

**Comments/Further Action:**

A report is to be provided at Mid-Year Budget.



Frieda McDougall  
Manager

- c. Director of Development Services  
Chief Financial Officer  
Corporate Meeting Administrator



Legislative Services

**DATE:** January 16, 2019  
**TO:** Lisa Perkins, Director of Corporate Services  
**FROM:** Frieda McDougall, Legislative Services Manager  
**SUBJECT:** Value for Money Audit

**Reference Report:**  
 2019 Interim Operating Budget

**Resolution:**  
 At the January 8-16, 2019 Operating Budget Meeting, Council passed the following resolution:

Resolved that Council of The City of Red Deer, having considered the report from the Corporate Services Directorate dated September 4, 2018 re: 2019 Value for Money hereby agrees:

- That a Value for Money Audit be conducted in the Recreation, Parks and Culture area, to begin in the spring of 2019.
- That a Value for Money Audit be conducted in the Corporate Services Directorate and City Managers Division in Q1 2020, and that the input on the scope of the review to be provided by Council and the Audit Committee as per the Committees Bylaw and Audit Committee policies
- To the 2020 – 2022 Value for Money Plan being approved in principle.

Item	Dept	Initiative Title	2019			2020			2021			2022		
			Total	Salary INC.	Ongoing INC.	2019 One Time REQ'D	2020 Ongoing INC.	2020 One Time REQ'D	2021 ongoing REQ'D	2021 One Time REQ'D	2022 Ongoing REQ'D	2022 One Time REQ'D		
31.0	COR	Value for Money Audit	-	-	-	-	150,000	-	-	-	-	-	-	

Item	Dept	Initiative Title	2019 Total	2019 Salary INC.	2019 Ongoing INC.	2019 One Time REQ'D	2020 Ongoing INC.	2020 One Time REQ'D	2021 ongoing REQ'D	2021 One Time REQ'D	2022 Ongoing REQ'D	2022 One Time REQ'D
85.0	CSV	Community Services Master Plan					-					

And directs Administration to bring back the Community Services Master Plan for Council's consideration pending the Value for Money recommendation related to the Recreation, Parks and Culture Value for Money Audit scheduled for 2019, has been completed.

**Report back to Council:**

Yes.

**Comments/Further Action:**

The Community Services Master Plan to be brought back for Council's consideration pending the Recreation, Parks & Culture Value for Money Audit recommendation.



Frieda McDougall  
Manager

- c. Director of Community Services  
Shelley Gagnon, Recreation, Parks & Culture Manager  
Chief Financial Officer  
Michelle Andrew, Corporate Controller  
Corporate Meeting Administrator